



## ANNUAL CONFERENCE

November 6-7, 2016

Springfield Sheraton Hotel

Workshop Summaries

### **Pre-Conference Sessions: Sunday, 9:00 AM - 11:30 AM**

#### **GIFT6 Kick-off**

**Laurie Herrick, Mentor/GIFT Program Director, JCamp 180**

**Track:** Fundraising

A mandatory session for participants in GIFT6 to launch our year-long course. Getting to know peers, and orientation of expectations will be the key outcomes of this session.

#### **JTEC4 Final Presentations**

**Kevin Martone, Technology Program Director, JCamp 180**

**Track:** Technology

Participants in JTEC (JCamp 180 Training in Effective Communications) share their final presentations. Required for 4<sup>th</sup> year JTEC participants.

#### **Data2Donors Intensive**

**Julia Riseman, Mentor/Data2Donors Program Director, JCamp 180**

**Track:** Technology/Alumni Outreach

This session is **restricted** to only those camps that have been accepted into the 2016/2017 session of Data2Donors. This program of JCamp 180 helps camps to improve their donor databases, increase alumni outreach, and advance major donor fundraising. We'll use our time together in this workshop to discuss Alumni Outreach and Volunteer Management strategies.

### **Session A: Open, Generous, & Connected: Sunday, 2:15 PM to 3:30 PM**

\*Session A workshops will be assigned

## **Session B: Sunday, 4:00 PM - 5:15 PM**

### **B1: Making the Ask**

**Nanette Fridman, Founder, Fridman Strategies and President of the Board, Camp Yavneh**

**Track:** Fundraising

The most popular guest presenter from last year's JCamp180 conference returns to help make you a skillful fundraiser for your camp. Are you comfortable asking prospects and donors to invest in your camp? If you're like many people, you have passion for camp and a desire to help but not necessarily the confidence to ask for gifts directly. This hands-on, interactive workshop will be led by Nanette Fridman, an experienced nonprofit consultant, author and "ask" trainer who is also an enthusiastic supporter of Jewish camp. Come learn the essentials of fundraising and making "the ask." You are guaranteed to have fun while improving your craft. Practice makes perfect!

### **B2: Totally Accountable Meetings: More Productive, More Rewarding, Less Time**

**Diana Bloom, Head Counselor, URJ Camp Coleman/Productivity & Efficiency Coach, Mike Scott and Associates**

**Tracks:** Strategy, Planning & Change

What if your camp's board, committee and staff meetings could actually take LESS time and be MORE productive? And what if those shorter, more productive meetings left your lay leaders and staff feeling more appreciated and motivated to actually do what they say they're going to do? Join productivity expert – and camp professional - Diana Bloom to learn how a "Totally Accountable" approach to meeting management can transform the experience for volunteers and staff. You'll take away skills to keep your meetings on track and on time while developing clear action steps that create greater accountability and concrete results for everyone.

### **B3: We're Covered for That, Right?: Risk Management for Camps and their Boards**

**Michael Labadorf, CPCU and Executive Vice President, Sobel Affiliates, a Brown & Brown Company**

**Track:** Governance

As a nonprofit camp board member, are you as aware as you need to be of the risks faced by your camp enterprise during camp session and year-round? At this session you just might be surprised to learn of some common risks that are misunderstood, uninsured or underinsured, or overlooked by camp leaders. And when you hear examples from other camps' claim experiences, you will be sure to sit up and take notice. Take advantage of the opportunity to ask questions of a leading camp insurance expert and be better prepared to return to your board with a deeper understanding of the risk management needs of your camp.

### **B4: Top 10 Fundraising Goofs: What YOU Can Learn from MY Screw Ups**

**Dan Kirsch, Mentor, JCamp 180**

**Track:** Fundraising

When you work in fundraising for three decades, you have LOTS of opportunity to fail. JCamp 180 Mentor Dan Kirsch couldn't possibly pack all of his fundraising goofs into an entire two-day conference, let alone a single 75-minute session. So he has culled his "Top Ten" list from his own experience plus some of the worst fundraising mistakes he still sees nonprofits – including Jewish camps – making all the time. You might even be inspired to confess your most embarrassing mistake. And you will definitely come away with tips and tools to help you avoid the worst fundraising pitfalls and produce stellar results for your camp.

### **B5: Advanced Board Leadership: For Board Chairs/Presidents Only (Enrollment Limited)**

**Michael Miloff, Mentor, JCamp 180**

**Track:** Governance

***\*This workshop is limited to just 10 participants***

Leading your Board or Camp Committee requires significant leadership finesse in good times, and especially so in hard times. This advanced session, facilitated by veteran JCamp 180 Mentor Michael Miloff, will provide a clinic-like setting to zero in on the most challenging issues facing your Board today - and the leadership skills, tips and techniques you need to advance your Board to the next level of performance. No problem is too big or messy for this session.

## **B6: Matterness: Making Your Camp Community Feel Valued, Known, and Heard**

**Debra Askanase, Founder, CommunityOrganizer20.com**

**Track:** Technology

Matterness is a way of working that makes our families, alumni and donors known, acknowledged and invested in their support of your organization. Families who feel like they Matter enthusiastically contribute their knowledge, networks and funds to your camp. When you create a culture of Matterness, your stakeholders become active, powerful agents on your behalf, and families renew and stay longer.

This participatory workshop will focus on understanding why Matterness is such a powerful way of working and thinking through how to change our culture to one of communicating the value of our stakeholders. We'll look at examples, and get to work developing implementable Matterness practices through digital communications, in-person recruitment, camp drop-off and pick-up, development...and more. You will leave with a new framework for communications, and concrete ideas to ensure your constituents know they "Matter" to camp.

## **B7: "But We're Not a 'Real Board!': Combating Camp Committee Inferiority Complex**

**Aron Goldman, Mentor, JCamp 180**

**Tracks:** Day Camps; Governance

If you are an overnight or day camp with a parent organization governed by a "real board," reinventing your camp committee may be the highest impact change you can make. Across the entire nonprofit sector, the amazing potential of non-fiduciary boards has been a well-kept secret. Until now. Join JCamp 180 Mentor Aron Goldman to learn from real camp examples how camp committees like yours have overcome cultural and practical obstacles to achieve the sophistication and influence of "real boards."

## **B8: Happy Anniversary! Planning Outstanding Camp Anniversary Events**

**Jill Paul, Mentor, JCamp 180, Camps TBA**

**Tracks:** Alumni Engagement /Fundraising

Every Camp has them, but some Camps harness big anniversary events to great effect. Learn how you can use anniversary events to strengthen Alumni engagement, improves fundraising, and inspire generations of Campers to keep your camp in the center of their hearts without breaking the bank or burning out your staff. This panel discussion will present three camps that have executed outstanding anniversary events.

## **B9: It's All in the Follow Through: Conversations to Documentation**

**Arlene D. Schiff, National Director, LIFE & LEGACY, Harold Grinspoon Foundation**

**Tracks:** Legacy/Fundraising

The Letter of Intent is an entry-level commitment from your camp Legacy members. But can you deepen your relationship with Legacy donors to ensure they act on their intention and formalize their commitments to camp? What are the potential risks and rewards of inviting donors to document their gifts? Join Arlene D. Schiff, HGF's LIFE & LEGACY National Director, to learn the secret of effective follow-up conversations with your donors to move their LOI's to documented commitments. Arlene will share proven strategies for securing more documented Legacy gifts while strengthening your relationships with your donors.

## **B10: Strategic Planning for Day Camps**

**Mitch Kupperman, Mentor, JCamp 180 and a panel of camps including: JCC Day Camps of Chicago, Rainbow Day Camp and Ramah Day Camp in Nyack**

**Tracks:** Day Camps; Strategy & Planning

This workshop will demonstrate WHY a strategic plan is important for a day camp, HOW to complete the strategic planning process and WHAT the unique characteristics are of a day camp strategic plan. Participants will hear from a panel of day camps currently formulating their strategies and achieving their goals by having a clear, mutually agreed upon mission, vision, and implementation plan.

## **Session C: Monday, 9:30 AM to 10:45 AM**

### **C1: Let Me Out: Unleashing your Creative Potential**

**Peter Himmelman, Founder, Big Muse and Award-Winning Musician**

**Track:** Leadership

Award-winning musician turned communications expert Peter Himmelman's will lead this lively and creative workshop to open your mind and unite left AND right-brained thinking in order to take action through powerful yet deceptively simple exercises that will enable you to:

- Create more fearlessly, whether it's an fundraising appeal, a song, or a new Jewish camp
- Communicate more effectively
- Finish projects that have stayed in the "bits and pieces" phase forever
- Make your ideas take shape in the real world

### **C2: Personalized Philanthropy: “Killer Apps” to Unleash Your Donors’ Generosity**

**Steven Meyers, PhD, Vice President, the Center for Personalized Philanthropy, the American Committee for the Weizmann Institute of Science**

**Track:** Fundraising

Isn't all philanthropy *personalized*? We'd like to think so, but most donors' experience tells a different story. Join special guest and Spark speaker Steven Meyers to learn how you can transform the way you “do development” at your camp by putting your donors' needs first. Using his Parable of the Four Donors, Steven will show you how a new, truly donor-focused approach can produce better campaign results. At the same time you will discover new levels of effectiveness, creativity, and – yes - even joy in your camp fundraising. Don't miss this chance to soak up valuable learning from a true innovator in the Jewish fundraising world.

### **C3: DEEP DIVE- With Great Power Comes Great Responsibility**

**Natasha Dresner, Mentor, JCamp 180**

**Track:** Governance

Sadly, one of the most common reasons for nonprofit failure is lack of clarity between lay and professional leaders about their respective roles and responsibilities. Fortunately, JCamp 180 Mentor Natasha Dresner is here to help your camp avoid such a fate. Join Natasha and your camp peers for a Deep Dive into what good governance is all about - from board member recruitment, orientation and retention to creating engaging, productive board and committee meetings, to strengthening the all-important partnership between your board and executive or camp director. This double session is designed for board and governance committee leaders as well as camp directors and executive directors who know that better governance is critical to creating a more promising future for camp.

### **C4: DEEP DIVE- Adaptive Leadership: Making Change When Change is Difficult**

**Hugh O'Doherty, faculty member at Harvard University's John F. Kennedy School of Government and Consultant for Cambridge Leadership Associates and Tara Acker, Mentor, JCamp 180**

**Track:** Leadership

***\*This workshop is limited to 40 people***

Tackling impossible challenges within your camp organization? Does it sometimes feel hopeless? Adaptive Leadership helps individuals and organizations exercise leadership in times of uncertainty - when there are no clear answers to problems because there isn't agreement on the nature of the problems to begin with! The adaptive theory proposes that there is no leadership position or role -*Leadership is an activity* that anyone can choose, with or without authority. In this extended “Deep Dive” workshop, you will learn from Harvard Professor Hugh O'Doherty how to explore, identify and tackle systemic change, manage productive tensions, orchestrate conflict in the interest of learning, and build new alliances to move to more productive action for your camp.

### **C5: Totally Accountable CAMP: Keys to Effective Task Management and Delegation**

**Diana Bloom, Head Counselor, URJ Camp Coleman/Productivity & Efficiency Coach, Mike Scott and Associates**

**Tracks:** Strategy, Planning & Change

Managing people and projects for camp can present a unique mix of challenges for professionals during camp season and year round. Tight deadlines and multiple demands from staff, camper families, volunteers, donors and alumni can seriously stress your productivity. Fortunately, productivity expert – and camp professional - Diana Bloom is here to help. Diana will introduce the “Totally Accountable” approach to help you sharpen your delegation skills, improve project management, strengthen communication and reduce mistakes. You will develop a new understanding of what accountability really means and how it applies to the camp workplace. And you’ll take away real, actionable practices and systems to improve productivity by creating a culture of accountability throughout your camp.

#### **C6: Social Media Secrets**

**Alli Thresher, Social Media Manager, PJ Library**

**Track:** Technology

Alli Thresher, Social Media Manager for PJ Library, will walk attendees through some key tips for reaching and engaging communities on social media. We’ll talk about writing copy for Facebook (words to avoid, that pesky algorithm), Twitter basics, getting started on Instagram, and online promotion in general. We’ll cover things like the benefits of maintaining a page versus a profile, the basics of Facebook advertising, and hashtags.

#### **C7: Evaluating Executive Director Performance and Compensation**

**Anne Yurasek, Principal, FIO Partners, Consultant and Trainer to Nonprofits**

**Track:** Governance

In a 2011 study, 45% of nonprofit Executive Directors reported not having had a performance review in the previous year. Evaluating your Director’s performance is one of a board’s most critical responsibilities, yet too many boards continue to give little or no attention to the evaluation of their most important employee. In this workshop you will explore various approaches available to your board for executive evaluation and related compensation. You will also hear guidance on useful board-level policies, including addressing the requirements set out by the IRS Form 990. And you will get actionable ideas for how to implement the evaluation model that works best for your camp.

#### **C8: Reinvigorating Your Strategic Plan**

**Mitch Kupperman, Mentor, JCamp 180, Rabbi David Soloff, Chief Executive Officer, Camp Ramah in Wisconsin, Steve Engel, Executive Director & Michelle Bass, Board Member, Tamarack Camps and Toni Levenberg, Camp Director, Camp Interlaken**

**Track:** Governance

Revitalizing your strategic plan to reflect current priorities, and focusing your energies and resources to work towards common goals is critical to your camp’s success and sustainability. Workshop participants will learn how to revitalize their strategic plan from peers who have reset their camp goals. Participants will join in discussion groups to begin the strategic renewal process.

#### **C9: GIFT Grads Present: Development Breakthrough Insights from Your Peers**

**Laurie Herrick, Mentor/GIFT Program Director, JCamp 180, and Jewish Camp Development Professionals**

**Track:** Fundraising

10X turbo-charged peer learning from our GIFT program graduates. In this interactive and quick moving session you’ll connect with 10 seasoned camp fundraising professionals who will share insights from their GIFT projects. You will hear how the GIFT focus on new ways of thinking about fundraising created breakthroughs for their camps’ development programs and can do the same for your camp.

#### **C10: Day Camp Roundtable: Exceeding Ever Changing Expectations – For Small/Midsized Communities**

**Aaron Greenberg, Senior Consultant for Day Camp Initiatives, JCC Association of North America**

**Tracks:** Day Camps; Strategy, Planning & Change

Shifting trends in Jewish day camping make it more challenging for us to meet our customers’ expectations to say nothing of exceeding them. Demands for more specialties, shorter sessions, frequent communication and personal attention can tax even the most resourceful camp directors and staff. Here’s your chance to brag on the ways your camp has committed to going above and beyond, why you committed to it and what the response has been. And you’ll be able to learn from your peers and take away a bunch of ideas to put into action as you prepare for day camp season 2017.

## **C11: What's the Problem Here? Do You Need a Better Database...or Just Better Training?**

**Kevin Martone, Technology Program Director, JCamp 180**

**Tracks:** Technology/Fundraising

Are you and your staff in a constant struggle with your donor database? Are you frustrated just trying to get basic, accurate information for an appeal? Are you fed up and considering starting over with a new product? Transitioning to a new database requires a lot of time and effort (and money!). Before you give up on your current system, join JCamp 180 Technology Program Manager Kevin Martone to diagnose the real issues. Based on his experience with 100+ camps, Kevin will offer some alternative explanations for your frustration. Could it be a misunderstanding of the system's requirements? Insufficient or uneven training among users? Lack of clear standards for data entry? You will learn the right questions to ask to determine if your current database can actually meet your needs or if there's going to be an arduous database transition in your future.

## **Session D: Monday, 11:15 AM to 12:30 PM**

### **D1: New Ideas: Tools for Discovery & Implementation**

**Anne Yurasek, Principal, Fio Partners, Consultant and Trainer to Nonprofits**

**Tracks:** Strategy, Planning & Change

Where do new ideas come from? How do you make your camp a place where new ideas are welcomed and explored? How do you implement new ideas in the face of resistance to change? Drawing from research in innovation, creativity and change management, as well as her firm's transformative work with nonprofits, Anne Yurasek will lead this engaging, interactive session. Anne will offer you practical tools and strategies to discover and implement new ideas for your camp. You will come away with a clear definition of innovation, strategies for encouraging new ideas, and resources to support innovation at your camp. The world is changing faster than ever, are you ready to adapt and to try something new?

### **D2: Supervising Millennials: Using the 80/20 Model of Supervision**

**Jamie Simon, Incoming Executive Director, Camp Tawonga**

**Track:** Leadership

Millennials crave feedback, trust, independence and most of all purpose in their work at Camp. Camp Tawonga in California trains all staff, not just Millennials, to use the 80/20 model of supervision, which includes observation, feedback and evaluation. The 80/20 supervision model helps staff feel empowered and supported while doing great work! When we treat staff like adult professionals they rise to the occasion and do excellent work. In this workshop we will share training materials and case studies that include tips and success stories of millennials thriving in their work at camp.

### **D3: DEEP DIVE- Continuation of C3: With Great Power Comes Great Responsibility**

**Natasha Dresner, Mentor, JCamp 180**

**Track:** Governance

Sadly, one of the most common reasons for nonprofit failure is lack of clarity between lay and professional leaders about their respective roles and responsibilities. Fortunately, JCamp 180 Mentor Natasha Dresner is here to help your camp avoid such a fate. Join Natasha and your camp peers for a Deep Dive into what good governance is all about - from board member recruitment, orientation and retention to creating engaging, productive board and committee meetings, to strengthening the all-important partnership between your board and executive or camp director. This double session is designed for board and governance committee leaders as well as camp directors and executive directors who know that better governance is critical to creating a more promising future for camp.

### **D4: DEEP DIVE- Continuation of C4: Adaptive Leadership: Making Change When Change is Difficult**

**Hugh O'Doherty, faculty member at Harvard University's John F. Kennedy School of Government and Consultant for Cambridge Leadership Associates and Teara Acker, Mentor, JCamp 180**

**Track:** Leadership

***\*This workshop is limited to 40 people***

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#### **D5: No Campers No Camp: Developing a Comprehensive Enrollment Plan**

**Aron Goldman, Mentor, JCamp 180**

**Track:** Enrollment

Enrollment is the lifeblood of camp. It is the ultimate evaluation of your performance. And it is your most important source of revenue and economic stability. Now, with the launch of JCamp 180's Enrollment Program, you have the opportunity to embark on a comprehensive planning approach to secure your camp's future through enrollment. Together with Program Director and JCamp 180 Mentor Aron Goldman, you will learn about the eight components of a comprehensive plan: ROI, Data, Marketing, Retention, Customer Service, Budgeting and Fundraising, Staffing and Professional Development. After this session, you will have the chance to delve more deeply into the planning process by continuing with any or all of our program sessions, which will continue through May 2017.

#### **D6: Basics of Blogging**

**Alli Thresher, Social Media Manager, PJ Library**

**Type:** Technology

Does your camp have a public blog on your website? Do you wonder if it's worth the effort? Are you worried about finding good content to share all year? The content on your blog can be a major asset when driving traffic to your website and building your social media channels. Alli Thresher, Social Media Manager for PJ Library, will discuss the importance of having a regularly updated public blog on your website and how this blog content can be a major asset for driving traffic to your website and building your social channels. She'll also cover how to make it as easy as possible to manage a blog's content and comments.

#### **D7: Day Camp Roundtable: Exceeding Ever Changing Expectations – For Large Communities**

**Aaron Greenberg, Senior Consultant for Day Camp Initiatives, JCC Association of North America**

**Tracks:** Day Camps; Strategy, Planning & Change

Shifting trends in Jewish day camping make it more challenging for us to meet our customers' expectations to say nothing of exceeding them. Demands for more specialties, shorter sessions, frequent communication and personal attention can tax even the most resourceful camp directors and staff. Here's your chance to brag on the ways your camp has committed to going above and beyond, why you committed to it and what the response has been. And you'll be able to learn from your peers and take away a bunch of ideas to put into action as you prepare for day camp season 2017.

#### **D8: GIFT Grads Present: Creating a Culture of Philanthropy One Camp at a Time: A Panel of Peers**

**Laurie Herrick, Mentor/GIFT Program Director, JCamp 180, and Jewish Camp Development Professionals**

**Track:** Fundraising

You've heard a lot about the concept, now hear from your peers who are actually creating a "culture of philanthropy" at their camps – and how you can do it, too. Hear from five Jewish camp development professionals as they discuss the breakthrough projects they designed in the JCamp180 GIFT program. You will take away the lessons of their experience, including the obstacles they've overcome. This session will be highly interactive and you will have the opportunity to both share some of your best practices and borrow from the many good ideas in the room.

#### **D9: In a Flash: Lessons from One Camp's 24-Hour Online Fundraising Campaign**

**Rabbi David Shenker, Director, Camp Nageela, NY**

**Track:** Fundraising

How much money could your camp raise in one day? And how much preparation would it take to make that single day a success? Camp Nageela NY Director, Rabbi David Shenker will share the story of his camp's successful "flash" online

campaign in 2016. Come learn how Camp Nageela decided to take on a flash campaign, what worked well (and didn't), and how they handled all the logistics from technology to communications to donor recognition. Bring your questions and hear firsthand about this out-of-the-box fundraising initiative and how it might work for your camp.

#### **D10: Recipes for Legacy Success: Camps Tell How They Do It**

**Mitch Kupperman, Mentor, JCamp 180, Sam Caplan, Chief Development Officer & Linda Hoffenberg, Director of Institutional Advancement, Camp Ramah in Wisconsin, Michelle Bass, Board Member, Tamarack Camps and Tracey Klapow, Development Director, URJ Camp Newman**

**Tracks:** Legacy/Fundraising

Do you think you just can't make room for Legacy along with your camp's annual, capital and scholarship campaigns? Here's a valuable peer learning opportunity that will make you think again. Come hear from a group of camps who have sustained their commitment to a Legacy program for the long term. You will learn how they've overcome obstacles and inertia to make Legacy a vibrant, integral part of their overall fundraising programs. And you'll learn how you can do the same for your camp.

#### **Post-Conference Sessions**

##### **E1. GIFT Session**

**Laurie Herrick, Mentor/GIFT Program Director, JCamp 180**

***\*This session is scheduled for Monday from 2:15-6:15 PM***

For GIFT5, GIFT6 and all GIFT Graduates

A mandatory session for all GIFT participants where we will develop Breakthrough Projects and begin to create a plan for the next year. Cross learning from different GIFT cohorts will be a key component of our time together.

##### **E2. JTEC5 Kick-off**

**Kevin Martone, Technology Program Manager, JCamp 180**

***\*This session is scheduled for Monday from 2:15-6:15 PM***

For JTEC5 Participants and their selected colleagues

This session begins the 5th cohort of JTEC (JCamp 180 Training in Effective Communications) – our training specially designed for camp professionals responsible for outreach and communications. The year-long JTEC program will train selected professionals in implementing strategic communications efforts over online and offline channels. This program will teach participants skills that will allow them to effectively use technologies ranging from Blogs to Facebook. Participants will learn to use various communications channels to meet enrollment, fundraising, and alumni outreach goals. A cohort of participants has already been identified to take part in JTEC this year. For more details, please contact Kevin Martone ([kevin@hgf.org](mailto:kevin@hgf.org)).

##### **E3. Enrollment**

**Aron Goldman, Mentor, JCamp 180**

***\*This session is scheduled for Monday from 2:30-6:00 PM and Tuesday 8:30 AM-12:00 PM***

The 2016-'17 camp enrollment and retention training program begins with two sessions on Monday afternoon and two more sessions on Tuesday morning. In the first session, on Monday afternoon (2:30 – 4:00 PM), the multi-format program structure will be reviewed in detail, and registrants will be introduced to each of the curriculum modules. Later that afternoon (4:15 – 5:45 PM), participants will engage with the curriculum's first module: JCamp's nascent ROI model, a tool to quantify enrollment investment decisions. The program will continue on Tuesday morning, with the second module, Data Analysis and Infrastructure (8:30 – 10 AM); and third module, Marketing Best Practices (10:15 – 11:45 AM). The complete curriculum outline and program calendar can be found at the JCamp180 website.

**E4. Fundraising Fundamentals: The best of Jewish Camp Fundraising all in one place**

**Julia Riseman, Mentor, JCamp 180 and Jill Paul, Mentor, JCamp 180**

***\*This session is scheduled for Monday from 2:15-6:15 PM and Tuesday 8:30 AM-2:00 PM***

Are you interested in understanding the fundamentals of successful fundraising? This program is developed for camps without a full-time development director who are seeking a comprehensive understanding of what is possible.

We will cover the following topics:

- Creating a Culture of Jewish Camp Philanthropy
- The Donor Giving Cycle
- The Art of the Ask
- Your Donor Data Base's care and feeding
- Best Practices in Annual Campaigns
- Successful Capital Campaign Fundraising
- Camp Legacy Fundraising
- Creating Fundraising Plan / Communication Plan

Priority registration will be given to JCamp 180 affiliate organizations. We maintain the right to cap registration to 45 people.