



Jewish Summers. Jewish Future.



## HIGHLIGHTS FROM **FOUNDATION FOR JEWISH CAMP** 2018 DAY CAMP CENSUS

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*With the partnership of*

UJA Federation of New York

JCamp 180

Jewish Community Center Association (JCCA)

National Ramah Commission (Ramah)

Union for Reform Judaism (URJ)

Association of Independent Jewish Camps (AIJC)

# ABOUT THE 2018 CAMP CENSUS

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The Foundation for Jewish Camp Day Camp Census 2018 portrays selected characteristics of nonprofit Jewish day camps across North America. The third annual report focuses on some key measures of Jewish day summer camps: the campers and enrollment patterns, professional staff, revenue, expenditures, and more. The analysis introduces several composite measures that extend the raw information derived from the questionnaire of day camp professionals conducted in the fall of 2018.

## WHICH CAMPS ARE INCLUDED IN THIS REPORT?

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The working definition of day camps participating in this Census is:

An entity that provides programs on a scheduled basis during the summer months for children 3 years of age and older. They offer multiple week summer experiences, and encourage multi-year camper participation for at least 4 consecutive summers. In addition, for purposes of inclusion in this Census, day camps satisfy the following criteria:

- They have an explicit Jewish mission, celebrate or explore Shabbat in some manner, create a knowledge of or connection to Israel, and have operated for at least one camp season.
- They are located in the USA or Canada.
- They have a certificate of insurance.
- They register as, or are part of, an organization with 501(c)3 status in the US, or the equivalent in Canada.
- They demonstrate good governance and sustainability by having written governance policies, an active board, and a financial plan and/or budgets that demonstrate fiscal health.

The findings reported here represent day camps during summer 2018, derived from 172 Census submissions (an increase of seven over the number participating than in the 2017 Day Camp Census). The field of Jewish day camp is larger still, and we expect the sample to grow in the coming years to the estimated 300 Jewish day camps. We know that many children attend camps associated with the JCC Association (JCCA) and the other networks of Jewish day camps. We acknowledge that Chabad day camps are currently significantly underreported, as are individual day camps run by Conservative and Reform congregations.



The questionnaire permitted “no answers,” meaning that fewer than 172 respondents answered some questions. For some questions, responses were augmented with additional information from other sources. Where appropriate, results are compared with earlier studies conducted. All statistics are reported in US dollars.

## ABOUT THE CAMPS

Over three quarters of the camps reporting (131) are JCCA-affiliated day camps. An additional 30 camps are affiliated with other movements, and 11 are independent. The number of camps that identify as independent decreased from 2017 because the question asked for more specific responses on the 2018 Census. We believe that the shift comes from more JCCA-affiliated camps identifying as such on the Census, rather than growth in the number of JCCA day camps.

### Affiliation of Participating Day Camps

	2015	2016	2017	2018
JCCA	82	90	97	131
Others	13	27	68	41
<b>TOTAL</b>	<b>95</b>	<b>117</b>	<b>165</b>	<b>172</b>

### Affiliation of Non-JCCA Day Camps

	2016	2017	2018
URJ	2	4	3
Chabad	3	6	12
Young Judaea	1	1	2
National Ramah	4	4	4
Bnei Akiva	1	2	2
Other	2	3	7
None	14	48	11
<b>TOTAL</b>	<b>27</b>	<b>68</b>	<b>41</b>



## JEWISH DENOMINATION

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About half of the day camps (83) define their denomination as “Community” and another fifth (35) as “Pluralist or Transdenominational.” Less than one fifth of camps (30) see themselves as aligned with the three largest Jewish denominations, Orthodox, Conservative, and Reform. The eschewing of ideological or denominational categories in part reflects the nature of the market for day camps. Although the day camps are sponsored by Jewish agencies and institutions and are attended by mostly Jewish campers, Jewish day camps are generally community based and appeal to a range of campers from varied religious affiliations and religious and ethnic backgrounds.

### Denominational Alignment of Day Camps

	2016	2017	2018
Secular	7	10	7
Traditional	3	4	7
Pluralist	14	14	35
Community	57	100	83
Reform	5	11	14
Conservative	8	8	7
Orthodox	2	7	9
Sephardic	1	1	1
Zionist	2	2	3
Other	18	8	6
<b>TOTAL</b>	<b>117</b>	<b>165</b>	<b>172</b>

## REGIONAL DISTRIBUTION OF DAY CAMPS

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About two-fifths of the reporting day camps are located in the Northeast (73). The other US camps are almost equally divided between the Midwest, the South, and the West. An additional eight day camps are located in Canada. This distribution more closely resembles the geographic distribution of the Jewish population across North America than Jewish overnight camps.



## Regional Distribution of Day Camps

	2015	2016	2017	2018
Northeast	45	53	70	73
Midwest	23	22	27	27
South	14	17	33	35
West	14	18	27	29
Canada	2	7	8	8
<b>TOTAL</b>	<b>98</b>	<b>17</b>	<b>165</b>	<b>172</b>

## CAMP SIZE

Camps vary widely in size. On the low-end of the spectrum, 38% of the day camps in our sample served under 300 campers during summer 2018. 17% of the camps responding to the questionnaire served more than 700 campers.

### Distribution of Camps and Campers by Size of Camp

	Percentage of Camps	Percentage of Campers
Under 300	38%	15%
300-499	30%	27%
500-699	15%	20%
700 or more	17%	38%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

While many camps served under 300 campers, just 15% of the campers in Jewish day camps in our sample attend such camps. The largest camps (enrollment of 700+) are the venues for 38% of the campers.

## DAY CAMP AND CONNECTIONS TO OTHER JEWISH EXPERIENCES

20% of the camps have ties to a Jewish overnight camp. This relationship can help advance children and young families on their Jewish journeys, with all participating institutions acting as connectors to one another.



## PROGRAMMING

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40% of the responding camps reported that they hire staff from an outside organization that has brand name recognition (perhaps for specialty areas). The very wide variety of specialties that have been reported in previous years included the following: gymnastics, soccer, archery, karate, Chabad, chess, science, theater, rugby, sports, Judaics, fashion, and dance. More generally, sports and science were the most common specialties.

## DAY CAMPER ENROLLMENT

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In 2018, 165 Jewish day camps in this questionnaire provided enrollment information. These day camps reported that they served a total of 72,854 unique campers.

To obtain a reasonable estimate of year-over-year camp growth, we evaluated the 128 day camps that submitted enrollment data in both 2017 and 2018. Together, these camps reported 1.7% growth (from approximately 57,283 to 58,257 campers). This increase is indicative of overall growth in the Jewish day camp sector throughout North America. The 2017 Census reported an estimated 1.5% growth from 2016 to 2017, derived from similar methods of comparing enrollment between the same day camps. Using the same methodology, the 2017 Census reported growth of 1.5% from 2016 to 2017.

### Day Camper Enrollment

	2015	2016	2017	2018
Number of reporting camps	79	130	153	165
Number of campers	44,890	65,488	69,504	72,854
Minimum number of campers	71	44	32	29
Maximum number of campers	2,020	2,042	3,000	1,900
Median number of campers	473	441	336	380
Average number of campers	568	503	454	442



The below analysis divides the camps by five geographic areas: Northeast, South, Midwest, West and Canada. The average camp size is the highest in the 34 participating day camps in the South, with an average of 556 unique campers per camp. Camper size is the lowest in among the 27 participating day camps in the Midwest, which have an average of 365 campers per camp.

**Average Number of Campers per Camp by Region**

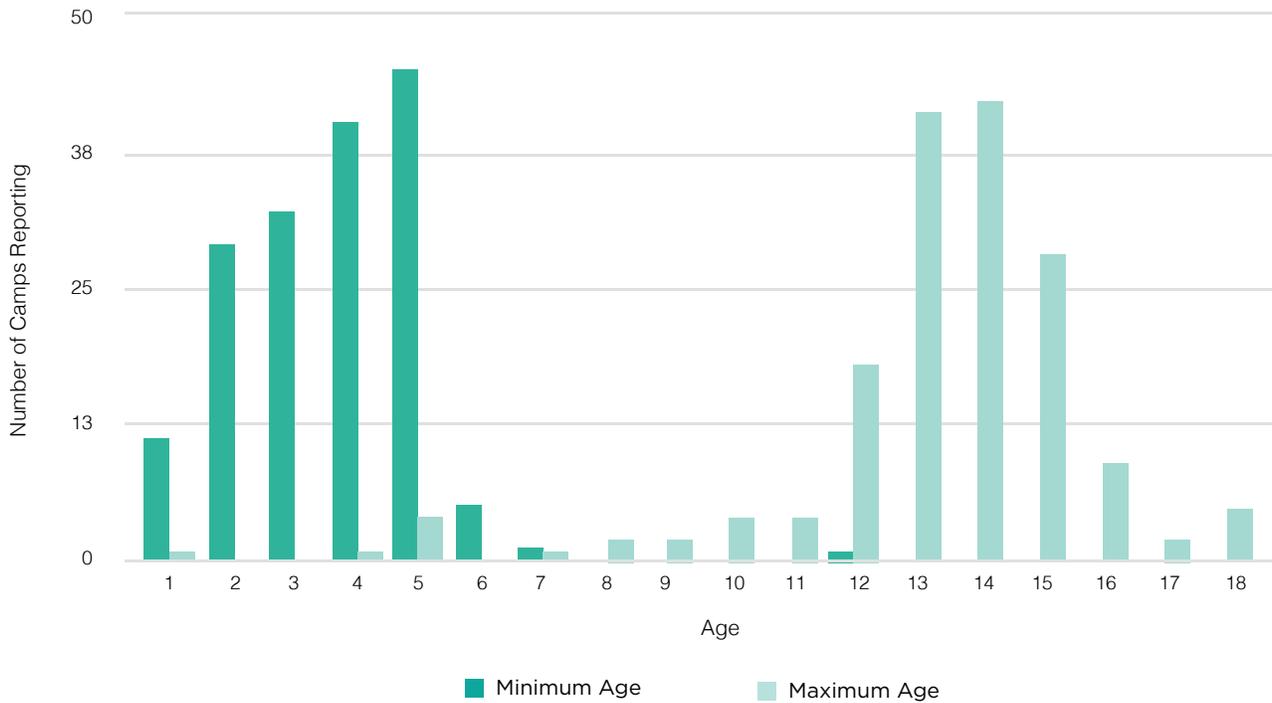
	Average # of campers per camp
Northeast	405
Midwest	365
West	472
South	556
Canada	444
<b>TOTAL AVERAGE</b>	<b>442</b>

**DISTRIBUTION OF AGE RANGES OF DAY CAMPERS**

The distribution of the age ranges of campers varies across camps. About half of camps reported that the maximum age for campers is 13 or younger, and about half reported that the maximum age is 14 or older.



## Minimum and Maximum Ages for Day Campers



## CAPACITY UTILIZATION

Of the 163 day camps reporting, an average of 37% reported that their camp was operating at or over 90% capacity utilization during the summer of 2018. Nearly 60% of the camps with camper enrollment between 500-699 campers reported being at or over 90% capacity.

On the other end of the spectrum, an average of 7% of camps reported capacity at 60% or less and all of the camps that reported lower capacity were with smaller camper enrollment (499 or below).

### Capacity Utilization by Camp Size

	N	90%-100%	80%-89%	60%-79%	< 60%
Under 300	62	32%	34%	21%	13%
300-499	50	28%	40%	24%	8%
500-699	24	58%	29%	13%	0%
700 or more	27	44%	33%	22%	0%
<b>TOTAL AVERAGE</b>	<b>163</b>	<b>37%</b>	<b>35%</b>	<b>21%</b>	<b>7%</b>

In determining their maximum capacity, half of the camps (50%) reported that programming space was the most important criterion, while about a quarter cited reasons related to shelter. 13% of day camps reported that their capacity was limited by the size of the pool.

## RETENTION

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In 2018, similar to 2017, day camps reported 65% of campers were returning and 35% were new. The stable and high numbers of returning campers points to the ongoing demand for Jewish day camps.

### New and Returning Campers

	2015	2016	2017	2018
Number of reporting camps	48	114	152	164
Average % of new campers	39%	38%	38%	35%

## DAY CAMPER WEEKS

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Day camps reported that slightly more than half of their unique day campers enrolled for 5 or more camper weeks. Campers in the Northeast, Midwest, and Canada are more likely than average to enroll for 8+ weeks. Campers in the West are more likely than the average to enroll for only one or two weeks. Camps reported that 17% of campers extended their enrollment option after the summer started.



## Regional Distribution of Camper Weeks

	1 week	2 weeks	3-4 weeks	5-7 weeks	8+ weeks
Northeast	6%	9%	23%	33%	29%
Midwest	13%	10%	25%	22%	30%
West	24%	19%	22%	16%	21%
South	15%	14%	24%	26%	21%
Canada	10%	14%	33%	16%	27%
<b>TOTAL AVERAGE</b>	<b>13%</b>	<b>12%</b>	<b>23%</b>	<b>26%</b>	<b>25%</b>

## CAMPER CHARACTERISTICS AND IDENTITIES

The Census collected respondents' estimates of several characteristics related to gender identity, Jewish identity, and interfaith or multi-faith backgrounds.

For the first time, the 2018 questionnaire offered a "Gender Non-Binary" option. Gender distributions varied slightly by region and by affiliation; 50% of campers not affiliated with JCCA identified as female, as compared to 48% of all campers identifying as female. The West has the largest percentage of campers identified as non-binary (1%).

### Day Campers' Gender Identity by Region

	Female	Male	Non-Binary
Northeast	48%	52%	0%
Midwest	48%	52%	0%
West	48%	51%	1%
South	48%	52%	0%
Canada	46%	54%	0%
<b>TOTAL AVERAGE</b>	<b>48%</b>	<b>52%</b>	<b>0%</b>



## Day Campers' Gender Identity by Affiliation

	Female	Male	Non-Binary
JCCA	47%	52%	0%
All Others	50%	50%	0%
<b>TOTAL AVERAGE</b>	<b>48%</b>	<b>52%</b>	<b>0%</b>

Another change on the 2018 Census was how religious identity of campers was tracked. The questionnaire still asked to identify a percentage range of campers who identified as Jewish, and are from interfaith or multi-faith family homes (where Jewish is defined according to the camp). However, before asking those specific questions, we asked if the camp collects data on religious identities of campers, or whether the camp tracks if campers come from interfaith or multiple-faith homes. Only camps that shared that they are specifically tracking such data were invited to share percentages of their campers who identify as Jewish or come from interfaith or multiple-faith homes.

Only about 20% of camps (35 camps) specifically collect data on the religious identities of their campers. Of these, about one third reported that between 90% and 100% of their day campers identify as Jewish and about one third reported that fewer than 60% of their day campers identify as Jewish. Only 7 of 165 camps reported that they collect data on the number of campers that come from interfaith or multi-faith homes.

## Percent of Campers who Identify as Jewish by Camp Affiliation

	No Data	< 60%	60%-79%	80%-89%	90%-100%	Total
JCCA	105	13	8	0	2	128
All Others	26	0	0	1	11	38
<b>TOTAL</b>	<b>131</b>	<b>13</b>	<b>8</b>	<b>1</b>	<b>13</b>	<b>166</b>



## CHILDREN WITH DISABILITIES

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Most reporting day camps (151 out of 163 reporting) provide opportunities for campers with disabilities. Within those camps, the vast majority (137) offer full inclusion options; 34 also offer partial inclusion opportunities. Among the camps that provide opportunities for campers with disabilities, a total of 96 camps offer a special program for campers with disabilities. Jewish day camps with special programs served 3,500 campers with disabilities in 2018, which was almost 5% of the overall camper population.

### Accessibility for Campers with Disabilities

	Number of Day Camps
Serving campers with disabilities	151
Has a special program	96
Only campers with disabilities	6
Full inclusion	137
Partial inclusion	34
Both partial and full	27
Separate program	19
Other	9

\*Some of the 151 camps that shared that they are serving campers with disabilities selected more than one way in which the camps serves campers with disabilities.



## DAY CAMP STAFF

Jewish day camps employed 15,643 staff members (excluding Counselors-in-Training), with an average of 97 staff members per camp at the 162 reporting day camps. The 2018 average number of staff members per camp stayed the same as in 2017.

### Total Number of Day Camp Staff (excluding CITs)

	2015	2016	2017	2018
Number of reporting camps	83	112	146	162
Total number of staff members	10,295	12,429	13,685	15,643
Average number of staff members	124	107	97	97

The total number of staff increases as the camp size increases, as do nearly all the specific types of staff members measured on the Census. The exception to this increase is on Jewish International staff. Interestingly, there seems to be a similar number of camper/community care staff hired by all camps with 500 or more campers.

### Average Number of Day Camp Staff (excluding CITs) by Camp Size

	N	All Staff	Medical Staff	Israeli Staff	Jewish Int'l Staff	Camper/Community Care
Under 300	61	46	1	1	0	1
300-499	50	73	1	1	0	3
500-699	24	123	1	2	0	13
700 or more	27	232	2	5	4	12
<b>TOTAL AVERAGE</b>	<b>162</b>	<b>97</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>5</b>

Overall, 90% of the staff hold summer-only positions. The remaining 6% of staff hold either full-time or part-time year-round positions. This data is largely consistent with what was reported in previous years; 4% did not report.

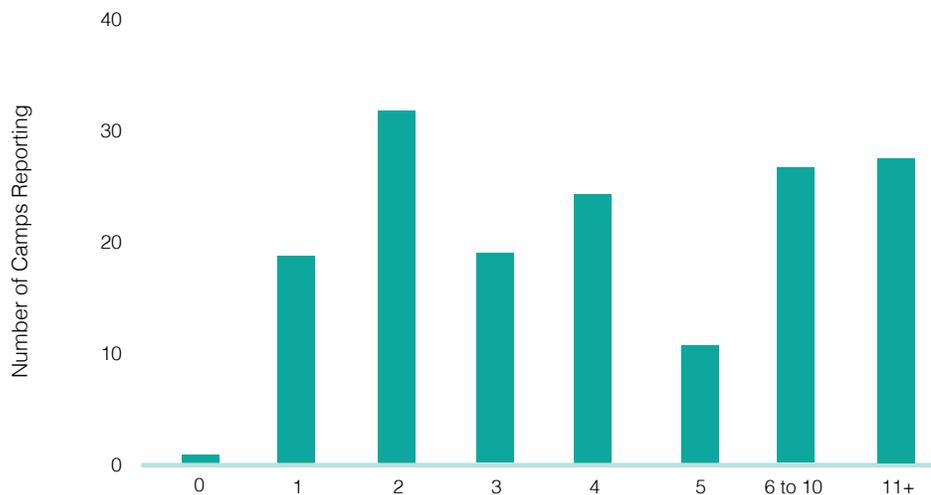


## Percent of Summer-only and Year-round Staff

	2015	2016	2017	2018
Number of reporting camps	83	112	147	161
Percent summer-only staff	92%	84%	91%	94%
Percent year-round staff (full and part time)	8%	16%	9%	6%

Almost every camp has at least one full-time staff member, and the median number of such staff is four. We also know that some reported full-time day camp professionals may have additional responsibilities within their portfolio, and thereby, may not focus on their day camp 100% of the year.

## Total Number of Unique Year-Round Staff



Note: This may include full-time staff who work at camp while having other responsibilities in their portfolio.

On average, day camps report an average number of 39 college-age staff and 32 high-school age staff per camp. As would be expected, the number of college-age and high-school-age staff varies with the size of camp.



## Average Number of College-age and High School-age Staff

Camp Size (Number of Campers)	Number of reporting camps	Average Number of College-Age Staff	Average Number of High School-Age Staff
Under 300	61	17	17
300-499	50	32	23
500-699	24	54	37
700 or more	27	89	77
<b>TOTAL AVERAGE</b>	<b>162</b>	<b>39</b>	<b>32</b>

Of the 61 camps that track staff as alumni, 48 camps estimated that fewer than 60% of their staff are camp alumni. 9 additional camps estimated that between 60% and 79% of staff are camp alumni.

## Alumni as Staff Broken Down by Camp Size

	Not Identified	Less than 60%	60%-79%	80%-89%	90%-100%
Under 300	38	17	4	1	2
300-499	32	18	0	0	0
500-699	13	8	2	1	0
700 or more	19	5	3	0	0
<b>TOTAL</b>	<b>102</b>	<b>48</b>	<b>9</b>	<b>2</b>	<b>2</b>



# DAY CAMP COUNSELOR SALARIES

For the first time on the Census, respondents reported on both minimum and maximum salaries for counselors by age ranges for a typical number of weeks worked. The median number of weeks worked was eight weeks. The median reported minimum salary for employees 21 years old or older was \$300 per week, and the median reported maximum salary for employees 21 and over was \$525 per week.

**Weekly Salary Statistics by Age and Region (USD)**

	16 and younger		17 through 20		21 and older	
	Median Lowest	Median Highest	Median Lowest	Median Highest	Median Lowest	Median Highest
Northeast	125	150	175	275	275	600
Midwest	175	200	225	300	300	400
West	350	375	425	450	450	550
South	250	250	275	375	325	550
Canada	75	250	250	350	325	475
<b>TOTAL AVERAGE</b>	<b>150</b>	<b>200</b>	<b>200</b>	<b>300</b>	<b>300</b>	<b>525</b>

Beyond the posted salaries, 42% of camps offer incentives or bonuses to retain selected staff members. Those incentives likely vary between camps, and FJC did not ask about specific types of incentives on the questionnaire.



## CITs

As many as 85% of the day camps had CIT programs in 2018 (equivalent 2017). The grade levels of CITs generally include grades nine and ten, with some camps engaging CITs as young as 7th graders and as old as 12th graders.

Overall, slightly more than one third (38%) of all camps participating in the questionnaire report that some or all of their CITs receive a salary. The percentage of camps that report that none of their CITs receive a salary is higher in JCCA-affiliated camps than in the non-JCCA-affiliated camps that participated in the questionnaire.

### CITs at Programs

	2015	2016	2017	2018
Number of reporting camps	85	117	153	166
Percent of camps with a CIT program	88%	87%	85%	85%

### Percent of CITs Receiving Salary

	Percent all CIT have salaries	Percent some CIT have salary	Percent no CIT have salary
JCCA	20%	13%	67%
Others	46%	15%	38%
<b>TOTAL AVERAGE</b>	<b>25%</b>	<b>13%</b>	<b>62%</b>



## DAY CAMP TUITION, REVENUE, & FINANCIAL AID

The maximum weekly tuition in day camp averages \$524 with a median cost of \$428. The 2018 rates are slightly higher than the 2017 reported figures.

### Day Camp Tuition (USD)

	2015	2016	2017	2018
Number of reporting camps	63	102	129	155
Average maximum weekly tuition	468	470	520	524
Minimum weekly tuition	217	150	160	110
Median weekly tuition	410	403	405	428
Maximum weekly tuition	1,465	1,395	2,380	2,116

The maximum weekly tuition was highest, on average, among day camps in the Northeast and lowest among day camps in the West.

### Day Camp Tuition by Region (USD)

	Median	Average
Northeast	600	638
Midwest	375	458
West	395	395
South	385	437
Canada	287	434
<b>TOTAL</b>	<b>428</b>	<b>524</b>



The average total revenue per camp is highest in the Northeast (at about \$1.1 million), nearly double the average in the West. For the 155 day camps reporting financial details, total revenue amounted to \$134 million for summer 2018. This statistic is quite similar to 2017 reported information, when 103 day camps reported total revenue at just over \$133 million.

### Day Camp Tuition and Revenue by Region (USD)

	Number of reporting camps	Average Revenue (USD)
Northeast	67	1,146,000
Midwest	26	715,000
West	22	574,000
South	32	702,000
Canada	8	402,000
<b>TOTAL</b>	<b>155</b>	<b>862,000</b>

## FINANCIAL AID

Slightly more than \$7,000,000 in financial aid was awarded (144 camps reporting), a figure more than 20% lower than that reported in 2017 (with the same number of camps reporting). However, FJC collected this data from a different mix of 144 camps in 2018. The 144 camps in 2018 distributed an average of \$49,000 per camp in financial aid, divided on average among 69 campers. The average award was almost \$710 per camper. Overall, 15.6% of campers received financial aid (compared to 14% in 2017).



## Day Camp Financial Aid

Statistics	
Number of reporting camps (USD)	144
Sum total financial aid disbursed (USD)	7,001,000
Average total financial aid (USD)	49,000
Average total unique campers receiving aid	69.3%
Average percent campers receiving aid	15.6%
Average financial aid award (USD)	710

The average number of campers receiving financial aid is highest in Canada (128) and lowest in the West (37).

## Campers Receiving Financial Aid by Region

	Average Number of aid recipients per camp	Percent of Campers receiving aid
Northeast	81	19%
Midwest	51	13%
West	37	8%
South	68	13%
Canada	128	33%
<b>TOTAL</b>	<b>69</b>	<b>16%</b>



## ABOUT THE LEAD CONTRIBUTORS

**Marci Soifer** is the Director of Operations at Foundation for Jewish Camp. Since 2015, Marci has helped operationalize strategic initiatives and manages organization-wide data collection and analysis, including management of FJC's Salesforce platform, satisfaction insight surveys, Camp Census, and program evaluations. Marci earned a dual-masters degree in non-profit management (M.P.A.) and Hebrew and Judaic studies (M.A.) from New York University. Her love for camp came from her 19 summers with Young Judaea, several years as the Assistant Camp Director at Camp Young Judaea Sprout Lake, and participation in FJC's Yitro Program (cohort 1). Before joining the FJC team, Marci worked as the Director of Operations and Planning at NEXT: A Division of Birthright Israel Foundation, managing national projects, strategic operations, and program evaluation.

**Glenn Stark** is the founder and owner of Stark Statistical Consulting and specializes in statistical consulting with a focus on healthcare and education. Glenn began his consulting career as a pharmaceutical market research consultant in China in 1998. Since that time he has been collecting and analyzing data or he has been teaching statistics. Prior to founding Stark Statistical Consulting, Glenn worked as a consultant for GfK, NOP World Health, and Strategic Marketing Asia and supported academic research as a statistical consultant at the University of New Mexico.

Some of the fields that Glenn has most recently contributed to as a statistical consultant include language learning and acquisition, healthcare market research, and the impacts of smartphone overuse and addiction. Glenn holds a MS in Statistics from the University of New Mexico, a MA in East Asian Studies from Stanford University, and a BA in Mathematics from the University of New Mexico. He is a contributor to "Bayesian Theory and Applications", P. Damien, et. al., eds, Oxford University Press.

### **Census Team**

Amy Bravman, Program Assistant  
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Marci Soifer, Director of Operations



# ABOUT THE FOUNDATION FOR JEWISH CAMP

The key to the Jewish future is Jewish camp. We know from research – and nearly two decades' experience – that this is where young people find Jewish role models and create enduring Jewish friendships. It's where they forge a vital, lifelong connection to their essential Jewishness.

Suddenly, all those Shabbat song sessions and campfire stories take on new importance – and urgency. So we're devoted to helping Jewish camps and summer programs thrive. We gather data, build new programs, provide operational support and help recruit campers. We've elevated camp management into a true profession. And we work to elevate Jewish camp on the cultural and philanthropic agenda.

In short, our mission is to help Jewish camps achieve their mission: to create transformative experiences – and the Jewish future.

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