

Position and Candidate Specification



Combined Jewish Philanthropies of Greater Boston

President and Chief Executive Officer

PREPARED BY:

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Combined Jewish Philanthropies (CJP) is at the heart of Greater Boston's Jewish community, but its reach is felt around the world. Our mission is to inspire and mobilize the diverse Boston Jewish community to engage in building communities of learning and action that strengthen Jewish life and the world around us.

Founded in 1895 as the Federation of Jewish Charities of Boston, the organization has grown tremendously in terms of members, scope of impact, and dollars raised. Today CJP is the third largest Federation in North America out of 160 such organizations. For fiscal year 2017, CJP will invest over \$64 million in the community. CJP is recognized as one of the most efficiently operated, fastest growing, and most successful Jewish Federations in the country and was recently ranked as the largest nonprofit in Massachusetts by the *Boston Business Journal*.

In addition to raising funds for its programmatic agenda and to support community organizations, CJP manages philanthropic capital totaling \$1.76 billion, comprised of its own permanent endowment, the assets of 85 Jewish organizations that invest their own endowments with CJP as Partners and Co-Investors, and a Donor Advised Fund program that distributed \$110.6 million in grants locally, nationally, and globally last year. The organization has developed a strong planned giving program to help grow CJP's endowment and secure the community's future.

In addition to CJP's staff of nearly 170, one of the organization's greatest assets is its network of approximately 800 volunteers who devote their time, expertise, and connections to help the organization in its governance, operations, fundraising, strategic planning, public affairs, and more.

COMMUNITY CONTEXT

CJP has become a highly complex and multi-faceted organization, with dozens of strategic programs impacting people in Greater Boston, nationally, and internationally. The next leader of CJP will join the organization at an auspicious time. The CJP community invested in developing a strategic framework in recent months, and the new President and CEO will inherit the in-depth thinking and analysis from this process.

The 2015 Greater Boston Jewish Community Study revealed significant changes in the community over the past 10 years – re-urbanization (where there are relatively few synagogues and traditional Jewish institutions), significant shifts in denominational affiliation, and a diversity in backgrounds (many more Israelis and Russians) – which has impacted the ways of engaging community and in the sources from which people derive meaning. Most significantly, young adults are coming of age in a unique context that shapes their values: almost half are children of interfaith parents, many are skeptical about particularism, and suspicious of conformity and institutionalism. While successful synagogues and other organizations continue to create vibrant communities for many in our community, there is also a growing interest – particularly among Israelis, Russians, LGBTQ, and young adults – in new spiritual and cultural outlets.

Moreover, Israel – once a source of unifying pride for American Jews – has become a polarizing topic for many in the community. The challenge is to foster broad engagement of diverse viewpoints and inspire those, who do not see Israel as relevant to their lives, to understand its profound significance to the Jewish people. In light of

this and other political issues that have the power to divide, CJP's role in bringing the community together in pursuit of collective goals has never been more important.

Philanthropy is also changing. Donors are increasingly results-focused and data-driven. Seeking to feel the impact of their gifts, they prefer directed giving over donating unrestricted funds to large umbrella organizations. Millennial donors approach philanthropy with a particularly global, social, and inclusive outlook.

Trends like these have shaped CJP's vision and strategy over the years. These latest insights from the 2015 study underscore the organization's focus in five areas:

- Caring: Ensure that every vulnerable person in our community has access to the services needed to move from crisis to stability
- Justice: Work to build a more just and peaceful world
- Jewish Life and Learning: Enable our diverse community to experience the richness of Jewish life
- Israel: Inform, engage, and empower our community to effectively engage with and support Israel's future
- Community: Invest in the leadership and resource capacity of the community

FINANCIAL AND OPERATIONAL HIGHLIGHTS

Staff: ~170

Total annual budget: \$64.4 million

Endowment: \$1.76 billion, inclusive of Endowment, Donor Advised Funds and other assets as well as philanthropic capital managed for other organizations

For more information about CJP, please visit: <https://www.cjp.org/>

The President and Chief Executive Officer (CEO) of CJP represents the Jewish community in the Greater Boston area. With a focus on supporting and serving the Jewish community in a courageous and inclusive manner, the CEO is responsible for providing strategic leadership and bringing the community to the next level of engagement and impact. She/He will be able to attract the best volunteers and professionals – including those of the next generation – to the organization and will drive operational excellence. She/He will act as CJP's chief spokesperson and as an ambassador and advocate for the region's Jewish community, clearly articulating its needs and values, and inspiring and engaging all members of this vibrant and diverse community. The CEO will also serve as a leading convener for the Greater Boston Jewish community as well as CJP's chief fundraiser. Skilled at creating and nurturing relationships, he/she will be genuinely energized by being with other people. It is essential that the CEO demonstrates a keen love of Jewish life and learning.

KEY RESPONSIBILITIES

- Shape CJP's going-forward strategy to drive engagement and impact:
 - Informed by the strategic framework and by on-going discussions, communicate a coherent and compelling vision that inspires already active members of the community, attracts the next generation, and creates multiple opportunities for the unengaged to become involved with CJP.
 - Develop a clear and actionable set of priorities for CJP that will address the critical issues for the Jewish community in the Greater Boston area, nationally, in Israel, and other parts of the world.
- Convene the Jewish Community:
 - Be an active voice for the Jewish community on the critical and complex issues it faces and harness the resources and support required to effectively drive inclusion and action.
 - Create and maintain a big tent for the Greater Boston Jewish community that includes diverse stakeholders and connects individuals collectively across the community.
- Build CJP's Resources:
 - Provide leadership for all of CJP's fundraising efforts. Increase discretionary funding by actively engaging existing and new donors in CJP's key priorities and needs.
- Develop innovative new approaches to fundraising:
 - Diversify the donor base, increase campaign participation, and develop the next generation of donors.
- Build a world-class organization:
 - Recruit, develop, and retain top talent, build high-functioning teams and robust systems and practices.
 - Nourish an organizational culture that will continue to support growth, innovation, and change.

DESIRED OUTCOMES – WHAT WE WILL ACCOMPLISH

- CJP will drive increased engagement in service and participation across the Jewish community. In particular, CJP will develop and implement successful new models that engage emerging groups – the next generation, Russians, Israelis, LGBTQ, and others – in ways that are meaningful to them.
- The priorities of the community will be well understood and communicated; CJP's impact model will be well-aligned and measurable against those priorities and will have the ability to flex and adapt as the needs of the community change and evolve. CJP will actively measure impact and share results.
- CJP will be an inspiring and trusted convener within the community, with the ability to drive a strong sense of inclusiveness and comity, even in the face of divisive or controversial issues which, without CJP's leadership, could divide the community.
- CJP will have active and productive partnerships throughout the non-Jewish community.
- CJP's fundraising model will be reimagined and reinvented in ways that are responsive to the changes in donor attitudes and CJP community priorities and allow CJP to grow resources for the community.
- CJP will be a high-functioning organization that attracts, develops, and retains top talent with a strong organizational culture characterized by purpose, caring, and innovation, deeply rooted in Jewish values.

Grounded in Jewish values, the President and CEO of CJP will be an inspirational leader and skilled institution-builder with an abiding love for the Jewish people and a deep commitment to nurturing and strengthening the Jewish community. The CEO will be present and highly visible in the Jewish community, investing the time to listen and understand the evolving needs of all of its constituencies. With a keen ear, political savvy, and excellent judgment, she/he will excel at building, maintaining, and leveraging relationships with a myriad set of stakeholders, both Jewish and non-Jewish, in the Greater Boston area, along with key national and international partners. The CEO will establish herself/himself as a trusted partner to the Board, a dedicated leader and mentor to the staff, and an influencer and convener in the community.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Focus

CJP is one of the most innovative and successful Jewish Federations in North America. During a time in which there is tremendous change both in the Jewish community and in philanthropy, it is essential that the next President and CEO:

- Understand the many ways in which both the Jewish community and philanthropy are evolving, including the implications for current and future programmatic initiatives and funding.
- Articulate a vision and direction for CJP that engages and energizes the entire Jewish community.
- Meet people where they are in their Jewish journey, and provide multiple ways to engage with CJP. Of particular importance, prioritize a deep commitment to engaging and developing the next generation of individuals and leaders within the Jewish community.

Leading Change

At a time of change both within CJP and externally, the next CEO must continue to build a culture that is innovative, dynamic, and nimble. The next President and CEO will:

- Create and nurture an environment that encourages bold thinking and risk-taking. Convene thought-leaders and engage a broad range of constituents in imagining the highly effective federation of the future.
- Develop and empower change-leaders across the organization. Identify and involve key influencers, volunteers, and community partners in the design and implementation of change initiatives.
- Build innovative new models for engagement and convening that inspire individuals to participate in CJP's initiatives and support the Jewish community.

Organization Building

A large complex organization with outsized impact and evolving demands, CJP must develop a strong organizational framework to accomplish its ambitious goals. To do this, the next President and CEO will:

- Attract, develop, and motivate a talented staff within the organization and inculcate the environment with a strong sense of teamwork.
- Drive organizational performance across multiple dimensions – processes, practices, and systems – for measurable positive impact both internally (e.g. professional and career development, diversity and inclusion) and externally (e.g. impact, fundraising, thought leadership, and influence).
- Create an organizational structure that is both robust and flexible, permitting the organization to be highly effective, responsive, and fluid.

Collaborating and Influencing

The CEO will be a strong relationship builder who is comfortable in most settings and who has deep experience serving as the external face of an organization. In addition to excelling as a convener, she/he will play a leadership role in supporting and nurturing the broader Jewish community in the Greater Boston area. The next President and CEO will:

- Develop strong, authentic relationships with people. She/He will listen well, connect with people, and care deeply about individuals, families, and the Jewish community as a whole.
- Demonstrate keen and sophisticated influencing and negotiation skills, adapting to the individual, organization, and/or situation.
- Build partnerships with individuals, as well as local and national agencies and organizations, based on a shared commitment to the Jewish community and Jewish values, embracing differences in opinion to advance a common shared set of goals.

OTHER PERSONAL CHARACTERISTICS

- Deeply committed to the Jewish people
- Authenticity and the highest level of integrity
- Intellectual heft and curiosity
- Commitment to diversity and inclusion
- Courage coupled with judgment and stamina
- Demonstrable connection with the next generation
- Energy

IDEAL EXPERIENCE

10+ years of senior leadership experience in a complex, multi-stakeholder organization

Management experience at the organizational level is preferred; management at the department level is required.

Experience serving as the public face of an organization

Outstanding verbal, written, and social media communication skills as well as empathetic listening skills.

Proven track record of fundraising

Individuals with no experience in the nonprofit sector must demonstrate comparable experience in their sector, including success at cultivating relationships and asking for, obtaining, and structuring financial and in-kind support, either as a CEO, a volunteer fundraiser, or as an executive leader.

Experience working with a Board

Experience serving as principal advisor, partner, and liaison to a Board.

Substantive knowledge of Jewish thought, history, and culture

A deep love of the Jewish people and a demonstrated ability to incorporate Jewish learning into communications and leadership style.

Passion for and knowledge of Israel

A great supporter of Israel.

Bachelor's degree

An advanced degree is preferred.

APPLICATIONS OR NOMINATIONS

To apply or nominate an individual for this position, please send an email with resume and cover letter, if applicable, to CJPPresident@SpencerStuart.com.