



At a Glance: 2019 Schusterman Fellowship Longitudinal Evaluation

Since the launch of our first cohort in 2016, the Schusterman Family Foundation has worked with evaluation firm Learning for Action (LFA) to evaluate the effectiveness and outcomes of our Fellowship program. This evaluation captures responses from three cohorts of Fellows and two cohorts of Senior Fellows. For the first time, these findings are reported together so we can begin to examine the long-term impact of the Fellowship and Senior Fellows experience. We are excited to share what we have learned about how Fellows have grown as leaders, the effect the program has had on their organizations and how we can better support their work.

WE ARE PROUD TO LEARN THAT:

Fellows are advancing in their careers. Survey results and interview findings demonstrate positive outcomes regarding the effect participation in the Fellowship program has had on our Fellows' careers. Notably, **82% of Fellows moved into a senior executive role during or after one year of completing the Fellowship.** In addition, we learned that Fellows have established consulting firms, written books and have been invited to speak at professional conferences and events. These results are a reminder that what success looks like for each Fellow will vary, as well as how important it is to continue to build on each person's unique strengths.

Fellows are growing as leaders. The data demonstrates that a majority of Fellows experienced substantial shifts in their leadership. In particular, Fellows reported **greater confidence, focus, and capacity for inspiring others, more tools and practices to sustain their work long-term, and a stronger understanding of their own weaknesses.** Fellows' supervisors also cited enhanced effectiveness, vision and management among Fellows after completing the program.

Fellows are improving their organizations. There are reports of organizational change as a result of participating in the Fellowship. According to Fellows, changes within their organization included:

- » More professional development, mentoring and coaching opportunities for employees;
- » New or improved feedback and review processes;
- » Improvements to staff culture; and
- » Improved strategic planning.

Fellows are working together. Nearly three-quarters of Fellows indicated that they collaborated with other Fellows in a meaningful way during and in the year following the Fellowship. Additionally, a sample of supervisors who were interviewed shared that Fellows' participation in the Fellowship served to both strengthen existing connections with other organizations and develop relationships with new ones.

KEY OUTCOMES

Within one year of completing the Fellowship:



"The experience both empowered and challenged me to be more thoughtful about the type of change I wanted to see in the Jewish world through my work, and through that crystallizing I became a more intentional and clear leader locally. That translated to more successful work in my community, which resulted in more national attention...and ultimately allowed me to have a larger national presence and voice.

- Senior Fellow

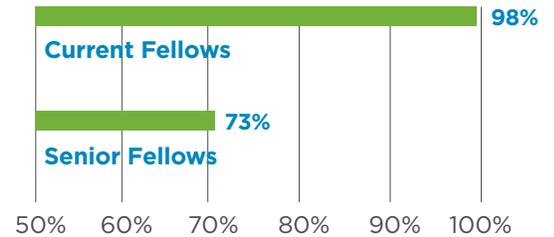


Fellows feel they have greater influence within the Jewish sector. At the close of the Fellowship, one-third of Fellows who were asked about their influence in the Jewish sector reported that it had substantially increased, and half of Senior Fellows reported an increase a year after the Fellowship. Fellows noted their improved ability to identify and articulate the changes they wanted to make in the sector, successfully implement the work that contributes to their vision and garner national attention.

WE AIM TO IMPROVE BY:

Strengthening the Senior Fellowship experience: Interviews with our Senior Fellows revealed a lower level of satisfaction with their experience as Senior Fellows compared to their time as Fellows (see figure to the right). Senior Fellows also shared that there is a need for greater clarity around program components. To address these issues, we are working to articulate goals that are specific to our Senior Fellows and create intentional programming and offerings, including virtual gatherings, Fellow-led in-person gatherings and funding to support Senior Fellows' individual and collaborative leadership. We have also since hosted a Senior Fellows gathering in Israel, which 70% of our Senior Fellows attended.

SATISFACTION WITH THE FELLOWSHIP EXPERIENCE



Preparing Fellows to lead diverse communities: Over the past two years, both within and outside the context of the longitudinal study, Fellows helped us understand the need to apply a diversity, equity and inclusion (DEI) lens to every aspect of the program, from recruitment and selection to faculty and curriculum. Since making improvements to our process, our cohorts and faculty have become more diverse in terms of racial, gender and sexual identities, and our curriculum better represents the diversity of the Jewish community. By situating the Fellowship in the context of an evolving, diverse Jewish community, and by making these changes to our program, we believe our Fellows are better equipped to lead diverse communities. And, we are deeply committed to continuing our work on this front.

Reimagining the Change Inquiry (formerly the Organizational Change Inquiry): Feedback on the "CI" continues to be mixed. We have heard that Fellows are unclear about how they are supposed to develop their CI, what support they can or should receive from other Fellows and what the ideal time frame is for completion. To improve this aspect of the program, we have decided to formally begin the CI process during the Mid-Point Gathering to fully integrate it with our design thinking curriculum. We will also have Fellows work together in CI teams with clearly defined roles that will meet several times throughout the CI process.

Understanding how Fellows use their networks: To help us understand how the networks of Fellows and Senior Fellows are supporting individual leadership growth, collaboration and organizational change, we have partnered with ORS Impact to conduct a social network analysis. This analysis will help us understand how Fellows are connecting with one another, how information and support is flowing through the network, how that changes over time and how we can better support Schusterman Fellows as leaders and changemakers.

We take the feedback of our Fellows and Senior Fellows seriously, and we want to do everything we can to continue supporting our Fellows to the best of our ability. Our aim is to make significant progress on each of the goals outlined above in 2020, and we look forward to continuing to learn, grow and lead with all of you.