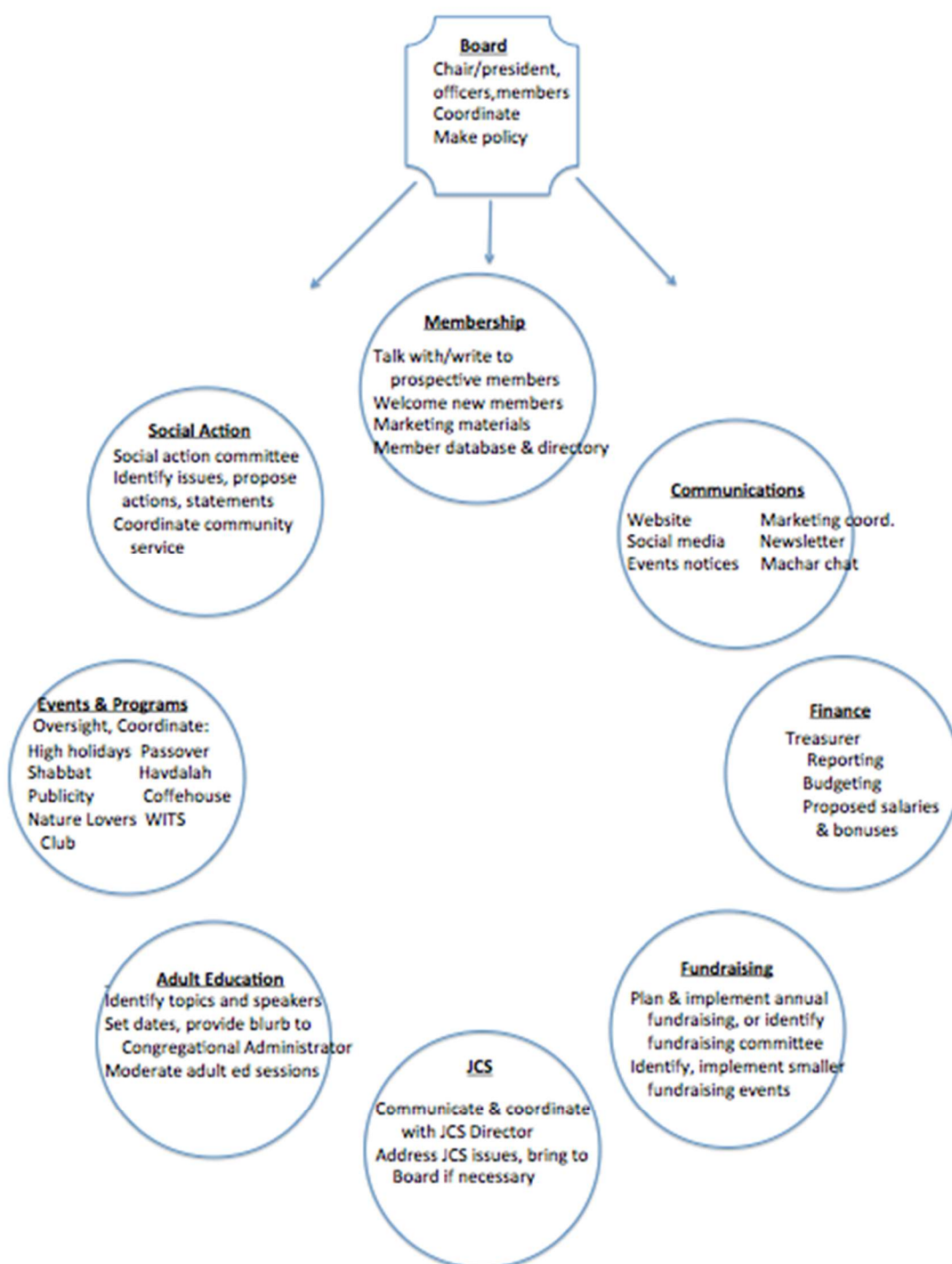


Machar Leadership Restructuring

This is a schematic of the revised Machar leadership plus a detailed description.



Portfolios - Schematic View

Details of Machar Leadership Restructuring

April, 2021

The vitality of our congregation depends on the participation of our members and strong shared leadership. We need leaders who bring their life experiences and expertise to the Board of Directors and to committee work. We need leaders who represent the demographic diversity of our membership. Having new leaders in the pipeline is essential for a vibrant community and a smooth transition in the near and long term.

Objective: To share the leadership responsibilities among a group of leaders to significantly reduce the burden on the president (henceforth referred as *Chair of the Leadership Team*) and make leadership roles more attractive/appealing to Machar members.

Overview:

The Chair of the Leadership Team, in collaboration with the Vice Chair, will work with the *Portfolio Managers* (or co-managers) to provide leadership for Machar. The managers will assume primary responsibility for the work/tasks/programs under their portfolio. The managers will not do all the work but will form committees or working groups to carry out specific and often time-limited tasks. Managers will not be required to be board members and the hope is that non-board members will agree to be managers. However, board members will be encouraged to be managers.

The portfolios will have “permeable boundaries” and coordination among managers and with the Chair and Vice Chair will be important. Managers will communicate at monthly board meetings in case their portfolio has major issues (e.g., policies) or issues involving more than two portfolios. A manager who is not a board member will attend board meetings if there is an issue for the board; otherwise attendance will be optional. Routine issues involving only one or two portfolios will be communicated directly between the managers.

Outline of Roles/Responsibilities:

Chair of Leadership Team –

For the Chair only, we distinguish activities expected to take a substantial amount of time from other, less time-consuming ones. Substantial activities:

- Function as the Chief Executive Officer of Machar (a.k.a. President), per the by-laws
- Divide work with the Vice Chair according to expertise, skills, and interests of both
- Recruit Portfolio Managers with assistance of Nominating Committee
- Communicate at least monthly with each manager

- Plan and chair monthly board meetings
- Triage new ideas/initiatives and either put on Board meeting agenda as “new business” or immediately hand off to appropriate manager

Chair activities done ‘ad hoc.’ These may not occur during a typical month:

- Communicate with rabbi and Rabbi Committee on a regular basis
- Supervise, evaluate and coordinate with the Congregational Administrator
- Address personnel matters and recruitment, as needed

Chair’s nominal activities typically requiring less than an hour per month:

- Sign all official and financial papers for Machar, or designate a signer, per the by-laws
- Preside over the Annual Membership Meeting and make an oral annual report
- Be the public face/spokesperson for Machar for non-rabbinical matters
- Give holiday welcomes or identify a person to do so
- Contribute *Volunteer Thanks* to bimonthly newsletter

Adult Education Manager –

- Identify topics for the adult education program
- Identify and contact speakers and set dates according to congregational calendar
- Work with Congregational Administrator to create a calendar for the website
- Provide information to Congregational Administrator to publicize programs
- Moderate each adult education program
- Manage virtual technology, if needed
- Determine annual budgetary needs in conjunction with the Finance Manager

Communication Manager –

- Oversee website updates in collaboration with Administrator
- Oversee social media by communicating with designated committee, if any
- Confer with Board and/or ad hoc committee on marketing strategies for recruiting new members.
- Work with Newsletter Editor as needed (Newsletter is pretty self-sufficient now)
- Write or recruit board member to write *Machar News* for Newsletter
- Review and proof Newsletter prior to distribution
- Monitor *MacharChat* for any issues that arise
- Distribute notices of Machar events to public media

Jewish Cultural School Manager –

- Communicate with JCS Director at least monthly

- Address JCS questions/concerns/issues and bring to full board, as needed
- Identify process for planning and implementing Hanukkah and Purim celebrations
- Plan and implement annual evaluation of JCS Director
- Determine if the curriculum needs to be modified and identify committee to do work

Events/Programs Manager –

- Form a committee for High Holidays and oversee that committee
- Form a committee for Passover and oversee that committee
- Communicate with Rabbi about Shabbat events to avoid any conflicts
- Coordinate with Administrator and other Managers on setting dates for events
- Communicate with committees and Administrator about publicity for events
- Identify coordinator for annual coffeehouse
- Formulate agenda information for discussion at board meetings about ad hoc events
- Address needs/issues from WITS, Nature Lovers, and Havdalah committees, as needed

Finance Manager –

- Function as the Treasurer of the Board of Directors
- Verify bank transactions and balances
- Do annual budgeting
- Report on the financial health of Machar at the Annual Membership Meeting
- Report quarterly to board on the status of spending and expenses
- Provide initial proposals for salaries, raises and bonuses

Fundraising Manager –

- Plan and implement annual fundraising or identify committee to do so
- Identify smaller fundraising events and implement (e.g., via social media or other)
- Contribute short “Fundraising” summary to bimonthly Newsletter
- Identify coordinators for any fundraising events and keep tabs on any issues that arise

Membership Manager–

- Communicate with prospective members, as needed (typically done by Administrator, Rabbi and/or JCS Director)
- Welcome new members by sending or delivering new member bags or recruit someone(s) to do so
- Confer with Board and/or ad hoc committee on marketing strategies for recruiting new members.
- Maintain member database or identify someone to do so
- Coordinate production of the membership directory on an annual basis
- Maintain communication with Mispachah Committee and provide support as needed

- Follow up with departing members when feasible about reasons for non-renewal

Social Action Manager—

- Maintain awareness of social action issues and actions raised by rabbi, members, and external parties
- Determine if social action issue or action raised merits action by Machar and:
 - If issue is within an existing Machar policy, lead the Committee in drafting a policy statement and take other appropriate actions; or
 - If issue is not within an existing policy, lead the Committee in making a recommendation to the Board, per the By-Laws and Machar procedures
- Identify and coordinate Tikkun Olam/Social Action activities for the congregation (e.g., collecting items for food banks, participating in community service days)