



Annual Conference

October 27-29, 2019

Springfield Sheraton Hotel

Workshop Summaries

Pre-Conference Session: Sunday, 9:00am-11:30am

Specialized Trainings by Invitations

Nosh & Network (Longford Room)

Session A: Sunday, 2:15 PM to 3:30 PM

Setting the Stage

*Session A workshops will be assigned

Session B: Sunday, 4:00 PM – 4:30 PM

B1: How to Take Photos with Your Phone

Christina Rizer, Web Production Coordinator, Harold Grinspoon Foundation

Track: Technology & Communications

Don't have a "real" camera within reach to capture those exciting camp moments? You probably have one in your pocket! Join this interactive session to learn some tips for elevating your phone photography, from setting up the shot, to little-known phone tricks.

B2: PJ Goes to Camp: A Useful Tool to Boost First-time Camper Recruitment

Mark Gold, Mentor, JCamp 180

Track: Enrollment

PJ Goes to Camp, a funding program of One Happy Camper (OHC), has provided incentive grants to 5,500 first-time campers at over 135 different camps. At this workshop you will discover how PJ Goes to Camp and One Happy Camper work - and how PJ Goes to Camp can supplement your local OHC program. You will also come away with effective strategies to promote PJ Goes to Camp and One Happy Camper that will improve the results of your first-time camper recruitment efforts.

B3: Where Giving is Going

Daniel Mansoor, President, GoodWorks Group

Only Being Offered Once- Not Repeated

Track: Fundraising

A fast-paced peek into the coming new age of giving. Fundraisers must anticipate dramatic changes in donors, technology, solicitation strategies, and design thinking. Learn about the latest trends and shifting landscape of fundraising and philanthropy, and how to respond to and anticipate the changes to come.



B4: Honoring Donors On-Site

Holly Guncheon, Development Director, Herzl Camp

Track: Fundraising

How do you honor donors on-site, so they are delighted and still let camp feel like camp? Herzl Camp provides outstanding donor recognition on-site by designing plaques, named buildings, and named program areas that feels like camp and is consistent throughout. For example, a capital campaign recognition gazebo doubles as a shady program space. A teaching kitchen dedication includes the honoree's kugel recipe. This slide show presentation will share what great design can do for you, how Herzl Camp implemented camp-style donor recognition, and what they learned along the way.

B5: It's Not Just About the Campers: Leveraging Staff Satisfaction Data to Improve the Overall Camp Environment and Staff Retention

Marci Soifer, Director of Operations, Foundation for Jewish Camp and Daniel Shore, Camp Staff Researcher for Foundation for Jewish Camp, Principal Consultant, I'm Shore Research & Consulting

Track: Enrollment

Staff Satisfaction Insights (SSI) is the premiere tool for measuring the staff experience at overnight camp. Foundation for Jewish Camp, Summation Research, and workplace researcher Daniel Shore have partnered on this study for nearly five years and are looking forward to discussing what drives overall staff satisfaction. Particularly, they will present lessons learned from camps using SSI data to fuel staff retention.

B6: What's Next? Discuss the Future of JCAMP 180 with Director Sarah Eisinger

Sarah Eisinger, Director, JCAMP180

JCamp 180 is continually considering services that will best meet our mission of enhancing the long-term effectiveness of nonprofit Jewish camps. After 15 years and with a new Director on board, JCamp 180 is especially focused on what's next. Join Director Sarah Eisinger in a group discussion about potential new opportunities for affiliated camps. Bring your own ideas and an open mind so we can work together on building stronger camps.

B7: Instagram Stories Bootcamp: 30 Minutes to Understanding How to Use Instagram Stories Effectively to Support your Marketing & Recruitment

Allison Cohen, Principal, Orange Door Strategies

Track: Technology & Communications

The ever-changing Instagram algorithm is heavily focused on Stories and engagement. And, they are consistently rolling out new tools to help you do this. The options can be mind-boggling and time-consuming. Learn how Stories can help you grow your marketing and recruitment efforts. This session will walk you through the must-use tools to create engaging posts and support your marketing plans and existing activities. From creating your own gifs, to setting up the donate button and chat sticker – you'll be well poised to reach millennial parents and leverage your best recruiting tool – your campers!



B8: Hands-on Board/Camp Committee Orientation

Natasha Dresner, Mentor, JCamp 180

Track: Governance; Strategy, Planning, & Change

This 30-minute workshop is for those of you – lay leaders and paid professionals – in charge of the new board/camp committee members' orientation. Failure to effectively orient your new board members is the number one reason behind lack of member engagement and performance as well as difficulty recruiting and retaining quality people. Roll up your sleeves and join us to experience and learn together how to ensure an effective orientation process for your board/camp committee.

B9: Finding the Middle Ground

Matt Rosensweet, President, Board of Directors of Camp Livingston

Track: Governance

This workshop will share our camp's experience in navigating a strained relationship between the board and staff and how a new executive committee found the "middle way." Come hear about the changes we needed to make as a board and how we worked together to ultimately find balance to create a more supportive and thriving camp.

B10: Summer 2019 - What Was New and Hot at Day Camp

Aaron Greenberg, Senior Consultant for Day Camp Initiatives, JCCA of North America

Track: Day Camp

Come hear about some of the fresh new ideas experienced at Day Camps this summer and share your best with your colleagues.

Session C: Sunday – 4:45 PM to 5:15 PM

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Come hear about some of the fresh new ideas experienced at Day Camp this summer and share your best with your colleagues.

Session D: Monday – 10:00 AM to 10:45 AM

D1: Feed the Beast: Online Advertising & Advocacy

Ashley Budd, Director of Digital Marketing for Alumni Affairs and Development, Cornell University

Track: Technology & Communications

When consuming media online you aren't searching for content, you're being spoon fed. Platforms like Facebook, Twitter, and Instagram are selecting news feed content for you. Google is selecting your search results. Sophisticated algorithms rank content based on user behaviors, post-performance, media types, and recency. Now more than ever before, brands are relying on clever marketing, advertising dollars, and online influencers to reach a broad base. Learn how to cut through the noise and meet your audiences where they are online.



D2: Building Community Partnerships

Mark Shapiro, President & Chief Executive Officer Harry & Rose Samson Family Jewish Community Center, Gil Rubanenko, Vice President of Operations, Mandel Jewish Community Center of Cleveland

Track: Enrollment; Strategy, Planning, & Change, Day Camp

Why do it alone? In this joint workshop from the JCC's of Cleveland and Milwaukee, we'll discuss not only how to build community partnerships that increase enrollment and enhance programs, but also how to use Lay Leadership and hidden gems you might not have considered that bring campers and excitement into your Day Camp. Participants will learn how to create a culture that expands opportunities and connections for campers by seeking help beyond their own organizations.

D3: Board Relationships & Responsibilities: Tips for Board Chairs to Build Culture, Courage, and Increase Positive Results

Jordana Levenick, President of the B'nai B'rith Camp Board

Track: Governance

Are you a current (or potential) board chair or vice chair? This workshop will provide tips and real-life examples of building board culture and courage through relationships and Radical Candor that will help you excel as a board leader. Jordana Levenick, Board President of B'nai B'rith Camp and a member of the JCAMP 180 LEAP program will share her experience building trust on the board to help them be successful. The interactive workshop will include sharing best practices and working together to find ways to become a better leader and help our camps grow!

D4: Last Day of Camp: An Example of Successful Young Alumni Engagement

Bette Amir-Brownstein, Associate Camp Director, B'nai B'rith Camp

Track: Alumni Engagement

Engaging campers, staff-aged adults and parents is what we do best, but what about those in between years? In this workshop we will talk about ways you can utilize what you do best to reach your Young Alumni and Young Adult Community. We will go over some of the challenges people might face when trying to cater to their Young Alumni community and how we can use those to our advantage to continue camp involvement past staff age.

D5: J.E.D.I – JCAMP180's Executive Dashboard Initiative

Herschel Singer, Project Lead, Harold Grinspoon Foundation

Track: Governance

Being a Jedi means having incredible powers and abilities – the Force – at your fingertips, while simultaneously knowing how to sacrifice emotions to remain impartial. It means wielding great responsibility and coupling it with the duty to use that power for the greatest possible benefit of others. It's basically the same thing as being a camp professional or board-member. JCAMP180's newest offering – J.E.D.I – will enable you to use these Jedi-like abilities for your camp, to bring it soaring to new heights. Come learn about dashboards to that help to visually analyze data and set goals surrounding revenues, expenses, fundraising, governance and much more!



D6: Turning Camp Fans into Ambassadors- Key Steps to an Effective Social Media Ambassador Program

Melissa Russom, Communications Strategist, Melissa Russom Consulting

Track: Technology & Communications; Strategy, Planning, & Change

While 92% of people report trusting their friends' recommendations, only 50% trust messages on a company website or in company-generated emails. Ouch. But have no fear - this is more of an opportunity than a challenge. You have many fans (parents, staff, and alumni) who are happy to share your camp's messages. In this session, you'll learn 7 steps to creating an effective social media ambassador program that enables you to better engage with people through your supporters.

D7: The Efficiency and Effectiveness of a One-Page Strategic Plan

Liz Barnett, Board Chair, URJ Eisner and Crane Lake Camps, Julia Riseman, Mentor, JCamp 180

Track: Strategy, Planning, & Change

A one-page strategic plan ensures that everyone is on the same page about the camp board's highest priorities, upcoming action steps, and expected impact. This workshop shares URJ Eisner and Crane Lake Camps Advisory Board's journey to create a one-page plan and shares its impact, one year into the process. In this session you will learn how a board can build consensus and collectively develop a one-page plan, how it can be used to guide and measure board work, and why it makes a difference. We will also review how a process to create a one-page plan is both different from, and similar to, a traditional strategic planning process, highlighting the potential pros and cons of each approach. In addition, we will discuss how you might modify a comprehensive strategic plan down to a one-page tool to help a camp board or committee maintain focus during the implementation of a multi-year strategic plan.

D8: Seven Habits of Highly Effective [Fundraising] Boards

Daniel Mansoor, President, GoodWorks Group

Track: Fundraising; Governance

Great boards start with deciding the talents you need and extend through how you treat retiring board members. Based on 30 years of study, this workshop reveals the ways you can engage boards to help accomplish your goals and mission.

D9: Myths vs. Reality: What A Deeper Dive into CSI Data Reveals About Jewish Overnight Camps

Marci Soifer, Director of Operations, Foundation for Jewish Camp, Mark Sass, Founder and President, Summation Research Group, Board Member, URJ Goldman Union Camp Institute

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D10: Re-Discover Legacy - Deep Dive

Note- This session continues through Session E

Julia Riseman, JCamp 180 Mentor, Dan Kirsch, JCamp 180 Mentor

Track: Strategy, Planning, & Change, Legacy

If you were offered a growing group of loyal, life-long donors who represent a valuable source of annual giving, energetic volunteers, goodwill ambassadors and, ultimately, generous additions to your camp's endowment, could you possibly refuse? Come re-discover the many reasons why a commitment to a thriving Legacy program is critical to your camp's future. Take a refresher on nuts-and-bolts tactics you can use to sustain (and grow!) your Legacy membership in a smart, playful way. And get a reality check on the value you can deliver for your organization in return for just a handful of well-focused hours of Legacy work each month. This deep dive will help you re-capture the original vision and energy for what your Legacy program can achieve – and give you the tools and inspiration you need to do it!

D11: Directors-Only Peer Coaching - Deep Dive

Note- This session continues through Session E, finishing at 1 PM

Limited to Camp Directors only

Deborah Grayson Riegel Coaches Training Institute, Professional Certified Coach

Track: Camp Directors

The job of Camp Director has had a seismic shift over the past decade. In addition to the full-time job of managing camp, Directors are now faced with new responsibilities: managing an increase in camper and staff mental health issues; supporting fundraising efforts; managing board relationships; and more. Who better to understand your challenges than the other Camp Directors in the field? This session was developed to help Camp Directors connect, engage, and support each other in taking on these important responsibilities. Led by experienced coach and facilitator Deborah Grayson Riegel, participants will practice peer coaching and receive coaching from your peer Camp Directors. Do not miss out on this rare opportunity to come together with peer leaders from all kinds of camps and devote substantial time and deep attention to Jewish camping's most pressing challenges and promising opportunities.

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E5: Homer Simpson Goes to Camp - A Guide to Behavioral Economics & Fundraising

Alia McKee, Principal, SeaChange Strategies

Track: Fundraising; Strategy, Planning, & Change

Pop quiz: The following messages have what in common?

- Frances Osborne's *The Bolter* is an Oprah Winfrey Book Club selection. Buy it now.
- 75% of guests who stay in this hotel reuse their towels. Join them and reuse your towel to help save the environment.
- Any money you donate will help Becca attend camp.



The answer?

- They all use principles of behavioral economics to influence their audience's decisions. And you can too. Behavioral economics identifies social, cognitive and emotional factors that influence decisions. To put it simply, real people make decisions like Homer Simpson, not the rational-minded Spock. Come learn what behavioral economics is and why it matters for fundraisers; explore persuasion principles you can use to win the hearts and minds of your audiences; and leave with at least one idea you can apply to an upcoming campaign.

E6: Bored to Brilliant

Eric Phelps, Principal with Rainmaker Consulting

Track: Governance

There are more than 11 million meetings a year in the US and in one survey 91% of participants admitted to daydreaming during the meetings they participate in (36% admitted to dozing off!). On average, you will ask your volunteers to participate in more than 50 hours of meetings annually. And let's face it: we are bored by sessions that are un-engaging, poorly organized, and involve reading the reports we were sent at the last minute. There has got to be (and there is) a better way! In this workshop you will learn practical tools and tips for transforming your board meetings into highly engaging discussions that bring out the best in your senior leadership and support you in guiding the organization at a strategic level.

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E8: Finding Inspiration in Meaningful Tzedakah

Loren Chylla, Trustee of The Mandel Jewish Community Center of Cleveland, Chair of the Camp Wise Oversight Committee, Rachel Felber, Director, Camp Wise, Abby Kaufman, Associate Director, Camp Wise

Track: Fundraising

Do you seek meaningful activities rooted in giving and expressed in pride at camp? Camp Wise received a generous gift from an alumni couple, which allowed the camp to restore a nearly 200-year old Torah from Germany with the help of a skilled Sofer on-site. Every camper and staff member were able to take part in the restoration mitzvah by writing letters on the parchment. This activity inspired campers, staff, volunteers and parents to learn what it means to honor and restore history. Come learn more about this inspirational activity and how tzedakah made it possible.



E9: Re-Discover Legacy - Deep Dive

Note- This session continues from Session D

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Track: Alumni Engagement; Strategy, Planning, & Change; Legacy

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F3: Boldly Own Your Brand: A Proven Way to Increase Loyalty

Jodi Sperling, Jerusalem-Based Consultant, Educator and Communal Strategist

Track: Strategy, Planning, & Change

This summer, at a Camp Tawonga supervisors' meeting, one director jokingly said, "We're nice and weird. That's kind of our business." Tawonga's success stems from their undeniable ownership of this brand. Campers, staff, alumni, donors – all speak this language because of the way it's embodied in everything they do and say. After two weeks this summer as an interim summer director, Jodi Sperling has some take-aways to share. Come prepared to think about what your camp brand stands for, and how to make sure people know it. By owning this narrative even more, you could be increasing the buy-in of your current, past and future community.

F4: Rallying your Community Around a Common Purpose

Solly Kane, Director, URJ Olin-Sang-Ruby Union Institute, Alex Argentar, Director of Development, URJ Olin-Sang-Ruby Institute

Track: Governance; Strategy, Planning, & Change

Come learn how a new camp director and new development director partnered together, developed a vision, and reached an ambitious capital campaign goal of over \$4M raised in one year.

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F7: Are We Asking the Right Questions? How to Engage with Parents to Improve Both Your Programs and Marketing

Michael Garcia, Camp Director, Camp Centerland

Track: Enrollment

Yes, we are providing magical experiences at camp every summer. But, as time goes by, we need to continue to refine and improve our programs and tell the world about it. First step? Listening to our customers. In this session, we'll talk about how to engage our parents and campers all year long and how those conversations impact our programs and marketing strategies. Ultimate goal? Continuing to provide our customers the magical experience THEY want out of camp each summer.

F8: Bored to Brilliant

Eric Phelps, Principal with Rainmaker Consulting

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F9: No Stone Left Unturned - Successful Camp Online Giving Campaign
Yakov Fleischmann, Director, Camp Stone

Track: Fundraising

28 hours. 50 dedicated volunteers. 500+ fantastic donors. \$400K raised. This session explores how Camp Stone leveraged its first ever short, successful online fundraising campaign as part of a larger Sustain Your Match II campaign. If we can do it, so can you! This session will be interactive and will have plenty of time for Q&A.

F10: Finding Inspiration in Meaningful Tzedakah

Loren Chylla, Trustee of The Mandel Jewish Community Center of Cleveland, Chair of the Camp Wise Oversight Committee, Rachel Felber, Director, Camp Wise, Abby Kaufman, Associate Director, Camp Wise

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Learn about an important and meaningful activity rooted in giving and expressed in pride. A generous gift from a local couple who attended Camp Wise decades ago allowed the Camp to restore a nearly 200-year old Torah from Germany. A skilled Sofer came on-site, allowing every camper and staff member to take part in the restoration mitzvah by writing letters on the parchment. This activity inspired campers, staff, volunteers and parents to learn what it means to honor and restore history and tzedakah made it possible.

Session G: Monday- 3:45 PM to 5:00 PM

G1: Let's Sprint: Crowdfunding and Giving Days

Ashley Budd, Director of Digital Marketing for Alumni Affairs and Development, Cornell University

Track: Fundraising

The giving experience continues to evolve as digital strategies play a larger role in building relationships with donors. Explore how rich storytelling combines with a digital marketing strategy for a winning communication plan. This session will discuss the basics of nonprofit fundraising programs. We'll look at fundraising examples from small nonprofits. Plus, Ashley will give a broad overview of Cornell University's giving days and crowdfunding program.

G2: Standing Out in a Crowd- Leveraging Your Brand Position to Appeal to the Right People
Melissa Russom, Communications Strategist, Melissa Russom Consulting

Track: Strategy, Planning, & Change

You can't be everyone's cup of tea - and that's ok! If you're trying to appeal to everyone with a broad message, you're competing against every other summer activity in your region. But if you define and communicate what makes your camp unique, you'll stand out and attract campers who will most likely become lifelong fans. This interactive session will cover how you can develop insights into your audience, clarify what makes your camp unique, and develop messaging that communicates that uniqueness to the right audience.



G3: Digital Tracking to Up Your Marketing Game

Alli Thresher, Digital Content Lead at PJ Library, Harold Grinspoon Foundation, Christina Rizer, Web Production Coordinator, Harold Grinspoon Foundation

Track: Technology & Communications

Do you know who is visiting your website and why? What about your most popular social media posts? Join PJ Library's digital marketing and content team for tips and techniques that will make you look like a marketing and engagement genius. This session is best suited for attendees that have familiarity with google analytics and social media insights. Participants will leave this workshop with:

- Action plans for understanding their email open rates, website traffic, and social media engagement
- Meaningful tips and tools to streamline and utilize their tracking data
- Tangible ideas for improving email open rates, social media engagement, and website design

G4: Designing Great Gatherings from Planning to Parting

Molly Wernick, Community Engagement, Habonim Dror Camp Galil

Track: Strategy, Planning, & Change

Yes, our summers are rich with purpose and camp magic, but how do we create that same energy when we're gathering our camp staff, board, and community outside of the summer months? Drawing on the lessons from Priya Parker's book *The Art of Gathering*, you will learn tools and tips about leveling up the design, facilitation, and closing of your next gathering that will leave your participants feeling inspired and ready to take the next step.

G5: In the Donors Mind: The Science of Giving

Daniel Mansoor, President, GoodWorks Group

Track: Fundraising

What do behavioral economics and psychology teach us about donor motivation? Going beyond strategy, tactics, and anecdotes, academic research and studies take us inside the donor's mind, revealing the science of giving. With this data, fundraisers have better tools for motivating donors to give to their organization, give more, and give more regularly. Find out how to use this evidence-based research to implement new creative approaches to your work in cultivating, securing, and stewarding your donors and prospects.

G6: The Art of Leadership

Rabbi Yafa Chase, Director, Western Massachusetts Programs, Harold Grinspoon Foundation

Track: Jewish Content

In hevruta (pairs) and as a group, we will explore what Jewish texts can offer us about being leaders. As board members, funders, and staff we will look at questions such as:

- How does leadership play a role in the work that we do?
- Can we call on different types of leadership for different situations?
- Does power corrupt or are there ways to keep our integrity as leaders?
- How can we empower one another to lead?



G7: So, You Wanna Raise More Money From Individual Donors? *Develop your personalized and practical action plan*

Alia McKee, Principal, SeaChange Strategies

Track: Fundraising

Have you ever said, “We should be raising more money from individual donors?” If the answer is yes, then this training is for you. In this session, Alia will review both internal and external considerations that should be evaluated as part of your individual fundraising efforts, how to prioritize strategies and tactics, the pitfalls and misconceptions to watch for, and key metrics to use for measuring success. Each participant will complete both an internal fundraising assessment and a strategy and tactical assessment and will leave with a prioritized action plan.

G8: What Does a Culture of Philanthropy Actually Look Like?

Mark Shapiro, President & CEO of Harry & Rose Samson Family Jewish Community Center, Elyse Cohn, Chief Development Officer Harry & Rose Samson Family Jewish Community Center, Toni Davison Levenberg, Director of Steve and Shari Sadek Family Camp Interlaken JCC, Lenny Kass, Director of Albert & Ann Deshur JCC Rainbow Day Camp

Track: Strategy, Planning & Change

Over the past year, the Harry & Rose Samson Family Jewish Community Center of Milwaukee has been developing a Culture of Philanthropy throughout both the JCC and its camps. This workshop will include a team presentation led by JCC President & CEO Mark Shapiro and including Chief Development Officer Elyse Cohn, Toni Davison Levenberg, Director of Steve and Shari Sadek Family Camp Interlaken JCC, and Lenny Kass, Director of Albert & Ann Deshur JCC Rainbow Day Camp. The team will discuss how they’ve engaged stakeholders from across the organization; their missteps and successes in changing the culture; and how they are making donors an integral part of their mission. They will also help you think about steps you can take to cultivate a Culture of Philanthropy at your camp.

G9: Creating Your Donor Stewardship Plan: How PJ Library Does It

Will Schneider, Director of Advancement, PJ Library, Jillian Farrell, Director of Advancement Communications, PJ Library

Track: Fundraising

We all know the importance of cultivating our donors and prospects throughout the year with special touchpoints. But what kind of touches really work for which donors? And how do you decide which to use when during the year? Will Schneider, Director of Advancement, PJ Library, and Jillian Farrell, Director of Advancement Communications, PJ Library, will discuss their process for developing a donor stewardship plan for their donors. They will also leave time for participants to take part in a hands-on donor stewardship exercise.



G10: How Best to Secure Your Camp: A Review of Best Practices for Physical and Operational Security Procedures

Joshua Gleis, President, Gleis Security Consulting

Track: Governance, Strategy, Planning & Change

Come learn and discuss from a true camp security expert what it takes to build realistic emergency and security procedures at your camp. This presentation will review the elements critical to improving the physical as well as operational security of your camp. It will review the most effective hardware to invest in, the different options out there (budget dependent), the role of security guards, the importance of security training, and what kind of training to focus on.

Session H: Tuesday- 9:15 AM to 10:00 AM

H1: Non-Fiduciary Board Service: Making an Impact

Elliot Paul, Head of Governance Committee, URJ Camp Kalsman

Track: Governance

As a member of a non-fiduciary board, what is your role? Without the responsibilities of staffing and/or finances, how can your board effectively serve the camp and successfully attract new board members? Learn what makes a non-fiduciary board work and why a successful board matters to your camp, board members, and other stakeholders. This session is targeted to lay leaders and staff of camps with non-fiduciary boards.

H2: Don't Leave Succession Planning to Chance, Capitalize on It as an Opportunity

David Harris, Partner at Interim Executive Solutions

Track: Governance

Succession planning, whether in an emergency or when it's been a long-term, well-known plan, is a critical time in the lifecycle of an organization. In this workshop, participants will learn about succession planning management strategies, why everyone is talking about them, and items to consider for their organization. Participants will leave this session with not only increased knowledge about what strategy might make sense for their organization, but also with a tool to immediately deploy that will allow succession planning to be an opportunity to expand capacity and develop staff throughout their organization.



H3: Extending the Impact of Day Camp: Strategic Investments both Internally and Externally to Develop a Comprehensive Jewish Day Camp Platform in Baltimore

Barak Hermann, CEO, Greater Baltimore JCC, Emily Peisach Stern, Senior Director of Camping and Children's Services & J Day Camp Director at the Greater Baltimore JCC

Track: Day Camp; Strategy, Planning, & Change

Leveraging the professional talent and physical assets of the JCC of Greater Baltimore, JCamps has developed an agency-wide strategic approach to grow both enrollment and net revenues. The result? More campers and staff experiencing an immersive Jewish day camping experience. Through strategic changes in marketing, programming, inclusion, and relationships with both internal and external partners, we have maximized our opportunities to inspire Jewish culture and connections to Israel. Come learn our takeaways and lessons learned about transitioning our traditional day camp program into a consumer-centric and innovative Jewish day camp platform.

H4: How to Embrace Failure

Gil Rubanenko, Vice President of Operations, Mandel Jewish Community Center of Cleveland

Track: Strategy, Planning, & Change

This workshop will discuss the importance of embracing failure, taking risks, learning from mistakes, and improving decision making. We'll look at how to decide which programs to drop; how to shrink so you can grow; how to look at the business you are in and focus on what gives you the best advantage delivering on your value proposition; and how to use lay leadership to focus your strengths and get out of what does not produce the results you want.

H5: Social Media Engagement Examples from the 2019 Season at Camp Ramah in Wisconsin Jacob Cytryn, Executive Director, Camp Ramah Wisconsin, Annie Glasser, Engagement and Marketing Coordinator, Camp Ramah Wisconsin

Track: Technology & Communications

Looking for new ways to share the magic of camp and engage your followers? We'll share summer highlights across social media platforms using a variety of programs and apps.

H6: Financial Visibility: A Template to Track Finances and Keep the Board Informed

Mark Gold, Mentor, JCamp 180

Track: Strategy, Planning, & Change

Having reviewed dozens of systems for tracking camps' financial performance, the JCamp 180 team has developed a budget format that combines best practices, ease of preparation, and clear communication with the board. In this workshop we will identify the key financial data board members should have available to them to confidently make decisions and meet their oversight responsibilities. We will share a budget template designed to highlight and track that information. You'll want to take home many of our budget template's components to enhance the work of your finance committee and your board's financial responsibilities.



H7: Teen Leadership Village – A Journey Through Israel to Camp

Lee Trepeck, Director, Camp Maas, Tamarack Camps

Track: Jewish Content

Our board challenged us: create a new program to engage teens entering 12th grade. We answered with a trip to Israel, which would involve our rabbi, partnership with other clergy, and a work experience at camp. Many stakeholders resisted the plan, but we proceeded with the direction...and sold out the trip! Now, through the lens of summer camp, this journey represents an immersive leadership experience – highlighted by travel, ongoing training, and immeasurable growth. If you are motivated to reimagine teen initiatives, join us for this interaction conversation.

H8: Radical Education, Jewish Social Justice, and the Camp Experience

Rabbi Justin David, Congregation B'nai Israel, Northampton, MA

Track: Jewish Content

In this workshop, we will think out loud about how so-called “radical” ideas about education and social justice can become a central part of the camp experience. We will read some passages, share thoughts and ideas, and consider our visions for creating just and compassionate communities.

Session I: 10:15 AM to 11:00 AM

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I4: Making a Change to Camp Culture: An Inclusion Case Study

Susie Berg, Chair of URJ Camp George Council

Track: Strategy, Planning, & Change

In 2015, the lay and professional leaders of URJ Camp George started on the road to a new initiative, You Belong, aimed at celebrating the identities of all members of its community and of ensuring that camp was visibly and palpably a safe space. The team involved stakeholders, lay leaders, professionals, and the vision of the URJ to set and meet short, medium, and long-term goals. How they measured those goals, and the work they put into place, has made an impact on campers, staff, and faculty at camp. The process of You Belong, which is still ongoing, has laid the groundwork for other types of culture change at camp and brought new voices and ideas to the surface. Come learn about the experience at URJ Camp George and discuss what it might mean for your camp.

I5: Doing Whatever It Takes as a Director: Turning Up the Dial on Your Chutzpah

Jodi Sperling, Jerusalem-Based Consultant, Educator and Communal Strategist

Track: Governance

At some point - be it scheduling a breakfast with a donor or seeking a recruitment invitation to a synagogue - to get to a yes, a camp director is required to pull out their inner chutzpah. Look at any camp that's successfully transformed itself, and at its helm you'll find a director possessing some serious chutzpah. Are you making the most of yours? If it's not your strength, are you losing out on opportunities to connect with donors, families, or partners? Where there is room for growth in your camp, could you be tapping into your personal chutzpah reserve?



I6: Lessons Learned in Implementing Values-Based Decision Making

Rabbi Issac Saposnik, Executive Director, Camp Havaya

Track: Governance; Strategy, Planning, & Change

Jewish camps are fond of saying they're values-driven but it's not always easy to live by those values in the day-to-day operations of the organization. Developing, owning, and communicating a set of core values can be transformative, informing everything from program design to board development to strategic planning. Using examples from an established camp and a start-up, explore how you can make your values come to life and guide your decision-making in meaningful ways during the summer and beyond.

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Session J: 11:15 AM to 12:00 PM

J1: How to Embrace Failure

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This workshop will discuss the importance of embracing failure, taking risks, learning from mistakes, and improving decision making. We'll look at how to decide which programs to drop; how to shrink so you can grow; how to look at the business you are in and focus on what gives you the best advantage delivering on your value proposition; and how to use lay leadership to focus your strengths and get out of what does not produce the results you want.

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