

POSITION AND CANDIDATE SPECIFICATION

HILLEL: THE FOUNDATION FOR JEWISH CAMPUS LIFE

PRESIDENT

Prepared by: Jennifer Bol
Mark I. Furman, M.D.
Diane Carlyle

Assignment: 62684-001

Date: February 2013

Amsterdam
Atlanta
Barcelona
Beijing
Bogota
Boston
Brussels
Budapest
Buenos Aires
Calgary
Chicago
Copenhagen
Dallas
Dubai
Frankfurt
Geneva
Hong Kong
Houston
Istanbul
Johannesburg
London
Los Angeles
Madrid
Melbourne
Mexico City
Miami
Milan
Minneapolis/St. Paul
Montreal
Mumbai
Munich
New Delhi
New York
Orange County
Paris
Philadelphia
Prague
Rome
San Francisco
Santiago
Sao Paulo
Shanghai
Silicon Valley
Singapore
Stamford
Stockholm
Sydney
Tokyo
Toronto
Vienna
Warsaw
Washington, D.C.
Zurich

Confidential: This document and the information contained within is confidential and is provided to the named recipient. This information has been prepared in good faith by Spencer Stuart but may require future verification or correction. Distribution or reproduction of this document and/or its contents is strictly prohibited.

SpencerStuart

POSITION SPECIFICATION

Client Organization

Hillel: The Foundation for Jewish Campus Life, is the largest Jewish campus and community-based organization in the world serving the college-age population. Working with hundreds of thousands of students globally to enrich the lives of Jewish students so that they may enrich the Jewish people and the world, Hillel serves students at more than 500 colleges, universities and communities. In addition to its presence on more than 450 North American campuses, Hillel works in more than 55 cities in Israel, the Former Soviet Union, Latin America, Australia, and the United Kingdom. Hillel meets all of these students during this most formative time of their lives and engages, educates and inspires these future leaders to make an enduring commitment to Jewish life, learning and Israel. There is no other window of time in which the Jewish community can find such a vast subset of the Jewish population. Hillel achieves its goals by:

- Inspiring students to make an enduring commitment to Jewish life and learning;
- Being steadfastly committed to the support of Israel as a Jewish and democratic state;
- Supporting and developing its global network of Hillels through its headquarters at the Schusterman International Center in Washington, DC; and,
- Developing Jewish content and resources for local Hillels.

Some of Hillel's accomplishments include:

- Making a positive difference in students' lives: based on recent survey results, 60% have been impacted by Hillel and say it is a great place to connect with people and strengthen their Jewish identity; 74% of students view Hillel favorably, a 21% increase since 2005; 45% of students say that they participate frequently in Hillel events;
- Peer engagement initiatives (Campus Entrepreneurs Initiative and Peer Networking Engagement Internship) located on 52 campuses;
- Consistently being named one of the 50 most innovative Jewish organizations by Slingshot ;
- Having Hillel's *Ask Big Questions* initiative listed by Craigslist founder Craig Newmark as the one of 16 initiatives that are changing the world;
- Being the largest Birthright provider for college-age participants, having staffed trips for more than 70,000 college-age students, representing approximately 40% of total student participants in Birthright; and,
- Convening more than 1,000 students and professionals representing 100 campuses from around the world to participate in the Hillel Institute, the organization's annual conference.

SpencerStuart

At this decisive time, Hillel is excited and ambitious about its future as it is poised to take the next bold step forward.

For a more in depth look at Hillel: the Foundation for Jewish Campus Life, please see the appendix or visit www.hillel.org.

Position Summary

The President of Hillel: The Foundation for Jewish Campus Life is the leader of a global movement engaging young adult Jews in Jewish life and empowering them to be lifelong contributors to the future of the Jewish people. The organization is at a critical point in its evolution, and the President must have the leadership skills to elevate and transform the organization, ensuring its continued vitality, value to the local Hillel movement, future growth, and global impact. Specific responsibilities include:

- Inspiring Jewish students of diverse levels of commitment and knowledge to embrace their Jewish identity;
- Expanding the scope of Hillel's on-campus and community-based services;
- Raising the profile of the Hillel movement nationally and internationally;
- Inspiring and mobilizing the local volunteer and professional leadership of the campus- and community-based network;
- Motivating donors to expand their level of philanthropic support and encouraging new donors to support Hillel's vital mission;
- Scaling and expanding the successful Hillel model and driving continued innovations;
- Attracting, developing, and retaining top talent in the organization and movement; and,
- Strengthening and expanding relationships with colleges and universities.
- Partnering and collaborating with other Jewish organizations.

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

The successful candidate will be a proven leader with experience in a decentralized, geographically distributed, multi-stakeholder organization and a demonstrated ability to manage a complex organization and to drive change. In addition, he/she will have experience:

- Engaging with young adults;
- Developing and executing on a winning strategy;
- Working with and building a successful and engaged board;
- Cultivating and soliciting major donors and an understanding of the fundraising function;
- Serving as a public spokesperson for an organization;

SpencerStuart

- Developing professional staff centrally and in the field;
- Understanding Jewish thought, history, and culture;
- Engaging in sophisticated and nuanced conversations about Israel and demonstrating a commitment to and understanding of the central role Israel plays in the life of the Jewish Diaspora and Israeli Jewish communities;
- Leveraging new technology and social media;
- Working internationally;
- Participating in some aspect of organized Jewish life; and,
- Understanding higher education and/or the Jewish communal world.

Critical Competencies for Success

Inspirational leadership: In an organization critical to advancing a deeper connection to Judaism, the new President will inspire internal and external stakeholders by:

- Forging and articulating a compelling vision and a clear direction;
- Generating excitement throughout the Hillel movement about its mission, impact, and future; and,
- In collaboration with professional and lay leaders, refining the strategy, setting priorities, and clarifying the partnership between the Schusterman International Center and the field.

Passion and Authenticity: In a mission-driven organization that is leading a global movement, achieve unquestioned credibility by:

- Demonstrating an authentic, personal connection and commitment to Jewish life;
- Being accessible to all members of the Jewish community and having the ability to “meet them where they live;” and,
- Communicating passion for Hillel’s mission and eliciting that passion in others.

Magnet for resources: In an ambitious organization, which aspires to grow and expand its impact worldwide, the new President will play a significant role in attracting the human and financial capital necessary to realize its ambitions by:

- Identifying, recruiting, developing, and retaining world class talent capable of delivering excellence today and maintaining it in the future while growing the organization;
- Cultivating and stewarding major donors, both in North America and globally, capable of funding Hillel’s growth and capacity building initiatives going forward;
- Developing trust-based partnerships with local Hillel’s and their boards to expand the level of giving from current donors and to enhance professional development activities across the network; and
- Experimenting with innovative approaches to diversify Hillel’s funding base.

SpencerStuart

Organizational Capacity Building: In a decentralized organization, the new President will improve the efficiency and effectiveness with which Hillel delivers services to the field by:

- Building a highly functioning organization with clear roles and responsibilities tied to specific business objectives;
- Engaging and empowering others and holding them accountable; and
- Creating a sustainable financial and operating model that will allow Hillel to grow and prosper.

Other Personal Characteristics

- Strong interpersonal skills;
- Highly effective communicator across multiple venues;
- “Big tent” orientation;
- Global perspective;
- Affinity for young adults;
- Integrity and confidence;
- Capacity to travel extensively both within the United States and internationally; and,
- Ability to communicate in Hebrew highly desirable but not required.

SpencerStuart

Appendix

Hillel: The Foundation for Jewish Campus Life is the largest Jewish campus and community organization in the world. The organization serves students at more than 500 colleges, universities and communities throughout North America and globally, including approximately 30 communities in the former Soviet Union, nine in Israel, and five in South America. Since its origin in 1923, Hillel has played a critical role in ensuring the future of the Jewish community by creating a welcoming environment for Jewish students on campus and by fostering students' ability to incorporate Jewish tradition into their lives. In addition to providing religious and cultural support for students, Hillel helps students expand Jewish knowledge, hone leadership skills, bolster ties to Israel, and volunteer in social justice work. Just as the university establishes a professional foundation for students' futures, Hillel builds a Jewish foundation for their lifetime. Hillel equips today's students to be the supporters and leaders of tomorrow's Jewish community.

Hillel seeks to engage every Jewish student on campus, from those with strong Jewish backgrounds to those with none at all. Over the decades, Hillel's approach to education and engagement has evolved. Once seen as "the synagogue on campus," Hillel today encourages students to take ownership of their Jewish experience and define "Jewish" their own way. The destination of their Jewish journey is up to the student — Hillel provides the resources.

In 2012, the international board of directors adopted a new, five-year strategic planning framework.

Vision: Every student is inspired to make an enduring commitment to Jewish life, learning and Israel.

Mission: Enriching the lives of Jewish students so that they may enrich the Jewish people and the world.

Hillel's aspirational goals are to initiate and maintain contact with all Jewish students, engage in meaningful relationships to build community and foster Jewish growth, and to cultivate a select cadre of Jewish student leaders and learners.

Significance to the Jewish Community: Over 85% of all North American college-age Jews, approximately 400,000, attend an institution of higher learning. Not only is Hillel's audience highly concentrated during this time, they are also in the midst of one of the most formative periods of their lives. The campus environment encourages students to contemplate their future and grapple with serious questions of meaning, values, and identity. Hillel reaches them during this decisive time when they are open to influences and experiences that will shape their commitment to the Jewish people. By making Jewish life accessible and meaningful to students, Hillel lays the groundwork for students to continue to find meaning in Jewish life even after graduation. In this way, Hillel builds a foundation for Jewish life that extends far beyond the campus.

SpencerStuart

How Hillel Is Structured: Hillel welcomes any and all Jewish students to take advantage of its resources, initiatives, and services; no membership is required. Local Hillels do not pay a fee to belong to the global enterprise, which operates on an annual enterprise budget of nearly \$90 million. Rather, Hillel's Charles and Lynn Schusterman International Center (SIC), the global headquarters, offers local Hillels a comprehensive spectrum of resources and services to support them in their work on campus, including content or consulting in the areas of institutional advancement, strategic planning, leadership development, fundraising, human resources, fiscal administration, student engagement, and communications. The seven main areas of services and resources provided through the SIC include:

1. Resources, grants and opportunities for Jewish college students;
2. Recruitment, professional development, and program resources;
3. Resources and leadership development opportunities for volunteer leaders;
4. Financial resource development support;
5. Resources and consultative services for strategic organizational development;
6. Services providing administrative and operational support for local Hillels;
7. Public affairs resources and consultation on responding to events affecting the Jewish campus community;

Hillel and Israel: Hillel is steadfastly committed to the support of Israel as a Jewish and democratic state with secure and recognized borders and as a member of the family of free nations. Israel advocacy and education is both an obligation stemming from Hillel's commitment to strengthening Jewish life and an opportunity to engage in conversation with students about themselves as Jews and as members of the Jewish people.

Governance: Hillel is governed by an international board of directors consisting of approximately 55 members, under the leadership of a chair and three vice chairs. Standing and ad hoc committees perform the board's governance functions, including oversight of budget and finance, human resources, campus advancement, and accreditation, among others. Most Hillel foundations on the 150 largest campuses are governed by local boards that bear the principal responsibility for their own fund raising and staffing, under the guidance and policies set by the international board. Given this decentralized model of governance, the President plays a key role in creating a sense of common purpose among a geographically, politically, religiously, and economically diverse set of individuals who sit on Hillel's local and international boards.

Hillel has a board of governors, consisting of major donors who serve in a non-fiduciary, advisory capacity. A goal for the President will be to expand the membership of the board of governors.

Financial Information: Hillel's total annual enterprise budget is approximately \$90 million. In 2012, the SIC's budget was \$28 million, \$19 million of which covered the Center's operating expenses and \$9 million of which went to support local Hillels, primarily

SpencerStuart

through a competitive grant process. Each year since the financial crisis of 2007, the SIC has had an annual operating deficit, despite reductions to both staff and funding for local Hillels. One of the major objectives for the incoming President is to return the SIC to financial health and increase its capacity to provide resources, professional development, and technical assistance to local Hillels.

Strategic Opportunities: In 2012, Hillel's board approved a strategic framework and retained the Monitor Group to conduct a review of that strategy and the organization's ability to execute it. The report of the Monitor Group, delivered in October, identified a number of strategic, operational, and financial opportunities for the President and the board to pursue which will enhance Hillel's ability to deliver on its mission. The next President will need to make the strategy more specific and actionable and put in place financial and operating models that are better aligned with that strategy.

For additional information, including information on some of Hillel's major initiatives, please visit <http://www.hillel.org>.