

2014 IMPACT REPORT

Community by the Cabinful





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Dear Friend of Jewish Camp,

Each year, the Foundation for Jewish Camp (FJC) creates additional opportunities to ensure that more children experience the magic of Jewish camp. We are proud that in 2014 77,000+ campers and 11,000+ college-aged counselors benefited from immersive summer experiences. Cumulatively over the past five years, we have helped provide over 420,000 overnight camp experiences, introducing more than 180,000 first-time campers to the joys of Jewish camp.

Your generosity allows us to dream big and continue to grow the field of Jewish camp. Through our collective efforts in 2014, you enabled us to launch four new specialty camps, expand options for children with disabilities, pilot our affordability initiative, BunkConnect®, and expand our engagement with day camps and summer teen travel programs. In March 2014, we gathered over 700 professionals, lay leaders, educators, and philanthropists, with a common passion for creating a more vibrant Jewish future, at our fifth, and largest, biennial convening of the field, Leaders Assembly.

Jewish summer camps are amongst some of the most effective, long-standing institutions in our community, providing extraordinary laboratories for Jewish education, expression, and growth. FJC's role on behalf of the 155+ camps in our network is to advocate throughout the community and among funders, to develop inspired camp leadership at every level, and to strengthen camp programs and operations. Though they appear as fun and games, camps are actually intentional and purposeful communities with robust and diverse ways for young children, teens, young adults, parents, and staff to connect to Jewish life in a powerful and meaningful way.

FJC's overall impact to secure the Jewish future may be best described by Jeffery R. Solomon, President of the Andrea and Charles Bronfman Philanthropies:

“**The Foundation for Jewish Camp has reenergized this field. Its lay and professional leaders developed strategies for today's needs and its range of services includes the professionalization of camps, modernization of the capital infrastructure, and providing financial incentives for parents to select a Jewish camp. There are clear goals and objectives that are continuously monitored and measured. It is a wonderful story of improving Jewish life in the 21st century.**”

A Tale of 2 Fields: Lessons from the Jewish GDP
eJewishPhilanthropy, 2/9/15

To ensure that FJC continues to have maximum impact on our community, FJC's lay leadership and professional staff used the Pew Study as the catalyst to re-evaluate our five-year Strategic Plan at its mid-point, assessing our performance and reimagining our future opportunities. The re-established road map, Our Path to 2020, focuses on three main areas: Leadership Development, Jewish Impact and Field Expansion. These foci lead to more campers participating in Jewish summer experiences, creating an enriched and vibrant Jewish community.

As you read our 2014 Impact Report, know we are grateful for your partnership and your investment in FJC. Together we inspire a lifelong commitment to Jewish living and strengthen the Jewish community for future generations.



Jeremy J. Fingerman
CEO



Peter J. Weidhorn
Chair, Board of Directors

GIVING LEADERS TOOLS TO

MAKE THEIR DREAMS A REALITY

Judy Spatz

Immediate Past President, Camp JRF

Rabbi Isaac Saposnik

Executive Director, Camp JRF



Located in the Pocono Mountains, Camp JRF serves 400 children from across North America each summer. It is the only camp of the Reconstructionist movement.



In the spring of 2009, we sat in a conference room outside of New York and discussed what it means for a lead professional and board chair to work together. It was in the middle of Isaac's participation in the Executive Leadership Institute (ELI) and it was one of the first times we had the opportunity to really focus on board development. It helped to lay the groundwork for a strong working relationship between us and it was the catalyst to build the board we needed for Camp JRF to continue to grow.



Over the year-and-a-half ELI program, we had the opportunity to craft a new vision for Camp JRF, build a staff team of talented and committed professionals, and plan for the future. At the core of this planning was the acknowledgement that our future success would be dependent on increased enrollment. The first stage of our recently completed strategic plan — to build a new camper village — was based in this knowledge. With the help of the ELI framework, we began to craft an action plan for what would become our Eco-Village, a new area of camp built using sustainable materials and green technologies.

We started with the kernel of an idea: we would use yurts instead of cabins. We hired an architect, he met with our board and our campers, and we began designing. When we received a matching grant of \$100,000 from the Marcus Foundation, whose generous support of ELI and its graduates continued long past our completion of the

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program, we were ecstatic. We never could have imagined that it would take nearly five years, countless meetings with environmental agencies, building code variances, and more than \$2.5 million to bring the village to life. We opened this past summer to rave reviews from our campers, staff, families, and supporters. As Jeremy Fingerman, CEO of Foundation for Jewish Camp, said at our dedication, we have made our dream a reality, we created a village that was uniquely Camp JRF.

Isaac is fond of saying that he didn't learn about septic systems in rabbinical school. The same could be said about so many parts of the building process and the everyday 'business' of camp. And while that training has come into great use in so many parts of his work, it was his participation in ELI that allowed the Eco-Village to become a reality.

The holistic approach to executive training, from business sense to fundraising skills, to board development, made it possible for us to move from a start-up to a serious organization. Without the guidance of the program, and the ongoing financial support of FJC and the Marcus Foundation, the village simply wouldn't exist. And without it, our future would not be as promising.

It's a long way from that meeting room in New York to our Eco-Village in the Poconos. But at every step along the way, we have realized just how lucky we are to be bolstered by the ELI experience and the ongoing support of FJC.

THE ROAD TO INCLUSIVE JEWISH CAMPING

Jay Ruderman

President, Ruderman Family Foundation

The late night in the bunks with friends, swimming in the lake, color war breakout that always came as a surprise and the bug juice at lunch. Those memories for a lifetime were and are priceless for the tens of thousands of Jewish youngsters who had the privilege of attending a Jewish summer camp.

But they should be memories for everyone in our community — not just for the “privileged.” That privileged group often excludes young people with disabilities. While Jewish organizations and institutions around the globe are focused on continuity, it is unfortunate that many do not see people with disabilities as part of that future. The Ruderman Family Foundation (RFF) does — and so does the Foundation for Jewish Camp. Unlike almost any other experience, Jewish camp can create, deepen, and sustain Jewish identity in the most unassuming way possible. What better place to model behavior?

Our support for FJC stems from the belief that a fully inclusive Jewish community will be possible when individuals internalize the concept. People need to see inclusion as the norm and feel a personal responsibility for action if it doesn't exist. A Jewish summer camp experience has often been described as “transformational” — and we agree that the impact of summer camp experiences carries over into other facets of campers' lives. If inclusion is the norm, then

people with disabilities will be a natural and integral part of a camp community, followed by the classroom, workplace, and marriage and family settings. Our theory of change is rooted in exposing our community, especially our young, to people with disabilities. This raises awareness, which is the first step towards change — and the return on investment that the Ruderman Family Foundation is seeking is nothing short of change in both attitude and behavior.



FJC's approach to this goal is a strategic one, one of partnership and collaboration. Our work with FJC is all encompassing. Bringing our approach into the spotlight at Leaders Assembly in March, 2014 heightened awareness with those poised to take action and set the example of what inclusion and a diverse community really can look like. Now, together, RFF and FJC are working with individual camps and communities to make this a reality for more families.

We believe that the work of FJC in promoting inclusive Jewish camping is likely to advance the cause of a fair and socially just community across the board, one that is consistent with Jewish values. An inclusive community is a stronger community, and a stronger community is the foundation for sustainability and continuity.



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DAY CAMPS JOIN THE FIELD

Genna Singer

Director of Camps, JCC Manhattan

“As a day camp director, this was my most full exposure to the work of the Foundation and what it can provide to our camps. Sitting in rooms filled with thoughtful Jewish educators and leaders, all who see the true power of camp, while also acknowledging that camp is simply a vehicle for growing Jewish leaders was remarkable.”



This past spring, I had the chance to attend the Foundation for Jewish Camp's Leaders Assembly. As a camp director, I have thankfully participated in a number of conferences and learning opportunities over the past few years; and have had the opportunity to be a part of a number of networking opportunities to meet and get to know other directors as well. But this was different. Leaders Assembly was a chance to learn, listen, network and so much more. I was part of the growing field of Jewish camp.

As a day camp director, this was my first full exposure to the work of the Foundation and what it can provide to our camps. Sitting in rooms filled with thoughtful Jewish educators and leaders, all who see the true power of camp, while also acknowledging that camp is simply a vehicle for growing Jewish leaders was remarkable. I was able to engage in conversations about the future of Jewish life, while also adding ideas about the importance of working with families both during the summer and throughout the school year.

One of the most poignant conversations I experienced at Leaders Assembly was during a session with the team from the iCenter for Israel Education. It was my first time meeting their staff and hearing their methodology. As a camp, we have struggled with the best way to introduce Israel, its culture and language, while helping our campers create a connection there. My experience at Leaders Assembly opened my eyes to the amazing opportunities that the Foundation for Jewish Camp provides for camps around the country. I was now also able to access all the experiences and best practices that overnight camps have had to better my own professional experiences and heighten the Jewish impact for my campers.

I spoke with FJC about possible opportunities for our camp. As a result, our leadership attended Cornerstone Fellowship in May, and hopes to continue that experience this year. Cornerstone reminded me of the true power of camp, and of camp staff. I marveled at the young counselors and their liaisons working together to develop thoughtful, engaging programs rooted deeply in Jewish values and experience. Our work with FJC will continue as we explore additional opportunities for the future.

COLLABORATING TO BUILD A VISION AT THE COMMUNITY LEVEL

Natana Shek

Director, Generations Fund, Federation CJA
Montreal, Canada



Federation CJA's Generation Fund was launched in early 2008 with the vision of creating a Jewish Continuity Endowment Fund and implementing high impact initiatives to ensure a vibrant, relevant and sustainable Jewish community in Montreal for years to come.

From its inception, we understood the high return that Jewish overnight camping provides. By introducing Jewish traditions, values and relationships to our children, Jewish overnight camps inspire them to become passionate, proud and engaged Jewish adults.

What we did not know then was how best to go about attracting more kids to participate in our Jewish overnight camps, and how to ensure that the quality of the experience they had there was excellent.

In the process of surveying the best overnight camp programs across North America, we discovered a phenomenal resource: the Foundation for Jewish Camp

(FJC). Together, we embarked on what has become an invaluable partnership. The generosity and experience of FJC's professional team continues to strengthen our community.

The Foundation for Jewish Camp spent a lot of time learning about the specific needs of our community. Only then did they begin to work with us in building a comprehensive strategy and systematic approach for our Montreal Jewish camps.

FJC's professional leadership has been instrumental in providing guidance, expertise and leveraged matching funds for our local camping initiative. Our community has benefited greatly from this very special partnership:

1. Camper acquisition strategies such as One Happy Camper™, incentive grants for first-time campers as well as a multi-year middle income access program. This program freezes fees for middle income families, providing long-term reassurance



“FJC’s professional leadership has been instrumental in providing guidance, expertise and leveraged matching funds for our local camping initiative. Our community has benefited greatly from this very special partnership.”

to families and demonstrating that camp affordability is here to stay. We are in constant communication with professionals at FJC about new ways to expand incentive, access and marketing strategies to identify and attract new target populations, including Russian-speaking families, interfaith families and Jewish families outside Montreal proper.

2. Capacity building programs aimed at promoting the economic and long-term institutional viability of individual camps by strengthening their governance

and professional leadership capabilities, revenue-generating enrollment, fundraising strategies and long-term planning processes, including facility planning. Jewish content and education programs that expand the range of Jewish programmatic and consulting offerings to our Jewish camps, in order to help them provide richer, more meaningful Jewish programs and environments as well as specialty programs.

Through our Camp Initiative, we have supported our community of local camps and worked with them to expand access to, and intensify the demand for high performing Montreal camps. This translates to thousands of children, teens and young adults having quality summer experiences, and being exposed to Jewish culture and values, while connecting with their peers. We could not have achieved these results without the guidance, expertise and support of the Foundation for Jewish Camp.



“Our excitement about expansion was moderated by some hesitation of how the market would respond to a notable Jewish camp organization providing a high-level of specialty instruction. The investment by the Foundation for Jewish Camp served as a catalyst to overcome our uncertainty, allowing us to test the market and our own organization.”

EXPANDING THE FIELD THROUGH SPECIALTY CAMPS

Miriam Chilton

VP/Youth, URJ

Paul Reichenbach

Director of Camping and Israel Programs, URJ



Already operating 13 residential camps, the Union for Reform Judaism (URJ) entered the specialty camp market in 2010 through the visionary leadership of the Foundation for Jewish Camp (FJC). When approached with the specialty camp incubator, we welcomed the opportunity to enter the specialty market because of the alluring prospect of attracting a new swath of campers. We knew many of the students enrolled in Reform temple religious schools attended specialty camps and were not registering for the more traditional, residential-camp model. Our excitement about expansion was moderated by some hesitation of how the market would respond to a notable Jewish camp organization providing a high-level of specialty instruction. The investment by the Foundation for Jewish Camp, supported by the Jim Joseph Foundation and The AVI CHAI Foundation, served as a catalyst to overcome our uncertainty, allowing us to test the market and our own organization.

With FJC's support we have embraced the role and importance of specialty camping. In 2010, the URJ opened 6 Points Sports Academy and in 2014, 6 Points Sci-Tech Academy. By the end of summer 2015, more than 3,500 campers will have had transformative, specialized and Jewish camp experiences. The URJ Camp system has grown by over 10% since 2010 because of our foray

into specialty camps. The new camps have been able to attract campers who want to pursue their passions, hone skills and most importantly develop an enduring love of their Judaism. Campers, and their families, no longer have to face the difficult decision of having to choose one over the other.

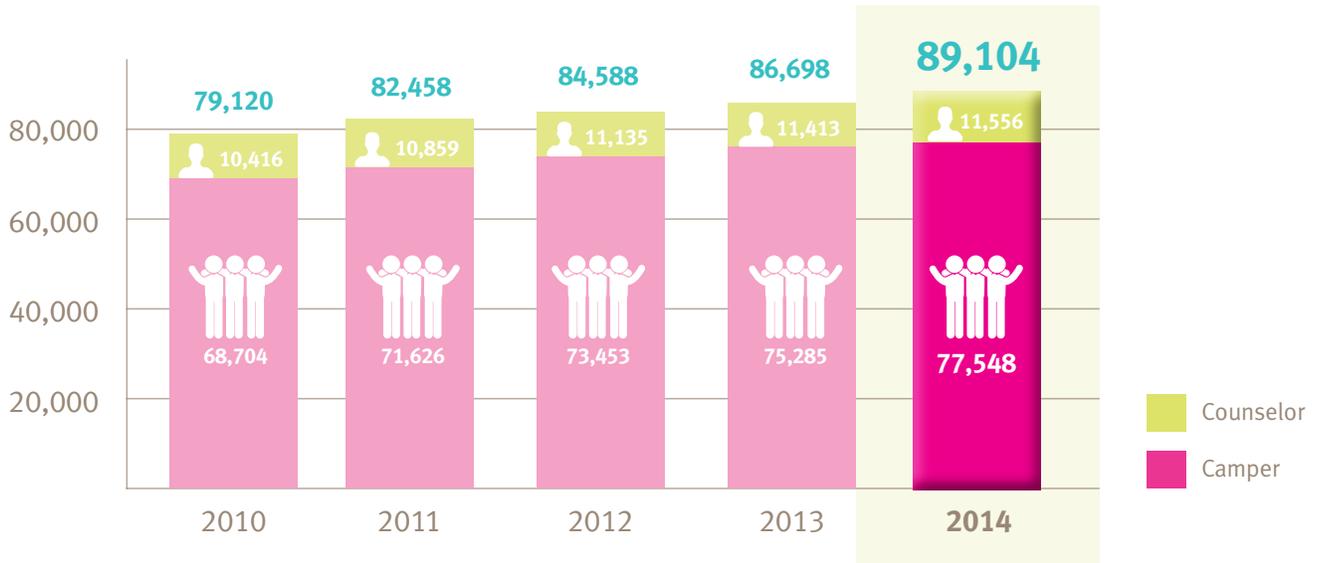
Specialty camps, by design, serve a specific population exclusively. The idea that immersive Jewish experiences are intertwined in building, nurturing and sustaining that population is the ultimate lesson. Judaism isn't something that you check-off of a to-do list. Jewish specialty camps are inspiring young Jews to embrace their Jewish values, history and practice which will guide them to find meaning, purpose and joy to better themselves, their communities and the world in any area of life they end up pursuing.

URJ Camps now number 15, with a goal of operating 20 camps by 2020. We are optimistic we will reach that number with the continued partnership with the Foundation for Jewish Camp. Our 16th camp, URJ 6 Points Sports Academy West, is intended to open in summer 2016, leveraging FJC's New Camp Accelerator. Together we will continue to grow our impact, test our boundaries and increase the number of Jews choosing to be Jewish, living Jewish lives and impacting the world in positive ways.



OVERNIGHT CAMP ENROLLMENT TRENDS

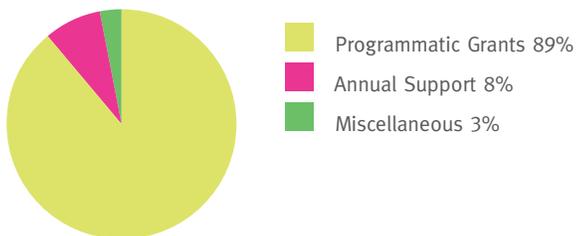
Your support for the Foundation for Jewish Camp drives enrollment growth for the field. Over the past 5 years, enrollment has increased by 16%, introducing 180,000 first-time campers and counselors to joyous summers at overnight camp. A steady base of programmatic grants and annual support has helped to create more than 420,000 overnight camp experiences cumulatively since 2010.



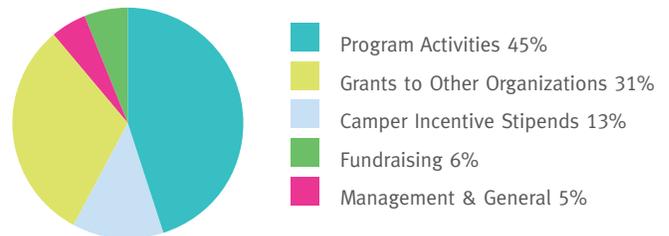
FINANCIAL OVERVIEW

FJC is able to fulfill its mission to increase the number of children who experience transformational Jewish summers, to advocate on behalf of the entire field of Jewish camps in the community and among funders, and to develop programs that inspire campers and staff making each summer the best it can be because of your commitment to Jewish camp. Thank you!

2014 Revenue: \$12,499,000



2014 Expenses: \$12,574,000



Our audited financial statements and IRS form 990 are available upon request.

PROGRAM AND PROJECT FUNDING

We express our deepest appreciation to the following foundations, organizations and individuals whose extraordinary support of our programs and initiatives enables FJC to make significant impact on the field of Jewish camp and the Jewish community.

AREIVIM HEBREW AT CAMP

The Steinhardt Foundation for Jewish Life
William Davidson Foundation

BUNKCONNECT™

The AVI CHAI Foundation
The Leader Family Foundation
The Michael and Andrea Leven Family Foundation
The Jack and Goldie Wolfe Miller Fund
Eileen and Jerry Lieberman Tzedaka Trust Fund

THE CORNERSTONE FELLOWSHIP

The AVI CHAI Foundation
Crown Family Philanthropies
The Marcus Foundation, Inc
The Morningstar Foundation

DAY CAMP INCUBATOR

UJA-Federation of New York

DISABILITIES INITIATIVES

The Mizrahi Charitable Family Fund
Corrine Packel

Staffing Grant

Leo Oppenheimer and Flora Oppenheimer Haas Foundation

Training of Inclusion Coordinators and Advocacy for Children with Disabilities at Jewish Camp

Ruderman Family Foundation

Training Guide for Inclusion at Jewish Camp

UJA-Federation of New York – Neshamot Fund

DONOR-DIRECTED GRANTS TO CAMPS

Israel Henry Beren Charitable Trust; Beren Athletic Facilities
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Jewish Community Foundation of Greater MetroWest NJ
UJA-Federation of New York

GOODMAN CAMPING INITIATIVE FOR MODERN ISRAEL HISTORY IN COLLABORATION WITH THE iCENTER

The Lillian and Larry Goodman Foundations
The AVI CHAI Foundation
The Marcus Foundation, Inc.

INSTITUTIONAL STRENGTHENING

UJA Federation of Greater Toronto

JWEST CAMBERSHIP

Jim Joseph Foundation

LEKHU LAKHEM III IN COLLABORATION WITH JCC ASSOCIATION

The AVI CHAI Foundation

MARKETING & TECHNOLOGY:

Tools for Recruitment & Retention at Jewish Camp

Anonymous

NADIV – SENIOR EXPERIENTIAL JEWISH EDUCATORS: Camp-School Partnerships

The AVI CHAI Foundation
Jim Joseph Foundation

NEW SPECIALTY CAMP INCUBATOR (INCUBATOR I & II)

Jim Joseph Foundation (Incubator I & II)
The AVI CHAI Foundation (Incubator II)

ONE HAPPY CAMPER™

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Leo and Libby Nevas Family Foundation

PJ LIBRARY GOES TO CAMP

A One Happy Camper Partner
Harold Grinspoon Foundation

RUSSIAN-SPEAKING JEWISH OUTREACH INITIATIVE

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TriState Capital Bank

ANNUAL SUPPORT

We gratefully acknowledge the following donors whose generous contributions in 2014 enabled Foundation for Jewish Camp to support the field of Jewish camp in providing joyous Jewish summer experiences to more than 77,000 campers and 11,000 college-age counselors:

TRUSTEE GIFTS

Robert M. Beren
The Bildner Family
The Samuel Bronfman Foundation
The Gottesman Fund
The Harold Grinspoon Foundation
The Neubauer Foundation
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VISIONARY GIFTS

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Trustee Gifts: \$100,000 and above

Visionary Gifts: \$25,000–\$50,000

Leadership Gifts: \$10,000–\$24,999

Sustaining Gifts: \$2,500–\$9,999

Supporting Gifts: \$1,000–\$2,499

Community Gifts: \$500–\$999

Friends: \$250–\$499

For information about supporting FJC please contact: Ziva Davidovich
Director, Financial Resource Development
646-278-4584 or ziva@jewishcamp.org

THE CAMPAIGN FOR THE VICHNESS CONFERENCE CENTER

Our five-year capital campaign, naming the conference center in honor of our former Chair Samuel “Skip” Vichness began in 2012. Thanks to the many donors to the Campaign for the Vichness Conference Center, we have created a new gathering space which has been used by the field, funders and partners, and other nonprofit organizations.

ROSHEI MACHANEH

The Vichness Family
Lee and Melissa Weiss

ROSHEI EIDAH

Alan and Kerry Appelbaum
Elisa Spungen Bildner and Robert Bildner
Julie and Susan Eisen
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Roshei Machaneh: \$50,000

Roshei Eidah: \$25,000

Madrachim: \$10,000

Chanichim: \$5,000

Chaverim: Gifts under \$5,000

The Camp Directors Campaign for the Vichness Conference Center

At Leaders Assembly in March, 2014, we recognized the Camp Executive Directors, Directors, and other professionals in the field of Jewish camp who joined together in paying tribute to Skip Vichness for all he has done for their camps and camping movements. We thank the following co-chairs of the extraordinary Camp Directors Campaign for the Vichness Conference Center: Louis Bordman, *Executive Director*, URJ Eisner Camp; Jordan Dale, *Executive Director*, Surprise Lake Camp; Rabbi Paul Resnick, *Director*, Camp Ramah in the Berkshires; Alan Silverman, *Director*, Camp Moshava Indian Orchard and Debbie Sussman, *Director*, Camp Yavneh. We thank and acknowledge the donors to the camp directors campaign:

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David and Keely Berkman
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**completed Board term December 2014

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THEY SEE INSPIRATION, WE SEE IMPACT.



MISSION

The Foundation for Jewish Camp unifies and galvanizes the field of Jewish camp and significantly increases the number of children participating in high quality, immersive, and transformative Jewish summers, assuring a more vibrant North American Jewish community.

VISION

Immersive Jewish summer experiences turn Jewish youth and teens into spirited and engaged Jewish adults, laying the groundwork for stronger, more engaged Jewish communities in the future. The Foundation for Jewish Camp aspires to elevate the field of Jewish camp and diversify its programmatic offerings, conferring proper recognition and granting appropriate support to expand its impact across our community, so that Jewish summers can be a critical element of every Jewish young person's education.



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