



Jewish Federation

OF ST. LOUIS



THE SEARCH FOR OUR NEXT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Jewish Federation of St. Louis mobilizes the Jewish community and its human and financial resources to preserve and enhance Jewish life in St. Louis, Israel, and around the world.

Our vision is an engaged, vibrant, and flourishing St. Louis Jewish community, in which individuals live with dignity, meaning, and purpose, and a sense of belonging to the Jewish People, as part of a life well lived.

INTRODUCTION

Jewish Federation of St. Louis (Federation), the Jewish community's central community-building, planning, and philanthropic organization, seeks an energetic, experienced, and creative leader to serve as president and chief executive officer (CEO). With an aspirational strategic plan in place, the Federation is uniquely poised to strengthen and uphold its reputation as a driver in advancing and serving a vibrant and diverse Jewish community of more than 60,000. At this critical moment in time, the Federation seeks a president with the drive, agility, and insight to build on its recent achievements, deepen its far-reaching community impact, and bring its innovation to new heights.

With an endowment of \$125 million, the Federation is one of the region's largest and most effective nonprofit organizations. It is recognized as an innovator in the Jewish communal world, offering distinctive services and philanthropic opportunities that enhance and connect the Jewish community in St. Louis and beyond. Founded in 1901, the Federation is part of a network of more than 150 Federations across North America. Originally, federations around the country were developed to aid Jewish immigrants in need of social services. Today, the Federation's role has evolved to include a strategic array of services and a much broader range of engagement opportunities, and the organization is seeing more participation and support than any time in the last decade.

In 2014, under the leadership of [Dr. Andrew Rehfeld](#), the Federation began to evolve from an organization focused largely on raising and allocating funds, to a community development organization, focusing first on engagement with the community.

In this time of evolution, the Jewish Federation of St. Louis remains a powerful engine for raising and directing the community's dollars decisively, effectively, and efficiently. Each year, the Federation works with its volunteer and professional community leadership to assess the needs of the community and establish the strategic priorities necessary to sustaining a vibrant Jewish ecosystem. Through partnerships with thousands of donors, the Federation raises over \$20 million annually to meet those needs, with \$10 million raised from the Annual Unrestricted Campaign. Volunteers then lead a community investment process to get those funds working through agencies, organizations, programs, and direct services. These investments are regularly evaluated by the Federation based on their impact in St. Louis, Israel, and wherever there is a need.

THE ST. LOUIS JEWISH COMMUNITY

Jewish Federation of St. Louis launched a study of the St. Louis area's Jewish community in 2014 to determine its size, geographic distribution, socioeconomic, religious, and cultural attributes. [The study](#) was released in February 2015 and continues to be a valuable tool used to inform community planning, grant-making, and programming efforts for Jewish organizations.

Among other findings, the study showed that since 1995, the number of Jewish households in the St. Louis area has grown, that the community is stable, and that young adults are a large, diverse, and geographically concentrated segment. The St. Louis Jewish community is a pluralistic one, with [18 synagogues](#) serving Orthodox, Modern Orthodox, Conservative, Reform, and Reconstructionist congregations.

Other findings from the study include: 43% of St. Louis Jews have visited Israel and nearly half (47%) of young adults between 18 and 34 say they are "very attached" to Israel. St. Louis Jews continue a long tradition of being philanthropic, with more than 90% giving to charitable causes, and 6 out of 10 giving to Jewish charities. Jewish Federation of St. Louis has explored several issues in depth using data from the Study, including [Poverty, Hunger, Social Services and Seniors](#), [Jewish Identity and Engagement](#), and [Young Adults](#).

STRATEGIC PLAN

In 2017, the Jewish Federation of St. Louis completed an ambitious and visionary [strategic plan](#) built upon the findings of Federation's [2014 St. Louis Jewish Community Study](#). Through this study and planning process, the community identified Four Strategic Priorities or Core Commitments, guiding the Federation's work. They are:

- Expand and strengthen an engaged, vibrant, and flourishing St. Louis Jewish community;
- Secure the well-being and safety of individuals within the Jewish community;
- Strengthen our connection to Israel and the Jewish People worldwide, and;
- Develop the financial and human resources, and infrastructure, needed by our community.

Building from these Core Commitments, the Plan outlines the Federation's organizational priorities:

- 1 Create a Jewish Community Foundation that repositions Jewish Federation of St. Louis from an aggregator and allocator of funds to a needs-driven, results-focused thought leader serving as a donor-centric philanthropic partner with our community;
- 2 Implement an intentional approach to the provision of direct services by the Federation, prioritizing support for and collaboration with trusted partners, and limiting direct services to those that can be more effectively or efficiently provided by the Federation; and,
- 3 Strengthen key infrastructural components to ensure good decision-making, efficiency, and effectiveness.

Using this model, the Federation thinks about its work in three key areas – Community Engagement, Community Investment and Impact, and the operations and infrastructure necessary to support the first two core functions.

Federation's next president and CEO will build on this strategic foundation, as well as [the priorities set by the Board of Directors](#), and shepherd the Federation's shift to a community development organization engaged in impact-driven grantmaking/investing.

KEY COMMUNITY ENGAGEMENT AND DIRECT SERVICE PROGRAMS

Federation's Community Engagement department provides programs and resources that engage, grow, strengthen, and connect volunteers, lay leaders, and other professionals from across the full spectrum of St. Louis' Jewish population. The department facilitates expanded involvement and participation with the St. Louis Jewish community, both generationally and religiously. The mission of this work is to build and strengthen the community by connecting people to information, resources, services, and each other.

Federation provides direct services only in limited circumstances: where the Federation can more effectively and/or efficiently offer such services on a noncompetitive basis; where gaps exist; or where there is a need for community-wide coordination. Key centers and programs within the Community Engagement department are:



HOLOCAUST MUSEUM & LEARNING CENTER

The Holocaust Museum & Learning Center is

dedicated to ensuring that the horror and lessons of the Holocaust are not forgotten, educating about

its causes and illustrating how what happened during this tragic period relates to current events. While learning Holocaust history is the key to understanding its roots, the Museum also has a further focus: to empower visitors to make the world a kinder, safer, more tolerant place by rejecting all forms of hate, racism, and bigotry.

Since its opening in 1995, the Museum has become a trusted resource in the St. Louis region and beyond. Each year, more than 30,000 guests enter the Museum for a docent-led tour of the exhibits, **original programming** including the Rosenberg Monthly Film Series and HMLC Memory Project, or presentations by survivors or subject matter experts. The Museum also has an active civic education program, having trained more than 700 teachers through the Rubin and Gloria Feldman Family Education Institute and more than 2,500 law enforcement officers through a partnership program with the Anti-Defamation League on **Law Enforcement and Society**.

Plans are currently underway to expand and update the Museum to offer a 21st Century Experience. Building a separate, prominent entrance, doubling the size of the Survivors' Gallery, creating a state-of-the-art Learning Center, developing a new Center for Positive

Change, and building a climate-controlled preservation space to collect and store archives from the Holocaust and the accounts of survivors – all of these projects are part of the plan to grow the Museum's ability to protect the past, educate the region, and help shape the future. A capital fundraising campaign, currently in the quiet phase, is underway to achieve these goals. In addition, the Museum will be seeking a new Executive Director, who will report to the President and CEO.



CENTER FOR JEWISH LEARNING

The Center for Jewish Learning (CJL) supports

Jewish learning as a critical link in ensuring a vibrant and thriving Jewish community. CJL promotes

learning with experts and peers in order to strengthen and deepen educational interaction. It offers innovative and thought-provoking courses, lectures, and learning experiences throughout the community to reach learners of all ages and provides unique opportunities for the community to interact with renowned scholars to share in the ongoing conversations of Jewish history and culture, current events, and the collective Jewish future. CJL also maintains **The Saul Brodsky Jewish Community Library**, a collection of more than 23,000 books, periodicals, audio and video that is located in the Federation's Kaplan-Feldman Complex on the Millstone Campus. Its services are available to the greater St. Louis community.



ST. LOUIS NORC

St. Louis NORC, a Naturally Occurring Retirement Community, is a non-sectarian program coordinated by the Jewish Federation of St. Louis. It supports the healthy aging

of adults age 60+ in their own homes by providing opportunities for meaningful community involvement and increased access to support services. St. Louis NORC operates within a three-mile service neighborhood in the Creve Coeur area. St. Louis NORC also has **health and wellness, educational, and cultural workshops** as well as bus outings open to anyone 60+ in the metropolitan area.



ISRAEL CENTER

The Israel Center serves as a comprehensive resource for Israel travel needs. The Israel Center offers consulting services to help identify the trip or mission that best meets travelers'

interests, offers funding through need-based and incentive-based scholarships and grants, connects adults and families with travel opportunities offered through local synagogues and organizations, and organizes a variety of exclusive experiences for special cohorts, including the **Interfaith Couples Mission, Show Me Israel Community Mission, The Rubin Israel Experience**, and Missouri Legislators.



MILLSTONE INSTITUTE

Jewish Federation of St. Louis' **Millstone Institute** is a community-wide initiative to engage, develop, and inspire leadership in the St. Louis Jewish community. The Institute offers

organizational training through, among other programs and resources, the **Leadership Coaching Academy, JProSTL** (a professional association providing extensive networking, professional development and recognition for staff), and **Millstone Fellows** (an empowered network of emerging and established volunteer leaders poised to move the community forward). Millstone supports the work of Jewish community organizations, cultivates new leaders and strengthens the

sense of connection among the staff and volunteers who lead the diverse non-profit, philanthropic, social services, educational, and religious institutions that form the fabric of the St. Louis Jewish community.



PJ LIBRARY

An international program of the Harold Grinspoon Foundation, PJ Library was launched in St. Louis in 2007. PJ Library's vision is to inspire family engagement in Jewish life,

stronger Jewish identity, and deeper connections to Jewish community by offering free, high-quality Jewish books and music each month to children between six months and 8 years. Three parent ambassadors work to connect families with young children across the St. Louis Jewish community.



WOMEN'S PHILANTHROPY

Women's Philanthropy provides an opportunity for women to connect with each other while learning about and supporting the needs of the Jewish

communities in St. Louis, Israel, and around the world. Led by a **dedicated board** and engaging women of all ages and backgrounds, Women's Philanthropy enhances Jewish life through special events, community service projects, education, leadership opportunities, and philanthropy.



YPD

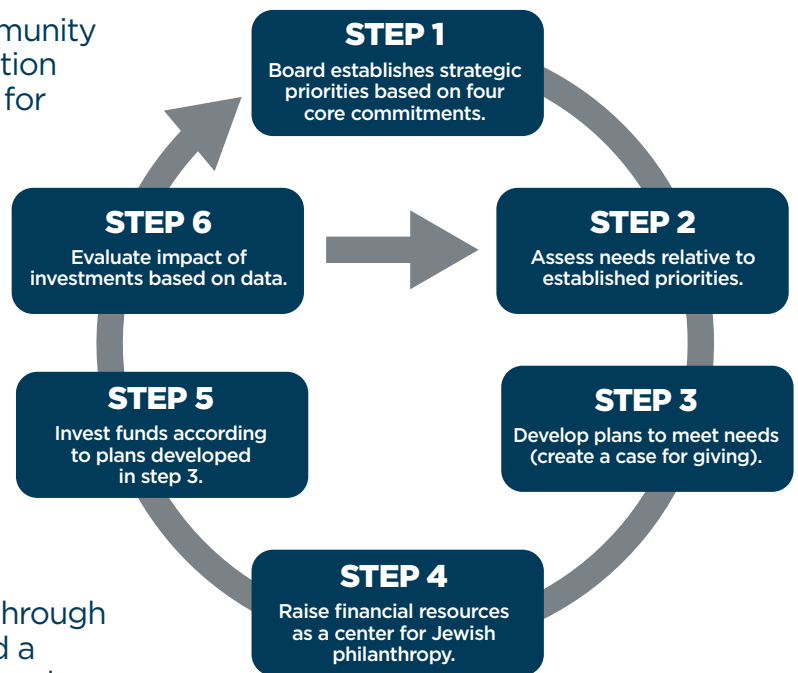
The Young Professionals Division works to build and sustain an inspired, thriving community of Jewishly engaged young adults who are empowered and committed to leadership,

philanthropy, outreach, and inclusion. Building on the Federation's Strategic Plan and data from the 2014 St. Louis Jewish Community Study, the Young Adult Engagement Task Force proposed a new strategy for YPD in 2018. To fulfill their mission, the new strategy includes four distinct, though often overlapping, areas of work: Community Vibrancy, Outreach, Leadership Development, and Philanthropy.

COMMUNITY INVESTMENT AND IMPACT

The second pillar of Federation's work is Community Investment and Impact. To ensure that Federation is a community-focused, impact-driven agent for philanthropy in St. Louis, Federation has fine-tuned its approach to a six-step model known as the Jewish Community foundation model. This model helps the Federation identify and address specific needs and knits together resource development work with community investment (grant-making) work.

Each year, the Community Impact team works with volunteer and professional leadership to assess the needs of the St. Louis Jewish community and establish strategic plans to sustain a vibrant Jewish ecosystem. Once the funds have been raised through partnerships with donors, volunteers then lead a community investment process to get those funds working to fulfill the Federation's mission through Community Partners. The team then evaluates those investments based on the impact they are having locally in St. Louis, in Israel, and around the world.



There are two types of community impact investments:

Priority Outcome Investments (POI) are restricted funds used to support programs and initiatives that align with the Core Commitments and priorities of the Federation. POIs range in size and scope; last year's investments included funding for Torah & Turf from [St. Louis Kollel](#), a program that creates opportunity for young Jewish men to play football after a text study session, as well as a one-time grant to the [National Council of Jewish Women](#) to develop a Jewish community response to domestic violence by conducting a thorough needs assessment.

Core investment grants are made by Federation to [local, national, and overseas partners](#). These investments support the ongoing development and enhancement of a thriving Jewish community. [Local Community Partners](#) include St. Louis' Jewish Day Schools, the Jewish Community Center, and the Careers in Transition program at MERS/Missouri Goodwill Industries, Inc., which offers employment services to unemployed and underemployed members of the Jewish community. [National Partners](#) include Moishe House, The Anti-Defamation League, and other national organizations whose work impact our St. Louis community. Partners in Israel and other overseas locations include the [American Joint Distribution Committee](#) and [Jewish Agency for Israel](#).

A full list of Community Investments made in 2018 can be found [here](#).

In addition to this work, the Federation is home to four [Supporting Foundations](#). Each Supporting Foundation has its own mission and vision to provide funding to key areas of interest. They are set up by philanthropic individuals, families, or groups who have a passion for a specific area of the Jewish community.

Finally, the Federation manages both restricted endowments and donor advised funds, two types of charitable vehicles that allow donors to support programs, organizations, or initiatives of particular interest to them. A full breakdown of 2017 funding from all sources can be found [here](#).

STAFFING, FINANCES AND PHYSICAL SETTING

Due to strong board and staff leadership, the Federation is well-positioned to continue its transformation to an impact-driven community development organization, thought leader, and philanthropic partner. The incoming president and CEO will draw strength and support from a staff of over 60 talented individuals dedicated to serving and enhancing a dynamic Jewish population. Together, they will work to achieve the ambitious goals set forth in the strategic plan.

In addition to its wealth of talent and leadership, the Federation enjoys a solid financial underpinning to its work with an annual operating budget totaling approximately \$16 million. Its primary source of operating revenue is from philanthropic gifts, including bequests, gifts to specific campaigns, and other contributions. Federation also receives revenue from investment income, government, and other grants. As of March 2019, the endowment value managed by the Federation totaled \$125 million. Federation's portion is \$100 million, of which \$25 million is unrestricted. The remaining endowment includes the Federation's Supporting Foundations as well as other Jewish organizations. The endowment is managed by an investment committee, which works with an outside investment firm.



Federation offices are located on the beautiful Millstone Jewish Community Campus in Creve Coeur, a thriving suburb 20 minutes from downtown St. Louis. Creve Coeur is home to over 13,000 Jews, the most densely populated area of the region's Jewish community with 22% of the Jewish community living there. The Kaplan Feldman Complex, renovated in 2018, contains the Holocaust Museum & Learning Center as well as the Brodsky Library and the Federation's modern and well-equipped Offices. The Jewish Community Center and Covenant Place, a senior housing facility undergoing an expansion, are also located on campus.

SPOTLIGHT ON ST. LOUIS

The St. Louis metropolitan area, home to 2.8 million residents, offers world-class educational, medical, and cultural institutions, extensive outdoor recreation activities, two professional sports teams, and a celebrated music scene. A community with a remarkably low cost of living for all, with the comforts and attractions it affords, St. Louis is a big city with the convenience and connectivity of a smaller one. Perhaps that's why St. Louis is consistently ranked among the most philanthropic cities in the country: people care about one another and their community.

All of these factors provide an exceptional opportunity for Jewish Federation of St. Louis to be a national leader across Jewish communal organizations. St. Louis is big enough to support innovative approaches to community engagement and data-driven grant-making while remaining small enough for the Federation to have a significant impact on the community at large.

St. Louis is also a wonderful and affordable place to live, with an extraordinary cultural inheritance that often astonishes visitors with the richness of its arts and culture and the breadth and depth of its opportunities for entertainment. Many of St. Louis's cultural institutions are nationally and world-renowned, including:

- The **[St. Louis Symphony](#)**, the second-oldest Symphony in the United States and consistently ranked among the best;
- The **[Saint Louis Zoo](#)**, one of the few free zoos in the nation and known worldwide for its conservation efforts;
- The **[Saint Louis Art Museum](#)**, another free institution, featuring one of the country's great comprehensive collections and boasting a new \$162 million wing opened in 2013; and,
- The **[Missouri Botanical Garden](#)**, one of the world's leading botanical research facilities.

Recognized for its contributions to nearly every genre of American music, St. Louis is home to dozens of venues for enjoying live music. Ragtime and the blues have a special place in the city's history and remain popular in local clubs, while the **[Big Muddy Blues Festival](#)** attracts over 30,000 people annually to the Mississippi riverfront. The city also boasts an abundance of notable art and architecture, **[Film Festivals](#)** (including the **[St. Louis Jewish Film Festival](#)**), and over 40 farmers' markets, including the historic **[Soulard Farmers Market](#)**. These are only a fraction of the cultural opportunities St. Louis offers.





A city with expansive green space, St. Louis maintains more than 40 parks, including the region's crown jewel, [Forest Park](#). With jogging and bicycle trails, ball fields, 36 holes of golf, museums, and other cultural institutions, Forest Park is a well-equipped and gorgeous public space. In 2013, it was named one of the "World's (10) most beautiful city parks" by Travel & Leisure.

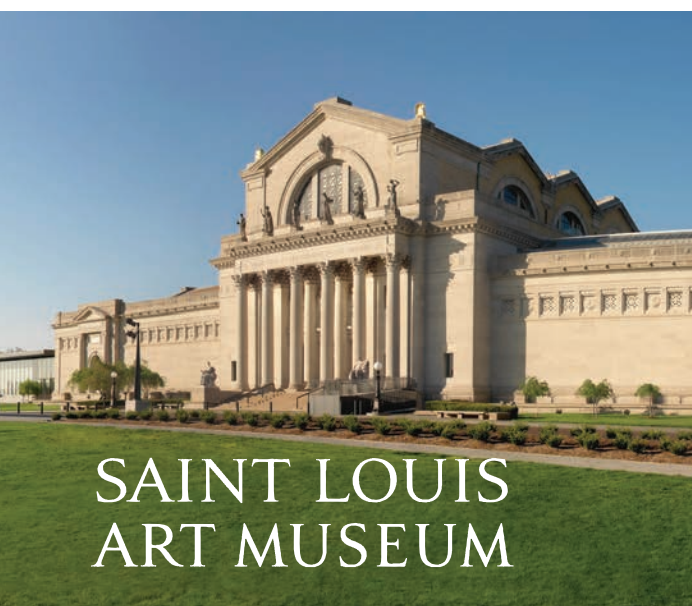
St. Louis is the "Gateway to the West," and the soaring Eero Saarinen designed Gateway Arch graces the city's eastern border on The Mississippi River. A [major renovation of the Arch grounds](#) was completed in 2018, giving St. Louis a scenic, more accessible, and more interesting riverfront at the site of the city's founding, tying the iconic monument seamlessly to downtown.



St. Louis is also one of the nation's great sports cities, home to Major League Baseball's Cardinals, one of the best-known and most successful major league franchises in all of sports. Fans of both the Cardinals and the National Hockey League's St. Louis Blues rank high in fan satisfaction. Greater St. Louis is also home to numerous colleges that compete nationally, and its central location and world-class venues have supported St. Louis as a popular city to host NCAA Division 1 college championships.

St. Louis has long been a national leader in both health care and medical/life sciences research; [the region's medical institutions](#) draw top talent from around the globe. With Washington University School of Medicine leading the way and St. Louis University School of Medicine making its own significant contribution, the region is consistently among the largest recipients of National Institutes for Health (NIH) funding in the country. While the biggest driver of the regional economy is health science and services, St. Louis has a highly diversified business economy and is home to the headquarters of 17 Fortune 1,000 companies as well as a [strong start-up community](#).

Affordable housing across a [variety of different neighborhoods](#) and strong public and private schools, including a network of Jewish Day Schools serving a pluralistic Jewish community, add to a high quality of life for St. Louis residents.



GOVERNANCE

The Jewish Federation of St. Louis is a nonprofit organization, governed by a 26-member Board of Directors consisting of individuals with a deep commitment to Jewish communal life and a broad array of professional backgrounds. The list of current board members can be found at: [Federation Board of Directors](#).

Jewish Federation of St. Louis's Board of Trustees is a community board. As such, along with the Officers and Directors, the following groups are also members of the Board of Trustees: At-Large Elected Trustees, Council of Life Members, Current Agency Board Chairs, Federation Committee Chairs (who are not serving as Directors), Annual Campaign Representatives, Rabbinical Association Representatives, and High School and College Student Representatives. All Chief Executive Officers of Beneficiary Agencies, in addition to the Jewish Federation of St. Louis' Saul Brodsky Jewish Community Library and Holocaust Museum & Learning Center, are invited to attend each meeting of the Board of Trustees.



THE NEXT PRESIDENT AND CHIEF EXECUTIVE OFFICER

Reporting to the Board of Directors, the president and CEO is the strategic and operational leader of the Jewish Federation of St. Louis, with responsibility for ensuring that the Federation continues to deliver on its mission in a bold and creative way, building on a foundation of recent success and accelerating its transformation from a traditional federated grantmaking and fundraising organization to a collaborative, impact-driven community partner and thought leader. In addition, s/he is the chief spokesperson, fundraiser, and ambassador for the organization, articulating its value as a resource for the entire Jewish community.

The President and CEO's direct reports include: Chief Operating Officer; Chief Philanthropy Officer; Senior Director, Community Engagement; Senior Director, Marketing; Director, Holocaust Museum & Learning Center; and Director, Center for Jewish Learning & Brodsky Library.

CHALLENGES & OPPORTUNITIES

The next president and CEO joins the Federation at a pivotal time in its history and will have the opportunity to lead its important work with an emphasis on the following areas:

Strategic organizational leadership

Working together with Federation's board, staff, and community, the next president will:

- Implement, with appropriate assessment and refinement, the transformation of the Federation into a collaborative community partner focused on data-driven results and thought leadership;
- Demonstrate the ability to lead a complex, multifaceted institution through a time of continuing change;
- Prioritize staff and lay leadership development, cultivating a culture of collaboration and teamwork across diverse staff and volunteer resources in support of strategic priorities as well as a pipeline of future leadership; and,
- Ensure that the Federation is prudently and responsibly managing its fiscal activities, including financial, grant administration, budgeting, reporting, and maintaining strong internal controls.

Fundraising and advocacy

To advance the mission and the evolution of the Jewish Federation of St. Louis, the incoming president and CEO must:

- Identify and develop strategies designed to attract prospective donors, increase the overall engagement of donors, and strengthen the alignment between the Federation's Core Commitments and its donor community, setting aggressive but realistic targets for new contributions to the Annual Campaign and other fundraising priorities;
- Serve as the public face of the Federation to all members of the community, convening community participants in discussions on issues important to a vibrant and diverse Jewish community and facilitating the discussions as one who is interested in and open to diverse opinions and perspectives; and,
- Inspire generations of new and diverse audiences to participate in Jewish life in St. Louis and invest in its future.

Creative and inspirational vision

With transformation a key element of the Federation's strategic plan and future goals, the next president and CEO must:

- Expand the Federation's creative approaches and offerings in areas of education, philanthropy, business, and marketing and employ new and innovative ways to communicate and engage with audiences;
- Bring data and impact-driven metrics to the Federation's community engagement and grantmaking work; and,
- Proactively articulate the importance and relevance of the Federation and its work to both the Jewish community of St. Louis as well as the wider population, ensuring that all internal and external communications are aligned with and are supportive of the Federation's mission.



QUALIFICATIONS & PERSONAL CHARACTERISTICS

To lead the Federation in these vital areas, the next President and CEO should possess a record of success in guiding a complex organization through the implementation of strategies that lead to innovative progress and change. The next President and CEO should be a strong and inspirational communicator, a collaborative and resilient leader, an effective and enthusiastic fundraiser, and a seasoned manager demonstrating highly developed interpersonal skills and deep integrity. An advanced degree is preferred.

The desired candidate will be knowledgeable and passionate about Judaism and Israel, with a personal commitment to Jewish values as well as compassion for, and understanding of, the Jewish people and the needs and welfare of Jews locally, in Israel, and around the world.

In addition, the most qualified candidate will possess:

- A track record of having successfully led organizations;
- Experience in both financial and administrative management;
- A thorough working knowledge of nonprofits and philanthropic organizations, their boards, and their staffs;
- Demonstrated success using both creative and analytical thinking, helping to seed thoughtful innovation in the work of an organization;
- The ability to inspire and unite multiple diverse constituencies around a distinctive vision;
- A strong entrepreneurial spirit willing to take chances in developing new models that could have significant impact regionally and nationally;
- A commitment to a sense of place and cultivating relationships across the St. Louis region;
- Experience supporting, developing, and retaining staff; and,
- Outstanding interpersonal skills, strong personal values consistent with those of the Federation, and sound and creative judgment.

For more information, please visit the website of the Jewish Federation of St. Louis at JFedSTL.org.

Federation has retained Howe-Lewis International and Storbeck/Pimentel & Associates to conduct this search in a unique partnership arrangement. While you should feel free to contact directly the representatives of either firm with inquiries, nominations, and expressions of interest, Storbeck/Pimentel & Associates will be coordinating the search process and confidential candidate files.

Nominations, inquiries, and applications may be sent in confidence, to:

Shelly Weiss Storbeck, Managing Partner

**Lisa Solinsky, Associate
Storbeck/Pimentel & Associates, LP
and**

**Esther Rosenberg, Co-Managing Director
Howe-Lewis International**

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