What Is It Like To Lead Jewish Nonprofits?

Results From The Pilot CEO Survey

Fall 2021

LEADING EDGE
CEOs of Jewish organizations are overwhelmingly proud to lead their organizations, interested and challenged by their work, and positive in their assessments of their relationships with their boards and senior teams. They often struggle with fundraising, staffing, and a heavy workload. What helps them most is connecting with other leaders. Staff well-being has been the most challenging aspect of the COVID-19 pandemic.

About the Survey

This report shares findings from the pilot CEO Survey from Leading Edge. The CEO Survey was created to help Leading Edge understand the unique experiences of Jewish nonprofit CEOs, their relationships with their boards and senior teams, and their most common strengths and struggles. It can also help CEOs understand and contextualize their own experiences, and help boards, funders, and other stakeholders in the Jewish communal sector to understand the needs and challenges of leaders today.

Who are the CEOs?

155 CEOs responded to the survey in May 2021. (We use the word “CEO” to refer to any topmost professional nonprofit leader, including those with “Executive Director” titles or other equivalent titles.)

Two-thirds of participating CEOs were hired from outside their organizations, while a third were internal hires.

54% identified as male, 46% as female, and zero as genderqueer or nonbinary. While the proportion of female CEOs is growing relative to past years, women are still underrepresented relative to the sector, and among larger organizations the dominance of male leaders persists. Genderqueer and nonbinary people are completely unrepresented.

91% identified as white, with only 4% of CEOs identifying as any specified race/ethnicity other than white—a significant underrepresentation of Jews of Color.
Common Strength Areas

These statements had the highest proportion of CEOs responding “Strongly agree” or “Agree”:

- I am proud to lead my organization
- My position provides me with opportunities to do challenging and interesting work
- The board chair is generally responsive to me
- The board generally supports my decision making
- Board members generally support me during challenging times
- The board provides me with the feedback I need

Responding to a question about what has been most helpful to them, both prior to starting their current position and during their current role, a strong majority of leaders indicated that “Connections with other leaders in the field” have been most helpful (83% found them most helpful during the current role; 63% found them most helpful prior to becoming CEO).

FAVORABLE RESPONSE:
- 98%
- 98%
- 96%
- 96%
- 95%

Common Growth Areas

These statements had the lowest proportion of CEOs responding “Strongly agree” or “Agree”:

- Our organization has the staff we need to fulfill our mission
- I have enough opportunities to disconnect from work
- Board members offer appropriate support with fundraising
- The board generally supports my decision making
- Board members generally support me during challenging times
- The board provides me with the feedback I need

Responding to the question “Since the pandemic began, what has been most challenging for you as CEO?” a majority of CEOs (65%) chose “Staff well-being.”

Responding to a question about growth areas at their organizations, the area cited by most CEOs (68%) was diversity, equity, and inclusion (DEI).
Why a CEO Survey?

This report shares findings from Leading Edge’s first-ever CEO Survey, drawing on the experiences of 155 leaders of Jewish nonprofits from around North America.

Since 2016, Leading Edge has been offering Jewish nonprofits the chance to gather feedback from their employees in an in-depth Employee Experience Survey. The data has given the leadership at participating organizations vital insights into their teams, systems, successes, and opportunities to become even better places to work. To date, over 300 organizations and 35,000 professionals have taken the survey at least once.

The CEO’s working life is different from that of other employees. Since we have learned so much about employees’ experiences and how to improve them, we felt it was time to create a similar survey dedicated to the unique experiences of CEOs in our sector. The survey will help Leading Edge gain a new understanding of issues, strengths, and growth areas for the field’s leadership. It will also help participating CEOs contextualize their experiences within the aggregate responses of their peers.

1. The term “CEO” is used to describe the highest-level professional leader at an organization. This includes Executive Directors, Presidents, CEOs, etc.

Why an Overall Report?

Each participating CEO received a personalized report detailing their own responses and analyzing how their responses compared with their peers’ reported experiences in the aggregate. These individualized and confidential reports allow participating leaders to identify ways they can work with their boards and teams to improve their work experiences and partnerships with others, for the betterment of their organizations’ abilities to achieve their missions.

This report is different—it’s an overview of the reported aggregate experiences of the entire survey sample of 155 leaders. It contains no information about any individual leader, but many insights about how Jewish nonprofit leaders overall are experiencing their work.

We’re releasing this report publicly because we believe helping the entire Jewish nonprofit sector to gain new understanding of leaders’ common experiences will help the field in many ways:

- **Evaluating** leadership performance
- **Improving** leadership performance
- **Identifying, recruiting, and hiring** future leaders
- **Diversifying** the field’s leadership

If you’re a top executive in a Jewish nonprofit (or any nonprofit), someone who may want to be a top nonprofit executive in the future, a funder, a board member, a consultant who works on leadership or recruitment, or are for any other reason keenly interested in the present and future of Jewish nonprofit leadership, this report is for you.
Survey Methodology

By the Numbers:

WHEN
May 2021

WHAT
69 items:
39 scored
17 multiple choice
5 open ended
8 demographic

HOW
Online administration

WHO
167 CEOs eligible
155 CEOs responded
93% response rate
Survey Design

In developing the 2021 CEO Survey, Leading Edge drew on our work creating the Employee Experience Survey, experience running the CEO Onboarding Program, and research on related topics such as CEO succession and CEO searches.

Outreach and Eligibility

In May 2021, Leading Edge offered its fifth annual Employee Experience Survey to 221 Jewish nonprofit organizations across North America. We invited a segment of the participating organizations’ CEOs to take part in the pilot CEO Survey. Organizations ineligible for participation were those with teams of fewer than 10 people (due to the need to maintain our confidentiality threshold on the Employee Experience Survey), day schools, synagogues, early childhood centers, and yeshivas (due to some of their unique leadership structures). The leaders of 166 organizations were invited to participate in this pilot survey.

Administering the Survey

We administered the survey online via the Culture Amp employee feedback platform.

What did the survey measure?

The CEO Survey sought to understand the unique challenges that CEOs face in their day-to-day work. The 39 rating items are grouped into six broad factors:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CEO ENGAGEMENT</strong></td>
<td>A sense of pride, fulfillment, and making progress, as well as the desire to continue to lead their organization for at least two more years.</td>
</tr>
<tr>
<td><strong>OVERALL WORK EXPERIENCE</strong></td>
<td>Having adequate staffing, being aware of staff needs, having challenging and interesting work, and having sufficient opportunities to disconnect from it. This factor also encompasses having peers to turn to for support and taking meaningful steps to promote DEI (diversity, equity, and inclusion).</td>
</tr>
<tr>
<td><strong>BOARD CHAIR</strong></td>
<td>The leader’s relationship with the board chair.</td>
</tr>
<tr>
<td><strong>BOARD PARTNERSHIP</strong></td>
<td>The leader’s relationship with the board as a whole.</td>
</tr>
<tr>
<td><strong>FUNDRAISING</strong></td>
<td>Confidence in the organization’s long-term fundraising prospects or investments and receiving adequate board support to reach fundraising goals.</td>
</tr>
<tr>
<td><strong>SENIOR TEAMS</strong></td>
<td>Relationships with the senior team.</td>
</tr>
</tbody>
</table>

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2. We refer to “items” rather than “questions” because they are phrased not as questions, but as statements to which the respondent indicates whether and how strongly they agree or disagree.

3. 167 CEOs leading 166 organizations were invited to take the survey (one organization is led by co-CEOs).
Work in the Time of COVID

The CEO Survey was administered in spring 2021, as the North American Jewish community was in the midst of the COVID-19 pandemic. Leaders and their employees faced a myriad of personal, organizational, and community challenges, including tragic personal losses, workplace disruption, mental health concerns, a breakdown in work-life boundaries, and much more. These upheavals doubtless had profound effects on respondents’ experiences.
The CEO Survey did not focus on the effects of the COVID-19 pandemic

The survey’s pilot year coincided with the pandemic, but the survey was designed to focus primarily on general aspects of the experience of Jewish nonprofit leaders—aspects that will be relevant regardless of exogenous circumstances in the field. Furthermore, since there have been no previous Leading Edge CEO surveys before this pilot, there can be no comparisons to past years’ data to illuminate changes due to the pandemic. Still, COVID-19 was the most significant factor in the working lives of virtually every leader, and this study, given its timing, will certainly illuminate some of its effects.

One survey item asked explicitly about the pandemic:

Since the pandemic began, what has been most challenging for you as CEO? 4

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAFF WELL-BEING</td>
<td>55%</td>
</tr>
<tr>
<td>PLANNING AND LONG-TERM STRATEGIZING</td>
<td>40%</td>
</tr>
<tr>
<td>PERSONAL WELL-BEING</td>
<td>34%</td>
</tr>
<tr>
<td>MANAGING REMOTE STAFF</td>
<td>28%</td>
</tr>
<tr>
<td>NAVIGATING INCREASING POLITICAL POLARIZATION</td>
<td>21%</td>
</tr>
<tr>
<td>CANCELING/MODIFYING PROGRAMS OR SERVICES</td>
<td>20%</td>
</tr>
<tr>
<td>PLANNING AND LONG-TERM STRATEGIZING</td>
<td>20%</td>
</tr>
<tr>
<td>CANCELING/MODIFYING PROGRAMS OR SERVICES</td>
<td>15%</td>
</tr>
<tr>
<td>MANAGING REMOTE STAFF</td>
<td>14%</td>
</tr>
<tr>
<td>FURLoughs and/or Layoffs</td>
<td>14%</td>
</tr>
<tr>
<td>BUDGETING</td>
<td>12%</td>
</tr>
<tr>
<td>HEALTH AND SAFETY OF THOSE ACCESSING OUR PROGRAMS OR SERVICES</td>
<td>10%</td>
</tr>
<tr>
<td>FUNDRAISING</td>
<td>8%</td>
</tr>
<tr>
<td>CANCELLING/PARTIAL PROGRAMS</td>
<td>8%</td>
</tr>
<tr>
<td>OTHERS</td>
<td>8%</td>
</tr>
</tbody>
</table>

While no one response was completely dominant, a majority of CEOs indicated that staff well-being has been among their top challenges during this time.

4. Respondents could choose up to three responses, which is why total percentages add up to more than 100%.
Demographics

This section lays out some demographics of the 155 leaders who took the pilot CEO Survey.\(^5\) In some cases the data show differences in CEO experiences based on a demographic identity. In many cases the responses were consistent or did not follow a clear demographic trend. (See Appendix B for additional demographic data.)

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\(^5\) Since this set of CEOs was not randomly selected, we cannot know to what degree the demographics of this sample may or may not be representative of the field’s leadership as a whole.
Few younger leaders

Not one organizational leader in this survey’s sample was under 30 years of age, and leaders aged 30–39 comprise just 10% of the total, even though Millennials and Generation Z now comprise a majority of the working-age population. Fully 69% of this sample are leaders in their 40s or 50s. The Jewish nonprofit sector is not the only field in which this imbalance occurs; a recent study of grantmaking organizations found that 77% of leaders are aged 50 or older.

It is natural that many organizations value experience in their leaders, and therefore unsurprising to see the age breakdown disproportionately favor older leaders relative to the total working-age population. Still, in a sector in which many stakeholders worry about a “leadership cliff,” we might wish to see more than 10% representation of younger generations among top executives in this sample.

Notable difference by age

Across all factors, CEOs’ reported experiences increase slightly in favorability with age. The difference by age is slight, but clear.
Gender Identity

The overall gender breakdown of this CEO sample identifies a shift in the leadership of the Jewish community. In 2018, 70% of participating organizations in the Employee Experience Survey were led by men. In 2021, 54% of the organizations in the CEO Survey sample are led by men, and 55% of all the 221 organizations participating in the Employee Experience Survey are led by men.

The difference between figures for 2018 and 2021 should not be interpreted as a precise measure of change since neither sample is random, nor are the groups of organizations stable from survey to survey. Still, the difference may indicate progress toward closing the Jewish nonprofit sector’s leadership gender gap.

Looking at organization’s budgets, however, the gender breakdown is not as balanced as top-line numbers appear.

- Women lead 70% of organizations with budgets of $2 million and below.
- Women lead 38% of organizations with budgets of $5 million and above.

Lack of representation beyond the gender binary. None of the participating CEOs self-identified as nonbinary or genderqueer. About 1% of respondents to the 2021 Employee Experience Survey identified as nonbinary or genderqueer, so this data point indicates underrepresentation relative to the sector.

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6. Gender identity data was captured by self-report. All references to gender labels in this report refer to labels of gender identity that respondents themselves selected.
Notable differences by gender

The two survey items for which men's experiences are more favorable than women's by a difference of 10 percentage points or more are:

**The board chair helps resolve board conflicts**

<table>
<thead>
<tr>
<th></th>
<th>FEMALE</th>
<th>GAP</th>
<th>MALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>64%</td>
<td></td>
<td>80%</td>
</tr>
<tr>
<td>Male</td>
<td>76%</td>
<td>10%</td>
<td>70%</td>
</tr>
</tbody>
</table>

**The board effectively partners with me to set the vision and long-term strategy for the organization**

<table>
<thead>
<tr>
<th></th>
<th>FEMALE</th>
<th>GAP</th>
<th>MALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>66%</td>
<td></td>
<td>76%</td>
</tr>
<tr>
<td>Male</td>
<td>80%</td>
<td>10%</td>
<td>70%</td>
</tr>
</tbody>
</table>

The two survey items for which women's experiences are more favorable than men's by a difference of 10 percentage points or more are:

**Board members help connect people in their networks to the organization**

<table>
<thead>
<tr>
<th></th>
<th>FEMALE</th>
<th>GAP</th>
<th>MALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>63%</td>
<td>14%</td>
<td>49%</td>
</tr>
<tr>
<td>Male</td>
<td>49%</td>
<td>14%</td>
<td>37%</td>
</tr>
</tbody>
</table>

**Board members offer appropriate support with fundraising**

<table>
<thead>
<tr>
<th></th>
<th>FEMALE</th>
<th>GAP</th>
<th>MALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>37%</td>
<td>16%</td>
<td>21%</td>
</tr>
<tr>
<td>Male</td>
<td>21%</td>
<td>16%</td>
<td>14%</td>
</tr>
</tbody>
</table>

All four items with significant differences based on CEO gender are related to board dynamics, although they represent the two different sides of the CEO's work with the board. The two areas in which female CEOs have less favorable experiences relate to dynamics internal to the organization (board-CEO partnership and resolving board conflicts), while the areas in which male CEOs have less favorable experiences relate to the board's external duties (fundraising and connecting new people with the organization).
Racial/Ethnic representation

The racial/ethnic breakdown of this sample does not adequately represent the racial/ethnic breakdown of either the general population or the Jewish population in North America. The U.S., as a whole, according to the U.S. Census Bureau, is 60% non-Hispanic white, 18.5% Hispanic or Latino, 13.4% Black or African American, and 6% Asian, with other groups comprising the remaining ~2%. Jews of Color represent 12%–15% of the American Jewish community. By contrast, only 4% of respondents to this survey identified themselves as any specific racial/ethnic identity other than white.

This sample of CEOs is also less racially diverse than the workforce of the sector in which they lead. 71% of respondents to the 2021 Employee Experience Survey identified themselves as white, compared with 91% of CEOs in this survey.

The small number of Leaders of Color in this sample not only reflects an insufficient level of representation that is harmful in itself, but also prevents us from sharing data on differences in CEO work experience broken down by race/ethnicity, due to confidentiality concerns.

7. As was noted in "Gender Identity" above, since these 155 CEOs are not a random sample, the attributes of this sample should not be taken as definitive or precise measures of those attributes among CEOs in the entire Jewish nonprofit sector.

Tenure as CEO

A strong majority of CEOs in this sample (57%) have been in their leadership position for between two and 10 years, with 18% new leaders and 26% leaders with a decade or more of tenure in the role. 74% of these CEOs have been in their positions for a decade or less, and 60% came to their positions only within the last seven years.

Notable differences by tenure

Newer CEOs report less favorable experiences than more established CEOs regarding several items related to how well their boards and senior teams represent the organization externally:

<table>
<thead>
<tr>
<th></th>
<th>AVERAGE</th>
<th>&lt; 1 YEAR</th>
<th>1-2 YEARS</th>
<th>2-5 YEARS</th>
<th>5-7 YEARS</th>
<th>7-10 YEARS</th>
<th>10+ YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The senior team represents the organization well to external stakeholders</td>
<td>90%</td>
<td>78%</td>
<td>72%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td>Board members operate as effective ambassadors for the organization</td>
<td>66%</td>
<td>44%</td>
<td>50%</td>
<td>73%</td>
<td>64%</td>
<td>64%</td>
<td>73%</td>
</tr>
<tr>
<td>Board members help connect people in their networks to the organization</td>
<td>55%</td>
<td>33%</td>
<td>39%</td>
<td>59%</td>
<td>55%</td>
<td>59%</td>
<td>63%</td>
</tr>
</tbody>
</table>

In other ways, more established CEOs report less favorable experiences than newer CEOs. These items all involve board relationships:

<table>
<thead>
<tr>
<th></th>
<th>AVERAGE</th>
<th>&lt; 1 YEAR</th>
<th>1-2 YEARS</th>
<th>2-5 YEARS</th>
<th>5-7 YEARS</th>
<th>7-10 YEARS</th>
<th>10+ YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working with the board has a positive impact on my job satisfaction</td>
<td>81%</td>
<td>89%</td>
<td>89%</td>
<td>82%</td>
<td>77%</td>
<td>73%</td>
<td>83%</td>
</tr>
<tr>
<td>The board is appropriately involved in determining the organization’s goals and objectives</td>
<td>75%</td>
<td>78%</td>
<td>89%</td>
<td>75%</td>
<td>68%</td>
<td>73%</td>
<td>75%</td>
</tr>
<tr>
<td>The board effectively partners with me to set the vision and long-term strategy for the organization</td>
<td>71%</td>
<td>78%</td>
<td>89%</td>
<td>70%</td>
<td>68%</td>
<td>64%</td>
<td>68%</td>
</tr>
<tr>
<td>The board chair facilitates effective decision-making processes</td>
<td>81%</td>
<td>89%</td>
<td>100%</td>
<td>86%</td>
<td>73%</td>
<td>64%</td>
<td>78%</td>
</tr>
</tbody>
</table>
Organizational Demographics

The organizations represented in this survey have the following aggregate characteristics:9

9. For more organizational demographics, see Appendix B: Additional Demographic Data.
CEOs of organizations with 21 to 50 employees report the least favorable experiences overall compared with CEOs of organizations of other team sizes in our sample. The CEOs of organizations with fewer than 20 employees have less favorable experiences with fundraising than CEOs of organizations in other size groups.

CEOs leading organizations with the largest budgets report more favorable experiences overall compared with leaders of organizations with smaller budgets. One possible explanation for this is that leaders in smaller organizations often need to take on tasks and roles that larger organizations can afford to spread over a larger senior team.

CEOs of organizations with budgets between $10 million and $20 million report more favorable fundraising experiences than CEOs of organizations in any other budget group. This may be due to the unique sets of challenges faced by organizations with smaller and larger budget sizes, which include whether or not an organization has a fundraising team, the types of funders and foundations the organization works with, the CEO’s personal experience with fundraising, and more.
One of the most important questions facing Jewish institutions is how they approach the task of building a leadership pipeline. While there is no one “correct” source of future leaders, in many cases it is beneficial to focus on developing existing talent.

In the following sections, most favorability scores (percent of respondents who “Agree” or “Strongly Agree” with a statement) will be color-coded as follows:

- **SOMETHING TO WORK ON**
  - 0–64%
- **SOMETHING TO PAY ATTENTION TO**
  - 65–74%
- **SOMETHING TO CELEBRATE**
  - 75+%
Notable differences: External and Internal

Most CEOs in this sample (65%) were external hires—people who had never before worked at the organization before becoming CEO. The remaining 35% were internal hires, promoted to the CEO level from another position.

Leaders hired from outside the organization report higher favorability for some items related to their board relationships:

<table>
<thead>
<tr>
<th>Item</th>
<th>External Hires</th>
<th>Internal Hires</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board effectively partners with me to set the vision and long-term strategy for the organization</td>
<td>79%</td>
<td>56%</td>
<td>23%</td>
</tr>
<tr>
<td>The board is appropriately involved in determining the organization’s goals and objectives</td>
<td>80%</td>
<td>67%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Leaders hired from within the organization also report slightly higher favorability related to their relationships with their senior teams:

<table>
<thead>
<tr>
<th>Item</th>
<th>External Hires</th>
<th>Internal Hires</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>The senior team and I are able to resolve conflict</td>
<td>88%</td>
<td>96%</td>
<td>8%</td>
</tr>
<tr>
<td>I feel supported by my senior team</td>
<td>89%</td>
<td>96%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Notable differences: Past Board Experience

CEOs with experience serving as board members at any organization (a strong majority of the sample) seem to have either different experiences or different expectations regarding board partnership and fundraising, compared with CEOs who have no experience serving on boards.

<table>
<thead>
<tr>
<th>Board members demonstrate that they understand their roles and responsibilities</th>
<th>I spend an appropriate amount of time focused on fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have not served as a board member</td>
<td>Have not served as a board member</td>
</tr>
<tr>
<td>Favorable Response</td>
<td>Favorable Response</td>
</tr>
<tr>
<td>66%</td>
<td>61%</td>
</tr>
<tr>
<td>Have served as a board member</td>
<td>Have served as a board member</td>
</tr>
<tr>
<td>Favorable Response</td>
<td>Favorable Response</td>
</tr>
<tr>
<td>45%</td>
<td>45%</td>
</tr>
</tbody>
</table>

CEOs with experience on the board of the organization they now lead (18% of the sample) have similar experiences with board partnership as CEOs who have served on other boards. The CEOs who previously served on the board of the organization they now lead indicate notable differences, compared with those who have never served on their organization’s board, regarding experiences around fundraising:

<table>
<thead>
<tr>
<th>Funders and donors are appropriately involved in organizational decision-making and strategy</th>
<th>I spend an appropriate amount of time focused on fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have not served on their organization’s board</td>
<td>Have not served on their organization’s board</td>
</tr>
<tr>
<td>Favorable Response</td>
<td>Favorable Response</td>
</tr>
<tr>
<td>76%</td>
<td>66%</td>
</tr>
<tr>
<td>Have served on their organization’s board</td>
<td>Have served on their organization’s board</td>
</tr>
<tr>
<td>Favorable Response</td>
<td>Favorable Response</td>
</tr>
<tr>
<td>52%</td>
<td>41%</td>
</tr>
</tbody>
</table>
Results By Factor

Based on Leading Edge’s previous work crafting the Employee Experience Survey and administering the CEO Onboarding Program, we created a list of six “factors” that comprise the CEO’s experience. All items in the survey are categorized by these factors, which are:

- 22 CEO Engagement
- 23 Overall Work Experience
- 24 Board Chair
- 25 Board Partnership
- 27 Fundraising
- 28 Senior Teams

This section presents notable findings for each factor. For each survey item, the percentage indicates the total percentage of respondents who selected “Agree” or “Strongly Agree.”
CEO Engagement

CEO Engagement refers to feelings of pride, fulfillment, and making progress, as well as the desire to continue to lead their organization for two or more years.

We observe two significant “dips” in these engagement measures for CEOs of different tenures: one between two and five years (the “sophomore slump”) and the second between seven and 10 years (the “seven-year itch”).

My life is defined in so many ways by my work—and leading [my organization] is among the greatest gifts I have ever received.”

— A CEO RESPONDENT
## Overall Work Experience

While participating CEOs report being engaged and supported, they also feel overworked and understaffed.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Favorable Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>My position provides me with opportunities to do challenging and interesting work</td>
<td>99%</td>
</tr>
<tr>
<td>There are leaders at other organizations who I can turn to for support</td>
<td>90%</td>
</tr>
<tr>
<td>I feel aware of the needs of my staff</td>
<td>84%</td>
</tr>
<tr>
<td>My organization is taking meaningful steps on diversity, equity, and inclusion</td>
<td>72%</td>
</tr>
<tr>
<td>Our organization has the board members we need to fulfill our mission</td>
<td>68%</td>
</tr>
<tr>
<td>Our organization has the staff we need to fulfill our mission</td>
<td>44%</td>
</tr>
<tr>
<td>I have enough opportunities to disconnect from work</td>
<td>32%</td>
</tr>
</tbody>
</table>

—I have few opportunities to disconnect from work and have not had a full two-day weekend in almost a year.”

—A CEO RESPONDENT
Participating CEOs are generally favorable about their relationships with their board chairs.

The board chair is incredibly invested in the agency and my professional success. We have a weekly check-in call that is valuable to the agency’s process. He is a thought partner on strategy, financial policies, and strategic direction.

— A CEO RESPONDENT

The board chair helps resolve board conflicts

While the favorability score for “The board chair helps resolve board conflicts” is not dramatically low, it is the item in this factor that represents the clearest growth area for the CEO-board chair relationship—at least, from many CEOs’ perspectives.
Participating CEOs indicate favorable relationships with their boards. They indicate less favorable ratings of their boards’ external effectiveness and understanding of their role.

**The board generally supports my decision making**
- FAVORABLE RESPONSE: 96%

**Board members generally support me during challenging times**
- FAVORABLE RESPONSE: 95%

**Board members and I have open and honest communication**
- FAVORABLE RESPONSE: 92%

**Working with the board has a positive impact on my job satisfaction**
- FAVORABLE RESPONSE: 81%

**Board members use their expertise to contribute to the organization**
- FAVORABLE RESPONSE: 80%

**The board is appropriately involved in determining the organization’s goals and objectives**
- FAVORABLE RESPONSE: 75%

**The board effectively partners with me to set the vision and long-term strategy for the organization**
- FAVORABLE RESPONSE: 71%

**Board members operate as effective ambassadors for the organization**
- FAVORABLE RESPONSE: 66%

**Board members demonstrate that they understand their roles and responsibilities**
- FAVORABLE RESPONSE: 63%

**Board members help connect people in their networks to the organization**
- FAVORABLE RESPONSE: 55%

---

*I had so much support during COVID—the board really came together and brought their skills and strategic thinking to the table."

— A CEO RESPONDENT
In addition to the Likert scale (agree or disagree) items, respondents answered multiple-choice questions about board communication and their own performance evaluations.

Two-thirds of this sample report that they are evaluated annually, which aligns with the recommendations of institutions like BoardSource and other experts. This rate may slightly lag the nonprofit field overall; a 2015 study found that 74% of nonprofit boards evaluate their chief executives either annually, semiannually, or quarterly. Of course, frequency of evaluations isn’t sufficient—the evaluations should be high quality: structured, comprehensive, constructive, including quantitative and qualitative considerations, and based on information from all levels of the organizational hierarchy.10 A 2011 study of nonprofit executive leadership found that “among the majority of executives who did have a review within the past year, only about a third (32%) said it was either somewhat useful or very useful, with the remaining two-thirds reporting that it was only a little useful (53%) or not useful at all (15%).”

Notable differences by board communication and evaluation

The CEOs who report daily or weekly board communications, indicate more favorable experiences overall across many factors. CEOs who are evaluated by their boards annually also report more favorable experiences.

This demonstrates what Leading Edge has long known: The board-CEO partnership is a vital factor in empowering the CEO to lead an effective organization, and frequent communication is a key ingredient in creating and maintaining this partnership.

10. See this article from The Bridgespan Group and this article from Boardable for more details on best practices in CEO evaluation. A Leading Edge publication on this topic is forthcoming.
Fundraising

Three-quarters of CEOs are satisfied with their organization’s long-term fundraising prospects and with how funders and donors are involved with strategy and decision-making. Less than 2 out of 3 are satisfied with the amount of time they spend fundraising, and only a minority feel that their board offers enough fundraising support.

---

<table>
<thead>
<tr>
<th>Survey Question</th>
<th>Favorable Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am confident in the long-term fundraising prospects of my organization</td>
<td>74%</td>
</tr>
<tr>
<td>Funders and donors are appropriately involved in organizational decision-making and strategy</td>
<td>72%</td>
</tr>
<tr>
<td>I spend an appropriate amount of time focused on fundraising</td>
<td>59%</td>
</tr>
<tr>
<td>Board members offer appropriate support with fundraising</td>
<td>28%</td>
</tr>
</tbody>
</table>

---

“We cannot get 100% participation from our board in giving. And we have not been able to get anyone on our board to help identify prospects for fundraising. They all feel it has to be done, but they all feel uncomfortable doing it. We could use some help.”

— A CEO RESPONDENT
Senior Teams

CEOs feel overwhelmingly favorable toward their senior teams, although more than a third feel their senior teams could take more advantage of professional development opportunities.

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"I think adding more diversity [on the senior team] has helped bring in more viewpoints.”

— A CEO RESPONDENT
Comparing Experiences: CEOs and Employees

Comparing responses from the CEO Survey to the Employee Experience Survey (both were administered at the same time), we can examine how CEO and employee experiences align and where they diverge.
## Differences

Here are four similar or identical items from each survey in which CEOs and employees report significantly different levels of favorability in experience.

The top two differences are unsurprising; CEOs feel less able to disconnect than employees do because of the heavy responsibilities of executive leadership, but their role is more consistently challenging and interesting. It is also intuitive that CEOs are more likely to say they want to stay at the organization for at least two more years.

The gap in scores for daily progress with work is less obvious and worthy of attention. A sense of making daily progress is a significant driver of engagement, and it may be that CEOs who feel this sense consistently in their own roles might benefit by remembering that not every employee may share this experience, and that working to empower them in this regard will improve their engagement.

<table>
<thead>
<tr>
<th>Survey</th>
<th>Question</th>
<th>Percentage CEO Survey</th>
<th>Percentage Employee Experience Survey</th>
<th>Difference Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO SURVEY</td>
<td>I would like to stay in my current role for at least two more years</td>
<td>83%</td>
<td>65%</td>
<td>18%</td>
</tr>
<tr>
<td>EMPLOYEE EXPERIENCE SURVEY</td>
<td>I see myself still working at my organization in two years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEO SURVEY</td>
<td>Most days I feel that I am making progress with my work</td>
<td>90%</td>
<td>78%</td>
<td>12%</td>
</tr>
<tr>
<td>EMPLOYEE EXPERIENCE SURVEY</td>
<td>Most days I feel that I am making progress with my work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEO SURVEY</td>
<td>My position provides me with opportunities to do challenging and interesting work</td>
<td>99%</td>
<td>81%</td>
<td>18%</td>
</tr>
<tr>
<td>EMPLOYEE EXPERIENCE SURVEY</td>
<td>My role provides me with opportunities to do challenging and interesting work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEO SURVEY</td>
<td>I have enough opportunities to disconnect from work</td>
<td>32%</td>
<td>55%</td>
<td>23%</td>
</tr>
<tr>
<td>EMPLOYEE EXPERIENCE SURVEY</td>
<td>I have enough opportunities to disconnect from work</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Similarities

Here are three similar or identical items from each survey in which CEOs and employees report favorability scores that are nearly the same.

CEOs and employees are aligned in majority dissatisfaction with their organizations' staffing levels, and aligned in majority satisfaction regarding peers to connect with (internally or externally). They are also similarly likely to agree that their organization is moving forward on DEI, although the field would benefit immensely if organizations took actions that drove both scores much higher.

<table>
<thead>
<tr>
<th>Survey</th>
<th>CEO Survey</th>
<th>Employee Experience Survey</th>
<th>Similarity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organization has the staff we need to fulfill our mission</td>
<td>44%</td>
<td>42%</td>
<td>2%</td>
</tr>
<tr>
<td>There are enough people to do the work we need to do</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization is taking meaningful steps to address diversity, equity, and inclusion</td>
<td>72%</td>
<td>70%</td>
<td>2%</td>
</tr>
<tr>
<td>My organization demonstrates a genuine commitment to diversity, equity, and inclusion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There are leaders at other organizations who I can turn to for support</td>
<td>90%</td>
<td>89%</td>
<td>1%</td>
</tr>
<tr>
<td>I have colleagues who I can turn to for support</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Self-Reflection

The survey provided CEOs the opportunity to reflect on strengths, growth areas, and forms of support (existing and desired). This section lays out these self-reflection items and briefly explores some implications and context.

In the following section, respondents could choose multiple options, which is why percentages total more than 100% for each.
Highest Confidence Areas

I am most confident in the following areas [check all that apply]:

<table>
<thead>
<tr>
<th>Area</th>
<th>Confidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representing the organization to external stakeholders</td>
<td>55%</td>
</tr>
<tr>
<td>Setting the vision and long-term strategy for my organization</td>
<td>49%</td>
</tr>
<tr>
<td>Managing the organization through significant changes</td>
<td>47%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>37%</td>
</tr>
<tr>
<td>Inspiring my staff to succeed</td>
<td>23%</td>
</tr>
<tr>
<td>Creating and maintaining a great workplace culture</td>
<td>22%</td>
</tr>
<tr>
<td>Managing my senior team</td>
<td>19%</td>
</tr>
<tr>
<td>Budget oversight</td>
<td>16%</td>
</tr>
<tr>
<td>Working with the board</td>
<td>14%</td>
</tr>
<tr>
<td>Inspiring the board</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
<tr>
<td>Grantmaking</td>
<td>1%</td>
</tr>
<tr>
<td>Managing investments</td>
<td>0%</td>
</tr>
</tbody>
</table>

The top three areas are vital parts of the CEO’s primary role, and while it’s no surprise that they elicit more confidence than other areas, it is noteworthy that the numbers for these areas aren’t even higher. The fact that roughly half of respondents did not cite such central areas as vision, strategy, and managing change among their most confident areas should reinforce the importance of executive training and coaching.

“Managing the organization through significant changes” feels inseparable from COVID at this moment, but it isn’t clear whether more or fewer leaders would have cited it as an area of highest confidence if there were no pandemic. On one hand, this leadership challenge is more salient than ever, and since CEOs have spent so much time addressing it, their confidence in this area may be higher than it would have been pre-pandemic. On the other hand, in some cases the pandemic may have forced CEOs to face very difficult challenges that have lowered their confidence.

The lower-percentage responses for other items may be related to the different paths leaders take in becoming a CEO. Some leaders attain the top position after a long period rising through the ranks of middle management and fundraising; other CEOs may have risen to leadership roles quickly and have little experience with budget oversight and management, or may have come from other industries and have little experience with fundraising. Our experience working with CEOs has taught us that executives who have come through these different paths often have different struggles and strengths accordingly.
I am least confident in the following areas [check all that apply]:

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing investments</td>
<td>61%</td>
</tr>
<tr>
<td>Grantmaking</td>
<td>25%</td>
</tr>
<tr>
<td>Creating and maintaining a great workplace culture</td>
<td>25%</td>
</tr>
<tr>
<td>Budget oversight</td>
<td>22%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>20%</td>
</tr>
<tr>
<td>Inspiring the board</td>
<td>16%</td>
</tr>
<tr>
<td>Other</td>
<td>16%</td>
</tr>
<tr>
<td>Managing the organization through significant changes</td>
<td>11%</td>
</tr>
<tr>
<td>Inspiring my staff to succeed</td>
<td>11%</td>
</tr>
<tr>
<td>Managing my senior team</td>
<td>11%</td>
</tr>
<tr>
<td>Working with the board</td>
<td>9%</td>
</tr>
<tr>
<td>Setting the vision and long-term strategy for my organization</td>
<td>8%</td>
</tr>
<tr>
<td>Representing the organization to external stakeholders</td>
<td>2%</td>
</tr>
</tbody>
</table>

One in every 4 respondents reported that “Creating and maintaining a great workplace culture” is one of the areas in which they are least confident. Given the importance of attracting, developing, and retaining talented and dedicated people, that is both remarkable and unfortunate. One positive interpretation of this finding is that citing a lack of confidence in this area shows that leaders see the value of a great workplace culture and know that it isn’t a simple or automatic thing to do. The pandemic may also play a role here in having thrown workplace culture into a state of flux.

One in every 5 leaders is least confident in budget oversight. This is consistent with challenges we have often seen leaders face. In particular, CEOs who enter their roles with less experience managing budgets frequently rely too much on their boards for technical and detailed aspects of budget management, in ways that hamper their ability to lead change and realize their own visions for the organization.

The top two items, grantmaking and managing investments, are to be expected as areas of least confidence for leaders. Few of the participating CEOs lead organizations that grant funds, and in virtually all nonprofits CEOs leave the management of investments to outside firms or internal experts.
What Has Been Helpful?

Which of the following have been most helpful to you in your current role?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connections with other leaders in the field</td>
<td>83%</td>
</tr>
<tr>
<td>Executive coaching or leadership coaching</td>
<td>55%</td>
</tr>
<tr>
<td>Informal mentorship</td>
<td>36%</td>
</tr>
<tr>
<td>Participation in professional development or a training program</td>
<td>33%</td>
</tr>
<tr>
<td>Participation in a fellowship</td>
<td>18%</td>
</tr>
<tr>
<td>Formal 360 evaluation</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
</tbody>
</table>

Which of the following were most helpful prior to becoming CEO?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connections with other leaders in the field</td>
<td>63%</td>
</tr>
<tr>
<td>Informal mentorship</td>
<td>60%</td>
</tr>
<tr>
<td>Participation in professional development or a training program</td>
<td>45%</td>
</tr>
<tr>
<td>Executive coaching or leadership coaching</td>
<td>25%</td>
</tr>
<tr>
<td>Participation in a fellowship</td>
<td>22%</td>
</tr>
<tr>
<td>Other</td>
<td>12%</td>
</tr>
<tr>
<td>Formal 360 evaluation</td>
<td>8%</td>
</tr>
</tbody>
</table>

Connecting with other leaders in the field is the single most helpful experience for CEOs, both prior to beginning their roles and when they are already in their positions. The overwhelming response for “Connections with other leaders in the field” reinforces what Leading Edge knows from our experience with the CEO Onboarding Program: Peer support is essential to the leadership experience. This is consistent with developments we’ve seen in the field in the past five years, as many organizations and funders have created new programs (or continued to provide long-standing ones) to support rising leaders and new CEOs with training, coaching, fellowships, mentorship, and other forms of professional development. Our own CEO Onboarding Program has been one small part of this picture, alongside many such programs that are now offered by foundations, umbrella organizations, and other players in the sector.

Informal mentorship seems especially helpful prior to beginning the work, and executive coaching seems helpful when the work has begun. Professional development programs and fellowships are also clearly helping significant numbers of leaders in our sector.

The top items in this list—connection with other leaders, coaching, mentorship, and professional development programs—are all about reducing isolation. In addition to ideas and advice, they all provide leaders with a supportive sounding board and the irreplaceable value of human connection.
Organizational Strengths

Which of the following areas do you consider to be a strength at your organization? [Check all that apply]

- Collaboration within teams: 89%
- Support for well-being: 79%
- Cross-organizational collaboration: 72%
- Employee morale and engagement: 66%
- Psychological safety (employees feel safe taking risks at work): 64%
- Professional development: 55%
- Internal communication: 51%
- Managing employees: 48%
- Providing feedback: 45%
- Our approach to salary and benefits: 38%
- Holding people accountable: 37%
- Recruitment and onboarding: 32%
- Career advancement opportunities: 27%
- Diversity, equity, and inclusion: 25%

The top three areas cited are probably all related to the pandemic. We've seen many organizations respond to COVID by becoming more deliberate, thoughtful, and innovative than ever before regarding communication, collaboration, and how to take care of their people. Many organizations changed policies to allow employees more flexibility, autonomy, and opportunities to care for their families, themselves, and their communities.

It’s interesting that so many CEOs feel cross-organizational collaboration is a strength since employees’ perspectives tend to differ from this. Data from the 2021 Employee Experience Survey show that only 59% of employees responded favorably to the survey item “There is good cooperation between teams/departments in my organization.” The difference in perceptions between CEOs and employees may suggest that certain kinds of collaborative friction are not being communicated to senior leaders in many organizations.

Only 1 in 4 CEOs feel that DEI is a strength at their organization. As was true regarding workplace culture, this low level of confidence reflects a pronounced need for improvement, but it also an indication that leaders are aware of the problem. (See “Organizational Growth Areas” below.)
Organizational Growth Areas

Which of the following areas do you consider to be a growth area at your organization? [Check all that apply]

- Diversity, equity, and inclusion
- Holding people accountable
- Recruitment and onboarding
- Career advancement opportunities
- Managing employees
- Our approach to salary and benefits
- Internal communication
- Providing feedback
- Cross-organizational collaboration
- Employee morale and engagement
- Professional development
- Psychological safety (employees feel safe taking risks at work)
- Support for well-being
- Collaboration within teams

Diversity, equity, and inclusion (DEI) is the most common growth area cited by participating CEOs. Since the murder of George Floyd by a police officer in May 2020 set off a wave of protests, North American society has been engaging in intense discourse about racism and injustice—conversations that predated the events of 2020, but have since risen in public salience. This trend has caused the nonprofit sector as a whole to devote new and much-needed attention to DEI issues and practices, and the prominence of this area among this set of responses is a case in point. While it is unfortunate that so few CEOs feel DEI is a strength (see “Organizational Strengths” above), it is salutary that so many are aware of the problem and assent that it is an area in which their organizations must grow.

“Holding people accountable” is another prominent growth area, cited by 60% of respondents. How to provide frequent, supportive, and appropriately critical feedback in a constructive way is both difficult and vital for organizational excellence and a healthy team culture. In order to provide some guidance to both top leaders and other managers, Leading Edge is preparing a series of resources on feedback and performance management; the first installment is available here.

“Recruitment and onboarding” and, to a lesser extent, “holding people accountable” may both be related to COVID and to what many are calling “The Great Resignation.” The Delta variant has caused many employers to forgo in-person meetings, including for interviews and onboarding—and fulfilling these functions remotely can be challenging. When seeking to hold employees accountable for quality work, managers and leaders may be less aware than ever of what their employees are doing at any given time, even as they are more aware than ever that their employees have options in a growing economy—especially as remote work expands the pool of potential organizations for which they might want to work.
Talent Supports Needed
What additional talent supports would be most helpful to your organization?

<table>
<thead>
<tr>
<th>Support</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaches for some employees</td>
<td>58%</td>
</tr>
<tr>
<td>Management training for managers</td>
<td>57%</td>
</tr>
<tr>
<td>Access to compensation experts/information</td>
<td>32%</td>
</tr>
<tr>
<td>Team retreats</td>
<td>32%</td>
</tr>
<tr>
<td>Ongoing access to talent consultants (experts who you can contact as needs arise)</td>
<td>27%</td>
</tr>
<tr>
<td>DEI initiatives/training</td>
<td>23%</td>
</tr>
<tr>
<td>Professional development opportunities</td>
<td>22%</td>
</tr>
<tr>
<td>Wellness stipends for staff</td>
<td>19%</td>
</tr>
<tr>
<td>Access to search firms</td>
<td>13%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

Leaders are aware that employees and managers need more support. About a third of leaders also cited “Access to compensation experts/information,” demonstrating that leaders are more aware than ever that their teams would benefit from better understanding the systems that underlie their organizations’ compensation schemes. For one resource on how to create and communicate a compensation philosophy, see our guide, Salary Bands: Valuing Talent with Intention and Transparency.
Endnote: CEOs Can’t Do It Alone

“But Moses’ father-in-law said to him, ‘The thing you are doing is not right; you will surely wear yourself out, and these people as well. For the task is too heavy for you; you cannot do it alone.’” — Exodus 18:17–18

In the Torah, in the verses above, Jethro advises Moses to delegate more of his judicial workload. His phrasing—“you will surely wear yourself out, and these people as well”—can be read as implying a correlation and/or a causation between an overburdened leader and an overburdened group being led. Perhaps Jethro means that a burned-out leader is likely to lead in a way that will overburden others, or perhaps he means that if conditions are such that the leader is burned out, those same conditions will likely burn out those lower in the hierarchy as well.

What will help prevent this outcome? “You cannot do it alone,” says Jethro. The CEO Survey shows that participating leaders agree—both in the sense that they want more employees (only 43% affirm that “Our organization has the staff we need to fulfill our mission”) and in the sense that they value support from leaders of other organizations (responding to the question “Which of the following have been most helpful to you in your current role?” 83% of respondents chose “Connections with other leaders in the field”). Leadership can be lonely, and leaders—like everyone else—need partnership and support.

Making things better for leaders will make things better for everyone. The findings from five years of Employee Experience Surveys have taught Leading Edge that confidence in an organization’s leadership is a vital component of a leading place to work. Improving the experiences of a CEO at work is likely to improve the whole organization’s culture, the experience of all employees, and the quality of work that the organization is likely to achieve.

The nonprofit sector is a people-centered sector, and its values are people-oriented values. Nonprofits exist to achieve outcomes external to their teams, but the best of them do so by investing robustly in the dignity, skills, engagement, and experience of their people—from interns to CEOs, and from frontline volunteers to board chairs—knowing that this is the best way to achieve their missions and an important way to live out the values that created them in the first place.

We hope that the CEO Survey will help individual organizations, and the field at large, take seriously the need to understand and improve the working lives of their top executives, alongside those of their boards and employees at all levels. The work of our sector is enormous, but as Jethro knew, with enough people giving each other mutual support, we can lift the heaviest of burdens.
Appendices
Appendix A: Participating Organizations

- 14th Street Y
- 70 Faces Media
- Agence Ometz
- Aish Global
- ALEPH Alliance for Jewish Renewal
- Alpert Jewish Family Service
- American Jewish World Service
- AVDOAN
- Baltimore Jewish Council
- BBYO
- Bend the Arc: A Jewish Partnership for Justice
- Boulder Jewish Community Center
- Camp Ramah in Wisconsin
- Camp Tawonga
- Charles and Lynn Schusterman Family Philanthropies
- Combined Jewish Philanthropies of Greater Boston
- Commenpoint Queens
- Cosan Center for Senior Living
- Dove and Mary Alper JCC
- East Valley JCC
- Evelyn Rubenstein Jewish Community Center
- Footsteps
- Foundation for Jewish Camp
- Gateways: Access to Jewish Education
- GatherDC
- Gordon Jewish Community Center
- Greater Miami Jewish Federation
- Gulf Coast Jewish Family and Community Services
- Hadar Institute
- Harold Grinspoon Foundation
- Harry & Rose Samson Family JCC
- Hazon
- Hebrew Free Loan Society
- HBI
- Hill International - SIC
- Honeymoon Israel
- I.J. & Jeanne Wagner Jewish Community Center
- IKAR
- Institute for Jewish Spirituality
- Israel Policy Forum
- Ithk inc.
- J Street
- JCC Association of North America
- JCC of St. Louis
- JCC of the Lehigh Valley
- JCC Rockland
- JCF Chicago
- JCRC of San Francisco
- Jewish Alliance of Greater Rhode Island
- Jewish Big Brothers Big Sisters of Greater Boston
- Jewish Community Alliance of Jacksonville
- Jewish Community Alliance of Northeastern-Pennsylvania
- Jewish Community Center of Chicago
- Jewish Community Center of Dallas
- Jewish Community Center of Greater Albuquerque
- Jewish Community Center of Greater Baltimore
- Jewish Community Center of Greater Boston
- Jewish Community Center of Greater Pittsburgh
- Jewish Community Center of San Francisco
- Jewish Community Federation and Endowment Fund of San Francisco
- Jewish Community Foundation of Greater Hartford
- Jewish Community Relations Council of Greater Boston
- Jewish Community Services of Baltimore
- Jewish Council on Urban Affairs
- Jewish Educational Alliance: Savannah
- Jewish Family & Children's Service of Greater Boston
- Jewish Family and Children's Service of Milwaukee
- Jewish Family and Community Services, Pittsburgh
- Jewish Family Children's Services of the Suncoast
- Jewish Family Service & Children's Center of Clifton Passaic
- Jewish Family Service of Cincinnati
- Jewish Family Service of Colorado
- Jewish Family Service of Detroit
- Jewish Family Service of Metropolitan Detroit
- Jewish Family Service of Essex, Harrison, and Warren Counties
- Jewish Family Services of Greater Charlotte
- Jewish Family Services of Greater Hartford
- Jewish Family Services of Greater Kansas City
- Jewish Family Services of St. Louis
- Jewish Family Services, Richmond VA
- Jewish Federation & Jewish Community Foundation of Southern Arizona
- Jewish Federation and Family Services, Orange County
- Jewish Federation of Cincinnati
- Jewish Federation of Cleveland
- Jewish Federation of Greater Cincinnati
- Jewish Federation of Greater Columbus
- Jewish Federation of Greater Dayton
- Jewish Federation of Greater Hartford
- Jewish Federation of Greater Houston
- Jewish Federation of Greater Kansas City
- Jewish Federation of Greater Miami
- Jewish Federation of Greater Pittsburgh
- Jewish Federation of Greater Portland
- Jewish Federation of Greater San Diego
- Jewish Federation of Greater Seattle
- Jewish Federation of Greater St. Louis
- Jewish Federation of Greater St. Paul
- Jewish Federation of Greater Washington
- Jewish Federation of Greater West Palm Beach
- Jewish Federation of MetroWest
- Jewish Federation of Nashville and Middle Tennessee
- Jewish Federation of Orange County
- Jewish Federation of Palm Beach County
- Jewish Federation of Santa Barbara
- Jewish Federation of St. Louis
- Jewish Federation of Winnipeg
- Jewish Federations of North America
- Jewish Kids Groups
- Jewish Rewards
- Jewish Silicon Valley
- Jewish Social Service Agency
- Jewish Vocational Service Boston
- Jewish Women International
- Jewish Women's Archive
- JewishColumbus
- Jews United for Justice
- JOIN for Justice
- JVS Career Services
- JVS Human Services, Southfield
- Kaiserman JCC
- Kaplan JCC on the Palisades
- Keshet
- Keshet: Special Needs, Extraordinary Opportunities.
- Lawrence Family Jewish Community Center
- Leading Edge
- Leichtag Foundation
- Mandel JCC of the Palm Beaches
- Mandel Jewish Community Center
- Mandel JCC, West Hartford
- Mayberg Foundation
- Meyerzin Jewish Community Center
- Mazooz
- Michael Ann Russell Jewish Community Center
- Milwaukee Jewish Federation
- Mishkan Chicago
- Mishpacha House
- Momentum Unlimited
- Moving Traditions
- National Council of Jewish Women
- OneTable
- ORT America
- Orthodox Family JCC
- Pearlstone Center
- Peninsula Jewish Community Center
- Pooze Jewish Community Center of Northern Virginia
- Prizmah
- Rabbinical Assembly
- Remai, Ivan
- Reboot
- Reconstructing Judaism
- Repair the World
- RespectAbility
- Riverside YM-YWHA
- Ruth & Norman Reeves Jewish Family Services
- Sams Foundation
- Sandra and Leon Levine Jewish Community Center
- Schacht Campus for Jewish Life
- Schneir/Relman Centre & Prosserman JCC
- Safrai
- Shalom-Austin
- Shalom Bayit
- Sharsheret
- Siegel JCC
- Silverlake Independent Jewish Community Center
- Smith & I
- St. Paul Jewish Federation
- TAMID Group
- The ARK
- The Bronfman Fellowship
- The Forward
- The Harry & Jeanette Weinberg Foundation
- The Jewish Education Project
- The Jim Joseph Foundation
- The Weener Foundation
- Tourism JCC
- UJA-Federation of New York
- Union for Reform Judaism
- United Jewish Appeal of Greater Toronto
- United Jewish Federation of Broward County
- United Synagogue of Conservative Judaism
- UpStart
- Yeshivat Maharat
- York Jewish Community Center
Appendix B: Additional Demographic Data

HIGHEST LEVEL OF EDUCATION ATTAINED

- 54% Master’s Degree (MA, MBA, MFA, MPA, MENG, MED, MS, MSW, etc.)
- 23% Bachelor’s Degree (BA, BFA, BS, etc.)
- 7% Professional Graduate Degree (MD, DDS, DVM, LLB, JD, etc.)
- 6% Doctorate Degree (PHD, EDD, etc.)
- 1% High School Diploma
- 4% Bachelor’s Degree
- 1% Other

RELIGION

- 98% Jewish
- <1% Christian
- <1% Atheist
- <1% Agnostic

SEXUAL ORIENTATION

- 89% Straight/Heterosexual
- 17% Gay
- 19% Lesbian
- 1% Queer
- 1% Bisexual
- 1% More than one
- 1% I Prefer Not to Say
- 0.75% Not Specified

TYPE OF ORGANIZATION

- 16% Social Service/Human Service
- 17% Federation
- 19% Community Relations
- 5% Integrated Community Foundation
- 7% Educational
- 9% Social Justice/Advocacy
- 3% Youth & Student Engagement
- 3% National/Umbrella
- 2% Religious
- 1% CAPR
- 1% Other
- 1% Other

GEOGRAPHIC LOCATION OF PARTICIPATING ORGANIZATIONS

- 69% Northeast
- 36% Midwest
- 47% South
- 29% West
- 19% Southwest
- 8% Northwest
- 8% Canada
- 2 Remote workforce

Appendices 42
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Leading Edge Supporters

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Lippman Kanfer Foundation for Living Torah

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One8 Foundation

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The Walder Foundation

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