

PROGRAM DEVELOPMENT DEPARTMENT



TWENTY-FOUR SYNAGOGUE COMMITTEES WHAT THEY DO • HOW THEY DO IT

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INTRODUCTION

By its nature, a synagogue is a community. Indeed, the word *kehillah*, which is often a part of a congregation's Hebrew name, means community. To be most effective, a congregation must be inclusive and welcoming. Having committees with *specific roles*, *defined duties* and *important functions* can help accomplish that. In addition to helping the synagogue do its work, a functioning committee structure provides a training ground for the next generations of leaders.

This booklet is neither a roster nor an exhaustive list of required committees. It provides suggestions for the duties of 24 committees often found in congregations. We know that there can be other valuable committees in each synagogue. While we have suggested which staff members might best work with each committee, that too, varies by congregation.

You will note each committee is charged to “*Keep minutes of committee meetings and report to the board on the committee's work.*” This is vital; it provides new members with a history of the committee and gives information to the congregation's governing body.

Committees work best with continuity, although they do not flourish when members stay on forever. Every committee member should be looking for new committee members; each committee should have a vice-chair to allow for easy and consistent transition of leadership.

To help improve the congregation's programming, we suggest regular meetings (at least annually but quarterly if possible) of the chairs of programming committees, the communications and public relations committees, and staff members. The purpose of the meeting is to coordinate planning and dates of events, to find ways to work together, and to create harmony in programming. This could, of course, be considered another committee if the group finds such a committee would improve its work.

Committee work is the valuable underlying support of synagogue life. By using your intangible gifts of time, energy, talent, and excitement, you will help Jewish life to thrive in your community.



BUDGET COMMITTEE

Works in conjunction with the executive director or administrator

- 1) Obtain a detailed estimate of the anticipated expenses and revenue for the coming fiscal year from each committee and department of the synagogue, at a specified time and on an annual basis.
- 2) Draft a projected budget for the coming fiscal year, including lines for contingencies, maintenance of such ritual objects as Torah scrolls, and a reserve for long-range building upkeep and maintenance.
- 3) Monitor income and expenses on a monthly basis.
- 4) Enlist the development committee to look for additional sources of revenue if the estimated budget shows a prospective deficit. If necessary, work with the planning committee or board to set priorities for expenditures.
- 5) Inform the board if all reasonable efforts to control expenses have proven unsuccessful. Recommend a plan of action to alleviate the problem and resolve the situation.
- 6) Assign a liaison to any department or committee in the congregation that is responsible for a substantial budget area.
- 7) Assure that the kehilla is taking advantage of cost savings from United Synagogue's Membership Advantage Programs and Services ([MAPS](#)).
- 8) Keep minutes of committee meetings and report to the board on the committee's work.

CEMETERY COMMITTEE

Works in conjunction with the executive director or administrator and rabbi

- 1) Arrange for appropriate layout, care, and upkeep of the synagogue cemetery and maintain an up-to-date and accurate set of maps and records.
- 2) Maintain an up-to-date and accurate set of accounts for the financial operation of the cemetery, including a separate cemetery checking account and a savings account for perpetual care monies.
- 3) Assure that all state/provincial laws governing cemeteries are upheld.
- 4) Present suggested changes in the cemetery rules and regulations to the synagogue's leaders, and when they are approved enforce them.
- 5) Engage in an appropriate campaign to sell graves designed to yield an amount adequate for (a) the amount indicated in the synagogue budget; (b) the annual cost of running the cemetery; and (c) setting aside a reserve for future improvement of the cemetery.
- 6) Plan for the improvement of cemetery land owned by the synagogue but not yet in use; propose specific steps toward such improvement; and when they are approved execute them.
- 7) Report any long-range needs that cannot be covered by cemetery funds.
- 8) Working in consultation with the religious services committee, set principles and standards for the conduct of funerals. Present them to the synagogue's leaders, and help assure they are followed when they are approved.
- 9) Keep minutes of committee meetings and report to the board on the committee's work.

CHESED COMMITTEE

Works in conjunction with the rabbi, program director, or chazzan

- 1) Find out who in the community is suffering from loneliness, illness, extended confinement to home, bereavement, or financial distress and will benefit from the mitzvah of friendship.
- 2) Arrange a program of home or hospital visits, transportation to appointments and shopping, and other forms of aid and comfort for those who need it.
- 3) Establish a corps of volunteers to enact the chesed projects in the congregation
- 4) Create an opportunity to honor publicly those people who perform this function in the congregation
- 5) Keep minutes of committee meetings and report to the board on the committee's work.



CHEVREH KADISHAH ▪ CHESED-SHEL-EMET COMMITTEE

Works in conjunction with the rabbi, program director, and chazzan

- 1) Assemble and train groups of volunteers to help members who have had a death in the family. These volunteers serve as guides through the process of planning the funeral and the mourning customs that follow.
- 2) Write a booklet outlining congregational funeral and mourning customs.
- 3) Train and equip members to serve as shomrim from death through the funeral.
- 4) Train and equip members to serve on the chevrah kadishah, preparing the body for burial.
- 5) Maintain contact with mourners through shivah, shloshim, and the year of mourning.
- 6) Keep minutes of committee meetings and report to the board on the committee's work.

COMMUNICATIONS COMMITTEE

MANAGES COMMUNICATIONS WITHIN AND TO THE CONGREGATION

BULLETINS ▪ PUBLICATIONS ▪ WEBSITE ▪ SOCIAL MEDIA

Works in conjunction with the executive director, program director, educator, or administrator

- 1) Consult with synagogue lay leaders, rabbi, and executive director to select the methods of communications most appropriate for the congregation to use: print and/or emailed newsletters, news briefs, website, posts, social media, specially produced content for new members, holidays, etc.
- 2) Get and send material from United Synagogue, such as its eNews, information from listserves, Leadership News, and press releases to all congregants.
- 3) Produce a membership directory.
- 4) Ensure that professional and/or volunteer personnel are in place to produce content and distribute/post using the selected communications channels.
- 5) Establish an information-gathering network to collect information and produce content for your publications. Consider using cloud-based shared documents, such as Google docs, and listening to your target audience on social media platforms such as Twitter or Facebook.
- 6) Encourage key professional and lay leadership to post regularly to your online communications channels – Facebook, Twitter, and blogs. Encourage your congregational and wider communities to engage your leadership directly.
- 7) Monitor two-way communications channels to assure that comments are not abusive; listen and respond to those people who engage with your community via social media.
- 8) Ensure that the congregational bulletin and website accurately convey the scope of synagogue activities, including news about the Conservative movement as a whole. Provide both electronic and paper publications as appropriate.
- 9) Establish a web presence for the congregation, taking advantage of free United Synagogue services such as web site hosting and web development templates. Ensure that the synagogue's website links to relevant Conservative movement sites.
- 10) Review the congregation's use of technology, including computer networking, social media and how the various areas interact.
- 11) Keep minutes of committee meetings and report to the board on the committee's work.

DEVELOPMENT COMMITTEE

ANNUAL CAMPAIGN ▪ LEGACY GIFTS ▪ ENDOWMENT

Works in conjunction with the executive director or administrator

- 1) Work to assure the membership realizes that it is desirable, vital, crucial, and possible to increase the synagogue's financial resources and its ongoing fiscal stability.
- 2) Formulate a set of standards for fundraising appropriate to the synagogue and send it to the board for approval.
- 3) Explore the possibilities for increasing income from existing and new sources.
- 4) Present specific proposals for increasing synagogue resources to the board.
- 5) Develop and implement fundraising and development proposals when the board approves them.



- 6) Serve as a clearinghouse for fundraising activities held by the congregation's auxiliaries to make sure that the activities do not duplicate or conflict with each other.
- 7) Keep minutes of committee meetings and report to the board on the committee's work.

FINANCIAL OBLIGATIONS EVALUATION COMMITTEE

Works in conjunction with the executive director or administrator

- 1) Keep the synagogue's members aware of how much it costs to maintain and grow the congregation's programs and services.
- 2) Encourage members to assume their fair share of the total costs and those who are comfortable to consider the additional obligation that comes with being blessed with above-average material means.
- 3) Conduct an annual review of the entire membership before the beginning of the new fiscal year and review individual cases as appropriate, with a view to adjusting increases/decreases in financial obligations in keeping with the principle of fair share.
- 4) Review the total picture of dues revenue regularly, including an analysis of the relative proportions of the membership in the various dues categories and the possible need for revising the scale of dues categories.
- 5) Authorize the office to bill members as appropriate.
- 6) Set up a procedure based on Jewish justice and sensitivity to allow members to question or respond to the decisions of the committee.
- 7) Inform the dues collection committee of refusals to accept the committee's decision after an appeal.
- 8) Keep minutes of committee meetings and report to the board on the committee's work.

GOVERNANCE COMMITTEE

Works in conjunction with the rabbi or executive director

- 1) Recruit new board members on an ongoing basis from the synagogue's committees and auxiliaries and through discussions with staff and current board members.
- 2) Write job descriptions for board and committee chairs; update as needed.
- 3) Create a slate of officers and board members, using the process outlined in kehillah bylaws. Review the job description for board members with board candidates.
- 4) Create and implement a program to orient new board members
- 5) Conduct an annual evaluation of the board.
- 6) Conduct an annual review of the kehillah bylaws and suggest changes as appropriate.
- 7) Update bylaws and resolve questions about them as required.
- 8) Keep minutes of committee meetings and report to the board on the committee's work.

HOUSE COMMITTEE

Works in conjunction with the executive director or administrator

- 1) Provide for the regular maintenance and upkeep of synagogue-owned buildings and grounds, including synagogue-owned parsonages and grounds, if any.
- 2) Work with the executive director or administrator in reviewing support staff performance.
- 3) Obtain and present to the leadership estimates for any repairs and improvements in synagogue property above a minimum predetermined amount, and when those outlays are approved enter into contracts for the work and oversee the execution.
- 4) Keep synagogue leaders informed of needed capital and long-range improvements to synagogue property.
- 5) Inspect the synagogue building, parsonages, and grounds annually, and when it is necessary present the budget committee with a written estimated cost for needed repairs or improvements.
- 6) Ensure the safety of everyone in the building by establishing emergency procedures including fire and storm drills as appropriate, especially during school and service times.
- 7) Draw up a set of rules and regulations for the use of the synagogue's physical facilities, and once they are approved enforce them. Rules and regulations for synagogue kitchen facilities must be made in consultation with the rabbi and religious committee.



- 8) Propose a scale of service charges for the use of synagogue premises that should include the costs for support staff, cleaning services, use of energy, and other incidental costs.
- 9) Maintain an up-to-date inventory of all synagogue property, regularly review the insurance coverage of all such property, and recommend to the budget committee any changes necessary to maintain appropriate coverage.
- 10) Interview applicants for any vacancies on the building support staff and make recommendations to fill those vacancies.
- 11) Compile a list of the expected costs and dates of replacement of all capital items and work with the budget committee to insure that funds are set aside on an annual basis in the annual budget to pay for these long-term capital items
- 12) Keep minutes of committee meetings and report to the board on the committee's work.

HUMAN RESOURCES COMMITTEE

Works in conjunction with the executive director or administrator

- 1) Establish policies and guidelines for staff at all levels, including but not limited to hiring, supervision, and dealing with harassment and other inappropriate behaviors.
- 2) Write and regularly update a personnel handbook reflecting those policies and assure that all staff members have read, understand, and accept the policies. Use United Synagogue materials, such as its [policies on sexual harassment](#), as guidelines.
- 3) Establish guidelines and contacts for both staff and congregants to submit complaints or challenges.
- 4) Establish a system for staff evaluation to aid in personal growth.
- 5) Aid supervisory staff in the processes of review and evaluation.
- 6) Work with the executive director or administrator in reviewing support staff performance, as appropriate.
- 7) Recommend the congregation's needs for staffing to appropriate committees.
- 8) Keep minutes of committee meetings and report to the board on the committee's work.

ISRAEL COMMITTEE

Works in conjunction with the rabbi, chazzan, program director, or educator

- 1) Maintain an ongoing educational process designed to cultivate a strong connection between individual members of the congregation, the State of Israel, and Israelis.
- 2) Make sure that the congregation is part of United Synagogue's Israel Commission.
- 3) Encourage individual and congregational trips to Israel, stressing that Israel is not only a wonderful place to visit for historic, religious, and educational reasons, but also is a desirable place to celebrate a simcha such as a bar or bat mitzvah, birthday, or anniversary.
- 4) Review government policies about Israel and let your elected officials know about your congregation's view of U.S. or Canadian policies.
- 5) Let Israel officials know about your concerns about the rights of Conservative/Masorti Jews in Israel.
- 6) Encourage teens to participate in Conservative movement programs in Israel.
- 7) Make congregants aware of United Synagogue's projects and programs in Israel and generate support for United Synagogue's Fuchsberg Jerusalem Center.
- 8) Organize programs for Yom Hazikaron, Yom Ha'atzmaut, and Yom Yerushalayim.
- 9) Encourage congregation members to buy products made in Israel.
- 10) Tell your members about the Masorti movement's activities in Israel and to encourage support for the Masorti Foundation.
- 11) Promote membership in Mercaz, the Conservative movement's Zionist organization.
- 12) Keep minutes of committee meetings and report to the board on the committee's work.



COMMITTEE ON JEWISH HOME OBSERVANCE

Works in conjunction with the rabbi, chazzan, program director, or educator

- 1) Encourage members to observe mitzvot in their personal lives.
- 2) Create and maintain a continuing educational process with the adult education committee to help members deepen their personal commitment to observance.
- 3) Make certain the congregation provides the resources to enable community and individual observance of mitzvot.
- 4) Keep minutes of committee meetings and report to the board on the committee's work.

LIBRARY ▪ MEDIA COMMITTEE

Works in conjunction with the librarian, rabbi, chazzan, program director, or educator

- 1) Maintain a library of Jewish books, music, videos, software, periodicals, and computers with bookmarked Jewish websites open to the membership and the public.
- 2) Stimulate the use of the library by all age groups, stressing the personal enrichment that comes from fulfilling the mitzvah of learning through books and Jewish resources.
- 3) Encourage individual contributions of funds to support the library.
- 4) Buy worthwhile Jewish books and software, especially those of permanent value; attempt to strike a balance among reference works, books for home study, books for light and serious reading, and periodicals and Judaica software programs.
- 5) Oversee the operation of the library and share in the actual work, including taking a complete inventory on a regular basis.
- 6) Secure the necessary supplies and furnishings for proper library maintenance and display.
- 7) Keep minutes of committee meetings and report to the board on the committee's work.

LIFELONG LEARNING COMMITTEE

Works in conjunction with the rabbi, chazzan, program director, and educator

- 1) Encourage members to commit themselves to the goal of allotting time to the mitzvah of Torah study every day.
- 2) Arrange classes for adults in Bible, post-biblical Jewish classics, Hebrew, Jewish history, Jewish belief and practices, modern Jewish issues, and other appropriate subjects.
- 3) Continually evaluate programs and classes to determine evolving strategies to make adult education more effective. Consider options such as on-line or off-site locations.
- 4) Arrange study/discussion groups, or chavurot, meeting either at the synagogue or elsewhere.
- 5) Arrange study programs throughout the week, including oneg Shabbat programs on Friday evenings, in conjunction with services and Shabbat dinners, as well as programs on Sundays or holidays.
- 6) Cooperate with other area synagogues and local Jewish organizations in sponsoring adult education programs and classes.
- 7) Use the synagogue publications to bring articles of interest and study materials to the home regularly.
- 8) Work with affinity groups or auxiliaries to create learning opportunities.
- 9) Work with the library committee in encouraging ongoing use of the library and regular reading of Jewish books and periodicals.
- 10) Encourage congregants to become members of the Jewish Publication Society and other Jewish book distributors or clubs in order to build up their own Jewish home libraries.
- 11) Keep minutes of committee meetings and report to the board on the committee's work.

LONG-RANGE OR STRATEGIC PLANNING COMMITTEE

Works in conjunction with the executive director or administrator

- 1) Working with the board, develop mission, vision and bumper-sticker statements for the congregation.

- 2) Develop a system for collecting information about the congregation, how it operates, who it touches, and its members' stated needs and desires. Include information from local planning boards, schools, and business councils.
- 3) Create an ongoing set of strategic goals set by the mission and vision, using the data collected.
- 4) Review suggestions for projects and programs that because of their complexity, novelty, size, or strategic or long-range character are not yet ready for official consideration. Clarify the ideas and either refer them to a standing committee or recommend an *ad hoc* committee to run the project.
- 5) Seek out and identify new synagogue needs and new areas of possible service for study, clarification, and referral to a standing committee or to the board.
- 6) Establish priorities and timetables for new projects that involve extensive financing, unusual expenditures of time, and strategic or long-range planning and present them to the board for approval.
- 7) Keep minutes of committee meetings and report to the board on the committee's work.

MATURE ADULTS-HAZAK COMMITTEE

Works in conjunction with the rabbi, chazzan, administrator, or program director

- 1) Working with representatives of the cohort, develop a program group focusing on the needs of mature adults, including social, educational, and religious activities.
- 2) Promote intergenerational activities throughout the congregation.
- 3) Seek a charter from Hazak, United Synagogue's program for mature adults, and promote its programs, including its weeklong camp-like retreats and Israel trips.
- 4) Keep minutes of committee meetings and report to the board on the committee's work.

MEMBERSHIP OUTREACH ▪ RETENTION COMMITTEE

Works in conjunction with entire staff

- 1) Encourage unaffiliated Jews to consider formal affiliation, stressing both the privileges and the responsibilities that come with synagogue membership.
- 2) Welcome, embrace, and orient new members to the various aspects of the synagogue's programs and its approach to Conservative Judaism.
- 3) Present new members with appropriate membership information, including a statement of the purposes of synagogue membership, and give them a gift to mark their formal association with the synagogue.
- 4) Track and maintain contacts with all prospective members.
- 5) Maintain ongoing programs designed to encourage personal participation by all members in the synagogue, and to foster a feeling of genuine warmth in the synagogue as a family.
- 6) Create programs designed to welcome those who are invisible or on the margins of the kehillah, particularly the GLBT community, young widows and widowers, and single-parent families.
- 7) Seek out marginal and inactive members and renew their interest in participating in the congregation's programs and religious life.
- 8) Take a census of the congregation's interests, hobbies, and skills and make sure that the appropriate committees get in touch with members based on those skills and interests.
- 9) Call upon any member who resigns for an exit interview, and unless the resignation is the result of a relocation try to correct the problem.
- 10) Bid farewell to members who relocate and let the congregations near their new home know that potential congregants are moving in.
- 11) Present applications for membership and statements of resignation to leadership for approval.
- 12) Keep minutes of committee meetings and report to the board on the committee's work.

PUBLIC RELATIONS COMMITTEE

Works in conjunction with the executive director or administrator

- 1) Ensure all communications going out from the synagogue accurately represent the views and interests of the congregation and work to promote a positive public image.



- 2) Consult with the board, committees, and auxiliary groups and coordinate and manage getting their message out effectively.
- 3) Sensitize synagogue leaders, committee members, professional staff, and office personnel to the importance of courtesy and responsiveness to everyone who visits, calls, or emails for help or information.
- 4) Assure necessary publicity is prepared and distributed in a timely fashion.
- 5) Work to promote a positive public image through name/logo/icon identification of the synagogue with the United Synagogue of Conservative Judaism and Conservative movement affiliates, including USY, Koach, Kadima, Solomon Schechter day schools; Hazak, Women's League, Federation of Men's Clubs, Jewish Theological Seminary, Ziegler School, and Camp Ramah.
- 6) Keep minutes of committee meetings and report to the board on the committee's work.

RELIGIOUS SCHOOL EDUCATION COMMITTEE

Works in conjunction with the educator, rabbi, or chazzan

- 1) Working with the rabbi, develop educational goals for preschool through high school students.
- 2) Create a mechanism for ongoing review of existing curricula and forge ties with the synagogue's informal educational programs. Prepare recommendations for integrating formal and informal education for the synagogue board's review and approval.
- 3) Develop a salary schedule for teachers based on appropriate regional salary scales. Include incentives for in-service education and certification.
- 4) Provide funds in the school budget for the director's professional growth through involvement in professional educational associations.
- 5) Hire and supervise educational leader, as appropriate.
- 6) Create and review school policies.
- 7) Provide for experiential activities, experimental curricular programs, and a media center or library for the students.
- 8) Promote teachers' continued growth by funding attendance at workshops and classes.
- 9) Keep minutes of committee meetings and report to the board on the committee's work.

RITUAL • RELIGIOUS COMMITTEE

Works in conjunction with the rabbi and chazzan

- 1) Keep issues about the religious nature of the congregation as a major agenda concern.
- 2) Continually evaluate the religious growth of the synagogue and recommend steps to heighten commitment.
- 3) Educate the committee itself, as well as the synagogue's leaders and members, about the essentials of the Conservative approach to tefillah, Jewish worship, and synagogue religious practices.
- 4) Arrange for regular worship services for adults and children that will meet the congregation's religious needs on weekdays, Shabbat, holidays, and special occasions.
- 5) Encourage establishment of alternative minyanim within the kehillah.
- 6) Create and present proposals involving significant changes in synagogue ritual to appropriate leaders.
- 7) Present guidelines for involving non-Jewish family members in lifecycle events.
- 8) Present guidelines for religious services in the synagogue, standards for Shabbat and holiday observance, and kashrut standards at synagogue premises or off-site gatherings to appropriate leadership.
- 9) Train volunteers to fulfill such ritual functions as leading services and reading Torah or haftarah when clergy members are not available. Provide workshops to train congregants in these tasks; provide copies of USCJ / RA Luah for their use.
- 10) Work with the religious school committee on aspects of synagogue service and ritual that involve the participation of schoolchildren.
- 11) Work with the appropriate committees when searching for klei kodesh and present recommendations for filling such vacancies to the leadership.
- 12) Create ways to raise the level of performing the mitzvot of public worship, both by increasing attendance and by deepening the level of the worship experience.
- 13) Keep minutes of committee meetings and to report to the board on the committee's work.



SOCIAL ACTION ▪ TIKKUN OLAM COMMITTEE

Works in conjunction with the rabbi, chazzan, educator, program director, or executive director

- 1) Lead the congregation in carrying out mitzvot through direct service and teaching about Jewish tradition and its relationship to community issues and advocacy.
- 2) Create opportunities for direct action projects involving as many people as possible in a variety of ways.
- 3) Create a system for quick response to emergency needs on a national or local level.
- 4) Keep minutes of committee meetings and report to the board on the committee's work.

COMMITTEE ON UNITED SYNAGOGUE AND CONSERVATIVE MOVEMENT

Works in conjunction with the rabbi, chazzan, educator, program director, or executive director

- 1) On behalf of the congregation, maintain direct contact with the international and district or regional offices of the United Synagogue of Conservative Judaism and provide reports on meetings to the board and to the membership-at-large.
- 2) Maintain an ongoing education program designed to increase awareness of the Conservative movement's goals, programs, and services and to maintain a sense of personal involvement in the movement and a concern for determining its direction and future.
- 3) Have ongoing contact with the many other Conservative movement organizations, including the Jewish Theological Seminary, the Ziegler School of Rabbinic Studies, the Federation of Jewish Men's Clubs, the Women's League for Conservative Judaism, the World Council of Synagogues, Mercaz, Camp Ramah, the Rabbinical, Cantorial, and Educators Assemblies, JYDA, NAASE, Masorti Olami, and the Masorti movement in Israel.
- 4) Arrange for budget allocations to promote congregational representation at United Synagogue programs, including biennial conventions, district or regional conventions and conferences, and the Sulam leadership program.
- 5) Encourage individual and group participation in Conservative movement activities including the Koach kallah, Nativ, USY on Wheels, USY Israel Pilgrimage, Camp Ramah, the USY convention, and Solomon Schechter Day School Network programs.
- 6) Cultivate a sense of loyalty to the Conservative movement as a center of Torah that speaks directly to us as modern traditional Jews.
- 7) Advocate for the interests of Conservative Judaism in recognition of our contributions to a pluralistic Jewish community.
- 8) Keep minutes of committee meetings and report to the board on the committee's work.

YOUTH AND YOUNG ADULTS COMMITTEE

Works in conjunction with the rabbi, educator, youth leader, or program director

- 1) Working with the school committee, develop an overarching educational system that includes both formal and informal programs (including Kadima) and activities for children and teenagers from preschool through college.
- 2) Arrange for suitable activities for high school students, including both a USY chapter and options for those who do not want to be in USY.
- 3) Working with Koach, adopt suitable means of maintaining contact with college students who are the children of synagogue members while they are away at school and at home on vacation.
- 4) Establish ties with Jewish student groups at nearby universities to provide programming and other resources for students there.
- 5) Develop a core group of young adults to create programs with their peers with congregational help, but not necessarily at the synagogue facility.
- 6) Encourage alternative minyanim within the kehillah.
- 7) Interview candidates to lead youth programs when there are vacancies, and forward recommendations to the board.



- 8) Advocate for a budget for congregational youth programming, including salaries and subsidies, and manage it when it is allocated.
- 9) Tell children's and teenagers' parents about the programs' goals and involve them as much as possible.
- 10) Keep minutes of committee meetings and report to the board on the committee's work.

VOLUNTEER MANAGEMENT COMMITTEE

Works with the rabbi, executive director, or president

- 1) Work to develop an environment that creates a successful flow of volunteers for all committees.
- 2) Prepare an annual budget to provide for volunteer recruitment, training, support, and recognition.
- 3) Create and maintain a database of members' professional and personal interests and strengths.
- 4) Keep minutes of committee meetings and report to the board on the committee's work.

