UNION FOR REFORM JUDAISM
Biennial
SAN DIEGO, CA • DECEMBER 12–16, 2007

Creating and Sustaining a Culture of Leadership

Marc J. Swatez, Ph.D., FTA
Executive Director
Congregation B'nai Jehoshua Beth Elohim
Glenview, Illinois
(847) 729-7575
www.bjbe.org
mswatez@bjbe.org

Karen Wisialowski
President
Peninsula Temple Sholom
Burlingame, California
(650) 697-2266
www.sholom.org
president@sholom.org

1. Defining a Culture of Leadership

2. The Role of the Leader in Shaping Culture

3. Recruitment – Strategies for Identifying New Leaders

4. Integration – Strategies for Engaging New Leaders

5. Retention – Sustaining the Culture

To download a copy of the Powerpoint slideshow, go to *http://sholom.org/urj2007/*.

Creating and Sustaining a Culture of Leadership

Possible Items for your Board Binder

Board responsibilities and Leadership

- Congregational Values, Purpose, Mission, Objectives
- Expectations of Board Members and Job Descriptions
- Board Covenant
- Leadership and Organizational Structure
- Copy of URJ's "Managing the Sacred" booklet
- Ten Minutes of Torah
- Community links (URJ, HUC, local Federation, etc.)

Financial documents

- Budget and Budget Procedures
- List of Reserve Funds and Rules
- Summary of Fees

Official documents

- Constitution and Bylaws
- Roberts Rules of Order/Parliamentary Procedure Quick sheet
- Long Range/Strategic Plan
- Minutes from Previous Board Meetings and Retreats
- Policy Guidebook

Administration

- Rosters: Board, Committees, Staff, Congregation
- Calendars: Board Meetings, Temple Calendar, Board reps at Shabbat Services, Bulletin Deadlines, etc.

Ideas for Recognition

- Consecration of new board members, including Sisterhood, Brotherhood and Youth Group boards
- Shabbat service in honor of volunteers
- Regular recognition in temple newsletter
- Board member and/or volunteer of the year
- Thank you cards, handwritten if possible
- Invitations to join new committees or projects
- Public thank you's whenever possible

Creating and Sustaining a Culture of Leadership

"Board Expectations" (Sample)

Congregation B'nai Jehoshua Beth
Glenview, Illinois

ATTENDANCE - Each member is expected to attend:

- Board Meetings (usually the 3rd Wednesday of each month)
- Orientations, training sessions, and board retreats (1-2 times a year)
- Installation of Synagogue Officers (Shabbat following the annual meeting)
- Congregation's annual meeting (mid-June)

BOARD INVOLVEMENT - Each member is expected to:

- Come prepared for board meetings by reading and being familiar with all board communications
- Support the decision making process of the board
- Understand synagogue goals and objectives, bylaws, operating procedures and financial affairs
- Serve as a representative of the whole congregation
- Act in accordance with the principles as outlined in the BJBE Covenant of Leadership
- Participate actively as a member of two committees or serve as a chair of one committee
- Serve as a Bima sitter and announcer/usher two Friday evening Shabbat Services per year
- Serve as a Bar/Bat Mitzvah Presenter/usher two Shabbat mornings per year
- Ask questions for clarification

FINANCIAL INVOLVEMENT - Each member is expected to:

- Remain current regarding payment of your financial obligations to BJBE
- Contribute to the best of your ability to the Sustaining Gifts Program and Capital Campaigns
- Contribute to "Caring Community Fund" (used to acknowledge board member life cycle events)

INVOLVEMENT IN SYNAGOGUE LIFE - As a role model, each member is encouraged to:

- Attend religious services as often as you can
- Support/attend congregation-sponsored educational, fund-raising, social or youth group programs
- Be a member of Brotherhood or Sisterhood
- Seek and welcome new members into all aspects of congregational life

Creating and Sustaining a Culture of Leadership

"Board Expectations" (Sample)

Peninsula Temple Sholom
Burlingame, California

Be A MENSCH

B'nai Mitzvah Gifts (Be the Board Rep1-2x/year)
Encourage other members to be involved

Announcements at Shabbat (2-3x per year)

Membership in Brotherhood/Sholom Women

Educational programs (at least1/year)

Nosh at the Oneg to hear members' opinions

Shabbat services (Attend 1-2/month)

Collaborate on committees and at meetings

High Holy Days calls to members

Creating and Sustaining a Culture of Leadership

"Covenant of Leadership" (Sample)

Congregation B'nai Jehoshua Beth Elohim
Glenview, Illinois

Communication -- Jewish Values -- Communication -- Jewish Values --

BJBE Leadership
Expectations and Obligations

With the	Should expect	Should give
Congregation	Financial Support Physical Participation	Representative Governance Support/Implement Our Vision
Board	Involvement Listened To & Valued	Involvement
Staff	Vision Spiritual Guidance Collaboration	Respect Collaboration
Commitment		
Integrity		
Respect		

Sh'tikah	Dibbur	Savlanut	Elu V'Elu	B'yachad	Derech Eretz

Communication -- Jewish Values -- Communication -- Jewish Values --

-- Jewish Values -- Communication -- Jewish Values -- Communication