

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

TEMPLE SHIR TIKVA

STRUCTURE, ROLES AND RESPONSIBILITIES OF LAY LEADERSHIP

OUR MISSION . . . To create and nurture a sacred community and bring the presence of God and *kedusha* (holiness) into our lives. We believe that a strong commitment to lifelong study, meaningful religious expression, and acts of loving kindness and mutual respect provide us with the foundation for a community worthy of the Divine presence.

We embrace the individual Jewish journey of each member and affirm our mutual responsibility to each other, future generations, the broader community, and *K'lal Yisrael* (the totality of the Jewish people). We commit ourselves to *tikkun olam* (repairing our world) and encourage personal ethical behavior in keeping with Jewish values.

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

CONTENTS	Page
I. Overall Lay Leadership Structure	
Overview	3
Lay Leadership Accountability Chart	4
General Operating Guidelines	5
Committee Structure Chart	6
Committee Structure Chart with Functions	7
II. Board of Trustees	
Roles and Responsibilities	8
Mitzvah/Covenant of Leadership	11
Guidelines for Board of Trustees Meetings	12
III. Executive Council	
Roles and Responsibilities	13
IV. Steering Committees	
Roles & Responsibilities	14
V. Committee Structure	
General Information for all Committees	15
Why Do We Have Committees?	15
Committee Tasks	16
Roles & Responsibilities of the Chairperson	16
Roles & Responsibilities of Committee Members	17
Beit Midrash (Education) Steering Committee	18
School	19
Youth	20
Adult Education	21
Family Education	22
Library	23
Beit Tefillah (Worship) Steering Committee	24
Ritual	25
High Holidays	26
Music and Choir	27
B'nai Mitzvah	28
Holiday Celebrations	29
Arts and Acquisition	30
Beit Kneset (Gathering) Steering Committee	31
Sisterhood	32
Brotherhood	33
Reyim	34
Social Action	35
Keshet	36
Member Service	37
TST Players	38
Kehillah (Governance) Steering Committee	39
Human Resources	40
Facilities	41
Jewish Communal Affairs	42
Strategic Planning	43
Leadership	44
Communications	45
Finance Steering Committee	46
Treasury	47
Development	49
Abatement	50
VI. General Resources	51

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

OVERVIEW

Purpose of the Lay Leadership Structure

The leadership of Temple Shir Tikva should be organized in the most effective manner to promote the values set forth in our mission statement, encourage an open flow of ideas, and engage members to become actively involved in the life and leadership of our sacred community.

We are a community, not a business, and need input from a broad constituency. This lay leadership structure is based, in part, upon the existing committee structure and is designed to ensure broad participation in the work of the synagogue.

The goal is not to create a hierarchy. Each committee does necessary work but no committee works in isolation. This lay leadership structure makes accountabilities clear and creates a structure which will encourage and support committee work, while ensuring open dialogue among committees and that the more difficult or far reaching the issue, the broader the effort to obtain consensus.

Board of Trustees

The Congregation is the ultimate decision making body and Temple policy should not be established by a small group of individuals. The Board of Trustees is intentionally large so as to represent a cross section of the Congregation. It is comprised of a combination of Temple officers, certain Committee Chairs and members at large. The Board of Trustees meets ten times per year.

Executive Council

The Executive Council is responsible for day-to-day functions, implements policy established by the Board of Trustees, and oversees the work of the Committees. It is comprised of the President, President-Elect, the Vice Presidents (6) responsible for each Steering Committee and the Recording Secretary. The Executive Council provides guidance, assistance and support to the Committees and helps coordinate research and focus issues to be presented to the Board of Trustees so that the Board can focus its attention on policy and not on detail. The Executive Council meets twelve times per year.

Steering Committees

The Steering Committees provide structure, guidance and support to the Temple's front-line operating committees. They also ensure communication among the operating committees. The Steering Committees provide the first line of support for a committee attempting to resolve a difficult issue, and help the operating committees develop the broad consensus necessary to satisfactorily resolve issues of particular importance or sensitivity. Operating committees are grouped with other committees having related concerns. No individual Committee Chair should feel isolated or in doubt as to where his/her committee fits in the Shir Tikva community.

LAY LEADERSHIP ACCOUNTABILITY

CONGREGATION



BOARD OF TRUSTEES



EXECUTIVE COUNCIL



STEERING COMMITTEES

COMMITTEES

GENERAL OPERATING GUIDELINES

Steering Committee work is critical. Each Vice President chairs a Steering Committee and meets with committee Chairs on a regular basis to support the work of the committees and identify concerns. Participation in a Steering Committee ensures a sharing of information and open dialogue among Committees. Many issues may be resolved at the committee level. Issues or problems identified but not resolved by a Steering Committee should be discussed with the Executive Council to determine whether Board of Trustees involvement is necessary.

Generally speaking, matters of controversy or matters which involve fundamental Temple policy, direction and culture should be decided by the Board of Trustees to generate consensus and overall support for whatever decision is made. The Executive Council should try, whenever possible, to research and prepare an issue for the Board of Trustees so that the Board may intelligently debate and decide the policy considerations.

The Board of Trustees meets ten (10) times per year. The Board should use the Executive Council to do its research, collect relevant facts, obtain Committee input, and formulate or refine recommendations. The Board should spend more of its time debating the issues, rather than uncovering the relevant facts. This is true whether the issue is one that a Committee, Steering Committee or Vice President would like presented to the Board, or an issue which the Board has identified as one requiring Board review.

The following chart shows when, generally speaking, an issue should be presented to the Board of Trustees:

ISSUE	MUST ULTIMATELY GO TO THE BOARD	MAY GO TO THE BOARD	NEED NOT GO TO THE BOARD
Adoption of a New Temple Policy	X		
Revision of a Policy Previously Approved by the Board	X		
Issues Affecting Temple Culture	X		
Approval of the Budget	X		
Hiring of new Professional Staff or Clergy	X		
Controversial Committee Business		IF NOT RESOLVED BY EXECUTIVE COUNCIL	
Resolution of Conflict Between Committees		IF NOT RESOLVED BY EXECUTIVE COUNCIL	
Matters Suggested by Committee Chairs		IF NOT RESOLVED BY EXECUTIVE COUNCIL	
Matters Suggested by Vice Presidents		IF NOT RESOLVED BY EXECUTIVE COUNCIL	
Hiring of new Clerical Staff or Teachers			X
Implementation of Board Policy			X
Routine Committee Business			X

COMMITTEE STRUCTURE

Committees are grouped with other Committees having related concerns. Committee Chairs in each group should meet together in a Steering Committee so that they can support each other's functions. Each Steering Committee is chaired by a Vice President.

Beit Midrash	Beit Tefillah	Beit Knesset	Kehillah	Finance
(Education)	(Worship)	(Gathering)	(Governance)	
Steering Committee made up of 5 Committee Chairs and a VP	Steering Committee made up of 6 Committee Chairs and a VP	Steering Committee made up of 7 Committee Chairs and a VP	Steering Committee made up of 6 Committee Chairs and a VP	Steering Committee made up of 3 Committee Chairs and a VP
• School C	• Ritual C	• Sisterhood C	• Human Resources ©	• Treasury ©
• Youth C	• High Holidays ©	• Brotherhood C	• Facilities ©	• Development ©
• Adult Ed C	• Music and Choir ©	• Reyim C	• Jewish Communal Affairs ©	• Abatements ©
• Family Ed C	• B'nai Mitzvah C	• Social Action C	• Strategic Planning C	
• Library C	• Holiday Celebrations C	• Keshet C	• Leadership ©	
	• Arts & Acquisition C	• Member Service C	• Communications C	
		• TST Players ©		

Code: C Existing Committee
© Proposed Committee

COMMITTEE STRUCTURE WITH FUNCTIONS

Committees are grouped with other Committees having related concerns. Committee Chairs in each group should meet together in a Steering Committee so that they can support each other's functions. Each Steering Committee will be chaired by a Vice President.

Beit Midrash	Beit Tefillah	Beit Knesset	Kehillah	Finance
(Education)	(Worship)	(Gathering)	(Governance)	
Steering Committee made up of 5 Committee Chairs and a VP	Steering Committee made up of 6 Committee Chairs and a VP	Steering Committee made up of 7 Committee Chairs and a VP	Steering Committee made up of 6 Committee Chairs and a VP	Steering Committee made up of 3 Committee Chairs and a VP
• School C	• Ritual C	• Sisterhood C	• Human Resources ©	• Treasury ©
• Youth C	• High Holidays ©	• Brotherhood C	• Facilities ©	Budget F
• Adult Ed C	• Music and Choir ©	• Reyim C	Real Estate F	Risk Management F
• Family Ed C	• B'nai Mitzvah C	• Social Action C	• Jewish Communal Affairs ©	Cash Management F
Tot Shabbat F	• Holiday Celebrations C	• Keshet C	• Strategic Planning C	Dues F
Collegians F	• Arts & Acquisition C	Sunshine F	• Leadership ©	Collections F
Family Camp F		• Member Service C	Leadership Development F	Member Billings F
Ski Trip F		Recruiting F	Nominating F	• Development ©
• Library C		New Member Assimilation F	• Communications C	Annual Fundraising F
		Social Events F	Hineni F	Endowment F
		Oneg Shabbat F	Publicity F	Planned Giving F
		Outreach F	Internal Communications F	Investments F
		• TST Players ©	Website F	• Abatements ©
			Directory F	

Code: C Existing Committee
 © Proposed Committee
 F Function

ROLES AND RESPONSIBILITIES

BOARD OF TRUSTEES

TITLES	Chairperson: President Members: Members of the Board of Trustees
PURPOSE	Define Shir Tikva’s mission through a congregational process, approve policy for fulfilling that mission, and monitor implementation of policy by the Executive Council and other Committees. Work with Congregational leaders, define their roles, motivate and support them. Ensure broad input into decision making by lay leadership. Approve goals and objectives of Shir Tikva, its professional staff and its programs, and assesses their effectiveness.
BOARD OF TRUSTEES RESPONSIBILITIES	<p>Policy Determination</p> <ul style="list-style-type: none"> • Define the “vision” and purpose of the Congregation. • Set goals and policies that will achieve Shir Tikva’s mission, take action to achieve those goals, and gauge the progress toward them. • Consider, debate, and decide questions of Shir Tikva policy. • Approve, modify, or reject Executive Council or standing Committee proposals. <p>Resource Development</p> <ul style="list-style-type: none"> • Raise funds. • Maintain existing membership and attract prospective members. • Identify candidates for new leadership positions. • Collaborate with the Clergy and staff in planning significant programming. <p>Human Resources Management</p> <ul style="list-style-type: none"> • The Board of Trustees is Shir Tikva’s ultimate hiring authority for professional and clerical staff (new Clergy and full-time non-clerical staff are usually recommended by a Search Committee, whose recommendations are subject to Board approval). • Monitor and evaluate the performance of the Clergy and Temple Administrator. • Establish a Pulpit/Rabbinic Support Committee which will be responsible for reviewing and evaluating the needs and performance of Shir Tikva’s Clergy. <p>Serve as a Jewish Leadership Model</p> <ul style="list-style-type: none"> • Engage in Jewish study. • Attend services. • Participate in Congregational programs. • Integrate the Congregation into the wider Jewish community at the local, national, and international levels. • Observe, listen to, and be attentive to the needs of members of the Congregation. <p>Fiscal Management</p> <ul style="list-style-type: none"> • Review the operating and financial reports and activities of the Congregation. • Approve annual budget, dues and fees for submission to the Congregation. • Understand the budget and monitor its implementation. • Oversee Congregational funds, records, and property. • Insure the financial stability of the Congregation. • Oversee short-term fund-raising and long-term capital development/endowment programs to meet the programmatic and capital needs of the Congregation.
ACCOUNTABILITIES	Primary Congregation

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

	To be informed Membership
COMPOSITION	See next page.
TERM	Varies by position.
MEETING ATTENDANCE	Except during discussion of personnel and other confidential matters, meetings are open to members of the Congregation. Meetings are held at least 10 times each year (monthly, August to May) and at other times as necessary.
STAFF ASSIGNED	Rabbi(s), Temple Administrator.
EXTERNAL RESOURCES	Union of American Hebrew Congregations (UAHC); UAHC Department of Synagogue Management; Commission on Jewish Continuity (COJC); UAHC List Serves (Temple Chat, Pres Con. Communicate); National Jewish Center for Learning and Leadership (CLAL); Synagogue Council Directory; Shir Tikva Bylaws; Alban Institute; National Association on Church Business Administration (NACBA); Harvard Business School Publications; BoardSource.

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

Composition of Board of Trustees 32 voting members, 1 non-voting member
President*
President-Elect* or Past-President
Vice-Presidents (5)*
Recording Secretary*
Assistant Treasurer
School Committee Chair
Youth Committee Chair
Adult Ed Committee Chair
Ritual Committee Chair
Sisterhood President
Brotherhood Chair
Reyim Chair
Social Action Chair
Member Service Chair
Human Resources Chair
Jewish Communal Affairs Chair
Strategic Planning Chair
Leadership Chair
Communications Chair
Development Chair
At-Large Members (8)
Youth Community Representative (non-voting)

* = Member of Executive Council

MITZVAH/COVENANT OF LEADERSHIP

A member of the Temple Shir Tikva Board of Trustees is engaged in a sacred covenant of leadership with members of our congregation. During their tenure, Board members are encouraged to further develop their leadership skills and to further their own Jewish growth.

Members of the Temple Shir Tikva Board of Trustees shall:

- Attend all Board meetings. Board meetings begin promptly at 7:30 pm. Board members are asked to be on time.
- Attend the Annual Meeting of the Congregation and all Board Retreats or training sessions. Attend local and regional leadership workshops.
- Participate in the lay leadership of the Temple. Each member of the Board, including At-Large members, should:
 - Chair or Co-Chair one of the operating committees of the Temple
 - or
 - Serve on at least one operating committee of the Temple.
- Participate in the spiritual life of the Temple by:
 - Attending worship services as often as possible and greeting members and prospective members as a Member of the Board.
 - Representing the Board by serving as a “Giver of the Gift” at B’nai Mitzvot.
- Participate in the financial well being of the Temple by being a member in good standing.
- Publicly support the decisions of the Board, even if he or she may disagree privately. Be a positive ambassador of Board decisions and programs to the Temple community.
- Regularly attend Temple programs and events in order to represent the leadership of our Temple and to model involvement in Temple life. Support the efforts of the Shir Tikva Sisterhood, Brotherhood and Youth Community.
- Support Temple projects in order to show leadership and involvement. Some tasks that may be required of Board members on an as-needed basis could be: participation in phone trees to encourage congregational involvement in an event; solicitation, whether by phone or in person, for fund-raising efforts; helping to ensure the success of our projects by taking an active role in organizing events, social action projects or other activities.
- Help identify and develop new leaders.

GUIDELINES FOR BOARD OF TRUSTEES MEETINGS

AGENDA

- The Agenda should be circulated prior to the meeting and should state:
 - (a) the purpose of each agenda item (e.g., to provide information, to prepare the Board for an issue which will require action or attention at a future meeting, to obtain a specific Board vote at this meeting, etc.),
 - (b) the recommended time limit for the presentation, discussion and vote, and
 - (c) the person or committee responsible for the presentation.
- Whenever possible, items for inclusion on the Agenda should be presented to the Executive Council prior to appearing on the Board's Agenda so that the presentation to the Board can be refined and focussed.

HANDOUTS

- Whenever possible, reports, background information, context and detail should be provided by handouts. In this manner, discussion can be focussed on the broader issues in question rather than on providing detail.
- Handouts should be available in advance of the meeting whenever possible, so that they can be circulated with the Agenda. In this manner, Board members will come to the meeting prepared for the discussion.
- Handouts should specifically state what action by the Board is required or recommended, including a draft motion if appropriate.

PRESENTATIONS

- At the outset of each presentation, the purpose for the presentation should be made clear (to provide information, to prepare the Board for an issue which will require action or attention at a future meeting, to obtain a specific Board vote at this meeting, etc.).
- Presentation of a topic should state the context, relevant background information, and any factual details necessary for Board members to thoroughly understand the topic (often, factual detail is most helpful if provided in the form of handouts).
- The presenter should communicate to the Board the key questions on which discussion or a Board vote is necessary, along with any specific recommendation for Board action.
- The presenter (and others, including Board members) should refrain from offering opinions until after the context, background information and factual details have been provided.
- Time limits on the presentation and discussion should be respected to the extent reasonably possible. It is everyone's responsibility (not just the Chair's or Timekeeper's) to try to keep the discussion within the recommended time limit. A presentation should leave sufficient time for discussion so that the topic can be completed within the allotted time on the Agenda.

DISCUSSION

- All Board members' input is valued and respected.
- Board and community consensus is important. For that reason, terminating debate and making a quick decision is not an end in itself. The goal should be to find common ground whenever possible, even if it appears that a majority vote could be obtained on a particular issue. After all, congregational acceptance of the Board's decision is more important than making a decision.

ROLES AND RESPONSIBILITIES

EXECUTIVE COUNCIL

TITLES	Chairperson: President Member: Member of Executive Council								
PURPOSE	Oversee the day-to-day conduct of the Temple's business. Ensure coordination of synagogue plans and programs. Serve as an informal counsel to the President and Board of Trustees. Provide research and recommendations to the Board of Trustees.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ Oversee the day-to-day conduct of the Temple's business. ▪ Ensure coordination of synagogue plans and programs. ▪ Advise and serve as a resource for the President and Board of Trustees. ▪ Coordinate, clarify, research and focus issues to be presented to the Board of Trustees. ▪ Set Agenda for Board of Trustees meetings. ▪ Prepare (or assist Committees with preparation of) proposals, with fully developed recommendations and supporting materials, to be circulated to the Board of Trustees in advance. ▪ Take care not to restrict the flow of information to the Board of Trustees or usurp its prerogatives. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Primary</td> <td>Board of Trustees</td> </tr> <tr> <td>Secondary</td> <td>Congregation</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Board of Trustees	Secondary	Congregation	Approval	Board of Trustees	To be informed	Membership
Primary	Board of Trustees								
Secondary	Congregation								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Eight members: President, five (5) Vice Presidents , Recording Secretary, and President Elect (every other year).								
TERM	Varies by position								
MEETING ATTENDANCE	Except during discussion of personnel and other confidential matters, meetings are open to members of the Congregation. Meetings as needed to achieve Committee goals – meetings not less than once each month is recommended.								
STAFF ASSIGNED	Rabbi(s), Temple Administrator.								
INTERFACE WITH	All Committees and all staff.								
EXTERNAL RESOURCES	UAHC Department of Synagogue Management; Commission on Jewish Continuity; UAHC List Serves (Temple Chat, Pres Con. Communicate); National Jewish Center for Learning and Leadership (CLAL); Synagogue Council Directory; Shir Tikva Bylaws; Alban Institute; National Association on Church Business Administration (NACBA); Harvard Business School Publications; BoardSource.								

ROLES AND RESPONSIBILITIES

STEERING COMMITTEES

TITLES	<p>Chairperson: Vice President (may also serve as a chairperson of a committee).</p> <p>Members: Chairpersons of committees within the grouping (Beit Midrash, Beit Tefillah, Beit Knesset, Kehillah or Finance)</p>						
PURPOSE	Coordinates the functional purposes of the committees within a specific Steering Committee, provides structure and support for each other's functions, encourages communication and dialogue with other Committees and Steering Committees, fosters a view of the whole organization rather than an isolated one, broadens the base of information for decision making, and strengthens the leadership experience.						
STEERING COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ To discuss issues and concerns of the operating committees. ▪ To coordinate programs of the operating committees. ▪ To assist operating committees with preparation of their draft budgets and ensure the committees stay within their budgets. ▪ To facilitate operation of the committees. 						
COMPOSITION	As outlined on the "Committee Structure" table (page 6) .						
TERM	Varies by position.						
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.						
RESPONSIBLE TO	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Primary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Executive Council						
Approval	Board of Trustees						
To be informed	Membership						
INTERFACE WITH	All committees within each steering committee.						
STAFF ASSIGNED	[to be determined]						
EXTERNAL RESOURCES	UAHC leadership and program materials – both regional and national; Combined Jewish Philanthropies; the Commission on Jewish Continuity (COJC); Synagogue Council Management Symposium.						

GENERAL INFORMATION FOR ALL COMMITTEES

All members are welcome to join all Temple Committees except the Abatement Committee.

Shir Tikva has few paid employees relative to its size and complexity, and must rely heavily upon the energy, commitment, good will, and expertise of its members to achieve its mission and create an effective and well-run spiritual and communal institution. To further its goals, Shir Tikva depends upon its officers and Board of Trustees, all of whom donate their time and talent on a voluntary basis. In turn, Shir Tikva's officers rely upon the next tier of synagogue leaders – those who chair and serve on committees. All Shir Tikva volunteers bear an extra burden of responsibility because they may have little professional or staff support when their duties become complex, disagreements surface, or deadlines loom.

The Shir Tikva committee structure has been created to ensure broad participation in the work of the synagogue by members who have an interest and can develop expertise in the topics of vital importance to the health of our community. Each committee is responsible for a function which is necessary to maintain and enhance our community but no committee works in isolation. The steering committee structure is designed to provide support to operating committee members and create a clear mechanism for resolving difficult issues and ensure a broad consensus on issues of particular importance or sensitivity.

Individuals often volunteer to serve on committees because they wish to meet fellow congregants and create relationships with them. In fact, committee work is the major connection that many adults have with the congregation. We believe that if our committees are well organized and meaningful, Shir Tikva members will continue to serve. We also find that members involved in Shir Tikva committees have an increased stake in the synagogue's welfare. As more members attain this sense of ownership, the healthier our congregation will be.

WHY DO WE HAVE COMMITTEES?

A well-thought-out synagogue committee system is the mechanism by which all members can participate in and support the vital decisions of Shir Tikva and further its mission, vision, and goals. Our committee system serves as a vehicle for building community, developing temple leadership and encouraging increased creativity through the sharing of ideas. Committee participation creates and inspires the "multitude of counselors," mentioned in Proverbs, who support the purposes of our congregation and insure its vitality and continuity.

Our committee system:

- Provides an opportunity for members to become involved and make a difference.
- Establishes an environment for creative discussion.
- Develops and benefits from the special knowledge and talents of members to perform particular tasks of importance to the Congregation.
- Gives individual members a better understanding of, and opportunity to fulfill the mission, vision, accomplishments, and challenges of the synagogue.
- Provides a mechanism for the fulfilling of the mission, vision, and goals of the synagogue.
- Implements the policies of the Congregation and the Board of Trustees
- Encourages a flow of timely and accurate information to the Executive Council and Board of Trustees to ensure enlightened decision making.
- Identifies and trains Shir Tikva's future leaders.
- Ensures that decisions are made by a broad group of congregants.

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

- Affords members opportunities for personal growth and increased Jewish learning.
- Serves as a vehicle for building community.
- Builds within committee members a strong sense that this is their community.
- Creates ties with the local, national, and international Jewish Communities.

COMMITTEE TASKS

Each committee should establish its own goals for the coming year and an action plan for achieving those goals (e.g., what goals are to be achieved, who is responsible for each activity necessary to achieve those goals, what support is needed, and how will success (reaching the goal) be measured). Goals and action plans should be shared with the Steering Committee to which the Committee belongs and with the Executive Council.

In addition, each committee is responsible for the following:

- Reporting decisions made or actions taken to the Executive Council and the Board of Trustees.
- Presenting recommendations to the Executive Council and the Board of Trustees for approval.
- Acting within the parameters of its specific responsibilities.
- Holding regularly scheduled meetings.
- Preparing its budget request in a timely fashion and managing expenditures within the approved budget.
- Approval of expenditures from donated funds which fall under the committee's purview (e.g., the Ritual Committee is responsible for the Prayerbook Fund), up to the maximum expenditure approved by the Board of Trustees (larger expenditures must be approved by the Executive Council).
- Acting as a resource to other committees as necessary.

ROLES & RESPONSIBILITIES OF THE CHAIRPERSON

While the role and responsibilities of each committee are generally established prior to the selection of the chairperson, the individual who occupies that position will largely determine the group's tone and degree of success. Committee chairpersons should have an interest in and understanding of the mandate of the committee and should:

- Understand the basic mission of the congregation and how their committee fits into that larger vision.
- Be willing and able to recruit members for the committee.
- Be relatively familiar with or become and respect the skills and talents of the committee's other members.
- Be dedicated to the task of the committee.
- Accept the deadlines required for the work that must be done.
- Have the time and energy to devote to the effort.
- Encourage all committee members to express themselves.
- Be willing and able to plan for and run meetings.
- Be willing and able to resolve potential differences among committee members.
- Be willing and able to accept accountability for the work of the committee.
- Oversee meetings
- Identify and prepare another person to assume their position in the future.

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

- Keep adequate records of committee activities, and distribute to all Committee members and any other interested persons.

Co-Chairs. If the Committee is large enough, a Committee Co-Chair may be selected. Clear division of responsibility is important to success. Therefore, when there are Committee Co-Chairs, they should explicitly identify which Co-Chair has primary and secondary responsibility for each task of the Chair, including participation on the Board of Trustees, if applicable. The term of a Committee Chair is generally two years. If a Committee is large enough to have a Co-Chair, the terms of the Chair and Co-Chair term should not end in the same year so that the Committee is not faced with a complete turn-over of leadership in any one year.

Committee Meetings. Meetings of the Committee should be scheduled by the Chair as needed to achieve Committee goals, but it is recommended that meetings be held at least 4 times per year even if there is no pressing Committee business so that all Committee members feel engaged and informed. The Chair is responsible for the content of the meeting agenda, but should add topics to the agenda at the request of Committee members.

Members who are participating on Committees generally have multiple demands upon their time, and for some, Committee participation conflicts with family or work obligations. Therefore, the Chair should make every effort to have meetings start and end on time. Any socializing can take place before or after the meeting.

The Chair should make an effort to permit everyone who would like to speak to do so, and should encourage comments from those who do not speak frequently. Strongly held opinions are welcome, but comments which demean the views of others or discourage others from speaking will not help reach a broad consensus. Consensus is important in a synagogue community and for that reason, terminating debate and making a quick decision on a matter is not an end in itself – acceptance of the decision is even more important. When it appears that the discussion is no longer providing new matter, the Chair should call for a vote or motion if a vote is required, attempt to state the consensus of the meeting if appropriate, or move to the next Agenda item.

At the end of the meeting, the Chair should summarize what has been accomplished at the meeting and the matters discussed which require future action or follow-up. The Chair should keep a current list of matters requiring future action or follow-up to ensure that required action or follow-up takes place in a timely manner.

Leadership Development. In addition to promoting the work of the Committee, an essential function of the Chair (Co-Chairs) is to provide and prepare for leadership succession.

ROLES & RESPONSIBILITIES OF COMMITTEE MEMBERS

- Have fun.
- Attend scheduled meetings.
- Participate by sharing your opinions and expertise – participate!
- Provide input, but also maintain in mind our common objective – determining what is best for Temple Shir Tikva.
- Do your “homework”.
- Share in the decision-making process by offering and building consensus.
- Follow-through on commitments.

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

Beit Midrash Steering Committee	
(Education)	
Steering Committee made up of 5 Committee Chairs and a VP	
• School	C
• Youth	C
• Adult Ed	C
• Family Ed	C
Tot Shabbat	F
Collegians	F
Family Camp	F
Ski Trip	F
• Library	C

ROLES AND RESPONSIBILITIES

COMMITTEE: SCHOOL STEERING COMMITTEE: BEIT MIDRASH (EDUCATION)

TITLES	Chair: Chairperson of School Committee Member: Member								
PURPOSE	Oversees the development and administration of the religious school curriculum and educational activities for grades K-6.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ Recommends policy for Grades K-6. ▪ Formulates rules and regulations for its operation. ▪ Reviews and evaluates the activities of the school and educational activities. ▪ Acts as a liaison for the school ▪ Provides support for and guidance to the Director of Education. ▪ Plans and implements school related fundraising events (e.g., Passover candy sale). ▪ Periodically assess the education program, develop a strategic plan for its future, suggest topics for teacher training, and establish programs for compensating and subsidizing such training. ▪ Participate in the ACE process. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Beit Midrash Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Beit Midrash Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Beit Midrash Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in education of Jewish youth through Grade 6.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Director of Education.								
INTERFACE WITH	Youth, Adult Ed, Family Ed, Library, ACE.								
EXTERNAL RESOURCES	UAHC Department of Jewish Education; Bureau of Jewish Education (BJE); Jewish Community Center (JCC); other synagogues; Boston Area Reform Temple Educators (BARTE); National Association of Jewish Educators (NATE); Regional Educator; Rashi; Regional Committees; Hebrew College; Partnership for Excellence in Jewish Education.								

ROLES AND RESPONSIBILITIES

COMMITTEE: YOUTH COMMITTEE
STEERING COMMITTEE: BEIT MIDRASH (EDUCATION)

TITLES	Chair: Chairperson of Youth Committee Member: Member								
PURPOSE	Oversees the learning and social activities for grades 7-12, both at Shir Tikva and at regional events. Creates a way for young people to connect with the congregation. Empowers young people to become actively involved in living intentionally as Jews by working for justice, peace, and human dignity.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ Recommends the programming for Grades 7-12. ▪ Formulates rules and regulations for its operation. ▪ Reviews and evaluates the activities of the youth education and social programs. ▪ Acts as the liaison for the synagogue youth programs. ▪ Provides support and guidance to the Youth Educator. ▪ Participate in the ACE process. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Beit Midrash Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Beit Midrash Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Beit Midrash Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in programming and education for Jewish youth Grades 7 to 12.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Youth Educator, Rabbi(s).								
INTERFACE WITH	School, Adult Ed, Family Ed, Library, ACE.								
EXTERNAL RESOURCES	Bureau of Jewish Education (BJE); Combined Jewish Philanthropy (CJP); Synagogue Council; Commission on Jewish Continuity (COJC); Youth Council; other synagogues and Youth Educators; Camping programs (Eisner, Crane Lake, Kutz, NFTY summer programs); NFTY Institutes; Hebrew College; Prozdor.								

ROLES AND RESPONSIBILITIES

COMMITTEE: ADULT EDUCATION
STEERING COMMITTEE: BEIT MIDRASH (EDUCATION)

TITLES	Chair: Chairperson of Adult Education Committee Member: Member								
PURPOSE	Develops and administers relevant, engaging, and dynamic opportunities for adult learners of all ages to participate in such study.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ To encourage the desire for study and learning. ▪ Work with the Rabbi(s) and Cantor to plan and execute Adult Ed classes. ▪ Interface with the relevant Committees (e.g., Reyim, Brotherhood, Sisterhood). ▪ Plan and execute Jewish Explorations Weekend. ▪ Coordinate the publicity for these programs, both within the congregation and to the wider Jewish Community. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Primary</td> <td>Beit Midrash Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Beit Midrash Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Beit Midrash Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in programming and education for Jewish adults.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Rabbi(s), (Director of Education?).								
INTERFACE WITH	Reyim, Brotherhood, Sisterhood, School, Youth, Family Ed, Library, ACE								
EXTERNAL RESOURCES	UAHC Department of Adult Jewish Learning; Regional UAHC Office; Bureau of Jewish Education; Hebrew College; Commission on Jewish Continuity; Me'ah; Kolot; Kallah; Brandeis; other synagogues; The Jewish Advocate; Reform Judaism magazine; Jewish Community Center; Ma'yan.								

ROLES AND RESPONSIBILITIES

COMMITTEE: FAMILY EDUCATION
STEERING COMMITTEE: BEIT MIDRASH (EDUCATION)

TITLES	Chair: Chairperson of Family Education Committee Member: Member								
PURPOSE	Oversees the development and administration of the family education curriculum and activities.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ Recommends policy for Family Education. ▪ Formulates rules and regulations for its operation. ▪ Reviews and evaluates activities. ▪ Provides support and guidance to the Family Educator. ▪ Participate in the ACE process. <p>Family Education Programs include:</p> <ul style="list-style-type: none"> ▪ Grade level family programs ▪ Shabbat Dinners ▪ Workshops ▪ Family Camp ▪ Ski Trip ▪ Tot Shabbat ▪ Collegians 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Beit Midrash Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Beit Midrash Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Beit Midrash Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in programming and education aimed at Jewish families.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Family Educator.								
INTERFACE WITH	School, Youth, Adult Ed, Library, ACE.								
EXTERNAL RESOURCES	National Association of Temple Educators; Bureau of Jewish Education; Commission on Jewish Continuity; Network of Family Educators (Sha'arim); Hebrew College; other synagogues; Jewish Community Center; UAHC – National and Regional.								

ROLES AND RESPONSIBILITIES

COMMITTEE: LIBRARY **STEERING COMMITTEE: BEIT MIDRASH (EDUCATION)**

TITLES	Chair: Librarian Member: Member
PURPOSE	Ensure that the current books, resources, and materials are available to the community.
COMMITTEE RESPONSIBILITIES	Work with the Temple Librarian to: <ul style="list-style-type: none"> ▪ Develop program to increase library use. ▪ Select and make purchases for the synagogue library. ▪ Manage the library budget ▪ Assist in maintaining order. ▪ Read books and write reviews for Hineni.
ACCOUNTABILITIES	Primary Beit Midrash Steering Committee Secondary Executive Council Approval Board of Trustees To be informed Membership
COMPOSITION	Congregants with an interest or expertise in Shir Tikva's library.
TERM	Chairperson - 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF ASSIGNED	Director of Education.
INTERFACE WITH	School, Youth, Adult Ed, Family Ed, ACE.
EXTERNAL RESOURCES	Association of Jewish Libraries; the Minuteman Network; Hebrew College; Jewish Publishers (such as UAHC Press, Behrman House, etc.); UAHC Significant Jewish Books Initiative; Reform Judaism magazine; the Minuteman network.

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

Beit Tefillah Steering Committee	
(Worship)	
Steering Committee made up of 6 Committee Chairs and a VP	
• Ritual	C
• High Holidays	©
• Music and Choir	©
• B'nai Mitzvah	C
• Holiday Celebrations	C
• Arts & Acquisition	C

ROLES AND RESPONSIBILITIES

**COMMITTEE: RITUAL
STEERING COMMITTEE: BEIT TEFILLAH (WORSHIP)**

TITLES	Chair: Chairperson of Ritual Committee Member: Member								
PURPOSE	Formulate policy for worship services.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ To formulate policy regarding religious practices, holiday celebrations and practices, use of the synagogue facilities, and organization of religious services. ▪ To work closely with the clergy to recommend worship innovations and changes. ▪ To support congregants' needs to deepen their communal and personal spiritual experiences. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Beit Tefillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Beit Tefillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Beit Tefillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in worship services, both in the Sanctuary and elsewhere.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Rabbi(s), Cantor.								
INTERFACE WITH	High Holidays, Music and Choir, B'nai Mitzvah, Holiday Celebrations, Arts & Acquisition.								
EXTERNAL RESOURCES	UAHC Department of Adult Jewish Growth; UAHC Department of Religious Living; UAHC Regional office; other synagogues; UAHC Kallah; UAHC para-rabbinic network; The Jewish Advocate; Hebrew College.								

ROLES AND RESPONSIBILITIES

COMMITTEE: HIGH HOLIDAYS
STEERING COMMITTEE: BEIT TEFILLAH (WORSHIP)

TITLES	Chair: Chairperson of High Holy Days Committee Member: Member
PURPOSE	Assumes responsibility for the plans and logistics in connection with Rosh Hashanah and Yom Kippur services and programs.
COMMITTEE RESPONSIBILITIES	To plan, oversee and/or coordinate with other Committees with respect to: <ul style="list-style-type: none"> ▪ building logistics ▪ security ▪ ticketing ▪ ushers ▪ parking ▪ child care ▪ alternate programs
ACCOUNTABILITIES	Primary Beit Tefillah Steering Committee Secondary Executive Council Approval Board of Trustees To be informed Membership
COMPOSITION	Congregants with an interest or expertise in helping to plan and implement the logistics of Shir Tikva's High Holiday services and programs.
TERM	Chairperson - 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF ASSIGNED	Rabbi(s), Cantor, Administrator.
INTERFACE WITH	Ritual, Music and Choir, B'nai Mitzvah, Holiday Celebrations, Arts & Acquisition, Facilities, Education, Administrator.
EXTERNAL RESOURCES	Other synagogues; List Serves; Synagogue Council; Local Police, Fire, Town Official as needed; neighbors.

ROLES AND RESPONSIBILITIES

COMMITTEE: MUSIC AND CHOIR
STEERING COMMITTEE: BEIT TEFILLAH (WORSHIP)

TITLES	Chair: Chairperson of Music & Choir Committee Member: Member								
PURPOSE	Shares in learning and singing our rich musical heritage, and to beautify our worship services.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ To work with the clergy and Ritual Committee to oversee the musical content of the synagogue programs. ▪ To arrange special musical programs. ▪ To participate in our volunteer choir, enriching our Friday evening services, High Holy Day services, and special events throughout the year. 								
ACCOUNTABILITES	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Primary</td> <td>Beit Tefillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Beit Tefillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Beit Tefillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest in participating in Shir Tikva's choir.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Cantor.								
INTERFACE WITH	Ritual, High Holidays, B'nai Mitzvah, Holiday Celebrations, Arts & Acquisition.								
EXTERNAL RESOURCES	UAHC Department of Synagogue Music; Transcontinental Music Publications; other synagogues; Kallah, HUCI Local musicians (such as Zamir Chorale, etc).								

ROLES AND RESPONSIBILITIES

COMMITTEE: B'NAI MITZVAH
STEERING COMMITTEE: BEIT TEFILLAH (WORSHIP)

TITLES	Chair: Chairperson of B'nai Mitzvah Committee Member: Member								
PURPOSE	Works with the professional staff to formulate and implement policy regarding all aspects of B'nai Mitzvah practice, and assigns B'nai Mitzvah dates.								
COMMITTEE RESPONSIBILITY	<ul style="list-style-type: none"> ▪ To formulate B'nai Mitzvah policy for consideration by the Executive Council and the Board of Trustees. Policy formulation requires interface with Education and Finance, consideration of tutoring issues, etc. ▪ To implement B'nai Mitzvah placement December – Adjust previous pre-placement materials January – Assign dates February – Convening 5th Grade Parent Meeting ▪ Ongoing: <ul style="list-style-type: none"> a. Adjust dates as needed b. Assign dates to new students ▪ The Committee does not control the B'nai Mitzvah service. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Primary</td> <td>Beit Tefillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Beit Tefillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Beit Tefillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in [to be supplied] .								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Cantor, Rabbi(s).								
INTERFACE WITH	Ritual, Education, High Holidays, Music and Choir, Holiday Celebrations, Arts & Acquisition.								
EXTERNAL RESOURCES	[to be supplied] .								

ROLES AND RESPONSIBILITIES

COMMITTEE: HOLIDAY CELEBRATIONS
STEERING COMMITTEE: BEIT TEFILLAH (WORSHIP)

TITLES	Chair: Chairperson of Holiday Celebrations Committee Member: Member
PURPOSE	Plans and executes holiday celebrations.
COMMITTEE RESPONSIBILITIES	To be fully responsible for the planning and implementation of all holiday celebrations and observances except Rosh Hashanah and Yom Kippur.
ACCOUNTABILITIES	Primary Beit Tefillah Steering Committee Secondary Executive Council Approval Board of Trustees To be informed Membership
COMPOSITION	Congregants with an interest or expertise in helping to plan and implement the logistics of Shir Tikva's Holiday celebrations.
TERM	Chairperson - 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF ASSIGNED	Rabbi(s), Cantor.
INTERFACE WITH	Ritual, High Holidays, Music and Choir, B'nai Mitzvah, Arts & Acquisition, Education Committees, Reyim.
EXTERNAL RESOURCES	The Jewish Advocate; Bureau of Jewish Education; Jewish Community Center; UAHC; other synagogues; Jewish publishers; Jewish storytelling groups; Rashi; NATE.

ROLES AND RESPONSIBILITIES

COMMITTEE: ARTS AND ACQUISITION
STEERING COMMITTEE: BEIT TEFILLAH (WORSHIP)

TITLES	Chair: Chairperson of Arts & Acquisition Committee Member: Member								
PURPOSE	Interviews, selects and oversees artists who are commissioned to create Judaic art for Shir Tikva. Coordinates the acquisition and display of art objects for the synagogue.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> • To recommend policy to the Board of Trustees for its approval regarding: <ol style="list-style-type: none"> a. Standards and procedures for the procurement or acceptance of art and ritual objects. b. Review offers of gifts and their terms (e.g., gift; on loan and, if so, for how long; etc.). c. Right to dispose of object if it is no longer appropriate to retain. • To implement policy: <ol style="list-style-type: none"> a. Developing long-range plan for acquisition of art and ritual objects. b. Preparing giving opportunities and/or solicitation of funds for projects. c. Selecting art/ritual objects. d. Commissioning work where appropriate. e. Overseeing work in progress. f. Determining placement of art and ritual objects. g. Acknowledging receipt of such items. • Coordinate with the Development Committee. • Identifies, investigates and oversees all aspects of opportunities to acquire art and ritual objects (e.g., identifying the object and a non-operating budget sources of funds, selecting the artist, overseeing execution, installation and maintenance). 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Primary</td> <td>Beit Tefillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Beit Tefillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Beit Tefillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in judaica and art.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Rabbi(s), Administrator.								
INTERFACE WITH	Ritual, High Holidays, Music and Choir, B'nai Mitzvah, Holiday Celebrations, Development, Finance.								
EXTERNAL RESOURCES	The Jewish Museum (NYC); UAHC Biennial Fairs; Reform Judaism magazine; UAHC; Skirball Museum.								

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

Beit Knesset Steering Committee	
(Gathering)	
Steering Committee made up of 7 Committee Chairs and a VP	
• Sisterhood	C
• Brotherhood	C
• Reyim	C
• Social Action	C
• Keshet	C
Sunshine	F
• Member Service	C
Recruiting	F
New Member Assimilation	F
Social Events	F
Oneg Shabbat	F
Outreach	F
• TST Players	©

ROLES AND RESPONSIBILITIES

COMMITTEE: SISTERHOOD
STEERING COMMITTEE: BEIT KNESSET (GATHERING)

TITLES	Chair: Chairperson of Sisterhood Member: Member
PURPOSE	To foster fellowship among the women members of the congregation and to provide an environment which promotes the highest ideals of Judaism as expressed through Temple Shir Tikva.
COMMITTEE RESPONSIBILITIES	Develop and oversee programs and activities for the women in the congregation and their families with a religious, educational or social focus.
ACCOUNTABILITIES	Primary Beit Kneset Steering Committee Secondary Executive Council Approval Board of Trustees To be informed Membership
COMPOSITION	Congregants with an interest or expertise in [to be supplied] .
TERM	Chairperson - 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF ASSIGNED	Temple Administrator.
INTERFACES WITH	Brotherhood, Reyim, Adult Ed, Social Action, Keshet, Member Service, Development.
EXTERNAL RESOURCES	Women of Reform Judaism; Regional UAHC office; other synagogues; Kolot; Ma'yan; Mayim Hayim (Mikvah); Jewish Women's Archives.

ROLES AND RESPONSIBILITIES

COMMITTEE: BROTHERHOOD
STEERING COMMITTEE: BEIT KNESSET (GATHERING)

TITLES	Chair: Chairperson of Brotherhood Member: Member
PURPOSE	Brings men, religion and their families together for social, religious conscience, and fun activities. [conform to Sisterhood?]
COMMITTEE RESPONSIBILITIES	To develop and oversee programs and activities for the men in the congregation and their families with a religious, educational or social focus.
ACCOUNTABILITIES	Primary Beit Kneset Steering Committee Secondary Executive Council Approval Board of Trustees To be informed Membership
COMPOSITION	Congregants with an interest or expertise in [to be supplied].
TERM	Chairperson - 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF ASSIGNED	[to be supplied].
INTERFACE WITH	Sisterhood, Reyim, Adult Ed, Social Action, Keshet, Member Service, Development.
EXTERNAL RESOURCES	North American Federation of Temple Brotherhoods; Regional UAHC Office; local synagogues; Jewish Chautauqua Society; Achim magazine.

ROLES AND RESPONSIBILITIES

COMMITTEE: REYIM
STEERING COMMITTEE: BEIT KNESSET (GATHERING)

TITLES	Chair: Chairperson of Reyim Member: Member
PURPOSE	Bringing “empty nesters” together to build community and to engage in adult social, educational, and religious programming.
COMMITTEE RESPONSIBILITIES	To create and implement programs and activities.
ACCOUNTABILITIES	Primary Beit Kneset Steering Committee Secondary Executive Council Approval Board of Trustees To be informed Membership
COMPOSITION	Congregants with an interest or expertise in [to be supplied] .
TERM	Chairperson - 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF	[to be supplied] .
INTERFACE WITH	Sisterhood, Brotherhood, Adult Ed, Social Action, Keshet, Member Service.
EXTERNAL RESOURCES	UAHC Department of Jewish Family Concerns; UAHC Department of Adult Jewish Growth; The Jewish Advocate; Reform Judaism magazine; Brandeis; Hebrew College; Elderhostel; Me’ah; Combined Jewish Philanthropies; ElderHostel; Kallah; Jewish Community Center.

ROLES AND RESPONSIBILITIES

COMMITTEE: SOCIAL ACTION
STEERING COMMITTEE: BEIT KNESSET (GATHERING)

TITLES	Chair: Chairperson of Social Action Committee Member: Member								
PURPOSE	Involving members of the congregation in projects and programs relating to Tzedaka and Tikkun Olam at Shir Tikva as well as in the wider Jewish and secular community by implementing a program that furthers the moral message of Judaism, which is to use individual conscience and collective strength to achieve social justice.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ High Holy Day Food Drive ▪ Winter Coat and Outerwear Drive ▪ Metrowest Jewish Coalition for Literacy – partnership with the Barbieri School in Framingham. ▪ Maintain the food collection shelf 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Primary</td> <td>Beit Kneset Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Beit Kneset Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Beit Kneset Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in social action projects.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Family Educator.								
INTERFACE WITH	Sisterhood, Brotherhood, Reyim, Keshet, Member Service, education committees, Jewish Communal Affairs.								
EXTERNAL RESOURCES	UAHC Department of Social Action, Regional UAHC Office, JCRC; American Jewish Committee; American Jewish Congress; Anti-Defamation League; Religious Action Center of the UAHC; National Jewish Coalition for Literacy; National Jewish Center for Learning and Leadership (CLAL); Pathways Shelter; Project Bread; Family Table; MetroWest Harvest.								

ROLES AND RESPONSIBILITIES

COMMITTEE: KESHER STEERING COMMITTEE: BEIT KNESSET (GATHERING)

TITLES	Chair: Chairperson of Keshet Committee Member: Member
PURPOSE	Providing mutual help and support networks to congregants facing illness and crises and furthers the models for full inclusion of all Jews in the community.
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> • To recruit congregants to provide Keshet services to congregants in time of need. • To provide services to congregants who are ill or who need healing services <ul style="list-style-type: none"> ▪ Healing baskets ▪ Support groups ▪ Meals/transportation ▪ Buddy program ▪ Healing services • To provide bereavement services to families when they have experienced a loss: <ul style="list-style-type: none"> ▪ Bereavement baskets ▪ Coordinate shiva minyans ▪ Provide meals ▪ Other services. • To acknowledge simchas such as: <ul style="list-style-type: none"> ▪ Becoming a new member of the Temple Community ▪ Births, engagements, weddings, etc. • Sunshine <ul style="list-style-type: none"> ▪ Oversee Sunshine subcommittee ▪ Send cards as needed – get well, sympathy, new baby, etc.
ACCOUNTABILITIES	Primary Beit Kneset Steering Committee Secondary Executive Council Approval Board of Trustees To be informed Membership
COMPOSITION	Congregants with an interest or expertise in [to be supplied] .
TERM	Chairperson - 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF ASSIGNED	Cantor.
INTERFACE WITH	Sisterhood, Brotherhood, Reyim, Social Action, Member Service.
EXTERNAL RESOURCES	Jewish Family and Children’s Service; UAHC Department of Family Concerns; Regional UAHC office; other synagogues; para-rabbinic training; Hospice; local vendors (for challot, kosher meals, etc.); Jewish Big Brothers and Big Sisters; Jewish Cemetery Association of Massachusetts (JCAM).

ROLES AND RESPONSIBILITIES

**COMMITTEE: MEMBER SERVICE
STEERING COMMITTEE: BEIT KNESSET (GATHERING)**

TITLES	Chair: Chairperson of Member Services Committee Member: Member
PURPOSE	Inspiring members and potential members to find a lifelong place for themselves within the synagogue's community and giving members the opportunity to grow in their Jewish identity through that affiliation. Ensuring that members get the most out of their membership and remain active in the synagogue community.
COMMITTEE RESPONSIBILITIES	<p>Recruiting New Members</p> <ul style="list-style-type: none"> ▪ To seek out unaffiliated members of the community. ▪ To provide information for prospective members, to welcome and help integrate new members, and to assist with the networking of all members. ▪ To host the twice yearly prospective members program. <p>Retaining Existing Members Through</p> <ul style="list-style-type: none"> ▪ Administer newlywed memberships. ▪ Send sunshine notes. ▪ Systematic "check-in" with member families. <ul style="list-style-type: none"> • Directory <ul style="list-style-type: none"> ▪ To spearhead the annual production of the Temple Directory, in conjunction with fundraising and communications. • New Member Assimilation <ul style="list-style-type: none"> ▪ To make new members feel that they are a part of synagogue life. ▪ To execute the "Welcoming Family" Program. ▪ To organize the new member dinner. • Social Events <ul style="list-style-type: none"> ▪ To promote and conserve congregational membership and to assist with the networking of all members. • Oneg Shabbats <ul style="list-style-type: none"> ▪ To coordinate Oneg Shabbats – send out recruitment letter, follow-up, etc. • Outreach <p>Exit Interviews of resigning members. Additional programs as identified.</p>
ACCOUNTABILITIES	Primary Beit Kneset Steering Committee Secondary Executive Council Approval Board of Trustees To be informed Membership
COMPOSITION	Congregants with an interest or expertise in connecting with members and potential members of the Congregation.
TERM	Chairperson - 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF ASSIGNED	Temple Administrator.
INTERFACE WITH	Sisterhood, Brotherhood, Reyim, Social Action, Keshet, Development, Outreach.
EXTERNAL RESOURCES	UAHC Department of Synagogue Affiliation; Regional UAHC Office, other congregations, The Jewish Advocate; Metrowest Jewish Reporter; Real Estate Agents; local vendors (for challot, kosher meals, etc.).

ROLES AND RESPONSIBILITIES

COMMITTEE: TST PLAYERS
STEERING COMMITTEE: BEIT KNESSET (GATHERING)

TITLES	Chair: Chairperson of the TST Players Member: Member
PURPOSE	Bringing together Congregants to stage theatrical productions with Jewish content.
COMMITTEE RESPONSIBILITIES	To identify and stage theatrical productions with Jewish content.
ACCOUNTABILITIES	Primary Beit Kneset Steering Committee Secondary Executive Council Approval Board of Trustees To be informed Membership
COMPOSITION	Congregants with an interest or expertise in theatre, music, lighting, set design, production.
TERM	Chairperson - 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF	[to be supplied].
INTERFACE WITH	[to be supplied].
EXTERNAL RESOURCES	[to be supplied].

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

Kehillah Steering Committee	
(Governance)	
Steering Committee made up of 6 Committee Chairs and a VP	
• Human Resources	©
• Facilities	©
Real Estate	F
• Jewish Communal Affairs	©
• Strategic Planning	C
• Leadership	©
Leadership Development	F
Nominating	F
• Communications	©
Hineni	F
Publicity	F
Internal Communications	F
Website	F
Directory	F

ROLES AND RESPONSIBILITIES

**COMMITTEE: HUMAN RESOURCES
STEERING COMMITTEE: KEHILLAH (GOVERNANCE)**

TITLES	Chair: Chairperson of Human Resources Member: Member								
PURPOSE	Ensure that the synagogue is fully and properly staffed and in compliance with federal and state employment laws.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> • Establish and maintain an updated human resource policies and practice code. • Recommend staff roles and responsibilities to the Executive Council and Board of Trustees. • Supervise ongoing development of Job Descriptions and Job Specifications. • Negotiate contracts with professional staff. • Work with others to oversee the performance of the staff and conduct performance reviews. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Kehillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Kehillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Kehillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in Human Resources, Employment Law, Organizational Development.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Temple Administrator.								
INTERFACE WITH	Facilities, UAHC, Strategic Planning, Leadership Development, Communications, each Steering Committee.								
EXTERNAL RESOURCES	UAHC Department of Synagogue Management; National Commission on Cantorial-Congregational Relations; the American Conference of Cantors (ACC); the National Association of Temple Administrators (NATA); the National Association of Temple Educators (NATE); the Central Conference of American Rabbis (CCAR); other synagogues; employment attorneys; the Jewish Advocate; local and regional newspapers; Synagogue Council; Alban Institute; National Association of Church Business Administration; BoardSource.								

ROLES AND RESPONSIBILITIES

COMMITTEE: FACILITIES
STEERING COMMITTEE: KEHILLAH (GOVERNANCE)

TITLES	Chair: Chairperson of Facilities Committee Member: Member								
PURPOSE	Oversee, with the Temple Administrator, the maintenance, use and improvement of the synagogue's facilities (building, grounds, equipment).								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ Monitor and review existing facility use. ▪ Review policies, rules and regulations for facility use (including fee structure) and recommend changes as needed. ▪ Recommend improvements to the synagogue's physical plant. ▪ Maintain an inventory of the synagogue's physical plant. ▪ Review facility insurance coverage every two years. ▪ Assist with budget preparation and oversight. ▪ Advise/guide the Administrator re: building maintenance (repair & cleaning), vendors, contracts. ▪ Review preventative maintenance schedule and long-term budget for capital replacement and improvements. ▪ Keep all Temple computer hardware and software up to date and plan for required upgrades. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Kehillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Kehillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Kehillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in facility management.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Temple Administrator.								
INTERFACE WITH	Human Resources, Strategic Planning, Communications, Finance.								
EXTERNAL RESOURCES	Town of Wayland – Fire, Planning, Police, Conservation Commission, Board of Health; ADL (security audits); National Association of Temple Administrators (NATA); List Serves; Synagogue Council; other Synagogues; UAHC Department of Synagogue Management; BoardSource; National Association of Church Business Administration (NACBA).								

ROLES AND RESPONSIBILITIES

COMMITTEE: JEWISH COMMUNAL AFFAIRS
STEERING COMMITTEE: KEHILLAH (GOVERNANCE)

TITLES	Chair: Chairperson of UAHC Committee Member: Member								
PURPOSE	Ensure that the Shir Tikva benefits from UAHC membership and participates in other organizations in the broader Jewish community.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> • Maintain relationship between the synagogue and UAHC and other Jewish organizations. • Assist Committees in utilizing resources of UAHC and other Jewish organizations. • Encourage participation in programs of UAHC and other Jewish organizations. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Kehillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Kehillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Kehillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in interface between synagogue and the broader Jewish community.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Rabbi(s).								
INTERFACE WITH	Each Steering Committee.								
EXTERNAL RESOURCES	UAHC Department of Synagogue Management; UAHC Regional Office; Combined Jewish Philanthropies; Synagogue Council (especially the Directory and the Unity Mission), World Union of Progressive Judaism (MUPJ); Hebrew College, ARZA; the Jewish Advocate; Bureau of Jewish Education (BJE); Reform Judaism magazine; New Israel Fund; local and nation Jewish organizations (such as American Jewish Committee, American Jewish Congress, ORT, RAC, etc); National Jewish Center for Learning and Leadership (CLAL); Jewish Community Relations Council.								

ROLES AND RESPONSIBILITIES

**COMMITTEE: STRATEGIC PLANNING
STEERING COMMITTEE: KEHILLAH (GOVERNANCE)**

TITLES	Chair: Chairperson of Strategic Planning Committee Member: Member								
PURPOSE	Provide a perpetual forward thinking review of the synagogue's mission and vision, structure and organization, programs and activities.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> • Review the synagogue's mission, goals, and programs on an ongoing basis to assess effectiveness and recommending change as needed. • Review the synagogue's organizational structure and By-Laws on an ongoing basis, evaluating effectiveness and recommending change as needed. • Develop recommended strategic goals and long range plans. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Kehillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Kehillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Kehillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in long-term strategic planning, organizational management, finance, or long-term evolution of Shir Tikva.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Temple Administrator, Rabbi(s).								
INTERFACE WITH	Human Resources, Facilities, UAHC, Leadership Development, Communications, each Steering Committee.								
EXTERNAL RESOURCES	UAHC Department of Synagogue Management; UAHC Regional Office; Combined Jewish Philanthropies; JRNI; Alban Institute; other synagogues; List Serves; National Association of Church Business Administration; BoardSource.								

ROLES AND RESPONSIBILITIES

COMMITTEE: LEADERSHIP
STEERING COMMITTEE: KEHILLAH (GOVERNANCE)

TITLES	Chair: Chairperson of Leadership Committee Member: Member								
PURPOSE	Identify, train and support the development of new leaders.								
COMMITTEE RESPONSIBILITIES	<p><u>Leadership Development</u></p> <ul style="list-style-type: none"> ▪ Identify, recruit, develop, and extend the capacity of volunteer lay leaders. ▪ Develop and implement programs to identify, educate, and motivate future leaders (pre-leadership training). ▪ Develop and implement training programs for new Board of Trustees members and Committee Chairs. <p><u>Nominating</u></p> <ul style="list-style-type: none"> ▪ Identify the temple's leadership needs, and potential candidates for leadership positions. ▪ Recommend members of the Congregation to serve as officers and trustees, subject to Congregational and Board of Trustees approval. ▪ [Recommend members of the Congregation to serve as Committee chairs, subject Committee and President's approval?] ▪ Prepare a slate to fill vacancies for presentation to the Board of Trustees and the Congregation. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Kehillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Kehillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Kehillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Cross-section of Congregants who have either been members for a number of years and/or have experience in organizational development, synagogue leadership, nonprofit management, or are familiar with the membership								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Temple Administrator.								
INTERFACE WITH	Each Steering Committee, Strategic Planning, Communications.								
EXTERNAL RESOURCES	UAHC Department of Synagogue Management; List Serves; Regional UAHC office; Alban Institute; other synagogues; BoardSource; Combined Jewish Philanthropies; JRNI.								

ROLES AND RESPONSIBILITIES

COMMITTEE: COMMUNICATIONS
STEERING COMMITTEE: KEHILLAH (GOVERNANCE)

TITLES	Chair: Chairperson of Communications Committee Member: Member								
PURPOSE	Communicate the policies, objectives, news and programs of Temple Shir Tikva using all effective media.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> • Inform members and prospective members. • Support and encourage communication efforts of all Committees and staff (minutes, memos, information, etc.). • Project the culture, character and accomplishments of the synagogue. • Create interest in the synagogue among the Jewish and general community. • Publicize synagogue events within and outside the congregation. • Maintain the website. • Oversee editing and publication of Hineni – supervise outsourcing. • Create marketing materials and special campaigns for member recruitment. • Evaluate effectiveness of current communications methods and recommend improvements. • Offer to Congregation electronic distribution of committee minutes and memos. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Primary</td> <td>Kehillah Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Kehillah Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Kehillah Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in the fields of marketing, journalism, graphic design, website design, etc.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Temple Administrator.								
INTERFACE WITH	Each Steering Committee, each Committee, Professional Staff.								
EXTERNAL RESOURCES	UAHC Department of Synagogue Management; UAHC Department of Communication; local and regional newspapers; the Jewish Advocate; the Metrowest Jewish Reporter; other synagogues; List Serves, Reform Judaism magazine.								

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

Finance Steering Committee	
(Finance)	
Steering Committee made up of 3 Committee Chairs and a VP	
• Treasury	©
Budget	F
Risk Management	F
Cash Management	F
Dues	F
Collections	F
Member Billings	F
• Development	©
Annual Fundraising	F
Endowment	F
Planned Giving	F
Investments	F
• Abatement	©

ROLES AND RESPONSIBILITIES

COMMITTEE: TREASURY STEERING COMMITTEE: FINANCE

TITLES	Chair: Chairperson of Treasury Committee Member: Member								
PURPOSE	Coordinate, administer and oversee the day-to-day finances and long term financial health of the Congregation.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> • <u>Overall</u> <ul style="list-style-type: none"> ▪ Determine the financial resources necessary to achieve the Congregation’s goals. ▪ Devise strategies to provide the financial resources necessary to achieve the Congregation’s goals. ▪ Manage the allocation of available financial resources. • <u>Subcommittees/Functions</u> <ul style="list-style-type: none"> Budget <ul style="list-style-type: none"> ▪ Supervise compliance with the current Fiscal Year budget. ▪ Review actual revenue and expenses, project annual revenue and expenses, and make reports to the Executive Council and the Board of Trustees on a regular basis. ▪ Prepare a draft budget for the next Fiscal Year. ▪ Prepare long-term financial plan. Risk Management <ul style="list-style-type: none"> ▪ Ensure that an appropriate, comprehensive and cost effective insurance plan is in place. ▪ Identify sources of possible loss and implement policies to minimize risk of loss. Cash Management <ul style="list-style-type: none"> ▪ Manage cash receipts to maximize interest income and meet monthly cash requirements. Dues and Fees <ul style="list-style-type: none"> ▪ Evaluate dues and fees structure and recommend changes if appropriate. ▪ Recommend dues and fees level each year. Collections <ul style="list-style-type: none"> ▪ Establish contacts with persons owing money to the synagogue. ▪ Resolve discrepancies, disputes and make payment arrangements. Member Billings <ul style="list-style-type: none"> ▪ Oversee and assist billings to members. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Primary</td> <td>Finance Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Finance Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Finance Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in finance and nonprofit management.								
TERM	Chairperson - 2 years (renewable).								

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF ASSIGNED	Temple Administrator, Bookkeeper.
INTERFACE WITH	Treasury, Abatement, Development, each Steering Committee, Professional Staff.
EXTERNAL RESOURCES	UAHC Department of Synagogue Management; UAHC Department of Development; UAHC Regional Office; Combined Jewish Philanthropies (Endowment Committee); MUM Department; BoardSource; National Association of Church Business Administration; Generally Accepted Accounting Principals (GAAP), Synagogue Council Dues Survey; List Serves.

ROLES AND RESPONSIBILITIES

COMMITTEE: DEVELOPMENT
STEERING COMMITTEE: FINANCE

TITLES	Chair: Chairperson of Development Committee Member: Member								
PURPOSE	Establish and implement a culture of and commitment to giving by the membership.								
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> • <u>Overall</u> <ul style="list-style-type: none"> ▪ Evaluate the long-term capital and endowment needs of the synagogue. ▪ Establish, coordinate and implement plans for long and short term fund raising. • <u>Subcommittees/Functions</u> <ul style="list-style-type: none"> Annual Fundraising <ul style="list-style-type: none"> ▪ Organize and implement annual fund-raising projects/events. Endowment <ul style="list-style-type: none"> ▪ Develop, publicize and implement plans to raise an endowment. ▪ Establish policies for use of endowment funds. Planned Giving <ul style="list-style-type: none"> ▪ Develop, publicize and implement a program to encourage planned giving. Investments <ul style="list-style-type: none"> ▪ Establish standards for investment. ▪ Monitor status of investments. ▪ Adjust investments as appropriate. 								
ACCOUNTABILITIES	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Primary</td> <td>Finance Steering Committee</td> </tr> <tr> <td>Secondary</td> <td>Executive Council</td> </tr> <tr> <td>Approval</td> <td>Board of Trustees</td> </tr> <tr> <td>To be informed</td> <td>Membership</td> </tr> </table>	Primary	Finance Steering Committee	Secondary	Executive Council	Approval	Board of Trustees	To be informed	Membership
Primary	Finance Steering Committee								
Secondary	Executive Council								
Approval	Board of Trustees								
To be informed	Membership								
COMPOSITION	Congregants with an interest or expertise in development, fundraising and investments.								
TERM	Chairperson - 2 years (renewable).								
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.								
STAFF ASSIGNED	Temple Administrator.								
INTERFACE WITH	Treasury, Strategic Planning, Facilities, other committees as needed.								
EXTERNAL RESOURCES	UAHC Department of Synagogue Management; UAHC Department of Development; Regional UAHC Office; Combined Jewish Philanthropies (Endowment Committee); MUM Department; BoardSource; National Association of Church Business Administration; List Serves.								

ROLES AND RESPONSIBILITIES

**COMMITTEE: ABATEMENT
 STEERING COMMITTEE: FINANCE**

TITLES	Chair: Treasurer Member: Member
PURPOSE	Administer the abatement process.
COMMITTEE RESPONSIBILITIES	<ul style="list-style-type: none"> • Work personally with families seeking abatement. • Establish and implement abatement policies which are fair, ensure confidentiality, and are sensitive to the needs of the Temple member seeking abatement. • Work to return members on abatement to full dues status. • Collect and report abatement statistics to the Executive Council and the Board of Trustees on a regular basis.
ACCOUNTABILITIES	Primary Finance Steering Committee Secondary Executive Council Overall Policy Approval Board of Trustees
COMPOSITION	Three or four Temple members to serve as membership managers, who have agreed to work sensitively and confidentially with families seeking abatements [requires By-Law change].
TERM	Treasurer's term is 2 years (renewable).
MEETING ATTENDANCE	Meetings as needed to achieve Committee goals – at least 4 meetings per year is recommended.
STAFF ASSIGNED	Bookkeeper, Temple Administrator.
INTERFACE WITH	Rabbi(s), Administrator.
EXTERNAL RESOURCES	List Serves; UAHC Department of Synagogue Management.

Temple Shir Tikva

141 Boston Post Road · Wayland, MA 01778

GENERAL RESOURCES

Union of American Hebrew Congregations - <http://uahc.org/>

List Serves:

NATA Schmooze – open to members of the National Association of Temple Administrators

PresCon – open to Temple presidents

Temple Chat – open to all Temple leadership

National Association of Church Business Administration – www.nacba.net

Alban Institute - <http://www.alban.org/>

Harvard Business School Publishing - <http://www.hbsp.harvard.edu/>

BoardSource - <http://www.boardsource.org/main.htm>

The National Jewish Center for Learning and Leadership - <http://www.clal.org/>

The Jewish Museum - <http://www.jewishmuseum.org/>

Hebrew College - <http://hebrewcollege.edu/>