



National Young Leadership Cabinet Operations Manual

First Amendment Approved and Adopted October 17, 2018

1. **Mission Statement**: National Young Leadership Cabinet - the premier leadership development program of The Jewish Federations of North America - educates and connects the next generation of global Jewish leaders and philanthropists.
2. **Vision Statement**: Cabinet envisions vibrant Jewish communities in North America, Israel, and around the world.
3. **Values Statement**: Our Jewish values guide our actions and behavior:
 - *Hineni (Call to Leadership)* – We step forward and step-up, leading by example.
 - *Achrayut (Responsibility)* – We uphold a special commitment to the wellbeing of every Jew and to the State of Israel.
 - *Kehilah Kedosha (Sacred Community)* – We bond with our *Chevre* in the spirit of trust, respect, friendship, and kindness.
 - *Klal Yisrael (Jewish Peoplehood)* – We celebrate the diversity of Jewish community and practice.
 - *Hazon (Vision)* – We are dedicated to continuous learning and to improving ourselves and our world.
4. **Description of the Program**: The Jewish Federations of North America’s National Young Leadership Cabinet (“NYLC”) cultivates, trains and inspires the most promising young volunteers for positions of leadership in the Jewish community. Since its founding in 1963, NYLC has successfully attracted individuals who lead at the highest levels of Jewish communal life.

A Jewish values-based leadership and philanthropic development initiative, NYLC engages highly dedicated individuals who embody the values of Hineni, Achrayut, Kehila Kedosha, Klal Yisrael, and Hazon. Members have the opportunity to establish a peer group, network to share best practices, brainstorm, and troubleshoot community challenges, bringing their ideas and strategies home for growing young leadership engagement and deepening their commitment to Jewish life and Federation.

NYLC's focus is to provide tools for participants to better themselves and their capacity as leaders through continued learning, reflection, and action – making the world a better place. NYLC seeks a diverse and inclusive representation of the Jewish community among its members, regardless of race, sexual orientation, gender identity or gender expression.

5. Membership Criteria (Applicants):

A) Age: Candidates must be between 30 – 40 years of age in the calendar year that they begin their tenure on NYLC. Age exceptions may be granted on a case-by-case basis.

B) Retreat: Attendance at NYLC's annual retreat ("Retreat") is required of all first-year members, and is strongly encouraged in each subsequent year. Retreat is the heart of the NYLC experience – if accepted applicants are unable to attend Retreat during their first year, the NYLC leadership team will review the circumstances and offer deferment opportunities on a case-by-case basis.

C) Campaign/Giving: At their first Retreat, candidates must pledge to make a minimum gift of \$5,000 to their local Federation's Annual Campaign for the following campaign year.

D) Leadership: Candidates should have demonstrated leadership or have the potential to assume leadership positions within their local communities. The best candidates are those who are, or have the potential to be, leaders in the Jewish Federation movement or other Jewish community organizations.

E) Nomination: Candidates must be nominated to join NYLC by their local Federation.

F) Interview: Each candidate must be interviewed by a current member of NYLC from a community other than the candidate's local community.

6. Expectations of Members:

A) Local Participation: All members of NYLC are expected to actively participate in their local Federations, including Campaign involvement, and to assume a leadership role.

B) Retreat: Attendance at Retreat is strongly encouraged.

C) JFNA/NYLC Events: In addition to attending Retreat, members of NYLC are encouraged to attend the NYLC Study Mission, the General Assembly, the International Lion of Judah Conference (women only), National Young Leadership (“NYL”) conferences/events, and local and overseas missions.

D) Conduct: Members of NYLC are representatives of their communities, JFNA, and the Jewish people. Members are expected to treat others with respect and hold themselves to the highest standard of Jewish ethics.

E) Endowment: Members are asked to partake in a meaningful conversation about endowing their gift by the end of their tenure on Cabinet.

F) Term: Starting with the 2018 NYLC class, all members in good standing will serve for five years. Members of earlier NYLC classes will hold six-year terms.

7. Financial Commitments of Members:

A) Renewal Fee: Members must pay their annual renewal fees, to be collected every spring. This fee covers the costs of books/materials that NYLC members receive as well as exclusive access to ongoing conference calls, webinars and other leadership development opportunities.

B) Minimum Donation: Members must make a minimum donation of \$5,000 to their location Federation’s Annual Campaign, which is expected to increase year-over year for each year they are on NYLC. Additionally, NYLC members are encouraged to participate in second line campaigns and emergency campaigns.

C) Arrears: If members are not up-to-date with payments, as determined by their community, their local professional will inform a senior NYL professional, who will advise the NYL Co-Chairs. Such members must make agreements with their local Federations to make payment in full within a reasonable period of time. If full payment is not made within that period, such members forfeit their membership on NYLC. All such conversations will be held in strictest confidence.

D) Hardship: Hardship exceptions will be made on a case-by-case basis. Such decisions will be made based on confidential conversations between the member and NYL Co-Chairs, and shall be shared with a senior NYL professional who will then communicate with the member's local professional.

8. Co-Chairs: NYLC shall be led by one male and one female co-chair (the "NYL Co-Chairs").

A) Eligibility: All individuals who are interested in serving as NYL Co-Chair shall fill out an application. The application shall be prepared by the immediate past NYL Co-Chairs, and made available to all current members of NYLC. To be eligible to serve as a co-chair of NYL, a candidate must be a current member in good standing of NYLC and must make a capacity gift. Capacity gifts shall not be defined by a specific minimum number (ex: \$10,000) but rather on a case by case basis. Individuals may serve as the NYL Co-Chair during their term on NYLC or during the year after their term set forth in Section 6(F) would have otherwise expired.

B) Chair Selection Committee: The NYL Co-Chairs shall be chosen by a committee comprised of current and former members of NYLC (the "Chair Selection Committee") The current NYL Co-Chairs and immediately prior two (2) sets of NYL Co-Chairs will be on the Chair Selection Committee. The immediate past NYL Co-Chairs will chair the Chair Selection Committee, choose the location where it will meet, and prepare an application to be filled out by all individuals interested in serving on the Chair Selection Committee. The 2nd year class and all senior classes (the "Eligible Classes") are each entitled to have two representatives on the Chair Selection Committee. The Class Leads for the Eligible Classes will review the applications submitted by members of their class and nominate to serve on the Chair Selection Committee three (3) men and three (3) women from their class (or a lesser number of each gender if fewer than three (3) applications are received). The immediate past NYL Co-Chairs will choose one (1) man and one (1) woman from each of the Eligible Classes (the "At-Large Members") from the nominated individuals to populate the Chair Selection Committee, and shall make best efforts to ensure that the Chair Selection Committee is comprised of a diverse and representative cross-section of NYLC membership. Individuals may only serve as an At-Large Member of the Chair Selection Committee once during their term on NYLC. The identities of individuals on the Chair Selection Committee will remain confidential until after the new NYL Co-Chairs are announced.

C) Criteria: The Chair Selection Committee shall consider the following criteria when evaluating the candidates:

1 - Participation: Attendance at retreats, missions, GAs, SLXs, fly-ins, service days, and local Federation events. The level of engagement of the individual when attending events should be considered.

2 - Prior Leadership: Leadership roles on NYLC, locally, and other Jewish/Israel organizations.

3 - Ability: A subjective evaluation of leadership ability, which includes, but is not limited to, speaking ability, likability, friendliness, professionalism, intellect, and vision. In short, ensuring the candidate will be a strong leader and face of NYLC.

4 - Application: The quality and thoughtfulness of a candidate's application.

5 - Community Support: Support from a candidate's local Federation leadership.

6 – Any other criteria deemed relevant by the Chair Selection Committee.

D) Timing: Barring exigent circumstances, Co-Chair selection should take place between NYLC Retreat and JFNA's General Assembly during the twelve (12) months prior to the beginning of the Co-Chairs term.

E) Selection: The Chair Selection Committee shall seek consensus among its members as to whom shall be selected as the NYL Co-Chairs.

F) Confidentiality: All deliberations/discussions among the Chair Selection Committee during the Chair selection process shall remain confidential.

9. Leadership Positions:

The NYLC leadership team shall include 4 Vice Chair positions: (1) Philanthropy, (2) Membership, (3) Israel and Overseas, and (4) Engagement. There shall also be Class Leads for each NYLC class year, except first years. Each Vice Chair and Class Lead position shall have one male and one female co-chair. The NYLC leadership team may also include Associate Vice Chair, Portfolio, and Committee positions at the NYL Co-Chairs' discretion. The holders of any such position described in

this section will be selected based on a written application that shall be made available to all members of NYLC. The NYL Co-Chairs will have the discretion to set the application criteria and will select their leadership team based on the submitted written applications.

10. Curriculum overview: The NYLC experience shall include a five (5) year curriculum designed to help members develop the leadership and interpersonal skills needed to be leaders in the Federation movement and community at large. For the 2017 NYLC Class and all earlier class years, the 6th year curriculum shall be determined by the NYL professionals.

Year 1: Self. Articulate your Jewish story. Explore your future as a Jewish leader & your potential as an instrument of change.

Year 2: Other. Learn to create productive, meaningful relationships. Understand the role of relationship in effective campaign solicitation, engaging others to activate change.

Year 3: Team. Enhance understanding of group dynamics. Learn how to harness teams towards growth, adaptation, and desired results.

Year 4: Community. Develop an aspirational and attainable vision and increase your leadership capacity to keep teams solution-focused and action-oriented.

Year 5: Movement. Advance personal transformation in the context of a capstone experience and learn to lead and navigate within a complex system.

11. Amendments: Items No. 4 and 10 may be updated by JFNA professionals, in consultation with the NYL Co-Chairs and NYLC leadership team as they deem appropriate.

All other items may only be amended upon the vote of a committee convened to review any requested amendments (“Amendment Committee”). An Amendment Committee may be convened by the NYL Co-Chairs and shall be chaired by two members of the NYLC leadership team other than the Co-Chairs. The Amendment Committee Chairs shall choose 4-6 additional committee members who are current NYLC members in good standing, as well as 2-4 former NYL Co-Chairs; however, the former NYL Co-Chairs shall be advisory only and shall not be voting members of the Amendment Committee.

The approval of two-thirds (2/3) of the members of the Amendment Committee (including its chairs) shall be required for an amendment to be approved by the Amendment Committee. After approval by the Amendment Committee, the amendment shall go through a review process that includes feedback from the existing leadership team, JFNA staff and the NYLC membership at large. All feedback shall be provided to the Amendment Committee, who shall be responsible for making changes to the amendment. Final approval of any amendment shall be by a two-thirds (2/3) vote of the NYL Co-Chairs and Vice Chairs of the then existing NYLC leadership team, which may only be taken after the review process, as defined, has been completed.

- 12. Where Manual Is to be Maintained:** This manual shall be distributed to each new member upon joining NYLC and shall be maintained on all NYLC information sharing platforms.