

LEADERSHIP HANDBOOK

2025 – 2026



A MESSAGE FROM OUR PRESIDENT

Linda Mirels



For over two decades, I have had the privilege of working with many talented volunteers and professionals who help fulfill UJA's mission to make our community stronger every day.

Like so many volunteers at UJA, I find that each step of my journey has deepened my engagement, admiration, and support for the organization, as well as broadened my appreciation for the vast reach of our work — be it helping the most vulnerable in our community, supporting Israel, responding to crises near and far, combating antisemitism, and so much more. I am proud of how UJA responds in critical moments and supports ongoing work to strengthen our community locally and globally.

When you invest your time, talent, and expertise in UJA, you become part of the world's largest local philanthropy, impacting communities in New York, in Israel, and around the world. Through your involvement, you'll see how UJA creates a collective strategy for a range of pressing issues and how we truly change people's lives.

It's a real privilege to be a part of this work and instrumental in providing essential services to those who need them most. Your leadership now helps us respond to whatever tomorrow may bring. I wish you luck in finding your place in this wonderful organization and on this most extraordinary journey. I'm sure your engagement will be as rewarding and meaningful as mine has been.

Sincerely,

Linda Mirels
President

UJA-FEDERATION OF
NEW YORK CARES FOR
JEWS EVERYWHERE AND
NEW YORKERS OF ALL
BACKGROUNDS, RESPONDS
TO CRISES CLOSE TO HOME
AND FAR AWAY, AND SHAPES
OUR JEWISH FUTURE.

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To learn more about leadership opportunities at UJA-Federation or with our network of nonprofits, please contact the **Leadership Engagement Department** at lead@ujafedny.org.



WHAT WE DO & HOW WE DO IT

➤ HOW TO GET INVOLVED

The Leadership Engagement

Department (LEAD) will connect you to opportunities that match your interests and skills with the needs of UJA-Federation and our partner organizations. Below is a quick summary of the number of ways you can deepen your connection to our work and community:

➤ Information & Inspiration

- **Briefings & Panels** — UJA holds briefings and panels throughout the year in various content areas. These are designed for all donors who are curious to learn more about the work we make possible and our communal impact.

➤ Experiencing the Work

- **Hands-On Volunteering** — If you want to roll up your sleeves and pitch in (whether virtually or in person), consider joining UJA for a volunteer project or one of our large-scale Community Day of Service events.
- **Site Visits** — See UJA's impact in our local community with a site visit to one of our grantees or nonprofit partners. Witness the work on the ground and meet professionals and fellow lay leaders who help bring our mission to life every day.
- **Missions** — Travel with us nationally or globally to gain a deeper understanding of how UJA's mission is actualized on the ground, learn about various communities and their needs, and hear about how UJA is working to help address the issues of the day.

➤ Leadership Opportunities

- **Agency Boards** — Board service at our local nonprofit partners (JCCs, camps, Hillels, health & human services organizations) can be a rich and rewarding experience. A strategic placement is made based on your skills, experience, and interests, as well as the needs of the agency.
- **Fundraising Committees** — Raising the critical funds to support our work starts with our campaign. Lay leaders partner with UJA professionals to help raise essential resources, planning events organized around professional affiliation, interest areas, and/or geography.
- **Hillel Mentorship** — This initiative brings together two vibrant communities — committed UJA lay leaders and current Hillel students on CUNY campuses — in an engaging and goal-based mentorship experience.
- **Planning Committees** — Lay leaders who are interested in helping to steward UJA's resources to meet communal needs can partake in UJA's grantmaking committees in a variety of issue areas. LEAD will thoughtfully connect you to opportunities in the planning departments described in this book.
- **Pro Bono & Project-Based Volunteering** — Leverage your professional expertise with our local nonprofit partners in an array of ways. Discreet projects are available in areas such as finance, real estate, technology, HR, marketing, and more.

➤ Programs for Young Leaders

- **Leadership Labs** — This yearlong curriculum for UJA Young Leaders (in their early to late 20s) is focused on developing lifelong transferable leadership skills to use within UJA and beyond. Participants identify personal philanthropic interests through exposure to UJA's impact locally and globally, build a community of like-minded peers, and hear from experts in the field.
- **Observership** — This opportunity for young professionals in their 20s & 30s allows them to explore the world of strategic planning and governance during a one-year placement on a planning committee or agency board. Observership participants develop the knowledge and skills needed to be impactful lay leaders now and into the future.
- **Shapiro Family Fellowship** — Intended for young professionals, ages 25–35, who have traveled to Israel at least once prior to applying and who have knowledge about or engagement with Israel-diaspora relations. This boutique cohort experience includes curated programming and monthly learning sessions about Jewish Peoplehood and Israel. Participants also experience a 12-day immersive trip in Israel, where they explore the country alongside Israeli professionals and peers through social, economic, and political perspectives.



Contact LEAD at
lead@ujafedny.org or
speak to your UJA
professional to learn
more about these
and other opportunities.



MAKE A
DIFFERENCE
IN THE WAYS
THAT MEAN
THE MOST
TO YOU.

OUR IMPACT IN NUMBERS (IN THE PAST YEAR)

\$35.4 MILLION
in emergency cash
assistance distributed
locally and globally

More than
645,000 HOURS
in mental health
services provided

**17.4 MILLION
POUNDS**
of food distributed to
hungry New Yorkers

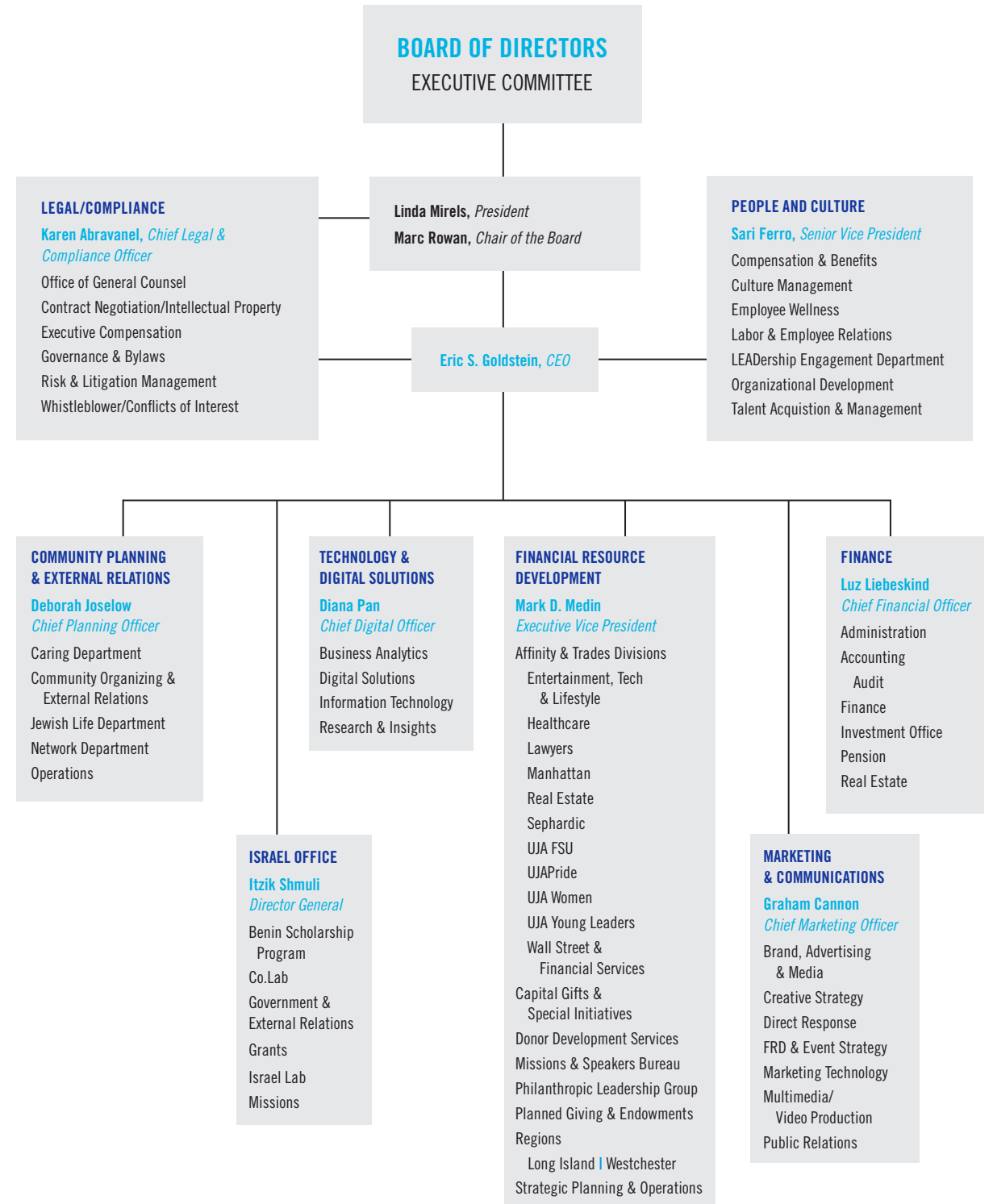
Our advocacy efforts
yielded
\$489 MILLION
in nonprofit security
grants from federal and
state sources

Over
150,000 TEENS
and young adults
participated in
Jewish-based
leadership programs

Nearly
\$7.5 MILLION
dedicated to meet the
needs of the last
generation of
Holocaust survivors

5.5 MILLION
lives touched

ORGANIZATIONAL CHART



Name in blue = staff

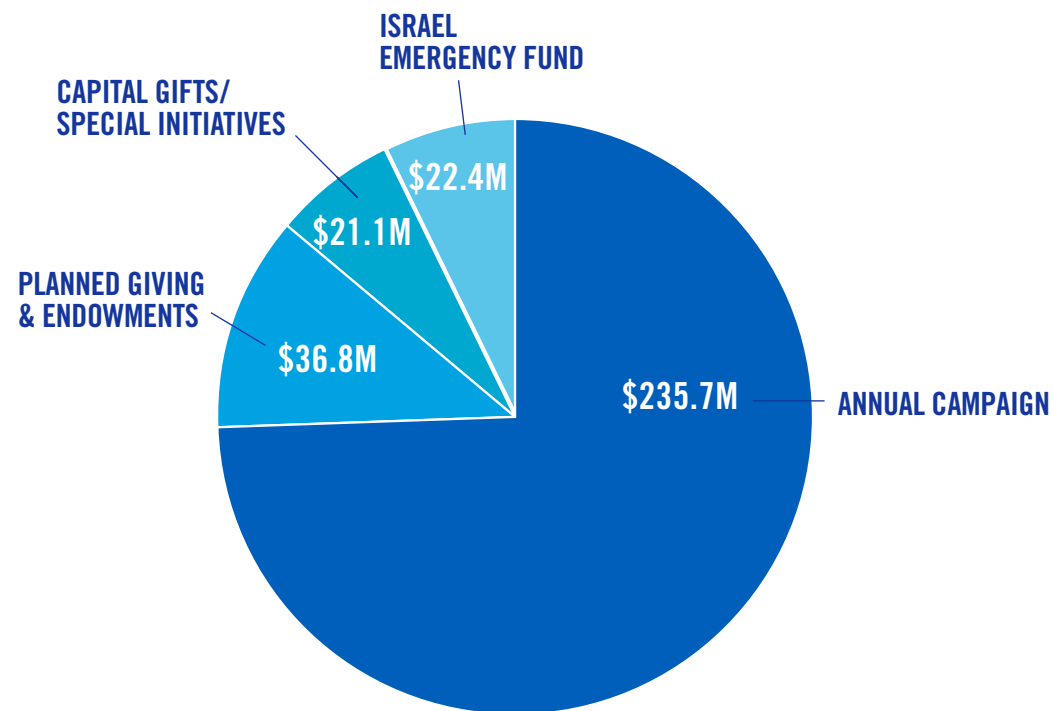
➤ HOW WE RAISE MONEY

Raising the essential resources needed to fund our work starts with our campaign. Partnering with UJA-Federation professionals and fellow community members, lay leaders in this area understand UJA's valuable impact and are strong ambassadors for UJA's mission and work, engaging their peers in our fundraising efforts.

This type of engagement is especially meaningful for those who enjoy planning and attending events, briefings, and programs, participating in volunteer projects, traveling on missions and site visits, and connecting with peers who share common interests.

With the funds raised, UJA is able to put its mission into action and impact communities locally and globally. This happens through support to partner organizations and targeted grantees as well as special projects and initiatives.

In 2025, UJA raised a total of **\$316.0 Million**.



Financial Resource Development (FRD)

Kim Hartman

David Wasserman

General Campaign Chairs

Mark Medin

Executive Vice President, FRD

FRD Departments

- Affinity Division & Trades
- Capital Gifts & Special Initiatives
- Planned Giving & Endowments
- Philanthropic Leadership Group
- Strategy Planning and Operations

Trades & Affinities

- Entertainment, Tech & Lifestyle
- Healthcare
- Lawyers
- Real Estate
- Sephardic
- UJA FSU
- UJAPride
- UJA Women
- UJA Young Leaders
- Wall Street & Financial Services

Regions

- Manhattan
- Interboro
- Long Island
- Westchester

Select Recognition Societies

- UJA Young Leaders Circle (\$3,600+)
- Lion of Judah (\$6,000+)
- Tzedek Society/Joshua Society (\$10,000+)
- King David Society (\$25,000+)
- Ambassador's Round Table (\$50,000+)
- Prime Minister's Council (\$100,000+)
- Heritage Society (Planned Giving)

➤ HOW WE MAKE AN IMPACT

COMMUNITY PLANNING
& EXTERNAL RELATIONS (CPER)

Neil Sandler
General Planning Chair

Deborah Joselow
Chief Planning Officer

Jennifer Kaplan
Executive Director, Operations

For the 2025-2026 fiscal year, UJA-Federation’s Board of Directors approved **\$297.6 million** in funding for grants and direct programs, contributing to the vitality and creating community impact in New York, in Israel, and around the world. Additionally, in the last year, over **\$200 million** has been allocated in Israel emergency funding post October 7, and nearly **\$25 million** for Ukraine crisis response.

➤ How do we set priorities?

We start by meeting with experts, volunteers, and academics and asking, “What are today’s most urgent challenges?” We research the issues that reflect UJA’s overall vision, while staying informed of critical trends. And we draw on the internal expertise of UJA’s professionals and lay leaders, as well as leverage our relationships with a wide range of nonprofits and community influencers.

➤ How do we invest?

Some of our grants can influence broad, systemic change, while others are targeted to address a specific issue. All of them — whether to large-scale social service agencies or entrepreneurial start-ups — represent critical organizations for specific programs, capacity-building, or initiatives.

➤ How do we evaluate our impact?

We rigorously and continuously assess our partners and grantees to make sure that they reach the highest programming and service standards. Goals are benchmarked, and formal reporting of qualitative and quantitative outputs is required at the midpoint and conclusion of each funding year.

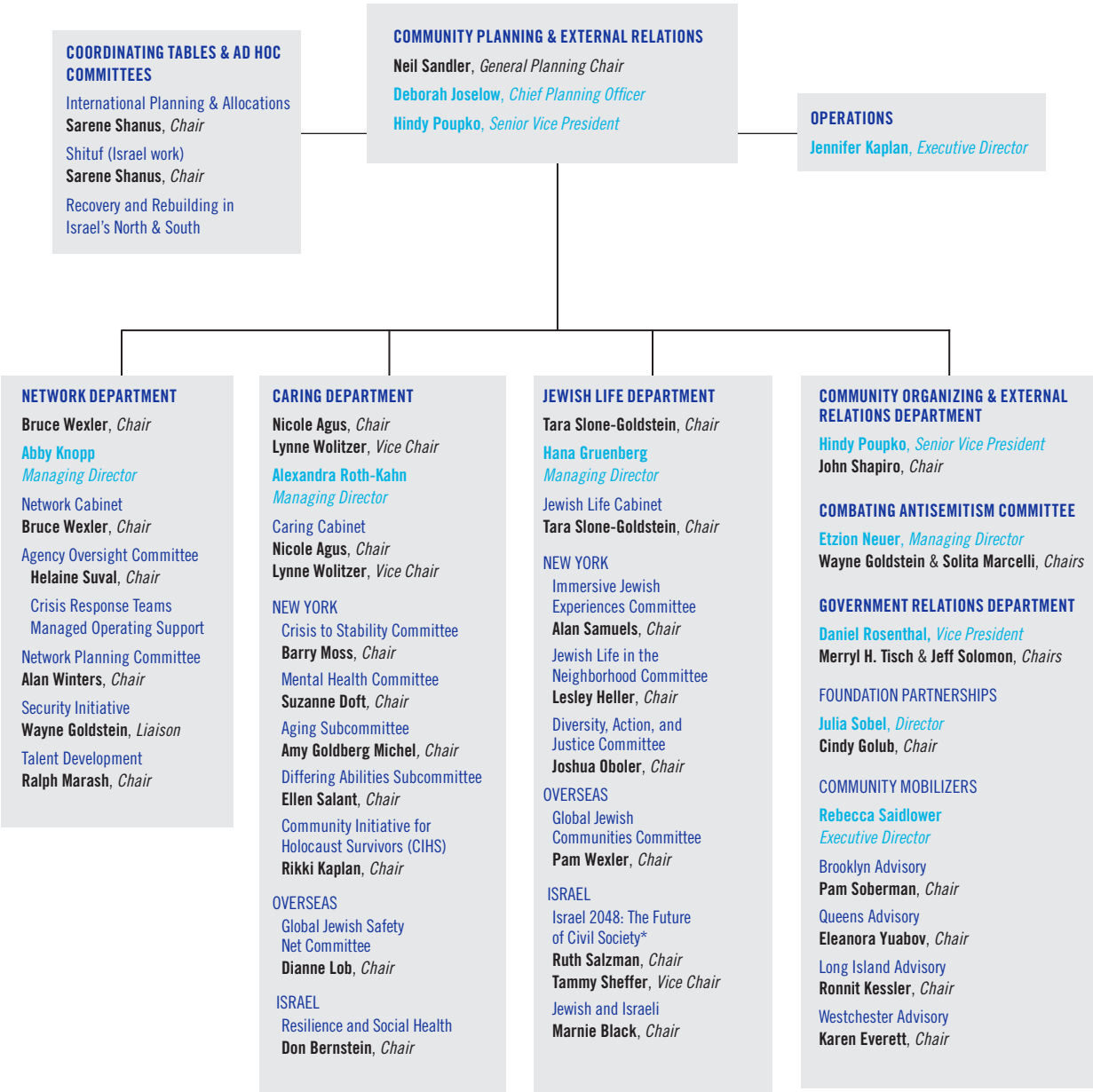
➤ Who are our partners?

UJA supports a global network of hundreds of nonprofits, such as local Jewish community centers, large human service agencies, camps, Hillels, and overseas partners, plus synagogues, day schools, and grassroots organizations that include start-ups and other gateway organizations. (see pages 28-29)

➤ Planning Departments

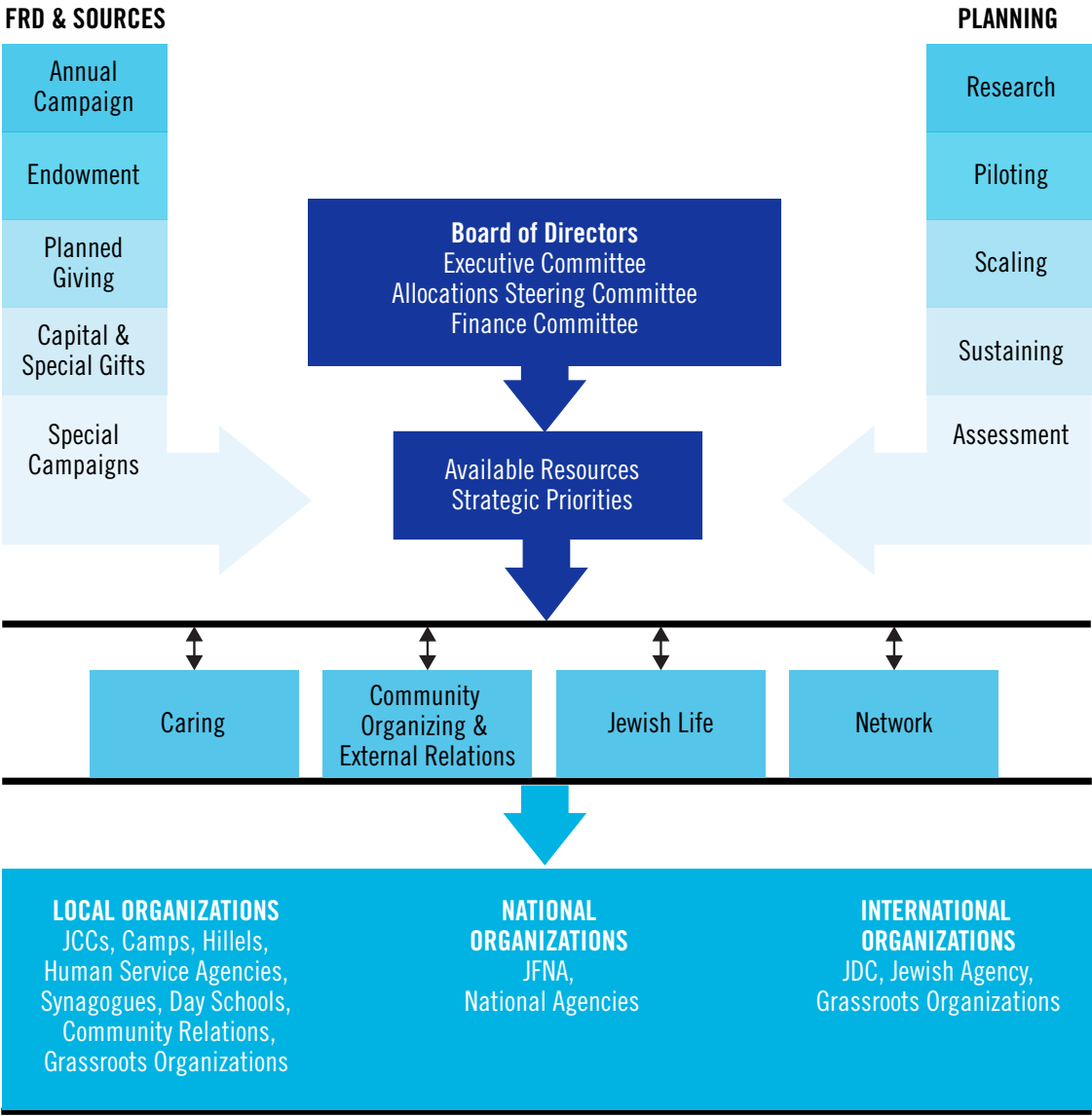
Caring • Community Organizing & External Relations • Jewish Life Network • Operations

➤ COMMUNITY PLANNING & EXTERNAL RELATIONS (CPER) ORGANIZATIONAL CHART



*This is a joint committee of the Caring and Jewish Life departments.
Name in blue = staff

OUR GRANTMAKING PROCESS



The left side of the chart represents available resources on which the operating budget is based.

The right side of the chart represents the planning process. This includes priority setting, research, grant-making, seeding innovation, and assessment to address both emerging and long-range community needs.

How it all fits together The available resources fund our strategic priorities, which are realized by the planning departments via initiatives and grants that are allocated to partner organizations in New York, in Israel, and beyond. These partners are our primary mechanism for delivering services to the community.

WHERE THE DOLLARS GO

BY FOCUS AREA IN NEW YORK, IN ISRAEL, AND AROUND THE WORLD



(Fiscal Year 2024)

Dollars in millions.

Responding to Antisemitism and Global Crises	\$118.2	45%
▪ Emergency Support for Israel	\$96.9	37%
▪ Responding to Global Crises	\$11.8	4%
▪ Confronting Antisemitism	\$9.5	4%
Caring for People in Need	\$69.6	26%
▪ Combating Poverty	\$39.4	15%
▪ Nurturing Mental Health and Well-Being	\$30.2	11%
Strengthening Jewish Life	\$63.1	24%
▪ Deepening Jewish Identity	\$43.6	17%
▪ Building Jewish Community	\$19.5	7%
Promoting Inclusive and Accessible Jewish Communities	\$12.6	5%

BY GEOGRAPHY



(Fiscal Year 2024)

Dollars in millions.

New York	\$124.9	47%
Israel	\$110.9	42%
Former Soviet Union	\$10.9	4%
National	\$9.6	4%
Europe & Other International	\$7.2	3%

IN FY 2024, UJA'S TOTAL GRANT EXPENSE WAS \$263.5 MILLION.

This includes rental value of property used by agencies without charge. Individual grants may be attributed to more than one focus area.

➤ FOCUS AREAS

Caring

NEW YORK

Community Initiative for Holocaust Survivors Committee (CIHS) ensures that Holocaust survivors in New York and Israel are supported with dignity, comfort, and connection to the Jewish community. The committee funds a wide array of trauma-informed programs that promote emotional well-being, reduce isolation, and provide culturally sensitive care. These efforts include therapeutic support, social engagement opportunities, and services that adapt to the evolving needs of aging survivors. CIHS also invests in critical safety net services that give survivors reliable access to essential resources and compassionate care throughout their later years.

Funding Examples: Case Management, Socialization Programming, Trauma-Informed Mental Health Support, In-Home Services, Emergency Financial Assistance, Food Delivery, Legal Aid

Rikki Kaplan, Chair

Crisis to Stability Committee focuses on alleviating food insecurity and helping individuals living in or near poverty become self-sufficient through an array of services and supports. Funded programs aim to ensure that a full range of social services are available to the economically vulnerable Jewish and greater NYC community so individuals and families can meet their basic needs, live in safety and with dignity, and be positioned on a pathway toward independence. The employment, benefits access, and tech education interventions, among others, that the committee supports leverage the expertise and assets of UJA's partner organizations, increase accessibility, and address the needs of those at all ages and stages, from college students to single parents to seniors.

Funding Examples: Digital Food Pantries, Workforce Development, Emergency Cash Assistance, Comprehensive Case Management, The Jack & Shirley Silver Hub in Queens, The Brooklyn Hub

Barry Moss, Chair

Isolation to Inclusion Committee works to reduce barriers to participation and foster a sense of belonging for historically marginalized members of the Jewish community. Through two subcommittees — Aging and Differing Abilities — the committee supports programs that ease loneliness, promote connection, and create inclusive pathways for meaningful engagement.

- **Aging Subcommittee** supports older adults in aging with dignity and staying connected to their communities. Grants focus on emotional and social support, end-of-life care, resources for family caregivers, and opportunities to build friendships and community through local programming.

Funding Examples: Dementia-friendly NORCs, Verve 55+ Living, Family Caregiver Abuse Prevention

Amy Goldberg Michel, Chair

- **Differing Abilities Subcommittee** envisions a Jewish community where people of all abilities are welcomed and included. The committee supports efforts to expand access, increase independence, and ensure individuals with disabilities and their families can fully participate in Jewish life.

Funding Examples: Future Planning For Adults With Disabilities, Inclusive Youth Programs, Support For Blind And Low-Vision Children

Ellen Salant, Chair

Nicole Agus, Chair
Lynne Wolitzer, Vice Chair
Alex Roth-Kahn, Managing Director

The Caring Department recognizes that all people are susceptible to the challenges that life may bring — whether that's food insecurity, trauma, grief, loneliness, aging, disabilities, or other issues. Our support is particularly essential during periods of crisis, as we have seen during the pandemic, the war in Ukraine, the devastating events of October 7, the war in Israel, and in the face of rising antisemitism. As such, our mission is abiding, whereas our grant strategies are timely, forward-thinking, and innovative.

Mental Health Committee aims to support all members of the Jewish community — from childhood through older adulthood — experiencing challenges such as anxiety, depression, isolation, domestic violence, substance abuse, building families, and more. The committee supports programs that meet individuals where they are, both in their mental health journey and in their neighborhood. By ensuring the presence of mental health support in schools, JCCs, youth groups, and other spaces where Jews gather, the committee works diligently to provide access and services to reach as many in our community as possible.

Funding Examples: Mental Health Support in schools and JCCs, Herenow Teen Mental Health Program, Makom Shalom Domestic Violence Network, 70 Faces Media, Jewish Community Mental Health Initiative (JCMHI)

Suzanne Doft, Chair

ISRAEL & OVERSEAS

The Global Jewish Safety Net Committee has two main priorities: First, to support vulnerable Jewish communities around the world so that they are strong, resilient, and equipped to respond to challenges. Second, to maintain expertise and oversee the allocation of financial resources to respond to human crises and natural disasters as needed and when appropriate in New York, the U.S., and other parts of the world.

Funding Examples: Global Humanitarian Assistance in the Former Soviet Union, Building Resilience through Employment and Mental Health Initiatives in Ukraine, Response to Natural Disasters and Other Global Emergencies

Dianne Lob, Chair

Resilience and Social Health in Israel Committee seeks to promote inclusive growth, ensuring that all members of Israeli society have access to opportunities as well as the skills to assume responsibility for personal and national well-being. We will support the most challenged and at-risk populations, and invest in efforts that build social resilience, uplift the social fabric of Israeli society, and promote a respectful shared society. The committee will invest in national, regional, and local initiatives that support social well-being and full participation in Israeli society, as well as those that promote civic responsibility and mutual respect. The committee will focus on subsets of the Israeli population that are most critical to Israel's future, such as youth and young adults.

Funding Examples: Developing meaningful connections between Jewish and Arab students through structured language and cultural exchange, supporting improvements to the education system in Arab localities, training youth on Israel's Periphery to enter elite IDF units and high-tech professions, vocational training for marginalized populations

Don Bernstein, Chair



➤ FOCUS AREAS

Jewish Life

NEW YORK

Immersive Jewish Experience fosters experiences that enable participants of all ages and peer groups to enhance ordinary routines and form connections by spending continuous time living, learning, and celebrating in a vibrant Jewish place. The opportunity to live in Jewish space and time has been proven to be a powerful catalyst for personal transformation and building community.

Funding Examples: Day and Overnight Camps, Teen and College-Age Internship Programs, OneTable Shabbat Initiative, Moishe House, Israel Education Programs

Alan Samuels, Chair

Jewish Life in the Neighborhood works to facilitate grassroots community organizing and the development of vibrant, hyperlocal Jewish experiences throughout the eight-county UJA catchment area. As Jews flourish in American society, we make our homes in an increasing array of neighborhoods. Some areas are home to emerging Jewish communities, while others are in transition. This committee focuses on developing Jewish infrastructure appropriate to the sensibilities of these new and changing ZIP codes.

Funding Examples: Community Engagement Staff at JCCs, Facilitation of Grassroots Jewish Community in Astoria and Long Island City, PJ Library, BBYO, Jewish Childcare Initiatives

Lesley Heller, Chair

Diversity, Action, and Justice leverages Jewish values to build a better world, one that embraces all Jews and is inclusive, accessible, safe, and welcoming. The committee seeks to engage more Jews in the work of social justice, recognizing that social justice is a powerful Jewish engagement and community-building tool, and partner with allies within and outside the Jewish community to address issues of mutual concern.

Funding Examples: Jewish Social Justice Organizations such as Adamah, Repair the World, and the Jewish Social Justice Roundtable; Bridge-Building Initiatives and Programs Supporting Diversity in the Jewish Community

Joshua Oboler, Chair

ISRAEL & OVERSEAS

Global Jewish Communities Committee supports the development of proud, self-sustaining Jewish communities around the world that are vibrant and pluralistic in their embrace of Judaism. With a focus on the former Soviet Union (FSU) and Europe, the committee works to support Jewish communities whose members are connected to their Jewish identity, the State of Israel, and the Jewish people.

Funding Examples: Amplifying Professionals and Programs for Jewish Teen Engagement, Moishe Houses in Europe and the FSU, Student Unions in Europe, and Jewish Community Engagement Programs in Ukraine

Pam Wexler, Chair

Israel 2048: The Future of Civil Society As we look toward Israel's centennial year in 2048, this committee's focus will be to identify and support those actively shaping the next generation of leading organizations, initiatives, and changemakers uniquely suited to mobilize the people of Israel, build community, heal as individuals and as a collective, and mobilize at the local and national level for the common good and a shared future. The committee will leverage the outpouring of individuals and organizations within Israel that stepped up following October 7 while also empowering others to meet the moment. The committee will elevate the volunteer sector, support and develop emerging leaders and address social

Tara Slone-Goldstein, Chair
Hana Gruenberg, Managing Director

The Jewish Life Department embraces Judaism as a beacon for realizing individual potential, experiencing the power of Jewish community, and participating in the work of building a better world for all. Jewish Life will be a guidepost for modern living and a spiritual comfort in difficult times. This is accomplished through inspired engagement with Jewish content, meaningful understanding of a relationship with Israel, and recognition of the shared destiny of the Jewish people. Several committees actualize this mission through strengthening Jewish life in New York, Israel, and around the world.

issues that threaten Israel's vitality over the long term. (*This is a joint committee of the Caring and Jewish Life departments.)

Funding Examples: Leadership development for young adults, new areas of volunteerism, pilot models for Haredi men to prepare for and participate in IDF service, creating a shared society ecosystem of Jewish and Bedouin/Arab communities in the Negev

Ruth Salzman, Chair
Tammy Sheffer, Vice Chair

Jewish and Israeli Committee supports Israeli organizations and leaders that advocate for the full recognition and legitimacy of diverse Jewish expression, so that Judaism can serve as a source of personal and communal inspiration and resilience. The committee's work strengthens the interdependency of Judaism and democracy, reinforcing that a less democratic Israel which does not grant all citizens equal rights would also be less authentically Jewish. Recognizing that the Jewish State is a collective Jewish endeavor, the committee will also work to strengthen the sense of connection, mutuality, and shared future between American Jews and Israelis.

Funding Examples: Bringing Jewish learning, events and celebration to the north and south of Israel as a source of strength and healing; programs that enable Israelis of diverse backgrounds to engage in Judaism in ways that incorporate all aspects of their identity, including Israel's Reform and Conservative movements, Russian-speaking Jews, LGBTQ+ Jews, Mizrahim, and secular and religious Zionists; support opportunities for meaningful interchange and encounters between American Jews and Israelis, including funding cohorts of influentials to experience Jewish life in the diaspora

Marnie Black, Chair



WE'RE BRINGING
PEOPLE
TOGETHER TO
THINK BIG
AND BE BOLD.

➤ FOCUS AREAS

Network

Network Department Cabinet

The Network Cabinet is the governing body of the Network Department. The Cabinet is responsible for overseeing and providing guidance on departmental planning processes and establishing strategic priorities. The Cabinet provides input into Network's annual budget and into funding and other recommendations made by department committees. The Cabinet stays informed about agencies that are at high risk or facing complex challenges and about trends taking place across the core partner ecosystem. Cabinet members represent the value and impact of our agency partners at various tables within UJA and beyond.

Bruce Wexler, Chair

Agency Oversight Committee

This Agency Oversight Committee monitors the governance practices, fiscal management, and operational functions of UJA's core partner agencies (when appropriate, also providing oversight for strategic partners). It supports operational excellence by enhancing reporting requirements, refining evaluation tools, and utilizing interventions such as managed operating support for agencies facing critical challenges or Crisis Workgroups when the challenges become urgent. The committee stays informed about best practices in the foundation world to help inform UJA's approach to oversight.

Helaine Suval, Chair

AD HOC COMMITTEES

Managed Operating Support (MOS) provides enhanced oversight and management expertise to MOS grantees. This process includes the development of milestones driven by data-informed decisions, financial analysis, planning, and priority setting. UJA and the grantee agency collaboratively establish a timeline for monitoring and milestones.

Crisis Workgroups are formed in response to an urgent situation facing one of UJA's core partners. These workgroups may convene for a short period of time (6-8 weeks) with the short-term goal of managing through a crisis and determining next steps for UJA. These situations arise rarely, and a successful crisis workgroup will hand oversight back to the Agency Oversight Committee.

Network Planning Committee

The Network Planning Committee focuses on strengthening the power of our network to support communities across UJA's catchment area. The committee works with UJA professionals to design interventions, including grant programs and consulting support, that help agencies progress toward key operational objectives and improvement projects while also advancing UJA's priority issue areas. Priority areas for 2025-2026 include community relations, learning and bridge-building to combat antisemitism, enhancing our agencies through technological advancements, and a focus on reducing the carbon footprint of Jewish infrastructure in New York.

Alan Winters, Chair

Bruce Wexler, Chair
Abby Knopp, Managing Director

UJA-Federation supports hundreds of nonprofits, large and small, to meet the needs of Jewish communities locally and globally. At the center of this ecosystem are 65 core partners serving communities and individuals across the five boroughs, Westchester, and Long Island. The Network Department's mandate is to foster thriving institutions positioned to serve today's populations and tomorrow's emerging needs. Network provides funding through a combination of general operating support — grants that advance critical operational functions such as energy efficiency and modernized technology — and targeted investments that support strong executive leadership. We also use nonfinancial interventions such as consultation, collaborative and supportive professional networks, and cohort learning on a variety of topics that promote and sustain high-functioning and relevant organizations.

Talent Development Committee

Understanding that the Jewish community is only as strong as its institutions and the professionals that guide them, the Talent Development Committee focuses on organizational strengthening through investments in individual senior leaders, cohort learning that supports professional growth, and trainings that advance staff capacity in critical skill sets. The committee stays current regarding trends in talent development and emerging needs among professionals. The committee considers new/emerging strategies and projects and provides oversight of all grants and programs.

Ralph Marash, Chair



See pages 28-29
for **Our Network
of Nonprofits**.



A VIBRANT NETWORK OF NONPROFITS HELPS CREATE LASTING IMPACT IN THE COMMUNITY.

➤ FOCUS AREAS

Community Organizing & External Relations

COMMUNITY MOBILIZERS

Four advisories, based in North/Central Brooklyn, Long Island, Queens, and Westchester, work to increase UJA's impact on the ground and our vision of fostering thriving Jewish communities around New York. Specifically, they mobilize community members and organizational leaders to tackle critical social or communal issues and address needs in local Jewish communities. This rapid response team is committed to cultivating the power of community and inspiring grassroots participation to solve challenges and act on opportunities.

- **Brooklyn Advisory**

Funding Examples: Jewish Engagement, Jewish/Black Christian Bridge-building, Supporting Emerging Jewish Community Builders, Haredi Outreach Initiative

Pamela Soberman, Chair

- **Long Island Advisory**

Funding Examples: Social Prescribing and Combating Loneliness, Interfaith Bridge-building and Youth Anti-hate Programs

Ronnit Kessler, Chair

- **Queens Advisory**

Funding Examples: Bukharian Youth and Young Adult Programs, Jewish/Asian Community Bridge-building

Eleanora Yuabov, Chair

- **Westchester Advisory**

Funding Examples: Superintendents Convenings, Teen Bridge-building, Engaging Young Families, Interfaith Clergy Cohorts, Initiatives to Combat Antisemitism

Karen Everett, Chair

GOVERNMENT RELATIONS

The Government Relations team sets the annual agenda for UJA's legislative priorities, lifting up the interests of the Jewish community as well as the interests of all New Yorkers who depend on the work of UJA's nonprofit partners by:

- Developing and enhancing relationships with legislators and community leaders
- Educating elected officials and other policy makers at the local, state, and federal levels on key issues of importance to the New York Jewish community
- Advocating for the policy priorities of UJA and our network partners in New York City Westchester, Long Island, Albany, and Washington, D.C.
- Coordinating lobby days with lay leaders and agency professionals
- Collaborating with UJA's network of nonprofits to identify community challenges and needs
- Convening briefings on relevant public policy issues

Merryl H. Tisch & Jeff Solomon, Chairs

COMBATING ANTISEMITISM COMMITTEE

The Combating Antisemitism Committee serves as the central forum for coordinating and guiding UJA's cross-departmental response to antisemitism. While UJA embraces a comprehensive, organization-wide approach — deploying strategies and grantmaking across multiple sectors — this Committee focuses specifically on three priority areas: K-12 education, college campuses, and the workplace. The Committee will also launch and incubate new ideas and ensure that existing strategies continue to be advanced and nurtured by the relevant committees and their liaisons.

Wayne Goldstein & Solita Marcelli, Chairs

John Shapiro, Chair
Hindy Poupko, Senior Vice President

The Community Organizing and External Relations (COER) division is instrumental in amplifying UJA's impact by fostering strategic relationships with key stakeholders, including elected officials, government entities, community organizations, and foundations. By leveraging expertise in government relations, the department advances critical Jewish communal and social service priorities and increases UJA's visibility on important public policy issues. COER also mobilizes local leaders and community members to address local issues, creating a stronger, more cohesive community. Through innovative partnerships and targeted initiatives, COER positions UJA as a thought leader and pivotal player in addressing contemporary communal challenges. Within the COER Division there are three primary focus areas.

COORDINATING TABLES & AD HOC COMMITTEES

International Planning and Allocations (IPA)

Committee is tasked with articulating UJA's international mandate and strategies, developing a dynamic and integrated funding model and accountability framework for its international partners, and establishing maximally efficient and effective working relationships with UJA's largest overseas grantees — The Jewish Agency for Israel (The Jewish Agency) and The American Jewish Joint Distribution Committee (JDC). The committee is also responsible for understanding the critical roles that these organizations are playing in Israel and around the world as well as making annual recommendations regarding UJA's unrestricted allocations to The Jewish Agency and JDC.

Sarene Shanus, Chair

IPA also includes the following Israel and global coordinating bodies:

Shituf is UJA's overarching Israel planning committee. It develops and implements high-level vision, priorities, and goals for UJA's work in Israel. At this table, professionals and lay leaders from the other Israel-focused committees, as well as other areas of UJA, convene to increase impact through ongoing coordination and collective learning.

The Global Planning Table provides a forum for lay and professional leaders of UJA's global planning committees to discuss high-level strategy and priorities, exchange relevant information and learnings, and develop shared opportunities.

The Recovery and Rebuilding Israel's South and North Committee, newly established in FY26, will build on the work of the UJA Israel Emergency Fund. While the emergency phase has passed, the challenge of reconstructing the hardest hit geographic areas remains. The committee will focus on the return of evacuated and displaced residents and strengthening anchor institutions, local leadership, and municipalities as drivers of long-term social and economic vitality. Consideration will be given to the ongoing needs of people and communities living in or near conflict zones, recognizing each region's diversity and unique needs for tailored solutions. The committee will also attend to the multifaceted challenges of victims of October 7 and war-related special populations to help them meet their needs, recover, and thrive.

RESEARCH AND INSIGHTS

UJA continually works to embed our grantmaking into the framework of research, evaluation, and assessment. We research our communal landscape, evaluate the direct services we offer and grants we make, and continually assess the performance of our strategies and impact areas. We also conduct the Jewish Community Study of New York, a comprehensive demographic study of the Jewish community across the five boroughs of New York City, Long Island, and Westchester County.





THE LAY LEADER'S TOOLKIT



➤ ROLE OF THE LAY LEADER

The commitment, passion, and generosity of lay leaders help ensure UJA-Federation's continued successes and ability to effectively serve the needs of our community. Thank you for your partnership!

THE PLANNING DEPARTMENT (CPER)

Lay leaders who are placed on grant-allocating committees in the Planning Department have strong foundational knowledge of UJA and an understanding and experience in the subject matter. Together with their professional counterpart, these leaders consider emerging needs and issue areas, review grant proposals and make funding recommendations, and assess investment outcomes.

➤ Expectations of Lay Leaders in Planning Departments.

- Make a **meaningful contribution** to the annual campaign
- Consider an appropriate legacy or **planned gift** commitment
- Understand and **support the mission** and work of the department and committee
- Help set committee's **strategic priorities**
- Help establish the **goals and outcomes** for committee initiatives; help evaluate the results of these initiatives
- Maintain the **knowledge necessary to help the committee** make informed decisions
- **Stay current on the work and latest initiatives** of UJA-Federation and issues within the larger Jewish community, including participation in briefings, agency site visits, and missions
- Act as an ambassador for UJA-Federation, able to **speak to our mission** and work
- Maintain a **positive work environment** with fellow committee members, staff, and guests
- Whether virtual or in person, **commit to attending at least 75% of meetings** and promptly communicate with committee staff when unable to attend a meeting
- May serve on committee for up to **4 consecutive years**



FINANCIAL RESOURCE DEVELOPMENT (FRD)

FRD lay leaders partner with UJA-Federation's development professionals to engage prospects and donors in support of our annual campaign, planned giving and endowments, and capital projects.

➤ Expectations of FRD Lay Leaders

- Make a **meaningful contribution** to the annual campaign
- Consider an appropriate legacy or **planned gift** commitment
- **Advocate for the campaign** to their network of peers — participate in committee meetings and relevant FRD events
- Serve as a **thought partner** in planning fundraising and engagement events
- Have **firsthand insights** into the community of constituents that a leader is helping engage
- **Act as an ambassador** for UJA-Federation, with the ability to speak to our mission and work
- **Stay current on the work and latest initiatives** of UJA-Federation and issues within the larger Jewish community, including participation in virtual or live briefings, agency site visits, and missions
- Maintain a **positive work environment** with fellow committee members, guests, and staff

AGENCY BOARD SERVICE

Board service can give lay leaders a deeper understanding of how UJA's mission comes to life in the communities we serve. UJA nonprofit partners are looking for skilled and experienced volunteer leaders who have an interest in governance and a passion for their missions.

➤ Expectations of Board Members

- Be responsible for the **financial oversight and governance of the organization**, including oversight of the executive director
- Participate in **resource development efforts** for the agency, including making an annual gift
- Consider and help **ensure the agency is responsive** to evolving community needs
- Take part in agency's **planning and programmatic efforts**
- Usually sit on at least one **subcommittee** of the board
- Act as an **advocate/ambassador** for UJA-Federation

➤ BUILDING A STRONG LAY-PRO PARTNERSHIP

Lay leaders, serving on FRD and/or Planning committees, work hand-in-hand with UJA professionals to help realize our mission, set priorities, and steward organizational resources. Developing a strong lay-professional partnership is integral.

➤ What you can expect from your professional counterpart:

- **Institutional expertise**, including a clear perspective on organizational priorities, structure, and processes
- **Content area expertise**, including knowledge of developments in the field
- **Knowledge of grantee organizations** and nonprofit partners
- **Project management** skills
- **Grant management** fluency
- **Primary driver** in working to meet operational goals and objectives

➤ A successful lay-professional relationship will:

- **Build trust**, respect, and a collaborative spirit
- **Understand and define roles** together from the outset, agreeing to realistic expectations for one another
- **Start with full disclosure** regarding working styles, strengths and weaknesses, and availability
- **Establish regular communication** and keep one another informed of relevant information and new developments

➤ Establish common goals and a shared vision of success:

- **Think strategically** — be guided by the ultimate goal: to uphold the mission and priorities of the organization while being responsive to community needs
- **Develop priorities** — consider where and how your skills, talent, and experience might be best leveraged to serve the committee's goals and objectives
- **Acknowledge creative tension** — understand when it may arise and work to resolve it constructively

➤ Commit to ongoing learning, assessment, and reflection:

- **Be candid** and embrace openness — communicate clearly and focus on providing actionable feedback
- **Regularly debrief** after meetings, events, and projects, highlighting successes and identifying areas for improvement
- Seek out opportunities to **learn and grow as partners**, including attending applicable briefings, conferences, and trainings

➤ UJA GLOSSARY

In your role as a lay leader, you will be exposed to the “alphabet soup” of the Jewish community. While not an exhaustive list, these acronyms are frequently used at UJA-Federation:

ASC – Allocations Steering Committee

Core Partner – One of more than 60 nonprofit partners that receive unrestricted operating support

CPER – Community Planning & External Relations (a. k. a “Planning”)

Designated Grants – Made available through requests for applications or by invitation to organizations for specific programs, capacity building, or initiatives

EC – Executive Committee

FRD – Financial Resource Development

FRD Affinity Divisions – Composed of industry and interest-specific groups that come together for fundraising events, briefings, missions, and other opportunities to support UJA's work.

FRD Giving Circle – A group of individuals who pool together their philanthropic giving to focus on a specific cause or project. UJA offers several giving circles for donors of a certain level to our annual campaign

FSU – Former Soviet Union

General/Core Operating Support – Provides organizations with critical, unrestricted dollars for infrastructure and resiliency

JAFI – The Jewish Agency for Israel

JDC – Joint Distribution Committee aka The Joint

JFNA – Jewish Federations of North America (umbrella organization for federations across the U.S. and Canada)

M&C – Marketing & Communications

Network Partner (a.k.a. “The Network”) – UJA funds a network of hundreds of nonprofits, including social service agencies, JCCs, camps, Hillels, synagogues, day schools, and grassroots organizations

PAC – President's Advisory Council (composed of former EC members)

Planning Departments – Caring, Jewish Life, Network, Community Organizing & External Relations — these divisions help execute UJA's mission and respond to evolving community needs.

RSJ – Russian Speaking Jew



➤ OUR NETWORK OF NONPROFITS

CORE PARTNERS

Camping

Berkshire Hills Eisenberg Camp
Camp Zeke
Eden Village Camp
Henry Kaufmann Campgrounds
Rising Treetops at Oakhurst
Surprise Lake Camp
Usdan Summer Camp for the Arts

Community Relations

Council of Jewish Émigré Community Organizations (COJECO)
Jewish Community Relations Council of New York (JCRC-NY)
The New York Board of Rabbis
Westchester Jewish Council

Health and Human Services

DOROT
Hebrew Free Burial Association
Hebrew Free Loan Society
JASA
JCCA
Jewish Board of Family and Children's Services
Jewish Deaf Resource Center
Metropolitan Council on Jewish Poverty
The New Jewish Home
New York Legal Assistance Group (NYLAG)
Selfhelp Community Services
Westchester Jewish Community Services (WJCS)

Jewish Campus Life

Columbia/Barnard Hillel - The Kraft Center for Jewish Student Life
Edgar M. Bronfman Center for Jewish Student Life at New York University
Hillel at Baruch College
Hillel at Binghamton University
Hillel at the College of Staten Island
Hillels of Westchester
Hofstra University Hillel
Hunter College Hillel
Queens College Hillel
Stony Brook Hillel
Tanger Hillel at Brooklyn College

Jewish Community Centers

The 92nd Street Y
Barry and Florence Friedberg Jewish Community Center
Boro Park Y
Bronx House
Commonpoint Queens
Edith and Carl Marks Jewish Community House of Bensonhurst
Educational Alliance
Harold and Elaine Shames JCC on the Hudson
The Hebrew Educational Society
Jewish Community Center of Mid-Westchester
Jewish Community Center of Staten Island
Kings Bay Y
The Marion & Aaron Gural JCC
Marlene Meyerson JCC Manhattan
Mid-Island Y Jewish Community Center
Moise Safra Community Center
Mosholu Montefiore Community Center, Inc.
Riverdale YM-YWHA
Sephardic Community Center
Shorefront YM-YWHA of Brighton-Manhattan Beach
Sid Jacobson Jewish Community Center
Suffolk Y Jewish Community Center
YM&YWHA of Washington Heights & Inwood

Jewish Education

Adamah
The Jewish Education Project

National/International

70 Faces Media
The American Jewish Joint Distribution Committee (JDC)
Hillel International
JCC Association of North America
The Jewish Agency for Israel
The Jewish Federations of North America

STRATEGIC ALLIES

Camping

Foundation for Jewish Camp

Day Schools

Abraham Joshua Heschel School
Barkai Yeshivah
Hannah Senesh Community Day School
Hebrew Academy of the Five Towns and Rockaway (HAFTR)
Hebrew Academy of Long Beach
Hebrew Academy of Nassau County (HANC)
The Leffell School
Manhattan Day School
Mazel Day School
North Shore Hebrew Academy
Ramaz School
Rodeph Sholom School
SAR Academy and High School
Schechter School of Long Island
The Shefa School
Solomon Schechter School of Manhattan
Solomon Schechter School of Queens
Westchester Day School
Yeshiva Darchei Torah
Yeshiva of South Shore
Yeshivah of Flatbush

Health and Human Services

The Blue Card
Bronx Jewish Community Council
Collective Impact Initiative
Community Alliance for Jewish-Affiliated Cemeteries (CAJAC)
Council of Jewish Organizations of Flatbush
Crown Heights Jewish Community Council
Gurwin Jewish Nursing & Rehabilitation Center
Israel Trauma Coalition
Jewish Community Council of Canarsie
Jewish Community Council of Greater Coney Island
Jewish Community Council of the Rockaway Peninsula (JCCRP)
Maoz
MJHS
OHEL
Olim Beyahad

Queens Jewish Community Council
Ramapo for Children
Sephardic Bikur Holim
Shorefront Jewish Community Council
United Jewish Council of the East Side

Jewish Education

BINA
Hadar Institute
Keshet
Shalom Hartman of North America

National/International

Afya Foundation
Edmond de Rothschild Partnerships
HIAS
Jewish Council for Public Affairs (JCPA)
Moishe House
Network of Jewish Human Service Agencies
Sapir Center for Jewish Education and Culture

➤ CONTACT INFORMATION

We are honored that you have chosen UJA-Federation as a recipient of your volunteer time. We welcome your input and any questions you may have. Please feel free to reach out.

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➤ OUR LEADERSHIP

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Chair of the Board

Marc Rowan*

Chief Executive Officer

Eric S. Goldstein

Treasurer

Suzanne F. Peck*

**General Chairs
2026 Campaign**

Kim Hartman*
David Wasserman*

**Chair, Planned Giving
& Endowments**

David L. Moore*

Chair, UJA Women

Robin Kaplan*

General Planning Chair

Neil Sandler*

Chair, Caring Department

Nicole Agus*

**Chair, Jewish Life
Department**

Tara Slone-Goldstein*

Chair, Network Department

Bruce Wexler*

**Executive Committee
at Large**

Jeffrey H. Aronson*
Lloyd Blankfein*
Joshua Nash*
Jeffrey Solomon*
Merryl H. Tisch*
Jane Wilf*

**Immediate Past President
Chair, Allocations
Steering Committee**

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Co-Chair**

UJA Young Leaders
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Financial Resource
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Chief Planning Officer

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Chief Financial Officer

Luz Liebeskind

Chief Digital Officer

Diana Pan

**Chief Legal & Compliance
Officer**

Karen Abravanel

Chief Marketing Officer

Graham Cannon

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Presidents Emeriti**

Ernest W. Michel**
Stephen D. Solender
John S. Ruskay

Leadership Engagement Department (LEAD)

**Senior Vice President
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UJA-Federation of New York cares for Jews everywhere and New Yorkers of all backgrounds, responds to crises close to home and far away, and shapes our Jewish future.

 ujafedny.org

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