

ACCELERATE: Hillel's Executive Training Program ***Hillel: The Foundation for Jewish Campus Life***



Project Goal:

Focused on building future executive leadership from within, the pilot of ***Accelerate: Hillel's Executive Training Program*** will identify and develop eight to ten high potential professionals over a fifteen month period to prepare them to assume directorships and/or positions of senior leadership within Hillel in the next two years.

Conceptual Framework:

Leadership development is a key foundation to enhance the mission, vision, values, and goals of Hillel as it evolves to a true learning organization

Accelerate: Hillel's Executive Training Program, which seeks to develop highly talented program professionals, assistant directors, rabbis, and development directors, is critical in order to fulfill our strategic plan's goal of recruiting, retaining, and developing highly talented professionals.

Accelerate: Hillel's Executive Training Program will provide participants with:

- The opportunity to learn and develop key professional competencies, as defined in the "Hillel Success factors"
- Customized professional development plans grounded in the outcomes of a 360° performance feedback instrument
- A quality Jewish learning experience
- Mentorship by a successful Hillel director
- Two seminars which provide both leadership and skills training
- Leadership exposure and networking opportunities
- Connection to a cohort of other top Hillel talent interested in assuming directorships

Both the professional development plans and the seminars will reflect today's best practices in adult learning, grounded in experiential learning and interactive teaching and learning.

The program emphasizes the importance of measurable outcomes and will track participants' growth both mid-program and upon conclusion. Participants will regularly be asked to provide feedback and evaluation on the program.

Criteria for Selection:

Participants will be selected through a competitive application process including essay questions, resume, and letters of reference. A selection committee consisting of SIC and field staff, HR experts, and lay leaders will oversee the selection process.

This program is designed for current Hillel employees who:

- Are enthusiastic about the opportunity to lead a Hillel as executive director.
- Exhibit eagerness and ability to learn, personal maturity, and an understanding of others.
- Are interested in expanding the breadth of their perspective and experience.
- Are currently working under an executive director who supports their participation in this program.

Preference will be given to candidates who forecast being geographically mobile upon completion of the program.

The committee will seek to select a group that exhibits balance in geography, gender, and campus-type.

Candidates with previous Hillel work experience who are not currently employed by Hillel may be considered. Directors of small Hillel operations interested in sharpening their skills in order to take on a directorship at a larger Hillel will also be considered.

Program Overview:

The program will take place over fifteen months, from May 2009 to August 2010.

Seminars: Leadership Training, Skills Training, Networking, Leadership exposure and Cohort

Participants will attend two seminars during the program:

- a five day seminar in late May 2009
- a one-day pre-PSC seminar in December 2009

At the seminars, participants will engage in a rigorous curriculum of skills and leadership training, grounded in the Hillel "Success Factors". The sessions will be facilitated by a team of three outstanding mentor/teachers, bringing in top-notch scholars and practitioners to co-facilitate key sessions.

Three mentor/teachers, all outstanding Hillel directors, will take on this role in addition to their local portfolio.

Core components of the curriculum can be found on page 8.

At the seminars, professionals will be given the opportunity to network with senior professionals and lay leaders from the Hillel, Jewish and University communities.

Participants will be featured prominently at Hillel conferences and events as outstanding professionals for the field.

At the seminars, we hope to build a strong and supportive cohort of professionals who will continue to support each other through their transition to executive directors and beyond.

Performance feedback and customized professional development

Each participant will have the opportunity to receive feedback from a 360° review. 360° feedback is employee development feedback that comes from all around the employee including direct reports, colleagues, supervisors, board members, peers and other important stakeholders. Some of the benefits include:

- Gaining a broader and more comprehensive perspective on how participants are perceived by others
- Identifying key development areas for the participant and the organization
- Identifying gaps between one's self-perception versus the perceptions of others.
- Providing the opportunity for more customized and focused coaching

The tool that we will be using is called the Leadership Practices Inventory (LPI). This 360° leadership assessment tool helps individuals and organizations measure their leadership competencies, while guiding them through the process of applying James M. Kouzes and Barry Z. Posner's acclaimed Five Practices of Exemplary Leadership Model to real-life organizational challenges. For more information on the tool, please visit <https://www.lpionline.com>

This information will inform each participant's development of a **customized professional development plan** which will be comprised of appropriate opportunities to gain **hands-on experience** in their identified areas for growth.

Examples of experiential learning that may be included in the plans:

- Taking on new "stretch assignments" at their local Hillels (ex: creating a new young alumni board)
- Taking on "stretch assignments" within the SIC (ex: serving as a rakaz for birthright) or for other campuses (ex: a participant in NY goes on a fundraising call with an alumni from another campus living in NY)
- Visits to other campuses to assist/shadow on critical projects (ex: planning the budget or asking for a gift from a major prospect)
- Serving as a board member for another agency
- Leading a task force

Participants who identify governance as an area for development will be paired with a member of Hillel Internationals Board of Directors or Board of Governors

for a set number of meetings to discuss the lay-professional partnership and/or other board members' areas of expertise.

Though the customized professional development plans will emphasize experiential learning, other possibilities for more traditional learning may include:

- Jewish learning courses
- Site visits to high performing Hillels or other agencies
- Attending board meetings and functions
- Seminars, conferences, etc.
- Reading materials

Participants will be eligible for up to \$3000 to dedicate to their professional development plan.

Jewish Learning

Participants will be encouraged to participate in intensive Jewish learning and text study in the summer of 2009 at the Pardes Institute of Jewish Studies in Israel.

No previous Jewish learning experience is necessary. For more information on Pardes, please visit

http://www.pardes.org.il/programs/summer/summer_sessions/summer_s.php.

Tuition and associated travel and accommodations costs are covered by the program.

Mentoring

Each participant will develop a mentoring relationship with one of the three mentor/teachers working on the project. As experienced and successful Hillel directors, the mentor/teachers are well-positioned to serve as a sounding board, career guide and coach.

Because the mentor/teachers will also be facilitating the seminars, mentors and participants will have the opportunity to get to know each other in a significant way – both through their work together in person and through regular phone conversations.

The mentor/teacher will serve as a partner in processing the results of the 360° assessment and developing the customized professional development plan.

Participants will meet with their mentor/teacher one-on-one in person at each seminar and will speak on the phone monthly. Each mentor/teacher will invite his or her mentees for a campus visit during the first year of the program.

Measurement and Evaluation

Hillel's Department for Organizational Learning will facilitate the evaluation of the program.

The Leadership Practices Inventory (LPI) will be re-administered to participants at the conclusion of the program. The second LPI will provide participants with the opportunity to reflect on their growth over the two years of the program and to inform the areas in which they may seek additional professional development resources in the future.

Following each seminar, participants will have the opportunity provide written evaluation for each component of the program and to evaluate the quality of the program to date.

Partnership with Host Hillel

Support from the participant's current supervisor and/or of the executive director of the Hillel is critical. Only candidates whose supervisors support his or her participation will be considered.

Executive directors and local agencies will benefit in the short-term from the professional development that their staff member will receive, as s/he will likely return from each seminar and individualized learning experience with newly refined skills and perspective.

Participants and their supervisors must be willing to make space and time in the participant's work portfolio for new "stretch assignments", to attend the seminars and mentorship meetings, and to fulfill the individualized professional development plan. *Over the course of the program, this time will average between 1-2 hours per week, plus participation in the seminars.*

Local agencies will be asked to provide opportunities for the participant to observe or participate in key parts of the executive director portfolio (board development, fundraising, fiscal management, supervision, etc.)

Participants' supervisors will be encouraged to utilize Hillel's Standards of Excellence as a framework for supervision and professional growth and required to use Hillel International's Performance Feedback and Evaluation tool (PFE) with the participant.

Host Hillels must understand and accept that the goal of the program is advance the participant to serve as a Hillel executive director. While we recognize the challenge of having a talented professional leave a local agency upon completion of the program, the local Hillel will surely benefit from the

development of their staff person's skills throughout the program. In some cases, the program may help a local agency to recruit or retain a talented staff member.

Those campuses who have a staff member participating in the program will be considered by Hillel International as having made a commitment to talent development and human resources and will be rewarded with access to several benefits in addition to this program which will benefit their overall staff development:

1. Up to \$3000 in funding to invest in the professional development of other members of the staff. This funding is designated to help build an internal talent pipeline so that program staff or others can be trained and prepared to replace the program participant upon his or her successful placement at another campus.
2. Executive directors and other internal talent are eligible for a three-week Jewish learning program at the Pardes Institute of Jewish Studies in Israel. Tuition and all associated travel and accommodation costs are covered.
3. For those campuses whose staff members are successfully placed at other institutions upon completion of the program, Hillel International will provide 20 hours of assistance in canvassing replacement candidates.

Directors of campuses hosting participants will be invited to a special reception and training at staff conference.

Advancement

Accelerate: Hillel's Executive Training Program is designed to prepare talented Hillel professionals to take on executive director roles at the conclusion of the program and every effort will be made to make a match.

Of course, the quantity and nature of job openings each year are unpredictable. Hillel cannot guarantee placement of participants at the completion of the program as executive directors, as local hiring decisions are made by local governing boards.

In the case that a participant does not find a placement in the Hillel network, the professional development s/he will have received through the Hillel Leadership Institute will certainly be of benefit in any professional or lay position the participant will assume in the Jewish world in the future.

Participants who are hired as a director will receive the continued support of Hillel International through the new directors coaching initiative.

THANKS

Many people have shared their time, wisdom and expertise in helping to craft this program. Special thanks to:

Laurie Blitzer, Hillel International Board of Directors
Amy Born, the Hay Group
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Lisa Goldstein, Hillel at San Diego
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The Hillel International Senior Leadership Team

The Hillel International Board of Directors Human Resources Committee

Curriculum Elements

Overview of the program

Getting to know each other, trust and cohort building
Introduction to using the 360° tool & building an individualized curriculum plan,
Building a personal board of directors
Framing of the mentorship component of the program

Intro to Leadership Theory (Bowman and Deal)

Developing a personal philosophy, leadership voice & mission statement

Reflective Practice and Peer Consultation

Understanding the Hillel Environment: The University & The Jewish World

Building Strategic Relationships

Active listening

Planning, goal setting, measuring outcomes

Student Development Theory

Hillel's Engagement theory

Assessment of Personal Leadership Style

With leader styles assessment tool or MBTI

Finding Leadership Presence

The Art of Leadership – Inspiring others to Act

A conversation with successful directors on inspiring others
Selling the Hillel mission
Connecting with others
Navigating competing interests
Reposition Hillel for various stakeholders

Theory into Practice: Governance

The lay professional partnership
Leadership recruitment, succession and retention

Theory into Practice: Finance

Theory into Practice: HR

Supervision and nurturing talent
How to hire and retain great staff
Provide ongoing training
Making Hillel a great place to work

Theory into Practice: Fundraising

Stewarding donors and building relationships
Successful directors present development plans
How to make the ask

Theory into Practice: Strategic Planning

Good to great, facilitating change

Getting the Job

Interviewing techniques
Presenting your best self

The Art of Leadership II – Excellence and Resiliency

A conversation with successful directors on excellence and resiliency.
Prioritizing
Judgment
Ethics
Decision making

Revisiting personal philosophy and mission statement**Processing and Evaluation**

2000-2010 Application, Guidelines, and Selection Process

GUIDELINES:

Please ensure that the following components of Hillel Leadership Institute application are submitted by January 23rd, 2009 via email to vkleger@hillel.org.

- Completed background and essay questions (500 word maximum per essay question).
- Resume; including a history of your education (institution, location, dates attended, and degree or diploma awarded), work history, relevant community involvement.
- Letter of agreement signed by executive director and board chair of local Hillel.
- (2) Letters of reference. One letter should be submitted by your Hillel executive director or current supervisor. The second letter may be submitted by your choice of one of the following: Hillel colleague, student, university or community colleague, or another Hillel field professional. In the letter of reference, please have the recommender answer the following questions:
 - How has this professional demonstrated exemplary performance at your Hillel? Please give specific examples.
 - How do you believe this candidate will benefit from skills and leadership training?
 - Why do you believe this professional will make a successful Hillel executive director?

Please have your letters of reference submitted directly to vkleger@hillel.org.

SELECTION PROCESS:

- A team of SIC professional, Hillel executive directors and lay leaders will review your application and letters of reference. You will be notified by February 6th, 2009 if you have been selected.

Personal Information

LAST NAME _____ FIRST NAME _____

HILLEL _____

Work Phone _____

Email _____

Personal Statements

1. Which skills do you hope to develop through Accelerate: Hillel's Executive Training Program to prepare you to take on a more senior professional role?
2. What have you learned about yourself through your work with Hillel in the past three to five years?
3. Please describe your professional goals for the next 2-5 years. Please include any plans you might have in terms education.
4. What "type" of Hillel do you imagine to be the best fit for your skills and needs? Do you have any specific needs in terms of geographic location, community type, campus type, etc that will shape your future job choices?

CERTIFICATION: I certify that the answers supplied in this application are true and complete to the best of my knowledge. If selected to participate in the "Accelerate: Hillel's Executive Training Program", I further certify that I understand that Hillel is investing in my professional development and I am committed to remaining employed by Hillel for the full duration of the program and to making a good faith effort to be placed as an executive director upon completing the program.

I understand that Hillel can not guarantee my placement as an executive director as hiring decisions are made by local boards.

I accept the policy as stated above:

Signature: _____ Date: _____

Letter of Agreement with Host Hillel

We support _____'s participation in Accelerate: Hillel's Executive Training Program and we understand and accept that the goal of the program is advance the participant to serve as a Hillel executive director.

We look forward to our institution benefitting from the professional development that our staff member will receive from Hillel International, as s/he will likely return from each seminar and individualized learning experience with newly refined skills and perspective.

We understand that we must be willing to make space and time in the participant's work portfolio for new "stretch assignments", to attend the seminars and mentorship meetings, and to fulfill the individualized professional development plan. Over the course of the program, this time will average between 1-2 hours per week, plus participation in the seminars.

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Executive Director

Board Chair