



## Endowment Accelerator Organizational Readiness Assessment

As a program of the Harold Grinspoon Foundation (HGF), JCamp 180's mission is to strengthen the long-term organizational effectiveness and financial sustainability of nonprofit Jewish camps to ensure our community's future and connection to Judaism.

### **Why Permanent Endowment?**

JCamp 180 and the Harold Grinspoon Foundation believe that a permanent endowment should be an essential piece of Jewish camps' financial model for a sustainable future. That is why we have created the ***Endowment Accelerator Matching Grant***.

Building or growing your permanent endowment is a powerful strategy to secure your camp's long-term financial growth and stability, helping to assure that your special brand of Jewish camp experience is available to future generations of Jewish children and young adults.

But successful endowment-building is an undertaking that requires significant preparation, knowledge, commitment, and oversight. Not every camp is ready to undertake such an initiative immediately. That is why the new ***Endowment Accelerator Matching Grant*** is a four-year program to meet camps where you are today and prepare you for success both with HGF's matching structure and with your long-term endowment-building goals.

### **Is Your Camp Ready for Endowment-Building?**

So, how can you tell how ready your camp is to get serious about building or growing your permanent endowment? Here are some useful indicators:

#### **Organizational Condition**

- Camp has been in business for several years with a track record of effectively fulfilling its mission.
- Camp has a history of strong program growth over the period of existence.
- Camp has a current strategic plan and goals guiding its work.
- Stable, growing camper enrollment as well as other revenue programs.
- No current or imminent crises threatening the organization's stability.



## **Leadership**

- Stable governing board with a succession plan in place for key leadership positions.
- Strong working partnership between executive and board.
- A culture of planning and goal setting that emphasizes governance oversight and executive management roles.
- No current or imminent leadership change threatens stability.

## **Financial Condition**

- Inclusive, transparent annual/multi-year budget process involving professional and lay leaders.
- Track record of balanced/surplus budgets.
- Operating reserve funds equal to 6-12 months' operations.
- Strong professional financial management and board oversight of finances.
- No burdensome debt obligations or prospective liabilities.

## **Fundraising/Development**

- A growing, comprehensive fundraising program based on an annual plan.
- Shared ownership of fundraising success as mission-critical for board and professional staff.
- Solid base of consistent donors across camp constituencies.
- Close, stewardship-driven relationships with major donors.
- Gift/pledge management system and requisite internal capacity and expertise.

## **Expertise and Policies**

- Commitment by the board and professional leadership to understand fundamentals of endowment and its role in a comprehensive financial model for camp.
- Complete review of options for endowment fund investment and management.
- Creation and approval of required policies for endowment management, investment, and spending.
- A financial officer or other staff member responsible for managing or providing oversight of the endowment fund.



**Use this self-assessment tool to determine your camp’s readiness to embark on a campaign to build or grow your permanent endowment fund.**

<b>Organizational Condition</b>	
Yes / No	We have a solid history and excellent track record of meeting our mission.
Yes / No	We have a current strategic plan that guides our work.
Yes / No	Our enrollment, including year-to-year retention, is steady/strong.
Yes / No	Camp faces no current or imminent crises.
<b>Leadership</b>	
Yes / No	We have a stable, high-functioning governing board with diverse expertise.
Yes / No	Our executive and board chair have a strong working partnership.
Yes / No	Our board has a culture of planning and goal setting that emphasizes governance oversight and executive management roles.
Yes / No	We face no current or imminent leadership change threatening stability.
<b>Financial Condition</b>	
Yes / No	We have a strong record of balanced/surplus operating budgets.
Yes / No	We have an operating reserve fund of 6 months or more of operations.
Yes / No	We have strong professional financial management and board oversight of finances.
Yes / No	We have no burdensome debt obligations or prospective liabilities.
<b>Fundraising/Development</b>	
Yes / No	We have a growing comprehensive fundraising program based on an annual plan.
Yes / No	Our board and staff share ownership of fundraising success as mission-critical for camp.
Yes / No	We have a solid base of consistent donors across camp constituencies.
Yes / No	We have built close, stewardship-driven relationships with major donors.
Yes / No	We have a gift/pledge management system and requisite internal capacity and expertise.
<b>Expertise and Policies</b>	
Yes / No	Our board and professional leadership are committed to understanding endowment and its role in a comprehensive financial model for camp.
Yes / No	We have conducted a comprehensive review of options for endowment fund investment and management.
Yes / No	Our board has created and approved requisite policies for endowment management, investment, and spending.
Yes / No	We have a financial officer or other staff member responsible for managing or providing oversight of the endowment.



## **How Did You Do?**

If you checked Yes for most of the items in each category, you are in good position to launch an endowment-building initiative for camp – and to succeed with your ***Endowment Accelerator Matching Grant***

If you checked Yes for fewer than half of the items overall – or have one or more categories where your capacity is noticeably lacking, you have some work to do before launching an endowment-building initiative.

The ***Endowment Accelerator Matching Grant*** is designed as a four-year program to give camps the necessary time to build capacity and develop strategy to embark on a thoughtful endowment-building initiative that is likely to lead to long-term success. In the case that your camp is not ready to begin raising endowment gifts today, we recommend you use the first year of the grant period to explore your options and develop the necessary infrastructure and policies for managing a permanent endowment.

JCamp 180 has the resources to guide you on your journey to build or grow your permanent endowment, regardless of your starting point. Connect with your JCamp 180 Relationship Manager to discuss your readiness for an endowment-building initiative and to access additional support.