

**An invitation to apply for the position of  
Chief Executive Officer**



**Waltham, Massachusetts**

**THE SEARCH**

Jewish Family & Children's Service (JF&CS) seeks an experienced, visionary, and collaborative leader to serve as its Chief Executive Officer (CEO).

For more than 150 years, Jewish Family & Children's Service has focused on a singular, powerful goal – to improve people's lives. Guided by Jewish values, JF&CS helps individuals and families build a strong foundation for resilience and well-being across the lifespan. The agency is one of the leading human service providers in the Greater Boston Community covering Eastern and Central Massachusetts. Through an integrated portfolio of more than 40 programs, JF&CS serves the needs of new parents and their children, older adults and family caregivers, children and adults with disabilities, and people experiencing poverty, hunger, or domestic abuse.

Over the past decade, JF&CS has tripled in size to meet the growing need for its programs. With a staff of 400 employees and 2,200 active volunteers, JF&CS serves more than 14,000 people each year. Without compromising its personalized, "high-touch" services, JF&CS develops data-driven outcome assessments that measure program impact and support improvements. Presently, JF&CS is organized into four broad service areas: Center for Early Relationship Support®, CHAI Services (which promotes Community, Housing, Access, and Independence for people of all abilities), Older Adults, and Community Services. In 2018, JF&CS managed a budget of approximately \$25 million – about 35% from grants and contracts, 30% from service fees, and the remainder from fund-raising and endowment. Total assets were approximately \$29 million.

The next CEO will lead a successful, complex, mission-driven and values-based agency. The CEO must be a forward-thinking and experienced executive, a sophisticated manager of employees and financial resources, a person comfortable with philanthropic activities including fundraising and grants, and a leader committed to open communication and community partnership. With the support of a strong and experienced senior leadership team, and an engaged Board of Directors, s/he will oversee the operations of JF&CS, building synergies across its programs, diversifying its revenues, and strengthening its community presence and policy impact.

The search committee will consider candidates from a variety of backgrounds and sectors. Senior organizational leadership experience and strong interpersonal and communication skills are required. Experience working in complex, multi-service health and human service organizations is desirable. Candidates should have a proven track record of building cohesive management and leadership teams and communicating with multiple external and internal constituent groups. Experience generating community support for an organization and a willingness and ability to fundraise are required. Candidates must have a

commitment to the mission of JF&CS, compassion for the challenges that its clients face, and a temperament that is both respectful and organizationally inspiring.

Isaacson, Miller, a national executive search firm, has been retained to support the search committee in this effort. Guidelines for confidential inquiries, nominations, and applications appear at the end of this document.

## **ABOUT JF&CS**

During its early years – when known as the United Hebrew Benevolent Association – the purpose of Jewish Family & Children's Service was simple: giving temporary financial relief to the poor and needy. More than 150 years later, JF&CS remains true to its historical mission while helping individuals and families facing a broad range of challenges throughout the lifecycle. As community needs and funding opportunities have changed over time, so too have JF&CS's capabilities and resources, with new programs arising at the intersection of emerging needs and the organization's evolving capacity to respond.

As stated in the introduction, JF&CS services are grouped into four areas: the Center for Early Relationship Support®, CHAI Services, Older Adults, and Community Services:

**Center for Early Relationship Support®** - Since 1989, the Center for Early Relationship Support (CERS) has been promoting the earliest parent-child relationships by supporting parents as they manage the challenges of caring for their baby. The birth of a new baby is often a time of joy and excitement, but is a big transition that can also bring worry, exhaustion, anxiety, stress, and post-partum depression. Community-based services include helping parents build responsive relationships with their child, reducing sources of stress in the family, and strengthening core life skills that help individuals plan, regulate emotions, and develop greater self-awareness.

<https://www.jfcsboston.org/Our-Services/Center-for-Early-Relationship-Support>

**CHAI Services: Promoting Community, Housing, Access, and Independence for People of all Abilities-** JF&CS CHAI Services provide support, strategies, and solutions that strengthen individuals and families, build community connections, and enhance independence. JF&CS offers special expertise in addressing the needs of children and adults with developmental disabilities, mental illness, and autism spectrum disorder, while providing services that are inclusive of people with a wide range of strengths and needs.

<https://www.jfcsboston.org/Our-Services/CHAI-Services>

**Older Adults** – Services for Older Adults combines compassion and expertise to help aging individuals and their families navigate life transitions and changing circumstances. The work of JF&CS promotes connection and social engagement, improves the ability to manage challenges posed by chronic illness, and increases awareness of and access to resources that support aging in the community. JF&CS programs are distinguished by innovation, thought and practice leadership, and the expertise the organization brings to a broad range of aging issues. These include having one of the largest aging life care management practices in Greater Boston, responsibility for half of the state's guardianship program, specialty areas in mental health and senior housing, creative arts and chronic illness, and spirituality and aging resources.

<https://www.jfcsboston.org/Our-Services/Older-Adults>

**Community Services** – Community Services programs are designed to strengthen families and support individuals with hope and dignity through life transitions. The services are lifelines that help people feed their families, heat their homes, keep roofs over their heads, adjust to changes in the family, assist immigrants, and so much more. Community Services gives people the tools they need to make changes, become self-sufficient, and meet their basic needs independently.

<https://www.jfcsboston.org/Our-Services/Community-Services>

A full list of programs and services can be found in the **Appendix** at the end of this document. For more information on JF&CS, visit [www.jfcsboston.org](http://www.jfcsboston.org).

## **CURRENT OUTLOOK**

The new CEO will join JF&CS at an exciting time, as the organization undergoes transformational change and continues to live up to its singular goal of improving people's lives. JF&CS recently completed a comprehensive strategic plan that assessed the current organization and identified a vision through 2021. The plan prioritizes maintaining and developing programs that improve the resilience and well-being of the organization's target populations while ensuring that those programs are financially sustainable.

JF&CS's growth and the varying reimbursement trends of the health and human services industry presents the organization with a set of challenges that the next CEO must address. At the most fundamental level, these challenges involve how JF&CS may best serve its mission of caring for individuals and families while faced with increasing limitations on government funding and insurance reimbursements. The agency is buoyed by its long and successful history, devotion of its staff to the mission, and the strong community support for its programs.

## **THE CEO**

The new CEO of JF&CS will undertake a broad, two-fold objective: secure its present and create its future.

Reporting to an engaged Board of Directors, the CEO oversees all the organization's activities and serves as a key public voice and advocate for its mission. The CEO will be expected to galvanize board and staff around a clearly defined direction, ensure that it has the right organizational structure and senior personnel in place to meet its goals, and carefully oversee the organization's finances and delegate as appropriate. The CEO sets the tone and embodies the integrity, credibility, and spirit of JF&CS, and so will need to be visible and accessible. The search committee seeks bold, collaborative, and insightful leadership that will allow JF&CS to continue to flourish in the future.

Within the framework of the organization, the CEO is seen as the agency's leader. The CEO is responsible for overseeing an operational infrastructure that supports sustainable innovation across its service areas. The Chief Financial Officer, Senior Vice President of Operations, Senior Vice President of Institutional Advancement, and Senior Vice President for Programs currently report to the CEO.

The CEO will play a key role in guiding the organization to help JF&CS make highly strategic, financially sound programmatic decisions that will allow the organization to thrive within a rapidly changing and competitive landscape for its various services.

## **KEY OPPORTUNITIES AND CHALLENGES**

The CEO will be empowered and expected to:

### **Develop a sustainable approach to using organizational resources.**

The CEO will apply the principles of the Strategic Plan to the existing portfolio of programs to ensure that JF&CS's resources are being used in a way that achieves the agency's mission in a financially viable manner. This work is ongoing and requires that each program be evaluated in a multi-dimensional way that considers its purpose, the overall impact on the population it serves, and the revenues and costs associated with its operation. The CEO will have to develop a decision-making approach that achieves the overall purpose of JF&CS, deepens its impact, and maximizes the effective use of limited resources.

**Lead a collaborative, supportive, high-functioning team of staff.**

Among JF&CS's greatest assets is its talented and dedicated staff. The CEO will be fortunate to collaborate with and lead this group. The CEO will be expected to demonstrate a full understanding of their work, thereby promoting collaboration, organizational cohesion, transparency, and an exciting, cooperative sense of the organization's future. The CEO will be simultaneously inspiring and pragmatic, empowering and accessible, empathetic and direct, and supportive and assertive, while fostering a culture of shared purpose that brings together and leverages the talents of all. With a number of senior leaders across the organization nearing retirement, the CEO will also need to engage in succession planning and supporting the next generation of leadership.

**Engage and partner with the Board of Directors.**

The JF&CS Board is dedicated to the organization's mission and history, and is eager to embrace future opportunities and directions as they steward the organization. The CEO must maintain a strong partnership with Board members, connecting with them individually and as a group in discussions about JF&CS's present and future. With the Board, the CEO will facilitate and participate in conversations about programs, policies, fiscal management, governance, and the overall support and advancement of JF&CS' mission.

**Diversify the revenue stream and strengthen the resource base.**

The CEO will develop a plan for strengthening JF&CS' revenue streams. JF&CS currently relies on government contracts, public and private insurance reimbursements, grants from Combined Jewish Philanthropies and other government and private foundations, philanthropy, and fee-for-service programs. To ensure long-term financial viability, the next CEO will need to find ways to add additional fee-for-service programs and entrepreneurial activities that produce revenues to support programs more dependent on philanthropic revenues. Consistent with its mission, the same quality of care must be provided to all participants, regardless of their ability to pay.

Similarly, the next CEO will continue to fortify the organization's financial base by deepening philanthropic interest, cultivating fruitful partnerships with corporations, government agencies, family foundations, and grant makers, to maintain and develop new programs and services with the ultimate goal of creating a sustainable funding model. The CEO will be persuasive in fundraising, enthusiastic in outreach, and entrepreneurial in identifying opportunities to enlarge JF&CS's financial foundation, connecting the organization's stories, and cultivating increased patronage and support. It is expected that the CEO will engage not only the most loyal constituencies, but also develop new and sustained relationships.

**Increase organizational visibility and collaboration.**

The CEO will have the energy and aptitude to seek, create, and deepen relationships with community partners, including Combined Jewish Philanthropies and a host of other organizations, to promote the continued vibrancy of the organization. To extend the organization's impact beyond the individuals and families it engages with directly, the new CEO will be expected to look for opportunities to advance the fields in which the organization works, drawing on its capacity to serve as conveners, collaborators, and thought leaders while maintaining a primary focus on serving local communities. JF&CS is often described as a "hidden jewel." The CEO will therefore need to heighten recognition of the organization and maximize the impact of its services by situating it, socially and culturally, at the center of activities and initiatives across the region, and by advocating for the organization's involvement in the community as intrinsic to its purpose.

**Affirm Jewish Family & Children's Service leadership position.**

JF&CS operates in a highly competitive market with complex business dimensions and requirements. The next CEO will be expected to build upon organizational strengths and address current challenges while being mindful to continue maximizing the organization's social impact and ensuring its long-term fiscal viability. As community needs and funding opportunities have changed over time, so too have JF&CS's capabilities and resources, with new programs arising at the intersection of emerging needs and the organization's evolving capacity to respond. The CEO must be able to anticipate, recognize, and respond to trends, create opportunities, marshal resources, target areas for investment, and consolidate the organization's gains. While current program offerings and services remain relevant and impactful, the organization must continue to look for approaches that are novel and effective.

**QUALIFICATIONS AND CHARACTERISTICS**

The search committee understands that no single candidate will have all of the following characteristics and qualifications, but it seeks candidates with some mix of the abilities outlined below:

- Passion for the mission of Jewish Family & Children's Service.
- Experience in leading an organization that serves a wide range of populations.
- Strong planning, management, and organizational experience.
- Demonstrated financial acumen, including experience in growing revenue streams, budgeting, and fiscal planning and oversight.
- Demonstrated successful fundraising experience, including in the area of grants.
- The ability to think analytically, speak inspirationally, and act courageously.
- Excellent interpersonal skills grounded in collegiality and consensus-building.
- A track record of developing high-quality programs and services.
- Experience in building and nurturing teams; ability to bring constituencies to actionable consensus.
- Experience in creating cultural change and strategic collaborations, while sustaining effective relationships.
- Capacity to build meaningful relationships with board members, colleagues, and community partners.

**TO INQUIRE OR APPLY**

JF&CS has retained Isaacson, Miller, a national executive search firm, to assist the search committee in its identification and review of candidates. Nominations and applications, including – as individual attachments – a cover letter; a resume; and a list of references, should be submitted online: [www.imsearch.com/7032](http://www.imsearch.com/7032)

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*JF&CS is an equal opportunity employer.*

## APPENDIX

### Service Areas Jewish Family & Children's Services

#### Center for Early Relationship Support®

- [Adoption Resources](#)
- [Baby Clothing and Equipment Donation](#)
- [Early Connections/ Conexiones Tempranas](#)
- [Oliver, Ian, and Serenity Wolk Fragile Beginnings](#)
- [Healthy Families](#)
- [Infant-Parent Training Institute](#)
- [Parent Consultations](#)
- [Project NESST®](#)
- [Sleep Consultations](#)
- [Support Groups](#)
- [Lauren & Mark Rubin Visiting Moms®](#)

#### CHAI Services

- [Disability Resource Network](#)
- [Adult Family Care](#)
- [Clinical Case Management](#)
- [Day Programming and Employment Services](#)
- [Disability Lifespan Solutions](#)
- [Family Advocacy](#)
- [Jewish Life](#)
- [Residential and Supported Living Programs](#)
- [Respite and Recreation](#)

#### Older Adults

- [Aging: Mental Health and Suicide Prevention Training](#)
- [Aging Well at Home](#)
- [Alzheimer's/Related Disorders Family Support](#)
- [Care Management, Your Elder Experts](#)
- [Betty Ann Greenbaum Miller Center for Jewish Healing](#)
- [CJP SeniorDirect](#)
- [Group Adult Foster Care for Older Adults](#)
- [Guardianship](#)
- [Charlotte & Richard Okonow Parkinson's Family Support](#)
- [Schechter Holocaust Services](#)
- [Suicide Prevention](#)

## **Community Services**

- [Center for Basic Needs Assistance](#)
- [Journey to Safety – Response to Domestic Abuse](#)
- [New American Services](#)