

# Choose Abundance

**A Proven Sector-Based Approach to  
Building a Culture of Philanthropy**

HOW THE HAROLD GRINSPOON FOUNDATION'S  
GIFT LEADERSHIP INSTITUTE IS TRANSFORMING  
FUNDRAISING AT NONPROFIT JEWISH SUMMER CAMPS



## EXECUTIVE SUMMARY

The Harold Grinspoon Foundation’s program JCamp 180 provides grants and advisory services to nonprofit Jewish summer camps. Since 2019, JCamp 180 has offered the GIFT Leadership Institute (GLI), a nine-month professional development program for camp staff and lay leaders to enhance their fundraising success. Central to the program is the concept of building a “Culture of Philanthropy” in participants’ organizations.

In 2022, we engaged Sea Change Strategies to conduct an independent study to determine the impact of the GIFT Leadership Institute on the participating camps. We learned that creating a Culture of Philanthropy in the camps and in the organizations that run them significantly increased the probability of fundraising success. The program helped camps become more efficient, effective, and sustainable. Its positive impact has informed our continued commitment to this work with our camp grantees going forward. **Further, we believe there is an opportunity for broader adaptation of this model, beyond the Jewish camping sector. Funders of all kinds could be interested in this model to deepen fundraising success among their grantees, and the model could be applied across all sectors.**

This report documents specific ways the GIFT Leadership Institute impacts a Culture of Philanthropy at camps and their parent organizations.



### A CULTURE OF PHILANTHROPY

A Culture of Philanthropy exists when organization-wide attitudes, actions and systems reflect an understanding, respect and responsibility for philanthropy’s role in the success of the organization. Philanthropy, defined as “love of humankind,” is the generous way that community members can advance the cause and can be expressed in financial gifts, volunteering, community engagement and in many creative forms of big-heartedness. This organization-wide commitment to building a culture that fosters philanthropy is reflected explicitly in the mission, and reinforced through continuous engagement of all stakeholders. As a result, each person sees their vital role in assuring the long-term viability of the agency.

### Key Findings of Participants in the GIFT Leadership Program

- 1 Participating camps reported an increase in revenue and said the program was directly correlated to stronger fundraising success.
- 2 Participating camps saw an increase in alumni engagement.
- 3 There was an increased percentage of revenue raised by nonexecutive/development staff.
- 4 Participants learned how to build and sustain their desired culture change by having the right people on their GIFT Leadership Institute team.
- 5 Having lay leaders be part of the GLI team resulted in greater board engagement.
- 6 Development is now an integral concern of participants’ boards.
- 7 A Culture of Philanthropy is infused into the organizational structure.
- 8 Enhanced skills and frameworks were acquired through participation in GIFT Leadership Institute.





***“Prior to GLI, there wasn’t any cohesive leadership group that was sharing the responsibility for fundraising for camp. Once we assembled a core team of six and started the process, it was so clear how this shared language and shared concept of the Culture of Philanthropy united us. This needed to happen first. It changed everything for us.”***

GIFT Leadership Institute Participant

## I. Introduction

Jewish camping is one of the most important ways in which Jewish culture and values are passed on to our youth. Each year more than 170,000 youth, teens, and college-aged staff attend camps across North America. For many, the experience changes the trajectory of their lives.

Sea Change Strategies, an independent research firm, was hired to study the impact of one of the Harold Grinspoon Foundation’s newest camping programs, JCamp 180’s GIFT Leadership Institute (GLI). This program trains camp organizations in how to create a Culture of Philanthropy and — as a result — achieve greater fundraising success.

The study found that creating a Culture of Philanthropy in Jewish camps and the Jewish organizations that run them did significantly increase the probability of fundraising success. It helped camps become more efficient, effective, and sustainable.

We believe that our training and coaching model can benefit not only Jewish summer camps, but also all kinds of organizations, across all sectors. In fact, it is the only such program nationally to do this important and paradigm-shifting work.

In publishing this report, we hope to highlight the impact the program has had on nonprofit Jewish overnight and day camps and share how the nonprofit sector in general can achieve a much greater societal impact by investing in building a Culture of Philanthropy.

## II. What is a Culture of Philanthropy and how can organizations learn to move their missions forward?

Since 2004, JCamp 180, a management-consulting and organizational-development arm of the Harold Grinspoon Foundation, has been working intensively with grantee organizations on cultivating their Culture of Philanthropy. But what exactly is a Culture of Philanthropy and how do we know that focusing on it will have an impact?

Philanthropist Harold Grinspoon has long believed that attitude and mindset are at the heart of good fundraising. He has encouraged the JCamp 180 team to empower camp leaders — professionals and lay leaders alike — to fully embody and articulate the impact of Jewish camping and to enroll





their communities to invest in it. This mindset is a key component of a Culture of Philanthropy, addressing the hearts and minds, behaviors, and structures that exist in any not-for-profit organization.

## How it started.

JCamp 180's early work in development training was through its GIFT program to train development professionals working for Jewish summer camps to create a Culture of Philanthropy within their organizations. The nine-month professional development program was designed to empower participants to address challenges to fundraising success.

Individuals in GIFT built or enhanced their existing fundraising plan, upgraded their donor stewardship plans, and engaged their boards and executive leaders in development. Many had exciting successes.

At the same time, many of the participants felt stymied when it came to focusing on deep donor partnerships, building a major donor program, and engaging their organization in a meaningful Culture of Philanthropy.

During this period, the Evelyn and Walter Haas Fund/CompassPoint report *Underdeveloped*<sup>1</sup> revealed a national trend: **Development staff felt unsupported, many Executive Directors and Board Members were not engaged in fundraising, and donor retention rates were abysmal.** *Underdeveloped* went on to say that development professionals were failing and were leaving their jobs, on average, after only 18 months. A high percentage of development staff who were interviewed intended to leave their jobs within two years. At JCamp 180, we saw these same trends — and we saw an opportunity to address the obstacles that were blocking fundraising success.

In 2019, JCamp 180 launched the next iteration of GIFT, to address the specific impediments highlighted in *Underdeveloped*. One of the most important features of the GIFT Leadership Institute was enlisting a team to work collectively to develop a Culture of Philanthropy. This team would include development staff, Board Members, Executive Directors, and Camp Directors. The goal was to do away with the old system that left development professionals to do the job of fundraising alone. When they worked together with Executive Directors, Board Members, and Camp Directors, fundraising became a team event. Everyone was working together for a common purpose. Implementing the team approach also began to shift an organization's culture.

In fact, to enroll in GIFT Leadership Institute, camp organizations (including independent camps and camps overseen by parent organizations, such as Jewish Community Centers) were required to have a leadership team committed to full participation throughout the nine-month program. Applications and participant interviews were designed to test the participants' readiness to do so.

<sup>1</sup> <https://www.compasspoint.org/underdeveloped>





Further, as a key part of the GIFT Leadership Institute curriculum, camps adopted ways to implement the following Five Points of Possibility:

**5 POINTS OF POSSIBILITY**  
To Build a Culture of Philanthropy

- 1 Culture of Philanthropy Is Integral to Our Mission
- 2 Everyone Shares Some Responsibility for a Culture of Philanthropy
- 3 We Build and Maintain Deep Donor Partnerships
- 4 Community Engagement is What We Do
- 5 We Recognize Every Contribution of Service, Items, or Money as an Expression of Philanthropy

Inspired by 2017 Evelyn & Walter Haas Jr. Fund Report: *Beyond Fundraising/What does it mean to Build a Culture of Philanthropy?* by Cynthia M. Gibson

Since 2019, 23 camps with more than 130 participants have gone through the GIFT Leadership Institute, including five camps that are currently completing the program.

**This report is a study of the first three cohorts only, which included members of 18 separate organizations.**

### III. About This Report

JCamp 180 commissioned Sea Change Strategies to study the impact that GIFT Leadership Institute has had on participating organizations.

Specifically, the intention was to find out how the organizations have implemented their initiatives; how they are tracking towards key performance indicators; what else they might need to be successful in the future; and how the GIFT Leadership Institute could carry this work forward both for JCamp 180 grantees and for the wider nonprofit field.



## IV. Who Participated In this Study?

The organizations surveyed for this report ranged from large Jewish Community Centers with significant annual budgets to independent camps with smaller ones. Some organizations had multiple development staff, a few hired their first development professional while in the program, and other organizations established a strong partnership between board and staff in lieu of a paid development person.

## V. About Sea Change Strategies

Sea Change Strategies is a boutique research and fundraising consulting firm that helps high-profile nonprofit leaders listen to key stakeholders and develop research-backed assessments.

In 2017, Sea Change Strategies published *Inside Out Fundraising*<sup>1</sup>, a report on their study of 300 development heads, communications directors, vice presidents, CEOs, consultants and other senior not-for-profit stakeholders. The thesis of the white paper was: **In most organizations, fundraising is limited more by organizational culture and structure than by lack of strategic or tactical know-how.** The paper also asserted that creating sustainable, effective organizations is an imperative for the not-for-profit field.

Because of Sea Change Strategies' deep knowledge and experience, JCamp 180 engaged Sea Change staff members Alia McKee and Sann Knipple to independently research its program. The research methodology included reviewing pre- and post-program evaluation data and conducting focus groups with GIFT Leadership Institute participants.

## VI. Top Indicators of Impact

When asked whether participants could track a straight line from participation in GLI to increased fundraising outcomes, study participants indicated:

- A. Increased revenue and a correlation — if not causation — to stronger fundraising success
- B. Increased alumni engagement
- C. Increased percentage of revenue raised by non-executive/development staff
- D. They learned how to build and sustain desired culture change leading to continued fundraising success

Participants enthusiastically shared stories of how they intentionally shifted their perspectives, took new actions, and established new structures that aligned with a Culture of Philanthropy. This purposeful cultural repositioning led to deeper donor partnerships, greater fundraising success, and a stronger sense of alignment and cooperation between staff and board leaders in pursuit of fundraising success. Below we drill down into each of the top Indicators of Impact.



**DRILLING DOWN**

**A. Increased revenue and a correlation — if not causation — to stronger fundraising success**

A significant number of focus group participants reported increased fundraising performance as measured by total dollars raised. Many shared specific success stories about GIFT Leadership Institute’s role in supporting them to develop new fundraising campaigns and engage in stronger stewardship. These actions led to increased financial support. Further, it gave them confidence to make specific and strategic invitations for their donors to give.

*Note: The charts shared throughout this report include data from our third cohort only (not all three cohorts as reflected in this report), taken before and after participating in GIFT Leadership Institute. These results are consistent with the data found by Sea Change Strategies.*

**Pre participation in GLI**

We ask for “meaningful gifts” and trust the contributor to decide what is meaningful to them within their means



**Post participation in GLI**

We ask for “meaningful gifts” and trust the contributor to decide what is meaningful to them within their means



Many groups began to recognize all gifts of service, items, or money as philanthropy (See Point of Possibility number 5 in chart on page 5).

*“... the family had a Bar Mitzvah and made a donation to camp — not of cash — but a Torah scroll cover. Because of the work we did at GLI, we acknowledged that gift very differently. At the end of the year, we got a call from the family, and they made a \$10K endowed gift for the camp’s benefit.”*

A significant number of participants noted that fundraising was becoming a team effort. (See Point of Possibility number 2).

*“We are raising exponentially more dollars in the programs that have been impacted by the Culture of Philanthropy. I have more people doing the Culture of Philanthropy work. One will say ... ‘Hey, I was meeting with somebody, and I got a \$10,000 gift.’”*

Some groups used their time in GIFT Leadership Institute to expand the number of individuals who were engaged in resource development (See Point of Possibility number 4).

*“We had already started to develop a Culture of Philanthropy throughout the JCC, but GIFT Leadership Institute gave it legitimacy because we could come back and talk about things that we had learned and shared in our cohort ... it gave it credibility, and that led to the impact.”*





**DRILLING DOWN**

**B. Increased Alumni Engagement**

Several participants noted that they had a new perspective on engaging individuals, specifically alumni. As some started on a path to deeper engagement of alumni, they saw a new metric emerge that could support their fundraising success.

*“Our overnight camp has historically been very poor in alumni engagement. But alumni engagement leads to dollars and is a driver of Culture of Philanthropy. Through GLI, we recognized the opportunity to engage alumni, not only as donors, but also in getting their children to participate — and become future alumni. Over this past year, we had longtime alumni, who have never given previously, donate big dollars. Alumni engagement is a new metric for us.”*

**DRILLING DOWN**

**C. Increased Percentage of Revenue Raised by Nonexecutive/ Development Staff**

Several participants noted that staff and lay leaders, most of whom were new to fundraising, were now playing a direct role in fundraising. In the chart below, the blue color indicates how many individuals agreed, “Yes, all staff job descriptions include duties that support philanthropy.” Before participating, only 7% agreed with that statement, 37% were neutral, and 57% said no. After participating, the amount who agreed went up to 41%.

**Pre participation in GLI**



**Post participation in GLI**



*“Our day Camp Director — instead of our Culture of Philanthropy team or me — brings in 75 percent of the dollars just by himself. He was not necessarily afraid to ask in the past, but it wasn’t easy and natural. GIFT Leadership Institute gave him the freedom to do it and the language and the skills to do it.”*

*“Now lots of people have fundraising in their portfolios even if it is very small.”*





**DRILLING DOWN**

**D. They learned how to build and sustain desired culture change leading to continued fundraising success**

On the topic of impact, many participants shared that, because of GIFT Leadership Institute, they now have a better understanding of how to measure and therefore maintain Culture of Philanthropy success. When asked to identify specific actions they took away from GIFT Leadership Institute to spur ongoing culture change, seven themes emerged:

1. Assembling the right team, including the Executive Director
2. Getting board buy-in
3. Creating a Culture of Philanthropy–friendly organizational structure
4. Making turnover an opportunity
5. Getting nonparticipating staff buy-in
6. Modeling for youth leaders
7. Thinking even bigger

**DEEP DIVE**

**I. Assembling the Right Team Including the Executive Director**

A majority of participants cited bringing together interdisciplinary stakeholders including lay leaders, non-development staff, development staff, and executive leadership as a cornerstone for achieving culture change. Many stated that GIFT Leadership Institute was the inciting reason to assemble these teams together in service to fundraising.

Survey participants report Executive Directors have improved their relationship to fundraising and Culture of Philanthropy.

**Pre participation in GLI**

The Executive Director embraces a Culture of Philanthropy



**Post participation in GLI**

The Executive Director embraces a Culture of Philanthropy



**Pre participation in GLI**

The Executive Director is deeply engaged in fundraising



**Post participation in GLI**

The Executive Director is deeply engaged in fundraising



*“GIFT Leadership Institute was the first time that my director was in a formal fundraising training program. Before he came to camp, he really had no fundraising experience at all. I think that that alone was great.”*





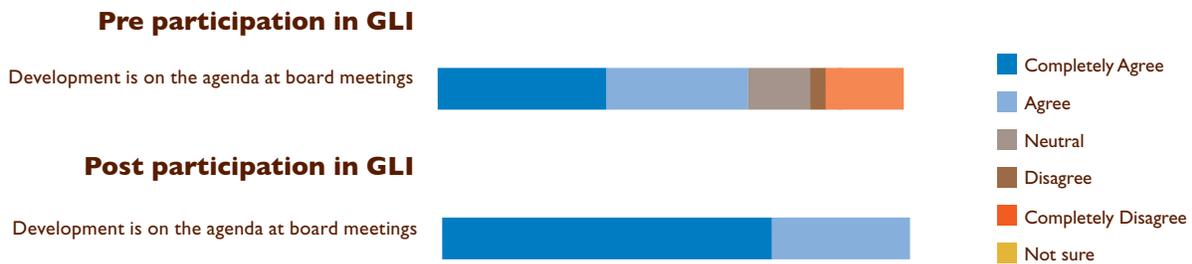
**DEEP DIVE**

**2. Getting Board Buy-In**

Organizational culture starts with the board. Many GIFT Leadership Institute participants cited lay leader training as one of the most impactful outcomes of the experience.

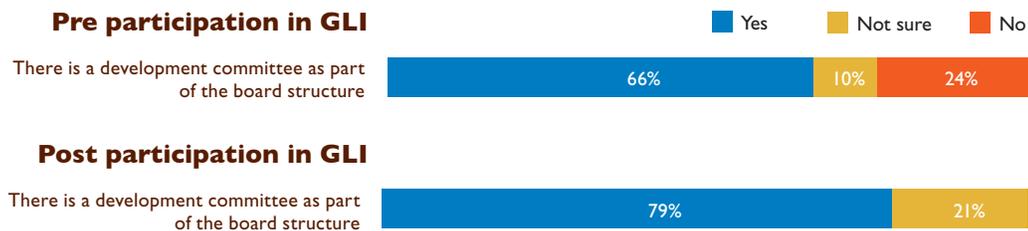
*“A crisis of confidence on the board was the biggest challenge I faced during six years here. They did not really believe we could do the kind of fundraising we wanted to do. Then we went through GIFT Leadership Institute. Now we have already, in half a year, raised three times more, in the largest campaign in our history. And we are just in year one.”*

Survey participants reported an increase in the inclusion of the subject of development on board meeting agendas.



*“In our GIFT Leadership Institute working group, one of the items that we committed to was to include development on every board agenda. It seems like a really simple thing. But now, it is much more intentional, and it’s on our agenda as ‘Culture of Philanthropy,’ as opposed to ‘development reports.’”*

Survey participants report an increase in development committees as part of the board structure.



*“For us, it was helpful that the lay leadership at camp saw how much intentionality was needed behind fundraising, that we couldn’t just go into it haphazardly.”*





**DEEP DIVE**

**3. Creating a Culture of Philanthropy-Friendly Organizational Structure**

Across the board, participants cited incorporating a Culture of Philanthropy into all aspects of their organization as a key change. Many participants shared specific examples of making Culture of Philanthropy expressly part of the strategic plan, restructuring and reimagining fundraising roles, and investing in professionalizing the fundraising team.

Survey participants report 100% adoption of Culture of Philanthropy as part of the strategic plan.

**Pre participation in GLI**



**Post participation in GLI**



*“We now have a Culture of Philanthropy standing committee through our governance of the JCC’s board of directors, and it is chaired by an officer of the board at all times. We have even adjusted our bylaws so Culture of Philanthropy is a prominent piece of what we do.”*

*“We decided to promote our Camp Director to a new title: Executive Director. Instead of being in charge of the day-to-day activities at camp, she is now in charge of fundraising and alumni relations, while also overseeing the Camp Director.”*

Survey participants report an increase in leveraging data to support development.

**Pre participation in GLI**



**Post participation in GLI**



*“We made the case to hire a full-time data strategist. During our conversations at GIFT Leadership Institute, we realized that we can’t get to abundance unless we know who our donors and potential donors are. To get to abundance, you’ve got to have the right structure in place. My group focused on how we get to the right structure.”*

*“Before GIFT Leadership Institute, we just looked at what we raised last year and what we raised this year. Then we got into measuring retention rate, gift levels — all of those kinds of stats. I have probably revised the donor dashboard three times in the last three years.”*





DEEP DIVE

#### 4. Making Turnover an Opportunity

When asked if staff and volunteer turnover hindered culture change efforts, participants emphatically disagreed. Many shared examples of how they have leveraged turnover to support culture change.

*“I am talking to candidates about Culture of Philanthropy in the interviews. Getting the right people on the bus will help change culture.”*

DEEP DIVE

#### 5. Getting Non-Participating Staff Buy-In

Several participants cited getting buy-in from staff who hadn't participated directly in GIFT Leadership Institute as an important culture change. Getting this buy-in came mostly from reframing fundraising, that is, changing the perception of it as a necessary evil to seeing it as a way to more deeply engage the organization's community.

*“We had some staff who still thought of fundraising as the dirty part of the job. But when you get a passionate person who's been through GIFT Leadership Institute (better yet when it's not me) talking about philanthropy as 'the love of human beings,' Culture of Philanthropy becomes contagious.”*

Survey participants report an increase in having a personalized stewardship approach for donors.

#### Pre participation in GLI



#### Post participation in GLI



*“We have also made stewardship a fun, cool thing for all staff to be a part of now: getting to make thank-you calls, getting to be part of brainstorming personalized donor stewardship ...”*





DEEP DIVE

### 6. Modeling for Youth Leaders

A few participants said their youth leaders and campers are part of the culture change as well.

*“We are modeling abundance thinking for our youth leaders. Before, everything was around scarcity. We never had enough, and that trickled down to the youth. They would think small: ‘We can’t invest in anything.’ ‘We can’t afford it.’ Now that we are in this abundance mode, we ask them, ‘What do we really need?’ We can find people who want to support their ideas.”*

DEEP DIVE

### 7. Thinking Even Bigger

Although this study was focused on GIFT Leadership Institute, several participants said that their Culture of Philanthropy philosophy has been influenced by several programs, many of them funded by the Harold Grinspoon Foundation.

*“Our relationship with the Grinspoon Foundation is threefold. That’s what really helps us do culture change. Whether it be the PJ Library program, the Life and Legacy program, or GIFT Leadership Institute, the cohesion of these programs elevates their importance.”*

Several participants mentioned that GIFT Leadership Institute helped them pilot a new way of organizing around important issues.

*“The result of creating interdisciplinary groups to support a Culture of Philanthropy has bled into other areas of our work and is changing other important conversations, too. We now regularly bring varying perspectives to the table.”*

One participant is bringing what he learned to his broader Jewish community.

*“This August we will be launching a one-day Culture of Philanthropy symposium for all Jewish organizations in the city of Milwaukee. Rising tides lift all boats.”*

## VII. Skills Acquired

When asked to explore skills acquired during GIFT Leadership Institute, four themes arose:

- A. Language
- B. Specific tools/frameworks
- C. Dedicated time to work
- D. Connection to a cohort of peers





**DEEP DIVE**

**A. Language**

Language was, by far, the most consistently cited skill acquired by all participants. Groups decided to intentionally change how they spoke about fundraising, resource development, and individual donors to be more aligned with abundance thinking than with a mindset of scarcity. This adaptation resulted in more receptivity to fundraising, which in turn, helped lead to fundraising success.

*In GIFT Leadership Institute, participants are encouraged to notice language that limits their possibilities and adopt language that has them recognize the abundance which already surrounds their organization. Participants interviewed said that this shift of language and mindset was very helpful in altering their behaviors and fundraising outcomes.*

*“Culture of Philanthropy overhauled our language. We talk about investments and return on investments now. And our whole agency adopted the abundance vs. scarcity mindset.”*

*“We talk about sharing mission moments and the importance of having those to begin to tell our story.”*

**Examples of Language Adaptations to Support a Culture of Philanthropy**

	Language Steeped in a Scarcity Mindset	Language Steeped in an Abundance Mindset
<b>Fundraising</b>	Necessary evil	Opportunity for individuals to contribute to a great cause
<b>Resource Development</b>	We don’t know anyone with money	We have many people surrounding our organization who have plenty of resources of all kinds to bring to our work.
<b>Individual Donors</b>	We need to find rich people	Everyone surrounding our agency has some resources in abundance. It might be money, or time, or a wonderful skill or attribute.
<b>Inviting People to Invest Financially</b>	We need to ask now, we don’t have time to build relationships first.	We see donor engagement and relationships as the first step in a healthy Culture of Philanthropy. We will ask after people find a way to connect that feels good to them and to us.
<b>Stewardship</b>	We don’t have the budget to send tchotchkes to everyone.	Stewardship is a way that we show our supporters that their investment in our cause has made an impact.





Survey participants report an increase in stewarding volunteering similarly to financial donations.

**Pre participation in GLI**

We steward the gift of volunteering in a similar way to that of financial contributions



- Completely Agree
- Agree
- Neutral
- Disagree
- Completely Disagree
- Not sure

**Post participation in GLI**

We steward the gift of volunteering in a similar way to that of financial contributions



*“We now say contributor instead of donor. That has shifted how we recognize people for their time. We have an employment attorney that has been working with us for years voluntarily. If we calculated all of the hours that he has dedicated to the J, he would be one of the biggest donors. We need to thank him for that.”*

**DEEP DIVE**

**B. Specific Tools/Frameworks**

Focus group participants spoke numerous times about the value of specific tools and frameworks.

**Fundraising is relationship building**

*“It was a real eye-opener for some of the people who participated that fundraising isn’t about the ask nearly as much as it is about the identification and the cultivation and the thank-yous, and everything else.”*

**Creating a fundraising menu**

*“I now have a file of different projects that might inspire people, and I can guide them to what investment might get them really excited during the conversation.”*

**Shared responsibility**

*“We now talk about shared responsibility. It’s not just on the shoulders of our advancement director. It also has to be a commitment from our communications department, our CEO, the lay leadership, and the staff all the way down the line. Everyone has to be invested in this, or at least know enough to be able to tell the stories of why the agency, the camp, the JCC, or early childhood is such a great place to be.”*





DEEP DIVE

**C. Dedicated Time to Work**

A few participants said that the importance of dedicating time to working together as a team was a significant takeaway from the course.

*“The biggest impact was the time that my director, board president, development chair, and I spent together to really focus on fundraising. More than any content we covered, more than any of the specific topics ... what we really needed was the space to focus. And that space helped us launch the largest campaign in our camp’s history where we have raised exponentially more money.”*

DEEP DIVE

**D. Connection to a Cohort of Peers**

Many participants who met in person (pre-pandemic) mentioned connection to a community of peers as an asset gained from participating in GIFT Leadership Institute.

*“I developed friendships and professional relationships with the people from other camps, and we learned from each other, and that is one of the most valuable tools.”*

**VIII. Investing in the Future**

We are proud that JCamp 180’s GIFT Leadership Institute has propelled participating Jewish camps and their parent agencies toward solutions for many of the issues that had blocked their fundraising success. They have found these solutions by examining their current culture and by building an alternative, more effective culture, a Culture of Philanthropy.

It is clear that creating a Culture of Philanthropy erodes the old paradigm where fundraising is the exclusive domain of the fundraising professional. **When an organization incorporates a true Culture of Philanthropy into its operations, it becomes significantly more effective in meeting many of its financial, structural, and organizational needs.** For our Jewish summer camps, a pillar of the Jewish infrastructure, the attention to building a Culture of Philanthropy has paid dividends, and JCamp 180 continues to invest in the work to bring the learning and training to more camping organizations.





## **IX. Widening the Lens — Applying the Principles of GIFT Leadership Institute to the Larger Nonprofit Sector**

While this report has highlighted the impact the program has had on nonprofit Jewish overnight and day camps, we want to emphasize that this model could be successfully applied broadly across the nonprofit sector. Other types of nonprofit organizations, from arts groups to social service agencies, can benefit from adopting this model for embracing a deeper and more intentional Culture of Philanthropy. We believe funders who care about leveraging their dollars and who seek the greatest return on investment should be keenly interested in investing in culture change toward creating a Culture of Philanthropy. Our approach — training a cohort of organizations that includes teams with broad organizational representation in an intentional, deep, and sustained way — works, and we believe other sectors could and should benefit from this approach.





## About the Authors



### Laurie Herrick — JCAMP 180

Laurie Herrick, author of *Choose Abundance: Powerful Fundraising for Nonprofits – A Culture of Philanthropy*, is a fundraising consultant and entrepreneur with more than 25 years’ experience in the not-for-profit sector. Laurie joined the Harold Grinspoon Foundation’s JCamp 180 program as a consultant in 2007 and created and led the professional development programs GIFT and GIFT Leadership Institute. *Choose Abundance* is based on the success of these programs, as well as on her experience consulting with a variety of secular organizations through her business, Rainmaker Consulting LLC.

The emphasis of Laurie’s work is on creating fundraising breakthroughs by empowering leaders to build a healthy Culture of Philanthropy within their organizations. It is through fostering this culture shift that Laurie fulfills her personal mission to make positive social change.

Laurie has held numerous professional and volunteer roles. She’s been a Development Director, Executive Director, Board Member, and Board Chair of a variety of nonprofit organizations. These experiences led to her profound awareness of the challenges they were facing. One of the noteworthy obstacles she observed in her role as a consultant was the way an organization’s culture, and specifically a destructive mindset of scarcity, got in the way of fundraising success.



### Alia McKee — SEA CHANGE STRATEGIES

Alia McKee, in her role as a Principal with Sea Change Strategies, conducted the study for this report which was commissioned by the Harold Grinspoon Foundation’s JCamp 180. Sea Change Strategies is a boutique research and fundraising consulting firm that helps high-profile nonprofit leaders listen to key stakeholders and develop research-backed assessments.

In 2017, Sea Change Strategies published *Inside Out Fundraising*, a report on their study of 300 development heads, communications directors, vice presidents, CEOs, consultants, and other senior not-for-profit stakeholders. The thesis of the white paper was **in most organizations, fundraising is limited more by organizational culture and structure than by lack of strategic or tactical know-how**. The paper also asserted that creating sustainable organizations that are primed for real impact is an imperative for the not-for-profit field.

Alia has dedicated her career to raising money for causes she believes in. She is a veteran strategic communications and fundraising strategist with hands-on experience developing research-backed integrated marketing and fundraising campaigns for high-profile nonprofits.

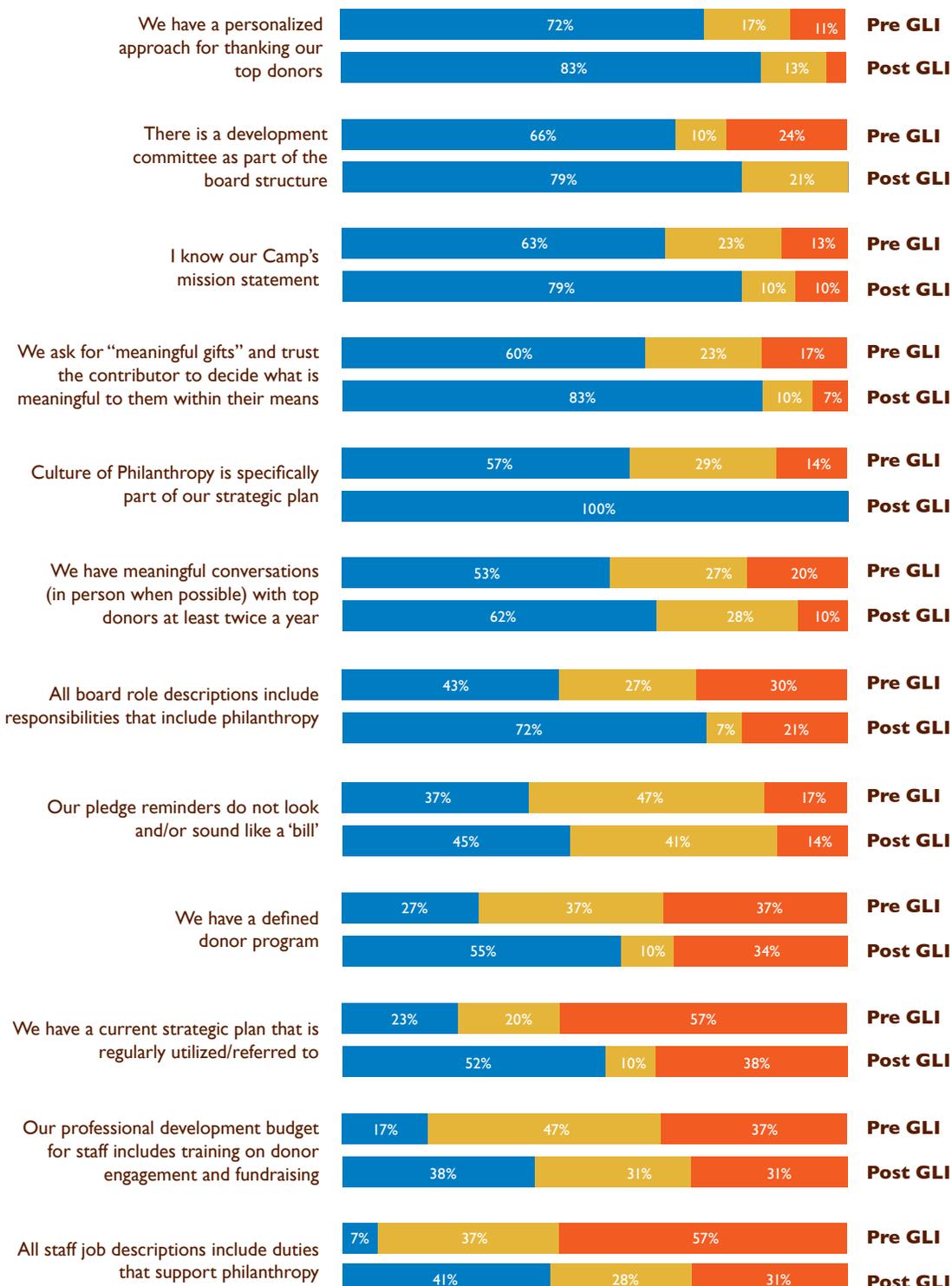


## Appendix A

Note: The charts shared throughout this report include data from our third cohort only (not all three cohorts as reflected in this report), taken before and after participating in GIFT Leadership Institute. These results are consistent with the data found by Sea Change Strategies.

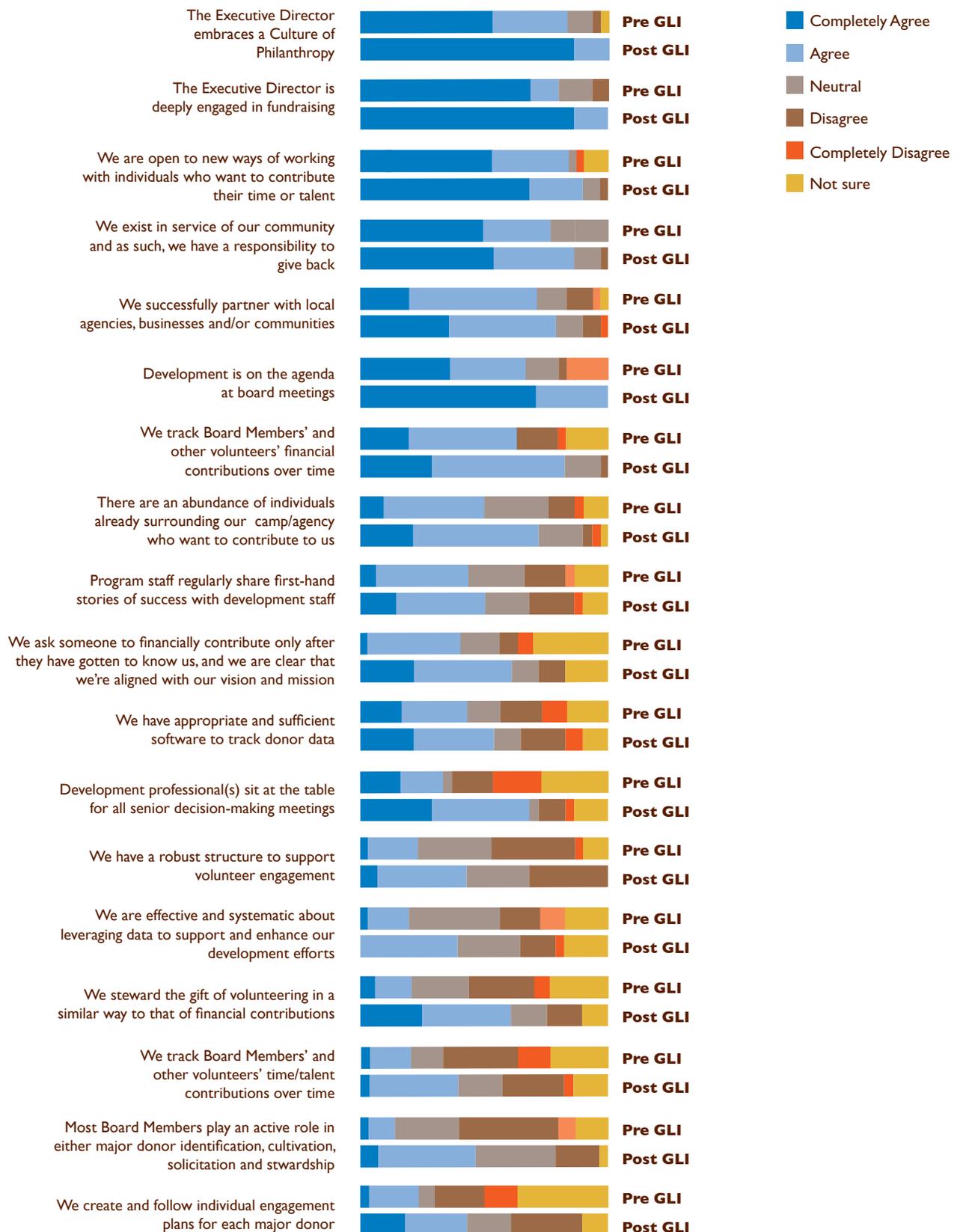
### Cohort responses Pre and Post GLI

Yes Not sure No





### Cohort responses Pre and Post GLI





## Appendix B

### Thank you to these leaders who shared their insights about the GIFT Leadership Institute.

Gili Avrahami, Development Director, Habonim Dror Camp Miriam  
Zach Duitch, Executive Director, Camp Solomon Schechter  
Laura Friedman, Executive Director, Shimon and Sara Birnbaum Jewish Community Center  
Addie Goodman, President/CEO, JCC Chicago  
James Greene, Executive Director, Camp Laurelwood  
Bill Kaplan, Executive Director, Shalom Institute  
David Rosner, Development Director, Surprise Lake Camp  
Betzy Lynch, CEO, San Diego Lawrence Family Jewish Community Center  
Gilon Rubanenko COO, Mandel Jewish Community Center  
Michael Schlank, CEO, NJY Camps  
Jane-Rachel Schonbrun, Director of Institutional Advancement, Camp Ramah  
Brian Schreiber, President/CEO, JCC Greater Pittsburgh  
Mark Shapiro, President/CEO, Harry & Rose Samson Family Jewish Community Center of Milwaukee  
Patty Simonson, Associate Executive Director, Jewish Community Center of Greater Buffalo  
David Weinstein, Director, Tel Yehuda  
David Weiss, Executive Director, Habonim Dror Camp Galil  
Lynn Wittles, President/CEO, JCC St Louis





## About JCamp 180



**JCamp 180** works with more than 100 nonprofit Jewish overnight camps and nearly 40 nonprofit Jewish day camps across North America, providing them with grants, consulting, training and resources, and providing their professional teams and lay leaders professional development programs to build their organizational effectiveness. JCamp 180 believes that when Jewish camps are equipped with the knowledge, skills, and resources for long-term organizational excellence they will operate thriving camps that create lifelong Jewish connections.

## About HGF



The **Harold Grinspoon Foundation** (HGF), fueled by Founder Harold Grinspoon's entrepreneurial spirit, strives to build Jewish identity and strengthen Jewish life with its PJ Library®, JCamp 180®, and Life & Legacy® programs. Through partnerships and leveraged giving, the HGF encourages other funders to support the Jewish community. The Foundation and its partners are nurturing new generations, cultivating legacy giving and investing in experiences that enhance continuity and assure the Jewish future. To date, the HGF has disbursed over \$556 million through its programs.

