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Nata

GUIDELINES
FOR
ADMINISTRATOR-
CONGREGATIONAL
RELATIONSHIPS



אחדות
קהילות
יהודיות
אמריקאיות

*Union of American
Hebrew Congregations*



*National Association
of Temple Administrators*

The contents of this publication were
APPROVED BY THE
UAHC EXECUTIVE BOARD
MAY, 1993
AND THE
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* * *

ADOPTED OCTOBER 1993
52nd ANNUAL CONVENTION OF THE NATIONAL
ASSOCIATION
OF TEMPLE ADMINISTRATORS
AN AFFILIATE OF THE
UNION OF AMERICAN
HEBREW CONGREGATIONS

GUIDELINES FOR ADMINISTRATOR-CONGREGATIONAL RELATIONSHIPS

INTRODUCTION

The profession of Temple Administrator has its antecedents in Jewish tradition. The Temple Administrator is an essential participant in the unique partnership between a congregation and its religious and professional leaders. In order to clarify the role of the Administrator, the National Association of Temple Administrators, together with the Board of Trustees of the Union of American Hebrew Congregations, and the Executive Board of the Central Conference of American Rabbis have developed these Guidelines for Administrator-Congregational Relationships (hereafter referred to as Guidelines).

The National Association of Temple Administrators (NATA) is the professional association which serves executives, administrators and managers of congregations affiliated with the Union of American Hebrew Congregations. Since 1941 NATA has been dedicated to improving the management of Judaism's key institution: the synagogue.

These guidelines should assist congregations and administrators alike in establishing practices and procedures which will result in their mutual benefit.

Nothing in this publication is intended to supersede existing applicable law or the constitution or by-laws of the congregation. Adoption of these Guidelines by the governing bodies of the Reform Movement does not automatically make them binding on a congregation and its administrator. In order for them to apply, they must be specifically adopted and incorporated into the agreement between the Temple Administrator and the Congregation.

Every UAHC congregation with a Temple Administrator and each member of NATA receives a copy of the Guidelines. These Guidelines are subject to periodic review in the light of experience and changing labor law and practice. Their interpretation will be the responsibility of the National Commission to be established per section VIII herein.

I. THE ROLE OF THE CONGREGATION AND ITS LEADERSHIP

In some communities, the congregation itself in plenary meeting is the governing body, assuming the responsibility of oversight regarding major activities of the institution. In most Congregations, however, its Board of Directors has been delegated ongoing and primary responsibility under its constitution and policies for governance. The Board is charged with direction of the administrative and financial affairs of the Congregation. This document uses the word "Congregation" in a general sense to cover both situations or any variations.

The Congregation may retain and empower qualified professionals to carry on various aspects of congregational life. All are expected to operate under guidelines established by the Congregation and in consonance with its policies and practices.

The Rabbi (1) is the senior professional responsible for overall staff supervision. Many congregations also assign to the President a major role in overall administration. It is vital that strong inter-professional and lay-professional relationships be engendered at all levels. The Temple Administrator plays an important role in this process.

II. THE ROLE OF THE ADMINISTRATOR

Within the structure indicated above, the Temple Administrator is the administrative manager of the Congregation. In that capacity the Administrator often participates in the development of administrative policies and practices which support the goals of the Congregation. The Administrator is charged with the responsibility of implementing these policies and practices, as well as managing appropriate operations and fiscal affairs of the congregation.

The Administrator provides the Board with timely, accurate and needed information, and provides staff support to the Board and relevant committees. The Administrator should serve as an ex-

(1) Indicating Senior Rabbi where appropriate throughout these guidelines

officio (non-voting) member of the Board, its Executive or similar Committees, and of all committees whose work impacts on the direction or management of the Congregation.

The Administrator works with the Rabbi and other professional staff to develop and facilitate appropriate programs fulfilling the goals of the Congregation. The Administrator supervises operational staff in relevant areas.

The Administrator is expected to remain current with developments in Temple management, through continuing professional education, as well as local and national associations. The Administrator shall contribute to the professional growth of colleagues and also make available to other congregations pertinent administrative materials, techniques and literature.

The Administrator should provide leadership as a Jewish professional, in a manner that furthers the goals of the Congregation and Reform Judaism. The Administrator should be active in NATA, the UAHC and appropriate local, regional and national activities.

Administrators require ample time and privacy to fulfill their personal and family responsibilities. The Congregation is better served when it takes these needs into account.

III. QUALIFICATION FOR AN ADMINISTRATOR

Certain personal qualities, experiences and education enhance an Administrator's ability to meet the multiple demands, problems, or challenges of the position in a professional manner:

A. The ability to work with diverse groups of individuals is important. Motivation, organization, and facilitation skills are essential to utilize fully the human resources of the Congregation. Clarity of verbal and written expression, problem solving and interpersonal skills are needed. Self-esteem, integrity and reputation, as well as identification with the Congregation all provide promise of success.

B. An Administrator should possess a working knowledge of, and experience in office operations, facilities management and institutional finance. Appreciation of public relations and publicity is important. Familiarity with good personnel practices is essential.

C. A Jewish background and a knowledge of Jewish history, life cycle events, holidays, and liturgy increase the Administrator's ability to fulfill the role. Familiarity with Jewish organizations and agencies, ideals and goals is also important. Work or volunteer experience in Jewish congregational or organizational life, or similar non-profit organizations has often proven useful.

D. An Administrator would benefit from prior formal education that facilitates communication and cooperation with rabbis, cantors, educators and other professional co-workers, as well as with congregants and the community. A knowledge of resources for information and assistance beyond the institution-management literature, formal courses, "networking"- indicates a willingness to learn from others.

IV. EDUCATIONAL AND PROFESSIONAL DEVELOPMENT

Temple Administrators develop the knowledge, qualifications and skills necessary for effective management through educational programs, as well as through on-the-job and related prior work experience.

The Fellow in Temple Administration (FTA) is awarded by a Board of Certification, (jointly administered by NATA, the UAHC and the CCAR) to qualified Administrators who have demonstrated proficiency in the disciplines involved in synagogue management, as well as in select areas of Jewish knowledge. FTA candidates are examined for their knowledge of synagogue finance, governance, leadership development, public relations and publicity, office management, personnel practices, building maintenance and supervision, Jewish history and Reform Jewish liturgy and practice. A 2,000-word original thesis and ability to read Hebrew prayers are also required. NATA recognizes as Senior Members those who have successfully fulfilled the management-related exams and have completed three years of work, or its equivalent.

Administrators are encouraged to attend biennial NATA Summer Institutes held on campuses of the Hebrew Union College-Jewish Institute of Religion. These Institutes provide intensive five-day learning experiences, as well as comprehensive preparation for Certification.

The Hebrew Union College- Jewish Institute of Religion, in cooperation with the University of Southern California, offers a Master's degree in Public Administration (MPA) with a concentration on synagogue management, at the Los Angeles school. Students in the 14 month interdisciplinary program serve a concurrent internship with a NATA member in a UAHC congregation, for which NATA provides scholarship funding.

To meet effectively the ever-changing challenges affecting synagogue management, many Temple Administrators participate in workshops, seminars, and classes offered by universities and specialized institutions. Congregational encouragement of such training will be mutually beneficial.

V. PLACEMENT

Since 1987, NATA has offered an independent Placement Service for Administrators and Congregations. Every opening is announced to all NATA members, as well as others enrolled in the service. NATA retains a Placement Director to coordinate the Placement Service, supported by a regional network of NATA representatives. Candidates for placement are asked to submit an application providing personal data, education and work experience, as well as a resume. At a candidate's request, his or her resume is forwarded to those congregations listing with the service. No evaluation as to qualification is made; such judgement is the province of the Congregation.

Each candidate is expected to provide complete and accurate information and references, and to state his or her concerns about necessary confidentiality. While the candidate's present position must be protected, the length of the remaining term should be disclosed to the prospective employer. Each candidate referred by the NATA Placement Service will have agreed to abide by the association's Code of Ethics and these Guidelines.

Congregations seeking an Administrator are urged to discuss the matter with the Placement Director and/or regional placement representative, then to file an application with the NATA Placement Service. Information regarding job descriptions and salary ranges is available.

Each Congregation listed with the service may rely on the broadest appropriate circulation to ensure maximum response. The Congregation should prepare a job description for the candidate, and agree upon requirements regarding training, experience or expertise.

It is desirable that the candidate for Administrator meet the Congregation's Rabbi, President, other key professional leaders, and other lay leaders to whom he or she would be accountable.

The Temple's search process should reflect good personnel practices, protecting the interests of both parties.

VI. THE AGREEMENT BETWEEN THE CONGREGATION AND THE TEMPLE ADMINISTRATOR

There is a professional relationship between the Administrator and the Congregation. Therefore, every effort should be made to ensure a harmonious and lasting association. Agreements between Administrator and Congregation should conform to the following:

A. Recommended Period of Engagement

1. The initial engagement of the Administrator should be for a minimum period of two years, except for an Administrator with no prior Temple experience, who may be engaged for one year.

2. The first renewal should be for a minimum of two years.

3. Each additional renewal should be for a minimum of three years unless special circumstances suggest otherwise.

4. For all renewals: Six months prior to the end of the employment agreement, the Congregation and the Administrator should agree in principle upon their future relationship, concluding their detailed negotiations as promptly as possible thereafter.

5. After at least twelve years of service, the Administrator may be granted a continuing contract with the Congregation. (See page 9).

B. Terms of Agreement.

Upon the appointment of the Administrator, a contract, letter of agreement or similar document should be signed by the Administrator and the authorized officer or officers of the

Congregation. Such document should include:

1. Job description
2. Compensation agreement
3. Requirements specific to the Congregation
4. Pension: Enrollment of the Administrator in a

suitable pension plan such as the Rabbinical Pension Plan of the UAHC-CCAR-NATE-NATA. (The Rabbinical Pension Program currently recommends an annual pension contribution of 18% of the participant's salary, 15% to be contributed by the Congregation and 3% by the participant). It should be the aim of every congregation to assure its Temple Administrator, upon reaching the normal retirement age of 65 or some other agreed upon age, a pension amounting to a minimum of 60% of the highest annual salary received from the Congregation. An Administrator's length of service in the field may impact on the recommended 60% minimum.

5. Health, major medical, disability insurance and other benefits at a level equivalent to that offered to the other professional staff of the Congregation.

6. Conference allowance and time to participate in professional growth programs. Because a skilled and trained Administrator returns benefits to the total Congregation program, the Congregation should, as its resources permit, encourage and underwrite the Administrator's attendance at the annual NATA Conference and national and regional UAHC conferences and where possible, other conferences, institutes and courses.

7. Cost of moving the Administrator's family and possessions at the time of original employment.

8. An annual vacation of one month. The time spent on congregationally approved community activities, UAHC or NATA committees or meetings should not be charged against vacation time.

C. Additional Benefits.

1. Special Leave- Upon completion of a minimum of ten years of continuous service in the same Congregation, the Administrator may be granted a Leave of Absence for the purpose of further professional growth and personal renewal. Taking into

account the individual circumstances, the Congregation, the Rabbi and the Administrator should work out an agreement for the length of leave, compensation, and an agreed upon term of post-leave congregational service. The Administrator should participate in helping the Congregation plan to cover the leave period.

2. Parental Leave - An Administrator who becomes a parent through pregnancy or adoption, should give ample notice of such to the Congregation and should receive two months leave, ideally with full pay and benefits. If additional leave is requested, the terms may be determined by mutual agreement between the Administrator, the Rabbi and the Congregation. In advance of such leave, the Administrator should plan for proper functioning of essential administrative functions.

3. Sick Leave - Reasonable time should be allowed for sick leave, which should not be charged against the Administrator's vacation time.

a. During the first engagement period for the Administrator, fifteen (15) non-cumulative days sick leave per year at full pay is recommended.

b. During the second and subsequent contract periods, an Administrator who is unable to carry on his/her duties because of illness or temporary disability is entitled to non-cumulative sick leave. The duration and conditions of the sick leave should be jointly determined by the Administrator and the Congregation after due consideration of the number of years of service to the Congregation, as well as the waiting period of the Administrator's disability insurance.

4. Disability - Most disability insurance coverage provides for a waiting period of up to six months before any payments are made. During this waiting period, the Congregation should pay the Administrator's salary and fringe benefits in full. Medical documentation must be provided as requested.

5. Personal Leave - Reasonable time should be allowed for personal leave due to unforeseen or emergency circumstances.

D. Evaluation

Evaluation of the Administrator's performance should be an accepted procedure of the Congregation and the professional. Each

Congregation should determine the most appropriate method of evaluation, in consultation with the Administrator and the Rabbi.

E. Continuing Contract

A continuing contract, when agreed to by both the Administrator and the Congregation, affords the Administrator the dignity and security of serving the Congregation without formal reappointment. A review may be requested, either by the Administrator or the Congregation. Under the terms of a continuing contract, salary and other benefits should be negotiated periodically.

F. Termination of Service

1. An Administrator who desires not to renew the agreement shall give notice to the Congregation, in writing, no later than six months before the end of the current employment agreement.

2. The Congregation may dissolve the relationship in the last year of the current commitment by giving the Administrator notice, in writing, no later than six months before the end of the current employment agreement.

3. If the Congregation does not renew the agreement of an Administrator who served for at least eight years, the Administrator should receive severance pay, provided that there has been no gross misconduct or willful neglect of duty. The amount of severance pay should be calculated using the general guideline of one month's salary for each year of service to the Congregation. This formula may be adjusted higher or lower, taking into account all of the circumstances, including provisions for a payment schedule, and reduction in the severance amount if the Administrator secures another position at a comparable or increased salary during the severance period.

G. The Administrator Serving Part-Time

A Congregation may choose to engage an Administrator on a part-time basis. The Administrator's duties and responsibilities should be precisely defined in writing, specifying how many hours each week and how many days each month are to be devoted to the part-time post. The Administrator serving part-time should be engaged for a fixed term, and should receive pro-rated pension and

other fringe benefits in accordance with congregational practice and applicable legal guidelines.

VII. RETIREMENT

A. Planning for Retirement

Retirement normally takes place any time after age 65. Other times for retirement may be specified by contractual agreement. At the appropriate time, the Congregation should begin to plan for the Administrator's retirement. The Rabbinical Pension Board will provide information on the accrued and anticipated coverage for the Administrator and options available for retirement. All agreements relating to the Administrator's retirement, date of retirement, and financial provisions should be clearly agreed to by the Administrator and the Congregation.

1. Pension

Upon retirement, ideally an Administrator should receive a pension amounting to a minimum of 60% of his/ her highest annual salary.

The bulk of the pension should derive from the pension plan(s) in which the Administrator has been enrolled over the course of his/ her career. The Congregation may supplement the difference between that amount and the ideal 60% figure as its resources permit. The Congregation should review every two years the amount of pension received by the Administrator, or, in the event of death, by the surviving spouse, taking into account the then current United States and Canadian government cost of living indices.

2. Medical Insurance

After the Administrator's retirement, the Congregation should attempt to maintain access to any programs of medical insurance in which he/she was previously enrolled.

3. The Administrator's Dependents

In planning for the Administrator's retirement, the Congregation should take steps to protect the Administrator's spouse and dependents in the event of his/her death, such as continuation of access to health insurance if possible, and supplemental pension benefits, provided in accordance with previous agreements.

B. The Emeritus or Retired Administrator

1. Granting the Title

At the time of the Administrator's retirement, the title Emeritus may be conferred by agreement between the retiring Administrator and Congregation.

2. The Role of Emeritus

Only the Administrator can carry the responsibility of the administration of the Congregation. When a new Administrator is engaged, this responsibility is automatically transferred to him/her. Where appropriate, the Emeritus should help to establish the successor in the position and should assist Temple members in understanding that the new person is the Administrator of the Congregation. The new Administrator has an obligation to accord the Emeritus the proper honor and courtesy.

C. The Deceased Administrator's Spouse

All of the privileges and courtesies accorded to the Administrator's spouse during the Administrator's tenure should be continued after the Administrator's death.

VIII. CONCILIATION AND ARBITRATION

A. The Function of the National Commission on Administrator- Congregational Relationships.

A National Commission on Administrator-Congregational Relationships, composed of representatives of the Union of American Hebrew Congregations and the National Association of Temple Administrators, will interpret the procedures and other elements set forth in these Guidelines. When tensions occur in the relationship between the Administrator and Congregation, the Congregation and/or the Administrator should promptly call upon the Commission for assistance in resolving the differences at an early stage.

Should a more serious dispute arise, either the Administrator, the Congregation or both jointly should call upon the Commission to conciliate or to arbitrate.

Once the Commission has the matter before it, placement service will be suspended for both the Administrator and Congregation until authorization has been given by the Commission. During this process the Congregation should continue

to pay the Administrator's salary and all benefits, while the Administrator should continue to fulfill all responsibilities and commitments.

B. Procedures of the Commission

1. The Commission may offer counsel and advice to the Administrator and the Congregation.

2. The Commission may appoint a conciliation team to ascertain the facts and to recommend solutions. Some recommendations may be offered at the time of the conciliation. Normally, however, the team reports to the Commission, which will then officially transmit the report and the recommendations in writing to each of the participants. Once the recommendations are accepted by both parties they shall become binding.

3. If conciliation fails to resolve the dispute, the Commission may recommend arbitration.

4. In both conciliation and arbitration the Commission will be guided by the following:

- a. The facts
- b. Any contractual agreements
- c. These Guidelines

5. The parties to all conciliation and arbitration proceedings should agree to be bound by rules and procedures which the Commission may adopt from time to time.

6. In all cases involving arbitration, both Administrator and Congregation shall have a choice of available Commission designees; each shall choose one. The two thus selected shall choose a third.

7. The Commission may call upon Administrators and lay people who are not members of the Commission to represent it, thus widening the possible panel of arbitrators in order to carry out the provisions of paragraph 6.

NATA

October 22, 1992
25 Tishri 5753

Norman Fogel, FTA, President
National Association of
Temple Administrators
15500 Stephen S. Wise Drive
Los Angeles, CA 90077

Dear Norman:

As you and your fellow NATA members "wander into the desert" it is my fond hope you will indeed find an oasis of knowledge and a sharing of creativity and expertise.

My best wishes for a successful and meaningful 1992 NATA Convention. You are offering many important aspects of synagogue program as well as "nuts and bolts" workshops for various critical areas of administrative details the temple administrator must deal with on a day to day basis. The program appears to be well planned.

I write to convey my best wishes and warm regards to all assembled. Your work is essential to the well-being of the synagogue and I wish you well in your deliberations.

With fond good wishes to one and all, I am

Sincerely,

Alexander M. Schindler

NATA 1992 CONVENTION - SCOTTSDALE, AZ
SUNDAY, 11/8/92 TO WEDNESDAY, 11/11/92

"WANDER INTO THE DESERT AND FIND YOUR OASIS"

TENTATIVE SCHEDULE

NOVEMBER 7, 1992

Saturday	2:00- 5:00pm	REGISTRATION
	12:00- 5:00pm	ADMINISTRATIVE COMMITTEE MEETING
	6:45- 7:00pm	HAVDALLAH SERVICE
	7:15- 8:00pm	COCKTAIL PARTY
	8:00 pm	DINNER ON OWN

NOVEMBER 8, 1992

Sunday	8 am- 2:00pm	REGISTRATION
	9 am-12:00pm	FTA EXAMINATIONS
	8:30-12:30pm	EXECUTIVE BOARD MEETING
	12:00- 1:00pm	OPEN - INFORMATION BAZAAR, VENDORS
	1:00- 2:00pm	PLENARY
	2:00- 5:00pm	<u>ORGANIZATIONAL BEHAVIOR</u>

WORKING WITH GROUPS

Anita Jacobs, PhD a Communications specialist will conduct a lively, interactive workshop on working with groups, such as : Effective communication, Body language, Consensus building and Conflict resolution.

6:30- 8:30pm	BUFFET DINNER POOLSIDE
9:00 pm	FIRST TIMERS RECEPTION
9:30 pm	HOSPITALITY SUITE

NOVEMBER 9, 1992

Monday	7:30- 8:00am	MINYAN SERVICE
	8:00- 9:30am	BREAKFAST - INTRODUCTION OF NEW MEMBERS by Norman Fogel, FTA
	9:30-12:15pm	<u>ADMINISTRATION</u>
	9:30-10:30	
	Beginner	BASIC SKILLS IN SYNAGOGUE ACCOUNTING, BUDGETING & HOW TO READ A FINANCIAL STATEMENT by Roberta Aronovitch, MBA
	Intermediate	CASH MANAGEMENT, COLLECTIONS, PROJECTIONS by Tom Jablonski, FSA
	Advanced	ALTERNATIVE SOURCES FOR FINANCING: ENDOWMENTS, GRANTS, FOUNDATIONS by Monika Hamburger
	10:45-12:15	
	Round Tables	1) SUCCESSFUL COMMITTEES (structure; objectives/function; standing/ad-hoc; Robert's Rules; agenda; minutes) by Dr. Mark Weisstuch, FTA 2) FINANCING (bank relations, selecting financial services) by a banker 3) FEDERAL TAX CONSIDERATIONS WITH 'DOs and DON'Ts' FOR SYNAGOGUES by Bill Gibberman and Mark Greenstein; 4) HOW TO MOTIVATE A BOARD TO STAND UNITED by Steve Breuer; 5) TEAM BUILDING WITHIN THE SYNAGOGUE: "HOW TO GET ALONG WITH THE OTHER SYNAGOGUE PROFESSIONALS" by Dennis Rice, FTA; 6) SUCCESSFUL FUND RAISING STRATEGIES by Edward J. Finkel of EJP, Consultants.
	12:30- 2:00pm	<u>MAX FEDER LUNCH - THE JEWISH PROFESSIONAL AND PROFESSIONALISM</u> -by Rabbi Daniel Syme, Senior Vice President of the UAHC
	2:15- 3:45pm	<u>INSTRUMENTS</u>
	Workshop A	GETTING STARTED WITH COMPUTERS: configuring a basic system; finding the right software; implementing the new system.
	Workshop B	ADVANCED COMPUTERS by computer expert: Database Management; Networks; Operating systems; Electronic Communications systems (telephones); E mail; FAX modems.
	Workshop C	RECYCLING with Recycling specialist: Materials guidance, methods and equipment.
	4:00- 5:00pm	USER GROUP MEETINGS
	6:30pm	DINNER AND ENTERTAINMENT
	10:00pm	HOSPITALITY SUITE

NOVEMBER 10, 1992

Tuesday 7:30- 8:00am MINYAN SERVICE

8:00- 9:00am BREAKFAST -guest Rabbi Gary Zola, Director of the Office of Admissions at HUC, who will report on recruiting for the Masters in Synagogue Management Program

9:00-11:30am SURVIVAL TECHNIQUES

9:00-10:00

REACHING THE UNAFFILIATED -a presentation by Rabbi Rennie Altman, Director of the UAHC Outreach Department

10:00-11:30

NATA PRODUCTIONS PRESENTS: TEMPLE TALK with "Celebrity" guestsA panel discussion involving the audience on Membership Attraction & Retention; Synagogue Marketing Techniques; and related Programming ideas.

11:30am to
9:30pm

LUNCH, AFTERNOON AND DINNER ON OWN
-Optional sports activities based on sign-up at arrival
-Group dinner and outings (will be coordinated)

9:30pm

HOSPITALITY SUITE

NOVEMBER 11, 1992

Wednesday 8:30- 9:00am

MINYAN SERVICE

9:00-10:00am

CONTINENTAL BREAKFAST

10:00-12:00pm

JUDAISM, ECOLOGY AND ETHICS with Rabbi Daniel Swartz of Temple Israel, Hollywood, Ca.

Segment A

THE JEWISH HISTORICAL AND SPIRITUAL PERSPECTIVE ON ECOLOGY

Segment B

ETHICS IN SYNAGOGUE LIFE

12:30- 1:30pm

LUNCH with Vivian Mendelez of the Rabbinical Pension Board

1:30- 2:30pm

REPORT ON AND DISTRIBUTION OF NATA/NASA COMPENSATION SURVEY by Sally Angel, AS Consulting

2:30- 4:30pm

PLENARY

6:45-10:00pm

CLOSING BANQUET at Temple Solel
Introduce new FTAs; distribute plaques and pins. MUSICAL PROGRAM WITH CANTORS SHERI BLUM AND STEVE RICHARDS AND HARRY AND JILL HIGGINS.



COPY

RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, NY 10021-7064 (212)249-0100

May 21, 1992
18 Iyar 5752

Norman Fogel, F.T.A.
Stephen S. Wise Temple
15500 Stephen S. Wise Drive
Los Angeles, CA 90077

Dear Norman:

Many thanks for the very fine report to the Board on behalf of NATA. I am delighted that you were able to be with us and thank you for your beautifully delivered and well developed message from NATA.

Most especially do I thank you and the members of NATA for the generous contribution made to the UAHC Endowment Fund. We are all deeply grateful to the members of NATA for this expression of care and concern for the future of our movement. It is a joy for me to know that NATA is a part of our Endowment Fund.

With warm regards and every good wish, I am

Sincerely,

Alexander M. Schindler

cc/Hers S.

NATA

MEMORANDUM

COPY

February 6, 1992

FROM: Edith J. Miller
TO: Joseph Bernstein

We just received the new NATA Exchange. In the listing of 1991-93 Appointments they show NATA representatives to UAHC Commissions and Committees. Most of the groups they have listed are not solo UAHC divisions, thus they are sending out an incorrect message. The Certification Board is NATA's, is it not? The Commission on Jewish Education is joint as is the Rabbinical Pension Board, Outreach, Social Action and Management. MUM is also joint. The Camp-Institute is our own. May I leave it to you to call this error to the attention of either the editor or the person responsible for providing the information. *see*

Many thanks.

Thanks for noting!



EXCHANGE

National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS



Volume I, Issue 1 January, 1992

EDITORIAL PERSPECTIVE

Loree Resnik

Like the parent of a new child, I approach this first ever (or at least to my knowledge) issue of what I have named (without benefit of an "eighth day ceremony") the *NATA Exchange* with a great deal of trepidation, but a sense of adventure. My sense of this is to truly make it an "exchange"—one in which you share with me your simchas, your sorrows and your honors so that your colleagues can be part of your lives during that long year between conventions.

Letters to the Editor will truly be welcome (of course, they fill space!) and I hope you will let us all know your thoughts.

Additionally, those of you who come from larger cities, let us know what your local organizations are doing. It is truly my hope, that your contributions will make my job easier. This is an in-house exchange, and all of you are invited to contribute.

PLACEMENT REMINDERS

Temple Beth Am	1435	\$60-
Miami, FL		80,000
Emanu-El	350	\$25-
Yonkers, NY		28,000
Adas Israel	1500	\$60-
Washington, DC		72,000
Habonim	450	\$35-
New York, NY		45,000
Temple Israel	1750	"Open"
Memphis, TN		
JCC/Fed.	3000	\$30-
Wilkes-Barre, PA		35,000
Temple Israel	800	\$35-
Westport, CT		50,000
Beth-El	1100	\$40-
San Antonio, TX		60,000

FROM THE PRESIDENT'S DESK . . .

Norman Fogel, FTA

As I write this, our Day School has just begun its Winter Vacation, so my office is "relatively" quiet today; and that allows me some time to reflect about NATA and all of you.

Since our 50th Anniversary celebration in Washington and the UAHC Biennial in Baltimore, NATA has been riding a tidal wave of great PR the likes of which I have not seen since I first joined our professional association in 1965. The impact of our presence at the Union Biennial will be felt for years to come.

But it's time now to climb new mountains, and as I promised in my acceptance speech, I expect all of you to climb along. Elsewhere in this newsletter you will find a list of appointments I have made since November. Some of the names are same, but many are new faces in new jobs. Any regular or senior member who wants to get involved and help, please write or call. There's something for everyone.

Those of you who were not able to be with us in Washington (and there were not many) really missed a great convention. We owe a tremendous debt of gratitude to Sandy Cohen, FSA; Mark Greenstein, Judy Blickstein and their wonderful committee. What a great job they did!

From the formal setting of our nation's capital, we venture into the desert to find our oasis at the La Posada Resort in Scottsdale, Arizona, where we will gather in the Fall (November 8-11). Eva Shapiro, FTA and Terry Kraus, FTA are cooking up (BBQing, really) a well programmed as well as restful (poolside meals, if you please) convention. Back by popular acclaim, our La Posada '92 adventure should be every bit as good as our memories of 1987.

1992 may not look too terrific to the politicians, but for NATA it sure is lookin' good!

See you in the desert.

NATA ROSTER

For Your Eyes Only

Just a reminder that your NATA roster is intended for your personal use. We are urged not to consider using it, nor passing it along to any one else to use, for mass solicitations.

NATA APPOINTMENTS 1991-1993

NATA Committees	Chair
TAAP	Mark Jacobson
Institutes	Richard Katz, FTA (as of July, 1992)
Placement	Stephen Breuer
Notification	Marcia Goldman
Tributes	Eli Montague, FTA
Management Manual	Janet Bronitsky, FTA
1992 Convention	Eva Shapiro, FTA
	Terry Kraus, FTA
1993 Convention	Elaine Flynn, FTA
	Gary Cohen
Membership	Doris Markoff
Constitution	Keith Kraft, FTA
Publicity and	Loree Resnik
NATA Exchange	
NATA Journal	Robert Mills
Nominating	William Ferstenfeld, FTA
Code of Ethics	Stephen Breuer
UAHC Commissions	NATA Representatives
Certification Board	Mark Weisstuch, FTA, Secretary
	Shirley Chernela, FTA
Jewish Education	Ralph Birnberg
PARDES	Monika Hamburger
Rabbinic Pension Board	Mark Greenstein
Reform Jewish Outreach	Filomena DiFiore
Social Action	Myles Fox
Synagogue Management	Norman Fogel, FTA
	Stephen Breuer
	William Ferstenfeld, FTA
	Doris Markoff
	Eva Shapiro, FTA
UAHC Committees	NATA Representatives
Camp Institutes	Jonathan Kollin
MUM	Steve Bram, FTA
	Keith Kraft, FTA
	Bob Rosensweet, FTA



Norm Fogel presents the Ilene Herst scholarship to Rabbi Uri Herscher of the HUC while Steve Breuer, Ilene Klein, the recipient, and Dr. Jack Mayer of HUC-JIR look on.

FUNDAMENTALS OF SYNAGOGUE MANAGEMENT

The latest news on the Master's Degree Program in Synagogue Management at Hebrew Union College, L.A. Campus is available. Steve Breuer and Norman Fogel will be team teaching a two-part course entitled Fundamentals of Synagogue Management. Module A (January 16-March 12) will be The Human Dimension: Understanding the structure, function, governance, and human resources of contemporary synagogue life. Module B (March 12-April 30) will be entitled The Physical and Fiscal Dimensions and will encompass managing the building, budget, and financial resources of the congregation. Special attention will be given to systems management and to business decision making and accountability. For non-matriculating students now in practice in synagogue settings, or interested in pursuing this career, a certificate of completion will be issued and NATA has qualified this course for continuing education credits. It qualifies for a credit towards a Master's degree in Jewish communal Service. The tuition rate is \$325, but NATA has arranged for each module to be taken separately for \$195/module. Norm Fogel informs us that there is already sufficient registration for this segment and inquiries are already coming in on the second segment.



22401 Chagrin Blvd.
Beachwood, Ohio 44122

Norman Fogel, FTA President
Ralph Birnberg Vice President
Stephen E. Breuer Vice President
Doris P. Markoff Vice President
Elaine M. Flynn, FTA Treasurer
Keith Kraft, FTA Administrative Secretary
William Ferstenfeld, FTA Past President
Loree B. Resnik Editor

Rabbi Alexander M. Schindler
U.A.H.C.
838 Fifth Avenue
New York, NY 10021-7046

MEMORANDUM

Tate

From Allan B. Goldman Date 1/15/91

To Dr. Paul Vanek and Joseph Bernstein (Commission on Synagogue Management)

Copies Mr. Bernard Isaacs and Arthur Grant (Communications Committee)

Subject Sanford Gibbs and Rabbi Morris Hershman (Pacific Northwest Counsel)
Mrs. Jewel Poch and Rabbi Daniel K. Gottlieb (Canadian Council)
Mr. Charles J. Rothschild, Jr. (Chair, Regional Presidents Conference)
Mr. Leonard Teitelbaum
Rabbi Allen S. Kaplan
Rabbi Alexander M. Schindler
Rabbi Daniel B. Syme

Re: Ferstenfeld Letter - Congregations
Soliciting Congregations

Attached is a copy of Bill Ferstenfeld's letter dated December 17, 1990. His concerns about inter-congregational fund raising requests by congregations in Lake Tahoe and London, Ontario for help in purchasing land or in purchasing a building are clearly justified.

My suggestion is that the Regional Presidents, in conjunction with the Commission on Synagogue Management, swiftly formulate a policy that discourages this kind of activity, and bring a policy statement to the Board of Trustees for consideration at its June, 1991 meeting in Montreal.

In the meantime, I suggest to the leadership of the Pacific Northwest Council and the Canadian Council that they make immediate contact with the leaders of the congregations in question and explain to them why such solicitations are not appropriate.

At our June, 1990 Board meeting we admitted as a new member North Tahoe Hebrew Congregation in Incline Village, Nevada (obviously, the New Congregations Committee should develop a written policy to ensure that new congregations do not engage in this kind of activity). By copy of this letter to Bill Ferstenfeld, I request that Bill send me a copy of the mailings that he received (or, if they have made their way to the round file, the names of the soliciting congregations). We also do have a 60 member congregation, Temple Israel, in London, Ontario.

cc: William Ferstenfeld, F.T.A.



Founded in 1847
REFORM CONGREGATION

Keneseth Israel

Executive Administrator
William Ferstenfeld, FTA

December 17, 1990

Mr. Allan B. Goldman
347 Conway
Los Angeles, CA 90024

Dear Allan:

I very much enjoyed attending the recent UAHC Board meeting. It was quite productive and I was impressed with the manner in which you conducted the meeting.

I would like to bring an item to your attention, which in the scheme of things, is not a big deal. The past few weeks have brought two mailings from Congregations in Lake Tahoe and London, Ontario requesting funds to either help purchase land for a building or for help in purchasing a building. Both requests certainly have merit, however it raises some concerns. These appeals, especially during this distressed economy, are annoying and presumptive that larger congregations can support themselves and consider support for other UAHC synagogues. Of even greater concern is the potential for other synagogues who face similar situations to begin to "fund raise" the member congregations of the UAHC. I think it would be beneficial to formulate a statement of policy regarding this type of activity.

Please accept my sincerest best wishes.

Sincerely,

William Ferstenfeld, F.T.A.
Executive Administrator

WF/aln



RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

November 16, 1990
28 Heshvan 5751

MA TG
Alan D. Bennett, R.J.E.
and
Richard M. Morin, R.J.E.
Reform Jewish Educator
Title Granting Commission
707 Summerly Drive
Nashville, TN 37209-4218

Dear Alan and Dick:

Thank you so much for your gracious letter concerning the granting of the title "Reform Jewish Educator". It is a tribute I am very proud to accept and assure you that I will wear the badge with honor. Reform Jewish education is among my first loves, and, of course, I feel a very special tie to all of our educators.

With fondest regards to you and all your dear ones, I
am

Sincerely,

Alexander M. Schindler

REFORM JEWISH EDUCATOR TITLE GRANTING COMMISSION

RICHARD M. MORIN, R.J.E., REGISTRAR
707 SUMMERLY DRIVE
NASHVILLE, TENNESSEE 37209-4218
(615) 352-0322

*Proud
will wear
badge with
honor.*

Rabbi Alexander M. Schindler, F.R.E., President
Union of American Hebrew Congregations
838 Fifth Avenue
New York City, NY 10021-7064

Dear Alex:

The REFORM JEWISH EDUCATOR TITLE GRANTING COMMISSION met yesterday to review your application. We are writing to communicate to you the results of that meeting.

It is our pleasure, on behalf of the Commission, to notify you that you have been granted the title of **REFORM JEWISH EDUCATOR (R.J.E.)**, having fulfilled all of the requirements for the option under which you applied.

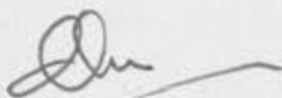
Your **REFORM JEWISH EDUCATOR** certificate will be presented to you at the forthcoming NATE Conference in Boston, MA, Monday Noon, December 24, 1990. If you will not be in attendance at that time, the certificate will be mailed to you under separate cover shortly after January 01, 1991.

If you have applied for the **REFORM JEWISH EDUCATOR** title as a member of the American Conference of Cantors or the Central Conference of American Rabbis, the presidents of these two conferences will be informed. It is the intent that public recognition be given to you by the ACC or the CCAR at their respective annual conferences next spring or summer. This has been the pattern in the past and the REFORM JEWISH EDUCATOR TITLE GRANTING COMMISSION trusts that such will continue.

On behalf of the REFORM JEWISH EDUCATOR TITLE GRANTING COMMISSION please accept our congratulations for your achievement and for your position of leadership within the field of Jewish Education!

May you continue to go from strength to strength!

Shalom,



Alan D. Bennett, R.J.E.
Chairperson



Richard M. Morin, R.J.E.
Registrar

REFORM JEWISH EDUCATOR TITLE GRANTING COMMISSION

RICHARD M. MORIN, R.J.E., REGISTRAR
707 SUMMERLY DRIVE
NASHVILLE, TENNESSEE 37209-4218
(615) 352-0322

TO: R.J.E. RECIPIENTS

FROM: RICHARD M. MORIN, R.J.E.

RE: CHANGE IN PRESENTATION

PLEASE NOTE THAT THE R.J.E. WILL BE PRESENTED
ON TUESDAY, DECEMBER 25, 1990, AT NOON... **NOT**
MONDAY AS ORIGINALLY SCHEDULED.

REFORM JEWISH EDUCATOR TITLE GRANTING COMMISSION

RICHARD M. MORIN, R.J.E., REGISTRAR
707 SUMMERLY DRIVE
NASHVILLE, TENNESSEE 37209-4218
(615) 352-0322

FOR IMMEDIATE RELEASE

CONTACT: (YOUR NAME AND ADDRESS)

EDUCATOR AWARDED PRESTIGIOUS TITLE OF 'REFORM JEWISH EDUCATOR' (R.J.E.)

(name)	(position)	at	(institution)
--------	------------	----	---------------

was honored by the National Association of Temple Educators (NATE) and awarded the prestigious title of Reform Jewish Educator (R.J.E.) on December 24, 1990, while attending the 36th annual conference of the association in Boston, MA.

NATE is the professional organization of over 750 Reform Jewish educators from Australia, Canada, England, Israel, and the United States who are the educators, principals, rabbis and cantors responsible for providing the leadership in religious education for congregations and day schools affiliated with the Union of American Hebrew Congregations (UAHC).

The much coveted title of Reform Jewish Educator is only granted by the Reform Jewish Educator Title Granting Commission composed of representatives of the constituent bodies of Reform Judaism. These include the American Conference of Cantors (ACC), the Central Conference of American Rabbis (CCAR), the Commission on Jewish Education, the Hebrew Union College-Jewish Institute of Religion (HUC-JIR), the National Association of Temple Educators (NATE), and the Union of American Hebrew Congregations (UAHC). The title is granted to those educators, rabbis, and cantors who have fulfilled extremely stringent academic requirements in the areas of education/educational administration and Judaic studies plus a supervised educational internship, and/or experience in position.

(Add other personal information such as length of time in Jewish Education and/or at your current institution, committees on which you serve(d), educational background, other activities in the general community and/or Jewish community, etc.)

-30-

AMERICAN CONFERENCE OF CANTORS • CENTRAL CONFERENCE OF AMERICAN RABBIS
COMMISSION ON JEWISH EDUCATION • HEBREW UNION COLLEGE - JEWISH INSTITUTE OF RELIGION
NATIONAL ASSOCIATION OF TEMPLE EDUCATORS • UNION OF AMERICAN HEBREW CONGREGATIONS

AM.S.
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BROU HINT 17AN
7

NATIONAL ASSOCIATION of TEMPLE EDUCATORS

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS



April 12, 1990
17 Nisan, 5750

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(416) 789-9697 - FAX

Executive Secretary

Richard M. Morin, R.J.E.
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Nashville, TN 37209-4218
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(615) 356-9285 - FAX

Mr. Charles J. Rothschild, Jr., Chairman,
Task Force on Professional Needs, Recruitment
and Financial Matters in Reform Judaism
550 Sunderland Road
Teaneck, NJ 07666-2027

Dear Chuck:

The time has arrived where it is no longer acceptable practice to refer to those of us who are not rabbis or cantors but who do serve the Reform Movement in equally vital capacities as "other Jewish professionals."

I was dismayed to read this in the Memorandum of the Task Force on Professional Needs, Recruitment and Financial Matters in Reform Judaism, March 22, 1990, at the bottom of page 01, under Sub-Committee #1, 2A. This demeaning language is used in reference, I assume, to Educators and Administrators.

The vast majority of our Educators have spent too many years preparing themselves academically (many have obtained master's and doctor's degrees from distinguished colleges and universities including the Hebrew Union College-Jewish Institute of Religion) for their profession, just as rabbis and cantors do, to be lumped into a category of "other."

It is time for the lay and professional leadership of our progressive movement, which seems to recognize the individuality of every one except its own, to give "other Jewish professionals" their earned recognition. Anything less is an insult.

I would forgive the writer of the Memorandum for following in line with the long established, but now outdated, practice of: rabbi, cantor, and other. Nonetheless, he/she should, by now, know better especially since those "other Jewish professionals" have been asked to sit on this task force. It is time to put an end to this unnecessary type of discrimination. I know that you will correct other future documents to reflect this.

Warmest wishes for a pleasant and enriching Pesach.

Shalom,

Richard M. Morin, R.J.E.
Executive Secretary

temple sholom

3480 N. LAKE SHORE DRIVE • CHICAGO, ILL. 60657 • TELEPHONE (312) 525-4707



Rabbis

FREDERICK C. SCHWARTZ, D.H.L., D.D.
ERIC FRIEDLAND, D.D., Emeritus
DONALD B. ROSOFF, M.A.H.L., M.A.H.E.
STEVEN L. DENKER, M.A.H.L.

Cantor

AVIVA KATZMAN, M.M., M.S.M.

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Past Presidents*

March 6, 1990

Rabbi Alexander M. Schindler
Union of American Hebrew Congregations
838 Fifth Avenue
New York, N.Y. 10021

Dear Rabbi Schindler:

I have your note about publishing Rabbi Snyder's article, and am happy to say that the article is already at the printers with the other NATA Journal articles and will appear in the May issue. I will also send Rabbi Snyder 12 copies.

With warm regards and every good wish, I am

Sincerely,

Robert Mills
Executive Director

RM:als



RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 833 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

NATA

March 1, 1990
4 Adar 5750

Mr. Robert Mills
Temple Sholom
North Chicago Hebrew Congregation
3480 Lake Shore Drive
Chicago, IL 60657

Dear Bob:

You had indicated that you might publish an article on friendly congregations by Rabbi Herman Snyder. It is a natural for NATA and I do hope that it is included in a future edition of the NATA magazine.

Rabbi Snyder is eager to have about a dozen off prints of the article if and when it is published. I would be grateful if you would follow up on this matter. Rabbi Snyder's address is:

Rabbi Herman E. Snyder
50 Colony Road
Springfield, MA 01106

With warm regards and every good wish, I am

Sincerely,

Alexander M. Schindler

Herman E. Snyder - 50 Colony Rd - Springfield, MA.01106

Rabbi Dr. Alex Schindler,
838 Fifth Avenue,
New York, NY 10021

Dear Alex,

IF my article on making a friendly congregation has been published I would appreciate about a dozen copies of offprints. Can do?

Roanoke is looking forward to your visit together with Rhea. Dr. Bernard and June Goffen are favorite cousins. He (the cousin) is a former President of that congregation, on faculty of Virginia Medical School, etc etc. His grandfather Goffen was "the" Orthodox Rabbi in New York City at the turn of the century. We also share a grandfather who was a Rabbi in New Bedford where I was born. I love June. She is a remarkable person--we talk every week. They were active members with Jack Rudin before moving south.

Adele is well to recovery from her operation--the penalty for smoking most of her life. The hospital bed and oxygen is out of the house. We had a corps of women around the clock for several weeks--now gone. We anticipate resuming our "normal" life.

Every good wish to Rhea and you.

Fondly,

Herman

be in el
ch...

Has it
well if?
Let him know
+ get copies
of TES

NATA

March 1, 1990
4 Adar 5750

Rabbi Herman E. Snyder
50 Colony Road
Springfield, MA 01106

Dear Herman:

It is possible that your article will be published in the NATA QUARTERLY but I don't know which issue it will be likely to appear in. Thus, I am alerting the editor of your wish to ~~some~~ copies made available once the article appears.

I, too, am looking forward to my visit at Temple Emanuel of Roanoke. I hope the Goffen's will present themselves to me. It will be nice to meet them, even if it is for a brief moment.

Please give our love to Adele and tell her how pleased we are that things are returning to normal. We are delighted with her fine progress.

With love from Rhea and me to you both.

Sincerely,

Alexander M. Schindler

NATA

September 18, 1989
18 Elul 5749

Ilene H. Herst, FTA
President, NATA
1185 Sheridan Road
Glencoe, IL 60022

Dear Ilene:

I have had an opportunity to review the questions posed in your letter of September 5 and have given thought to them. I have also discussed them with others.

The Executive Secretary of NATA need not be a member of the UAHC staff. However, there should be prior consultation with the UAHC on salary and selection. This should be with the Union president and the director of the Department on Synagogue Management. The executive secretary of NATA and the department director will be working together in many areas of mutual concern and thus the request for consultation beyond the president of the UAHC.

With fondest regards to you and James and all good wishes for a sweet, happy and healthy New Year, I am

Sincerely,

Alexander M. Sihindler



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue, New York, NY 10021-7046 (212) 249-0100



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1185 Sheridan Road
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Immediate Past-President:

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September 5, 1989

Rabbi Alexander Schindler
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

Dear Alex:

We are in the process of making some adjustments, housekeeping and a few other changes in our Constitution. In reviewing the By-Laws it came to my attention that Article XX, Section 5 states:

In the event that the Association shall hereafter appoint an Executive Secretary, he shall be considered a member of the staff of the Union.

This brings to my mind two questions:

- 1) Does the NATA Executive Secretary need to be on the UAHC staff - and
- 2) if so, does the UAHC have to approve the person before NATA engages such a person.

Your thoughts on the above subject would be appreciated.

Sincerely,

Ilene

Ilene H. Herst, FTA

Ask her to react to this that is to say to his reaction so I can relay it to Ilene - My own feeling is that there ought to be consultation both on person & salary with Pres. of UAHC.

Rabbi Alexander m. Schindler

8/24/89

Allan B. Goldman, Esq.

The enclosed memo and brochure from NATA have just come across my desk. I see no problems with the document. However, you might look it over with a lawyer's eye. Obviously, Article XX is of prime interest to us.

Regards.

NATA

May 2, 1989
27 Nisan 5749

Ilene H. Herst, FTA
President, NATA
1185 Sheridan Road
Glencoe, IL 60022

Dear Ilene:

I am a bit uncertain as to what you mean by the phrase "it was our hope that the UAHC will make a commitment to celebrate with us at the Biennial convention," in your letter of April 25. Obviously we ~~want~~ intend to make a big thing of it at our convention and I will have some reference to the anniversary in my State of the Union Message, 1991. Is there anything more specific you have in mind?

If there are some special suggestions I would appreciate your sharing them with me. As you know, the program is determined by the Biennial Program Committee and all requests must receive their approval. As a temple administrator you know full well how important process is in creating a program and/or special event.

With warm personal regards, I am

Sincerely,

Alexander M. Schindler



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS

838 Fifth Avenue, New York, NY 10021-7046

(212) 249-0100



OFFICERS

President:

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280 May Street
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Louise A. Sperling
Marvin S. Walts, F.T.A.

April 25, 1989

Rabbi Alexander Schindler
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

Dear Alex:

The 1989 Biennial is yet to happen, and I am writing in regard to the 1991 Biennial in Baltimore. That is just the way we have to plan and that is just about how fast the years go by.

In 1991 NATA will be Fifty Years Old. We will have a gala conference in Washington or Baltimore, prior to the Biennial, but it was our hope that the UAHC will make a commitment to celebrate with us at the Biennial Convention. This letter is an official request for the Union to do so, as the result of a resolution passed unanimously at the NATA Executive Board on April 2 soliciting assistance of the UAHC in noting our 50th Anniversary.

I am grateful to you for your help always, and hope that together we can do some great planning for 1991.

Sincerely,

Ilene H. Herst, FTA

bg



**NATIONAL
ASSOCIATION
OF
TEMPLE
ADMINISTRATORS**

An affiliate of the

**UNION OF AMERICAN
HEBREW
CONGREGATIONS**

CONSTITUTION

Adopted in 1952
and updated with all amendments through 1985

ARTICLE I NAME

The name of this organization shall be the National Association of Temple Administrators (NATA), hereinafter referred to as the "Association."

ARTICLE II AFFILIATION

This Association shall be an affiliate of the Union of American Hebrew Congregations, hereinafter referred to as the "Union."

ARTICLE III PURPOSES

The purposes of the Association shall be:

- a. To foster Reform Judaism and its religious, cultural and social activities in our Reform Houses of Worship.
- b. To bring together Professional Temple Administrators of Reform Temples for such cooperative effort as may enable each member more effectively to fulfill his function in service to the temple.
- c. To disseminate administrative information and suggested procedures to its members and to the member congregations of the Union.
- d. To provide and encourage proper and adequate preparation and training of professional temple executive directors and to keep its present members abreast of modern and efficient procedures.
- e. To formulate and seek to establish professional ideals and standards.
- f. To maintain the dignity of the position of the temple executive.

ARTICLE IV MEMBERSHIP

Section 1. There shall be seven (7) classes of membership: Senior; Regular; Associate; Courtesy; Honorary; Ex-Officio;

Retired, Semi-Retired or Emeritus. Wherever the term "member" or "membership" is used herein it shall apply to and include only those persons within the first two categories of membership as set forth in Section 2. and 3. hereof.

- Section 2.** Any professional in the employ of a congregation, who is designated in writing by its President or a Vice-President as performing an administrative management service on a full-time basis in the Reform Jewish movement, and who shall meet the standards established by the National Association of Temple Administrators, shall be eligible for and may become a Regular member of this Association upon the filing of the appropriate membership application and the approval of the Membership Committee.
- Section 3.** Any Regular Member, having theretofore completed at least three years of full-time administrative management service in the Reform Jewish Movement and having met the requirements of the Professional Standards Committee shall be eligible for and may become a Senior Member of this Association.
- Section 4.** Any person performing an administrative management service on a part-time or volunteer basis in the Reform Jewish Movement shall be eligible for and may become an Associate Member on the recommendation of a Member and the approval of the Membership Committee.
- Section 5.** A professional whose employment or service is related to synagogue (church) administration or to the administration of a synagogue (church) related institution or to the teaching of synagogue (church) administration or to the administration of a communal agency and who does not meet the requirements under the other provisions for membership shall be eligible for and may become a Courtesy Member on the recommendation of the Membership Committee to the Executive Board.
- Section 6.** The Association may elect to Honorary Membership any person it sees fit to honor. Honorary Members shall have no vote in the Association.
- Section 7.** Retired, Semi-Retired or Emeritus, Senior or Regular members may continue their membership in the Association at their option, upon payment of dues as provided for in Article VII. Exclusive of the right to hold office, or serve on

the Executive Board they shall be accorded all other privileges of Senior or Regular Membership so long as they are not engaged in full-time employment in another profession or field of endeavor.

- Section 8.** Any person holding Ex-Officio Membership on the Executive Board, as hereinafter provided, shall be deemed to be an Ex-Officio Member of the Association with all privileges of membership including the right to serve on committees, except the right to vote or hold office. Ex-Officio Members of the Association shall not be required to pay dues.
- Section 9.** Only Senior Members may be officers of the Association. Only Regular and Senior Members may be members of the Executive Board, and may participate in the NATA-Rabbinical Pension Board Pension Plan.
- Section 10.** All persons holding the category of "Regular Membership" as defined in Article IV, Section 2 of the Constitution, as of the date of adoption of these amendments, (November, 1977) shall be considered Senior Members without regard to any other requirements.
- Section 11.** All persons accepted as Regular, Senior, Associate or Courtesy Members from and after November 1977 may hold such membership only so long as they continue to meet the respective qualifications set forth in the appropriate sections of the Constitution.

ARTICLE V MEETINGS

- Section 1.** Meetings of the Association shall take place at least biennially in odd-numbered years; said meetings are hereinafter referred to as "Biennial (s)" or "Biennial Meeting (s)" and shall be held at such time and place as the Executive Board shall determine. In the alternate (even-numbered) years the Association shall hold Conventions and/or Workshops, hereinafter referred to as "Meeting (s)" at which all business of the Association may be conducted except that of elections (see Article VIII, Section 2; Article XIII, Section 1 and 2). Such meetings shall be held at such time and place as shall be determined by the Executive Board.
- Section 2.** Special meetings of the Association may be called by the

President. A Special Meeting must be called by the President at the order of a majority of the Executive Board and/or if requested by registered mail by twenty-five (25) or more members in good standing addressed to the President. The business of Special Meetings shall be limited to the purpose or purposes stated by the President in his call for the meeting and/or the purpose or purposes stated in the motion carried by the majority vote of the Executive Board and/or the purpose or purposes as contained in the request of twenty-five (25) or more members as herein provided. Notice of such Special Meetings shall be mailed to the Members within three (3) days after the President has received notice of the Executive Board vote and/or the twenty-fifth member request as herein provided. Such Special Meetings shall be scheduled for a place convenient to the greatest number of members and no sooner than fifteen (15) days nor later than forty-five (45) days from the date of issuing the call.

ARTICLE VI VOTING

- Section 1.** Voting powers shall be vested in Regular and Senior Members only.
- Section 2.** No member whose dues are one (1) year or more in arrears may vote.
- Section 3.** Should a situation develop upon which the President deems it necessary to have a vote of the membership before its next meeting, he may take a vote of the membership by mail (Article VI, Sections 4, 5, 6, 7 and 8).
- Section 4.** The President must take a vote of the membership by mail if so requested by a majority of the Executive Board and/or if he/she receives such a request by registered mail from twenty-five (25) members (exception: Article XVI, Section 3).
- Section 5.** All mail ballots shall be addressed by the President to the last known address of each member (Article XI, Section 5, 3rd sentence) with a stamped return envelope enclosed, addressed to the President; ballots shall not bear the name of the voter. All ballots must be mailed to the membership on the same day and must clearly state the question or questions to be voted upon.

- Section 6.** All ballots received by return mail postmarked within thirty (30) days from the postmarked date of mailing the ballots shall be counted; all returned ballots bearing a later postmarked date shall be void. The returned ballots must not be opened until the said thirty (30) day period has elapsed and must be opened within one (1) week thereafter, after which the President and/or the Administrative Committee (Article IX) and/or the Executive Board must take immediate action to implement the majority vote.
- Section 7.** Results of all mail ballots may be announced by mail but must be announced at the next meeting of the Association and become a part of the minutes of that meeting.
- Section 8.** A majority vote of the Association, either in meeting assembled or by mail, shall be final and must be so implemented and neither an Officer nor the Executive Board nor the Administrative Committee may over-ride a majority vote of the Association.

ARTICLE VII DUES

- Section 1.** Dues may be set or changed only by vote of the membership at a Biennial Meeting. Once set, they will remain in effect until acted upon.
- Section 2.** Dues become payable upon election to any class of membership and the initial payment shall cover that part of the year in which the member or associate is elected. Dues will be pro-rated. No resignation may be accepted unless all current and arrear dues are paid in full.
- Section 3.** Retired, semi-retired or emeritus Regular Members shall pay either the minimum Regular Membership dues, or, at their individual discretion, the Regular dues scale applicable to their respective congregations. The Treasurer shall be empowered to waive part or all of the Regular Membership dues of retired, semi-retired or emeritus Regular Members where warranted.
- Section 4.** "Annually" as used in this Article VII shall apply to the civil calendar year from and after January 1, 1963.
- Section 5.** Any Member, Associate Member or Courtesy Member whose dues are one (1) year or more in arrears shall be con-

sidered to have terminated his or her Membership and shall thereafter not be entitled to any privileges.

Section 6. These dues shall entitle members to a copy of all publications of the Association.

ARTICLE VIII OFFICERS

Section 1. The Officers of this Association shall be President, First Vice-President, Second Vice-President, Administrative Secretary and Treasurer.

Section 2. All Officers shall be elected by the Association at Biennial Meetings (Article V, Section 1; Article VI, Section 1 and 2). Officers so elected shall take office immediately after said election.

Section 3. Officers shall be elected for a term of two (2) years (see Article VIII, Section 6).

Section 4. No Officer may be re-elected to the same Office more than once.

Section 5. In the event a Biennial Meeting of the Association is postponed or cancelled (Article V, Section 1) the term of Officers shall be automatically lengthened until the next Biennial Meeting.

Section 6. The term "two years" as used in Article VIII, Section 3, shall mean that period between one Biennial and the next Biennial thereafter.

ARTICLE IX ADMINISTRATIVE COMMITTEE

The Administrative Committee shall consist of the Officers of the Association (Article VIII, Section 1), and the immediate Past President of the Association as well as the Director of the Commission on Synagogue Management.

The Administrative Committee shall implement the decisions of the Board and/or the Association.

The President shall preside at all meetings of the Administrative Committee and shall call such meetings at his discretion.

ARTICLE X EXECUTIVE BOARD

Section 1. The Executive Board (hereinafter referred to as the "Board") shall have charge, control, direction and management of the affairs of the Association. Actions of the Board shall be subject to review by the Association.

Section 2. The Board shall be composed of five (5) Officers of the Association (Article VIII, Section 1), Fourteen (14) members elected by the Association in the manner hereinafter provided (Article XIII), for a period of four (4) years, Past President (Article X, Section 4), Honorary Board Members (Article X, Section 9) and Ex-Officio Members (Article XX, Section 3).

Section 3. No Board Member who has been elected to a full term shall be eligible for re-election as a Board Member in the same year as his term expires.

Section 4. At the expiration of his term or terms (Article VIII, Sections 2, 3 and 4) the outgoing President shall continue as a Member of the Board, with full voting powers, for four (4) years, provided he remains as a Regular Member of the Association.

Section 5. Article X, Section 3 shall not be construed as barring a Board Member from being elected at any time as an Officer. If he should be elected to an Office (Article VIII, Section 1), during his term as a Board Member, that Board position must be deemed vacant and another member of the Association appointed to fill this vacancy as hereinafter provided.

Section 6. Within thirty days after being informed of any vacancy on the Executive Board (except that of a Past-President) the President must appoint a member of the Association to fill the unexpired term of the vacating member of the Board. Such interim appointment shall not count against eligibility for election under Article VIII and Article X, Section 3.

Section 7. If it is not possible for the Executive Board to meet during the interval between meetings, its business may, at the discretion of the President, be conducted by mail, a summary of this correspondence then is to become a part of the Minutes of the Board, to be read at the next Regular Meeting of the Association.

Section 8. Upon written request of a majority of the members of the Board, the President must call a meeting of the Board under the same time and place rules as provided in Article V, Section 2, last sentence. Upon written request of a majority of the Board members, the President must take a vote by mail under the same rules as apply to the membership (Article VI, Section 4, 5, 6, 7 and 8) except that the words "Member of the Board" shall be read into every place in Article VI where the word "Member" or "Membership" appears.

Section 9. The Association may elect to Honorary Board Membership those of its Regular Members who comply with Article IV, Section 2 and 6 of this Constitution; such Honorary Board Members to have a voice and a vote on the Executive Board.

ARTICLE XI DUTIES OF OFFICERS

Section 1. The President shall preside at all meetings of the Association, of the Board and of the Administrative Committee. He shall appoint all Committees, shall call meetings and send out ballots by mail in accordance with this Constitution, and shall do all things usual and ordinary to the duties of a President. He may delegate to either of the Vice-Presidents the responsibility for the functioning of any Committee of the Association.

Section 2. The First Vice-President shall perform all the duties of the President in case of the latter's absence or disability and shall assume such other functions as may be delegated to him by the President, provided such functions are not in violation of any other provision of this Constitution.

Section 3. The Second Vice-President shall perform all the duties of the President in the case of the absence or the disability of the President and the First Vice-President and shall assume such other functions as may be delegated to him by the President, provided such functions are not in violation of any other provision of this Constitution.

Section 4. Should the office of the President become vacant for any reason during his term of office, the First Vice-President shall automatically become President and assume all duties pertaining to that office; the Second Vice-President shall

become First Vice-President, and they shall so remain until the next Biennial Meeting of the Association. Should the office of First Vice-President become vacant for any reason during his/her term of office, the Second Vice-President shall automatically become First Vice-President and assume all duties pertaining to that office. Such interim periods shall not be counted as a "term" under Article VIII, Section 4.

Section 5. The Administrative Secretary shall keep the Minutes of the proceedings of all meetings of the Association, the Executive Board and the Administrative Committee, and report these proceedings at the proper times. He/she shall keep the vital statistics, and such other documents and papers as are essential to the management of the Association. He/she shall conduct all the correspondence of the Association and shall notify the members of all regular and special meetings in the manner provided.

Section 6. The Treasurer shall bill and collect dues and have charge of all the funds of the Association and shall disburse them in accordance with the budget as approved by the Board. He/she shall furnish a financial statement to the Board and to the Association at its regular meetings, said statement to cover the period between meetings of the Association. He/she shall keep the membership rolls and shall submit to the President, upon request, the official roster of the membership. Any two officers may sign checks drawn on the funds of the Association.

Section 7. Should the office of Second Vice-President, Administrative Secretary or Treasurer become vacant for any reason during their respective terms of office, the President, within thirty (30) days thereafter, shall appoint a member of the Board to fill the unexpired term. Such interim period shall not be counted as a "term" under Article VIII, Section 4.

ARTICLE XII COMMITTEES

Section 1. The President shall appoint the Committees provided for in this Constitution and such other Committees as he may deem necessary, or as he may be directed by the Board.

Section 2. The Standing Committees shall serve until the following Biennial appointments. A report of all Committees shall be rendered at each Biennial Meeting.

Section 3. The President shall be an Ex-Officio Member of every Committee, except the Nominating Committee (Article XIII, Section 1).

Section 4. STANDING COMMITTEES

Membership Committee	Certification Committee
Professional Standards	Publication Committee
Constitution	

MEMBERSHIP COMMITTEE

It shall be the duty of the Membership Committee to:

1. Encourage all persons who may meet the requirements for any class of membership to affiliate themselves with the Association.
2. To welcome all new members and help to integrate them and encourage participation in the Association.

CONSTITUTION COMMITTEE

It shall be the duty of the Constitution Committee to:

1. Maintain an updated, complete and official copy of the Constitution of the Association.
2. Prepare and propose for adoption by the Membership all amendments required (a) to clarify existing provisions or (b) introduce new provisions as required for the governance of the Association and the accomplishment of its aims.

PROFESSIONAL STANDARDS COMMITTEE

It shall be the duty of the Professional Standards Committee to:

1. Promulgate professional standards for individual growth within the Association consistent with our stated purposes.
2. Encourage the Association to pursue the highest professional standards possible in order for it to reach its greatest potential for service to the Union and its constituent congregations.

CERTIFICATION COMMITTEE

It shall be the duty of the Certification Committee to:

Encourage members to pursue the Fellow in Temple Administration program and, as warranted, to recommend to the Joint Commission, changes which will keep the program challenging and relevant.

PUBLICATION COMMITTEE

It shall be the duty of the Publication Committee to:

Produce the NATA JOURNAL and other similar publications as may be authorized; is responsible for the appropriate indexing and distribution as directed.

ARTICLE XIII ELECTIONS

Section 1: A Nominating Committee of five (5) members shall be constituted not less than sixty (60) days before each Biennial for the purpose of nominating candidates for Officers and Board membership.

The Nominating Committee shall be constituted as follows:

- a) Two (2) members who are not officers or Board Members shall be elected from the regular membership at large by those in attendance and voting at the preceding Convention and Workshop Conference.
- b) Three (3) members shall be appointed by the President from among a slate recommended by the Officers of the Association.

The recommendation of the Nominating Committee shall be communicated to every member by mail not less than thirty (30) days in advance of the Biennial. Any twenty-five (25) members may submit additional nominations to the Chairperson of the Committee not less than ten (10) days in advance of the Biennial. The Nominating Committee shall report to the Biennial the names of all nominees, with its recommendations.

Section 2. The two year term to which Officers shall be elected shall be in accordance with Article VIII, Sections 3, 4, and 6 of

this Constitution. As the four year terms of Board Members (Article X, Sections 2 and 3) were staggered (nine elected at one Biennial Meeting and the other eight at the next Biennial) at the time of the adoption of this Constitution, this staggered method shall be continued, the proper number to be nominated and elected to fill the expiring terms at the adoption of this Constitution and the alternate numbers nominated and elected at the following Biennial.

Section 3. Interim appointment shall not make that member ineligible for election by the Association at the expiration of the interim term.

Section 4. The term "four years" as used in Article XIII, Section 2 and Article X, Section 2, shall mean that period between two Biennial Meetings occurring quadrennially.

ARTICLE XIV

REGIONAL AND METROPOLITAN CHAPTERS

Section 1. The Board shall have the power to grant to any group of three (3) or more members a charter as a Regional or Metropolitan Chapter. Each such Chapter shall abide by the following rules:

- a. Officers of a Chapter must be Regular or Senior Members of the Association.
- b. Membership in a Chapter need not be limited to members of the Association.
- c. No Constitution, By-Laws, Regulations or Rules of Procedure or Operations shall be enacted by a Chapter unless and until they have been approved by the Board of the Association.
- d. Dues set by each Chapter under its approved rules shall remain the property of the Chapter. No accounting shall be required by the Board of the Association, unless a petition be filed with it by a majority of the members of the Chapter.
- e. No member or group of members may use the name "National Association of Temple Administrators," the initials "NATA" or any variant thereof, nor utilize any logotype or distinctive emblem or design

in use by the Association, unless authorized so to do by the Board of the Association.

- f. No Chapter may adopt any policies or make any pronouncements in conflict with this Constitution and/or decisions adopted by the Association or its Board.
- g. This Article shall take effect at the close of the Regular Meeting of the Association to be held in 1965.

ARTICLE XV

ORDER OF BUSINESS

The conduct of meetings and affairs of this Association shall be in accordance with good parliamentary procedure. Where no specific designation is made herein for procedure and practice, it shall be in accordance with the latest revised Robert's "Rules of Order."

ARTICLE XVI

AMENDMENTS

- Section 1.** This Constitution may be amended at any Regular Meeting or any Special Meeting called for the purpose, by a vote of two-thirds (2/3) of the members then attending, provided that any proposed amendment shall have been communicated to every member by mail at least thirty (30) days prior to the Meeting at which it is to be considered.
- Section 2.** Any member may propose an amendment to the Constitution. It shall be communicated in writing to the Chairman of the Constitution Committee, through the Administrative Secretary, then considered by the Committee. If the Committee does not wish to recommend it to the Association, its decision must be put on the agenda for the next meeting of the Executive Board.
- Section 3.** No vote by mail may be taken on an amendment to this Constitution.

ARTICLE XVII QUORUM

- Section 1.** For any meeting of the Association a quorum shall be composed of thirty-six (36) members.
- Section 2.** A quorum of the Board shall be nine (9) members.

ARTICLE XVIII SUSPENSION AND RESIGNATION

The Board by majority vote shall have the power to suspend from membership for non-payment of dues or for conduct unbecoming the profession of Temple Administrator. A member may resign at any time provided his dues are paid in full, including the year in which his resignation is to take effect.

ARTICLE XIX BOARD OF CERTIFICATION

- Section 1.** The Association shall jointly sponsor with the Union of American Hebrew Congregations and the Central Conference of American Rabbis a Board of Certification for Temple Administrators whose purpose shall be to establish standards for certification, and to award its Certificate of Fellowship to those candidates who have complied with the requirements for certification and have successfully passed its examinations.
- Section 2.** The Association's members on the UAHC-NATA-CCAR Board of Certification shall consist of the President of NATA, the Chairman of the NATA Certification Committee and a Regular Member of the Association appointed by its President.

ARTICLE XX RELATIONSHIP TO UNION OF AMERICAN HEBREW CONGREGATIONS

- Section 1.** The Association recognizes that its primary purpose, as a National Affiliate of the Union, is to strengthen the Union and to serve the cause of Judaism.
- Section 2.** The Association shall not enact any rules or regulations for the administration of its affairs which are inconsistent with the Constitution of the Union or with any decision of the General Assembly of the Union.
- Section 3.** The Chairman of the Board of Trustees, the President, the Administrative Secretary of the Union and the Director of the Joint Union-Central Conference of American Rabbis Commission on Synagogue Management shall be Ex-Officio Members of the Board of the Association.
- Section 4.** The Associate and/or Assistant to the Director of the Joint Commission on Synagogue Management shall be deemed an Ex-Officio Member of the Association. The Director of the Commission shall, at his discretion request his Associate or Assistant to represent him at meetings of the Board of the Association and/or the Association's Administrative Committee.
- Section 5.** In the event that the Association shall hereafter appoint an Executive Secretary, he shall be considered a member of the staff of the Union.
- Section 6.** The Association shall submit its budget to the Budget Committee of the Union for the approval of those amounts to be appropriated by the Union for the Association.
- Section 7.** The Association shall not adopt any resolution on a matter of general public interest or institute any new policy or initiate any project without consultation with the Chairman of the Board of Trustees or the President of the Union, or their designated representatives.
- Section 8.** In the event that mutually satisfactory conclusions cannot be reached as a result of the above consultations, such matters shall be referred for a decision to a committee of five, two of whom shall be appointed by the Chairman of the Board of Trustees of the Union, two by the President of the Association, and the four so appointed shall select the fifth member from among the Board of Trustees of the Union, who shall act as an impartial arbitrator.
- Section 9.** The Association shall make a written report of its activities to the Board of Trustees of the Union each year.

ARTICLE XXI—EFFECTIVE DATE

This Constitution shall supersede all previous Constitutions of the Association and shall become in full effect immediately after its adoption at the Regular Meeting of the Association in San Diego, California in October 1985.

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RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

January 3, 1989
26 Tevet 5749

Mr. Myron E. Schoen
87-10 51st Avenue 6-V
Elmhurst, NY 11373

Dear Myron:

Please pardon the delay in responding to your recent note and the copy of the December 12, 1988 minutes of the Board of Certification for Temple Administrators. I was in Chicago for the NATE Convention and then spent a few days in Westport to work on a number of up-coming speeches and sermons on my schedule.

In consultation with Allan Goldman, who makes all UAHC committee appointments, it was determined that at this time Joe Bernstein should be a representative to the Board of Certification. Even as you served in that role when you directed the Department, Joe should have the responsibility now that he is in charge of Synagogue Management. And, of course, our two remaining delegates are Dan Diamond and Paul Vanek. I'm sure you will agree we must maintain their role in the work of the Board.

Allan has written to Dan Diamond to appoint Joe Bernstein to the Board. While I can appreciate your great desire to serve, I fear it will not be possible, at least in any official manner. I have, therefore, suggested to Ilene Herst that you be maintained on the mailing roster for the Board and be invited to meetings as a guest. We have a few such cases on the Union Board of Trustees, including a Board widow who expressed a desire to be invited. We are pleased to have such guests, and while they do not vote they are more than welcome to be participants in our discussions. You might wish to follow a similar course with the Board of Certification.

Rhea and I join in sending warm good wishes to you Charlotte and the family for the coming New Year.

Sincerely,

Alexander M. Schindler

January 3, 1989
26 Tevet 5749

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87-10 51st Avenue 6-V
Elmhurst, NY 11373

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Rhea and I join in sending warm good wishes to you @harlotte and the family for the coming New Year.

Sincerely,

Alexander M. Schindler

Alex,

Please see page 3, Section VIII

Warm regards.

Algo

C O N F I D E N T I A L
UAHC-NATA-CCAR
BOARD OF CERTIFICATION FOR TEMPLE ADMINISTRATORS
Minutes of Meeting
December 12, 1988

PRESENT; Shirley M. Chernela, F.T.A., Dr. Daniel E. Diamond,
Rabbi Fred J. Neulander, A. Marshall Rosen, F.T.A.,
Myron E. Schoen, F.T.A., and Rabbi Gerald I. Weider

I. Dr. Diamond welcomed Rabbi Neulander to his initial meeting and informed the Board that both Mrs. Ilene H. Herst, F.T.A., and Dr. Paul M. Vanek had expressed their regrets at not being able to attend this session.

II. Mr. Schoen reported the following results of the examinations given on October 28 and 30, 1988 in Orlando, Fl., in conjunction with NATA's annual convention:

A. Candidate F-88-1 passed Hebrew reading exam. Must submit acceptable thesis to be certified as F.T.A.

B. Candidate F-88-4 passed Hebrew reading exam. Must submit acceptable thesis to be certified as F.T.A.

C. Candidate F-88-5 passed Hebrew reading exam. Having passed all the exams and submitted an acceptable thesis on "Marketing the Synagogue in the Community", it was moved and voted unanimously that Fern M. Kamen, Temple Jeremiah, Northfield, IL., be certified an F.T.A.

D. Candidate S-88-4 passed the four administrative area exams. The Secretary is to advise NATA that Mark E. Greenstein, Washington (D.C.) Hebrew Congregation, has met the requirements to be a SENIOR member.

E. Candidate F-88-6 received a passing grade in six (6) exams and submitted an acceptable thesis titled, "A Review: The Abandonment of the Jews: America and the Holocaust-1941-45" by David S. Wyman. The candidate received a FAIL in the "Office and Personnel Practices" and "Jewish History, Including the History of Reform Judaism" exams. Following extended discussion the Board voted to require the candidate to re-take those two (2) exams. The Secretary was asked to relay to the candidate the reasons for the examiner's inability to give a passing grade on two exams.

The Secretary was requested to place on the cover of the exam books in the future that candidates should write legibly so that examiners can give proper weight to the candidates's answers.

III. Ms. Chernela advised that NATA's 1989 Summer Institute would take place June 18-22. Martin Halpern, Cong. B'nai Jeshurun, Short Hills, N.J., and Valerie Slotkin, Cong. Emanu-El, N.Y.C., have completed arrangements to hold the institute on the campus of Montclair (N.J.) State College at a very reasonable rate. Mr. Schoen's first draft of the lecture schedule was discussed and Rabbi Weider volunteered to be the instructor on Monday morning, June 19 and Rabbi Neulander offered to be the instructor on Tuesday morning, June 20. Ms. Chernela will complete arrangements for the balance of the faculty.

IV. Rabbis Neulander and Weider recommended that the following changes be made in the Judaic requirements for F.T.A. certification effective with the examinations to be given in conjunction with NATA's New Orleans convention, October 1989:

A. On the bottom of page 6 of the current brochure, under "THE EXAMINATIONS" that exam 6) be titled "Reform Jewish Practices, Customs, Ceremonies and Liturgy".

B. That 6)1) on page 5 be eliminated

C. That 6)2) be eliminated and in its place there be a 7), "The ability to read prayers in Hebrew, from Reform prayerbooks."

D. That exams 5) and 6) each allow one and a half (1 1/2) hours for completion.

The rabbi's recommendations were approved unanimously and the Chair expressed the Board's appreciation for their efforts.

V. Mr. Schoen was asked to begin the process of revising the F.T.A. brochure to reflect the changes adopted at the session on August 24 and December 12, 1988. In so doing he is to consult with NATA to assure that the cost be minimal while attempting to retain the attractive format of the present brochure.

VI. It was deemed essential that the Board's "Suggested Reading List" and the sheet of "Sample Exam Questions" be up-dated and aligned with the new exam titles. After discussion it was agreed that:

A. The NATA Board members would assume the responsibility to up-date both the reading list and the sample questions covering the three administrative/management exams as outlined on page 2 of the Board's minutes of August 24, 1988.

B. That Rabbis Neulander and Weider would do the same for the Jewish content exams as adopted at this session.

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VII. Rabbi Weider inquired as to whether NATA had acted on the suggestion he made at the August 24, 1988 meeting in regard to instituting an additional requirement, "a paper of 1,000 words on a matter relating to Reform Jewish life," for SENIOR members. In the absence of Mrs. Herst, it was not possible to provide a definitive answer.

VIII. Dr. Diamond distributed the December 9, 1988 letter he received from Mrs. Herst indicating that she was appointing Dr. Mark W. Weisstuck, F.T.A., to replace A. Marshall Rosen, F.T.A. The letter also refers to the "appointment" of the Board of Certification's secretary when Mr. Schoen's "term ends June 1989 and so we can make the appointment after June 1989".

Dr. Diamond explained that prior to Mr. Schoen's retirement on July 31, 1987 as Director of the Joint Commission on Synagogue Management, he, Mr. Schoen, served on the Board by virtue of his position (page 2 of the certification brochure). His successor as Director of the Commission did not assume the post until January 1, 1988. In addition, Mr. Schoen's successor was not an F.T.A, and had served as a Temple Administrator for less than a year. As a result, as indicated in the minutes of the Board's meeting on February 2, 1988: "Dr. Diamond noted that the UAHC, the CCAR and NATA had asked Mr. Schoen to continue on the Board following his retirement as Director of the Joint Commission on Synagogue Management on July 31, 1987. It was then moved, seconded and unanimously voted that Mr. Schoen continue to serve as Secretary of the Board. It was also moved, seconded and unanimously voted that Dr. Diamond continue as Chairman of the Board and Ms. Chernela as Vice-chair."


Dr. Diamond indicated that the president of the UAHC would be consulted as whether he wished Mr. Schoen to continue to serve on the Board. He also noted that the Chair, Vice-chair and Secretary have been elected by the members of the Board for an unspecified term.

Mr. Schoen expressed chagrin at the request of NATA's Administrative Committee that his service on the Board and as its Secretary be terminated in June 1989. He indicated he would await the decision of the UAHC but that in the meantime he would continue to carry out the duties of the Secretary. Unless NATA wished otherwise, he will continue to assist in developing the program for NATA's June '89 institute.

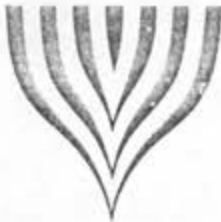
IX. It was agreed that the next meeting of the Board would be held on Monday, August 28, 1989 at Temple Shaaray Tefila in New York City.

X. Dr. Diamond expressed appreciation to the members of the Board for their efforts and on their behalf thanked Shirley Chernela and Temple Shaaray Tefila for their gracious hospitality.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Myron E. Schoen".

MYRON E. SCHOEN, F.T.A.
Secretary



איחוד
ליהדות
מתקדמת
באמריקה

Union of American Hebrew Congregations

PATRON OF HEBREW UNION COLLEGE - JEWISH INSTITUTE OF RELIGION
838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100 CABLES: UNIONUAHC

December 29, 1988
21 Tevet 5749

Dr. Daniel Diamond
11 Washington Mews
New York, NY 10003

Dear Dr. Diamond:

It has come to my attention that there is discussion concerning the UAHC representatives to the NATA Board of Certification. I know that Myron Schoen continued to serve beyond the date of his retirement and that you and Dr. Paul Vanek also represent the Union on this Board.

At this point in time, I feel that the director of the UAHC Department of Synagogue Management should be one of our delegates to the Board of Certification. Thus, by means of this letter I write to confirm that I have asked Joe Bernstein to join with you and Paul as UAHC delegates. It is also my understanding that you will continue to serve as chairmah of the Board of Certification for Temple Administrators.

With kindest greetings and best wishes for the coming New Year, I am

Sincerely,

Allan B. Goldman
UAHC Chairman of the Board

cc: Mr. Joseph Bernstein
Ilene Herst, President, NATA
Rabbi Alexander M. Schindler

Chairman
Allan B. Goldman
President
Rabbi Alexander M. Schindler
Honorary Chairmen
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Albert Vorspan
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Treasurer
Melvin Merians
Associate Treasurer
Norman D. Schwartz
Secretary
Lillian Maltzer

Eddie Miller

October 22, 1987

Al Vorspan

NATA RESOLUTION

- 1/ I spoke to Bob Cohen and asked him to change REFORMED to REFORM in the Resolution --- as we are still trying to reform....
- 2/ I don't like second-class citizenship and feel the same way about membership in organizations. HBut, since membership in NATA can lead to participation in the work of allied organizations such as the UAHC we really have to work something out to avoid non-Jews coming on to the Board of NATA and the Union etc.

Since associate membership permits administrators to be part of the NATA Pension Plan I believe non-Jews should be given associate membership and thus we can avoid insult and injury (to pride) when someone comes thru the ranks to top leadership -- straight out honest from the very beginning is the best path to follow as far as I am concerned! It's somewhat like having a child marry a non-Jew -- II don't think you should be married by clergy but I welcome you into the family.....I'll go to your wedding --- but let it not be religious. I welcome you to NATA, I know you appreciate our honesty in saying this is an organization of Jewish administrators but we do welcome you as an associate, we do welcome you into our Pension Plan and we expect and want your participation in our work , etc.

MEMORANDUM

From Al Vorspan
To Rabbi Alexander Schindler, Rabbi Daniel B. Syme,
Arthur Grant, Joe Bernstein
Copies Edie Miller
Subject NATA

Date 10/20/87

Apparently the issue of non-Jewish administrators is still boiling in NATA. The leadership is supporting the attached policy Article IV, Sec.9. The opposition says this is discriminatory, maybe illegal and suggests either tabling in favor of a movement-wide study or an amendment (see attached) which would accept non-Jewish administrators as Associate Members with no vote or right to hold office but full pension rights.

Both sides invoke the UAHC on their side. What is our position and, if not, what should it be? Please reply quickly.

Thanks.

AV





Stephen Wise Free Synagogue

30 West 68th Street, New York, N.Y. 10023 Telephone: 212-877-4050

EXECUTIVE OFFICES

June 17, 1987

Mr. Harold Press, FTA
280 May Street
Worcester, Mass. 01602

Dear Harold:

Thank you for sharing with me your May 19, 1987 memo which enclosed a legal opinion concerning a proposed amendment to the NATA constitution.

Mr. Kasakoff indicates that in his opinion the following proposed amendment would not be in violation of the Civil Rights Act of 1964:

"only senior members who are Jewish may be officers of the Association. Only regular and senior members who are Jewish may be members of the Executive Board. Only regular and senior members may participate in the NATA/Rabbinical Pension Board pension plan."

As I have stated in the past, it is my opinion, shared by others, that this proposed Amendment to the NATA Constitution is discriminatory, if not legally, certainly morally. It further seems to me that rather than solving a problem, we are further exacerbating a problem which we of the Reform Movement should, and must, face.

It is clear to me that an organization which is an affiliate of the Union of American Hebrew Congregations that has a primary purpose of strengthening the Union and serving the cause of Judaism, would only want those who are Jewish to be members of their National organization. By having a constitutional article which would prohibit non-Jews from becoming regular or senior members of NATA, we would in my opinion, be stating unequivocally that we are an organization of Reform Jewish Synagogue Administrators. We should not under any circumstances be dictating to a local synagogue that they cannot hire a non-Jew. By all means, if this is the desire of the local synagogue, so be it. We have many

different categories of membership, and I would suggest that a non-Jewish administrator should be extended associate membership in NATA, which would also permit this individual to qualify for inclusion in the Rabbinical Pension Board pension plan.

Should we adopt this proposal, it would eliminate the need for a proposal which would specifically say that only senior or regular members who are Jewish could be officers and/or members of the Executive Board.

I respect the detailed research that Mr. Kasakoff has undertaken in our behalf, but we Jews have always lived, not only by legality, but by the strongest sense of morality -- to do unto others as you would want them to do unto you. For thousands of years we have fought discrimination,, legally and morally, so that our people could have a better life. How can we as a Jewish organization, bar a non-Jew who would be accepted as a regular or senior member, from becoming an officer or a member of the Board of Trustees of our Association. It seems to me that it's much easier, and much more honest, to say "this is a Jewish membership organization."

As I understand our constitution, I have the privilege of filing with our Administration Secretary, an Amendment to the Constitution for consideration at our next Annual meeting. I wish to do so now, using you as the method of transmitting this resolution to Dennis Rice.

The resolution is as follows:

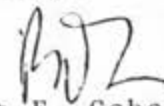
"the National Association of Temple Administrators, being a national affiliate of the Union of Hebrew Congregations, accepts for membership those members of the Jewish faith serving Reformed Congregations in the U.S. and Canada. Non-Jews employed by member congregations as administrators will be accepted in membership as an associate member, with the right to participate in the Rabbinical Pension Plan."

I would hope that this proposed resolution will be forwarded to, and acted upon, by Dennis as prescribed by the Constitution so that the members of NATA, when they meet in Chicago in October, will be able to examine more than one point of view.

Again, I want to thank you for keeping me informed of this issue.

With all good wishes.

Sincerely,


Robert F. Cohen
Executive Director

PROPOSED AMENDMENTS SUBMITTED BY THE CONSTITUTION COMMITTEE TO ALL REGULAR AND SENIOR MEMBERS OF NATA FOR CONSIDERATION AT THE PLENARY SESSIONS TO BE HELD AS PART OF OUR 46TH ANNUAL WORKSHOP AND CONVENTION IN CHICAGO, ILLINOIS IN OCTOBER, 1987.

The following proposed amendment is the recommendation of our AD HOC Committee on the Role of the Non-Jewish Administrator in NATA. The Committee was created by President Press at the recommendation of the Executive Board and was reported to the plenary in January, 1987. The original recommendation is attached.

President Press, following a recommendation made at the last plenary, did secure a written legal opinion stating that NATA will not be violating the law with this proposal amendment.

ARTICLE IV MEMBERSHIP

Section 9 Only Senior Members who are Jewish (proposal insertion) may be Officers of the Association. Only Regular and Senior Members who are Jewish (proposal insertion) may be members of the Executive Board. All Regular and Senior Members may participate in the NATA - Rabbinical Board Pension Plan. The last sentence is intended to make the language of the current provision grammatically correct in view of the proposed amendment.

The following amendment is proposed to reflect the proposal that dues shall be based on salary of administrators and not the budgets of congregations they make.

ARTICLE VII DUES

Section 3 Retired, semi-retired or emeritus Regular or Senior (addition) Members shall pay one-quarter of the lowest rate established on the dues scale, or at their individual discretion, the dues established for their income level (proposed).

The following proposed amendment is intended to correct an omission in wording when the size of the elected Executive Board members changed from 17 to 14. (see Article X, Section 2)

ARTICLE XIII ELECTIONS

Section 2 The first sentence referring to Officers would remain as is. The second sentence would be changed to read as follows: "seven Board Members shall be elected for four year terms at one Bienniel and seven more Board Members shall be elected for four year terms at the next Bienniel in compliance with Article X, Sections 2 & 3.

Nota

July 16, 1987
19 Tammuz 5747

Ms. Ilene Herst, F.T.A.
1100 East Hyde Park Blvd.
Chicago, IL 60615

Dear Ilene:

As I told your predecessor Harold Press (when I chanced to be in Worcester and conversed with him) it has been the procedure of the Union and its Affiliates to allow non-Jews to become full members with voting rights but without extending them the right to be members of the board and officers. This is the procedure which was adopted by Sisterhood many, many decades ago and which is the recommendation made by the Union to congregations when they ask for model constitutions.

Let me add only that these policies were adopted by the individual Affiliates and by the Commission on Synagogue Administration. They were not considered by the Union or the Biennial. In other words they constitute precedent but lack the force of law.

As I understand it the recommendations of your special committee on this subject are in harmony with the Union's approach.

It was nice seeing you at the Board meeting. With warm good wishes,
I am

Sincerely,

Alexander M. Schindler



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue, New York, NY 10021 (212) 249-0100



OFFICERS

President:

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280 May Street
Worcester, MA 01602

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1100 East Hyde Park Blvd.
Chicago, IL 60615

Second Vice President:

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Elkins Park, PA 19117

Treasurer:

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Administrative Secretary:

DENNIS J. RICE, F.T.A.
4144 Chase Avenue
Miami Beach, FL 33140

Immediate Past-President:

Shirley Chernela, F.T.A.
250 East 79th Street
New York, NY 10021

Executive Board:

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Elaine M. Flynn, F.T.A.
Marcia Goldman
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Barry E. Kugel, F.T.A.
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Alvin Platt
Betty Sheiner
Louise A. Sperling
Si Wachsberger
Marvin S. Walts, F.T.A.

July 13, 1987

Rabbi Alexander Schindler, President
UAHC
838 Fifth Avenue
New York, N. Y. 10021

Dear Alex:

It is no secret that NATA has been concerned about the role a non-Jewish Administrator would play in in NATA and in the broader aspects of our work for the Reform movement through the UAHC. It is because of my own personal concern and the problem that confronts me as the incoming President and the members of NATA that I write to you.

We need to have input from the UAHC as to its position on this matter. As an affiliate, we must represent the policy of the UAHC. Am I looking for a way to "cop out?" No, only a way to present a positive stand and possibly a manner in which we can attempt to bring all concerned to an understanding.

Thanks, as always, for your help. I look forward to hearing from you.

Sincerely,

Ilene H. Herst, F. T. A.

NATA

July 14, 1987
17 Tammuz 5747

Dr. Daniel E. Diamond
Board of Certification for
Temple Administrators
838 Fifth Avenue
New York, N.Y. 10021

Dear Daniel:

I have your letter of July 8th suggesting that Myron Schoen be asked to continue to supervise the FTA program. I think this is a fine idea which will be a boon not just to NATA but also to Myron. Retirement is a difficult period for anyone and any indication that one continues to be needed is to the good.

It occurs to me however, that it would be inappropriate for me to make this request of Myron. After all Myron will be retired from the Union staff and I have absolutely no claim upon him. This request therefore, since it comes from NATA, should be made by NATA. May I respectfully suggest therefore that you write Myron directly. I am absolutely confident that he will be happy to continue to be involved.

With warm good wishes, I am

Sincerely,

Alexander M. Schindler



444

National Association of Temple Administrators

Board of Certification for Temple Administrators

838 Fifth Avenue, New York, N.Y. 10021

212-249-0100

CHAIRMAN:

Dr. Daniel E. Diamond

VICE CHAIRPERSON:

Elaine M. Flynn, F.T.A.

SECRETARY:

Myron E. Schoen, F.T.A.

MEMBERS OF THE BOARD:

Samuel P. Goldstein, F.T.A.

Rabbi Howard R. Greenstein

Harold Press, F.T.A.

Dr. Harold J. Tragash

Rabbi Gerald I. Weider

July 8, 1987

Rabbi Alexander M. Schindler, President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, N.Y. 10021

Dear Rabbi Schindler:

As you are aware on August 1st Myron Schoen will be retiring from the UAHC. Since its inception 25 years ago Myron has served as Secretary of the Board of Certification of Temple Administrators. It is my understanding that Myron's successor or successors have not been selected and are not likely to be by the time of his retirement. This creates a problem for the Board of Certification.

The Board depends heavily upon Myron to conduct its affairs. This includes the organization, staffing and implementation of Professional Institutes for temple administrators, the preparation, giving and grading of examinations for the FTA and NATA's Senior Designation examinations, the calling of meetings of the Board of Certification, answering inquiries on the FTA designation and publicizing at appropriate times the opportunity to prepare for and take the FTA and NATA's senior examinations.

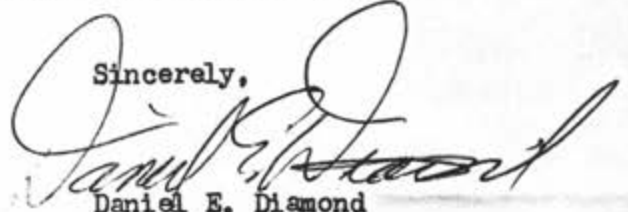
This is a particularly active period in the Board's history. At its winter meeting this year seven (7) FTA's were certified--the largest number for any given year except for the early period of the program. In addition, the Board confirmed NATA's Senior Designation on successful candidates and reviewed the records of other FTA applicants. A successful Board of Certification/NATA Professional Institute was just completed on the campus of Lake Forest College in Illinois. Several of the participants took the FTA and NATA Senior Designation examinations. The Board will need to follow-up, evaluate, and act on these candidates.

Rabbi Schindler:

2.

Therefore I request that Myron Schoen, if he is willing, be asked to continue as Secretary of the Board of Certification of Temple Administrators after August 1st. Myron should remain as Secretary until the U.A.H.C., the C.C.A.R. and NATA determine how they wish to permanently resolve this matter.

Sincerely,

A large, stylized handwritten signature in dark ink, appearing to read 'Daniel E. Diamond', is written over the typed name.

Daniel E. Diamond
Chairman

note

NATIONAL ASSOCIATION OF TEMPLE EDUCATORS

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS



July 02, 1987
05 Tammuz, 5747

Ms. Edith J. Miller,
Assistant to the President
Union of American Hebrew Congregations
838 Fifth Avenue
New York City, New York 10021-7064

Dear Edie-

Just a note to thank you for the letter to the IRS from Bob Koppel. It should more than suffice.

I couldn't agree with you more about the lines on the bottom: approved by subordinate. I, too, found it offensive but was simply following the IRS guideline example of how such letter should be written, etc. To them, "subordinate" and "affiliate" are the same...what do they know about semantics?

Again, thanks for the letter and the constitutions.

Warmest wishes and

Shalom,

Richard M. Morin, R.J.E.
Executive Secretary
707 Summerly Drive
Nashville, Tennessee 37209-4218
(615) 352-0322



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue, New York, NY 10021 (212) 249-0100



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Robert Mills
Alvin Platt
Betty Sheiner
Louise A. Sperling
Si Wachsberger
Marvin S. Walts, F.T.A.

DATE: May 19, 1987

TO: NATA Administrative Committee
Rabbi Alexander M. Schindler
Mr. Albert Vorspan
Mr. Darragh K. Kasakoff, Esq.
Mr. Robert Cohen
Constitution Committee

FROM: Harold Press, FTA

I am pleased to enclose a legal opinion written by Mr. Kasakoff concerning the role of The non-Jewish Administrator in NATA. The conclusion is that our proposed amendment to the Constitution limiting election to the Executive Board to regular and senior members who are Jewish and election as an Officer to senior members who are Jewish is legal.

Mr. Kasakoff is a friend and a member of Temple Emanuel. His time and efforts to do the research and to write the opinion at my request is greatly appreciated.

I did tell Mr. Kasakoff that his suggestion on page 4 was not possible because Congregations will admit non-Jewish spouses as members.

The Constitution Committee will now prepare the amendment to our Constitution for proper distribution to our membership.

file

SAUL A. SEDER
JOHN F. BUCKLEY
OF COUNSEL

HAROLD SEDER
BURTON CHANDLER
J. ROBERT SEDER
DARRAGH K. KASAKOFF
MARVIN S. SILVER
HOWARD N. GORNEY
ELAINE M. LUCAS
JOHN F. MURPHY
DAWN E. DURKIN
BETH C. SCHUSTER

SEDER & CHANDLER
ATTORNEYS AT LAW

BURNSIDE BUILDING
339 MAIN STREET
WORCESTER, MASSACHUSETTS 01608

SAMUEL SEDER
(1918-1964)

TELEPHONE
(617) 757-7721

April 28, 1987

Harold Press, F.T.A.
President, National Association
of Temple Administrators
c/o Temple Emanuel
280 May Street
Worcester, MA 01602

Dear Harold:

You have requested my opinion as to whether it is lawful for the National Association of Temple Administrators (NATA) to amend Article IV, Section 9 of its Constitution to read:

Only Senior Members who are Jewish may be officers of the Association. Only Regular and Senior Members who are Jewish may be members of the Executive Board. Only Regular and Senior Members may participate in the NATA-Rabbinical Pension Board Pension Plan.

I understand the facts to be as follows:

NATA is a National Affiliate of the Union of American Hebrew Congregations (Union) and as such, NATA has as a primary purpose the strengthening of the Union and serving the cause of Judaism. NATA's purposes are to foster Reform Judaism and its religious, cultural and social activities in Reform Houses of Worship; to bring together Professional Temple Administrators of Reform Temples for such cooperative effort as may enable each member more effectively to fulfill his function in service to the temple; to disseminate administrative information and suggested procedures to its members and to the member congregations of the Union; to provide and encourage proper and adequate preparation and training of professional temple executive directors and to keep its present members abreast of modern and efficient procedures; to formulate and seek to establish professional ideals and standards; and to maintain the dignity of the position of the temple executive.

NATA is a non-profit organization so defined and exempted by the IRS; is not open to the public for membership; and its Officers and Executive Board members are unpaid volunteers.

SEDER & CHANDLER
ATTORNEYS AT LAW

Harold Press, F.T.A.
April 28, 1987
Page 2

NATA's policy is to accept as a member any person who a congregation says is that congregation's full time administrator. During the past few years, a number of congregations have hired non-Jews as temple administrators. Non-Jewish temple administrators have become members of NATA. The President of NATA is an ex officio member of the Union's Executive Board and Board of Trustees. Other NATA officers as well as members of NATA's Executive Board are asked to represent NATA on a variety of Committees and Commissions of the Union.

Many items of a particularly Jewish nature are often discussed and voted upon by NATA Officers and Executive Board members, such as should religiously proscribed foods be served at certain functions, what Jewish position should be taken on abortion, etc. Because of this, there is concern within NATA about whether Officers and Executive Board members should be limited to persons who are Jewish.

In my opinion, the proposed amendment is Article IV, Section 9 of NATA's Constitution would not violate any federal civil rights laws.¹

The only federal civil rights laws that are applicable are the provisions of the Civil Rights Act of 1964, as amended, which prohibit discrimination in employment and in places of public accommodation. Federal law², prohibits an employer from limiting, segregating, or classifying his employees or applicants for employment in any way which would deprive them of employment opportunities because of an employee's religion except under certain limited circumstances.³

¹ I note that Regional and Metropolitan Chapters of NATA are permitted. Article XIV. Inasmuch as there are 50 States, all of which have their own civil rights laws which may differ from the federal law, I offer no opinion whether the amendment violates any State's civil rights law.

² 42 U.S.C. Sec. 2000e et seq.

³ 42 U.S.C. Sec. 2000e-1.

SEDER & CHANDLER
ATTORNEYS AT LAW

Harold Press, F.T.A.
April 28, 1987
Page 3

NATA's Officers and Executive Board members are not employees of NATA under the federal statute. An "Employee" is "an individual employed by an employer". While courts generally construe the term "employee" broadly, members of boards of directors are not employees.

NATA is not an employer of its Officers or Executive Board members under the federal statute either. An "employer" is a person engaged in an industry affecting commerce who has fifteen or more employees for each working day in each of twenty or more calendar weeks in the current or preceding calendar year, but an employer does not include a bona fide private membership club which is exempt from taxation under Section 501(c) of the title 26 of the U.S. Code. Setting aside the question of whether NATA is "an industry affecting commerce" or in "commerce" or has employees, it seems clear that NATA would, in any event, fall within the scope of the statutory private club exemption. A private club is one not open to the general public one in which the members exercise control over internal procedure, particularly as regards admission of new members, and one not supported by public funds.

Even assuming for the sake of argument that NATA was covered by the federal statute prohibiting religious discrimination in employment, NATA would still be exempt by reason of the following special religious exemption:

"This title shall not apply ... to a religious corporation, association, educational institution, or society, with respect to the employment of individuals of a particular religion to perform work connected with the carrying on by such corporation, association, educational institution, or society of its activities."

As noted above, federal law also prohibits religious discrimination in any place of public accommodation,⁴ except under certain limited circumstances⁵. This law, however, does not apply to a private club or other establishment not, in fact, open to the public.

⁴ 42 U.S.C. Section 2000(a) et seq.

⁵ U.S.C. Section 2000(a)(e)

SEDER & CHANDLER
ATTORNEYS AT LAW

Harold Press, F.T.A.
April 28, 1987
Page 4

I found no decided case involving an organization even remotely like NATA. Most cases involve organizations like the "Y", the Elks, Rotary and the like. Federal courts in determining whether a private club is exempt consider the selectiveness and procedure of the group in admission of members, the degree of membership control over internal procedure, whether the organization advertises to attract members, whether the organization has made substantial changes to avoid the impact of the Civil Rights legislation, and the extent of use of group facilities by non-members.

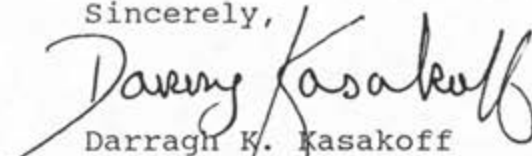
NATA does not open its membership to the public, nor does it mass mail materials to the public inviting membership. It is a small, closely knit religiously based organization, comprised solely of members who are administrators of Reform temples of the Union. It is doubtful too that NATA operations could be classified as "affecting interstate commerce" as required under federal law since an organization must affect Interstate Commerce, or be involved in some type of State action before the federal statute will apply.

A final thought. Although it is my opinion that the desired amendment is permitted under federal law, I would suggest that rather than blatantly mandate that only Jews can be Officers and Executive Board members, that instead you phrase the limitation in this manner:

No person shall be eligible to be an Officer or an Executive Board member unless s/he is a member in good standing of a constituent Congregation of the UAHA and so designated in writing by the President or a Vice President of the Congregation.

I trust the above is responsive to your request. If you need any additional assistance or information, please let me know.

Sincerely,


Darragh K. Kasakoff

DKK:slo

NATA

February 6, 1987
7 Shevat 5747

Harold Press, F.T.A.
President, NATA
280 May Street
Worcester, MA 01602

Dear Harold:

I acknowledge your letter of January 30 with thanks. I want you to know how delighted I am with the growth and maturation of NATA which it reflects, in that you have determined to assume all details relating to your own administration, including placement.

The administrative separation from the staff of the Union, of course, does not import that we, that is to say the Union, are not ready to help you in every possible way, ready, if needed, to establish any kind of joint instrumentality on a lay level.

Obviously, I want to reassure you on your apprehension concerning the choice of successor to Myron. He will be most difficult to replace, as we all know, but obviously we are determined to reach the "highest level of professionalism" in his successor, both because this is what we need and also because anything less would hardly do honor to the high standards Myron has set.

With every good wish and warm regards, I am

Sincerely,

Alexander M. Schindler

cc: Mr. Arthur Grant
Dr. Harold Tragash



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue, New York, NY 10021 (212) 249-0100



*Take note of Personnel
regarding building
assume him on
just for
necessity*

OFFICERS

President:

HAROLD PRESS, F.T.A.
280 May Street
Worcester, MA 01602

First Vice President:

ILENE HERST, F.T.A.
1100 East Hyde Park Blvd.
Chicago, IL 60615

Second Vice President:

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Old York Rd. & Township Line
Elkins Park, PA 19117

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15500 Stephen S. Wise Drive
Los Angeles, CA 90077

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4144 Chase Avenue
Miami Beach, FL 33140

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250 East 79th Street
New York, NY 10021

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Barry E. Kugel, F.T.A.
Robert Mills
Alvin Platt
Betty Sheiner
Louise A. Sperling
Si Wachsberger
Marvin S. Walts, F.T.A.

January 30, 1987

Rabbi Alexander M. Schindler
President, UAHC
838 5th Ave.
New York, New York 10021

Dear Alex:

Thank you very much for your letter sent to NATA, through the hands of Myron, which was well received when I read it at the joint convention.

A number of significant steps were taken by NATA at this convention. A great deal of thought and effort went into considering the impact that the retirement of Myron Schoen will have on both NATA and the UAHC. I am pleased to enclose a copy of the report of the Strategic Planning Committee dealing with that issue, which was unanimously passed at the Plenary Session. In essence, it states that NATA will engage its own Placement Director on a part-time basis. We also encourage the UAHC to look for the highest level of professionalism in the successor to Myron, and to encourage the Office of Synagogue Administration to be of even greater service to the UAHC and its member congregations.

In the future, NATA has resolved to assume all duties related to its own administration. I believe NATA is maturing as an organization and has moved forward in the direction which you and I talked about in your office over a year ago. NATA also reaffirms the strong support of UAHC.

Cordially,

Harold Press, President

cc: Dr. Harold Tragash, Chairman, Committee of Synagogue Management
Arthur Grant
NATA Administrative Committee
Joseph Boston, FTA, Sub-Committee Chairperson
Stephen Breur, Chairman, NATA Placement Committee

Enclosure

HP/mep

REPORT
NATA Strategic Planning Committee
January 15, 1987

It was announced a year ago that Myron Schoen, Director of the Office of Synagogue Management of the UAHC, would be retiring on August 1, 1987. Following that announcement, Harold Press, NATA President, had a meeting with Rabbi Schindler, President of the UAHC, regarding NATA's future relationship with that office. Rabbi Schindler indicated that it would be preferable for NATA to no longer operate its Placement Office out of that office, but would operate its Placement Office elsewhere as is the case with the CCAR, NATE, and the ACC. He also indicated that the Office of Synagogue Management would be spending less time on direct NATA business than it has in the past. None of this should be taken to mean that the relationship between the UAHC and NATA is any less cordial or cooperative than in the past, but rather is the result of a restructuring of the Office of Synagogue Management. In fact, NATA has been asked for its suggestions regarding that restructuring.

As a result of that meeting, a NATA Strategic Planning Committee was formed which included two subcommittees, one on NATA's relation to the Office of Synagogue Management and the second on the future of the NATA Placement Office. The subcommittees as well as the overall committee met in March, 1986, and again in January, 1987, producing the recommendations which follow, and which were approved by the NATA Executive Board at its most recent meeting.

The members of the Strategic Planning Committee are:

Office of Synagogue Management
Subcommittee:
Shirley Chernela, Chairperson
Doris Markoff
Dennis Rice
Steve Breuer
Henry Fruhauf
Bill Ferstenfeld
Sandy Cohen
Norman Fogel
Mark Weisstuck
Alan Karpel
Sissy Sperling

NATA Placement Office
Subcommittee:
Joe Boston, Chairperson
Elaine Flynn
Al Platt
Buddy Lieberman
Ilene Herst
David Stuart

Report of the Office of Synagogue Management Subcommittee

NATA hereby expresses its deepest gratitude to Myron Schoen and the Office of Synagogue Management under his tenure as Director in nurturing NATA to organizational maturity and Temple Administration to professional status.

NATA, having reached that maturity, resolves to assume all those duties related to its own administration. Those duties shall be the responsibility of the NATA Executive Board.

NATA believes that the Office of Synagogue Management of the UAHC must primarily provide the highest level of expert resource to UAHC congregations. Temple administration is a complex and demanding profession. To understand its manifold problems, relationships, and methodology requires work experience as well as expertise. The Director will have to serve as a source of information, professional research, congregational and collegial consultation.

Therefore, it is resolved that the position of Director of the Office of Synagogue Management would best be filled at a level commensurate to NATA's highest standards, preferable by an experienced Temple Administrator. In this manner, its excellence and professional recognition will be maintained.

Report of the NATA Placement Office Subcommittee

The subcommittee on Placement met and determined its recommendations for the establishment of a Placement Office, such recommendations being reported to and approved by the Strategic Planning Committee, and thereafter being reported to and approved by the Executive Board on March 29, 1986. Those recommendations are:

- (1) That NATA continue to have a Placement Office and a Placement Director.
- (2) That the Placement Committee be made a standing committee of NATA.
- (3) That the Placement Director be engaged on a contract or fee basis and not as an employee of the association.
- (4) That the Placement Director be engaged and terminated by majority vote of the Executive Board.
- (5) That there be a Search Committee to recommend to the Executive Board candidates for the Placement Director position.
- (6) That the Search Committee be composed of the chairperson of the Placement Committee, the Officers and Immediate Past President of the association, and two members of the Executive Board appointed by the President.
- (7) That following the engagement of a Placement Director and upon the recommendation of the Placement Committee, the Executive Board shall by majority vote determine the continuation or termination of the engagement of the Placement Director at the end of the first year of service and at the end of every two years thereafter. This provision does not establish any term of office for the Placement Director, but only a mandatory vote by the Executive Board at the intervals stated. The aforementioned notwithstanding, the Executive Board may terminate the engagement of the Placement Director at any time, just as the Placement Director may resign at any time in accordance with whatever terms of engagement have been established between the Executive Board and the Placement Director

The subcommittee then met in conjunction with the overall committee to develop recommendations for procedures for the Placement Office, such recommendations being reported to and approved by the Executive Board on January 10, 1987. Those recommendations are:

- (8) That the position of the Placement Director be placed in the association constitution in broad terms, specific duties being part of the terms of engagement established between the Executive Board and the Placement Director.
- (9) That the Placement Office shall be located as determined by the Placement Director.
- (10) That an initial budget to operate the Placement Office is suggested as follows:

(a) Placement Director's Remuneration.....	\$ 3,000
(b) Office Expenses.....	3,500
(c) Use of Office Space.....	3,000
Total.....	\$ 9,500

- (11) That fees be established to help fund the Placement Office and to increase the stature of that office, such fees being processing fees, as follows:

- (a) Application by a UAHC member congregation. \$ 0
- (b) Application by any other congregation. \$100
- (c) Application by a NATA Senior or Regular Member. \$ 0
- (d) Application by anyone other than a NATA Member \$100

The ability of the applicant to pay this fee would be taken into consideration.

These fees to be for a twelve month period.

- (12) That procedures shall be adopted by the Placement Director to continue the practice of:

- (a) Circularizing all open positions to the entire NATA Senior and Regular membership.
- (b) Forwarding the applications of all those desiring to be candidates for a position to those congregations requesting placement service.

- (13) That the NATA president shall, in consultation with the Placement Director, appoint regional representatives who will assist the Placement Director.

Nata

February 2, 1987
3 Shevat 5747

Mr. Myron E. Schoen
UAHC
838 Fifth Avenue
New York, NY 10021

Dear Myron:

I'm glad you are feeling better and hope you'll not overdo things.
Stay off your feet as much as you can!

Thanks for the wonderful report on the Convention Workshop Program
of NATA and NASA. The documents are interesting and you have given
my many helpful insights on the work of your Department, NATA'S work,
and future plans. I am grateful for the full and comprehensive report.

With warm good wishes, I am

Sincerely,

Alexander M. Schindler

MEMORANDUM

*Frank likes
helpful insight.*

From Myron E. Schoen
To Rabbi Alexander M. Schindler
Copies Al Vorspan, Rabbi Daniel Syme, Arthur Grant and Dr. Harold Tragash
Subject NATA's 45 Convention Workshop Program

Date 1/21/87

This convention had many significant aspects. First, it was the second joint gathering with NASA, the Conservative administrators. Attendance was over 200; approximately 100 from each organization. There was daily worship and remarkably well attended; a complete schachris service from Gates of Prayer one morning led by a NATA member! And note that the agenda for NATA's plenary sessions is headed, "45th Convention and Worship Program"!

Alex, NATA formally adopted your suggestion that upon my retirement on 7/31/87 they disengage their placement service from the UAHC's Department of Synagogue Management -- see page 3 & 4 of the "Report, NATA Strategic Planning Committee, January 15, 1987". The budget, item 10, was exactly as I recommended. I opposed the establishment of all fees (see item 11) but was unsuccessful except that they did defeat the payment of a fee by a UAHC congregation for use of the placement service (item 11(a)).

In order to pay for the establishment of an independent placement office, NATA took two steps:

1. Changed its dues structure to one based upon its member's salaries instead of congregational budgets--see "NATA Proposed 1988 Membership Dues". This can not go into effect until 1988 because of a constitutional provision.
2. Put \$5,000.00 into 1986-87 budget for Placement--see "NATA Proposed Budget, 10/1/86-9/30-87".

Also enclosed is my annual report on the activities of the NATA Placement Service which indicates success in helping congregations in 48% of the placements handled. This compares to only 39% last year.

NATA has continued its practice of undertaking and publishing its biennial salary surveys. As the enclosed copy indicates both men and women have made considerable progress. At the same time it reveals the evergrowing number of women being hired by our congregations. This development makes ever more essential that NATA continue its in-service professional training institutes. It did vote to ask the UAHC-NATA-CCAR Board of Certification for Temple Administrators to give the F.T.A. exams immediately following the annual professional institutes (in addition to giving them at the annual convention) and I'm certain the Board will agree to this when it meets on 2/26/87. At this convention eight (8) NATA members took the F.T.A. exams as compared to three (3) last year.



At NATA's convention two years ago there was a "floor fight" at the plenary on the status of non-Jewish NATA members. At this convention it was resolved peacefully and intelligently and in line with the UAHC Outreach Program as a model. It recognized that UAHC congregations had the right to choose their administrators; that NATA had an obligation as a UAHC affiliate to accept them as members and afford them all the privileges; but there will be a constitutional amendment saying that non-Jews can not be elected as officers or serve on NATA's Executive Board.

Alex, Harold Press announced that he and Bill Ferstenfeld, NATA's 2nd V.P., were appointed to the UAHC's committee on the future of the Department of Synagogue Management. But he could give the plenary no further information. In turn, I had to indicate that I had no developments to report. In that connection, please note page 2 of the "Report: NATA Strategic Planning Committee" on their "Office of Synagogue Management Subcommittee".

A handwritten signature, likely of Alex Harold Press, written in dark ink. The signature is stylized and cursive, with a prominent diagonal stroke at the beginning.

NASA/NATA CONVENTION

January 11-15, 1987
Red Lion's LaPosada Resort Hotel
Phoenix, Arizona

Theme: The Administrator's Role in the Decade Ahead

SUNDAY JANUARY 11

8:00 A.M.	F.T.A. Examinations	Seco 1
8:30 A.M.	NATA Administrative Committee Breakfast	Goldwater
9:00 A.M.	Introduction to Hebrew	Seco 3
10:00 A.M.	F.S.A. Examinations	Seco 2
10:00 A.M. to 4:00 P.M.	Registration	Covered Patio
12:00 P.M.	NASA Executive Board Luncheon Meeting NATA Executive Board Luncheon Meeting	Navajo Mohave
4:00 P.M.	NATA New Member Reception Host: Harold Press, F.T.A. Temple Emanuel, Worcester, MA	NATA Presidential Suite
	NASA New Member Reception Host: Harvey Brown, F.S.A. Beth Torah, North Miami Beach, FL	NASA Presidential Suite
5:00 P.M.	Afternoon/Evening Service	Hayden
5:45 P.M.	Buses Depart from Hotel	
6:00 P.M.	Opening Dinner Convention Chairmen: Steven Greene, Temple Beth Am, Margate, FL Dennis J. Rice, F.T.A., Temple Beth Sholom, Miami Beach, FL	Temple Beth Am
10:00 P.M.	Hospitality Suite	NATA Presidential Suite

MONDAY JANUARY 12

7:30 A.M.	Morning Service	Hayden
8:15 A.M.	First-Timers Breakfast Chairmen: Murray Knopf, Temple Samuel Or-Olam, Miami, FL Dennis J. Rice, F.T.A., Temple Beth Sholom, Miami Beach, FL	Apache/Maricopa
9:00 A.M.	Exhibitors Area Open	JoshuaTree/Palo Verde
10:30 A.M.	"The Insurance Crisis" Speaker: Kenneth A. Bock, Insurance Service Inc. Chairman: Harvey Brown, F.S.A., Beth Torah Congregation North Miami Beach, FL	Mohave/Navajo
	Buses leave for Spouse Program	Shopping and lunch in Old Scottsdale

12:00 P.M.	Luncheon Greetings from the National Association of Church Business Administrators William D. Sinclair, President Keynote Address: Dr. Theodore Barkin, M.S.W., Ed.D Consultant to the U.S. Department of Education Professor of Sociology, Glendale College "Interpersonal Relations" Chairman: Ralph Birnberg, Temple Beth El, Hollywood, FL	Apache/Maricopa
2:15 P.M.	NASA Plenary NATA Plenary	Mohave Navajo
5:00 P.M.	Afternoon/Evening Services Dinner and Evening Free (see list of restaurants)	Hayden
10:00 P.M.	Hospitality Suite Open	

**TUESDAY
JANUARY 13**

>>> RETREAT <<<

8:00 A.M.	Orientation Breakfast Morning Services Chairmen: Jacob Berger, Park Synagogue, Cleveland, OH Beth Cohen, Temple Sinai, Washington, DC Max Feder Memorial Lecture Speaker: Prof. Gary Tobin Director, Jewish Studies, Brandies University, Waltham, MA Chairman: Harold Press, F.T.A., Temple Emanuel, Worcester, MA	Apache/Maricopa
10:30 A.M.	Buses depart for Spouse Program Action Items Beige - Source of Income Blue - Membership Red - Source of Income White - Membership Green - Source of Income Silver - Membership Chairmen: Rhoda Myers, Congregation B'nai Jacob, Woodbridge, CT Ralph Birnberg, Temple Beth El, Hollywood, FL	Wrigley Mansion Navajo Saguaro Cholla Ocotillo Goldwater Hayden
12:30 P.M.	Luncheon	Apache/Maricopa/Mohave
1:30 P.M.	Shop Talks (running concurrently at 1:30, 2:20 and 3:10) Custodial Tools Speaker: Larry Trope, F.S.A., Congregation Beth Shalom, Kansas City, MO Computers - small congregations Speaker: Glenn S. Easton, F.S.A., B'nai Israel Congregation, Rockville, MD Computers - large congregations Speaker: Joseph Boston, F.T.A., Temple Israel, Memphis, TN Bulletins & Publicity Speaker: Jan Baron, Congregation B'nai Amoona, St. Louis, MO Dues Speaker: Mark Jacobson, The Temple, Atlanta, GA Endowment Speaker: Thomas Jablonski, F.S.A., Congregation Shaarey Zedek, Southfield, MI Security Speaker: Henry Fruhauf, F.T.A., Congregation Emanu-El, New York, NY	Covered Patio Goldwater Navajo Ocotillo Hayden Saguaro Cholla

Office Equipment

Speaker: Gerald Taub, Temple Emanu-El, Miami Beach, FL

Apache/Maricopa

5:00 P.M.

Afternoon/Evening Services

Hayden

5:45 P.M.

Board buses for ride to the "Rawhide Ranch" for dinner and evenings entertainment

10:00 P.M.

Hospitality Suite Open

**WEDNESDAY
JANUARY 14**

7:30 A.M.

Morning Services

Hayden

8:15 A.M.

NATA Breakfast

Apache

Speaker: Vivian Mendeles,
Administrator, Rabbinical Pension Board
Chairman: Barry E. Kugel, F.T.A., Central Synagogue, NY

8:30 A.M.

NASA Breakfast

Maricopa

9:30 A.M.

Energy Conservation

Mohave/Navajo

Speaker: Representatives of the Philadelphia
Interfaith Coalition for Energy
Chairman: Thomas Jablonski, F.S.A., Congregation Shaarey Zedek, Southfield, MI

10:45 A.M.

Tax Laws - Charitable Giving

Mohave/Navajo

Speaker: Kenneth A. Haber
Development Director, University of Arizona
Chairman: Melvin Weisblatt, Temple Emanu-El, San Jose, CA

12:00 P.M.

Luncheon

Apache/Maricopa

1:30 P.M.

Buses leave for tour of Phoenix, Scottsdale and Heard Museum

5:00 P.M.

Afternoon/Evening Services

Hayden

Dinner and Evening Free (see list of restaurants)

**THURSDAY
JANUARY 15**

7:30 A.M.

Morning Services

Hayden

8:30 A.M.

Breakfast

Apache/Maricopa

9:30 A.M.

NATA Plenary
NASA PlenaryNavajo
Mohave

12:00 P.M.

Luncheon

Pool Patio

1:30 P.M.

Personal Management

Mohave/Navajo

Speaker: Evan Morgenstern
Vocational and Personal Therapist, Phoenix, AZ
Chairman: William Ferstenfeld, F.T.A., Keneseth Israel, Elkins Park, PA

3:00 P.M.

NASA Board of Governors meeting

Saguaro

5:30 P.M.

Buses leave for Closing Banquet

Temple Beth Israel

10:00 P.M.

Hospitality Suite Open

PROGRAM COMMITTEE

Steven Greene, F.S.A., Temple Beth Am, Margate, FL, NASA Chairman
Dennis J. Rice, F.T.A., Temple Beth Shalom, Miami Beach, FL, NATA Chairman

Ralph Birnberg, Temple Beth El, Hollywood, FL
Jacob Berger, F.S.A., The Park Synagogue, Cleveland Heights, OH
Harvey Brown, F.S.A., Beth Torah Congregation, North Miami Beach, FL
Joseph Boston, F.T.A., Temple Israel, Memphis, TN
Shirley Chernela, F.T.A., Shaaray Tefila, New York, NY
Beth Cohen, Temple Sinai, Washington, DC
Sanford Cohen, F.S.A., Washington Hebrew Congregation, Washington, DC
Filomena DiFiore, Temple Beth El, Boca Raton, FL
Sandy Fine, Temple Beth Hillel, North Hollywood, CA
Elaine Flynn, F.T.A., Temple Emanu-El, San Jose, CA
Enid Kam, Temple Sinai, Atlanta, GA
Fern Kamen, Temple Jeremiah, Northfield, IL
Ray Kaufman, Congregation Emanu-El, Houston, TX
Arthur Knopfmacher, Temple Beth Torah, Tamarac, FL
Mike Lowenstein, F.S.A., Congregation Beth Tfiloh, Baltimore, MD
Carol Marshall, Congregation Solel, Highland Park, IL
Estelle Michaelson, Temple Judea, Coral Gables, FL
Myrna Retsky, Temple Shalom, Colorado Springs, CO
David Stuart, Temple Beth Am, Miami FL
Gerald Taub, Temple Emanu-El, Miami Beach, FL

LOCAL ARRANGEMENTS

Robert Sokol, Congregation Beth El, Phoenix, AZ
Melvin Weisblatt, Temple Emanu-El, San Jose, CA

VENDORS

Norman Pollak, Temple Zion Israelite Center, Miami FL

BUDDY PROGRAM

Murray Knopf, Temple Samuel Or Olom, FL

NASA NATIONAL OFFICERS

President	Harvey Brown, F.S.A., Beth Torah Congregation, North Miami Beach, FL
First Vice President	Thomas Jablonski, F.S.A., Congregation Shaarey Zedek, Southfield, MI
Second Vice President	Rhoda Myers, F.S.A., Congregation B'nai Jacob, Woodbridge, CN
Third Vice President	Harold Bernstein, F.S.A., Beth El Congregation, Minneapolis, MN
Secretary	Lawrence Trope, F.S.A., Beth Shalom Congregation, Kansas City, MO
Treasurer	Bernard Panzer, F.S.A., East Midwood Jewish Center, Brooklyn, NY
Honorary President	Leonard H. Smith, F.S.A., Valley Beth Shalom, Encino, CA

NATA NATIONAL OFFICERS

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First Vice President	Ilene Herst, F.T.A., North Shore Congregation Israel, Glencoe, IL
Second Vice President	William Ferstenfeld, F.T.A., Keneseth Israel, Elkins Park, PA
Treasurer	Norman Fogel, F.T.A., Stephen S. Wise Temple, Los Angeles, CA
Administrative Secretary	Dennis J. Rice, F.T.A., Temple Beth Shalom, Miami Beach, FL
Immediate Past President	Shirley Chernela, F.T.A., Temple Shaaray Tefila, New York, NY

REPORT
NATA Strategic Planning Committee
January 15, 1987

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- (7) That following the engagement of a Placement Director and upon the recommendation of the Placement Committee, the Executive Board shall by majority vote determine the continuation or termination of the engagement of the Placement Director at the end of the first year of service and at the end of every two years thereafter. This provision does not establish any term of office for the Placement Director, but only a mandatory vote by the Executive Board at the intervals stated. The aforementioned notwithstanding, the Executive Board may terminate the engagement of the Placement Director at any time, just as the Placement Director may resign at any time in accordance with whatever terms of engagement have been established between the Executive Board and the Placement Director

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- (13) That the NATA President shall, in consultation with the Placement Director, appoint regional representatives who will assist the Placement Director.

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS

PROPOSED

1988 MEMBERSHIP DUES

SALARY (NOT INCLUDING PENSION OR OTHER BENEFITS)	MEMBERSHIP DUES
UP TO 19,999	\$100
20,000 - 29,999	\$150
30,000 - 39,000	\$200
40,000 - 49,999	\$250
50,000 - 59,999	\$300
60,000 - 69,999	\$350
70,000 AND UP -	\$400
ASSOCIATE, COURTESY OR GENERAL MEMBERSHIP	\$ 50

CURRENT DUES SCHEDULE

MINIMUM ANNUAL MEMBERSHIP DUES

ASSOCIATE OR COURTESY MEMBERSHIP	\$25 or more
CONGREGATIONAL BUDGET UP TO \$200,000	\$50 or more
CONGREGATIONAL BUDGET UP TO \$250,000	\$75 or more
CONGREGATIONAL BUDGET UP TO \$300,000	\$100 or more
CONGREGATIONAL BUDGET UP TO \$350,000	\$125 or more
CONGREGATIONAL BUDGET UP TO \$400,000	\$150 or more
CONGREGATIONAL BUDGET UP TO \$400,000	\$175 or more
CONGREGATIONAL BUDGET UP TO \$450,000	\$200 or more

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS

PROPOSED BUDGET

OCTOBER 1, 1986 - SEPTEMBER 30, 1987

<u>INCOME</u>	<u>ACTUAL TO - 9/30/1985</u>	<u>BUDGET 1985-86</u>	<u>PROPOSED BUDGET 1986-87</u>
DUES.....	\$24,020.20	\$23,500.00	\$24,000.00
INTEREST.....	5,014.12	5,000.00	3,500.00
CERTIFICATION.....	75.00	75.00	75.00
CONVENTION.....	1,122.70	- - 0 - -	- - 0 - -
MISC.....	15.00	- - 0 - -	- - 0 - -
TOTAL INCOME	\$30,247.03	\$28,575.00	\$27,575.00
<u>EXPENSES</u>			
CERTIFICATION.....	207.75	500.00	300.00
JOURNAL.....	7,789.06	8,000.00	8,000.00
ADMINISTRATIVE EXPENSE.....	15,460.35	17,000.00	17,000.00
POSTAGE & MAILING.....	1,190.63	900.00	1,200.00
SUPPLIES & STATIONERY.....	648.54	1,000.00	1,000.00
TELEPHONE.....	339.71	500.00	400.00
AWARDS & PLAQUES.....	599.88	800.00	750.00
COMMISSION ON SYNAGOGUE ADMINISTRATION.....	3,000.00	3,000.00	3,000.00
PRESIDENT'S ADMINISTRATIVE EXPENSE.....	371.73	1,000.00	500.00
CONVENTION.....	1,000.00	1,000.00	1,000.00
PROFESSIONAL INSTITUTE.....	2,439.95	3,000.00	3,000.00
PLACEMENT (SEE FOOTNOTE).....	- 0 -	- - 0 - -	5,000.00
MISC.....	100.00	- - 0 - -	- - 0 - -
TOTAL EXPENSES	\$33,147.60	\$36,700.00	\$41,150.00
SURPLUS OR (DEFICIT)	<2,900.57>	<8,125.00>	<13,575.00>

NOTE: THE PLACEMENT BUDGET FOR 1986-87 IS FOR ONLY A 4-MONTH PERIOD. A FULL YEAR'S BUDGET (1987-88) IS ESTIMATED AT \$11,000.00.



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue, New York, NY 10021 (212) 249-0100



PLACEMENT SERVICE

Administrator:

MYRON E. SCHOEN, F.T.A.
838 Fifth Avenue
New York, NY 10021

Chairperson:

ILENE HERST, F.T.A.
1100 E. Hyde Park Blvd.
Chicago, IL 60615

JOSEPH W. BOSTON, F.T.A.
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4739 Willis Avenue
Sherman Oaks, CA 91403

FRANK L. SIMONS, F.T.A.
5725 Walnut Lake Road
W. Bloomfield, MI 48033

DAVID STUART
5950 No. Kendall Drive
Miami, FL 33156

TO: NATA Members

FROM: Myron E. Schoen, F.T.A.

DATE: Placement Report, March 25, to December 31, 1986

A. Placements Completed

1. Amy Merrians (Madden) to Temple Israel, New Rochelle (Acting Adm.)
2. Ilene Herst, F.T.A., to North Shore Congregation Israel, Glencoe, IL
3. Melvin Weissblatt to Temple Emanu-El, San Jose, Ca.
4. Elaine Flynn, F.T.A., to Peninsula Temple Sholom, Burlingame, Ca.
5. Edwin A. Kohen to Temple Kol Ami, Plantation, Fl.
6. Bernard Medintz to Ansche Chesed, N.Y.C. (Conservative)
7. David Shriner-Cahn to Temple Beth El, Great Neck, N.Y.
8. Herbert M. Maistelman to Temple Beth El, Birmingham, Mi.
9. Alvin Platt to Temple Emanuel, Beverly Hills, Ca.
10. Ernest Abbit, F.T.A. to Temple Beth Israel, Phoenix, Az.

B. Positions filled by Congregations From Other Sources

1. Temple Beth Sholom, Santa Ana, Ca. *
2. Temple Sinai, Tenafly, N.J. *
3. Temple Judea Mizpah, Skokie, IL. * Serane Blatt
4. Temple Isaiah/Jewish Community Center, Palm Springs, Ca. (Conservative)
5. Temple De Hirsch Sinai, Seattle, Wa. - Arthur Siegal
6. Temple Israel, Miami, Fl. - Theo. Weinreich
7. K.A.M. Isaiah Israel, Chicago, IL. - Delores Sanders
8. Central Synagogue, N.Y.C. - Lucy Ashenberg (Ass't to Barry Kugel)
9. Temple Beth Elohim, Brooklyn, N.Y.
10. Beth Emet-The Free Synagogue, Evanston, IL - Jill Randall
11. Leo Baeck Temple, Los Angeles, Ca. - Richard Silverstein
12. Main Line Reform Temple, Wynnewood, Pa. - Shirley Haas retired
13. Temple Sinai, Roslyn Heights, N.Y. - Eleanor Friedman

C. Congregations Currently Ppaneled

1. Temple Judea, Tarzana, Ca. - Betty Sheiner retiring
2. K.K. Bene Israel/Rockdale Temple, Cincinnati, Oh. - Successor to Bess Greene
3. Congregation Emanuel, Houston, Tx. - Ray Kaufman retiring
4. Temple Beth Am, Miami, Fl. - Dave Stuart retiring
5. Shearith Israel Congregation, Dallas, Tx. - (Conservative)
6. Congregation Beth El, La Jolla, Ca. (Conservative)

*not circulated nationally-Congregation will not pay interview/relocation expense

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS
TREASURER'S REPORT - 12 MONTHS
AS OF SEPTEMBER 30, 1986

<u>INCOME</u>	ACTUAL TO - 9/30/1986	ACTUAL TO - 9/30/1985	BUDGET - 1985-86
DUES.....	24,326.84	24,020.20	\$23,500.00
INTEREST.....	2,669.63	5,014.12	5,000.00
CERTIFICATION.....	75.00	75.00	75.00
CONVENTION.....	1,677.42	1,122.70	- - 0 - -
MISC.....	15.00	15.00	- - 0 - -
TOTAL INCOME	\$ 28,758.89	\$ 30,247.03	\$28,575.00

<u>EXPENSES</u>			
CERTIFICATION.....	25.20	207.75	500.00
JOURNAL.....	8,120.12	7,789.06	8,000.00
ADMINISTRATIVE EXPENSE.....	18,823.84	15,460.35	17,000.00
POSTAGE & MAILING.....	1,202.92	1,190.63	900.00
SUPPLIES & STATIONERY.....	3,419.90	648.54	1,000.00
TELEPHONE.....	312.77	339.71	500.00
AWARDS & PLAQUES.....	890.50	599.88	800.00
COMMISSION ON SYNAGOGUE ADMINISTRATION.....	3,000.00	3,000.00	3,000.00
PRESIDENT'S ADMINISTRATIVE EXPENSE.....	- - 0 - -	371.73	1,000.00
CONVENTION.....	1,197.95	1,000.00	1,000.00
PROFESSIONAL INSTITUTE.....	1,731.15	2,439.95	3,000.00
MISC.....	- - 0 - -	100.00	- - 0 - -
TOTAL EXPENSES	\$ 38,724.35	33,147.60	\$36,700.00
SURPLUS OR (DEFICIT)	< 9,965.46 >	< 2,900.57 >	< 8,125.00 >

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS
MEMBERSHIP REPORT
AS OF SEPTEMBER 30, 1986

As of -
September 30, 1986

S Senior	52
R Regular	102
RR Retired Regular	29
C Courtesy	55
A Associate	8
ExO Ex Officio	4
H Honorary	1
G General	8
	<hr/> 259

As of -
September 30, 1985

S Senior	58
R Regular	96
RR Retired Regular	26
C Courtesy	49
A Associate	7
ExO Ex Officio	4
H Honorary	1
G General	8
	<hr/> 249

The Association's membership as of September 30, 1985 stood at 249, thus a net gain of 10 members.

NEW MEMBERS - 30

R Joe Abrams, Temple Emanu-El, Dallas, TX
C Roberta Aronovitch, Shaarey Zedek Synagogue, Winnipeg, Canada
C Judith V. Aronson, Shir Chadash, Encino, CA
C Marlene Benjamin, Congregation Bethaynu, Pepper Pike, OH
C Harold A. Bernstein, Beth El Synagogue, Minneapolis, MN
R Serane Blatt, Temple Judea Mizpah, Skokie, IL
R Janet Bronitsky, Congregation Albert, Albuquerque, NM
R Beth Cohen, Temple Sinai, Washington, D.C.
C Dr. Edwin Cohen, Temple Beth Abraham, Oakland, CA
R Suzanne Collins, Temple Solel, Hollywood, FL
R Judith Freeman, Congregation Beth El, Berkeley, CA
R Barbara Goldman, B'nai El Congregation, St. Louis, MO
R Monika I. Hamburger, Congregation Rodeph Sholom, NY
C Harry Hauser, North Shore Jewish Center, Port Jefferson, NY
R Sandra Heinig, Congregation Beth Ahabah, Richmond, VA
R Richard Katz, Temple Sholom, Chicago, IL
C Roy L. Kern, Temple Neve Shalom, Metuchen, NJ (Rejoin)
C Larry Leibowitz, Congregation Beth Am, Cleveland Hts., OH
C Alan Levinson, San Francisco, CA
A Amy Merians, Temple Israel of New Rochelle, New Rochelle, NY (Rejoin)
C Norman S. Pollack, Temple Beth Israel, Sunrise, FL
C Gloria Polsky, Beth Israel Synagogue, Winnipeg, Canada
R Sydell Sandy, Beth El Hebrew Congregation, Alexandria, VA
C Ike Shalom, Ohev Shalom, Marlboro, NJ
R Eva E. Shapiro, Temple Israel, West Bloomfield, MI
R Richard Silverstein, Leo Baeck Temple, Los Angeles, CA
R Lynn Simon, Congregation Sherith Israel, San Francisco, CA
R Stuart Simmons, Wilshire Blvd Temple, Los Angeles, CA
R Judy Teplitsky, Temple Israel of Gr. Cleveland, Mayfield Hts, OH
RR Helena Medoff, Huntington Beach, CA (Rejoin)

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS

45TH CONVENTION AND WORSHIP PROGRAM

Scottsdale, Arizona

AGENDA FOR PLENARY SESSIONS

Monday, January 12, 1987 - 2:15 P.M. &

Thursday, January 15, 1987 - 9:30 A.M.

- ✓ 1) Call to Order
- ✓ 2) Approval of Minutes of 44th Biennial Convention. .Norman Fogel, F.T.A.

REPORTS

- ✓ 3) President's Report.Harold Press, F.T.A.
- ✓ 4) Convention ReportDennis J. Rice, F.T.A.
- ✓ 5) Treasurer's Report.Norman Fogel, F.T.A.
- ✓ 6) Membership ReportNorman Fogel, F.T.A.
- ✓ 7) Placement CommitteeIlene Herst, F.T.A.
- ✓ 8) N.A.T.A. Journal.Robert Mills
- ✓ 9) Management ManualSi Wachsberger
- ✓ 10) Professional Development.Sandy Fine
Report on 1986 Leadership Institute
- ✓ 11) T.A.P.P. Program.Mark Jacobson
- ✓ 12) F.T.A. Program.Elaine Flynn, F.T.A.
- ✓ 13) Future Conventions
November 13-17, 1988 (130-1) 3. .Orlando, Florida
? , 1989New Orleans, Louisiana
- ✓ 14) Ad Hoc Committee on
Role of Non-Jewish Administrator. . .Elaine Flynn, F.T.A.
- ✓ 15) Commission on Education.Melville Olsberg, C.A.M.
Canadian Council of Liberal Congregations
- ✓ 16) Rabbinic Pension BoardBarry Kugel, F.T.A.
- ✓ 17) N.A.T.A. Salary SuveryDoris Markoff
- ✓ 18) Resource Bank.Marvin S. Walts, F.T.A.
- ✓ 19) Ad Hoc Committee on Nominating Committee Procedures. . .Fern Kamen
- ✓ 20) Election of 2 Members by Plenary
to the 1987 Nominating Committee . .Harold Press, F.T.A.
- ✓ 21) Strategic Planning CommitteeShirley Chernela, F.T.A.
Sub Committees
a) Office of Synagogue Administration. .Shirley Chernela, F.T.A.
b) PlacementJoseph Boston, F.T.A.
- ✓ 22) Proposed New Dues StructureNorman Fogel, F.T.A.
- ✓ 23) Proposed Budget for 1986-1987Norman Fogel, F.T.A.
- ✓ 24) Commission on Outreach.Elaine Flynn, F.T.A.
- 25) Old Business
- 26) New Business
- 27) Adjourn

SURVEY OF SALARY AND OTHER REMUNERATION,
EMPLOYMENT AND WORKING CONDITIONS
OF
TEMPLE ADMINISTRATORS
1986-87

* * * * *

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS
An Affiliate of The

UNION OF AMERICAN HEBREW CONGREGATIONS

838 Fifth Avenue

New York, New York 10021

Preparation and Analysis by
Doris P. Markoff, Chairman
NATA Salary Committee
December 1986

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A. INTRODUCTION

This is the eleventh survey of the National Association of Temple Administrators serving Reform congregations in the United States and Canada. Similar studies were made in 1959, 1962, 1965, 1967, 1968, 1971, 1974, 1977, 1979 and 1983. These surveys were undertaken in response to specific requests for the UAHC Commission on Synagogue Administration, the NATA Placement Service, for the information of NATA members, for congregations wishing to refer to current, accurate data when determining a fair level of remuneration and fringe benefits for their present and prospective administrators, and for those who may be considering Temple Administration as a career.

For the purposes of this survey, questionnaires were sent to 144 Regular Members of NATA. A total of ninety-three responses were tabulated and analyzed in this study. Of the tabulated responses, forty-eight were from males and forty-five were from females. None of the responses were from anyone serving in the dual capacity of administrator and educator.

The questionnaires for this report were completed between August 1986, and October, 1986. The data collected primarily reflects the 1986-87 budgets of the congregations involved.

In an effort to facilitate the development of the report, certain data in the ninety-three responses was placed in a computerized program. The results of which are to be seen in some of the tables included in this report.

Since this is only the second such effort at computerizing this report, there are still a number of improvements which are needed in any future program. Any and all suggestions for improvement are most welcome, and should be addressed to the NATA Salary Survey, c/o The Commission on Synagogue Administration, 838 Fifth Avenue, New York, New York 10021.

A sample of the survey questionnaire which contained twenty-eight questions follows. Suggestions for improvements of this form are also welcome and should be addressed to the NATA Salary Survey at the address indicated above.

The material dealt with in this survey is of a personal and sensitive nature. All possible care was taken in the assembling, analysis, and presentation of the data to preserve confidentiality of the administrators and congregations involved.

8. Does congregation pay for your Social Security coverage.....YES _____
NO _____

9. Expenses congregation pays for you and your spouse's attending meetings:

	For You Only	For You & Spouse	You Pay	Cong Pays
(a) NATA Convention ()	()		% = \$ _____	% = \$ _____
(b) UAHC Biennials ()	()		% = \$ _____	% = \$ _____
(c) Regional Biennials ()	()		% = \$ _____	% = \$ _____
(d) Other Meetings ()	()		% = \$ _____	% = \$ _____

Total congregation pays..... \$ _____

10. Does the dollar amount the congregation budgets for your attending meetings vary from year to year? Yes () No ()

11. Expenses congregation pays for your professional development (for example, school tuitions, textbooks, seminar fees, etc., but do not include NATA convention expenses)..... \$ _____

12. Dues congregation pays for your membership in professional organizations (please specify):

(a) _____...\$ _____
(b) _____...\$ _____
(c) _____...\$ _____
(d) _____...\$ _____

Total congregation pays.....\$ _____

13. Your other expenses congregation pays not previously listed (please specify):

_____...\$ _____
_____...\$ _____

14. Dues and fees from which you are exempt:

Item	Yes	No	Item	Yes	No
(a) Temple dues.....	()	()	(g) Cong lunch/dinners.....	()	()
(b) Sisterhood dues.....	()	()	(h) Sisterhood lunch/dinners..	()	()
(c) Brotherhood dues.....	()	()	(i) Brotherhood lunch/dinners.	()	()
(d) Sunday School fees.....	()	()	(j) _____..	()	()
(e) Hebrew School fees.....	()	()	(k) _____..	()	()
(f) Couples Club fees.....	()	()	(l) _____..	()	()

15. Number of member units in your congregation..... _____

B. AVERAGE GROSS EARNINGS

The definition of gross earnings, as used in this report, is earnings that include all sums reported as salary, expense allowance, car allowance, housing allowance, annual bonus, and any additional emoluments. It does not include congregational contributions for pension, life insurance, hospitalization or major medical insurance, disability insurance, or other insurance premiums. In those cases where salary is divided among more than one source (e.g. congregation and cemetery), the salary was considered as a single combined figure.

The reporting sample consisted of forty-eight (48) male and forty-five (45) female temple administrators. The total sample consisting of ninety-three (93) responses is sixty-five percent of the total temple administrator population of one hundred forty-four. See Table 1a for gross earnings reported for this survey.

Average gross earnings derived from the 93 responses which included both male and female administrators was \$41,873. Average gross earnings for males was \$50,779 and for females \$32,374. See Table 1b for high, low, and average gross earnings.

Unlike the last survey which was done three years ago which showed an increase in gross earnings for females of 51.1 percent and males 24.0 percent, this survey shows a close percentage increase for both males and females. The overall increase for males is 30.4 percent and for females 32.7 percent. On an annual basis the increase is 10.1 percent for males and 10.9 percent for females. See Table 1c for a comparison of gross earnings from survey year to survey year.

Table 1c: Average Gross Earnings Compared Survey Year to Survey Year

<u>Survey Year</u>	<u>Previous Survey</u>	<u>Gross Erngs Male</u>	<u>% Rise</u>	<u>Annual % Rise</u>	<u>Gross Erngs Female</u>	<u>% Rise</u>	<u>Annual % Rise</u>	<u>Gross Erngs Male & Female</u>	<u>% Rise</u>	<u>Annual % Rise</u>
1986-87	3 Yrs	50,779	30.4	10.1	32,374	32.7	10.9	41,837	24.1	8.0
1983-84	4 Yrs	38,926	24.0	6.0	24,401	51.1	12.7	33,714	37.3	9.3
1979-80	3 Yrs	31,380	24.1	8.0	16,146	27.0	9.0	24,551	15.1	5.0
1976-77	3 Yrs	25,282	16.0	5.3	12,704	15.5	5.1	21,343	10.5	3.5
1974	3 Yrs	21,790	21.0	7.0	10,994	13.3	4.4	19,299		
1971	3 Yrs	18,000	16.1	5.3	9,700					
1968	1 Yrs	15,500	3.6	3.6						
1967	2 Yrs	14,950	15.0	7.5						
1965		13,000								

Table 2a: Congregational Size Compared to Gross Earnings

Group	Number of Members		Male		Female		Male & Female		
			Gross Earnings Range	Number	Gross Earnings Range	Number	Gross Earnings Range	Number	
1.	Under	-	249	NONE	0	15,000 - 18,000	1	15,000 - 18,000	1
2.	250	-	499	27,000 - 44,000	3	17,500 - 30,000	6	17,500 - 44,000	9
3.	500	-	749	25,520 - 43,000	3	14,200 - 46,000	18	14,200 - 46,000	21
4.	750	-	999	36,800 - 55,812	6	27,000 - 49,985	10	27,000 - 55,812	16
5.	1,000	-	1,249	31,900 - 56,160	7	25,000 - 35,000	5	25,000 - 56,160	12
6.	1,250	-	1,499	33,200 - 77,500	6	40,211 - 54,000	2	33,200 - 77,500	8
7.	1,500	-	1,749	37,000 - 68,000	9	36,000 - 36,275	2	36,000 - 68,000	11
8.	1,750	-	1,999	48,300 - 62,103	6	64,000 - 64,000	1	48,300 - 64,000	7
9.	2,000	-	2,249	54,420 - 82,500	3	NONE	0	54,420 - 82,500	3
10.	2,250	-	2,499	54,286 - 66,000	2	NONE	0	54,286 - 66,000	2
11.	2,500	-	Over	58,000 - 85,000	3	NONE	0	58,000 - 85,000	3
					48			45	93

Table 3a: Congregational Budget Compared to Gross Earnings

GROUP	Congregational Budget		Male		Female		Male & Female	
			Gross Earnings Range	Number	Gross Earnings Range	Number	Gross Earnings Range	Number
1.	Under -	199,999	25,000-27,999	1	17,000-30,999	4	17,000-30,999	5
2.	200,000 -	299,999	NONE	0	NONE	0	NONE	0
3.	300,000 -	399,999	25,000-27,999	1	24,000-31,999	4	24,000-31,999	5
4.	400,000 -	499,999	28,000-44,999	1	19,000-28,999	2	19,000-44,999	3
5.	500,000 -	599,999	31,000-55,999	5	24,000-35,999	7	24,000-55,999	12
6.	600,000 -	699,999	33,000-55,999	5	27,000-35,999	6	27,000-55,999	11
7.	700,000 -	799,999	32,000-49,999	3	25,000-33,999	4	25,000-49,999	7
8.	800,000 -	899,999	36,000-46,999	3	35,000-35,999	1	35,000-46,999	4
9.	900,000 -	999,999	44,000-54,999	5	40,000-48,999	1	40,000-54,999	6
10.	1,000,000 -	1,099,999	57,000-57,999	1	36,000-49,999	3	36,000-57,999	4
11.	1,100,000 -	1,199,999	NONE	0	40,000-40,999	1	40,000-40,999	1
12.	1,200,000 -	1,299,999	37,000-56,999	4	30,000-48,999	2	30,000-56,999	6
13.	1,300,000 -	1,399,999	53,000-68,999	3	54,000-64,999	2	53,000-68,999	5
14.	1,499,000 -	1,499,999	NONE	0	NONE	0	NONE	0
15.	1,500,000 -	Over	41,000-84,999	15	36,000-36,999	1	36,000-84,999	16
TOTAL				47		38		85

Table 4a: Years as a Temple Administrator Compared to Gross Earnings

GROUP	NO. OF YRS. AS AN ADMINIS.	MALE		FEMALE		MALE & FEMALE	
		GROSS EARNINGS RANGE	NUMBER	GROSS EARNINGS RANGE	NUMBER	GROSS EARNINGS RANGE	NUMBER
1.	0 - 5	25,000 - 66,999	13	14,000 - 64,999	19	14,000 - 66,999	32
2.	6 - 10	32,000 - 61,999	8	17,000 - 48,999	15	17,000 - 61,999	23
3.	11 - 15	37,000 - 70,999	8	24,000 - 54,999	6	24,000 - 70,999	14
4.	16 - 20	33,200 - 82,999	8	18,000 - 20,999	1	18,000 - 82,999	9
5.	21 - 25	55,812 - 55,999	1	33,000 - 35,999	1	33,000 - 55,999	2
6.	26 - 30	36,600 - 77,999	6	36,000 - 49,999	3	36,000 - 77,999	9
7.	31 - 35	54,600 - 68,999	2	NONE	0	54,000 - 68,999	2
8.	36 - 40	53,950 - 84,999	2	NONE	0	53,000 - 84,999	2
9.	41 - Over	NONE	0	NONE	0	NONE	0
TOTALS			48		45		93

Table 5a: Years in Present Position Compared to Gross Earnings

Group	Years in Present Position	Male		Female		Male & Female	
		Gross Earnings Range	Number	Gross Earnings Range	Number	Gross Earnings Range	Number
1.	0 - 5	25,000 - 82,999	23	14,000 - 64,999	23	14,000 - 82,999	46
2.	6 - 10	32,000 - 70,999	13	17,000 - 35,999	11	17,000 - 70,999	24
3.	11 - 15	40,000 - 68,999	3	24,000 - 49,999	9	24,000 - 68,999	12
4.	16 - 20	30,000 - 77,999	3	18,000 - 18,999	1	18,000 - 77,999	4
5.	21 - 25	55,000 - 57,999	2	NONE	0	55,000 - 57,999	2
6.	26 - 30	44,000 - 62,999	2	41,000 - 41,999	1	41,000 - 62,999	3
7.	31 - 35	54,000 - 54,999	1	NONE	0	54,000 - 54,999	1
			<u>47</u>		<u>45</u>		<u>92</u>

TABLE 6a: EDUCATION COMPARED TO GROSS EARNINGS

SALARY	MALE					FEMALE					MALE & FEMALE				
	HS	BA	MA	PhD	TOTAL	HS	BA	MA	PhD	TOTAL	HS	BA	MA	PhD	TOTAL
0,000 - 14,999	0	0	0	0	0	1	0	0	0	1	1	0	0	0	1
15,000 - 19,999	0	0	0	0	0	2	0	2	0	4	2	0	2	0	4
20,000 - 24,999	0	0	0	0	0	1	2	0	0	3	1	2	0	0	3
25,000 - 29,999	0	2	1	0	3	5	6	0	0	11	5	8	1	0	14
30,000 - 34,999	0	2	2	0	4	4	6	1	0	11	4	8	3	0	15
35,000 - 39,999	1	2	0	0	3	1	2	2	1	6	2	4	2	1	9
40,000 - 44,999	1	1	2	1	5	1	2	0	0	3	2	3	2	1	8
45,000 - 49,999	1	2	6	0	9	3	1	0	0	4	4	3	6	0	13
50,000 - 54,999	1	4	2	0	7	1	0	0	0	1	2	4	2	0	8
55,000 - 59,999	0	3	3	1	7	0	0	0	0	0	0	3	3	1	7
60,000 - 64,999	0	3	0	0	3	0	0	1	0	1	0	3	1	0	4
65,000 - 69,999	0	1	2	0	3	0	0	0	0	0	0	1	2	0	3
70,000 - 74,999	0	1	0	0	1	0	0	0	0	0	0	1	0	0	1
75,000 - Over	1	2	0	0	3	0	0	0	0	0	1	2	0	0	3
TOTALS	5	23	18	2	48	19	19	6	1	45	24	42	24	3	93

Table 7a: Number of Employees Compared to Gross Earnings

SALARY	MALE								FEMALE								TOTAL MALE & FEMALE
	0- 4	5- 9	10- 14	15- 19	20- 24	25- 29	30- Over	TOTAL	0- 4	5- 9	10- 14	15- 19	20- 24	25- 29	30- Over	TOTAL	
0,000-14,999	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
15,000-19,999	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	4	4
20,000-24,999	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	3	3
25,000-29,999	1	1	1	0	0	0	0	3	0	10	0	1	0	0	0	11	14
30,000-34,999	0	1	3	0	0	0	0	4	1	6	3	1	0	0	0	11	15
35,000-39,000	0	1	1	0	0	1	0	3	0	4	0	1	0	1	0	6	9
40,000-44,999	1	0	3	1	0	0	0	5	0	2	1	0	0	0	0	3	8
45,000-49,999	0	1	7	0	0	0	1	9	0	1	3	0	0	0	0	4	13
50,000-54,999	1	0	0	4	1	1	0	7	0	0	1	0	0	0	0	1	8
55,000-59,999	1	1	2	1	2	0	0	7	0	0	0	0	0	0	0	0	7
60,000-64,999	0	0	0	3	0	0	0	3	0	0	0	1	0	0	0	1	4
65,000-69,999	0	0	0	1	1	0	1	3	0	0	0	0	0	0	0	0	3
70,000-74,999	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1
75,000-Over	0	0	0	0	0	1	2	3	0	0	0	0	0	0	0	0	3
TOTALS	4	5	17	10	4	3	5	48	5	27	8	4	0	1	0	45	93

Table 7b: Number of Employees Compared to Gross Earnings Male & Female

TOTALS	9	32	26	13	4	4	5	93
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-19-

Table 8a: Number of FTA Members compared to Gross Earnings

SALARY	MALE			FEMALE			MALE & FEMALE		
	Y	N	TOTAL	Y	N	TOTAL	Y	N	TOTAL
0,000 - 14,999	0	0	0	0	1	1	0	1	1
15,000 - 19,999	0	0	0	0	4	4	0	4	4
20,000 - 24,999	0	0	0	0	3	3	0	3	3
25,000 - 29,999	0	3	3	0	11	11	0	14	14
30,000 - 34,999	0	4	4	0	11	11	0	15	15
35,000 - 39,999	0	3	3	2	4	6	2	7	9
40,000 - 44,999	1	4	5	1	2	3	2	6	8
45,000 - 49,999	2	7	9	2	2	4	4	9	13
50,000 - 54,999	2	5	7	1	0	1	3	5	8
55,000 - 59,999	3	4	7	0	0	0	3	4	7
60,000 - 64,999	1	2	3	0	1	1	1	3	4
65,000 - 69,999	1	2	3	0	0	0	1	2	3
70,000 - 74,999	0	1	1	0	0	0	0	1	1
75,000 - Over	3	0	3	0	0	0	3	0	3
TOTALS	13	35	48	6	39	45	19	74	93

K. HOSPITALIZATION AND MAJOR MEDICAL INSURANCE

All 93 administrators in the sample responded to the question regarding the providing of hospitalization and/or major medical insurance by their congregations.

Eleven (11) had no medical insurance provided by their congregations. The remaining eighty-two (82) had medical insurance where the congregation paid 100% or 50% or another percentage of the annual premium. See Table 10 below for similar data.

Table 10: MEDICAL INSURANCE PREMIUMS

	TOTAL SAMPLE	MALE	FEMALE
SAMPLE SIZE	93	48	45
% CONGREGATION PAYS			
None	11.9	8.3	15.6
	11	4	7
50 Percent	3.2	4.2	2.2
	3	2	1
100 Percent	81.7	81.2	82.2
	76	39	37
Other Percent	3.2	6.3	0.0
	3	3	0
RESPONSE SIZE	93	48	45

M. VACATIONS

Because administrators have frequent evening and weekend responsibilities, extended vacation periods prevail. Of the 92 administrators responding, only 6 had less than three weeks vacation. Seventy or 75.3% had four weeks vacation, up from 57 or 62.6% in the last survey. The next survey should compare length of vacation to length of time in present position.

Table 12: VACATIONS

	TOTAL		
	SAMPLE	MALE	FEMALE
SAMPLE SIZE	93	48	45
VACATION LENGTH			
One week	0.0	0.0	0.0
	0	0	0
Two weeks	5.4	2.0	8.9
	5	1	4
Three weeks	12.9	6.3	20.0
	12	3	9
Four weeks (1 month)	75.3	87.5	62.2
	70	42	28
Over four weeks	5.4	4.2	6.7
	5	2	3
RESPONSE SIZE	92	48	44

O. PROFESSIONAL ASSOCIATION DUES PAID BY CONGREGATIONS

Those receiving the survey questionnaire were asked to specify those professional organizations whose dues were paid by their congregations. The responses were divided into four categories (a) NATA-National Association Temple Administrators (b) PATA-Professional Association Temple Administrators (c) NACBA-National Association Church Business Administrators (d) Other-any other professional organization.

Of the 93 in the sample, only 73 administrators responded that their congregations paid their NATA dues, leaving 20 who pay the NATA dues themselves.

Seven administrators responded that their congregations paid their PATA dues. PATA is composed primarily of administrators in the state of California. Five (5) administrators reported their congregations paid their NACBA dues. Thirty-seven (37) administrators reported belonging to a variety of other organizations whose dues are paid by their congregations. See Table 14 below.

Table 14:

PROFESSIONAL ORGANIZATION DUES PAID BY CONGREGATION

		TOTAL SAMPLE	MALE	FEMALE
SAMPLE SIZE		93	48	45
(a) NATA		78.5	85.4	71.1
	RESPONSE SIZE	73	41	32
(b) PATA		7.5	10.4	4.4
	RESPONSE SIZE	7	5	2
(c) NACBA		5.4	8.3	2.2
	RESPONSE SIZE	5	4	1
(d) Other		39.8	39.6	40.0
	RESPONSE SIZE	37	19	18

Q. PROFESSIONAL DEVELOPMENT COSTS PAID BY CONGREGATIONS

With the rapid rate of change in office equipment, business procedures and employee relations, it is necessary for the Temple administrator to keep abreast of these types of changes through seminars, technical school courses, university courses, etc. Such study accrues to the benefit of the congregation as well as to the professionalism of the Temple administrator.

Of the 93 in the sample, only 27 administrators responded that their congregations pay the expenses or part expenses of such professional development. See Table 16 below.

Table 16:

PROFESSIONAL DEVELOPMENT COSTS PAID BY CONGREGATION

	TOTAL SAMPLE	MALE	FEMALE
SAMPLE SIZE	93	48	45
Yes	29.0 27	39.6 19	17.7 8
No	70.9 66	60.4 29	82.2 37
RESPONSE SIZE	93	48	45

S. EXEMPT DUES AND FEES WITHIN THE CONGREGATION

The administrator is obligated to attend the meetings and dinners of the Temple. He or she is often obligated and also often invited to attend the meetings and dinners of the auxiliary organizations of the Temple. The obligations arise from the administrator's responsibility for the Temple's business and financial management, building maintenance and use, etc. The invitations arise not simply from his position, but from a caring attitude and a concern for the congregation as a whole.

These obligations together with a respect for the administrator's position have led congregations and auxiliaries to grant administrators exemption from various dues and fees. See Table 18 below.

Table 18:

EXEMPT DUES AND FEES

		TOTAL SAMPLE	MALE	FEMALE
	SAMPLE SIZE	93	48	45
Temple		83.8	85.4	82.2
	RESPONSE SIZE	78	41	37
Sisterhood		41.9	35.4	48.8
	RESPONSE SIZE	39	17	22
Brotherhood		44.0	62.5	24.4
	RESPONSE SIZE	41	30	11
Sunday School		44.0	52.0	35.5
	RESPONSE SIZE	41	25	16
Hebrew School		41.9	47.9	35.5
	RESPONSE SIZE	39	23	16
Couples Club		26.8	33.3	20.0
	RESPONSE SIZE	25	16	9
Cong. Meals		82.7	89.5	75.5
	RESPONSE SIZE	77	43	34
Sisterhood Meals		74.1	83.3	64.4
	RESPONSE SIZE	69	40	29
Brotherhood Meals		62.3	79.1	44.4
	RESPONSE SIZE	58	38	20

U. INCOME INCLUDED IN GROSS EARNINGS WHICH IS NOT SALARY

As was mentioned in the section titled "Average Gross Earnings" the definition of gross earnings is the total of all sums reported as salary, expense allowance, auto allowance, housing allowance, annual bonus, and any additional emoluments.

Of the 93 administrators in the sample, 47 reported that their gross earnings included salary only. The remaining 46 reported that their gross earnings included in addition to salary, one or more other sources of income. See Table 20 below for those other sources of income which are included in gross earnings.

Table 20:

INCOME SOURCES OTHER THAN SALARY
INCLUDED IN GROSS EARNINGS

<u>OTHER SOURCES OF INCOME</u>	<u>ADMINISTRATORS</u>
(a) Auto Allowance.....	26
(b) Expense Allowance.....	19
(c) Wedding Income.....	4
(d) Cemetery Income.....	3
(e) Other Sources of Income.....	6



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue, New York, NY 10021 (212) 248-0100



President:

Harold Press, F.T.A.
280 May Street
Worcester, Mass. 01602

First Vice President:

Ilene H. Herst, F.T.A.
1185 Sheridan Road
Glencoe, Il. 60022

Second Vice President:

William Ferstenfeld, F.T.A.
York Road & Township Lane
Elkins Park, Pa. 19117

Treasurer:

Norman Fogel, F.T.A.
15500 Stephen S. Wise Dr.
Los Angeles, Ca. 90077

Administrative Secretary:

Dennis J. Rice, F.T.A.
4144 Chase Avenue
Miami Beach, Fl 33140

Immediate Past President:

Shirley Chernela, F.T.A.
250 East 79th Street
New York, N.Y. 10021

Administrator:

Myron E. Schoen, F.T.A.
838 Fifth Avenue
New York, N.Y. 10021

NATA

January 6, 1986

Harold Press, F.T.A., President
National Association of Temple Administrators
Red Lion's La Posada Hotel
4949 East Lincoln Drive
Scottsdale, AZ

Dear Harold:

By means of this letter, being delivered to you by a very special messenger, I am delighted to send greetings and all good wishes to you and your NATA colleagues as you gather together for NATA's Annual Workshop Conference. It is my hope your deliberations will be helpful and meaningful and that all of the participants will derive new insights into the multi-faceted areas of concern which are dealt with by the temple administrator.

In this time when we hear so very much about difficulties between the various groups within the Jewish community, it is heartening to know that NATA will be joined by colleagues from the National Association of Synagogue Administrators, your Conservative counterpart. I understand this is the second time you have come together for such a program and I feel this is a marvelous development. The proper administration of a congregation does not differ from one group to the next, therefore it is salutary to have members of NATA and NASA join together for deliberations on the many, many shared areas of concern and interest.

May your deliberations be crowned with success. With warm regards to my many NATA friends and with best wishes, I am

Sincerely,

Alexander M. Schindler

MEMORANDUM

From Myron E. Schoen
To Rabbi Alexander M. Schindler
Copies
Subject NATA's Annual Workshop Conference, January 11-16, 1987

Date 1/5/87

NATA will be meeting at the Red Lion's La Posada Hotel, 4949 East Lincoln Drive, Scottsdale, Az., with the initial plenary session scheduled for Monday, January 12. Won't you please prepare some words of greeting and encouragement and send it to Harold Press, F.T.A., NATA's president.

You might want to take note that for the second time in its history it is a joint workshop conference with their Conservative colleagues of the National Association of Synagogue Administrators. Considering all the "divisions" in organized Jewish life, this is a worthy undertaking in itself.



Union of American Hebrew Congregations
838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100

Edith J. Miller

May 28, 1986

Norman Fogel, F.T.A.

NATA CHECK

NATA

I'm advised the check was signed and mailed today. Let me know if it
isn't received in good time!

Regards.



Memo

FROM:
Robert M. Koppel

5/28/86

Edie -

Thanks for the copy
of your letter to
NATA. Check dated
5/23/86 was signed today.

BOG?
And Mailed?

Edith J. Miller

Robert Koppel

May 27, 1986
18 Iyar 5746

The enclosed correspondence from Stephen S. Wise Temple is self-explanatory. Will you please check into it and let me know when the check will be sent to NATA, if it has not already gone forward.

Thank you.

May 27, 1986
18 Iyar 5746

Norman Fogel, F.T.A.
Executive Director
Stephen S. Wise Temple
15500 Stephen S. Wise Drive
Los Angeles, CA 90077

Dear Norman:

Undoubtedly by now you are aware of the fact that Rabbi Schindler has been hospitalized in Israel. He is doing very well, has been on the telephone with his children and has had some visitors. I don't know the time-table for his release from the hospital and return home but the reports from Israel are heartening.

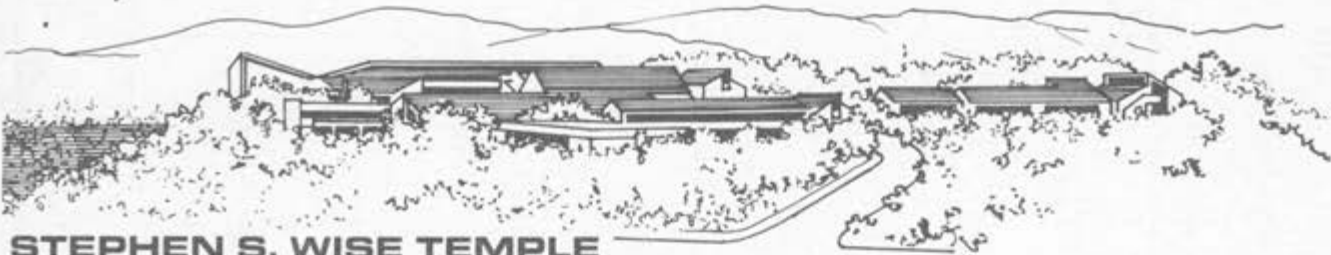
In view of the circumstances, I have asked the Union's Business Manager, Robert Koppel, to look into the matter of payment to NATA for sales of the Temple Management Manual. If the check has not already been forwarded to you I am certain Mr. Koppel will make certain it is released as quickly as possible.

With warm regards, I am

Sincerely,

Edith J. Miller
Assistant to the President

cc: Mr. Robert Koppel



May 20, 1986

Rabbi Alexander Schindler, President
U.A.H.C.
838 5th Avenue
New York, NY 10021

Re: Temple Management Manual

Dear Alex,

I hate to bother you with the mundane, but since I can't get any action in any other way, maybe it's time to talk to the President.

As you know, the UAHC handles the sales and distribution of the Temple Management Manual for NATA, and is compensated in the amount of 25% of the sales price for that service.

Typically, every six months a report is rendered in the amount of sales and some months later the Union renders its check to NATA. The enclosed copies of correspondence indicate that through January 31, 1986, the amount of \$1,765.50 was due to NATA and, in fact, was promised by Fred Cohen on the 17th of March.

Here we are on the 20th of May without payment.

Please see if you could expedite payment to NATA for the period ending January 31 as well as all future payments in a more timely manner.

Thanking you in advance,

Norman Fogel, F.T.A.
Executive Director

Enc.
NF/df

Myron E. Schoen

2/25/86

Fred Cohen

scc: Norman Fogel, F.T.A.

Sales of "Temple Management Manual"

The Treasurer of NATA, Norman Fogel, F.T.A., has to render a report to NATA's Executive Board when it meets in March. It is essential that he have a statement on the sales of the "Temple Management Manual" via the UAHC's Book Dept. for the period of 7/1/85 through 12/31/85. For his fiscal accounting he also requires a check covering the sales in this same period in accordance with the agreement entered into by the UAHC with NATA.

Please do give this your immediate attention.

MEMORANDUM

Date March 14, 1986

From Fred Cohen

To William Ferstenfeld FTA

Copy for information of Myron Schoen

Subject Temple Management Manual

For the period 7/1/85 - 1/31/86

133 books sold for	\$2,354.00
less 25% Handling	<u>588.50</u>
Amount due NATA	<u><u>\$1,765.50</u></u>

Norm,

Fred Cohen says check will be on the way
on Monday, the 17th.

Wip

NATA

October 15, 1985

Ms. Shirley Chernela, F.T.A.
President, NATA
250 East 79th Street
New York, New York 10021

Dear Shirley:

In behalf of the Union, I want to express appreciation to the National Association of Temple Administrators for the gracious subvention towards the work of the Ida and Howard Wilkoff Department of Synagogue Administration. NATA is a source of strength to our movement in so many ways and I hope you and your colleagues know that we are deeply appreciative of all your efforts in our behalf.

I look forward to seeing you in Los Angeles, until then, fondest regards.

Sincerely,

Alexander M. Schindler

October 14, 1985

Ms. Shirley Chernela, F.T.A.
President, NATA
250 East 79th Street
New York, NY 10021

Dear Shirley:

I am in receipt of NATA's check for \$3,000.00, the annual subvention of the UAHC's Department of Synagogue Administration. I want you to know how much all of us appreciate NATA's continued support and involvement in the effort to strengthen the Reform movement.

At the forthcoming 35th annual convention of NATA I hope to have the opportunity to personally express my thanks to the officers and members of the association.

Sincerely,

Myron E. Schoen, F.T.A.

cc: Rabbi Alexander M. Schindler
Dr. Harold J. Tragash

MES/mvb

96 m 80
NATA
October 2, 1985

Shirley Chernela, F.T.A.
President NATA
c/o Sheraton Hotel
1380 Harbor Island Drive
San Diego, CA 92101

Dear Shirley:

Mazal tov to you and the members of the National Association of Temple Administrators on this 35th Annual Convention. This is truly a milestone occasion and I much regret that I am unable to be in San Diego to wish you well personally. Alas, the press of the UAHC Biennial and attendant meetings makes it impossible for me to be with you.

Our Reform Jewish institutions are much like a close-knit family, we aid one another, we take strength one from another, and NATA certainly is a strong support to the UAHC and all of our affiliates. Whenever there is a need for counsel and guidance in areas of the multi-faceted business and finance aspects of congregational life the members of NATA stand ready to serve. The publications of NATA provide invaluable information and help for congregations large and small. NATA gives our Movement strength in many, many ways, both seen and unseen. Know that all of us of Reform Judaism take pride in the accomplishments of NATA and are grateful for the superb service rendered to Reform Judaism.

It is my fond hope this 35th Annual Convention will be meaningful and memorable. Please convey my warm regards to one and all and I look forward to seeing most of you in Los Angeles at the UAHC/NFTS Biennial.

With warmest regards, I am

Sincerely,

Alexander M. Schindler

October 2, 1985

Shirley Chernela, F.T.A.
President NATA
c/o Sheraton Hotel
1380 Harbor Island Drive
San Diego, CA 92101

Dear Shirley:

Mazal tov to you and the members of the National Association of Temple Administrators on this 35th Annual Convention. This is truly a milestone occasion and I much regret that I am unable to be in San Diego to wish you well personally. Alas, the press of the UAHC Biennial and attendant meetings makes it impossible for me to be with you.

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It is my fond hope this 35th Annual Convention will be meaningful and memorable. Please convey my warm regards to one and all and I look forward to seeing most of you in Los Angeles at the UAHC/NFTS Biennial.

With warmest regards, I am

Sincerely,

Alexander M. Schindler

MEMORANDUM

From Myron E. Schoen
To Rabbi Alexander M. Schindler
Copies
Subject NATA's 35th Annual Convention

Date 10/1/85

I would appreciate your preparing a message of greeting to Shirley Chernela, F.T.A., the President, and the members of NATA as they gather in San Diego on October 27, 1985. If it will be in the form of a letter, I shall be glad to act as the courier and read your message at the opening session. Should you wish to send the greeting directly, here's the address:

Shirley Chernela, F.T.A.
President NATA
c/o Sheraton Hotel
1380 Harbor Island Drive
San Diego, CA 92101

It's their 35th Annual Convention!

Wap



FELLOWS IN TEMPLE ADMINISTRATION

as of

April 1985

<u>Name</u>	<u>Congregation</u>	<u>City/State</u>
1. Ernest Abbit	Cong. Beth El (C)	LaJolla, CA
2. Frank J. Adler	Cong. B'nai Jehudah	Kansas City, MO
3. Philip Aronson	Temple Emanu-El	Yonkers, NY
4. Leo Bamberger	Retired	Cleveland, OH
5. Walter C. Baron	Retired	Sun City, AZ
6. Jos. W. Boston	Temple Israel	Memphis, TN
7. Shirley Chernela	Temple Shaaray Tefila	N.Y.C.
8. Nathan Emanuel	Retired	New Rochelle, NY
9. Julian Feldman	Washington Hebrew Cong	Washington, D.C.
10. Wm. Ferstenfeld	Reform Cong Keneseth Israel	Elkins Park, PA
11. Elaine M. Flynn	Temple Emanu-El	San Jose, CA
12. Norman Fogel	Stephen S. Wise Temple	Los Angeles, CA
13. Henry Fruhauf	Cong. Emanu-El	N.Y.C.
14. Dr. Bert Gerard	N/A	Phoenix, Az
15. Melvin S. Harris	Retired	Sherman Oaks, CA
16. Louis I. Heller	Retired	Deerfield Bch, FL
17. Ilene H. Herst	KAM Isaiah Israel	Chicago, IL
18. Robert A. Jacobs	Temple Emanuel	Gt. Neck, NY
19. Jos. W. Kahn	Retired	Los Angeles, CA
20. Barry E. Kugel	Central Synagogue	N.Y.C.
21. Marcus H. Laster	Temple Sinai	Washington, D.C.
22. Bernard Lepoff	Retired	Los Angeles, CA
23. Fred W. Marcus	Retired	Denver, CO
24. Bernard I. Pincus	Retired	Fern Park, FL
25. Harold Press	Temple Emanuel	Worcester, MA
26. Eric G. Reiter	Cong. Adath Jeshurun (C)	Elkins Park, PA
27. Dennis J. Rice	Temple Beth Sholom	Miami Bch., FL
28. Myron E. Schoen	UAHC	N.Y.C.
29. Frank L. Simons	Temple Israel	W. Bloomfield, MI
30. Marvin S. Walts	Temple B'rith Kodesh	Rochester, NY

(C)=Conservative congregation

Rabbi Alexander M. Schindler

April 9, 1985

UAHC EXECUTIVE STAFF

NATA

Dr. Daniel Diamond, Chairman of the Board of Certification for Temple Administrators, has requested that the members of the UAHC staff append F.T.A. (Fellow in Temple Administration) after the names of NATA members who have earned this designation and certification by the NATA Board. They would like to have this used in all communications and publications. I write, therefore, to urge that you and your staff members seek to include the letters F.T.A. as requested. These letters indicate study and certification on the part of an individual temple administrator. We should all be sensitive to NATA's goals in making known the certification which indicates the desire of temple administrators to enrich their learning, Jewishly and administratively.

✓

April 2, 1985

Dr. Daniel E. Diamond, Chairman
NATA
838 Fifth Avenue
New York, New York 10021

Dear Daniel:

Thank you for your letter of March 29 in regard to NATA's Board of Certification. Let me assure you I appreciate the problem which will develop unless the certified administrators append the letters F.T.A. after their names in all professional publications and correspondence. I will call this to the attention of our staff and urge they be sensitive to the goals of NATA and to please use the proper designation when it is required.

With warmest regards and best wishes for a sweet and beautiful Passover,
I am

Sincerely,

Alexander M. Schindler

4
K/UP



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National Association of Temple Administrators

Board of Certification for Temple Administrators

838 Fifth Avenue, New York, N.Y. 10021

212-249-0100

CHAIRMAN:

Dr. Daniel E. Diamond

March 29, 1985

VICE CHAIRMAN:

Marcus H. Laster, F.T.A.

SECRETARY:

Myron E. Schoen, F.T.A.

MEMBERS OF THE BOARD:

Frank J. Adler, F.T.A.

Shirley Chernela, F.T.A.

Rabbi Howard R. Greenstein

Rabbi Bernard H. Mehlman

Dr. Harold J. Tragash

Rabbi Alexander M. Schindler

President

Union of American Hebrew Congregations

838 Fifth Avenue

New York, NY 10021

Dear Rabbi Schindler:

As you know, the Board of Certification for Temple Administrators has been in existence since 1962. In this period we believe we have made a major contribution to raising the professional standards for temple administrators and thus enhancing the viability and growth of the Reform movement.

We are now at a point where many of those who became Fellows in Temple Administration are retiring and being replaced by younger colleagues who are not as familiar with the program. As part of our effort to inform the newcomers, it is critically important that the present F.T.A.'s use their designation when it is appropriate. Indeed, our brochure (see enclosed) states, "A certified administrator should refer to himself/herself as 'Fellow in Temple Administration' and may append the letters 'F.T.A.' after his/her name in all professional publications and correspondence".

I have noted that many UAHC communications and publications do not append the F.T.A. designation to the names of those individuals who have been certified by this Board. It would be my hope that you would urge the UAHC's staff to be sensitive to our goals and that they use the F.T.A. designation, where applicable, in the future. I know that I can count on your cooperation. With all best wishes for a joyous Passover, I am,

Sincerely,

*Daniel E. Diamond*Daniel E. Diamond, Ph.D.
Chairman

GUIDELINES FOR PREPARATION IN THE AREA OF JEWISH CONTENT

Adopted by the Board
March 1983

In preparing for examination in Jewish studies, candidates should understand that primary emphasis is directed to the application of Jewish history, thought and practice to the operations of the Reform synagogue and the life of the Reform Jew. That emphasis would relate especially to the evolution of Reform Jewish life in Europe and America, the range of belief and practice which distinguishes Reform Judaism and the application of those patterns of thought and practice to observance of rituals and ceremonies and the pursuit of social justice in Reform Jewish life.

In addition, candidates are required to demonstrate a basic Hebrew reading fluency and vocabulary to participate knowledgeably in the worship service and to understand the Hebrew terminology most frequently employed in study programs and ritual procedures of Reform congregations.

A PROGRAM FOR CERTIFICATION AS FELLOW IN TEMPLE ADMINISTRATION



*Jointly Sponsored by the
Union of American Hebrew Congregations
National Association of Temple Administrators
and the
Central Conference of American Rabbis
through the
Board of Certification for Temple Administrators
838 Fifth Avenue, New York, N. Y. 10021*

ORIGIN AND AUTHORITY

The Board of Certification for Temple Administrators was organized in 1962 under the joint sponsorship of the Union of American Hebrew Congregations, the Central Conference of American Rabbis, and the National Association of Temple Administrators.

Its membership consists of the President of the NATA; the Chairperson of the NATA Certification Committee; a member of the NATA appointed by its president; the Chairperson and Director of the Joint Commission on Synagogue Administration; a member of the Joint Commission on Synagogue Administration appointed by the President of the UAHC; and two members of the CCAR, one of whom shall be a member of the Joint Commission on Synagogue Administration.

The Board is authorized to establish standards for certification, to conduct examinations, and to award its Certificate of Fellowship to those candidates who have complied with the requirements for certification and have successfully passed its examinations.

OBJECTIVES OF THE BOARD:

1. To establish standards of qualification for Temple Administrators who desire and request the Board's certification attesting to their ability to meet such standards.
2. To conduct examinations of candidates approved by the Board who seek such certification.
3. To issue Certificates of Fellowship to those candidates who have met the Board's requirements and who have passed its examinations.
4. To further opportunities for better training of Temple Administrators in order to elevate the standards of the profession.

The Board is not an educational body. It confers no degrees. Its certificate bestows upon a candidate no legal qualifications. In no way does the Board purport to interfere with or limit the professional activities of any Temple Administrator. Neither is it the intent of the Board to define requirements for employment of a Temple Administrator by any congregations.

REQUIREMENTS FOR CERTIFICATION:

1. The applicant must complete and submit the application form and provide all requested data completely and accurately at least 30 days before the announced date of the examination. The application must be submitted in accordance with the rules published from time to time by the Board, and it must be accompanied by the application fee of \$25.00, none of which is returnable unless the applicant is rejected for examination. The candidate must sign the Candidate's agreement which is a part of the application form.
2. The Board reserves the right to reject an applicant for any reason deemed advisable and without stating the same, and the action of the Board shall be final.
3. The candidate must possess high ethical and professional standing in the profession.
4. The applicant must be a Regular member in good standing of the National Association of Temple Administrators.
5. Upon acceptance for examination by the Board, the candidate must submit an acceptable thesis at least 15 days before the announced date of the examination.

ELIGIBILITY FOR CERTIFICATION

Recognizing the varied background and education of NATA members currently employed as administrators in UAHC congregations, eligibility for certification will be considered on the following levels:

- a. Regular members of the NATA who have graduated from a program of Jewish communal service with a degree from a recognized institution of higher learning or a certificate from a School of Jewish Communal Service which is acceptable to the Board will be eligible after one (1) full year of service as an Administrator in a UAHC or other synagogue.
- b. Regular members of the NATA with a minimum of three (3) years acceptable experience as an Administrator in a UAHC or other synagogue and who have a Baccalaureate degree from a recognized institution of higher learning.
- c. Regular members of the NATA with a minimum

of five (5) years acceptable experience as an Administrator in a UAHC or other synagogue and who have a high school diploma.

- d. Consideration will at all times be given by the Board to any combination of related experience and/or education to determine the eligibility of a Regular member of the NATA to take the examination for certification. Applicants may be required to submit copies of job descriptions of present and prior positions in order to establish eligibility.

CANDIDATE'S AGREEMENT:

Candidates are required to sign the following agreement as part of the application for examination:

"I hereby apply to the Board of Certification for Temple Administrators for examination in accordance with its rules and requirements and herewith enclose the application fee of \$25.00*, none of which is returnable unless I am rejected for examination. I also hereby agree that, prior to or subsequent to my examination, the Board may investigate my standing as a temple administrator, including my reputation for complying with the standards of ethics of the profession. The Board may refuse a certificate and such refusal to grant a certificate may not and shall not be questioned by me in any court of law or equity or other tribunal."

THE EXAMINATIONS:

1. Examinations are conducted at such times and places as the Board may from time to time designate. Regular examinations will be scheduled annually, to be held for a two-day period at various convenient geographic locations. Additional examinations may be scheduled from time to time upon the request of groups completing special courses of study.
2. The Board may designate persons to serve as Proctors to the Board in the conduct of its examinations. Such Proctors may also serve as examiners in the oral portions of the examination.
3. The Board may conduct written and/or oral examinations of the candidates.
4. The examinations will be of one-hour duration in each of the following areas of study:

- 1) Synagogue Finance and Techniques of Management.
- 2) Building Maintenance and Supervision.
- 3) Office and Personnel Practices.
- 4) Synagogue Programming and Public Relations.
- 5) Jewish History, Including the History of Reform Judaism.
- 6) Reform Jewish Practices, Customs, and Ceremonies.

In addition, each candidate is required to demonstrate:

- 1) An understanding of the purpose and significance of the principal prayers in the Reform prayerbooks for the Sabbath and High Holy-days.
 - 2) The ability to read prayers in Hebrew from the above cited prayerbooks.
5. Examinations in all subjects must be completed on the days designated.
6. Candidates who fail in one or two subjects will be so notified by the Board.

THE THESIS:

Each candidate will be required to submit an original paper of at least 2,000 words, on a topic of his/her own choosing related to synagogue administration. The topic shall be subject to the approval of the Board.

The paper must be submitted on or before the date stipulated by the Board. A paper which is rejected by the Board may not be re-submitted. At the discretion of the Board, the candidate shall submit a new paper on a different subject or upon the same subject, considered at the subsequent meeting of the Board.

Candidates whose papers are accepted as being satisfactory may, with the permission of the Board, publish such papers. All papers shall remain the property of the Board.

RE-EXAMINATIONS

Candidates may be re-examined as often as desired, upon submission of satisfactory evidence of adequate additional preparation and payment of the re-examination fee. Candidates who fail in more than two subjects, will be required to repeat the entire examination, whereas candidates who fail in one or two subjects may, at the discretion of the Board, be required to take re-examinations in these subjects. The fee for re-examination shall be \$5.00 for each subject or \$20.00 for the entire examination.

CERTIFICATION

The decision of the Board is final as to the candidate's passing, failure or partial failure. The final action of the Board is based upon the candidate's ethical and professional record, training and attainments, as well as on the results of his/her formal examinations and thesis.

A certified administrator should refer to himself/herself as a "Fellow in Temple Administration" and may append the letters "F.T.A." after his/her name in all professional publications and correspondence.

REVOCATION OF CERTIFICATES

Certificates issued by the Board are subject to the provisions of the Board, and each certificate is subject to revocation in the event that: (a) issuance of the certificates shall have been contrary to any of the provisions of the Board; or (b) the candidate so certified shall not have been eligible to receive such certificate, irrespective of whether or not the facts constituting him/her so ineligible were known to or could have been ascertained by the Board at the time of the issuance of such certificate; or (c) the candidate so certified shall have made any pertinent misstatement of fact in his/her application for certification; or (d) the temple administrator so certified shall violate the standards of ethical practice and conduct.

INQUIRIES

All inquiries should be addressed to:

Secretary
Board of Certification for
Temple Administrators
838 Fifth Avenue
New York, N.Y. 10021
(212) 249-0100

CCAR-NATA-UAHC

BOARD OF CERTIFICATION FOR
TEMPLE ADMINISTRATORS
838 Fifth Avenue, New York, N.Y. 10021

Application for Certification

Date _____

Name _____

Home Address _____

Present Position _____

City & State _____

Date(s) of Regular Membership in the NATA _____

Attach the following information:

1. Professional Experience: list all positions, exact dates of employment & job title.
2. Educational Background:
 - a. Name of institution(s), degrees or diplomas earned together with dates.
 - b. List of courses in Jewish Studies and/or Jewish Communal Service together with name(s) of institution(s), date(s), and credits or certificate(s) granted.
 - c. List of all courses in related subjects together with name(s) of institution(s), dates, and credits or certificate(s) granted.
3. Topic of Thesis _____
4. Attach any additional data, statement, and/or job descriptions which you believe will assist in determining your eligibility.

Candidate's Agreement

I hereby apply to the Board of Certification for Temple Administrators for examination in accordance with its rules and requirements and herewith enclose the application fee of \$25.00*, none of which is returnable unless I am rejected for examination. I also hereby agree that, prior to or subsequent to my examination, the Board may investigate my standing as a temple administrator, including my reputation for complying with the standards of ethics of the profession. The Board may refuse a certificate and such refusal to grant a certificate may not and shall not be questioned by me in any court of law or equity or other tribunal.

I hereby certify that all of the answers given by me in this application are true and complete.

Signature of Applicant _____

*Make check payable to NATA.

NATA

MEMORANDUM

Date March 25, 1985

From Myron E. Schoen

To Rabbi Alexander M. Schindler

Copy for information of

Subject NATA's Mid Year Executive Board Meeting

There was but a single absence at this session and as you can see from the attached they dealt with a long agenda. In addition, the officers plus myself arrived on the scene 24 hours earlier so as to have adequate time to decide on a course in regard to the "Non-Jewish Administrators" and a two and a half hour meeting of a committee to review the F.T.A. program. The following are the significant actions taken:

1. "Non-Jewish Administrators": The officers were divided 4-1. The majority felt it was essential that the constitutional revision committee be asked to come-up with a provision that would restrict service on the Board and election to office to Jews by birth and choice and not changing membership (Regular or Senior nor F.T.A.) requirements. Non-Jews could continue to be members and earn their F.T.A. The lone dissenter felt that NATA would be re-opening a wound and that it would be wise to do nothing since there was no immediate "threat" that a non-Jew would be nominated for the Board or officership. Copies of all the correspondence, yours, mine and the congregation's, were distributed for overnight study and two people volunteered to prepare brief "opinion statements" for presentation the following morning. After an intense but respectful exchange that ran about 30 minutes, a resolution was adopted calling for:
 - a. NATA responds directly to the congregations (all mail had been directed to you and me and the responses were from you and me) In essence, it would acknowledge that it regretted the personal hurt and the sudden appearance of the issue on the plenary agenda. At the same time, it would cite the fact that NATA's Constitution, Article III-Purposes, states that "The purposes of the Association shall be: a. To foster Reform Judaism and its religious, cultural and social activities in our Reform Houses of worship" and that this purpose can best be served by Board members and officers who are Jewish.

TO: Rabbi Alexander M. Schindler
March 25, 1985
Page Two

- b. That a representative of NATA's leadership will personally visit with the two non-Jewish members in question to explain the circumstances around the Phila. incident and seek Shalom beit.
 - c. That the president will appoint an ad hoc Study Group on this question who shall report back to the Board in October 1985 with suggestions for a NATA policy. In so doing, any definitive action is put off until the 1986 convention and thus affording time for the wounds to heal.
2. "Certification Review": What had loomed up as a challenge to the F.T.A. program ended up with agreement that it requires more and better "marketing" and that it had particular significance in light of the non-Jewish concern. We already have 3 candidates for the 1985 exams and I think we may end up with 5.
3. "Professional Standards": Merely reporting that the Board of Certification has agreed to prepare and administer the Senior member examinations and would credit them toward F.T.A. if the balance of exams (Jewish Content) were taken within three years.

The balance of the business was routine. NATA has no fiscal problem; its membership continues to grow (thanks to the influx of Conservative colleagues); there are half-dozen openings; its JOURNAL is improving, etc. The only discordant note was in regard to the March 15th packet mailing to temple presidents from Lenny. In that letter he promoted the "Temple Management Manual" but didn't make it clear that NATA is the publisher. In addition, he stated that UAHC congregations would get the usual 15% discount. This was not part of the agreement that was arranged between NATA and the UAHC. I put a lid upon this by speaking to Julian Feldman and Henry Fruhauf before arriving in L.A. Julian was cooperative, Henry was not. I think you will be hearing from Henry on this score very soon.

A handwritten signature, possibly reading 'Alyp', is written in dark ink at the bottom right of the page.

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS

MID YEAR EXECUTIVE BOARD MEETING
LOS ANGELES, CALIFORNIA

AGENDA
MARCH 23-24, 1985

- 1) Call to Order.....Shirley M. Chernela, F.T.A.
- 2) Approval of Minutes of Last Meeting.....Normal Fogel, F.T.A.
- 3) Treasurer's Report.....William Ferstenfeld, F.T.A.
- 4) Membership Report.....William Ferstenfeld, F.T.A.
- 5) Placement.....Richard Weinstein
- 6) 1985 Convention Report, San Diego.....Norman Fogel, F.T.A.
- 7) 1986 Convention Report, Phoenix, Arizona.....Marc Laster, F.T.A.
- 8) NATA Journal.....Robert Mills
- 9) Management Manual.....Julian Feldman, F.T.A.
- 10) Professional Development.....S. Bernard Lieberman
- 11) Professional Standards.....Ilene Herst, F.T.A.
- 12) Certification.....Marc Laster, F.T.A.
- 13) Certification Review.....Harold Press, F.T.A.
- 14) Program Resource Service.....Marvin Walts, F.T.A.
- 15) UAHC Department of Synagogue Management.....Myron Schoen, F.T.A.
- 16) Non-Jewish Administrators.....~~Barry Kugel, F.T.A.~~
- 17) Constitution & By-Laws.....Robert Jacobs, F.T.A.
- 18) Old Business
- 19) New Business



RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

March 6, 1985

NATA
Mr. James B. Baer, President
Temple Beth El of Boca Raton
333 S.W. 4th Avenue
Boca Raton, Florida 33432

Dear Jim:

I just returned from Europe and found your letter of February 21. As Edie Miller, my assistant, told you my absence made it impossible for me to respond in time for your February Board meeting.

I thought that we had put the entire matter to rest, following our last conversation and my letter to Ms. Di Fiore. But I'm just as glad that you wrote once again, since I'm not fully in agreement with your summary of my position.

I am certainly opposed to the restricting of membership in our organizations to born Jews. As a professional affiliate of the UAHC, the National Association of Temple Administrators is duty bound to accept anyone who is named as an administrator by a congregation. It is my understanding that NATA has always welcomed non-Jewish members and I'm confident that NATA will continue to accept those individuals who are designated by their congregations as administrators into their ranks.

I also believe that it is quite appropriate for professional organizations to set professional standards and to seek to raise the competency and the commitments of those who are part of their organization and who serve our congregations. Every professional organization has the right to do so and NATA, to the best of my knowledge, has approached this on two levels. There are "senior" members who must take exams of an administrative content. Then there is a certification for Fellow in Temple Administration which seeks to enrich and enhance the Jewish knowledge of temple administrators. Neither of these categories is limited to Jewish members, all have a right to advance their status.

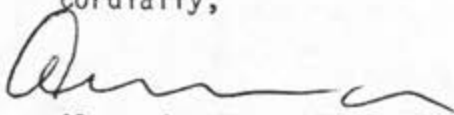
I do, however have reservations concerning the propriety of religious organizations assigning highest leadership roles to people who do not share their religious beliefs. There are many ramifications involved in holding office in a professional group which is representative of a particular faith, and it is appropriate to reserve the highest offices for members of that faith community. A leader, after all, serves a symbolic and not just a functioning role.

Mr. James B. Baer, President
March 6, 1985
Page two.

The analogy of the congregational situation is entirely appropriate here. I would welcome non-Jews, particularly the non-Jewish spouses of Jews, into the family of our synagogues giving them every right to participate in every aspect of the synagogue's work. Just the same, I would not be prepared to extend the right of highest office to them. I believe that a truly believing Christian would understand this position and would agree that there are some rights within religious institutions and organizations which must be limited to members of that faith community. Else why the need of a formal conversion, if everything is available without conversion. Were I, for instance, for professional reasons, to become a member of a Christian ministerial association I would certainly not expect to become an officer of the group or serve on its governing board. I would expect to participate in the discussions and in meetings and in other programmatic activities of the group along with and on the par with all other members. And that would more than satisfy me.

I do hope that I have made my position abundantly clear.

Cordially,

A handwritten signature in dark ink, appearing to read 'Alexander M. Schindler', with a stylized, flowing script.

Alexander M. Schindler

March 6, 1985

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333 S.W. 4th Avenue
Boca Raton, Florida 33432

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March 6, 1985
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I do hope that I have made my position abundantly clear.

Cordially,

Alexander M. Schindler

February 25, 1985

Mr. James B. Baer, President
Temple Beth El of Boca Raton
333 S.W. 4th Avenue
Boca Raton, Florida 33432

Dear Mr. Baer:

Just a note to advise that your letter of February 21 has just been received. As Rabbi Schindler is out of the country I am taking the liberty of responding in his behalf.

Unfortunately, Rabbi Schindler will not return to his desk until early March. Therefore, it is not possible to provide for you his written response as requested, in advance of your February 28th Board of Trustees meeting. Be assured, however, that your letter will be given his attention immediately on his return to his desk.

With kindest greetings, I am

Sincerely,

~~Elia~~ J. Miller
Assistant to the President

*Morffinger called 2/25. Told them you
are away - he said "Just off - no next" etc*

TEMPLE BETH EL

OF BOCA RATON

February 21, 1985

Rabbi Alexander M. Schindler, President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

Dear Rabbi Schindler:

I am writing to confirm our telephone discussion last month regarding the recently-proposed amendment to the constitution of NATA which would have disallowed non-Jews from becoming regular members of NATA, with full voting rights and the opportunity of becoming a certified Temple Administrator. You expressed to me that you also were appalled at the amendment that was proposed and you intended to express your concern and dismay to Myron Schoen, the person who led the advocacy in favor of the amendment. You further expressed to me that the Union of American Hebrew Congregants opposes any action which would restrict membership in or membership rights of the members of NATA to Jews.

The Board of Trustees of Temple Beth El of Boca Raton has requested your written acknowledgement of the matters expressed in this letter to you. Our Board wants to be assured that the Union opposes these types of restricted measures and will vehemently argue against similar proposals that may be advocated in the future. We would also appreciate your sending us a copy of your letter of admonition to Myron Schoen.

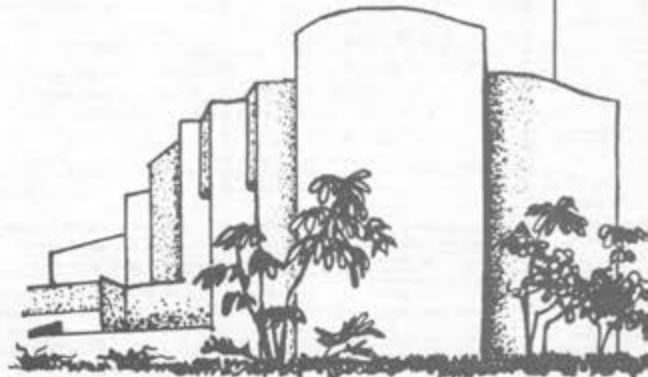
Rabbi Schindler, our Board has asked me to reiterate to you that the written response of the Union to this letter, unequivocally expressing its position with respect to this most serious issue, is of great significance to our Board and our congregation.

I look forward to receiving your written response prior to the February 28 meeting of the Board of Trustees so that it may be read to the Board at that time.

Very truly yours,

James B. Baer
James B. Baer
President

JBB/gl



NATA has welcomed non-Jewish members in the past and I am confident NATA will continue to accept those individuals who are designated by their congregations as Administrators into their ranks.

While I oppose designating those Administrators who are not of the Jewish faith as "Courtesy" members, I also feel that a professional organization allied with a religious movement has the right to limit service as officers and its governing board to persons of the particular religious faith of the organization/institution.

Professional organizations often seek to raise professional standards and they have a right to do so. NATA has approached this on two levels. There are "Senior" members who must take exams of administrative content. Then, there is certification as FELLOW IN TEMPLE ADMINISTRATION (F.T.A.) which seeks to enrich and enhance the Jewish knowledge of temple administrations. Neither category is limited to Jewish members; all have a right to advance their status.

However, groups must seek to allow for people of their own religious beliefs to become leaders. There are many ramifications involved in holding office in a professional group which is representative of a particular faith. I believe that a truly believing Christian would understand this position and would agree that there are some rights within religious institutions and organizations which must be limited to members of that religious community. Where I to become a

member of a Christian Ministerial Association, I would not expect to become an officer of the group or serve on its governing board. I would expect to participate in discussions and meetings on a par with all other members. And I believe NATA, as a membership group of synagogue professionals has a right to limit office and service on its board to members of the Jewish faith.



RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

March 4, 1985

DATA
Dr. Leslie Mackoff, President
Temple Beth Am
8015 27th Avenue, NE
Seattle, Washington 98115

Dear Dr. Mackoff:

I just returned from an extensive journey to Israel and to Europe and found your letter of February 26 as well as the earlier correspondence between you and Myron Schoen, and my assistant, Ms. Miller which was handled during my Vienna trip which preceded my most recent journey.

Needless to say I'm very sorry that Mrs. Dahl's feelings were hurt by that which transpired at the NATA convention. Unfortunately, it is impossible for any organization to fully control the words and actions of its members, no more than it possible for you as president of a congregation to control everything that happens at a congregational meeting. Still, there is no excuse for giving pain, particularly in an organization which calls itself religious, and I'm sorry that this obviously happened in this instance.

Now let me get to the substance of the matter and my position regarding it.

I am certainly opposed to the restricting of membership in our organizations to born Jews. As a professional affiliate of the UAHC, the National Association of Temple Administrators is duty bound to accept anyone who is named as an administrator by a congregation. It is my understanding that NATA will continue to accept those individuals who are designated by their congregations as administrators into their ranks.

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Dr. Leslie Mackoff, President
March 6, 1985
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March 4, 1985

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Now let me get to the substance of the matter and my position regarding it.

I am certainly opposed to the restricting of membership in our organizations to born Jews. As a professional affiliate of the UAHC, the National Association of Temple Administrators is duty bound to accept anyone who is named as an administrator by a congregation. It is my understanding that NATA will continue to accept those individuals who are designated by their congregations as administrators into their ranks.

I also believe that it is quite appropriate for professional organizations to set professional standards and to seek to raise the competency and the commitments of those who are part of their organization and who serve our congregations. Every professional organization has the right to do so and NATA, to the best of my knowledge, has approached this on two levels. There are "senior" members who must take exams of an administrative content. Then there is a certification for Fellow in Temple Administration which seeks to enrich and enhance the Jewish knowledge of temple administrators. Neither of these categories is limited to Jewish members, all have a right to advance their status.

Dr. Leslie Mackoff, President
March 6, 1985
Page two.

I do, however have reservations concerning the propriety of religious organizations assigning highest leadership roles to people who do not share their religious beliefs. There are many ramifications involved in holding office in a professional group which is representative of a particular faith, and it is appropriate to reserve the highest offices for members of that faith community. A leader, after all, serves a symbolic and not just a functioning role.

The analogy of the congregational situation is entirely appropriate here. I would welcome non-Jews, particularly the non-Jewish spouses of Jews, into the family of our synagogues giving them every right to participate in every aspect of the synagogue's work. Just the same, I would not be prepared to extend the right of highest office to them. I believe that a truly believing Christian would understand this position and would agree that there are some rights within religious institutions and organizations which must be limited to members of that faith community. Else why the need of a formal conversion, if everything is available without conversion. Were I, for instance, for professional reasons, to become a member of a Christian ministerial association I would certainly not expect to become an officer of the group or serve on its governing board. I would expect to participate in the discussions and in meetings and in other programmatic activities of the group along with and on the par with all other members. And that would more than satisfy me.

I do hope that I have made my position abundantly clear.

Cordially,

Alexander M. Schindler

temple Beth am

8015 27TH AVENUE N.E.
SEATTLE, WASHINGTON 98115

(206) 525-0915



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February 26, 1985

Norman D. Hirsh, Rabbi

Rabbi Alexander Schindler, President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

Dear Rabbi Schindler:

I recently wrote you on behalf of our full board concerning our discomfort with the recent actions of NATA. We have received no direct reply to this letter, only a note from your secretary and a copy of a letter written to Rabbi Hirsh from Mr. Schoen.

Mr. Schoen's letter contains a factual error in that the original NATA motion would have retroactively barred our administrator from regular membership. Furthermore, Mr. Schoen spends most of his letter comparing this situation to temple participation by non-Jewish spouses of members. I do not think this is an analagous situation.

I would appreciate a reply to our original letter. We would like to know how a leader of our Reform movement perceives what we see as an injustice within the Reform movement.

Yours very truly,

Leslie Mackoff, M.D.
President

LM:ep

The Union of American Hebrew Congregations

838 FIFTH AVENUE, NEW YORK, N. Y. 10021

NATA

January 30, 1985

Dr. Leslie Mackoff
President
Temple Beth Am
8015 27th Avenue NE
Seattle, WA 98115

Dear Dr. Mackoff:

As she indicated in her letter to you, Edith Miller, Assistant to Rabbi Schindler has shared your letter of January 23 with me since I was present at the NATA convention.

On January 29 I responded to Rabbi Hirsh's letter relating to this matter and sent you a copy. It is my hope that you will share my response with the members of your Board who appended their signatures to your letter to Rabbi Schindler.

With appreciation for your cooperation, I am,

Sincerely,

Myron E. Schoen, F.T.A.

cc: Rabbi Alexander M. Schindler

MES/mvb

January 29, 1985

Leslie Mackoff, M.D.
President
Temple Beth Am
8015 27th Avenue, N.E.
Seattle, Washington 98115

Dear Dr. Mackoff:

In response to your letter of January 23, 1985, I am sharing your letter with Myron Schoen, Director of our office of Synagogue Administration so that he may respond to you. Even as he has been requested to respond to Rabbi Hirsh's letter to Rabbi Schindler per my letter enclosed herewith.

With kindest greetings, I am

Sincerely,

Edith J. Miller
Assistant to the President

cc: Myron E. Schoen

temple Beth am

8015 27TH AVENUE N.E.
SEATTLE, WASHINGTON 98115

(206) 525-0915



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January 23, 1985

Norman D. Hirsh, Rabbi

Rabbi Alexander Schindler, President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

Dear Rabbi Schindler:

I am writing to you at the request of our undersigned board in order to express our outrage at the treatment of our Temple Beth Am administrator at the recent meeting of the NATA. The governing board of this organization informed our administrator, Mrs. Norma Dahl, that they were recommending an action that would redefine the requirements for membership, and require that all regular members be Jewish. Mrs. Dahl has been a member of NATA for two years. This motion was narrowly defeated at the meeting by a vote of 41 to 32. I am astonished that 32 Jewish people active in the work of our organization could vote for this blatant discrimination. How can Jews in leadership positions forget the impact of discrimination upon our own people?

Fortunately for the Reform movement, Mrs. Dahl had the character and intelligence which allowed her to accept this challenge and speak against the motion at the meeting, and had the satisfaction of seeing it defeated. However, the narrowness of the victory must have been disturbing.

Mrs. Dahl has been a wonderful administrator for our congregation and has managed all of the secular affairs of our congregation to our complete satisfaction. She and Rabbi Hirsh have a warm and close working relationship. All spiritual and liturgical matters remain the exclusive domain of our rabbi.

We are hurt and offended by the treatment she received. We are also concerned about the future of the Reform movement, if this is a sample of leadership thinking.

We believe that a letter of reprimand from the UAHC Board to the governing board of NATA is indicated. I would appreciate a reply to this letter and an indication of what action you plan in response to this affront.

Yours very truly,

Leslie Mackoff, M. D.
President

LM:nd

Lynn Guttman

Beverly A. Dale

Ellen A. Ostrow

Susan Korey

Bartara Shukla

Jean H. Rosen

Oluf Lookston

D. Vasey

Berta Pfeiffer

Carl Schick

Beth Greene

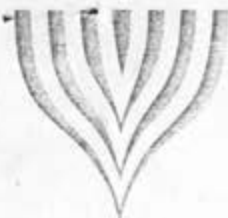
Hannah Eulenberg

Edith J. Miller

January 29, 1985

Myron E. Schoen

The enclosed is self-explanatory. Your administrator Ms. Dahl seems to be cooking up a storm in Seattle.



איחוד
ליהדות
מתקדמת
באמריקה

NATA

Commission on Synagogue Administration

UNION OF AMERICAN HEBREW CONGREGATIONS—CENTRAL CONFERENCE OF AMERICAN RABBIS
838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100

Myron E. Schoen, F.T.A.
Director

Dr. Harold J. Tragash
Chairman

January 29, 1985

Rabbi Norman D. Hirsh
Temple Beth Am
8015 27th Avenue, N.E.
Seattle, WA 98115

Dear Norman:

In the absence of Rabbi Schindler, I am pleased to be able to clarify what took place at the recent NATA convention in regard to the membership status of non-Jews.

As Norma will attest, I welcomed her from her initial phone call and letter to me (December 1979) and urged her to join NATA's ranks. NATA, in turn, immediately accepted her as a Regular member and she participated fully in their conventions 1983, 1984 and 1985. NATA's constitution states explicitly, (see Article IV, Section 2) that the congregation designates who its Administrator will be and upon so notifying NATA in writing, that individual is eligible to become a Regular member.

It was in connection with a report to NATA's plenary (on the last day of the convention) by the Professional Standards Committee that a resolution was moved and seconded that in the future, Administrators of Reform congregations who were non-Jews would be Courtesy members. This stemmed from Article IV, Section 3 in regard to setting requirements to become a Senior member of NATA. As you know, the resolution was defeated. In any event, the change proposed could only be "advisory" since such a change requires a constitutional amendment. Article XVI, Section 1 of NATA's constitution requires "...that any proposed amendment shall have been communicated to every member at least thirty (30) days prior to the meeting at which it is to be considered". Thus, Norma's status has not changed. She and the others are and will continue to be Regular members of NATA.

While I played no role in initiating this resolution (I'm not a member of NATA), I did make a very brief statement to the plenary. It was not surprising to me that the matter arose since a joint study group of the Commission on Synagogue

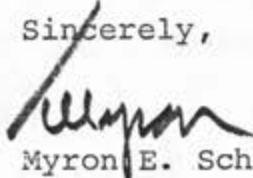
Rabbi Norman D. Hirsh
January 29, 1985
Page Two

Administration and that of Commission on Outreach had wrestled for over two years with the question of the membership status in UAHC congregations of non-Jews. In my memo of August 1984 to all congregations (see enclosed) I shared the results. You will note in Article V, Section 2 that "A non-Jewish spouse shall be considered a member in good standing and welcome to share in the fellowship of the Congregation." However, it goes on to state, "voting privileges and the holding of office in all facets of congregational life, the Board of Trustees, Committees and Congregational meetings shall be reserved to Jews by birth and Jews by choice". In my view there is an analogy in the situation faced by congregations to that which NATA debated. By the way, the debate was not "ugly"; it was intense, since the issue does arouse some emotions. I agree that Norma conducted herself with dignity.

Interestingly enough, Norman, you and I had an exchange of correspondence in July 1972 on the question of the membership status of non-Jews in your congregation. Beth Am resolved a "two year discussion of the matter of the non-Jewish member of the congregation "by extending" all rights except the right to lead a religious service, to serve as an officer or trustee of the congregation, and to vote at congregational meetings". And you conclude your letter of July 5, 1972 with "The previous constitutional provision which allowed the non-Jewish spouse full membership in the congregation does not accord, it seems to me, with either Jewish tradition or common sense." Limiting the role of the non-Jew in the congregation is not "prejudice and insensitivity". Nor, in my view, was it the motive of those NATA members who proposed the resolution that was eventually defeated. Seemingly they were concerned with the future leadership of an organization that plays a significant role in the day to day activities of the American Reform synagogue.

With appreciation for your understanding, I am,

Sincerely,



Myron E. Schoen, F.T.A.

cc: Rabbi Alexander M. Schindler
Leslie Mackoff, President
Norma Dahl, Administrator
Shirley Chernela, F.T.A., President of NATA

MES/mvb

January 28, 1985

Rabbi Norman D. Hirsh
Temple Beth Am
8015 27th Avenue, N.E.
Seattle, WA 98115

Dear Rabbi Hirsh:

As Rabbi Schindler is out-of-the-country, I am writing to acknowledge your letter of January 21. Please be advised that I am asking Myron Schoen to respond. As you know, Myron directs our Office of Synagogue Administration and in that capacity he conveys to NATA the policies of the UAHC. However, you also know that NATA is a professional organization with its own policies, committee structure, etc. The Union does not direct NATA.

Rabbi Schindler was not at the NATA meeting in Philadelphia to which you make reference. Mr. Schoen was present. However, you should know that Rabbi Schindler asked for an investigation and report on what transpired and he is satisfied that the situation did not involve prejudice on the part of NATA and its membership. NATA has a few non-Jewish members and to the best of our knowledge they have always been treated with respect and no differently than members of the Jewish faith.

Be that as it may, Mr. Schoen will be in touch with you and he will also share his response for Rabbi Schindler on his return.

With kindest greetings, I am

Sincerely,

Edith J. Miller
Assistant to the President

cc: Mr. Myron E. Schoen

temple Beth am

8015 27TH AVENUE N.E.
SEATTLE, WASHINGTON 98115

(206) 525-0915



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January 21, 1985

Norman D. Hirsh, Rabbi

Rabbi Alexander Schindler, President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

Dear Alex:

I am deeply disturbed by an event that occurred at the NATA Conference in December in Philadelphia.

My congregation's Temple Administrator is Norma Dahl. She is both a talented administrator and a good person. Norma is a non-Jew, but she is a true friend of the Jewish people.

Last year Mrs. Dahl became a regular member of NATA. She is the only non-Jewish member. At the NATA Conference this year a measure was introduced to reduce non-Jews to the status of courtesy members. Courtesy members are restricted in ways that were not specified within the measure itself. Fortunately this measure was rejected by a vote of 41 - 32.

During this entire ugly episode and debate Norma conducted herself with dignity and honor.

I hope you will convey to the leadership of NATA our dismay, and your own, at this flagrant episode of prejudice and insensitivity.

Our congregation is privileged to have Mrs. Dahl serve as our Temple Administrator. We hope that the leadership of NATA will in the future conduct themselves with a freedom from intolerance which we rightly expect of them.

Hoping this letter finds you, Rhea, and the children well.

Cordially,

Norman D. Hirsh
Rabbi

NDH:ep

cc: Shirley Chernela, President of NATA
Leslie Mackoff, President
Norma Dahl, Administrator

NATA

January 11, 1985

Rabbi Merle E. Singer
Temple Beth El
333 S.W. Fourth Avenue
Boca Raton, FL 33432

Dear Merle:

You say that you "await my reply to this incident." But, you never wrote me before so I am just a little bit puzzled. I did get a copy of your letter to Myron Schoen but as you can well understand, what with scores of letters reaching my desk each day, I cannot possibly answer copies of letters directed to others.

Your letter to Myron Schoen did prompt me to investigate the matter and I asked one of our staff members, Allan Smith, to do so in my behalf. Allan had heard independently regarding this issue from Mel Goldberger and as a consequence, a day or so ago he wrote an extensive letter to the president of your congregation, a copy of which you surely have seen by now, but just in case you haven't, I'm enclosing it herewith.

It certainly satisfied me. You see, when you deal with an organization and at a convention not everything can be carefully controlled, but I'm satisfied that neither Myron or any other representative of the Union did anything that was untoward and that merits censure.

Certainly the representatives of the Union acted in good faith and properly throughout the meetings insisting on the principle that it is up to the congregation and not to NATA to determine who is or is not the administrator of the congregation, and that principle was not at all violated.

NATA, as you know, is an affiliate of the Union and hence has a considerable measure of independence. We certainly have no way of telling them to offer you an apology. Although, on reading the Allan Smith full report I really don't see why an apology is needed. That leadership, too, acted in good faith and cannot predict and totally control the dynamics of a given meeting. And the organization cannot

Rabbi Merle E. Singer
January 11, 1985
Page two

be held responsible for what its individual members say and move in plenary sessions.

I do hope that we can put this matter to rest now.

With fondest regards, I am

Sincerely,

Alexander M. Scindler

Enclosure

cc: Mr. Melvin T. Goldberger
Rabbi Allan Smith

TEMPLE BETH EL

333 S.W. FOURTH AVENUE

Boca Raton, Florida 33432

MERLE E. SINGER, D.H.L.
RABBI

*Let me have
Alex's address
L. Hill.*

January 3rd, 1985

Dear Alex:

I await your reply to this incident. I have to personally tell you that when this matter was discussed at our Executive Board meeting, there were a number of Board members who began to seriously question our continued relationship with the UAHC.

Only when I prevailed upon the Board not to amend the constitution (amend it in such a manner that would not make it mandatory to be a member of the UAHC), was this subject temporarily abandoned.

I look forward to our speaking about this issue at your earliest convenience. I have to tell you that it is continuing to fester here and the sooner that we receive a formal apology from NATA the better.

Cordially,

Merle (JA)

Merle E. Singer
Rabbi

Rabbi Alexander Schindler
U.A.H.C.
838 5th Avenue
New York, N.Y. 10021

TEMPLE BETH EL

333 S.W. FOURTH AVENUE

Boca Raton, Florida 33432

MERLE E. SINGER, D.H.L.
RABBI

January 3, 1985

Dear Myron:

To say that I am distressed by your response to Jim Baer regarding the incident that occurred at the NATA convention, an incident that brought great discomfort to our temple administrator, and I believe, shame to the NATA organization, as well as to the UAHC, is putting it mildly.

I would like to seriously question why your letter totally avoids the issue which is: an amendment that was proposed to the NATA assembly stating that non-Jews who are temple administrators only be accorded a courtesy membership in NATA. I find this amendment a disgrace and I am shocked that such an amendment would have come before your body.

I am pleased that the amendment failed, and I would like a response from you regarding this amendment, a response that would be sent to me and to our president, Jim Baer.

I have to add that our Temple Board was greatly shocked by this action and especially by your letter to Jim Baer which was read to our Executive Board. Your letter omits any reference to the problem at hand.

Cordially,

Merle E. Singer
Rabbi

Mr. Myron E. Schoen, F.T.A.
U.A.H.C.
838 5th Avenue
New York, N.Y. 10021

CC: Rabbi Alexander Schindler

January 8, 1985

Rabbi Merle E. Singer
Temple Beth El
333 S.W. Fourth Avenue
Boca Raton, FL 33432

Dear Merle:

I regret that you and Jim were distressed by my letter of December since I was reciting the events that took place before and during the recent NATA convention as I recalled them. To reiterate, I personally welcomed Mrs. DiFiore when Jim advised me of her appointment and referred her name to NATA's membership chairman. She was promptly accepted as a Regular member of NATA and was warmly welcomed at the officer's reception and at the "First Timers Breakfast".

It was in connection with a report to NATA's plenary (on the last day of the convention) by the Professional Standards Committee that a resolution was moved and seconded that in the future, administrators of Reform congregations who were not Jews would be Courtesy members. Those presently on the roster as Regular members would continue in that category. This resolution was defeated. In addition, a change such as envisioned in the defeated resolution could only be "advisory" since such a change requires a constitutional amendment. Article XVI, Section 1 of NATA's Constitution (see enclosed) requires "...that any proposed amendment shall have been communicated to every member at least thirty (30) days prior to the meeting at which it is to be considered."

I made no reference to this situation in my letter to Jim because the resolution was defeated and the status of Mrs. DiFiore and other non-Jewish administrators has not changed. She and others are and will continue to be Regular members of NATA.

While I did not initiate it (I'm not a member of NATA), that the resolution should come before NATA was not surprising to me since a joint study group of my Commission and that of the Commission on Outreach had wrestled for over two years with the question of the membership status in UAHC congregations of

Rabbi Merle E. Singer
January 8, 1985
Page Two

non-Jews. In my memo of August 1984 to all congregations I shared the results. You will note in Article V, Section 2 of the enclosed that "A non-Jewish spouse shall be considered a member in good standing and welcome to share in the fellowship of the Congregation." However, it goes on to state, "Voting privileges and the holding of office in all facets of congregational life, the Board of Trustees, Committees and Congregational meetings shall be reserved to Jews by birth and Jews by choice.". In my view there is an analogy in the "Suggested Constitution" for NATA and as my letter to Jim Baer indicates I called this to the attention at NATA's plenary.

With appreciation for your understanding, I am,

Sincerely,

Myron E. Schoen, F.T.A.

cc: Mr. James B. Baer
Rabbi Alexander M. Schindler

MES/mvb
Enclosure

PT27200W
X 111000
11/10/85
11/10/85

January 2, 1985

Mr. James Baer, President
Temple Beth El of Boca Raton
333 S.W. 4th Ave.
Boca Raton, FL 33432

Dear Jim:

I have just put in a phone call to you and hope to reach you by this afternoon. I do want to put into writing my findings in regards to the Nata Convention in Philadelphia and the status of non-Jews as members. This morning I met with both Rabbi Schindler and Myron Schoen.

The most important finding was that in regards to membership of any sort and to the certification degree FTA there is no restriction as to religious affiliation. Having said that, there is a history and background discussion or debate which clearly has an effect on the feelings of any non-Jewish member of Nata. What follows is what I consider to be the important background:

1. As you are aware Nata is a professional organization with its own policies, committee, structure, etc. It is not subject to the UAHC in any way.
2. Myron Schoen is Director of the UAHC Department of Synagogue Administration. He is not a member of Nata but ~~serves~~ serves for them as Placement Director. He does convey Union policy to Nata.
3. There are three types of membership in Nata and a degree FTA separate from Nata membership. The memberships are Courtesy Membership (for non-UAHC Congregation Administrators), Regular (UAHC Member congregation Administrators) and Senior Members (explained in #4).
4. The Senior Membership status is the most complicated and the source of our problem. It seems that no member of Nata has ever become an officer who was not a holder of the degree FTA. Some longstanding members ~~wished~~ had to serve on the Board and they did not have the FTA degree. They therefore pushed through a resolution

(OVER)

that a new status be formed, Senior Member, and that all officers be Senior Members. This was in 1977. The question was the Qualifications for Senior Members. This went to a special committee which has been unable to agree on all qualifications. At this past meeting they suggested the following: Three Years in a UARC Congregation, an examination testing their skills, a Jew or Jew by Choice. The first two were agreed upon and voted; the third was rejected. Please note that the issue is not membership or voting membership in Nata. It is Senior Membership or the ability to be an officer. The point is moot however since it was rejected. My understanding is that the debate concerning the issue was heated and involved the full membership. I have been involved in other situations that were quite similar. The question of Temple Membership is the example that comes to mind. The UARC suggested constitution calls for membership to be either a born Jew or Jew by Choice. This came from the Outreach Commission. Here also one of the arguments was, "Can we allow a non-Jew to perhaps become president of the Congregation?". The question has been raised in regards to NPTM Membership and NPTM Membership. Always the answer has been in spirit membership is fine, affiliation is fine, officership (leadership) no. Nata did not take that step probably because of the nature of the profession involving the Administration or Business Operation of a congregation. However, there is a segment of the membership which sees the Administrator's job as touching directly on Life Cycle events and requiring Active Participation of the professional in the process.

5. Myron Schoen's role in the meeting: I have been told that Myron purposely played a very minor role in the discussion and spoke twice. Once it was to inform the membership of the UARC Constitution guidelines and a second time to inform them that the President of Nata is a member of the UARC Board. One might infer from that an implied position. I am not in a position to answer that affirmatively or negatively.

6. In terms of your administrator's reception at the convention: I cannot judge the undercurrents which may exist in the organization itself. I can say that formally it was cordial. I also am aware of a position relationship struck up with a number of the attendees. On balance I would have to say it was a good reception. The discussion and debate had to be uncomfortable. That is and probably always will be a problem within our movement. Conservative and Orthodox congregations will not have the problem. It is only in a Liberal setting where the question of Jewish identity and its ramifications will always be a matter of debate and disagreement. From a personal standpoint, I believe it to be a healthy and not bigoted question. It is honest, sometimes because of the environment of the discussion seemingly insensitive.

(OVER)

Jim, I hope this provides some clarification of what went on. The bottom line really is the result of the process. I have not been able to find anything that should be viewed as personally insulting or out of place in the process. People have very strong opinions on this subject. It is an issue of who we are and how we view that identity.

Wishing you and the family a Happy and Healthy New Year.

Cordially,

Rabbi Allan Smith
Director

cc: Melvin T. Goldberger
Rabbi Alexander Schindler
Myron Schoen

AS/rr

Nota

January 17, 1985

Ms. Fil Di Fiore
Temple Beth El
333 Southwest 4th Avenue
Boca Raton, FL 33432

Dear Fil:

I heard of the untoward incidents at NATA and I understand your chagrin. What transpired should not have happened, although you must know as well from your leadership role in an organizations that no one can fully control what resolutions are introduced and what is said from the floor in reaction to these issues.

Be that as it may, I just want you to know that I am disturbed that you were offended and I want you to know how understanding I am of your sensitivity.

With my warm regards and all good wishes,

Sincerely,

Alexander M. Schindler

cc Jane Bae

Nata

January 2, 1985

Mr. Julian Feldman, Administrator
Washington Hebrew Congregation
3935 Macomb Street, NW
Washington, D.C. 20016

Dear Julian:

Unfortunately Alex has erased his Mid-Atlantic Biennial speech from his word processor and I do not have a copy here at the office. I do regret that I cannot be of help in this connection.

However, I enclose herewith copies of Donald Day's initial call to the Board of Trustees in 1983 and Alex's Presidential Address at the Houston Biennial. I refer you to page 8 which deals with issues of Faith. You should be able to easily make copies of that portion of the Address as well as Don's remarks. I'm sorry that I cannot provide enough copies for your entire Board. We simply cannot do so.

With fondest regards and best wishes for 85', I am

Sincerely,

Edith J. Miller
Assistant to the President

P.S. I'm enclosing for your perusal Alex's November, 1984 Board Address. It does not deal with the theme of Religious Commitment but I think you will find it to be of interest.

NATA

October 26, 1984

Ms. Shirley Chernela, F.T.A.
President, NATA
250 East 79th Street
New York, NY 10021

Dear Shirley:

I'm most grateful for NATA's check of \$3,000.00 covering the subvention of the UAHC's Department of Synagogue Administration for the 1983-84 congregational year.

The "partnership" of NATA with this department has provided a unique service to the congregations of the Reform movement that has benefited all concerned. We are deeply indebted to NATA for its continued support and pledge to do everything possible to strengthen that relationship.

Sincerely,

Myron E. Schoen, F.T.A.

cc: Dr. Harold J. Tragash
Rabbi Alexander M. Schindler

MES/mvb

NATA

November 21, 1983

Ms. Shirley Chernela, F.T.A.
President, NATA
250 East 79th Street
New York, N.Y. 10021

Dear Shirley:

The members of NATA, each and every one of them, were simply superb in assisting us at the UAHC Biennial. We have come to count on them for a multitude of responsibilities and they always come through with flying colors. I simply don't know what we would do without NATA.

Please convey my deepest appreciation to one and all. They serve our movement with devotion and distinction and I write to thank them for the UAHC and for myself personally.

It was also wonderful to spend time with the members of NATA at their convention. I enjoyed it very much and am grateful that we had an opportunity to exchange thoughts and ideas. Everyone greeted me with great warmth and welcome and I am grateful for their kind reception.

With all good wishes and fondest regards, I am

Sincerely,

Alexander M. Schindler



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue, New York, NY 10021 (212) 249-0100



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13018 Skyview Drive
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Rabbi Alexander M. Schindler
UAHC
838 Fifth Avenue
New York, NY 10021

Dear Rabbi Schindler:

On behalf of my NATA colleagues it is my pleasure to express our sincere thanks to you for being with us. It was an important time for all of us to be together and for you to share your ideas and thoughts with us.

It is always very special to be with you. Your friends of NATA were enriched and inspired by your message and all look forward to the time when you'll be with us again.

Personal good wishes for the Hanukkah season.

Sincerely,

Ilene H. Herst, FTA

*Thank them
for all help.*

November 18, 1983

TEMPLE
ADMINISTRATION
ASSISTANCE
PROGRAM
COMMITTEE

NAME	REGION	HOTLINE
Canadian Council	Melville Olsberg, CAM	416-781-9185
Chicago Federation	Ilene H. Herst, FTA	312-924-1234
Great Lakes Council	S. Bernard Lieberman	414-964-4100
Mid-Atlantic Council	Julian Feldman, FTA	202-362-7100
Midwest Council	Mandell S. Winter	303-388-4013
New Jersey-West Hudson Valley Council	Marilyn Asofsky	201-545-6484
New York Federation	Ann Z. Finkelstein	516-487-0900
	Barry E. Kugel, FTA	212-838-5122
Northeast Council	Norman Paul	518-436-9761
Northeast Lakes Council/Detroit Federation	Elayne Conant	216-831-5363
Northern Calif. Council	William B. Nemoyten, FTA	415-341-7701
Pacific Northwest Council	Bernard Feinberg, FSA	206-323-8486
Pacific Southwest Council	Melvin S. Harris, FTA	213-789-9903
	Betty Sheiner	213-987-2616
Pennsylvania Council/Philadelphia Federation	Stanley Brenner	215-627-6747
Southeast Council	Mark R. Jacobson	404-873-1731
South Florida Federation	Samuel P. Goldstein, FTA	305-391-8900
	David Stuart	305-667-6667
Southwest Council	Joseph W. Boston, FTA	901-761-3130

Chairman, Alvin Platt
North Shore Congregation Israel
1185 Sheridan Road, Glencoe, IL 60022
312-835-0724

Myron E. Schoen, FTA, Director
UAHC-CCAR Commission on Synagogue Administration
838 Fifth Avenue, New York, NY 10021
212-249-0100

TAAP..

CAN HELP YOUR CONGREGATION!

A service of the National Association of
Temple Administrators
and the
Commission on Synagogue Administration of
the Union of American Hebrew Congregations-
Central Conference of American Rabbis

TAAP...

TEMPLE ADMINISTRATION ASSISTANCE PROGRAM

This program has been prepared as a service by the National Association of Temple Administrators Congregational Survey Service Committee in conjunction with the Commission on Synagogue Administration of the Union of American Hebrew Congregations-Central Conference of American Rabbis.

We are ready to assist those member congregations of the Union of American Hebrew Congregations without professional temple administrators with any problem relating to administrative, personnel, or fiscal structures.

Use your regional TAAP "hotline" (listed herein) for the name(s) of the panel consultant(s) nearest to you. A person-to-person call will help to establish the nature of your concerns and determine whether a complete consultation is desirable.

If the Board of your synagogue formally requests an on-the-spot congregational consultation, the chairman of the NATA Committee (Temple Administration Assistance Program—TAAP), in cooperation with Myron E. Schoen, F.T.A., UAHC-CCAR liaison, will arrange for a panel member to visit your temple, meet with your officers, board members, rabbis and staff. All information will be held in strictest confidence.

The panel member will recommend such steps as he/she believes will be productive to accomplish the desired goals. He/she will assemble the facts and the conclusion will be rendered to the temple leaders in a written report. The panel member cannot revise your temple's system or structure; he/she can only make recommendations based upon professional experience.

When a congregation requests a personal visitation by a NATA-TAAP panel member, the full cost of travel, lodging, and long distance telephone calls must be borne by the temple.

WE
CAN
HELP
YOU...

Do You Have Questions About

Personnel (maintenance, clerical, volunteer, professional), personnel codes, salaries, benefits, etc.

Office procedures, equipment, employee relations

Board and committee structure—defined areas of responsibility, congregational table of organization

Building supervision, security, maintenance, insurance

Financial structure—accounting and budgeting procedures, borrowing funds, general sources of revenue/fund raising

Programming, community relations, membership solicitation and conservation

Temple bylaws, constitution, administrative structure

1.

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NATA



אחדות
ליהדות
מתקדמת
באמריקה



NATA

September 13, 1983

Mr. Julian Feldman,
Executive Director
Washington Hebrew Congregation
3935 Macomb Street, NW
Washington, D.C. 20016

Dear Julian:

Enclosed herewith is what I trust will be suitable for the preface you requested for the forthcoming "Temple Management Manual." You asked for a brief piece and I believe the enclosed should fit the bill.

Please let me know if you require any additions or deletions.

I look forward to the publication of this much needed manual.

With fondest regards from house to house, I am

Sincerely,

Alexander M. Schindler

cc: Myron Schoen
Henry Fruhauf

Synagogues, if they are to be living institutions, must never be static in their form. They must not be in a state of being. There must always be a becoming, a relentless flowing on. After all, the changes of our society and hence also of the Jewish community are persistent and dramatic. And our institutions, in consequence, must change to meet these changes.

The Reform synagogue has undergone striking transformation since the first Temple Administration manual was published by NATA and the Union of American Hebrew Congregations now nearly two decades ago. The Temple's inner organization has become more fluid. Its substructures -- committees, chavurot, and the like -- tend to form more about communities of interest rather than categories of being. The basic membership makeup has changed what with the rise in the proportion of singles and single parent families. Perhaps most important of all, the barrier between the pulpit and the pew has crumbled and an ever increasing number of members are involved in every area of temple life, not just in those of its realms which a narrow interpretation of the word "administration" suggests.

And so it is, that a new Temple Management Manual is not just a desideratum but a vital need. The volume before us is authored by two of our religious community's foremost leaders whose years of professional service span those two decades of change of which I write. Indeed, they helped to shape the Reform synagogue's response to these outer alterations and thus enabled it to be what it is -- a living institution.

Appropriately enough, this volume is dedicated to the memory of Irving I. Katz, the father of modern Temple Administration. We but build on what he created. Irving was a remarkable man, knowledgeable, ingenious, inspiring, the kind of Jewish civil servant we dream to have. In his service and being, he taught the lesson which all leaders of the synagogue must now internalize: that 'management' is not a sub-function of Temple activity but attains to its essence, that it is only through effective management that the ideal goals of synagogue life can be fulfilled.

Stress importance efficient &
superior management of
Synagogue to accomplish
goals of Movement

a word in tribute to Dr
Katz



WASHINGTON HEBREW CONGREGATION

MACOMBI STREET AT MASSACHUSETTS AVE., N.W., WASHINGTON, D. C. 20016

Julian Feldman,
Executive Director

August 23, 1983

Rabbi Alexander M. Schindler
President
Union of American Hebrew Congregation
838 Fifth Avenue
New York, New York 10021

Dear Alex,

As you know I am the coordinating editor, together with Henry Fruhauf and Myron Schoen, for the forthcoming "Temple Management Manual."

This Manual will be in memory of the late Irving I. Katz and it is being published jointly by NATA and the Commission on Synagogue Administration.

The Manual is now almost complete and we will have a display in Houston where orders will be taken during the Biennial. We are making distribution arrangements through the UAHC Book Department.

The three editors have agreed that you are the appropriate person to write a brief preface for this volume and we would be honored if you would do so. We would like to have it, if possible, by the end of October.

I enclose a copy of the introductory section of the book and the full table of contents. If you would like, Myron can arrange to show you in draft form the rest of the 250 pages that we are currently whipping into final shape.

*Held for after
Wed. day*

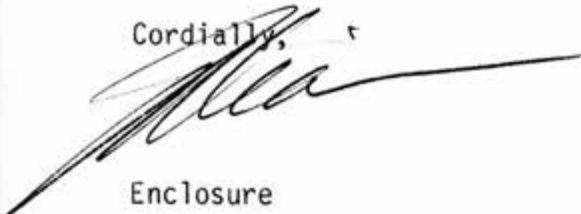
*Ask Myron
what food
should
take*

Letter to Rabbi Schindler
August 23, 1983
Page Two

If you have any questions about the above, please give me a call. Obviously, Myron is ready and available in-house to consult on this, as are both Henry and I.

I hope this finds you and Rhea well. Warm good wishes, in which Nan joins, for a New Year of health, peace and fulfillment.

Cordially,

A handwritten signature in dark ink, appearing to be 'Myron', with a long, sweeping horizontal line extending to the right.

Enclosure

cc: Myron Schoen
Henry Fruhauf

Robert Schneider

TEMPLE MANAGEMENT MANUAL

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ABOUT THE EDITORS

The three editors of this manual bring a wealth of experience with the management problems of Jewish congregations of every size and description. In addition to their professional experience in synagogue administration, which collectively spans more than a century, each of them came to their professional positions after extensive service as involved lay leaders of both small and large congregations and they are therefore in the unique position to observe and evaluate the relevance of management techniques and practices for congregations of every size.

All three were in the first group of administrators to earn the coveted title of "Fellow and Temple Administration" and each of them has been actively identified at both the local and national level with the elevation of synagogue management standards by all synagogue leaders - lay persons, rabbis, and professional administrators.

JULIAN FELDMAN, F.T.A. **Coordinating Editor**

Julian Feldman's career includes experience in business, public relations, government and thirty years of intimate involvement in every aspect of synagogue management. Before coming to the field of synagogue management he worked as a newspaper reporter and in a family business and with the Federal government in a variety of administrative, programming planning ^{and} public relations positions. In 1954 he became executive director of the Washington Hebrew Congregation, the oldest and largest congregation in the Nation's Capital. The congregation include families from the entire greater Washington and metropolitan area and operates two major facilities, the thriving D.C. temple center and school and a thirteen acre Suburban school and youth center. In 1969 Mr. Feldman moved to New York for two and 1/2 years to serve as Director of Resources Planning for the Union of American Hebrew Congregations. During this period Mr. Feldman served as the staff coordinator of the Long Range Planning Committee which produced the milestone study of congregational life and attitudes, "Reform is a Verb," as well as numerous other UAHC committees, including ~~the~~ finance and development of the 1970-71 "Klutznick" Committee, to evaluate the dues structure of the UAHC. *and*

Mr. Feldman is a past president of the National Association of Temple Administrators and of the Synagogue Directors Association of Washington-Baltimore-Richmond. He has served as a lecturer at the American University Center for Church Management and has also lectured on synagogue management at the New York Campus of the Hebrew Union College - Jewish Institute of Religion. He is the author of **Church Purchasing Procedures** published by Prentice Hall in 1964 and **Communications in Public Relations in Our Temples**, a Synagogue Research Survey published by the UAHC - CCAR Commissions on Synagogue Administration in 1967. *y*

Henry Fruhauf, F.T.A.

Henry Fruhauf, Administrative Vice-President of Congregation Emanu-El of the City of New York, has been professionally affiliated with that historic congregation since 1950.

Prior to his synagogue career, Mr. Fruhauf, ^y successively served with a New York bank, the U.S. Treasury Department, and, during World War II, in the Ordnance Department and Air Force.

Besides serving the Reform movement as a member of the Commission on Synagogue Administration and of its Task Force on Electronic Data Processing, Mr. Fruhauf is

Assistant Secretary and a member of the Rabbinical Pension Board.

A past president of the National Association of Temple Administrators, he is a long-time member of the National Association of Church Business Administrators and of the American Cemetery Association.

In the wider Jewish community, Mr. Fruhauf is a member of the National Executive Council of the American Jewish Committee and an honorary vice president of its New York Chapter, as well as a member of the Jewish Communal Affairs Commission.

Mr. Fruhauf is also active in the local New York community, where he has been a Vice Chairman of his Community Council, as well as representative of his congregation to the local Jewish Community Council.

Myron E. Schoen, F.T.A.

Myron E. Schoen has been director of the Commission on Synagogue Administration of the Union of American Hebrew Congregations and the Central Conference of American Rabbis since 1957. He came to this position after serving as executive secretary of the Stephen Wise Free Synagogue in New York City and earlier as assistant to the National Director of the B'nai B'rith Hillel Foundations.

He is the co-author of the book, **Successful Synagogue Administration** (UAHC, 1964) and co-edited **The American Synagogue - a Progress Report** (UAHC, 1958). His column "On The Synagogue Scene" appeared in the **National Jewish Post & Opinion** as well as New York's **Jewish Week**.

A member of the Executive Board of the National Association of Temple Administrators, he serves as secretary to the UAHC-CCAR Board of Certification of Temple Administrators.

Mr. Schoen serves on the editorial board of **Faith & Form**, the quarterly of the Interfaith Forum on Religious, Architecture and the Arts and is on the board of the Interfaith Commission on Family and Economic Life of the American Council of Life Insurance.

N A T A / U A H C TEMPLE MANAGEMENT MANUAL

INTRODUCTION

The art of Temple Management has roots and antecedents that go back almost 2600 years. Throughout these two and one half millenia, the synagogue has evolved into a unique and remarkable institution that has sustained the Jew through every trial and provided the structure within which our people's faith could remain alive and relevant. It has also provided the administrative model for each of Judaism's daughter religions - Islam and Christianity. Without the synagogue to give form and expression to the substance of our religion, it is unlikely that Judaism could have survived to this day. It provided the framework for adapting to the varied needs of changing times and different cultures.

The first synagogues are believed to have appeared before the Babylonian exile, when people of like background, those who came from a particular village in Judea, or who were associated in a common craft or vocation would come together for security, fellowship, mutual comfort and to pray together to their God. One of the synagogue's most distinguishing characteristics - its autonomy - was set very early. From the very beginning, each Kehillah (Community) was self-sufficient and self-governing. The members of each Kehillah comprised the congregation of the local synagogue and the ties which bound them to the Temple in Jerusalem were more symbolic than hierarchical.

Typically, each congregation was governed by a local council, which concerned itself not only with the functioning of the local synagogue center but also maintained control of the secular affairs and social welfare agencies of each community.

Thus, very early in the evolution of the synagogue, it took on its three-faceted character as a "House of Prayer, a House of Study, and a House of Assembly." With the fall of Jerusalem in the year 70 C.E. Jewish communal life in the land of Zion began a 1900-year hiatus. But the structure for Jewish survival was firmly in place, and throughout the diaspora the synagogue was the focal point of Jewish life in each community. There were no longer even symbolic relationships to any central religious authority and the autonomous character of the synagogue became even more pronounced. Spiritual and legal authority now derived, to a considerable degree, from the great Yeshivot, the centers of Jewish learning that sprang up in many parts of the world. The Yeshivot attained great influence among the rabbinic and lay leaders of the Jewish communities. But in each Kehillah it was the rabbi who was truly the spiritual leader of the community. Since he performed no priestly functions, his authority derived primarily from his piety and scholarship, and he seldom exercised any administrative or political functions. It was the lay leaders of the congregation who performed the administrative and political tasks through the administrative entity that had been created in the synagogue.

Until relatively recent times, the synagogue leadership exercised many governmental activities which have since passed over to the jurisdiction of civil authorities everywhere in the world. The Jewish community in many countries became, in effect, self-governing, within certain political limits. It was the central agency for the administration of justice; it provided cemetery space and burial service; it oversaw and administered the hospital, the orphanage and the old age home; it solicited funds for the redemption of captives and provided dowries for brides; it operated slaughter houses and even prisons.

The administrative responsibility for these many and varied functions of the autonomous medieval synagogues was generally concentrated in the hands of lay directors or "parnossim" (functionaries) and "gaboim" (treasurers). These were often elected democratically (if we ignore the absence of female suffrage) or selected by the self-perpetuating, oligarchical elite of many communities. In addition to the lay policy making officials, there were a number of official functionaries - the Rabbi, the Shochet, the Mohel, and the Hazzan.

Originally, these functionaries were not paid. They usually earned their livelihood by being artisans, merchants or professional men; many of them (Maimonides is an example) were physicians and these individuals usually donated their services to the community gratis. However, by the 13th Century, most rabbis were involved full time in their leadership functions and were generally fully supported by the synagogue community.

In the mediaeval Jewish community (Kehillah), the taxing power constituted the chief source of authority over the individual citizen. These taxes were both levied and collected by the synagogue. In addition to community taxes, every Jewish citizen was called upon at least once a year for each of the eleemosynary causes in the orbit of the synagogue structure.

Private "ownership" or "rental" of synagogue pews was universal in the medieval synagogue and this practice provided the capital base for the initial construction and renovation of the synagogue structure. The property rights in pews were real. They could be bought, sold and mortgaged.

When Spanish and Portuguese Jews settled in America more than 300 years ago, they brought with them their synagogue institutions as they knew them in Europe and so did the successive waves of German and East European immigrants. The early American synagogue was generally a carbon copy of its European parent, but the leavening democratic influence of the American community, with its strong emphasis on separation of Church and State, wrought great changes in the American synagogue. It fortified its anti-authoritarian orientation and underlined the independent development of each congregation.

However, as the American community become increasingly structured, most individual congregations could not create independently all the tools and programmatic resources needed to maintain a vibrant structure and to meet the demands of our complex society. This is one reason congregations with similar practices and backgrounds have formed central institutions for the achievement of common educational, social welfare, and program goals and for the creation and support of rabbinical seminaries. Although these organizations, like the Union of American Hebrew Congregations the United Synagogue of America the Hebrew Union College-Jewish Institute of Religion and the Jewish Theologian Seminary are essentially democratically-created associations for mutual self-help and for support of common goals, without any central hierarchical authority, they have come to be increasingly important elements in the support structure of the modern temple and vital to the performance of common functions which no congregation, however large or powerful, could possibly perform by itself.

As the separate community, or Kehillah, disappeared in the highly mobile, tolerant, and democratic atmosphere of America, so did the all-embracing inclusiveness of the central Jewish community. Individual Jews are no longer automatically members of any congregation simply because they were born Jewish. Each family or individual must formally and affirmatively associate with the synagogue as members. As a result, the

modern American synagogue must actively recruit and retain its membership, often in competition with other synagogues. The structural and administrative implications of this fact have been profound.

THRUST AND ORGANIZATION OF THIS MANUAL

To help the reader understand the organization, purpose and thrust of this manual we should perhaps indicate what it is NOT—as well as what it IS.

This Temple Management Manual is NOT a scholarly treatise on administrative or management theory (though such texts are included in the bibliography). It IS a practical guide to the development in each congregation of a policy framework or pattern which has relevance to the particular needs of that congregation and to consistency in management even when leadership changes occur.

It is NOT a treatise on organizational behavior or on behavioral modification. It IS a guide to the identification of those kinds of interpersonal relationships within a congregation which are likely to confront a Temple leader, along with suggestions for channeling these relationships for the benefit of the synagogue as an institution.

It is NOT a textbook for professional synagogue administrators only. It IS intended to be a "nuts-and-bolts" guide which can provide useful clues and aids to any individual—layman, rabbi or professional administrator—for developing solutions to typical day-to-day problems which arise in managing the synagogue, as well as programmatic descriptions, checklists and procedures for insuring that the work of the congregation proceeds in a methodical, efficient and thorough way.

It is NOT an authoritative and firm set of rules for managing a synagogue. It IS a compendium of guidelines, suggestions and examples, garnered from a variety of sources which, over the years, have proven themselves to have validity and relevance. These sources are professional administrators, lay leaders and rabbis of small and large congregations, as well as experts in related fields in the business, technical and professional world.

This manual is NOT a definitive, static document — neither the first nor the last word on how to manage a congregation. It IS intended to be a constantly changing and developing storehouse of the latest techniques, facts and concepts which can help in the administration of synagogues. It is designed to be timely, relevant and customized for the needs of each user and for each synagogue. This is why it is being published in a loose-leaf configuration to permit additions, changes and customizing by each user.

We hope it is flexible enough to serve the leaders of both large and small congregations, as well as those in between. Each section has a short overview of the subject matter by a qualified person who has had "hands on" experience in that aspect of temple leadership and management. Each section contains new materials written specially for this manual, as well as relevant material drawn from classics in the field of synagogue administration. Each section also includes case studies, where available, and appropriate forms and outlines, as well as reference to other sources for additional material on this subject. The materials which have been included are at various levels of sophistication and it is hoped that each user of this manual will find materials and aids that are appropriate for dealing with the nature and complexity of the problem with which he or she is faced.

We have leaned heavily on the prolific writings of the late Irving I. Katz, the research of

Dr. Max Feder and other recognized practitioners, and the keen perspicacity of outstanding lay leaders in the field of synagogue administration.

In the process, we have not hesitated to draw on earlier authoritative works where relevant and we have incorporated some materials from Successful Synagogue Administration (UAHC 1963), the pioneering practical guide for synagogue leaders which was co-authored by Irving I. Katz with Myron E. Schoen. We have borrowed liberally from Irving Katz's manuscripts of lectures delivered by him to student rabbis, regional and national conclaves of lay leaders, and to his fellow temple administrators to whom he was mentor and goad; various synagogue research studies of the UAHC-CCAR-NATA Commission on Synagogue Administration as interpreted by Max Feder, Henry Fruhauf, Julian Feldman, Walter Baron and others; relevant publications of various business and industrial organizations which have been found to be helpful in the field of synagogue administration.

The Philosophical Framework of Temple Administration

Like other community institutions, the synagogue reflects the patterns of the society in which it operates. At its best, a religious institution can infuse society with the divine spirit and moral wisdom, but if it does not speak the idiom of the people and organize itself into a recognizable structural reflection of the society in which it exists, it cannot bring this influence to bear.

Just as the synagogue does not operate in a vacuum, fulfilling its functions in a highly structured society, this publication must draw heavily from the many disciplines which affect institutional operations. Even if we wanted to invent totally new and different means of achieving each of the synagogue's goals, it probably would not be possible to do so. Each of us is conditioned by his or her experience and education, and this influences the way we administer the congregation's affairs. It then becomes our task to select the best of all that is available to us, to utilize only those techniques which appear most suitable to the enterprise, and modify, where we can, for optimum results.

In this manual we have attempted to present management models that most temples will find useful. To the extent that they are applicable, we have drawn selectively upon tested principals and procedures used by business and industry. This is appropriate because the primacy of the synagogue's function entitles it to be the beneficiary of every secular management device, tool, technique or experience that it can use productively in carrying out its mission.

~~Just as~~ commercial enterprises are based on a philosophy of profit, ^{but} the life of the congregation is philosophically based. Today's modern, complex, multi-faceted synagogue does not operate with a single philosophy, however. In serving as the "House of Prayer," it embraces the theology of our heritage. In serving as the "House of Study," we find a meld of many philosophies, from which we must extract the best and most relevant. It is, however, as the "House of Assembly," that administration is most concerned, and here too there are many philosophical doctrines from which to draw. We lean heavily on sociology for the dynamics of interpersonal relationships. We draw, almost daily, on the current economic theories. We watch with bated breath each new development in the electronic sciences, anxiously awaiting the one which will, inexpensively, fulfill all our requirements. We attempt to copy — only the best, of course — the latest concepts in communications. Each of these disciplines can help us serve our constituents better.

However, effective organizational management is not an end in itself. For us, the primary purpose and the ultimate justification for any administrative procedure or policy

is the advancement of the goals of the temple, which stress response to human spiritual needs, often in crisis and emotionally charged life-cycle situations. The active participation of people in the process of serving their own needs and desires is an integral part of the process of Temple Administration and is in fact one of its primary goals.

Some managerial controls and procedures that are used successfully in large businesses are not necessarily suitable, because the purposes, objectives and goals of the temple often differ from those of commercial enterprises. In a commercial enterprise—even some non-profit enterprises—the goals can be explicitly stated in quantitative terms, i.e., profits, sales growth and service rates. Though such quantified indices are useful in measuring the success and progress of many synagogue activities, much of the Temple's work must be evaluated in more subjective, qualitative terms related to spiritual growth and moral values. Failure to understand these difference causes needless frustration to many lay leaders.

Academia has long since abandoned its ivory tower, and in the administration of the congregation, we must benefit from basic research and scholarly interpretation, or we are untrue to our centuries-old tradition of respect for scholarship. The concepts of synagogue administration cannot, and do not, remain static.

In today's complex societal structure we have witnessed a proliferation of non-profit organizations and institutions devoted to the betterment of mankind. We would be truly foolish to ignore the advances made in the operation of such institutions and it behooves us to utilize what has been so thoroughly researched and documented in the efforts by such organizations to improve delivery of services to our community.

Despite the difficulties in translating to the synagogue the techniques of "business," we would ignore them at our own peril. Here, again, our task becomes one of choosing those processes which are suitable and adapting the "good" elements, while leaving behind the "bad" ones.

If any one rule is to be observed in making use of the resources outside the synagogue, it is that we must **never** forget who we are and what we are.

11/21

October 2, 1967

Rabbi A.M. Schindler

Myron E. Schoen

NATA Nominations

Please let me know when they are elected so that I can send
them a congratulatory note.

MEMORANDUM

Date September 29, 1967

From Myron E. Scheen

To Rabbi Maurice N. Eisendrath

Copy for information of Rabbi Alexander Schindler, Al Vorspan, Theodore Breido and Alfred Mackler

Subject NATA Nominations

The NATA's Nominating Committee, under Frank Adler, has come in with its slate of officers for 1967-69 and I share the results as well as my satisfaction with the results (which I think you will share). Heading the list is Julian Feldman for president and I don't think I have to tell you about his capabilities and my close working and personal relationship with him. The others are:

- 1) Bernard Lepoff, F.T.A., Temple Judea, Skokie, Ill. will be 1st V.P. - I placed him in this position after long years in the Jewish Center field. He is a hard working, clear-thinking chap who has been most cooperative. He did a superb job in San Francisco as a speaker at my workshop on temple finance.
- 2) David Mitchell, F.T.A., of Keneseth Israel in Philadelphia will be 2nd V.P. -- I placed him in first job in Tuscon, got him a better job in San Diego and then he got the "call" from Philadelphia where his family has long been associated. He is a warm supporter of the UAHC.
- 3) Frank Simons, F.T.A., Temple Israel, Detroit is slated to be Treasurer. Frank came out of the Detroit Anglo-Jewish newspaper. He is a sweet, quiet worker who has been most cooperative with my office.
- 4) Sidney L. Scher, F.T.A., of Cheb Shalom in Baltimore will be Administrative Secretary. Sid is a "protegee" of Sam Fox and shares some of Sam's enthusiasm and interest in the UAHC and its regional program. I have been close to him and his family during the six years he has been in the field.

I think that with this crew we will see progress in the NATA program and a close support of the UAHC and its objectives.

November 21, 1967

Mr. Julian Feldman, F.T.A.
Washington Hebrew Congregation
3935 Macomb Street N.W.
Washington, D.C. 20016

Dear Julian,

My heartfelt congratulations on your assumption to the presidency of NATA. We are all exceedingly pleased, not only for NATA's sake but for ours as well, because we sense in your words and in your deeds a spirit of devotion to the cause which bind us all.

It was good to see you in Montreal. You certainly rendered yeoman service -- you and your colleagues of NATA. I hope you will convey our gratitude to them.

I personally look forward to the closer association which your election to the presidency of NATA will offer. Please let me know when next you come to New York. Hopefully we will find the time to be together -- not for any particular reason, just to shmooze.

Fond good wishes.

Cordially,

Rabbi Alexander M. Schindler
Vice President

AMS/w

November 21, 1967

Mr. Sidney L. Scher, F.T.A.
Congregation Oheb Shalom
7310 Park Heights Avenue
Baltimore, Maryland 21208

Dear Sidney,

I want to offer you my sincere congratulations upon your election as Administrative Secretary of NATA.

We have every reason to be proud and pleased, knowing of the fine qualities of heart and mind you will bring to your and our work.

I look forward to working with you.

Cordially,

Rabbi Alexander M. Schindler
Vice President

AMS/w

November 21, 1967

Mr. Frank L. Simons, F.T.A.
Temple Israel
17400 Manderson Road
Detroit, Michigan 48203

Dear Frank,

My sincere congratulations to you upon your election as
treasurer of NATA.

We have every reason to be proud and pleased at your
election, knowing of the many fine qualities you will
bring to your and our work.

I look forward to working with you.

Cordially,

Rabbi Alexander M. Schindler
Vice President

AMS/w

November 21, 1967

Mr. David I. Mitchell, F.T.A.
Reform Cong. Keneseth Israel
Old York Road & Township Line
Elkins Park, Philadelphia, Pa. 19117

Dear David,

I am happy to send you my sincere congratulations upon your election to the Second Vice Presidency of NATA.

We certainly have every reason to be proud and pleased at your election, knowing of the many fine qualities you will bring to our mutual sacred cause.

I look forward to working with you.

Cordially,

Rabbi Alexander M. Schindler
Vice President

AMS/w

November 21, 1967

Mr. Bernard Lepoff, F.T.A.
Temple Judea
8610 Niles Center Road
Skokie, Illinois 60077

Dear Bernard,

My heartfelt congratulations to you on your election to
the First Vice Presidency of NATA.

We have every reason to be proud of your election even
as we have reason to be pleased, knowing of the many fine
qualities you will bring to your and our work.

It will be good to work with you.

Cordially,

Rabbi Alexander M. Schindler
Vice President

AMS/w

June 4, 1971

NATA
Rabbi Alexander M. Schindler

Joshua M. Dwork - CONFIDENTIAL

I assume you are aware of this. Are we getting any administrative return for this? Maybe you can squeeze out a few pennies?

MEMORANDUM

June 2, 1971

Date _____

Myron E. Schoen

From _____

Fred Cohen, Accounting

To _____

Rabbis Eisendrath and Schindler

Copy for information of _____

Demonstration Project - Synagogue Administration

Subject _____

This will confirm our meeting in regard to the enclosed check from the Institute of Life Insurance in the amount of \$2,000. With the proceeds of this check, will you establish an account headed "Demonstration Project - Synagogue Administration." From time to time there will be expenditures in connection with the "Retirement Planning Institute" that will be commencing in the Fall at and in conjunction with the Stephen Wise Free Synagogue in New York City and I will make "withdrawals" by memo.

No disbursements from or charges against this account without my approval, please, for as the letter of transmittal indicates, I will have to render "a financial accounting at the end of the calendar year."

I anticipate a like grant from the Life Institute at the beginning of 1972.

MEMORANDUM

file NATA

C O N F I D E N T I A L

Date November 9, 1970

From Myron E. Schoen

To Rabbi Maurice N. Eisendrath

Copy for information of Rabbi Alexander M. Schindler

Subject NATA Convention in St. Louis

There was genuine regret and concern that illness kept you from key-noting the NATA convention. The NATA leadership had so long looked forward to having you with them when you were not hurried and harried by UAHC Biennial concerns. They were disappointed, but I must advise you that Bob Marx and Harold Dubinsky were superb in filling the gap. Harold spoke briefly, bringing greetings from the UAHC Board and then Bob spoke eloquently and challengingly on what the 70's had in store for the synagogue and the Reform movement.

First let me report on the general tenor of the convention and how it impinges on the UAHC. There was a subdued mood among the veterans and neophytes alike. All reflect that the halcyon days are past and they express anxiety as to the financial stability of their individual temples. Surprisingly, there seemed to be a fair amount of acceptance of the presentation made by Chuck Mintz on MUM and the future of RJA. The former will pose no problems with my colleagues, but we must anticipate some sharp budget manipulating on their part to limit our increased income from dues. Chuck urged the "tack on" and a few NATA members stood up to bear witness that it worked for them. On RJA, he got but one "back talk" - from Vig Kavalier, Rodef Shalom, Pittsburgh, with an accusation that we were still not revealing enough information to warrant the request for additional funds.

Julian spoke about how his work relates to the future of the movement and its congregations, but here the reaction I got (solicited and unsolicited) was negative. They don't "feel" the implications of the Long Range Planning program and the UAHC's efforts to secure additional income and resources (not unexpected, since they are temple-oriented). However, I was most concerned by their reaction to the travel program. Many

revealed that they had already in motion (or had taken) similar steps. Several who had not, asked, "Why do we need the Union for this? Our travel man can get us anything you can get."

The "business" sessions of the convention were routine to the point of bringing sharp comments such as, "Why do we have to be bored by hearing reports. They should be mimeographed and distributed." This led to the elimination of the last of the three scheduled plenary sessions. The reasons for this?

1) With the exception of Dave Mitchell, the present officers are colorless and not really activists. The president, Bernie Lepoff, not only lacks color and a sense of mission, but switched jobs in mid-year and acknowledged publicly on several occasions that had I not taken the initiative, little or nothing would have been accomplished.

2) The members feel the "crunch" on the home front and are impatient with "business as usual."

Attendance at the several workshops was very good and this may be attributed to three things. First, the lack of attractions (tourist variety) in St. Louis. Second, many men came without wives (financial reasons, I presume) and there was a good program for the few women-folk who came along. Third, the expressed need to "huddle" together and learn what could be done in light of the disquietude abroad. I was apprehensive that the general nature of the theme (A Decade for Introspection) would lead to dull sessions. Surprisingly, I was wrong and here are some of the highlights:

1) Undoubtedly, the most popular with my colleagues was the one on "Developing Self-Awareness." Each registrant pre-filed a management test. Dr. Milton M. Schwartz of Rutgers then devoted two hours to an exposition of the general results for the entire group and conducted 15 minute sessions for each individual who wished an evaluation and discussion of his own results. This experiment cost the NATA \$500.

2) Second in popularity was the presentation by Gerald Bubis of the HUC School of Communal Service on "Educational Opportunities for Jewish Professionals." His paper was a prophecy on the future makeup of the

American Jewish Community and its implications for the temples and their administrators.

3) Third, was my session on "Personnel Practices in Our Congregations." It was a member only, informal, brief presentation followed by a question and answer format. The men knew that two large congregations have dispensed with Administrators and that the number inquiring about Educator-Administrator (or vice-versa) is on the increase. There was a brief flurry of "get tough" talk (a la craft union) but sober heads prevailed and it ended in a vote of confidence in my handling of placement for NATA (now in its 9th year).

4) A paper on the extension of EDP's role in the synagogue office, the new tax laws, endowments and budgeting, was well done. Two surprises in areas that could have been prosaic. Buddy Lieberman of Temple Israel, Dayton, utilized slides to illustrate what steps could be taken to "Improving the Temple's Public Relations Image" (I will discuss this with our P. R. department). Women's Lib entered the arena too. Alice Engel, Temple Israel, Long Beach, Calif., utilized some of the jargon and ideas in her paper, "The Woman's Role in Administration."

Gerry Burg was much in evidence but in the end, his posturing and wild comments earned him mostly rejection. Dave Mitchell was the most creative, but his failure to do his "homework" before arriving in St. Louis resulted in only marks for effort rather than accomplishment. With two of the officers in L. A., two in the Chicago-Detroit area, it is difficult to get any team action on new programs and ideas. There was only one late night session of the leadership resulting from Gerry Burg's demand that the membership sections of the NATA constitution be re-drawn to distinguish between "professionals" like himself and the many who are mere office managers and rabbis' secretaries (approximately 50 in number). I pointed out that it was NATA's and my Commission's job to raise the level of their competence rather than to exclude them (even if the UAHC would countenance such a step). I also noted that the UAHC, the CCAR and NATA had initiated a Certification program to provide the very distinction he was seeking and that he had not cooperated with the program (he filed, began the exams and then tossed in the sponge). When he saw that he had little or no support from the Administrative Committee, he stamped out of the room before a vote could be taken.

Rabbi Maurice N. Eisendrath

-4-

November 9, 1970

The 1971 Program Committee is taking the necessary steps to schedule in accordance with the revised dates of the UAHC Biennial. In 1972 they expect to go to New Orleans and there is much talk of holding a future convention in Jerusalem. "If the Educators can do it, why can't we"?

To sum up, not as bad as I feared, but not as good as I would have liked it to be. I will have to work harder to get the leadership on the move.

Wap

MEMORANDUM

CONFIDENTIALDate June 21, 1968From Myron E. SchoenTo Rabbi Alexander Schindler

Copy for information of _____

Subject Letter from Harold Dubinsky

Thank you for sharing the above with me. Now I know the reason for your request for copies of the material stemming from the NATA's Committee on Professional Training headed by Dr. Max Feder. I will share Harold's comments with Max's committee and shall keep you informed of all future developments.

Harold and I have been discussing this question for more than five years and it has its origin in the situation he faces at Temple Israel of St. Louis. Temple Israel's administrator, Michael Fadem (more than 70 years of age) never received more than a minimal salary during his more than 25 years with that temple. Five years ago when I was in St. Louis, I met with Harold in my capacity as Administrator of the NATA Placement Service and discussed with him the temple's intention to retire Mike Fadem. That retirement has been put off from year to year because the temple did not have a retirement plan for him, plus the fact that Harold wanted a top Administrator (he cited a man like Frank Adler). When I advised him that men like Frank were making \$18,000 dollars a year or more, his response was "that's more than we pay the Rabbi". I told him that I thought I could get a younger man with experience for about \$15,000. Since he continues to bring up this subject every time we meet but there has been no specific action by the temple Board to retire Mike Fadem and engage a new Administrator, it is obvious to me that either he and/or the leadership of Temple Israel are out hunting for a bargain.

While on the surface there seems some merit to his suggestion for a correspondence course or a brief summer session to train temple administrators, he is oversimplifying the problem. For one, how many college graduates could we attract in today's job market unless we had a guarantee that there would be good paying jobs with a good future at the end of the session? College graduates, even from a school of business administration, have no difficulty in securing positions with top rate commercial organizations in accounting, management, EDP, sales, etc. You have got to pinpoint early in their academic careers those who are interested in Judaism, the Jewish people, and the Jewish community. For some it will come naturally because of their background before entering college. That is the primary goal of the several academic curricula that the NATA committee has been propounding. We think that if a young man or woman in college gets some of his Jewish education on an adult level and also has a good primary acquaintanceship with psychology and group dynamics, he becomes a prospect for a career in temple administration. In this advanced technological era a mere degree from a school of business administration puts the individual a few notches above the top flight bookkeeper or office manager.

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS

An affiliate of the

UNION OF AMERICAN HEBREW CONGREGATIONS

C O N S T I T U T I O N

As Amended & Adopted
by the
32nd Annual Convention
on
November 5, 1973

- Section 4. A professional whose employment or service is related to synagogue or church administration or to the administration of synagogue or church-related institution or to the teaching of synagogue or church administration or to the administration of a communal agency and who does not meet the requirements under Sections 2, 3, 6 and 7 of this Article may be recommended for Courtesy Membership by the Membership Committee to the Executive Board. The Executive Board may grant such status, and such a person may thereupon become a Courtesy Member, upon the payment of dues as provided in Article VII.
- Section 5. The Association may elect to Honorary Membership any person it sees fit to so honor. Honorary members shall have no vote in the Association and may not be named nor elected as Officers or Executive Board Members. Only Regular members may be Officers and Executive Board Members.
- Section 6. All persons accepted as Regular, Associate or Courtesy Members from and after July 1, 1958 may hold such membership only so long as they continue to meet the respective qualifications set out in Sections 2, 3, 4 and 7 of this Article.
- Section 7. Retired, semi-retired or emeritus Regular members may continue their membership in the Association at their option, upon payment of dues as provided for in Article VII. They shall be accorded all privileges of Regular membership so long as they are not engaged in full-time employment in another profession or field of endeavor.
- Section 8. Any person holding Ex-officio membership on the Executive Board, as hereinafter provided, shall be deemed to be an Ex-officio Member of the Association with all privileges of membership including the right to serve on committees, except the right to vote or to hold office. Ex-officio Members of the Association shall not be required to pay any dues.
- Section 9. Only Regular members may be Officers and Executive Board Members and may participate in the NATA-Rabbinical Pension Board Pension Plan. The provision of SECTION 7 above shall apply as regards retired, semi-retired or emeritus Regular members.

ARTICLE V - MEETINGS

- Section 1. Meetings of the Association shall take place at least biennially in odd-numbered years; said meetings are hereinafter referred to as "Biennial(s)" or "Biennial Meeting(s)" and shall be held at such time and place as the Executive Board shall determine. In the alternate (even-numbered) years the Association shall hold Conventions and/or Workshops, hereinafter referred to as "Meeting(s)" at which all business of the Association may be conducted except that of elections (see Article VIII, Section 2; Article XIII, Section 1 and 2). Such meetings shall be held at such time and place as shall be determined by the Executive Board.

Section 2. Special meetings of the Association may be called by the President. A Special Meeting must be called by the President at the order of a majority of the Executive Board and/or if requested by registered mail by twenty-five (25) or more members in good standing addressed to the President. The business of Special Meetings shall be limited to the purpose or purposes stated by the President in his call for the meeting and/or the purpose or purposes stated in the motion carried by the majority vote of the Executive Board and/or the purpose or purposes as contained in the request of twenty-five (25) or more members as herein provided. Notice of such Special Meetings shall be mailed to the Members within three (3) days after the President has received notice of the Executive Board vote and/or the twenty-fifth member request as herein provided. Such Special Meetings shall be scheduled for a place convenient to the greatest number of members and no sooner than fifteen (15) days nor later than forty-five (45) days from the date of issuing the call.

ARTICLE VI - VOTING

- Section 1. Voting powers shall be vested in Regular Members only.
- Section 2. No member whose dues are one (1) year or more in arrears may vote.
- Section 3. Should a situation develop upon which the President deems it necessary to have a vote of the membership before its next meeting, he may take a vote of the membership by mail (Article VI, Sections 4, 5, 6, 7 and 8).
- Section 4. The President must take a vote of the membership by mail if so requested by a majority of the Executive Board and/or if he receives such a request by registered mail from twenty-five (25) members (exception: Article XV, Section 3).
- Section 5. All mail ballots shall be addressed by the President to the last known address of each member (Article XI, Section 5, 3rd sentence) with a stamped return envelope enclosed, addressed to the President; ballots shall not bear the name of the voter. All ballots must be mailed to the membership on the same day and must clearly state the question or questions to be voted upon.
- Section 6. All ballots received by return mail postmarked within thirty (3) days from the postmarked date of mailing the ballots shall be counted; all returned ballots bearing a later postmarked date shall be void. The returned ballots must not be opened until the said thirty (30) day period has elapsed and must be opened within one (1) week thereafter, after which the President and/or the Administrative Committee (Article IX) and/or the Executive Board must take immediate action to implement the majority vote.
- Section 7. Results of all mail ballots may be announced by mail but must be announced at the next meeting of the Association and become a part of the minutes of that meeting.

Section 8. A majority vote of the Association, either in meeting assembled or by mail, shall be final and must be so implemented and neither an Officer nor the Executive Board nor the Administrative Committee may over-ride a majority vote of the Association.

ARTICLE VII - DUES

- Section 1. Dues shall be set by the membership at each Biennial Meeting.
- Section 2. Dues become payable upon election to any class of membership and the initial payment shall cover that part of the year in which the member or associate is elected. Dues will be pro rated. No resignation may be accepted unless all current and arrear dues are paid in full.
- Section 3. Retired, semi-retired or emeritus Regular members shall pay either the minimum Regular membership dues, or, at their individual discretion, the Regular dues scale applicable to their respective congregations.
- Section 4. "Annually" as used in this Article VII shall apply to the civil calendar year from and after January 1, 1963.
- Section 5. Any member, associate member or courtesy member whose dues are one (1) year or more in arrears shall be considered to have terminated his or her membership and shall thereafter not be entitled to any privileges.
- Section 6. These dues shall entitle members to a copy of all publications of the Association.

ARTICLE VIII - OFFICERS

- Section 1. The Officers of this Association shall be President, First Vice-President, Second Vice-President, Administrative Secretary and Treasurer.
- Section 2. All Officers shall be elected by the Association at Biennial Meetings (Article V, Section 1; Article VI, Section 1 and 2). Officers so elected shall take office immediately after said election.
- Section 3. Officers shall be elected for a term of two (2) years (see Article VIII, Section 7).
- Section 4. No Officer may be re-elected to the same Office more than once.
- Section 5. In the event a Biennial Meeting of the Association is postponed or cancelled (Article V, Section 1) the term of Officers shall be automatically lengthened until the next Biennial Meeting.
- Section 6. The term "two years" as used in Article VIII, Section 3, shall mean that period between one Biennial and the next Biennial thereafter.

ARTICLE IX - ADMINISTRATIVE COMMITTEE

The Administrative Committee shall consist of the Officers of the Association (Article VIII, Section 1), and the immediate Past President of the Association.

The Administrative Committee shall implement the decisions of the Board and/or the Association.

The President shall preside at all meetings of the Administrative Committee and shall call such meetings at his discretion.

ARTICLE X - EXECUTIVE BOARD

Section 1. The Executive Board (hereinafter referred to as the "Board") shall have charge, control, direction and management of the affairs of the Association. Actions of the Board shall be subject to review by the Association.

Section 2. The Board shall be composed of the five (5) Officers of the Association (Article VIII, Section 1), seventeen (17) members elected by the Association, in the manner hereinafter provided (Article XIII), for a period of four (4) years, Past President (Article X, Section 4), Honorary Board members (Article X, Section 9) and Ex-officio members (Article XX, Section 3).

Section 3. No Board Member who has been elected to a full term shall be eligible for re-election as a Board Member in the same year his term expires.

Section 4. At the expiration of his term or terms (Article VIII, Sections 2, 3 and 4) the outgoing President shall continue as a member of the Board, with full voting powers, for four (4) years, provided he remains as a Regular member of the Association.

Section 5. Article X, Section 3 shall not be construed as barring a Board member from being elected at any time as an Officer. If he should be elected to an Office (Article VIII, Section 1), during his term as a Board Member, that Board position must be deemed vacant and another member of the Association appointed to fill this vacancy as hereinafter provided.

Section 6. Within thirty days after being informed of any vacancy on the Executive Board (except that of a Past-President) the President must appoint a member of the Association to fill the unexpired term of the vacating member of the Board. Such interim appointment shall not count against eligibility for election under Article VIII and Article X, Section 3.

Section 7. If it is not possible for the Executive Board to meet during the interval between meetings, its business may, at the discretion of the President, be conducted by mail, a summary of this correspondence then is to become a part of the Minutes of the Board, to be read at the next Regular Meeting of the Association.

- Section 8. Upon written request of a majority of the members of the Board, the President must call a meeting of the Board under the same time and place rules as provided in Article V, Section 2, last sentence. Upon written request of a majority of the Board members, the President must take a vote by mail under the same rules as apply to the membership (Article VI, Sections 4, 5, 6, 7 and 8) except that the words "Member of the Board" shall be read into every place in Article VI where the word "member" or "membership" appears.
- Section 9. The Association may elect to Honorary Board membership those of its Regular members who comply with Article IV, Sections 2 and 6 of this Constitution; such Honorary Board members to have a voice and a vote on the Executive Board.

ARTICLE XI - DUTIES OF OFFICERS

- Section 1. The President shall preside at all meetings of the Association, of the Board and of the Administrative Committee. He shall appoint all committees, shall call meetings and send out ballots by mail in accordance with this Constitution, and shall do all things usual and ordinary to the duties of a President. He may delegate to either of the Vice-Presidents the responsibility for the functioning of any committee of the Association.
- Section 2. The First Vice-President shall perform all the duties of the President in case of the latter's absence or disability and shall assume such other functions as may be delegated to him by the President, provided such functions are not in violation of any other provision of this Constitution.
- Section 3. The Second Vice-President shall perform all the duties of the President in the case of the absence or the disability of the President and the First Vice-President and shall assume such other functions as may be delegated to him by the President, provided such functions are not in violation of any other provision of this Constitution.
- Section 4. Should the office of the President become vacant for any reason during his term of office, the First Vice-President shall automatically become President and assume all duties pertaining to that office; the Second Vice-President shall become First Vice-President, and they shall so remain until the next Biennial Meeting of the Association. Should the office of First Vice-President become vacant for any reason during his term of office, the second Vice-President shall automatically become First Vice-President and assume all duties pertaining to that office. Such interim periods shall not be counted as a "term" under Article VIII, Section 4.
- Section 5. The Administrative Secretary shall keep the minutes of the proceedings of all meetings of the Association, the Executive Board and the Administrative Committee, and report these proceedings at the proper times. He shall keep the vital statistics, and such other documents and papers as are essential to the management of the Association. He shall conduct all the correspondence of the Association and shall notify the members of all regular and special meetings in the manner provided.

Section 6. The Treasurer shall bill and collect dues and have charge of all the funds of the Association and shall disburse them in accordance with the budget as approved by the Board. He shall furnish a financial statement to the Board and to the Association at its regular meetings, said statement to cover the period between meetings of the Association. He shall keep the membership rolls and shall submit to the President, upon request, the official roster of the membership. Any two officers may sign checks drawn on the funds of the Association.

Section 7. Should the office of Second Vice-President, Administrative Secretary or Treasurer become vacant for any reason during their respective terms of office, the President, within thirty (30) days thereafter, shall appoint a member of the Board to fill the unexpired term. Such interim period shall not be counted as a "term" under Article VIII, Section 4.

ARTICLE XII - COMMITTEES

Section 1. The President shall appoint the committees provided for in this Constitution and such other committees as he may deem necessary, or as he may be directed by the Board.

Section 2. The Standing Committees shall serve until the following biennial appointments. A report of all committees shall be rendered at each Biennial Meeting.

Section 3. The President shall be an ex-officio member of every committee, except the Nominating Committee (Article XIII, Section 1).

ARTICLE XIII - ELECTIONS

Section 1. A Nominating Committee of five (5) members shall be constituted not less than sixty (60) days before each Biennial for the purpose of nominating candidates for officers and Board membership.

The Nominating Committee shall be constituted as follows:

a) Two (2) members who are not officers or Board Members shall be elected from the regular membership at large by those in attendance and voting at the preceding Convention and Conference Workshop.

b) Three (3) members shall be appointed by the President from among a slate recommended by the Officers of the Association.

The recommendation of the Nominating Committee shall be communicated to every member by mail not less than thirty (30) days in advance of the Biennial. Any twenty-five (25) members may submit additional nominations to the Chairman of the Committee not less than ten (10) days in advance of the Biennial. The Nominating Committee shall report to the Biennial the names of all nominees, with its recommendations.

- Section 2. The two-year term to which Officers shall be elected shall be in accordance with Article VIII, Sections 3, 4, 6 and 7 of this Constitution. As the four-year terms of Board Members (Article X, Sections 2 and 3) were staggered (nine elected at one Biennial Meeting and the other eight elected at the next Biennial) at the time of the adoption of this Constitution, this staggered method shall be continued, the proper number to be nominated and elected to fill the expiring terms at the adoption of this Constitution and the alternate numbers nominated and elected at the following Biennial.
- Section 3. Interim appointment shall not make that member ineligible for election by the Association at the expiration of the interim term.
- Section 4. The term "four years" as used in Article XIII, Section 2 and Article X, Section 2, shall mean that period between two Biennial Meetings occurring quadrennially.

ARTICLE XIV - REGIONAL AND METROPOLITAN CHAPTERS

- Section 1. The Board shall have the power to grant to any group of three (3) or more members a charter as a Regional or Metropolitan Chapter. Each such Chapter shall abide by the following rules:
- a. Officers of a Chapter must be Regular members of the Association.
 - b. Membership in a Chapter need not be limited to members of the Association.
 - c. No Constitution, By-Laws, Regulations or Rules of Procedure or Operations shall be enacted by a Chapter unless and until they have been approved by the Board of the Association.
 - d. Dues set by each Chapter under its approved rules shall remain the property of the Chapter. No accounting shall be required by the Board of the Association, unless a petition be filed with it by a majority of the members of the Chapter.
 - e. No member or group of members may use the name "National Association of Temple Administrators," the initials "NATA" or any variant thereof, nor utilize any logotype or distinctive emblem or design in use by the Association, unless authorized so to do by the Board of the Association.
 - f. No Chapter may adopt any policies or make any pronouncements in conflict with this Constitution and/or decisions adopted by the Association or its Board.
 - g. This Article shall take effect at the close of the Regular Meeting of the Association to be held in 1965.

ARTICLE XV - ORDER OF BUSINESS

The conduct of meetings and affairs of this Association shall be in accordance with good parliamentary procedure. Where no specific designation is made herein for procedure and practice, it shall be in accordance with the latest revised Robert's "Rules of Order."

ARTICLE XVI - AMENDMENTS

- Section 1. This Constitution may be amended at any Regular Meeting or any Special Meeting called for the purpose, by a vote of two-thirds (2/3) of the members then attending, provided that any proposed amendment shall have been communicated to every member by mail at least thirty (30) days prior to the Meeting at which it is to be considered.
- Section 2. Any member may propose an amendment which shall be submitted in writing to the Administrative Secretary in adequate time to meet the provisions of the notice set forth herein.
- Section 3. No vote by mail may be taken on an amendment to this Constitution.

ARTICLE XVII - QUORUM

- Section 1. For any meeting of the Association a quorum shall be composed of twenty-five (25) Members.
- Section 2. A quorum of the Board shall be nine (9) members.
- Section 3. Should a quorum not be present at a meeting, those in attendance shall have the power to secure written proxies from absent members for voting purposes.

ARTICLE XVIII - SUSPENSION AND RESIGNATION

The Board by majority vote shall have the power to suspend from membership for non-payment of dues or for conduct unbecoming the profession of Temple Administrator. A member may resign at any time provided his dues are paid in full, including the year in which his resignation is to take effect.

ARTICLE XIX - BOARD OF CERTIFICATION

- Section 1. The Association shall jointly sponsor with the Union of American Hebrew Congregations and the Central Conference of American Rabbis a Board of Certification for Temple Administrators whose purpose shall be to establish standards for certification, and to award its Certificate of Fellowship to those candidates who have complied with the requirements for certification and have successfully passed its examinations.
- Section 2. The Association's members on the UAHC-NATA-CCAR Board of Certification shall consist of the President of NATA, the Chairman of the NATA Certification Committee and a Regular Member of the Association appointed by its President.

ARTICLE XX - RELATIONSHIP TO UNION OF
AMERICAN HEBREW CONGREGATIONS

- Section 1. The Association recognizes that its primary purpose, as a National Affiliate of the Union, is to strengthen the Union and to serve the cause of Judaism.
- Section 2. The Association shall not enact any rules or regulations for the administration of its affairs which are inconsistent with the Constitution of the Union or with any decision of the General Assembly of the Union.
- Section 3. The Chairman of the Board of Trustees, the President, the Administrative Secretary of the Union and the Director of the Joint Union-Central Conference of American Rabbis Commission on Synagogue Administration shall be ex-officio members of the Board of the Association.
- Section 4. The Associate and/or Assistant to the Director of the Joint Commission on Synagogue Administration shall be deemed an ex-officio member of the Association. The Director of the Commission shall, at his discretion request his Associate or Assistant to represent him at meetings of the Board of the Association and/or the Association's Administrative Committee.
- Section 5. In the event that the Association shall hereafter appoint an Executive Secretary, he shall be considered a member of the staff of the Union.
- Section 6. The Association shall submit its budget to the Budget Committee of the Union for the approval of those amounts to be appropriated by the Union for the Association.
- Section 7. The Association shall not adopt any resolution on a matter of general public interest or institute any new policy or initiate any project without consultation with the Chairman of the Board of Trustees or the President of the Union, or their designated representatives.
- Section 8. In the event that mutually satisfactory conclusions cannot be reached as a result of the above consultations, such matters shall be referred for a decision to a committee of five, two of whom shall be appointed by the Chairman of the Board of Trustees of the Union, two by the President of the Association, and the four so appointed shall select the fifth member from among the Board of Trustees of the Union, who shall act as an impartial arbitrator.
- Section 9. The Association shall make a written report of its activities to the Board of Trustees of the Union each year.

ARTICLE XXI - EFFECTIVE DATE

This Constitution shall supersede all previous Constitutions of the Association and shall become in full effect immediately after its adoption at the Regular meeting of the Association in New York in April, 1953.

**NATIONAL ASSOCIATION
OF
TEMPLE
ADMINISTRATORS**

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS



CONSTITUTION

ARTICLE I - NAME

The name of this organization shall be the National Association of Temple Administrators (NATA), hereinafter referred to as the "Association."

ARTICLE II - AFFILIATION

This Association shall be an affiliate of the Union of American Hebrew Congregations, hereinafter referred to as the "Union."

ARTICLE III - PURPOSES

The purposes of the Association shall be:

- a. To foster Reform Judaism and its religious, cultural and social activities in our Reform Houses of Worship.
- b. To bring together Professional Temple Administrators of Reform Temples for such cooperative effort as may enable each member more effectively to fulfill his function in service to the temple.
- c. To disseminate administrative information and suggested procedures to its members and to the member congregations of the Union.
- d. To provide and encourage proper and adequate preparation and training of professional temple executive directors and to keep its present members abreast of modern and efficient procedures.
- e. To formulate and seek to establish professional ideals and standards.
- f. To maintain the dignity of the position of the temple executive.

ARTICLE IV - MEMBERSHIP

Section 1. There shall be four (4) classes of membership: Regular, Associate, Honorary and Ex-officio; but wherever the term "member" or "membership" is used herein it shall apply to and mean only Regular Membership unless otherwise specifically noted.

Section 2. Any professional in the employ of a congregation, who is performing an administrative management service on a full-time basis in the Reform Jewish movement, shall be eligible for and may become a Regular Member of this Association upon approval of the Membership Committee.

Section 3. Any Regular Member (Article IV, Section 2) may recommend for Associate Membership any of his assistants performing a service on a part-time or volunteer basis in the Reform Jewish movement, and such persons shall become Associate Members upon approval of the Membership Committee.

Section 4. A professional whose employment or service is related to synagogue or church administration or to the administration of synagogue or church-related institution or to the teaching of synagogue or church administration or to the administration of a communal agency and who does not meet the requirements under Sections 2, 3, 6 and 7 of this Article may be recommended for Courtesy Membership by the Membership Committee to the Executive Board. The Executive Board may grant such status, and such a person may thereupon become a Courtesy Member, upon the payment of dues as provided in Article VII.

Section 5. The Association may elect to Honorary Membership any person it sees fit to so honor. Honorary members shall have no vote in the Association and may not be named nor elected as Officers or Executive Board Members. Only Regular members may be Officers and Executive Board Members.

Section 6. All persons accepted as Regular, Associate or Courtesy Members from and after July 1, 1958 may hold such membership only so long as they continue to meet the respective qualifications set out in Sections 2, 3, 4 and 7 of this Article.

Section 7. Retired, semi-retired or emeritus Regular members may continue their membership in the Association at their option, upon payment of dues as provided for in Article VII. They shall be accorded all privileges of Regular membership so long as they are not engaged in full-time employment in another profession or field of endeavor.

Section 8. Any person holding Ex-officio membership on the Executive Board, as hereinafter provided, shall be deemed to be an Ex-officio Member of the Association with all privileges of membership including the right to serve on committees, except the right to vote or to hold office. Ex-officio Members of the Association shall not be required to pay any dues.

ARTICLE V - MEETINGS

Section 1. Meetings of the Association shall take place at least biennially in odd-numbered years; said meetings are hereinafter referred to as "Biennial (s)" or "Biennial Meeting (s)" and shall be held at such time and place as the Executive Board shall determine. In the alternate (even-numbered) years the Association shall hold Conventions and/or Workshops, hereinafter referred to as "Meeting (s)" at which all business of the Association may be conducted except that of elections (see Article VIII, Section 2; Article XIII, Section 1 and 2). Such meetings shall be held at such time and place as shall be determined by the Executive Board.

Section 2. Special meetings of the Association may be called by the President. A Special Meeting must be called by the President at the order of a majority of the Executive Board and/or if requested by registered mail by twenty-five (25) or more members in good standing

addressed to the President. The business of Special Meetings shall be limited to the purpose or purposes stated by the President in his call for the meeting and/or the purpose or purposes stated in the motion carried by the majority vote of the Executive Board and/or the purpose or purposes as contained in the request of twenty-five (25) or more members as herein provided. Notice of such Special Meetings shall be mailed to the Members within three (3) days after the President has received notice of the Executive Board vote and/or the twenty-fifth member request as herein provided. Such Special Meetings shall be scheduled for a place convenient to the greatest number of members and no sooner than fifteen (15) days nor later than forty-five (45) days from the date of issuing the call.

ARTICLE VI - VOTING

Section 1. Voting powers shall be vested in Regular Members only.

Section 2. No member whose dues are one (1) year or more in arrears may vote.

Section 3. Should a situation develop upon which the President deems it necessary to have a vote of the membership before its next meeting, he may take a vote of the membership by mail (Article VI, Sections 4, 5, 6, 7 and 8).

Section 4. The President must take a vote of the membership by mail if so requested by a majority of the Executive Board and/or if he receives such a request by registered mail from twenty-five (25) members (exception: Article XV, Section 3).

Section 5. All mail ballots shall be addressed by the President to the last known address of each member (Article XI, Section 5, 3rd sentence) with a stamped return envelope enclosed, addressed to the President; ballots shall not bear the name of the voter. All ballots must be mailed to the membership on the same day and must clearly state the question or questions to be voted upon.

Section 6. All ballots received by return mail postmarked within thirty (30) days from the postmarked date of mailing the ballots shall be counted; all returned ballots bearing a later postmarked date shall be void. The returned ballots must not be opened until the said thirty (30) day period has elapsed and must be opened within one (1) week thereafter, after which the President and/or the Administrative Committee (Article IX) and/or the Executive Board must take immediate action to implement the majority vote.

Section 7. Results of all mail ballots may be announced by mail but must be announced at the next meeting of the Association and become a part of the minutes of that meeting.

Section 8. A majority vote of the Association, either in meeting assembled or by mail, shall be final and must be so implemented and neither an Officer nor the Executive Board nor the Administrative Committee may override a majority vote of the Association.

ARTICLE VII - DUES

Section 1. Dues shall be set by the membership at each Biennial Meeting.

Section 2. Dues become payable upon election to any class of membership and the initial payment shall cover that part of the year in which the member or associate is elected. Dues will be pro rated. No resignations may be accepted unless all current and arrears dues are paid in full.

Section 3. Retired, semi-retired or emeritus Regular members shall pay either the minimum Regular membership dues, or, at their individual discretion, the Regular dues scale applicable to their respective congregations.

Section 4. "Annually" as used in this Article VII shall apply to the civil calendar year from and after January 1, 1963.

Section 5. Any member, associate member or courtesy member whose dues are one (1) year or more in arrears shall be considered to have terminated his or her membership and shall thereafter not be entitled to any privileges.

Section 6. These dues shall entitle members to a copy of all publications of the Association.

ARTICLE VIII - OFFICERS

Section 1. The Officers of this Association shall be President, First Vice-President, Second Vice-President, Administrative Secretary and Treasurer.

Section 2. All Officers shall be elected by the Association at Biennial Meetings (Article V, Section 1; Article VI, Section 1 and 2). Officers so elected shall take office immediately after said election.

Section 3. Officers shall be elected for a term of two (2) years (see Article VIII, Section 7).

Section 4. No Officer may be re-elected to the same Office more than once.

Section 5. In the event a Biennial Meeting of the Association is postponed or cancelled (Article V, Section 1) the term of Officers shall be automatically lengthened until the next Biennial Meeting.

Section 6. The term "two years" as used in Article VIII, Section 3, shall mean that period between one Biennial and the next Biennial thereafter.

ARTICLE IX - ADMINISTRATIVE COMMITTEE

The Administrative Committee shall consist of the Officers of the Association (Article VIII, Section 1), and the Immediate Past President of the Association.

The Administrative Committee shall implement the decisions of the Board and/or the Association.

The President shall preside at all meetings of the Administrative Committee and shall call such meetings at his discretion.

ARTICLE X - EXECUTIVE BOARD

Section 1. The Executive Board (hereinafter referred to as the "Board") shall have charge, control, direction and management of the affairs of the Association. Actions of the Board shall be subject to review by the Association.

Section 2. The Board shall be composed of the five (5) Officers of the Association (Article VIII, Section 1), seventeen (17) members elected by the Association, in the manner hereinafter provided (Article XIII), for a period of four (4) years, Past Presidents (Article X,

Section 4), Honorary Board members (Article X, Section 9) and Ex-officio members (Article XX, Section 3).

Section 3. No Board Member who has been elected to a full term shall be eligible for re-election as a Board Member in the same year his term expires.

Section 4. At the expiration of his term or terms (Article VIII, Sections 2, 3 and 4) the outgoing President shall continue as a member of the Board, with full voting powers, for four (4) years, provided he remains as a Regular member of the Association.

Section 5. Article X, Section 3 shall not be construed as barring a Board member from being elected at any time as an Officer. If he should be elected to an Office (Article VIII, Section 1), during his term as a Board Member, that Board position must be deemed vacant and another member of the Association appointed to fill this vacancy as hereinafter provided.

Section 6. Within thirty days after being informed of any vacancy on the Executive Board (except that of a Past-President) the President must appoint a member of the Association to fill the unexpired term of the vacating member of the Board. Such interim appointment shall not count against eligibility for election under Article VIII and Article X, Section 3.

Section 7. If it is not possible for the Executive Board to meet during the interval between meetings, its business may, at the discretion of the President, be conducted by mail, a summary of this correspondence then is to become a part of the Minutes of the Board, to be read at the next Regular Meeting of the Association.

Section 8. Upon written request of a majority of the members of the Board, the President must call a meeting of the Board under the same time and place rules as provided in Article V, Section 2, last sentence. Upon written request of a majority of the Board members, the President must take a vote by mail under the same rules as apply to the membership (Article VI, Sections 4, 5, 6, 7 and 8) except that the words "Member of the Board" shall be read into every place in Article VI where the word "member" or "membership" appears.

Section 9. The Association may elect to Honorary Board membership those of its Regular members who comply with Article IV, Sections 2 and 6 of this Constitution; such Honorary Board members to have a voice and a vote on the Executive Board.

ARTICLE XI - DUTIES OF OFFICERS

Section 1. The President shall preside at all meetings of the Association, of the Board and of the Administrative Committee. He shall appoint all committees, shall call meetings and send out ballots by mail in accordance with this Constitution, and shall do all things usual and ordinary to the duties of a President. He may delegate to either of the Vice-Presidents the responsibility for the functioning of any committee of the Association.

Section 2. The First Vice-President shall perform all the duties of the President in case of the latter's absence or disability and shall assume such other functions as may be delegated to him by the President, provided such functions are not in violation of any other provision of this Constitution.

Section 3. The Second Vice-President shall perform all the duties of the President in the case of the absence or the disability of the President and the First Vice-President and shall assume such other functions as may be delegated to him by the President, provided such functions are not in violation of any other provision of this Constitution.

Section 4. Should the office of the President become vacant for any reason during his term of office, the First Vice-President shall automatically become President and assume all duties pertaining to that office; the Second Vice-President shall become First Vice-President, and they shall so remain until the next Biennial Meeting of the Association. Should the office of First Vice-President become vacant for any reason during his term of office, the second Vice-President shall automatically become First Vice-President and assume all duties pertaining to that office. Such interim periods shall not be counted as a "term" under Article VIII, Section 4.

Section 5. The Administrative Secretary shall keep the minutes of the proceedings of all meetings of the Association, the Executive Board and the Administrative Committee, and report these proceedings at the proper times. He shall keep the vital statistics, and such other documents and papers as are essential to the management of the Association. He shall conduct all the correspondence of the Association and shall notify the members of all regular and special meetings in the manner provided.

Section 6. The Treasurer shall bill and collect dues and have charge of all the funds of the Association and shall disburse them in accordance with the budget as approved by the Board. He shall furnish a financial statement to the Board and to the Association at its regular meetings, said statement to cover the period between meetings of the Association. He shall keep the membership rolls and shall submit to the President, upon request, the official roster of the membership. Any two Officers may sign checks drawn on the funds of the Association.

Section 7. Should the office of Second Vice-President, Administrative Secretary or Treasurer become vacant for any reason during their respective terms of office, the President, within thirty (30) days thereafter, shall appoint a member of the Board to fill the unexpired term. Such interim period shall not be counted as a "term" under Article VIII, Section 4.

ARTICLE XII - COMMITTEES

Section 1. The President shall appoint the committees provided for in this Constitution and such other committees as he may deem necessary, or as he may be directed by the Board.

Section 2. The Committee chairmen must be chosen from the Executive Board.

Section 3. The Standing Committees shall serve until the following biennial appointments. A report of all committees shall be rendered at each Biennial Meeting.

Section 4. The President shall be an ex-officio member of every committee, except the Nominating Committee (Article XIII, Section 1).

ARTICLE XIII - ELECTIONS

Section 1. A Nominating Committee of five (5) members must be appointed by the President not less than sixty (60) days before each Biennial. It shall be the duty of this Nominating Committee to bring in a slate of nominees for the expiring terms of Officers and Board Members. At least two (2) of the members of said Nominating Committee shall not be from the Board membership.

The recommendations of the Nominating Committee shall be communicated to every member by mail not less than thirty (30) days in advance of the Biennial. Any twenty-five (25) members may submit additional nominations to the Chairman of the Committee not less than ten (10) days in advance of the Biennial. The Nominating Committee shall report to the Biennial the names of all nominees, with its recommendations.

Section 2. The two-year term to which Officers shall be elected shall be in accordance with Article VIII, Sections 3, 4, 6 and 7 of this Constitution. As the four-year terms of Board Members (Article X, Sections 2 and 3) were staggered (nine elected at one Biennial Meeting and the other eight elected at the next Biennial) at the time of the adoption of this Constitution, this staggered method shall be continued, the proper number to be nominated and elected to fill the expiring terms at the adoption of this Constitution and the alternate numbers nominated and elected at the following Biennial.

Section 3. Interim appointment shall not make that member ineligible for election by the Association at the expiration of the interim term.

Section 4. The term "four years" as used in Article XIII, Section 2 and Article X, Section 2, shall mean that period between two Biennial Meetings occurring quadrennially.

ARTICLE XIV - REGIONAL AND METROPOLITAN CHAPTERS

Section 1. The Board shall have the power to grant to any group of three (3) or more members a charter as a Regional or Metropolitan Chapter. Each such Chapter shall abide by the following rules:

- a. Officers of a Chapter must be Regular members of the Association.
- b. Membership in a Chapter need not be limited to members of the Association.
- c. No Constitution, By-Laws, Regulations or Rules of Procedure or Operations shall be enacted by a Chapter unless and until they have been approved by the Board of the Association.
- d. Dues set by each Chapter under its approved rules shall remain the property of the Chapter. No accounting shall be required by the Board of the Association, unless a petition be filed with it by a majority of the members of the Chapter.
- e. No member or group of members may use the name "National Association of Temple Administrators," the initials "NATA" or any variant thereof, nor utilize any logotype or distinctive emblem or design in use by the Association, unless authorized so to do by the Board of the Association.

f. No Chapter may adopt any policies or make any pronouncements in conflict with this Constitution and/or decisions adopted by the Association or its Board.

g. This Article shall take effect at the close of the Regular Meeting of the Association to be held in 1965.

ARTICLE XV - ORDER OF BUSINESS

The conduct of meetings and affairs of this Association shall be in accordance with good parliamentary procedure. Where no specific designation is made herein for procedure and practice, it shall be in accordance with the latest revised Robert's "Rules of Order."

ARTICLE XVI - AMENDMENTS

Section 1. This Constitution may be amended at any Regular Meeting or any Special Meeting called for the purpose, by a vote of two-thirds (2/3) of the members then attending, provided that any proposed amendment shall have been communicated to every member by mail at least thirty (30) days prior to the Meeting at which it is to be considered.

Section 2. Any member may propose an amendment which shall be submitted in writing to the Administrative Secretary in adequate time to meet the provisions of the notice set forth herein.

Section 3. No vote by mail may be taken on an amendment to this Constitution.

ARTICLE XVII - QUORUM

Section 1. For any meeting of the Association a quorum shall be composed of twenty-five (25) Members.

Section 2. A quorum of the Board shall be nine (9) members.

Section 3. Should a quorum not be present at a meeting, those in attendance shall have the power to secure written proxies from absent members for voting purposes.

ARTICLE XVIII - SUSPENSION AND RESIGNATION

The Board by majority vote shall have the power to suspend from membership for nonpayment of dues or for conduct unbecoming the profession of Temple Administrator. A member may resign at any time provided his dues are paid in full, including the year in which his resignation is to take effect.

ARTICLE XIX - EFFECTIVE DATE

This Constitution shall supersede all previous Constitutions of the Association and shall become in full effect immediately after its adoption at the Regular meeting of the Association in New York in April, 1953.

ARTICLE XX - RELATIONSHIP TO UNION OF AMERICAN HEBREW CONGREGATIONS

Section 1. The Association recognizes that its primary purpose, as a National Affiliate of the Union, is to strengthen the Union and to serve the cause of Judaism.

Section 2. The Association shall not enact any rules or regulations for the administration of its affairs which are inconsistent with the Constitution of the Union or with any decision of the General Assembly of the Union.

Section 3. The Chairman of the Board of Trustees, the President, the Administrative Secretary of the Union and the Director of the Joint Union-Central Conference of American Rabbis Commission on Synagogue Administration shall be ex-officio members of the Board of the Association.

Section 4. In the event that the Association shall hereafter appoint an Executive Secretary, he shall be considered a member of the staff of the Union.

Section 5. The Association shall submit its budget to the Budget Committee of the Union for the approval of those amounts to be appropriated by the Union for the Association.

Section 6. The Association shall not adopt any resolution on a matter of general public interest or institute any new policy or initiate any project without consultation with the Chairman of the Board of Trustees or the President of the Union, or their designated representatives.

Section 7. In the event that mutually satisfactory conclusions cannot be reached as a result of the above consultations, such matters shall be referred for a decision to a committee of five, two of whom shall be appointed by the Chairman of the Board of Trustees of the Union, two by the President of the Association, and the four so appointed shall select the fifth member from among the Board of Trustees of the Union, who shall act as an impartial arbitrator.

Section 8. The Association shall make a written report of its activities to the Board of Trustees of the Union each year.

MEMORANDUM

C O N F I D E N T I A L

From Myron E. Schoen

To Rabbi Alexander M. Schindler

Copies Theodore Broido

Subject NATA's 38th Convention, Toronto 12/2 - 12/6/79

Date Dec. 19, 1979

Henry Ziegler's hospitalization put a damper on what would have been a productive and morale raising convention. While he is still hospitalized as this is prepared, I'm hoping that he'll have a full recovery and take over the reins. Should he be hors de combat, the 1st Vice-President is Ernest Abbit and he poses a problem. The only discordant note of NATA's sessions revolved around Abbit and it's the first item of my report.

At the opening Administrative Committee session (12/2), Abbit reported for Task Force 'A' (see copy enclosed). I had not seen it before the meeting (chairmen of Task Forces 'B' and 'C' had sent me copies of their reports). I asked that it be tabled because I found it hard to believe that the members of the committee had approved such a punitive, negative approach to membership requirements. Abbit acknowledged that he hadn't circulated it to the national committee but that it was the handiwork of himself and West Coast colleagues (the hand of Gerald Burg, Wilshire Blvd. is evident to me). He was ordered to convene his committee and do a re-write. At the closing plenary (12/6) a revised version was presented (see enclosed). While much improved, I felt it necessary to ask for its defeat on the grounds that it put up too many barriers for integration of newcomers. Since there are no training grounds for Temple Administrators and NATA is experiencing difficulty in providing experienced replacements for retirees, I felt they must invite all who assume the title to join their ranks and set in place a workable program to add to their knowledge and skills. It was not a happy moment for me to publicly oppose some of the leaders of NATA but I truly feared the consequences. Thankfully, the report was not accepted. Hopefully they will apply their energy to implement the present membership system, i.e., Regular membership open to all and Senior membership after three (3) years.



Union of American Hebrew Congregations

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Task Force 'B' (headed by Harold Press) was not that controversial although it did call for NATA to establish "the position of Executive Director". I reminded them of Sec. XX of their Constitution and that "he shall be considered a member of the staff of the Union". It was changed to "a part-time administrative aid to the officers". I do not believe this will be implemented in the immediate future in any event.

As for other "business" aspects of NATA:

- 1) Treasurer's report shows a \$1,800 surplus in operating budget and reserves of \$26,500. They adopted a budget (balanced) equal to previous year (\$20,000) with no significant changes. Retained \$1,500 subvention of UAHC Department of Synagogue Administration.
- 2) Membership - Increase of 1 Regular and 3 Courtesy (Conservative). Three more Retired members.
- 3) Placement - I reported an unusually large number of openings and cited the difficulties in finding applicants. The increasingly aging work force plus the ever increasing number of women who are less mobile and less apt to strive for professionalization adds to the problem. Women are currently earning one-half that of men, 1978-79 survey reveals.
- 4) Elections - One new officer, Louis I. Heller, F.T.A., Congregation Solel, Highland Park, Ill. He's a good man.
- 5) NATA JOURNAL - Ernie Abbit was editor and comparatively speaking did a good job. It came out regularly and had some good articles. He won't continue now that he's First Vice-President and will host 1980 convention. Having a problem finding successor. Will ask Bob Mills, Temple Shalom, Chicago.
- 6) Certification (F.T.A.) - Only one candidate but I believe she passed.
- 7) TAAP (Temple Administration Assistance Program) - This replaces NATA's Congregational Survey Service. The addition of a "hot line" (telephone inquiries) should make service more attractive to congregations.

Here are the more substantive matters discussed:

- 1) NATA Research Studies Committee - Together with Dave Mersky and Joan Greenberg, and with complete cooperation of Henry Fruhauf and Frank Adler, got NATA to agree to attempt to get at

figures for Survey #13 on "Temple Finance" by utilizing figures provided by congregational MUM reports. If an acceptable EDP (cost and accuracy) program can be created this may make it possible to limit questionnaire required of congregations to just a few lines and make it possible to publish in 1980. Also envision the prospect of an annual or biennial up-date publication at minimum effort and cost.

- 2) In discussing memorial to Irving Katz, NATA initiated a significant step. Among the several suggestions the one that aroused the most enthusiasm was to provide funds for a new book or manual on what they temporarily dubbed "Contemporary Synagogue Administration". Julian Feldman was named chairman of committee and I've already discussed this with him and urged him to push this with the UAHC's Publications Department. Irving co-authored "Successful Synagogue Administration" with me. It is badly in need of up-dating.
- 3) I reported to the Plenary on the Commission on Synagogue Administration citing Harold Tragash as our new chairman and the emphasis we will be putting on Leadership Development; the continued growth of the EDP program and the possibility that in 1980 Tru-Check will be offering terminals (on line) to the larger congregations; our continued Membership Notification System and our concern with energy conservation. Also advised of my sabbatical and that Nat Emanuel would be "covering" the office in my absence.
- 4) As with the rabbis, older NATA members are concerned about what inflation is doing with their pensions. Henry Fruhauf is to head committee to look into Administrator's problems and Ted Broido volunteered to assist him. As for Ted, as usual, he was present at all important junctures, and made invaluable contributions and assists.
- 5) Donald Day was keynoter, speaking on "Synagogue/Federation Relations". He made an incisive presentation that couldn't help but make an impression. Alan Bregman did an excellent workshop on "Singles". Dave Mersky and Joan Greenberg hosted a luncheon and while I felt it didn't produce the type of questions that would "clear the air" with some of our foremost critics, it did have a good P.R. aspect. The session on "Endowment Programs" was disappointing with a local leader who was not too knowledgeable about the situation today in our temples. There was a well received session on "Effective Communication" by a management consultant from New York.

On balance, it was a good convention that involved most of the approximately 95 registrants.

N A T A

REPORT ON TASK FORCE A: PROFESSIONAL GROWTH
to the Plenary Session - Toronto Canada, December, 1979
Submitted by Ernest Abbit, FTA, Chairman

1. As an organization, we stand at the crossroads. We have the opportunity of
2. becoming a viable force within Reform circles and the Reform Jewish community by
3. developing desirable and attainable standards to achieve the purpose of making
4. us an organization of professionals - or - maintaining the status quo and per-
5. petuating the image that many congregations have of our vocation, namely not re-
6. quiring a particular standard of professional excellence, but merely someone
7. who is genial with a considerable amount of intelligence and not necessarily any
8. expertise, even in a related field.

9. We are alarmed and dismayed at the many recent placements made without the
10. consideration or benefit of NATA for positions vacated by respected members of
11. our Association and the type of individuals who have been placed in those posi-
12. tions.

13. In order to effect change and help bring about what ~~I personally consider~~
14. the more desirable of the two paths to follow, it will be necessary ~~for each of~~
15. ~~us in this Association~~ to become truly objective in the broadest sense, as opposed
16. to having a very narrow subjective perspective on the entire issue. It is ~~my~~ ^{the} c
17. firm belief and that of the members of the Task Force that the proposals that
18. are made in this paper shall not only accrue to the benefit of the Association,
19. but, more importantly, to the benefit of the present membership and those who are
20. to follow.

21. There will be some of us who will feel threatened by what is being proposed.
22. I submit in all honesty and sincerity that there is no need if each of us is will-
23. ing to put forth the effort. There is not a one of us here who will not reap many
24. rewards previously never considered possible.

25. The following proposals are made after a great deal of introspection and

1. very careful consideration, bearing in mind the goals and objections of our
2. Association.

CATEGORIES OF MEMBERSHIP

3. While one of our charges was to develop standards for the category of senior
4. membership, we felt that this was not possible unless there were several steps
5. well defined leading up to that particular category, and therefore the following
6. recommendations.

INITIATE

7. Section 2 of the Bylaws should state ^{that} any professional in the employ of a
8. Reform congregation who is performing an administrative management service on a
9. full time basis and paid a regular salary shall be eligible upon application for
10. an initiate of the Association upon approval of the Membership Committee and
11. payment of the special fee designated by the Association.

INTERIM MEMBER

12. An initiate who (a) shall have successfully completed two years as a full
13. time administrator; (b) successfully completed phase 1 of the in-service training
14. program or an acceptable substitute program; and (c) upon recommendation and ap-
15. proval by the Membership Review Committee and payment of the established fees.

REGULAR MEMBER

16. Applicants for regular membership shall have been (a) an interim member for
17. a period of ²~~three~~ years; (b) professional participation in/or contribution to the
18. field. There are three areas: (a) service on a committee/task force of the
19. Association; (b) and/or delivering a paper or participation in a panel of the
20. Association; (c) completion of phase 2 of the in-service training program; (d)
21. upon recommendation of the Membership Review Committee and payment of established
22. fees, *the applicant shall be accepted as a regular member by the Membership Com*

23. Regular members may be elected to the Executive Board.

CERTIFIED SENIOR MEMBER

24. Applicants for certified senior membership shall have been (a) a regular mem-

1. ber for a minimum of one year; (b) shall have completed phase 3 of the in-house
2. training program; (c) or shall have achieved a college degree as designated accept-
3. able in the established criteria or equivalent; (d) must be serving or shall have
4. served a congregation of at least 500 families for a minimum of two years: if
5. deemed advisable, exceptions may be made by the Membership Review Committee; (e)
6. recommendation and approval by the Membership Review Committee with final ap-
7. proval by the Board of Certification and payment of the established fees; (f)
8. certified senior members may be elected to the Executive Board and as officers
9. of the Association.

FELLOW IN TEMPLE ADMINISTRATION

10. Any certified senior member may qualify as a Fellow in Temple Administration
11. by (a) satisfactorily completing phase 4 of the in-service training program;
12. (b) satisfactorily passing a set of examinations prepared by the Board of Certi-
13. fication; (c) having actively participated in a minimum of five committees or
14. task forces of the Association; (d) having submitted an accepted thesis as speci-
15. fied by the Board of Certification; (e) having submitted at least two articles for
16. publication in the Journal; (f) having been certified and approved by the Board
17. of Certification as a Fellow in Temple Administration.

BACKGROUND

18. Discussion on this particular topic has gone on in our ranks for several
19. years now. It started with a Professional Standards Committee under the co-
20. chairmanship of Henry Fruhauf and Bob Mills and was continued through the efforts
21. of the Long Range Planning Committee under the chairmanship of Julian Feldman.
22. The underlying truth that has been stated and restated is that stature and respect-
23. ability will have to be earned by each of us. It is not something that can be
24. legislated, but each of us as part of the whole, with our expertise and profession-
25. alism, will contribute the necessary ingredients to change the image and character
26. of our organization, whose accumulated knowledge, training and expertise will be

1. in demand. Upon evaluation of our present circumstances, we are aware of the
2. fact that in many instances people are brought into our ranks from completely un-
3. related fields, and there are those with very limited knowledge who are given
4. major responsibility for major positions. We are also aware that new things are
5. occurring in the field of administration constantly, and therefore, all of us
6. need updating and further instruction.

7. What we have proposed heretofore are steps for personal growth and achieve-
8. ment. We are painfully aware of the dearth of dedicated people coming into our
9. ranks from the fields of management, administration in the business world with a
10. commitment to the synagogue.

11. It has been suggested by some that good temple administration is not learned
12. in special sessions or from books, but can only be learned in the field. I dis-
13. agree totally. I feel that there has to be a good mix of both and one is of little
14. value without the other. We are also certain that there is no advanced Jewish
15. center of learning in this country which deals with temple or institutional admin-
16. istration.

STRUCTURE AND ORGANIZATION

17. In order to effectively implement the foregoing recommendations, it will be
18. necessary to develop certain committees:

1. Professional Standards and Training Committee

19. It is recommended that this committee be comprised of nine persons from
20. within our ranks, three to be elected each year at our National Conventions. It
21. is important that this be an arm of the Association at its Convention rather than
22. an arm of the Executive Board, for the authority of this committee to make deci-
23. sions both now and in the future must be mandated by the Convention. The chairman
24. of this committee should be a member of the Executive Board. It should be the
25. responsibility of this committee (a) to establish criteria and standards for each
26. of the categories of membership starting with the initiate and leading up to the

1. Fellow in Temple Administration with an annual review and subsequent recommendations;
2. (b) to establish an in-service home study course in four phases, inclusive of a
3. carefully selected bibliography; (c) to organize and develop mobile seminars to
4. provide on the spot instruction by experts in areas related to the subject matter
5. of the home study courses. This will be explained in detail under "Procedures";
6. (d) to develop proper examining procedures as well as the examinations themselves
7. for each of the four phases of study; (e) to maintain open lines of communication
8. with our fellow organizations of NACBA and NASA for the purposes of developing
9. curricula which shall be the optimum in the educational process for administration;
10. (f) to develop instruction and training sessions as part of the Annual Convention
11. of our organization.

2. Membership Committee

12. It is recommended that a Membership Committee of six members be established
13. in the same manner as the Professional Standards and Training Committee. The
14. chairman should also be a member of the Executive Board, but should not be an
15. officer of the Association. It should be the responsibility of the Membership
16. Committee to (a) design new application forms in keeping with the new categories
17. of membership; (b) develop a proper membership brochure of our Association; (c)
18. make contact with membership prospects; (d) upon recommendation from the Membership
19. Review Committee to approve applications for membership and award the designation
20. and certification.

3. Membership Review Committee

21. The Membership Review Committee should be comprised of three members, pre-
22. ferrably past presidents of the Association. They should be elected annually at
23. the National Convention. It should be the responsibility of this committee to
24. (a) review the credentials of all applicants; (b) assist in determining whether
25. the applicant meets the necessary criteria for any particular category of member-
26. ship; (c) set up a suitable questionnaire for each category of membership and
27. conduct interviews with each of the applicants; (d) make recommendations to the

1. Membership Committee.

PROCEDURES

2. 1. The initiate shall make direct application for membership to the Member-
3. ship Committee with an attached letter from the president or vice president of
4. the congregation attesting to the fact that he/she is a full time administrator
5. of their congregation.

6. 2. A curriculum and guideline shall be sent to each of the initiates out-
7. lining phase 1 of the correspondence and home study course together with the
8. appropriate bibliography.

9. 3. At the end of the second year they will be required to take a set of
10. examinations dealing with the required courses to qualify for interim member
11. status.

12. 4. At this time, they will be presented with the curriculum for phase 2
13. of the in-service training program accompanied by the appropriate bibliography.

14. 5. Upon completion of three years as an interim member, they will have
15. the opportunity of fulfilling the requirements for regular membership by satis-
16. factorily completing an appropriate set of examinations as well as an oral inter-
17. view with the Membership Review Committee.

18. 6. Successful candidates will be given the curriculum for phase 3 and
19. appropriate bibliography as well as a suggested list of themes for a paper or
20. thesis.

21. 7. After completion of one year as a regular member, they will be examined
22. both on a written and oral basis.

23. 8. All examinations, both written and oral, shall be conducted during the
24. National Conventions of our Association. In cases where this is impossible, re-
25. quests may be made of the Membership Review Committee for alternate arrangements.
26. The Board of Certification in conjunction with the Membership Review Committee
27. will make recommendations for certification as a senior member.

1. 9. Procedures for Fellow in Temple Administration should be as outlined
2. and continue in the format as they have in the past. However, in view of the
3. suggestion for new membership categories, it would be suggested that phase 4 of
4. the in-service training program be conducted on an even higher level and provide
5. the experienced administrator with new insights into his role and responsibilities.
6. 10. An alternate to the correspondence or home study course would be the
7. mobile seminar series. This would involve hiring two instructors who would
8. travel across country and conduct two day seminars in each of the major centers.
9. This could be conducted as an alternate or in conjunction with the home study
10. course. The instructors should be recommended by the Professional Standards and
11. Training Committee for approval by the Administrative Committee.
12. 11. Appropriate certificates and awards should be prepared for each of the
13. membership levels to be presented at the National Conventions.

FURTHER RECOMMENDATIONS

14. In recognizing the inherent problems of the "grandfather group", we would
15. make the following suggestions:
16. 1. Those who were members prior to December 1, 1978, be given the oppor-
17. tunity of completing the examinations and other requirements for a regular mem-
18. ber. Those who have served in the field for seven years or more be given the
19. opportunity to complete the examinations and fulfill other requirements for a
20. certified senior member, or the alternative is to just award these designations
21. without examination to each of these groups.
22. It will be necessary to appoint a sub-committee or engage professionals,
23. or a combination of both, to develop the proper curriculum and necessary materials
24. for all of the phases of the in-service training program.
25. It will also be necessary for this group to develop an appropriate set of
26. examinations each year.

SUMMARY AND CONCLUSIONS

1. We are certain that this program is being developed without any intent what-
2. soever to undermine the FTA program, but rather to enhance it and develop it on
3. a level which it deserves.

4. It is time that we got our fixation and expectation that everyone must
5. accept us and regard us as an organization of super professionals, which we are
6. not. We must develop our organization from within, each one of us striving to
7. improve him or herself so that they can perform in the most professional manner
8. possible. It is the intent of this total program to prepare academically what
9. each of us will be required to put into practice.

10. I wish to express my gratitude and appreciation to a special group of people
11. that met with me during a very busy time in Los Angeles to discuss these details:
12. Helene Medoff, Bernard Lepoff, Betty Sheiner, Melvin Harris, Louis Kotzen, and
13. Gerald Burg.

14. I would also like to express my appreciation to those members of my committee
15. who actively worked with me in responding to the surveys and helping to develop
16. some of the thoughts expressed herein. I refer specifically to Melvin Harris,
17. Bernard Lepoff, Gerald Burg, Henry Fruhauf, Vigdor Kavalier, Frank Simons, Melville
18. Olsberg, Julian Feldman, David Stuart, Walter Baron, Frank Adler, the late Irving
19. Katz, Betty Sheiner and Ilene Herst.

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS

REPORT ON TASK FORCE 'A': PROFESSIONAL GROWTH
to the Plenary Session - Toronto Canada, December, 1979

Submitted by Ernest Abbit, FTA, Chairman

INTRODUCTION AND BACKGROUND

The National Association of Temple Administrators, as the pioneer organization in the field of religious institutional management, has always placed great emphasis on the establishment and continuous elevation of the professional standards toward which our members strive.

Over the past 37 years we have attempted to set rules and procedures for our Association and its members, designed to advance our professional status. However, we are all aware that the drive for professionalism must go beyond legislation. It must provide opportunities for development of administrative skills. Each of us, as individuals must be in a position to contribute to the field of Temple Administration our accumulated knowledge, training and expertise.

This proposal offers a framework for personal growth and achievement. Temple Administration cannot be learned only from books and seminars. Some skills and background can only be acquired and perfected on the job. Both elements are essential to personal growth in this field and one is of little value without the other. We are also aware that no Jewish Center of higher education deals specifically with the field of Temple Administration. The opportunities for professional development that we establish for ourselves can provide fundamental benefits not only for each of us, but for the Reform Movement as a whole.

The following proposals are made after a great deal of introspection and very careful consideration bearing in mind the goals and objectives of our Association.

CATEGORIES OF MEMBERSHIP

While one of the charges to this Task Force was to develop standards for the category of senior membership, we felt that this was not possible without clarifying and defining the steps which could lead to that particular category hence the following recommendations.

Regular Member I:

A person in the employ of a Reform congregation who is performing an administrative management service on a full time basis and paid a regular salary shall be eligible upon application for the category of Regular Member I of the Association upon approval of the Membership Committee and payment of the required dues.

Regular Member II:

(a) This membership category may be attained by any Regular Member I, who shall have successfully completed one year as a full time administrator;

(b) successfully completed Phase I of the in-service training program or an acceptable substitute program; and

(c) upon approval by the Membership Committee and payment of the established fees.

Regular Member III:

Regular Member III, (a) shall have been a Regular Member II for a period of one year;

(b) participated professionally in/or contributed to the field of Temple Administration in one or more of the following three areas:

- (1) Service on a committee/task force of the Association;
- (2) delivery of a paper or participation in a panel of a conference of the Association;
- (3) completion of Phase 2 of the in-service training program.

Their application must be recommended by the Membership Committee and accompanied by payment of established fees

Regular Members III are eligible for election to the Executive Board.

Senior Member:

Senior Members shall have been (a) a Regular Member III for a minimum of one year;

(b) shall have completed Phase 3 of the in-service training program, or shall have achieved a college degree as designated acceptable in the established criteria;

(c) approval by the Membership Committee and payment of the established fees.

Senior Members may be elected to the Executive Board, and as Officers of the Association.

Fellow in Temple Administration

Any Certified Senior Member may qualify as a Fellow in Temple Administration, in accordance with Article XIX of the Constitution.

STRUCTURE AND ORGANIZATION

In order to effectively implement the foregoing recommendations it will be necessary to develop certain committees:

I Professional Standards and Training Committee

It is recommended that this committee be comprised of six Senior Members to be appointed by the President with staggered terms determined by lot.

It should be the responsibility of this committee (a) to establish criteria and standards for each of the categories of membership, with an annual review and subsequent recommendations to the Executive Board;

(b) to develop and establish an in-service home study course and bibliography in three phases;

(c) to develop examinations and examining procedures for each of the three phases of study;

(d) to develop instruction and training sessions as part of the annual conventions of our Association; and

(e) to develop such other opportunities for group instruction as may be possible.

II Membership Committee

It is our recommendation that the Membership Committee be reconstituted to be comprised of three members who shall have the responsibility to:

(a) receive and review the credentials of all applicants;

(b) assist in determining whether the applicant meets the necessary criteria for any particular category of membership;

(c) set up a suitable questionnaire for each category of membership and conduct interviews with each of the applicants;

(d) act upon recommendations and approvals of the Professional Standards Committee with respect to professional advancement; and

(e) arrange for development of recruitment literature and programs.

PROCEDURES

1. Applicant for Regular Member I shall make direct application to the Membership Committee, with an attached letter from the President or Vice-President of the congregation attesting to the fact that he/she is a full time administrator of their congregation.

2. A curriculum and guideline shall be sent to each accepted applicant outlining Phase I of the correspondence and home study course together with the appropriate bibliography.

3. Regular Members I are eligible to apply at the end of the twelfth month to take the examinations dealing with the required courses to qualify for Regular Member II status.

4. Upon acceptance for Regular Member II, applicants will be presented with the curriculum for Phase 2 of the in-service training program and bibliography.

5. Any Regular Member II may apply for examination for the status of Regular Member III. This examination series shall include an oral interview with the Membership Committee.

6. Upon attainment of the status of Regular Member II a member will be given the curriculum and bibliography for Phase 3 of the in-service training program, as well as a suggested list of themes for a paper or thesis and an outline of the criteria to be used in evaluating same.
7. All examinations, both written and oral should be conducted whenever practical during the national convention of our Association. Where this is impossible, requests may be made of the Membership Committee for alternate arrangements.
8. Appropriate documents or awards testifying to individual achievement in the above program shall be developed by the Professional Standards Committee.

The Task Force believes that the above program provides a workable outline for the continued enhancement of the professional status of both our individual members and our Association.

Respectfully Submitted,

ERNEST ABBIT F.T.A., Chairman.



Edwin
National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS



Nata - *absent* *offit*
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October 16, 1979

me *over*
Rabbi Alexander Schindler, President
UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue
New York, NY 10021

Dear Alex:

I am so very grateful for that excellent article you wrote for the NATA Journal. It was a most meaningful piece and I only wish it were possible for the world to be able to read it. It tells it like it is and in a way that people can understand and appreciate. I know how busy you are, and therefore, my appreciation is all the greater.

I look forward to greeting you personally in Toronto. With every good wish, I am

Cordially,

Ernest Abbit, FTA
2nd Vice President

EA:jdH



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS



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October 20, 1970

Dear Colleague:

Our 1970 NATA Convention shapes up as one of our most exciting with the innovation of a scientific, nationally standardized management characteristics test being administered to all member registrants. I look forward to greeting you in St. Louis.

In April your officers met and agreed that the revised Code of Ethics should be prepared in proper format and distributed to NATA members and by our Placement Service when dealing with congregations seeking an administrator. The enclosed copy is being mailed to you prior to the 1970 Convention because there is to be a major workshop on personnel practices and it would be well for us to be familiar with our own recommendations before then. Please make the following corrections on your copy:

- 1) Page 10, Number 6 - The opening sentence should read, "The primary duty of the Administrator is to his Congregation."
- 2) Page 13, Number 9 - The second sentence should read, "It should be the aim of every congregation to assure its Temple Administrator,"

If you haven't already registered for the convention please act fast so that the test materials can be sent to you, returned and scored in advance.

Best wishes to you and yours for the New Year,

Sincerely,

BERNARD LEPOFF, F.T.A.
President

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CODE OF STANDARDS AND ETHICS FOR TEMPLE ADMINISTRATORS

**AND RECOMMENDED GUIDELINES FOR
ADMINISTRATOR-CONGREGATIONAL
RELATIONSHIPS**

**ADOPTED AT 26TH ANNUAL CONVENTION
OF THE
NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS
NOVEMBER 10, 1967**

**AND
COMMENDED TO UAHC CONGREGATIONS
BY THE
UAHC-CCAR
COMMISSION ON SYNAGOGUE ADMINISTRATION
AT ITS ANNUAL MEETING ON
APRIL 24, 1968**



Introduction

The Code of Standards and Ethics for the profession of temple administration was first adopted by the NATA in 1959, and has since been amended on several occasions. The purpose of this document is to strengthen the congregations we serve by setting forth basic guidelines and suggesting just and practical solutions to the problems which may arise from time to time.

As time passes no doubt it will become necessary to amend this document, as constant evaluation and re-evaluation in light of changing conditions is essential to the well-being of all institutions, as well as individuals.

Our educational program—workshops, conferences, self-study—is a continuous one and has provided a rich harvest of

professional accomplishment and prestige. The introduction of the Certification Program in 1963, leading to the conferring of the title of Fellow in Temple Administration on those persons who successfully passed rigorous examinations, was a giant step toward further professionalization of the field. Our members serve their congregations with devotion and distinction. We play an active and important role in the program of the Union of American Hebrew Congregations by participating in leadership institutes throughout the country, in conducting incisive research studies of important areas of synagogue activity and procedure and in our program of providing qualified members of NATA to conduct congregational management surveys when so requested.

In looking to the future of our profession, the following matters bear careful attention and consideration:

- A. It is a source of deep concern to the leadership of NATA that in the past few years some of our eminently qualified members have left the field for more lucrative positions. Personnel employment standards should be sufficiently high to encourage our colleagues to remain in the field of synagogue administration.
- B. Standards of personnel practice should be observed which will give the Temple Administrator a sense of dignity and security so that he can devote himself wholeheartedly and

enthusiastically to the challenging and demanding role which is his.

- C. As American Reform Judaism continues to grow, there will be increased demand for qualified Temple Administrators. The NATA Placement Service seeks to fill this need with highly qualified people. High personnel and employment standards will help us achieve this most important objective.
- D. The leadership of NATA is concerned with the rate of serious illness and death within our Association, so often affecting colleagues who are still in the prime of life. We believe that long hours and work tensions are contributing factors; that congregations should be made aware of this and that corrective measures be taken by both the congregations and the administrators themselves to alleviate this serious and too often tragic problem.

It is our belief that the Code of Standards and Ethics of our profession can be most helpful in guiding all those concerned to purposeful results.

**CODE OF
STANDARDS AND ETHICS
FOR TEMPLE ADMINISTRATORS**

and

Recommended Guidelines
For Administrator—Congregational
Relationships

A. Personnel Standards

Recognizing that the profession of Temple Administrator requires certain unique experience and qualifications so as to enable him to fulfill adequately the challenges of a position which is becoming increasingly important in the conduct of the affairs of the modern Temple, we recommend the following background and training for the position of Temple Administrator. We wish to stress our deep convictions as to the equality of women in function and financial remuneration and wherever administrator or professional appears, this term is to be construed to mean both women and men.

The Temple Administrator should have:

1. A Jewish background and a positive attitude toward Jewish life and problems adequate to enable him to understand the work of the Temple, its aims, purposes, high ideals and goals.
2. A gracious, stable and cheerful disposition in meeting with congregants, colleagues and community in the course of his work.

3. The gift of motivating all individuals and groups with whom he deals so as to develop the fullest utilization of the physical and human resources of the Temple and the greatest cooperation of his constituents.
4. A practical knowledge of, and experience in, office and building administration, both based on sound educational training so that he can best conduct the details of institutional management.
5. Effective knowledge of, and experience in, institutional finance, and especially of the principles of successful Temple financing.
6. An insight into and appreciation of sound public relations and publicity procedures.
7. A knowledge of the personnel and functions of local and national agencies, and the relationship of the Temple to these institutions.

In summation, strength of character and personality, fortified by education in Jewish group work, personnel work, publicity, public relations, accounting, institutional maintenance, and office management, are essential. Where the Administrator needs strengthening in any of these educational areas, it is recommended that he utilize the academic resources in his community to prepare himself better for the challenge of his profession.

The National Association of Temple Administrators offers the finest opportunities to keep abreast of the times. Through sectional meetings in metropolitan areas, annual workshop conferences, its publication, "The Quarterly," and special research and survey projects, the Administrator is afforded the means of exchanging ideas and techniques with his colleagues. An extensive library of publications and articles on every phase of temple administration (published by the UAHC) is available at the Union House of Living Judaism, 838 Fifth Avenue in New York City.

Equal in importance with personality and skills is the Code of Ethics which provides the milieu and climate in which the professional worker functions.

B. Code of Ethics

1. The bonds between an Administrator and his Congregation are of a character somewhat different from, and on a higher level than, those of the ordinary contractual relations of the business world. Like the Rabbi, Cantor or Educational Director, the Administrator is a responsible co-worker in the American Reform Temple. He is at all times vitally concerned with the high and sacred purposes of the synagogue and dedicated to the welfare of the members of a Jewish congregation. Therefore, the relationship between the Administrator, the Rabbi, the Officers, Board of Trustees, as well as other synagogue

professionals and between him and his fellow Administrators should be one of mutual respect, confidence and esteem, expressing itself in amicable cooperation.

2. In applying for a congregational position, the Administrator should give all pertinent information as to his qualifications and adhere with integrity to all phases of his contractual or oral agreement.
3. No Administrator shall in any way negotiate for a congregational position that is still occupied. If formally invited to allow his name to be considered, he should first assure himself that the relations between the incumbent and the Congregation have been resolved in a manner satisfactory to both.
4. Whenever an Administrator is consulted concerning the qualifications of a colleague or is impelled to recommend a colleague to a Congregation, he should be mindful of the high responsibility he is assuming and should put such recommendation on the basis solely of character, personality, background and general ability.
5. The Administrator should assume the responsibility of contributing to the professional growth of his colleagues and the NATA by making available to the national office of NATA all administrative methods, techniques and literature utilized by him in the congregation.

6. The primary duty of the Administrator is to be his Congregation. However, as a professional he also owes a responsibility to his community, the Reform Jewish movement and Jewish life in general.

Recommended Employment Policies and Practices

In the spirit of the most enlightened mutual self-interest, we proffer the following employment policies and practices which we urge be adopted by Reform synagogues in relation to their Administrators:

1. **PLACEMENT:** It is recommended that congregations use the NATA Placement Service. This service accepts, after careful screening, applications of men and women who possess the requisite experience and background to meet the requirements of Temple Administrator. Its work is conducted in the strictest of confidence. Its services are at the disposal of all UAHC congregations which wish to establish the position of Temple Administrator or have a vacancy to fill. The Placement Service also serves the Administrator who desires to make a change. Where a congregation is considering the application of an Administrator not in the field or not recommended by NATA, NATA will, upon request, provide the candidate and/or the congregation with all available

educational material to assist in the proper orientation and training of the candidate.

2. **SALARIES:** It is recommended that the size and program activity of the congregation, its budget, the functions of the administrator, the educational background, training and experience of the Administrator in his prior employment, his individual talents and performance, and relationship to the Temple be factors in determining salaries. Equal pay for equal function by men and women should be a basic principle to be applied here. The NATA undertakes periodic surveys of prevailing salaries and working conditions, information on which is available on request to the NATA Placement Service, 838 Fifth Avenue, New York, N.Y. 10021
3. **INCREMENTS:** It is recommended that, where a Temple Administrator serves his congregation with devotion and ability, a program of merit increments over and above cost-of-living adjustments be adopted within budgetary potentials.
4. **MOVING EXPENSES:** It is recommended that the expense of relocating the Administrator's household to a new location be assumed by the hiring congregation in accordance with the established custom governing this situation.

5. ***TENURE:** It is recommended that, when a congregation engages an Administrator who has had no prior synagogue experience, there be a probationary period of one year. Upon the satisfactory completion of this period, there should be a renewal for three years or longer.

When an experienced synagogue Administrator is engaged, it is recommended that the initial agreement be for at least a two-year period, with an automatic extension for three or more years upon satisfactory completion of the initial period.

When an Administrator has completed fifteen (15) years of service, in order to give him the necessary security he deserves, he shall be deemed to have tenure with the congregation.

6. **TIME-OFF:** It is recommended that congregations establish regular and adequate time off during each week. The nature of his position and responsibilities and the unusual hours of his working day place a strain upon the energies and health of the Temple Administrator.

*Used in the sense of an employee whose employment may not be severed except for just cause and not without impartial hearing.

7. **VACATION:** It is recommended that the Temple Administrator receive an annual vacation of a minimum of one (1) month.

8. **ILLNESS:** It is recommended that congregations provide group health plans which furnish all their employees with medical and hospital care at no cost to the individual. Further, salary shall not be interrupted for a reasonable period of time.

9. **PENSION AND INSURANCE:** It is recommended that congregations provide for the security of their Temple Administrator by enrolling him in the Pension Plan of the NATA (administered by the CCAR-UAHC's Rabbinical Pension Board) or such pension and group insurance plans as the congregation may establish which are of comparable nature. It should be the aim of every congregation to assure their Temple Administrator, upon retirement, an income equivalent to no less than 50 per cent of his maximum annual salary in addition to his United States Social Security payments.

It is assumed that the congregation will also enroll the Administrator either in the NATA Group Medical Plan or in group hospitalization and other insurance plans which it has established to protect the congregational staff against the normal vicissitudes of life.

10. **PROFESSIONAL ADVANCEMENT:** It is recommended that the congregation assist in the education and experience of their Administrator by meeting the expense of his membership in the NATA and other professional associations, for study courses, subscriptions to periodicals dealing with his position and attendance at regional and national conferences of the NATA and the UAHC.

The Congregation should be informed that its Administrator may take the examination to acquire certification as a *Fellow in Temple Administration* from the UAHC-NATA-CCAR Board of Certification for Temple Administrators when he qualifies by virtue of experience and background.

11. **TERMINATION:** It is recommended that, if either the congregation or the Administrator does not wish to enter into an extension or renewal of an existing employment agreement, written or oral, the party so deciding should inform the other of his or its decision at least six (6) months before the expiration of the current agreement, unless otherwise mutually agreed upon.
12. **SEVERANCE:** It is recommended that severance pay shall be reasonable and adequate based upon length of service of the Administrator, in keeping with prevailing

practices of comparable professions. It is suggested that at least one month's salary be granted for each year of service to the congregation.

MEMORANDUM

Date March 23, 1971From Myron E. SchoenTo Rabbi Alexander SchindlerCopy for information of Rabbi Maurice N. EisendrathSubject NATA Administrative Committee Meeting

All of the officers of NATA (with the exception of Henry Fruhauf, who became indisposed at the last moment) met in Chicago on March 20 and 21 for our annual between-conventions meeting and I want to inform you of what transpired, as well as pose a question or two that require your direction or the UAHC's decision. First, a couple of personal items that may be of interest:

1) David Mitchell, K.I., Phila., who will undoubtedly be nominated and elected president of NATA in Los Angeles, told us that he will be divorced from his wife Lois within a month. Difficulties between them were rumored during the last year and it has obviously interfered with Dave's attention to NATA matters. Things should improve now that this has been settled.

2) Dave Mitchell's rabbi, Dr. Bertram Korn, has remarried. Dave reports that he is very happy and that his new wife is getting ready acceptance from the congregation.

3) Irv Katz revealed that Beth El, Detroit, has adopted a very generous retirement arrangement for him (and protection for his wife upon his demise), which can go into effect after 1972. I only mention this because Irv is obviously showing his age and reacting to the pace and pressures of Beth El's pending move and building fund drive. Twice during the course of our many hours of meeting, he fell fast asleep in his chair.

Now to the more substantive matters. First, the two questions involving the UAHC that were raised:

1) In consideration of the UAHC's need for meeting rooms in Los Angeles, NATA has arranged that its convention program on Thursday, November 4, be held at Camp Hess-Kramer from early A.M. through

dinner. Gerald Bubis of the HUC School of Jewish Communal Service will conduct a day of mini-classes on the American-Jewish Scene. November 4 is the day for the UAHC's Presidents Conference. The question raised was whether we want or would like some of the temple administrators to be present at the Presidents Conference?

2) The National Conference of Jewish Communal Service has made overtures to NATA to join its ranks as a constituent organization. Henry Fruhauf and I met with a NCJCS representative, Samuel Katz of the American Jewish Committee, to better ascertain what such an affiliation would entail and what benefits would accrue to NATA and its members. Enclosed is a copy of Henry's report to the NATA Administrative Committee. The overture was received favorably, but cautiously by NATA's officers. As the next step, I was asked to inquire whether the UAHC would look with favor on such an affiliation?

I would therefore like to meet with you at your convenience, to discuss this more fully. If you wish, I can ask Henry Fruhauf to join us.

As to the balance of the agenda, the following was discussed:

- a) Program for NATA Convention in L.A. - They are on a "how to" kick, so the sessions will not be heavy but adequate.
- b) NATA Budget - Their income has been maintaining itself and they are keeping expenditures in line except for the NATA Quarterly. However, the publication has improved so much under Mark Finer's editorship, both in content and appearance, that they are not disturbed. In addition, I got them a two-page ad for the last issue, which brought in some income.
- c) The Los Angeles Chapter of NATA, which holds joint monthly meetings with their Conservative and Orthodox counterparts, came in with a resolution that "our national organizations give immediate consideration to the possibility of combining operations in whatever activity may be feasible and expeditious" and that "our national organizations give consideration to the possibility of both completely uniting into one national organization of temple and synagogue administrators ... " I readily convinced them that they had best leave this top-level matter to the top-level of the Reform and Conservative movements and stick to their own lasts.

- d) Future Conventions - A poll of the membership turned down holding the 1972 gathering in Israel. It will remain in New Orleans. There is the possibility of 1974 in Jerusalem.
- e) International Conference of Jewish Communal Service - I advised them that I would be conducting the workshop in Jerusalem August 15-20 and that Edward Cohen of Miami will also be participating. They voted, subject to a poll of the Executive Board, to send the president of NATA, Bernard Lepoff. They would accomplish this financially by having David Mitchell or Henry Fruhauf represent NATA at UAHC Board meetings and thereby save \$500 per trip. No great loss, since Bernie is no heavy weight.
- f) Membership - Remains about same (153). They are launching effort to add "Courtesy Members" from related ranks, per recent change in constitution.
- g) Placement - I reported that compared to past years, things are tight. Only two openings this year, so far.
- h) Salary Survey - They will undertake a survey of current earnings of NATA members and hopefully it will be reported on in L.A.
- i) Nominations - Bernie Lepoff will be stepping down. Nominating Committee has been appointed, headed by Nat Emanuel. Dave Mitchell will undoubtedly get nod for president and everyone will move up one place. If they get a capable Administrative Secretary to fill the open spot, we'll have a pretty good team to work with.

A handwritten signature, possibly "Mey", written in dark ink. It consists of a series of loops and a long, sweeping tail that curves upwards.

Memorandum of Meeting on March 12, 1971 between Messrs. Samuel Katz, Myron E. Schoen and Henry Fruhauf.

Mr. Katz indicated that as his letter to Bernie Lepoff had stated, the Executive Committee of the National Conference on Jewish Communal Service approved a suggestion of exploring the possibility of having the various associations of Synagogue Executives become affiliated with NCJCS. He indicated that subsequent to such authorization he had satisfactory conversations with Howard Danzig of NASA and a Mr. Whitehead of NAOSA. Both groups apparently are interested in pursuing the subject.

At the present time the following organizations belong to the NCJCS: Association of Jewish Center Workers, National Association of Jewish Homes for the Aged, National Association of Jewish Family, Children & Health Services, Association of Jewish Community Relations Workers, National Council on Jewish Education and the National Association of Jewish Community Organization Professionals.

Their annual Conference has three simultaneous aspects:

- 1) Each constituent organization (see above) runs its own conference; 2) There are inter-disciplinary sessions of a substantive nature, several running concurrently; and 3) There are plenary sessions of the NCJCS.

A study of their By-laws shows that there are both individual members and organization members; an individual member is entitled to cast one vote at the business session and for elections and organization members are each entitled to one vote which shall be cast by a designated representative of the organization. (I have not studied the Constitution, By-laws and Procedures too carefully, but I do note an apparent discrepancy between the section which refers to organization members and a subsequent article which refers to Associate Groups; apparently they are the same and are interchangeable terms.)

Article IX of the By-laws spells out the three kinds of resolutions on which the Conference may act at its Annual Meeting or at special meetings; (a) Business Resolutions, (b) Courtesy Resolutions and (c) Opinion and Action Resolutions. Business Resolutions are defined as those required to carry on the necessary administrative and business functions of the Conference; they may be initiated by any member present and shall be dealt with according to Roberts and approved by a majority of those present and voting. Courtesy Resolutions are defined as those which express appreciation and approval of the Conference; there are mechanics for introducing them and they too require a majority vote of the members present and voting. Resolutions of Opinion and Action are defined as those by which the Conference may take an official position (defined in the Constitution as possible on matters within the general scope of the purposes of the organization when there is broad unanimity of opinion among the membership); such Resolutions may be proposed by the Committee on Public Issues, with the approval of the Executive Committee, to be accepted or rejected by majority vote of the members voting; on the floor suggestions of substance or language cannot be adopted, but can only be

transmitted without action to the Committee on Public Issues. There is almost a page and-a-half single-spaced in the By-laws concerning the procedures to be followed by the Committee on Public Issues; I quote only one: "Article IX Section 5 f) Those Resolutions approved by the Annual Meeting, edited as may in the judgment of the Committee on Public Issues be necessary, shall be widely disseminated. All Associate Groups and the Committee on Local Conference Activities shall be requested to devote major attention to consideration of such Resolutions as part of their program activities."

The Committee on Public Issues is to be composed of ten members appointed by the President of NCJCS, selected on the basis of their interest in and their knowledge of public issues and with intent to assure the widest variety of responsible points of view and two members designated by each of the Associate Groups of the Conference.

The Executive Committee of the Conference consists of five officers, twelve individual members of the Conference (here is a case in point where we are a little confused as to whether these individual members could possibly come from the Associate Groups, or whether they are just some individuals who belong to the Conference without belonging to any of the affiliates), 4. Former presidents who serve for three years following their term of office, ~~Two~~ Individual members appointed annually for a one-year-term (the twelve members referred to above serve for three-year-terms) these latter two to be appointed in order to get adequate representation for the various fields of communal service, geographic areas and different levels of practice; the presidents of the Associate Groups are ex-officio members of the Executive Committee.

Dues to the NCJCS are \$5.00 per member (this does not mean \$5.00 for NATA, but \$5.00 for each member of NATA). The dues includes a subscription to the Journal, and in all likelihood the proceedings of their Annual Meeting. There are also a great number of fringe benefits available through the NCJCS, but from our exploratory meetings they do not include anything which is not currently available to NATA members through the Rabbinical Pension Board.

Sam Katz emphasized the philosophical frame of reference in which this matter should be considered; all of us are really employed by "the Jewish Community" and therefore it is his feeling and that of some of his colleagues, that there should be developed a generic approach to Jewish communal work. There is a "pecking order" in existence now among communal workers and it is his feeling that such a "pecking order" should be inter-disciplinary.

At the present time the major categories of Jewish "Communal Workers" not included in the Conference are Rabbis, Cantors and Synagogue Administrators. For obvious reasons the first two do not seem to be logical prospects for membership in the NCJCS at this time.

Sam Katz also pointed out that the Conference is really a loose organization and in passing he mentioned that most of the members are not social workers and they do not have the MSW degree.

He also mentioned the fact that there is a special committee now functioning, headed by Dr. Walter Levy, to investigate the concept of creating a Federation rather than a Conference. This committee has not been able to bring out any kind of report as yet, but it is possible that in the near future it will and Mr. Katz's feeling was that if NATA were in the NCJCS at this time or in the very near future, then it would be in on the ground floor of any such concept as might arise out of the current study.

Nata

September 20, 1978

Mr. Walter C. Baron, F.T.A.
Temple Israel
2324 Emerson Avenue South
Minneapolis, Minnesota 55405

Dear Walter:

Lillian Maltzer expressed it publicly at our Commission meeting, but I want to add my personal appreciation for NATA's subvention of my department in the amount of \$1,000.00.

Your words about my efforts as Placement Administrator and "executive" for NATA's national services and needs were overly generous. I know that Lillian Maltzer and Alex Schindler share my feelings that NATA's members give of themselves and do amply for the Reform movement and we are the ones who should give thanks.

I hope Toby's health will improve steadily and that both of you will enjoy a year of good health and happiness.

Sincerely,

MYRON E. SCHOEN, F.T.A.

CC: Lillian Maltzer
Rabbi Schindler ✓

MES:dj

MEMORANDUM

To FRED COHEN From MYRON E. SCHOEN Date 9/20/78

CC: Mrs. Lillian Maltzer & Rabbi Alexander Schindler ✓

RE: CHECK FROM NATA

Enclosed please find check #1031, in the amount of \$1,000.00, payable to the UAHC.

This is a subvention from NATA for the operation of the office of the Department of Synagogue Administration for the 1978-79 budgetary year.

Will you please apply the entire amount to "Travel & Meetings" #426.

MES:dj



FOR YOUR INFORMATION

National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS

(212) 249-0100

838 Fifth Ave., N.Y., N.Y. 10021



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1300 N. Sepulveda Blvd.
Los Angeles, Calif. 90049

NATM

June 8, 1978

To: Administrative Committee

From: Myron E. Schoen, F.T.A.

Subject: Placement Committee Activities, November 1977
to June 1978

A. Placements Completed

1. S. Bernard Lieberman at Cong. Emanu-El B'ne Jeshurun, Milwaukee, Wisconsin. (Lillian Friedman retiring 7-1-78)
2. Jonathan Kollin at Jacksonville (Fla.) Jewish Center-Conservative synagogue. He was assistant at Cong. Emanu-El, New York City
3. William Ferstenfeld, F.T.A. at Keneseth Israel, Elkins Park, Pennsylvania (successor to David Mitchell as of 8-1-78)
4. Howard Lazar, F.T.A. at Temple Shearith Israel, San Francisco, California (Sidney Kluger retired 4-1-78)

B. Congregations Currently Panelled

1. The Temple, Cleveland, Ohio-Successor for Leo Bamberger, (retiring)
2. Cong. Emanu-El, New York City-Assistant to replace Jonathan Kollin (see A2)
3. Temple Israel, New York City-Successor to William Ferstenfeld (see A3)
4. Westchester Reform Temple, Scarsdale, New York

Memo to Administrative Committee

5. Temple Israel, Boston, Massachusetts-Bernie Pincus-retiring 11-1-78
6. Temple Emanu-El, Providence, Rhode Island (Conservative)
7. Temple Israel, New Rochelle, New York-Successor to Harold Press
8. Temple Beth Hillel, No. Hollywood, California-Successor to Irving Simon

C. Unsuccessful Efforts

1. Temple Jeremiah, Northfield, Illinois-Congregation chose Ms. Estelle Gordon from UAHC's Chicago office.
2. Temple Oheb Shalom, Baltimore, Maryland-Congregation chose Murray Knopf, from Conservative ranks, Annapolis, Maryland.
3. Har Sinai, Baltimore, Maryland-Congregation does not seem to have engaged anyone.
4. Isaac M. Wise Temple, Cincinnati, Ohio-Engaged local man, Louis Peerless.

D. Other Activities

1. Union Temple, Brooklyn, New York-Assisted in engaging Activities Director.
2. Park Avenue Synagogue, New York City-(Conservative) Consultation re successor to Martin Leichtling. Engaged Andrew Braun.
3. Cong. Adath Israel-Brith Sholom, Louisville, Kentucky-Merged 900 member congregation. Considering Temple Administrator.
4. American Jewish Committee-Submitted names for Director of Boston office.

These statistics and names hardly reveal the extensive correspondence, telephone calls and face-to-face meetings in which I am involved. I am grateful to the NATA's Chairman, Henry E. Ziegler, F.T.A., Bernard Lepoff, F.T.A., West Coast representative and to NATA's President, Walter C. Baron, F.T.A. for their wise counsel and assistance, particularly during my brief absence because of illness.

NATA

September 30, 1983

Ms. Shirley Chernela, FTA
Ahaaray Tefila Congregation
230 East 79th Street
New York, N.Y. 10021

Dear Shirley:

The continued support of the National Association of Temple Administrators means much to all of us of the UNION. And you support us in so many ways! Myron has just told me of the NATA subvention to the UAHC for the Department of Synagogue Administration for 1983-84 and I am deeply grateful. This gift of \$3,000. truly helps and I thank you.

We are also, of course, counting on the members of NATA to assume some of the special responsibilities they always do in connection with the forthcoming Biennial, and most especially at Plenary Sessions. In advance, I write to note my gratitude for the spirit of cooperation.

Looking forward to seeing you in Houston, if not sooner, I am

Sincerely,

Alexander M. Schindler

Shirley
Frank Shirley
in his own
belly
Cher

September 28, 1983

Mrs. Shirley Chernela, FTA
Shearay Tefila Congregation
250 E. 79th St.
New York, N.Y. 10021

Dear Shirley:

I want to thank you for the \$3,000.00 check representing NATA's subvention of the UAHC's Department of Synagogue Administration during the 1983-84 congregational year.

NATA's relationship to the Reform movement is a valued one on many levels. We are deeply in debt to you and your colleagues for your continued support. In turn, let me assure you that my department will do everything possible to continue to assist NATA in all of its worthy endeavors.

Sincerely,

Myron E. Schoen, FTA

CC: Dr. Harold J. Tragash
Rabbi Alexander M. Schindler

NATA

MEMORANDUM

From Myron E Schoen

Date
December 2, 1982

To Rabbi Alexander M Schindler

Copies T. Broido

Subject NATA's 41st Annual Workshop Conference 11/7-11/11/82

This NATA convention had two unusual aspects. The positive one was the unusually large attendance for a non-Biennial year. This was due to the location, Los Angeles, and the presence of so many Administrators from Conservative congregations (more about this later). The negative aspect was the weather. Pouring rain and overcast which probably led to fine attendance at all workshops.

I'll deal with NATA's "business" first:

1. They ran a small surplus for '81-'82 and hence the Administrative Committee revised the projection of expenses for '82-'83. The plenary approved a mid-year meeting of the Executive Board, a request that has been long pending and they upped the subvention for my department from \$2,500 to \$3,000. They have close to \$22,000 in a special fund for the publication of the Temple Management Manual (more later) and some \$30,000 invested in Dreyfus, Treasury bills and Israel Bonds.
2. Membership stands at its highest point, 222. The Regular members (those who work for UAHC congregations) number 150. There are 41 Conservative colleagues (Courtesy) and 18 Retired members. Almost 50% of the new members are women. Many are primarily office managers of smaller congregations who have "asserted" themselves and seek equal pay, fringe benefits and recognition. The Conservatives obviously feel that their own organization (NASA) does not provide for their needs adequately.
3. Attached is a copy of my placement report. Percentage-wise it is a duplicate of the one I rendered a year ago. Congregations are turning to local sources thus saving on moving expenses, salaries and fringe benefits.
4. I have officially become part of the "troika" working on the Temple Management Manual and have had two all day sessions with Julian Feldman and Henry Fruhauf at my home since August, resulting in some significant progress. I believe, as Julian reported, that there is a good prospect that this publication will be ready before Houston.



Rabbi Alexander Schindler
NATA's 41st Annual Workshop Conference
December 2, 1982
page two

5. NATA's constitution was amended to cut the size of the Executive Board from 17 to 14. This will reduce the cost of mid-year meetings. However, an amendment to strip the Honorary members of the Board (past presidents) of the vote was tabled. There are so many living past-presidents (7) that it was felt they could technically control the Board.

6. They have booked their hotel for Houston in '83. The plenary approved a joint convention with NASA in December or early January, 1985. This is the culmination of many years of urging upon the part of Conservative colleagues. It was twice defeated in the past but at this convention there were only two nay votes. It is understood that this is only a one-time decision (an experiment) and that each organization will hold its own plenary. Workshops will be joint; Kashruth will be observed at any meals and head covering will be the individual's decision. No discussion of the daily minyan. Interestingly, there was a daily worship service in L.A. I attended three of four and they were well attended.

7 Ted Broido spoke to the assemblage twice. At the plenary session he effectively explained the problem confronting the RPB in relation to health coverage and eased many minds. His luncheon address was not only effective but inspiring as he covered the challenges facing the Reform movement and its synagogues.

8. I reported to the plenary on the progress being made in Research Survey #13 (Temple Finance), the Leadership Development program and the more recent program of the Task Force on the Disabled.

9. Because of the absence of Robert Mills, editor of NATA's JOURNAL there was no floor discussion of their quarterly. At the Administrative Committee session it was acknowledged that it continues to be an attractive piece that has gained a remarkable degree of recognition. However, there was a feeling, that I shared, that it has failed to carry enough informative and innovative managerial articles. Attempts will be made to correct this in the year ahead.

10. Other items covered were the F.T.A. program, the TAAP service and NATA's salary survey. As Secretary of the Board of Certification, I "invested" three new F.T.A.'s. There were two people who took the 1982 exams in L.A. As for TAAP, their "hot line" has been fairly active but only two administrative surveys in the past year. The salary survey, initiated right after the Boston convention, unfortunately must be abandoned. The responses were turned over to Henry Ziegler. As of this date we have not been able to locate them. Only a few tables have been uncovered. A new survey will be undertaken with the analysis to be done by Joe Boston.

Rabbi Alexander Schindler
NATA's 41st Annual Workshop Conference
December 2, 1982
page three

As for the workshops and speeches, here were the highlights:

a. Gerry Bubis gave the Max Feder memorial lecture and held the group spell-bound with his vision of a future Jewish community more mobile and more spread-out than before. He sees blurring of the distinction between Conservative and Reform synagogues and the evolving synagogues becoming more like Federations in offering a broad range of services to the entire Jewish community. His presentation was recorded and it will be interesting to read it and see if it was as "profound" as it appeared on hearing it.

b. The next session that seemed to attract most attention was the one titled "Negotiating a Contract". The presentation was made by Ed London and I served as resource person. We had talked several times before hand and he came well prepared. This was a verboten topic for public discussion in the past and there were mild objections from the southern "old boy" contingent (Joe Boston and Herb Barton) but even Henry Fruhauf who previously objected, participated enthusiastically in what was obviously a learning experience for the overwhelming majority.

c. Jack Dauber did a masterful job with an all day session devoted to a "Workshop on Relationships". The morning session was well attended but unfortunately 50% defected in the P.M. It confirms my finding that it is very difficult to hold a group for the entire day. I know that they do it in business-sponsored management sessions but in a convention we lack the monetary and self-interest pressure.

d. A workshop on fundraising was not only well attended but well prepared by Bob Cohen, Temple Emanu-El, Westfield, NJ. He made it a "show and tell" with a half-dozen colleagues displaying remarkable results.

e. The session on "Stress Management" was the usual routine as far as I am concerned but that and "Time Management" are a popular craze these days.

f. Rabbi Zeldin spoke at one of the dinners. It was a long, rambling address, in which he made clear that he and his congregation had found the answer to the needs of the Jewish community and expressed surprise that his colleagues and their congregations had not seen the light and followed in his path.

g. On the closing day we had a tour of Jewish L.A., the highlight of which was the visit to the HUC-JIR building and a guided tour of the Skirball Museum. Docents took small groups through the exhibits. I pointed out that two loan exhibits were products of the UAHC's efforts.

Rabbi Alexander Schindler
December 2, 1982
page four

I helped arrange for the Hana Geber silver and sculpture. She's a long-standing member of the UAHC's Accredited List of Synagogue Artists and Craftspeople. And there was the Polish exhibit and I pointed out your role and that of Phil Hiatt.

It was a good convention and I ended my trip to the west coast by going up for a luncheon meeting with the Board of Temple Sinai, Oakland, and bringing greetings from the UAHC at the Shabbat service.

A handwritten signature, likely of Rabbi Alexander Schindler, written in dark ink. The signature is stylized and appears to be 'A. Schindler'.



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue, New York, NY 10021 (212) 249-0100



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October 1982

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13018 Skyview Drive
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TO: Members of NATA

FROM: Myron E. Schoen, F.T.A.
Administrator, NATA Placement Service

SUBJECT: Report covering December 1981 to November 1, 1982

A. Placements Completed

1. Francis Lee, F.T.A. - Temple Sinai, Tenafly, NJ
2. Richard Frohman - Temple Judea Mizpah, Skokie, IL
3. Albert Welland - Temple Israel Center (Conservative)
White Plains, NY
4. Amy Madden - Stephen Wise Free Synagogue, NYC
5. Rabbinical Pension Board - Vivian Mendeles

B. Positions Filled from other Sources

1. The Temple, Cleveland, OH - Marvin H Linder
2. Har Sinai Temple, Baltimore, MD, Fred Goldman
3. Temple Isaiah, Los Angeles, Alan Karpel
4. Temple Israel, Dayton, OH - Robert M. Rosensweet
5. Cong. Shaare Emeth, St. Louis, MO, William Gordon
6. Temple Beth Israel, Phoenix, AZ - Mel Weisblatt
7. B'nai Israel, (Conservative) Rockville, MD -
Herbert Schieber
8. Cong. Beth Israel, W. Hartford, CT - Katherine Lavitt
9. Cong. Anshei Israel (Conservative), Tucson, AZ
10. Beth El Hebrew Cong, Alexandria VA, - Alvin Ungerleider
11. Temple Israel, Columbus, OH - Barbara Soloway

C. Congregations Currently Paneled

1. Temple Emanu-El, Tucson, AZ
2. Stephen S Wise Temple, Los Angeles, CA



temple sholom

3480 N. LAKE SHORE DRIVE • CHICAGO, ILL. 60657 • TELEPHONE (312) 525-4707

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Past Presidents*

April 9, 1982

NATA

Rabbi Alexander Schindler, President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

Dear Rabbi Schindler:

Thank you for your prompt answer to my request for an article. We shall use your address of February 10, 1982.

As you know, we will begin to put the JOURNAL together in July, 1982. If you wish to make alterations as the world situation alters, please let me know. Otherwise we will use the article as it stands.

I would also appreciate a picture.

With kindest regards, I am

Sincerely,

Robert Mills
Executive Director

see note

RM:b

sent photo
4/15/82

April 2, 1982

Mr. Robert Mills
Executive Director
Temple Shalom
3480 M. Lake Shore Drive
Chicago, IL 60657

Dear Bob:

Thank you for the advance copy of the Spring edition of the NATA JOURNAL. I look forward to perusing its pages -- but a quick glance tells me it is an interesting and informative issue.

My travel schedule during the coming months is extremely heavy and I simply don't have the time to write an article. If you wish, you might consider re-printing or adapting the enclosed address. It is on the theme requested and perhaps it will fill the bill. If you do adapt, I would appreciate having an opportunity to review the text. If you can't use the paper in any way I will certainly understand.

With appreciation and every good wish for a sweet and lovely Pesach, I am

Sincerely,

Alexander M. Schindler

Encl.



temple sholom

3480 N. LAKE SHORE DRIVE • CHICAGO, ILL. 60657 • TELEPHONE (312) 525-4707

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March 30, 1982

Rabbi Alexander M. Schindler, President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021


Dear Rabbi Schindler:

I enclose an advance copy of the current NATA JOURNAL, and ask that you consider giving us an article for the Fall issue.

I believe it would be most appropriate for you to be included as a lead article in the next issue. I am personally inclined to an article relating to the Jewish moral position on nuclear warfare. Would you be interested in giving us such an article of about 2000 words, and have it in our hands by July 15, 1982?

Many thanks.

Sincerely,


Robert Mills
Executive Director

RM:b

Encl.


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MEMORANDUM

From

Myron E Schoen

Date

November 11, 1981

To

Rabbi Alexander M. Schindler

Copies

Henry E Ziegler, FTA

Subject

"Treatment of Young, Single Career People"

Relative to your memo of 10/22/81 in regard to the above, Henry and I had a brief exchange. We recognize the problem. NATA conventions have frequently staged socio-dramas to dramatize the proper handling of all who come in contact with the synagogue staff.

At the coming NATA convention there will be an afternoon devoted to a "Problem Solving Clinic". This should afford us an opportunity to raise the issues you cite and to seek a way of better educating the staff to its human relations

Thorne

Wyp

cc: TKH



אחדות
ליהדות
אמריקה

Union of American Hebrew Congregations

838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100

Rabbi Alexander M. Schindler

10/22/81

Myron E. Schoen

Henry E. Ziegler, President, NATA

During my absence some complaints have come in regarding the treatment of young, single career people by our congregations. I know that very often it is not a matter of congregational policy which creates the problem but the person responding to the query, be it a temple staff member, professional, or a lay leader carrying out the policy of the congregation.

In one instance the caller could not get information on High Holyday services because she indicated she was not a member. The telephone operator was abrupt, not helpful and, in fact, downright nasty. She did not even transfer the caller to a staff person. In another situation, two young career women, new to the community, brought up in a Reform congregation, were told that the contribution for membership was a certain amount and if they couldn't afford to pay that was that!!

Both of you know these stories can be multiplied...alas... and while we cannot instruct our congregations as to how they should handle such young people, we must seek to sensitize them and try to have them become aware of the problem.

I am eager to have the problem brought to the attention of NATA and our Commission on Synagogue Administration so we can try to find a remedy. May I count on the two of you to look into this matter.



COPY temple shalom

3480 N. LAKE SHORE DRIVE • CHICAGO, ILL. 60657 • TELEPHONE (312) 525-4707

October 16, 1981

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DONALD B. ROSOFF, M.A.H.E., M.A.H.L.

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Ms. Lori R. Dickerman
607 W. Wrightwood #513
Chicago, Illinois 60614

Dear Ms. Dickerman:

I have your letter of October 13, 1981 and wish to respond.

If our switchboard operator was rude, I do apologize. There are times when the board and the duties of that person cause a great deal of stress. The holiday period is one which is fraught with difficulties and I can understand how a person in that position becomes impatient. However, rudeness is not excusable and I shall do what I can to rectify the matter.

I am anxious that you should know the congregation distributed 200 free tickets at a regularly scheduled time preceding by one week the Rosh Hashana services. Perhaps you were not able to make your request until the day of the Erev Yom Kippur. However, properly satisfying all of our constituents is only possible when time is available to handle the matters. This is not a matter of generosity or lack of generosity. All we ask is to be given the opportunity to handle the problems people face in a professional manner.

I am also anxious that you should know we do have many members who are unable to pay prescribed dues. We have, in a regularized manner, established dues changes compatible with their needs. Certainly we would be willing to do this in your case. All we need is for you to give us the opportunity.

Your concluding paragraph indicates that you are anxious to establish ethnic and religious roots in a strange city. Will you let us help you?

Sincerely,

Robert Mills
Executive Director

RM:b

cc: Rabbi Frederick C. Schwartz
Rabbi Alexander M. Schindler ✓
Mr. Donald Kaufman

October 21, 1981

Ms. Lori R. Dickerman
607 W. Wrightwood #513
Chicago, IL 60614

Dear Ms. Dickerman:

As Rabbi Schindler is out-of-the-country, I am writing to acknowledge receipt of your letter of the 21st. I know he will be grateful to you for having shared a copy of your letter to Mr. Mills of Temple Sholom, even as I know he will be distressed to learn of the treatment you received when you called the congregations for High Holyday information.

The UAHC can seek to sensitize congregations to problems in communicating with people who call for information, but each congregation must make certain that callers are treated with respect and understanding. I would hope that Mr. Mills will take your letter to heart and seek to avoid similar situations at his congregation in the future.

With kindest greetings, I am

Sincerely,

Edith J. Miller
Assistant to the President

607 W. Wrightwood #513
Chicago, Ill. 60614

October 13, 1981

Mr. Robert Mills
Executive Director
Temple Sholom
3480 North Lake Shore Dr.
Chicago, Ill. 60657

Dear Mr. Mills:

I am a young, single, working woman who has lived in Chicago, 2000 miles from my family, for 2½ years. Due to financial constraints, I have been unable to join your congregation, and could not purchase High Holy Day tickets this year. In the past, however, I have been allowed to attend services elsewhere during the holidays, and in hopes of continuing to do so, I called the Temple on the day of Erev Yom Kippur to find out the schedule of services. The woman who answered immediately asked if I am a member, and when I said I am not, she said I would not be able to attend and she would not give me the schedule. I asked again, and she grudgingly gave me the morning times, saying perhaps I could find a seat in the chapel. She would not, however, tell me the afternoon schedule, and when I asked a third time, she abruptly ended the conversation with the excuse that the switchboard was very busy.

While this woman's rudeness is inexcusable, that is not the reason for this letter. The significance of this matter lies in the refusal of a large, influential religious organization to allow one to join in the practice of that religion simply on a financial basis. Please note that such refusal was not presented to me in terms of lack of space. Nothing was said about my possibly coming to the Temple to see if seats would be available--indeed, I could not even find out when to come, in the event there was room. (Through the generosity and menschlichkeit of one Temple member, I did end up attending Erev services, and was surprised at the number of empty seats. Clearly space was not the issue.)

I have attended services at Temple Sholom many times, and have found it quite meaningful. What has particularly impressed me is the emphasis on education, carrying on Jewish tradition and identity, and maintaining support for the Jewish people from within the Jewish community. But the Temple's policy, as evidenced by my phone conversation, makes it clear that the fruits of these teachings, so integral to the continuation of Judaism as a living religion and culture, are only for those who can pay for them. And this travesty, which so directly contradicts so much of

our religion, does immeasurably more damage than if there were no teaching at all. Your attitude teaches your children hypocrisy: a lesson far more impressive and lasting than all the rest. It teaches that the words are no more than that, and that all that is required to be a Jew, to be a mensch, is lip-service to some very lofty ideas. In addition, it serves to reinforce the words of our detractors, handing them a perfect opportunity to point to the Temple Sholom's of the world and sneer, "See, money-grubbing Jews."

Coming from a small, often struggling congregation, I understand very well the importance of money in maintaining a synagogue. But the synagogue becomes superfluous absent a strong, cohesive community behind it. Temple Sholom, for all its good works and active congregation, substantially undermines rather than supports that community every time it closes its doors, metaphorically or literally, to anyone, but especially to a young person struggling to establish ethnic and religious roots in a strange city.

Thank you for your attention.

Very truly yours,

Lori R. Dickerman

cc: Rabbi Frederick C. Schwartz
Rabbi Alexander M. Schindler
Mr. Donald Kaufman

October 22, 1981

Mr. Richard B. Matassarini
Insurance Management Associates, Inc.
714 Union Center
Wichita, Kansas 67202

Dear Richard:

I just returned from Australia and saw the file of correspondence between you and Edie. Needless to say, I, too, am concerned about the insensitivities which our congregations often manifest. Although, I must tell you that more often than not, once I investigate the sporadic complaints which I receive, I find that it is not so much the policy of the congregation which is at fault but rather the thoughtlessness and insensitivity of an individual, sometimes a professional, more often lay leaders who carry out these policies.

Be that as it may, I am going to send a letter to the Department of Synagogue Administration, as well as the leadership of NATA, calling their attention to the problem raised by you and by several other recent incidents which have been called to my attention, in the hope that they can deal with this collectively and perhaps find some way toward a remedy. Obviously, I will not go into details with names and places, merely situations.

With warmest regards to you and Nancy, in which Rhea joins, I am

Sincerely,

Alexander M. Schindler

October 21, 1981

Mr. Richard B. Matassarini
Insurance Management Associates, Inc.
714 Union Center
Wichita, Kansas 67202

Dear Richard:

Many thanks for your letter. I appreciate your having shared your thoughts and concerns with me.

We're really both on the same wave length. My concern is for the Reform Movement and the manner in which young, single, working men and women are treated by some of our people. Only today we had a letter from a young woman in Chicago who had called a temple for information on the High Holydays and was treated badly when the person she spoke with learned she was not a member of the congregation.

When I spoke of discussing situations similar to that in which your daughters were involved with temple presidents and members of NATA I was not thinking in terms of a task force. Rather, I believe we have to sensitize leaders of our congregations - presidents, rabbis, administrators, etc. - to the needs and the problems of young career people. And, of course, some of our older people have similar problems in terms of ability to meet the financial requirements for temple membership. I am particularly concerned about the younger population for they represent our future and if we turn them off because they cannot afford to join congregations at a higher monetary contribution we are likely to lose them. My own congregation has a Fair Share Membership Plan and we have found that as our younger members move up on the financial scale they improve their monetary contributions to the temple.

At any rate, Alex is due back from his trip to New Zealand and Australia this week and your letter will be brought to his attention.

With warmest regards to you and Nancy, I am

Sincerely,

Edith J. Miller
Assistant to the President



INSURANCE
MANAGEMENT
ASSOCIATES, INC.
714 UNION CENTER
WICHITA, KANSAS 67202

316-267-9221
TWX 910-741-6997

October 15, 1981

Ms. Edith J. Miller
Assistant to the President
Union American Hebrew Congregation
838 Fifth Avenue
New York, NY 10021

Dear Edie:

L'Shanah Tovah!

I appreciate your immediate response and hope that all is well with you and Alex and our Union. I originally intended not to send you the correspondence file on my daughters as that was not the reason I was writing Alex. However, Ted felt that I should include it so you could get the overall view, which I did.

Please do not misconstrue my reasons nor my main point. I am not out to make an example of Temple Solel which is why I did not want to send you the file. My daughters will handle their situation in their best interests whether it be with Solel or some other congregation. But it must be their choice. In my opinion, it is not in the best interests of our UAHC for anyone to contact them on this matter.

My point was that too many member congregations unknowingly or otherwise practice varying degrees of discrimination; some examples of which I attempted to point out in my letter. If this assumption is correct, then I feel that our UAHC should make an attempt to alleviate the situation. If my assumption is incorrect, then we should forget it.

I do not feel that NATA is the proper organization for the task force as too many of our congregations do not have administrators and are not affiliated with that organization, but they should be represented as should all of our affiliates. I realize my judgement is based on very limited knowledge, far exceeded by you at 838, so I will abide by your decision. Your concern regarding my daughters' experience is certainly appreciated, but it is not my reason for writing Alex. My main concern is reformed Judaism and are we practicing discrimination?

Thanks for everything.

Best regards,

Richard B. Matassarini

RBM:gh - 4/b15

October 6, 1981

Mr. Richard B. Matassarini
Insurance Management Associates, Inc.
714 Union Center
Wichita, Kansas 67202

Dear Richard:

As you may know, Alex is visiting our Liberal congregations in Australia and New Zealand during the High Holyday period. Thus, I hasten to acknowledge your letter of October 1 and to let you know that it will be brought to his attention immediately upon his return two weeks hence.

Needless to note, the experience of your daughters is most distressing and the kind of situation our congregations should seek to avoid. I've talked with Ted Broido about it and we both feel it would be important to have the National Association of Temple Administrators discuss this subject, after all, the Temple Administrator works closely with the Membership Committee. It might also be important to have this subject discussed at the Biennial Leaders Institute for Presidents of our congregations. I do want to assure you of our concern and our gratitude to you for bringing the experience of your daughters to our attention.

With warmest regards to you and Nancy and best wishes for a healthy, happy and fulfilling New Year, I am

Sincerely,

Edith J. Miller
Assistant to the President

cc: Theodore K. Broido



INSURANCE
MANAGEMENT
ASSOCIATES, INC.
714 UNION CENTER
WICHITA, KANSAS 67202

316-267-9221
TWX 910-741-6997

October 1, 1981

Rabbi Alexander Schindler, President
UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue
New York, NY 10021

Dear Alex:

La Shanna Tova!

Recently two of my daughters had a very negative experience when they applied for membership in one of our member congregations. This vividly brought to mind a problem that I'm afraid is much more prevalent than I originally anticipated, and needs to be addressed by our Union. Since becoming active on the Regional and National levels, I have been aware that some of our congregations operate with quota systems; are closed to new membership; have exorbitant minimum dues structures; and a few even operate like country clubs, interrogating prospective members, making sure they "fit in" with their interpretation of Judaism. All of these are counterproductive to Reform Judaism, especially since it primarily effects our young and elderly.

If our history has not taught us anything else, surely we must have learned that; "quota systems" are detrimental to any society; that "closed congregations" tend to be only closed to those who do not have inside assistance; that "minimum dues structures" are usually invoked against those who honestly cannot afford it; and that no one has the right to question another on their personal practice of Judaism. These practices seem to be more prevalent in larger communities where there are more than one Reform congregation, and I'm certain they feel justified because the individuals, if turned down, have other congregations to approach. This is a "cop out", for we are doing to each other what none of us would sit still for if it were happening to us by either Orthodox, Conservative or even non-Jewish groups. How can we allow this to happen in "God's name" to one another when we've fought this kind of treatment throughout our history?

Alex, I understand that our member congregations are autonomous, and that's as it should be, but do not we have an obligation, especially through our Outreach Program, to make an effort to correct these inequities? After all, Justice and Mercy are just as much watchwords of our Faith as the Shema, especially to our Reform Movement. Accordingly, I would ask you to consider forming

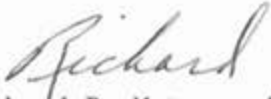
Rabbi Alexander Schindler
October 1, 1981
Page 2

a task force to study this area and how it effects our young adults and elderly. Should these problems actually exist, and I feel certain they do, then I believe we have a moral obligation to not only make our member congregations aware, but to suggest guidelines to alleviate these situations. Since we have Rabbinical/Congregational guidelines and panels, why not one for individuals/congregations on a strictly voluntary basis. It could even be composed of the Regional Presidents and Directors, since they are closest to the individual situations.

I'm sorry to trouble you, as I realize you are extremely busy, but I feel that Justice and Mercy are being abused and that unknowingly, our Union is a part of that abuse. We might not be able to solve it, but we should at least make an honest effort.

Your comments would be greatly appreciated, and may you and yours be blessed with a year of good health and happiness.

Todah Raba.



Richard B. Matassarini

RBM:ml-4/M1

September 18, 1981

Rabbi Maynard W. Bell
TEMPLE SOLEL
6805 East McDonald Drive
Scottsdale, AZ 85253

Dear Rabbi Bell:

I write this with a very heavy heart, as in a short period of time a member of your congregation made an attempt to completely destroy what has taken my wife and I 25 years to build. I refer specifically to the treatment two of my daughters received when applying for membership in your congregation.

It is difficult in a small, isolated Jewish community to instill a sense of Jewishness to our children. My wife and I had been successful in that all three of our children have a sincere commitment to Judaism, with a deep desire to affiliate with a congregation and people of the Jewish faith.

When Lynn and Dorothy moved to the Phoenix area, one of the reasons was the large Jewish population. At our suggestion, they visited each Reformed congregation before making a decision as to which Temple to join, and unfortunately they chose Temple Solel. I say unfortunately, because whomever they met with from your congregation not only treated them in a shabby manner, but ridiculed them because they could not afford to pay the dues requested. No one should be laughed at (especially to their face) when they make an honest attempt to pay whatever they can afford in the way of dues to a congregation, and surely no congregation has so many affluent members that people who must pay on a monthly basis should be turned away, nor should they be told to put it on a Master Charge. Certainly a congregation should understand that people have more to offer than just financial support, and are willing to put in extra effort, knowing they cannot afford a higher dues level. Both Lynn and Dorothy have college degrees in education, as well as experience in NFPY and BBYO and our UAHC camps, as well as the religious school, but were never given the opportunity to tell that they were willing to give of themselves in lieu of higher dues which they could not afford.

How often are you approached by two young, single adults just getting started in the business world who want to join your congregation? My wife and I both have been active in our Union, and we

Rabbi Maynard W. Bell
September 18, 1981
Page 2

are well aware that one of the most important problems facing Judaism is the loss of our young adults who do not want to affiliate with our congregations. I'll bet one of the reasons is because in the first place, they are not made welcome when they visit, and then are turned off by some self-righteous Finance Chairman.

I am writing this for two reasons: The first reason is because we're deeply hurt, and frankly upset, that two fine, young adults who felt a deep desire to affiliate with our people now have doubts, as well as fears of approaching any congregation. They are proud ladies; they wanted to join and be a part of - they were not asking for charity, and they will survive as Jews in spite of the humiliation inflicted upon them. The second reason is that I want you to be aware of what happened, so if you and your congregation desire, steps may be taken so that others are not embarrassed or ridiculed when applying for membership in your congregation.

Sincerely,

Richard and Nancy Matassarini

R-NM:ml-5/Q2

cc: Steve Gubin/TEMPLE SOLEL
Mr. Ted Broido/UNION OF AMERICAN HEBREW CONGREGATIONS



Temple Solel

6805 EAST MAC DONALD DRIVE

PARADISE VALLEY, ARIZONA 85253

PHONE: 991-7414

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Affiliated with
Union of American
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September 24, 1981

Mr. and Mrs. Richard Matassarini
64 Saint Cloud Place
Wichita, Kansas 67230

Dear Mr. and Mrs. Matassarini:

I have received your recent letter and regret your distress.

Knowing the philosophy of our Temple and the character of our finance committee members, I can only assume that the impression which your daughters took away from their encounter with us is the result of some misunderstanding or of inference.

Many of our members pay significantly reduced dues. Adjustments are always made on the basis of need (but not necessarily on the basis of personal preference).

Perhaps, in the chemistry of our new member coffee, where a person's attentions can be easily divided, this was not properly communicated.

I sincerely hope that Lynn and Dorothy will have a positive experience in our area and find a synagogue affiliation that meets their needs.

I am sure that a member of our finance committee would be happy to enter into a new discussion of dues, under less pressured circumstances, if Lynn and Dorothy desire an affiliation with Solel.

Please accept my good wishes for the New Year.

Shalom,

Rabbi Maynard W. Bell

MWB:bn

NATA
Myron E. Schoen

April 6, 1981

Theodore Broido

Rabbi Alexander Broido

NATA Administrative Committee Meeting, 4/4 - 4/5/81

All six of NATA's officers were on hand and I was present at all sessions and three meals. In Henry Ziegler's call for this early meeting (it's usually held after Shavuoth) I believe he had two major objectives. He referred to "The need to discuss matters pertaining to proposed plenary action at the Boston convention makes the early scheduling of this meeting important", in his memo. One was the status of NATA's first Vice-President, Ernie Abbit (not cited in the memo) and for "closer cooperation and dialogue" with the National Association of Synagogue Administrators. Nothing definitive was done with either matter for the following reasons:

1. Ernie Abbit was present throughout the two days. I think Henry believed he would not attend in light of the fact that he has not been employed since January 1 and according to my "intelligence" has little prospect for employment. However, Ernie thinks that he is in line for Shearith Israel, S.F. When I took Henry aside and pointed out that when Lou Heller left his congregational post he was immediately replaced by Bill Ferstenfeld, Henry said that the situation would be taken care of by NATA's Nominating Committee (chaired by Henry Fruhauf). Obviously, whether Ernie has a job or no, he will not be renominated.
2. NASA's president was expected to drop by but didn't so the discussion, as in the past, was unilateral and about the possibility of a joint, non-Biennial year, workshop convention. Both NASA and NATA have set plans through 1982, so the earliest it could take place is 1984. No need to be concerned at this time.

Enclosed is a copy of the agenda and I'll comment on what I believe were the important actions and discussions:

- a. They affirmed Henry's recommendation to send a letter to NATA members about supporting ARZA's request to be put on congregation billings with slight modification of the proposed draft.
- b. They approved NATA's Research Studies Committee alignment with MUM and the Commission on Synagogue Administration as the best and quickest way to produce a survey on temple finance, but not without some comments about MUM becoming the purveyor of advice on congregational finance in particular and synagogue administration in general.

c. Under "other business", they sanctioned my suggestion that there be another mailing to congregational presidents of the TAAP (Temple Administrators Assistance Program) brochures after some revisions including additional NATA volunteers to assure at least one in each UAHC Region.

d. Enclosed is a copy of my NATA Placement report. As you can see there have been and still are an extraordinary number of openings. Unfortunately congregations are turning to local sources which invariably means a lower salary, no moving expenses and few if any fringe benefits provided under NATA's pension plan. I anticipate that five of the "Currently Peneled" will be filled by the end of April and hopefully three will be "Placemehts Completed" by NATA.

e. The Management Manual is making editorial progress under Henry Fruhauf and Julian Feldman. The fundraising from Administrators and Rabbis is in progress (about \$3,000 in hand). Disappointing is the role of Bob Canvasser who promised NATA and my Commission to raise money from IIK's friends in the Detroit area.

f. Chapter Development came up for a lengthy discussion becausee under Ilene Herst's urging new Chapters (Southern Florida and Cleveland for example) have come into existance. However, since the NATA members are few they've invited Conservative and Orthodox Administrators to join. NATA's constitution ok's non-Reform members in chapters but prohibits their becoming officers. Now our Chicago (CATA) chapter has more Conservative members than Reform. I urged them to stand with the current constitutional requirement since several of the chapters are adjuncts of our Council offices and get much logistical support from our Directors. They agreed.

The balance of the agenda was routine. The amtmosphere was easy and friendly and I would classify the entire meeting as "good".



National Association of Temple Administrators

AN AFFILIATE OF THE UNION OF AMERICAN HEBREW CONGREGATIONS
838 Fifth Avenue, New York, NY 10021 (212) 249-0100



OFFICERS

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2324 Emerson Avenue South
Minneapolis, Minn. 55405

TO: NATA Administrative Committee

FROM: Myron E. Schoen, FTA
Administrator, Placement Service

SUBJECT: Placement Committee Activities, 11/1/80-4/3/81

A. Placements Completed

1. Lee Gleicher, Temple Isaiah, Los Angeles, CA.
formerly Temple Emanuel, Rye, NY
2. Hilary Kohen, Assistant Administrator,
Temple Emanu-El, NYC

B. Positions Filled From Other Sources

1. Robert Shwedich, Temple Beth Israel,
Phoenix, AZ-NASA member-result of
convention in that city.
2. Samuel Goldstein, Temple Beth El, Boca Raton,
Fl-from Conservative temple in area.
3. Malcolm Hellman, Baltimore Hebrew Congregation.
Local man. Federal government retiree.
4. Richard Hunder, Temple Beth El, San Antonio,
TX. Local choice
5. Robert Cohen, Temple Emanu-El, Westfield, NJ-
was assistant at Rodeph Sholom, NYC.
Resides in Jersey. Saw ad in newspaper.
6. Jesse Rosten, Mt. Zion Temple, St. Paul, MN.
Local non-profit executive.

C. Congregations Currently Paneled

1. Temple Shearith Israel, San Francisco, CA
2. Rodeph Sholom Congregation, Philadelphia, PA
3. Temple Israel, Miami, FL
4. Cong. Rodeph Sholom, NYC, Assistant
5. Temple Isaiah, Lafayette, CA
6. Temple Emanuel, Westwood, NJ-Conservative
7. Temple Kol Ami, Plantation, FL
8. Herzl Ner Tamid Cong., Mercer Island, WA-Con-
servative.

D. Other Activities

1. Met with Board at Beth-El Congregation,
Ft. Worth, TX

2. Discussions with Temple Beth Israel, Houston, TX

3. Worked with Congregation Emanu-El,
San Francisco, CA, Schoenberg will remain for another year.

NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS

Administrative Committee
Meeting of April 4/5, 1981

A G E N D A

1. President's Report

NATAGRAM
ARZA

2. Report by Treasurer and Membership Chairman

3. Placement

4. 1981 Biennial - Boston

Anniversary celebration
Max Feder lecture
1982 Convention - Los Angeles

5. NATA Journal

6. Research survey 1981 NATA/MUM

7. Management Manual

8. Certification

9. Chapter Development

10. NATA/NASA Joint Planning

Other business

MEMORANDUM

NATA

From Myron E. Schoen,
To Rabbi Alexander M. Schindler
Copies Rabbi David Hachen , Theodore Broido
Subject NATA Members and Their Attitude to UAHC

Date
December 16, 1980

My first reaction to Dave's lament and Ted's response is the punch line from the Chassidic story "You are right and you are right". When it comes to MUM matters, many (but not quite all, thank God) NATA members have adopted the stance of their lay leadership. It's not adversary relationship. It's more like the typical American's approach to IRS and his income tax return. Everyone thinks he's paying too much and his neighbor is getting away with murder. Therefore, they either complain they are paying too much or brag about how they manage to get away with paying less. In turn, I can confirm what Ted advised you. In Denver there was an unusual degree of cordiality to and appreciation for what the UAHC is doing for their congregations and for the individual administrators.

One of the major problems we face is the declining number of real "professional" administrators. Cleveland is an example. All of the major congregations now have "locals" as administrators. They came from the congregation or the community. They have no thought of professional advancement by seeking a better post or salary through NATA Placement. So, their primary concern is to please their own leadership. In the whole state of Ohio there is but two out of eleven administrators that are not "locals". And seven of the eleven are women, five married, which compounds the problem.

What can we do to "build a strong base of support among the administrators"? Constant attention and recognition will help. More frequent reference to individuals and NATA in UAHC publications and at regional and national gatherings. Henry Ziegler is disturbed at this very moment at the omission of NATA in the UAHC's annual report. Strengthening and expanding the UAHC's Department of Synagogue Administration would help, too.

MES - Lu (dictated - not read)



Union of American Hebrew Congregations
838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100

MEMORANDUM

From Mr. Theodore K. Broido
To Rabbi Alexander M. Schindler
Copies Mr. Myron Schoen
Subject

Date December 11, 1980

Done with David H.

I have read David Hachen's memorandum of December 5th concerning NATA. I must say that I did not get that impression when I was at the NATA meeting. I don't think the temple administrators are being "any more anti-union" than they have been in the past. It is an ongoing problem and Myron and I are working with them as best we can. I'm not sure that there is very much that can be done. I don't view the problem as negatively as David does, nor do I think that there is very much we can do to change whatever negative attitudes exist. It's part of, as David correctly says, the position they find themselves in.



NATA

October 21, 1980

Mr. Henry E. Ziegler, F.T.A.
Stephen Wise Free Synagogue
30 West 68 Street
New York, N.Y. 10023

Dear Henry:

I was delighted to learn that NATA has made a contribution of \$1,500.00 to the Commission on Synagogue Administration. I want to express to you and your colleagues of NATA the profound gratitude of all of us of the U.A.H.C. for this tangible evidence of support.

With warmest regards and every good wish, I am

Sincerely,

Alexander M. Schindler

October 20, 1980

Mr. Henry E. Ziegler, F.T.A.
Stephen Wise Free Synagogue
30 West 68 Street
New York, NY 10023

Dear Henry:

Harold has asked me to write to you on behalf of the Commission and through you to express our thanks to the officers and members of NATA for the \$1,500.00 you presented to us at the Commission meeting on the 16th.

This subvention to the Commission's 1980-81 budget will be helpful in carrying out the work of the NATA Placement Service. In addition it reflects the continued partnership of NATA and the Commission in serving the Reform movement.

Sincerely,

MYRON E. SCHOEN, F.T.A.

MES:pz

cc: ✓ Rabbi Alexander M. Schindler
Dr. Harold J. Tragash

CHANGES TO BE RECORDED IN 1966-67 NATA ROSTER

ADDITIONS:

- R Mrs. Earl Carroll
Temple Micah
195 So. Monaco Parkway
Denver, Colorado 80222

- R Mr. Charles J. Cohen
B'nai Zion Congregation
175 Southfield Road
Shreveport, Louisiana 71105

- A Mrs. Shirley M. Finn
Wilshire Blvd. Temple
3663 Wilshire Blvd.
Los Angeles, California 90005

- R Mrs. Jean Grubstein
Temple Beth Jacob
Gidney at Fullerton Avenue
Newburgh, New York 12550

- R Mr. Harry Haimowitz
Progressive Synagogue
1395 Ocean Avenue
Brooklyn, New York 11230

- R Mrs. Milton Halpern
Temple Emanu-El
2710 Genessee Street
Utica, New York 13502

- R Mrs. Lotte Marshall
Congregation Habonim
44 West 66th Street
New York, N. Y. 10023

- R Mrs. Irving Sambor
Free Synagogue of Westchester
500 North Columbus Avenue
Mt. Vernon, New York 10552

- R Mr. Myron Shapiro
Mt. Zion Temple
1300 Summit Street
St. Paul, Minnesota 55105

DELETIONS:

Morton Robins

Reuben Shavit

CHANGES:

Address for Mr. Frank J. Adler should be changed from 721 to 712

Affiliation for James L. Deutsch is now:
North Shore Congregation Israel
840 Vernon Avenue
Glencoe, Illinois 60022

Affiliation for MRS. Rose Halpern is now "Associate" at:
Congregation Habonim
44 West 66th Street
New York, N. Y. 10023

Change Zip Code for Louis I. Heller from 60039 to 60035

Change name of Mrs. Betty M. Hirsch to Mrs. Stanley H. Hirsch

Address for Mr. Sam L. Kasimov should be changed from 787 to 805

Change Mrs. Milton Rosenberg to Mrs. Allen Alpert (remarriage)

Change telephone number for Mr. Myron E. Schoen to 212 249-0100

Change name of Mr. Sol Schulman to Mr. Saul S. Schulman

Re Mr. Albert Vorspan:
Change category to ExO
Change title to Admin. Secy. Pro-tem
Add (Board)

Address for Mrs. Gertrude Kellin should be changed to:
5249 So. Sepulveda Blvd.
Culver City, Calif. 90230

**NATIONAL ASSOCIATION
OF
TEMPLE
ADMINISTRATORS**

**MEMBERSHIP ROSTER
AND
GEOGRAPHICAL
CROSS-REFERENCE**

1966 - 1967

LEGEND

- R - Regular Member
- A - Associate Member
- H - Honorary Life Member
- ExO - Ex-Officio Member of Board
- G - Not Formally Affiliated
Receives all Communications

- R Mr. Ernie Abbit
Temple De Hirsch
1511 East Pike Street
Seattle, Washington 98122
- R Mr. Frank J. Adler, F.T.A. (Past President)
Cong. B'nai Jedudah (Board)
721 East 69th Street
Kansas City, Missouri 64131
- R Mr. Martin M. Alsher
Cong. Rodeph Shalom
615 North Broad Street
Philadelphia, Pennsylvania 19123
- R Miss Alfreda J. Anker
The Village Temple
33 East 12th Street
New York, New York 10003
- R Mr. Jules Ansis
Temple Beth Emeth of Flatbush
83 Marlborough Road
Brooklyn, New York 11226
- R Mr. Philip Aronson, F.T.A.
Temple Emanu-El
306 Rumsey Road
Yonkers, New York 10705
- R Mr. Leo S. Bamberger, F.T.A. (Treasurer)
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Cleveland, Ohio 44106
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5419 E. Broad Street
Columbus, Ohio 43213

R Mr. Walter C. Baron
K.A.M. Temple
930 East 50th Street
Chicago, Illinois 60615

R Mr. Herbert Barton
Temple Sinai
6227 St. Charles Avenue
New Orleans, Louisiana 70118

A Mr. Samuel Berliner, Jr.
Cong. Emanu-El
1 East 65th Street
New York, New York 10021

A Miss Henrietta E. Blatner
Temple Beth Emeth
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Albany, New York 12208

R Mrs. Helen R. Bloch
Temple Sharey Tefilo
57 Prospect Street
East Orange, New Jersey 07012

A Mr. Norman Block
Temple Oheb Shalom
7310 Park Heights Avenue
Baltimore, Maryland 21208

R Mr. Reuben M. Blumberg
Temple Beth El
211 Belknap Place
San Antonio, Texas 78212

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Canton, Ohio 44709

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Temple Israel
1255 Poplar Street
Memphis, Tennessee 38104

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Har Sinai Congregation
6300 Park Heights Avenue
Baltimore, Maryland 21215

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Chicago Sinai Cong.
5350 South Shore Drive
Chicago, Illinois 60615

R Mr. Leonard S. Bronik
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Great Neck, New York 11024

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Ohel Sholom Temple
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Norfolk, Virginia 23507

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Westmount, Montreal 6, Quebec,

R Mr. David Cohn
Touro Synagogue
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Jacksonville, Florida 32205

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Temple Beth El
Old Mill Road
Great Neck, New York 11023

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Temple Shaaray Tefila
250 E. 79th Street
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Chicago, Illinois 60645

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Cong. Beth Israel
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- R Mr. Frank N. Fosman
Temple Beth-El
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- H Mr. Louis J. Freehof (Past President)
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Geary & Divisadero
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Cong. Emanuel B'nai Jeshurun
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- R Mr. Samuel Gladstone
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Long Beach, California 90814

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Evanston, Illinois 60202

R Mr. Leonard Gold
Cong. Beth Israel
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R Miss Barbara Goldstein
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Lawrence, New York 11559

R Mr. Jerome B. Gordon
Temple Brith Kodesh
2131 Elmwood Avenue
Rochester, New York 14618

R Mrs. Sadie Gorin
Rodef Sholom Cong.
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Waco, Texas 76707

R Mr. Sumner Greenberg
Central Synagogue of Nassau County
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R Mrs. Sylvia Greenberg
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- R Mrs. Rita Litman
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Forest Hills, New York 11375
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- R Mr. Robert Mills
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- A Mr. Albert Moses
Cong. Aaron
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Santa Ana, California 92705

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Temple Menorah
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Isaac M. Wise Center
Reading Avenue & North Crescent
Cincinnati, Ohio 45229

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Jewish Community Center
252 Soundview Avenue
White Plains, New York 10606

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The Suburban Temple
2900 Jerusalem Avenue
Wantagh, New York 11794

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Temple Beth Shalom
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Montreal, Quebec, Canada

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San Francisco, California 94118

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Temple Emanuel
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Kensington, Maryland 20795

R Mr. Sol Schulman
Temple Israel of Jamaica
188th Street & Grand Central Parkway
Holliswood, New York 11423

R Mrs. Norma S. Schwartz
Temple Mount Sinai
4408 North Stanton
El Paso, Texas 79902

H Mr. S. D. Schwartz
Chicago Sinai Cong.
5350 South Shore Drive
Chicago, Illinois 60615

R Miss Judy Selkowitz
Temple B'nai Israel
3317 Freeland Avenue
McKeesport, Pennsylvania 15132

A Mr. Lionel Semiatin
Temple Israel Center
280 Old Mamaroneck Road
White Plains, New York 10605

A Miss Anne Shapiro
202 Sherman Avenue
New Haven, Connecticut 06511

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