An Evaluation of the
Nahum Goldmann Fellowship
Program: 1997 - 2017

for:
The Memorial Foundation

by:
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BACKGROUND

This year, the Nahum Goldmann Fellowship is celebrating its 30th anniversary. Since its inception, 884 fellows have participated in 22 Nahum Goldmann Fellowship international events in venues located across the globe. Since 2007, Israel has been the venue in alternate years. Nahum Goldmann fellows are emerging lay and professional leaders across the Jewish world. The “centerpiece” of the Fellowship experience is a one week convening which exposes the fellows to the “highest level of Jewish textual learning through lectures and workshops.”

The previous evaluation of this program was completed 20 years ago by Ukeles Associates, Inc. In a rapidly changing world, an independent, objective and data-based look at the program and its impact on participants can provide the Foundation with information that will help shape the future directions of this program. Documenting the strengths of the program provides an important platform for financial resource development. Documenting improvement opportunities provides Foundation leadership with information to help guide efforts to make the program better.

METHODOLOGY

A combination of qualitative and quantitative methods were used in this evaluation. A profile of the Nahum Goldmann Fellowship Program was constructed by the research team consisting of baseline data about the program and participants. In addition, a logic model - a graphic representation of program inputs and expected short, medium, and long term outcomes - was developed consequent to in-depth discussion with major stakeholders and Foundation professional leadership.

Prior to designing the on-line survey, 12 targeted interviews were conducted with a range of fellows who participated in the NGF program during the past ten years. Our interview “sample” comprised both lay and professional Jewish leaders from a wide range of geographic regions and included an equal number of males and females. An on-line survey was designed based on themes that emerged from the interviews. The survey was administered to the 567 fellows who participated in NGF from 1997 through 2017. The survey was administered in January and February 2018. With the help of the NGF staff, who reached out personally to many of the fellows, a very high (59%) survey response rate was achieved.

1 Nahum Goldmann Fellowship website
FINDINGS

Fellows’ Satisfaction with Program
Program satisfaction was very high among NGF participants. The overwhelming majority (81%) of participants reported that they were “Very Satisfied” with the fellowship and another 16% reported being “Moderately Satisfied” (Chart 1).

Chart 1: Fellows’ Overall Satisfaction with Fellowship Experience

When regional differences in program satisfaction were examined, we found that fellows from Central and Eastern Europe were the most satisfied with the NGF program and those from Africa (mostly South Africa) were among the least satisfied. (These two regions - Central/ Eastern Europe and Africa - account for approximately 20% of all NGF participants.)

Program Highlights and Program Disappointments
When asked, via open-ended questions, to share their NGF program “highlights” and also their program-related “disappointments – if any,” more than twice as many fellows mentioned highlights than disappointments: specifically, 285 (85%) fellows mentioned highlights and only 135 (41%) mentioned disappointments.

The following themes were mentioned as major program highlights:

- the opportunity to meet Jews from all over the world
- learning about challenges other communities face
- the Jewish learning
- the Shabbat experience
- connecting to their Jewish identity
- spontaneous bonding experience
- respect for diversity

The following themes were mentioned in the context of program-related disappointments:

- insufficient skill and leadership oriented sessions
- lack of clarity regarding program’s goals and expectations.
- lack of follow-through after program concludes.
- inadequate opportunities to visit the local venues
- dissatisfaction with excessively frontal program sessions
- concern that some fellows did not appear to be Jewish “leaders.”
Three Major Program Impacts: Link, Learn & Lead

Three major impact-related themes emerged when the items that measured program impact were factor analyzed: Link, Learn and Lead.

Link/ Make Connections

According to the items in Chart #2, the NGF’s strongest impact upon the fellows was that the program helped them feel more linked, that is connected, to world Jewry. 81% of respondents reported that the program made them feel “Very Much” part of a global Jewish community” and 70% reported that it helped them feel “Very Much” that “despite the differences among the

Chart 2: Reported Impacts of Participating in NGF

<table>
<thead>
<tr>
<th>Impact</th>
<th>Not at All</th>
<th>A Little</th>
<th>Moderately</th>
<th>Very Much</th>
</tr>
</thead>
<tbody>
<tr>
<td>feel part of a global Jewish community</td>
<td>3%</td>
<td>15%</td>
<td>81%</td>
<td></td>
</tr>
<tr>
<td>feel that despite the differences among the fellows, you are all one</td>
<td>9%</td>
<td>19%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>develop on-going connections with other Jewish leaders</td>
<td>4%</td>
<td>18%</td>
<td>34%</td>
<td>44%</td>
</tr>
<tr>
<td>learn something new in general (not specifically Jewish)</td>
<td>3%</td>
<td>15%</td>
<td>41%</td>
<td>42%</td>
</tr>
<tr>
<td>learn something new about Judaism</td>
<td>3%</td>
<td>22%</td>
<td>33%</td>
<td>42%</td>
</tr>
<tr>
<td>acquire more knowledge about Jewish culture</td>
<td>5%</td>
<td>20%</td>
<td>36%</td>
<td>39%</td>
</tr>
<tr>
<td>become more motivated to serve as an active Jewish leader</td>
<td>5%</td>
<td>17%</td>
<td>41%</td>
<td>37%</td>
</tr>
<tr>
<td>increase your interest in Jewish culture</td>
<td>7%</td>
<td>18%</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>become more interested in Jewish learning</td>
<td>9%</td>
<td>24%</td>
<td>33%</td>
<td>34%</td>
</tr>
<tr>
<td>bring new program ideas or insights back to your community</td>
<td>8%</td>
<td>25%</td>
<td>34%</td>
<td>33%</td>
</tr>
<tr>
<td>become more comfortable interacting with people who do not share...</td>
<td>8%</td>
<td>27%</td>
<td>33%</td>
<td>32%</td>
</tr>
<tr>
<td>acquire - or strengthen your existing - leadership skills</td>
<td>7%</td>
<td>24%</td>
<td>40%</td>
<td>30%</td>
</tr>
<tr>
<td>establish relationships that helped you in your profession</td>
<td>18%</td>
<td>27%</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>learn new Jewish customs/ rituals</td>
<td>18%</td>
<td>35%</td>
<td>32%</td>
<td>15%</td>
</tr>
<tr>
<td>become more interested in Jewish observance (e.g., Shabbat)</td>
<td>43%</td>
<td>25%</td>
<td>20%</td>
<td>11%</td>
</tr>
</tbody>
</table>

2 A factor analysis is a statistical procedure which reduces a large number of variables to a few dimensions.
fellows, we are all one people & part of “Klal Yisrael.” Establishing global linkages also was one of the main reasons fellows gave for program participation: specifically, 70% reported applying “to meet Jews from around the world.”

Learn
NGF fellows also affirmed that the program helped them learn. Specifically, 42% reported that it helped them “Very Much” “learn something new about Judaism” and the same proportion (42% “Very Much”) reported that it helped them “learn something new in general.” (Chart 2)

Because Jewish learning comprises the programmatic centerpiece of the NGF fellowship, we tried to understand for whom Jewish learning was especially impactful. We found that fellows with weaker Jewish backgrounds\(^3\) were much more likely than those with stronger Jewish backgrounds to report that as a result of their NGF experience they “learned something new about Judaism” Over one –half (53%) of those from weaker Jewish backgrounds reported this vs. 39% of those from stronger Jewish backgrounds. Similarly, fellows from weaker Jewish background were much more likely to say that they had “become more interested in Jewish learning” than fellows from stronger Jewish backgrounds (54% vs. 28%, respectively). (Chart 3)

Moreover, we also found regional differences: fellows from Central and Eastern Europe were much more likely than those from other regions to have reported that they “learned something new about Judaism” and that they became “more interested in Jewish learning.”

<table>
<thead>
<tr>
<th>Chart 3: The Impact of NGF’s Jewish Learning by Strength of Fellows’ Jewish Background</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learned something new about Judaism “Very Much”</td>
</tr>
<tr>
<td>Weaker Jewish Background</td>
</tr>
<tr>
<td>Stronger Jewish Background</td>
</tr>
</tbody>
</table>

Lead
The third major NGF outcome, acquiring/ strengthening leadership skills, appears to be the weakest program-related impact. Focusing on the top line (“Very Much”) finding, only 37% of the fellows indicated that participation helped them (“Very Much”) “become more motivated to

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\(^3\) As measured by a cumulative index of their Jewish experiences (e.g., schooling, camp, bar-mitzvah, Jewish-Studies courses, etc.) when growing up.
serve as an active Jewish leader” and even fewer (30%) reported that the experience helped them “(‘Very Much’) ‘acquire or strengthen existing leadership skills.”
**The Jewish Impacts**

The findings (Chart 4) demonstrate an impressive array of Jewish-related program impacts. For example, over 50% of the fellows indicated that NGF affected what they “do as Jewish leaders” and “how they think about themselves as Jews” either to a “transformative extent” or to “a considerable extent” (56% and 55%, respectively). Somewhat fewer but yet also a considerable proportion (44%) reported that NGF affected “what they do as a Jew.”

**Chart 4: The Program’s Jewish Impacts**

- **What you do as a Jewish leader:**
  - 6% Not at All
  - 13% A Little
  - 25% To Some Extent
  - 36% To a Considerable Extent
  - 20% To a Transformative Extent

- **How you think about yourself as a Jew:**
  - 6% Not at All
  - 9% A Little
  - 30% To Some Extent
  - 40% To a Considerable Extent
  - 15% To a Transformative Extent

- **What you do as a Jew:**
  - 10% Not at All
  - 17% A Little
  - 29% To Some Extent
  - 33% To a Considerable Extent
  - 11% To a Transformative Extent

**Fellows’ Reasons for Applying to NGF**

When asked why they originally applied to the NGF program, the following 4 reasons were cited most frequently:

- “network with other Jewish leaders (74% “Very Important”)”
- “meet Jews from around the world” (70% “Very Important”)”
- “engage in Jewish learning (55% “Very Important”)”
- “acquire Jewish leadership skills (51% “Very Important”)”
Pre-Post Changes – Including Changes in Leadership Activities

Chart 5: Extent of Change in Participants' Jewish Leadership since NGF

Chart 5 indicates that 42% of the fellows have increased their Jewish leadership activities since participating in NGF. Moreover, 84% of the fellows attributed this increase to their participation in the NGF program. Jewish leadership activities were found to have increased most among fellows from the following regions: Africa; Australia and Western Europe.

Here are some examples of how some of the NGF fellows are increasing their Jewish leadership activities:

• founded a new organization or program
• transitioned from being lay leader to being a professional leader
• advanced as a local leader
• assumed top lay leadership position
• promoted to more responsible professional position
• increased amount of time devoted to lay leadership
• segued from being local leader to being global leader
• implemented new & creative Jewish programming

Gap between Original Leadership Development Expectations and Leadership-Related Experiences

When fellows’ original expectations regarding leadership-related content and their actual experiences in the NGF program are compared, interesting gaps are revealed. For example,
although over one-half of the fellows (51%) reported applying to the program “to obtain Jewish leadership skills,” only 39% identified “acquiring Jewish leadership skills” as “Very Important” when asked to indicate which program component was central to their actual NGF experience. Similarly, as mentioned previously, only 30% of the fellows indicated that the program resulted in their “acquiring/ strengthening their leadership skills.”

Perhaps these gaps between expectations and experiences in the program are related to the finding that despite evidence of increased leadership, a substantial proportion of NGF graduates (36%) are not currently involved either as lay or as professional Jewish leaders (Chart 6). This represents a substantial increase from the 15% who (retrospectively) reported that they did not self-identify as lay or as professional Jewish leaders at the time of their NGF participation.4 Although the circumstances surrounding this decrease are not completely understood, there is reason to believe – based on responses to the open-ended questions- that this drop-off might be related to life-cycle exigencies and/or to the cyclical nature of non-profit leadership.

Chart 6: Proportion of Fellows Serving as Jewish Leaders: Pre & Post NGF

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4 Although the research found that 15% of the fellows did not retrospectively identify as lay or as professional leaders, upon registration for NGF almost everyone identified as either a lay or as a professional leader.
Fellows’ Interest in Different Types of NGF Program Content

Fellows were asked to indicate to what extent they agreed with a series of statements which described possible programmatic directions for future NGF conferences. Interestingly, two of the four most strongly supported suggestions related to helping fellows strengthen their leadership skills: “help fellows articulate their vision for strengthening their Jewish organizations/communities” (41% “Agree Strongly”) and “provide more experienced fellows with the next level of professional development skills” (32% “Agree Strongly”). The suggestion that received the weakest endorsement was “require fellows to implement a project to strengthen their Jewish organization/community.” (Chart 7)

Chart 7: Fellows’ Endorsements of Possible Training Topics for NGF Convenings

- **Help fellows articulate their vision for strengthening their Jewish organizations/communities**: 6% Disagree Strongly, 52% Disagree, 41% Agree, 12% Agree Strongly
- **Provide more experienced fellows with the ‘next level’ of professional development skills**: 12% Disagree Strongly, 56% Disagree, 32% Agree, 13% Agree Strongly
- **Encourage fellows to engage in collective action with each other after the program’s conclusion**: 13% Disagree Strongly, 54% Disagree, 32% Agree, 15% Agree Strongly
- **Managing lay-professional relationships**: 3% Disagree Strongly, 54% Disagree, 30% Agree, 15% Agree Strongly
- **Facilitation**: 3% Disagree Strongly, 63% Disagree, 20% Agree, 15% Agree Strongly
- **Public speaking**: 3% Disagree Strongly, 48% Disagree, 16% Agree, 15% Agree Strongly
- **Request fellows to implement a project to strengthen their Jewish organization/community**: 6% Disagree Strongly, 36% Disagree, 43% Agree, 15% Agree Strongly
Fellows’ Interest in Alumni Activities

Chart 8 displays the extent to which the NGF fellows expressed interest in a variety of alumni activities: 77% reported being interested in Jewish learning and the same proportion (77%) indicated that they would be interested in getting together (only) with the NGF cohort in the context of an alumni event. Approximately two-thirds of the fellows expressed interest in webinar-based programs especially those that address “challenges facing their region” and webinars which served to “strengthen their leadership skills”

Chart 8: Fellows' Interest in Various Alumni Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>additional Jewish learning opportunities</td>
<td>77%</td>
</tr>
<tr>
<td>attending a cross-cohort alumni-only NGF</td>
<td>77%</td>
</tr>
<tr>
<td>regional webinars about challenges facing your region</td>
<td>69%</td>
</tr>
<tr>
<td>webinars to strengthen leadership skills</td>
<td>64%</td>
</tr>
<tr>
<td>on-line discussions about Jewish cultural topics</td>
<td>62%</td>
</tr>
<tr>
<td>on-line discussions about Jewish &amp;/or Israel related political topics</td>
<td>57%</td>
</tr>
<tr>
<td>writing an opinion piece/ doing video clip for the NGF newsletter</td>
<td>47%</td>
</tr>
<tr>
<td>leading an on-line course for NGF alumni</td>
<td>34%</td>
</tr>
</tbody>
</table>

PROGRAM OPERATIONS

How Fellows Learned about NGF Program

The fellows mentioned that they heard about the program from a variety of sources. Overall, fellows were most likely to have heard about the NGF from a program alumnus and they were least likely to have heard about the program from the program’s materials/website. However, these trends might be shifting due to marketing modality changes. For example, fellows who participated more recently (from 2010 – 2017) were more likely to have heard about the program from program materials/ website than those who participated in the more distant past (from 1997- 2009). And inversely, those who participated more recently were less likely to have heard about the program from a local Jewish community leader than those who participated from 1997 – 2009.
Fellows’ Perceptions of Program Goal Clarity
Overall, only 39% of the fellows reported that the NGF program goals were conveyed “very well” to them in advance of their program. Among the more recent program participants, this proportion drops to 33%, compared with 46% among those who participated from 1997 – 2009.

Recruitment Trends
From 2001 to 2017, the number of NGF applicants decreased 31%. However, the number of fellows increased 15%. As a consequence, the ratio of fellows to applicants increased from 38% to 64% (Chart 9). Although these figures implies less selectivity, GF staff report that recent cohorts of NGF fellows have - as before- been consistently high quality.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Applicants</th>
<th>Number of Fellows</th>
<th>Percentage of Fellows/Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>86</td>
<td>33</td>
<td>38%</td>
</tr>
<tr>
<td>2002</td>
<td>107</td>
<td>37</td>
<td>35%</td>
</tr>
<tr>
<td>2003</td>
<td>68</td>
<td>32</td>
<td>47%</td>
</tr>
<tr>
<td>2015</td>
<td>54</td>
<td>44</td>
<td>81%</td>
</tr>
<tr>
<td>2016</td>
<td>62</td>
<td>46</td>
<td>74%</td>
</tr>
<tr>
<td>2017</td>
<td>59</td>
<td>38</td>
<td>64%</td>
</tr>
</tbody>
</table>

Participation Trends
Another finding is that a substantial proportion of our respondents participated in more than one international NGF fellowship program. The results indicate that overall, 29% of the fellows participated in 2 or more such experiences. (Chart 10)
**Geography**

The geographic distribution of fellows clearly does not reflect global Jewish population distributions (Chart 11). The “over-representation” of Latin America, South Africa, and Australia & New Zealand – communities with small Jewish populations – is particularly large. In contrast to these small regions with proportionally large number of NGF fellows, it appears that the FSU - another a region with a relatively small Jewish population - might be under-represented in the NGF program. It is unclear to what extent this geographic disproportionality reflects MFJC policy, differential marketing, or the responses of diverse communities to the NGF idea.

**Chart 11: Geographic Distribution of NGF Fellows and of World Jewry**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Latin America</td>
<td>25%</td>
<td>3%</td>
</tr>
<tr>
<td>Europe</td>
<td>20%</td>
<td>8%</td>
</tr>
<tr>
<td>North America</td>
<td>17%</td>
<td>42%</td>
</tr>
<tr>
<td>Israel</td>
<td>16%</td>
<td>44%</td>
</tr>
<tr>
<td>South Africa</td>
<td>8%</td>
<td>.5%</td>
</tr>
<tr>
<td>Australia &amp; NZ</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>FSU</td>
<td>3%</td>
<td>.2%</td>
</tr>
<tr>
<td>Asia/ Africa/ Other</td>
<td>4%</td>
<td></td>
</tr>
</tbody>
</table>
Lay–Professional Balance

Although there is substantial year-to-year variation in the percentages of men and women and proportions of lay people and professionals, during the past ten years, there has been considerable overall balance between the proportions of lay and professional leaders: 48% lay leaders and 52% professional leaders. In addition, our findings indicate that 53% of respondents reported that they believe maintaining the balance between lay and professional leaders in the program was “Very Important” and another 32% stated that it was “moderately important.”

However, discussing Jewish leadership as a ‘binary’ (e.g., either lay or professional leaders) obscures the reality that some fellows have served as both. According to our survey data, when asked whether they were lay or professional leaders at the time they participated in NGF, 33% of the fellows indicated they were lay leaders and an equivalent proportion (32%) indicated they were professional leaders. Yet, 20% also retrospectively reported that they were “BOTH” lay and professional leaders prior to participating in NGF. (Furthermore, 15% reported that they were neither lay nor professional leaders at the time.)

IMPLICATIONS

Successful Program

The Nahum Goldmann program model was found to be successful and therefore MFJC should stay the course. The NGF program has been found to make a substantial impact on participants especially when it comes to making them feel part of a greater global community. The program’s other two major impacts were also substantial – generating a desire for deeper Jewish learning, especially among those from weaker Jewish backgrounds, and supporting Jewish leadership. From fellows’ comments and ratings, it appears that there exists greater demand and also greater potential for infusing the program with a stronger leadership skill development component than is currently offered.

Clarify Program Goals

Based on participants’ feedback, it seems that the program would benefit from improving how it communicates its goals to prospective participants. Fewer than 40% of respondents reported that program goals were communicated “Very Well” in advance.

Recruitment/Clarify Participation Trends

According to program staff, the quality of participating fellows has remained high despite a drop-off in the number of applicants and also a decrease in the number of first time attendees. We also found a substantial proportion of repeat NGF participants which can also serve to reduce the openings for new fellows.
**Geographic Distribution**

When comparing the regional distribution of NGF fellows with the regional distributions of world Jewry, it is striking to what extent NGF is populated disproportionately by smaller Jewish communities, such as Jews in Latin America, Europe, South Africa and Australia/New Zealand. Given the over-representation of Jews from smaller communities, it appears that this represents a deliberate, if implicit, programmatic recruitment strategy. And if it is, then the program is under-recruiting from regions such as the FSU. Furthermore, if this strategy is deliberate, perhaps it would advantageous for the program to make its outreach to smaller communities more explicit - while maintaining the mix of types and sizes of communities.

**Fellows’ Post-NGF Leadership Status**

We learned that approximately one-third of NGF alumni are currently not serving as Jewish lay leaders or as professional leaders. Although it is unclear what circumstances are related to this decrease, there is some reason to believe that where fellows are situated in their life-cycles and also the cyclical nature of non-profit leadership might, at least partially, account for this finding. It is apparent that this finding of decreased Jewish leadership needs to be further examined.

**Explore Potential for Greater Alumni-Engagement and Alumni Support**

The program needs to develop better articulated strategies for alumni engagement and possibly involve alumni themselves in the design process. Given alumni’s expressed interest in additional Jewish learning, perhaps it can partner with likeminded programs, such as local LIMMUD programs, which are similar to NGF in their emphasis upon Jewish learning. Another option, also in keeping with alumni’s expressed interest and with budgetary constraints, is for NGF to explore inviting alumni to smaller scale “NGF reunions.” Finally and importantly, many fellows expressed the desire for the fellowship to support their leadership activities and their Jewish journeys beyond the one-week fellowship. Allocating resources to support fellows in this way would be valuable and consistent with NGF’s mission.
CONCLUSIONS

Upon the occasion of its 30th anniversary, the Nahum Goldmann Fellowship undertook an extensive evaluation to examine program impacts to serve the purpose of data-driven decision-making. The information gathered by interviewing and surveying Nahum Goldmann fellows who participated in the program during the past 20 years all point to the following: the fellows are highly satisfied with their Nahum Goldmann program experience and they believe the program has resulted in an array of positive impacts.

According to the survey - which was completed by nearly 60% of NGF participants - 81% of the fellows indicated that they were “Very Satisfied” with the program. High levels of program appreciation were also reflected in the finding that respondents offered many more positive than negative comments about the program when they were asked to share program highlights and disappointments.

In terms of impact, we learned that by far the strongest program impact is in making the fellows feel part of a global Jewish community and in their recognizing that despite the differences among them, they are “all one people and part of Klal Yisrael.” This outcome connects strongly with the most important reasons fellows applied to NGF: to network with other Jewish leaders and to meet Jews from around the world. Other program outcomes - though not to the same degree as the linkage outcome - comprised increased learning and acquiring/strengthening of leadership skills. Participants also reported that NGF had a substantial impact upon how they viewed themselves Jewishly.

Somewhat mixed resulted were obtained regarding the trajectories of Nahum Goldmann fellows as Jewish lay or professional leaders. Some have advanced in their leadership in impressive and diverse ways including: transitioning from being lay leader to being a professional leader, launching a new program or organization, assuming a more advanced lay or professional position, or seguing from being a local to being a national or global leader.

However, others – approximately one-third of the NGF fellows - are no longer functioning as Jewish leaders.

To date, the NGF program is very much centered on its highly regarded intensive one-week experience. Its limited capacity to sponsor post-convening activities and programming is reflected in the relatively low levels of on-going contact among alumni and between alumni and NGF staff/faculty subsequent to the program. However, possible future programming directions are indicated by fellows’ expressed support for “additional Jewish learning opportunities” and for “attending a cross-cohort alumni-only NGF.”
ACTUAL OUTCOMES VS EXPECTED OUTCOMES (LOGIC MODEL)

Another way to summarize this evaluation is to compare the actual outcomes with the expected outcomes as expressed in the logic model prepared at the project’s outset.

<table>
<thead>
<tr>
<th>SHORT/ MEDIUM TERM OUTCOMES</th>
<th>LONG/ TERM IMPACTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome</strong></td>
<td><strong>Extent to which Outcome was Achieved</strong></td>
</tr>
<tr>
<td>Increase global connection with other young Jewish leaders.</td>
<td>YES</td>
</tr>
<tr>
<td>Attain a transformative understanding of, and commitment to, global Jewish peoplehood and Klal Yisrael.</td>
<td>YES</td>
</tr>
<tr>
<td>Increase appreciation of the diversity of Jewish peoplehood &amp; of people with different views</td>
<td>YES</td>
</tr>
<tr>
<td>Use their understanding of, and commitment to, Klal Yisrael and a shared Jewish future to help transform their local Jewish communities.</td>
<td>NOT SURE</td>
</tr>
<tr>
<td>Develop/ strengthen new leadership skills &amp; increased leadership capacity.</td>
<td>NO</td>
</tr>
<tr>
<td>Build on their international connections to create global NGF initiatives.</td>
<td>REQUIRES MORE EFFORT &amp; NEW STRATEGY</td>
</tr>
<tr>
<td>Increase Jewish knowledge</td>
<td>YES</td>
</tr>
<tr>
<td>Continue to work in leadership positions in their local/national Jewish communities; fellows advance in their leadership roles.</td>
<td>SOME YES &amp; SOME NO. NEED BETTER UNDERSTANDING OF WHO IS DROPPING OUT AND WHY</td>
</tr>
<tr>
<td>Attain a better sense of their own Jewish identity.</td>
<td>YES</td>
</tr>
<tr>
<td>Increase familiarity and appreciation of Jewish customs and rituals.</td>
<td>NO</td>
</tr>
</tbody>
</table>

The information contained in this report conveyed how the NGF has been responded to with great enthusiasm and appreciation and most importantly, how it intensified participants' feelings of Jewish connectedness and expanded their Jewish knowledge and their sense of themselves as Jews. Hopefully, by elaborating on the program's successes as well as by identifying opportunities for growth, this evaluation has provided the Nahum Goldmann Fellowship with a useful road map for refining and strengthening the program going forward.