Repair the World Evaluation Findings
Program Year 2020 – 2021
## Table of Contents

I. Executive Summary .................................................................................................................. 3  
   Key Takeaways ....................................................................................................................... 4  
   Recommendations .................................................................................................................. 6  

II. Introduction .......................................................................................................................... 7  

III. Findings .................................................................................................................................. 9  
   Demographics Across Programs ............................................................................................. 9  
   Service Corps .......................................................................................................................... 11  
   Repair the World Campus Corps (Spring 2021) ....................................................................... 30  
   Fellowship ............................................................................................................................... 31  
   Episodic Service ..................................................................................................................... 47  
   Community Impact .................................................................................................................. 51  

IV. Conclusions and Recommendations ..................................................................................... 66  
   Conclusions ............................................................................................................................. 66  
   Recommendations ................................................................................................................... 73  

V. Appendix A: Methodology ...................................................................................................... 75  
   Logic Models ........................................................................................................................... 75  
   Program-Specific Methodologies ......................................................................................... 78  

VI. Appendix B: Program Demographics .................................................................................... 84  

VII. Appendix C: Corps Member Subgroup Analysis .................................................................. 86
I. Executive Summary

Repair the World (Repair) mobilizes Jews and their communities to take action to pursue a just world, igniting a lifelong commitment to service. The organization believes service in support of social change is vital to a flourishing Jewish community and an inspired Jewish life. By 2030, Repair seeks to catalyze and inspire one million acts of service toward repairing the world.

To enhance and grow its impact in response to the pandemic, unprecedented need, and growing awareness of racial inequality that took place across the country over 2020, Repair vastly expanded its existing full-time Fellowship program and one-time programming by launching several new initiatives, including its part-time Service Corps and national partnerships with organizations like Hillel International. This work has scaled the number of individuals participating in Repair’s immersive service offerings, and generated new partnerships in new cities across the country. Collectively, these programs represent the lion’s share of the Mobilize (direct programming) component of Repair’s 3-year Adaptive Strategy, the organization’s plan to build a sustainable service moment in the coming years.

This evaluation assesses the effectiveness of four of Repair’s main programs at achieving outcomes laid out in Repair’s Logic Models. These outcomes center around Jewish and communal impact, for both participants in Repair’s programming, as well as the communities in which they serve.

Overall, Repair has been delivering on many of its short-, medium-, and long-term desired outcomes. The graphic below details the extent to which Third Plateau concludes Repair’s desired program outcomes occurred.
Key Takeaways

- **The Service Corps and the Fellowship offer substantial opportunities to connect service to Judaism.** Participants generally begin their Repair experiences with the belief that service is a Jewish value, and see their programs as an opportunity to live out this value. Almost all fellows (89%, 15) agreed or strongly agreed that participating in the Fellowship affected their relationship with their Judaism.

- **Repair is meeting pressing needs for nonprofit organizations.** Partners across programs consistently report that Repair volunteers fill their capacity gaps, and 63% indicate they serve more people because of Repair. Nearly three quarters of service partners indicated they serve more young adult and Jewish young adult volunteers through their partnership with Repair. 61% of service partners indicated they made progress on fulfilling their mission as a result of working with Repair.

- **Repair connects participants with their local communities.** Corps members and fellows built individual relationships in their communities through the programs. The Fellowship’s imperative to network broadly across local communities has significantly
supported fellows and alumni, leading to friendships, romantic and working relationships, and jobs. Repair staff foster deep and trusting relationships with service partners from local communities, who see Repair as a responsive, collaborative, and helpful partner and source of highly skilled volunteers.

- **Repair programming supports participant mental health.** Repair scores very highly from corps members, fellows, alumni, and episodic participants with respect to various aspects of mental health, with over 80% of respondents agreeing that participation made them experience less isolation and a greater sense of purpose. In interviews, Service Corps members spoke highly of the program’s value in this area, describing how the Service Corps offered corps members meaning and guidance in an otherwise stressful and uncertain time.

- **Net Promoter Scores for Repair’s programs vary substantially, and decrease with greater immersion.** Overall, episodic participants and Service Corps members gave Repair very high scores (40 to 77), while fellows and Fellowship alumni gave low scores (2 to -29). This phenomenon merits Repair’s further exploration and consideration.

- **Repair’s programming exposes participants to a broader ecosystem of social change.** Many episodic participants and corps members come to Repair’s programming either somewhat interested or involved in service, and leave with deepened or similar commitments to this work. For fellows, many who reflect on their experiences decide to participate in the social change ecosystem through advocacy and organizing, to alleviate the root causes to the issues they encountered during their Fellowships.

### Key Statistics

- **Service Corps:** Across cohorts, 40%-60% of Corps Members indicated planning to increase their volunteer frequency and continue to serve after their program ended.

- **Campus Corps:** 85% of Campus Corps Members reported feeling somewhat more or much more connected to the Jewish community because of their experience with the Service Corps.

- **Fellowship:** 89% of Fellows agreed or strongly agreed that participating in the Fellowship affected their relationship with their Judaism.

- **Episodic Service:** 80% of participants in Repair’s episodic programming indicated that they felt much or somewhat more motivated to serve after attending a Repair event.

- **Community Impact:** 81% of BIPOC-led service partners reported being able to serve more people in their community because of their partnership with Repair, compared to 55% of their non-BIPOC led peers.
Recommendations

- **Build connectivity between Repair’s various programs.** Since the start of the pandemic, Repair has rapidly built out an entire ecosystem of programs beyond the Fellowship and episodic programming. Now, a year in and with quickly growing numbers of alumni, Repair should consider how these programs relate to each other. How are participants formally stewarded between episodic participation and the Service Corps, and from there into the Fellowship? How are Fellowship alumni engaged to support or mentor corps members or Teen Service Corps members in their service or journeys around social justice? How are participants from partnership efforts (e.g., Hillel) being brought into Repair alumni circles? Answering these questions systematically will help Repair cultivate much deeper, richer experiences for participants, while keeping them connected for much longer.

- **Develop stronger support mechanisms for fellows.** Fellows and Fellowship alumni reported intense strain and a lack of support for their wellbeing from the long program hours and high degree of stress, coupled with and augmented by the modest stipend in comparison with full-time work. This is especially striking when considered alongside the serious importance of the stipend and part-time structure in motivating Service Corps participants, and the fact that Repair has already increased stipends in the past, to comparatively high levels in the field. Repair should address this situation in future iterations of the Fellowship, whether by increasing stipends even further, decreasing hours expectations, or another means. The organization has already begun to make changes to this effect (e.g., increasing stipends, lengthening the Fellowship), and we encourage and support these shifts.

- **Expand partnerships with the largest Jewish young adult-serving organizations to support volunteer recruitment.** Repair has already begun amplifying its impact through the creation of the Campus Corps, in partnership with Hillel. What are ways that strong partnerships with other large Jewish young adult organizations could further catalyze recruitment? How could Repair provide the resources and expertise for young adult organizations to provide opportunities for participants to express their Jewish values through service?

- **Support Jewish communities in enhancing Jewish learning as a key component of service.** Local Jewish communities credit Repair with supporting their efforts in building a culture of service. How can Repair also center Jewish learning around and within service opportunities in these communities to further support Jewish outcomes?

- **Create and share resources with service partners on effective volunteer management.** A substantial number of service partners have loose, incomplete, or nascent management structures for volunteers. Given Repair’s expertise in volunteer engagement and positive relationships with service partners, this represents an opportunity for Repair to build capacity in the nonprofit sector by sharing its knowledge of what constitutes an effectively-run volunteer program with those who want it.
II. Introduction

Like many organizations, Repair the World (Repair) has changed dramatically since COVID-19 began. In response to the urgency of the pandemic, the organization complemented its existing Fellowship program and one-time programming by launching several new programs, including its Service Corps (launched as part of the “Serve the Moment” initiative), and work with Hillel students. By leveraging the many young people out of work or school, Repair’s Service Corps has filled a niche in the volunteer space: short-term, immersive service, especially as many older adults were volunteering due to the pandemic. This work has scaled the number of individuals participating in Repair’s immersive service offerings, and generated new partnerships in new cities across the country.

Through its Service Corps, Repair places primarily Jewish young adults between the ages of 18 and 29 (corps members) with local community organizations (service partners) for ten weeks. Corps members either had a single placement or split their time between up to three primary locations, in-person or virtually. The Service Corps has now completed four cohorts (Summer 2020, Fall 2020, Spring 2021, and Summer 2021), and Repair, in partnership with Hillel International, launched a similar program called the Repair Campus Corps, powered by Hillel, which partners with Hillels on various college campuses to engage and recruit their peers to participate in Jewish service learning on a part-time basis throughout a semester.¹

Through the Repair the World Fellowship, full-time Repair fellows volunteer with local nonprofit partners, engage in a contextual learning curriculum that examines social issues in conjunction with Jewish wisdom and values, host service and educational events for the broader community, and recruit others to serve and learn alongside them through peer-to-peer engagement.

Collectively, these programs represent a large component of Repair’s 3-year Adaptive Strategy.

In total, during its 2020-2021 Program Year, Repair engaged:

- 23 fellows;
- 683 Service Corps members;²
- 109 Campus Corps members;
- 18,130 participants across 13 communities in episodic service programming; and
- 36,675 participants in total, including direct programming, partnerships, and issue-area service campaigns.

As the organization continues to enhance and expand its offerings, the following evaluation questions remain relevant:

¹ In 2021-2022, this program will shift to last both the Fall and Spring semesters.
² Many corps members served through multiple cohorts, so while Repair engaged 531 individual corps members, 130 of them have served in more than one cohort, and the program overall has run 4 cohorts with 683 total corps members.
• Is Repair meeting a need, both among young adults and nonprofit organizations?
• How has the organization shown up in communities across the country?
• How do the programs’ effects compare across different modalities?
• What Jewish outcomes do program participants experience, and how do these vary by program?

Repair has partnered with Third Plateau to address these questions through an evaluation of its core programming during the 2020-2021 Program Year. This report presents findings for each of Repair’s programs, cross-program themes and recommendations for the future.

Third Plateau assessed four of Repair’s programs:
• Service Corps;
• Campus Corps;
• Fellowship; and
• Episodic Service.

For each of these programs, Third Plateau ran
• Baseline and endline surveys focusing on short-term quantitative outcomes;
• Semi-structured interviews with Fellows/corps members and service partners to capture qualitative details of participant and partner experience and identify areas of improvement; and
• A qualitative methodology, known as “Most Significant Change,” designed to capture nuanced, specific, and unexpected changes that Fellows/corps members experience from participating in the Fellowship/Service Corps.

Beyond the program-specific methodologies, Third Plateau also ran:
• An end-of-year survey of Episodic Service participants;
• An analysis of Repair’s post-program survey for Episodic Service participants;
• A survey of Fellowship alumni to capture longer-term outcomes from the Fellowship;
• A survey of service partners to understand trends in the service partner experience;
• Semi-structured interviews with service partners to understand nuances in the service partner experience; and
• Semi-structured interviews with Federation leaders to assess Repair’s impacts at the community level in various cities.

For a full methodology by program, please see Appendix A: Methodology.

3 In 2021, Repair changed the name of the program from “Serve the Moment Service Corps” to “Service Corps,” to signify its ongoing role even beyond the intersecting global crises that began in 2020. For consistency, we use “Service Corps” throughout this report, and have changed quotes and survey questions to reflect this as necessary.

4 Third Plateau did not send out a baseline survey for the Summer 2020 Service Corps cohort or 2020-2021 Fellowship, as we were only contracted to evaluate the program in the middle in the program.
III. Findings
The following section details the evaluation findings for each program. For an analysis of the programs as a whole, see Conclusions and Recommendations.

Demographics Across Programs

Across Repair’s programs, we notice the following major demographic trends:

- **There are more Jewish people in more immersive service programs.** 72% of episodic participants identified as Jewish, whereas 78% of Service Corps members did, 81% of fellows, 93% of Fellowship alumni, and 98% of Campus Corps members identified as Jewish.

- **Each program’s audience is mostly female.** A majority of people in each of Repair’s four major program areas identify as female, ranging from 58% of fellows at the low end to 85% of Campus Corps members.

- **There are more LGBTQIA+ people in Repair’s immersive service programs than among episodic participants.** 14% of episodic participants identify explicitly as LGBTQIA+, a percentage that rises to 33% of Campus Corps members, 37% of Fellowship alumni, 39% of Service Corps members, and 47% of Fellows.

- **Even episodic participants are majority Millennial and Generation Z.** As expected, all Service Corps members, Campus Corps members, and fellows are either Millennials or Generation Z, as are 60% of episodic participants. However, 40% of episodic participants are above these ages.
• Corps members and episodic participants tend to be more racially diverse than fellows and Fellowship alumni. 27% of Service Corps members, 26% of episodic participants identified as BIPOC, while 19% of Campus Corps members, 18% of fellows, and 9% of alumni did so.\textsuperscript{5}

For full demographics across programs, see Appendix B: Program Demographics.

\textsuperscript{5} We counted someone as BIPOC if they identified as at least one race or ethnicity other than white.
**Service Corps**
The Service Corps is a part-time, semester-based program for young adults to serve directly with local partners to address the lasting effects of the COVID-19 crisis, grounded in Jewish values, as well as learn from local and national experts about social change, local needs, and Jewish wisdom.

**Outcomes**

**Corps members Short-Term**
The Service Corps articulates five short-term desired outcomes. Specifically, participants will:

1. Feel they have meaningfully contributed to COVID-19 response through a lens of Jewish values
2. Maintain connection to the Jewish community even when physical connection is not possible
3. See Jewish community as an entry point to doing good in the world
4. Understand how to show up as a volunteer
5. Create awareness of how race, class, and other identity factors have informed their experience

Short-term outcomes for corps members were very positive, with large majorities reporting feeling like they meaningfully responded to COVID, stayed connected to the Jewish community, see the Jewish community as an entry point to doing good in the world, and learned how to show up as a volunteer. With respect to more deeply understanding their identities, evidence was more mixed.

There were few differences in corps member outcomes by demographic or geographic group. For descriptions of subgroup differences, see Subgroup Experiences.

**Corps members Short-Term Outcome 1:** Participants will feel they have meaningfully contributed to COVID-19 response through a lens of Jewish values

In each cohort of the Service Corps, over 97% of respondents have indicated they felt their service was “very” or “somewhat” helpful to their service partners.

From summer 2021 respondents, 99% (113) felt their service was “very helpful” (69%, 79) or “somewhat helpful,” (30%, 34) either to the people or organization they supported. We found no major difference between different demographic groups.

**Corps Member Short-Term Outcome 2:** Participants will maintain connections to the Jewish community even when physical connection is not possible

Between 70% and 80% of corps members consistently say the Service Corps made them feel much more connected to the Jewish community. In the interviews, corps members spoke to
having missed connections to the Jewish community, either due to COVID or due to life transitions (college, etc.), and that the Service Corps provided them the opportunity to refresh that connection. This is doubly important since the program attracts people for whom being Jewish is quite important, often over 90%. During both summer cohorts, the percentage of people who felt this way was low at either the beginning or end of the program, a trend which merits further analysis to see if it continues.

Unlike other cohorts, Summer 2021 corps members showed striking gains over the course of the program in the extent to which they felt being Jewish was important in their lives. While qualitative data does not explain this finding, Third Plateau is eager to see if it continues in future cohorts. See Table 1.

### Table 1. Corps Member Short-Term Outcome 2 Data

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Summer (n = 91)</td>
<td>Fall (n = 204)</td>
<td>Spring (n = 224)</td>
<td>Summer (n = 173)</td>
</tr>
<tr>
<td>Because of their experience in the Service Corps, they felt somewhat more or much more connected to the Jewish community</td>
<td>72%</td>
<td>81%</td>
<td>82%</td>
<td>79%</td>
</tr>
<tr>
<td>Identified that being Jewish was “very” or “somewhat” important in their lives</td>
<td>After: 48%</td>
<td>Before: 90%</td>
<td>Before: 91%</td>
<td>Before: 65%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>After: 95%</td>
<td>After: 92%</td>
<td>After: 95%*</td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021
Notes: *Statistically significant difference

### Corps Member Short-Term Outcome 3: Participants will see Jewish community as an entry point to doing good in the world

Throughout the year, corps members reported that the program provided an entry point for doing good Jewishly. Since participants consistently enter the program already believing that the Jewish community frequently offers them the chance to meaningfully serve organizations or people they care about, it is challenging to attribute this perspective to corps member participation in the Service Corps.

> “What brought me to apply to [the Service Corps is that] I love when there’s an intersection between Judaism and service, especially when it’s community-focused… what better way [to engage in this] than to participate in the program?” – Fall 2020 Corps Member

Interviewed corps members seemed to indicated that they see the general Jewish community as just one of many entry points to living out their Jewish values of service. Moreover, connections with service-oriented peers helped to reinforce this community as a meaningful avenue to live out their values. Corps members described wanting to participate in the Service Corps because
they wanted both to help people and to connect with others who share this motivation. See Table 2.

Table 2. Corps Member Short-Term Outcome 3 Data

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Summer</td>
<td>Fall</td>
</tr>
<tr>
<td>Agreed or strongly agreed that the Service Corps provided an entry point to do good in the world through a Jewish lens</td>
<td>Not measured</td>
<td>90%</td>
</tr>
<tr>
<td>The Jewish community frequently or very frequently offers opportunities to meaningfully serve organizations or people they care about</td>
<td>Before: Not measured</td>
<td>Before: 73%</td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021
Notes: *Statistically significant difference

Corps Member Short-Term Outcome 4: Participants will understand how to show up as a volunteer

Throughout Fall 2020, Spring 2020, and Summer 2021 cohorts, learning how to “show up” as a volunteer consistently emerged as a key program outcome. This was most pronounced in Fall 2020, where corps members discussed rooting their service in empathy, and strategies for avoiding burnout. Spring 2021 and Summer 2021 corps members shared similar sentiments albeit with less emphasis. Some Summer 2021 corps members shared that City Cohort sessions in particular helped them to understand how to show up as a volunteer and bring empathy into their work through providing opportunities to reflect on their experiences and learn about Repair’s values around service.

“I think what I got from City Cohort meetings was more of a sense of empathy – from there I could project that into the community I was helping. [I understood] the systemic barriers that people face in their own communities, which is why they reach out for food pantries or child services or caretaking services, and then [did the best] I could to ease their troubles. They’re here for a reason, so I should be doing a good job.” – Summer 2021 Corps Member

In the Most Significant Change responses, other corps members shared about learning how to be more empathetic at their placement sites, how to be better allies, and how these helped them better serve their communities.
Beyond this, multiple corps members spoke to the importance of learning about the local environment and history before and during serving, in order to adequately understand the context of the sites and communities they’re serving in. They spoke about how that amplifies impact and goes beyond service work alone.

Service partners clearly believe corps members know how to show up as volunteers, describing them consistently across cohorts as trustworthy, reliable, positive, and passionate.

**Corps Member Short-Term Outcome 5:** Participants will create awareness of how race, class, and other identity factors have informed their experience

Though there are preliminary indications that this outcome has begun to be realized, the evidence is sparse. Multiple cohorts of corps members have indicated they appreciate speakers and learning sessions focused on race and identity, and rounds of MSC stories have highlighted changes related to identity, such as one corps member becoming more aware of their privilege, and another corps member feeling more comfortable in Jewish spaces as a Jew of color. Other white corps members discussed becoming more aware of injustice and the impacts of racism on their communities, which they were exposed to through serving with their placements.

“**When I was at [service partner], I was upset [that staff]… weren’t wearing masks very well, and would take masks off when customers weren’t inside. [But then] I was hearing them talk with other volunteers about how they were on food stamps. COVID to me is my biggest fear as a disabled person, but also as a white disabled person with a lot of privilege. For these people, getting their food on the table for their next meal is their biggest concern. It makes sense that COVID, this invisible, neglected, force is not their top priority like it is for me.”** – Fall 2020 Corps Member
This racial awareness-building poses challenges in multiracial spaces. While some white corps members spoke with a clear awareness of the impact of their own race, class, or identity informing their experience, some BIPOC corps members expressed concerns that their white, Jewish peers were uninformed or unaware of how their own experiences might differ from the communities that they were serving or their BIPOC peers. This was an uncomfortable experience for BIPOC corps members and underlies why these participants felt more comfortable spending time with each other.

“When we were in first couple of meetings, the importance of respecting your space was talked about – that was common sense. But you could see the Jewish kids had never occurred to them to put themselves outside a situation like that. The things we went over (e.g., how to handle themselves in that community), I know it hadn’t crossed their minds before. Hearing about their experiences was a bit alienating for me. That’s why I hung out with the people I hung out with… Sometimes hearing them talk about their experiences felt a little bit like it was white saviors.” – Summer 2021 Corps Member

**Corps members Long-Term**
The Service Corps Theory of Change specifies four intended long-term outcomes of the program. Participants will:

1. Deepen their understanding of Jewish wisdom’s connection to service
2. Engage in service as an expression of Jewishness *(for Jewish participants)*
3. Lead inspired Jewish lives and feel connected to Jewish community, wisdom, and values *(for Jewish participants)*
4. Develop an ongoing commitment to service to pursue a just world

At a long-term level, corps members found participating in the Service Corps was a way to live their Jewish values and connected them more deeply to Jewish community. Additionally, for those less involved with Jewish institutional life, the program deepened their understanding of the relationship between service and Judaism. Across cohorts, 40%-60% of corps members indicated planning to increase their volunteer frequency and continue to serve after their program ended.

The data below comes from corps members upon participating in the program. In the coming program year, this can be reassessed using additional data from the over 500 alumni who have now moved through the program.
**Corps Member Long-Term Outcome 1 & 2:**

1. Participants will deepen their understanding of Jewish wisdom’s connection to service
2. Jewish participants will engage in service as an expression of Jewishness

Across cohorts, there is a trend of corps members choosing to participate in the Service Corps because it was a way to put their Jewish values into action. Nearly half of all participants cite the Service Corps’ connection to Judaism as a reason they joined, in notable contrast to the minimal importance they place on this factor when choosing other volunteer opportunities.

Consistent majorities of corps members come to the program already believing in service as Jewish value, often having grown up being taught this by their parents or surrounding Jewish environments. The data does not indicate that the program experience influences this attitude (likely due to participants already holding this value before beginning the program). See Table 3.

<table>
<thead>
<tr>
<th>Table 3. Corps Member Long-Term Outcomes 1 and 2 Data</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td><strong>2020</strong></td>
</tr>
<tr>
<td><strong>Summer</strong></td>
</tr>
<tr>
<td>Agreed or strongly agreed that participating in service is related to Jewish Values</td>
</tr>
<tr>
<td>Participated in the Service Corps because of its connections to Judaism</td>
</tr>
<tr>
<td><strong>2021</strong></td>
</tr>
<tr>
<td><strong>Fall</strong></td>
</tr>
<tr>
<td>Agreed or strongly agreed that participating in service is related to Jewish Values</td>
</tr>
<tr>
<td>Participated in the Service Corps because of its connections to Judaism</td>
</tr>
<tr>
<td><strong>Spring</strong></td>
</tr>
<tr>
<td>Agreed or strongly agreed that participating in service is related to Jewish Values</td>
</tr>
<tr>
<td>Participated in the Service Corps because of its connections to Judaism</td>
</tr>
<tr>
<td><strong>Summer</strong></td>
</tr>
<tr>
<td>Agreed or strongly agreed that participating in service is related to Jewish Values</td>
</tr>
<tr>
<td>Participated in the Service Corps because of its connections to Judaism</td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021

For those who come from more involved Jewish backgrounds, the program is less about learning new things about service and Judaism, and more about taking advantage of an opportunity to explicitly live out their Jewish values.

“In my whole life [service and Judaism] have been interconnected. I went to a Jewish Day School and I would always do service. So that was just like how I grew up. And it’s one of my most important Jewish values. I took it with me to college and it never really stops.” – Summer 2021 Corps Member

In interviews, corps members with less involved Jewish backgrounds said that having an organized way to explore service and Judaism helped them to learn more about the connection between Jewish wisdom and service, or reassess their understanding of how to be Jewish. Often this involved challenging prior, more institutional notions of what it means to be Jewish, showing corps members that service is a method by which they can lead Jewish lives, or informing them about the centrality and importance of social justice in Jewish text and tradition.
Corps members from Fall 2020 and Spring 2021 cohorts highlighted the use of Jewish texts and the integration of Jewish perspectives across the learning sessions as useful tools in developing this new understanding.

“Something that’s cool, my religion, my culture calls me to be good to other people. I’ve always felt connected to that element in my Judaism even if I didn’t connect religiously. Now, I’ve found my connection to Judaism through doing service. Being able to connect the service back to who I am is something that’s very special.” – Summer 2021 Corps Member

Even for certain non-Jewish corps members, the program offered an outlet to explore the Jewish worldview and its relationship to service. Additionally, some corps members felt the program’s focus on justice and diversity helped broaden and change their conceptions of Judaism and Jewish community.

“I was part of Jewish Inclusion learning group. They really opened my eyes to the diversity of Judaism.” – Fall 2020 Corps Member

**Corps Member Long-Term Outcome 3:** Jewish participants will lead inspired Jewish lives and feel connected to Jewish community, wisdom, and values

Across all four cohorts of the program, 72% to 82% of corps members shared that the Service Corps made them feel more connected to the Jewish community, offering an onramp into Jewish community that some corps members (especially those just out of college) were lacking.
This was a pattern that emerged in the MSC process too, as reflected in the following story:

"I’ve always known service is a big part of Judaism – always volunteered though my synagogue or in college through Jewish orgs I’ve belonged to. Once out of school I didn’t know how to incorporate service and Judaism. There’s some volunteer work but not much. Doing this, and staying involved with this type of org will really help me feel more connected. I was a little lost the past 2 years without having that. I wanted to help the community but didn’t know what I could do on my own." – Summer 2021 Corps Member

Story: “I wasn’t aware of much of the work being done nationally and locally in the Jewish community. Even though I’ve actively looked for ways to engage with Jewish organizations, the breadth and scope of the work was great to learn about and engage with moving forward.”

Significance of the story (as reported by the corps member): “I want to incorporate more Jewish leadership and volunteering into my life, and had previously struggled to find the best fit.” – Fall 2020 Corps Member

Over 65% of corps members also felt that the Service Corps offered them valuable Jewish learning opportunities for reflecting on the role Judaism plays in their lives. As above, corps members appreciated the use of Jewish text and perspectives to convey this. See Table 4.

<table>
<thead>
<tr>
<th>Table 4. Corps Member Long-Term Outcomes 3 Data</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Because of their experience in the Service Corps, they felt somewhat more or much more connected to the Jewish community [as seen above]</td>
</tr>
<tr>
<td>Agreed or strongly agreed that the Jewish learning opportunities provided through the Service Corps affected their relationship with Judaism</td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021
**Corps Member Long-Term Outcome 4:** Participants will develop an ongoing commitment to service to pursue a just world

After each cohort of the Service Corps, 44% to 61% of corps members indicated they planned to increase the frequency with which they volunteer, many saying they would begin volunteering weekly. As 10% and 25% of participants in each cohort were already volunteering on a weekly basis prior to starting the program, this means that a majority of corps members in each cohort planned to either volunteer weekly or increase their volunteering after participating in the program. It is important to note that there is scholarly debate about how well intentions (planning to volunteer more) can reasonably stand in for behavior (actually doing so). See Table 5.

**Table 5. Corps Member Long-Term Outcome 4 Data**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Summer</td>
<td>Fall</td>
<td>Spring</td>
</tr>
<tr>
<td>Projected an increase in their volunteer frequency following the Service Corps</td>
<td>50%</td>
<td>61%</td>
<td>54%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021

Most interviewed corps members shared that they plan to continue service, either directly with their service partner or with other organizations doing similar work. For some corps members who are currently enrolled in college and home for the summer, they said that they are hoping to connect with the sibling organizations to their service partner in their college cities to continue serving.

Other corps members found the experience was highly motivating for future service work.

**Story:** “The most significant change I experienced throughout the program is the level of awareness to so many injustices people face on a daily basis, sometimes just being born into it and not being able to access basic needs.”

**Significance to the corps member:** “This awareness has allowed me to be more compassionate and wanting to do service even more now to assist those who are affected at any and every level.” – Summer 2021 Corps Member

However, it should be noted that corps members are already highly motivated by service, and given their prior positive orientation towards service, the extent to which the Service Corps in particular is driving a deeper commitment to service is unclear.

---

Subgroup Experiences
Over the course of the program year, Third Plateau assessed the extent to which demographic differences played a role in corps members’ experiences of the program. In particular, Third Plateau looked at differences based on:

- Jewish identity;
- Age;
- Gender identity;
- Sexual orientation;
- Disability status; and
- Race.

While not a demographic category, Third Plateau also assessed whether there were differences in the Summer 2021 cohort for:

- corps members who had previously participated in the program; and
- corps members from various cities.

Overall, no demographic subgroup showed consistent differences in outcomes across cohorts, though certain subgroups varied within individual cohorts. This indicates people from varying backgrounds are receiving generally similar benefits from participation.

At a formative level, data indicate two differences by subgroup that may be relevant to program decision-making:

- **The importance of stipends.** Corps members above the age of 23 cited the stipend as a factor in choosing the Service Corps more frequently than their younger peers, indicating the value of the stipend may be more important for people out of college, especially during COVID. While the quantitative data from Fall 2020 and Spring 2021 do not reflect this, interviews with corps members from various cohorts have highlighted the importance of the stipend in making participation in the Service Corps possible.

- **Mixed experiences for BIPOC corps members.** Data does not show consistent differences by race with respect to program outcomes, but BIPOC corps members’ experiences in the program varied. For instance:
  - A Black corps member in the Fall 2020 cohort shared they felt comfortable talking with white people in the program about their experience of being Black; and
  - A BIPOC corps member in the Summer 2021 cohort shared they felt the national sessions were geared towards a white audience, and did not explore the BIPOC corps member experience;
  - A BIPOC corps member in the Summer 2021 cohort shared they tended to spend time and make friends with other BIPOC corps members because they found the white corps members had clearly not reflected on coming into BIPOC communities before, and shared their experiences in an “alienating” way.

For all details by subgroup, see Appendix C: Corps Member Subgroup Analysis.
Formative Feedback from Summer 2021

Satisfaction with Service Placements
Across cohorts, corps members tended to be satisfied or extremely satisfied with their service partners.

### Table 6. Corps Member Service Partner Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>2020 Summer</th>
<th>2020 Fall</th>
<th>2021 Spring</th>
<th>2021 Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied or extremely satisfied with their primary service partner</td>
<td>90%</td>
<td>89%</td>
<td>89%</td>
<td>92%</td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021
Notes:

Satisfaction trends varied during the first two cohorts depending on the kind of work corps members did. In the Summer 2020 cohort, there were indications that volunteers working directly with their service partner’s client population were more satisfied than those supporting the organization through other means, though this trend stopped in the fall. In the Fall 2020 cohort, volunteers who directly worked on COVID-19 relief were more satisfied than those that did not. In the Spring and Summer 2021 cohorts, there were no differences in any outcome based on the type of work corps members did.

In the Summer 2021 cohort, corps members worked in:
- COVID-19 response, working directly with client populations: 13% (14)
- COVID-19 response, working primarily with organizational staff: 16% (18)
- Issues outside COVID-19 response, working directly with client populations: 13% (14)
- Issues outside COVID-19 response, working primarily with organizational staff: 35% (39)

Service partner characteristics that led to a positive experience for corps members include a strong level of trust between corps members and service partner, having opportunities to support the community, and when corps members’ being able to orient newer volunteers to necessary tasks.

Many corps members, particularly those working outdoors, mentioned that it was very helpful to be placed with another corps member at their service partner; it made the experience more enjoyable and helped them to feel more comfortable navigating unexpected challenges that came up, such as unhoused people entering their service site.
Among the very few corps members that had negative experiences with their service partners, some highlighted the following:

- Several shared that while they enjoyed the work, their service partner did not communicate well about the tasks or schedule, or that it was unclear who the corps member was supposed to go to with questions.
- One corps member shared that the COVID-19 precautions at their service partner were lacking and that it made them feel uncomfortable. They chose to change their volunteering schedule to do all ten volunteer hours in one day per week to minimize their exposure.
- Another shared that they experienced microaggressions at their service partner where staff assumed this corps member could speak any Asian language because of their race.

**National Learning**

Corps members were generally positive about the national learning sessions as well. Over 70% consistently responded that the sessions inspired them to do similar work, gave them new skills, and taught them about topics important to them.

<table>
<thead>
<tr>
<th>Table 7. Corps Member National Learning Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Agreed or strongly agreed that the national</strong></td>
</tr>
<tr>
<td><strong>sessions inspired them to do more work like</strong></td>
</tr>
<tr>
<td><strong>this</strong></td>
</tr>
<tr>
<td><strong>2020</strong></td>
</tr>
<tr>
<td><strong>Summer</strong></td>
</tr>
<tr>
<td><strong>Fall</strong></td>
</tr>
<tr>
<td><strong>Spring</strong></td>
</tr>
<tr>
<td><strong>Summer</strong></td>
</tr>
<tr>
<td><strong>Agreed or strongly agreed that the national</strong></td>
</tr>
<tr>
<td><strong>sessions provided them with new skills</strong></td>
</tr>
<tr>
<td><strong>Not</strong></td>
</tr>
<tr>
<td><strong>measured</strong></td>
</tr>
<tr>
<td><strong>81%</strong></td>
</tr>
<tr>
<td><strong>83%</strong></td>
</tr>
<tr>
<td><strong>71%</strong></td>
</tr>
<tr>
<td><strong>Agreed or strongly agreed that the national</strong></td>
</tr>
<tr>
<td><strong>sessions helped them learn more about topics</strong></td>
</tr>
<tr>
<td><strong>that are important to them</strong></td>
</tr>
<tr>
<td><strong>Not</strong></td>
</tr>
<tr>
<td><strong>measured</strong></td>
</tr>
<tr>
<td><strong>87%</strong></td>
</tr>
<tr>
<td><strong>83%</strong></td>
</tr>
<tr>
<td><strong>79%</strong></td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021

Qualitative feedback from the Summer 2021 cohort varied about the national learning.

- Some corps members felt that it provided a space to have hard conversations that were important to have, and liked the range of topics (examples from the Summer 2021 cohort include the school to prison pipeline, the Colorism 101 session, and the session about Latinx people in the Jewish community).
- However, other corps members from the Summer 2021 cohort were lukewarm to negative about the national sessions. Some felt that it was harder to retain the information from these sessions, and that the small group sessions were more impactful. A BIPOC corps member shared that these sessions seemed to be geared towards a white audience.
With respect national learning, Summer 2021 corps members indicated wanting more:

- Skill-building and professional development: 54% (61);
- Issue-specific learning: 46% (52);
- Opportunities to connect with other corps members: 43% (48);
- Opportunities to tie their experience to their Jewish values: 26% (29); and
- Opportunities to discuss challenging from their service placements: 25% (28).

Corps members also shared that they liked the sessions where they had the opportunity to work together to complete concrete activities such as looking up scholarships for high schoolers of color. This is reminiscent of positive feedback Repair received for the phone-banking session in Fall 2020.

Corps members also shared an interest in deeper learning about underrepresented Jewish groups, expanded coverage of the Latinx community topics, or mental health, particularly among BIPOC people.

The speakers that received the highest praise from Summer 2021 corps members were:

- Jared Chiang-Zeizel and Davi Cheng: LUNAR Film Project (Anti-Asian Racism);
- Alona Weimer: Tzedek Lab Team (School-to-Prison Pipeline); and
- Kimberly Duenas: Jewtina y Co (Identity Politics in the Latinx Community).

**City Cohort time**

Corps members from every cohort have steadily praised City Cohort time. Many thought that it was one of the best aspects of Repair’s programming, giving them the chance to connect with others and have ongoing small group conversations. Corps members appreciated hearing about where other corps members were placed and what those experiences were like.

---

7 Over 90% of corps members agreed or strongly agreed that future corps members would benefit from listening to these speakers.
Relatedly, as in past cohorts, many corps members spoke highly of their city coordinators and of Repair as a whole, noting that the program was organized and accommodating, and that their particular city staff person was communicative and available and incorporated their feedback between the spring and summer cohorts.

In the MSC responses, one corps member shared that their city staff helped them to take a different perspective that dramatically changed their view of their service:

*Story:* “I was talking with my Cohort Leader about how I was struggling with seeing the impact of my work. There wasn’t a direct line of my aid to a product for the most part. My Cohort Leader talked with me about how I was still making an impact, just more of an ‘invisible one’, where I was providing aid behind the scenes and lessening the workload of others.”

*Significance:* “I think I can struggle a lot when I am not seeing the direct and immediate result of my actions. My Cohort Leader showed me that a difference in perspective can help.” – Summer 2021 Corps Member

**Mental Health**
Corps members were overwhelmingly positive about the impact of the Service Corps on their mental health, sharing that participating in the program helped to provide a purpose or focus through a challenging time. It provided regularity in an otherwise unstructured schedule through
scheduled weekly activities they could look forward to, and it helped give them a sense of belonging or community that they needed.

“The pandemic has been so isolating. I moved home like lot of people my age did... My mom has an immune disease, and I’m immunocompromised, so we didn’t leave the house for 3 months last year. And my dad was an essential worker, so he never stopped working. There are a lot of feelings to work through... [The Service Corps] gave me something else to do that felt like it was making a difference during these uncertain times. It felt nice to know that regardless of what I was doing specifically, there were so many in [the program] who were working to give back to their community in this scary and uncertain time, and we all did it completely selflessly.” – Summer 2021 Corps Member

Data from the Spring 2021 and Summer 2021 cohorts backs up this finding. See Table 8.

<table>
<thead>
<tr>
<th>Table 8. Corps Member Mental Health Data</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Summer</td>
<td>Fall</td>
</tr>
<tr>
<td>Made friends during their participation in the service corps</td>
<td>Not measured</td>
<td>Not measured</td>
</tr>
<tr>
<td>Participating in the Service Corps helped them feel a sense of purpose</td>
<td>Not measured</td>
<td>Not measured</td>
</tr>
<tr>
<td>Participating in the Service Corps helped them feel less isolated</td>
<td>Not measured</td>
<td>Not measured</td>
</tr>
<tr>
<td>Participating in the Service Corps helped them feel connected to a community</td>
<td>Not measured</td>
<td>Not measured</td>
</tr>
<tr>
<td>Repair the World supported their wellbeing</td>
<td>Not measured</td>
<td>Not measured</td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021

However, many corps members noted that it was difficult to make friends in the digital environment, and that while they liked others that they met, there was not always time to socialize in the learning sessions.
**Figure 3. Service Corps Mental Health Outcomes**

- Made friends during their participation: 80%
- Participating helped them feel a sense of purpose: 97%
- Participating helped them feel less isolated: 93%
- Participating helped them feel connected to a community: 93%
- Repair the World supported their wellbeing: 97%

Source: Service Corps Baseline and Endline Surveys 2020-2021

**Net Promoter Score**
Over the course of the program year, the program consistently scored between 40 and 50, generally within the range of what is considered a good Net Promoter Score. See Figure 4.

**Figure 4. Net promoter score across Service Corps cohorts**

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Detractors</th>
<th>Passive</th>
<th>Promoters</th>
<th>NPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer 2021</td>
<td>13%</td>
<td>32%</td>
<td>54%</td>
<td>41</td>
</tr>
<tr>
<td>Spring 2021</td>
<td>11%</td>
<td>36%</td>
<td>53%</td>
<td>42</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>10%</td>
<td>30%</td>
<td>60%</td>
<td>50</td>
</tr>
<tr>
<td>Summer 2020</td>
<td>9%</td>
<td>33%</td>
<td>58%</td>
<td>49</td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021

**Areas of Improvement**
corps members suggested various areas for Repair to focus on for next cohort, including:

---

• **More clearly providing expectations** in the MOU with service partners, and more frequently checking in with them throughout the sessions.

• **Splitting the stipend into installments**, rather than providing it all at the end. As articulated by one corps member who expressed serious financial hardship, “the stipend being 1-shot at the end made it hard for me, since I was living off cheese and crackers for that month.”

• **Running longer cohorts.** Several corps members who had participated in both the spring and summer cohort shared that they preferred the longer time of the spring over the shorter, quicker pace of the summer. Additionally, several corps members shared that they got more out of the learning in the spring, particularly given the broader range of topics and options to choose from.

• **Providing service partner FAQs.** One corps member shared that it would be useful for Repair to help provide them with information about how to handle some of the more challenging circumstances that might come up at some placements, such as when clients or local community members may be under the influence or actively taking drugs on site.

**Bridge Builder Cohort**

In New York City (NYC), a sub-cohort of all corps members were called “Bridge Builders.” Bridge Builders were from the community in which they served, often having grown up there. These corps members were recruited directly by service partners with whom they were placed, and to whom they already had a strong connection, many having previously been served by those same organizations. All Bridge Builders had at least one marginalized identity (e.g., BIPOC, Hasidic, immigrant), and all served alongside their own communities (e.g., Spanish-speaking Bridge Builders served the local Spanish-speaking community). The program did not differentiate in any way between Bridge Builders and other NYC corps members.

The following section reports on analysis of NYC corps members as a whole, Bridge Builders who responded to the Fall 2020, Spring 2021, or Summer 2021 surveys, as well as interviews with Bridge Builders and other NYC corps members from Summer 2021. Despite repeated outreach attempts, Third Plateau was only able to speak with five corps members from New York in Summer 2021, only one of whom was a Bridge Builder, so qualitative evidence in this section should be interpreted with caution.

With respect to demographics, the NYC cohort had regularly higher percentages of BIPOC corps members than other cities. In Summer 2021, 67% of NYC corps members identified as BIPOC, whereas the percentage in other cities ranged from 20% to 58%. In Spring 2021, the percentage was 37% among NYC corps members, compared to between 11% and 33% in other cities. Repair staff hypothesize this may be due to the fact that Repair’s NYC staff is both led by and a greater percentage BIPOC, though Third Plateau did not hear this directly from corps members.

---

9 This trend did not hold in Fall 2020, where 61% of corps members in Atlanta identified as BIPOC, compared to 58% of NYC corps members.
NYC corps members commonly indicated the stipend as a major motivator for joining the program, with one describing the stipend as their “entire reason for participating.” For another, the fact that the Service Corps only required 10 hours per week made it doable for them to supplement their full-time job with the program as they could complete all their hours on the weekend.

NYC corps members had similar positive quantitative outcomes as corps members in other cities. For instance:

- 47% of Summer 2020 NYC corps members intended to increase the frequency they volunteer, in comparison to between 30% and 80% of corps members in other cities;
- 94% of Fall 2021 NYC corps members felt less isolated because of participating in the Service Corps, similar to the 71% to 100% of corps members in other cities; and
- 69% of Spring 2021 NYC corps members felt the Jewish community frequently or very frequently offered them opportunities to meaningfully serve people or organizations they care about, well within the 42% to 88% range in other cities.

There were no particular trends in the relationships corps members built through the program. Overall, corps members in New York did not feel more connected to a community or their local neighbors than corps members in other cities, except in the Fall 2020 cohort. Instead, individual anecdotes are better shared:

- As in other cohorts and cities, some corps members connected particularly well with others in the NYC cohort, a key aim of the Bridge Builder program;
- One corps member felt more connected to Brooklyn after their service, and has since attended various local volunteer events;
- A different corps member recommended their service partner’s services to a family friend who needed them.

Small sample size has made it difficult to assess the extent to which quantitative outcomes for Bridge Builders in particular are similar to or different from those for other corps members across the cohorts. However, Repair staff have gathered many promising anecdotes during casual conversations or closed meetings emphasizing the program’s impact, though Third Plateau has not yet gathered data to corroborate these. These anecdotes indicate that offering local individuals the chance to serve in their own communities created a sense of familiarity and empowerment.

---

10 More Fall 2020 NYC corps members both agreed or strongly agreed that participating in the Service Corps made them more connected to their neighbors (92%, or 23) than in other cities (87%, or 123), and agreed that they learned something new about their city (96%, or 23) than in other cities (71%, or 100). However, to the contrary, fewer Summer 2021 NYC corps members indicated they felt more connected to a community because of their participation in the Service Corps (80%, or 12) compared to those from other cities (96%, or 90).
Additionally, a local leader in New York also indicated that the Bridge Builder program in the Service Corps was very impactful for local organizations, many of whom were having trouble recruiting unpaid volunteers from within their communities. Since the program offers stipends for volunteer service, local volunteers were enabled to serve in a way they could not before. According to the interviewee, the program has had a huge impact on participants as well.

In terms of their reflections on the learning, both Bridge Builder and other NYC corps members echoed the overall national trend of preferring local sessions to national ones. They felt more comfortable there, like they could speak up more, and they liked the continuity of the information in those sessions. This was reflected quantitatively in the Fall 2020 findings, where all NYC corps members agreed or strongly agreed that their city cohort sessions made them feel supported in their experience (100%, or 23) as compared to other cities (93%, or 131).

City staff were a core part of creating this positive experience. Multiple Bridge Builders spoke highly of city staff for improving their experience, being able to relate to them, and helping them feel heard and respected.

“There was a time when I walked a very old lady up a block to deliver her package and when I met her family it reminded me of my own, she was the matriarch of this whole clan. My own grandmother was very similar so this act really drove everything that we were doing for this community home for me.” – 2020-2021 Bridge Builder

“My time at the Brownsville Community Justice Center has been very rewarding experience. Most of the people at the center were awesome to work alongside with and made me feel like I was working with a team of people who were invested in the wellbeing of the community... I have been on the opposite end of this exchange on multiple occasions and have relied on food banks and other community organized services in the neighborhoods that I grew up in. Because of that, I had some idea of what work I would be doing.” – 2020-2021 Bridge Builder
Evidence increasingly suggests the Hillel Campus Service Corps is meeting the outcomes it set out to meet, across all areas, especially in the short-term. The evidence strongly supports that the program is delivering on at least three outcomes: that corps members feel they have meaningfully contributed to the COVID-19 response through a lens of Jewish values, that they maintain connection to the Jewish community even when physical connection is not possible, and that they see the Jewish community as an entry point to doing good in the world.

The Hillel Campus Service Corps group appears to show very similar outcomes to other Service Corps cohorts. Across most areas, evidence suggests that Hillel Campus Service Corps members drew very similar benefits from participating in the program as corps members in other cohorts.

Almost all corps members who responded to the survey (91%, or 42) believed that participating in the Service Corps provided them with an opportunity to do good in the world through a Jewish lens. Further, participants indicated that this is a central Jewish value for them, with 80% of participants identifying it is one of the key ways they “do Jewish.”

Participating in the Hillel Campus Service Corps helped participants to feel more connected with the Jewish community through a challenging time. Over 85% (39) of
respondents said that because of their experience with the Service Corps, they feel either somewhat more (50%, or 23) or much more connected (35%, or 16) to the Jewish community.

- **Corps members overwhelming recruited close friends and classmates to participate in service opportunities, and indicated challenges engaging peers virtually.** Surveyed corps members most commonly recruited their close friends and classmates to participate in service. While corps members indicated several challenges in recruiting peers, recruiting them to serve virtually (71%) and finding time in their busy schedules (67%) were by far the most common.

**Fellowship**

Through the Repair the World Fellowship, full-time Repair fellows volunteer with local nonprofit partners, engage in a contextual learning curriculum that examines social issues in conjunction with Jewish wisdom and values, host service and educational events for the broader community, and recruit others to serve and learn alongside them through peer-to-peer engagement.

**Outcomes**

**Fellows Short-Term and Medium-Term**

The Fellowship articulates seven short- and medium-term desired outcomes. Specifically, fellows will:

1. Add needed capacity to their community partners through direct service
2. Learn about issues of systemic injustice
3. Increase their career and professional development
4. Meet the needs of their partners through large-scale volunteer recruitment
5. Feel increased connection to service as a Jewish value
6. Increase their involvement in the Jewish community through service
7. Deepen their understanding of Jewish wisdom’s connection to service

Evidence indicates fellows clearly both added capacity to their service placements in a variety of ways, as well as learned deeply about justice issues in their local communities as a result of both directed and experiential learning within the Fellowship. Moreover, the program provided robust professional development opportunities through exposing fellows to new fields, mandating they build their networks, and offering direct skill-building workshops. With respect to Jewish outcomes, participation in the Fellowship deepens Jewish involvement and relationship to service for fellows who otherwise were disconnected from Judaism and Jewish community, and helped various fellows integrate into Jewish communities in new cities.

---

11 Some of the key outcomes that Repair articulates in the medium-term for fellows are captured as short-term outcomes for corps members. For ease of comparison, we group short- and medium-term outcomes together in this report.

12 There are eight short- and medium-term outcomes listed in Repair’s Logic Model. However, one is repeated at both short- and medium-terms, so is grouped together here.
**Fellows Short- and Medium-Term Outcome 1:** Fellows will add needed capacity to their community partners through direct service

Fellows supported service partners in a wide variety of ways, including engaging their community and sourcing more volunteers from the Jewish and broader local communities. In particular, as a result of working with Repair:

- 66% (6) of service partners with fellows indicated they served more community members;
- 44% (4) were able to have their staff work on projects they would not have otherwise had the time to address;
- 44% (4) indicated they made progress on fulfilling their mission; and
- 44% (4) delivered a higher volume of their core services.

The program may be especially valuable to service partners, as it gives them access to highly skilled, long-term volunteers (fellows) who the organizations might not otherwise be able to pay to serve.

**Fellows Short- and Medium-Term Outcome 2:** Fellows will learn about issues of systemic injustice

Nearly all of the fellows surveyed (95%, 20) reported pursuing learning about issues related to systemic injustice (e.g., educational access, food insecurity, etc.) because of their experiences with Repair the World. Among alumni, 85% of respondents (39) still felt this shift after their program, saying that participating in the Fellowship led them to pursue somewhat or much more learning on systemic injustice.

**Figure 5. Because of my experience with Repair the World, I have pursued _____ learning about systemic injustice.**

![Bar chart showing responses to the question: Because of my experience with Repair the World, I have pursued _____ learning about systemic injustice.]

Source: Fellows 2021 Exit Survey (n = 21) and 2021 Alumni Survey (n = 45).
Many fellows and alumni highlighted how the Fellowship exposed them to the extent of structural social issues in their communities (e.g., homelessness, racism) and the need to address these at a root level. Many discussed the importance of becoming more involved in advocacy or community organizing, and talked about how the Fellowship supported them in building those skills. Moreover, being exposed to the nonprofit world, for the first time for many, showed them the inefficiencies and challenges in the sector.

One consequence of this greater awareness around systemic injustice was that many fellows and alumni shifted their thinking around service, with nearly all coming around to the idea that service is not enough to make social change. In that sense, the Fellowship exposed many to the idea that the impact of service is limited, and that to create a more just world one must also address the root causes of the issues. One fellow even wondered if service itself helps support a culture of aid that distracts from deeper, more important, struggles around justice.

“The solution of volunteering doesn’t do anything about the root – it’s like a band-aid type of fix. You need a band-aid, but when you go day after day to volunteer and there are still the same number of people at this food pantry, you can see there are models that would be more helpful.” – 2020-2021 Fellow

Some fellows reacted to this change in mindset by wanting to be more deeply involved in a different part of the ecosystem of social change, specifically community organizing, activism, and advocacy. Others, however, found new ideas for the role of service in society outside of directly affecting social issues, and cite these as motivations for future service. These include:

- Using service to build local community; and
- Using service to raise consciousness around social issues, and motivate people towards addressing root causes.

**Fellows Short- and Medium-Term Outcome 3:** Fellows will increase their career and professional development

98% of Fellowship alumni respondents (45) agreed or strongly agreed that they had gained skills during their Fellowship that would be useful in their future careers. Fellows reported similar growth, with 100% of respondents (21) agreeing or strongly agreeing that the Fellowship gave them these skills.

When asked about their career and professional growth during interviews, fellows and alumni highlighted myriad ways in which the Fellowship supported them, including:

- **Exposing them to various fields, people, and issues** – direct service at placements as well as the necessity to proactively build relationships with many different people in the
community gave fellows a breadth of experiences to draw from in identifying careers they found more or less interesting;

- **Building their professionalism and confidence** – especially as many fellows are earlier on in their careers, the responsibility and autonomy in the Fellowship helped them build foundational professional skills, including organization and time management, as well as grow their confidence in themselves;
- **Establishing professional contacts for them** – being forced to build connections, and with access to Repair’s strong local network, fellows regularly built strong professional relationships in their host communities, some of which lead to professional partnerships or even jobs;
- **Honing their interpersonal skills** – interviewees often spoke of growing a diverse array of specific interpersonal skills such as knowing how to ask for help, building authentic relationships, and the fundamentals of community organizing; and
- **Growing their technical skills** – through the programming (e.g., workshops, free classes), fellows built skills like resume-building and leadership, and depending on their placement, fellows might learn any number of various technical skills including facilitation, Salesforce, social media management, program development, and farming.

“**I had incredible experiences to build and grow and learn – I don’t think many people going into community organizing have that…. I’ve had nine interns work for me. That’s wild – I’m 25. To me, that really is pretty absurd.”** – Fellowship Alum

**Fellows Short- and Medium-Term Outcome 4:** Meet the needs of their partners through large-scale volunteer recruitment

As reported above, 66% of service partners who had fellows indicated they reached more community members as a result of working with Repair.

However, fellows reported various challenges to Repair’s model of peer-to-peer volunteer recruitment, including:

- The ineffectiveness of recruiting strangers or people with loose ties, resulting in fellows largely mobilizing people they already knew were interested in the work;
- The difficulty of securing repeat volunteers, especially among people fellows only met once or twice in the community;
- The lack of impact (and large workload generated) from organizing larger, one-off volunteer events that served to help volunteers feel good rather than assist service partners; and
- The added difficulty of COVID, which made it difficult to impossible to meet people in person and build relationships.
In contrast, one interviewee spoke about how they worked at a local Jewish organization independently during their Fellowship, and became the “token service person” for their local Jewish community. It was this person’s ties to Jewish partner organizations, rather than their peer-to-peer outreach, that led to more volunteer recruitment and engagement.

Additionally, fellows built a variety of skills around recruiting volunteers, and spoke about the tips and tricks they learned, including the need to make volunteering easy and fun for participants, trying to recruit everyone one meets, encouraging new volunteers to bring friends along, and highlighting benefits the participants get from volunteering.

Training in volunteer recruitment is something fellows report taking beyond the program as well. A majority of fellows (74%, 17) and alumni (65%, 30) reported increased motivation to engage their peers to serve because of their experiences with Repair the World.

**Figure 6. Because of my experience with Repair the World, I feel ________ motivated to engage their peers to serve**

![Bar chart showing the distribution of responses]

Source: Fellows 2021 Exit Survey (n = 21) and 2021 Alumni Survey (n = 45).

**Fellows Short- and Medium-Term Outcome 5:** Fellows will increase their connection to service as a Jewish value.

Just over half of Jewish fellows respondents (53%, 9) reported that service had become a somewhat or much more meaningful part of the way they express their Judaism/Jewish values. Fellows and alumni who discussed deepening their sense of the relationship between service and Judaism often had little to no experience with Judaism prior to the Fellowship, perhaps entering with a vague sense that taking care of others was a good, Jewish thing to do. These

---

13 While Repair’s Fellowship Logic Model lists this and the following two medium-term outcomes as for participants, Repair has clarified they also apply to fellows, and are reported here as such.
participants left the program more energized and aware of how Judaism speaks about service, having connected either Jewish texts or Jewish values to the topic, often through the lens of contemporary issues such as civil rights.

“Repair really helped me identify why I’m driven to do the work I do around social justice as a Jewish person… I kind of held both separately until this point and now feel like they’re very much connected and one is informed by the other and vice versa.” – 2020-2021 Fellow

The other half of the fellows survey respondents (47%, 8) reported that participating in the Fellowship did not affect their perspective on how meaningful service was as a way to express their Judaism/Jewish values. However, this statistic includes two groups of people:

1. Those who started and ended their Fellowship believing service and Judaism to be separate entities, perhaps asserting that their values around service are universal or derived from their families rather than related to their Jewish identity; and
2. Those who entered the Fellowship with the deep knowledge and conviction of the relationship between Judaism and service, and for whom the Fellowship did not change their thinking.

In interviews, even among those who view service itself as a humanistic or universal act, rather than a Jewish one, some articulated that they do believe approaching service communally is fundamentally Jewish.

**Fellows Short- and Medium-Term Outcome 6:** Through service, fellows will increase their involvement with the Jewish community

A majority of respondents reported feeling either much more or somewhat more (76%, 12) connected to the Jewish community because of their experiences in the Fellowship. Only a quarter of respondents (24%, 4) reported not feeling any more connected to the Jewish community due to their participation in the Fellowship. Alumni showed a similar profile, with 73% (38) feeling much or somewhat more connected to the Jewish community.

For some fellows, the program offered a new access point to Judaism or the Jewish community, one that they were not experiencing in more mainstream or “institutional” organizations. One fellow said this was because Repair made it easy for them to get involved in Jewish community, and helped overcome feelings of anxiety and not knowing where to start.

Roughly a third of Jewish respondents (30%, 5) reported feeling much more likely (18%, 3) or somewhat more likely (12%, 2) to attend an event or engage with another Jewish organization in the next year as before they participated in the Repair the World Fellowship. A majority of
respondents (64%, 11) reported no impact from the Fellowship on their likelihood to participate.14

In the interviews, fellows indicated that for those who moved to a new city to start their program, the Fellowship provided important inroads into the local nonprofit and/or Jewish communities in the area (depending on their service partners and city staff). Fellows met new Jewish organizations and groups (e.g., Moishe House, OneTable, BASE), and integrated into the larger community, sometimes facilitated by existing relationships that city staff had in the community.

Some found that the Fellowship’s focus on community and local Jewish history helped heal or begin to heal their previously fraught relationship with the Jewish community. Others found that working in Jewish spaces reminded them of their affection for Judaism and the Jewish community more broadly and want to develop and deepen those parts of their lives.

**Fellows Short- and Medium-Term Outcome 7:** Fellows will deepen their understanding of Jewish wisdom’s connection to service

Fellows developed nuanced their understandings of Jewish wisdom’s relationship to service, though the extent to which this happened is unclear. A few fellows and alumni, most of whom were only loosely Jewishly connected prior to the Fellowship, were explicit about how their conceptions around service and Judaism had changed through the program. For some, having greater access to and familiarity with Jewish texts relating to service showed them that the values around service they had already been evincing were fundamentally Jewish. One fellow complemented the Fellowship’s Arc of Learning for this. They were part of a sub-group of fellows supporting the others in building out facilitation materials, and in their research became exposed to Jewish content they had not been aware of prior (e.g., My Jewish Learning).

> “Now I know there are specific reasons I care about environmental and social justice. It’s a very Jewish thing to care about those things.” – Fellowship Alum

A couple fellows discussed that the Fellowship showed them how to do service in a specifically Jewish way, by involving learning or doing so in a communal, rather than individual, setting. Another fellow expressed that learning that service is a commandment from the Torah helped give their service a sense of purpose, and reduce their tendency to see themselves as a “white savior.” Relatedly, another spoke about how learning the Jewish history of their area, how Jews participated in white flight in the mid-20th century and benefited from being considered white, alongside learning about Jewish values around justice, now compels them more deeply to serve.

---

14 Only non-Jewish respondents were asked this question.
Mental Health
Evidence from fellows about the mental health effects of the Fellowship was mixed.

In most respects, fellows indicated positive sentiments about the Fellowship. Almost all respondents (95%, 20) agreed or strongly agreed that they made friends during their Fellowship, and agreed or strongly agreed (85%, 18) that the Fellowship helped them feel connected to a community.

However, fellows noted in the interviews that being required to recruit peers made it difficult to create separation between their work and regular lives, given that they had to view Jewish events in their communities as potential recruitment opportunities.

Additionally, a majority agreed or strongly agreed (81%, 17) that the Fellowship helped them feel a sense of purpose, and most respondents agreed or strongly agreed (86%, 18) that the Fellowship helped them feel less isolated.

Figure 7. Fellowship Mental Health Outcomes

Alumni felt similarly about the Fellowship, with:
- 83% (38) indicating it helped them feel a sense of purpose; and
- 89% (41) indicating it helped them feel less isolated.15

---

15 Alumni were not asked all five mental health questions, in order to shorten the survey length.
City staff were core to promoting Fellows’ mental health and provided important support to fellows throughout the program. Fellows reported that city staff helped them prioritize their mental health, physical health, and overall wellbeing, and several respondents wrote that support from city staff made the challenges that arose over the course of the program more bearable.

However, 76% (16) of respondents indicated the Fellowship did not support their wellbeing, with 19% (4) of the total respondents strongly feeling this way. Some fellows reported feeling isolated from their service partners and communities, especially given pandemic making it harder to meet new people. Others struggled with burnout and felt that the workload, in the context of the pandemic, exacerbated their mental health challenges. This was coupled with an overall level of stress and dissatisfaction with the compensation and workload requirements for the program.

Alumni felt differently about wellbeing - 65% (30) indicated the Fellowship did support their wellbeing.

**Fellows Long-Term**

The Fellowship lists five outcomes for fellows at the long-term level. In particular, fellows will

1. Take on high-level leadership roles in service, policy, and Jewish social justice
2. View themselves as lifelong leaders, and responsible for ensuring their Jewish communities serve with depth and frequency
3. Engage in service as an expression of Jewishness (for Jewish participants)
4. Lead inspired Jewish lives and feel connected to Jewish community & Jewish tradition (for Jewish participants)
5. Express an ongoing commitment to service to pursue a just world

Fellowship alumni have remained connected to service and social justice, as well as the Jewish community, in the years since their Fellowship. Positive long-term effects include acquiring jobs, engaging in board service, and local organizing.
Fellows Long-Term Outcomes 1 & 2:
1. Fellows will take on high-level leadership roles in service, policy, and Jewish social justice
2. Fellows will view themselves as lifelong leaders, and responsible for ensuring their Jewish communities serve with depth and frequency

Most fellows and alumni indicated they have remained connected to service, social justice advocacy, and/or the Jewish professional world since their Fellowship. Various fellows and alumni are now in graduate school, pursuing issues they became interested in or clearer about during their Fellowship, while others have remained in their local communities, becoming more active in Jewish or service-related organizations, sometimes by serving on boards.

A common theme among alumni with whom Third Plateau spoke was that their Fellowship directly or indirectly led to a future job, for a variety of reasons including:
- They continued working with their service placement after the Fellowship;
- They built a professional relationship with their future employer during the Fellowship; and
- They gained valuable experience during the Fellowship that they could put on their resume.

With respect to their commitment to service, alumni were largely engaged. 72% of alumni respondents (33) said participating in the Fellowship made them more motivated to serve. Their behavior reflects this trend; 44% (20) indicated they engage in service weekly or once or twice a month, and 30% (14) serve every couple of months (30%, 14).

With respect to the Jewish community, almost a third (30%, 14) of alumni respondents said they took on professional or volunteer leadership roles in the Jewish community as a result of participating in their Fellowship. One alum indicated they had found themselves in greater leadership roles in their local Jewish community over time since the end of their Fellowship, crediting the experience with showing them the importance of community-building within the Jewish community.

At a community level, one Federation leader indicated that the Fellowship serves as a pipeline for young Jewish professionals, who remain in the community as leaders, as well as engage their friends in the community.

Fellows Long-Term Outcomes 3 & 4:
3. Fellows will engage in service as an expression of Jewishness (for Jewish participants)
4. Fellows will lead inspired Jewish lives and feel connected to Jewish community & Jewish tradition (for Jewish participants)

The program’s effects on Fellows’ understanding of Judaism and service appear to be perduring. Two-thirds of fellows respondents either agreed or strongly agreed (65%, 11) that engaging in
service is usually an action related to their Jewish values, while 70% (32) of alumni agreed or strongly agreed with this sentiment.

Relatedly, a majority of alumni respondents (54%, 25) reported their Fellowship experience led them to see service as a more meaningful way to express their Judaism/Jewish values, compared to (47%, 8) among fellows.

Almost all fellows survey respondents (89%, 15) agreed or strongly agreed that participating in the Fellowship affected their relationship with their Judaism. When asked about what some of those changes were, the most common responses were learning new things about Judaism and connecting activism with Judaism in new ways. See Figure 3.

Figure 9. Participating with Repair the World affected my relationship with Judaism

Source: Fellows 2021 Exit Survey, n = 21
Notes: 18% (3) Fellows strongly agreed that participating with Repair the World affected their relationship with Judaism, while 71% (12) agreed and 12% (2) disagreed.

“Connecting my Jewish identity to the work itself I’ve always been as some people might say Jew-ish, as in I didn’t have much formal training in Jewish text, but did practice many of the rituals and traditions and holidays. Repair really helped me identify why I’m driven to do the social justice work I do as a Jewish person. I held both separately until this point and now feel like they’re very much connected - one is informed by the other and vice versa.” – 2020-2021 Fellow

Alumni described similar shifts, with 98% of respondents (45) saying their participation affected their relationship with Judaism, 50% (23) saying they learned new things about Judaism, and 48% (22) and 37% (17) connecting their activism and service respectively with Judaism in new ways. Only 9% (4) of alumni respondents indicated they shifted their Jewish practices in response to participating in the Fellowship.
As above, a few fellows and alumni discussed how the Fellowship connected them more deeply with Judaism, with some finding that the program offered a new inroad to a Judaism that had prior felt either inaccessible or not for them, and others becoming more religious after the program.

**Fellows Long-Term Outcome 5:** Fellows will express an ongoing commitment to service to pursue a just world

Most interviewed alumni indicated they still engage in service, either via:

- Serving on boards for organizations they care about;
- Working with volunteers as part of their full-time roles;
- Regularly volunteering at local organizations, some of which they met through their Fellowship;
- Offering pro bono professional service to nonprofits; and
- Participating in Repair programming.\(^\text{16}\)

At a civic level, fellows and alumni were asked about the likelihood of them engaging in certain civic behaviors as a result of their participation in the Fellowship.\(^\text{17}\) Majorities of fellows indicated they were more likely to volunteer for a non-profit or political organization (71%, or 15), organize in their local community (57%, or 12), or attend or organize an event, rally, or march (57%, or 12). Alumni reported similar patterns. See Figure 4.

\(^\text{16}\) The two alumni that indicated they engage in less service than they used to largely attributed this to changing demands and time pressures of adulthood, as well as not having it integrated into their lives as they did when they were fellows. As with corps members, alumni acknowledged that COVID has made it harder for them to regularly volunteer.

**Figure 10. Likelihood of engaging in civic behaviors for Fellows and Alumni**

As a result of participating with Repair the World, fellows/Fellowship alumni reported being more likely to…

![Bar chart showing the likelihood of engaging in civic behaviors for Fellows and Alumni](chart.png)

Source: Fellows 2021 Exit Survey (n = 21) and 2021 Alumni Survey (n = 45).

**Formative**

As in other programs, we calculated a Net Promoter Score (NPS) for the Fellowship. To do so, we asked fellows and Fellowship alumni on a scale of 0 to 10, how likely they were to recommend the Repair the World Fellowship to a friend or colleague. 14% of fellows respondents (3) gave a score of 9 or 10 (referred to as “Promoters” in NPS parlance), 43% (9) gave a score of 7 or 8 (“Passives”), and 43% (9) gave a 6 or below (“Detractors”). Among the nine Detractors, six gave a score or 3 or 4, three gave a score of 6. This resulted in an NPS score of -29, noticeably lower
than for other programs. This stood in contrast to alumni, who gave the Fellowship an NPS of 2 (28% Promoter, 46% Passive, 26% Detractor).

These low scores do not seem to correlate with Fellowship outcomes, which appear to be quite strong for fellows and alumni across the board. It does, however, appear to relate to the low scores on the mental health question around the extent to which the Fellowship supported fellows’ wellbeing, and the remarks fellows made in interviews around the stress and workload associated with the program, and the difficulty of participating during the pandemic. Additionally, fellows spoke in interviews about tensions.

Additional important caveats about, as well as deeper interpretation of the scores are laid out in the Conclusions section.

A majority of fellows respondents reported finding their service extremely meaningful across all their service partners. Most respondents (71%, or 15) worked directly with the users, beneficiaries, or clients of an organization, while just under a third (29%, or 6) worked exclusively or spent the majority of their time with the staff of an organization.

With respect to the effectiveness of the learning sessions, nearly all (95%, or 20) respondents reported that the learning experiences were either extremely effective (10%, or 2), very effective (33%, or 7), or moderately effective (52%, or 11) in getting fellows closer to the Vision for the Arc of Learning set out by Repair the World. Fellows generally felt that the five pillars set out by Repair were present in their learning, though to differing degrees. See Figure 5.

**Figure 11. Presence of Key Pillars in Fellows’ Arc of Learning**

![Figure 11](image)

Source: Fellows 2021 Exit Survey
Fellows appreciated the professional development aspects of the program as well, highlighting in particular:

- Standard requirements for recruiting volunteers (e.g., 1-on-1s, attending events);
- Skill-building sessions (e.g., resume workshop); and
- The chance to attend local conferences and events.

Additionally, two fellows highlighted the Jewish learning components of the program as beneficial to their learning. In particular, one mentioned the “internal team roles” aspect of the program, which prompted further research and reflection from fellows, and the other mentioned enjoying programs that compared and contrasted different elements of Jewish and other cultures.

Alumni also highlighted the learning that occurs from participating in the Fellowship, outside of the learning sessions. The Fellowship provided a chance to learn about nonprofit work, develop facilitation and organizing skills, and take on additional leadership opportunities they might not otherwise have received at this stage of their careers.

Additionally, fellows appreciated the role city staff played in their experience as thought partners and mentors for fellows, helping them solve problems and navigate difficult conversations, especially those related to COVID-19.

The issue most commonly mentioned by fellows survey respondents was their volunteer stipend, and how this related to hours and benefits. Many fellows believed the size of the stipend was too small, even unfairly so, making the program more burdensome. Their comments appear to convey that various fellows perceived the stipend as a form of compensation or pay for labor, akin to a salary.

For several fellows, these issues were only compounded by a working week that extended over 40 hours, where, as volunteers, they seemingly had to work harder than senior staff, who receive salaries. Looking back on their experience, alumni shared similar concerns as fellows, mentioning the need for larger stipends, highlighting the “crazy” hours that burn fellows out, and asking for more time off. Some fellows noted how the lack of “fair compensation” is antithetical to Repair’s anti-poverty social justice values. As one respondent wrote, “Repair cannot continue to label themselves as concerned with fighting against poverty while actively contributing to poverty by paying unlivable wages.” Additionally, some fellows noted that working hours and benefits were not standardized across cities.

The issues around stipend are notable, given that Repair’s stipends are at least comparable, if not higher, than other service programs such as Avodah or AmeriCorps.

Another major issue for fellows and alumni was the insufficient staff capacity for the Fellowship. fellows felt that their programs were understaffed and opined that every city should have, at a minimum, a director and a program manager who focuses solely on the Fellowship program.
lack of staff means fellows having issues with their local directors do not have support from someone else to turn to. This is exacerbated by a tendency fellows and alumni noted for Repair to hire young and inexperienced managers, who provide insufficient or unclear expectations and feedback, and turn over at high rates. Other survey respondents pointed to a need for increased racial diversity among Repair staff.

Other areas of improvement suggested by fellows or alumni include:

- **Involving fellows in program decision-making** – Some fellows felt far removed from decision-making, and many noted that policies directly related to their experience felt imposed rather than co-created, or at least inclusive of their feedback.

- **Increasing opportunities for fellows, across cities, to connect** – Fellows wanted the chance to meet fellows from other cities in person, and suggested ideas such as a national orientation, midyear retreats, and in-person meet ups, (which normally occur in-person but switched to virtual due to the pandemic).

- **Clarifying the expense process** – Some respondents desired clarification on the expense process and thought it would be useful for Repair to check in with fellows to ensure they are aware of and know how to expense funds assigned to them throughout the year for resources like mental health and gas.

- **Expanding support for BIPOC fellows and centering anti-racism** – Respondents noted the need for anti-racism training for white fellows as many will be working alongside BIPOC fellows and entering BIPOC communities. Additionally, fellows noted that BIPOC fellows should not be responsible for training white fellows in this.

- **Focusing on depth, rather than amount, of service** – Various fellows highlighted that their service felt broad, or focused on reaching a target number of acts of service, rather than about building deeper relationships in communities, or recruiting regular, long-term volunteers, who may have been more impactful for service partners.

- **Speaking out in solidarity** – Especially given their changing feelings on the purpose and value of service as compared to social justice work on root causes, fellows and alumni noted that they wanted Repair to speak out more on issues of injustice, or at least connect the work with broader systemic injustice, in solidarity with the communities the organization serves.

- **Clarifying expectations for fellows** – Fellows wanted increased clarity from city staff, the Fellowship Director, and national leadership, around what their responsibilities with respect to planning programming and required attendance.

- **Lengthening the program to two years** – Alumni believe this would create better tangible outputs for communities, and is something Repair is already implementing in the 2021-2022 program year.
Episodic Service
Repair mobilizes tens of thousands each year through hosting virtual and in-person service opportunities such as making food deliveries for local food pantries and phone banking to help food-insecure families access food benefits. During each service opportunity, volunteers also learn about Jewish values, explore systemic issues affecting the community, and reflect.

Outcomes18,19

Participants Short-Term
Repair lists five outcomes for participants in the short-term. In particular, participants will
1. Experience an increased connection to service as a Jewish value
2. Increase their involvement with the Jewish community through service
3. Feel they have had a meaningful Jewish experience
4. Be likely to continue volunteering

Participants Short-Term Outcome 1: Participants will increase their connection to service as a Jewish value

Episodic participants indicated an increased connection to service as a Jewish value. Just over three-quarters of respondents (76%, or 209) indicated they see service as an action related to their Jewish values. Most participants do believe that participating in Repair programs affected their relationship with Judaism, with 66% of respondents (141) indicating this was the case.

The most common ways respondents indicated that participation in Repair programming affected their Judaism were:
- Learning new things about Judaism (38%, or 54)
- Connecting service with Judaism in ways they had not previously (38%, or 54)
- Connecting activism with Judaism in ways they had not previously (41%, or 58)

Participants Short-Term Outcome 2: Through service, participants will increase their involvement with the Jewish community

18 Given that the full distribution of demographic information among the total population of participants, this data cannot be generalized to the entire episodic population since we lack demographic information by which we might weight the data. Accordingly, these findings should be seen as representative of the survey sample, and conclusions about the general population should only be drawn carefully and with reference to additional data. The post-program survey received a total of 1,193 individual responses between August 2020 and July 2021. The end of year survey received a total of 390 responses, including partial responses. Given the number of partial responses to the end-of-year survey, the total count will vary from question to question.
19 Among survey respondents, Third Plateau grouped demographics to identify “white” and “BIPOC” participants based upon their answers to a question about racial/ethnic identity. Those who only identified as “white” were grouped as such, and those who identified as races other than white or white and other races were grouped into a “BIPOC” group.
The majority of episodic participants indicated that participating with Repair made them feel much or somewhat more connected to the Jewish community (67%, 217), and 54% (117) indicated that they were much more or somewhat more likely to attend a Jewish community event after participating with Repair.

However, this increased involvement differed by groups. Jewish participants saw a statistically significantly higher connection to the Jewish community (72%, or 165) than their non-Jewish peers (56%, or 52). Additionally, Jewish respondents of color indicated a greater likelihood to attend a Jewish communal event in the next year (64%, or 25) as compared to white respondents (52%, or 92).

**Participants Short-Term Outcome 3:** Participants will feel they have had a meaningful Jewish experience

57% of respondents (124) indicated that their participation with Repair led them to feel like service had become a much or somewhat more meaningful part of the way they express their Judaism.

**Participants Short-Term Outcome 4:** Participants will be likely to continue volunteering

Among respondents, 91% (358) indicated they would maintain or increase their volunteer frequency in 2022 as compared to 2020. Additionally, 14% of all respondents (54) indicated they were already and would continue volunteering on a weekly basis.

Most tangibly, 46% of respondents (121) indicated they had already volunteered with another Repair the World partner as a result of coming to a Repair educational program. Additionally, 80% (268) indicated that they felt much (45%) or somewhat (35%) more motivated to serve after attending a Repair event, and 71% (215) indicated they felt much (29%) or somewhat (42%) more motivated to engage their peers to serve.

**Figure 12.** Because of my experience with Repair the World, I feel _______ motivated to engage their peers to serve

![Bar chart showing responses to the question: Because of my experience with Repair the World, I feel _______ motivated to engage their peers to serve.]

Source: End of Year Participant Survey, n = 241.
The impact on motivation to serve was significantly higher among non-white participants (40%, 39) than white peers (24%, 49), and among non-Jewish respondents (53%, 57) than Jewish respondents (34%, 95).

Additionally, 40% of nonwhite participants (39) felt much more motivated to get their peers to serve, compared to only 24% (49) of white participants.

**Mental Health**

Respondents agreed that participating in Repair’s programs had positive impacts on their mental health. Respondents indicated that participating in the program:

- Led to feeling a sense of purpose (93%, or 293);
- Supported their wellbeing (92%, or 291); and
- Helped them feel less isolated (88%, or 277).

**Figure 13. Episodic Participants Mental Health Outcomes**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participating helped them feel a sense of purpose</td>
<td>93%</td>
</tr>
<tr>
<td>Repair the World supported their wellbeing</td>
<td>92%</td>
</tr>
<tr>
<td>Participating helped them feel less isolated</td>
<td>88%</td>
</tr>
</tbody>
</table>

Source: End of Year Participant Survey, n = 241.

However, this was not consistent across all groups. LGBTQIA+ respondents less often strongly agreed that participating with Repair helped them feel a sense of purpose (40%, 86) than their non-LGBTQIA+ peers (31%, 31).

**Participants Long-Term**

**Participants Long-Term Outcomes 1, 2, 3:**

1. Deepened understanding of Jewish wisdom’s connection to service
2. Engage in service as an expression of Jewishness (for Jewish participants)
3. Lead inspired Jewish lives and feel connected to Jewish community & Jewish tradition (for Jewish participants)

As seen above, 76% of respondents (209) indicated they see service as an action related to their Jewish values, and 38% (54) shared that they made new connections between service and Judaism due to Repair’s programming.
Additionally, 80% (268) of respondents shared that they feel much more motivated to serve after having participated in a Repair event. Since attending a Repair educational event, 46% of respondents (121) have already volunteered with another Repair partner.

While the true depth of the long-term impacts will be more precisely measured after greater time has elapsed, participants demonstrated an increased feeling of connection to the Jewish community. Among Jewish participants, 72% (165) feel much more or somewhat more connected to the Jewish community.

**Participants Long-Term Outcome 4:** Ongoing commitment to service to pursue a just world

Respondents expressed active effort to deepen their service learning. The majority of respondents (68%, or 205) indicated they had pursued much (24%) or somewhat (43%) more learning about issues of systemic injustice as a result of participating with Repair.

However, this varied across different groups of participants. The following groups more frequently indicated they pursued learning about issues of systemic injustice following their participation with Repair:

- Generation Z indicated higher rates of learning (80%, 63) than Generation X (47%, 28)
- Nonwhite participants indicated higher rates of learning (37%, 25) as compared to white participants (19%, 39)
- Participants with disabilities indicated higher rates of learning (81%, 17) than those without disabilities (64%, 116)
- People who participated virtually indicated higher rates of learning (69%, 92) than those who participated in person (46%, 38), though people who participated both virtually and in person most frequently reported this (86%, 75)

**Formative**

In the Post-Program survey, program participants reviewed Repair programming very favorably overall. Participants gave Repair a very high NPS score of 77, and when asked to rate their overall experience with current programming, over 95% of respondents (1,026) indicated it was excellent (69%, 750) or good (25%, 276).

When asked whether they agreed or disagreed with the statement “I find the work I do with Repair the World to be meaningful,” the vast majority of respondents completely agreed (82%, 631) or somewhat agreed (15%, 115).

---

20 Individual programs did not receive sufficient numbers of responses to present a meaningful analysis of which programs during the year were best rated.
Respondents to the End of Year Participant Survey shared similar sentiments. The vast majority of participants (93%, 312) felt very or somewhat welcome in Repair spaces, and even more (98%, 326) enjoy working with Repair staff, fellows, or corps members. Nearly three-quarters of respondents (68%, 264) indicated they wanted to continue their relationship with Repair, among whom:

- 86% (226) said they wanted to participate in more service or educational programs;
- 14% (37) said they wanted to participate in the Service Corps;
- 11% (28) said they wanted to participate in the Repair the World Fellowship; and
- 9% (23) said they wanted to engage in other ways, including partnering with Repair the World on future programs, organizing service events in their city, and continuing their current volunteer opportunities.

In both surveys, there were no significant differences by demographics in responses to these questions.

**Community Impact**

Following our analysis of each specific Repair program, we analyzed survey results and interviews with service partners and Federation leaders to identify trends across programs and Repair’s broader impact on service partners and the local Jewish and secular communities in which Repair operates. We note that though Repair articulates various outcomes at the community level in its logic models, these outcomes are not necessarily parallel with the Service Corps and the Fellowship.

**Characteristics**

Among the organizations that responded to the Service Partner Survey:

- 34% (22) were BIPOC-led;
- 63% (27) had corps members or corps members and episodic volunteers;
- 21% (9) had fellows or fellows and episodic volunteers; and
- 7% (3) had only episodic volunteers.
The most common fields that the service partners work in are food justice (45%, 29) and community building (38%, 24), and the most common populations served by respondents were:
- Low income (47%, 30)
- Local community (41%, 26)
- People experiencing food insecurity (36%, 23)

On average, service partners who responded to the survey get 11% of their volunteers from Repair.

![Figure 15. Most Common Reasons Partners were Interested in Working with Repair](image)

Most partners are in very frequent contact with Repair, with almost 80% of respondents (50) indicating they were in contact either monthly (38%, 24) or every couple of months (41%, 26).

**Outcomes**

**Impact Short-Term**
Repair articulates four outcomes at the community level across its programs:
1. Increased number of volunteers serving with service partners
2. Immediate needs and projects of service partners met by volunteer recruitment. (For Service Corps: Jewish community unites to take action and meet urgent needs around COVID-19 response)

3. Service partners believe Repair is providing value to meet pressing needs (for Service Corps: Volunteers are providing value to service partners to meet rising needs due to COVID-19)

4. (Service Corps only) Jewish organizations develop innovative and collaborative sector-wide efforts to engage Jewish young adults through service in meaningful ways

Overall, Repair is achieving its short-term community outcomes – service partners are acquiring more volunteers, many of whom are meeting urgent needs for these organizations in a trying time.

**Impact Short-Term Outcome 1:** Increased number of volunteers serving with partners

Among Service Partner survey respondents, 63% (40) shared that they serve “much more” or “somewhat more” people because of their relationship with Repair. This was accentuated for BIPOC-led organizations, among whom 81% indicated they were able to serve more people in their community because of their partnership with Repair, as compared to only 55% of their non-BIPOC led peers.

73% (47) of respondents said that because of their work with Repair they have engaged many more or somewhat more young adult volunteers overall, and 72% (46) said that because of their work with Repair they have engaged many more or somewhat more Jewish young adult volunteers.

**Impact Short-Term Outcomes 2 & 3:**

- Immediate needs and projects of service partners met by volunteer recruitment. (For Service Corps: Jewish community unites to take action and meet urgent needs around COVID-19 response)
- Service partners believe Repair is providing value to meet pressing needs (for Service Corps: Volunteers are providing value to service partners to meet rising needs due to COVID-19)

Service partners were happy with their partnership with Repair and pleased with the volunteers, fellows, or corps members they worked with. In interviews service partners often spoke of the high skill level, reliability, and dependability of Repair volunteers, corps members, and fellows. A Federation leader echoed that they have also heard from service partners about the value of Repair’s volunteers, who tend to be more technologically capable than their staff.
Figure 16. Effects of Repair the World Volunteers on Service Partners

Having Repair the World volunteers at the organization meant they…

- Were able to have their volunteers work on projects they did not have the time to address before: 67%
- Made progress on fulfilling their mission: 61%
- Were able to offer their core services at a higher quality: 45%
- Were able to have their staff work on projects they would not have otherwise had the time to address: 44%
- Were able to find talented volunteers they would not have been able to find on their own: 39%
- Delivered a higher volume of their core services: 38%
- Could provide an opportunity for staff to manage others for the first time: 22%
- Secured additional funding: 6%

Source: Service Partner Survey
Notes: n = 64. Question was “select all that apply”

One service partner emphasized the benefit of Repair’s recruitment process, highlighting how it required very little effort on their end:

“We have several projects which were taking a lot of organizational bandwidth, minimizing our capacity to plan additional projects and resource development. Having our [Service Corps] interns allowed us to provide them with substantive and engaging work that was necessary yet time consuming while freeing up organizational resources for longer range program development, fundraising, and strategic planning that would have been otherwise delayed.” – Service Partner
There were a few differences between service partners who had fellows and those who had corps members:

- As might be expected given the length of the engagement, service partners with fellows generally had higher rates of positive outcomes, including connecting with the community and providing a higher volume of service. However, service partners with corps members more strongly agreed that their partnership with Repair allowed them to provide higher quality services than those with fellows.
- There was no difference between the two groups of service partners in terms of meeting their mission.

Service partners benefited from partnering with Repair volunteers by being better able to meet organizational needs in difficult times and leveraging volunteer experiences with communications and database management. Service partners felt a sense of enhanced credibility and visibility in their community through their partnership with Repair – in some instances leading to new donors.

Service partners who had fellows appreciated their work on volunteer recruitment, and one credited their fellow for the organization’s ability to shift its programming in light of the pandemic.

“We are a better organization for being a partner with Repair the World. We collectively are constantly learning and building connections to other organizations committed to education justice and change. Our fellows have been integral in serving our youth and helping us grow our volunteer list. Though this past year we only provided virtual programs, our fellow stepped up to the plate and led many great activities and was part of the team.” – Service Partner

At a community level, Federation leaders in multiple communities spoke about how the Service Corps and episodic service have been meaningful and impactful both for the participants and service partners. Additionally, one Federation leader mentioned how organizations in their area have really appreciated having extra volunteers through the Service Corps during the tumultuous period of COVID, especially since corps members are a stable and reliable group who were able to be tasked with various responsibilities.

More broadly, Federation leaders reflected on how helpful it was that Repair was able to build out the Service Corps so quickly after COVID-19 struck, given the pressing need.

---

21 This included those who had only fellows or both fellows and episodic volunteers, and only corps members or both corps members and episodic volunteers. Service partners who only had episodic volunteers or had corps, fellows, and episodic volunteers were excluded from this portion of the analysis as both groups were less than 5 SPs.
**Impact Short-Term Outcome 4 (Service Corps only):** Jewish organizations develop innovative and collaborative sector-wide efforts to engage Jewish young adults through service in meaningful ways

Multiple Federation leaders spoke about how Repair was partnering directly with them in their communities to meet the needs arising due to COVID-19. Partnerships included working directly with existing Federation volunteer programs, as well as supplementing those programs by focusing on the niche audience of young adults, or working outside the Jewish community. Repair continues to innovate in their programming (e.g., teen service) to meet additional needs. In partnership with Hillel, Repair the World Campus Corps members also reported that they gained new awareness of local Jewish organizations or developed new volunteer partnership opportunities for their Hillel.

**Impact Medium-Term**

In the medium term, Repair seeks two outcomes:

1. Jewish communities prioritize service
2. Service partners believe Repair is providing value to meet pressing needs
3. Deepened relationships between Jews & local neighbors

Community leaders and service partners indicate Repair is effecting changes at the community level, both on local cultures of service and on building local relationships across Jewish and secular communities.

**Impact Medium-Term Outcome 1:** Jewish communities will prioritize service

At a communal level, Federation leaders cited a few different ways Repair has played a role in driving culture change in communities around service, including:

- Making service a priority by having dedicated Service Corps staff at the city level focused on young adult service;
- Focusing on young adult service in particular, which amplifies existing volunteering programs;
- Making service more accessible for organizations that are interested in doing it but do not know where to start (e.g., synagogues); and
- Partnering with Federation in their preexisting work developing a local culture of service in their city.

At the individual level, interviewed fellows highlighted how they built relationships in the Jewish community, and encouraged local Jewish organizations (e.g., Hillels, synagogues, Moishe House, JCCs) to engage in service. Being placed at local organizations helped position fellows...
as go-to service experts in the community. Additionally, corps members indicated greater interest in Jewish service opportunities after participating in the Service Corps.\textsuperscript{22}

Moreover, participants are indicating that Repair’s programming is likely to make them more active community members in a variety of ways, including service, advocacy, organizing, and donating to local organizations. fellows and alumni showed similar patterns as participants, but with higher scores across the board, especially on organizing and advocacy. See Figure 8.

In terms of civic engagement, End of Year Survey respondents indicated participating with Repair the World made them more likely to engage in a variety of civic behaviors, much like how it affected fellows and alumni. Most commonly, 75% of respondents indicated that they were more likely to volunteer for a non-profit or political organization as a result of participating with Repair.

**Figure 17. Likelihood of Engaging in Civic Behaviors for Participants**

As a result of participating with Repair, Participants reported being more likely to…

Source: End of Year Participant Survey, n = 241.

\textsuperscript{22} For instance, at the end of the program, 34% of the Summer 2021 cohort indicated they would strongly consider connections to Judaism when weighing future service opportunities, up from 27% at the beginning.
Impact Medium-Term Outcome 2: Service partners will believe Repair is providing value to meet pressing needs

Repair’s programming appears to be continuing to meet service partner needs over time. Federation leaders indicated that service partners continue to return to seek out additional Service Corps volunteers, and service partners maintain long-term working relationships with the organization. Also, another leader highlighted how Repair develops separate volunteer opportunities to meet the needs of the moment as they change over time, as it did with the Service Corps. Another interviewee indicated that Repair’s work was already impactful pre-pandemic, and has continued to be throughout.

Additionally, service partners believe that this value does not have significant costs. The majority of service partners do not believe that they are developing dependencies on Repair volunteers, and that the value that is added is not impacting the long-term sustainability of the organization.

Impact Medium-Term Outcome 3: Deepened relationships between Jews & local neighbors

Participants across Repair’s programming generally feel quite strongly that participation prompted them to more deeply connect with local communities and community members.

Nearly all fellows respondents (96%, 20) agreed or strongly agreed that they felt more connected to their neighbors and local community (in which they served) because of their experiences with Repair the World. All alumni respondents felt this way too.

Corps members from both the Service Corps and Repair the World Campus Corps felt similarly, reporting consistently high levels of connection to their neighbors and local community across the program year.

Even episodic participants felt similarly. 84% of End of Year Participant Survey respondents (273) indicated that participating with Repair’s programming made them feel more connected to their neighbors and local community. Interestingly, this feeling was stronger among non-Jewish episodic participants, among whom 44% (42) strongly agreed that Repair’s programming connected them to neighbors and local community, as compared to only 30% (70) of Jewish participants.
Figure 18. Connectedness to Neighbors and Local Community by Program

Percentage of respondents by program that felt more connected to local neighbors because of their experiences with Repair the World…

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Corps</td>
<td>93%</td>
</tr>
<tr>
<td>Campus Corps</td>
<td>89%</td>
</tr>
<tr>
<td>Fellowship</td>
<td>96%</td>
</tr>
<tr>
<td>Fellowship Alumni</td>
<td>100%</td>
</tr>
<tr>
<td>Episodic Participants</td>
<td>84%</td>
</tr>
</tbody>
</table>

Source: Service Corps 2020-2021 Baseline and Endline Surveys, Campus Corps Endline survey, Fellowship Exit Survey, Alumni Survey, End of Year Participants Survey

Notes: Service Corps percentage (93%) was calculated as an average across Fall 2020 (88%), Spring 2021 (94%), and Summer 2021 (96%) cohorts.

Many corps members spoke to the relationships that they formed as one of the best parts of their Service Corps experience. For some, this was the relationships that they made with peers in their cohort that they hadn’t previously known (fellows and alumni similarly appreciated their fellow Fellows).

For others, though, it was the connections that they made at and through their service partners that were meaningful to them. Corps members shared that the program gave them the chance to better understand people who live in their city but they would not have otherwise known.

“[I got to meet] people from the community who came in to plant their own food or pick vegetables. [It was] really nice to see what they’re doing or lives are like. I live on the opposite side of Brooklyn and don’t come over there often. [I saw] different experiences than I’m used to.” – Summer 2021 Corps Member

For fellows that moved cities to participate, the Fellowship largely prompted participants to integrate into their new communities, more easily than they would have been able to accomplish attempting a similar move on their own.

“I feel like Pittsburgh has become my home and I don’t think it would’ve been in the same way without Repair.” – Fellowship Alum
In the interviews, some Fellowship alumni indicated they live in their current communities as a direct result of the Fellowship and the relationships with local people and organizations they built during that time. Alumni spoke highly of the relationships they built in their communities as a result of participating in the Fellowship as well, highlighting how the program taught them about local secular and Jewish history, connected them to local nonprofits in the area, boosting their connections to local Jewish communities, and built their professional networks. Corps members also shared similar sentiments, that their participation deepened their connection with their city as a whole.

**Story:** “One of the most significant changes I experienced being a part of this program was an awareness of the work being done in my community, especially because I hadn’t heard of quite a few of these organizations prior to [the Service Corps], or I’d heard of them, but had been too scared or nervous to take the time to reach out and connect. [The Service Corps] gave me a direct line into some really incredible organizations.

**Significance:** This is significant to me because I now feel more connected to my community. I feel like I am in relationship with folks in my community, with people I would not have been in contact with or had even known had I not been a regular face for 6+ weeks. This is my second time doing [the Service Corps]. That is what I’ve been trying to center my life around - being in relationship with the folks that are in my neighborhood and the surrounding area, and really being an active, supportive member of the place I live.” – Summer 2021 Corps Member

In the interviews, fellows and alumni also highlighted particular relationships. Some spoke about how their service placements prompted them to build meaningful connections with clients (e.g., children, seniors) and staff (supervisors, leaders, mentors) that shaped their time in their new cities. Others spoke about building relationships with new friends, and serendipitous connections with local leaders at events.

For fellows, Repair directly facilitated these relationships in at least four different ways:

- **Service placements**, which brought fellows into contact with their clients, communities, and partner organizations;
- **City staff**, who directly connected fellows with local community organizations, and who maintain long-term trusting relationships with local service partners that make service partners feel comfortable working with new Fellows;
- **Volunteer recruitment requirements**, which prompted fellows to do their own networking in what, for many, were new communities; and
• **Skill-building in community organizing**, which showed fellows how to build local relationships, join community boards, and participate in their local ecosystems.

One fellow highlighted how being a fellow positioned them as a go-to service expert locally, which meant they could serve as a bridge between community organizations in need of support, but without the connections to acquire it, and Jewish organizations that want to do good but are unaware of local opportunities.

> "I feel like now if I wanted to build community, Jewish or my neighbors, I have experience in doing that and know what resources to look out for and what questions to ask and things to think about." – 2020-2021 Fellow

Fellows and alumni have stayed in touch with many of the organizations they met during their service, including continuing to serve, organize, or partner with them.

However, these benefits were circumscribed in some cases by two factors:

- **COVID-19.** The pandemic limited all participants’ abilities to build meaningful relationships during their Fellowships.
- **Service partner.** One fellow indicated they were not close to their service partner, nor client-facing in their work, and subsequently did not feel connected to their community in their new city.

> "I loved being a part of Repair the World for the community orientation part of it. Just because you have to be so present with people and those that you serve, you then become a part of the community. I would get comments from all sorts of people [saying things like] 'I see you at all of these events, you are really a Miami-an now.'” – 2020-2021 Fellow

Among service partners, a slight majority said that because of their work with Repair they have become more connected to their local community (52%, or 33). The remainder had no change.
Similar percentages (57%, 36) indicate a greater connection with their local Jewish community as a result of working Repair. See Figure 20.

Though the sample size is quite small, more BIPOC-led organizations in the sample indicated they:

- Increased their connection in the community due to their partnership with Repair (68%, 15) in comparison with their non-BIPOC led peers (43%, 18); and
- Gained new donors due to their partnership with Repair (23%, 5) in comparison with their non-BIPOC led peers (5%, 2).

Service partners themselves are continuing to engage their volunteers at moderate rates. In particular:

- 44% (28) have had a volunteer continue volunteering with them outside of Repair; and
- 11% (7) have hired a volunteer.
“We would love to continuously receive corps members from [the Service Corps]. We hope that they learn a lot from their experience with us because we undoubtedly learn so much from them. It’s a win-win and our ability to serve our community is exponential with their help.” – Service Partner

Community Impact Long-Term

Over the long term, Repair is seeking four outcomes for communities and service partners:

1. Jewish communities prioritize social change work
2. Our communities have been strengthened because of Repair
3. Service partners have come closer to fulfilling their missions because of Repair
4. Jewish communities have deeper connections to communities across lines of difference

Evidence for long-term outcomes is weaker than for short- and medium-term ones. Federation leaders indicate Repair has played certain roles in convening communities and linking Jewish organizations, but also indicate that changes happening at the community level are difficult to attribute to Repair.

Among service partners, 61% indicate working with Repair has helped them make progress on fulfilling their mission.

**Impact Long-Term Outcome 1:** Jewish communities will prioritize social change work

Over the course of the program year, various service partners have expressed how they see service and social change work as core to the Jewish community, though this may manifest as coordinated efforts across the community or one-off projects from local institutions.

More broadly, one Federation leader indicated Repair has been a part of a larger shift over the past decade in how Jewish organizations serving young adults have moved from competing with one another to collaborating. These organizations support one another in identifying and addressing local community needs as well.

**Impact Long-Term Outcome 2:** Our communities will have been strengthened because of Repair

According to one Federation leader, Repair engages people who are not otherwise connected to the Jewish community, which helps build out the broader Jewish social justice community in the area.

Multiple Federation leaders spoke about how great a partner Repair is to local Jewish and non-Jewish organizations. Repair has positioned itself as the go-to expert on service-learning for
social justice in the Jewish community. They attend community meetings and are willing partners in community ventures.

Additionally, Repair serves as a community convener, opening their New York space to other local Jewish organizations to host events. According to one Federation leader, this convening power is where Repair’s greater potential for impact lies, though they are only just starting to act on it. Federation already convenes organizations, but Repair has been pushing to get them more organized into a community of practice.

**Impact Long-Term Outcome 3:** Service partners will have come closer to fulfilling their missions because of Repair

61% (39) of service partners reported they made progress on fulfilling their mission because of Repair. Additionally, in general, service partners continue to report that corps members and fellows frequently support their organizations in creating long-term changes at their organizations, including building project management systems and improving data tracking. These contributions represent an additional deeper level of support than the day-to-day service in helping service partners complete their missions.

**Impact Long-Term Outcome 4:** Jewish communities will have deeper connections to communities across lines of difference

Individually, as above, all alumni felt more connected to their neighbors and local community as a result of participating in the Fellowship. Moreover, 63% (29) of alumni indicated that the relationships they built with others during the Fellowship had grown slightly (46%, 21) or much (17%, 8) stronger since the end of the program.

Additionally, Repair’s episodic programming makes participants aware of local organizations they might not have otherwise heard of, further connecting people to the community.

At a deeper level, local leaders who have observed the Fellowship for years also suggest that the Fellows’ work in the broader community serves a community-relations purpose, strengthening partnerships within and outside the Jewish community. Repair can serve as a Jewish face in the local community, an especially important function as communities look to take care of their own in polarized times.

Moreover, as a fellow observed in her own work and was echoed by Federation leaders, Repair can serve as a conduit to secular organizations with whom local Jewish communities want to partner, yet do not have the relationships to engage on their own. Repair facilitates these partnerships and both helps volunteers find organizations, as well as organizations structure their opportunities for volunteers (e.g., setting up virtual service).
After conducting food distribution work in partnership with Repair, one Federation leader indicated that they had heard anecdotally from some non-Jewish people who were served by the food distribution that they feel they can count on the Jewish community for help when they are in need.

**Formative**

Service partners rated Repair highly, giving the organization a Net Promoter Score of 73. Many expressed gratitude to Repair, appreciation for their volunteers, and positive impressions of Repair staff’s accessibility and collaborative nature.

> “Working with [Repair] staff is also always a great experience. They are friendly, quick to respond and display great leadership. We look forward to our continued partnership!” – Service Partner

Several service partners noted challenges in their work with Repair:

- Some volunteers not completing the full hours and not being clear the extent to which the service partner was expected to hold them responsible for that;
- Some volunteers being unmotivated and difficult to engage; and
- Matching the volunteer to the need, although the service partner shared that it was getting better with each iteration of the partnership.

Finally, many service partners noted a desire to expand their partnership, take on additional volunteers, connect with other Repair service partners to share lessons learned, or partner with Repair for specific events.

At the Jewish community level, Federation leaders noted how the Service Corps has tremendously expanded Repair’s reach and reputation, and “put Repair on the map.” By providing high-quality, immersive, part-time, short-term volunteer opportunities, Repair fills a niche in the space and serves a wide population of people for whom a full-time, long-term program would be too much.
IV. Conclusions and Recommendations

Conclusions
Since the Logic Models vary slightly by program, the following section covers major themes that relate to similar outcomes for programs. The program sections afterwards contain detailed findings related to each outcome.

Figure 21. Program Outcomes by Target Group

<table>
<thead>
<tr>
<th>Outcome Area</th>
<th>Outcome Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jewish Outcomes</td>
<td>Moderate</td>
</tr>
<tr>
<td>Commitment to Service and Justice</td>
<td>Mostly Strong</td>
</tr>
<tr>
<td>Program Satisfaction</td>
<td>Moderate</td>
</tr>
<tr>
<td>Connections with Local Neighbors</td>
<td>Mostly Strong</td>
</tr>
<tr>
<td>Jewish Communal Impact</td>
<td>Moderate</td>
</tr>
<tr>
<td>Impact on Service Partners</td>
<td>Strong</td>
</tr>
<tr>
<td>Mental Health</td>
<td>Mostly Strong</td>
</tr>
<tr>
<td>Formative</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Overall, Repair has been delivering to some extent on many of its desired outcomes in the short-, medium-, and long-term. Evidence of long-term impacts will continue to get more reliable as time goes on.

The evidence around the rest of Repair’s programs largely tracks with what we have been hearing from corps members over the course of the program year, with a couple key differences and
nuances relating to the Fellowship and community-level impact. The following sub-section lays out core conclusions with respect to each of the Outcome Areas.

**Commitment to Service and Justice**
Repair attracts people who are already deeply motivated by service, and come to the program seeking to live out these values. For instance, 59% of Summer 2021 corps members already strongly believed in the value of service as children.

Repair’s programming then appears to expose participants to a broader ecosystem of social change. Many episodic participants and corps members who come to Repair’s programming either somewhat interested or involved in service, leave with deepened or similar commitments to this work. For fellows, many who reflect on their experiences decide to participate in the social change ecosystem through advocacy and organizing, to alleviate the root causes to the issues they encountered during their Fellowships.

The evidence shows that participants and corps members tend to remain service-oriented after participation:
- 53% of episodic participants indicated they were still volunteering at same amount as before they participated in Repair programming, and 38% indicated they increased their service frequency.
- Almost 90% of Campus Corps members indicated they intend to volunteer at least once or twice a month in the coming year following their participation in the program.
- 67% of episodic participants indicated they were looking into much (24%) or somewhat more (43%) learning about justice after participating in Repair’s programming.

Already involved in service and committed to justice, most fellows Third Plateau spoke with find that their experiences in the program shifted them from a focus on service work to a deeper commitment to social justice and long-term change. They often discuss their desire to address the major social issues they confronted during their service, while questioning or abandoning their previous belief that service is the method to do so. Instead, they seek out advocacy and organizing opportunities to more deeply effect long-term change. We see this among alumni as well, who are still engaged in justice work, though their commitment to service is less strong than during their Fellowship.

**Jewish Outcomes**
Both the Service Corps and the Fellowship offer substantial opportunities to more deeply relate service to Judaism. While there are undoubtedly some who come to the programs with very little sense of the connection between service and Judaism, many enter already deeply believing in this connection, and see the programs as an opportunity to live out this value.

For some, the programs play a crucial role of connectivity: involving them with the Jewish community in a moment in their life when they may have lost that connection or connecting them
with opportunities to participate in service when they might not have otherwise known how to do so. Among episodic participants, 67% reported that Repair’s programming connected them more deeply with the Jewish community. 85% of Campus Corps members felt this way.

Moreover, 98% of Fellowship alumni, 89% of fellows, and 66% of participants reported that Repair programming helped them connect their Judaism with service or activism in new ways.

**Program Satisfaction**

Net Promoter Scores for Repair’s programs vary substantially, and decrease with greater immersion. Overall, episodic participants and corps members gave Repair very high scores, while fellows and alumni gave quite low scores.

![Figure 22. NPS Scores by Program](source: Service Corps 2020-2021 Baseline and Endline Surveys, Fellows Exit Survey, Alumni Survey, End of Year Participants Survey)

To some extent this is not surprising, as longer involvement with an organization presents more opportunities to observe weaknesses or enter into conflict with others. Additionally, there are a variety of caveats to the data above:

- **Small sample size** – the number of fellows and alumni surveyed is an order of magnitude smaller than corps members, and two smaller than episodic participants, so small differences in opinion can magnify the score substantially.
- **Large number of passives** – scores of 7 and 8 are coded in the NPS methodology as passive, and not counted towards an overall score.
- **Unique tensions in the Fellowship** – multiple Repair staff and fellows highlighted that the fellows in 2020-2021 were a unique group, and the tensions that emerged with staff during the year were not necessarily common in past years.
- **COVID-19** – the pandemic presented unique challenges and difficulties.
Nonetheless, the substantially lower scores among fellows merit consideration. The most illuminating data point from the evaluation explaining the discrepancy related to wellbeing. Fellows and alumni are generally satisfied with the skills and values they developed, but found the programs did not support their wellbeing. They described being very stressed, working long hours, receiving low volunteer stipends, and getting into conflicts with Repair national staff and leadership.

**Civic engagement**
Participants, fellows, and alumni all indicated that Repair’s programming pushed them to engage in a variety of civic activities, especially further volunteering, advocacy, and organizing. The desire to engage in advocacy and organizing was more widespread among fellows and corps members than episodic participants. Majorities of fellows indicated they were more likely to volunteer for a non-profit or political organization (71%, 15), organize in their local community (57%, 12), or attend or organize an event, rally, or march (57%, 12). These effects were evident among alumni at similar rates.

The alumni data is especially encouraging, and is corroborated by reports from alumni in interviews about how they continue to organize in their local communities.

**Connections Between Jews and Local Neighbors**
Building long-term sustainable relationships between Jews and local communities is a key feature of Repair’s programming.

The organization is quite successful with participants. The vast majority of participants in Repair’s programming feel quite strongly that participating brings them into closer connection with their local community. Corps members and fellows also spoke about individual relationships they built in their communities through the programs (e.g., with staff at service partners, local community members they met, or local nonprofit or community leaders they networked with during the Fellowship).

However, it is worth noting that evidence for the effectiveness of the bridge-builder program, explicitly designed to facilitate this process, is still anecdotal at best. New York corps members do not report feeling closer to their communities at a higher level than other corps members, and interviews with New York corps members did not indicate anything different was happening there, despite positive anecdotes from Repair staff.

The successful relationship-building work is undergirded by two key factors:
1. Fellows’ imperative to build relationships; and
2. Repair’s long-term relationships with service partners.
The Fellowship’s imperative to network broadly across local communities has significantly supported fellows and alumni, leading to friendships, romantic and working relationships, and jobs. Fellows and alumni talk about feeling deeply integrated into their local communities as a direct result of participating in the program.

Repair staff foster deep and trusting relationships with service partners from local communities, who see Repair as a responsive, collaborative, and helpful partner and source of highly skilled volunteers. Repair’s credibility with service partners is enough to facilitate corps members or fellows being placed with organizations they might not have been able to volunteer at otherwise. Moreover, Repair’s relationships in the Jewish community allow it to serve as a conduit between Jewish organizations committed to service but unconnected to local organizations, and local organizations that need volunteers but do not have relationships in the Jewish community.

Perhaps the biggest caveat to the above conclusion is that fewer service partners feel this way than participants. While still a majority, only 52% - 57% of service partners indicated their work with Repair brought them into greater connection with their local or Jewish community. More deeply understanding the reasons behind these numbers will be important for Repair to deepen its impact in this area.

**Strengthening the Jewish community**

Through conversations with Federation leaders, we heard about how Repair has helped make service a priority in certain cities. The organization amplifies existing service initiatives in the ecosystem, and creates new opportunities for service when before there were none.

In particular, Federation leaders cited a few different ways Repair has played a role in promoting a culture of service in communities, including:

- Making service a priority by having dedicated Service Corps staff at the city level focused on young adult service;
- Focusing on young adult service in particular, which amplifies existing volunteering programs;
- Making service more accessible for organizations that are interested in doing it but do not know where to start (e.g., synagogues); and
- Partnering with Federation staff in their preexisting work developing a local culture of service in their city.

**Service partner support**

Service partners come to Repair seeking to boost their capacity, and Repair delivers. Partners across programs consistently report that Repair volunteers fill their capacity gaps, and 63% indicate they serve more people because of Repair. Nearly three quarters of service partners indicated they serve more young adult and Jewish young adult volunteers because of this.
Moreover, 67% indicated they were able to have volunteers work on projects they would not have otherwise had time to address, a fact corroborated during interviews as some service partners reported how corps members helped create systemic change at their organizations, whether by creating marketing materials, establishing CRMs, or instituting new processes.

61% of service partners indicated they made progress on fulfilling their mission as a result of working with Repair. This statistic stands as both an indication of the potential and of the room to improve.

More qualitatively, service partners are consistently delighted by corps members and fellows, appreciating their work in direct service, organizational support, and volunteer recruitment. Fellows and corps members are often more reliable and higher-skilled than typical volunteers, which provides needed capacity for service partners, especially during COVID-19.

**Mental Health**

While mental health outcomes are not built into Repair’s Logic Models, participants receive some mental health benefits from participating in the programs. On most mental health questions, Repair scores very highly from corps members, fellows, alumni, and episodic participants, with over 80% of respondents agreeing that participation made them experience less isolation and a greater sense of purpose. We heard this qualitatively as well, especially about the Service Corps, which provided corps members with meaning and guidance in an otherwise stressful and uncertain time.

With respect to overall wellbeing, however, the Service Corps and Fellowship differ substantially. While corps members report strong impacts on their mental health from participation in the program, many in the Fellowship felt it did not support their wellbeing, likely related to the overall stress, long hours, and low volunteer stipends. Fellows in 2020-2021 were additionally challenged by COVID-19 and tensions with Repair staff. Coupled with a very low NPS, the challenges experienced by fellows around their wellbeing during the program merit Repair’s attention and careful consideration.
**Formative Considerations**

**Recruitment:** Fellows and corps members in the Campus Corps reported having difficulty recruiting people to volunteer. One fellow said they tended to recruit friends who attended because they wanted to support their friends rather than because they were interested in service. This challenge raises questions about how best to ensure that participants can be successful in their volunteer recruitment.

**BIPOC corps members:** While outcomes in the programs do not differ based on race, we heard from some BIPOC corps members that they felt the National Learning Sessions were more geared towards white corps member experiences. Moreover, sometimes white corps members’ processing of entering into BIPOC communities to engage in service was alienating to BIPOC corps members. Repair should consider these experiences as it continues to strive to make its curricular content and approach more equitable.
City Staff: It is worth noting that among all aspects of the Service Corps, the one about which we heard no complaints of any kind were City Staff. City Staff truly shape the Service Corps experiences for the corps members they support. We consistently heard about how City Staff are open, flexible, and supportive, and how conversations with City Staff are essential to helping corps members navigate thorny issues during their service. Relatedly, corps members routinely praised City Cohort Time as an opportunity to meaningfully connect with other local corps members and learn about their communities, in a way that National Learning Sessions often do not have time for. Repair should strongly consider maintaining its support of City Staff as it iterates on the program.

**Recommendations**

- **Build connectivity between Repair’s various programs.** Since the start of the pandemic, Repair has rapidly built out an entire ecosystem of programs beyond the Fellowship and episodic programming. Now, a year in and with quickly growing numbers of alumni, Repair should consider how these programs relate to each other. How are participants formally stewarded between episodic participation and the Service Corps, and from there into the Fellowship? How are Fellowship alumni engaged to support or mentor corps members or Teen Service Corps members in their service or journeys around social justice? How are participants from partnership efforts (e.g., Hillel) being brought into Repair alumni circles? Answering these questions systematically will help Repair cultivate much deeper, richer experiences for participants, while keeping them connected for much longer.

- **Develop stronger support mechanisms for fellows.** Fellows and Fellowship alumni reported intense strain and a lack of support for their wellbeing from the long program hours and high degree of stress, coupled with and augmented by the modest stipend in comparison with full-time work. This is especially striking when considered alongside the serious importance of the stipend and part-time structure in motivating Service Corps participants, and the fact that Repair has already increased stipends in the past, to comparatively high levels in the field. Repair should address this situation in future iterations of the Fellowship, whether by increasing stipends even further, decreasing hours expectations, or another means. The organization has already begun to make changes to this effect (e.g., increasing stipends, lengthening the Fellowship), and we encourage and support these shifts.

- **Expand partnerships with the largest Jewish young adult-serving organizations to support volunteer recruitment.** Repair has already begun amplifying its impact through the creation of the Campus Corps, in partnership with Hillel. What are ways that strong partnerships with other large Jewish young adult organizations could further catalyze recruitment? How could Repair provide the resources and expertise for young adult organizations to provide opportunities for participants to express their Jewish values through service?
• **Support Jewish communities in enhancing Jewish learning as a key component of service.** Local Jewish communities credit Repair with supporting their efforts in building a culture of service. How can Repair also center Jewish learning around and within service opportunities in these communities to further support Jewish outcomes?

• **Create and share resources with service partners on effective volunteer management.** A substantial number of service partners have loose, incomplete, or nascent management structures for volunteers. Given Repair’s expertise in volunteer engagement and positive relationships with service partners, this represents an opportunity for Repair to build capacity in the nonprofit sector by sharing its knowledge of what constitutes an effectively-run volunteer program with those who want it.

Additionally, we suggest a series of adjustments to the Logic Models to help them come into greater alignment. In particular:

- Align the Logic Models across all the programs, so outcomes match and can be compared more easily.
- Remove the following outcomes from the “fellows” section of the Fellowship Logic Model, as they describe outcomes for service partners, not fellows:
  - “Add needed capacity to their community partners through direct service” (both in short- and medium-term)
  - “Meet the needs of their partners through large-scale volunteer recruitment”
- Combine the “Increased connection to service as a Jewish value” and “Deepened understanding of Jewish wisdom’s connection to service” outcomes for fellows and corps members, as these outcomes are quite similar in practice.
- Add in relevant Jewish outcomes for fellows, not only for participants
- Clarify what Repair means by “Our communities have been strengthened,”; the lack of specificity makes these impossible to evaluate precisely
- Combine the following two outcomes in both Logic Models, as they highly overlap:
  - Immediate needs and projects of service partner met by volunteer recruitment. (For Service Corps: Jewish community unites to take action and meet urgent needs around COVID-19 response)
  - Service partners believe Repair is providing value to meet pressing needs (for Service Corps: Volunteers are providing value to service partners to meet rising needs due to COVID-19)
V. Appendix A: Methodology

Logic Models
For all four of Repair’s programs, Third Plateau evaluated using a non-experimental, theory-based approach, meaning that it assessed the extent to which the pathways to change articulated in the various programs’ Logic Models actually happened. Repair has two different logic models, one for the Fellowship and Episodic Service, and one for the Service Corps and Repair the World Campus Corps. Both are below:

Table 9. Fellowship and Episodic Service Logic Model

<table>
<thead>
<tr>
<th>Leadership &amp; Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>● National Board of Directors</td>
</tr>
<tr>
<td>● Local Advisory Councils</td>
</tr>
<tr>
<td>● Executive Leadership</td>
</tr>
<tr>
<td>● Repair Staff</td>
</tr>
<tr>
<td>● Fellows &amp; Alumni</td>
</tr>
<tr>
<td>● Service-focused professionals</td>
</tr>
<tr>
<td>Partnerships</td>
</tr>
<tr>
<td>● Service partners</td>
</tr>
<tr>
<td>● Jewish partners</td>
</tr>
<tr>
<td>● Funding partners</td>
</tr>
<tr>
<td>● Issue area experts</td>
</tr>
<tr>
<td>● National Service Alliances (POL, Service Year)</td>
</tr>
<tr>
<td>Tools &amp; Resources</td>
</tr>
<tr>
<td>● Resonant brand</td>
</tr>
<tr>
<td>● Curriculum/ content</td>
</tr>
<tr>
<td>● Funding</td>
</tr>
<tr>
<td>● Digital tools, surveys</td>
</tr>
<tr>
<td>● Salesforce CRM</td>
</tr>
<tr>
<td>● 40 corps members</td>
</tr>
<tr>
<td>● 6 Cities</td>
</tr>
</tbody>
</table>

Activities
Young adults (Jews & their communities between 18-39) activate their networks to serve (contextual education, Jewish learning, hands-on action, reflection)

Build capacity through direct and recruited service learning
● Service - episodic, ongoing, & immersive (breadth + depth)
● Fellowship (leadership + professional development)
● Educational programs (Jewish + contextual)
● Volunteer recruitment

23 Updated in Fall 2020
<table>
<thead>
<tr>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>● # Acts of service and learning (+ % increase)</td>
</tr>
<tr>
<td>● # Participants (+ # repeat participants)</td>
</tr>
<tr>
<td>● # Fellows &amp; alumni</td>
</tr>
<tr>
<td>● # Programs</td>
</tr>
<tr>
<td>● # Cities</td>
</tr>
<tr>
<td>● # Partners</td>
</tr>
<tr>
<td>● Participant volunteer hours</td>
</tr>
<tr>
<td>● # Services delivered (e.g. meals served)</td>
</tr>
<tr>
<td>● Participant, Fellow, &amp; Partner Satisfaction</td>
</tr>
<tr>
<td>● Investment in Repair</td>
</tr>
<tr>
<td>● Cost per act of service</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fellows</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Add needed capacity to their community partners through direct service</td>
</tr>
<tr>
<td>2. Learning about issues of systemic injustice</td>
</tr>
<tr>
<td>3. Increase career and professional development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Feel they have had a meaningful service learning experience</td>
</tr>
<tr>
<td>2. Likely to continue volunteering</td>
</tr>
<tr>
<td>3. Learning about issues of systemic injustice</td>
</tr>
<tr>
<td>4. Increased civic engagement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increased # of volunteers serving with partners</td>
</tr>
<tr>
<td>2. Immediate needs and projects of service partner met by volunteer recruitment</td>
</tr>
<tr>
<td>3. Service partners believe Repair is providing value to meet pressing needs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Outcomes</th>
<th>Short-Term</th>
<th>(4-5 Months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fellows</td>
<td>1. Meet the needs of their partners through large-scale volunteer recruitment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Add needed capacity to their community partners through direct service</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increased connection to service as a Jewish value</td>
</tr>
<tr>
<td>2. Through service, increased involvement with the Jewish community</td>
</tr>
<tr>
<td>3. Deepened understanding of Jewish wisdom’s connection to service</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Jewish communities prioritize service</td>
</tr>
<tr>
<td>2. Service partners believe Repair is providing value to meet pressing needs</td>
</tr>
<tr>
<td>3. Deepened relationships between Jews &amp; local neighbors</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Outcomes</th>
<th>Medium-Term</th>
<th>(10-12 Months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fellows</td>
<td>1. Take on high-level leadership roles in service, policy, and Jewish social justice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. View themselves as lifelong leaders, and responsible for ensuring their Jewish communities serve with depth and frequency</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Engage in service as an expression of Jewishness (for Jewish participants)</td>
</tr>
<tr>
<td>2. Lead inspired Jewish lives and feel connected to Jewish community &amp; Jewish tradition (for Jewish participants)</td>
</tr>
<tr>
<td>3. Ongoing commitment to service to pursue a just world</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Jewish communities prioritize social change work</td>
</tr>
<tr>
<td>2. Our communities have been strengthened because of Repair</td>
</tr>
<tr>
<td>3. Service partners have come closer to fulfilling their missions because of Repair</td>
</tr>
<tr>
<td>4. Jewish communities have deeper connections to communities across lines of differences</td>
</tr>
</tbody>
</table>
Table 10. Service Corps and Repair the World Campus Corps Logic Model

<table>
<thead>
<tr>
<th>Inputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Jewish young adults and college students 18-29</td>
</tr>
<tr>
<td>● Service Corps and Repair staff</td>
</tr>
<tr>
<td>● Service Corps Advisory Council</td>
</tr>
<tr>
<td>● Service-focused professionals</td>
</tr>
<tr>
<td>● Service and funding partners</td>
</tr>
<tr>
<td>● Issue area experts</td>
</tr>
<tr>
<td>● Resonant brand</td>
</tr>
<tr>
<td>● Jewish and contextual curriculum</td>
</tr>
<tr>
<td>● Funding</td>
</tr>
<tr>
<td>● Digital tools, data, and evaluation</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Service Corps</td>
</tr>
<tr>
<td>● Nationwide Service Corps with dynamic, ongoing training &amp; education through a racial equity lens</td>
</tr>
<tr>
<td>In-Person and Virtual Service</td>
</tr>
<tr>
<td>● Menu of in-person and virtual volunteer opportunities</td>
</tr>
<tr>
<td>● Skilled volunteering</td>
</tr>
<tr>
<td>Campaigns</td>
</tr>
<tr>
<td>● National service campaigns around key issues with service opportunities</td>
</tr>
<tr>
<td>Partnerships</td>
</tr>
<tr>
<td>● Provide resources to inspire and prioritize service to Jewish organizations</td>
</tr>
<tr>
<td>● Deepen select partnerships with training, embedded staff, and investment in service</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Activities</td>
</tr>
<tr>
<td>● 100,000 acts of service and learning</td>
</tr>
<tr>
<td>● 45+ alliance partners</td>
</tr>
<tr>
<td>● 680 corps members</td>
</tr>
<tr>
<td>● # of local partners (Jewish and service)</td>
</tr>
<tr>
<td>● # of participants</td>
</tr>
<tr>
<td>● # of programs, trainings, and campaigns</td>
</tr>
<tr>
<td>● # of Volunteer hours</td>
</tr>
<tr>
<td>● # of Services delivered (e.g., meals served)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Outputs</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Participants</td>
</tr>
<tr>
<td>1. Feel they have meaningfully contributed to COVID-19 response through a lens of Jewish values</td>
</tr>
<tr>
<td>2. Maintain connection to the Jewish community even when physical connection is not possible(^{24})</td>
</tr>
<tr>
<td>3. See Jewish community as an entry point to doing good in the world(^{25})</td>
</tr>
<tr>
<td>4. Understand how to show up as a volunteer</td>
</tr>
<tr>
<td>5. Create awareness of how race, class, and other identity factors have informed their experience</td>
</tr>
<tr>
<td>Community</td>
</tr>
<tr>
<td>1. Jewish community unites to take action and meet urgent needs around COVID-19 response</td>
</tr>
</tbody>
</table>

\(^{24}\) In summer 2020, the wording of this outcome was: “Maintain connection to the Jewish community even as some programming is canceled”

\(^{25}\) In summer 2020, the wording of this outcome was: “See Jewish community as an entry point/resource to doing good in the world”
2. Jewish organizations develop innovative and collaborative sector-wide efforts to engage Jewish young adults through service in meaningful ways.26
3. Volunteers are providing value to service partners to meet rising needs due to COVID-19.27
4. Deepened relationships between Jews and local neighbors

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Deepened understanding of Jewish wisdom’s connection to service</td>
</tr>
<tr>
<td></td>
<td>Engage in service as an expression of Jewishness (for Jewish participants)28</td>
</tr>
<tr>
<td></td>
<td>Lead inspired Jewish lives and feel connected to Jewish community, wisdom, and values (for Jewish participants)29</td>
</tr>
<tr>
<td></td>
<td>Ongoing commitment to service to pursue a just world</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Jewish communities prioritize social change work30</td>
</tr>
<tr>
<td></td>
<td>Our communities have been strengthened because of Repair31</td>
</tr>
<tr>
<td></td>
<td>Service partners have come closer to fulfilling their missions because of Repair32</td>
</tr>
<tr>
<td></td>
<td>Jewish communities have deeper connections to communities across lines of differences33</td>
</tr>
</tbody>
</table>

Source: Repair the World

Across the programs, Third Plateau investigated the following key evaluation questions:
1. To what extent are the outcomes in the Logic Models being met?
2. How do these outcomes compare across programming?
3. What changes should Repair make to its programming given the fellow, corps member, participant, and service partner experiences?

Program-Specific Methodologies
The following section lays out the particular methodologies Third Plateau used to evaluate each program. Copies of all evaluation instruments (e.g., surveys, interview protocols) can be found in the following Google Drive.

---
26 In summer 2020, the wording of this outcome was: “Create innovative and collaborative model for Jewish organizations to develop sector-wide efforts to engage Jewish young adults in meaningful ways, sustained by Jewish values”
27 In summer 2020, the wording of this outcome was: “Service partners believe volunteers are providing value to meet rising needs due to COVID-19”
28 In summer 2020, the wording of this outcome was: “Continue to volunteer and engage in service as an expression of Jewishness following the COVID-19 pandemic”
29 In the summer, the wording of this outcome was: “Lead inspired Jewish lives and feel connected to Jewish community & Jewish tradition”
30 In summer 2020, the wording of this outcome was: “Jewish communities prioritize service”
31 In summer 2020, the wording of this outcome was: “Our communities have been strengthened”
32 In summer 2020, the wording of this outcome was: “Service partners have come closer to fulfilling their missions”
33 In summer 2020, the wording of this outcome was: “Jewish communities have deeper connections across lines of differences”
Service Corps

Third Plateau evaluated each of the four Service Corps cohorts using the same mixed-methods approach, including:

- Baseline and endline surveys focusing on short-term quantitative outcomes;\(^{34}\)
- Semi-structured interviews with corps members and service partners to capture qualitative details of participant and partner experience and identify areas of improvement; and
- A qualitative methodology, known as “Most Significant Change,” designed to capture nuanced, specific, and unexpected changes that corps members experience from participating in the Service Corps.

The surveys were opt-in and were sent to all corps members by Repair the World staff. The response rates for the quantitative surveys ranged from 57% to 81%.\(^{35}\)

<table>
<thead>
<tr>
<th></th>
<th>Response Rate (Sample Size)(^{36})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer 2020</td>
<td>57% (52 / 91)</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>81% (167 / 204)</td>
</tr>
<tr>
<td>Spring 2021</td>
<td>79% (178 / 224)</td>
</tr>
<tr>
<td>Summer 2021</td>
<td>65% (112 / 173)</td>
</tr>
</tbody>
</table>

Source: 2020-2021 Baseline and Endline Service Corps Surveys

Throughout the Service Corps sections above, “respondents” refers to the corps members who completed at least one survey. Given the high response rate, we are confident that the findings of the respondents are representative of each whole cohort. We were able to perform statistical testing on these findings, and found statistical significance in many cases. Statistical significance indicates that the findings we report are unlikely to be due to chance, and likely due to fundamental differences in the groups.\(^{37}\)

---

\(^{34}\) Third Plateau did not send out a baseline survey for the Summer 2020 cohort, as we were only contracted to evaluate the program towards the end of the cohort.

\(^{35}\) To use complete data, Third Plateau only kept responses from corps members who filled out both the baseline and endline surveys. For example, in Spring 2021, 229 corps members responded to the baseline survey, yet only 201 responded to the exit survey, and among these, only 178 responded to both.

\(^{36}\) Rates are based on the number of corps members that completed the entire program, which was sometimes lower than the number of corps members that began.

\(^{37}\) Statistical significance alone, however, does not ensure that the observed changes occurred due to the Service Corps. We draw that conclusion based on the sum of all the available evidence.
We conducted 10 to 13 interviews with each cohort with corps members from diverse demographic backgrounds and with service partners. For all interviewees here and in other sections, we:

- Assured interviewees that what they shared with us would remain confidential with the Third Plateau team, and we would only quote information anonymously if we were certain it could not be tied back to individual corps members;
- Followed a systematic interview protocol each time to mitigate for bias;
- Coded the conversation transcript in MAXQDA, a qualitative analysis software program.

### Table 12. Interview Counts for Service Corps

<table>
<thead>
<tr>
<th></th>
<th>Interviews (corps members)</th>
<th>Interviews (Service Partners)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer 2020</td>
<td>0 (^{38})</td>
<td>8</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>Spring 2021</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Summer 2021</td>
<td>11</td>
<td>0(^{39})</td>
</tr>
</tbody>
</table>

Source: 2020-2021 Baseline and Endline Service Corps Surveys

For the Summer 2021 cohort, we biased our interview sample to interview more New York City corps members, to assess the experiences of participants in the Bridge-Builder program (a specialized version of the Service Corps in New York City designed to facilitate deeper relationship-building across the Jewish and local community in New York City). For greater details, see the Bridge-Builder Cohort section.

The “Most Significant Change” (MSC) methodology requires collecting stories from participants about changes they experienced as a result of the Service Corps, as well as what they see as the significance of those stories. The stories are then filtered by program staff who assess which they perceive to be the “most significant,” and the remaining stories as well as discussions that led to the decisions of which to cut illuminate aspects of program success and reflections on the Logic Model. Third Plateau collected stories through the survey, where we asked corps members: “Reflecting on your time in the Service Corps, what is the most significant change you experienced as part of participating in the program? Why is this significant to you?” Third Plateau reviewed the stories and created three categories based on common story themes. City Staff then reviewed the stories, placed them stories into the corresponding categories, and added categories as appropriate, for a total of six categories. The categories were:

- Relationship to Service;
- Personal Growth;
- Jewish Identity;

---

\(^{38}\) Third Plateau only decided to do interviews with corps members starting in the fall.

\(^{39}\) As Third Plateau was already conducting other service partner interviews at this time, and themes had been somewhat consistent across other interviews, Third Plateau and Repair decided it best not to interview service partners during this cohort.
● Depth of Understanding of Issues;
● Connection or Relationship to Local Community; and
● Professional/Service Skills Development.

City Coordinators then voted on which were the “most significant,” defined as they chose. Using the votes, Third Plateau shared the top five to ten stories in each category with Repair’s Service Corps leadership. This group identified the one to three most significant stories for each category.

Given increasing alignment around the key categories and themes, as well as increasing similarity of corps member stories across cohorts, Third Plateau did not use the MSC approach in the Summer 2021. Instead, we asked the MSC question denoted above, and qualitatively coded responses, synthesizing key themes.

**Repair the World Campus Corps**

Third Plateau evaluated the spring cohort of the Repair the World Campus Corps and used a similar survey as we did with the Service Corps. However, we only sent out an endline survey, and so were not able to detect changes in the corps member experience between beginning and end.

We shared the survey with all 109 upon program completion. In total, 47 unique participants responded, for a response rate of 43%. Given the proportion of respondents, we are confident that the findings of the respondents are representative of the whole cohort, within a margin of error of 9%. We were able to perform statistical testing on these findings, and found statistical significance in several cases.

**Fellowship**

To evaluate the Fellowship, Third Plateau used a similar mixed-methods approach as the one for the Service Corps, including:

- An endline survey sent to all participants;\(^41\)
- A survey sent to Fellowship alumni; and
- Semi-structured exit interviews with fellows to debrief their Fellowship experience, and with Fellowship alumni to assess the long-term outcomes of the program.

The response rate for the endline survey was 95% (21 / 22). Unlike other surveys as part of this evaluation, Repair made completing the survey mandatory for fellows to collect their exit stipends. Fellows were informed that Repair would not see individualized data from the survey, nor would their particular responses affect their stipend eligibility in any way. In exchange for

\(^{40}\) With a 90% confidence level, the margin of error is 9.1%.

\(^{41}\) Third Plateau did not send a baseline survey to fellows since we started evaluating the program after this program year was already underway.
increasing response rate, this likely introduced some extent of bias into responses that is impossible to quantify. The response rate for the alumni survey was 31% (46 / 140).

Third Plateau conducted 10 interviews with fellows and 9 with alumni. As above, interviewees were assured of confidentiality in order to promote candid sharing.

The interviews and survey were all conducted between July and August 2021.

**Episodic Participants**

To evaluate the impact of participating in Repair’s episodic programming, Third Plateau sent out a quantitative survey to everyone on Repair’s mailing list coded in its Salesforce database as having participated in an episodic program between August 2020 and July 2021. The survey also included Repair the World Campus Corps members, among whom an unknown number responded, likely making findings from this survey skew slightly more towards the Repair the World Campus Corps experience than it would have otherwise.

The survey was sent to 6,600 people, among whom 390 responded, for a response rate of 6%. This means there is a 5% margin of error around quantitative findings derived from this survey.

The survey was open from late July and early August 2021.

**Other Approaches**

Beyond the program-specific methodologies, Third Plateau also employed three broader methodologies to garner input across Repair’s programming:

- A survey of service partners;
- Semi-structured interviews with service partners; and
- Semi-structured interviews with Federation leaders.

To assess the service partner experience in greater generality and draw quantitative conclusions, Third Plateau developed a survey for service partners, which Repair distributed in July 2021. 64 service partners responded to the survey, for a response rate of 36%.42

Third Plateau conducted semi-structured interviews with four service partners during July and August 2021 with respect to their experiences working with fellows, corps members, and Repair. Third Plateau initially sought to speak with 10 service partners, but limited response rate precluded this possibility.

Finally, in July and August 2021, Third Plateau reached out and conducted semi-structured interviews with Federation leaders in four cities in which Repair operates, to understand their

---

42 In order to boost response rate and use as much data as possible, Third Plateau decided to keep in partial responses for service partners who had completed at least half of the survey.
perspective on Repair’s impact at a community level across its programs. These conversations were conducted fully confidentially.

43 We are keeping the cities we spoke with confidential to maintain the privacy of the individuals who Third Plateau interviewed.
### VI. Appendix B: Program Demographics

#### Table 13. Overall Demographics Across Programs

<table>
<thead>
<tr>
<th></th>
<th>Service Corps (n = 509)</th>
<th>Fellowship (n = 21)</th>
<th>Alumni (n = 46)</th>
<th>Participants (n = 390)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender Identity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agender</td>
<td>&lt;1%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Genderfluid</td>
<td>2%</td>
<td>4%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Genderqueer</td>
<td>3%</td>
<td>4%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Man</td>
<td>23%</td>
<td>17%</td>
<td>7%</td>
<td>24%</td>
</tr>
<tr>
<td>Non-binary</td>
<td>5%</td>
<td>13%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>Two-spirit</td>
<td>&lt;1%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Woman</td>
<td>63%</td>
<td>58%</td>
<td>83%</td>
<td>69%</td>
</tr>
<tr>
<td>Unsure</td>
<td>1%</td>
<td>4%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Prefer to self-describe</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Trans and Non-binary</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>8%</td>
<td>19%</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>No</td>
<td>81%</td>
<td>76%</td>
<td>87%</td>
<td>88%</td>
</tr>
<tr>
<td>Unsure</td>
<td>3%</td>
<td>5%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>2%</td>
<td>0%</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Sexual Orientation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asexual</td>
<td>&lt;1%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Bisexual</td>
<td>15%</td>
<td>19%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>Gay</td>
<td>4%</td>
<td>19%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Lesbian</td>
<td>3%</td>
<td>14%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Queer</td>
<td>13%</td>
<td>33%</td>
<td>24%</td>
<td>6%</td>
</tr>
<tr>
<td>Straight/Heterosexual</td>
<td>54%</td>
<td>43%</td>
<td>59%</td>
<td>74%</td>
</tr>
<tr>
<td>Unsure</td>
<td>3%</td>
<td>5%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Prefer to self-describe</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>2%</td>
<td>5%</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 or younger</td>
<td>&lt;1%</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>18-22</td>
<td>46%</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>23-29</td>
<td>48%</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>30-39</td>
<td>1%</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>40-49</td>
<td>0%</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>50-59</td>
<td>&lt;1%</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>&lt;1%</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td><strong>Generation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1997-2012</td>
<td>75%*</td>
<td>81%</td>
<td>11%</td>
<td>27%</td>
</tr>
<tr>
<td>1981-1996</td>
<td>25%*</td>
<td>19%</td>
<td>89%</td>
<td>33%</td>
</tr>
<tr>
<td>1965-1980</td>
<td>0%*</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
</tr>
<tr>
<td>1946-1964</td>
<td>0%*</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
</tr>
<tr>
<td>Race and Ethnicity</td>
<td>n.a.</td>
<td>0%</td>
<td>0%</td>
<td>6%</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>------</td>
<td>----</td>
<td>----</td>
<td>----</td>
</tr>
<tr>
<td>Asian or Asian American</td>
<td>7%</td>
<td>0%</td>
<td>2%</td>
<td>5%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>7%</td>
<td>10%</td>
<td>0%</td>
<td>10%</td>
</tr>
<tr>
<td>Hispanic or Latino/a/x</td>
<td>8%</td>
<td>10%</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>Middle Eastern</td>
<td>5%</td>
<td>5%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Native American or First Nations or</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Alaska Native</td>
<td>Pacific Islander or Native Hawaiian</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>White</td>
<td>69%</td>
<td>95%</td>
<td>93%</td>
<td>76%</td>
</tr>
<tr>
<td>Prefer to self-describe</td>
<td>&lt;1%</td>
<td>0%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Jewish Identity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>78%</td>
<td>81%</td>
<td>93%</td>
<td>72%</td>
</tr>
<tr>
<td>No</td>
<td>22%</td>
<td>19%</td>
<td>7%</td>
<td>28%</td>
</tr>
<tr>
<td>Jewish Denomination/Movement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conservative</td>
<td>21%</td>
<td>12%</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>Hasidic</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Non-Denominational</td>
<td>0%</td>
<td>0%</td>
<td>17%</td>
<td>10%</td>
</tr>
<tr>
<td>Orthodox</td>
<td>4%</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Reconstructionist</td>
<td>5%</td>
<td>18%</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>Reform</td>
<td>34%</td>
<td>47%</td>
<td>26%</td>
<td>41%</td>
</tr>
<tr>
<td>Renewal</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>18%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>&lt;1%</td>
<td>6%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Disability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>14%</td>
<td>24%</td>
<td>24%</td>
<td>12%</td>
</tr>
<tr>
<td>No</td>
<td>78%</td>
<td>71%</td>
<td>70%</td>
<td>84%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>10%</td>
<td>5%</td>
<td>7%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Note: n.a. = not asked. *Based on data from one Service Corps cohort.
VII. Appendix C: Corps Member Subgroup Analysis

Over the course of the program year, Third Plateau assessed the extent to which demographic differences played a role in corps member experiences of the program. In particular, Third Plateau looked at differences based on:

- Jewish identity;
- Age;
- Gender identity;
- Sexual orientation;
- Disability status; and
- Race.

While not a demographic category, Third Plateau also assessed whether there were differences in the Summer 2021 cohort for:

- corps members who had previously participated in the program; and
- corps members from various cities.

**Jewish Identity**
While individual cohorts showed variety, there were no consistent differences in how Jewish respondents across the cohorts experienced the program as compared to their non-Jewish peers. This includes assessing questions where one might suspect differences between Jewish and non-Jewish peers, such as:

- The extent of any changes in perceptions on whether the Jewish community offered corps members opportunities to serve causes they care about;
- Satisfaction with service partners and the overall program;
- Connectedness with the local community; and
- Impacts on mental health.

**Age**
While there were no consistent trends in experience across corps members of different ages, there was one difference that appeared for the Summer 2021 cohort that may be important. Summer 2021 corps members above the age of 23 cited the stipend as a factor in choosing the Service Corps more frequently than their younger peers, indicating the value of the stipend may be more important for people out of college, especially during COVID. While the quantitative data from Fall 2020 and Spring 2021 do not reflect this, interviews with corps members from various cohorts have highlighted the importance of the stipend in making participation in the Service Corps possible. See Table 16.

<table>
<thead>
<tr>
<th>Table 14. Corps Member Significant Results by Age</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>2020</td>
</tr>
<tr>
<td>2021</td>
</tr>
</tbody>
</table>
Gender Identity
There were no differences in how respondents of different genders across the cohorts experienced the program. This includes differences between women, men, and gender-fluid corps members. Additionally, no corps members discussed the impact of gender during qualitative conversations over the course of the program year.

Sexual Orientation
LGBTQIA+ corps members have shown varying differences in experience during each cohort of the Service Corps. Multiple of these related to Jewish outcomes, such as showing an increase in how important being Jewish is, or feeling like the Service Corps made them feel more connected to the Jewish community. However, none of these changes have been consistent across cohorts, making it difficult to conclude definitively whether LGBTQIA+ corps members are truly experiencing the program differently in general. Moreover, there were no trends in the interviews with LGBTQIA+ corps members over the course of the year that corroborate the idea that LGBTQIA+ corps members are having substantively different experiences in the program.

With respect to particular cohorts, it appears that LGBTQIA+ corps members in the Fall 2020 cohort were less connected Jewishly than their peers, and saw greater benefit from the Jewish aspects of the program, and that LGBTQIA+ corps members in the Summer 2021 cohort were more concerned with which communities their service impacted. See Table 17.

### Table 15. Corps Member Significant Results by Sexual Orientation

<table>
<thead>
<tr>
<th></th>
<th>Summer*</th>
<th>Fall*</th>
<th>Spring*</th>
<th>Summer*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrated an increase between what they shared as their volunteer frequency in 2020 and their intended future volunteerism after participating in the program</td>
<td>No difference</td>
<td>No difference</td>
<td>No difference</td>
<td>LGBTQ+: 24% Not LGBTQ+: 46%</td>
</tr>
<tr>
<td>Shared that the community impacted was a factor they considered when choosing their past volunteer experiences</td>
<td>Not measured</td>
<td>Not measured</td>
<td>Not measured</td>
<td>LGBTQ+: 80% Not LGBTQ+: 46%</td>
</tr>
<tr>
<td>Shared that the community impacted is a factor that they will consider when choosing their next volunteer experience</td>
<td>Not measured</td>
<td>Not measured</td>
<td>Not measured</td>
<td>LGBTQ+: 68% Not LGBTQ+: 34%</td>
</tr>
<tr>
<td>Showed an increase in how important being Jewish is to them</td>
<td>No difference</td>
<td>No difference</td>
<td>LGBTQ+: 20%</td>
<td>No difference</td>
</tr>
</tbody>
</table>
At the beginning of the program, felt the Jewish community frequently offers them opportunities to serve
(By the end of the program in the Fall, this difference was only 2%)
Agreed or strongly agreed that the Service Corps provided an entry point to doing good in the world through a Jewish lens
Agreed or strongly agreed that the Jewish learning opportunities provided through the Service Corps changed their relationship with Judaism
Agreed or strongly agreed that because of their experience with the Service Corps, they feel more connected to the Jewish community

Source: Service Corps Baseline and Endline Surveys 2020-2021
Notes: Highlighted cells indicate statistically significant differences

<table>
<thead>
<tr>
<th>Disability Status</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Summer</td>
<td>Fall</td>
</tr>
</tbody>
</table>
| At the beginning of the program, shared that being Jewish is either very or somewhat important to them | Not measured | Not measured | No difference | Has a disability: 42%
| A | Does not have a disability: 70% |
| Agreed or strongly agreed that participating in the Service Corps made them feel more connected to a community | Not measured | Not measured | No difference | Has a disability: 79%
| A | Does not have a disability: 96% |

Source: Service Corps Baseline and Endline Surveys 2020-2021
Notes:
Race
Among subgroups, effects related to race were clearest and most corroborated by qualitative conversations. Like other subgroups, BIPOC corps members did not show consistent differences across cohorts. Instead, it appears that the Summer 2021 cohort was somewhat unique, with more BIPOC corps members that began the program already connected to service in a Jewish way, and, perhaps consequently, saw fewer Jewish benefits from participation. See Table 19.

Table 17. Corps Member Significant Results by Race

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Summer*</td>
<td>Fall*</td>
</tr>
<tr>
<td>Agreed or strongly agreed at the beginning of the program that when they participate in service to make the world a better place, they consider it relating to their Jewish values White only: 53% BIPOC: 13%</td>
<td>No difference</td>
<td>No difference</td>
</tr>
<tr>
<td>Agreed or strongly agreed that Jewish learning opportunities provided through the Service Corps affected their relationship with Judaism Not measured</td>
<td>No difference</td>
<td>No difference</td>
</tr>
<tr>
<td>Agreed or strongly agreed due to their participation in the Service Corps, they connected activism to their Judaism in ways they had not previously Not measured</td>
<td>Not measured</td>
<td>Not measured</td>
</tr>
<tr>
<td>Strongly agreed that Jewish learning opportunities provided through the Service Corps affected their relationship with Judaism Not measured</td>
<td>White: 13% BIPOC: 0%</td>
<td>No difference</td>
</tr>
</tbody>
</table>

Source: Service Corps Baseline and Endline Surveys 2020-2021
Notes:

While data did not show differences by race with respect to mental health or connection to community, conversations with BIPOC corps members over the course of the program year showed both positive and negative program experiences. For instance:

- A Black corps member in the Fall 2020 cohort shared they felt comfortable talking with white people in the program about their experience of being Black; and
- A BIPOC corps member in the Summer 2021 cohort shared they felt the national sessions were geared towards a white audience, and did not explore the BIPOC corps member experience;
- A BIPOC corps member in the Summer 2021 cohort shared they tended to spend time and make friends with other BIPOC corps members because they found the white corps members had clearly not reflected on coming into BIPOC communities before, and shared their experiences in an “alienating” way.
Repeat corps members
For the Summer 2021 cohort, there were 42 corps members who took the survey who had participated in at least one cohort previously. Third Plateau saw only a few statistically significant differences between those who repeated and those who did not:

- Repeat corps members were slightly more likely to be taking on a leadership position in the Jewish community (18%, or 8) than their peers (8%, or 5).
- Repeat corps members were slightly more likely to say that they chose past volunteer experiences in part because of the stipend being offered (33%, or 18) than their peers (21%, or 15). It is possible this is indicative of the Service Corps’ unique status as a paid volunteer experience.
- Repeat corps members were slightly more likely to say that they chose to participate in the Service Corps because it fit with their schedule (76%, or 36) than their peers (67%, or 47).

City by City
Across cohorts, corps members showed no variation in outcome based on which city they participated in. While corps member experiences of the program were unique, especially in New York City, the impact the program had on participants was relatively consistent.