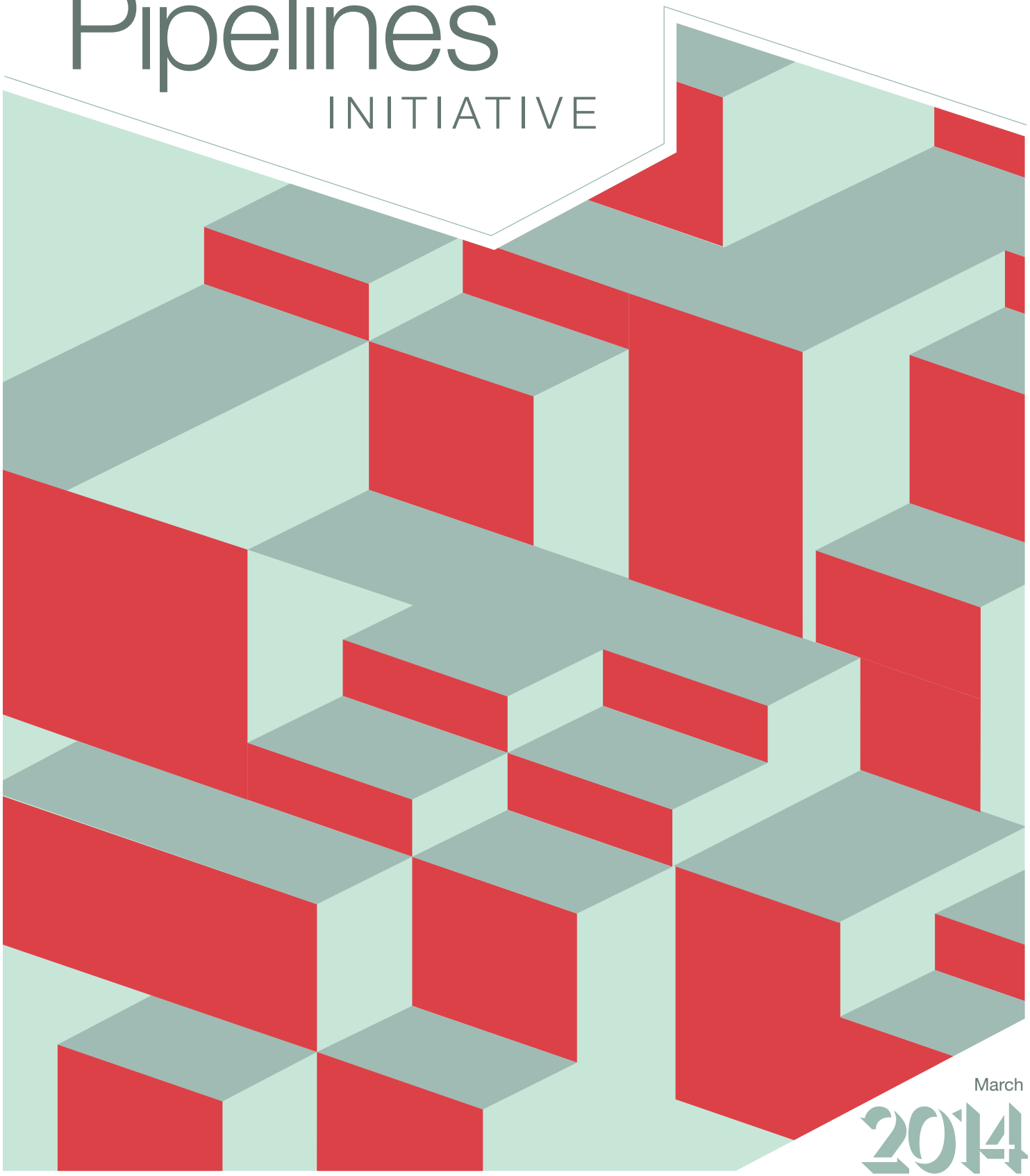
Leadership Pipelines INITIATIVE

Cultivating the Next Generation of Leaders for Jewish Nonprofits

Findings from Interviews and Research



March 2014

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Foreword from Rachel Garbow Monroe

President & CEO, The Harry and Jeanette Weinberg Foundation

Dear Colleagues and Friends,

Thank you for taking a few minutes to read this letter and I hope a few more minutes to read the full Leadership Pipelines Initiative report. Many people have asked me why the Weinberg Foundation—and I personally—are so committed to this work: Weinberg's mission is to support low-income and vulnerable individuals and families, so why do we care about leadership?

The answer for the Foundation is simple: impact. After almost nine years at the Weinberg Foundation, I have reviewed hundreds and hundreds of grant requests and have come to understand that the single most important marker of an effective organization is its CEO. Can he or she exercise leadership well? Do they have a strong board? Are evaluations evidence-based and do they demonstrate meaningful impact? How effective is the staff? Are they empowered to do their work? Is staff turnover low? In almost every case I have seen if the CEO is superb, the organization is effective, but if the CEO is mediocre, the organization is too.

The Weinberg Foundation will exist, g-d willing, for generations to come. As we look to the future, we know high quality nonprofit CEOs, including those serving the Jewish community, are required to achieve strong and lasting outcomes through their organization's work. Without good leadership in the field, the Foundation's precious resources will be funding mediocrity. That cannot happen. Leadership *must* be a critical priority for us, and the foundation is dedicated to investing deeply to advance this agenda. To date, Weinberg has committed more than $700,000 to fund the establishment of the Leadership Pipelines Initiative.

On a personal level, I have benefitted greatly from others' investment in my professional development and I understand how critical that support has been on my journey. As the President and CEO of the Weinberg Foundation, I feel a massive sense of responsibility to our almost 50 employees. One of my most important jobs

is to make sure their work is challenging and rewarding, and that they have the support they need to develop and grow. But while I can say the Foundation scores well (perhaps not perfectly) on its overall commitment to supporting our employees in their work and their lives, I don't believe we are doing enough beyond our own walls—for our grantees and the communities we support. How can we truly achieve the excellence we seek if we aren't supporting those we work with and fund to make deep investments in their talent as well?

This is the culmination of an issue that has been brewing for a long time

For as long as I have been in this field—more than 20 years now—we have been talking about the need to invest more in Jewish professional leadership. In 2005, I had the privilege to participate in the Mandel Executive Development Program, a two-year program focused on cultivating future leadership for the largest Federations in North America. Today, almost ten years later, some of my fellow graduates have stayed and grown within the Federation system, but many have left for other roles within and outside of the Jewish community. Not one of us has taken the helm as CEO of a large Jewish Federation. What has kept these high potential leaders—and many others—from selecting or being selected into these important positions? This story exemplifies a challenge being experienced across the Jewish world. Why are critical Jewish institutions struggling to find the talent they need, particularly at the most senior ranks?

In the winter of 2013, a group of funders, mostly CEOs of Jewish foundations, came together to brainstorm ways we could help. As a result of this initial conversation, we hired The Bridgespan Group to explore these questions and to develop a plan to move from discussion to action. Over the past eight months, Bridgespan has had conversations with over 160 professional and lay leaders across the Jewish world and beyond to better understand what the challenges are and to learn what can be done. That is what this report summarizes.

There is already promising momentum

We've started to share these findings, and the overwhelming response has been "Yes! Let's do something!" As a first step, we are establishing the Leadership Pipelines Alliance, a multi-year collaborative effort to elevate this issue and work together. Along with the Weinberg Foundation, a group of dedicated funders has secured more than $1,000,000 to support the launch and operation of this important initiative for its inaugural two years. In addition, Jewish Federations of North America (JFNA), many individual Federations, Jewish Funders Network (JFN), and others have endorsed the project and are sitting as partners in this early phase of work. We have begun the process of establishing the Alliance's structure, and plans are underway to start a search for an Executive Director.

Of course, there is some resistance, too. Some wonder why we are launching something new, rather than simply funding an existing organization to do the work. We believe to truly move the dial, the entire field needs to take action—we need a neutral, collaborative platform that enables everyone to get involved and become part of the answer. We can't just ask one organization to go "solve" the problem for us. A few have asked whether the Jewish Communal Service Association of North America (JCSA) could be such a platform. This is a good question. JCSA is currently undergoing a review of its mission and strategy, which is expected to be completed in May 2014. It is unclear how they will redefine themselves as an organization or how their work will change. Given the sense of urgency to harness the momentum building for the Leadership Pipelines Initiative, we believe it is prudent to move forward independently of JCSA and then re-evaluate our relationship later once they have greater clarity about their future purpose and strategy.

My thanks to many already at the table

I am happy to be given the opportunity to write this letter of introduction on behalf of the many voices that have brought us to this day. I want to thank those who are already at the table and doing some of the heavy lifting by offering their time,

expertise and/or financial support. My personal thanks extends to so many people, including the current Pipelines Alliance Leadership Group:

PIPELINES ALLIANCE LEADERSHIP GROUP
(draft list as of February 2014 – if I missed someone please forgive the error)

1. **The Associated Jewish Community Federation of Baltimore** – Marc Terrill, President & CEO
2. **The Russell Berrie Foundation** – Ruth Salzman, CEO
3. **The Andrea & Charles Bronfman Philanthropies** – Jeff Solomon, President
4. **The Jewish Foundation of Cincinnati** – Brian Jaffee, President & CEO
5. **Crown Family Philanthropies** – Carin Yanis, President
6. **Helen Diller Family Foundation & Philanthropic Consultant** – Phyllis Cook, CEO
7. **Jewish Funders Network** – Andres Spokoiny, President & CEO
8. **Jim Joseph Foundation** – Chip Edelsberg, Executive Director
9. **The Jewish Federation of Greater Los Angeles** – Jay Sanderson, President & CEO
10. **Maimonides Fund** – Mark Charendoff, President
11. **The Marcus Foundation** – Jay Kaiman, Executive Director
12. **Joseph and Harvey Meyerhoff Family Charitable Funds** – Rafi Rone, Director of Jewish Giving
13. **Greater Miami Jewish Federation** – Jacob Solomon, President & CEO
14. **Jack and Goldie Wolfe Miller Fund** – Alicia Schuyler Oberman, Director
15. **UJA Federation of New York** – Alisa Kurshan
16. **The Jewish Federations of North America** – Jerry Silverman, President & CEO
17. **Jewish Federation of Palm Beach County** – David Phillips, President & CEO
18. **Charles and Lynn Schusterman Family Foundation** – Sandy Cardin, President, and Adam Simon
19. **UJA Federation of Greater Toronto** – Ted Sokolsky, President & CEO
20. **Jewish Federation of Greater Washington** – Steve Rakitt, President & CEO

21. **The Harry and Jeanette Weinberg Foundation** – Rachel Garbow Monroe, President & CEO, and Sheryl Goldstein, Program Director
22. **The Wexner Foundation** – B. Elka Abrahamson, President
23. **The Bridgespan Group** – Susan Wolf Ditkoff and Libbie Landles-Cobb, Advisors
24. **Richard Levin Associates** – Richard Levin, Consultant

I hope you will join us!

Please read the report. There is no other way to explain what we have learned and what we hope to accomplish. Join the conversation. Get engaged. Vote with your feet. Tell us if you will give us your time and your thought leadership to advance this work. We hope you will.

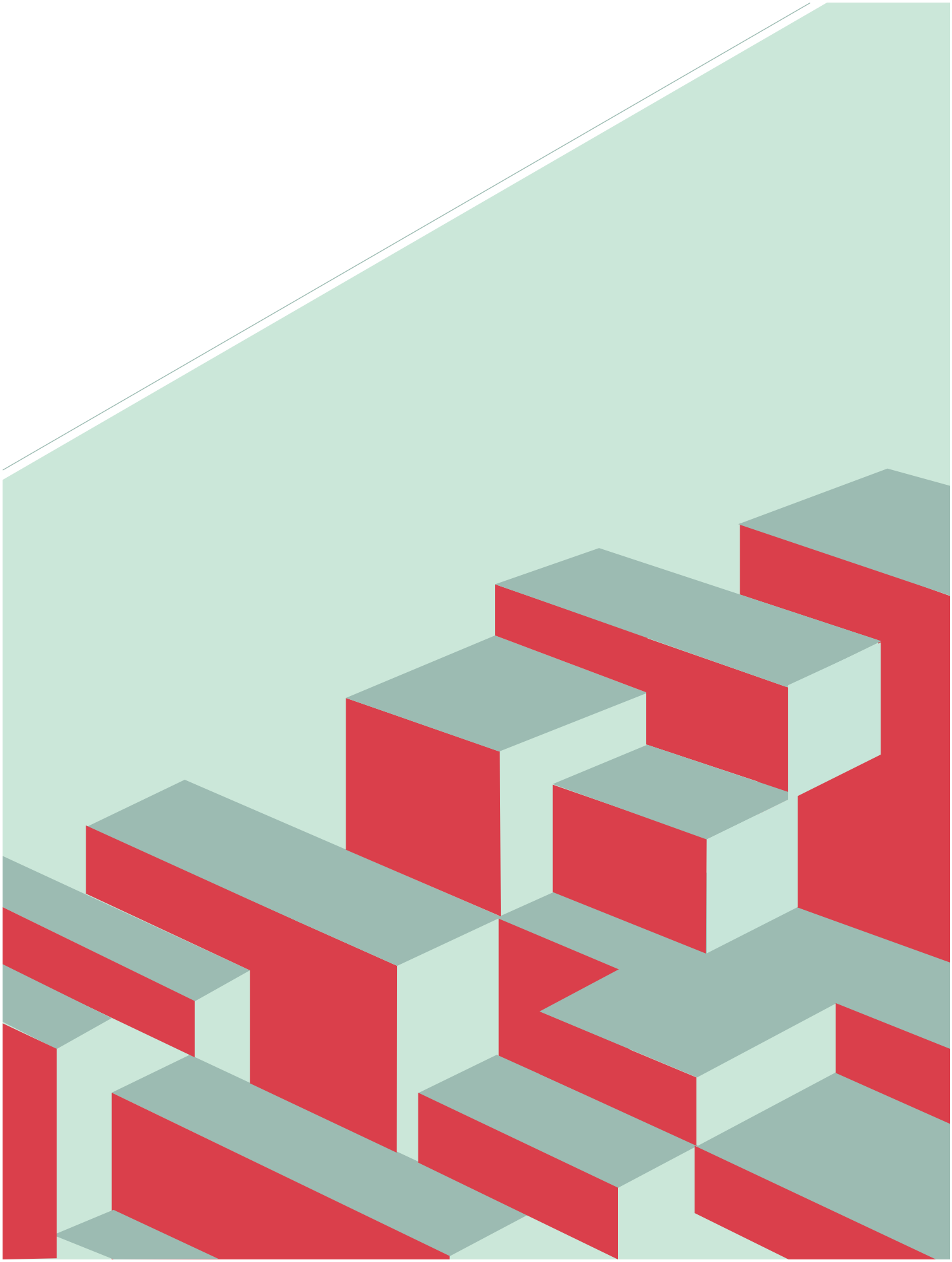
This is an exciting time—we have an opportunity to make a real difference

At the most fundamental level, this work is about the future of Jewish nonprofits across North America and the contribution we hope to make collectively to making sure our professionals, especially those leading the way, are the most dedicated, mission-committed, and highly trained professionals they can be.

I hope you will see the potential of what we are trying to do and that you will commit to joining us. We may fail, we may succeed. We will have many critics. But if we can make a meaningful difference, it will be worth it—worth the time, the resources, and the political capital that will be expended on this effort by so many. If we don't take this risk, who will? And if nothing is done, where will we be in the future?

Sincerely,

Rachel Garbow Monroe, President & CEO
THE HARRY AND JEANETTE WEINBERG FOUNDATION



Executive Summary

Leadership Pipelines Initiative: Cultivating the Next Generation of Leaders for Jewish Nonprofits

Executive Summary

Jewish life has benefitted enormously from decades of generous support by its members. Community leaders have built durable institutions, and a thriving network of young start-ups is galvanizing a new generation. However, like the general nonprofit sector in the United States, the vast majority of Jewish nonprofits—75% to 90% by some estimates—must find new executive leadership in the next 5-7 years. Finding the right leaders to move immediately into these openings is already proving difficult.

Opinions vary about why this challenge exists. Some think that the next generation of leaders does not have the skillsets to take on the complicated challenges to be addressed, especially at the largest Jewish nonprofits. Others think that visionary and skilled leaders already exist, but that hiring committees are overlooking talent within the field. Still others think that the culture of traditional Jewish organizations is simply not attractive to younger generations.

To better understand these issues, a group of Jewish funders hired The Bridgespan Group to gather input from across the field and to help develop an action plan to address the most critical challenges facing Jewish leadership pipelines. We interviewed more than 160 leaders: Jewish and non-Jewish, for-profit and nonprofit, lay and professional, current and emerging, funder and direct service, expert and academic. We also reviewed existing literature, surveyed current leadership programs, and drew on more than a decade of Bridgespan's experience across the social sector and knowledge of best practices in the private sector.

> "We have so many high-potential leaders in our community. How do we channel and support this talent so that they can transform the important work our institutions are doing?"
>
> —SENIOR LEADER

Two themes on what contributes to the leadership deficit

Two themes emerged in our research about why the field's more traditional institutions are struggling to find the leaders they need:

THEME 1: The field of Jewish nonprofits is not sufficiently developing and advancing the leaders it already has.

Our interviews revealed that, like many organizations in the nonprofit sector more broadly, most Jewish nonprofits do not provide sufficient on-the-job support and training that leaders need to develop in their careers. Most organizations don't make leadership development a priority: investing in talent is often seen as "overhead"—something to be minimized. Additionally, many organizations simply don't have the capacity or expertise to effectively cultivate their talent, and many lay leaders are not effective stewards of good talent management.

In addition to job-embedded leadership development, there are also not enough leadership development programs serving the field as a whole. Bridgespan's preliminary scan of over 50 organizations providing leadership development programs in the field of Jewish nonprofits uncovered only a small number aimed at developing senior professional leaders.

This lack of support for existing talent often inhibits the field's ability to cultivate the leaders it needs from within. Instead, a large number of interviewees for this project felt that hiring committees are opting to look elsewhere when filling open senior positions—that they don't always value the potential of their own staff and others in the field.

THEME 2: Many Jewish organizations don't have the value proposition to attract and retain the leaders they need.

In the endeavor to attract new talent, traditional Jewish organizations are also struggling. Interviewees noted that many of the next generation of leaders are not choosing to work in the sector altogether. They pointed to issues such as steep hierarchies and bureaucratic cultures, little autonomy for junior and mid-level staff to take risks and feel ownership over their work, limited career advancement opportunities, and low salary levels compared to jobs outside the sector. A major concern shared was the stark gender inequality across the field: Of the largest North American Federations, only three have hired female CEOs in recent years (and one of these has recently resigned). This is woefully few compared to many other fields in the nonprofit sector.

These challenges underscore an overarching theme: the importance of organizational culture as a critical contributor to, and inhibitor of, talent cultivation. Not only does the field need to invest more in its leaders, but it also needs to invest in its organizations to ensure they are great places to work and grow for the next generation of Jewish professional leaders.

The Leadership Pipelines Alliance

Early discussions of this research have already begun to spark promising momentum. The Leadership Pipelines Alliance is being established to create a forum for the field as a whole, across all organizational structures, to work together to address these issues. The mission of the Alliance will be to increase the flow of high quality leadership into

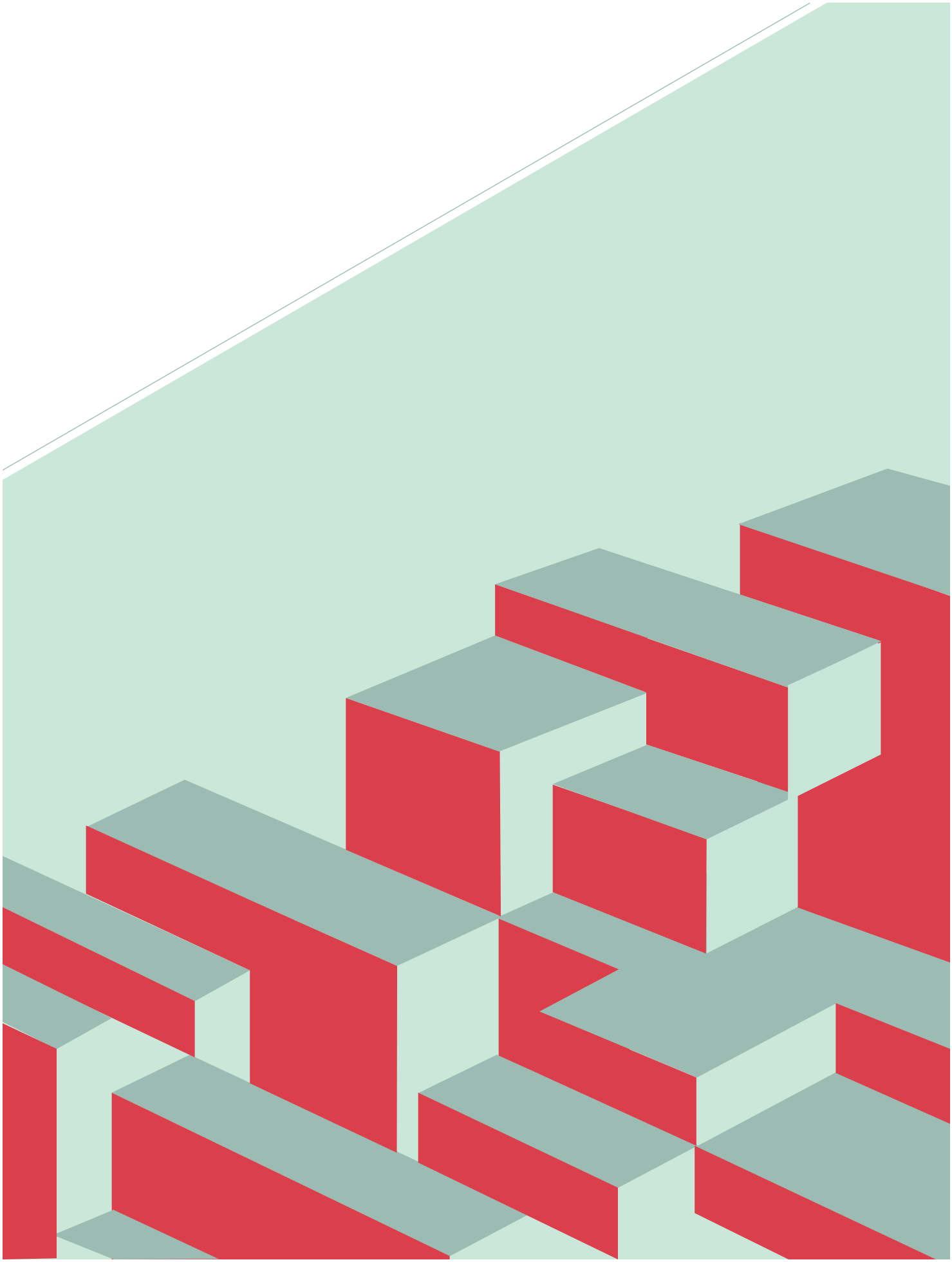
senior positions at Jewish nonprofits to further the health and effectiveness of the Jewish professional sector. The Alliance will work to facilitate greater awareness of the issues, will encourage collaboration among Jewish nonprofits, and will partner with funders supporting specific efforts to address the field's challenges.

As of the publication of this document in early 2014, a core group of private and Federation funders has committed over $1,000,000 to cover two full years of operations for the Alliance, with the potential to provide further funding for future years. Work is currently underway to put the initial elements in place. Organizations and leaders—both lay and professional—from across the field are invited to join and help drive these efforts forward. Stay tuned as the Alliance gets underway for opportunities to get involved.

A call to action

Cultivating outstanding leaders is the most powerful lever that organizations have towards becoming more innovative, adaptive, and results-oriented. Now, more than ever, it is critical to address the root causes that hinder the field of Jewish nonprofits from having the outstanding leaders it needs. It will take hard work and collaboration from across the field. But there is cause for optimism: The Jewish community is blessed with a talented base of current and aspiring leaders—professionals, volunteers, and funders—who are committed to the community and will ensure its success.

Get involved: Start by reading the full report, "Cultivating the Next Generation of Professional Leaders for Jewish Nonprofits" and sharing it with others. Join the Alliance. Identify ways you can change your own board and workplace culture and behaviors to better cultivate talent. Bring your talents to bear on this important challenge.



01

Introduction

Overview of goals and methodology

01

Introduction

The vast majority of Jewish nonprofits will need to hire new senior leaders in the next 5-7 years. The question is: Where is the talent to fill those roles? Some think that the next generation of leaders is not prepared to take the helm. Others think that visionary and skilled leaders exist but are being overlooked in the hiring process. Still others think that the culture of traditional Jewish organizations is simply not attractive to younger generations. Finding the right leaders to move immediately into these openings is already proving difficult, despite a tremendous investment in Jewish identity programs for young adults as well as a clearly robust pool of potential leaders.

The Bridgespan Group explored the issues that affect whether and how leadership pipelines are being filled and identified a set of potential actions for strengthening the pool of potential leaders for senior positions in the field. The research included:

- **INTERVIEWS AND FOCUS GROUPS** that reached more than 160 leaders: Jewish and non-Jewish, for-profit and nonprofit, lay and professional, current and emerging leaders, funder and direct service, expert and academic (see appendix for a full list)

"The biggest challenge in Jewish life today is finding good leadership for tomorrow."

—CEO

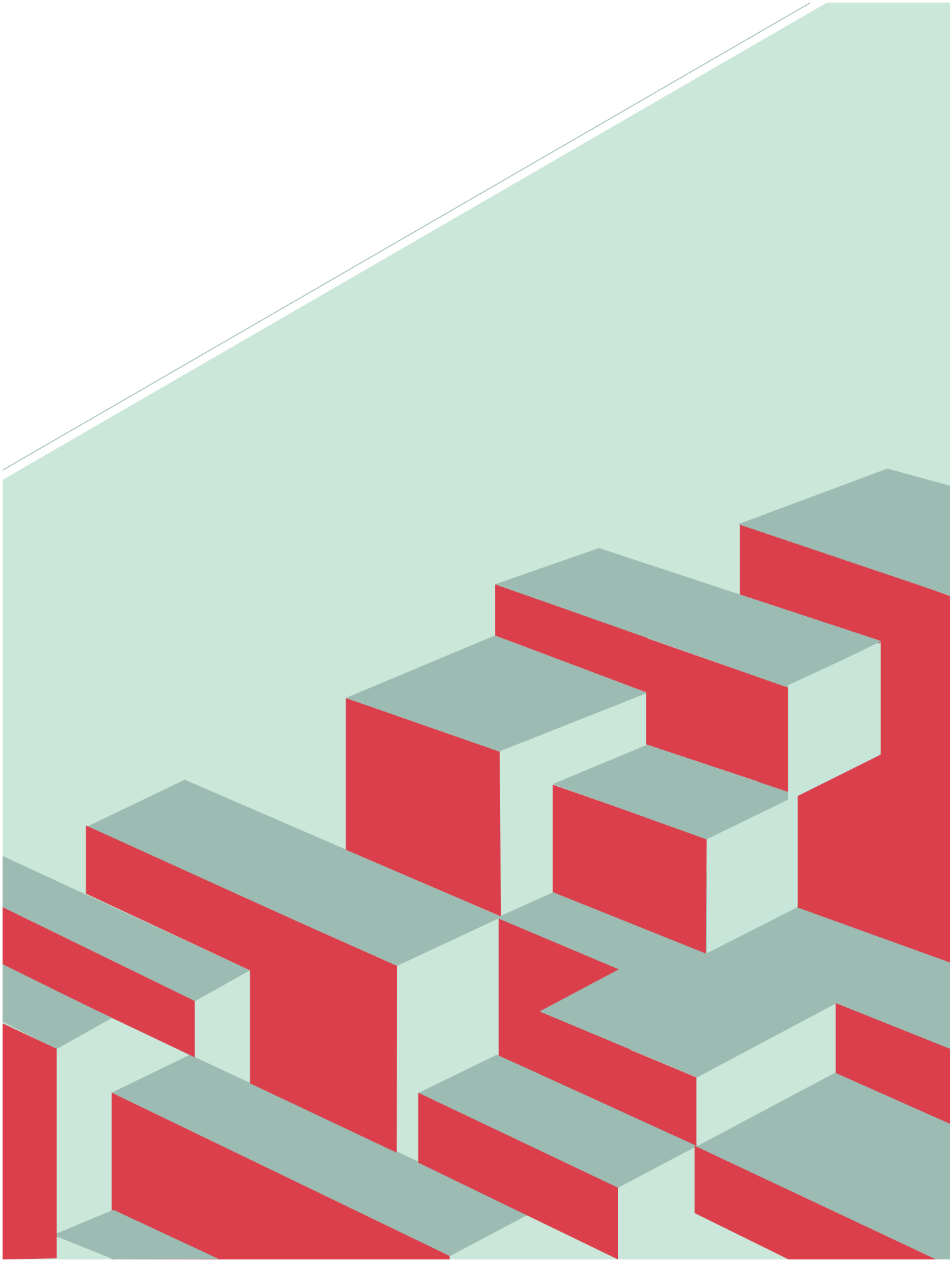
- **A REVIEW OF THE EXISTING LITERATURE** on professional leadership in Jewish nonprofits, including more than 20 seminal reports and articles (see appendix for a full list)
- **A PRELIMINARY INVENTORY** of the field's existing leadership development programs (see appendix for a full list)
- **SYNTHESIS OF KEY FINDINGS** and case studies from over a decade of Bridgespan's experience with thousands of nonprofit and foundation leaders tackling questions of collaboration, leadership, and decision-making, as well as private sector experience

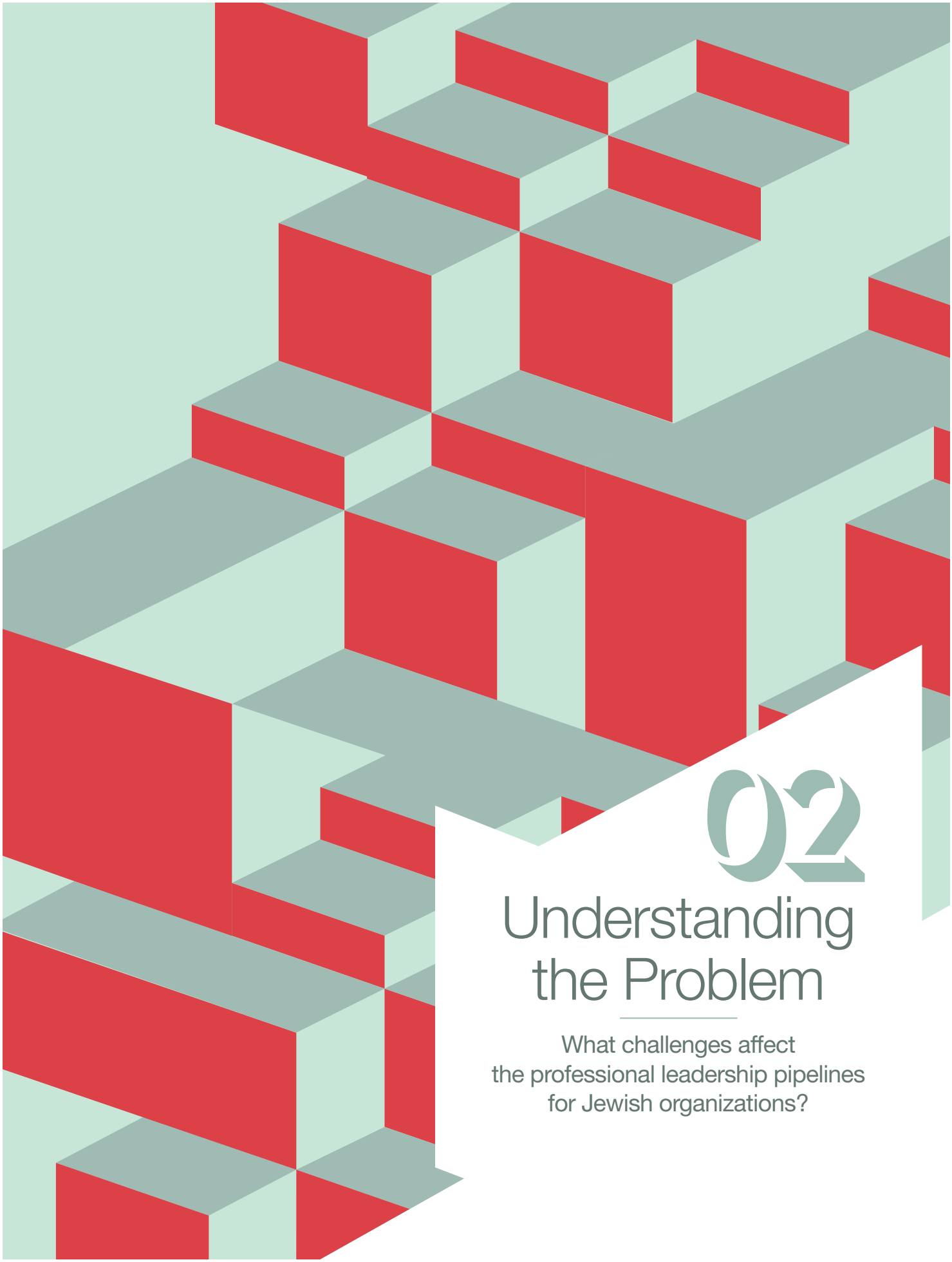
This report identifies and distills the research into the most essential action-oriented implications needed to inform innovative and evidence-based future efforts and offers exciting news about progress that is already being made. It is organized as follows:

A. UNDERSTANDING THE PROBLEM: What challenges affect the professional leadership pipelines for Jewish organizations?

B. MAPPING CURRENT ACTIVITY: What professional leadership development is happening across the field of Jewish nonprofits today?

C. IDENTIFYING POTENTIAL PRIORITIES: What steps can those in the field of Jewish nonprofits take to cultivate the next generation of leaders?





02

Understanding the Problem

What challenges affect the professional leadership pipelines for Jewish organizations?

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The Jewish community in the United States today boasts a vibrant cadre of thousands of young people in their 20s, 30s, and 40s who demonstrate a strong commitment to Jewish service. Philanthropists and foundations have played a critical role in helping connect Jewish youth to their culture through investments in Jewish education and other youth programs. Yet, despite this investment, many of the more established Jewish nonprofit institutions are struggling to attract talent. These institutions, which have traditionally made up the backbone of Jewish professional service, are grappling with how to engage the next generation of Jewish leaders.

Like the general nonprofit sector in the United States, the vast majority of Jewish nonprofits—75% to 90% by some estimates—must find new executive leadership in the coming 5-7 years.[1] President of DRG Executive Search Consultants David Edell estimates that in the past few years alone Jewish community organizations in North America have experienced at least 50 executive transitions per year.[2] According to lay and professional leaders we interviewed, filling these openings with either internal candidates or external hires who have the necessary leadership experience and commitment is proving difficult.

This "leadership deficit" stands in contrast with the growing number of smaller entrepreneurial organizations in the "Jewish Innovation Sector."[3] North America is home to more than 600 Jewish nonprofit startups, and—like many social entrepreneurial organizations across the nonprofit sector—these organizations are attracting some of the best and brightest emerging leaders (and volunteers) from the field to their ranks.

Two themes on what contributes to the leadership deficit

Why are the field's more traditional institutions struggling to find the leaders they need? Two themes emerged in our interviews:

1. The field of Jewish nonprofits is not sufficiently developing and advancing the leaders it already has.
2. Many Jewish organizations don't have the value proposition to attract and retain the leaders they need.

[1] Austin, M. J.; Salkowitz, T. *Executive Development & Succession Planning: A Growing Challenge for the American Jewish Community*. Jewish Funders Network. 2009.

[2] Edell, D. *Analysis-Paralysis: Another Call for Action on Professional Leadership*. Jewish Philanthropy. June 2013.

[3] Wertheimer, J. *Generation of Change: How Leaders in Their Twenties and Thirties are Reshaping American Jewish Life*. AVI CHAI Foundation. September 2010.

Theme One

The field of Jewish nonprofits is not sufficiently developing and advancing the leaders it has.

Insufficient on-the-job development and support

Our interviews revealed that, like many organizations in the nonprofit sector more broadly, most Jewish nonprofits do not provide sufficient on-the-job support and training that leaders need to develop in their careers.[4] Most organizations don't make leadership development a priority: investing in talent is often seen as "overhead"—something to be minimized. Elsewhere The Bridgespan Group has written extensively about the need for good overhead, including talent development, as a key component of effective organizations and adaptive strategies.[5] Additionally, many organizations simply don't have the capacity or expertise to effectively cultivate their talent, and many lay leaders are not effective stewards of good talent management.

While some Jewish organizations do report offering professional development training programs to their employees, job-integrated learning opportunities, development-focused supervision, and mentorship are rare. In addition, some organizations lack enough middle management positions, making it difficult for junior staff to stay in the organization as their careers progress. This lack of support for existing talent often inhibits the field's ability to cultivate the leaders it needs from within. Indeed, a recent survey found that 91% of participating Jewish nonprofits reported having no formalized succession plans.[6]

"When I retire, there is no obvious candidate to replace me, and I know that I'm largely to blame for that. We all need to do a better job of developing the pipeline."

—CEO

[4] Simms, D.; Smith Milway, K.; Trager, C. *Finding Leaders for America's Nonprofits*. The Bridgespan Group. 2009.

[5] Goggins Gregory, A.; Howard, D. *The Nonprofit Starvation Cycle*. Stanford Social Innovation Review. Fall 2009.

[6] Noble, S. *Effective CEO Transitioning/Leadership Sustainability in North American Jewish Nonprofit Organizations: A Research Study of 440 CEOs*. The Jewish Communal Service Association of North America. Spring 2012.

THEME 1: The field of Jewish nonprofits is not sufficiently developing and advancing the leaders it has.

Not enough leadership development programs in the field

In addition to the scarcity of on-the-job training and development, the field lacks professional leadership development programs serving the field as a whole. While a few programs do exist today, most of these programs are within specific verticals (e.g., Jewish Federations of North America (JFNA), Foundation for Jewish Camp (FJC)). Interviewees spoke of how powerful leadership development programs can be—those who had participated in such programs told of their lasting impact on their careers, and many emerging leaders suggested that such programs might give them the exposure and connections they need to advance and stay energized in the field. Some also noted that high quality leadership development programs could help to attract and develop experienced professionals from outside the field. These "bridger" leaders will need significant training and support to get their footing in the Jewish world, and right now there are few programs to help them succeed.

When asked what skills are most important to include in leadership programs for both those working within the field and those bridging into the field, interviewees identified three high-priority categories:

- **POWERFUL LEADERSHIP** (e.g., developing a long-term vision, thinking and behaving adaptively, leading inspirational and innovative change efforts, partnering effectively with lay leaders)
- **OUTSTANDING NONPROFIT MANAGEMENT** (e.g., fundraising, planning, operations, people development)
- **FLUENCY IN THE JEWISH EXPERIENCE** (e.g., history and national/global trends in the Jewish community, the landscape and politics of key institutions and leaders, comfort and facility in engaging with Israel and multiple audiences)

THEME 1: The field of Jewish nonprofits is not sufficiently developing and advancing the leaders it has.

To help develop the right skills and knowledge in emerging leaders, interviewees told us that the establishment of common professional standards across the field of Jewish nonprofits will be key.[7] Today's field includes a much wider, more diversified set of organizations than the traditional primary professions of social work and rabbinic leadership, thus requiring a greater variety of disciplines and capabilities, especially general management skills. Building a common understanding of what it takes to successfully navigate careers across these organizations would help focus leadership programs on the most critical issues and give credit to emerging leaders who master them.

Interviewees also emphasized that the *quality* of leadership development programs is of utmost importance. Critical aspects of high quality programs mentioned include:

- Being tailored to the needs and context of the individual and integrated with the current jobs of participants so they can try new skills real-time
- Being sustained over time—not just one-off trainings—and incorporating an alumni component to enable ongoing support over the course of participants' careers
- Facilitating relationships with peers and mentors that can be enduring sources of support, problem-solving, collaboration.
- Possessing cachet, so participants get "credit" in their current and future jobs
- Being grounded in measurement and evaluation so efforts can be refined over time and more can be known about what works

Interviewees were concerned that some of the programs offered in the field in the past didn't always meet these quality standards and had less impact as a result.

[7] Dobbs, S.; Tobin, G.; Hymowitz, Z. *The Development of Professional Leadership in the Jewish Community*. Institute for Jewish and Community Research, San Francisco. 2004.

THEME 1: The field of Jewish nonprofits is not sufficiently developing and advancing the leaders it has.

A tendency to hire from without

Reflecting these challenges, there is a sense that organizations are increasingly hiring executives externally as opposed to promoting from within. While many interviewees acknowledged that sometimes an "outsider" is absolutely needed to bring about change and innovation within organizations, interviewees also believed that hiring committees sometimes default to searches exclusively from outside the organization—and often outside the field—which reinforces the perception that there is limited opportunity for upward advancement and growth from within. In a related vein, accomplished leaders in some of the smaller Jewish entrepreneurial organizations felt that their "next generation approach" to leadership was not valued at the larger institutions, and they were therefore overlooked for open positions despite being successful leaders in the field. Such leaders encouraged hiring committees to review their criteria for senior leadership candidates to ensure they address the leadership needs and challenges of the future.

Theme Two

Many Jewish organizations don't have the value proposition to attract and retain the leaders they need.

In the endeavor to attract new talent, traditional Jewish organizations are also struggling. Emerging leaders, shaped by new technologies and social norms, expect constant connectivity, open communication, collaboration, and personal connections to impact in both life and work. Interviewees reported that traditional Jewish organizations—many of which have steep hierarchies and bureaucratic cultures, little autonomy for junior and mid-level staff to take risks and feel ownership over their work, limited career advancement, and low salary levels compared to jobs outside the sector—tend to hold little attraction for the next generation of leaders, especially when compared with more innovative organizations in and out of the field of Jewish nonprofits.

"Millennials are willing and able to work long hours, but lack patience for aspects of the culture, process, structure, and risk aversion of traditional Jewish organizations."
—CEO

Interviewees also voiced concern about excessive workloads and travel demands, noting that many senior roles are focused on activities such as donor and volunteer relationship-building that require long hours beyond of the 9-5 work day. These demanding jobs are made even less appealing because of commonly reported strained lay/professional relationships that leave some senior leaders feeling undervalued and undermined by the Boards they work with. Interviewees emphasized that many emerging leaders are quite driven and willing to take on challenging roles, but not in organizations with rigid cultures that lack collaboration, innovation, and autonomy.

THEME 2: Many Jewish organizations don't have the value proposition and retain the leaders they need.

Of major concern for a number of interviewees was the stark gender inequality across the field: Of the largest North American Federations, only three have hired female CEOs in recent years (and one of these has recently resigned), and only 10% of the 50 highest paid Jewish professionals are women. In contrast, more than 60% of the Slingshot Guide's innovative organizations are headed by women.[8] Interviewees noted that little effort has been made to rethink senior roles and identify ways to be more flexible to accommodate both women and men who prioritize family life as well as work life. Outright gender discrimination is also remains an issue, they said, and the opportunities, support, and mentorship offered to women pale in comparison to those offered to men. Many felt the "old boy's network" still gives preferential treatment to emerging male leaders over their female counterparts, particularly in organizations with predominantly male senior teams.

"When I look up, I don't see any women role models in CEO positions, and I don't see positive trends. It isn't motivating."

—EARLY-CAREER PROFESSIONAL

These comments underscore an overarching theme: the importance of organizational culture as a critical contributor to, and inhibitor of, talent cultivation. As one interviewee noted, "The problem lies within the Jewish organizations themselves. Because of their cultures, and misalignment between their models and the current needs of our community, attacking the problem exclusively through leadership or executive training may not be enough to make a meaningful difference." Change must happen at the organizational level as well, and interviewees noted that leaders of the organizations—both the professional leaders and the lay leaders—must take responsibility for promoting that change.

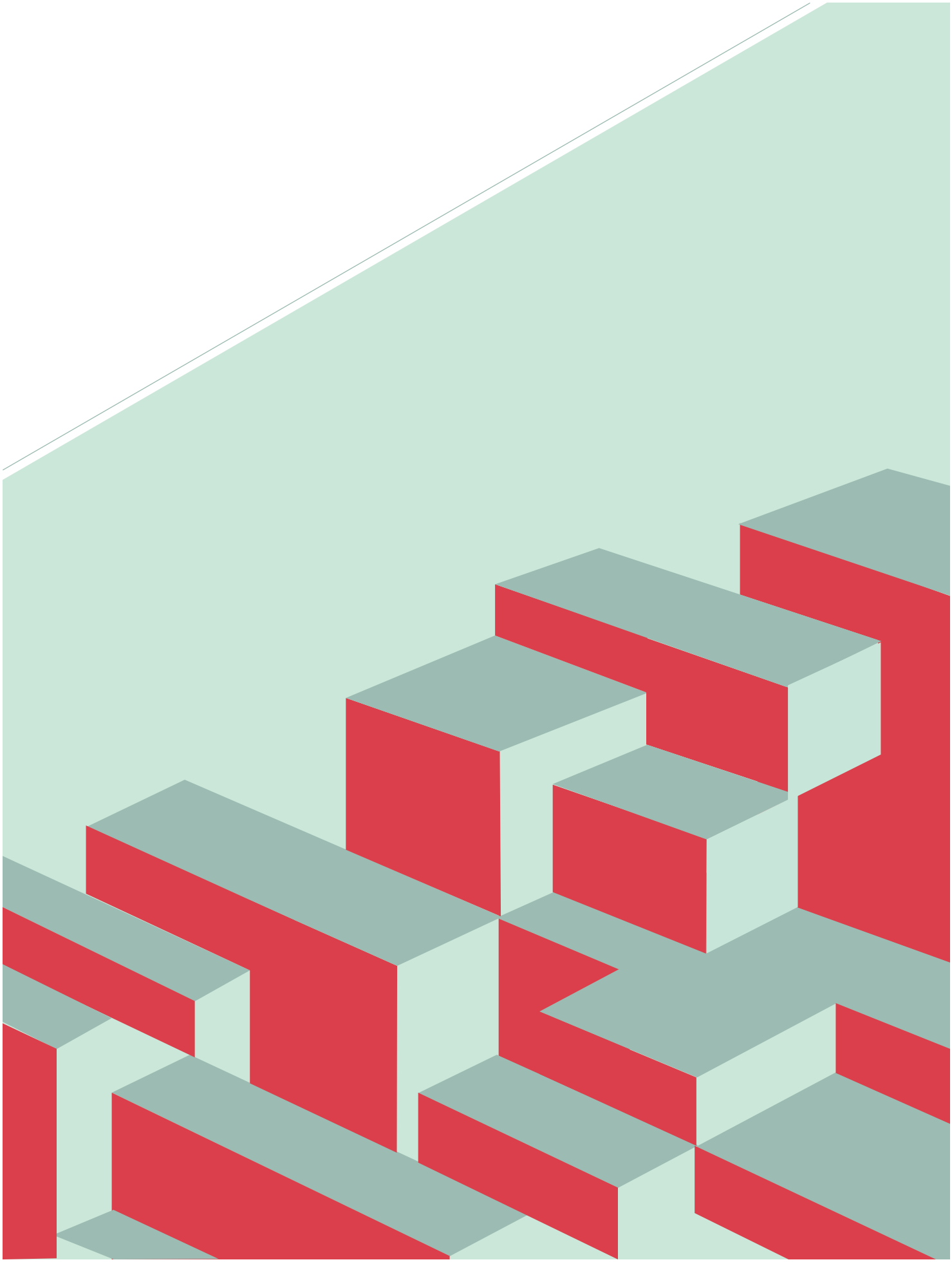
[8] Zehavi, B. *Trapped under America's Jewish Glass Ceiling*. The Times of Israel. June 2013.

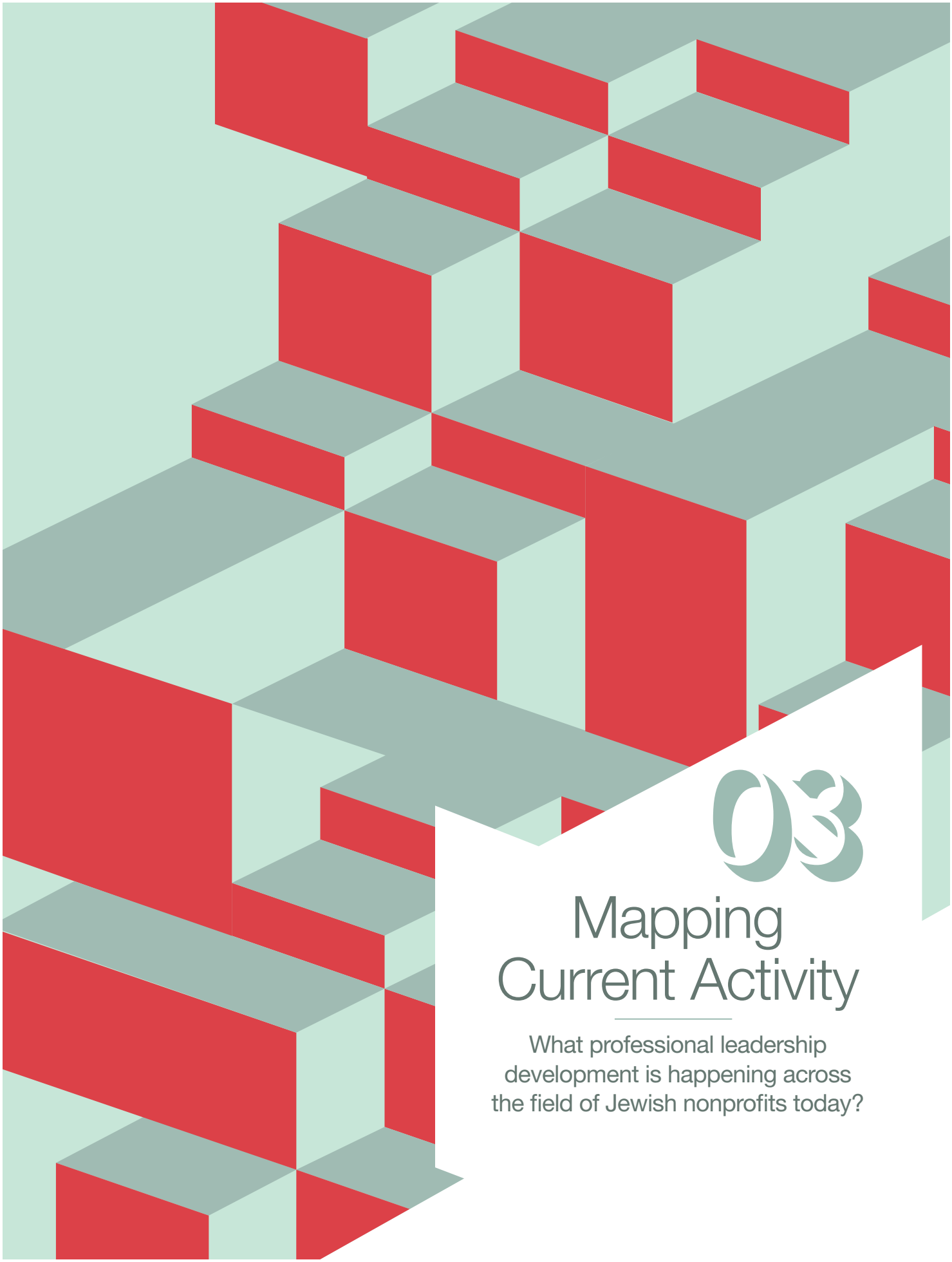
> "We mustn't be afraid to be visionary—we need to reimagine the leadership our field needs for the future. If we don't, many of our important institutions will risk becoming irrelevant."
>
> —STARTUP CEO

Bending the Trajectory

Not surprisingly, senior leaders and emerging leaders interviewed for this research did not give equal weight to the two themes outlined above. Many *senior leaders* were most concerned that there are insufficient pipelines of leaders ready to take the helm as roles open up over the next decade; these interviewees focused their recommendations on leadership development efforts to help promising talent get prepared to lead. In contrast, many *emerging leaders* argued that there isn't a leadership deficit at all, but that the organizations themselves need to think differently about talent, risk-taking, and their own institutional cultures if they want to attract, develop, and retain the next generation of leaders.

Bringing together the new and the established would go a tremendous distance towards meeting the challenge. Combining the scale, reach, and fundraising power of the existing Jewish communal institutions with the energy, passion, and excitement of next-generation leaders and ideas would be a potential game-changing force. Yet that partnership requires something from both sides: Established institutions would need to commit to a much higher degree of risk-taking, and next-generation leaders will have to be willing—and able—to tackle larger, more complex problems.





03

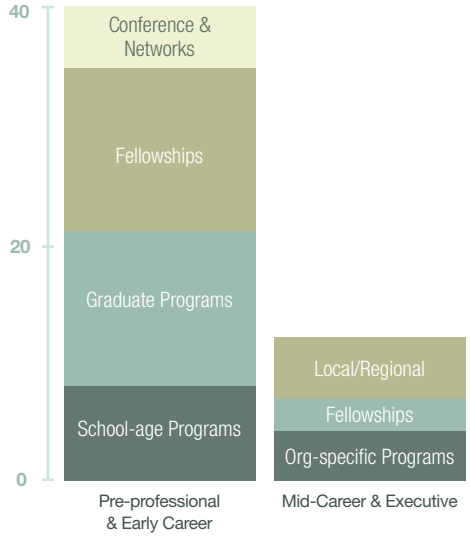
Mapping Current Activity

What professional leadership development is happening across the field of Jewish nonprofits today?

03

Bridgespan conducted a scan across the Jewish nonprofit field for existing professional leadership development programs. Through interviews, academic articles, and online research, more than 50 organizations providing leadership development programs have been identified.[9] It is important to note that the focus of this scan was on leadership development programs for **professionals** (not lay leaders) that **span multiple organizations** (not professional development training efforts happening within organizations for their employees).

NUMBER OF ORGANIZATIONS PROVIDING JEWISH PROFESSIONAL LEADERSHIP DEVELOPMENT PROGRAMS BY CAREER STAGE



A Wealth of Early Career Programs

There is a large supply of Jewish leadership programs for people in the early stages of their careers. The preliminary scan identified 40 organizations providing leadership programs for school-age and early professionals. While not specifically focused on cultivating professionals for Jewish nonprofits, programs such as leadership camps, immersion trips, and youth conferences help to foster a sense of connection to Judaism and a responsibility to give back to the community that is important groundwork for future Jewish leaders. A number

[9] A special thanks to Brenda Gevertz of the JCSA for providing feedback and input on this list.

> "As a young person, I had great experiences in identity-building and general leadership programs. But as I've moved up the career ladder, I have seen very few professional development opportunities like that."
>
> —MID-CAREER PROFESSIONAL

of graduate programs and fellowships, including the schools of Jewish communal service, serve as potential avenues for early professionals to gain the knowledge and skills needed to work at Jewish organizations. Over the past decades, there has been a decline in both the number of these programs overall and in the number of graduates emerging into the field from them.[10]

Fewer Later Career Programs

This scan identified significantly fewer programs focused on cultivating professionals in more advanced stages of their careers. Programs for mid- and senior-level professionals fell into two categories: local and regional programs and programs within large national networks.

At the local and regional levels, there are a handful of programs, often led by local Federations, to build the capacity of leaders at community-based organizations in a specific area. For instance, the Berrie Fellows Leadership Program, run by the Jewish Federation of Northern New Jersey, is a two-year intensive leadership program for high-potential mid-career professionals active in the Jewish community of northern New Jersey. It includes a series of locally held seminars, several out-of-town institutes (including one in Israel), one-on-one mentoring sessions, and an active alumni network.

The scan also identified a number of programs within large national networks that provide professional and leadership development for promising leaders within their ranks:

- Jewish Federations of North America's (JFNA) Mandel Center for Leadership Excellence provides support for hiring and developing promising leaders to local Federation affiliates. Their Executive Development Program is a two-year program that is intended to help high-potential candidates become Federation leaders (most recent cohort in 2005). In addition, JFNA's CEO Onboarding program provides new Federation CEOs with a mentor, a community advisor, a coach, and a peer cohort of other new CEOs.
- JCC Association's (JCCA) Mandel Center for Excellence in Leadership serves local JCCs with talent management support. Their Jewish Experiential Leadership Institute (JELI) is a leadership development program for mid-career and senior-management professionals at JCCs.

[10] Austin, M.; Salkowitz, T. 2009.

- Hillel provides multiple programs to cultivate and retain senior leaders within the Hillel system. The Weinberg ACCELERATE program identifies and grooms high potential mid-level talent for executive leadership. Once promoted, new directors are paired with experienced Hillel leaders within the network to provide mentorship and coaching over 18 months of transition. Additionally, the David M. Cohen Fellowship provides executive coaching, cohort learning, leadership training, and professional development stipends to high performing Executive Directors with more than three years' tenure.
- BBYO's Professional Development Institute provides mid-career professionals with an MBA and a certificate in Jewish Communal Leadership in exchange for working with BBYO for the length of their education and an additional two-year commitment to continue work in the Jewish communal field. The rationale is to build pipelines to Jewish senior management by building strong learning experiences for BBYO professionals in the program.
- The Foundation for Jewish Camp's (FJC) Executive Leadership Institute provides a professional development program for Jewish summer camp leaders. The Institute offers six sessions of training over 15 months, including a session designed and facilitated by the Center for Creative Leadership and an interactive session with lay leaders. Additionally, participants are supported by executive coaches and faculty advisors.

Apart from the few specialized internal programs mentioned above, this *scan did not uncover any programs focused on cultivating executive leaders for the field more broadly*.

While the objective of this scan was to identify programs that served professionals across organizations, it is important to note that we were able to identify a small but notable number of organizations who have made intentional investments in professional development for their internal staff. For instance, The Jewish United Fund/Jewish Federation of Metropolitan Chicago's newly-revised JLEARN program includes a wide catalog of mandatory and optional courses for cohorts of staff across the organization. The program is an integral part of organization's culture and a critical priority for senior leadership.

> "The fellowship I was a part of was an incredible experience. That cohort continues to be my strongest professional support network and some of my closest friends."
>
> —MID-CAREER PROFESSIONAL

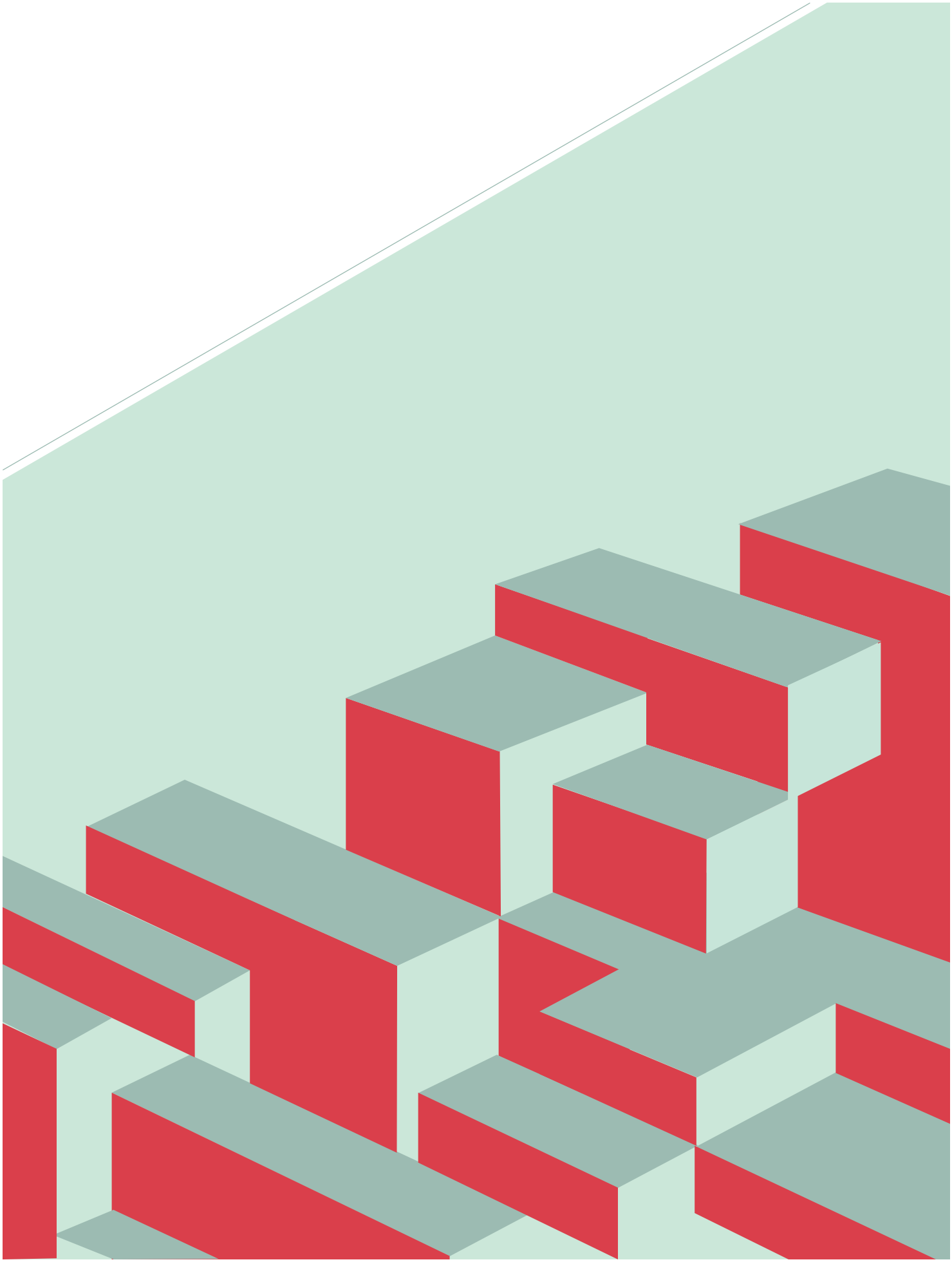
Our survey did identify a number of leadership development programs that ran for a few years and then shut down. For instance, the Professional Leaders Project, a leadership development program focused on Jewish professionals and lay leaders in their 20s, closed several years ago due to insufficient funding during the economic downturn. When designing new interventions to address this challenge, it will be important to internalize lessons learned from these past efforts.

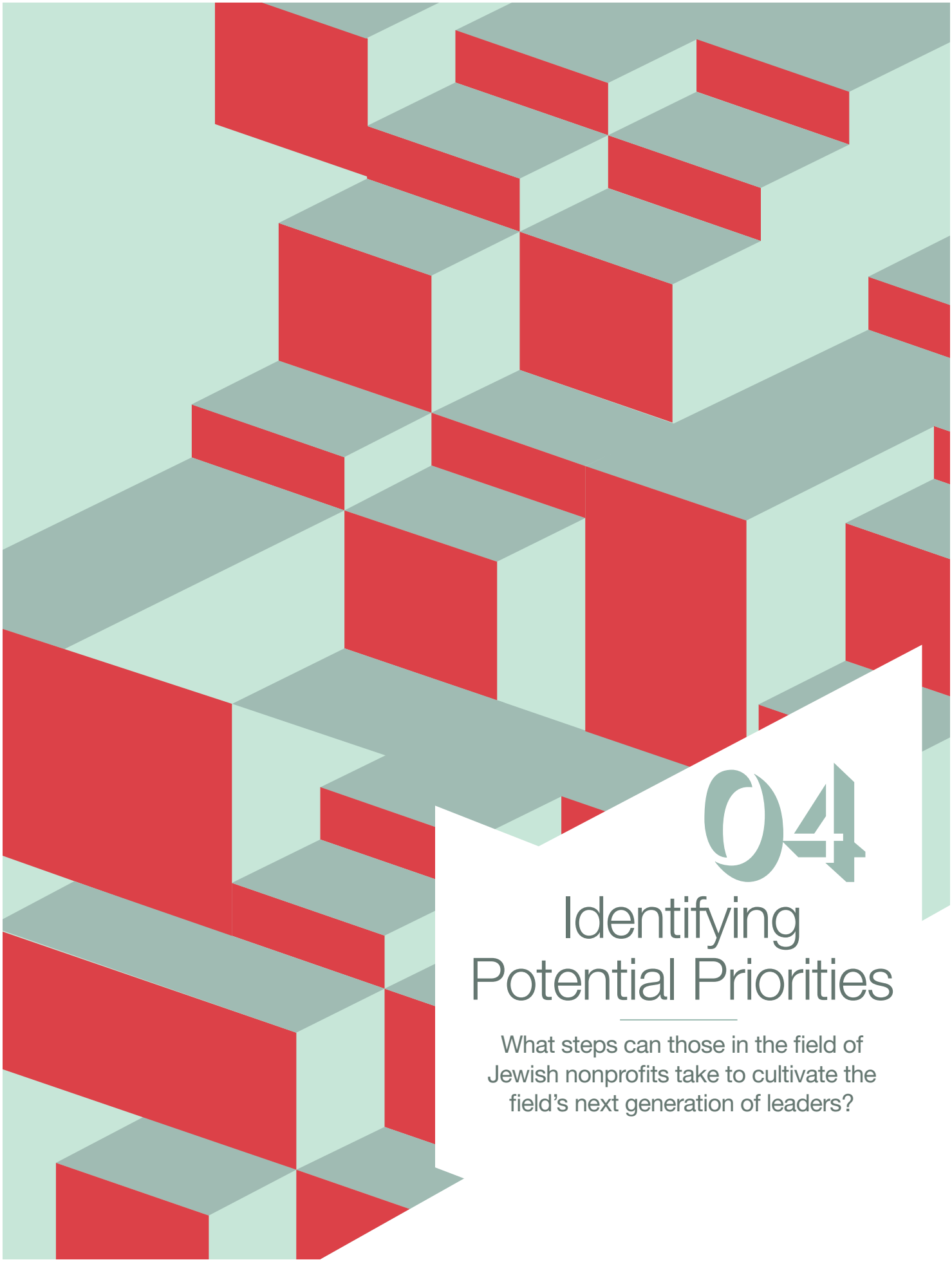
A Proliferation of Professional Associations

In addition to programs specifically focused on professional or leadership development, more than 15 professional associations that connect and inform professionals working at Jewish nonprofits were also identified. Many of these specialize in one focus area within the Jewish world (e.g., Jewish Family and Children's Services Agencies, Synagogue Executives). Although many of these have some component of professional support for their members (e.g., conferences, webinars, networking events), few have specific programs focused on cultivating senior leaders. Additionally, one interviewee mentioned that while the goal of these organizations is to unite professionals across the field, the fact that there are so many specialized associations serves as a barrier for Jewish professionals to have a unified conversation.

Few Executive Search Organizations Specializing in Jewish Organizations

Finally, this scan also identified a small ecosystem of executive search organizations available to place talent in Jewish organizations. Some of the large networks, namely JFNA and JCCA, support affiliates in conducting searches, although some Federations and Jewish agencies choose to use outside firms to support their searches. A few large for-profit search firms have supported some Jewish organizations for senior level placements, although they often don't have specialized knowledge. Only a small number of search professionals have deep expertise in the field.





04

Identifying Potential Priorities

What steps can those in the field of Jewish nonprofits take to cultivate the field's next generation of leaders?

04

Through this process, we heard a strong desire for the field to take action to address the leadership challenge and received a vast amount of input about what activities might serve to better cultivate senior leaders for the field. This input informed the near-term development of two initiatives that are currently being set into motion by interested funders, as described in detail below. A wealth of other promising ideas that surfaced through our conversations is summarized at the end of this section as a starting point for further development.

The Leadership Pipelines Alliance

As a first priority, the Leadership Pipelines Alliance is being established to create a forum for the field as a whole, across all organizational structures, to work together to address these issues. Organizations and leaders—both lay and professional—from across the field are invited to join and help drive these efforts forward.

The mission of the Alliance will be to increase the flow of high quality leadership into senior positions at Jewish nonprofits to further the health and effectiveness of the Jewish professional sector. Throughout our research we have consistently heard how critical it is to address these issues in a highly inclusive way, incorporating the perspective of multiple groups of stakeholders in solution generation. As such, the Alliance will coalesce the field around the importance of cultivating and supporting talent, promoting heightened awareness, a common language, and a shared understanding of the problem and potential solutions. It will also seek to facilitate genuine and productive collaboration between institutions in the Jewish nonprofit sector, convene thought leaders to develop a shared point of view, and galvanize investment against these priorities.

The emerging vision for the Leadership Pipelines Alliance has been established based on the following guiding principles:

"It is critically important for the Alliance to represent and include the field as broadly as possible."

—SENIOR LEADER

Guiding Principals of the Leadership Pipelines Alliance

ANCHORED IN RESULTS, designed to address the most significant and critical issues to developing strong talent pipelines

NEUTRAL AND OBJECTIVE, working across silos and acting in the interest of field as a whole rather than representing the interests of select organizations or perspectives

AS INCLUSIVE AS POSSIBLE, incorporating the perspectives of as many stakeholders as possible and generating solutions from the "bottom up" based on the needs of the constituents themselves

AS NIMBLE AS POSSIBLE, with minimal bureaucracy and streamlined decision-making processes

Structured so that it **MAINTAINS ITS RELEVANCE AND MOMENTUM OVER TIME**

FULLY FUNDED FOR A COMMITTED TIME PERIOD so that it is not burdened in the startup phase with the need to raise capital

With these goals and guiding principles in mind, the Alliance will serve three primary functions:

- **KNOWLEDGE DISSEMINATION:** The Alliance will regularly convene members to share and learn from each other, aggregate existing knowledge and best practices on leadership, conduct research on specific issues, and track and report field-wide talent metrics.
- **PROGRAM SUPPORT:** The Alliance will track leadership development programs for professionals in the field, facilitate opportunities for cross-program learning, coordinate and support working groups focused on specific projects, and serve as the legal host for (but not operate) leadership programs developed by its working groups, as needed.
- **CONSTITUENT ENGAGEMENT:** The Alliance will advocate for the importance of cultivating talent across the field, share research and best practices to inform the strategies employed by organizations in the field, and create opportunities for others in the field to engage on this issue.

The Alliance will have a two-tiered membership structure consisting of a Steering Committee, likely with a minimum funding commitment, and a General Membership category for all who are interested in staying engaged. Working Groups focused on the topics that are the highest priority for the Alliance will be formed and will include members from both categories. It is expected that the Alliance will be supported by an Executive Director and at least one additional staff member.

As of the publication of this document in early 2014, there is already promising momentum to get the Alliance underway. A core group of funders has committed enough support to cover two full years of operations for the Alliance, with the potential to provide further funding if the project shows promise in its initial years. Over the course of the spring of 2014, the initial funders will be working to put the initial elements in place to establish the Alliance: hiring an Executive Director, identifying initial priorities, and building greater participation in the Steering Committee and General Membership. Stay tuned as the Alliance gets underway for opportunities to get involved.

A CEO Onboarding Program

In addition to the Alliance, a CEO onboarding program is one of a number of projects that are in development to address specific challenges identified in the assessment. Taking the helm of an organization can be a tricky process. Best practices in the private and nonprofit sectors show that high-caliber onboarding programs can reap exponential benefits for both leaders and the organizations they serve. With more and more senior leaders retiring, the opportunity to support and influence the next generation of leaders and equip them to be change agents is particularly critical—and exciting.

The proposed program would incorporate customized support for new CEOs as well as the lay leaders and staff of the organization they are joining. It would include the following components:

"It would be fantastic to have someone help new CEOs when they begin a new job. I would have broken down in tears if someone had offered me something like this."

—CEO

Proposed Elements of CEO Onboarding Program

	Key Elements	Description
PRE-START DATE	1. Diagnostic and Self-Assessment	Common assessment is completed by search committee and CEO to diagnose CEO's personal strengths and skill gaps
	2. Lay-CEO Joint Onboarding Plan	Executive coach supports lay leaders and CEO in creating a joint onboarding plan, focused on getting up to speed on organizational culture & priorities and building relationships with key stakeholders
FIRST 6 MONTHS	3. 90-Day Action Plan	CEO sets priorities for the first 30, 60 and 90 days and executes an action plan to achieve goals with support from executive coach
	4. External mentorship	An experienced CEO from another Jewish organization is matched with the new CEO to provide neutral guidance and problem-solving
	5. Facilitated dialogues	CEO, lay leaders, and staff engage in facilitated two-way dialogues to share early feedback and surface and address any emerging issues
	6. 360-degree assessment	The CEO receives a 360-degree assessment after the first 6 months and incorporates feedback into a personal development plan
FIRST 12 MONTHS	7. Peer cohort trip to Israel	Week-long trip to Israel including visits to important Jewish sites and seminars on issues of the Jewish field and nonprofit leadership
	8. Ongoing peer events	Speakers, seminars, and workshops to continue skill-building and networking with peer cohort and enable personal reflection
	9. Executive education	Relevant executive education courses to fill in any skill gaps, as needed

Pending sufficient funding, the proposed program would serve 20 to 40 new CEOs per year, and include a rigorous selection process to identify organizations with significant reach and influence that are willing and able to invest the required time and focus to the effort. While the bulk of funding for this program will likely need to come from funders, it will also be expected that organizations contribute a small but meaningful percentage of the program costs.

Summary of other promising ideas identified during research and interviews

Beyond the two initiatives described above, our interviews and focus groups surfaced a tremendous number of ideas for what can be done to address the leadership challenges in the field of Jewish nonprofits. The following list includes some of the ideas that received the most mentions from the broadest set of audiences. Many of these ideas are potential priorities for the Leadership Pipelines Alliance or its members in the years to come.

Ideas that address the lack of investment in professional development for Jewish leaders:

- **Invest in targeted leadership development programs.** Building programs that support existing professionals was a common priority cited by interviewees, in particular, a leadership fellowship that identifies promising mid-career stars across the field and positions them for further advancement via best-in-class leadership and management training and a strong mentorship and peer cohort experience. Several foundations have already begun to consider this opportunity, and development is underway.
- **Encourage foundations to invest in talent when making grants within the sector.** This could include providing capacity-building grants to help senior leaders become more strategic and intentional about cultivating top talent within their organizations; incorporating a "talent bump" within all grants to provide extra funds to invest in talent; or making funding contingent upon meeting certain "great place to work" criteria (similar to the Jewish Organization Equality Index for LGBT issues). At a minimum, it involves leading the charge on identifying "good overhead" and educating fellow philanthropists on the importance of investing in leadership.
- **Encourage field-wide rotation programs.** Interviewees noted how difficult it is for emerging leaders to get the breadth of experience they need to take on increasingly senior roles, and how crossing silos can be perceived as a negative rather than a

> "I need development that is integrated with my job, so that I can get the skills, experience, and recognition I need to advance."
>
> —EMERGING LEADER

positive attribute. (This is seen as almost a pre-requisite in the private sector, for example.) One idea is that promising talent could be provided with in-depth experiences at a number of organizations across different functional positions to gain exposure to a host of skills and issues and to build relationships and experiences across the field, thus preparing them for senior leadership roles.

- **Invest in an online career portal for Jewish talent (i.e., a Jewish "LinkedIn").** We heard that while *jewishjobs.com* currently serves as the field's job portal, more could be done to coalesce the field around a common recruiting resource—for instance, creating a platform for emerging leaders to develop career profiles. A critical functionality would be the ability to retain a broad tent (an "open aperture" for entry that would encourage non-traditional talent) while also enabling a "recommend" function to help accomplished leaders rise to the top. Launching this portal might include pre-seeding the database with members of existing networks of selective and non-selective Jewish programs. The Charles and Lynn Schusterman Foundation is currently working on something similar for a subset of its grantees, and there is a potential to share learnings and/or expand what they build to a broader audience in the future.
- **Track data on job openings and candidates across the Jewish field.** Tracking key data could help identify challenges in the field's leadership pipelines (e.g., How many senior leadership positions are opening up each year? How many months does it take for those positions to be filled? What are the backgrounds of candidates being hired into those roles?). One possibility would be to commission a survey of the field every year or two and publish findings in a report for the field, to inform discussions about the nature of the challenge and potential solutions.
- **Provide support and resources to communities so they can build capacity and cultivate talent at the local level.** Many candidates are unwilling or unable to move geographies to take a new opportunity. To remedy this challenge, organizations from across a community could collaborate on issues of talent so they can share resources and give emerging leaders the set of experiences and expertise they need to be field leaders. Funders could work with a few communities to experiment

with tactics and create an example for collaboration efforts across the field. One tactic suggested was to jointly hire a "Chief Talent Officer" who could provide shared services to multiple organizations and help the community think strategically about identifying and cultivating top talent across the field.

- **Develop a training program for mentors.** Although many leaders are willing to contribute to others' professional development as mentors, they don't always have the special skill set required to be effective. One solution is to create a training program for senior leaders to develop these skills. Some organizations in the for-profit sector, such as Coca Cola, Ernst & Young, and Deloitte, use an external partner to help mentors and mentees understand their roles and communicate effectively.

Ideas for making jobs at traditional Jewish organizations more attractive:

- **Establish field-wide criteria for what it means to be a great place to work and educate organizations about these best practices.** This would involve using best practices from the nonprofit and for-profit sectors to develop a definition of key characteristics of effective talent cultures, and then launching a campaign to educate organizations and help them assess their cultures. It could also include investing in a few organizations as proof points to demonstrate what it takes to evolve an organization on these criteria.
- **Develop a "Great Place to Work" index or "Top 10" award that surveys employees and ranks organizations based on the criteria described above.** This would create an incentive for organizations to invest in addressing their cultures as a way to attract and recruit high-quality talent.
- **Work with lay leaders and donors to be effective stewards of talent-focused cultures.** Many donors pressure their grantees to minimize overhead, and this in turn leads to fewer investments in the professional culture and leadership development. Unquestionably, lay leaders need to be engaged in leading these efforts so they understand these perspectives, can contribute to the solutions, and have

> "You can have all the leadership programs in the world, but if the organizations aren't great places to work and grow, high-quality leaders will not be attracted to and stay in the field."
>
> —SENIOR LEADER

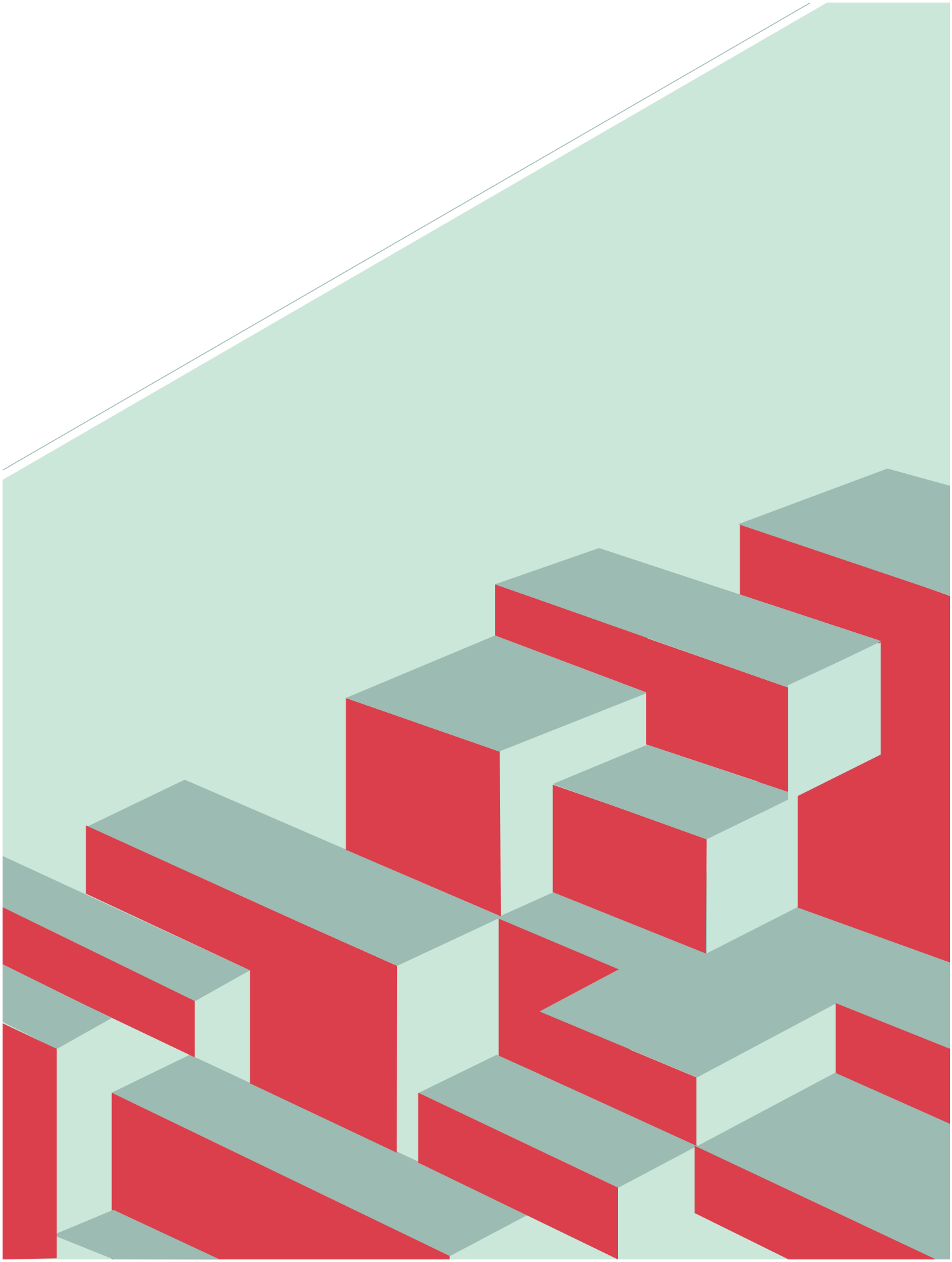
effective support in governing their organizations. Many interviewees felt the proposal for a Joint Commission for Professional Talent Recruitment and Retention to engage lay leaders was a promising first start in this endeavor.

- **Support organizations in designing family-friendly leadership roles.** Gather and disseminate best practices (such as scoping realistic job descriptions and facilitating flexible work arrangements) for attracting and retaining women and men who aspire to balance leadership positions with family responsibilities. Provide technical assistance to organizations seeking to create more inclusive and sustainable work environments for their senior teams and advise search committees seeking to attract diverse slates of candidates to executive positions.
- **Help funders identify opportunities to recognize and reward dedication to the field.** A number of benefits could be provided to leaders to incentivize them to stay in the field and show appreciation for their service (e.g., sabbaticals, debt forgiveness programs, tuition coverage for Jewish day schools).

A Call to Action

Cultivating outstanding leaders is the most powerful lever that organizations have towards becoming more innovative, adaptive, and results-oriented. Now, more than ever, it is critical to address the root causes that hinder the field of Jewish nonprofits from having the outstanding leaders it needs. It will take hard work and collaboration from across the field. But there is cause for optimism: The Jewish community is blessed with a talented base of current and aspiring leaders—professionals, volunteers, and funders—who are committed to the community and will ensure its success.

Get involved: Share this report with others. Join the Alliance as a funding Steering Committee member, a General Member, or as a Member of a Working Group. Identify ways you can change your own board and workplace culture and behaviors to better cultivate talent. Bring your talents to bear on this important challenge.



Appendices

List of Interviews and Focus Groups

Related Resources on Jewish Leadership

Preliminary Inventory of Jewish Professional Leadership Development Programs

APPENDIX A: List of Interviews and Focus Groups

Over 160 people, representing a mix of career stage, geography, lay/professional, and type of Jewish organizations, gave their input as part of this research.

ONE-ON-ONE INTERVIEWS WITH JEWISH LEADERS:

- **Elka Abrahamson,** Wexner Foundation
- **Vicki Agron,** Vicki Agron Consulting, LLC
- **Joshua Avedon,** Jumpstart
- **Marc Baker,** Gann Academy
- **Will Berkovitz,** Jewish Family Service of Seattle
- **Aaron Bisman,** Former CEO JDub Records
- **Laurie Blitzer,** McKinsey and Company
- **Michael Bohnen,** Adelson Foundation
- **Jennifer Bol,** Spencer Stuart
- **Shifra Bronznick,** Advancing Women Professionals
- **David Bryfman,** The Jewish Education Project
- **Jeremy Burton,** Jewish Community Relations Council of Greater Boston
- **Sandy Cardin,** Schusterman Family Foundation
- **Phyllis Cook,** Helen Diller Family Foundation
- **Alisa Doctoroff,** UJA Federation of NY
- **David Edell,** Development Resource Group
- **Chip Edelsberg,** Jim Joseph Foundation
- **David Eisner,** TheMarkets.com
- **Shep Englander,** Jewish Federation of Cincinnati
- **Barry Finestone,** JCC San Francisco
- **Eric Fingerhut,** Hillel
- **Jeremy Fingerman,** FJC
- **Allan Finkelstein,** JCCA
- **Laura Freedman,** Berrie Fellows Program
- **Misha Galperin,** Jewish Agency for Israel
- **Brenda Gevertz,** JCSA of North America
- **Alan Gill,** JDC
- **Eric Goldstein,** Paul, Weiss, Rifkind, Wharton & Garrison
- **Alia Gorkin,** Jewish Community Federation and Endowment Fund
- **Jennifer Gorovitz,** Jewish Community Federation and Endowment Fund
- **Matthew Grossman,** BBYO
- **Gordon Hecker,** Columbus Jewish Federation
- **Deborah Joselow,** UJA Federation of NY
- **Marjory Kaplan,** Jewish Community Foundation of San Diego
- **David Katznelson,** Jewish Community Federation and Endowment Fund
- **Scott Kaufman,** Jewish Federation of Metro Detroit
- **Idit Klein,** Keshet
- **Justin Korda,** ROI Summit
- **Marc Kramer,** RAVSAK
- **Robin Kramer,** Reboot

- **Alisa Kurshan,** UJA Federation of NY
- **Yehuda Kurtzer,** Shalom Hartman Institute
- **Shawn Landres,** Jumpstart
- **Frederick Lawrence,** Brandeis University
- **Rachel Levin,** Tabankin Associates, Reboot
- **Richard Levin,** Richard Levin Associates
- **Adam Levine,** Circle of Service
- **Joy Levitt,** JCC Manhattan
- **Keith Libman,** Libman, Goldstine, Kopperman & Wolf
- **Elissa Maier,** JFNA Mandel Center
- **Ruth Messinger,** American Jewish World Service
- **Josh Miller,** Jim Joseph Foundation
- **Rachel Monroe,** Harry & Jeanette Weinberg Foundation
- **Larry Moses,** The Wexner Foundation
- **Steve Nasatir,** Jewish United Fund/ Jewish Federation of Metropolitan Chicago
- **Dawne Bear Novicoff,** Jim Joseph Foundation
- **David Phillips,** Jewish Federation of Palm Beach
- **Jonathan Prosnit,** Congregation Beth Am
- **Steven Rakitt,** Jewish Federation of Greater Washington
- **Rafi Rone,** Joseph and Harvey Meyerhoff Family Charitable Funds
- **Jim Rosenberg,** Jewish United Fund/Jewish Federation of Metropolitan Chicago
- **Gila Safran Naveh,** University of Cincinnati
- **Jay Sanderson,** Jewish Federation of Los Angeles
- **Nigel Savage,** Hazon
- **Jodi Schwartz,** Wachtell, Lipton, Rosen and Katz
- **John Shapiro,** Chieftain Capital Management
- **Barry Shrage,** Combined Jewish Philanthropies
- **Jerry Silverman,** JFNA
- **Jacob Solomon,** Greater Miami Jewish Federation
- **Jeff Solomon,** The Andrea & Charles Bronfman Philanthropies
- **Andres Spokoiny,** Jewish Funders Network
- **Rachel Sternberg,** Jewish Federation of Metro Chicago
- **Lisa Tabak,** Jewish Community Foundation East Bay
- **Marc Terrill,** The Associated: Jewish Community Federation of Baltimore
- **Rhoda Weisman,** Consultant
- **Caren Yanis,** Crown Family Philanthropies

OTHER LEADERSHIP EXPERTS INTERVIEWED:

- **Matthew Brown,** Johnson & Johnson
- **Julie King,** Nonprofit Professionals Advisory Group
- **Josh Kucher,** LinkedIn
- **Lisa McGill,** Youth Transition Funders Group
- **Terri Radcliff,** YMCA of the USA
- **Pier Rogers,** Axelson Center for Nonprofit Management
- **Nicki Roth,** Roth Consulting Associates
- **Josh Slimmer,** Jericho HR
- **Vijayalakshmi Srinivasan,** Bank of America
- **Kathleen Yazbak,** Ridgeway Partners

IN-PERSON FOCUS GROUPS:

New York

Hosted at the UJA Federation of NY on 10/28

- **Anat Barber,** UJA Federation of NY
- **Aaron Dorfman,** AJWS
- **Lyn Light Geller,** UJA Federation of NY
- **Stephanie Ives,** AJWS (former)
- **Elie Kaunfer,** Mechon Hadar
- **Aliza Kline,** Mayimm Hayyim (former)
- **Alex Roth-Kahn,** UJA Federation of NY

New York

Hosted by The Wexner Foundation on 11/14

- **Stefanie Zelkind,** Jewish Teen Funders Network
- **Deborah Leipzig,** JFNA
- **Andrea Fram Plotkin,** Jewish Home Lifecare
- **Noah Cheses,** Slifka Center/Yale Hillel
- **Mordy Walfish,** Repair the World
- **Julie Finkelstein,** Slingshot
- **David Rendsburg,** Hazon
- **Samantha Pohl,** Temple Shaaray Tefila
- **Hindy Poupko,** JCRC-NY
- **Emily Loubaton,** AJWS
- **Ezra Shanken,** UJA Federation of New York
- **Ari Weiss,** NEXT Birthright Israel Foundation
- **Anat Barber,** UJA-Federation of NY

Baltimore

Co-hosted by The Harry and Jeanette Weinberg Foundation and The Joseph and Harvey Meyerhoff Family Charitable Funds on 11/25

- **Jonathan Cannon,** Consultant
- **Barak Hermann,** Baltimore JCC
- **Michael Hoffman,** The Associated
- **Jakir Manela,** Pearlstone Retreat Center
- **Jill Max,** Baltimore Hebrew Institute
- **Adam Rosenberg,** Baltimore Child Abuse Ctr
- **Rachel Siegal,** Pearlstone Retreat Center

Cincinnati

Two focus groups hosted at the Jewish Federation of Cincinnati on 12/10:

Discussion among lay leaders:

- **Andy Berger,** Katz Teller
- **Barry Elkus,** Baldwin Gilman
- **Suzette Fisher**
- **Amy Katz,** Baker & Daboll
- **Leslie Newman**
- **Jay Price,** Proctor and Gamble (Retired)
- **Haviva Randolph,** Clinical Psychologist

Discussion among professionals:

- **Peter Bloch,** Jewish Vocational Service
- **Carol Silver Elliott,** Cedar Village
- **Shep Englander,** Jewish Federation of Cincinnati
- **Marc Fisher,** Mayerson JCC
- **David Hoguet,** Jewish Cemeteries of Greater Cincinnati
- **Brian Jaffee,** Jewish Foundation of Cincinnati
- **Jan Katzew,** Hebrew Union College
- **Barbara Miller,** Jewish Federation
- **Zev Pam,** Cincinnati Hebrew Day School
- **Rachel Sabath,** Hebrew Union College
- **Kathleen Shannon,** Halom House
- **Sharon Stern,** University of Cincinnati Hillel

VIRTUAL FOCUS GROUPS

We also hosted 8 virtual focus groups via Google Hangout and conference calls. These participants included:

- **Ilana Aisen,** Repair the World
- **Ben Berger,** Wexner Foundation
- **Jacob J Cytryn,** Camp Ramah in Wisconsin
- **Kate Eisenpress,** Teach for America
- **Danielle Foreman,** Koret Foundation
- **Ana Fuchs,** Jewish Kids Groups
- **Avital Ingber,** Jewish Federation of Greater Washington
- **Shana Teig Kantor,** Hillel, University of Miami
- **Michael A. Kay,** Schechter Westchester
- **Eli Kornreich,** Jewish Community Project of Lower Manhattan
- **Alexandra Kuperman,** Centre for Jewish Innovation
- **Alison Laichter,** Jewish Meditation Center
- **Daniel Lange,** Camp Poyntelle Lewis Village
- **Meggan Levene,** City Year
- **Shayna Mora,** Teach for America
- **Yehuda Neuberger,** AST Fund Solutions, LLC
- **Gideon Pollak,** Claridge, Inc.
- **Naomi Rabkin,** Leichtag Foundation
- **Justin Rosen Smolen,** PresenTense
- **Danielle Rugoff,** AIPAC (former)
- **Joanna Samuels,** The Manny Cantor Center
- **Yoni Sarason,** Birthright Israel NEXT
- **Jane Scher,** National Conflict Resolution Center
- **Rob Schlissel,** Empire Entertainment
- **Ben Schumacher,** Teach for America
- **Yona Shem-Tov,** Encounter Programs
- **Rebecca Voorwinde,** Bronfman Youth Fellowships in Israel
- **Emily Walsh,** B'nai Jeshurun
- **Ruthie Warshenbrot,** Wexner Foundation
- **Naomi Korb Weiss,** PresenTense
- **Michelle Westmiller,** Graduate Student
- **Amy Witt,** Chicago Run
- **Heather Wolfson,** Avi Schaefer Fund

APPENDIX B: Related Resources on Jewish Leadership

An Impact Story: Foundation for Jewish Camp. Center for Creative Leadership. September 2012.

Enriching Lives, Inspiring Commitment, Delivering the Jewish Future. Hillel's Five Year Strategic Plan for the USA. May 2006.

Executive Leadership Institute III: Program and Application Information. Foundation for Jewish Camp, Executive Leadership Institute. 2011.

The Jewish Innovation Economy: An Emerging Market for Knowledge and Social Capital. Jumpstart, The Natan Fund, and The Samuel Bronfman Foundation. 2011.

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APPENDIX C: Preliminary Inventory of Jewish Professional Leadership Development Programs

The following is a work-in-progress list of organizations that provide leadership development to current and future Jewish leaders. While not meant to be a comprehensive summary of all programs, this working document can help illuminate the landscape of offerings, surface any gaps, and assess opportunities for collaboration in the future. *We welcome feedback on how to make this more accurate and complete*.

Organization	Target professional	Segment	Program(s)
NATIONAL PROGRAMS			
Jewish Federations of North America ★	Mid-career and Executive Support to local Federations for hiring and leadership development	Organization-specific programs	*Mandel Center for Leadership Excellence* *Executive Development Program (Executive)* *New CEO Onboarding Program (Executive)* *Fundraising University (Mid-Career/Executive)* *I-LEAD Annual Professional Development Seminar (All professionals)*
Jewish Community Centers of North America ★	Mid-career and Executive Support to local JCCs for hiring and leadership development	Organization-specific programs	*Mandel Center for Excellence in Leadership and Management* *Executive Development Training Program (EDTP) (Executive)* *Jewish Experiential Leadership Institute (JELI) (Mid-career)*
Hillel ★	Mid-career and Executive New and experienced executives in the Hillel network	Organization-specific programs	*David Cohen Fellowship for Hillel Professionals (Executive)* *New Director's Institute (Executive)* *Harrison Leadership and Professional International Development Program (Mid-career)* *Weinberg ACCELERATE (Mid-career)*

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Organization	Target professional	Segment	Program(s)
BBYO ★	Mid-career	Organization-specific programs	*Professional Development Institute (Mid-career)*
Bend the Arc ★	Mid-career Managers at organizations (Jewish/non Jewish)	Fellowships	*Selah Leadership Program*
Foundation for Jewish Camps ★	Mid-career Current Jewish camp directors	Fellowships	*Executive Leadership Institute*
Joshua Venture Group ★	Jewish social entrepreneurs	Fellowships	*Dual Investment program*
ROI Summit ★	Early/Mid-career	Conferences and networks	*Schusterman Foundation and Taglit Birthright Israel*
Young Jewish Leadership Concepts ★	Early career	Conferences and networks	*Young Jewish Leadership Concepts*
PresenTense ★	Early/Mid-career	Fellowships	*Community Entrepreneur Partnership*
Dorot Fellowship ★	Early career 22-29; American/Canadian Jewish professionals	Fellowships	*Dorot Foundation*
Jewish Community Foundation of San Francisco, the Peninsula, Marin and Sonoma Counties ★	Early/Mid-career 25-45 volunteer leaders	Fellowships	*LGBTQ Pathways to Jewish Leadership*
Schusterman Foundation ★	Early career 25-30; Teach for America/select Teach for All teachers/education reformers	Fellowships	*REALITY*
Wexner Foundation ★	Early career 21-40 in graduate programs	Fellowships	*Wexner Graduate Fellowships* *Wexner Field Fellowships*
American Jewish University ★	Early career	Graduate programs	*MA in Jewish Communal Studies*
Brandeis University ★	Early career Jewish professionals with "some relevant work experience"	Graduate programs	*Hornstein Jewish Professional Leadership Program* *MA in Jewish Professional Leadership + (MBA, MPP, or BA/MA in Near Eastern and Judaic Studies)*
Columbia University School of Business/Institute for Non-Profit Management for Jewish Communal Services (UJA Fed of NY) ★	Early career	Graduate programs	

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Organization	Target professional	Segment	Program(s)
Gratz College ★	Early career	Graduate programs	*MA in Jewish Communal Service* *Certificates in Jewish Communal Service and nonprofit management*
International Institute for Secular Humanistic Judaism ★	Early career	Graduate programs	*Leadership Program*
Northwestern University School of Continuing Studies and Spertus Institute for Jewish Learning and Leadership ★	Early career Jewish professionals w/ 3-5 years' experience	Graduate programs	*MA in Jewish Professional Studies*
NYU ★	Early career	Graduate programs	*MA in Judaic Studies + MPA in Nonprofit Management* *MA, PhD Education & Jewish Studies* *Graduate Programs in Education and Jewish Studies*
School of Jewish Nonprofit Management ★	Early career Jewish professionals committed to supporting Jewish causes in NA	Graduate programs	*Master in Jewish Nonprofit Management*
The Jewish Theological Seminary of America ★	Early career	Graduate programs	*Jewish Studies & Social Work Program* *Jewish Studies & Public Administration Program*
Towson University ★	Early career	Graduate programs	*MA, PhD in Judaic Studies* *MA in Jewish Communal Services* *MA in Jewish Education*
World Union of Jewish Students (WUJS) Institute ★	Early career	Graduate programs	*6 month graduate immersion*
University of Michigan ★	Early career	Graduate programs	*Jewish Communal Leadership Program*
Yeshiva University: Wurzweiler School ★	Early career	Graduate programs	*Certificate in Jewish Communal Service + MSW*
American Jewish Archives ★	Pre-professional	School-age programs	*Leadership Retreats*
Birthright ★	Pre- professional	School-age programs	*Birthright Israel Foundation*
Jewish Volunteer Connection ★	Pre-professional	School-age programs	*Students taking action for Change*
NCSY ★	Pre-professional	School-age programs	*Jewish Overseas Leadership Training*

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Organization	Target professional	Segment	Program(s)
Tulane Hillel ★	Pre-professional College (Tulane students)	School-age programs	*Tulane Jewish Leaders*
Yiddish Book Center ★	Pre-professional 18-22; Jewish college campus leaders	School-age programs	*Cowl Jewish Leadership Program*
LOCAL AND REGIONAL PROGRAMS			
UJA-Federation of New York—Wiener Educational Center ★	Pre-professional/Early career/ Mid-career/Executive	Fellowships Graduate programs Local and regional programs	*High Impact Strategies for Experienced Managers (Mid-level)* *Institute for Not for Profit Management for Jewish Communal Service (Executive)* *Institute for Jewish Professional Leadership (early career)*
Rutgers University ★	Executive CEO, #2 at local Jewish Federations	Local/regional programs	*New Jersey Jewish Leadership Forum*
Jewish Federation of Greater Austin; Leadership Austin ★	Mid-career 45 & under professionals; 2 yrs. professional experi-ence; Committed to Austin for >5yrs	Local/regional programs	*J Lead*
Jewish Federation of Northern Jersey ★	Mid-career Jewish organization leaders	Local/regional programs	*Berrie Fellows Program*
Jewish Federation of Saint Louis ★	Mid-career Jewish leaders in Saint Louis	Local/regional programs	*Millstone Fellows Program*
Baltimore Jewish Council ★	Early/Mid-career Jewish professionals in Baltimore area	Fellowships	*BJC Leadership Development Program*
Darrell Friedman Institute ★	Early career Jewish professionals in the Baltimore area of <3 years of experience in Jewish communal sector	Fellowships	*Weinberg Center (Baltimore)*
Jewish Federation of Greater Atlanta ★	Early/Mid-career	Fellowships	*Emerging Leader Project* *Prote-J*

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Organization	Target professional	Segment	Program(s)
Jewish Federation of Greater Metrowest New Jersey ★	Early career	Fellowships	*Arthur Borinsky Young Leadership Development Program*
Jewish Federation of Greater New Orleans ★	Early career Jewish professionals committed to Greater New Orleans	Fellowships	*Lemann-Stern Leadership Development Program*
Jewish Federation of Greater Orlando ★	Early/Mid-career	Fellowships	*Jerome J Bornstein Leadership Program*
Jewish Federation of Los Angeles ★	Early/Mid-career and Pre-professional	Fellowships	*National Young Leadership Cabinet (Early, Mid-career professional)* *New Leaders Project (Early professional)* *Young Adults of Los Angeles (Pre-professional)*
Jewish Federation of Metropolitan Detroit ★	Early/Mid-career	Fellowships	*Community Connections* *LINC* *Women's Solicitation and Leadership Seminar*
Jewish Federation of Greater Washington ★	Early/Mid-career	Conferences and networks	*ConnectGens Fellowship (Early, Mid-career Professional)* *NEXUS (Early Professional)* *NEXT DC (Early professional)*
Jewish Federation of Southern Arizona ★	Early/Mid-career 22-45	Conferences and networks	*Young leadership development cabinet*
Greater Miami Jewish Federation ★	Pre-professional 15-18; Three sites Miami, Israel and Buenos Aires	School-age programs	*Kulanu Leadership Project*
Jewish Federation of Greater Philadelphia; Satell Family Foundation ★	Pre-professional 16-18	School-age programs	*Satell Teen Fellowship*
Jewish Volunteer Connection ★	Pre-professional	School-age programs	*Diller Baltimore Teen Fellows*

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Organization	Target professional
PROFESSIONAL ASSOCIATIONS	
Jewish Communal Service Association of North America	All professionals Jewish communal service professionals
Jewish Community Centers of North America	All professionals Leaders and staff of JCCs
Jewish Federations of North America	All professionals Leaders and staff of Federations
Jewish Funders Network	All professionals Jewish philanthropic professionals of foundations w/ >25k annual expenses
Association of Jewish Aging Services	All professionals Leaders and staff of homes and residential facilities for Jewish elderly
Association of Jewish Family and Children's Services	All professionals Leaders and staff of Jewish nonprofit agencies providing social services
Association of Jewish Vocational Services	All professionals Leaders and staff of human service agencies
National Association of Jewish Chaplains	All professionals Jewish chaplains
Gay Jewish Professional Network	All professionals
Jewish Women's Professional Network	All professionals
Jewish Networking Alliance	All professionals
North American Association of Synagogue Executives	Executive Synagogue executive directors
ROI Community	Early/Mid-career
Young Jewish Professionals	Pre-professional/Early career

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By Susan Wolf Ditkoff & Libbie Landles-Cobb

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