

Being a Student on Your Hillel's Lay Board

*How to be an effective
student member of your local
lay board of directors*

Purpose of a lay board

- ➔ Ensure Hillel's stability
- ➔ Set policy
- ➔ Determine major initiatives
- ➔ Develop budget
- ➔ Spearhead fundraising
- ➔ Address personnel needs
- ➔ Develop relationships with Federations

Budgeting

What is important to know about the budget?

- Knowing the fixed costs and the variable costs
- Balancing income and expenses
- Making sure spending mirrors the organizational philosophy

Key Definitions:

Hillel International Center Allocation: the money a foundation gets every year from Hillel's International Center

Federation Allocation: The federation system is the major partner of Hillel and financially supports Hillels

Sample Budget

Income		
	Hillel International Center Allocation	\$34,500
	Federation Allocation	\$32,500
	Federation Consortium Allocation	\$103,500
	Hillel International Center Grant	\$5,000
	Federation Grant	\$35,415
	Unrestricted Contributions	\$125,635
	Restricted Contribution	\$52,500
	Investment Income	\$8,000
	Program Activities	\$33,000
	Other	\$1,000
	Total Income	\$431,050
Expenses		
	Staffing	\$243,400
	Occupancy	\$22,500
	Administration	\$37,150
	Program Expense	\$79,000
	Development/Marketing	\$49,000
	Total Expenses	\$431,050

Development

What is the board's role in development?

- Increasing Hillel's budget
- Setting a fundraising goal
- Creating a year long plan
- Implementing the annual campaign

Development

Elements of your annual campaign:

- **Direct Marketing:** Calling and sending letters to your prime constituencies
- **Face-to-Face Solicitation:** The process of cultivating and requesting funds from Major Donors
- **Fundraising events:** Events that are used as fundraisers and as opportunities to develop relationships for future donations
- **Grant/Proposal Writing:** Applying to Foundations and other organizations for support

Key Definitions:

- **Annual Campaign:** The fundraising that is done every year by Hillel
- **Endowment:** Gifts made on which the principal is invested and only interest accrued may be used by the organization
- **Restricted funds:** Gifts made to the organization's campaign, which the donor has designated or "earmarked" for a specific purpose.
- **Unrestricted Funds:** Gifts made to the organization's campaign which may be used for whatever the organization deems necessary.
- **Constituencies:** Different groups that you cultivate for gifts, including parents, alumni, and community members

Personnel

What is the board's role with Personnel?

- Conducting a search for a new Executive Director
- Developing a strategic staffing plan for your Hillel
- Conducting the Director's annual performance appraisal

Group Politics

- There are a great deal of stakeholders in the Hillel community
- Nothing you do is in a vacuum
- Have to take the self-interest of each stakeholder into consideration
- Shred the student hat, put on the leader hat, because your decisions have consequences
- It's all about compromise
- There are greater implications of your decisions than meets the eye
- When you can't understand the why a decision happened or why someone acted a certain way, ask your director or the board president

Roles for students on a lay board

- ➔ Provide a student voice
- ➔ Share new visions and ideas
- ➔ Connect lay leaders and students
- ➔ Provide a “reality check”
- ➔ Serve as liaison between the general student community and the board

How to be Effective

- Always be prepared for the meeting
- Get a community mentor
- Be active on a board committee
- Go to lunch with the Board President
- Meet with your Director before and after each board meeting
- Speak up during the meeting (at appropriate times)
- “Manage up” to create better opportunities
- Develop rapport with board members by inviting them to an event
- Ask questions

Problems and How to Respond

Don't feel involved enough	<ul style="list-style-type: none">• Talk to your director• Ask for a special project• Get to know the board president
Don't understand a lot of the issues	<ul style="list-style-type: none">• Get paired with a mentor who knows those issues well to discuss them with you• Go over the agenda with the Director before each meeting
The other members don't seem to listen to you	<ul style="list-style-type: none">• Ask the president specifically to ask you your opinion• Make sure you are speaking at the right time• Ask Director for feedback about whether you are communicating clearly

Problems and How to Respond

<p>It is not any fun</p>	<ul style="list-style-type: none">• Try and get a project for the board that would interest you and that you could present at a meeting• Try a different committee• Make sure you know enough to really get involved in the “action”
<p>You want to get involved in something you don't understand (i.e. development)</p>	<ul style="list-style-type: none">• The board president can get you on any committee, and someone on the committee should be a good mentor to train you

What we want to do

As a department, Campus Strategic Services (CSS) is making an effort to create “best practices” about students on lay boards, and we will be presenting this to lay leaders and professional staff over the next few months.

- Increasing the number of students on lay boards
- Making the position open/known to more students
- Stressing the importance of getting students’ opinion
- Providing students with mentors to explain budget, development, etc.
- Assigning students to committees to have more effect
- Training students as future leaders in the Jewish communal world