

**Memphis Jewish Federation Board of Directors Meeting**

**September 30, 2021, 5:30 pm  
MINUTES**

On September 30, 2021, Memphis Jewish Federation held a Board Meeting to conduct its business via Zoom.us.

At 5:30 pm, Mrs. Cindy Finestone, chair of the Memphis Jewish Federation Board of Directors, called the meeting to order.

**Memphis Jewish Federation Board of Trustees in attendance**

Dorit Boxer, Robert Eiseman, Cindy Finestone, Hal Fogelman, Jonathan Frisch, Jason Goldstein, Michael Greenberg, Mimi Grossman, Jan Groveman, Lee Harkavy, Michael Kaplan, Michelle Katz, Susanne Landau, Debbie B Lazarov, Emily Lennon, Richard Lewis, Sarah Lewis, Steve Libby, Jaclyn Marshall, Scott Notowich, Eileen Posner, Jimmy Ringel, Jill Shanker, Daniel Snyder, Kimberlee Strome, Elissa Taub, and Andie Uiberall and Keri Unowsky.

**Jewish Community Partners Staff in Attendance**

Michael Barnett, Sheri Gadberry, Melinda Lejman, Laura Linder, Elyssa Pfeffer, Carrie Richardson, Larry Schaffer, Matt Timberlake, Tim Wheat, Lorraine Wolf and Bluma Zuckerbrot-Finkelstein.

Mrs. Finestone called for approval of the May 12, 2021 Board Minutes. Jimmy Ringel moved that the minutes be approved, and Hal Fogelman seconded the motion. The May 12, 2021 Board Minutes were approved.

Mrs. Finestone welcomed all new board members under the new governance structure. Board Member Expectations and Conflict of interest forms should be signed and returned to JCP. Melinda Lejman, JCP Director of Outreach & Leadership Engagement, guided all board members through an icebreaker to create a word cloud on "What are the strengths of Federation"?



### Update on Progress Toward Board Approved Priorities

Bluma Zuckerbrot-Finkelstein, Executive VP of Federation and JCP CIO, reviewed our Board approved priorities:

- Grow capacity to onboard new leaders
  - Hire a Director of Outreach & Leadership Engagement and create a corresponding lay position on Executive Committee; Hired Melinda Lejman
  - Develop and implement a leadership development strategic plan;
  - Create a leadership engagement dashboard to identify and track leadership trajectories;
  - Engage board members in meaningful & substantive roles;
    - Recruited three young, local women to take part in JFNA's national leadership program *Emerge*;
    - Created Executive Committee Vice-Chair position for Leadership and onboarded Jaclyn Marshall as Vice-Chair, Leadership Development
    - Onboarded five new members of Memphis-Shoham Partnership Committee, including three younger women: the immediate past chair of PJ Library and two women who participated in a Federation MOMentum Israel trip;
    - Ongoing connections with national leadership opportunities - JFNA's National Young Leadership Cabinet and Wexner Foundation's 2026 Wexner Heritage Fellows cohort;
    - Working with Martin Klazmer, Vice-Chair, FedLED, to align FedLED with Federation core functions
  - Participate in national leadership opportunities
- Improve and create a centralized, robust communication platform as "one-stop" access to Memphis Jewish life
  - Our new community calendar, *MyJewish901*, debuted in July 2021. With engaging graphics and the option to search for programs based on category, the calendar makes it easier to access an engaged Jewish life;
  - The marketing team began sending out emails in August to our subscriber list of 3,700, encouraging them to view the calendar and enroll to receive weekly calendar alerts. The new list of those receiving alerts has grown to 182 subscribers;
- Grow capacity to combat rising antisemitism
  - Onboarded Jill Notowich and Janis Finan as Co-Chairs of Community Relations;
  - Participated in a virtual meeting with TN Governor along with other Tennessee Federations, at his request, to "tell him what he needs to know about the rising antisemitism." As follow up, we are working with the three other TN Federations to jointly hire a lobbyist to assist in accessing state funds to support our efforts in the areas of fighting antisemitism and strengthening our security posture;
- Grow capacity to collect data and evaluate impact to inform internal resource allocation and decision making better
  - Created lay position of JCP Vice Chair Impact & Evaluation and onboarded Mark Gillenson; Committee information;
  - Hired graduate intern from University of Memphis; Begun data visualization process;

- Updated job descriptions and created a performance review process to ensure staff is working towards our Core Functions & Organizational Priority Initiatives;
- Started developing an improved data collection strategy.
- Re-energize effort to grow Foundation, including legacy and endowment assets
  - Surveys have been sent to Board Members, Donor Advised fundholders, Agencies, and Professional advisors;
  - Focus groups have been held with: Professional Advisors and Donor Advised Fund Holders;
  - The strategic planning committee will meet on October 27 to review and analyze all the data.
- Strengthen internal infrastructure to allow for more strategic visioning, high-level community planning, and donor cultivation
  - Filled open positions of Community Impact Manager (Lorraine Wolf); Marketing Associate (Steven Holman);
  - Filled new position of Director of Outreach & Leadership Engagement (Melinda Lejman);
  - Filled intern position with a graduate data intern from University of Memphis;
  - Engaged a national search firm to fill the open Campaign Director position.

#### Finance Report

Jason Salomon, Federation Treasurer, reviewed the total assets of MJF are over \$28 million and equity in those assets is over \$26 million. The MJF operating results for the year ended 6.30.2021, which shows an operating surplus of \$65,398. \$20,000 of that surplus was allocated in the Waterfall Budget approved at the May Board meeting, and the remaining \$45,398 is available to roll over to the next fiscal year's budgeting process unless a specific need arises. If that is the case, a detailed proposal would be presented to the Finance Committee and the Board for consideration and approval.

Mr. Salomon reviewed the updated Grants Budget for 2021-2022 subsequent to completion of the 2021 Campaign and the deliberations of the Grants Committee after completion of that campaign. The primary adjustment is to increase Jewish Education funding in accordance with instructions approved at the May Board meeting. The schedule reflects an unallocated local grants amount of \$39,178. This surplus is augmented by unused grants from the 2020-21 granting cycle of \$16,751 from local youth group programming and \$19,635 from Fedovation programming. The combination of 2021-2022 unallocated local funds and the unused 2020-21 local and Fedovation funds total \$75,564. These moneys are available for rollover to the following year's granting cycle or unforeseen needs arising in the current year. Any current year initiatives would be subject to a detailed proposal presented to the Grants Committee and Board for consideration and approval.

MJF requests reimbursement from the JFS Endowment established at JFOM for the following expenses incurred in the endowment campaign for the WAFJFS as follows:

- 1) Southern Growth Study \$30,000.00
  - 2) Barbara Prescott – Session Facilitation 3,500.00
  - 3) Reception for Campaign Kick-off 3,282.19
  - 4) Design, printing, and mailing of campaign materials 2,713.73
- Total \$39,495.92

Cindy Finestone moved to approve the Federation's submission to the Foundation for reimbursement costs, and Eileen Posner seconded. Approved.

Telling the Federation Story

Cindy Finestone introduced Keri Unowsky to give her "Elevator Pitch" story for Campaign Solicitation. Mrs. Unowsky stated that solicitors are not asking donors to give to the Federation but support our Memphis Jewish community. Mrs. Unowsky highlighted various Federation programs and Lemsky Endowment funded opportunities.

Cindy Finestone introduced Jill Shanker to give her "Elevator Pitch" of how Federation takes care of Jewish people EVERYWHERE. If the donor asks questions, then Mrs. Shanker will give programmatic examples and catch their interests further.

Breakout Room Discussions

What are the challenges you encounter being an advocate for campaign donations?

Campaign

Elyssa Pfeffer, JCP Data Manager, reported on Donor Trends using a data pilot project, Project Kinnert. We are engaged with Atlanta, Boston, Houston, and Buffalo in this program.

**MEMPHIS DONOR RETENTION AND GROWTH ARE BOTH STRONG**

Federation	% Retention Rate of 2012 Donors (Measured by 2019 Giving)	% of 2012 Donors Who Grew at Least 10%	% of 2012 Donors Who Grew at Least 25%	% of 2012 Donors Who Grew at Least 50%	% of 2012 Donors Who Grew at Least 100%	% of 2012 Donors Who Grew at Least 200%	% of 2012 Donors Who Grew at Least 400%
Atlanta	53	23	18	13	8	5	2
Boston	41	19	16	12	6	3	2
Buffalo	62	34	25	17	9	5	2
Houston	53	26	21	16	10	6	3
Memphis	55	31	25	17	10	6	2

President's Report

Michael Barnett, JCP COO, introduced our new professional team members: Steven Holman, Melinda Lejman, and Lorraine Wolf. We also have a part-time intern to assist with data research.

Laura Linder, JCP CEO, reminded the Board that the virtual GA is coming up, so please register. Mrs. Linder reported an update for the Fogelman Jewish Family Endowment.

Impact Story

Bluma Zuckerbrot-Finkelstein reported that the Birmingham Federation alerted us that the Israel flag was missing in the Memphis in May area downtown. Jill Notowich volunteered and contacted the city and got the Israel flag repaired and installed.

The meeting was adjourned at 7:18 pm.