The Schusterman Family Foundation
Schusterman Fellowship Evaluation

April 2017
Prepared by: Learning for Action
The Schusterman Family Foundation is a global organization that seeks to ignite the passion and unleash the power in young people to create positive change for themselves, the Jewish community, and the broader world. Schusterman pursues its mission by working collaboratively with others to support and operate high-quality education, identity development, leadership training, and service programs designed to help young people cultivate their growth as individuals and as leaders.

Established in 2001, Learning for Action is headquartered in San Francisco’s Mission District and has an office in Seattle, Washington. LFA’s mission is to enhance the impact and sustainability of social sector organizations through highly customized research, strategy development, evaluation, and capacity-building services. LFA’s approach is based on rigorous data collection while grounded in a community perspective to catalyze social change. We aim to support structural change that addresses the underlying root causes of inequities so that all members of our communities have access to the opportunities they deserve for productive, healthy, and meaningful lives.
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- Recommendations: page 44
- Next Steps for Future Evaluation: page 51
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Report Overview

The Schusterman Foundation Fellowship Evaluation report is organized into the following sections:

1. About the Fellowship
   An overview of the Schusterman Fellowship and the guiding principles and leadership values that frame the Fellowship’s purpose

2. Purpose and Methods
   A description of the purpose of the Schusterman Fellowship Evaluation, research questions that guided the work, and methods used to gather data

3. Evaluation of Fellowship Impact
   A report of the impact of the Fellowship experience on the Fellows based on data from the Fellows and their supervisors

4. Evaluation Fellowship Components
   A summary of the evaluation findings and suggestions from Fellows for the various components of the Fellowship, organized under three strategy areas: 1) Develop Individual Leadership Capacity, 2) Build a Network of Leaders, and 3) Create Organizational Change. Throughout this section the evaluators note where there are already changes in progress to respond to feedback received from Fellows.

5. Fellowship Recommendations
   Suggestions for strategies and shifts the Schusterman Fellowship can implement to improve the experience for Fellows and their supervisors

6. Next Steps for the Evaluation
   An overview of the Schusterman Fellowship Evaluation’s possible next steps, which includes the implementation of a pre- and post-survey for future cohorts, an outline of long-term outcomes, and a network analysis.
About the Fellowship

Schusterman Family Foundation Leadership Values
About the Fellowship

Aims of the Fellowship

Schusterman Fellows intend to lead lives of purpose, meaning, and significant impact. In order to do so, they must realize and exercise their full potential as individual leaders and as a collective force for creating change in their communities and the world.

The Fellowship includes two phases: a learning phase and an action phase. The learning phase (one year) includes both individualized- and cohort-based learning. Following the learning program, Fellows move on to the action phase during which they pursue a self-directed Organizational Change Initiative (6 months) to directly apply what they have learned through the program to address a pressing problem in the organization where they work or volunteer.

Guiding Principles

• Individual transformation drives organizational and societal transformation.
• Leaders, as human beings, are highly complex with a unique set of evolving skills, values, beliefs, passions, strengths, growth edges, fears, and experiences.
• Leaders operate at their best when they are bringing who they are to what they do and inspiring others to take action.
• A leader’s effectiveness is reliant upon self-awareness, emotional intelligence, and technical skill mastery.
• Leadership development requires customized personal and professional growth opportunities, rather than one-size-fits-all skill building.
Schusterman Family Foundation Leadership Values

Schusterman believes that leaders operate at their best when they are embodying the following:

**Purpose:** Leaders have an authentic connection to what drives them and see this connection through a Jewish lens.

**Vision:** Leaders are clearly focused on the change they want to create.

**Collaboration:** Leaders work in partnership, build teams with complementary strengths, and empower others to create change.

**Presence:** Leaders recognize their authentic power; they know that how they comport themselves, how they communicate, and how they listen can help them mobilize and inspire others.

**Creativity:** Leaders identify innovative approaches to solving problems.

**Energy:** Leaders are sustained because they are fulfilled physically, mentally, emotionally, and spiritually.

Therefore, the Schusterman Fellowship focuses on the development of the “inner leader” first. Schusterman Fellows embark on a process of self-awareness, self-understanding, and self-development. The intention is to enable leaders to recognize how they are operating; to understand what is driving their actions – beliefs, aspirations, values, fears – and the impact of their actions; and to provide them with tools, strategies, and practices to fully align their actions with their intentions.

Fellows participate in a range of activities and opportunities throughout the Fellowship to foster their growth in these areas.
Purpose and Methods

Evaluation Purpose and Research Questions
Data Sources and Analysis
Evaluation Purpose

Schusterman engaged LFA in 2016 to understand the impact of the Fellowship’s pilot program and satisfaction with the program. LFA worked with Schusterman to clarify the Fellowship’s Theory of Change (Appendix A), which specifies the intended outcomes for Fellows and the Jewish sector and became the foundation of the Fellowship’s evaluation plan. Lessons learned from the evaluation will affect programmatic and strategic decisions for future cohorts and the Foundation’s strategy moving forward. The evaluation strategy and tools developed through this process will support the Foundation’s future evaluations of Fellowship outcomes.

Research Questions

The following research questions were identified through a Theory of Change process in order to guide the Schusterman Fellowship Evaluation. These questions served as a touchstone during the development of the survey and interviews.

1. **What is the impact of the Fellowship on Fellows and on the Jewish sector?**

2. **How do different components of the Fellowship contribute to Fellows’ leadership growth and successes?**
Data Collection and Analysis Methods

The data for this evaluation were obtained and analyzed as outlined below:

An In-Depth Review of Fellowship Materials
LFA reviewed Fellowship materials, such as Leadership Practice Inventory scores (see slide 14) and information about Fellows’ Organizational Change Initiatives (see slide 41) to inform the evaluation.

Survey of Fellows
Fellows from Cohort 1 completed an online survey that was launched in November 2016, approximately 3 months after the end of the Fellowship. The survey had a 96% response rate (n=22). The demographic composition of Cohort 1 (n=23) is shown on the left.

Select survey results are incorporated throughout this report. A full set of tabled survey responses is included in Appendix C.

Interviews With Fellows and Their Supervisors
LFA conducted one-on-one phone interviews with a group of Cohort 1 Fellows (n=13) and their Supervisors (n=11) in early 2017. LFA compiled and themed notes from each interview.

Demographic composition of Cohort 1

- **9** women
- **14** men
- **8** international
- **15** US-based
- **5** lay leaders
- **18** professional leaders
Evaluation of Fellowship Impact

Introduction

Shifts in Leadership

Increase in Responsibilities and Recognition

New Opportunities and Networking

Commitment to Leadership in the Jewish Sector

Benchmarking Fellowship Impact
Introduction

This fellowship gave me so much personal power over my future and the future of my career.

- Fellow

I am truly a more impactful leader in all aspects. I have deepened my listening skills, expanded my knowledge, and pushed myself personally to take more risks with greater confidence. I feel more prepared and equipped to make big changes.

- Fellow

The Schusterman Fellowship is universally well-regarded and lauded by Fellows and their supervisors for the positive effects it has on participants. Fellows spoke of a range of skills and attributes, such as confidence and risk taking, they feel they improved as a result of their participation in the Fellowship. Supervisors seconded the positive changes in Fellows, noting an overall appreciation for the opportunity for their staff to receive in-depth professional development over a multi-year period.

This section of the report explores the impact of the program in the following areas:

- **Shifts in leadership:**
  - LPI® Results
  - Confidence
  - Vulnerability
  - Risk-taking
  - Vision and thought leadership
  - Communication skills
  - Staff management

- **Increase in responsibilities and recognition**
- **New opportunities and networking**
- **Commitment to leadership in the Jewish sector**
Shifts in Leadership

Schusterman Fellows noted positive shifts in many aspects of leadership, including vision, mobilizing others, and sustainability.

This section of the report discusses the shifts in Fellows’ leadership skills and abilities that occurred because of their experience with the Schusterman Fellowship. Survey results from Fellows are displayed on this page, followed by LPI® data, and themes from interviews with Fellows and their supervisors on the following pages.

The largest leadership shift noted by Fellows on the survey was being more clearly focused on the change they want to create. This shift received an average rating of 4.3 (on a 1 to 5 scale asking to what extent a shift was experienced). Other highly rated items were using one’s voice to mobilize others and continuing to work in the Jewish sector for the long-term, a measure of sustainability.

The fewest number of Fellows reported shifts in seeing their work through a Jewish lens (the average rating for this item was 3.1), perhaps because many of them already felt their leadership embodied this before the Fellowship began.

*See Exhibit 6 in Appendix C for a complete breakdown of responses.*
Shifts in Leadership: LPI® Results

Data show positive changes on all dimensions of leadership for Fellows.

Fellows took the Leadership Practices Inventory (LPI®) at the beginning and end of the Fellowship. Their supervisors and other colleagues also completed an assessment of the Fellows at the same points in time. Each Fellow received a score on five dimensions of leadership, ranging from six to 60. Results from the comparison of the LPI® data before and after the program show that observer and Fellow assessment of Fellows’ skills related to “Encourage the Heart” improved significantly, and “Enable Others to Act” improved significantly by observers’ assessment. All other dimensions of leadership improved as well, but to a lesser degree. LFA compared the LPI® scores from the Fellowship to those from another long-term leadership program (the Emerging Leaders Program at UMass) with publically available LPI® data. Scores from that program improved significantly on four of five dimensions, but those baseline scores were also much lower than baseline scores of Schusterman Fellows, making a direct comparison to the Schusterman Fellowship difficult.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Fellows Composite Scores</th>
<th>Observers’ Composite Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage the Heart*</td>
<td>+3.9</td>
<td>+3.9</td>
</tr>
<tr>
<td>Enable Others to Act</td>
<td>+1.8</td>
<td>+2.1</td>
</tr>
<tr>
<td>Challenge the Process</td>
<td>+2.1</td>
<td>+2.2</td>
</tr>
<tr>
<td>Model the Way</td>
<td>+2.8</td>
<td>+1.5</td>
</tr>
<tr>
<td>Inspire a Shared Vision</td>
<td>+0.5</td>
<td>+1.1</td>
</tr>
</tbody>
</table>

Note: Each dimension has six questions that are scored on a scale of 1-10. Composite scores for each dimension range from 6 to 60. See Appendix B for descriptions of the LPI® dimensions.
Shifts in Leadership: Confidence

Almost universally, Fellows reported an increase in confidence and empowerment as a result of the Fellowship. Often it was confidence in themselves and their ability to be an effective leader in their organization and in the sector. One person framed it as “quieting his imposter,” a reference to imposter syndrome, the notion that high-achieving individuals are sometimes marked by an inability to internalize their accomplishment and a persistent fear of being exposed as a fraud. Another Fellow noted they now feel more confident in their presence and how they show up at work. Supervisors also echoed the increase in confidence noted by Fellows. One supervisor explained that the Fellow’s confidence inspired others to act, saying, “Her willingness to step into the leadership space with a little more gusto enables her to be seen as a leader with more frequency and enables other employees to have a higher level of trust in her.”

Shifts in Leadership: Vulnerability

A few Fellows spoke of the increased awareness of and comfort with their own vulnerability as a result of the Fellowship. This leadership shift was unanticipated by many, who say they did not appreciate how valuable it is to be comfortable with vulnerability. One Fellow described it as now “being okay with asking for help and resources.” Another discussed harnessing the power of vulnerability in his leadership and using it to deepen his commitment to personal and professional growth. Supervisors also noted an increased willingness of Fellows to tap into external resources they might not have previously accessed or utilized.

“ This fellowship has increased my confidence in myself, in my vision, and in my experience as a leader. I didn’t think of myself as a CEO-type and now I am definitely aiming for that.

- Fellow

“I think the more I can show vulnerability, then the more I show that it is okay to not have the answers, to invest in yourself, and try things you are scared of. Throughout this process, I’ve been explaining this to the people I lead.”

- Fellow
Shifts in Leadership: Risk-Taking

Some Fellows reported that they felt more comfortable taking risks after participating in the Fellowship program. One Fellow called out taking risks in their leadership and not feeling as nervous to try new approaches with their team. Another Fellow commented how they have learned to see risks as opportunities, rather than something to be avoided entirely. One of the supervisors has seen more willingness for their Fellow to take risks, which they view as a positive change.

I have seen [the Fellow] taking more risks in their work. [The Fellow] is thinking more about risks as opportunities than as something to be minimized.

- Supervisor

Shifts in Leadership: Vision and Thought Leadership

Almost all Fellows and supervisors of Fellows commented on how Fellows are now able to think bigger picture about their organizations and its challenges. Some Fellows framed this shift in terms of gaining a wider perspective and being more strategic in their decisions. Other Fellows described the change as an ability to be more proactive and less reactive. Many feel they are now able to develop their own vision, instead of only implementing someone’s else vision. They describe the change as going from “being an executor to being a thought leader” in their organizations.

The Fellowship has given me a bigger picture context. To be aware, and own it, and push it forward, instead of feeling like I am being pushed.

- Fellow
Shifts in Leadership: Communication Skills

Some Fellows say their communication style has changed as a result of the Fellowship. Several Fellows described work with their coaches that led to positive changes in how they are able to communicate with colleagues and external stakeholders. These coaches brought in specific tools that helped support Fellows in making shifts in their communication style and approach. Some Fellows reported that communication wasn’t an area of improvement they had been thinking about before the Fellowship, but the work to assess their leadership style and strengths in the beginning of the Fellowship made it clear it was something they would like to focus on.

During the Fellowship, I learned that I blocked myself from proactive communication. And since the Fellowship, I have gotten feedback that my communication is much better.

- Fellow

Shifts in Leadership: Management

Many Fellows say they noticed an important shift in how they relate to, manage, and develop their staff since participating in the Fellowship. The specific nature of the shifts vary by Fellow. A couple of Fellows say they have moved from a hierarchical style to a shared leadership style that involves more trust and delegation of tasks. These Fellows say they have become less directive and are now empowering others to act. One supervisor reports that their Fellow was actually too collaborative and facilitative before the Fellowship, and appreciates that this Fellow has now become more comfortable with their authority and less deferential to others. A few other Fellows and supervisors commented on how many tools from the Fellowship the Fellow has now brought into their own workplace, noting that these tools are helping the Fellow to develop and push their own staff.

[The Fellow] changed to more of a shared leadership style—trusting others to come to them if they needed support.

- Supervisor
Increase in Responsibilities and Recognition

Schusterman Fellows widely report an increase in responsibilities since the Fellowship, and two Fellows report receiving promotions to a Senior Executive position.

Fellow survey results show that since the start of the Fellowship, 94% of professional\(^1\) Fellows report an increase in their professional responsibilities, and 41% have received a formal promotion, two of which (12% of professional Fellows) were to the “C-Suite”, it is clear that the Fellowship is supporting Fellows to advance in their organizations and careers. There are similar results for Fellows who identify as lay leaders—80% say they have experienced an increase in their lay leadership responsibilities.

In addition to an increase in responsibilities, many Fellows report they have received other types of recognition for their professional accomplishments. Fellows have been honored with leadership awards, have spoken at conferences, published Op-Eds, or have simply received verbal recognition from their supervisors.

I was being more effective and was able and eager to take on more. The more responsibility I got—and I was showing great results—the more responsibility I was given.

- Fellow

Almost All Fellows Report an Increase in Professional Responsibilities

<table>
<thead>
<tr>
<th></th>
<th>Yes, a great deal</th>
<th>Yes, a little bit</th>
<th>No, not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>(n=17)*</td>
<td>65%</td>
<td>29%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Some Fellows Have Received a Promotion

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>(n=17)*</td>
<td>41%</td>
<td>59%</td>
</tr>
</tbody>
</table>

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\(^1\)Professional Fellows are those currently working in jobs in Jewish sector organizations. Lay Fellows are serving in volunteer roles in Jewish sector organizations.

*Responses from professional Fellows only
New Opportunities and Networking

Fellows widely report exploring new opportunities since the start of the Schusterman Fellowship. Among those who have applied for new jobs, or explored new professional opportunities, most say they have been influenced by the Fellowship to do so.

Many Fellows report they have been recruited for lay (68%) or professional (47%) opportunities since the start of the Schusterman Fellowship. Only about a quarter of Fellows say they have actually applied for a new job since beginning the Fellowship. On a more informal basis, several Fellows indicated they were asked to participate in professional opportunities or begin new collaborations through their Fellowship network connections, including across cohorts 1 and 2. While many Fellows are not yet ready to look for a new job, they report that they look forward to having the benefit of the Fellowship network when they are ready to job seek. However, Fellows from outside the US report that the majority of networking and job opportunities are based in the US, which impacts the usefulness of the network for these purposes for international Fellows.

**Fellows Report New Opportunities Since Beginning the Fellowship**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was chosen or invited to sit on a board, advisory committee, or task force.</td>
<td>68%</td>
</tr>
<tr>
<td>I was recruited for a new professional position.</td>
<td>47%</td>
</tr>
<tr>
<td>I have begun to explore new professional opportunities in the Jewish sector.</td>
<td>42%</td>
</tr>
<tr>
<td>I applied for a new job in the Jewish sector.</td>
<td>26%</td>
</tr>
<tr>
<td>I have explored new opportunities for a position of lay leadership in the Jewish sector.</td>
<td>26%</td>
</tr>
</tbody>
</table>

(n=19)
Commitment to Leadership in the Jewish Sector

Fellows’ commitment to the Jewish sector was already very high before beginning the Schusterman Fellowship, and Fellows continue to report high levels of commitment after the Fellowship has ended.

About three-quarters of professional and lay fellows report they are very or extremely committed to long-term leadership in the Jewish sector. Knowing that commitment to the sector is presumably a pre-requisite for admission into the Schusterman Fellowship program, one would expect their existing level of commitment to be high. Fellows report that participating in the Fellowship heightens and enhances their commitment to the Jewish sector. Some Fellows report that the relationships they developed and the personal inner journey they began deepened their commitment to serving in the sector as a leader.

“I have been committed since my college years to being a professional leader within the Jewish community. The experience with Fellowship energized me to trust my skills, to push myself to be more confident, and take on even greater challenges that result in enhancing Jewish pride and acceptance among Jews and the wider community.”

- Fellow

Professional and Lay Fellows are Highly Committed to Serving in the Jewish Sector

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Not at all</th>
<th>Slightly</th>
<th>Somewhat</th>
<th>Very much</th>
<th>Extremely</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am committed to serving in long-term lay leadership in the Jewish sector. (n=21)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am committed to serving in long-term professional leadership in the Jewish sector. (n=22)</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
The Schusterman Fellowship and the Rockwood Leadership Institute (RLI) both emphasize the importance of investing in leaders to grow professionally and personally so that leaders may embrace their own power and sustain their leadership roles over time. Both programs employ similar methods to develop leaders, including: a 360 degree assessment, inclusion of a diverse cohort of leaders, development of relationships among leaders, and a network of alumni after program completion. Based on recent evaluations conducted by LFA, both programs are achieving outcomes in similar areas, and show some common areas for improvement.

**Outcomes for leaders developed through high-impact leadership programs**

Participants in the Schusterman Fellowship and RLI report similar shifts in their leadership as a result of the programs:

- Increased **understanding of their innate strengths and growth edges**
- Greater confidence in their own authentic leadership
- Increased ability to **intentionally and effectively manage time and energy**
- Increased awareness of the value of vulnerability
- Increased **willingness to take risks**
- Clearer vision for their work
- Increased ability to **deal effectively with leadership challenges**
- Increased ability to effectively **inspire and motivate others**

**Opportunities for Schusterman and RLI programs to deepen their impact**

- Intentionally invest in **supporting and sustaining the network of** leadership program **alumni**
- Actively recruit people of color and continue to **cultivate a diverse group of leaders**, to engage a **broad range of perspectives** about the sector’s critical concerns, including those related to **race, gender, privilege, and equity**
Evaluation of Fellowship Components

Introduction
Fellow Satisfaction
Strategy 1: Develop Individual Leadership Capacity
Strategy 2: Build a Network of Leaders
Strategy 3: Create Organizational Impact
Introduction

The Schusterman Fellowship seeks to support exceptional leaders as they build highly effective organizations that go on to have a demonstrable and positive impact on the world. This section describes the core program components, the extent to which Fellows were satisfied with each of them, any suggestions they had to strengthen the Fellowship program, and any changes that have been made for Cohorts 2 and 3 based on preliminary feedback from Cohort 1.

STRATEGY 1: Develop individual leadership capacity
Schusterman Fellows participate in a variety of opportunities that contribute to their individual leadership growth and development, including: a personalized 360-degree assessment; a customized leadership development plan with professional development opportunities tailored to their specific goals; individual coaching; and in-person gatherings.

STRATEGY 2: Build a network of leaders
The Fellowship cohort serves as a support network, engaging leaders over the course of the Fellowship in a shared learning experience. Schusterman provides tools and resources – both online and in person – to animate and support the network in sharing support, learning, resources, and expertise.

STRATEGY 3: Create organizational impact
Through an Organizational Change Initiative, Fellows capitalize on their new skills and awareness to address a pressing problem in the organization where they work or volunteer to demonstrate: 1) increased capacity to lead self and others and 2) organizational impact.
Fellow Satisfaction

The Schusterman Fellowship received high marks for satisfaction from all Fellows.

100% of Fellows were extremely satisfied (64%) or very satisfied (36%) with the Fellowship.

of Fellows were extremely likely (85%) or very likely (15%) to recommend it to a friend or colleague.

of Fellows thought participating in the fellowship was extremely (86%) or very much (14%) worth their time and effort.

90% of Fellows said the fellowship exceeded (71%) or met all (19%) their expectations.

“This fellowship really was an extraordinary experience. It was transformative in a way I didn’t anticipate. I didn’t think it was going to change how I thought of myself and the power I have in the way that it did.”

- Fellow

“It was the best program I’ve ever attended, which made a huge impact on me. I feel the change on a daily basis. Words cannot express my gratitude.”

- Fellow
STRATEGY 1
Develop Individual Leadership Capacity

**Personalized Leadership Assessment**
Each Fellow participates in a personalized leadership assessment. Cohort 1 used the Leadership Practices Inventory® (LPI), a 360-degree assessment tool that measures leadership competencies.

**Customized Leadership Development Plan**
The Customized Leadership Development Plan (CLDP) outlines a set of leadership development goals and tactics, utilizing fellowship-funded leadership development and skill-building opportunities. The CLDP is tailored to each Fellow and is based on the individual’s LPI® results, as well as their specific interests, goals, and priorities.

**Individual Leadership Coaching**
Fellows are individually partnered with a professional executive coach to work with throughout the Fellowship. Using the CLDP as a guide, the coach works with the Fellow to develop their full leadership potential.

**In-Person Gatherings**
During three in-person gatherings, Fellows engage in experiential learning, facilitated and participant-led experiences, and networking opportunities.

**Jewish Components of the Fellowship**
Fellows participate in a Jewish Journey Map exercise, an individual Jewish coaching session, and Jewish learning at gatherings.
Personalized Leadership Assessment

Most Fellows consider the personalized leadership assessment to be a valuable 360-degree assessment of their individual leadership strengths and growth edges.

Cohorts 1 and 2 took the LPI® as their personalized leadership assessment at the start of the program. (Cohort 3 will use a different tool—see the box below for more information on this change.) Most Fellows consider the LPI® extremely helpful in identifying their strengths and growth edges, informing the goals they set for their coaching sessions, and contributing to decisions about how to use their CLDP funds. Several Fellows reported that receiving feedback from their colleagues and supervisor was helpful in identifying areas for growth and gaining insight into how they are perceived by their teams. Several Fellows identified areas where they are still hoping to grow – either continuing to strengthen areas they addressed during the Fellowship, or to explore areas they did not have a chance to work on during the Fellowship. For these Fellows, the benefits of learning through the personalized leadership assessment continue beyond the Fellowship itself.

Suggestions

- A few Fellows felt the personalized leadership assessment could be better linked to the other components of the Fellowship, such as ongoing coaching, and to their own growth trajectory.
- One Fellow recommends exploring the LPI® data within the context of their goals and the impact they are hoping to have in their organizations and the Jewish sector.

Program Changes in Progress

Beginning with Cohort 3, the Fellowship made a strategic decision to move to an alternative assessment tool. Going forward, the Fellowship will now use The Leadership Circle Profile™, a more robust leadership assessment tool that will provide more information for both coaches and Fellows.

The part that really helped was the 360 evaluation that we started with. It was difficult because it brought my growth edges into relief and they aren’t things I get a lot of feedback on. Hearing from my colleagues really helped inform where I needed to grow.

- Fellow
Fellows reported extremely or very positive outcomes from their CLDP experiences. Some Fellows who pursued fewer, but perhaps more prestigious opportunities reflected on these as positive experiences, while other Fellows felt that engaging in a variety of experiences (as opposed to one expensive opportunity) to address their different growth areas was beneficial to their overall development. While not all Fellows used the entire $15,000 provided, Fellows were very appreciative of the total amount available, and felt the funds were the appropriate amount, as “with that kind of money, you can invest in yourself in a serious way.” They noted that the amount provided allows Fellows the flexibility to participate in an array of experiences, or to participate in an elite executive education program such as Harvard University.

In order to figure out how to create my CLDP, I had to dive deep with my boss, mentor, and coach and be vulnerable. Going through that process was very powerful and healthy for me.

- Fellow

The CLDP Was a Highly Rated Contributor to Fellows’ Leadership Growth

<table>
<thead>
<tr>
<th>Question</th>
<th>Not at all</th>
<th>Slightly</th>
<th>Somewhat</th>
<th>Very much</th>
<th>Extremely</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did the opportunities you pursued through your CLDP contribute to your growth as a leader? (n=21)</td>
<td>10%</td>
<td>24%</td>
<td>67%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the budget of $15,000 for personalized professional development the right amount for achieving the goals specified in your CLDP? (n=22)</td>
<td>9%</td>
<td>45%</td>
<td>41%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did the process of developing your personalized leadership development goals contribute to your understanding of your personal strengths and growth edges? (n=21)</td>
<td>19%</td>
<td>43%</td>
<td>38%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Suggestions for the CLDP

I think that there could be more ways to connect my goals to my leadership style, and there could be a little more guidance on that related to what I wanted to choose as my learning or growth opportunities [through the CLDP].

- Fellow

Program Changes in Progress

- Beginning with Cohort 2, Fellows are given three months, rather than the initial 1 month, to complete their CLDP.
- Beginning with Cohort 3, each Fellow is paired with an alumnus mentor to provide support in selecting CLDP experiences.

- Fellows recommend allowing more time for individuals to develop their CLDP so that they are able to examine their goals and to explore the opportunities that would best align with those goals. Several Fellows reported that their first selection(s) were less impactful than later selections because they did not have a clear sense of how to use the funds most effectively early on in the process.

- Fellows would like more guidance on how to use the CLDP to address specific goals or focus areas. Some Fellows were unclear how truly individualized the CLDP funds were, that funds could be used for personal as well as professional development, and that funds did not need to align with the needs of their organizations.

- Fellows felt there could be more guidance on how to utilize coaching and the personalized leadership assessment in a structured or strategic way to plan for the CLDP. Several Fellows recommend enlisting alumni to help provide support to current Fellows during the selection process.
**Individual Leadership Coaching**

**Individual leadership coaching was transformational for most Fellows.**

Most Fellows spoke very highly of their leadership coaching experience. Individualized coaching enabled Fellows to focus on specific areas of growth, and they were grateful to receive tailored support to address their unique needs and interests. Coaching positively impacted Fellows’ management and communication; offered valuable alternative perspectives; and provided opportunities for learning and development, which they applied in their professional and personal lives. Several Fellows reported that coaching was especially helpful in providing support during times of professional transition.

Coaching was a really valuable part of the program. It was very focused on my precise situation and it was tailored to me. It helped me think about the general principles I was learning in the Fellowship and how to apply them.

- Fellow

It’s amazing. Coaching for professionals and leaders is a must. It helped me change my managing skills, manage my team better, manage transition to new job.

- Fellow

---

**Coaching Was a Strong Contributor to Most Fellows’ Growth**

<table>
<thead>
<tr>
<th>Not at all</th>
<th>Slightly</th>
<th>Somewhat</th>
<th>Very much</th>
<th>Extremely</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>14%</td>
<td>32%</td>
<td>45%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Did the individual coaching sessions you received contribute to your growth as a leader? (n=22)
Suggestions for Coaching

Some things took a lot of explaining because my coach was not Israeli. There were cultural differences related to working with an Israeli boss. Having a better sense of my cultural context would be better. Also we had to talk very late at night. I was exhausted and not always at my best at 10PM.

- Fellow

Program Changes in Progress

• Enhanced communication regarding the role of the coach in connecting the components of the Fellowship.
• Engagement of three coaches with a strong Israeli context to better support Israeli Fellows.
• Matching between Fellows and coaches now includes time zone, availability, and preferred time to meet.

• Several Fellows recommended more structure for coaching sessions, including greater and more intentional alignment between the CLDP and coaching. Fellows who utilized their LPI® and CLDP as a framework for coaching reported high levels of success and satisfaction with their coaching experience, while some Fellows whose coaches were less directive or provided less accountability felt their coaching experiences were less impactful.
• For those Fellows whose coaches were in vastly different time zones, the time difference served as a barrier to maximizing the effectiveness of their work together. Finding coaches who are within a few time zones of those Fellows would have mitigated those challenges. Additionally, international Fellows recommend coaches have some level of familiarity of the cultural context of those with whom they are working.
• Fellows feel they would benefit from support from their coach in developing formal next steps for how to move forward at the conclusion of the Fellowship.
• Several supervisors reported an interest in being more connected to the coaching experience so as to better support Fellows. Supervisors feel they would benefit from having a better understanding of the expectations of Fellows as well as the expected role for supervisors to play throughout the Fellowship. This would be a good way to keep supervisors apprised of Fellows’ growth areas, to enable supervisors to facilitate and support that growth, and to remind supervisors to keep the goals of the Fellowship in mind.
In-Person Gatherings

Fellows highly valued in-person gatherings as a way to learn, to grow their skills, to connect with one another, and to seek and provide support.

Most Fellows valued their time at in-person gatherings and reflected on it as informative, inspirational, and energizing. They were impressed at the relationships built, the content that was delivered, and the quality of the growth they experienced in a relatively short period of time. Several expressed a desire for gatherings to be extended beyond the set of three that were offered as part of the Fellowship, or to extend each gathering to allow more time for community-building. Fellows reported that having dedicated time and space to be away from their daily work was a helpful component of their ongoing leadership growth and development.

The in-person gatherings were the highlights of the program. The entire atmosphere, emotions, and work that we did in person is just invaluable. It made the entire fellowship worthwhile.

- Fellow

The atmosphere of vulnerability and trust was a stand-alone experience in my life.

- Fellow

### In-Person Gatherings Greatly Contributed to Fellows’ Growth

<table>
<thead>
<tr>
<th>Response</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>9%</td>
</tr>
<tr>
<td>Slightly</td>
<td>18%</td>
</tr>
<tr>
<td>Somewhat</td>
<td>68%</td>
</tr>
</tbody>
</table>

Did the Fellowship’s in-person gatherings contribute to your growth as a leader? (n=22)
Suggestions for In-Person Gatherings

There was a lot of focus on personal leadership, but we also need a safe space to talk about issues of the day, that we have to face and talk about as leaders. Social justice, Israel, ethical issues.

- Fellow

Some of the approaches were based on American standards, which worked for some contexts but not others. For example, a focus on how to leverage board members for funding does not apply in Israel where board members are not expected to contribute financially because they are donating in-kind. I needed more support with external fundraising.

- Fellow

- Several Fellows and two supervisors felt the amount of time away from families/work responsibilities was too much over the course of the Fellowship, and expressed a need for greater clarity regarding the time commitment for gatherings at the start of the program. For instance, travel time added an additional two days away from family/work for each convening. Some supervisors are unsure if they should continue to allow their employees to attend alumni gatherings, or ask them to take vacation time to participate.

- International Fellows recommend examining the American cultural lens through which programming is filtered, as the US approach does not necessarily align with all cultural contexts.

- Fellows provided recommendations for gathering format, including: more small groups, more opportunities to learn as a cohort, more structured and unstructured time for community-building, more presentations by Fellows, and more opportunities to explore concerns currently affecting the Jewish world. Several Fellows expressed an interest in greater structure for the third gathering.

- One Fellow recommended the Fellowship consider keeping glatt Kosher during gatherings.

- Some Fellows and supervisors felt uncomfortable with the lavishness of the formal accommodations and SWAG. While all Fellows were appreciative of how well they were taken care of, some were aware of what those funds could do to support community efforts. Better communication with Fellows and supervisors about what to expect in advance of the Fellowship could mitigate this challenge.
Jewish Components of the Fellowship

Fellow experiences with Jewish components of the Fellowship varied more widely than any other component, based on prior knowledge, experience, and interest.

Some Fellows reported the Jewish elements of the Fellowship to be extremely meaningful and impactful. They spoke of connecting to their Judaism in a profound and important way that allowed them to tap into a new area of personal leadership. For Fellows with a substantial background/experience in Jewish life, such as those living in Israel and those with significant Jewish education, the Jewish components of the Fellowship were less impactful, but no less meaningful. They felt they had less to learn, or that their leadership was already well grounded in their Judaism. One Fellow recommended that all facilitators be encouraged to include a Jewish component when presenting, whereas another felt that presenters did not need to come from the Jewish community alone. Clearly, Fellows have different levels of satisfaction and comfort with the Jewish components of the program.

The Jewish component is very significant in why we are Jewish leaders. We are not leaders who are Jewish, we are Jewish leaders.

- Fellow

I had some of my most important Jewish conversations of my life with Rabbi Mike at the convenings.

- Fellow

Fellows Experiences with Jewish Components of the Fellowship Varied Widely

Did the Jewish elements of the program (Jewish Journey Map exercise, Jewish coaching session, Jewish learning at gatherings, etc.) contribute to your growth as a Jewish leader? (n=22)

- Not at all
- Slightly
- Somewhat
- Very much
- Extremely

14% 14% 36% 23% 14%
Suggestions for the Jewish Components

I came in with a much stronger background in Jewish education and thought. For those who didn’t have that, it was a real game-changer. Because I had that background, I didn’t experience the Jewish components of the Fellowship as deeply.

- Fellow

I felt there could be greater attention to the distinctions of identifying as Jewish in different ways - faith, religion, way of life, nationality. When Judaism is defined only in terms of religiosity it may alienate those who identify as Jewish in other ways.

- Fellow

• Many Fellows were interested in having more conversation and engaging in a deeper examination of the issues facing the global Jewish community, as these are conversations they feel they need to have with their staff and community members on a daily basis. They noted having a diverse group of people in one room was a rare opportunity to discuss important current events and political issues. The Fellow group would have been a “safe” space to have initial conversations so they could be better prepared to address challenging conversations in their workplaces. Some people did engage in these types of conversations on an informal basis. Others noted setting up some structured conversations would have been appreciated.

• Several Fellows felt there could have been greater attention to the varying ways people identify with Judaism – religiously, culturally, and as country of origin. For instance, Israeli Fellows noted that the challenges of the diaspora are not the same for those living in Israel, and those who identify as culturally Jewish may not identify with the religious aspects of the Jewish faith community. As such, these aspects of the Jewish components of the Fellowship did not resonate with and may alienate some Fellows from that part of the program.
STRATEGY 2
Build a Network of Leaders

Network of Fellows
Fellows are part of an international and collaborative network of Jewish leaders who are committed to leading lives of purpose, meaning, and significant impact. The aim of the Fellowship cohort is to serve as a network of support, inspiration, and shared learning.

Fellow Alumni Network
As the Schusterman Fellowship continues, the Foundation aims to engage an active and engaged network of alumni and current Fellows. Through Fellowship Alumni gatherings, Fellows have the opportunity to continue to build the Fellowship community and share their personal and organizational growth.
Cultivating Relationships Among Fellows

Fellows appreciate the diversity of the cohort, highly value the relationships they built with one another, and rely on the network for support, inspiration, and resource exchange.

Fellows were inspired by the strength, capabilities, and commitment of one another. They felt encouraged and supported hearing the challenges others were facing, which helped reduce feelings of isolation in their roles as leaders. Fellows highly valued the diversity of the group, expressing appreciation for the wide range of perspectives represented among their peers. Specifically, Fellows appreciated representation among the group from members of the LGBTQ community, the diverse perspectives of international Fellows, and the perspectives of those working with a variety of organizations serving the Jewish sector. Fellows' experiences with one another have helped them identify and value their own strengths. Fellows have reached out to one another for resources, support and collaboration, and value learning from the varied perspectives of the group.

"The Fellowship helped open my perspective to the challenges facing the Jewish world and all of the differing perspectives of the diverse Fellows."

- Fellow

<table>
<thead>
<tr>
<th>Fellows Value Network Support and Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel that the Fellowship community is a network that supports and enhances my growth.</td>
</tr>
<tr>
<td>I feel there is a strong sense of trust among Fellows.</td>
</tr>
<tr>
<td>I learned from my peers in the network.</td>
</tr>
<tr>
<td>I contributed to the learning process of my peers.</td>
</tr>
<tr>
<td>The network serves as a source of innovation/inspiration for me.</td>
</tr>
</tbody>
</table>

(n=21)
How Fellows Utilize the Network

Fellows knew a few other Fellows before the start of the Fellowship, and the quantity and quality of their connections deepened as a result of the program.

On average, Fellows report knowing three other members of the cohort prior to the Fellowship, with some Fellows knowing none of their cohort, and others knowing as many as eight of the other Fellows prior to the Fellowship. On average, Fellows interacted with approximately half of the other members of their cohort at Fellowship gatherings only. Fellows report receiving information or resources from seven of their cohort members and providing information or resources to four of their cohort members, on average. Fellows report collaborating with approximately four other Fellows. Fellows report interacting socially (either at the convenings or in an addition to them) with on average five of their peers.

There are a few people who really influenced me and my leadership. These are powerful queer activists who I aspire to be like. I didn’t even know that I aspired to be like them until I met them. My conversations with them about ally-ship and being a co-conspirator have changed how I talk about race and politics and work.

- Fellow
Suggestions for the Network

There was not racial diversity and I would love to see Jews of color, but otherwise it was very diverse.

- Fellow

Most of the networking and job opportunities are US-based. It’s important to think about this when considering ways to maximize the network for those living outside the US.

- Fellow

Program Changes in Progress

- Beginning with Cohort 2, Fellows are invited to participate in optional monthly Zoom video conferences to connect.
- The Fellowship is exploring how to add content on bias to the program.
- Diversity is more intentionally part of recruitment for the Fellowship.

- The diversity of Fellows in background, perspective, and role in the sector was an asset, but Fellows noted a lack of racial/ethnic diversity among the cohort, and several said they would appreciate the perspective of Jews of color in the cohort. Fellows also feel the Fellowship should consider including program content related to race, class, background, or privilege.

- Those in unique positions or from unique backgrounds reported that some of the aspects of the Fellowship resonated less with them. Fellows from isolated areas also reported feeling less engaged in the network. Fellows suggest considering ways to engage those who may be somewhat isolated by their background or location.

- Fellows expressed a desire to learn more about other Fellows’ organizations and areas of expertise to facilitate collaboration, sharing of resources, and networking beyond the Fellowship itself.

- To foster a robust network during the Fellowship and beyond, Fellows recommend:
  - Facilitating more local gatherings providing more structured and unstructured opportunities for community-building during in-person gatherings.
  - Implementing Zoom meetings around leadership, current events in the Jewish world, or challenges Fellows may be facing.
  - Utilizing an online platform that Fellows are already familiar with to reduce the learning curve and allow for easy engagement.
  - Pairing Fellows with one another throughout the Fellowship to provide support or peer coaching.
Alumni Network

Fellows are unequivocally interested in participating in the alumni network

Fellows are eager to engage in the alumni network, and have begun to do so formally and informally. Several Fellows discussed collaborations with one another, and others described getting together with one another when traveling to others’ locations. Several Fellows were eager to connect with one another at the alumni gathering, as they felt they had become more connected as a group at the third gathering, and were disappointed that the Fellowship was concluding.

Suggestions

- Fellows feel there is a need for some formal coordination/direction from the Foundation to ensure the success and endurance of the alumni network. With such busy schedules, Fellows fear the network will fall apart if left to the alumni themselves to coordinate.
- Fellows in more isolated areas are interested in better understanding the role they might play as alumni to support future Fellows from their areas.

Program Changes in Progress

Alumni are invited to participate in any or all of the following opportunities:

- Mentor a current Fellow
- Lead, coordinate, or attend monthly learning sessions via Zoom
- Apply for micro-grant funding for collaborative projects addressing sector challenges
- Provide expertise to one another through the alumni Favor Economy
- Utilize Schusterman CareerHub resources
- Attend or present at conferences, gatherings, and convenings
- Reconnect in person at the Alumni Gathering in Israel

“We have a robust WhatsApp group and I get on the phone with specific people when I need help. We started a favor economy, but we need someone actively managing that.”

- Fellow
Beyond the Network of Fellows

Fellows and supervisors shared insights on the reach and value of the Fellowship network beyond the Fellows themselves.

Fellows and supervisors indicated there were opportunities for the Fellowship to extend its reach to build a network beyond the Fellows themselves, including supervisors and other members of the organizations where Fellows serve.

Suggestions

• Fellows and supervisors felt there could be greater intentional linking of Fellows with each others’ organizations to enhance network connections and collaborations. A number of Fellows also felt that additional time to learn about one another’s skills and expertise would support Fellow collaboration.
• Supervisors indicated interest in being connected with one another in a network of organizations hosting Fellows and supervisors mentoring Fellows.
• Additionally, supervisors felt there were opportunities for Fellows to leverage their experiences to reconnect with their colleagues in their own organizations. Some supervisors report that if Fellows more intentionally share learning with their colleagues, this would broaden the impact of the Fellowship’s contribution to individuals and organizations in the sector, as well as bolster connectedness and confidence of teams with whom Fellows are currently working.

The Fellowship could involve the organizations more, see what they need, connect them with one another and Schusterman.

- Supervisor

Program Changes in Progress

The Fellowship has made a strategic decision to develop the curriculum into a Train the Trainer model, so that Fellows are able to both build their own skills and return to share that learning to help develop the skills of their colleagues at their own organizations.
STRATEGY 3
Create Organizational Impact

Organizational Change Initiative
Through the Organizational Change Initiative (OCI), Fellows strengthen the new skills and awareness they developed throughout the Fellowship. Fellows design their individual OCI to address a pressing problem in the organization where they work or volunteer. Through the OCI, the Fellow is expected to demonstrate: 1) increased capacity to lead self and others and 2) organizational impact.
Organizational Change Initiative

While the impact of the Organizational Change Initiative (OCI) varied among Fellows, all Fellows reported positive outcomes resulting from implementation of their OCI.

Many Fellows reported that their OCI boosted their confidence in their developing skills. Supervisors reported the OCI as a valuable opportunity for Fellows to grow their skills, gain confidence, and focus on an important area for personal and/or organizational growth. One Fellow reflected on the benefit of the OCI as a mechanism for demonstrating concrete outcomes of the work accomplished during the Fellowship. Both Fellows and supervisors reported that the dedicated attention of the Fellow to the OCI as a component of the Fellowship program facilitated an elevated level of change for organizations, leading to advances in organizational visioning and culture shifts. Several Fellows and Supervisors report that the impact of the OCI is still emerging in their organizations or has set the stage for future change. A few Fellows reported that OCIs were less impactful for their own growth and the growth of their organizations. However, these Fellows selected projects they were already working on that did not require innovation or provide substantial growth potential.

The OCI Supports Fellows in Building Skills, Gaining Confidence, and Contributing to Organizational Change

To what extend did completing your OCI...

- Build your confidence in using your newly developed leadership skills?
  - Not at all: 23%
  - Slightly: 45%
  - Somewhat: 27%

- Enable you to use your newly developed leadership skills?
  - Not at all: 32%
  - Slightly: 32%
  - Somewhat: 32%

- Contribute to increases in your organization’s openness to positive change?
  - Not at all: 27%
  - Slightly: 27%
  - Somewhat: 36%

*(n=22)*

*See Exhibit 8 in Appendix C for a complete breakdown of responses.*
Evaluation of Fellowship Components

Suggestions for the OCI

I think there is a tension between—saying the OCI doesn’t have to be different from what I’m already doing, but if it isn’t different, where is the stretch? I don’t think I was pushed enough.

- Fellow

The OCI was tremendously helpful. It created a very ambitious but discrete project and put her in a position to become a change agent and a thought leader and a real influencer. We’ve had tremendous learning from it. It has been a powerful tool for our organization.

- Supervisor

• Several Fellows felt that the OCI was not integrated well-enough into the overall Fellowship experience and recommend connecting the OCI with other components such as the CLDP and coaching.

• Some Supervisors were not familiar with the OCI either because the Fellow implemented their OCI with an organization they volunteered with, because the OCI itself was something the Fellow did not share explicitly with the supervisor, or because the OCI the Fellow selected was a regular part of their daily work. To address this challenge, one Fellow suggested requiring that the Fellow write a proposal that their supervisor has to sign off on to ensure that it is a meaningful initiative that is not a part of everyday work responsibilities.

• Schusterman may want to consider the framing and expectations of the OCI if a goal is to initiate a project that goes beyond the daily responsibilities of the Fellow to facilitate personal and organizational change. This would also serve to further engage and build value-add for the host organizations.

Program Changes in Progress

The Fellowship has more clearly defined the expectations of the Organizational Change Initiative to ensure the project is providing a sufficient enough “stretch” beyond the Fellows’ existing daily activities to facilitate growth for the Fellow and the organization.
Recommendations

- Curate the cohort for diversity
- Consider pre-existing individual perspectives
- Link Fellowship components more deliberately
- Create connections between Fellows’ jobs and their Fellowship experiences
- Build a robust alumni network
Recommendations for Future Fellowship Implementation

LFA developed the following recommendations based on feedback about the Fellowship components--what Fellows appreciated and their suggestions for improvement--and the data on how well the Fellowship is achieving its intended impact. We offer these recommendations to not only enhance the experience for Fellows, but to deepen the impact the Fellowship has on Fellows and the Jewish sector.

1. More intentionally link the individualized components of the Fellowship: personalized leadership assessment, CLDP process, coaching, and OCI.

2. Create more connections between the Fellow’s job and their experience in the Fellowship.

3. Build and manage a robust alumni network/experience for Fellows.

4. Continue to curate the cohort for diversity on many dimensions.

5. Reflect on differences in Fellows’ backgrounds and consider adjustments to the curriculum to deepen the impact of the Fellowship for all Fellows.
Overall, Fellows gave all the individual dimensions of the program—the personalized leadership assessment, the CLDP, coaching, and the OCI, high marks for satisfaction. But throughout many conversations with Fellows and supervisors, LFA heard desires for more deliberate or structured connections between each of these components. Some Fellows did feel like their experiences with each of the parts of the Fellowship were well coordinated. In those cases it appears that either the coach was extremely proactive, or the Fellow took a high degree of initiative to think carefully through how everything might be linked. However, this experience was not universal.

LFA recommends articulating and codifying some concrete ways in which the personalized leadership assessment, the CLDP, and the coaching are linked and how they should build upon or reinforce each other. Given that the coach is a constant and steady presence throughout each Fellow’s experience, there is likely an important role for the coach to play as a dot-connector in helping Fellows connect learning among components.

Similarly, there are opportunities to connect the OCI to the rest of the Fellowship in a more deliberate way. Some Fellows felt their OCIs were direct reflections of the skills they identified in their CLDP, while others felt like it was just another project they needed to complete. Could the coach play a role here in helping to craft each Fellow’s OCI to ensure Fellows are pushing their growth? Additionally, some Fellows wished there were more opportunities to connect their own OCI experience to full group convenings or to hear more about other Fellows’ OCIs. The Fellowship could build in more time for Fellows to reflect on the OCIs at in-person gatherings.
2 Create more connections between Fellows’ jobs and Fellowship experiences

LFA recommends creating more connections between each Fellow’s job and their Fellowship experience through more communications with Fellows’ supervisors and by offering some support or opportunities to Fellows’ direct reports. We believe this will a) increase buy-in from the Fellows’ supervisors and teams, and b) allow the Fellow to practice their newly emerging leadership skills in real-time.

Specifically, those additional connections might look like:

- **Creating and nurturing a supervisor network** to allow the supervisors to connect with each other more. This would allow supervisors to share experiences of managing Fellows in the program, and also create more organizational connections among leaders in the Jewish sector, potentially enhancing collaboration on non-Fellowship related opportunities.

- **Increased communication with supervisors** to ensure clarity on expectations for time out of the office throughout the Fellowship program and beyond.

- **Encouraging Fellows to replicate trainings/experiences from the Fellowships in their home offices** to reinforce skills the Fellows learn from the program and support the development of other staff members in their organizations.

- **Considering what benefits might be extended to staff/teams of the Fellows** to increase overall organizational buy-in for the program.

**Program Changes in Progress**

The Fellowship is implementing a Train-the-Trainer model for parts of the program to support Fellows in sharing their newly developed knowledge, skills, and expertise with the staff and teams at their organizations.
3 Build and manage a robust alumni network/experience for Fellows

In order to maximize the connections the Fellows developed during the Fellowship program, LFA recommends Schusterman actively build and manage the alumni network. In addition to facilitating the network, there are several suggestions and questions about what Schusterman may need to consider when thinking about the purpose and function of the network.

The Foundation has indicated it will build the network, as there is already a planned reunion for the Fellows in Israel and other activities under development. The Foundation might consider additional ways it can support an alumni network and nurture cross-cohort connections. For instance, it might match a new Fellow with an alumnus who can be available as a “buddy” to answer questions about the process and experience.

Several Fellows noted that the strength of the alumni network will depend on the strength of personal connections developed during each cohorts’ Fellowship experience. They noted they would have liked to get to know their cohort members even more than they did. They recommend more facilitated networking opportunities both at and in between the in-person gatherings or perhaps local gatherings for those Fellows who live near each other.

Capitalizing on connections when job searching will be an important function of the alumni network. Several Fellows remarked they would have liked a better understanding of the roles that other Fellows were in, so they knew how to target potential future job seeking or collaboration inquiries. Fellows also noted there could be more structure around how to use the Schusterman Fellow network to look for jobs.

Program Changes in Progress

Alumni have the opportunity to participate in a number of opportunities to support current Fellows, to connect with other alumni, and to continue to grow their skills. Alumni are also invited to access the Schusterman CareerHub to find new professional opportunities in the Schusterman network.
Fellows appreciate the diversity of the cohort and say they benefitted tremendously by having representatives from a wide range of geographies, job types, and perspectives in the program. Based on this feedback and the value they placed on hearing from people with different opinions and backgrounds, LFA recommends continuing to curate future cohorts for diversity on many dimensions.

Some specific dimensions of diversity that Schusterman should consider when selecting future cohorts of Fellows are:

- **Geographic diversity**: A mix of international and US based Fellows was appreciated.
- **Ethnic and racial diversity**: Some Fellows lamented the lack of Jews of color in cohort 1.
- **Professional background and job function**: While Fellows like the range of jobs and areas of expertise represented, those fellows who were the sole representatives of a sector or job type felt it was difficult being so unique.

One dimension that we recommend more uniformity (rather than diversity) on is seniority or level of leadership experience. While more junior leaders appear to have benefited by their exposure to more seasoned leaders, the more senior leaders felt some elements of the program or their interactions with other Fellows were not as meaningful to them. By selecting Fellows with similar levels of expertise on this dimension, the Fellowship experience may be maximized for all.
Fellows come to the program with a wealth of experiences, differing political and personal perspectives, and experiences with the Jewish sector. While Fellows celebrate those differences and encourage future cohorts to be diverse, they want the Foundation to think carefully about how the range of perspectives in the program may cause Fellows to have different experiences with the program. They will engage with the materials and their peers in different ways from each other and have differing levels of satisfaction. Based on this feedback, LFA encourages Schusterman to think about what flexibility it can offer in the Fellowship curricula, particularly during in-person gatherings to ensure each person is comfortable and maximizing their own experience.

Fellows gave several concrete examples of how personal perspectives may impact satisfaction with the Fellowship and interpretation of Fellowship experiences.

- **Experiences with being Jewish.** Some Fellows identified as religious, others as culturally Jewish, and others along national lines. These lenses will lead each Fellow to interpret their experiences as a Fellow differently. One Fellow did not want to have a conversation with Rabbi Mike, but felt obligated to do so. Fellows from Israel noted the concept of the “Jewish sector” does not exist in the way it does in the US, or that the challenges of the diaspora are different from the challenges they face.

- **Geographic Location.** International Fellows thought too much of the program was delivered through a US cultural lens. While this is a difficult challenge to overcome, given the geographic location of the Fellows and the in-person gatherings, LFA encourages Schusterman to think about how this lens might be broadened.

- **Seniority.** Fellows had differing levels of tenure and experience. If the Schusterman Fellowship does continue to have a range of leaders in each cohort, it may be beneficial to consider how the program might be tailored in various ways to different leadership levels.

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### Recommendations

5. Reflect on differences in Fellows’ backgrounds and consider adjustments to the curriculum to deepen the impact of the Fellowship for all Fellows.

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Next Steps for Future Evaluation

- Pre-Post Survey for Future Cohorts
- Achievement of Long-term Outcomes
- Network Analysis
Next Steps for Future Evaluation

As the Fellowship progresses, future evaluation efforts may include the following:

Conduct Pre- and Post-Fellowship Surveys for Future Cohorts
Implement the Fellow Survey at the start and completion of future cohorts to explore the short-term impacts of the Fellowship on key areas of interest.

Explore sector-level outcomes of the Fellowship
The following outcomes have been identified as changes Schusterman expects to see 18 months after Fellowship completion. Future evaluations should explore these outcomes and related changes on Fellows and the Jewish Sector.

• Fellows serve as “ambassadors” for the Fellowship as a Jewish leadership pipeline
• Schusterman Fellows fill “Jewish sector positions of influence”
• Fellows lead effectively (receive recognition for their high-quality leadership within their organization and externally in the sector through award recognition, speaking invitations, etc.)
• Fellows provide mentorship to emerging leaders in the sector
• Schusterman Fellows remain in positions in the Jewish sector (leadership sustainability)
• Schusterman Fellows provide an ongoing succession pipeline for the sector and assume positions of influence in perpetuity.
• Priority organization hiring managers and CareerHub professionals have an easier time recruiting talent for senior roles.
• Organizations led by Schusterman Fellows are better able to attract and retain high-quality talent at all levels.

Conduct a Network Analysis to determine Fellowship network viability and reach
Once several cohorts have completed the Fellowship, conduct a network analysis to determine:

• The extent to which Fellows are continuing to connect with and support one another across the sector, and
• The extent to which the Schusterman Fellow network has broad connections throughout the Jewish sector.
THEORY OF CHANGE

Appendix A
SCHUSTERMAN FELLOWSHIP THEORY OF CHANGE

THE GOAL
The Schusterman Fellowship aims to create a powerful pipeline of leaders to fill key positions of influence in the Jewish sector.

THE GOAL
The Schusterman Fellowship aims to create a powerful pipeline of leaders to fill key positions of influence in the Jewish sector.

STRATEGIES

Strategies:
1. Develop individual leadership capacity
2. Build a network of leaders
3. Create organizational impact

FELLOW OUTCOMES
Fellows will...
- Build leadership capacity
- Enhance credibility
- Foster their own commitment and sustainability
- Receive promotions
- Fill positions of influence
- Provide mentorship to others
- Create a pipeline of leaders

JEWISH SECTOR OUTCOMES
The Jewish sector will attract and retain high quality talent

IMPACT
The sector is better situated to respond to ongoing and emergent priorities in the Jewish community
LPI® DIMENSIONS

Appendix B
## LPI ® Dimensions and Behaviors

The Leadership Practices Inventory (LPI) ® is a leadership assessment tool that applies the principles of Kouzes and Posner’s Five Practices of Exemplary Leadership¹. The 360-degree evaluation includes a Leader’s self-assessment and an Observer assessment, which is completed by one or more others chosen by the Leader. Each of the five dimensions is comprised of six that are each scored on a scale of 1-10. Composite scores are on a scale of 6-60. Each Schusterman Fellow scored themselves and received an Observer score at the start and end of the Fellowship.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Behaviors</th>
</tr>
</thead>
</table>
| **Model the way**          | Sets a personal example of what he/she expects of others  
                            | Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on  
                            | Follows through on promises and commitments he/she makes  
                            | Asks for feedback on how his/her actions affect other people’s performance  
                            | Builds consensus around a common set of values for running our organization  
                            | Is clear about his/her philosophy of leadership                                                                                     |
| **Inspire a shared vision**| Talks about future trends that will influence how our work gets done  
                            | Describes a compelling image of what our future could be like  
                            | Appeals to others to share an exciting dream of the future  
                            | Shows others how their long-term interests can be realized by enlisting in a common vision  
                            | Paints the "big picture" of what we aspire to accomplish  
                            | Speaks with genuine conviction about the higher meaning and purpose of our work                                                      |
| **Challenge the process**  | Seeks out challenging opportunities that test his/her own skills and abilities  
                            | Challenges people to try out new and innovative ways to do their work  
                            | Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do  
                            | Asks "What can we learn?" when things don’t go as expected  
                            | Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on  
                            | Experiments and takes risks, even when there is a chance of failure                                                                 |
| **Enable others to act**   | Develops cooperative relationships among the people he/she works with  
                            | Actively listens to diverse points of view  
                            | Treats others with dignity and respect  
                            | Supports the decisions that people make on their own  
                            | Gives people a great deal of freedom and choice in deciding how to do their work  
                            | Ensures that people grow in their jobs by learning new skills and developing themselves                                               |
| **Encourage the heart**    | Praises people for a job well done  
                            | Makes it a point to let people know about his/her confidence in their abilities  
                            | Makes sure that people are creatively rewarded for their contributions to the success of projects  
                            | Publicly recognizes people who exemplify commitment to shared values  
                            | Finds ways to celebrate accomplishments  
                            | Gives the members of the team lots of appreciation and support for their contributions                                                |

Appendix C: Complete Survey Results

Exhibit 1. Survey response rate

<table>
<thead>
<tr>
<th>Response rate</th>
<th>Cohort size</th>
</tr>
</thead>
<tbody>
<tr>
<td>96% (n=22)</td>
<td>23</td>
</tr>
</tbody>
</table>

Survey Response Demographics

Exhibit 2. Number of women and men

<table>
<thead>
<tr>
<th>Men</th>
<th>Women</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>55% (n=12)</td>
<td>46% (n=10)</td>
<td>22</td>
</tr>
</tbody>
</table>

Exhibit 3. Locations of Fellows

<table>
<thead>
<tr>
<th>US</th>
<th>International</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>64% (n=14)</td>
<td>36% (n=8)</td>
<td>22</td>
</tr>
</tbody>
</table>

Exhibit 4. Did you participate in the Schusterman Fellowship as a professional in the Jewish sector or as a lay leader?

<table>
<thead>
<tr>
<th>Professional</th>
<th>Lay leader</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>77% (n=18)</td>
<td>23% (n=5)</td>
<td>22</td>
</tr>
</tbody>
</table>

Satisfaction with the Fellowship

Exhibit 5. Overall, how satisfied were you with the Fellowship?

<table>
<thead>
<tr>
<th>Not at all satisfied (1)</th>
<th>Slightly satisfied (2)</th>
<th>Somewhat satisfied (3)</th>
<th>Very satisfied (4)</th>
<th>Extremely satisfied (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>36% (n=8)</td>
<td>64% (n=14)</td>
<td>4.6</td>
<td>22</td>
</tr>
</tbody>
</table>

*Due to rounding, percentages may sum to greater or less than 100%.
## Fellowship Impact

### Exhibit 6. Please rate the extent to which you have experienced shifts in the following areas of your own leadership because of your experience with the Schusterman Fellowship.

<table>
<thead>
<tr>
<th>Because of my experience with the Schusterman Fellowship...</th>
<th>Not at all (1)</th>
<th>Slightly (2)</th>
<th>Somewhat (3)</th>
<th>Very much (4)</th>
<th>Extremely (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I deal more effectively with leadership challenges.</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>5% (n=1)</td>
<td>73% (n=16)</td>
<td>18% (n=4)</td>
<td>4.1</td>
<td>22</td>
</tr>
<tr>
<td>b. I am more able to see my work through a Jewish lens.</td>
<td>9% (n=2)</td>
<td>18% (n=4)</td>
<td>36% (n=8)</td>
<td>23% (n=5)</td>
<td>14% (n=3)</td>
<td>3.1</td>
<td>22</td>
</tr>
<tr>
<td>c. I am better able to express my unique Jewish leadership.</td>
<td>0% (n=0)</td>
<td>10% (n=2)</td>
<td>24% (n=5)</td>
<td>43% (n=9)</td>
<td>24% (n=5)</td>
<td>3.8</td>
<td>21</td>
</tr>
<tr>
<td>d. I am more clearly focused on the change I want to create.</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>18% (n=4)</td>
<td>32% (n=7)</td>
<td>50% (n=11)</td>
<td>4.3</td>
<td>22</td>
</tr>
<tr>
<td>e. I work more in partnership, empowering others to create change.</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>32% (n=7)</td>
<td>32% (n=7)</td>
<td>36% (n=8)</td>
<td>4.1</td>
<td>22</td>
</tr>
<tr>
<td>f. I am more able to use my voice to share my vision to mobilize and inspire others.</td>
<td>5% (n=1)</td>
<td>0% (n=0)</td>
<td>14% (n=3)</td>
<td>36% (n=8)</td>
<td>45% (n=10)</td>
<td>4.2</td>
<td>22</td>
</tr>
<tr>
<td>g. I can better identify innovative approaches to solving problems.</td>
<td>5% (n=1)</td>
<td>5% (n=1)</td>
<td>18% (n=4)</td>
<td>50% (n=11)</td>
<td>23% (n=5)</td>
<td>3.8</td>
<td>22</td>
</tr>
<tr>
<td>h. I feel more fulfilled physically, mentally, emotionally, and spiritually.</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>23% (n=5)</td>
<td>50% (n=11)</td>
<td>27% (n=6)</td>
<td>4.1</td>
<td>22</td>
</tr>
<tr>
<td>i. I have more tools and practices to continue my work in the Jewish sector for the long-term.</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>5% (n=1)</td>
<td>55% (n=12)</td>
<td>36% (n=8)</td>
<td>4.2</td>
<td>22</td>
</tr>
</tbody>
</table>

*Due to rounding, percentages may sum to greater or less than 100%.*
### Fellowship Components

**Exhibit 7. Please tell us to what extent each component of the Fellowship program contributed to your growth as a leader.**

<table>
<thead>
<tr>
<th>To what extent...</th>
<th>Not at all (1)</th>
<th>Slightly (2)</th>
<th>Somewhat (3)</th>
<th>Very much (4)</th>
<th>Extremely (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Did the Jewish elements of the program (Jewish Journey Map exercise, Jewish coaching session, Jewish learning at gatherings, etc.) contribute to your growth as a Jewish leader?</td>
<td>14% (n=3)</td>
<td>14% (n=3)</td>
<td>36% (n=8)</td>
<td>23% (n=5)</td>
<td>14% (n=3)</td>
<td>3.1</td>
<td>22</td>
</tr>
<tr>
<td>b. Did the process of developing your personalized leadership development goals contribute to your understanding of your personal strengths and growth edges?</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>19% (n=4)</td>
<td>43% (n=9)</td>
<td>38% (n=8)</td>
<td>4.2</td>
<td>21</td>
</tr>
<tr>
<td>c. Did the opportunities you pursued through your CLDP contribute to your growth as a leader?</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>10% (n=2)</td>
<td>24% (n=5)</td>
<td>67% (n=14)</td>
<td>4.6</td>
<td>21</td>
</tr>
<tr>
<td>d. Was the budget of $15,000 for personalized professional development the right amount for achieving the goals specified in your CLDP?</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>9% (n=2)</td>
<td>45% (n=10)</td>
<td>41% (n=9)</td>
<td>4.2</td>
<td>22</td>
</tr>
<tr>
<td>e. Did the individual coaching sessions you received contribute to your growth as a leader?</td>
<td>0% (n=0)</td>
<td>9% (n=2)</td>
<td>14% (n=3)</td>
<td>32% (n=7)</td>
<td>45% (n=10)</td>
<td>4.1</td>
<td>22</td>
</tr>
<tr>
<td>f. Did the Fellowship’s in-person gatherings contribute to your growth as a leader?</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>9% (n=2)</td>
<td>18% (n=4)</td>
<td>68% (n=15)</td>
<td>4.5</td>
<td>22</td>
</tr>
<tr>
<td>g. Did participation in whiparounds contribute to your growth as a leader?</td>
<td>45% (n=10)</td>
<td>23% (n=5)</td>
<td>18% (n=4)</td>
<td>14% (n=3)</td>
<td>0% (n=0)</td>
<td>2.0</td>
<td>22</td>
</tr>
</tbody>
</table>

### Exhibit 8. To what extent did completing your Organizational Change Initiative...  

<table>
<thead>
<tr>
<th>To what extent...</th>
<th>Not at all (1)</th>
<th>Slightly (2)</th>
<th>Somewhat (3)</th>
<th>Very much (4)</th>
<th>Extremely (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Enable you to use your newly developed leadership skills?</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>32% (n=7)</td>
<td>32% (n=7)</td>
<td>32% (n=7)</td>
<td>3.9</td>
<td>22</td>
</tr>
<tr>
<td>b. Build your confidence in using your newly developed leadership skills?</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>23% (n=5)</td>
<td>45% (n=10)</td>
<td>27% (n=6)</td>
<td>4.0</td>
<td>22</td>
</tr>
<tr>
<td>c. Contribute to increases in your organization’s openness to positive change?</td>
<td>5% (n=1)</td>
<td>5% (n=1)</td>
<td>27% (n=6)</td>
<td>27% (n=6)</td>
<td>36% (n=8)</td>
<td>3.9</td>
<td>22</td>
</tr>
</tbody>
</table>

*Due to rounding, percentages may sum to greater or less than 100%.*
Leadership Advancement

Note: Data in Exhibits 9-11 reflect responses to questions asked only of professional Fellows; data in Exhibits 12-14 reflect responses to questions asked only of lay Fellows.

Exhibit 9. Since the start of the Schusterman Fellowship, have you experienced an increase in professional responsibilities?

<table>
<thead>
<tr>
<th>No, not at all</th>
<th>Yes, a little bit</th>
<th>Yes, a great deal</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>6%</td>
<td>29%</td>
<td>65%</td>
<td>17</td>
</tr>
</tbody>
</table>

Exhibit 10. Since the start of the Schusterman Fellowship, have you received a promotion (advance to a more senior role or position)?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>41%</td>
<td>59%</td>
<td>17</td>
</tr>
</tbody>
</table>

Exhibit 11. (If respondent checked yes to Exhibit 9) Was your promotion to a Senior Executive position (e.g., Chief Executive Officer (CEO), Chief Financial Officer (CFO), Executive Director, etc.)?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>71%</td>
<td>7</td>
</tr>
</tbody>
</table>

Exhibit 12. Since the start of the Schusterman Fellowship, have you experienced an increase in responsibilities in your role as a lay leader in the Jewish sector?

<table>
<thead>
<tr>
<th>No, not at all</th>
<th>Yes, a little bit</th>
<th>Yes, a great deal</th>
<th>N/A (I am not currently in a lay leadership role)</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>40%</td>
<td>40%</td>
<td>0% (I am not currently in a lay leadership role)</td>
<td>5</td>
</tr>
</tbody>
</table>
Exhibit 13. Since the start of the Schusterman Fellowship, have you transitioned from a position of lay leadership to a professional role in the Jewish sector?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>100%</td>
<td>5</td>
</tr>
</tbody>
</table>

Exhibit 14. Please share the name of the organization where you assumed a professional role:

No responses

Exhibit 15. Since the start of the Schusterman Fellowship, have you assumed a senior board leadership role at an organization in the Jewish sector?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>32%</td>
<td>68%</td>
<td>22</td>
</tr>
</tbody>
</table>

Exhibit 16. Please share the name of the organization where you assumed a senior board leadership role:

- Haver Foundation, Limmud Hungary Foundation
- Jewish Business Society at UW
- ImmerseNYC
- OneDay Tikkun Olam
- JQ International
- Westbury Group

Exhibit 17. Since the start of the Schusterman Fellowship, have you explored or experienced any of the following new opportunities in the Jewish sector? (Select all that apply: If none of the options apply, please leave the question blank.)

<table>
<thead>
<tr>
<th>% of respondents (n=19)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I was chosen or invited to sit on a board, advisory committee, or task force (e.g., someone approached me about a lay leadership opportunity).</td>
</tr>
<tr>
<td>b. I was recruited for a new professional position (e.g., someone approached me about a job opportunity).</td>
</tr>
<tr>
<td>c. I have begun to explore new professional opportunities in the Jewish sector.</td>
</tr>
<tr>
<td>d. I applied for a new job in the Jewish sector.</td>
</tr>
<tr>
<td>e. I have explored new opportunities for a position of lay leadership in the Jewish sector.</td>
</tr>
</tbody>
</table>

*Due to rounding, percentages may sum to greater or less than 100%.
**Exhibit 18. (If respondents checked yes to any of the responses in Exhibit 17) To what extent was this new opportunity influenced in any way by your experience with the Schusterman Fellowship?**

<table>
<thead>
<tr>
<th></th>
<th>Not at all (1)</th>
<th>Slightly (2)</th>
<th>Somewhat (3)</th>
<th>Very much (4)</th>
<th>Extremely (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I have begun to explore new professional opportunities in the Jewish sector.</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>25% (n=2)</td>
<td>50% (n=4)</td>
<td>25% (n=2)</td>
<td>4.0</td>
<td>8</td>
</tr>
<tr>
<td>b. I applied for a new job in the Jewish sector.</td>
<td>20% (n=1)</td>
<td>0% (n=0)</td>
<td>20% (n=1)</td>
<td>20% (n=1)</td>
<td>40% (n=2)</td>
<td>3.6</td>
<td>5</td>
</tr>
<tr>
<td>c. I was recruited for a new professional position (e.g., someone approached me about a job opportunity).</td>
<td>11% (n=1)</td>
<td>22% (n=2)</td>
<td>33% (n=3)</td>
<td>11% (n=1)</td>
<td>22% (n=2)</td>
<td>3.1</td>
<td>9</td>
</tr>
<tr>
<td>d. I have explored new opportunities for a position of lay leadership in the Jewish sector.</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>20% (n=1)</td>
<td>60% (n=3)</td>
<td>20% (n=1)</td>
<td>4.0</td>
<td>5</td>
</tr>
<tr>
<td>e. I was chosen or invited to sit on a board, advisory committee, or task force (e.g., someone approached me about a lay leadership opportunity).</td>
<td>8% (n=1)</td>
<td>8% (n=1)</td>
<td>46% (n=6)</td>
<td>38% (n=5)</td>
<td>0% (n=0)</td>
<td>3.2</td>
<td>13</td>
</tr>
</tbody>
</table>

*Due to rounding, percentages may sum to greater or less than 100%.*
Commitment to Leadership in the Jewish Sector

Exhibit 19. To what extent do you agree with the following statements?

<table>
<thead>
<tr>
<th>Not at all (1)</th>
<th>Slightly (2)</th>
<th>Somewhat (3)</th>
<th>Very much (4)</th>
<th>Extremely (5)</th>
<th>N/A (I am not currently in a lay or professional leadership role)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I am committed to <strong>continuing in a leadership role</strong> (lay or professional) in my current organization in the Jewish sector.</td>
<td>5% (n=1)</td>
<td>0% (n=0)</td>
<td>9% (n=2)</td>
<td>18% (n=4)</td>
<td>55% (n=12)</td>
<td>14% (n=3)</td>
<td>4.4</td>
</tr>
<tr>
<td>b. There is <strong>opportunity for me to advance</strong> into a more senior role (lay or professional) <strong>at my current organization</strong> in the Jewish sector.</td>
<td>14% (n=3)</td>
<td>10% (n=2)</td>
<td>14% (n=3)</td>
<td>19% (n=4)</td>
<td>33% (n=7)</td>
<td>10% (n=2)</td>
<td>3.5</td>
</tr>
</tbody>
</table>

*The n displayed represents all responses that are calculated into the mean, which includes answer response options 1 through 5.

Exhibit 20. To what extent do you agree with the following statements?

<table>
<thead>
<tr>
<th>Not at all (1)</th>
<th>Slightly (2)</th>
<th>Somewhat (3)</th>
<th>Very much (4)</th>
<th>Extremely (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I am committed to serving in <strong>long-term professional leadership</strong> in the Jewish sector.</td>
<td>5% (n=1)</td>
<td>14% (n=3)</td>
<td>9% (n=2)</td>
<td>23% (n=5)</td>
<td>50% (n=11)</td>
<td>4.0</td>
</tr>
<tr>
<td>b. I am committed to serving in <strong>long-term lay leadership</strong> in the Jewish sector.</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>19% (n=4)</td>
<td>24% (n=5)</td>
<td>52% (n=11)</td>
<td>4.2</td>
</tr>
</tbody>
</table>

Exhibit 21. Please elaborate on your answer to any of the above.

- I grew within my organization over the course of the Fellowship, though I recently made the decision to leave my organization in order to pursue greater professional growth than was available to me within the organization (due to organization size, not on account of a lack of support or investment). I am currently working independently, but am continuing to serve as a lay leader and consultant for my organization, and hope to continue to grow through that work. Transitioning to a corporate role. Excited to shift with intention into long-term lay leadership. I have found that serving as a lay leader for Jewish organizations and working as a professional in the secular sector is a good fit for me. I can continue to learn, contribute and stay connected to the Jewish sector, while also expanding and diversifying my skills and interests in the broader community. I feel a greater sense of balance and fulfillment by having involvement in both sectors than when I did working in the Jewish sector and volunteering largely there as well. I am driven by my Jewish values in all areas of my identity and life, and love the opportunity to apply these values broadly. I have been committed since my college years to being a professional leader within the Jewish community. The experience with the fellowship energized me to trust my skills to push myself to be more confident and take on even greater challenges that result in enhancing Jewish pride and acceptance among Jews and the wider community.

*Due to rounding, percentages may sum to greater or less than 100%.*
- My responses are a bit off here because I left an organizational role to become a consultant - so many of the options for responses didn’t quite fit my situation.
- I had real difficulty answering all of the questions and this difficulty stems from the same problem I had throughout the fellowship relating to the role of Israelis in the program. The distinction between 'Jewish sector' and 'lay leadership' does not apply in the same way in Israel. I am currently working in a professional (non-Jewish) organization - yet my role is to promote the state of Israel and its contribution to solving global challenges. I view this as very much related to the promotion and strengthening of the Jewish people but it is in no way the 'Jewish sector’. The same can be said for the organizations where I am volunteering - they are not 'Jewish' but Israeli and promoting Israeli expertise internationally. i.e., Israeli School for Humanitarian Aid. Very happy to discuss this further. For me it meant the fellowship goals in a sense of promoting either Jewish sector professionalism or lay leadership roles in the Jewish sector did not translate well into my life. I think going forward it might be worth exploring how Israeli professionals whose job involves promoting the State of Israel, related strengths that Israel has to offer to the world or indeed international partnerships can carve another meaningful track in the fellowship - and indeed the relation between such positions and Jewish professionals/lay leadership.
- I am currently the director of my organization, so I’m not really able to advance at my organization. It’s hard for me to envision a fulfilling next job for me in the Jewish sector if my organization closes, although I would like to continue in this field.

*Due to rounding, percentages may sum to greater or less than 100%.*
## Networking

### Exhibit 22. To what extent do the following reflect your experiences with the network of Schusterman Fellows?

<table>
<thead>
<tr>
<th>Item</th>
<th>Not at all (1)</th>
<th>Slightly (2)</th>
<th>Somewhat (3)</th>
<th>Very much (4)</th>
<th>Extremely (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I feel that the Fellowship community is a network that supports and enhances my growth.</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>33% (n=7)</td>
<td>67% (n=14)</td>
<td>4.7</td>
<td>21</td>
</tr>
<tr>
<td>b. I feel there is a strong sense of trust among Fellows.</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>29% (n=6)</td>
<td>67% (n=14)</td>
<td>4.6</td>
<td>21</td>
</tr>
<tr>
<td>c. I contributed to the learning process of my peers.</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>14% (n=3)</td>
<td>48% (n=10)</td>
<td>33% (n=7)</td>
<td>4.1</td>
<td>21</td>
</tr>
<tr>
<td>d. I learned from my peers in the network.</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>10% (n=2)</td>
<td>33% (n=7)</td>
<td>57% (n=12)</td>
<td>4.5</td>
<td>21</td>
</tr>
<tr>
<td>e. I utilized the network to access information and resources.</td>
<td>0% (n=0)</td>
<td>10% (n=2)</td>
<td>14% (n=3)</td>
<td>33% (n=7)</td>
<td>43% (n=9)</td>
<td>4.1</td>
<td>21</td>
</tr>
<tr>
<td>f. I contributed information and resources to the network.</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>38% (n=8)</td>
<td>33% (n=7)</td>
<td>24% (n=5)</td>
<td>3.8</td>
<td>21</td>
</tr>
<tr>
<td>g. The network serves as a source of innovation/inspiration for me.</td>
<td>0% (n=0)</td>
<td>5% (n=1)</td>
<td>14% (n=3)</td>
<td>24% (n=5)</td>
<td>57% (n=12)</td>
<td>4.3</td>
<td>21</td>
</tr>
<tr>
<td>h. I utilized the network to look for a new professional position in the Jewish sector.</td>
<td>57% (n=12)</td>
<td>24% (n=5)</td>
<td>10% (n=2)</td>
<td>0% (n=0)</td>
<td>10% (n=2)</td>
<td>1.8</td>
<td>21</td>
</tr>
<tr>
<td>i. I utilized the network to look for a new lay leadership position in the Jewish sector.</td>
<td>76% (n=16)</td>
<td>19% (n=4)</td>
<td>5% (n=1)</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>1.3</td>
<td>21</td>
</tr>
<tr>
<td>j. I utilized the network to connect to others in the Jewish sector (outside of the Fellowship network).</td>
<td>5% (n=1)</td>
<td>5% (n=1)</td>
<td>48% (n=10)</td>
<td>19% (n=4)</td>
<td>24% (n=5)</td>
<td>3.5</td>
<td>21</td>
</tr>
</tbody>
</table>

### Exhibit 23. To what extent did the following aspects of the Fellowship contribute to building a strong network of leaders?

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Not at all (1)</th>
<th>Slightly (2)</th>
<th>Somewhat (3)</th>
<th>Very much (4)</th>
<th>Extremely (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. In-person gatherings</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>10% (n=2)</td>
<td>10% (n=2)</td>
<td>80% (n=16)</td>
<td>4.7</td>
<td>20</td>
</tr>
<tr>
<td>b. Engagement with the Fellowship’s online communication</td>
<td>5% (n=1)</td>
<td>33% (n=7)</td>
<td>48% (n=10)</td>
<td>14% (n=3)</td>
<td>0% (n=0)</td>
<td>2.7</td>
<td>21</td>
</tr>
</tbody>
</table>

*Due to rounding, percentages may sum to greater or less than 100%.*
Overall Experience

Exhibit 24. In terms of the expectations you had coming into the Fellowship, would you say that it...

<table>
<thead>
<tr>
<th>Did not meet any of your expectations (1)</th>
<th>Met a few of your expectations (2)</th>
<th>Met some of your expectations (3)</th>
<th>Met all of your expectations (4)</th>
<th>Exceeded your expectations (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>10% (n=2)</td>
<td>19% (n=4)</td>
<td>71% (n=15)</td>
<td>4.6</td>
<td>21</td>
</tr>
</tbody>
</table>

Exhibit 25. How likely would you be to recommend the Fellowship to a friend or colleague?

<table>
<thead>
<tr>
<th>Not at all likely (1)</th>
<th>Slightly likely (2)</th>
<th>Somewhat likely (3)</th>
<th>Very likely (4)</th>
<th>Extremely likely (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>15% (n=3)</td>
<td>85% (n=17)</td>
<td>4.9</td>
<td>20</td>
</tr>
</tbody>
</table>

Exhibit 26. Was participating in the Fellowship worth your time and effort?

<table>
<thead>
<tr>
<th>Not at all worth it (1)</th>
<th>Slightly worth it (2)</th>
<th>Somewhat worth it (3)</th>
<th>Very much worth it (4)</th>
<th>Extremely worth it (5)</th>
<th>Mean</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>0% (n=0)</td>
<td>14% (n=3)</td>
<td>86% (n=18)</td>
<td>4.9</td>
<td>21</td>
</tr>
</tbody>
</table>

Exhibit 27. What is the most important impact that the Schusterman Fellowship has had on you as a leader?

- This fellowship gave me so much personal power over my future and the future of my career.
- Increased confidence in my own voice/perspective and what I uniquely have to bring to my work and the world, as well as an increase in the tools and skills I have to leverage my voice.
- Making me a much stronger part of the Jewish community/network, and a stronger Jewish leader.
- The fellowship gave me hope for the future of Jewish peoplehood and Jewish professionalism, and helped me understand my part in it.
- I am so much more self-aware. I know my strengths and weaknesses and I am very comfortable speaking about things I am struggling with to my boss. I feel like I can be vulnerable and that vulnerability feels like a source of strength.
- I gained confidence and had the chance to understand American Jewry better, which was really inspirational.
- The love and support of the cohort.

*Due to rounding, percentages may sum to greater or less than 100%.
- Helping me understand how my Jewish identity and values contribute to my leadership. Giving me the opportunity to identify and explore areas about myself.
- I am truly a more impactful leader in all aspects. I have deepened my listening skills, expanded my knowledge on the subjects of leadership and beyond, and pushed myself personally to take more risks with greater confidence. I feel more prepared and equipped to make big change, especially knowing I am part of an exceptional community of leaders who I can look to for resources and support. I feel that I have a stronger presence in my work and my community as a leader, as a Jew, and personally.
- Having personalized coaching was very meaningful to me. I learnt so much about myself and my type of leadership and was able to grow so much due to that.
- It helped me clarify the next steps in my career and especially inspire me to shoot higher. It helped me focus on my biggest areas of growth.
- Expanding my professional horizons. Being part of a peer's community of learners. Have a broader view of the work of Jewish organizations. See the challenges and opportunities of Jewish organizations with different lengths. Improve my awareness and therefore my practice.
- The opportunity to discover on my own my professional path for growth through guided work with my coach.
- Being confident in my skill set and taking risks. Thinking bigger and better about myself, my leadership, my ability to inspire people, and my impact on the Jewish and wider community.
- Learning about the Jewish world but mostly learning about myself.
- Being the impetus to leave my previous job and start my consulting business which has dramatically impacted my happiness and satisfaction overall.
- Wow, there are so many - I will go my top 3:
  - Imposter Syndrome - Quite often in my work I find myself in positions of leadership and ask myself - how did I get here? Why have they asked me to do this? I'm not qualified/experienced enough/smart enough to fulfil this role... From incredible trust and transparency that was created between the fellows I not only got to see that the same insecurities were shared by a group of the most amazingly talented and accomplished peers, but that I had a group behind me supporting my own confidence.
  - How to Listen - The work we did on listening at the third gathering has had a huge impact on me as a leader.
  - Importance of creating balance in life - Between work, life, family, volunteering, and priorities and that having enough space for yourself to come back to center and balance is critical for being able to give all commitments your full energy and 150%.
- I gained key skills and felt deeply encouraged during a significant transition point in my organization, and this allowed me to grow into new responsibilities and roles.
- It’s given me the inspiration to find and use my leadership voice.
- It instilled in me a belief in my own abilities to create positive change in the world. It introduced me to a network of incredible leaders who I want to emulate and stay in touch with. You want to be a better version of yourself when you are surrounded by great people, and the fellowship has that effect on you.
- Helped me gain confidence, quiet inner critic, imagine myself stepping up and trying some of those things out both in context of fellowship at in life/work; expanded my network, given me a safe space to reflect and do some meaningful and important self-work.

*Due to rounding, percentages may sum to greater or less than 100%.*
Exhibit 28. What was the most useful/beneficial aspect of the Schusterman Fellowship?

- The coaching, hands down!
- The fellows. Learning with/from this amazing group of people has been a privilege, one that I will continue to maintain.
- The amazing network of people, both the fellows and the Schusterstaff.
- The coach and CLDP.
- The gatherings.
- CLDP
- CLDP and coaching.
- Not possible to pick just one useful/beneficial aspect - the combination of the in-person gatherings, coaching sessions and opportunities to pursue professional development opportunities relevant to my specific needs for growth was remarkable and incredibly beneficial. I feel that the combination of all three has positioned me to grow tremendously as a leader and as a person. I feel greater confidence in the impact I can make and the skills I can offer. I also feel motivated to continue pushing myself to contribute and learn at a high level, both as a professional and as a lay leader.
- The allocated funds from the CLDP were life changing - They allowed me to take the things I wanted to work on after the process with my coach was clearer, and go out in to the world and learn and be the best me that I can be.
- The coaching was the most useful, followed closely by the funds for professional development. The gatherings were also incredibly inspiring and they got even more inspiring as they fellowship went on.
- Hard to say. On the one hand the coaching process, but if that had been the only element then I do not feel the fellowship would have had this lasting impact the same for executive education piece I am incline to say the gathering. However I believe that is the triad aspect (the integration of the three components) what makes the SF so special.
- The CDLP
- The cohort was the most incredible group of people, I felt so honored to be considered an equal among them.
- A. Coaching with Randy Chittum
   B. Jewish Coaching with Dr. Erica Brown
   C. Strategic Leadership week long course at Harvard Business School. Along with the incredible learning...I also developed a new group of colleagues the “Harvard Avengers” as we called ourselves. There were 160 CEO of Nonprofits that participated from 22 countries and I lived with a small group of 8.
   D. Love love love the in person gatherings. The gatherings energized me, filled me up with new ideas, inspired new modalities of facilitating, and inspired more confidence.
- Practical tools to enhance my professional skills.
- The CLDP money and opportunities, hands-down.
- 1. Network of Fellows and thus the in person gatherings - the network is simply fantastic and I just wish we had more time together in a constructive way to work on challenges, opportunities etc.
   2. Personal learning opportunities i.e. time at Harvard that I was able to participate in.
- My professional training program at Columbia University provided me with key skills and new community of non-profit professionals that was very inspiring, and has challenged me to think more broadly about my impact as a leader.
- The coaching and professional development experiences. Also, the relationships of the cohort and the ability to call upon the other fellows.
I really found the retreats a powerful space in which to create community, build friendships and learn from peers about their challenges, hopes and dreams. I’m a retreat kinda guy. I also just want to say that even though I’ve only spent half my CLDP funds, the programs that I have attended have been so beneficial and have really challenged me and helped me address areas of weakness.

Exhibit 29. How else could the Schusterman Family Foundation support you personally or professionally in the future?

- Continued access to opportunities to speak or serve in leadership positions in the Jewish world, and more opportunities to collaborate across the Schusterverse.
- You’re giving me SO much already... Please continue :)
- My dream is to implement my hopes and dreams for the Jewish Community, as I formed them through the fellowship, with the support of the Schusterman foundation and a grantee.
- Continue to encourage us to reflect and invest in our growth as professionals and people.
- By providing networking opportunities with the new fellows.
- TBD
- Keep doing what you are doing! The opportunity to connect with other people and resources with the goal of continued learning and growing is so helpful. Some funding is also very beneficial to help access learning opportunities. The coaching has been a major help and some opportunity to continue working with our coaches as Fellowship alumni could be very beneficial. Perhaps some different follow up for those working in the Jewish sector and those who are lay leaders. Still thinking about this...
- Offer growth opportunities. Offer speaking and listening (learning) opportunities. Facilitate a way that we can all keep in touch - the fellows between themselves and the fellows with the foundation. Support future learning opportunities we might have.
- I need ongoing support as I transition to my next job - conversations with staff, connections to possible people with the jobs.
- Provide micro grants for continuous education - 1000 to 2000 every two years. Alumni gatherings every second year.
- Community and professional development opportunities.
- Can I please have a scholarship to go to Esalen once per year? I need it! I think annual gatherings of the fellows would be expensive, but incredibly powerful and productive and I truly believe it would strengthen the overall field of Jewish professionals. I also appreciate being considered for speaking gigs.
- Keep on inviting me to learning and networking opportunities. Please keep sharing programs that I can consider participating in to further my growth as a leader. Please keep sharing the great work you are doing as it fosters new ideas.
- Connections or new exposure opportunities.
- Providing support and opportunities related to my professional expertise and interests - for example the recent offer to pay for me to attend and teach at the BBYO conference is a great example. If possible, access to money for further professional development.
- I believe there are three main ways:
  1. Supporting the continuation of the fellowship network - through in person gatherings would be key to keep the fellowship network alive.
  2. Ongoing support / budget for professional learning opportunities (As mentioned above).
  3. Schusterman Family Foundation - Identify how we can use the foundation, its expertise, its network and position to advance our professional goals. If this is desired by the foundation at all...
I feel deeply supported by the Schusterman Foundation in many ways.

Providing incentive grants for fellows to work on projects together. Sharing our names with search committees looking for CEOs.

I feel well supported by the Schusterman Family. If there are ways to stay connected to Abby, Rae and the fellows I would like to explore that more. I feel a sense of loss that the program is over and there is no date in the future where we will connect again.

Mostly in ways already planned for - networking opportunities, career services, hopefully continuing to gather the Fellows and create spaces for us to periodically return to that reflective leadership space; also would welcome safe space to explore challenging issues facing the Jewish community. I need a space to work out my ideas/thoughts so that I can use my voice as a leader with confidence. Too often there isn’t a safe space to do this.

Exhibit 30. Is there anything else you would like to share about your experience as a Schusterman Fellow?

My partner’s mother’s death midway through the Fellowship experience absorbed a significant amount of my personal energy, time, and mental resources, which meant I had less available to contribute to my Schusterman experience. If I had it to do over, I’d try to avoid major personal life disruptions, so that I could be even more deeply engaged.

It was the best program I’ve ever attended which made a huge impact on me. I can feel the change on a daily basis. Word cannot express my gratitude.

I am just eternally grateful.

Thank you!

I’m so grateful for this experience and feel like this is only the beginning. Thank you!

Thank you! This opportunity has been a highlight of my professional life and I am incredibly thankful for the thoughtful leadership of the program and the tailored support and guidance from all involved. Having the chance to create a leadership journey specific to my experience, needs and interests has meant growth that serves me in the most significant way I can imagine. I am deeply committed to giving back to the community, Jewish and beyond, sharing the skills and knowledge that I have gained through the Fellowship. No question, I am a stronger leader because of it. I know I will continue to grow with the momentum from the last 18+ months and I am so excited about the impact I am confident I can make myself and in partnership with others. Special thanks to Abby, Colleen and Rae. You are an incredible gift to the Fellowship and all involved. Your work and investment in us will touch thousands of people through all of our work in the years to come. Thank you for the care and thought you put into every detail along the way. I feel incredibly lucky and grateful to have been part of the first Cohort. I am inspired to pay it forward!

I would like to thank you for an opportunity of a life time - I am so grateful and humbled to have been chosen!

I am so proud and honored to be part of this group, seriously. I hope the network continues to grow and gain traction and prestige over time.

Just thank you, While I have shared some small corrections or improvements to be made down the road, being part of the SF is an honor and a milestone of my professional experience so this is time just to be modest and humble and recognize the extent to which beyond our personal contribution this is made possible due to the generosity wisdom and commitment of the CLSF including its lay and professional leaders Diego (please whoever processes this share this part with Abby cause I am thinking deeply about her while writing these lines).
• What a privilege and honor to be amongst inspirational leaders who are leading transformative change. I am beyond grateful.
• Thank you one million times over.
• I am still truly humbled to have been accepted into the first class. I was blown away by the investment and the opportunity to customize my learning and meet people outside of the JCC world. I was afforded opportunities to grow my network and learn with new teachers... all that helped me to grow not just as a professional but as a person. This has helped me with employees, board members, colleagues, and my wife and 3 boys among many other relationships and roles I have. Every time I hear the Schusterman name... it’s truly a “keter shem tov - the crown of a good name. I never forget the people or organizations that have invested and supported me. I will always be indebted to the foundation for providing me the right prescription at the right time in my career to energize me. The beneficiaries will be endless and the Jewish community will truly benefit from my participation.
• I am grateful for each one of you for this beautiful journey and the new world that I discover.
• I was very impressed with the care, passion and attention to detail that the fellowship staff put into designing and running it.
• I just feel so grateful to have been selected for this program. Abby and her team’s attention to detail and genuine care about each participant was felt and appreciated. I think Rae and Mike are excellent additions to the facilitation team and I rate them so highly. I wonder if it’s possible to arrange coaches that are local? I found it challenging meeting with my coach at 10pm my time, which was 8am his time. He was a brilliant coach, but I think I would have got more out of the relationship if I was more awake. Some of the fellows weren’t fully present as they were still focused on replying to emails and making calls etc... This was a bit distracting. Ideally every fellow would choose to be fully present. Lastly, THANK YOU for giving me a massive boost on my leadership journey. I can't wait to get out there and build a more vibrant Jewish community and a better world.
• There was a significant diversity in the ages and levels of seniority among the fellows. While I appreciated the diversity on the one hand, it sort of limited the value of the peer group. I think that there was also a significant diversity internationally that on the one hand I loved, on the other, since many weren’t in the Jewish sector specifically, it made for a strange match. Overall REALLY grateful for the investment in me. Such a gift!