

**Federation of Jewish Men's Clubs, Inc**

# **Regional Officer Manual**

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# **1. INTRODUCTION**

SO! You have just become a Region Officer of the Federation of Jewish Men's Clubs. Congratulations! It's an important and meaningful job. The work you do will ultimately influence the lives of people in your region and in the Conservative/Masorti Movement. The ideas you and your fellows will create have the potential to impact upon countless numbers of individuals and their families.

For example: The **Yom HaShoah Yellow Candle Program™**, **The World Wide Wrap**, **Build a Pair**, **Yad Shel Chai** and more began as a Club programs. **The Art of Jewish Living Series** was the dream of a Club President who wanted to teach people how to make a *Kiddush*. The dream came true when the Club President became International President.

The time you devote to visiting and advising Clubs can activate a passive Club and transform the activities of a congregation. Make no mistake: As a Region Officer of FJMC, you are a key person in the Conservative/Masorti Movement.

In order for you to be the most successful Region Officer you can be, however, you need to know:

- **How the Federation of Jewish Men's Clubs operates.**
- **What is its relationship to the Conservative/Masorti Movement**
- **The roles and services of each organization in the Conservative/Masorti movement?**

Since you are a *shaliach* (an emissary) for the FJMC and the Conservative/Masorti movement, what you do and what you need to understand about the movement and Jewish life is important. That's why this manual is divided into separate sections. Please review it; concentrate on what you need to know and learn it!

This manual is like an encyclopedia. You are not expected to know everything about each Conservative/Masorti Movement organization at the drop of a hat. When you need to know something, look it up!

The manual is separated into four major sections:

- What a Region Officer should know about the FJMC
- What a Region Officer should know about the Regions
- What a Region Officer should know about the Clubs.
- What a Region Officer should know about the Conservative/Masorti Movement.

Each section is divided into specific topics which can help you be a more effective leader. Congratulations and Good Luck. May we move from strength to strength.

# **SECTION I: WHAT A REGION OFFICER SHOULD KNOW ABOUT THE FJMC**

## **2. ABOUT FJMC**

Read about the history of the FJMC at [History of the FJMC](#)

FJMC (Federation of Jewish Men's Clubs) is the international umbrella organization for a confederation of more than 250 men's auxiliaries serving 20,000 men throughout the United States, Canada and around the world. Although our clubs are concentrated in North America, the influence of FJMC's programs and contributions is felt worldwide.

FJMC's mission is to involve Jewish men in Jewish life, primarily by providing innovative programming and responsive services to strengthen and build Jewish Men's Clubs and to train and develop their leaders; however, our influence goes far beyond men in the Conservative/Masorti Movement. Our programs have a profound impact on our congregations, our youth, world Jewry, and, when you consider the indirect impact of our Shomrei Ha'aretz environmental programs, all of humanity.

The list of FJMC programs and activities is lengthy, but here are some of our more recent endeavors:

- Shomrei Ha'aretz ("Green" Program)
- Wellness Initiative
- Involve the Next Generation in the FJMC
- Yad Shel Chai (Young Torah Readers)
- Yom HaShoah Yellow Candle Program (Holocaust Memorial Program)
- Keruv (Outreach to Intermarrieds)
- World Wide Wrap
- Tefillin
- Hearing Men's Voices
- Hebrew Literacy
- Art of Jewish Living
- Enhancing Jewish Observance
- Sefer Haftarah (Haftarah Scroll)

Organizational details about the FJMC Executive Committee, Board of Directors and Committees, as well as programs and services may be found on our website – [www.fjmc.org](http://www.fjmc.org).

### **3. A GUIDE TO UNDERSTANDING THE FJMC BOARD OF DIRECTORS, EXECUTIVE COMMITTEE AND FJMC COMMITTEES**

#### **A. THE BOARD OF DIRECTORS – REGION OPPORTUNITIES/ RESPONSIBILITIES**

Region Presidents, Executive Committee, International Officers and Past International Presidents are automatically members of the Board of Directors. The President also appoints additional members to the Board of Directors. The list of the new Board is always posted at the Biennial Convention. In addition, regional members are elected at the Convention. The Board of Directors meets at least twice a year and may adopt rules and regulations as it deems necessary and proper for the carrying out of its responsibilities.

Responsibilities of a member of the Board:

- To report regularly to their Club Boards
- To make certain their Clubs remains in good standing
- To encourage their Clubs to make use of FJMC programs and materials
- To attend the Biennial Convention and Region meetings

In addition, Board members may be asked to serve on an FJMC Committee. Board members who show an interest and a record of successful involvement also may be asked to serve on the Executive Committee.

What Board members receive:

Members of the Board are notified of all Board meetings and may attend, at their own expense, or can participate by conference call. In addition, Board members receive minutes and special correspondence in order to keep them current with the FJMC.

The Board of Directors changes every two years. According to FJMC Constitution/By-laws, a notice must be sent to each Region prior to the Biennial Convention indicating the number of appointees a Region President can make. This number is determined by the number of Clubs in the Region. The applicable FJMC bylaw reads:

#### *Regional Allotment of Directors*

"Each Region shall be entitled to one elected director for every five Clubs or any major fraction thereof in that region, provided that no Region shall be entitled to fewer than two elected Directors. For a Club not officially part of an organized region, the Chairman of Regions shall determine with which region such a Club will be attached for the purpose of this section."

#### *Regional Nomination of Directors*

"Prior to the FJMC's biennial convention, each region shall be entitled to nominate members from Clubs in good standing in their regions to serve as elected Directors from that region."

#### *Terms of Office for Elected Directors*

"Elected Directors...shall hold office from the biennial convention at which they are elected...until their successors are elected...at the next biennial convention."

### *Vacancies for Elected Directors*

"In the event of a vacancy of an Elected Director representing a region, that region shall appoint a member from a Club in good standing in its region to fill the vacancy until the end of the term."

## **B. THE OFFICERS AND EXECUTIVE COMMITTEE**

FJMC Officers and Executive Committee members are determined by the FJMC Constitution/By-laws. This group meets approximately four times a year and conducts business between Board of Directors meetings.

From time to time, members of FJMC Committees are invited at the President's request to Officer and Executive Committee meetings. When this occurs, it is at the FJMC's expense, according to the FJMC policy then prevailing.

When an Executive Committee meeting occurs in a Region, the Region President and other members of the Region are usually invited to attend the meeting.

## **C. APPOINTMENTS TO FJMC COMMITTEES**

From time to time, the FJMC will contact a Region President in order to obtain permission to appoint a member of a Region Board to an FJMC Committee. In most cases, the call will come from the President, an International Officer or a member of the Executive Committee.

The major exception to this is Convention. The Convention Committee is composed of representatives from nearly every Region and depending upon the position -- for example, a Convention Dining Room Chairman, which only requires on-site labor -- the Region President might not be contacted until after the appointment has been made.

## **4. HOW TO PREPARE YOUR REGION FOR THE FJMC BIENNIAL CONVENTION**

FJMC Conventions are held every two years. Your Region's participation can be the most important building experience for your Region during your term of office. Club and Region Officers are offered leadership and organizational development training and leave the convention filled with enthusiasm, new ideas, and a revitalized spirit.

In order to maximize your Region's involvement at the FJMC Biennial Convention, you are asked to encourage your Clubs to submit applications for Torch Awards. The Torch Awards program recognizes and honors individual Men's Clubs for outstanding programs and services which benefit our congregations, communities and the Men's Club Movement. The entries are judged every two years by a select committee in time for the convention and the winning Men's Clubs are awarded distinctive plaques. Their programs are publicized in the HaShofar e-newsletter. In addition, a summary of the programs of all Torch Award winners is compiled and placed on the FJMC website ([www.fjmc.org](http://www.fjmc.org)).

One of the ways your Region can encourage this effort is by appointing a member of the Regional Board as regional representative to the Torch Award Committee. This person's function is to encourage Clubs to submit applications for awards.

Regions are also asked to:

- Lead one of the daily services during convention
- Sponsor or co-sponsor a cocktail party
- Conduct a Journal campaign

### **Convention Journal**

The Journal offers the opportunity to honor those men who have worked hard for our organization and North American Jewish life. It is also a major means of revenue for the region and the FJMC. Even as we are continually expanding our programming services to our affiliates, our dues structure provides less than 50% of our annual revenue. A strong journal allows our per capita dues structure to remain at its current level.

Advertisements are purchased by Regions, Clubs, and Individuals. Our custom is to rebate 25% of the funds collected from Clubs and individuals to the Region for appropriate disbursement.

### **The Ma'asim Tovim Award**

The FJMC created the Ma'asim Tovim award a number of years ago to provide a Region with the opportunity to recognize someone in the Region for outstanding achievement. The award is part of the journal campaign and allows the Region to obtain additional funding which will hopefully be used for Convention scholarships.

## **SECTION II - WHAT A REGION OFFICER SHOULD KNOW ABOUT REGIONS**

### **5. THE REGIONAL EQUATION: HOW A REGION HELPS ITS CLUBS**

Too often the leaders of successful Clubs may not understand the role a Region can play and how it can aid their Men's Club or Brotherhood. Club leaders also sometimes do not understand how their Club, through its participation in a Region, can help strengthen a Men's Club / Brotherhood in another community. Properly functioning Regions operate as 'think tanks', designed to keep Men's Clubs and the synagogues they represent active and vibrant, and as 'supermarkets' that offer a variety of programs and services.

As a '*Think Tank*', the Region Board can analyze the manner in which a Club operates. As a result of this experience and the training of its officers, the region can suggest alternate ways of functioning or new programs which, if initiated, could succeed in providing the Club with a vehicle for renewal.

As a '*supermarket*,' the Region, through the programs developed by the FJMC, as well as the programs learned from other Regions, can offer a Club a cornucopia of programmatic opportunities.

Effective Regions meet regularly and communicate with their Clubs either by phone, e-mail, social media, or visitation. Regions conduct meetings, training sessions, and programs; publish newsletters; and are sensitized, through the special communications they receive from our International Officers, to the Conservative/Masorti Movement Agenda.

Regions have the ability to take on a project/initiative/program that an individual Club cannot take on alone. For example, many of our Regions are actively involved in rebuilding and upgrading our Camps Ramah. It is through their efforts and such projects that men can be attracted to join and support their Men's Clubs.

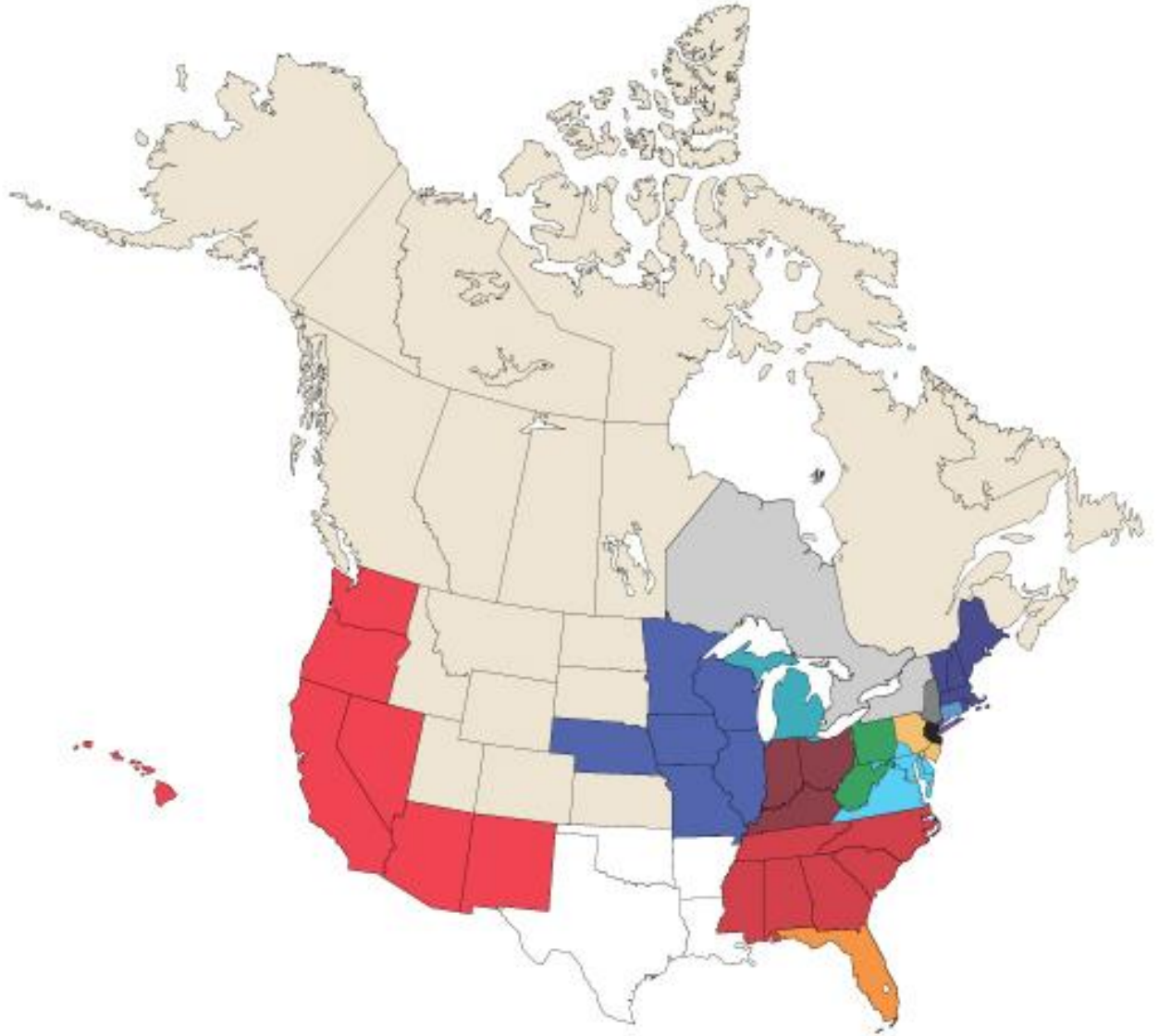
Regions have the ability to bring Club leaders together in order to exchange ideas, discuss common successes and problems, and to receive the benefits of FJMC training curricula. These training seminars provide participants with programming ideas, as well as organizational and motivational skills. Regions have the ability to lessen the sense of isolation experienced by Club Presidents and can unite them into something greater.

Regions are built and maintained through the understanding and commitment of Club leaders. As the FJMC grows and its services are increasingly sought out by congregations, the roles and the responsibilities of the Region increase.

In addition, *Regions unite Clubs*. Regions change their boundaries in order to provide a higher quality of service to their Clubs. In the recent years we formed KIO (Kentucky, Indiana & Ohio), Anshe Darom (South East Region), Hudson Valley, Lake Ontario and Michigan regions. Each of these Regions are uniting existing Club leaders, building new Men's Clubs and introducing a concept of service to our congregations which is much needed and long overdue.



# FJMC REGIONS AND CURRENT BOUNDARIES



# DESCRIPTION OF REGIONS

## **NEW ENGLAND REGION (NE)**

Maine; Massachusetts; New Hampshire; Rhode Island, Vermont

## **CONNECTICUT VALLEY REGION (CTV)**

Connecticut

## **NEW YORK METROPOLITAN REGION (NYM)**

New York City (Bronx, Brooklyn, Manhattan, Queens); Long Island

## **HUDSON VALLEY (HV)**

Northern suburbs of New York City and eastern part of up-state New York, including Albany

## **NORTHERN NEW JERSEY REGION (NNJ)**

Northern New Jersey; Staten Island, New York

## **MIDDLE ATLANTIC REGION (MAR)**

Southern New Jersey; northern Delaware; eastern Pennsylvania

## **SEABOARD REGION (SEAB)**

Southern Delaware; District of Columbia; Maryland; Virginia; Harrisburg, Pennsylvania

## **ANSHE DAROM REGION (AD)**

Alabama; Georgia; Mississippi; North Carolina; South Carolina; Tennessee

## **FLORIDA REGION (FL)**

Florida

## **SOUTHWEST REGION (SW)**

Arkansas; Louisiana; Oklahoma; Texas (except El Paso)

## **KIO REGION (KIO)**

Kentucky; Indiana (except northwest corner); Ohio (except Toledo and Youngstown)

## **TRISTATE REGION (TRI)**

Youngstown, Ohio; Western Pennsylvania; West Virginia

## **LAKE ONTARIO (ONT)**

Ontario, Canada; western part of New York

## **MICHIGAN REGION (MI)**

Michigan; Toledo, Ohio

## **MIDWEST REGION (MW)**

Illinois; (northwest) Indiana; Iowa; Kansas; Minnesota; Missouri; Nebraska; Wisconsin

**WESTERN REGION (WE)**

Arizona; California; Hawaii; Nevada; New Mexico; Oregon; El Paso, Texas; Washington

**INTERNATIONAL REGION (INT)**

Latin America: Santiago, Chile; and the Asia subcontinent, Mumbai, India

## **REGIONAL BOUNDARIES CAN CHANGE**

From time to time, a Club may petition the FJMC to transfer it from one region to another. There can be many reasons for such a request. The neighboring region may be more attractive because of a higher quality of servicing its Clubs. The petitioning Club may be in a Region with too few Clubs within a reasonable proximity. Whatever the reason, the FJMC turns the matter over to the Region Review Committee.

## **THE REGION REVIEW COMMITTEE**

The Region Review Committee is composed of the Chairman of Regions, and the President and First Vice President of the FJMC. The committee reviews special proposals for dues consideration or regional placement. In each instance, the committee consults with the executive director and the Region Presidents involved.

## **6. REGIONAL DIFFERENCES AND SUGGESTED REGIONAL ORGANIZATIONAL STRUCTURE**

Every Region is unique and varies depending on geography culture and leadership. Some regions may have 30 to 50 congregations within a one hour's drive of each other. Others have a distance of 250 miles between Clubs.

Since every Region is different there is no set formula for success. However there are some guidelines relating to structure of their organizations that can help insure success.

**A Region should be organized in accordance with its Constitution/By-laws (obtain a copy from the Region President) with a set of officers with assigned responsibilities.**

**Regions encourage officers to:**

- Set agendas
- Correspond and take minutes.
- Maintain finances including budgeting, bookkeeping and reporting to the FJMC (covered later in this manual)
- Assess, visit, advise, mentor, train existing clubs and recruit new Clubs.
- Coordinate Region events and projects.
- Communicate to Club members and members of the Conservative/Masorti Movement.
- Serve on FJMC Standing Committees (such as):
  - Convention
  - Programs (Yom HaShoah, World Wide Wrap, Shomrei Ha'aretz, Men's Club Shabbat, Wellness, Keruv, etc.)
  - Communication (Unraveller, HaShofar, Advantage, website)
  - Training
  - Club/Region Support (Membership)
  - Fundraising
  - Operation (Office, store, IT, Legal, Marketing, Administration)

## **7. WHAT STRONG/EFFECTIVE REGIONS AND REGION OFFICERS DO**

As mentioned earlier, there is not specific formula for success. However, there seems to be a number of items that have helped regions be successful and achieve their goals.

- Rewards and Recognition – This can range from a simple ‘thank you’ or thank you note, to a public acknowledgement at a meeting or to a ‘Man of the Year’ event or Ma’asim Tovim at convention. At a Club level, a Torch Award and Quality Club Award can also be powerful motivators in a volunteer world.
- Retreats – All of the Regions conduct retreats in some form. This is a wonderful learning opportunity for individuals to experience the ‘Ruach’ of Men’s Club. These have many different formats but all seem to be some combination of ritual, learning, sporting and social.
- Convention – attendance at Convention is the single most important event that can strengthen regions and Clubs. Enrolling individuals to attends needs to be a priority for every region. Many regions and Clubs raise significant money to subsidize the cost of the Convention for Club Presidents, first time attendees and others.
- Effective communications – Keeping in touch with the Clubs is vital! Determine Club needs by visitations and other contacts - this can take on many forms from e-mail, one-on-one telephone calls, conference calls, web and SharePoint sites, Newsletters, Region Guides, etc. A Region’s demographics will dictate what is best for them. What is important, though, is that the Region has a communication plan.
- Satellite Training – this is an opportunity for Clubs to learn from FJMC experts. Here they have an opportunity to understand how they can be most effective in attaining their goals.
- Encouraging Clubs to develop and reapply programs - FJMC is basically a ‘grass roots’ organization with our best programs coming from the Clubs and regions and should encourage Clubs to be innovative and share their successes. Regions make connections between Clubs both within and outside to reapply the best.
- Succession Planning and Leadership Development – The first responsibility of any new Region President is to insure his successor has been identified and to develop a plan for training and transition. Many Regions have development programs to assign their potential leaders to different areas of responsibility to best groom them for the future. Attending LDI should be a priority for incoming and continuing Presidents, as well as Consultants.

In assessing the relative strength of your Region, you may wish to begin with an analysis of the various components of what you do and then develop an Action Plan to address areas weakness: [Appendix A](#) has a diagnostic tool you may wish to use to begin the process of identifying areas needing attention.

## **8. THE ROLE OF RABBINIC ADVISOR**

One of the most effective tools the FJMC has ever created is that of the Region Rabbinic Advisor (RA). Each Region is strongly encouraged to have an RA. The Advisor is a rabbi in your Region, who advocates for and guides the Region's development. The Advisor is as effective as the Region President wishes him or her to be. Consequently, a Region needs to exercise serious thought when selecting an RA and determining the role he or she is to fill.

### **WHAT SHOULD THE RA'S JOB BE?**

Assuming a Region President asks it of him or her, the RA can fulfill many functions:

- He/she can help the Region plan.
- He/she can contact colleagues with unaffiliated Clubs in order to set up appointments.
- He/ she can contact colleagues with affiliated Clubs that are experiencing difficulty and enlist the local rabbi's aid.
- He/she can promote our programs and projects to other members of the Rabbinical Assembly.
- Spiritual advisor for Region events (Man of the Year Dinner, Retreat, etc.)

### **WHO CAN SERVE AS A REGION RABBINIC ADVISOR?**

Any rabbi in the Region can, although we recommend that he or she be a member of the Rabbinical Assembly. A Rabbinical Assembly rabbi meets regularly with other rabbis at regional RA meetings. This provides the rabbi with a regular forum to share the region's successes and expectations with colleagues, and to benefit from their experiences and input. A rabbi who is not a member of the RA lacks this opportunity, and his or her attempts at servicing and strengthening a region will be hampered by this lack of contact with Conservative/Masorti colleagues.

### **HOW IS A REGION RABBINIC ADVISOR APPOINTED?**

Each Region determines its own method. In some instances, it is the Region's custom to appoint the Region President's rabbi to serve as the RA. The advantage is that the Region President already has a relationship with the rabbi. On the other hand, some rabbis are too busy, or will only accept this position symbolically.

Other Regions interview rabbis. Some have appointed a rabbi to serve for a set term and rotate the position among the RA rabbis in the Region. How you go about the task of appointing an RA is less important than that you get the best rabbi for the job.

### **HOW CAN A REGION SHOW THEY APPRECIATE THE RA?**

One step is to make a concerted effort to bring the RA to the FJMC Biennial Convention. This will show the Region's commitment and will provide the RA with an invaluable opportunity to grow professionally, have a good time, and learn more about the FJMC. If the RA is not a member of the Rabbinical Assembly, it will also enable him/her to learn more about the Conservative/Masorti Movement.

## **9. REGIONAL FINANCES: HOW A REGION OPERATES**

It takes money to run a Region. Revenue is derived from four sources: rebates on dues paid by Clubs; rebates on purchases of *Yom HaShoah Yellow Candles*; rebates on advertisements in the Biennial Convention Journal; and Region fundraising efforts.

### **DUES REBATES**

The FJMC rebates 1/8th of the dues collected from Clubs in the previous year to its Regions. This is mandated by the FJMC Constitution/By-laws.

### **THE YOM HASHOAH YELLOW CANDLE PROGRAM**

The FJMC rebates to a Region 25 cents for every candle used by an affiliated Club in that Region. In addition, depending on Region initiatives, it is possible for a Region to receive additional rebates from the distribution of candles to unaffiliated congregations. This policy is determined by the Executive Committee of the FJMC and may be changed as circumstances require.

### **THE BIENNIAL CONVENTION JOURNAL**

Every two years the FJMC sponsors a journal in conjunction with its Biennial Convention. Regions receive a 25% rebate on all advertisements they solicit. The criterion for a rebate is published in advance by the FJMC Executive Committee after it has been presented to the Convention Chairman.

### **REGION PROJECTS OR REGION DUES**

Regions can also raise their own funds. Many Regions add \$1 – 2 per Club member or a single charge per Club as Region dues. Another way is to sponsor income-producing projects. Many Regions have Man of the Year events and utilize sponsorships and Ad books as way to make these events fundraisers.

## **10. REGIONAL TOOLS: DUES REPORTS AND MEMBERSHIP LISTS**

Two documents are invaluable aids for Region Presidents and Vice Presidents

- **Region Dues Reports**
- **Club Membership Lists**

### **❖ Region Dues Reports help Region Officers service their Clubs because:**

- They provide a monthly “snapshot” of dues payments in the Region.
- They show a Club's most recent membership count and they show when the Club last sent a list to the FJMC office.
- They indicate changes that have occurred since the prior month.

### **❖ Membership Lists help Region Officers because:**

- They are an indicator of Club “health.”
- They provide a count for billing purposes. The monthly dues invoices from the FJMC are based directly on membership lists submitted by the Clubs.
- They help Region Officers estimate the dues rebates they will receive (1/8 of dues paid by Clubs in the Region).
- They provide a mailing list for The CJ magazine, Rosh Hashanah cards, etc.
- They can be used to create a Region Mailing List.
- They provide the FJMC with a tool for budgeting.

### **❖ Clubs need to know that:**

- Their members are receiving the CJ Magazine
- Their lists have been updated.
- They are being properly billed.

The FJMC usually updates its records within two weeks of receiving a new list. The next Club Dues Statement and Region Dues Report will reflect any changes. A current list insures that your Clubs will receive new ideas to keep them vital and vibrant through monthly mailings from the FJMC office and The HaShofar magazine.

Another important tool is the list of affiliated USCJ Synagogues. Although this is not a complete list of all Conservative/Masorti Synagogues, it provides a list of virtually all synagogues in a Region. It also includes contact information, addresses and relative size.



## **WHAT A REGION OFFICER SHOULD KNOW ABOUT UPDATING CLUB MEMBERSHIP LISTS**

A Club Officer can request a copy of the Club's membership list from the FJMC office at any time by phone or e-mail. The office will send a list via e-mail. Instructions for updating the list are included. The updated list should be returned by the Club to Office.

The Club's dues statement will be corrected automatically as soon as the updated membership information is entered into the database. We strongly encourage the use of e-mail to transmit membership lists, as it decreases the potential for error. You must have Microsoft EXCEL to enable the automatic update feature.

If your members want to receive the HaShofar, a monthly e-mail newsletter from the FJMC, please be sure to include e-mail addresses with your membership lists.

We cannot overemphasize the importance of an accurate membership list to ensure both timely communication with members, and accurate dues billing.

# **11. THE FJMC REGION ADVISOR PROGRAM**

Each Region is unique. So are its problems. That does not mean the experiences of others cannot be of help in solving any problems or issues that arise.

You may receive or request a Region Advisor. The Advisor is an experienced mentor and skilled individual who can guide you as you build your Region, especially when you encounter specific problems that seem to defy solution.

## **THE FJMC REGION ADVISOR PROGRAM**

- Provides a more effective method of communication between the FJMC and Region Presidents.
- Strengthens Regions.
- Strengthens Region Leadership.
- Strengthens ties between the FJMC and Region Presidents (future FJMC leadership).
- Increases knowledge of FJMC leaders of different Regions.

It is the Advisor's task to establish a personal relationship with the Region President. He is both a mentor and a guide to the Region President and his Region. He is in a position to:

- Help the Region President attain a specific personal goal.
- Help the Region President address a specific Region need and/or solve a specific Region problem.

To fulfill this role, the Advisor must learn all there is to know about the Region, including its organizational structure; Region leadership; Region strengths; and Region weaknesses.

## **HOW THE REGION ADVISOR PROGRAM WORKS**

Prior to or during the FJMC Biennial Convention the Advisor will be assigned by the FJMC President or the Chairman of Regions and will make the initial contact with the Region President and other officers.

Each month the Advisor serves as a communications conduit. He receives a communication from the Chairman of Regions; he communicates with the Region President; then he communicates with the Chairman of Regions.

The Advisor also typically will make at least one working visit to the Region each year.

## **GOALS OF THE REGION ADVISOR PROGRAM**

- To help each Region provide a greater level of service to each of their Clubs.
- To help each Region President be a more effective leader

## **12. REGION & CLUB OFFICER TRAINING**

The step up from being a Men's Club leader to a Region leader is not necessarily a big step, but beyond the change in identity (from Club to Region), there are different expectations and responsibilities to learn, as well as skills to advance, in order to become comfortable and to be effective. In recognition of these challenges, the FJMC has developed several training programs to address the needs of Regions and Region Officers.

The following programs are available to support the growth and development of Region Officers:

Geffen Leadership Development Institute (LDI) – this is typically held in late January in a retreat setting. All current Region Presidents and/or incoming Presidents are invited to attend. This training provides an overview of the roles and responsibilities of the Regions and Region President. There are interactive workshops conducted by FJMC Officers and Consultants to encourage learning from one another along with panel presentations by experienced Region Presidents. LDI provides a networking opportunity as most FJMC Officers attend in addition to other Region Presidents. FJMC pays for airfare up to a limit. The Club/Region/Individual pays for room and board. Additional FJMC help may be available in special circumstances.

Convention - The biennial Convention has a number of 'tracks' – one is designed for Region Officers and Presidents. As with the LDI, there is a mixture of lectures, workshops and panel discussions. The very popular 'Power Breakfasts' also provide a forum for Region Officers to learn from each other and the FJMC leadership

Region Board Training – upon request, consultants will travel to a region to help activate, motivate and training regional Boards. These 'satellite training sessions' typically occur at a regional board meetings or retreats. These are tailored to meet the specific needs of the region.

### **CLUB OFFICER TRAINING**

Similar programs are offered by the FJMC to develop the leadership skills of Club Officers. Region Officers have access to FJMC Consultants through their Region Advisor and/or the Chairman of Regions should they wish to set up Club Officer training sessions for individual Clubs or groups of Clubs.

### **BENEFITS OF FJMC CLUB OFFICER TRAINING PROGRAMS**

- Provide valuable guidance to Men's Club leaders;
- Provide a setting for leaders of several Clubs to meet within their Region;
- Provide a forum in which Men's Club leaders can share ideas and successes with leaders from other clubs and increase regional ruach (spirit);
- Demonstrate a valuable benefit of FJMC membership.

[See Appendix B](#) for a Training Session Request Form that may be used to set up a program:

## **13. USING THE FJMC OFFICERS AND PROFESSIONAL STAFF TO BUILD YOUR REGION**

The Region Officer has many allies and assistants with different expertise throughout North America. They are:

- International Officers
- The Executive Director
- The Office Staff

International Officers and Consultants are available to attend Region meetings and events (as long as there is sufficient lead time given), as well as to brainstorm with you on the telephone. These are skilled individuals who are available to work with you on specific problems. If you should have questions and/or need assistance, and if your Region has been assigned a Region Advisor ([See Section 11](#)), he should be the first point of contact to address your needs. If your Region has not been assigned an Advisor, your initial point of contact for questions and/or assistance should be the FJMC Chairman of Regions & Clubs.

### **THE OFFICE STAFF**

The Office Staff is available to send you information about your Region, or to mail, upon request, certificates, pins, plaques, etc., to you or others in your Region. Here is contact information for the FJMC Office:

Phone: 212-749-8100 (USA); 289-800-0876 (Canada)

E-mail: [international@fjmc.org](mailto:international@fjmc.org)

Website: [www.fjmc.org](http://www.fjmc.org)

### **OFFICE HOURS**

The office closes 2 hours before Shabbat in the winter, and is closed for Jewish holidays.

### **THE EXECUTIVE DIRECTOR**

The Executive Director is our ambassador at large. He represents the FJMC at Movement meetings, guides and develops programs, and visits Regions and occasionally Clubs. If you are experiencing challenging issues with a rabbi or a Club, and need the Executive Director's advice or intervention, contact him directly.

# **14. GOAL SETTING FOR YOUR REGION**

## **MOTIVATION**

Every successful organization is continually aware of what it needs to do to be successful. An organization cannot survive without planning, assessing and adjusting plans for success. We all know that a Men's Club goes through cycles of enthusiasm, growth, complacency, shrinkage, etc. This is true for Regions as well. As a Region Officer, your objective is to ensure the success of your Region and of each Club. To achieve this objective you must develop a plan for the Region each year. You must identify needs, set realistic goals and commit the Region Board to attaining these goals. The plan should be developed before the start of the school year. This process works!

## **ESTABLISHING GOALS**

While all Regions share common programs and objectives, each Region is uniquely different. The first step in establishing Region Goals is to identify needs. Typical needs are in the areas of participation by Clubs in Region and FJMC activities, leadership development, support by the Region for the Clubs, events and Judaic awareness and commitment. The point is that you must identify the needs of your Region, and then act upon them.

***Call a special meeting of your Region Officers for the sole purpose of setting goals for the next 12 months.*** For example, arrange a Sunday morning meeting to focus exclusively on setting those goals. To make this meeting the most productive possible, each participant should bring a prepared list of what he sees as the Region's needs and how to meet them. ***No regular Region business should be conducted during this meeting.***

Begin the meeting by generating a list of these needs and assigning priorities. Starting with the highest priority item, establish goals to meet each need and list these.

To be useful, each goal must meet the following criteria:

- Specific
- Measurable
- Attainable
- Realistic
- Time- bound
- Yours

Finally, go through the list and select those goals that can be achieved within the coming year. For each, determine realistic milestones that can be met and evaluated regularly, perhaps bimonthly. Now is the time to get the commitment of each Region Officer to help meet these goals. They also should be published in your Region newsletter or other vehicle.

## MEASURING PROGRESS AND ADJUSTING GOALS

Every two months, the Region Officers who set these goals should meet to review them. The following list can be used as a guide:

- If the target date has not been met, determine why and what future action(s) should be taken.
  - Adjust future target dates.
  - Re-evaluate the goal. Is it realistic? Are there new obstacles?
  - Adjust the goal, if it is still valid.
- If new needs are identified with this process, set new goals.
- Keep the commitment and enthusiasm ongoing.
- Publish the results of the meeting in your Region newsletter. While you should be committed to attaining your goals, be flexible; if the need changes or the goal is no longer valid, be prepared to scrap it and do what makes sense.

Most important, be responsive to today's needs today!

# **15. THE REVITALIZATION OF A REGION CASE STUDY, MIDWEST REGION, 1991-1995**

*This report was written in 1997.*

## **FACTUAL BACKGROUND**

In 1991, the FJMC noted that there existed a significant void in leadership and programming in the Midwest Region. The region had 11 clubs in the Chicago / Milwaukee area, one in Minnesota and one in Indiana. For purposes of this study, we will address only the 11 clubs in the Chicago / Milwaukee area.

Typical of many regions, some clubs were made up of mostly seniors, while others were made up of mostly 35-55-year-olds. The older clubs were established in their ways and continued to compare the present with the past. (The region had a glorious past history. There had been retreats, social programs, large attendance at FJMC conventions and many of the clubs flourished.)

The younger clubs knew not of the past. What they had experienced was minimal Federation involvement, regional leadership that did not relate to the needs of their clubs, and an organization that seemed to offer little to their membership.

## **REORGANIZATION**

Under the leadership and guidance of Jerry Agrest, past International and past Midwest Region FJMC President, with the help of Herb Root, past Midwest Region FJMC President, a group of four men, all from younger clubs in the Region, were assembled and asked to help reorganize and revitalize the Region. No titles were assigned, no portfolios were given. Rather, the group labeled itself the Region's Executive Council and operated in egalitarian fashion.

The first order of business was to set goals. The goals, at first, were modest - to retain existing club membership, re-establish meaningful communication with the Clubs, and groom potential future leaders. The single goal announced to the membership at large was to have a full slate of officers in place within two years.

## **INITIAL STEPS TAKEN**

A one-year calendar of events was established, which included three (3) Region meetings, a Man of the Year dinner, and a leadership training seminar. The events were scheduled mostly at synagogues with younger membership whose Clubs only recently affiliated. The functions the first year were poorly attended, but they were of high-quality and word quickly spread throughout the Region.

A newsletter, *The Communicator*, was published several times during the year and emphasized the success we were having with our programming.

Each Executive Council member was assigned certain Clubs for contact purposes as its liaison

for the Region. We did a strong **Yom HaShoah Yellow Candle Program™** and achieved almost perfect participation.

The first year ended with a poorly attended training seminar and with the Region sending only three of its members to the 1993 FJMC Convention, in addition to Jerry Agrest and Herb Root. There had been some successes, however, and, the next year, the Executive Council built on those successes. The calendar of events again included three Region meetings, a Man of the Year dinner and a training seminar. Added, however, were a Scholar-in-Residence weekend and a Spring Officer installation dinner. Any Club which did not host a function the first year was asked to host one the second. Thus in a period of only two years, all of the Clubs in the Region hosted at least one regional program. In addition, to enhance communications, a Club visit was arranged with each Club by at least two members of the Executive Council. Not all Clubs were visited that year, but most were.

The programs, across the board, were better attended the second year and the Region was well on its way. In the spring a Nominating Committee was formed. Three of the four members of the Executive Council and three additional men assumed offices. The Region now had a President, three Vice Presidents, a Secretary and a Treasurer.

In June, the Region hosted an installation dinner over which then FJMC 1st Vice President Sidney Katz officiated. The dinner was well attended. It was clearly the dawn of a new beginning. The early goals established by the Executive Council had been achieved.

## **CURRENT PROGRAM OF REVITALIZATION**

The revitalization of the Midwest Region is now an ongoing and continuing process. Below is an outline of some of the goals and programs which have now been implemented, or which are now under consideration:

- **OFFICER/CLUB LIAISON PROGRAM.**

As soon as the new Region Officers were installed, each was assigned one or two Clubs for which they were to serve as a Region Liaison. A Liaison is expected to make regular phone contact with Club leadership, and visit the Club at least once a year.

- **STRONG EMPHASIS ON COMMUNICATIONS**

In addition to the liaison program, each Club is encouraged to have at least its President and two additional representatives at each Region meeting. The newsletter is published three times a year and is supplemented by a President's newsletter approximately every six weeks. The newsletter is sent to the entire membership, the President's newsletter is sent to Region Board members and Club Presidents.

- **INCREASED AWARENESS OF, AND PARTICIPATION IN FJMC PROGRAMS**

In addition to the **Yom HaShoah Yellow Candle Program™**, many of our Clubs are involved in ***the Hebrew Literacy program, the Art of Jewish Living program*** and ***the Men's Club Shabbat***. At each Region Board meeting, we allocate time to present information on selected FJMC programs, both old and new.



- **INCREASED SHARING OF PROGRAM INFORMATION**

At each meeting, we encourage an open exchange of programming ideas so that programming information is regularly shared among member Clubs.

- **MEETINGS**

In addition to Region Board meetings (three per year), the Executive Officers meet monthly for planning and assessment purposes.

- **DEVELOPMENT OF FUTURE LEADERSHIP**

We have taken several approaches to help develop future Region leadership. Among them are the following:

- Encourage attendance at the FJMC Biennial Convention. This past Convention the Midwest Region sent 13 delegates. This was accomplished with the help of a significant publicity campaign and the fact that the Region, for the first time in a long time, honored a ***Ma'asim Tovim*** recipient.
  - Have members of the host Club of a Region function chair the function under the guidance of a Region representative, usually a past Chairman of the same event. The goal is to get Club members involved in and motivated by Region events.
  - This will be the fifth consecutive year that Midwest Region will present an FJMC training mentor to its membership at its leadership training seminar. Each year this event draws increased attendance.
- Creation of a Region identity. The Midwest Region for the first time in many years now has a Region kippah and a Region banner. Individual Clubs also have been encouraged to display a Region banner at Club events. These seemingly small gestures create a certain connection which is very apparent at Region gatherings. There is now a sense of belonging, a camaraderie that gives added meaning to FJMC affiliation.

## **LESSONS WE HAVE LEARNED**

### ***PROBLEM***

Lack of leadership

### ***REMEDY***

To address the problem of a *lack of leadership*, form a group or committee of active Men's Club members to direct the Region. There is no need to emphasize titles or portfolios. Acting as a committee of the whole, have as a goal the election of a slate of Officers after a certain defined period of time (1-2 years). This newly formed Executive Council should meet regularly, be very visible, and conduct Region business and programming, much the same as if the Region operated with a traditional complement of Officers. Leadership training is also very helpful. The FJMC's training program provides various presentations on several aspects of group leadership.

### ***PROBLEM***

Poor communications

### **REMEDY**

*Poor communications* seems to be the single most identifiable cause for a failing Region. Regardless of the number of clubs or geographic area involved, open lines of communication between Region leadership and the individual clubs are essential.

An effective way to improve communications is through a liaison program. Each member of the Executive Board or Executive Council should be assigned a reasonable number of Clubs and be responsible to have regular contact with each Club assigned.

Club visitation is also an important and extremely effective method of communicating. Visitations also enhance the visibility of the FJMC to each of its member Clubs.

A written newsletter, no matter its length or style, also can be used to improve communications and the FJMC's visibility. The newsletter should be sent at regular intervals and should be used to inform the clubs of FJMC programs and services.

### **PROBLEM**

Poor motivation

### **REMEDY**

There is an old saying: "Success breeds success." If your Region promotes its strengths and accentuates its successes, your membership will be encouraged to take new risks and *poor motivation* will cease to be an issue.

Instead of trying to accomplish too much, focus on a limited number of activities and concentrate on achieving success. Remember that qualitative success is often more rewarding than quantitative. With a systematic approach to programming, future activities will benefit from earlier triumphs. There is no better motivating force than success itself.

Clubs and individuals will also demonstrate greater motivation when they see that they are part of a larger group. Group identity, group awareness can be a good motivational tool. A Region logo, a Region kippah, a regional flag, and a Region newsletter - all add to this identity. A Region project may even be better.

Evaluate your Region. Don't try all alternatives at once, but do try to institute some means of increasing Region spirit, Region identity, and Region motivation.

### **PROBLEM**

Inability to get younger clubs involved in Region activities.

### **REMEDY**

Clubs made up of younger members often stay away from Region activities. For whatever reason, these Clubs do not feel that they are a part of the Region, and thus stay separate and apart. The obvious way to bring about change is to implement new programs geared towards attracting younger members. Although this is a very worthwhile goal, it is usually very difficult for a variety of reasons. Most often it is because the **established leadership resists change and new ideas**.

To get younger Clubs involved:

- Target one or two influential members from those Clubs and, on an individual basis, get them interested in working with the Region.
- Bring Region programs to those synagogues whose involvement is sought. If you're having a lunch or dinner meeting, ask that the targeted Club host the event. If you're sponsoring a program (scholar-in-residence, concert, training session, etc.), arrange to have it at the targeted synagogue.
- Remember, visibility is a key ingredient for success. Also by asking the targeted club to host an event, there will be at least some involvement by members of that club. With involvement comes pride, and with pride comes motivation, and with motivation comes involvement.
- ***“Don’t try all alternatives at once, but do try to institute some means of increasing Region spirit, Region identity, Region motivation.”***

## CONCLUSION

Not every Region is the same, and the specific strengths and weaknesses of each Region must be examined when the performance of a specific Region is analyzed. However, certain leadership methods are universally accepted, and they all focus in on communications. It is hoped that the forgoing case study has provided some leadership ideas to assist Regions in their effort to grow and prosper.

## **16. THE PUBLIC RELIGIOUS LIFE OF A REGION OFFICER**

A Region Officer often experiences difficulty in understanding how he is perceived by the larger community and what is expected of him as a representative of the Federation of Jewish Men's Clubs. In some instances, becoming a Region Officer causes immediate conflict with his and his family's lifestyle.

While the FJMC does not mandate a religious lifestyle for its Officers, it does expect certain types of religious behavior in the public forum. This behavior falls into the following areas:

- THE REGION OFFICER'S RELATIONSHIP TO HIS SYNAGOGUE
  - The FJMC expects our Region Officers to be able to serve as 'resource persons' to congregations and Men's Clubs. As such, when conflicts arise within a synagogue, rather than enter the fray 'with fists out and swinging,' we strongly advise Region Officers to mediate, facilitate, and effect a reconciliation between the conflicting parties, if possible. In most instances, this will not be possible; however, in such cases, we advise you to stay out of it. Over-involvement in synagogue politics will limit your effectiveness as a Region leader.
  - Synagogue attendance is important. You might not be a *Minyannaire*, but your presence on Shabbat on a frequent basis makes a statement about your commitment as a Jew. You need to understand that you serve as a model for Men's Club members. Synagogue attendance also provides you with an opportunity to draw on synagogue resources and share your knowledge of what has transpired in other communities.
  - Some of our leaders have to work on Shabbat. They are store-keepers, or run businesses and do not have the luxury of a day of rest. If you fall into this category it should not prohibit you from attending Sunday *minyan* or Friday evening services. As a Region Officer, your presence in synagogue is important.
- WHAT RELIGIOUS SKILLS SHOULD A REGION OFFICER NEED TO KNOW:
  - Your Hebrew name.
  - How to recite the blessings before and after the Torah.
  - How to make a Kiddush on Friday evening and on Shabbat morning.
  - How to lead the Grace after Meals (*Birkat HaMazon*).

It is not uncommon for Region Officers to have difficulty with Birkat HaMazon or with reciting the Kiddush. That's where your Rabbi can be important. Arrange for your Rabbi to teach these important skills to you. You can expect to be called upon to recite the Birkat HaMazon when you visit a Club, or attend a dinner. If you a poor job, not only will you be embarrassed, but it will reflect upon the FJMC.
  - How to wear *tefillin* and how to properly don a *tallit*.

- AT AN FJMC EVENT IT IS EXPECTED:
  - All meat meals provided are expected to be Kosher as defined by the Conservative/Masorti Movement. Strictly dairy meals are also acceptable. The local Rabbi, Rabbinical Advisor or FJMC Executive Director should be consulted if there are any questions.
  - All meals eaten at restaurants should either be Kosher, dairy or vegetarian.
  - Writing or the use of electronics shall not be permitted at a Shabbat event.
  - Driving to Synagogue on Shabbat is permitted based on Conservative/Masorti Movement guidelines.
  - Driving or use of public transportation on Shabbat to an FJMC event in a synagogue is also permitted. (Any FJMC event scheduled on Shabbat should be held in a synagogue).
  
- HOW IS A REGION OFFICER EXPECTED TO BEHAVE AT PUBLIC EVENTS?
  - This is a difficult question, and every circumstance for each person is different. The FJMC does not mandate that a leader drastically change his Judaic observance. However, while you are a Region Officer, you are always representing your Club, Region, and the FJMC. This calls for you to be circumspect and sensitive to the role which you represent in the community. Thus, you may have to make difficult decisions about issues such as eating in non-kosher restaurants, or attending functions that violate Shabbat or Jewish holidays. Being a Region Officer can provide you with a wonderful opportunity to think about how increasing the extent to which Judaic observance influences your life can improve the quality of your life and self, and the lives of those around you. Please give some careful thought to your level of religious observance, both publicly and privately, while you are a Regional Officer (and afterwards as well). Being a Region Officer can provide you with a wonderful opportunity to think about how being Jewish can improve the quality of your life.

## **17. SAMPLE REGIONAL CONSTITUTION/BY-LAWS**

[Appendix C](#) contains a sample Region Constitution/By-laws and follows very closely the one adopted by the New York Metropolitan Region of the Federation of Jewish Men's Clubs.

A Constitution/By-laws should be reviewed every 4 to five years to make sure it is current and covers the ever evolving needs to the Region.

## SECTION III: WHAT A REGION OFFICER SHOULD KNOW ABOUT CLUBS

### 18. WHY AFFILIATE?

One of the most frequent and perplexing questions Region Officers hear from a Club's leadership is, "Why should a Men's Club affiliate (or stay affiliated) with the FJMC? What are we getting for the dues we pay?"

This is a serious, important and difficult question to answer, and the way it is handled may tip the balance of affiliation. Most Men's Clubs and Brotherhoods have a very definite local agenda. That is their main mission - to provide service to their host congregation. Often that is in the form of fundraising for specific projects, or the general fund. In some congregations, the Men's Club will provide manpower to serve as ushers or in other roles, or to provide a Sunday breakfast forum for guest speakers. There are many other projects, of course, but the point is that the focus is local.

As part of a Conservative/Masorti synagogue, the Club leadership will probably be familiar with the fact that their congregation is already affiliated with the United Synagogue for Conservative Judaism and that the Sisterhood is affiliated with the Women's League. In each case, there is a dues structure based on membership.

- ***It is important to stress that the FJMC, like these other national organizations, is an arm of the Conservative/Masorti movement, but it is their arm exclusively; its interest is solely the promotion and growth of Men's Clubs.***

There are two major reasons for affiliation. One is the pride that comes with identification with a major 'player' in the Conservative/Masorti movement. The other involves the expectation of services provided by the FJMC to the local Club.

It is important that you try to 'feel out' the Club in order to gauge which direction to lead the discussion. There is no question that on both scores there are ample reasons for affiliation. When it comes to innovative, useful high-profile programs, the FJMC has no equal. Elsewhere in this Manual are details of these programs, but remind these leaders that their Club is part of an organization that produced the universally acclaimed Hebrew literacy program, the growing library in the **"ART OF JEWISH LIVING"** series, **"HEARING MENS VOICES"**, along with our two newest programs: **"SHOMREI HA'ARETZ"** and the **"WELLNESS"** initiative.

Describe the Yom HaShoah Yellow Candle Program™ and how this simple but poignant memorial is an excellent vehicle for Holocaust focused programming. Describe the World Wide Wrap and its associated Build a Pair program, as well as how it helps Jews of all ages to participate in this important ritual.

While Clubs tend to focus on their own communities, the FJMC has a wider scope. Show the Club leadership what the concerted actions of Clubs in your Region have accomplished.

Whether it is the dedication of a gym at Camp Ramah in the Poconos, The Retreat (formerly the Laymen's Institute) in New England, etc., there is a tremendous pride in being part of something bigger than what an individual Club can manage on its own.

On the other hand, some Clubs clearly are looking for support. On this score, too, you have plenty to offer. Our leadership training is second to none, and it far outstrips anything offered in any other arm of the Movement. We have a cadre of specially-trained Consultants who visit Clubs and Regions. Developing expertise in the motivation of Club Officers, innovative membership recruitment, and so on, is so much easier when guided by experienced men who have "been there before." Programming ideas are available by the dozens, both in the recorded annals of past TORCH AWARD winners (available at [www.fjmc.org](http://www.fjmc.org)), and the informal exchange of ideas that takes place at Region meetings and the international Biennial Convention.

Nothing helps the morale of a hard worker than recognition and thanks. The FJMC has several special certificates available free to affiliates for presentation at awards banquets. There are Youth awards. And even a medal for presentation by Clubs to outstanding young people in the community. Certificates of 'graduation' are available for the Hebrew Literacy Program. Clubs can also be recognized by winning a "Quality Club Award". Clubs can apply for these annually based upon specific criteria and are a source of pride and satisfaction for doing excellent work.

Many Regions have distinctive kippot that strengthen their identity and recognition among Clubs.

Remember that the issue of dues is often the stumbling block. Be prepared to offer suggestions as to how a Club might build the international dues into the Club dues structure. Also suggest methods on how to inform Club members of the benefits they reap as members of the international organization. Finally, inform Club leaders of the various Region subsidies, rebates and discounts afforded to both the members and the Club itself that often balance and may even exceed the funds expended on FJMC dues.

GOOD LUCK!



## **19. WHAT ARE MEN'S CLUBS ALL ABOUT?**

What a good question. Clubs/Brotherhoods fulfill needs. They bring men together to think about how they can involve more men in Jewish living and how they can address family and community concerns.

Clubs sponsor blood drives, do security training, visit the sick, tutor children, build sukkot, engage in serious discussion about being a man in an increasing egalitarian world, and raise needed funds for the synagogue, the FJMC and the global Conservative/Masorti Movement.

Clubs cultivate volunteers and train leaders. Clubs find jobs for those in need. Clubs sponsor parent-child activities and athletic events, help communities learn to make Shabbat, read Hebrew, commemorate Yom HaShoah and put on tefillin.

Clubs, successful Clubs, shape the way the non-affiliated community views the synagogue. Every Jewish man should be a member of a Club.

## **20. TEACHING A MEN'S CLUB TO TEACH**

One of the most effective types of programs a Men's Club can sponsor is one in which its members are taught things they want to know. As a Region Officer, you can guide the Men's Clubs you serve to plan and execute useful teaching programs.

There are many ways an individual can teach. One can teach by providing lessons in a classroom setting; by circulating written materials; by providing teachers and/or securing funds for ongoing educational projects; and, of course, by personal example.

What is true for an individual is certainly valid for a Men's Club. By using materials already available from the FJMC, and drawing upon experiences of Clubs around the organization, each Club can make a significant contribution to its own members and synagogue community.

### **PROVIDING LESSONS IN CLASSROOM SETTING**

One of the most commonly heard concerns from congregants is their feeling of inadequacy in the synagogue, often because they don't read Hebrew, or lack a working knowledge of the rituals ongoing during services or other events. A Men's Club, using materials available from the FJMC, can play a vital role in bringing these members into the community.

The materials in our Hebrew Literacy campaign have become the basic texts in Hebrew reading programs for adults all over the continent. ***Shalom Aleichem*** and its companion volume, ***Ayn Keloheyinu*** take students through the prayers letter by letter, phrase by phrase, so that by the end of a planned several-week curriculum, they are fluent in both the Friday evening, and Shabbat morning service. Teacher's guides accompany the texts. These courses are designed to be taught by laymen: members of the Men's Club themselves.

- The several volumes now available in the ***Art of Jewish Living*** series of books written for the FJMC can each become the basis for a series of classes on the basics of Jewish observance. As written by Dr. Ron Wolfson of the University of Judaism, each volume has a teacher's guide so that the programs can be led by club members themselves. Many synagogues have had successful programs on ***The Shabbat Seder, The Passover Seder, Hanukkah*** and ***A Time To Mourn, A Time To Comfort***.

### **CIRCULATING WRITTEN MATERIALS**

While they are best used in a classroom setting, the books published by the FJMC can also be made available to congregants who would like to learn on their own. THE ART OF JEWISH LIVING books are particularly useful for self-study. Affiliated Men's Clubs are eligible to purchase these books at a substantial discount through the FJMC Store at [www.fjmc.org](http://www.fjmc.org).

### **PROVIDING TEACHERS AND/OR SECURING FUNDS FOR ONGOING PROJECTS**

Many synagogue communities already have an established Adult Education Committee. This sometimes leads the Men's Clubs in those synagogues to shun teaching others about Judaism in order not to duplicate the adult education effort or go into competition with it. They will,

therefore, resist your suggestions that they get involved in education programming.

- What you need to point out is that they do not have to stay out of such a productive area. Instead, they can work jointly with the Adult Education Chairman.

For one thing, they can offer Men's Clubbers as teachers. For another, they can suggest FJMC programs for use by the synagogue as a whole.

Most importantly, they can help raise the funds needed to make the Adult Education programs successful. Fundraising activities of all sorts with the proceeds earmarked to continuing education could be a wonderful focus for a Club function.

## **PERSONAL EXAMPLE**

We have often been taught that "do as I say, not as I do" is not effective in changing behavior. In fact, perhaps the single best way to teach is for each of us to set an example of living a Jewish life visibly, with joy, and with dedication. A portion of every Men's Club meeting, for example, should be spent on study (the synagogue's Rabbi would be delighted to help with this); Club members should be visible at religious services and other observances that take place in the community. Wearing a distinctive marker, such as a special kippah, to show that these are the members of the Men's Club will send an important message, and teach a vital lesson.

Yes, the Men's Club has a critical role to play in teaching the community and you, as a Region Officer, have a critical role to play in guiding the Men's Clubs you serve to fulfill those roles. To paraphrase Hillel: "The rest is commentary, go and learn it."

## **21. RESTORING THE RUACH: PROGRAM TIPS TO SUGGEST TO CLUB LEADERS**

A Men's Club Board meeting should be a productive, enjoyable experience and builds Ruach with the club members! A successful meeting:

- builds friendships
- encourages participation
- attracts new members

What are the Clubs you serve doing to enliven their meetings and build ruach? Some Clubs make a point of serving more than hot water and stale Danish. Suggest to your Clubs that they try wine and fruit. The following programs have been used by many of our Men's Clubs. They can be used for a Men's Club function, or at a Men's Club Board meeting.

Note: If none of these programs interest a Club's leadership, or if more variety is wanted, a listing of many other program ideas is included in a later chapter in this Manual. You might want to make copies of the list and distribute it to Club Presidents.

### **PROGRAM # 1: A COFFEE-TASTING**

Arrange to have several different types of coffees (fragrant and non-fragrant, caffeine and decaffeinated) set up prior to the meeting. Make sure to have appropriate foods available to cleanse your palate. Starbucks or a local coffee emporium might be willing to set this up as a promotion.

### **PROGRAM #2: A KOSHER WINE-TASTING**

Arrange to have six or seven *Kosher* wines (possibly for Passover) available for tasting at a Board meeting. Ask your Rabbi to explain in five minutes the differences between wine, kosher wine, and kosher for Passover wine. Have a local wine maven teach you how to taste the wines prior to your meeting. This should take about 15-20 minutes. Believe us, this will be a great meeting.

### **PROGRAM #3: A SPECIAL PRE-PURIM STUDY SESSION**

This is an ideal way of teaching people that Jewish study can be an enjoyable experience. Invite prospective members or people you wish to involve in the Men's Club to a special meeting before Purim. Ask the Rabbi to teach the story of Esther. Since it is a commandment to drink on Purim, have wine, cheese and liquor available.

### **PROGRAM #4: MEET THE B'NAI MITZVAH FATHERS**

Invite all the fathers of children who will become B'nai Mitzvah to a special meeting to discuss issues surrounding having a Jewish teenager. Ask a local psychologist or social worker to lead the discussion.

### **PROGRAM #5: FATHER/CHILD COLLEGE BOWL FACE-OFF**

Yes, it can be done and it is guaranteed to be lots of fun. Work with the High School or Youth Advisor. On a Friday evening after services (or another evening), schedule a Father/Child Jewish College Bowl competition. If your congregation does not have enough teens, make it a Men's Club event. It will still be a great experience.

## **22. BEFORE VISITING A CLUB A CHECKLIST**

- **VISITING AN AFFILIATED CLUB**
- **VISITING AN UNAFFILIATED CLUB**
- **VISITING A SYNAGOGUE THAT WISHES TO CREATE OR RECONSTITUTE A MEN'S CLUB**

Even before you begin, you need to consider which of the aforementioned situations describe the visit you are planning, as it will likely affect the kind of preparation you will need to undertake. For example, in meeting with an *unaffiliated Club*, or with a synagogue that wishes to create or reconstitute a *dormant Club*, you should review the following items about the FJMC. Most of this information is available on the FJMC Website. Someone will likely ask and, if you do not know the answer, it could make your efforts a bit harder:

- The Mission Statement
- History of FJMC
- History of the Region
- Men's Club Leadership Training programs
- The Consultant Program
- The Biennial Convention
- Publication and program list, including Region programs
- The Club's membership list

### **Crucial success issues:**

- At least two Region representatives should attend the meeting. Each must have reviewed the material listed above.
- A minimum of 4 and preferably 6 men must be present who are willing to commit themselves to building a Club along with the Rabbi and/ or Congregational President.
- A complete set of FJMC materials should be brought; should you have video materials, request or bring with you a computer and projector if possible.
- Bring a **Yom HaShoah Yellow Candle™** and wear your Region *kippah*.

### **Upon arrival (as appropriate given the type of visit):**

- Arrange FJMC material as a display.
- Introduce yourselves and your positions in Region and in the FJMC.
- Explain the history of the FJMC and its Mission. Describe the Region and responsibilities. Stress that Men's Club builds role models. It also prepares lay leadership for service on synagogue boards. Explain (pointing to the display of materials) that this wasn't developed by accident. Each and every member of every Men's Club is part of the success of these programs. "We made it happen! We are proud of what we accomplished, and if you join us you will be, too!"
- Explain why the support of the Rabbi, Synagogue President, Sisterhood President and Executive Director/Administrator are essential!

- Establish goals (a one-year plan, a two-year plan). In doing so, discuss the need to have a balanced program.
- Develop an organization! Each member of the Board needs a job; each Club needs a set of Constitution/By-laws and a budget!
- Have the members select a President, Treasurer, Membership Chair, and Program Chair. This is not a formal election. These Officers will serve until the Men's Club grows to a 'critical mass', typically 25 members. At that time, hold a formal election of Officers.
- Establish a dues structure, taking into account FJMC dues. (Cite the average for your Region.)
- Conclude by stressing Region seminars/satellite training, Retreats, and the FJMC Biennial Conventions. Mention the various ways Regions and the FJMC offer support to delegates.
- Open the floor for questions: Be prepared to leave copies of Advantage, HaShofar, the News Doctor, an application, sample membership card, FJMC Catalogue and, if applicable, Region publications.

- ***Don't leave until a date has been set for the next meeting!***

## **VISITING AN AFFILIATED CLUB**

While it may be useful to consider bring along many of the items cited above when visiting an affiliated Club, you may wish to give some thought to the purpose of the visit, before choosing appropriate materials. An area of inquiry you should undertake before the visit is to check on the status of the Club's membership list (is it up to date?) and dues payments (is there a delinquency?). These are available from the FJMC office. Also worthwhile would be a review of the records of the Club's recent participation (or lack of participation) in Region &/or FJMC programs and events (Region Board meetings and training sessions, Man of the Year events, Retreats; FJMC programs such as the World Wide Wrap, Yom HaShoah Yellow Candles, etc.). It would be useful as well to determine if the current leadership is familiar with the FJMC Club Officer Manual.

## **CLUB VISITATION - SOME HELPFUL RESOURCES**

Having copies of these documents may prove to be helpful. Also, having some programming ideas for the Club ([See Appendix D](#)) can be useful.

## **MODEL MEN'S CLUB CONSTITUTION/BY-LAWS**

Constitution/By-laws are important to the success of any organization. They define the purposes and goals of the group; who may belong; what the parameters of responsibilities are of the officers and board members, etc.

If a men's Club in your Region does not have Constitution/By-laws, you should encourage them to write a set for ratification by their members. If a Men's Club has Constitution/By-laws that have not changed since the Club was first formed, you may want to suggest that the leadership review the document to see whether their present organization and aspirations match the original.

In guiding a Club in your Region in the creation or updating of bylaws, make every attempt to assure that the Club is inclusive in its membership criteria, and is not in conflict with its synagogue's Constitution/By-laws and customs.

See the Club Officer's Manual and the [FJMC Website](#) for examples.

## **MODEL CLUB BUDGET**

A Men's Club must be able to project income and expenses related to the cost of operations from year to year. A Men's Club without a budget is an organization in trouble. Without a well thought out budget, a Men's Club will have difficulty planning and executing programs and activities successfully.

That is where you, as a Region Officer, can be most helpful.  
One of the most important positions in a Men's Club is Treasurer.

The person charged with that responsibility must be able to provide his fellow Men's Club leaders with basic information which will enable them to operate the Men's Club in a responsible and organized way. Through simple, but organized record keeping, the Treasurer will help his fellow officers keep track of membership trends, collect member dues, and meet the Club's fiscal responsibilities to the international organization and vendors with whom the Club does business.

See the Club Officer's Manual and the [FJMC Website](#) for a model Club budget. Make a copy and offer it to the Treasurer. If necessary, suggest to him that you will work with him to create a budget that will meet the needs of the Club.

## **VISITATION REPORTS**

A Men's Club visit also requires some follow-up paperwork. A Visitation report should be provided to the Region President and Vice President or other person in charge of coordinating Club visits.

## **23. THE CLUB OFFICER MANUAL**

Each affiliated Club is entitled to one Club Officer Manual. When visiting a Club, please bring one with you. That way, should the Club not have one in its possession, you will have a copy to leave behind. Just ask the Club President to make copies of the manual and distribute those to his officers. Also, mention that whenever he receives material from the FJMC office on three-hole punched paper, that material is intended to be placed in the manual.

## **24. INVOLVING THE CLUB'S MEMBERSHIP**

As a Region Officer, one problem you are likely to confront is the apathetic Men's Club. What the members are not motivated about (and what non-members are rejecting) is a leadership that may not be serving their needs and interests.

According to a survey of Men's Clubs in most of our Regions, topping Men's Club "wish lists" are a desire to attract younger members and to conduct more interesting programs. Generally, however, Clubs do not try to find out what activities people want. Instead, they offer the same types of programs every year.

As a result, ever fewer Clubs are programming to meet the needs and interests of the very people they want to attract. Further, very few Clubs even send membership solicitation letters out to these people. Clearly, it is impossible to increase a Club's membership without paying attention to these basic programming and membership concepts.

So what can you, as a Region Officer do to help such a Club?

First, let the leadership know that they have to look at their Men's Club as a business in competition with other activities for their members' time. Get them to conduct a random survey both of members and (more importantly) non-members, asking them about their interests. Have the Club Officers conduct this survey by phone or in person--not by mail. If necessary, and after consultation with your Region President and Region Membership Chairman, make yourself or some other Region Officer available to help put together the survey.

Next, coach Clubs on what makes clubs successful. Partner with other Auxiliaries, Rabbi, Synagogue President, and Executive Director. Establish a core leadership team with roles such as Program Chairman, Membership Chairman, Communications Chairman (could be the Secretary), Dues Collection (could be the Treasurer), an Executive or 1st Vice President. This group must work as a team. *Generate Goals and a Plan for the upcoming year.*

Next, sit with the Club leadership and take a close look at their programming schedule. Have them identify last year's clunkers and substitute some new ideas. [See Appendix D](#) for a ***list of program ideas to share with them***. (New ideas are also to be had at each FJMC Biennial Convention, which is one of the reasons to plan on attending these during your term as a Region Officer.)

Whatever happens, you must drive home the point that Clubs cannot offer the same old thing over and over again. They will not attract new members and will bore old ones.



Of course, once they have a new and improved product (i.e., their revised program schedule), they will need to get the message out. Here are some questions to ask them:

- Do they have a vehicle in which to advertise their programs (e.g. synagogue bulletins)?
- Do they place periodic articles on their activities in synagogue bulletins?
- Do they give coupons (free memberships to new synagogue members)?
- Do they give rebates or bonuses?
- Do they have a printed activity schedule distributed?
- Do they send home with the children in the religious school an abbreviated schedule showing Men's Club activities of interest to them (to attend with their Dads)?
- Do they have a Men's Club Corner or bulletin board in their synagogue?
- Do they send out promotional material and program postcards?

*If they do not do any of these things they should. They also need to send out membership solicitation letters to targeted audiences.*

Revitalizing a club's programming and membership are not easy tasks. Club Officers should not have to do it alone. That is what you are there for--to help them. And, when the Club turns the corner, it is to you and your Region that they will be grateful. You will have helped a Club get back on its feet and built loyalty to your Region.

## **SECTION IV: WHAT A REGION OFFICER SHOULD KNOW ABOUT THE CONSERVATIVE/MASORTI MOVEMENT**

The Men's Clubs of the FJMC are part of a bigger world-wide movement. In North America it is known as the Conservative Movement. Elsewhere in the world it is known as the Masorti Movement. There are many organizations that fall under the banner of the Movement. They include in no particular order:

### **United Synagogue of Conservative Judaism (USCJ) - <http://www.USCJ.org/>**

The United Synagogue of Conservative Judaism is a community of kehillot -- sacred communities -- committed to a dynamic Judaism that is learned and passionate, authentic and pluralistic, joyful and accessible, egalitarian or traditional.

Our kehillot create the conditions for a powerful and vibrant Jewish life, empowering Jews in North America to seek the presence of God, to seek meaning and purpose in Torah and mitzvot, to fully engage with Israel, and to be inspired by Judaism to improve the world and the Jewish people.

The United Synagogue of Conservative Judaism creates the spiritual, intellectual and managerial network that enables each of our kehillot to fulfill its sacred mission and connects all our kehillot with a common sense of community, shared mission and purpose. Together with other centers of energy identified with Conservative Judaism, we articulate and disseminate our approach to Judaism.

### **The Conservative/Masorti Movement - <http://www.conservativejudaism.org/>**

The Conservative/Masorti Movement represents the passionate and engaged center of the Jewish people. At home in both tradition and modernity, Conservative/Masorti Judaism strives in everything to express and communicate a deep commitment to the values, concepts, and rituals of our tradition. It is equally committed to the values of individual conscience, democracy, equal rights and protection for all humanity and other hallmarks of Western culture to enrich and deepen our lives as practicing Jews.

That tradition not only belongs in the synagogue and the home, but in business or the public marketplace of ideas. Conservative/Masorti Judaism seeks to integrate the best of tradition with the best of modernity. Conservative/Masorti Judaism does this because we believe that integrating the Jewish tradition with our own contemporary culture is the best way to create a vibrant and meaningful form of Judaism for ourselves and our descendants.

Conservative/Masorti Judaism meets these challenges through its institutions -- synagogues, schools on all levels, camps, and its local, regional, and national organizational structures -- and through the many religious, educational, social, social action, and Zionist activities these institutions foster.

Through these organizations and activities it seeks to enable multiple points of entry to

every Jew on all levels of Judaism -- spiritual, rational, familial, communal, cultural, aesthetic, interfaith, political, Zionist, and in many other ways across the life span.. In doing so it espouses a sincere pluralism, with understanding and appreciation for the multiple ways that Jews express their Jewish commitments and contribute to the Jewish community and civilization.

**The Cantor's Assembly - <http://www.cantors.org/>**

The Cantors Assembly, the largest body of Hazzanim in the world, is the professional organization of Cantors which serves the Jewish world. With offices at the Jewish Theological Seminary and affiliated with the United Synagogue of Conservative Judaism, we serve the needs of our members, our congregations and help preserve and enhance the traditions of our people.

As the official placement agency for Hazzanim in the Conservative Movement, we serve both congregation and hazzan fairly and diligently with equal concern for the needs of both.

**The Jewish Theological Seminary - <http://www.jtsa.edu/>**

The Jewish Theological Seminary, one of the world's leading centers of Jewish learning, integrates rigorous academic scholarship and teaching with a commitment to strengthening Jewish tradition, Jewish lives, and Jewish communities.

The leaders trained by JTS—rabbis, cantors, scholars, educators, communal professionals, and lay activists imbued with this vision and prepared to meet the challenges of the 21st century—serve Conservative Judaism, the vital religious center for North American Jewry, and our society as a whole.

**Jewish Educator's Assembly - <http://www.jewisheducators.org/>**

The mission of the Jewish Educators Assembly is to promote excellence among educators committed to Conservative Jewish Education by advancing professionalism, encouraging leadership, pursuing lifelong learning and building community.

**Masorti Olami - <http://www.masortiworld.org/>**

The World Council of Conservative/Masorti Synagogues (Masorti Olami) builds, renews and strengthens Jewish life throughout the world, with efforts that focus on existing and developing communities in Europe, Latin America, the Former Soviet Union, Africa, Asia and Australia. We conduct our activities within the context of the overall Conservative/Masorti movement, in close cooperation with our brothers, sisters and affiliated organizations in North America and Israel.

In carrying out its mission, Masorti Olami acts to advance the interests and principles of Masorti Judaism. It works with all other arms of the Conservative/Masorti movement to be an effective spokesperson for Masorti Judaism.

**Mercaz USA - <http://www.mercazusa.org/>**

**Mercaz Canada - <http://www.mercaz.ca/>**

**Mercaz Olami - <http://www.masortiworld.org/mercaz>**

MERCAZ USA is the Zionist membership organization of the Conservative Movement, the voice of Conservative Jewry within the World Zionist Organization, the Jewish Agency

for Israel, the American Zionist Movement and the Jewish National Fund to support religious pluralism in Israel and strengthen the connection between Israel and the Diaspora.

The Canadian equivalent organization is Mercaz Canada. The worldwide organization is covered by Mercaz Olami.

**North American Association of Synagogue Executives (NAASE) - <http://www.naase.org>**

The North American Association of Synagogue Executives (NAASE) is a membership organization serving the professional needs of Jewish Executive Directors of the Conservative Movement

It is the mission of the Association to:

Bring together synagogue Executive Directors in order to further the development of their profession, and to enable each administrator to serve his/her congregation effectively and stimulate interest in professional synagogue administration, and to enhance the profession by promoting the advancement, growth, value, and role of the Executive Directors in the synagogue setting and Jewish communal life.

**Ramah - <http://www.campramah.org/>**

**Ramah Programs in Israel - <http://www.ramah.org.il/>**

Ramah is the camping arm of Conservative Judaism. With eight overnight camps, four day camps and Ramah Programs in Israel, Ramah impacts more than 9,000 campers and staff every summer.

A summer at Ramah is spent immersed in Jewish living – highlighted by dynamic and innovative programming. Traditional camp and outdoor activities, including swimming, sports, dance and art, are enhanced by Ramah's dedication to excellence in informal Jewish education. Combining a love for camping with meaningful Jewish experiences, Ramah instills in its campers and staff a love of Judaism, the Jewish people, Israel and the outdoors.

**Solomon Schechter Day Schools - <http://schechternetwork.org/>**

Judaism encourages us to engage the world through questions, to examine everything around us with an open heart and a uniquely analytical mind. It begins with a sense of wonder. At Schechter, our foremost responsibility is to develop a child's intellect by inspiring a love of learning. When young minds discover the joy of new ideas, they begin to process information with enthusiasm. And as students become eager to learn, they learn to embrace their own education.

**Women's League for Conservative Judaism - <http://www.wlcj.org/>**

Women's League for Conservative Judaism is the largest synagogue based women's organization in the world. As an active arm of the Conservative/Masorti movement, we provide service to hundreds of affiliated women's groups in synagogues across North America and to thousands of women worldwide.

The mission of Women's League for Conservative Judaism is to strengthen and unite synagogue women's groups and their members, support them in mutual efforts to understand and perpetuate Conservative / Masorti Judaism in the home, synagogue and community, and reinforce their bonds with Israel and with Jews worldwide.

**Assembly of Masorti Synagogues - <http://www.masorti.org.uk/>**

The Assembly of Masorti Synagogues is the umbrella body that serves all Masorti communities in Britain. We act as a central coordinating body, with responsibility for promoting Masorti ideology and for assisting the development of our communities.

**Conservative Yeshiva of United Synagogue - <http://www.conservativeyeshiva.org/>**

The Conservative Yeshiva offers Jews of all backgrounds the skills for studying Jewish texts in a supportive Jewish community. We are a vibrant, open-minded, fully egalitarian community of committed Jews who learn, practice, and grow together. Learning is lishma, for its own sake, without exams or papers. Learning in Judaism is a lifelong process, and the learning of traditional Jewish texts requires skills of language and methodology. Our goal is to give students the ability and the desire to continue Jewish learning and practice throughout their lives.

The Conservative Yeshiva offers a synthesis of traditional and critical methods, allowing Jewish texts and tradition to encounter social change and modern scholarship. The curriculum focuses on classical Jewish subjects, including Talmud, Tanach (Bible), Halacha (Jewish Law), and Philosophy.

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

The Jewish Museum is dedicated to the enjoyment, understanding, and preservation of the artistic and cultural heritage of the Jewish people through its unparalleled collections, distinguished exhibitions, and related education programs. Using art and artifacts that embody the diversity of the Jewish experience from ancient to present times, throughout the world, the Museum strives to be a source of inspiration and shared human values for people of all religious and cultural backgrounds while serving as a special touchstone of identity for Jewish people. As a vital cultural resource for New York residents and visitors of all ages, the Museum also reaches out to national and international communities as it interprets and preserves art and Jewish culture for current and future generations.

**Joint Retirement Board for Conservative Judaism - <http://www.jrbcj.org/main/>**

The JRB is a not-for-profit corporation now organized under the laws of the State of Delaware. It manages a portable, self-directed tax-deferred Defined Contribution 403(b) retirement savings Plan for professional and other employees of Conservative/Masorti Judaism.

**Jewish Youth Directors Association - <http://www.jyda.org/>**

JYDA is dedicated to the development of professionals in the field of Conservative Jewish youth work, and to raising the consciousness of the general Jewish community to the importance of this profession. JYDA develops educational programs and materials which emphasize the importance of Judaic knowledge and trains Youth Directors and Advisors in group work skills.

**Masorti in Israel - <http://www.masorti.org/>**

The Masorti movement is a traditional, egalitarian religious movement in Israel, affiliated with the worldwide Masorti/Conservative movement. It is guided by halakha (Jewish law) and an open and pluralistic approach to contemporary scholarship, Jewish living, democratic ideals and Zionism.

**The Rabbinical Assembly - <http://www.rabbinicalassembly.org/>**

The Rabbinical Assembly, first established in 1901 by graduates of the rabbinical school of the Jewish Theological Seminary, is the international association of Conservative/Masorti rabbis. Today its ranks include rabbis ordained at the seminaries of the Conservative/Masorti movement as well as rabbis of other accredited rabbinical schools who accept the tenets of Conservative Judaism. The mandate of the Rabbinical Assembly is to kindle the passion of the Jewish People in the service of God, Torah and Klal Yisrael, to strengthen the Conservative/Masorti movement, and to support the Conservative/Masorti rabbi. Its nearly 1,600 members serve as congregational rabbis, educators, military and hospital chaplains, professors of Judaica, and officers of communal service organizations throughout the world. While the majority of the men and women of the Assembly serve in the United States and Canada, more than ten percent of its rabbis serve in Israel and many of its rabbis serve in Latin America, in the countries of Europe, Australia and South Africa.

**Schechter Institutes - <http://www.schechter.edu/>**

The Schechter Institutes has grown into a major Israeli educational organization devoted to the broad dissemination of Jewish studies for ALL Israelis, serving some 35,000 adults and children each year in Israel and Eastern Europe.

Our goal is to offer pluralistic Jewish education to diverse populations, promoting a democratic society secure in its Jewish roots. At Schechter, we believe that offering Jewish study in an environment that is both academically critical and committed to tradition provides a vital, and hitherto missing, dimension to Israeli education.

**United Synagogue Youth - <http://www.usy.org/>**

United Synagogue Youth and Kadima inspire Jewish youth to explore, celebrate and practice ethical values, Jewish Living, Zionism and community responsibility based on the ideology of the Conservative Movement.

**American Jewish University - <http://www.ajula.edu/>**

The Ziegler School of Rabbinic Studies made history when it opened the first independent rabbinical school on the West Coast. While we take pride in being history-makers and serving as pioneers in the Conservative Jewish community, we are much more than innovators and pacesetters. First and foremost, we are a full-fledged five-year rabbinical school that values rigorous scholarship, embraces the splendors of spirituality, and provides our students with vast opportunities to grow intellectually and spiritually.

We believe in the principle of Torah Li'Sh'mah-Learning as an Intellectual and Inspirational Endeavor-that embraces both academic scholarship and the efforts of all Jews to explore their shared heritage through the formal and informal study of Judaism and the other great civilizations of the world.

We acknowledge that Judaism is a flourishing civilization with a culture that is fundamental to modern Jewish identity. We strive to advance that culture by encouraging artistic endeavor in all of its many forms.

We recognize that ethics is the language of Judaism and its most important link to the world at large.

We understand that the future of Jewish life depends on the careful preparation of

dedicated and impassioned individuals who are called to leadership.  
We are a pluralistic institution that embraces diversity within Judaism and values the contributions of all groups to the growth of Jewish Civilization.

## **APPENDICES**

- A - Rate Your Region
- B - Officer Training Session Request Form
- C - Model Region Constitution/By-laws
- D - Club Programming Ideas for Visitations



## **Appendix A - Rate Your Region**

	Exceptional	Strong	Good	Average	Below
Average					
Leadership	_____	_____	_____	_____	_____
Programming	_____	_____	_____	_____	_____
Membership	_____	_____	_____	_____	_____
Fundraising	_____	_____	_____	_____	_____
Finances/Budgeting	_____	_____	_____	_____	_____
Marketing/ Promotion	_____	_____	_____	_____	_____
Communications	_____	_____	_____	_____	_____
Other	_____	_____	_____	_____	_____
(please specify)_____					
Other	_____	_____	_____	_____	_____
(please specify)_____					

Please identify what you feel is your Region's greatest strength:

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Please identify what you feel is your Region's greatest challenge:

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Once you have completed this process, you may wish to consider developing an Action Plan including a Region Vision, Mission, Goals, Objectives and Action Steps. [See Section 14](#) for information on Goal Setting. Also, think about engaging in a Region Board planning activity. You may wish to request assistance from an FJMC Consultant for this process ([See Section 13](#)).

# **Appendix B - Officer Training Session Request Form**

## **SEMINAR INFORMATION**

OVERALL PURPOSE \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

PROPOSED DATE FOR SESSION \_\_\_\_\_

\_\_\_\_\_

START TIME \_\_\_\_\_ END TIME \_\_\_\_\_

TOPIC \_\_\_\_\_

## **LOCATION INFORMATION**

CITY \_\_\_\_\_

\_\_\_\_\_

HOST SYNAGOGUE \_\_\_\_\_

\_\_\_\_\_

PRESIDENT OF HOST MEN'S CLUB \_\_\_\_\_

\_\_\_\_\_

DAY PHONE \_\_\_\_\_ EVENING PHONE \_\_\_\_\_

## **ADMINISTRATIVE INFORMATION**

Primary contact (individual responsible for coordinating administrative details, materials, supplies, etc. – e.g. a Region Officer or an Officer of the host Men's Club)

CITY \_\_\_\_\_

DAY PHONE \_\_\_\_\_ EVENING PHONE \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE/PROV \_\_\_\_\_ ZIP \_\_\_\_\_

# **Appendix C - Sample Regional Constitution/By-laws**

## **CONSTITUTION**

### **ARTICLE - NAME**

This Organization shall be "The New York Metropolitan Region" of the Federation of Jewish Men's Clubs, also known as "New York Metro Region" (NYMR-FJMC).

### **ARTICLE II - PURPOSE**

1. The purpose of the NYMR-FJMC shall be to affiliate those Men's Clubs in the Regional Territory, as defined in Article IV, which meet the membership requirements as set forth in Article III, and to service those Clubs that are members of NYMR-FJMC and affiliated with the Federation of Jewish Men's Clubs.
2. The NYMR-FJMC shall also:
  - Promote knowledge and appreciation of our Jewish heritage and assist in the incorporation of these teachings into our daily lives.
  - Develop programs and resources which will enrich the quality of Jewish life in the home and community.
  - Train Jewish laity in preparation for leadership roles in their Clubs, Synagogues, community and the Conservative/Masorti Movement.

### **ARTICLE III - MEMBERSHIP**

Any Men's Club affiliated with a Conservative/Masorti synagogue and in agreement with the Constitution/By-laws, purposes and regulations of the Federation of Jewish Men's Clubs shall be eligible for membership.

### **ARTICLE IV --REGIONAL TERRITORY**

The Metropolitan Region shall consist of those areas designated by the Federation of Jewish Men's Clubs.

### **ARTICLE V --ANNUAL CONVENTION**

1. The Region shall hold an Annual Convention not less than thirty (30) days before the international convention, the time and place to be decided on by the Board of Directors of the Region.
2. Each Club in good standing shall be entitled to one voting delegate for every twenty five (25) members of such Club, or any major fraction thereof. Each Club may designate how its votes will be divided among its delegates.
3. Voting delegates to the Regional convention shall consist of at least one member of each of the Clubs in the Region in good standing within the Federation of Jewish Men's Clubs.

members of the Board of Directors, Officers of the Region. and Past Presidents of the Region.

4. A Club may designate any number of delegates or members to attend the Annual Convention.

#### ARTICLE VI --NOMINATIONS TO OFFICE

1. The president shall appoint a Nominating Committee at least one hundred and twenty days (120) days prior to the Annual Convention, but no later than January 15. The Nominating Committee shall consist of five (5) members appointed by the President. Two (2) of whom shall be active Past Presidents of the Region. In the absence of any active Past Presidents the Board of Directors shall elect up to two (2) members of the Nominating Committee.
2. No member of the Region shall be nominated as an officer who has not been a member of the Board of Directors for a period of two (2) full years, is a member of an affiliated Club in good standing within the Federation of Jewish Men's Clubs, and has been a member of the Board of Directors within a period of six years prior to nomination.
3. A list of nominees for officers and members of the Board of Directors to serve until the next Annual Convention is to be submitted by mail to member Clubs at least forty-five (45) days prior to the Annual Convention, along with the number of delegates per Club.
4. Additional nominees for officers of the Region may be made
  - upon petition duly signed and approved by five (5) Clubs in the Region and submitted to the President and Secretary of the Region at least fifteen ( 15) days prior to the Annual Convention for circulation to the member Clubs.
  - by submission directly to the member Clubs on petition of five (5) Clubs at least ten ( 10) days prior to the Annual Convention.
5. Additional nominees for the Board of Directors of the Region may be made at any time prior to the Annual Regional Convention. Additional nominees may be proposed at the Annual Regional Convention. Additional nominees for the Board of Directors may also be submitted to the President for submission to the Board of Directors for election to fill vacancies, in accordance with Article VIII, Section 5.

#### ARTICLE VII - OFFICERS

1. The Officers shall consist of an Honorary President (the retiring or immediate Past President), a President, an Executive Vice President, and at least four Vice Presidents, a Secretary and a treasurer. The Past Presidents, with the exception of the Honorary President, are not officers of the Region.
2. The officers shall be elected by the voting delegates attending the Regional Convention and shall hold office until the next Regional Convention.
3. In the event of the inability of the President to serve, the Executive Vice President shall

succeed to the Presidency. Such inability of the President to serve shall be determined by the Board of Directors. In the event of the inability of any other officer to serve, or the occurrence of a vacancy in any office, the Board of Directors shall elect a member of the Board of Directors to such office to serve until the end of such officer's unexpired term, which is the next Regional Convention. The Board of Directors may elect such other officers as it deems necessary to carry out the functions of the Region.

#### 4. DUTIES OF OFFICERS:

- The President of the Region shall be the administrative head of The New York Metro Region and be known as the Region President. It shall be the duty of the Region President to preside at all regular and special meetings of The New York Metro Region, and to conduct such meetings in accordance with parliamentary procedure and with proper observance of the Constitution of The New York Metro Region and Constitution/By-laws of the Federation of Jewish Men's Clubs. He shall appoint the Chairmen of all committees. He shall be an ex-officio member of all committees. Robert's Rules of Order will be used as the parliamentary procedure to follow unless those assembled at the Annual Convention decide to use other rules. A two-thirds vote of the voting delegates shall be required to change the Rules of Parliamentary Procedure used.
- The Executive Vice President shall, in the absence or temporary disability of the President, perform all the duties and exercise all the rights and powers vested in the President. In the event of death, resignation, or permanent disability of the President. The Executive Vice President shall assume the Presidency for the unexpired term of said office. The Executive Vice President shall carry out such additional responsibilities as the President shall deem necessary or advisable.
- The other duly elected officers of the Region shall perform such duties and carry out such responsibilities as the President deems necessary.

### ARTICLE VIII - BOARD OF DIRECTORS

1. The Board of Directors is the governing body of the NYMR-FJMC and shall have full power of the organization to take any action that does not conflict with the Constitution/By-laws, purposes and regulations of this organization and the Federation of Jewish Men's Clubs.
2. The Board of Directors shall consist of former or Past Region Presidents, all duly elected Officers, and duly elected members of the Board of Directors, and all Club Presidents.
3. The Board of Directors shall meet at a Board of Directors Meeting no less than four (4) times a year. Special meetings of the Board of Directors may be called by the President or upon petition of seven (7) members of the Board of Directors.
4. A quorum shall consist often (10) members of the Board of Directors.
5. Any vacancy on the Board of Directors shall be filled by election by the Board of Directors. Such newly elected Directors shall serve until the next Convention.
6. The Board of Directors may elect any individual to fill a vacancy on the Board of Directors

or to be a member at large of the Board of Directors with full voting rights.

#### ARTICLE IX --EXECUTIVE BOARD

1. All Officers of the Region. Past Region Presidents who are members of the International Executive Committee or Presidential Cabinet, Past International Presidents, and active Past Region Presidents who attend Board of Directors meetings, with non-attendance being communicated to the President shall constitute the Executive Board. The Executive Board shall have the power of the Board of Directors in all matters requiring action between meetings of the Board of Directors.
2. The Executive Board shall meet whenever called upon by the President, or the Executive Vice President when performing the duties of the President, in accordance with Article VII. paragraph 4, sub-paragraph B.
3. Special Executive Board meetings may be called by at least three members of the Executive Board, if the President does not call for a Board Meeting or an Executive Board Meeting, and all other members of the Executive Board must be notified at least seven (7) days prior to the meeting.

#### ARTICLE X --ELECTIONS

1. The Officers and Members of the Board of Directors nominated by the Nominating Committee and submitted by mail to the member Clubs in accordance with Article V. paragraph 3, as well as any nominations made in accordance with Article VI, paragraphs 4 or 5 shall be placed into nomination at the Annual Regional Convention and those elected at the Annual Regional Convention shall take office upon installation and serve until the following Annual Regional Convention.
2. The President shall not be eligible to serve for more than two (2) successive terms. If no one is elected President or no one is eligible to serve as President, then the International Executive Committee shall designate a temporary President.
3. All elections of Officers and Members of the Board of Directors shall be decided by a majority vote at the Annual Convention. No more than two (2) members from the same Club shall be eligible to serve as Officers. Anyone previously an Officer prior to the adoption of this Constitution is not barred from being elected and serving as an officer and is not bound by this paragraph.
4. No more than three (3) individuals shall be elected from the same Club to the Board of Directors, not including members of the Executive Board and the President of the Club who are automatically Members of the Board of Directors.
5. The Region shall pay for a President's lodging and meals at one International Convention of the Federation of Jewish Men's Clubs.

#### ARTICLE XI - STANDING COMMITTEES

1. The President shall appoint the following standing committees:

AUDIT  
BUDGET (and Finance)  
WAYS AND MEANS  
YOM HASHOAH  
NEW CLUBS AND CLUB RETENTION

NOMINATING  
PROGRAMMING  
EDUCATION  
YOUTH ACTIVITIES

2. The President shall appoint such other committees as he deems necessary or advisable.
3. Each committee shall report in writing to the Board of Directors at least two (2) times a year.

#### ARTICLE XII - FINANCES

1. No expenditures that have been not duly passed in the budget and are in excess of fifty dollars (\$50.00) shall be made without the approval of the Board of Directors.
2. A report shall be made to the Board of Directors of all expenditures, regardless of the amount and by whom made.
3. There shall be a Presidential Discretionary Fund established of five hundred dollars (\$500.00) a year, to pay for such expenses as phone bills, travel and tolls.
4. The Region shall pay up to five hundred dollars (\$500.00) for the Executive Vice President's travel and hotel expenses to one or more Region Presidents Training Meetings run by the Federation of Jewish Men's Clubs, and to which both the President and Executive Vice President are invited; if the Executive Vice President attends on behalf of the President because the President is unable to attend for whatever reason, then the Executive Vice President shall use the funds provided for such purpose for Region Presidents meetings. No other Vice President shall attend at the Region's expense even if invited, unless approved by the Board of Directors and made part of the budget.

#### ARTICLE XIII - SPIRITUAL LEADER

There shall be a spiritual leader or advisor elected at the Annual Convention who is a Rabbi of an affiliated Men's Club and a member of the Rabbinical Assembly and/ or a member of the Conservative/Masorti Movement, and said Rabbi shall be the spiritual leader and advisor to the Region.

#### ARTICLE XIV - BUDGET

At the January meeting of the Board of Directors, the Budget Committee shall present its recommended budget for the next fiscal year to the Board of Directors. The Board of Directors is then empowered either to approve that budget, or to make any recommendations it deems necessary. The Board of Directors shall approve a budget for the coming fiscal year by the March meeting. The budget then shall be submitted to the delegates to the Annual Convention for approval at the Annual Convention.

## ARTICLE XV - TREASURER AND FINANCIAL REPORTS

1. The Treasurer of the Region shall give a financial report to the Board of Directors at every meeting of the Board of Directors.
2. The President of the Region shall have an audit of the finances of the Region each and every year, and the Audit Committee shall make at least one (1) Report at the Annual Convention.

## ARTICLE XVI - RECOMMENDATIONS TO INTERNATIONAL BOARD AND COMMITTEES

1. Recommendations of International Board Members to the Nominating Committee for the International Board of Directors of the Federation of Jewish Men's Clubs shall be made by the Board of Directors of the New York Metropolitan Region.
2. Individuals for membership on or appointment to committees of the Federation of Jewish Men's Clubs are to be submitted by the President of the Region to the International Board of Directors or the President of the Federation of Jewish Men's Clubs.

## ARTICLE XVII -- AMENDMENTS TO THE CONSTITUTION

1. All proposed amendments to the Constitution must be submitted to the Board or Directors of The New York Metro Region by not less than ten (10) members of the Board of Directors in good standing. The proposed amendment must be submitted in writing to the Secretary of the Region who shall put the proposed amendment into final form and mail same to the entire Board of Directors within thirty (30) days of submission. No action may be taken on the proposed amendment until one month shall have elapsed from the time the proposed amendment was initially mailed to the members of the Board of Directors and until said membership shall receive at least five (5) days written notice of a meeting to act on the proposed amendment. The proposed amendment may then be voted upon at the next meeting of the Board of Directors.
2. A vote of two-thirds ( ) of the members of the Board of Directors shall be necessary to enact an amendment to the Constitution.

Respectfully submitted,

CONSTITUTION COMMITTEE

[list names here)



## **Appendix D. - Club Programming Ideas for Visitations**

**NOTE:** *Several programs fit in more than one category, but are mentioned only once, generally under the most appropriate category.*

### **PARENT- AND-CHILD PROGRAMS**

- Sports Night, with players, coaches, sports writers, and/ or sports announcers.
- Attend sports event (pro or college, or special events such as the Harlem Globetrotters).
- P.A.C.E. (Parent And Child Education) programs (these could be held during synagogue school hours on Sundays).
- Pre-Chanukah or pre-Passover program (with sections on food preparation, prayers, music, crafts, history, etc.).
- Kids Night Out (essentially, a baby-sitting service for school-age kids with movies, games, etc.).
- Youth essay or art contest.
- Purim Carnival
- Youth Olympiad or Maccabiah games.
- Parent -child softball game or bowling.
- Sunday breakfast and *minyan* for Men's Club members and upcoming b'nai mitzvah.
- Lend copies of FJMC Torah Service video to families of b'nai mitzvah.
- Coping' series segment on how people have coped with the 'difficult child.'
- Panel discussion on how parents should deal with certain real-life situations and be an example to their children ("Do We Practice What We Teach?").

### **WELLNESS (RECREATION /HEALTH/FITNESS) PROGRAMS**

- Health Fair (health testing, healthy foods, speakers, aerobics, etc.)
- Speakers on "male" illnesses, such as prostate or colon cancer.
- Stress management.
- CPR course (especially helpful if before High Holy Days)

### **BUSINESS OR PROFESSIONAL ASSISTANCE**

- Income or estate tax seminar.
- Computer information program.
- "Coping" series segment on how people have coped with economic recessions.
- "Coping" series segment on how people have coped with retirement.

### **HEARING MEN'S VOICES WORKSHOPS:**

(see [www.fjmc.org](http://www.fjmc.org))

### **FAMILY LIFE/HOME ASSISTANCE**

- Handyman tips for fixing up the house.
- Jewish genealogy.
- Horticulturist on gardening (can be held in conjunction with a plant sale)

## RELIGIOUS OBSERVANCE

- Sponsor **Hebrew Literacy** or **Art Of Jewish Living** courses.
- Distribute **FJMC Yom HaShoah Yellow Candles™**
- Participate in the **World Wide Wrap** and **Build-a-Pair**
- Participatory Shabbat Dinners (using **FJMC Art of Jewish Living** table service).
- Build and dismantle a *sukkah*.
- Give *sukkah*-building class.
- Offer service of a running *minyan* (or, at least, providing prayer books) at houses of mourning.

## SOCIAL ACTION AND COMMUNITY SERVICE

- Collect clothes for homeless.
- Monthly Shabbat services at nursing home or a prison.
- Serve meals at a homeless shelter.
- Volunteer at hospital or other place on Christmas or Easter.
- Work on project to refurbish homes for the poor.
- Teach English to immigrants.
- Teach proficiency in reading and writing.
- Provide forum for political candidates or for airing of propositions to appear on the ballot.
- Adopting programs from the **Shomrei Ha'aretz** initiative (see [www.fjmc.org](http://www.fjmc.org))

## SYNAGOGUE SERVICE

- Provide ushers at Shabbat and holiday services.
- Spearhead a project to beef up attendance at the daily *minyan*.
- Clean-up, fix-up project.
- Create a synagogue time capsule.

## SOCIAL

- Bus tours of city or nearby city, especially if there are Jewish landmarks, museums, or other point of interest.
- Klezmer band or Jewish folk singing.
- Square Dance.
- '50s Dance.
- Variety or Talent Show.
- Theater party (with reception first or desserts after).
- Group attendance at a movie or play.
- Lower East Side Night (Yiddish music, movies, or dancing and Jewish food)
- Theme programs on Jews of various countries, such as France, the Far East, South America, with appropriate kosher foods and entertainment.
- Super Bowl Party.
- Secular New Year's party

## **TABLOID (A TOUCH OF THE UNUSUAL)**

- (In Seaboard Region) Jewish-Japanese sumo wrestler Yamamoto Rosenberg, to discuss his book, **"How to Keep Kosher Eating Dreck in a Sushi Bar"**.
- **"A Day at the Races"** (video off un-races and betting play money).
- **"Marriage, Sex, and Love - Jewish Style"** [the actual title of a program]
- Holocaust rescuers or Holocaust resistance movements.

## **MISCELLANEOUS PROGRAMS**

- "It's Academic" trivia competition (Men's Club v. Sisterhood v. USY).
- Jewish Folk Arts Festival (music, dancing, ceramics, painting, calligraphy).
- Israeli Fair (booths or stations on Israeli travel, food, customs, etc.).
- Skit describing stereotypes Jews give to the various Movements of Judaism (but with the ultimate conclusion that, despite our differences, we are all Jews).
- "Volunteers for Israel" speaker (volunteering for civilian work on Israeli Army base).
- Israeli investment club.
- Jewish comedian.
- Cantorial concert on Jewish music.

## **FUNDRAISING ACTIVITIES**

- Passover wine or candy sale.
- Passover "supermarket"
- Lox boxes (selling lox, cream cheese, bagels & Danish for 4).
- Roses for *Rosh Hashanah* or Seder table centerpieces.
- Honoree dinner with a donor book.
- Publish a synagogue directory.
- Publish calendar and sell ads.
- *Meshugganah* Auction (all bids are paid into the kitty, and the final bidder gets the item)
- Cookbook (with recipes of Men's Club members).
- Comedy Night, Variety Show, Theater Party, Purim Ball, etc.
- Sell Entertainment discount books.
- Goods and Services Auction.
- Art Auction.