About The Schusterman Family Foundation

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.

About Learning for Action

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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- **Senior Fellow Program Components**: page 28
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Report Overview

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

1. **About the Fellowship and the Evaluation**
   An overview of the Schusterman Fellowship and Senior Fellow programming, as well as a description of the purpose of the Senior Fellow Evaluation, research questions that guided the work, and methods used to gather data.

2. **Impact on Senior Fellows**
   A report of the impact of the Fellowship experience and Senior Fellow programming on Cohort 1 Senior Fellows.

3. **Evaluation of Components of Senior Fellow Programming**
   A summary of the evaluation findings and suggestions from Cohort 1 Senior Fellows for the various components of Senior Fellow programming. Program changes already in progress in response to feedback from Senior Fellows are noted.

4. **Recommendations for Senior Fellow Programming and Future Evaluation**
   Suggestions for strategies to improve the experience for current and future Senior Fellows, and recommendations for possible next steps for the evaluation of Senior Fellow programming.

5. **Appendices**
   - Appendix A: Schusterman Fellowship Theory of Change
   - Appendix B: Cohort 1 Senior Fellow Survey Quantitative Data
   - Appendix C: Cohort 1 Senior Fellow Survey Quantitative Data with Significance By Comparison Group
   - Appendix D: Cohort 1 Senior Fellow Survey Qualitative Data
About the Fellowship and Evaluation
About the Fellowship and Senior Fellow Program

Aims of the Fellowship

The Schusterman Fellowship aims to support exceptional leaders as they build highly effective organizations that go on to have a demonstrable and positive impact on the world and, in turn, attract the very best and brightest talent at all levels. The purpose of the Fellowship is to create a virtuous cycle of talent in the Jewish community. As such, the Fellowship is a leadership development program for individuals who are committed to growing their capacity to exercise leadership in the Jewish community. The Fellowship engages highly motivated candidates who see Jewish organizational leadership as an important way to create transformational change in the world. Fellows deeply explore themselves and their leadership and are active players in a collaborative learning community, both contributing and receiving challenge and support. 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. Fellowship alumni participate in Senior Fellow programming that supports their continued professional development, a robust Fellowship network, and organizational change.

Fellowship 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 emotional intelligence and technical skill mastery; a Jewish leader’s effectiveness also requires an awareness of one’s Jewish narrative and core Jewish values in order to reach their fullest potential.
- Leadership development requires customized personal and professional growth opportunities, rather than one-size-fits-all skill building.
Evaluation Purpose

The Schusterman Foundation engaged LFA in 2016 to develop a theory of change with intended outcomes (Appendix A) and understand the impact of the Fellowship for the first three cohorts of Fellows. In 2018, CLSFF also engaged LFA to evaluate the experience of Senior Fellows. Lessons learned from the evaluation of the first cohort of Fellowship alumni will affect programmatic and strategic decisions for future cohorts and the Foundation’s leadership development strategy moving forward.

Research Questions

The following research questions were identified through the theory of change process completed in 2016 to guide the Evaluation of the Schusterman Fellowship and Senior Fellow programming. These questions served as a touchstone during the development and refinement of the survey and interviews.

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

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

Demographic Composition of Cohort 1 Senior Fellows

- 12 Women
- 12 Men
- 0 Non-Binary

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

Survey of Senior Fellows
Senior Fellows from Cohort 1 completed an online survey that was launched in June 2018, approximately 18 months after the end of Fellowship programming. The survey had a 100% response rate (n=24). The demographic composition of Cohort 1 is shown on the left. Select survey results are incorporated throughout this report. A full set of tabled quantitative survey responses is included in Appendix B. Statistically significant comparisons of quantitative survey data can be found in Appendix C, and qualitative survey responses are included in Appendix D.

Interviews with Senior Fellows
LFA conducted one-on-one phone interviews with a group of Cohort 1 Senior Fellows (n=6) in September 2018. LFA compiled and analyzed notes from each interview.

About the Fellowship and Evaluation

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Impact on Senior Fellows

Overview of Impact on Senior Fellows
Career Advancement & Sector Influence
Shifts in Leadership & Contributors to Leadership Growth
Lay Leadership Opportunities
Commitment to Leadership in the Jewish Sector
Networking & Collaboration
Organizational Impact
Overview of Impact on Senior Fellows

Senior Fellow programming provides crucial support to the sector’s current and future key leaders during inflection points of career advancement in a rapidly changing world.

Schusterman Senior Fellows report career advancement at existing or new organizations, as well as increases in responsibilities in their professional and lay leadership roles in the Jewish sector. These expanded roles, greater responsibilities, and new leadership opportunities mean that Senior Fellows are continually facing new challenges and opportunities for ongoing growth. The leadership growth that Fellows experience as a result of the Fellowship positions them to take their careers to the next level. And once they have advanced, Senior Fellow programming provides the support that these professionals need to sustain their ongoing growth and advancement.

As Senior Fellows continue their professional growth and career trajectories, they continue to turn to the connections they made through the Fellowship network for support, resources, and thought partnership. The ongoing Senior Fellow programming provides the support they need to both advance their own careers and to advance their organizational agendas. Access to professional development, coaching, trainings, webinars, and opportunities for networking and collaboration support Senior Fellows’ ongoing growth and skill development, and support a vibrant and active Fellowship network. Senior Fellow programming also provides a space for Senior Fellows to pause, reflect, and reconnect with the values that imbue their work. At a time when few organizations have the resources or capacity to provide substantive professional development for key leaders, Schusterman Senior Fellow programming is providing crucial support to the Jewish sector’s current and future key leaders.

For me, my leadership journey was ignited during the Fellowship, but not finished during the Fellowship. I wish that I could have access to additional resources for training, or less access to resources during the Fellowship and then some after. I want to try things out and learn new things. And I was able to hire my coach through my organization after the fellowship ended. To have a coach for a year, and then not be able to get a quick tune up is hard. My recommendation might even be that they dial back in the investment in the Fellowship. Now we all have new jobs and we need support!  

- Senior Fellow
Impact on Fellows

Cohort 1 Senior Fellows share the impact of their Fellowship and Senior Fellow experiences on their personal and professional development.

“My Fellowship experiences really went very deep into the fabric of my leadership so whenever I am leading, it is there. It is very deep.”

“When I think about the Senior Fellowship, the richest experiences are when I’ve been involved in real dialogue both in person but also virtually. And I would include both experiences organized by the foundation and those not.”

“I have opted into the Senior Fellowship in a way that I don’t think everyone has. I have chosen to participate and not everyone has. And I think there are a lot of questions about why people have opted in or not and why. But I think because I have made a decision to put the energy in, I have gotten some return on it.”

“I think the Senior Fellow experience expanded my network in a way that the Fellowship didn’t. As a member of Cohort 1, I already knew some of those people. The Senior Fellowship feels more network expanding, in terms of being a part of something bigger. I have reached a place in my career where I don’t have as many colleagues and I feel more like I have to be in a position of authority. There are fewer spaces where I feel like I can be vulnerable. And I think what has been really useful is an automatic acceptance that we’re all coming from that place. It always feels like an environment where people can share their vulnerability, and it makes the conversation very real. And I can learn by hearing about other people’s challenges. It is true for me as a Senior Fellow.”
Impact on Senior Fellows

Career Advancement

Approximately half of Senior Fellows have formally advanced their careers through promotion or a move to a new organization within eighteen months of completing the Fellowship.

42% of Cohort 1 Senior Fellows (n=10) **advanced to a Senior Executive position** within eighteen months of completing the Schusterman Fellowship. Of these, six were internal promotions, and four were advancements at a new organization.

29% of Cohort 1 Senior Fellows (n=7) **were promoted** within their organization in the past year, **86% of which were to Senior Executive positions** (n=6).

25% of Cohort 1 Senior Fellows (n=6) **accepted a position with a new organization** within the past year. Of those:

- **83%** (n=5) moved to an organization that afforded greater opportunity to advance their careers in the future
- **67%** (n=4) were advancements to Senior Executive positions.
- **50%** (n=3) moved to organizations with greater influence in the sector

4% of Cohort 1 Senior Fellows (n=1) **transitioned from a lay leadership role to a professional position** in the Jewish sector within eighteen months of completing the Fellowship.
Career Advancement

Cohort 1 Senior Fellows share how their Fellowship and Senior Fellow experiences supported their recent career advancements.

“This desire for leadership responsibility is due to my experience with the Fellowship.”

“One hundred percent this is because of the Fellowship. I reached out to [another Fellow to ask] his advice and coaching. [His support was] why I decided to continue in the interview process and why I was so well positioned during the interviews. I also probably wouldn’t have considered a Jewish job like this before the Fellowship nor would I have been as viable a candidate.”

“The Fellowship made me realize it was time to leave my then current position and push myself to do something new and different.”

“While the definition of my role hasn’t changed the content of what it is I do for the organization has changed. I feel that more responsibilities have been coming my way. I have been able to do more and to reach new challenges that I haven’t tackled before within the organization.”

“In terms of the foundation’s goal to create a pipeline for Jewish leaders—I am living it. It isn’t just the training, it is also about seeing myself in the role, and having access to [other Fellows for support].”

“The Fellowship expanded my perspective on my professional opportunities and paths.”

“I wouldn’t be in this job without the Fellowship, because I didn’t see myself as being a good fit for something like this. And I wouldn’t have been excited about the opportunity to shape an institution like this. This organization aligns with some of my core theories about Jewish life that I got clear on during the Fellowship. It definitely impacted my ability to even respond to the recruiter who reached out to me about the job.”

“The Fellowship helped take me to the next level. Gave me the confidence to take on a big role and launch a new initiative.”

“I felt more confident to advocate for myself for the title.”
Elevated Presence and Influence in the Jewish Sector

Cohort 1 Senior Fellows report that their experiences with the Fellowship and Senior Fellow programming have elevated their presence and level of influence in the Jewish sector.

Cohort 1 Senior Fellows report higher levels of engagement in the Jewish sector since beginning the Fellowship. Senior Fellows report that the strong Schusterman brand offers prestige that is acknowledged by their colleagues and organizations. They report feeling more respected, more confident, and better able to use the platforms available to them to share their voices in the Jewish sector. As a result of their Fellowship and Senior Fellow experiences, Cohort 1 Senior Fellows report more opportunities to assume new or expand existing leadership roles, responsibilities, or opportunities, have more access to a broader range of organizations and potential collaborations, and are invited to share their voices through speaking, writing, coaching, and other leadership opportunities that enhance their leadership presence and influence in the Jewish sector.

54% of Fellows believe they have very much (46%) or extremely (8%) increased their level of influence in the Jewish sector since the start of the Fellowship.

“I think the Schusterman Family Foundation has a very strong reputation/brand in the Jewish sector and it clearly helped me to make my voice heard in certain platforms.”

- Senior Fellow

“Since the Fellowship and thanks to Abby I have been asked to speak and be a reference multiple times. It elevates me and our organization.”

- Senior Fellow

“The Fellowship acts as a vehicle to reaffirm and strengthen our commitment to become a voice with gravitas and promote social change.”

- Senior Fellow
Cohort 1 Senior Fellows share the extent to which their Fellowship and Senior Fellow experiences increased their level of influence in the Jewish sector.

“There was an immediate level of prestige associated with the Fellowship. It happened as soon as I was accepted. It felt like a big deal to a lot of people around me and still does.”

“In transitioning to [a secular professional position], I felt the Fellowship gave me a ‘foundation’ to remain engaged as a thought leader in the Jewish Community.”

“I think in part because of the network, I am engaged in more conversations. I think I am more likely to be called for both formal think tank conversations, but also on an informal level, there are a number of senior people who call me for my perspective behind the scenes. To a great extent because it is some combination of me being connected to more people and also to my having more confidence in my knowledge and ability to participate in those things. And more willingness to put my voice out there and I attribute that to the Fellowship.”

“I have been asked to write a monthly column in a Jewish newspaper to share my views on a range of topics.”

“I moved from a secular job to a senior job in a Jewish organization that is respected in my city.”

“My increased influence is 100% related to my experience as a Fellow.”

“I feel that I am more often invited into certain meetings because of my relationships with other organizations.”

“I feel that being selected and a part of the program branded me in a very positive way with my colleagues, board members and others.”

“I feel more respected as an executive and feel that I’m able to contribute more significantly locally and asked to participate in more community planning.”
Impact on Senior Fellows

Shifts in Leadership

Cohort 1 Senior Fellows noted positive shifts in many aspects of leadership as a result of their Fellowship and Senior Fellow experiences.

Senior Fellows from Cohort 1 report a number of important shifts in their leadership since the start of the Fellowship. The most frequently cited shifts in leadership are increased confidence and increased self-awareness, while the most highly rated impact was a renewed passion and purpose for their work in the Jewish sector. Other notable shifts in leadership shared by Cohort 1 Senior Fellows include greater willingness to take risks, enhanced decision-making, greater work-life balance, and enhanced presence or mindfulness. Additional shifts in leadership cited by Cohort 1 Fellows are displayed in the chart to the right. Shifts in leadership noted by Senior Fellows are consistent with those shared by Cohort 1 and 2 Fellows at the close of their Fellowship experience.

Being aware of how I use my leadership presence has turned me from a reactive leader into a proactive one. I can actively choose what I am bringing to a leadership situation, whether it be a meeting, presentation, rally, or 1-1 interaction in a way that I did not have the language or tools for before. The impact of that awareness affects everything I do.

- Senior Fellow

Fellows experienced positive changes or shifts in leadership because of their Fellowship and Senior Fellow experiences

<table>
<thead>
<tr>
<th>Shift</th>
<th>Scale: Not at all (1) to Extremely (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewed passion and purpose (n=3)</td>
<td>4.7</td>
</tr>
<tr>
<td>Self-awareness (n=6)</td>
<td>4.3</td>
</tr>
<tr>
<td>Risk-taking (n=4)</td>
<td>4.3</td>
</tr>
<tr>
<td>Decision-making (n=4)</td>
<td>4.3</td>
</tr>
<tr>
<td>Work/life balance, self-care (n=3)</td>
<td>4.3</td>
</tr>
<tr>
<td>Presence, mindfulness (n=3)</td>
<td>4.3</td>
</tr>
<tr>
<td>Perspective (n=4)</td>
<td>4.0</td>
</tr>
<tr>
<td>Teamwork, management, effective leadership (n=3)</td>
<td>4.0</td>
</tr>
<tr>
<td>Confidence (n=9)</td>
<td>3.8</td>
</tr>
<tr>
<td>Expanded network (n=3)</td>
<td>3.7</td>
</tr>
<tr>
<td>New job, role, or responsibilities (n=6)</td>
<td>2.3</td>
</tr>
<tr>
<td>Other (n=17)</td>
<td>3.9</td>
</tr>
</tbody>
</table>
Contributors to Leadership Growth

Senior Fellows acknowledge the Fellowship and Senior Fellow experience as a main contributor to their leadership development.

67% of Cohort 1 Senior Fellows (n=16) report that the leadership shifts they have experienced were extremely (33%) or very much (34%) due to their experience with the Fellowship or Senior Fellow programming.

Cohort 1 Senior Fellows consider their Fellowship and Senior Fellow experiences to be a major contributor to their leadership development, including the following elements: coaching; connecting with other members of their cohort for support, mentoring, and peer coaching; collaborating with other Fellows; and the gathering in Israel. Senior Fellows also cite learning opportunities made possible through their CLDP as significant factors in their leadership growth. Some Fellows share that their own growth through the Fellowship – for instance, finding their voice within the Fellowship experience, or implementing lessons learned through the Fellowship experience with their organizations – led to ongoing growth. Finally, Senior Fellows cite additional contributors to their ongoing personal and professional growth and development, such as leadership development opportunities external to the Fellowship, changes within their organizations, and personal life experiences.

For more details, please see Appendix D.
Lay Leadership

Approximately half of Cohort 1 Senior Fellows hold senior board roles and three-fourths of those in lay leadership roles report an increase in their responsibilities since the Fellowship.

46% of Cohort 1 Senior Fellows (n=11) currently hold senior board leadership roles

75% of Cohort 1 Senior Fellows who hold lay leadership roles (n=12) have experienced an increase in their responsibilities as a lay leader

Nearly half of Cohort 1 Senior Fellows currently hold senior board leadership roles. Three-fourths of Cohort 1 Senior Fellows who hold lay leadership roles also report assuming greater responsibilities in their those roles in the Jewish sector since the start of the Fellowship. Senior Fellows are continuing to leverage their Fellowship learning and personal growth to help advance the organizations with which they volunteer their time. Interestingly, women Fellows in Cohort 1 report a more significant increase in their responsibilities as lay leaders than male Cohort 1 Fellows.*

I think that my adaptive leadership training has allowed me to be a more effective lay leader within my organization, to be a more valuable contributor to solving complex problems, and has increased others’ perception of my abilities.

- Senior Fellow

Three-fourths of Senior Fellows in lay leadership roles report an increase in responsibilities in their role

<table>
<thead>
<tr>
<th>Yes, a great deal</th>
<th>Yes, a little bit</th>
<th>No, not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>19%</td>
<td>56%</td>
<td>25%</td>
</tr>
</tbody>
</table>

(n=16†)

† Reflects the number of Senior Fellows who indicated that they currently hold a lay leadership role.

*See Appendix C for more information.
Commitment to Leadership in the Jewish Sector

Cohort 1 Senior Fellows continue to report high levels of commitment to long-term leadership in the Jewish sector.

73% of Cohort 1 Senior Fellows (n=16) report that they are very (23%) or extremely (50%) committed to long-term lay leadership in the Jewish sector.

60% of Cohort 1 Senior Fellows (n=14) report that they are very (30%) or extremely (30%) committed to long-term professional leadership in the Jewish sector.

Cohort 1 Senior Fellows report high levels of commitment to long-term lay leadership, and moderate to high levels of commitment to long-term professional leadership in the Jewish sector. Some Senior Fellows reflect that because they are still in the process of envisioning their future careers, they have less clarity on whether and how their leadership roles in the Jewish sector will continue professionally. However, those who express ambiguity about their professional role in the Jewish sector report a strong commitment to ongoing lay leadership.

The sum of the percentages may be more or less than 100% due to rounding.
Commitment to Jewish the Sector

Cohort 1 Senior Fellows share their commitment to leadership in the Jewish sector.

“I have been a professional in the field for over a decade and I see it as my life’s mission. That is why I am also actively volunteering in the field with two other non-profit organizations as a board member.”

“To me, honestly this is not even a question. I am committed to always being proactive and involved from different angles with the Jewish sector, period.”

“I am 100% committed to leadership in the Jewish community. Lately I have been questioning if I want to be on the professional side or as a lay leader, but for the immediate future, I’ll be a Jewish professional and proud of it.”

“I believe that I need to honor the investment that has been made in me, by continuing to serve in the Jewish community.”

“Being surrounded by other members of the Fellowship community who are [serving in leadership positions] inspires others to take on more lay leadership and professional leadership roles.”
The Fellowship Network

Cohort 1 Senior Fellows report connecting with members of their own and other cohorts to seek and provide crucial professional support and consultation.

Cohort 1 Senior Fellows continue to highly value the relationships they developed through their Fellowship and Senior Fellow experiences. Senior Fellows report feeling supported and challenged by members of their own and other cohorts; a strong sense of trust among the members of the Fellowship community; and strong personal or professional relationships with other Fellows. Nearly three-fourths of Cohort 1 Senior Fellows are connecting with other Fellows in some way outside of Schusterman-sponsored events. Cohort 1 Senior Fellows report reaching out to one another for consultation and peer coaching; for content area expertise; for opportunities to collaborate; and for business development opportunities. Senior Fellows report providing similar types of supports to other members of their own and other cohorts as well. One Senior Fellow sought the support of another Fellow when applying for a new job and a second reported using another Fellow as a reference.

Impact on Senior Fellows

When I was applying for this new job in the Jewish world, I reached out to one of the Fellows in my cohort who works at a very similar org in another city. Without the support and insight he provided, I would not have 1) been so interested in the opportunity and 2) been so well prepared during the interview process to get the job. This was INVALUABLE and is a clear example of how the Fellowship continues to resonate through my professional life, but has also helped me transition from a secular to a Jewish job. I cannot overstate how much the connection with and trust with this other Fellow from my cohort helped me with this job transition.

- Senior Fellow

<table>
<thead>
<tr>
<th>Senior Fellows highly value network relationships and support</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>Not at all</td>
</tr>
<tr>
<td>13%</td>
</tr>
<tr>
<td>26%</td>
</tr>
<tr>
<td>I feel there is a strong sense of trust among Senior Fellows.</td>
</tr>
<tr>
<td>Not at all</td>
</tr>
<tr>
<td>4%</td>
</tr>
<tr>
<td>I have strong personal and/or professional supportive relationships with other Fellows.</td>
</tr>
<tr>
<td>Not at all</td>
</tr>
<tr>
<td>4%</td>
</tr>
<tr>
<td>I am connecting with Fellows outside of Schusterman-sponsored events.</td>
</tr>
<tr>
<td>Not at all</td>
</tr>
<tr>
<td>13%</td>
</tr>
</tbody>
</table>

(n=23)

The sum of the percentages may be more or less than 100% due to rounding.
While Cohort 1 Senior Fellows are continuing to connect with those in their own cohort, there are opportunities to leverage network resources to expand their networks both within and external to the Fellowship itself. Of the 15 Cohort 1 Senior Fellows who looked for a new professional position in the Jewish sector, 47% (n=7) accessed the Fellowship network during their search. Of the 14 Cohort 1 Senior Fellows who looked for a new lay leadership position, only 21% (n=3) accessed the network during their search. A number of Senior Fellows are using the Fellowship network to connect with members of other cohorts, and to connect with others in the Jewish sector outside of the Fellowship network, but between 25-30% of Cohort 1 Senior Fellows are not accessing the network at all for these purposes. As the Fellowship continues to grow, more opportunities to connect among cohorts and outside of the Fellowship network to support ongoing professional development may emerge.

Impact on Senior Fellows

Beyond the Network of Fellows

There are untapped opportunities for Senior Fellows to leverage network resources to access one another and others in the Jewish sector outside the Fellowship network.

While I have not yet used the network to seek out new lay leadership roles, I can certainly imagine doing so, or using the network in some way in my volunteer capacity. **I can imagine using the network to bring other Fellows in to my volunteer world, if and when there seems to be a match (brining in a speaker, expert, consultant, etc.).**

- Senior Fellow

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### Fellows utilize the network to share resources

<table>
<thead>
<tr>
<th>Statement</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 have strong personal and/or professional supportive relationships with other Fellows. (n=23)</td>
<td>4%</td>
<td>26%</td>
<td>48%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>I have utilized the network to look for a new professional position in the Jewish sector. (n=15)</td>
<td>53%</td>
<td>13%</td>
<td>7%</td>
<td>20%</td>
<td>7%</td>
</tr>
<tr>
<td>I utilize the network to connect to Fellows in other cohorts. (n=23)</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>I have utilized the network to look for a new lay leadership position in the Jewish sector. (n=14)</td>
<td>79%</td>
<td>14%</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The sum of the percentages may be more or less than 100% due to rounding.
Collaboration

Cohort 1 Senior Fellows are networking and collaborating in meaningful ways with members of their own and other Fellowship cohorts.*

67% of Cohort 1 Senior Fellows (n=16) have networked or collaborated in a meaningful way with members of their own or other Fellowship cohorts.

Two-thirds of Cohort 1 Senior Fellows have networked or collaborated meaningfully with members of their own or other Fellowship cohorts. On average, Senior Fellows are networking or collaborating with four of their peers in the Fellowship network, with one Fellow noting substantive networking or collaboration with as many as nine other Fellows. Senior Fellows are most frequently engaging with one another through collaboration and connecting one another with others in the Jewish sector outside of the Fellowship. To a lesser extent, Fellows are also connecting one another with new professional or lay leadership opportunities both within and outside the Jewish sector. Fellows are eager to pursue additional collaboration and networking opportunities with other members of the Fellowship network and several noted they are in hopes of making use of Schusterman-sponsored collaboration grant funds to do so in the future.

“I’ve collaborated with other network members, used them as references for work, and taken advantage of new work opportunities that have come through the Fellowship network.”

- Senior Fellow

Another member of the cohort and I were thinking of a joint program between our two organizations. While it has not yet happened - we are open and eager to promote it. I have reached out to two other members for two specific asks that were positively answered.

- Senior Fellow

*See Appendix B for more information.
Organizational Impact: Positive Change & Collaboration

Senior Fellows’ ongoing leadership growth leads to positive organizational impact.

Cohort 1 Senior Fellows report that their leadership growth has had positive impacts on their organizations. More than three-quarters of Senior Fellows report that the Fellowship has contributed highly to positive change in their organization, and nearly one-half report that their experiences with the Fellowship contributed highly to advanced organizational collaboration. Senior Fellows’ report that their leadership growth is contributing to positive organizational change – by improving organizational processes; cultivating more effective teams, better strategy, and better articulation of organizational purpose and vision; and increased organizational visibility. Senior Fellows are also reporting positive shifts in organizational culture and internal collaboration.

78% of Cohort 1 Senior Fellows (n=18) report that their experience as a Fellow or Senior Fellow has contributed substantially to positive change in their organization.

43% of Cohort 1 Senior Fellows (n=10) report that their experience as a Fellow or Senior Fellow has contributed to collaboration among Fellows’ organizations.

To what extent did your cumulative experience as a Schusterman Fellow and Senior Fellow...

The Fellowship and Senior Fellow program contribute to organizational growth

Contribute to positive change in your organization?

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

22% 48% 30%

Contribute to your organization’s collaboration with the organizations of other Fellows?

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

26% 30% 26% 13% 4%

I have created a number of new partnerships this year. The whole organization is changing its approach to becoming more pluralistic and more liberal. I feel I am a big part of that change.

- Senior Fellow
Organizational Impact: Shared Learning

Senior Fellows’ ongoing leadership growth leads to positive organizational impact.

Cohort 1 Senior Fellows report that they have shared the resources and growth they have experienced through the Fellowship and Senior Fellow programming with their colleagues. Nearly all Cohort 1 Senior Fellows indicate that their leadership development has enabled them to show up in a new way to work, and to enhance their performance in a variety of ways related to their presence, team management, board engagement, strategic approach or other aspects of their leadership. Nearly ninety percent of Senior Fellows feel more valued by their organizations since completing the Fellowship.

87% of Cohort 1 Senior Fellows (n=20) feel more valued by their organization since the Fellowship

83% of Cohort 1 Senior Fellows (n=19) introduced Fellowship content to their colleagues

Senior Fellows shared their Fellowship learning with colleagues, clients, and board members including:

- Providing new leadership opportunities for their staff
- Introducing new elements to organizational culture (e.g., mindfulness, wellness, professional growth and development, work/life balance, strategic visioning, etc.)
- Employing new strategies, tools, resources or approaches such as: time management, planning tools, immunity to change, coaching techniques, decision-making, adaptive leadership, mindfulness, leadership presence, self-awareness, and collaboration.

I pay more attention to having formal spaces to promote mindfulness and wellness in my team. That is huge, and again has multiple positive consequences.

- Senior Fellow

Running an Enneagram session with my staff [was impactful], so that we could all share our personality types and discuss how we could work better together.

- Senior Fellow

"
Organizational Impact

Cohort 1 Senior Fellows share the impact of their Fellowship and Senior Fellow experiences on their organizations.

“As a result of my skills and confidence as an executive being strengthened due to being a Schusterman Fellow, our board launched a strategic visioning / planning process. ... As a result of the Fellowship, I felt empowered to think bigger and even better about the role [my organization] can have in serving the Jewish and universal community. [My organization] has improved its ability to articulate its purpose. The Board wrote a new mission statement and is working to implement new strategies to improve engagement.”

“I feel my ability to work efficiently with teams - my level or the team under me – has improved immensely. I am more open, I come to the table after doing some work and I give others more of an opportunity to express themselves and be proactive.”

“I have used not only content - but also (and mainly) the approach, allowing and supporting people to grow as part of my organization's inner-culture.”

“By surrounding myself with the right executive and management teams, I'm able to lead the agency more strategically and effectively. I'm allowing the team to run the day to day operations and I can focus more on strategy, relationships, and culture development.”
Fellowship Contribution to Organizational Change

Cohort 1 Senior Fellows share the extent to which they attribute the changes they experienced or observed in their organizations to their experiences as Schusterman Fellows or Senior Fellows.

“I think the changes in my current organization are largely a result of my OCI project (a regional strategic plan) and on my own improved ability to navigate complex interpersonal relationships at work (which was a result of the Fellowship).”

“I attribute a lot of this to my experience as a Fellow. Thank you.”

“To a great extent. The confidence I have being a Senior Fellow, the relationships I have with top Jewish professionals in the program, and the referrals and recommendations from Schusterman staff have all greatly contributed to my success.”

“Dramatically.”

“Very much.”

“To a large extent.”

“Very directly.”

“A great deal.”

“I think it has an important effect and most importantly I would say, all the effects from my experiences as a Schusterman Fellow are not all yet known.”
Evaluation of Senior Fellow Program Components
Senior Fellow Program Overview

Schusterman Senior Fellow programming seeks to support the ongoing growth and development of exceptional Jewish leaders, sustain a vibrant network of leaders, and support Senior Fellows’ positive impact on their organizations. This section describes the core program components of Senior Fellow programming during its inception for Cohort 1 Senior Fellows, the extent to which Cohort 1 Senior Fellows felt that each aspect of their Senior Fellow experience contributed to their ongoing leadership development, and suggestions for strengthening the Senior Fellow program. Program changes that have been made in response to feedback from Cohort 1 Senior Fellows are included.

In-Person Gatherings
Senior Fellows are invited to participate in a biennial in-person gathering which includes experiential learning, facilitated and participant-led experiences, and networking opportunities with current and Senior Fellows.

Online Learning Opportunities
Senior Fellows have the opportunity to participate in regular online learning opportunities and connect with one another via Zoom and Slack platforms.

Ongoing Leadership Opportunities
Senior Fellows are invited to participate in leadership roles with current Fellows, and are promoted as thought leaders through speaking and writing opportunities.

Collaboration Opportunities
Senior Fellows are invited to apply for collaboration grants to support collaborative endeavors with current or Senior Fellows and their organizations.

Network of Fellows and Senior Fellows
Senior Fellows are invited to continue to engage in the Fellowship community, which serves as a network of support, inspiration, and shared learning.
Fellow Satisfaction

Most Cohort 1 Senior Fellows were satisfied with their Senior Fellow experience and felt it was worth their time and effort.

83% of Cohort 1 Senior Fellows (n=19) thought participating in Senior Fellow programming was extremely (35%) or very much (48%) worth their time and effort.

70% of Cohort 1 Senior Fellows (n=16) were extremely satisfied (13%) or very satisfied (57%) with their Senior Fellow experience.

48% of Cohort 1 Senior Fellows (n=11) said Senior Fellow programming exceeded (13%) or met all (35%) of their expectations.

Satisfaction with the Senior Fellow experience was relatively high among Cohort 1 Senior Fellows, with seventy percent reporting high levels of satisfaction with their Senior Fellow experience, and eighty-three percent indicating that their Senior Fellow experience was worth their time and effort. Nearly half of Cohort 1 Senior Fellows report that their Senior Fellow experience exceeded or met all of their expectations. There are a number of reasons these satisfaction ratings may show room for growth: 1) The Senior Fellow program model was not yet formally codified for Cohort 1 Senior Fellows, which may have led to less clarity and lower levels of engagement and/or satisfaction with the program; and 2) a number of Cohort 1 Senior Fellows indicated that they were not able to engage as much as they would have liked with Senior Fellow programming.

I’m very grateful and look forward to continue the exploration and discovery of what it means to be a Schusterman Senior Fellow.

- Senior Fellow
In-Person Gathering

Cohort 1 Senior Fellows rate the in-person gathering as the component of Senior Fellow programming that contributed most to their ongoing leadership development.

In-person Fellowship gathering continues to be rated the most impactful aspect of Fellowship and Senior Fellow programming. Like post-Fellowship responses, Cohort 1 Senior Fellows report the in-person gathering as extremely valuable for connecting with one another, strengthening existing and building new relationships with members of their own and other cohorts, and continuing to grow their leadership skills. Those Fellows who were not able to attend the in-person gathering expressed regret at the missed opportunity to connect with the members of their network. Several Fellows shared that the opportunity to gather in Israel provided a unique opportunity to learn and grow in a way that was different from other experiences, at the intersection of the Israeli and Fellowship contexts. Cohort 1 Senior Fellows are eager for more opportunities to gather in person both as a Fellowship community, as well as regionally. Recommendations for future in-person gatherings include scheduling time for individual cohorts to gather and more time for leadership skill-building in programming.

In-person gathering greatly contributed to Senior Fellows’ growth

To what extent...

Did in-person gatherings contribute to your growth as a leader? (n=23)

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

30% 17% 52%

The sum of the percentages may be more or less than 100% due to rounding

The Fellowship seminar in Israel focused on leading through complexity was also very instrumental in guiding me to think about ways to create alliances / partnerships to drive a positive vision for the future.

- Senior Fellow

The Israel gathering was INCREDIBLE. I’m also interested in other domestic in-person gatherings. There is a level of connection from in-person gatherings that just can’t be replicated online, especially when it comes to building community among different cohorts.

- Senior Fellow
Online Learning Opportunities

Senior Fellows appreciated opportunities to connect with one another and learn virtually through online opportunities, but these were less impactful than other components of Senior Fellow programming. Cohort 1 Senior Fellows report that online opportunities for learning and connection were less impactful for their ongoing leadership development than other aspects of Senior Fellow programming. Online learning opportunities through Zoom and informal connection through WhatsApp were rated as more impactful than engagement in the Fellowship's formal online community (e.g., Slack). Notably, Cohort 1 Senior Fellows based in the US report higher levels of engagement with the Fellowship's formal online community through Slack than their international counterparts.* While some Fellows appreciated that Zoom calls have been recorded for later viewing, others requested more information on how to access these recordings, and regretted being unable to participate more fully due to time zone restrictions.

To what extent...

Did engagement with the Senior Fellows’ formal online community (e.g., Slack) contribute to your growth as a leader? (n=19)

- Not at all 42%
- Slightly 37%
- Somewhat 21%
- Very much
- Extremely 4%

Did engagement with the Senior Fellows’ informal online community (e.g., WhatsApp) contribute to your growth as a leader? (n=23)

- Not at all 4%
- Slightly 48%
- Somewhat 44%
- Very much
- Extremely 5%

Did online learning opportunities (e.g., Zoom) contribute to your growth as a leader? (n=21)

- Not at all 10%
- Slightly 24%
- Somewhat 62%
- Very much
- Extremely

*See Appendix C for more information.

I have learned from the Zoom calls led by other Fellows that I’ve been able to join.                        - Senior Fellow

I would love to see monthly success stories or spotlights on Fellows or Senior Fellows via podcast or Zoom. ... or we could share a challenge and get insight from others. That would be really valuable and would help keep Fellows connected. - Senior Fellow

The sum of the percentages may be more or less than 100% due to rounding.
Ongoing Leadership Opportunities

Senior Fellows appreciate the ways in which Schusterman promotes them as thought leaders.

Cohort 1 Senior Fellows value opportunities to serve in leadership roles with current Fellows, including reviewing Fellowship applications, mentoring or providing coaching to current Fellows, leading workshops at Fellowship gatherings or via online platforms, sharing lessons learned through their own CLDP experiences, and more. Nearly half of Cohort 1 Senior Fellows feel that these opportunities have contributed to their ongoing growth as a leader, and more than half of report that Schusterman promoting them as thought leaders through speaking and writing opportunities has contributed to their ongoing leadership development.

Since the Fellowship and thanks to Abby I have been asked to speak and be a reference multiple times. It elevates me and our organization. I’ve enlisted the trainings from the Fellowship to teach competing commitments, attitude shifts, and emotional intelligence to my teams.

- Senior Fellow

Leadership opportunities through Senior Fellow programming contribute to Senior Fellows’ ongoing leadership development

To what extent... Did leadership opportunities with current Fellows (e.g., application review; mentoring current fellows; opportunities to lead workshops; sharing CLDP experiences, etc.) contribute to your growth as a leader? (n=18)

<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>17%</td>
<td>22%</td>
<td>22%</td>
<td>22%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Did Schusterman promoting you as a thought leader (e.g., speaking/writing opportunities) contribute to your growth as a leader? (n=15)

<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>7%</td>
<td>33%</td>
<td>27%</td>
<td>27%</td>
<td></td>
</tr>
</tbody>
</table>

The sum of the percentages may be more or less than 100% due to rounding.
Cohort 1 Senior Fellows value opportunities to network and collaborate with others in the Fellowship network. Cohort 1 Senior Fellows appreciate opportunities provided by Schusterman to network and collaborate with other members of the Fellowship network and feel that these opportunities continue to deepen their leadership development. A number of Cohort 1 Senior Fellows have taken advantage of collaboration grants available to Senior Fellows and feel that these opportunities have contributed to their ongoing leadership development. However, a large number of Fellows have not accessed collaboration grant funds, and a few noted that the funds available were insufficient to support their proposed projects and had not yet moved forward with these proposed collaborations. Other Senior Fellows mentioned they would benefit from additional clarity about Schusterman’s expectations or hopes for collaborations, and possibly some direction regarding the scope of the collaboration and the extent to which collaboration should be at the organizational rather than individual level.

Opportunities for networking and collaboration contribute to Senior Fellows’ ongoing leadership growth

To what extent...

Did opportunities for networking and collaboration with your own and other cohorts contribute to your growth as a leader? (n=22)

- 18% Not at all
- 18% Slightly
- 41% Somewhat
- 23% Very much

Did collaboration grants contribute to your growth as a leader? (n=7)

- 43% Not at all
- 14% Slightly
- 29% Somewhat
- 14% Very much

*The sum of the percentages may be more or less than 100% due to rounding*
Building the Fellowship Network

Cohort 1 Senior Fellows report that Senior Fellow programming contributed to maintaining a strong network of leaders.

In-person gatherings were rated as the most impactful aspect of Senior Fellow programming for building a strong network of leaders. The other highly rated aspects of Senior Fellow programming for network-building include opportunities for networking and collaboration provided by Schusterman, and leadership opportunities with current Fellows. Cohort 1 Senior Fellows report that Schusterman promoting Fellows as thought leaders, online learning opportunities through Zoom, and collaboration grants were somewhat helpful for building a strong network.

I feel that the Schusterman network is my strongest network of colleagues - in addition to ROI, but [the Fellowship network] feels more career aligned.

- Senior Fellow

Senior Fellow programming contributes to building a strong Fellowship network

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

- In-person gatherings (n=20) 4.4
- Opportunities for networking and collaboration with your own and other cohorts (n=19) 3.3
- Leadership opportunities with current Fellows (n=14) 3.1
- Online learning opportunities (Zoom) (n=20) 2.9
- Schusterman promoting you as a thought leader (e.g., speaking/writing opportunities) (n=14) 2.9
- Engagement with the Fellowship’s informal online community (e.g., WhatsApp) (n=23) 2.8
- Collaboration grants (n=8) 2.6
- Engagement with the Fellowship’s formal online community (e.g., Slack) (n=20) 1.6

Scale: Not at all (1) to Extremely (5)
Suggestions to Strengthen Senior Fellow Programming

Cohort 1 Senior Fellows shared some recommendations for how Schusterman might strengthen Senior Fellow programming or how the foundation might support them in the future.

- **Overall Program:**
  - Provide *greater clarity regarding the vision, goals, and opportunities* of the Senior Fellowship program.*
  - Consider ways to *deepen the connection of the Fellowship with the community and context in Israel.*
  - Consider designing *tailored Fellowship communications* to engage Senior Fellows more fully aside from announcements about program activities, including updates on Fellows, the Fellowship, and Schusterman more broadly.*

- **Gatherings:**
  - Continue to provide opportunities for in-person connection.*
  - Provide *clarity around the goals of the in-person gatherings* and then align content and activities to these goals.
  - Create *opportunities for cohorts to meet individually as well as with other cohorts* at in-person gatherings.
  - Provide more opportunities for Senior Fellows to engage in *hands-on skill-building,* especially at in-person gatherings.
  - Encourage and potentially provide some infrastructure for Senior Fellows to coordinate *regional in-person gatherings and networking opportunities,* including those who are geographically isolated.

- **Ongoing Leadership and Advancement Opportunities:**
  - Provide more opportunities for Senior Fellows to assume *leadership opportunities with current Fellows.*
  - Consider ways to connect Senior Fellows with *leadership opportunities in the Jewish sector more broadly* (e.g., connecting Senior Fellows with board leadership opportunities).
  - Consider additional ways to *support Senior Fellows in elevating their presence in the Jewish sector more broadly* and *provide resources to support Senior Fellows in doing so.*
  - Provide ongoing *support for career transitions and those seeking new lay leadership opportunities.*
  - Assemble a *resource library,* or share links to *resources, articles, and emerging trends in leadership development.*

* Indicates a program change in progress.
Suggestions to Strengthen Senior Fellow Programming

- **Networking and Collaboration:**
  - Consider ways to **reinvigorate the informal network of Fellows**, to cultivate its initial vibrancy.
  - Provide **greater clarity** and **expanded opportunities** for Fellows to use collaboration grants.
  - **Coordinate special interest groups** among Fellows and Senior Fellows.
  - Provide more opportunities for **peer learning** – through podcasts, Fellow spotlights, or Eli talks, which would also support ongoing connectedness among Senior Fellows and contribute to elevating Fellows’ presence in the sector.*
  - Provide opportunities for Senior Fellows to **seek support or problem solving via Zoom** (e.g., virtual duck tag).
  - Consider ways to **expand Senior Fellows’ networks beyond the Fellowship network**.
  - Provide opportunities for Senior Fellows to **meet key influential leaders in the Jewish community**.
  - Provide Senior Fellows with **mentors in the Jewish community** to provide long-term mentorship.
  - Consider connecting Senior Fellows with other members of the Jewish community to **collaborate on issues that Schusterman has prioritized** or identified as important.
  - Consider ways to encourage Senior Fellows to collaborate in innovative ways (e.g., possibly outside their formal roles).

- **Online Learning:**
  - **Incorporate more skill building** into online learning opportunities.
  - Consider ways to **engage Senior Fellows more fully in online learning opportunities**, including sharing more information on how to access recordings.
  - Provide access to **online learning libraries** (e.g., academic libraries).

- **Ongoing Leadership Development Opportunities:**
  - Consider providing **ongoing access to coaches for Senior Fellows**.
  - Consider providing additional **leadership development funding** for Senior Fellows to continue to advance their leadership skills.

* Indicates a program change in progress.
If you were managing Schusterman’s investments, what is the one thing you would focus on for Senior Fellows?

“Funds for local projects with creative ways to measure outcomes.”

“More in-person gatherings and collaboration opportunities; matching Senior Fellows' skills & interests with projects that CLSFF thinks are important, and providing funding to make it happen.”

“Mini CLDP ‘grants’ to invest in continued learning as it applies to each Fellow wherever they are at professionally.”

“Mentoring. Every Fellow should have a long-term mentor within the Jewish Community, guiding the direction and growth of each Fellow.”

“In person gatherings every two years. The opportunities to see the other Fellows, learn, network, etc. is amazing. The gatherings are so well done and content so well thought out that I clamor for more learning opportunities with other Fellows!”

“Tailored professional development.”

“Making coaches available to Senior Fellows. I’d like more opportunities to teach and speak in public as well.”
Recommendations

Recommendations for Future Implementation

Recommendations for Future Evaluation
**Recommendations for Future Implementation**

The following recommendations are based on feedback from Cohort 1 Senior Fellows about the Senior Fellow program - what Fellows appreciated and their suggestions for improvement - and the data on how well Senior Fellow programming is achieving its intended impact. These recommendations are offered to enhance the experience for Senior Fellows and to deepen the impact of the Senior Fellow program on Senior Fellows, on their organizations, and on the Jewish sector more broadly.

1. **Manage the growing network of Fellows and Senior Fellows to cultivate connections and support its continued vibrancy.** Senior Fellows report ongoing engagement with members of their cohort through reciprocal provision of support, resources, and thought partnership, as well as a number of new collaborations. As the network of Senior Fellows continues to grow, it will require some infrastructure and support to ensure its ongoing growth and vibrancy. To ensure network sustainability: 1) **Consider assembling a volunteer Board of Senior Fellows** to build the network, cultivate engagement, generate content, coordinate gatherings, and provide feedback much like a college alumni association might have; and 2) **Intentionally connect Fellows and Senior Fellows in interest, affinity, or geographic groups** to strengthen the network and resource sharing across cohorts. As the Senior Fellow network grows, and more Fellows enter the network, it will be important to create opportunities to help Senior Fellows connect across cohorts for support, resource sharing, and peer learning.

2. **Consider ways to leverage resources to ensure Senior Fellows receive support as they move into new, more senior positions.** As the Fellowship positions Senior Fellows to take on new responsibilities and move into new, more senior roles, Senior Fellows would benefit from ongoing professional development to support these career transitions. In addition to providing ongoing support through in-person and online learning, skill-building, and networking opportunities, Schusterman may want to consider providing more substantive support through ongoing coaching or CLDP opportunities for Senior Fellows. This might mean providing less support during the Fellowship itself in order to provide more support as Senior Fellows continue to grow in new or expanded roles. Senior Fellows from small organizations may be particularly in need of external resources for ongoing professional development as their organizations’ capacity and available professional development funding may be more limited than those of larger organizations.
Recommendations for Future Evaluation

The following recommendations for future evaluation may help to inform Schusterman’s strategy and approach as it continues to refine Senior Fellow programming and implementation:

1. **Continue to review and evaluate the components of Senior Fellow programming.** As Schusterman refines its approach to Senior Fellow programming, and new cohorts of Fellows join the network of Senior Fellows, ongoing feedback will inform program refinements to maximize impact for Senior Fellows as well as Schusterman.

2. **Continue to explore the intermediate- and longer-term impacts of the Fellowship and Senior Fellow programming on Senior Fellows.** As Senior Fellows continue to grow into new and expanded senior leadership roles, learning related to the longer-term impact of the Fellowship can inform programming for the Fellowship and Senior Fellow experience, as well as Schusterman’s ongoing strategy and investment priorities.

3. **Explore the impacts of the Fellowship and Senior Fellow programming on Fellows’ organizations and on longer-term shifts in the sector.** A qualitative case study exploration of the Fellowship’s impact on a subset of Fellows and their organizations would provide insight into the Fellowship’s broader impact on the sector and the extent to which there is a difference in the magnitude of change for organizations that have had more than one member of their staff or board participate in the Fellowship.

4. **Continue to collaborate with other field leaders to develop leadership development program benchmarks.** Schusterman is well-situated as a leader in the field of leadership development programming to engage with other talent investors to develop benchmarks to support assessment and ongoing development of Fellowship programs.
Appendices

A: Schusterman Fellowship Theory of Change
B. Cohort 1 Senior Fellow Survey Quantitative Data
C: Cohort 1 Senior Fellow Survey Quantitative Data with Significance By Comparison Group
D: Cohort 1 Senior Fellow Survey Qualitative Data
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.

**STRATEGIES**
- **Strategy 1**: Develop individual leadership capacity
- **Strategy 2**: Build a network of leaders
- **Strategy 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
SURVEY RESULTS

Appendix B: Cohort 1 Senior Fellow Survey Quantitative Data

Appendix C: Cohort 1 Senior Fellow Survey Quantitative Data with Significance by Comparison Group

Appendix D: Cohort 1 Senior Fellow Survey Qualitative Data
Appendix B: Cohort 1 Senior Fellow Survey Quantitative Data

Exhibit 1. Survey response rate

<table>
<thead>
<tr>
<th>Response rate</th>
<th>Cohort size</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% (n=24)</td>
<td>24</td>
</tr>
</tbody>
</table>

Survey Response Demographics

Exhibit 2. Gender distribution

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
<th>Non-binary</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>55%</td>
<td>50%</td>
<td>0%</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>(n=12)</td>
<td>(n=12)</td>
<td>(n=0)</td>
<td></td>
</tr>
</tbody>
</table>

Exhibit 3. Locations of Fellows

<table>
<thead>
<tr>
<th></th>
<th>US</th>
<th>Israel</th>
<th>Other International</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>67%</td>
<td>21%</td>
<td>13%</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>(n=16)</td>
<td>(n=5)</td>
<td>(n=3)</td>
<td></td>
</tr>
</tbody>
</table>

*The sum of the percentages may be more or less than 100% due to rounding
**Fellowship Impact**

Senior Fellows were asked to list the three most important changes or shifts in their leadership that they have experienced since the start of the Fellowship. They were then asked to rate the extent to which the leadership change or shift was due to their experience as a Fellow or Senior Fellow. Learning for Action themed the open-ended responses into the categories listed below. Themed categories with two or fewer mentions were grouped into the “Other” response option.

**Exhibit 4. What are the three most important changes or shifts in your leadership since you began the Fellowship?**

<table>
<thead>
<tr>
<th>Changes or Shifts in Leadership</th>
<th>To what extent was the leadership change or shift you listed due to your experience as a Fellow or Senior Fellow?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Scale: Not at all (1), Slightly (2), Somewhat (3), Very much (4), Extremely (5)</td>
</tr>
<tr>
<td></td>
<td>Mean (n)</td>
</tr>
<tr>
<td>a. Renewed passion and purpose</td>
<td>4.7 (n=3)</td>
</tr>
<tr>
<td>b. Self-awareness</td>
<td>4.3 (n=6)</td>
</tr>
<tr>
<td>c. Risk-taking</td>
<td>4.3 (n=4)</td>
</tr>
<tr>
<td>d. Decision-making</td>
<td>4.3 (n=4)</td>
</tr>
<tr>
<td>e. Work/life balance, self-care</td>
<td>4.3 (n=3)</td>
</tr>
<tr>
<td>f. Presence, mindfulness</td>
<td>4.3 (n=3)</td>
</tr>
<tr>
<td>g. Perspective</td>
<td>4.0 (n=4)</td>
</tr>
<tr>
<td>h. Teamwork, management, effective leadership</td>
<td>4.0 (n=3)</td>
</tr>
<tr>
<td>i. Confidence</td>
<td>3.8 (n=9)</td>
</tr>
<tr>
<td>j. Expanded network</td>
<td>3.7 (n=3)</td>
</tr>
<tr>
<td>k. New job, role, or responsibilities</td>
<td>2.3 (n=6)</td>
</tr>
<tr>
<td>l. Other*</td>
<td>3.9 (n=17)</td>
</tr>
</tbody>
</table>

*Other responses include: Vulnerability, leadership tools, humility, learning culture, fundraising, communication, collaboration, Jewish leadership, optimism, diversity/equity/and inclusion, field presence, leading beyond formal authority, and getting to the balcony.
## Components of the Senior Fellow Program

**Exhibit 5. Please tell us to what extent each component of the Senior Fellow programming has contributed to your growth as a leader.**

<table>
<thead>
<tr>
<th>Component</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-person gatherings</td>
<td>4.2 (n=23)</td>
</tr>
<tr>
<td>Engagement with the Fellowship’s formal online community (e.g., Slack)</td>
<td>1.8 (n=19)</td>
</tr>
<tr>
<td>Engagement with the Fellowship’s informal online community (e.g., WhatsApp)</td>
<td>2.6 (n=23)</td>
</tr>
<tr>
<td>Online learning opportunities (Zoom)</td>
<td>2.6 (n=21)</td>
</tr>
<tr>
<td>Opportunities for networking and collaboration with your own and other cohorts</td>
<td>3.7 (n=22)</td>
</tr>
<tr>
<td>Collaboration grants</td>
<td>2.1 (n=7)</td>
</tr>
<tr>
<td>Leadership opportunities with current Fellows (e.g., application review; mentoring current Fellows; opportunities to lead workshops; sharing CLDP experiences, etc.)</td>
<td>3.0 (n=18)</td>
</tr>
<tr>
<td>Schusterman promoting you as a thought leaders (e.g., speaking/writing opportunities)</td>
<td>3.6 (n=15)</td>
</tr>
</tbody>
</table>

**Exhibit 6. To what extent have you introduced any content you learned through the Fellowship to your colleagues at your organization?**

<table>
<thead>
<tr>
<th>Scale: Not at all (1), Some (2), A great deal (3)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extent of introduction of Fellowship content with colleagues</td>
<td>2.2 (n=23)</td>
</tr>
</tbody>
</table>
Exhibit 7. To what extent has your cumulative experience as a Schusterman Fellow and Senior Fellow:

<table>
<thead>
<tr>
<th>Scale: Not at all (1), Slightly (2), Somewhat (3), Very much (4), Extremely (5)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Contributed to positive change in your current organization?</td>
<td>4.1</td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
<tr>
<td>b. Contributed to your current organization’s collaboration with the</td>
<td>2.4</td>
</tr>
<tr>
<td>organizations of other Fellows?</td>
<td></td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
<tr>
<td>c. Increased the extent to which you feel valued by your current organization?</td>
<td>3.3</td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
</tbody>
</table>

Commitment to Leadership in the Jewish Sector

Exhibit 8. To what extent do you agree with the following statements?

<table>
<thead>
<tr>
<th>Scale: Not at all (1), Slightly (2), Somewhat (3), Very much (4), Extremely (5)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I am committed to serving in long-term professional leadership in the</td>
<td>3.6</td>
</tr>
<tr>
<td>Jewish sector.</td>
<td></td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
<tr>
<td>b. I am committed to serving in long-term lay leadership in the Jewish</td>
<td>4.1</td>
</tr>
<tr>
<td>sector.</td>
<td></td>
</tr>
<tr>
<td>(n=22)</td>
<td></td>
</tr>
</tbody>
</table>

Network of Fellows and Senior Fellows

Exhibit 9. To what extent do the following reflect your experiences with the network of Schusterman Fellows and Senior Fellows?

<table>
<thead>
<tr>
<th>Scale: Not at all (1), Slightly (2), Somewhat (3), Very much (4), Extremely (5)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I feel that the Fellowship community is a network that supports and</td>
<td>3.9</td>
</tr>
<tr>
<td>enhances my growth.</td>
<td></td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
<tr>
<td>b. I feel there is a strong sense of trust among Senior Fellows.</td>
<td>4.0</td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
<tr>
<td>c. I have strong personal and/or professional supportive relationships with</td>
<td>3.9</td>
</tr>
<tr>
<td>other Fellows.</td>
<td></td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
<tr>
<td>d. I utilize the network to connect to Fellows in other cohorts.</td>
<td>2.2</td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
<tr>
<td>e. I utilize the network to connect to others in the Jewish sector (outside</td>
<td>2.5</td>
</tr>
<tr>
<td>of the Fellowship network).</td>
<td></td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
<tr>
<td>f. I am connecting with Fellows outside of Schusterman-sponsored events.</td>
<td>3.0</td>
</tr>
<tr>
<td>(n=23)</td>
<td></td>
</tr>
</tbody>
</table>
Exhibit 10. To what extent have you utilized the network of Schusterman Fellows and Senior Fellows to look for a new professional or lay leadership position in the Jewish sector?

<table>
<thead>
<tr>
<th>Scale: Not at all (1), Slightly (2), Somewhat (3), Very much (4), Extremely (5)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I have utilized the network to look for a new professional position in the Jewish sector.</td>
<td>2.1 (n=15)</td>
</tr>
<tr>
<td>b. I have utilized the network to look for a new lay leadership position in the Jewish sector.</td>
<td>1.3 (n=14)</td>
</tr>
</tbody>
</table>

Exhibit 11. To what extent did the following aspects of Senior Fellow programming contribute to building a strong network of leaders?

<table>
<thead>
<tr>
<th>Scale: Not at all (1), Slightly (2), Somewhat (3), Very much (4), Extremely (5)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. In-person gatherings</td>
<td>4.4 (n=20)</td>
</tr>
<tr>
<td>b. Engagement with the Fellowship’s formal online community (e.g., Slack)</td>
<td>1.6 (n=20)</td>
</tr>
<tr>
<td>c. Engagement with the Fellowship’s informal online community (e.g., WhatsApp)</td>
<td>2.8 (n=23)</td>
</tr>
<tr>
<td>d. Online learning opportunities (Zoom)</td>
<td>2.9 (n=20)</td>
</tr>
<tr>
<td>e. Opportunities for networking and collaboration with your own and other cohorts</td>
<td>3.3 (n=19)</td>
</tr>
<tr>
<td>f. Collaboration grants</td>
<td>2.6 (n=8)</td>
</tr>
<tr>
<td>g. Leadership opportunities with current Fellows (e.g., application review; mentoring current Fellows; opportunities to lead workshops; sharing CLDP experiences, etc.)</td>
<td>3.1 (n=14)</td>
</tr>
<tr>
<td>h. Schusterman promoting you as a thought leader (e.g., speaking/writing opportunities)</td>
<td>2.9 (n=14)</td>
</tr>
</tbody>
</table>
Overall Experience

Exhibit 12. Overall, how satisfied are you with your experience as a Senior Fellow?

<table>
<thead>
<tr>
<th>Scale: Not at all (1), Slightly (2), Somewhat (3), Very much (4), Extremely (5)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with Senior Fellow experience</td>
<td>3.8 (n=23)</td>
</tr>
</tbody>
</table>

Exhibit 13. In terms of the expectations you had for your experience as a Senior Fellow, would you say that it...

<table>
<thead>
<tr>
<th>Scale: Did not meet any of your expectations (1), Met a few of your expectations (2), Met some of your expectations (3), Met all of your expectations (4), Exceeded expectations (5)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expectations of Senior Fellow experience</td>
<td>3.6 (n=23)</td>
</tr>
</tbody>
</table>

Exhibit 14. Has participating in Senior Fellow programming been worth your time and effort?

<table>
<thead>
<tr>
<th>Scale: Not at all worth it (1), Slightly worth it (2), Somewhat worth it (3), Very much worth it (4), Extremely worth it (5)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in Senior Fellow experience</td>
<td>4.1 (n=23)</td>
</tr>
</tbody>
</table>

Career and Leadership Advancement

Exhibit 15. In which sector are you currently employed?

<table>
<thead>
<tr>
<th>Sector</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jewish/Israeli sector</td>
<td>61% (n=14)</td>
</tr>
<tr>
<td>Secular Nonprofit</td>
<td>17% (n=4)</td>
</tr>
<tr>
<td>Secular for Profit</td>
<td>17% (n=4)</td>
</tr>
<tr>
<td>N/A (I am not currently employed)</td>
<td>4% (n=1)</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
</tr>
</tbody>
</table>

Exhibit 16. In the past year, have you accepted a position with a different organization?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td>25% (n=6)</td>
<td>75% (n=18)</td>
<td>24</td>
</tr>
</tbody>
</table>
Exhibit 17. Was your new position a Senior Executive position (e.g., Chief Executive Officer (CEO), Chief Program Officer, Executive Director, etc.)*

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>67%</td>
<td>33%</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>(n=4)</td>
<td>(n=2)</td>
<td></td>
</tr>
</tbody>
</table>

*This question was answered by those who responded “Yes” in Exhibit 16

Exhibit 18. Please indicate how (if at all) your new position advanced your career (check all that apply).*

<table>
<thead>
<tr>
<th></th>
<th>% checked** (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I advanced to a more senior role</td>
<td>67% (n=4)</td>
</tr>
<tr>
<td>b. I moved to an organization with greater influence in the sector</td>
<td>50% (n=3)</td>
</tr>
<tr>
<td>c. I moved to an organization with greater opportunity to advance my career in the future</td>
<td>83% (n=5)</td>
</tr>
<tr>
<td>d. None of the above</td>
<td>0% (n=0)</td>
</tr>
<tr>
<td>e. Other</td>
<td>33% (n=2)</td>
</tr>
</tbody>
</table>

*This question was answered by those who responded “Yes” in Exhibit 16
**The sum of percentages exceeds 100% because respondents were allowed to check all that apply.

Exhibit 19. In the past year, have you received a promotion (advanced to a more senior role or position) within your current organization?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>29%</td>
<td>71%</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>(n=7)</td>
<td>(n=17)</td>
<td></td>
</tr>
</tbody>
</table>

Exhibit 20. Was your new position a Senior Executive position (e.g., Chief Executive Officer (CEO), Chief Program Officer, Executive Director, etc.)?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>86%</td>
<td>14%</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>(n=6)</td>
<td>(n=1)</td>
<td></td>
</tr>
</tbody>
</table>

*This question was answered by those who responded “Yes” in Exhibit 19
Exhibit 21. Since the Fellowship, to what degree do you feel that you have increased your level of influence in the Jewish sector?

<table>
<thead>
<tr>
<th>Scale: Not at all (1), Slightly (2), Somewhat (3), Very much (4), Extremely (5)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in level of influence in Jewish sector</td>
<td>3.3 (n=24)</td>
</tr>
</tbody>
</table>

Exhibit 22. Do you currently hold a Senior Board leadership role?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46%</td>
<td>54%</td>
<td>24</td>
</tr>
<tr>
<td>(n=11)</td>
<td>(n=13)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Exhibit 23. In the past year have you experienced an increase in responsibilities in your role as lay leader in the Jewish sector?

<table>
<thead>
<tr>
<th>Scale: No, not at all (1), Yes, a little bit (2), Yes, a great deal (3)</th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in responsibilities</td>
<td>1.9 (n=16)</td>
</tr>
</tbody>
</table>

Exhibit 24. In the past year, have you transitioned from a position of lay leadership to a professional role in the Jewish sector?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4%</td>
<td>96%</td>
<td>24</td>
</tr>
<tr>
<td>(n=1)</td>
<td>(n=23)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Networking and Collaboration

Exhibit 25. Have you networked or collaborated in a meaningful way with one or more Fellows in your or other cohorts?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Total n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>67%</td>
<td>33%</td>
<td>24</td>
</tr>
<tr>
<td>(n=16)</td>
<td>(n=8)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Exhibit 26. Of those Fellows who indicated that they networked or collaborated in a meaningful way with others, what is the minimum, maximum, and mean number of Fellows that Senior Fellows identified?*

<table>
<thead>
<tr>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9</td>
<td>4</td>
</tr>
</tbody>
</table>
Exhibit 27. Please share the nature of your interaction with the Fellows with whom you have networked or collaborated (check all that apply for each Fellow):

<table>
<thead>
<tr>
<th>Nature of Interaction</th>
<th>Number of times Fellows selected this type of networking or collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I collaborated with this person</td>
<td>39</td>
</tr>
<tr>
<td>b. I connected this person to someone in the Jewish sector outside of the Fellowship</td>
<td>14</td>
</tr>
<tr>
<td>c. This person connected me to someone in the Jewish sector</td>
<td>13</td>
</tr>
<tr>
<td>d. This person connected me with a new professional or lay leadership opportunity in the Jewish sector</td>
<td>6</td>
</tr>
<tr>
<td>e. I connected this person with a new leadership opportunity outside of the Jewish sector</td>
<td>6</td>
</tr>
<tr>
<td>f. I connected this person with a new professional or lay leadership opportunity in the Jewish sector</td>
<td>5</td>
</tr>
</tbody>
</table>

*Represents the sum total of times this type of networking or collaboration was selected by all Senior Fellows.

Exhibit 28. Which Fellows were identified most and least frequently for networking or collaboration by Senior Fellows?

<table>
<thead>
<tr>
<th>Fellows most frequently identified by Senior Fellows for networking or collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Fellow</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Liz Fisher</td>
</tr>
<tr>
<td>Gil Galanos</td>
</tr>
<tr>
<td>Joanna Ware</td>
</tr>
<tr>
<td>Jordan Fructman</td>
</tr>
<tr>
<td>Mordy Walfish</td>
</tr>
<tr>
<td>Narkis Alon</td>
</tr>
<tr>
<td>Shaked Rogovski</td>
</tr>
<tr>
<td>Suzanne Feinspan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cohort 1 Fellows who were not identified by any Senior Fellows for networking and collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Fellow</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Adam Lurie</td>
</tr>
<tr>
<td>Ari Hart</td>
</tr>
<tr>
<td>Ben Falik</td>
</tr>
<tr>
<td>Diego Ornique</td>
</tr>
<tr>
<td>Dina Aurora Buchbinder</td>
</tr>
<tr>
<td>Hindy Poupko</td>
</tr>
<tr>
<td>Tamas Buchler</td>
</tr>
</tbody>
</table>
### Results by Gender

**Exhibit 1. Career and Leadership Advancement**

<table>
<thead>
<tr>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.6 (n=8)</td>
<td>2.3† (n=8)</td>
</tr>
</tbody>
</table>

† Approaches statistical significance $p < 0.10$

### Results by Location

**Exhibit 2. Networking**

To what extent did the following aspect of Senior Fellow programming contribute to building a strong network of leaders:

(1=Not at all, 2=Slightly, 3=Somewhat, 4=Very much, 5=Extremely)

<table>
<thead>
<tr>
<th></th>
<th>Mean (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>US</td>
</tr>
<tr>
<td>Engagement with the Fellowship's formal online community (e.g., Slack)</td>
<td>1.9* (n=15)</td>
</tr>
</tbody>
</table>

* Statistically significant difference $p < 0.01$
Appendix D: Cohort 1 Senior Fellow Survey
Qualitative Data

Question #2: Please describe how the biggest change you listed above has made a difference to you personally and/or professionally.

- The Fellowship helped me to take a longer view of my leadership journey and understand the intersection of my individual experiences, direct relationships and broader community.
- By surrounding myself with the right executive and management teams, I’m able to lead the agency more strategically and effectively. I’m allowing the team to run the day to day operations and I can focus more on strategy, relationships, and culture development.
- I am less afraid to take risks and step into my own power. I trust myself and my gut more, and am more confident that what I’m bringing to the table is valuable.
- I often call upon members of the Fellowship for professional support - either specific to my work, or more generally for career advice, etc.
- I have grown tremendously both personally and professionally since the fellowship. I took on a very core role, demonstrated ability and skill and have been successful in starting an exciting new initiative. A strong belief in myself, a more expanded network and the ability to make the leap were major contributors to my success.
- I am a more confident leader, and in seeking leadership opportunities.
- I feel my ability to work efficiently with teams - my level or the team that works under me - has improved immensely. I am more open, I come to the table after doing some work and I give others more of an opportunity to express themselves and be proactive.
- I am more mindful of ways to breathe and get in touch with myself which has great effects in all other areas. This of course has to do with how much practice there is to it.
- Better rooting my leadership in my own self, my own values, and my own confidence has transformed how I show up at work. It’s also made me happier both at work and outside of work. It also set me up to grow in my career.
- Being aware of how I use my leadership presence has turned me from a reactive leader into a proactive one. I can actively choose what I am bringing to a leadership situation, whether it be a meeting, presentation, rally, or 1-1 interaction in a way that I did not have the language or tools for before. The impact of that awareness affects everything I do.
- The first change I noted has made a huge difference to me both personally and professionally. Carefully and consciously cultivating space to balance better between work and life has created a more productive and effective leader and a more balanced and calm person. It has also allowed me the space to think strategically which is incredibly important when building something new.
- Gender considerations are currently shaping my thinking and practice.
- Expanded my perspective on my professional opportunities and paths.
- Better professional relationships and the work is better.
- Most of my career I was focusing on working inside the Organization and its people. For me, Learning as a fellow in an open, diverse and professional global leaders - was a great personal opportunity to implement my personal potential and find the right positions to work among the international community regarding Narrative, Cooperations and more.
- Doing the Enneagram, and the LPI360 with [coach] were both great exercises in deciphering why I act the way I act, and what I can do to better manage my emotions and the way I engage with my colleagues and others.
- The biggest shift was an end to feeling like an imposter in leadership cohorts. I would go to conferences or meetings and always feel like I needed permission to speak up. I do not any more.
• The biggest change is leaving my job and starting my own business. It has made a difference in many ways including: I’m much happier in my work than I was, my work is more aligned with my passion and purpose, I’m MUCH less stressed by work than I was before, I’m able to provide a service to the world that is much more specific than I could in a job at an organization.
• Before the fellowship, I saw myself as a person who holds different leadership roles, but never considered myself as leader. My journey through the fellowship has changed that.
• I was new in [a time of professional transition over the course of the Fellowship], so the timing of being part of this cohort, working with a coach, and especially having CLDP funds to expand my skills and knowledge was incredibly valuable, even more than I realized at the time. With my coach and my peers, I was able to think through my own professional leadership path with different perspective and helpful guidance. With my funds, I was able to invest in courses and skills that I use regularly with each client I take on in my new role.
• I valued the opportunity to use funds for a MBSR course, which has provided me with a set of skills and a practice that I will use in all aspects of my life, I hope for years and years to come.
• I've built collaborations with unexpected organizations.
• I think the immunity to change exercise made me realize some of the patterns I was using in my professional and private life - and the change it created wasn’t necessarily manifested in actions: I just understood that where my aspirations and the reality might meet, and it helped me to accept myself more.

Question #3: What, if any, other experiences contributed to the changes in your leadership you noted above?
• Having a third child, and defining myself even more as a father and provider.
• Executive coaching has helped me to navigate issues and relationships and focus on the right priorities.
• My time attending the Strategic Leadership of Non Profits at Harvard Business School helped me to think “bigger and better” about the role of the organization I’m charged and honored to lead.
• The fellowship seminar in Israel focused on leading through complexity was very instrumental in guiding me to think about ways to create alliances / partnerships to drive a positive vision for the future.
• Changes in funding, organizational shifting, having to balance family and career, seeing older female role models.
• I went through a major career shift as a result of the fellowship, which was both dependent on the above & strengthened it. It was probably a long time in coming, but my fellowship experience helped me get the clarity & courage to take the leap.
• Having an assistant for a little while who taught me practical ways to get organized. I learned a few “quick wins” that she tailored made for me based on how I like to follow-up and making it practical to recognize in an agile manner how to continue when she was gone.
• The courses I took thanks to the Fellowship and my coach were the most meaningful part.
• I have a great therapist!
• Speaking about my challenges to speak up about Israel during the Israel seminar helped me become more open to raising the issues in more productive ways within my organization.
• It was helpful to see another fellow take the path of consultant after working for an organization, and has been helpful as I have looked to her for resources, guidance, idea sharing, and we even submitted a proposal together in response to an RFP. Having a trusted colleague from my network who knows me and who I can be honest with has created a helpful space for career and leadership growth.
• Specifically, taking the GU facilitation course with Rae was a huge benefit to my leadership growth, and it continues to serve me through hard and soft skills.
• I cannot think of other experiences that would have contributed
• An executive education course on organizational change
• Societal changes, learning for feminine leadership and role models
• Leaving the Jewish professional community has forced me to build new networks.
• Some of the contextual factors at my previous organization and some of the leadership experiences I had there.
• I think just learning from other fellows’ professional journeys and career paths helped me to make those changes - so peer coaching.
• Running an Enneagram session with my staff, so that we could all share our personality types and discuss how we could work better together.

Question #5a: If you responded “Some” or “A great deal” to the question above (Q5), please explain how you have introduced content you learned through the Fellowship to your colleagues at your organization.

• I created a leadership program at my work (based on the Schusterman fellowship). Staff went through a CLDP, and then needed to create an OCI, and they each had a $1000 to use for professional development of their choice. I also found each of them a mentor.
• I've primarily shared resources and lessons that were shared through the fellowship with my colleagues.
• I am a better facilitator during meetings.
• Things I learnt through courses I took during this time or concepts that were brought to me through my coach were brought in to the table in staff meetings and in personal conversations
• I've used strategies / coaching that were provided to me by [coach] to help people I supervise work through challenges. I’ve leveraged various program modalities to work with my team such as World Cafe, Open Space, Leadership Palm, etc.
• Making effective requests is something I talked about A LOT and it really caught on throughout my team. Thanks, [coach]!
• I shared insights, techniques and ideas to my colleagues, often directly quoting the teacher or the Fellowship as the place where I received them. Sometimes it was informal, in a 1-1 setting, many times it was in the context of a problem or a mentoring relationship. For example, I shared some of the presence awareness I received with several [colleagues] at my previous workplace.
• I have regularly shared articles, resources, modalities and tools with clients and colleagues.
• Mindfulness, leadership tools, facilitation tools, coaching techniques etc.
• I attended a Harvard data science decision making course and took so many learning lessons from there back to work.
• Mindfulness sessions, and generally taking a lot of examples of things we did to my work.
• Many of the notions learn with my coach, planning tools, time management and tools to learn how to give better feedback.
• I loved Anne Loehr’s generations presentation and even though I couldn’t attend virtually I have watched it and referenced it in my work many times.
• Speaking about it and using it.
• I have shared tools from a mindfulness course I took and a management course I took. I proposed a new priority in the organization that is: “wellness”. As a matter of fact, tomorrow my team will have a mindfulness without borders session with 2 experts thanks to this initiative... It’s a virtuous cycle. I am still about to go on two other CLDP experiences that I am excited to share with my team still.
• I have used some of the learnings from various workshops in my coaching and teaching
• I used “Immunity to change” at our Program Staff Retreat in 2017. I taught “state of mind” at our national conference in 2017 and our program staff retreat 2017. I use coaching techniques learned in the fellowship to ask better questions of my direct reports and help grow them.
I have used not only content - but also (and mainly) the approach, allowing and supporting people to grow as part of my organization’s inner-culture.

I used some of the methods and tools in staff meetings and strategic planning sessions.

**Question #7: Please explain any changes you have observed in your organization as a result of your participation in the Fellowship.**

- I am no longer at the same organization.
- I left the organization, so it's hard to say at this point, but certainly some of the adaptive leadership training I accessed through the fellowship impacted the organization’s work.
- I feel that being selected and a part of the program branded me in a very positive way with my colleagues, board members and others.
- More focused and strategic, more relaxed with a better work schedule.
- I'm considering my organization to be my business school - I was able to bring our training around resilience and setting the tone/culture to my leadership on campus. I feel very proud of the community I helped build among my classmates.
- More willing to experiment.
- I work for a secular org, so that's why I said "not at all" for collaboration. Because it's a secular org, I'm not sure that everyone in the org really understood the magnitude of the Fellowship. That said, the people on my team were jealous of all the professional development opportunities I had access to.
- As a result of my skills and confidence as an executive being strengthened due to being a Schusterman Fellow, our board launched a strategic visioning / planning process. Two years later, we have reorganized our programming, realigned our org chart and meeting structure, and now are focused on restructuring our governance model to focus on three program service areas. As a result of the fellowship, I felt empowered to think bigger and even better about the role [name of organization] can have in serving the Jewish and universal community. [Name of organization] has improved its ability to articulate its purpose to [key stakeholders] and funders. The Board wrote a new mission statement and is working to implement new strategies to improve engagement.
- The board of directors in my former job that I held during the Fellowship was very pleased with my participation in the Fellowship, and supportive and excited about all professional development opportunities that came from it. They were also excited and interested in any tools I brought back from the gatherings and CLDP experiences.
- The Organization doesn't really recognize Jewish Fellowship programs as the Schusterman's. The biggest effect was not by manager’s recognition but mostly as a personal development path that made decision and my path clearer.
- Having access to such amazing individuals (fellow Fellows and the extraordinary Schusterman team) is always translated into a myriad of changes that are not 100% cause and effect. Concretely I see I pay more attention to having formal spaces to promote mindfulness and wellness in my team. That is huge, and again has multiple positive consequences.
- My OCI was an annual Facilitation summit. I have enjoyed running these and have received great feedback.
- Since the fellowship and thanks to Abby I have been asked to speak and be a reference multiple times. It elevates me and our organization. I’ve enlisted the trainings from the fellowship to teach competing commitments, attitude shifts, and emotional intelligence to my teams.
- These questions didn’t feel particularly applicable since I’m self-employed.
- I have a great network of colleagues to reach out to with questions and in moments of challenge, and I think this helps me make better strategic decisions.
- I would rather speak about the projects I oversee and the team I manage instead of the organization as a whole. I became more strategic about partnerships and networks I connect with.
Question #7a: To what extent would you attribute the changes you identified in the question above (Q7) to your experiences as a Schusterman Fellow or Senior Fellow?

- I attribute a lot of this to my experience as a fellow. Thank you.
- Very directly.
- I took a great deal away from the Schusterman Fellowship and have carried it with me beyond my tenure at [name of organization].
- A ton! The fellowship was the right professional development opportunity at the right time for me and for [name of organization]. The coaching, studying with Dr. Erica Brown, gatherings, seminar at [name], colleagues, all helped me to grow as a leader and think about the role [name of organization] can have in building and strengthening Jewish community and leveraging Jewish values to serve the universal community.
- Not sure of to answer this.
- I think the changes in my current organization are largely a result of my CLDP project and on my own improved ability to navigate complex interpersonal relationships at work (which was a result of the Fellowship).
- Large extent.
- My organization counts more than 1000 employees so attributing to the fellowship a systemic change seems unrealistic. I would say how that the fellowship represents more a recognition to a professional who wants to grow professionally.
- A great deal.
- Dramatically.
- I feel that the Schusterman network is my strongest network of colleagues - in addition to ROI, but these folks feel more career aligned.
- I think it has an important effect and most importantly I would say, all the effects from my experiences as a Schusterman Fellow are not all yet known.
- To a great extent. The confidence I have being a senior fellow, the relationships I have with top Jewish professionals in the program, and the referrals and recommendations from Abby have all greatly contributed to my success.
- They were directly related, as the tools I brought back to implement came directly from the strategy program that I did at [name].
- I don’t think I would have started the facilitation training program if it wasn’t for the push I received through the OCI.
- Very much.

Question #9: Optional: Please elaborate on your answer to either or both of the above (Q8a and Q8b).

- The challenge I faced as a fellow is reflected AGAIN in the question above. I do not see myself as serving the Jewish sector per se professional or in terms of lay leadership. My professional path is about serving and promoting the State of Israel vis a vis developing countries. I did not find a space for this in the fellowship.
- I am about to transition from a career in the secular world to a Jewish job. This feels like a big change, so I’m not ready to answer “long-term professional leadership” beyond my commitment to my new org. I’m not sure if the job after this new one will be Jewish or secular--time will tell. In any case, I will definitely be a lay leader forever.
- I am exploring opportunities to return to Jewish Communal Leadership. If I do not, I am highly motivated to remain active as a lay leader.
• My professional leadership at [name of org] was my first real connection to the Jewish community, and I’m grateful that this door was opened for me. I do not know whether I will go back professionally but I will always be connected as a lay leader.
• To me, honestly this is not even a question. I am committed to always being proactive and involved from different angles with the Jewish sector, period.
• I believe that I need to honor the investment that has been made in me, by continuing to serve in the Jewish community.
• I have been a professional in the field for over a decade and I see it as my life’s mission. That is why I am also actively volunteering in the field with 2 other non-profit organizations as a board member. The Fellowship was a personal and professional boost in my career to help me become my better self - and it worked! (I still have much to learn and to develop, but the Fellowship gave me so much!)
• I am deeply passionate and committed to the Jewish sector, and in the last 8 years, have found my impact to be most meaningful as a lay leader. I have enjoyed this role with both local and national organizations and feel that my participation in the Fellowship often comes up in these settings. Recently as I am taking on new consulting clients, I am working again with a range of diverse Jewish sector organizations and am fulfilled and excited for to be connected in this way.
• I feel a commitment to working in the Jewish sector, but am having trouble envisioning a next career step for me in the Jewish world based on my unique skill set. My other colleagues with a similar set of expertise have transitioned into the mainstream world after funding ended for their organizations. If I am working in the Jewish world, my lay leadership is outside, and if I leave, vice-versa.
• I am 100% committed to leadership in the Jewish community. Lately I have been questioning if I want to be on the professional side or as a lay leader, but for the immediate future, I’ll be a Jewish professional and proud of it.
• Lay leadership does not apply to me, as I live in Israel.

**Question #12: Please describe how you utilized your own cohort as a network of support. What type of support did you seek and/or provide?**

• When I was applying for this new job in the Jewish world, I reached out to one of the fellows in my cohort who works at a very similar org in another city. Without the support and insight he provided, I would not have 1) been so interested in the opportunity and 2) been so well prepared during the interview process to get the job. This was INVALUABLE and is a clear example of how the Fellowship continues to resonate through my professional life, but has also helped me transition from a secular to a Jewish job. I cannot overstate how much the connection with and trust with this other Fellow from my cohort helped me with this job transition.
• I’ve reached out to a number of colleagues about challenging situations, and done some coaching for another fellow.
• Mostly social. But although my professional field of action is unique, I learnt a lot from the personal experiences and the individuals.
• Visiting the Fellows in Israel and getting to join them in their personal and professional lives was a profound experience.
• Another member of the cohort and I were thinking of a joint program between our two organizations. While it has not yet happened - we are open and eager to promote it. I have reached out to two other members for 2 specific asks that were positively answered.
• I’ve collaborated with other network members, used them as references for work, and taken advantage of new work opportunities that have come through the fellowship network.
• I have asked for advice on professional / ethical decisions at work. I have asked for advice about network mapping and connecting to interested clients in the US.
• Within the cohort there are a number of professionals I talk and consult.
• I’ve sought support and advice (how to talk about Israel, professional questions) from fellows while in person. I haven’t reached out since I moved though and feel a little disconnected from everyone.
• I have looked for and found support from other fellows in terms of advice regarding their experience in fundraising, interesting contacts, education sector, and even maternity!
• Unfortunately I have not been able to engage with many of the fellows directly owing to the geographic distance and the time change, but I have kept in touch informally.
• I have had conversations with other Senior Fellows to help identify new clients.
• While I have not yet used the network to seek out new lay leadership roles, I can certainly imagine doing so, or using the network in some way in my volunteer capacity. I can imagine using the network to bring other Fellows in to my volunteer world, if and when there seems to be a match (brining in a speaker, expert, consultant etc.).
• There’s no small talk, no chit chat. We go deep quickly and get real work done together. This is both by coaching each other and also by collaborating on projects together.
• Most significantly in the retreat context - open sharing, being vulnerable, seeking advice, etc. Since then I have kept up a relationship with 4-5 fellows whom I grew close with and can bring perspectives and advice that I cannot get in my institution.
• I was seeking support to find connections in specific field, access to funders, to learn about other fellows’ experience with individuals and other organizations. I was and still provide my network and access to organizations in Europe.

**Question #13: What type of support did you seek from and/or provide to members of other Fellowship cohorts?**

- Introductions and intros two organizations learning each other’s best practices (one in the US and the other in Israel, doing similar work).
- I have offered support on strategic planning.
- The same as I sought.
- Back channeling to enable organizational partnerships
- Same as above, though to a lesser degree.
- None.
- Already answered above.
- Many fellows have agreed to speak to Australian groups and that has been lovely.
- I haven’t engaged with other cohorts.
- I currently serve as a coach to some current fellows - I hope it is helpful for them! We are just beginning so I will know more soon.
- Mostly to learn how they understand and view certain issues.
- I have become friends with a member of another cohort. We’re interested in similar things, so that feels really good to chat. I haven’t really unlocked the other cohort members though.
- I have spoken to a couple of fellows about their CLDP projects. Liz Fischer and I have called each other multiple times to coach each other through challenges at work. I’m talking with Rebecca Guber about an MOU she’s writing, I speak with Barak Herman about hiring MH people etc.

**Question #18: What was the most useful/beneficial aspect of the Senior Fellow programming?**

- The ongoing learning opportunities, and the in-person gathering in Israel.
- Personal individual professional growth. The connection between the Fellows.
- Mentoring, tailored professional development.
- Gathering in person and sharing experiences.
Israel gathering was INCREDIBLE. I’d love the opportunity to go to Israel with the Senior Fellows again. I’m also interested in other domestic in-person gatherings. There is a level of connection from in-person gatherings that just can’t be replicated online, especially when it comes to building community among different cohorts.

The grant for utilizing for learning opportunities and the in person gatherings where we used the group as a brain trust.

The Israel seminar as well as the opportunity to meet others in the Schusterman Fellowship network.

Gathering in Israel, content was rich, great to meet fellows from other cohorts etc.

Networking, formal learning

Having the opportunity to give back and be part of the selection process for the next cohort

This is a tough one because it’s really a 3-way tie. Abby + the coaches + the amazing cohort were the most beneficial aspects. They have all grown me as a leader. I think if I had to pick one it would be the cohort. Developing a relationship with Jewish peer leaders through vulnerability has been so powerful. But the coaching was just incredible and at a level I never would have afforded myself otherwise. Lastly, Abby has been integral in promoting me as a thought leader and speaker which greatly increases my confidence.

Zoom calls being recorded so that we can revisit if time zones and schedules don’t permit us to attend.

The community of fellows and the Schusterman team, the opportunities related to the CLDP.

The retreat in Israel was awesome. But very important to still maintain the 2 groups separately and not assume all senior fellows are one big happy family. I think that not making any time for cohort 1 to gather as a cohort during the Israel trip last year was a mistake. We were all yearning for an opportunity to reconnect as a group but no time was made for that.

Israel seminar in September 2017.

The one-on-one connections.

The alumni gathering in Jerusalem.

Retreat experiences, experiential training and workshops that challenged me, CLDP resources.

Reconnecting with people in my cohort and meeting people from the other cohort.

I found the trip to Israel to be extremely beneficial, and I was really surprised to learn so much, given my extensive time in Israel.

I have learned from the Zoom calls led by other fellows that I’ve been able to join.

**Question #19: How else could the Schusterman Family Foundation support you personally or professionally in the future?**

- Continuing to consider where my consulting services might be useful to the foundation and/or its grantees; continuing to provide opportunities to promote me as a thought leader; provide opportunities to connect with like-minded folks in smaller gatherings supported by the foundation; continuing to provide grants and/or providing additional types of grants to Senior Fellows.

- Inviting me to speak at different events/forums to share the work we do at my organization, considering the continuing support to attend to professional development opportunities, in person gatherings to keep on learning from other fellows, connecting me with potential donors/philanthropists.

- Continued learning and networking opportunities.

- I would love ongoing opportunities to have 1:1 with Abby. She is amazing. I also would like additional funds for professional development.

- More in-person gatherings!

- Networking, additional targeted training.

- I would love to have an opportunity to have conversation with my coach every 6 months.
• Have a financial opportunity every 12-18 months for a professional development course / class / coaching.
• To act almost as a genie foundation which could grant professional wishes. i.e. - in order to succeed personally / professionally I need to X - and Schusterman could help work with the fellows on an individual basis to help them realize x.
• There have been times when I wished I still had professional development grant funds available to use or additional coaching.
• More learning opportunities, more gathering bi annual perhaps.
• Create the ‘environment’ to meet, engage, to encourage creativity and opportunity for personal and professional growth. Meet key influential leaders in the Jewish Community (Rabbi Jonathan Sacks etc.).
• The Schustermans are doing a great deal in Australia, and funding many activities but there doesn’t seem to be any coordinated strategy. The Fellows don’t connect with the Rolers who don’t connect with Launchpad etc... I think that there should be some sort of strategy for how the foundation would like to maximize its investment in the Australian Jewish community and how we can collaborate more.
• I think that the services that used to be provided through the CareerHub program would be helpful for career transitions in the future.
• First off, a house for all the fellows and their families to live together with free childcare. Second, and I know it’s expensive but maybe cheaper than the house, is to find a way for us to gather together more regularly in person.
• More opportunities for in-person gatherings and a stronger presence in my geographic area. Also more hands-on skills development.
• Retreats to step back and implement the skills I am trying to work on from the Fellowship experience.
• It would be amazing to have an ability to apply for additional professional development grants. Also, I’d like to see the Foundation proactively working to place fellows as speakers at conferences.
• Although it does not come easily for me, writing a piece for EJP was a great stretch opportunity for me that I appreciated.
• At the moment, I am especially interested in being connected/introduced to people that may be interested in my consulting offerings and also who can help with my own business development - for example a designer in the extended network, etc.
• I need to refresh my memory about what support is available and make use of what is offered!
• I also appreciate funds for opportunities like the MSBR, as I did while in the program.

**Question #20: Is there anything else you would like to share about your experience as a Schusterman Senior Fellow?**

• The Israel seminar was amazing. I haven’t taken advantage of the virtual learning this year as it was a very intense year professionally and personally.
• I wish I know how to take better advantage of all it has to offer.
• Immense gratitude and a commitment to “pay it forward” to others.
• I appreciate all that has been offered, and especially the gathering in Israel, which I was unfortunately not able to participate in. I hope there will be another chance for an in-person gathering in the not too distant future.
• Thank you so much!!
• I love the fellows and the network.
• I have mentioned it before but for me there was not enough time to address the division between Jewish diaspora and Israel and the relationship between both. In addition - my professional role in
promoting and serving the State of Israel abroad did not fit into the fellowship which was built for ‘Jewish leaders’ or Jewish lay leaders.

- I’m really grateful for the network and the investment in me as a professional.
- As an Israeli Fellow, I am disappointed with the lack of space and focus on nurturing a responsible connection to Israel among the Fellows. For example, when a Senior Fellow posts anti-Israeli, non-accurate information - where does the responsibility lie to create a balanced dialogue?
- Thank you 100 times over!
- I’m very grateful and look forward to continue the exploration and discovery of what it means to be a Schusterman Senior Fellow.
- I wish I had the energy to wake up at 3am for the Zoom chats. I feel like I’m missing out by not being able to attend them. I’m honored to be a Schusterman Fellow and would really love more opportunities to engage with fellows and collaborate.
- Deep gratitude.
- I appreciate the network and still feel very moved by my experience as a fellow and connections I built. I appreciate the programming and hope to be able to take part more now moving forward.
- Also the fellowship but also the senior fellow experience is a bit lonely in my geographic region.

**Question #21: If you were managing CLSFF’s investments, what is the one thing you would focus on for Senior Fellows?**

- Good question. I would set up a monthly podcast where a Schusterman staff member conducts a 20 minute interview with a different fellow. At the end of the podcast there could be a question: What is one request you have from the Schusterman community?
- More in-person gatherings and collaboration opportunities; matching Senior Fellows’ skills & interests with projects that CLSFF thinks are important, and providing funding to make it happen.
- Ways to exchange skills, experience between fellows serving in lay and professional positions.
- Tailored professional development.
- An opportunity to have an international experience.
- In-person gatherings and continuing professional development funds.
- Annual in person gatherings to: - maintain the connectedness between fellows (nothing replaces in person meetings) - ensure everyone can update, share learning lessons and troubleshoot and use the group as a brain trust. I would also see if there are communal challenges the cohort would like to focus on together.
- Funds for local projects with creative ways to measure outcomes.
- Annual gatherings and networking opportunities.
- Expand learning opportunities. Provide in limited time frame (4 to 7) coaching opportunities. Giving partial subsidies to online libraries top universities to continue the process of education. Gathering of senior fellows on specific fields.
- Mentoring. Every Fellow should have a long-term mentor within the Jewish Community, guiding the direction and growth of each Fellow.
- Continuing professional development opportunities, and in person meetings, an annual event to share and learn about challenges and opportunities in a safe space.
- In person gatherings every two years. The opportunities to see the other fellows, learn, network, etc. is amazing. The gatherings are so well done and content so well thought it that I clamor for more learning opportunities with other fellows!
- Providing funding for grants for senior fellows to continue to advance their professional development.
- How to continue to build in-person bonds between different cohorts.
- Perhaps trying to create a system of annual personal growth commitments to each other. Or maybe making coaches available to Senior Fellows. I’d like more opportunities to teach and speak in public as well.
• Mini CLDP "grants" to invest in continued learning as it applies to each Fellow wherever they are at professionally.
• More time in person together with other fellows - either in original cohorts or across affinity groups. For instance, a gathering of people interested in women’s leadership, or Israel/Diaspora relations, etc.
• To let them meet in person - more cross-cohort meetings, even one-on-one

Question #22: Please share any additional constructive feedback you have about the Fellowship’s Senior Fellow programming and your experience.

• Aside from how little availability I have to participate, you do an impressive job.
• I’d like more opportunities for in-person gatherings.
• I wish that we could promote more in person gatherings in places like NYC where there are a number of fellows. I would also love to have the opportunity to learn from my fellow Fellows in regards to specific challenges I face and love to hear/learn from theirs.
• It still feels sort of vague and evolving.
• I thought the trip in Israel was awesome. I know it’s ridiculously expensive to fly us all to Israel, but nothing can beat face to face relationship building.
• Thank you for believing in us Abby!
• I am always grateful for the thoughtful and beneficial offerings of the Foundation. Thank you!
• Besides all the professional part, I also managed to make some really meaningful friendships, which is not to be taken for granted over 30.

Question #24c: Please describe to what degree you would attribute your new position to new skills, shifts in leadership abilities, or other positive changes that occurred because of your participation in the Schusterman Fellowship or Senior Fellow programming.

• I pursued this role/company in a large part because they are growing their [location] office and looking for someone to help build the office (culture, mentoring, etc.) in addition to traditional consulting responsibilities of serving clients. This desire for leadership responsibility is due to my experience with the fellowship.
• A high degree.
• 100 percent this is because of the Fellowship. I reached out to [Fellow] to talk with him about [organization]—his advice and coaching were why I decided to continue in the interview process and why I was so well positioned during the interviews. I also probably wouldn’t have considered a Jewish job like this before the Fellowship nor would I have been as viable a candidate.
• The Fellowship helped take me to the next level. Gave the confidence to take on a big role and launch a new initiative.
• The fellowship made me realize it was time to leave my then current position and push myself to do something new and different.

Question #25b: Please describe to what degree you would attribute your promotion to new skills, shifts in leadership abilities, or other positive changes that occurred because of your participation in the Schusterman Fellowship or Senior Fellow programming.

• The discussions about a promotion started before I got these skills.
• Indirectly related. As noted above, I am more confident and thoughtful.
• It was not really a promotion but more of a consolidation - so I would not attribute it to anything other than re-organization of the organization but the fellowship definitely helped me in all aspects.
• I felt more confident to advocate for myself for the title.
• Somewhat. I think I managed to use some of the concepts I learned as a fellow which later proved to be helpful, but from the organization’s perspective, the fellowship was under their radar.

Question #29b: Please describe to what degree you would attribute the increase in your lay leader responsibilities to new skills, shifts in leadership abilities, or other positive changes that occurred because of your participation in the Schusterman Fellowship or Senior Fellow programming.

• All the skills I have obtained during the Fellowship helped me be a better and more committed lay leader. My professional advancement has brought value to the non-profits I volunteer with for sure.
• Some of the confidence in my skills and abilities led me to the increased responsibility.
• I think that my adaptive leadership training has allowed me to be a more effective lay leader within my organization, to be a more valuable contributor to solving complex problems, and has increased others’ perception of my abilities.
• I have been able to draw from several of the experiences I had using my CLDP funds, especially the strategy and facilitation certificates I earned. I have designed and facilitated meetings and worked with staff and other lay leaders to develop organizational strategies for our next steps, often using tools gained at the above mentioned programs.
• I joined my synagogue board.
• Somewhat. I think as my confidence grew as a result of the fellowship, I started to feel that my intervention is needed more often also beyond my strictly professional capacities.

Question #27: If you selected a rating of 2 or higher in the previous question (Q26), please explain your response to the question above.

• My role is to convene, educate and connect major Jewish orgs and funders with Jerusalem. I work closely with some of the most influential funders and philanthropist in the world.
• I feel the Fellowship gave me a boost and confidence that allowed me to be more vocal and present in my sector
• I’m now on the AJC Board of Governors.
• In transitioning to Corporate Social Responsibility, I felt the fellowship gave me a "foundation" to remain engaged as a thought leader in the Jewish Community.
• I've stepped into more of a leadership role within my lay leadership capacities, and taken on more visible professional leadership opportunities. (Also a note on the last few questions re: my professional role - I left my organization to start my own consulting practice, about 18 months ago, as a direct result of my Schusterman Fellowship experience. So, I don't have a more "senior" position to step into from where I am (Founder/Principal), but I've definitely been moving forward in exciting ways in my career, it's just harder to track.)
• I feel that I am more often invited into certain meetings because of my relationships with other organizations.
• I feel more respected as an executive and feel that I'm able to contribute more significantly locally and asked to participate in more community planning.
• As a member of the JCC Association national board, I feel I’m able to play an integral role in shaping the national movement.
• I moved from a secular job to a senior job in a Jewish org that is respected in my city.
• The fellowship acts as a vehicle to reaffirm and strengthen our commitment to become a voice with gravitas and promote social change.
• I have a stronger understanding of the sector, the orgs.
• I am well respected in the Jewish communities in [geographic region] and always receive invitations to participate in books, conferences, events, etc.
• I have been asked to write a monthly column in a Jewish newspaper to share my views on a range of topics.
• I think the Schusterman Family Foundation has a very strong reputation/brand in the Jewish sector and it clearly helped me to make my voice heard in certain platforms.
• Moving into consulting inherently changed this.
• There was an immediate level of prestige associated with the Fellowship. It happened as soon as I was accepted. It felt like a big deal to a lot of people around me and still does.
• Deeper relationships with leaders in the Jewish sector, more prominent role in new organization.
• I have participated more deeply and significantly as a lay leader in both small and larger Jewish organizations. More recently, I have worked with clients from the Jewish sector and have been able to make an impact in that way.