

# Executive Director

RELATES	INSPIRES
<p><b>RELATES TO OTHERS</b> Understands Deeper Meanings</p> <ul style="list-style-type: none"> <li>■ Is conscious of the impact of the image he/she projects and how that may impact interpersonal situations.</li> <li>■ Able to make conclusions about others' thoughts, feelings or behaviors that consider more than explicit content and emotion.</li> <li>■ Demonstrates knowledge of emotional intelligence and/or student development theory and applies it to the work.</li> <li>■ Is able to develop a rapport with a wide variety of individuals.</li> </ul> <p><b>SEEKS TO UNDERSTAND THE ENVIRONMENT</b> Looks for Long-Term Benefits</p> <ul style="list-style-type: none"> <li>■ Recognizes underlying problems, opportunities or external political forces affecting the work we do and the opportunities at hand.</li> <li>■ Seeks to more deeply understand the motives and goals of the university, the Jewish community, and other stakeholders, to better align Hillel's activities and priorities.</li> <li>■ Systematically studies the formal and informal aspects of how a trend or issue beyond the local community impacts Hillel's mission.</li> <li>■ Creates systems that facilitate the collection and exchange of information needed to make fully informed decisions and uses that knowledge to plan and lead the organization in a particular strategic direction.</li> </ul> <p><b>BUILDS STRATEGIC RELATIONSHIPS</b> Mobilizes Networks/Alliances to Support Hillel's Mission</p> <ul style="list-style-type: none"> <li>■ Strategically initiates, develops and maintains networks of people on campus and among Jewish students and Hillel stakeholders who can help to advance the Hillel's goals.</li> <li>■ Is a connector between individuals or organizations in one's network, finding opportunities to drive Hillel's mission and accomplish results through building new relationships.</li> <li>■ Is able to develop and leverage high-level relationships to benefit the organization.</li> <li>■ Uses long-term alliances to enhance Hillel's position/standing with external constituents and stakeholders who can assist in the accomplishment of Hillel's goals.</li> </ul>	<p><b>MODELS AWARENESS AND GROWTH</b> Integrates Personal Insights</p> <ul style="list-style-type: none"> <li>■ Reflects and recognizes one's own strengths, limits, biases, or faults, and applies insights gained from reflection and feedback to work situations, including adopting new attitudes or perspectives, demonstrating new behaviors or taking new action.</li> <li>■ Demonstrates humility by asking questions, soliciting and accepting feedback, or admitting mistakes.</li> <li>■ Explores and discusses one's own Jewish experiences.</li> <li>■ Is conscious of self as a role model and pays attention to the ways in which one conducts oneself.</li> <li>■ Participates in learning and development activities in order to expand knowledge, skills and capabilities.</li> </ul> <p><b>NURTURES JEWISH GROWTH</b> Interprets Jewish Issues with Others</p> <ul style="list-style-type: none"> <li>■ Demonstrates confidence using own knowledge of Judaism in interacting with others (e.g., in discussions, planning, etc.).</li> <li>■ Initiates conversations or opportunities to discuss questions of Jewish values and experience.</li> <li>■ Able to lead others in planning for and/or leading prayer, holiday celebrations and other religious observances.</li> </ul> <p><b>INSPIRES OTHERS TO ACT</b> Creates Opportunities for Others</p> <ul style="list-style-type: none"> <li>■ Creates new opportunities or offers relevant opportunities to create Jewish experiences based on one's knowledge of the others expressed and unexpressed needs.</li> <li>■ Uses complex strategies to move toward specific results or create opportunities, such as using relationships or outside influences, working "behind the scenes" to build support, or negotiating "win/win" solutions to complex problems.</li> <li>■ Uses knowledge of the individual or group to anticipate and prepare for their reaction and takes a well thought out approach to connect others to Jewish life (e.g., building long-term relationships or multiple interactions over time).</li> </ul>

LEADS	EXCELS
<p><b>LEADS AND DEVELOPS STAFF</b></p> <p>Leads an Energized Team</p> <ul style="list-style-type: none"> <li>■ Generates tangible excitement, enthusiasm, and commitment to the leader’s vision or a group mission.</li> <li>■ Addresses performance problem in a direct and immediate manner in the most challenging supervisory situations.</li> <li>■ Promotes retention through creating a positive work environment.</li> <li>■ Nurtures talent and creates room for growth.</li> <li>■ Recognizes the strengths and limitations of direct reports.</li> <li>■ Provides developmental feedback or career coaching in a clear, compassionate, and constructive manner.</li> <li>■ Adapts personal leadership approach based on the different jobs and needs of each direct report.</li> <li>■ Assesses the needs of the staff and provides relevant opportunities to grow and develop based on these needs.</li> </ul> <p><b>EMPOWERS OTHERS TO LEAD</b></p> <p>Teaches Leaders to Empower Others</p> <ul style="list-style-type: none"> <li>■ Builds a sense of ownership and responsibility among leaders to create meaningful opportunities for others to lead.</li> <li>■ Takes action to encourage and empower others, making them feel strong, self-confident, and important.</li> <li>■ Delegates leadership and responsibilities for activities to others</li> <li>■ Stays engaged at a level that helps to identify opportunities for the group and to monitor progress and performance.</li> </ul>	<p><b>STRIVES FOR EXCELLENCE</b></p> <p>Makes Difficult Choices for the Organization</p> <ul style="list-style-type: none"> <li>■ Makes decisions about resource allocation, priorities and longer-term focus of self and others across the organization to guide them toward fulfilling Hillel’s mission.</li> <li>■ Willing to make decisions that may be unpopular, for the betterment of the entire organization.</li> <li>■ Actively sets goals that are challenging but realistic for self and others.</li> <li>■ Can articulate the measures of success against the goal, and evaluates success accordingly.</li> <li>■ Sets priorities so that results are accomplished.</li> </ul> <p><b>DEMONSTRATES RESILIENCY</b></p> <p>Leads Others through Challenges</p> <ul style="list-style-type: none"> <li>■ Takes on a leadership role in challenging situations.</li> <li>■ Includes others in the plans for moving beyond difficulties, and helps others learn and grow from the experience.</li> <li>■ Motivates and challenges others to find ways to overcome obstacles.</li> <li>■ Outwardly displays one’s own optimism, and shares this viewpoint with others who may be directly or indirectly involved.</li> </ul> <p><b>DEVELOPS SOLUTIONS</b></p> <p>Redesigns Systems</p> <ul style="list-style-type: none"> <li>■ Redesigns systems and processes to prevent problems that are creating inefficiencies.</li> <li>■ Identifies root causes of problems and redesigns systems and processes to prevent future problems.</li> <li>■ Finds appropriate ways to communicate best practices to appropriate constituencies (e.g., staff, students, board members, others).</li> </ul>

When considering the performance goals and priorities for the executive director, be sure to consider the following job responsibilities typical for a director:

- Fundraising;
- Facilitating Jewish life on campus;
- Engaging students and building meaningful relationships with them;
- Effectively engaging, utilizing and building the board of directors;
- Effectively supervising and facilitating the growth of professional staff;
- Communicating effectively with the student bodies and community entities;
- Managing the finances, office, and facility effectively; and
- Developing strong partnerships with community resources (e.g., university officials, federation, other campus and community organizations).