Members Present
Nancy Komer Stone, Chair; Michael Lippitt, Executive Liaison; Michelle Bass, Frank Ellias, President; Michael Lippitt, Lori Weberman

Staff
Steve Engel

Guest
David Sharken

From David Sharken:
Tamarack Camps Strategic Plan Re-Visioned 2012
Time Frame: November 2011 – May 2012

Committee Make-up:
Small committee of Board Leaders with Executive Director – reaching out to other committees, board members, management team and stakeholders as determined

Committee work:

- Months 1-2
  - Review current Mission and Vision Statement
  - Review 2007-2010 Strategic Plan
    - Identify unresolved or on-going issues
  - Brainstorm external trends which might have significant impact
  - Identify top strategic organizational issues
- Months 2-3
  - Frame the top strategic issues
  - Identify areas where more data/research is necessary
  - Identify the most appropriate body of stakeholders who can provide recommended actions (If possible, utilize existing Tamarack Camps sub-committees to prevent overlap)
- Months 3-4
  - Gather necessary information related to issues (personal meetings, focus groups, surveys if necessary)
  - Review recommendations from committees on framed issues
• Months 4-6  
  o Formulate goals  
  o Finalize draft of strategic plan for full board review

**Expected Committee member time commitment:**

Over 5-6 months, anticipate:

• Six-seven 2 hour meetings; two 4 hour sessions; average of one hour/week review of email documents and/or discussion with other stakeholders  
• Total average time commitment = 50 hours = 7-8 hours per month

**Board members not on Strategic Planning Committee**

• Will be kept informed of the process  
• Will be involved to address specific issue through existing committees and/or be contacted for input during the process  
• Will review draft recommendations, provide advice and comments, and have final approval over proposed plan

**Management Team members not on Strategic Planning Committee**

• Will be contacted for input during the process  
• Will be involved to address specific issues relevant to their portfolio  
• Will be asked to draft or review recommendations

**Initial List of Possible Strategic Issues**

- Alumni Engagement  
- Camper Census Goals  
- Cross Agency Collaborations (JCC, BBYO, others)  
- Family Camp Expansion  
- Governance – Restructuring  
- Judaic Programing  
- Master Facility Plan – selling of land, expansion  
- Outpost Camp Merger  
- Outdoor Ed’s Future  
- Progressive Programming Goals  
- Program Evaluation
Program Innovation

Regionalization of Recruitment

Revenue Development (diversification of fundraising and program income)

Staff Training

Scholarship Policies – Impact on budget; scholarships for family camp and tripping programs

Teen Travel Expansion

**Homework Items**
The following homework items were identified for the committee. Please read the current strategic plan and updates noting:

1) Issues that remain that are strategic and critical to the success of the organization.
2) Information or data that you feel you need for this planning process.
3) Ideas that spark you that you want to bring to the table.
4) Any societal trends that you think we need to pay attention to.

**Background Information**
The following background information was requested:

1) Five years of past budgets
2) Five years of registration numbers – broken down by village, age, session, geographic home
3) Recent study of Jewish population in metro region
4) Stats on scholarship – Five-year pattern of how much in total, percentage of campers, percentage of average scholarship per tuition
5) List of Jewish camp and other camp competition in the region
6) Stats of family camping and Butzel usage for past five years

It is anticipated that the planning process will take six to seven two-hour meetings to formulate a meaningful update.

The next strategic planning committee meeting will be held on November 17, 2011, at 6:00 pm, Federation conference room D.

Respectfully submitted,
Steve Engel