

Governance Restructuring Information

March, 2011

For feedback: governance@tbeaptos.org

Last year, with the help of consultant Speed Leas, Temple Beth El underwent a review of many aspects of the Temple's governance, including leadership, policy making, administration, and community involvement, in order to come up with better ways to serve the congregation. Following the congregational meetings of 2009/2010, several aspects of Temple administration were identified for further study.

As part of this process, the Temple Board of Directors established a Governance Task Force to evaluate the Temple's governance structure. The task force was charged with recommending strategies for creating more effective and efficient leadership and communication. In doing this, the task force considered changes in the way the Board interacts with the congregation and Rabbis and what the focus and composition of the Board should be.

To begin this process, the task force members read the book *Ministry and Governance: Rethinking Board Leadership* by Dan Hotchkiss and considered how suggestions made in that book could be applied to our temple. One of the main points made in *Ministry and Governance* is that to be effective boards of directors for synagogues and churches should to be relatively small, not much bigger than 9 people. The task force saw merit in this idea. In addition, the task force members agreed that a temple board should focus on policy making and long term planning, while the day-to-day operations of the temple should be handled by the temple committees working with the clergy and staff.

Our tentative recommendations and areas for future congregational discussion are:

1. Change the focus of the Board from daily operational issues to short and long-term planning, policy making and oversight.
2. Reduce the size of the Board from its current size of 22 (plus 4 ex-officio members) to a more functional size of 11 members plus 2 to 4 ex-officio members.
3. Create a Program Council consisting of the Executive Director and the Chairs of standing and event committees to deal with the daily operational needs of the Temple.
4. Establish term limits for Board members of 6-8 years to enable more members to participate in the leadership of the Temple.
5. Create effective communication strategies for better Board transparency and improved participation by the congregation.

The task force suggests that the composition of the Board be structured as follows:

- President

- Immediate Past President (serves as Nominating Committee Chair)
- Treasurer
- Secretary
- VP for Human Relationships
- VP for Communications (focuses on Marketing, Fundraising, Communications)
- VP for Education (focuses on Adult Programs, Temple School, Youth committee, Youth Groups, Camp Kayetz, Film Festival)
- VP for Membership Development (focuses on Membership, Volunteer Coordinator, Sisterhood, Brotherhood, Chavurot)
- VP for Worship and Justice (focuses on Social Action, Ritual Practices, Interfaith, Twice Blessed, COPA)
- VP for Operations (focuses on Cemetery, Building & Grounds, Development)
- Congregant Facilitator/Member at Large (This would be a person that congregants could go to if they have a problem with an area of the Temple and either don't know who to talk to or can't deal directly with the person in charge of the particular activity. It would be the job of the Congregant Facilitator to help resolve the situation appropriately.)
- Executive Director – Ex Officio
- Clergy – Ex Officio (Only one clergy member would be required to attend Board meetings. The clergy team would designate which member would attend and establish a rotation. However, all clergy members would be welcome to attend any meeting and participate in the discussion.)

In addition, the Task Force recommends that one of the above Board members be designated as President Elect, thus allowing for an orderly presidential succession. Terms of office for each of the positions would be two years. With this new structure, there would no longer be a need for an executive committee.

The task force seeks your input, thoughts, and questions about these issues. Please send your comments to governance@tbeaptos.org or mail to Temple Beth El, 3055 Porter Gulch Road, Aptos, CA 95003, addressed to the Governance Task Force. Our goal is to have incremental changes in place by the Board election cycle in 2012, along with updated bylaws which will reflect the changes.