

**Creating Gender Equity and Organizational Effectiveness
in the
Jewish Federation System:
A Research-and-Action Project**

A partnership of:

Advancing Women Professionals and the Jewish Community

and

United Jewish Communities

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THE PROJECT

Advancing Women Professionals and the Jewish Community (“AWP”) aims to address ongoing concerns about gender inequity at the upper echelons of the Jewish communal world.

In early 2003, United Jewish Communities (“UJC”) and AWP joined together to launch a project designed to identify and begin to address the organizational norms, attitudes and practices that hinder professional women from achieving senior executive positions in Federations. The first phase of this project has been a research initiative that gave rise to this report.

In addition to the challenges to advancement faced by women, UJC recognizes that exceptional Jewish communal professionals are in short supply, owing in part to the wide range of professional opportunities that Jews enjoy in America. Creating more equitable and fulfilling workplaces for all will help Federations compete more successfully for talented professionals.

THE PRESENTING PROBLEM

In the largest 20 Jewish communities, the top executive leaders of Jewish Federations are all men. In the 19 large-intermediate communities, only three top professionals (Columbus, Ohio, Hartford, Connecticut, and Providence, Rhode Island) are women. The current gender imbalance reflects a long-standing pattern. Until the Rhode Island appointment in 2000, only one comparable community had ever engaged a woman for the top professional post.

The near-absence of women from the highest positions of professional Jewish communal leadership serves as the initial starting point for this research-and-action

project, a partnership of the United Jewish Communities and Advancing Women Professionals and the Jewish Community.

The research sought to address three questions related to the phenomenon of the under-representation of women in the very highest ranks of Jewish Federation professional leadership, as follows:

- 1) **Causes:** To what may we properly attribute the long-standing and widespread gender imbalance in the professional leadership of Federations, arguably the most central institution in North American Jewish communal life?
- 2) **Implications:** What adverse consequences for the Jewish communal environment ensue from this severe gender imbalance? How does the absence of women from top leadership signify other critical concerns for the Federation system?
- 3) **Interventions:** What strategies can successfully address Federations' gender imbalance as well as respond to the overall challenges of professional development and organizational effectiveness throughout the system?

METHODOLOGY

The research team, headed by Professor Steven M. Cohen of The Hebrew University, included Dr. Sherry Israel and Dr. Shaul Kelner, both of Brandeis University; Shifra Bronznick, Founding President of Advancing Women Professionals, and Didi Goldenhar, Senior Consultant to AWP. Dr. Ron Meier, Senior Vice-President of Federation Services, Professional & Volunteer Development Department, and Diana Cohen, Associate Director of Recruitment and Placement at UJC, worked closely with the research team. The group combines social scientific and policy-relevant expertise in the fields of organizational development, gender issues in the workplace, and Jewish communal life.

At the heart of our research were 93 face-to-face interviews, conducted from January 2003 to September 2003 with Federation lay and professional leadership throughout North America. Using a uniform, but flexibly administered, discussion guide (see Appendix A), members of our research team interviewed key informants in 14 Jewish communities that, together, represent great diversity in the Federation system, including Atlanta, Boston, Chicago, Columbus, Hartford, Los Angeles, Miami, New York, Philadelphia, Phoenix, San Francisco, St. Louis, Toronto, and Washington.

We spoke with each Federation's executive director, senior lay leaders (generally past or present Federation presidents), senior Federation professionals, and those regarded as "high-potential" female professionals. Interviews focused on promotion and placement practices of top executives, as well as prevailing attitudes and assumptions about women's leadership and advancement within the Federation system. The interview

protocol addressed professional backgrounds, career paths and current job responsibilities, as well as organizational culture and specific practices related to recruitment and retention. We also solicited ideas about interventions that might increase the number of women in top executive positions.

We closely analyzed several hundred pages of interview notes and transcriptions. To distill and fully understand our findings, we drew upon the help of an advisory team consisting of three of the country's leading academic experts on gender issues in the workplace, two prominent Federation directors, executive search recruiters, and highly recognized Jewish communal professionals. (See Appendix B for biographies of experts with whom we consulted.)

In examining the interviews, we certainly uncovered some important variations in perceptions and analyses of these issues. Subtle emphases and nuances varied depending on the local cultures and narratives. Professionals and lay leaders spoke from different vantage points. With this said, these variations were not major.

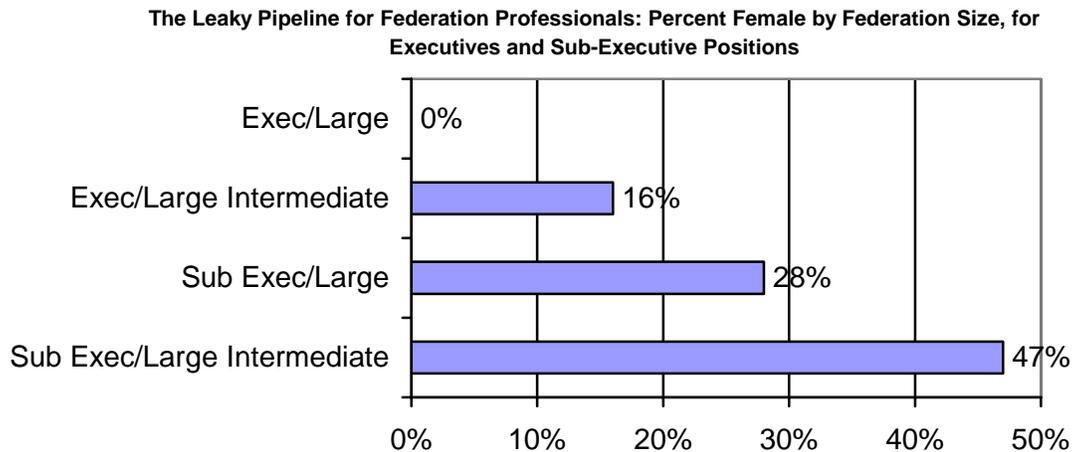
Rather, the most systematic differences were among men and women. Consistently, women as a group were more sensitive to issues of gender-based discrimination and easily offered multiple examples of such behavior in the Federation workplace. In contrast, male professionals and lay leaders either denied the existence of gender bias, or expressed more complacent views about the obstacles to women's advancement.

In the aggregate, a consistent picture emerged of the overall Federation system, with common themes that cut across the 14 major Jewish communities where we conducted our interviews. Given the variety of Federations, interview respondents and interviewers, as well as the consistencies of our findings with the scholarly literature of gender inequity in the American workplace, we feel confident in our assessments, and also confident in the general applicability of our findings.

This document provides a summary reflection on our research and presents some preliminary thoughts on recommended interventions. Throughout the research, while focusing on the particularities of the Federation system, we also reflected on the larger societal context in which these agencies function.

THE LEAKY PIPELINE

As the chart below demonstrates, the representation of women professionals in Federations increases as job prestige declines, from the chief executives in the largest cities (0% female) to the chief executives in the large-to-intermediate cities (16%), and from the sub-executives in the largest cities (28%) to the sub-executives in the large-to-intermediate cities (47%). The data suggest the existence of a “leaky pipeline,” with a significant number of women in the lower ranks, and far fewer in the upper tiers of professional power and prestige.



CAUSES

Why are women so dramatically underrepresented in the highest echelons of the largest Jewish Federations?

Jewish Federations in the Larger Jewish Community

Clearly, Federations are not alone in facing the challenge of institutionalized gender inequity. The absence of women CEOs at large city Federations is reflected throughout the top ranks of the organized Jewish community. Currently, only one woman heads a major national Jewish agency responsible for public policy, advocacy, education or community relations. None of the rabbinic seminaries and continental denominational agencies that serve the congregations of the four religious streams has a woman at the helm. On the other hand, women direct over a quarter of Jewish Community Centers, including several larger JCCs throughout the continent, indicating some progress.

The Larger Society

Like most social phenomena, several explanations account for the paucity of women CEOs in the large city Federations.

First, the simple fact is that North American Jewish Federations are situated within American and Canadian societies. The research literature on gender equity confirms that, despite incremental progress over the past twenty years, salary gaps between men and women persist, *except* at the entry level, and career advancement is still slower for women than for men. In most professional arenas throughout North America, women are underrepresented at the highest echelons – in the corporate sector, in the political system, and in such professional spheres as law, medicine, finance, accounting and academia. As in the Jewish Federation system, women’s representation grows sparser in more prestigious and powerful positions.

Clearly, several issues and practices affect women’s advancement in the larger society. Here, as contextual background for our findings, we flag three primary explanations for the gender gap, both in Federations and in the larger society. These can be summarized as: 1) an insufficient number of women in the leadership pipeline; 2) the fact that male decision-makers have been slow to recognize that women possess the equivalent vision, leadership, political acumen and financial skills; and 3) a perception that women place family needs above their commitment to career development and leadership advancement.

Gender Inequity in the Federation Environment

The widespread gender gap in the larger society makes it reasonable to assume, that many somehow consider gender inequity within large city Federations as “normal,” rather than as a disturbing anomaly to be examined, addressed, and rectified. Although this situation characterizes the larger society, many corporations, professions and nonprofit institutions have launched significant initiatives to address gender inequity within their ranks.

Pointedly, Jewish Federations and other communal agencies lag behind many of their nonprofit and academic counterparts with respect to women’s leadership suggesting that Federations may present a large number of obstacles to women’s achievements.

The AWP-UJC research findings show that gender-based assumptions and attitudes, which influence women’s career advancement elsewhere, also hold true in the Federation environment. Women in Federation report differential treatment – both formal and informal – that hinders their career development. Women volunteer leaders and professionals report the subtle dominance of a male culture that overlooks their achievements and career potential. These perceptions found support in interview remarks by male volunteer leaders and professionals, revealing unacknowledged but overt gender biases.

Social scientists have studied gender inequity in the American workplace for more than two decades. (See Appendix C for bibliography and references that have informed this project.) Our interviews mirror their research findings. Across every professional arena, women’s achievements and potential are typically viewed through the

lens of *gender schemas*, defined by Dr. Virginia Valian, of the Graduate Center of CUNY, in her research as “non-conscious hypotheses about sex differences.” Gender schemas “lead men and women alike to overvalue men and undervalue women.” In the corporate, professional and academic arenas, these unconscious assumptions result in “advantages men have that are small but numerous, molehills that accumulate over time to produce a mountain of advantage for men.”

We found ample evidence of such gender schemas in our interviews at Federations. Many male CEOs and lay leaders surmised that the paucity of women CEOs could be attributed to their lesser experience, abilities and capacity to lead Federations.

Similarly, corporate CEOs often note that women’s tendency to seek positions in such departments as public relations and human resources – functions unrelated to corporate profit centers – make them less likely to be viewed as potential candidates for top positions. Surveys by Catalyst, the leading authority on women in business, report that male corporate CEOs attribute the lag in women’s advancement to their lack of experience in revenue-generating jobs. In contrast, women in the same corporations attribute their lack of advancement to gender bias that precludes them from competing for these critical jobs.

While some ascribe the lag in women’s advancement primarily to *gender schemas*, or to functional gaps in women’s professional experience, others focus on the conflict between work and family. This issue surfaced in our interviews at Federations and figures prominently in the larger society.

A cover article by Lisa Belkin in The New York Times Magazine, “The Opt-Out Revolution” (10/26/03), recently launched a fierce debate when it asked the question, “Why are there so few women at the top?” The article asserted that the absence of women in top professional leadership resulted from a growing trend among high-potential women to “opt out” of the workplace because of the punishing hours and dedication required, often at the expense of family, community, and other human values. Belkin profiled a narrow segment of promising career women, largely Ivy League graduates, whose personal or family situations made it financially possible for them to choose part-time employment, start a business from home, or take a temporary career leave to raise young children.

Some applauded the New York Times article for giving women permission to express and practice their career and family choices. Others roundly criticized it for focusing only on the *one-third* of women who have “opted out” of their professions. The article failed to examine the *two-thirds* of highly qualified professional women who have chosen to remain in the workforce. Whatever the impact of opting-out on women’s advancement, it cannot explain the gender gaps in corporate America, nor does it account for the absence or near-absence of women from top Federation professional leadership ranks.

Do sufficient numbers of women aspire to fill the highest ranks of leadership in the professional arena? A 2003 Catalyst study of corporate leadership finds that 55% of women in the higher rungs of the corporate ladder *would* like to be considered for the CEO post.

Similarly, our research in the Jewish communal arena – both through the AWP-UJC project and through hundreds of interviews conducted for other projects in other prominent Jewish organizations – revealed that a reasonable percentage of high-potential women do aspire to top leadership positions. These professionals include young women with children who expect to develop careers over the long term, single women, women without children, and women whose children are nearing college-age or already grown.

Finally, our interviews revealed other strong parallels between women in Federations and women in the larger society. Like women in the corporate, professional and academic arenas, women professionals in Federation reported their need for increased knowledge about personal career advancement, promoting recognition of their achievements, acquiring wide-ranging work experiences, cultivating professional contacts, finding mentors, securing job offers, and negotiating contracts.

The research findings below demonstrate all of these issues vividly and offer a range of perspectives from key players in the Federation system.

SUMMARY OF INTERVIEW FINDINGS

Leadership Styles and Perceptions of Men and Women

Who is the Federation executive? What does he or she do? What experience, skills, talents and characteristics are seen as necessary for effective performance of this key leadership role in Jewish life? Many interview respondents characterized the Federation CEO as the “mayor” of the local Jewish community. As such, the chief executive’s mandate is to articulate a vision for the community and then to mobilize the people and resources needed to achieve that vision. The CEO must command respect and build visibility as a community leader and effective fundraiser while simultaneously managing a complex organization.

In discussing preferred CEO leadership styles, male CEOs and lay leaders generally concurred that men are better at “exercising power” and “making tough decisions.” Moreover, a number of male leaders assume either that women are less apt to exhibit toughness, or will be seen as inappropriate should they demonstrate the assertiveness necessary for the top Federation professional:

*When search committees consider a woman, it would not be uncommon for someone to say, ‘Yes, but do you really think she’ll be strong enough?’
– Male lay leader*

An elegant woman is extraordinarily effective because she is so gracious. Men can get away with things that are too aggressive and arrogant in a woman. With a man, aggression is a positive. With a woman it is a negative.

– Male lay leader

Both men and women we interviewed identified consensus-building skills as critical, in order to cultivate diverse constituencies and manage conflicts. Men saw the elements of consensus building – “good people skills,” “a soft touch” and a facilitative leadership style – as positive attributes for men. In contrast, they identified these same attributes as signs of weakness in women professionals.

The very qualities that make a woman suited for the top job are the same qualities that make it unlikely that she will be taken seriously.

Women professionals disputed the notion that “strength” or any one style of leadership fits all organizational and community needs. As one senior woman professional with multiple supervisory responsibilities observed,

Women lead better in times of transition. They are more comfortable with the unknown. Men tend to see things in black and white. Women have a more collegial management style and are more process-oriented. Men make decisions. Being decisive is a good skill, but not seat-of-the-pants decisive. The styles need to be negotiated. It’s a dynamic process. You develop a style unique to each situation.

The Centrality of Fundraising

I just have a gut feeling that men are better fundraisers.

– Male lay leader

The centrality of fundraising at Federations influences and may hinder women’s advancement because of divergent perceptions of men’s and women’s capabilities as fundraisers.

Specifically, male professional and volunteer leaders in Federations questioned the capacity of women to raise major annual gifts in one-on-one solicitations, the predominant Federation fundraising mechanism. Several male CEOs and lay leaders stated that men are more effective at “going head-to-head” and “closing the deal” and doubted that women could compete in the “locker room dynamic” of personal solicitations. As a result, some people felt that women could not manage the fundraising heft and responsibilities of the CEO role.

I never ask for money on the first date. I go and hang out with people. It's very interesting and intimate work. It's a lot of seduction. The structure is inappropriate for women. They're not well positioned to do the bullying. There's a lot of machismo that makes the major gifts concept work. The major donors push each other in a way they wouldn't between a male and a female.

– Male CEO

Women lay leaders and professionals strongly disputed these assumptions, offering multiple examples of successful solicitations among both new and traditional donors and asserted that, increasingly, relationship trumps gender in one-on-one solicitations.

Federation's personnel situation is exacerbated by the proportion of male lay leaders on governance committees related to appropriations, real estate management, and compensation. Among major donors to Federation campaigns, men predominate, especially those born before 1945, perpetuating the impression that men enjoy an advantage as fundraisers. Women lay leaders we interviewed observed that current trends in women's philanthropy, including substantial increases in both number and size of gifts, are habitually dismissed by male executives and volunteer leaders. In their view, most men still place disproportionate emphasis on the size of single gifts and neither understand nor value new paradigms of philanthropy that cultivate relationships and hands-on involvement over the long term.

Undeniably, circumstances are changing. In recent years, women have advanced in greater numbers into development posts; in some cities, the roles of Campaign Director, FRD Director, Major Gifts and Endowment Director are divided equally between men and women. While this shift appears to be a positive development, both female and male professionals observe that success in senior fundraising positions no longer translates into career advancement to the executive suite. One woman observed, "As glass ceilings are broken, new glass can be installed several feet higher."

Several male lay leaders observed that Jewish women increasingly occupy important roles in corporate life and are exercising their independent influence in both individual and joint philanthropic contributions.

In the old days, you could never send a woman to solicit anyone. Today, as women are earning more and giving their own dollars, they are soliciting more. Younger women and men are more equal as solicitors.

– Male lay leader

A new philanthropy is emerging that embraces the potential of major gifts from working women, older women with inherited wealth, and communities of younger donors, for whom philanthropy is more gender-neutral. All represent significant frontiers in giving which may compel lay and professional leaders to revise their traditional views

about women and Federation philanthropy. Yet, at this time, skepticism about women's ability to successfully solicit wealthy male donors persists.

Executive Search Process

The CEO search process varies depending on the local volunteer leadership and may involve UJC search services, external search firms and informal recommendations. Search committees rarely seek qualified candidates outside the system since, as one lay leader noted, "Federation is unique, and it is difficult to evaluate non-Federation experience," or as another lay leader noted, "We did go 'out of the box,' but then you have to go back in. You take an awful risk in going way out."

The "inside the beltway" emphasis in referral and recruitment is intensified by the composition of search committees, where an "old boys' network" continues to exert enormous influence on the executive search process.

Men get the best positions in the national system because they are behind the scenes and promote one another.

– Senior female professional

How does information about available jobs get distributed and how do names of potential candidates get distributed? Guys sit around in a room and think of names, and the guys think of guys' names.

– Senior female professional

Virtually every woman interviewed, professional and volunteer, described the pernicious effect of the "old boys" network on CEO recruitment, noting its "systematic disregard for women from the national level on down." Of course, some male lay leaders are indeed receptive to women's talents.

The system would be better off if smart tough women were running these shows. A woman would bring a different set of eyes to look at what is happening. And, if a Board chose a woman CEO, the choice would be something new, so she would probably have more flexibility to do things in a new way.

– Male lay leader

However, many influential male lay leaders conceded the predominance of "male-dominated thinking about power and competency."

Historically and even now, there are inherent biases against women. Lay leaders hold stereotypes about women's abilities in fundraising, personnel management and logical thinking. There is a general lack of encouragement and a failure to look at internal candidates and a failure to promote women into launching pad positions.

– Male CEO

The primarily male lay leadership not only directs the search for new CEOs; these lay leaders also play a key role in supporting the chief executive and advocating for other senior-level professionals. In Federation communities dominated by male lay leaders, women may find less support for professional advancement than in those Federation communities that have influential female lay leaders.

Positive signs have emerged in recent years. In recent searches, women lay leaders have been represented on search committees, at an estimated average of 30%.

We need to reach the tipping point for women's voices to be heard.
– Female lay leader

One might think that simply increasing female representation on search committees would ensure a gender-level playing field. But such is not the case. Several interviews revealed an ambivalence among some women lay leaders regarding women's professional advancement within Federations. Indeed, in some cities, the relationship between full-time volunteer women and working female professionals is complicated by the divides that can separate women who work for pay versus volunteers. In addition, some female lay leaders are concerned that assertively advocating for women's advancement may detract from their standing in the community.

Work-Life Issues

Once upon a time, there was prejudice toward women. But, with some exceptions, I can't imagine that's true today... There are able, well-trained women who could move up, but at the time they have children, a significant number put their career on hold or move to part-time work, while men are continuing to move along in their careers... Some women are more comfortable ascribing glass ceiling notions than accepting responsibility for their own decisions to leave the work world.
– Male Federation CEO

Most interviewees see the high-intensity executive track at Federation as being incompatible with family life. The CEO position is notorious for long hours and a “24/7 lifestyle.”

The jobs have a certain insanity to them, not only for women who are trying to balance life priorities. The jobs are also unattractive for an increasing number of men.
– Male lay leader

Many believe that women cannot fulfill the responsibilities of the CEO position because of the considerable time commitment required. Indeed, even many women professionals believe that their family responsibilities, set against the current structure of the CEO position, make it impossible for them to compete for these posts. Several

female professionals said that the CEO post was particularly unappealing in a culture that measures achievement by the number of hours spent at the office. Other women professionals with longstanding tenure in the Federation system said they would be interested in the CEO position only after their teenage children left for college.

The difficulty of balancing family and Federation coincides with research showing that in the larger society, even women in dual-career families still devote two-thirds of the time needed for household chores, childcare and other personal responsibilities. The disproportionate share of family obligations shouldered by women can reduce the number of women in the talent pool who choose to compete for extremely demanding chief executive positions.

Federation is still an environment where men keep on going and women put things on hold.

– Senior woman professional

Many women professionals said that the inflexible nature of the Federation career path, combined with traditional assumptions about women and family life, resulted in fewer leadership development opportunities in the “pipeline.” Women who leave temporarily to raise small children are seen as “derailing” their own careers.

We need to understand what we’re doing at the very high levels to help people manage their careers and their families, for men and for women. Can we be more flexible and keep more women in the pipeline, so that they are here when they are 45, when it’s time for them to be CEO?

– Female lay leader

Relocation is another family-related factor that impedes women’s advancement. Top positions in the national system frequently require relocation. Traditionally, women have been disproportionately affected because their husbands have been unable to relocate.

You’ve got to make the career path competitive with the husband’s career path, so that the family makes choices that allow the woman to gain the experience necessary to ultimately step up to the top job.

– Male lay leader

The Human Resource System

People keep talking about the lack of talent within Federations. It’s not true! They need to develop the existing talent. Develop the workforce!

– Senior female professional

The advancement of women in Federation professional life is obstructed by miscellaneous weaknesses throughout the human resource development system. Insofar as gender bias limits women’s advancement, the functional gaps in training, evaluating

and promoting personnel affect women disproportionately in Federations. In a less than fully rationalized system, factors such as gender bias can exert more influence than in a more meritocratic environment. This mirrors the experience of other classes of non-privileged individuals, particularly racial and ethnic minorities. In fact, in an earlier era American Jews sought increased usage of civil service exams and standardized testing as tools to overcome anti-Jewish biases in hiring practices.

Our interviewees told us that, with the exception of the fundraising domain, Federations continually struggle to set clear, definable objectives for professional performance and evaluation. Measuring performance and outcomes is a challenge even in the private sector, but is further complicated in the nonprofit arena. Setting performance standards in Jewish communal life is even more vexing, as this environment is often characterized by ambiguous objectives, and by significant ideological and value-laden tensions and conflicts.

There are no clear-cut performance objectives. The work is often emotionally, rather than logically, driven. Training is not well-rounded.
– Senior female professional

Several interviewees spoke of the need for sustained, systematic professional development, resembling existing programs in the medical, educational, legal and business arenas. Professionals identified job rotation as critical to leadership advancement, in order to gain experience that is both broad and deep. The lack of such rotation, chiefly at larger Federations, results in sluggish movement of women throughout the pipeline.

There is talk, but no action, about career paths.
– Senior female professional

If there is a group of women that you see as potential CEOs, it would behoove you to get them together with people who are already CEOs and have them be responsible for knowing what they need in their own careers.

– Senior female professional

Other relevant shortcomings in Federation human resource development include episodic supervision, lack of formal mentoring, inadequate recognition of successful performance, and weak networking.

The Federation does a terrible job of mentoring and career planning. The mode is chaos and crisis management. Of course it's not attractive for women, nor most men.

– Male lay leader

The somewhat haphazard nature of these functions has had a disproportionately adverse impact on women.

A lot of women in the system work very hard, but haven't been cultivated and moved along a path.

– Senior female professional

In the area of networking, for example, senior women professionals bridle at their lack of access to national Federation meetings. The 2002 General Assembly marked the first convening of women CEOs from small and midsize Federations; this group of chief executives had never been invited to national meetings with executives of the top 19 Federations. A female Executive Director of an intermediate Federation commented, “My colleagues who head large Federations cannot recommend me for positions because they have not gotten to know me.”

Senior-level women professionals who had been mentored informally spoke far more positively of their Federation experience. These women spoke with appreciation and respect of their mentors, both women and men, who had provided opportunities for career development, visibility and increasing levels of organizational challenge.

The interview findings also suggest that women professionals in Federation suffer from a lack of confidence and have not pushed for their own advancement. A senior-level professional who came to Federation from the corporate sector observed: “Most women who achieve any level of seniority have to be twice as smart and work twice as hard just to get where they are. But women are very bad at finding ways to get the recognition they deserve.” On the most practical level, several professional women admitted that they lacked negotiation skills for salary increases and promotions.

Explicit Gender Bias and Organizational Culture

There's a paternal way of thinking, wrapped around tradition and family values. It's hard to break that family model because this represents the strength and legacy of Federation as well as a liability for women's advancement.

– Senior female professional

Over time it has changed. Over time it will change...But it could take fifty years.

– Male lay leader

Many examples of explicit gender bias surfaced in the interviews. In addition to the material above, other examples we encountered include the tendency of male lay leaders and professionals to ignore issues raised by women in meetings, only to acknowledge and support the same ideas when suggested by men. Other reports described the exclusion of senior women fundraising professionals from meetings with

high-level donors and the hiring of men for senior positions who were clearly less qualified than their female counterparts.

I think [women's advancement] is happening and will continue to happen. But women still have to be better than the best.

– Female lay leader

Several male professional and lay leaders expressed surprisingly anachronistic views about the potential consequences of including women in the Federation power structure. In one telling example, a male leader outlined the sexual implications of bringing a woman executive to the large city executive retreat with 19 men:

There are sexual overtones to that kind of thing. But just because a man might look at a woman as a sexual object doesn't mean that he's not taking her seriously professionally. I mean, does every woman have to be Golda Meir? My advice to women is to be presentable and play to your femininity. Men want to preen and they will respond favorably to the right package.

– Male lay leader

Some powerful and well-intentioned male leaders we interviewed seemed oblivious to the ways in which their own behaviors may perpetuate the gender bias. For example, one CEO said he deliberately hired men for two senior positions shortly after his hire, claiming that “having more men improves the atmosphere. People talk business.” More often, male lay leaders and CEOs emphasized their general support for women’s professional advancement, only to retreat when asked to consider the future prospects of senior-level women within their *own* Federations:

There is no problem here with women getting ahead. We're trying really hard to identify women. It's difficult to find the right ones...They just can't make it with senior lay people. But nothing is holding women back. Not with guys like me around.

– Male lay leader

Local culture and generational issues also influence the gender dynamic. Examples of gender bias tend to cluster in cities where the Federation donor community is largely of retirement age; older male lay leaders more often express the belief that “women don’t understand business.” In general, we noted that resistance to women in Federation leadership positions is most likely for men over the age of 55, variable for men between 40-55, and less so for men younger than 40 years old.

Many of the men still have the old attitudes. We can't do therapy on everybody, but we can structure the environment so gender is less of an issue.

– Female lay leader

IMPLICATIONS

Changes in the Larger Society: Gains through Intentional Intervention

The number of women in CEO positions in business has shown slow but steady progress over the past decade. These gains have resulted from intentional endeavors by major corporations to improve their competitive edge. The nonprofit sector and academia, in particular, have made dramatic gains for women over the same period. Currently, women lead three of the eight Ivy League universities, 26% of the nation's colleges, and over 50% of philanthropic foundations. These trends suggest that the proper commitment and investment can create workplaces that provide equitable opportunity for career advancement.

The research literature makes a strong case for understanding gender equity in the context of overall organizational effectiveness. Dr. Lotte Bailyn of M.I.T.'s Sloan School of Management conducted extensive empirical research over two decades, focusing on professional, managerial and technical employees. Her findings show definitively that efforts to structure work in ways that support the full spectrum of employees' responsibilities on the job and at home generate improvements in organizations' overall effectiveness.

Women's leadership choices often take place in the context of work-family issues. Therefore, a critical question facing society and the Jewish community is: **How can women be supported in their careers over the long term – including modifications at different stages in the life cycle – without being permanently derailed from the leadership track?** This question is likely to be given greater scrutiny as the dual-career family becomes embedded as a norm in the larger society, and as men, along with women, increasingly expect greater flexibility to navigate the demands of life and work.

Why Change? Internal Risk Factors in the Federation System

Two out of forty isn't enough. My granddaughters wouldn't like that number.

– Male lay leader

The glass ceiling is not merely a generational one that will take care of itself. It probably needs a push in order to be eliminated.

– Male CEO

The persistent absence of women from the highest ranks of professional leadership of the largest Jewish Federations reflects larger concerns within the system. Significantly, it poses major challenges to Federations' future health and effectiveness.

First, the absence of women CEOs highlights and reflects the system's overall deficiencies in recruitment, retention and development of qualified personnel, both men

and women. Younger women, in particular, may well read the absence of women CEOs as a discouraging message. **Potential new professionals may increasingly look elsewhere**, i.e., academia, healthcare and other nonprofit agencies, for more promising career options.

Second, gender bias may promote a **talent exodus**, of both men and women, from Federations. The system must consider the potential consequences of a shrinking talent pool, as fewer young, talented Jewish professionals will take on the high-pressure, demanding executive positions.

Third, a Federation system dominated by older male donors and middle-aged male fundraising executives will appear less innovative, less inclusive and ultimately will be **less appealing to the next generation of younger donors and activists**, both male and female.

As one male lay leader commented, “In the 1970’s, Federation was the powerhouse institution of Jewish life. The image of Federation in the 21st century is different. We have a really hard time recruiting young people.” Similarly, as another male lay leader warned,

This is an organizational system that’s desperate for competent, empowered professional leaders. The organization can ill afford to lop off 60-70% of its top professional leaders because of the messages that it presents to them and because of the ingrained culture that it refuses to confront. This is not about doing something nice. This is about saving an organizational system.

INTERVENTION STRATEGIES – AN OVERVIEW

As we noted at the outset, the absence of women from Federations’ top ranks of professional leadership reflects a variety of policies, practices, and cultural assumptions. Accordingly, the following interventions, all subject to further refinement and development, cover a rather wide range of options. These recommendations combine suggestions from our interview respondents and Jewish communal leaders, counsel from experts in the field of gender equity, as well as contributions from our own research team.

Our ideas can be grouped under four rubrics. First, we recommend a **leadership identification and development program**. We seek to increase the supply of qualified women candidates for executive positions, by: 1) recruiting women for the UJC Executive Development Programs in numbers that reflect the greater proportion of women in Federations; 2) creating professional development programs targeted to the needs of aspiring women professionals; and 3) identifying and grooming a talent pool of high-potential women from the middle ranks.

Second, we recommend **improving executive recruitment and selection practices**. We seek to ensure gender diversity on search committees, provide education to search committee members that will help them understand subtle patterns of discrimination, and make a commitment to bringing sufficient numbers of female candidates to the selection process.

Third, we recommend that Federations **promote flexibility and work-life balance through employee ranks**. The current construction of executive positions serves to dissuade both men and women from seeking them, owing to the incompatibility of these jobs with family commitments and other quality-of-life issues. Programs that recognize that women in particular may want to restructure their work at certain periods without being permanently derailed from the leadership track can have a profound impact.

Fourth, we recommend that Federations **focus on enhancing professional development for all its personnel** – men and women. We need to create more vibrant and productive work places that promote excellence and effectiveness at every level.

The multi-faceted tactics for implementing the intervention strategies include:

- 1) **Integrating women’s initiatives into existing Federation executive development**, such as the Mandel program;
- 2) **Launching new AWP-UJC leadership development programs** for accomplished women at mid-career, such as establishment of a National Talent Bank;
- 3) **Collaborating on inter-organizational initiatives**, e.g., training volunteers from a range of organizations on participation in executive search processes, and
- 4) **Experimenting with local Federations** on new models for promoting excellence, effectiveness and equity in the workplace.

INTERVENTION STRATEGIES – AN ELABORATION

Leadership Identification and Development

Stocking the talent pool with qualified women is critical to women’s professional advancement. Many professional and lay leaders recommend the creation of a “talent bank” of high-potential women throughout the national system who would be groomed for major posts. This group would receive training and diverse exposure to broadband skill sets, including finance, fundraising, marketing, and public speaking. Mentoring and networking would be part of the professional advancement package.

Similarly, a national registry should be created of talented young professionals of both genders, for consideration by local executives for sub-executive positions. Developing a “talent bank” of promising women, and establishing a sustained initiative to

showcase women's skills and network them effectively, may serve as one effort in a campaign to mitigate the overpowering effects of the "old boys' network."

An analysis of outcomes from the previous Mandel Executive Development Program ("EDP") will prepare the way for revising the program. Focused attention must be paid to the particular needs of women in leadership development programs. These needs have been researched and documented widely.

The EDP application process should be designed to yield proportional, or at least equitable, representation by women, consistent with their numbers within Federations. Even though it is substantially below the actual proportion of Federation professionals who are female, a target of 50% participation of women in the Mandel EDP will send an important signal about the depth of Federation's commitment to identifying and promoting talented female professionals. Setting this goal will ensure that recruitment of these candidates is pursued with appropriate rigor. It will also encourage women – who are less likely to aggressively promote themselves than their male counterparts – to put themselves forward for consideration.

Increased access to professional networks is another critical aspect of this initiative. A relatively small circle of influential executives and volunteer leaders need to become better acquainted with high potential women and see firsthand their potential for leadership. Women executives need to be included at every regional and national meeting. Making women more visible by selecting them for prominent roles at the General Assembly, as well as on task forces, leadership fora and public ventures, is essential.

Executive Search Process

Several steps can address sources of gender bias in executive recruitment and search processes.

Gender balance in the composition of search committees is one important element of an executive search process.

Another is the involvement of professionals – consultants, recruiters or UJC executives. Turning to these professionals with the explicit mandate to recruit competitive female candidates can increase the likelihood that more women candidates will be brought to the process, improving their capacity to compete on a level playing field.

Lay leaders engaged in search processes would benefit from systematic training. This training would include an overview of the changing environment within Federation, including issues pertaining to women's advancement. As one lay leader suggested, we need "awareness training about ingrained attitudes that might, in the long run, be self-defeating for the health of the Jewish community." Training programs might be designed in collaboration with other Jewish organizations – from social service agencies to

synagogues to Hillels – and can combine some overall sessions with customized breakout groups for specific kinds of agencies.

Promoting Flexibility and Work-Life Balance

Federations will benefit over the longer term if they focus now on creating work environments that promote flexibility and better balance between personal and professional demands.

AWP has completed two pilot projects – with Hillel and with the Jewish Board of Family and Children’s Services – that focused on work-life balance as a strategy to improve staff retention and leverage professional advancement. In the corporate sector, businesses – from the Marriot Flexibility Initiative to Deloitte and Touche’s fundamental redesign of their consulting assignments – demonstrate that flexibility can result in advancement of women to leadership ranks. These practical initiatives, as well as our modest experiments in the Jewish communal field, can serve as models to stimulate local Federation experiments.

In addition to increasing support for flexibility in Jewish organizations, we need to develop policies and practices that explicitly invite people to exit and re-enter the Federation workplace without permanently moving off the leadership track.

Human Resource Development

Federation talent, both male and female, should be developed more systematically at every level. Federations must create sequenced career paths for professional advancement, by identifying key entry points, leveraging opportunities of existing programs and supporting new initiatives for junior staff, middle managers and senior executives.

Creating a complete catalog of Federations’ internal programs for professional development will identify strengths and gaps in training along the Federation career continuum. The programs should be scanned for their attention to gender issues as well as their general effectiveness.

New modules and initiatives should be designed to address current gaps or to supplement existing professional development programs. AWP will collaborate with UJC’s Department of Professional and Volunteer Development on the design and implementation of training modules on diversity, gender issues, mentoring and flexibility, as well as modules targeted to the particular needs of women, ranging from budget analysis, public speaking and negotiation skills to broader, long-term initiatives devoted to leadership development at different points on the Federation career path.

Strategies For Success: Small Wins and Sustained Effort

Given the size and complexity of the Federation system, and the proposed scope and scale of the changes we have proposed, the recommended interventions are predicated on a strategy of incremental changes or *small wins*. Organizational change typically occurs over a 7 to 10 year time frame. Therefore, it is critical to develop interventions that can deliver incremental, cumulative change over the long term.

The success of this strategy in the larger society has been documented widely. Illustrative is a multi-site study conducted from 1992-2000 by Dr. Joyce K. Fletcher of the Simmons School of Management and colleagues at eleven organizations (including three Fortune 500 companies, two public agencies and a global retail organization). The study found that a strategy based on small wins had the power to transform organizations positively for both men and women. The results included, along with greater gender diversity, improved productivity, product development and profitability.

The interventions also will require commitment to a **sustained collaborative effort** on several levels within the Federation system. The project interventions will require the creative contribution and ownership of key stakeholders of the UJC and of individual Federations. However, being mindful of the expected timeline for organizational change, we must ensure that the project makes progress over the long term, through ongoing support from the leadership and the broad partnership of all key players.

On a more practical level, two ongoing processes will be fundamental to any and all of these endeavors. First, we need to systematically and regularly **collect information and monitor** the status of women professionals in the Jewish Federation system. An accurate, comprehensive catalog on the placement and compensation of high-ranking Jewish communal professionals, by gender, needs to be assembled and updated on an annual basis.

Second, we need to institute an ongoing program of **public education** that will serve to raise the issue of gender equity and to keep the matter front-and-center for Jewish communal leaders, both lay and professional, throughout the Federation system.

In fact, this work has already begun. The AWP-UJC research initiative has functioned as the first intervention in a public education program throughout the Federation system. The process of 93 interviews in 14 cities created an iterative conversation. While focusing on women's advancement, it also addressed larger issues relating to the recruitment, retention and professional development of Federation talent, both male and female.

The AWP-UJC research team will disseminate a summary of the research findings and recommendations to all interview participants, as well as to a larger group of CEOs, lay leaders and senior-level professionals. This document will be used as an opportunity for additional inquiry and discussion by email and phone.

But beyond this first stage, AWP-UJC needs to convene discussion groups at various Federation conferences and meetings, lay and professional as appropriate, to present the findings and to gather additional wisdom and expertise. Additionally, the UJC website can function as an interactive hub for learning and will help ensure that the ideas continue to circulate throughout the system.

Concluding Note

Changing a system steeped in long-ingrained cultural habits and norms requires a thoughtful, sustained approach, fueled by continuous inquiry and dialogue. We will seek to apply the wisdom acquired from other sectors, particularly since significant resources have been devoted to gender equity initiatives in other fields over the past several decades. These efforts have brought measurable success in advancing women and improving workplace effectiveness.

Ultimately, the most productive interventions in organizational life must be shaped from within, by the people who are directly affected by the agency's policies and priorities. The goal of this project is to bring as many people as possible from inside the Jewish community's agencies into our ongoing conversation and to glean the best ideas of our insiders about the development of strategies and programs that reflect the needs, values, and vision of the Federation community.

Appendix A

Sample Discussion Guide

For Current CEOs

Customized discussion guides were constructed for the interviews with senior level professionals, volunteer leaders, and executive search firm professionals. The sample that follows is designed for CEOs.

Introduction

(Note: In Columbus, please adapt the pronouns to refer to a female CEO.)

We're interested in understanding why so few women have emerged as the senior executives of major Jewish Federations. Your personal experiences and your views on this matter will be of value in our research, and in helping us fashion modes of intervention. We seek your candor and honesty, and we will not attribute comments to any individual in particular.

I'd like to begin by asking you why you think that there are so few women in CEO positions at major Federations.

The Job

Let's talk about your current position. In broad terms, how would you describe your current responsibilities?

What are your current goals as this Federation's chief executive?

Who are your most important "constituents," the people you most need to attend to in order to be effective in your job? Are there particular board members, lay leaders, donors, staff, or others in the community or across the country to whom you need to speak?

Of the sorts of things that you do, which are the most visible to others – and to whom are they visible?

How would you describe the lay-professional partnership in your Federation? How has it changed over recent years?

Is there anything special that you think you bring to the job?

What advice would you give to someone starting out in this job? Would you add or change anything if this person was a woman?

What are the things you do that only you can do, or perhaps, only the person in your position is able to do? (Ask specifically about attendance at events, if it is not raised.)

What qualities do you think your lay people value most in you? What about your staff?

[Optional: Omit if already addressed.] How would you describe your management style? How would you describe your leadership style?

Career Path

I'd like to quickly review your career path. How did you arrive at the position you now occupy? Please start with your relevant education and bring me to your current position.

Did you have a mentor at any point in your career? Talk a little bit about how that person(s) influenced you, and how the relationship(s) worked.

What in your career positioned you to be a successful candidate for the CEO post?

Were there any significant turning points in your career?

In what areas would you like to grow professionally? What would help you better perform your job?

How did you move into this position? How did your hiring take place? What was the transition like? Who was helpful in giving you advice or pushing your candidacy? Did anyone oppose your candidacy?

Who was your predecessor in this job? Do you think his qualities or reputation influenced the choice of hiring you? If yes, how?

Fundraising

How does fundraising take place in this community? Describe the roles that various staff and lay people play in fundraising.

What is your role in fundraising?

What are the important steps in cultivating a donor or in soliciting a donor?

What attention is paid to gender, either subtly or overtly? For example, are there some major donors that you think must be approached by only a man or a woman (lay or professional)? Have you noted any changes in people's attitudes toward gender and fundraising during your tenure?

Do you see differences in the ways in which men and women volunteers approach fundraising?

Organizational Culture

Thinking about the lay leaders in your Federation, do you notice areas where either men or women are more prominent? What's the gender balance on your key committees? Do men or women gravitate toward one or another area of operation?

In recent years, has there been a woman president of your Federation or women in other top leadership positions? How do you think men and women are perceived as lay leaders? Have there been any changes during your tenure?

What about on the professional level? Who (what gender) are the most significant professionals in this agency? Is there a perception that men and women perform these jobs somewhat differently?

How many hours a week, on average, do you work? How does this break down between office, events, and work at home?

How do you negotiate the integration of your work and personal life?

How many hours a week, on average, does your top professional leadership work? If you know, can you tell me how this breaks down between office, home, attendance at events?

How do these staff members integrate their work and personal lives?

How would you describe the culture of your Federation in terms of work/life integration? How do you model/communicate that culture?

Promotion and Retention

Could you review your top professional positions and tell me how they were filled over the past few years? I'm interested in understanding the candidates, how they were selected, who was eventually chosen and how? (Elaborate: recruitment procedures, referrals, search committee, etc.)

Professional Relationships

Are you mentoring any younger staff? Who? Have you done so over the last few years? Describe the mentoring relationship.

Who are the important people in your professional networks? How are they useful to you?

If you were looking to hire someone for a senior position, to whom would you turn for suggestions?

If you were looking to make a move, how would you go about doing so?

Personal Experience

I'd like to get a little background about you and your family.

Do you have a spouse? Children?

Does your spouse work outside of the home? If yes, what is his or her job?

How old are your children? (If adults: What do they do?) (Ascertain gender.)

Perceptions about Women

Finally, I want to get back to the question of gender and differences in professional functioning.

Do you think that there are differences in the ways that men and women lead meetings? Motivate staff? Fundraise? Work with trustees? (Refer back to attributes and skills deemed important by interviewee and ask about gender differences in these.)

Who are the women leaders in any sector of your community that you admire?

What is the history of hiring women as leading Jewish communal professionals in your city?

[Follow up to first question in interview]: Do you think that a woman could be the CEO of your Federation? If not, why? If yes, why hasn't there been one so far? (Ask about hours, moving to advance career, not enough women in the pipeline, issues regarding fundraising if these are not raised.)

Where are the major obstacles to women's advancement?

Lastly, I'd like you to help us think through the sorts of interventions that may be effective in advancing women into the ranks of top Federation executives. What changes need to happen so that more women will serve in these capacities?

Will advancement of women occur "naturally" over the next few years, or does it need a push of some sort? If yes, what might this "push" look like? Do you know of successful efforts elsewhere in the Jewish or general nonprofit worlds?

Appendix B

AWP/UJC Advisory Committee and Research Team Members

Biographies

ROBERT P. ARONSON is Chief Executive Officer of the Jewish Federation of Metropolitan Detroit. Additionally, he serves as an adjunct professor at the University of Michigan School of Social Work and philanthropic consultant to Michael H. Steinhardt, chair of the Jewish Life Network. Previously, Aronson was executive vice president of the Milwaukee Jewish Federation, where he also served as campaign director. He is a member of the Board of Trustees of the Jewish Theological Seminary in New York, the Board of Overseers of its William Davidson Graduate School of Jewish Education, and the Jewish Agency for Israel's Board of Governors.

LOTTE BAILYN is T. Wilson Professor of Management at the MIT Sloan School of Management and Co-Director of the MIT Workplace Center. Dr. Bailyn studies the intersection between work and family life and explores management systems meant to reconcile the demands of both. Her books include *Breaking the Mold: Women, Men and Time in the New Corporate World* and *Career Progression in R & D Labs*. Most recently, she was a co-author of *Beyond Work-Family Balance: Advancing Gender Equity and Workplace Performance*.

SHIFRA BRONZNICK is the founder of Bronznick & Co., LLC, a change management firm that specializes in launching new initiatives, and restructuring organizations for the non-profit sector. She consults to a broad range of organizations including The Fresh Air Fund, the Medicare Rights Center, The White House Project, the Nathan Cummings Foundation and United Jewish Communities. She designed the programs for the National Women's Leadership Summits, which convened the most influential women in business, government, not-for-profit and academia in 2002 and 2003. Previously, she served as Executive Vice President of Swig, Weiler & Arnow, one of the premier commercial real estate companies in New York. Ms. Bronznick is the Founding President of Advancing Women Professionals and the Jewish Community.

CINDY CHAZAN is the Director of Alumni and Community Development for the Wexner Foundation. Prior to this position, she was the Executive Director of the Jewish Federation of Greater Hartford. Ms. Chazan is a graduate of McGill University in Jewish Studies and received an MA from Brandeis University in Contemporary Jewish Studies. She sits on a number of boards and committees including Advancing Women Professionals and the Jewish Community, The Jewish Communal Service Association, birthright israel and The Institute for Informal Jewish Education.

DIANA COHEN is the Associate Director of Professional Recruitment and Placement at United Jewish Communities, a position that she has held for almost ten years. For fifteen years prior, she was the Associate Executive Director of the Jewish Federation of Central New Jersey.

STEVEN M. COHEN, a sociologist of American Jewry, is a professor at the Melton Centre for Jewish Education at The Hebrew University of Jerusalem. He has published widely on the Jewish community, Jewish identity, and Jewish education. With Arnold Eisen, he has written *The Jew Within: Self, Family and Community in America*. Dr. Cohen is also the co-author with *Charles Liebman of Two Worlds of Judaism: The Israeli and American Experiences*, as well as *Cosmopolitans and Parochials: Modern Orthodox Jews in America*, with Samuel Heilman. His earlier books include *American Modernity and Jewish Identity*, and *American Assimilation or Jewish Revival?*, as well as four anthologies: national variations in Jewish identity; historical diversity in the Jewish family; Jewish settlement and mobility patterns; and the Jewish population studies. Dr. Cohen is the Research Director for the AWP/UJC research project.

DAVID E. EDELL is the co-founder of The Development Resource Group. DRG is a national executive recruiting and consulting firm that works exclusively with nonprofit organizations. Mr. Edell speaks and writes frequently on issues such as hiring trends, search strategies, strategic planning, organizational change, board-professional relations, and fundraising. Mr. Edell is a graduate of Boston University, with an M.S.W. from the University of Maryland's School of Social Work and Community Planning. Before founding DRG in 1987, Mr. Edell spent twelve years as a senior executive at UJA-Federation of New York.

JOYCE K. FLETCHER is Professor of Management at the Simmons School of Management and Senior Research Scholar of the Working Connections Project at Wellesley College Centers for Women. The focus of Dr. Fletcher's professional practice is exploring how gendered assumptions about learning and organizational effectiveness affect issues such as gender equity, management education, leadership and the integration of work and personal life. She is the author of *Disappearing Acts: Gender, Power and Relational Practice at Work*, and a co-author of *Beyond Work-Family Balance: Advancing Gender Equity and Workplace Performance*.

DIDI GOLDENHAR, a consultant to not-for-profit institutions, foundations, and government agencies for the past fifteen years, provides organizational assessment, strategic planning, and conference facilitation to a diverse set of clients, including the Lila Wallace-Readers Digest Fund, the Child Care Action Campaign, the Fresh Air Fund, PEN American Center, the Harlem Educational Activities Fund, The White House Project, and the National Endowment for the Arts. She also serves as an advisor to the Citicorp Philanthropic Advisory Service. Ms. Goldenhar holds an MA in English/American Literature from The City College of New York and an MS from The Harriman School for Business and Public Policy SUNY/Stony Brook, where she has taught undergraduate courses in Business Ethics. Ms. Goldenhar is a member of the AWP/UJC Research Team.

SHERRY ISRAEL, a social psychologist, is a Visiting Scholar, Women's Studies Research Center at Brandeis University. She spent the previous twelve years as an Associate Professor in the Hornstein Program in Jewish Communal Service at Brandeis University. Prior to coming to Brandeis, Dr. Israel held the position of Senior Planning

Associate at the Combined Jewish Philanthropies of Greater Boston. She is the author of Boston's Jewish Community (a demographic study), the Community Report and Comprehensive Report on the 1995 Boston Demographic Study, and of articles on group process, planning in Jewish education, Jewish ethnicity, continuity, and organizational life. She is a member of the AWP/UJC Research Team.

SHAUL KELNER is a Senior Research Associate at Brandeis University's Cohen Center for Modern Jewish Studies. He holds a Ph.D. in Sociology from the City University of New York. He is currently involved in several research projects studying professionals who work in American Jewish communal organizations. His previous research has focused on Jewish adolescents, Jewish education, and Diaspora Jewish travel to Israel. Dr. Kelner is a member of the AWP/UJC Research Team.

RON MEIER is Senior Vice President of Federation Services, Professional and Volunteer Development Department at UJC. Previously, Dr. Meier served as Executive Vice President of UJA-Federation of Bergen County for eight years, and spent eleven years as Associate Executive Vice President of the New Jersey MetroWest Federation. He was on the faculty of the School of Social Work at Haifa University. Dr. Meier has a Ph.D. in Social Welfare and Planning from Washington University.

ESTHER ROSENBERG is Co-Managing Director of Howe-Lewis International, an executive search firm dedicated to the healthcare, higher education and not-for-profit communities. She directs the firm's nonprofit practice. Prior to joining Howe-Lewis, Ms. Rosenberg served as a Principal with Korn/Ferry International. She has additionally held significant management positions in nonprofit organizations, specializing in marketing and development.

JACOB SOLOMON is the Executive Vice President of the Greater Miami Jewish Federation. Previously, he served in a variety of positions including Director of Planning and Budgeting and Assistant Executive Vice President overseeing the annual Federation-United Jewish Appeal Campaign. He trained at the Jewish Federations in New York and Philadelphia, while a student at Yeshiva University's Wurzweiler School of Social Work, where he received his master's degree. He began his studies in Jewish communal service as a recipient of a Federation Executive Recruitment and Education Program scholarship award. Additionally, he holds undergraduate and graduate degrees in Oriental Studies from the University of Pennsylvania.

VIRGINIA VALIAN is Distinguished Professor of Psychology and Linguistics at Hunter College and the Graduate Center of the City University of New York. A cognitive scientist, her research focuses on language acquisition and sex differences in cognition. She was honored as an Outstanding Woman Scientist in 2003 and heads Hunter College of the City University of New York's Gender Equity Project. She is the author of *Why So Slow? The Advancement of Women* and *Input and Innateness: Controversies in Language Acquisition*, as well as several papers on work and gender.

Appendix C

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