

LEGACY AND VISION: THE KORET-TAUBE INITIATIVE ON JEWISH PEOPLEHOOD



In a unique exhibit at the Contemporary Jewish Museum, visitors can watch as soferet (female scribe) Julie Seltzer writes an entire Torah over the course of a year. Contemporary artists' responses to each weekly passage will fill the gallery walls by next fall.

For over two thousand years, the notion of Jewish Peoplehood has fascinated, intrigued, and perplexed Jews and non-Jews the world over. Is Judaism a culture? Can Jewish culture exist in the absence of religion? Are Jews a nation? How has the concept of a cohesive Jewish "people" changed since the birth of the State of Israel? The very act of wrestling with these complex issues and questions has helped to define what it means to be Jewish in the modern world.

The Koret Foundation and our sister organization Taube Philanthropies have long shared a commitment to actively cultivating a thriving Jewish community in the Bay Area, and to celebrating our Jewish cultural heritage while creating a shared vision for our Jewish future. In support of this goal, the two organizations recently launched a new initiative on Jewish Peoplehood.

Our Peoplehood initiative represents a logical progression building on the Taube Foundation's Jewish Heritage Initiative in Poland (JHIP). By supporting and creating educational, communal, and cultural programs for the growing Jewish population in Poland, JHIP links

Polish Jewry to Jewish communities in the United States and Israel. The JHIP expands the view of Peoplehood by celebrating 1,000 years of Jewish culture in Poland and awakening American and Israeli Jews to their heritage in ways that inform identity and continuity.

"The historical legacy of the Jewish people has undeniably served as the cornerstone of Western civilization," said Koret President and Taube Foundation Chairman Tad Taube. "That heritage is embodied in the Judeo-Christian values that form the underpinnings of American culture. The Koret-Taube Peoplehood Initiative explores and promotes programs which define Jewish Peoplehood in the context of these cultural and historical influences on Jewish, Western and global cultures."

Grants to the Peninsula Jewish Community Center and the Oshman Family JCC on the Taube Koret Campus for Jewish Life will support the exploration of Jewish life and culture through the twin lenses of legacy and vision. We support the development of cultural, educational, and community programs that inspire a living Jewish heritage and

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KORET FOUNDATION

An entrepreneurial spirit guides Koret in addressing societal challenges and strengthening Bay Area life.

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BUILDING CAPACITY = EFFICIENCY, EFFECTIVENESS



As an investor in Bay Area community life, the Koret Foundation seeks to make a significant impact in the communities we serve. One way we do this is by helping organizations build their capacity to do their work with greater efficiency and effectiveness. In this competitive fundraising climate, we know this makes a difference.

We support organizations that are blazing new paths, implementing or expanding programs with innovative approaches to social and economic challenges, and refining programs to meet changing needs. In our capacity-building efforts, Koret seeks to enhance effectiveness in various ways, including support for technology upgrades, evaluations, and streamlining and updating of programs. Each of these areas is vital to building organizations' ability and capacity to more effectively serve their constituents, and to maintain stability in a challenging economy.

Toward that end, Koret has funded a comprehensive performance evaluation system for the Glide Foundation. We support programs aimed at developing the next generation of civic leaders through SPUR's Young Urbanists program and the Coro Foundation. We have supported San Francisco Opera in its efforts to reach a more diverse audience through the Koret-Taube Media Suite which facilitates simulcasts at AT&T Park and other accessible venues.

Through these and other initiatives presented in this issue of the *Catalyst*, we're proud to play a part in helping Bay Area organizations grow and improve.

Jeffrey A. Farber, CEO



The Coro Fellows in Public Affairs learn about governance issues on Treasure Island with the Director of the Treasure Island Development Authority.

BUILDING THE NEXT GENERATION OF LEADERS: SPUR'S YOUNG URBANISTS AND CORO FELLOWS

Cultivating the next generation of leaders and donors is an important but daunting task for organizations that historically have relied on legacy support. In an age of directed donations by a generation more focused on bottom-line impact, arts and civic institutions must find new routes to attract the young professionals and potential supporters who will lead them through the coming decades.

Koret has sought nonprofit partners employing innovative approaches to attracting and engaging the next generation. One of those is SPUR (San Francisco Planning and Urban Research Association) which proposed a Young Urbanists program to cultivate a new generation of civic leaders interested in a non-partisan approach to urban planning. As inaugural sponsor of the program, Koret supports SPUR's efforts to draw in young professionals (under 40) for events focused on specific topics related to city policy, featuring prominent speakers from a range of business and civic organizations. Each event in the program's pilot year drew more than 150 young adults.

"We launched the Young Urbanists program to increase our membership base and to build the civic capacity of a group of potential emerging leaders," said Gabriel Metcalf, SPUR's executive director. "With Koret's lead support, the program has far exceeded our expectations—over 58 per cent of all new SPUR members are Young Urbanists."

Building on Koret's capital support for SPUR's new Urban Center downtown, an additional Koret grant is helping to create and execute an effective marketing

campaign for the Young Urbanists program and to help the program partner and co-host events with other leadership groups in the area. Support for the program will increase the organization's capacity and sustainability for years to come.

In addition, Koret has identified the Coro Center for Civic Leadership as another route to developing future generations of civic leaders in San Francisco. Coro, a nonprofit, non-partisan organization that offers experiential leadership training to a broad range of individuals, is probably best known for its national Fellows Program in Public Affairs, a civic leadership program for young professionals. Koret funds are supporting the 2009-2010 class of Coro Fellows in San Francisco.

"Coro is proud to list Koret as a supporter of our Fellows program," said Executive Director Jeffrey Sosnaud. "Koret funds increase our capacity to continue to make our future leaders aware of the roles and perspectives of citizens and elected officials across a variety of sectors."

The San Francisco Fellows Program is a nine-month, graduate-level leadership training program that prepares young professionals from a wide range of backgrounds for educated, effective, and ethical public leadership; like the Young Urbanists, Coro Fellows are exposed to many aspects of public affairs in San Francisco. Through field assignments in business, government, and community-based organizations, group and individual projects, and seminars with influential people from a range of professions, Fellows work on challenging issues that affect Bay Area life. ✨

EVALUATING AND ENHANCING IMPACT: THE GLIDE FOUNDATION PERFORMANCE EVALUATION SYSTEM

BY JENNIFER FRANCO



Glide's CEO Willa Seldon (left) and Maya Donelson, founder of Graze the Roof, part of Glide's after-school program and the Bay Area's first community rooftop garden.

San Francisco's Tenderloin district is a study in paradoxes: it is a neighborhood where upscale restaurants, theaters, and hotels share the streets with the homeless, the poor, and those struggling with substance abuse. It is in this context of contradictions that the Glide Foundation has made its home since 1929.

For more than 40 years Glide has opened its doors to the city's most vulnerable and disenfranchised residents, offering free meals, health services, child care and after-school programs, job training and assistance, two weekly spiritual celebrations, and access to other community resources. Koret has awarded more than \$1.5 million in grants to Glide since 1981 to support Glide's mission. In recent years, Koret support has helped Glide to plan, design, and imple-

ment a leadership transition, and to measure the impact of its services.

When CEO Willa Seldon took the helm of the foundation in May 2007, succeeding founders and longtime community leaders Reverend Cecil Williams and Janice Mirikitani, she knew she wanted to find new ways to analyze and publicize Glide's impact in the community. With a grant from Koret, Seldon and the organization embarked on a comprehensive project to measure and articulate Glide's impact, build the long-term capacity of the organization to evaluate itself, and enhance its ability to sustain itself financially.

"Koret funds have enabled Glide to make tremendous strides in just one year," Seldon said.



Photo courtesy Alan McLaughlin

One of Glide's clients prepares to enjoy a hot meal.

"We've made important changes in program plans and staffing, and we can more clearly publicize our impact, which means we can improve fundraising."

With Koret's support, Seldon and Glide's board hired a strategy consultant and retained LFA Group, a leading social research organization, to lead the evaluation efforts. That team led focus groups with Glide staff and clients, launched an internal data-collection process to measure impact, collected demographic information on clients, and created a staff position to focus on strategy and program evaluation.

The evaluation's data-driven approach is one that many nonprofits are adopting in a climate where funders are increasingly interested in

measurable results. Seldon has worked hard to integrate this new way of looking at evaluation into Glide's culture.

"Funders want and need to understand clearly the amazing impact that Glide has on our clients and our community," she said. "The evaluation grant from Koret has helped position Glide to be more successful at what we do and how we operate." ✨

BRINGING OPERA TO THE BALLPARK



*On a crisp fall evening in September, several thousand people flocked to AT&T Park for a simulcast of *Il Trovatore* at Opera in the Ballpark.*

Since its beginnings in the late 16th century, opera has attracted fans from all walks of life, yet in contemporary times a subtle sense that it's an elite art form has limited its popularity. So when General Director David Gockley took the helm of San Francisco Opera in January 2006, he knew he wanted to expand the Opera's reach and bring its passion to wider audiences. Grants from the Koret Foundation and Taube Philanthropies supported the creation of the Koret-Taube Media Suite, a state-of-the-art broadcast suite that facilitates simulcasts, movie making and OperaVision.

The Koret-Taube Media Suite is the first permanent high-definition, broadcast-standard video production facility in any American opera house. Using multiple cameras and the most up-to-date equipment, the media suite can generate live feeds and film-quality video of opera performances that can be distributed to domestic and international audiences via cinema, DVD, or streaming video.

Under Gockley's direction, the media suite enabled San Francisco Opera in May 2006 to offer *Madama Butterfly* to 8,000 viewers as a free outdoor simulcast at Civic Center Plaza, the

first in the company's history. Since then, hundreds of thousands of people have enjoyed free public simulcasts at locations such as Stanford University's Frost Amphitheater and AT&T Park in San Francisco.

"The generous grant from Koret and Taube was a critical piece of our strategy for building new audiences for the Opera," Gockley said. "The Koret-Taube Media Suite has enabled us to expand our reach and reputation, which is both good for the Opera and good for the Bay Area."

In addition to simulcasts and DVDs of the Opera's performances, the Koret-Taube Media Suite has enhanced the audience experience even within the War Memorial Opera House. Opera Vision, a new program made possible by the technology, gives balcony audiences full-stage, close-up, and mid-range ensemble shots in high-definition video on two retractable screens.

"This technology has transformed how audiences experience the opera," Gockley said. "Thanks to the Koret and Taube foundations, we are creating and nurturing a whole new audience for this beautiful and powerful art form." ✨



Photo courtesy Jeff Bayer

Community members of all ages participate in the menorah lighting at the Peninsula JCC's Latkepalooza celebration, led by Rabbi Nat Ezray of Temple Beth Jacob.

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encourage innovative expressions of Jewish life to engage the next generation with our evolving Jewish identity. The Koret-Taube Initiative will take a new look at Jewish culture and Peoplehood, deepening adult Jewish engagement in the community and creating a broad approach to programs.

Of particular funding interest are collaborations with and among Jewish organizations which celebrate the varying expressions of connection, continuity, and culture that come from our diverse Jewish traditions. The Initiative will offer the community the very best in Jewish culture, thought, and education, exploring the Jewish take on art, culture, politics, and knowledge. A new exhibit on the Torah at the Contemporary Jewish Museum, for example, has as its centerpiece a female scribe who will publicly write a complete Torah, a unique and modern take on the historically private and male-dominated practice of scribal arts. ✨

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COMPLEMENT, COMBINE, AND SIMPLIFY: MERGING SAN FRANCISCO SCHOOLS' SUPPORTERS

The newly merged San Francisco Education Fund will work to improve student success in San Francisco's public schools by focusing simultaneously on changes in the classroom and at the district level.

Mergers, acquisitions, and other consolidations are common in the for-profit sector, where the bottom line makes it easy to see how reducing overlapping services leads to greater efficiency and profits.

Such syntheses are far less common in the nonprofit world, but last year San Francisco School Volunteers and the San Francisco Education Fund, two longstanding organizations serving San Francisco's public schools, merged, reducing duplicate efforts, saving money, and enhancing their complementary work. With the help of a grant from Koret, the formal merger process will be complete in 2011.

In this difficult economy and accompanying competitive fundraising environment, many Bay Area nonprofits may soon be faced with the difficult decision to shut their doors or merge. Koret's support of this high-profile merger helps to provide a successful model for how nonprofits with similar missions can join to increase impact, reduce operating costs, and eliminate inefficiencies. ✨