



INCLUSION IN ACTION

Transforming Jewish Camps with the
Yashar Initiative

AN EVALUATION OF INITIATIVE IMPACT: SUMMER 2023

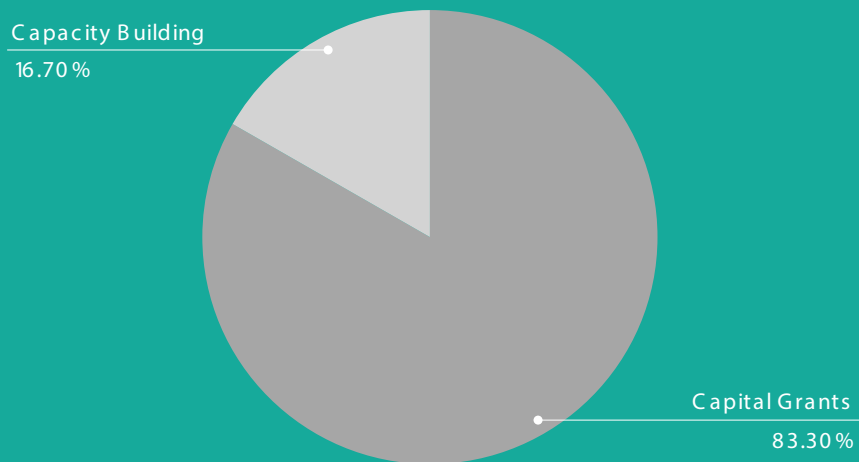


Background

Foundation for Jewish Camp’s (FJC) Yashar Initiative, generously funded by The Harry and Jeanette Weinberg Foundation, is an ambitious project with a range of goals relating to increasing accessibility for campers and staff with disabilities at Jewish summer day and overnight camps. The initiative’s goals focused primarily on awarding \$10 million in capital grants. These grants went toward a variety of projects, including “universal” spaces (such as more accessible dining halls), program spaces (such as splash pads, playgrounds, and enhanced indoor facilities), infrastructure improvements (such as ramps), sensory spaces (areas specifically designed for campers with disabilities) as well as living spaces (such as more accessible bunks).

Additionally, Yashar funds were used for capacity building grants. Participating camps were able to make use of a capacity-building grant (which ranged from \$20,000 to \$30,000 depending on the size of the camp) to cover costs for activities such as:


- Supporting high-quality inclusion training at camp during staff week/training;
- Participating in FJC’s Satisfaction Insight surveys for both campers and staff;
- Expanding the inclusion staff team;
- Supporting costs associated with raising the additional capital fundraising required to support the capital projects.




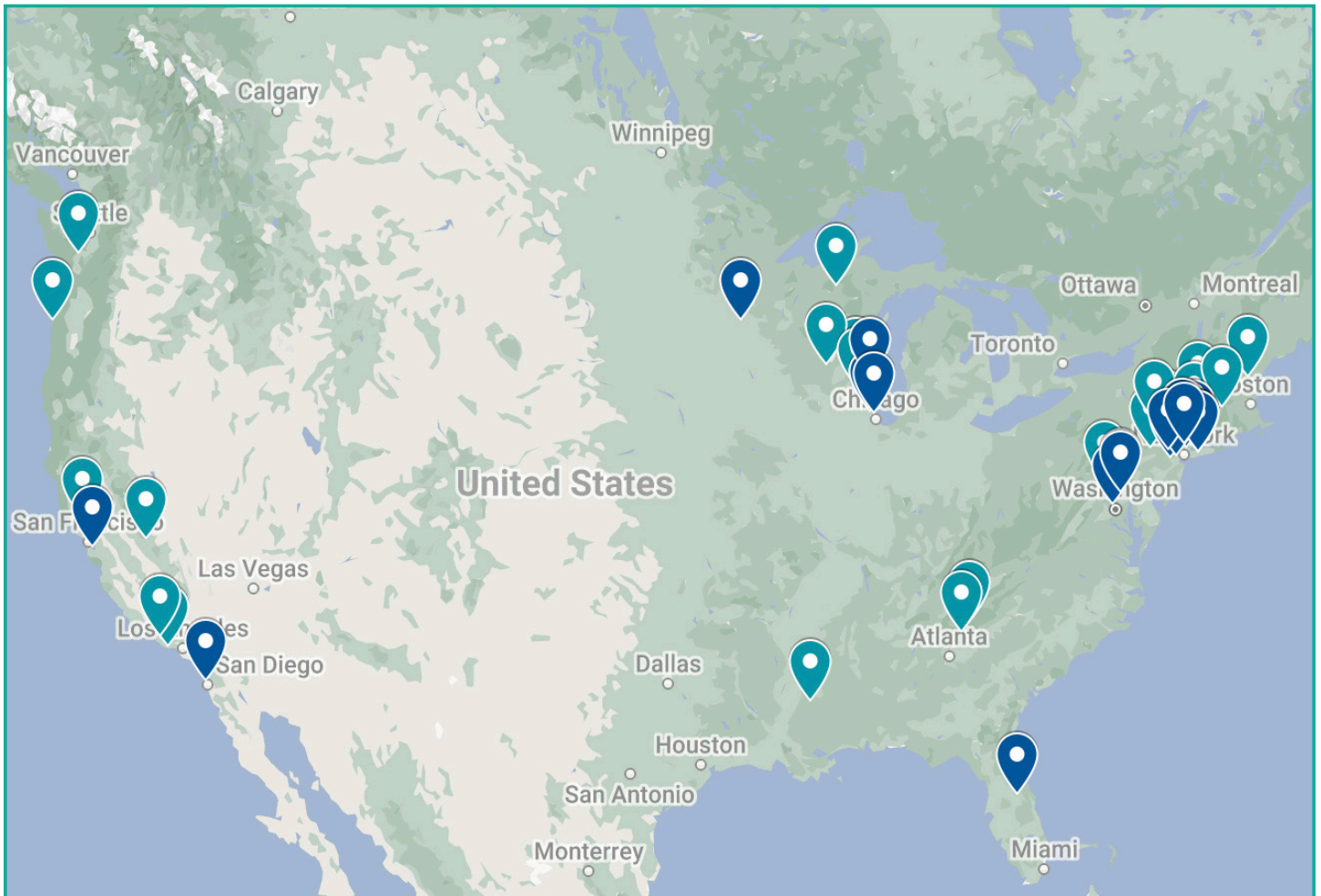
Yashar began with its first round of grantees in 2019 and has since expanded to a total of 59 grants to 23 day and 23 overnight camps.

Beginning in September 2022, EMC Consulting partnered with FJC to evaluate the Yashar Initiative. A report on the first year of evaluation findings can be found by clicking [here](#), and a two-page summary of the report can be found [here](#).

Map of Yashar Camp Locations

 Overnight Camp

 Day Camp



Methodology and Data Sources

This report synthesizes quantitative and qualitative data collected by FJC and EMC Consulting. Data sources include:

- **Fall Grant Reports** - In October 2022 and 2023, each camp participating in the Yashar Initiative completed a survey with open-ended questions from FJC.
- **CSI and SSI Yashar questions** - All Yashar camps participated in FJC's CSI (Camper satisfaction Insights) and SSI (Staff Satisfaction Insights) surveys after Summer 2022 and 2023. These instruments have specific questions relating to the Yashar Initiative specifically and disabilities and inclusion generally and include responses from:
 - » **4,468** parents of children in day camps
 - » **9,026** parents of children in overnight camps
 - » **1,661** day camp staff
 - » **4,213** overnight camp staffA copy of the survey questions relevant to the evaluation of the Yashar Initiative can be found in Appendix B.
- **FJC Annual Census data** - In the fall of 2022 and 2023, FJC collected data from all camps across its network, with specific questions about disabilities and inclusion.
- **Interviews** with Directors and senior-level Inclusion staff at 12 Yashar camps in early 2023.
- **Focus groups** (two) of parents of campers with disabilities at Yashar camps in early 2024.
- **Site visits** (four) to Yashar camps (two day camps and two overnight camps), including observations and interviews with camp administrators and staff, by EMC conducted in Summer 2023.

Limitations

Our evaluation of the Yashar Initiative has had two main limiting factors:

First, fall grant reports were written directly to FJC in response to their questions about each Yashar camp. This data source is subject to each camp's bias toward reporting positive data directly to their grantmaker, FJC.

Second, EMC Consulting was not involved in all of the data collection processes. While we advised and collaborated with FJC in drafting data collection instruments, none of the camps that provided survey or census data interacted directly with our team.



A Note about the COVID-19 Pandemic

The Yashar Initiative took place during the very challenging years of the COVID-19 pandemic. While the pandemic has impacted every industry, it was especially unkind to camps, many of which had to close their doors completely in summer of 2020. Thankfully, all camps that received Yashar funding were able to operate successfully throughout the summer of 2021, though not without complications, capacity restrictions and additional protocols.

The pandemic pushed FJC to find creative and flexible solutions for camps needing to modify their timelines. Moreover, most camps were under an incredible amount of stress during the summer of 2021 as they reemerged from the pandemic. This resulted in FJC offering two deadlines for Round 3 and Round 4 of Yashar applications, creating more flexibility for camps.

Finally, it's worth noting that while the Yashar Initiative has certainly been - and will continue to be - highly impactful, it is also likely that COVID-19 stunted some of its growth and momentum. As we examined data from these summers, particularly summer 2021, this could not be overlooked.

Report Structure

This is a final report that seeks to analyze and synthesize FJC's and EMC's data collection efforts over the last two years and offer important recommendations.

At the conclusion of this report, we list several key takeaways, as well as some recommendations for the future of the Yashar Initiative and its evaluation.

Additionally, the conclusion of the report (**Appendix C**) contains our four case study reports from our site visits, as well as charts, tables and figures of important census data relating to inclusion in the field of Jewish camping (**Appendix A**).

How to Read This Report

The majority of this report is based on findings from our analysis of qualitative data. Where relevant, we have included figures from our analysis of FJC-collected quantitative data. Before each chart and figure, we have included a “Headlines” box, which guides readers in understanding practical takeaways from our quantitative analysis.

At the start of this document, we have included an executive summary that reviews our key findings, areas for growth, and recommendations.





Inclusion in Action: Transforming Jewish Camps with the Yashar Initiative

Executive Summary

Finding #1: Inclusive Spaces Yield Powerful Results. There Isn't Necessarily One "Type" Of Project That Is More Impactful Than Another Across All Yashar Camps.

The vast majority of capital projects were designed as accessible and inclusive multipurpose spaces: pools, splash pads, indoor programming areas, health centers, ropes courses, etc. No matter the type of project, each sends a powerful message about the value and place of inclusion within the broader camp community and encourages the types of interactions between campers of all ages, stages, and abilities that camp is working to foster. **This is one of the most important takeaways from the Yashar Initiative.** (To learn more, see **page 11**, as well as the Case Studies in **Appendix C**)

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It has helped create a true sense of wonder and has given our community so much joy...It has become a center for gathering and community and ritual. We are able to practice and share our Jewish values and see our children grow!

Finding #2: Yashar Has Helped Strengthen The Field, Enabling Camps To Connect And Learn From Each Other.

Overall, Yashar has significantly impacted the field of Jewish camping. Camps across North America have increased the ways and the amount that they invest and prioritize inclusion efforts. Inspired by Yashar, many have hired additional inclusion staff. The Yashar cohort and FJC's field-wide trainings were a unique opportunity for camps to learn from each other and share best practices. Camps report the meaningful impact these experiences have had on their thinking about the practice of inclusion. (To learn more, see **page 24**)

Finding #3: The Yashar Initiative Has Yielded Improved Outcomes For Campers With Disabilities In The Following Ways:

INCREASED INDEPENDENCE

Camps' accessibility improvements have enabled campers to participate in camp programming and navigate campgrounds with less support and/or accommodations. Campers feel a tremendous sense of pride and freedom with their newfound independence. (To learn more, see **page 13**)

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Campers who previously needed help walking through the uneven terrain of camp were able to walk independently from activity to activity, increasing their self confidence and independence.

THE YASHAR CAPITAL PROJECTS HELP TO CREATE SAFER CAMPS FOR CAMPERS WITH DISABILITIES (AND OTHERS)

Campers can navigate the camp buildings and grounds with greater ease (To learn more, see **page 13**). Survey data indicates that staff feel more strongly in 2023 than they did in 2022 in regard to how their camps have become more physically accessible (though this is not a statistically significant difference, it marks an important trend in the right direction). This data supports our qualitative findings.

CAMPERS FEEL MORE INCLUDED IN THE CAMP COMMUNITY

Survey data shows that campers with disabilities and those without feel similar levels of belonging, indicating that they are having positive, inclusive experiences. They are able to participate more fully in camp programming and have greater opportunities to socialize with their peers. At Yashar overnight camps, this is especially evident - as we did not observe a significant difference between the two groups (in response to a survey question about the extent to which they felt their child experienced a sense of belonging at camp). Overall, this indicates that Yashar overnight camps might be doing an even better job at creating environments and spaces that are conducive to all campers feeling a similar sense of belonging.

At day camps, there is no difference between Yashar and Non-Yashar camps - encouragingly, both have similar levels of belonging amongst campers with disabilities and without. (To learn more, see **pages 14** and **20**)

THE YASHAR INITIATIVE HAS ALLOWED CAMPS TO PROVIDE A DEEP SENSE OF DIGNITY TO CAMPERS WITH DISABILITIES

Camps describe how campers can now participate in the camp program with *dignity*. They can engage with their peers with little to no outside assistance and logistical hurdles are minimized. The focus can, instead, shift to relationship-building and growth. (To learn more, see **page 15**)



Campers are able to be successful members of our community and navigate throughout our site with dignity and ease.

-Yashar Camp Director

Finding #4: Camps' Readiness Is A Key Factor In The Success Of Camps' Projects.

The impact of each capital investment was highly dependent on where the camp was in its inclusion trajectory. We observed how the camps that were more "ready" were more immediately successful. Readiness includes a number of factors, such as: Those with more experienced inclusion staff, inspired/invested leadership, skilled inclusion coordinators, and excellent staff training, could maximize the impact of their capital investments earlier. For some camps, the full potential will not be realized for another few summers. (To learn more, see **page 17**).

Finding #5: Strong Leadership Is A Necessary Ingredient For Success.

A committed senior leadership is instrumental in enabling camps to reach their inclusion goals. The Yashar camps for which inclusion was an expressed core value embraced by the entire leadership team reported even greater impact from the capital improvements and training and capacity building grants. (To learn more, see **page 18**)



Everyone feels it. It's total inclusion. You're accepted here...And the leadership practices what they preach. They are involved; they care.

-Yashar Camp Staff

Finding #6: Through Yashar’s Capacity Building Funding, Many Camps Have “Professionalized” Their Inclusion Roles And Improved Inclusion Staff Training.

Camps were able to increase the number of inclusion staff, both on the summer and year-round teams, and offer more extensive training and support to staff throughout the summer. (To learn more, see **page 23**)

Based on the above findings, recommendations include:

Customized Support:

Camps are at different points on their inclusion journeys and, therefore, have varying needs. Camp-specific support would ensure camps get targeted assistance to meet their particular needs and would enable them to better further their inclusion goals. This could take varying forms: individual mentoring for camps, smaller camp cohorts, etc.

Vocational Education:

Further exploration of post-camper initiatives is an important next step in considering the ways in which camps might become increasingly welcome, accessible, and support individuals with disabilities along the developmental continuum.

Continue Providing Guidance And Support Based On Where Camps Are In Their Inclusion Journeys:

The Yashar Initiative has, without question, raised the bar for inclusion at Jewish summer camps. The investments have yielded powerful returns, in the areas of camp culture and camper experience, in particular. It is recommended that camps’ readiness and leadership be considered when considering future funding cycles and that there is guidance and support as needed wherever camps are on their inclusion journeys.

A few additional areas of growth were also identified:



Funding:

Yashar grants have been inordinately helpful in camps’ furthering their inclusive vision, and they are eager to continue to grow and expand upon the important work they are doing. Additional funding is often necessary to continue to make these impressive strides.



Staffing:

All camps described the challenge of hiring staff for their inclusion programs. Camps explain that any support in this area would be immensely appreciated and helpful.



Staff Training:

Camps are looking for additional resources and support to further their inclusion training throughout the year, during staff training and throughout the summer.



Inclusion in Action: Main Findings

Our evaluation findings are organized around three main areas of inquiry: capital improvements, culture change, and areas for growth.

As capital improvements are at the heart of the Yashar Initiative, we have included these findings first.

CAPITAL IMPROVEMENTS, CULTURE CHANGE, AREAS FOR GROWTH

1. CAPITAL IMPROVEMENTS

Capital improvements lie at the heart of the Yashar Initiative. Our evaluation sought to answer important questions, including:

- Have capital improvement projects led to camps being able to support campers and staff with a broader spectrum of needs? **(See Section 1-A)**
- Which specific investments, funded by the Yashar Initiative, had the biggest impact on campers and staff with disabilities? **(See Sections 1-B & 1-C)**
- Are camps better able to serve campers and staff with disabilities because of the capital investment? **(See Sections 1-D & 1-E)**
- What other contextual factors affect the level of impact of a capital project? **(See Section 1-F)**
- What types of future investments should be prioritized? **(See Sections 1-F & 1-G)**

The pages that follow detail our findings relating to these questions.

1-A. Inclusive Spaces Yield Powerful Results.

The vast majority of capital projects were designed as accessible and inclusive multipurpose spaces: pools, splash pads, indoor programming areas, health centers, ropes courses, etc. The expressed purpose of these capital projects was to create areas in camp that would have natural and regular use by a wide range of campers, including campers with and without disabilities. These thoughtful decisions - by design - enabled and encouraged authentic interactions between campers and, particularly for neurotypical campers, providing opportunities to develop “patience, understanding, and compassion as they are automatically equals” (as one Yashar camp professional said). For campers with disabilities, not only could they more fully participate alongside their peers but conditions were ripe for new friendships to develop.

As one camp shared,



The upgraded cabins offer an exterior space conducive for informal, social gatherings. The cabin is amenable to campers with disabilities and preferable to the greater camp community due to excess space. Shares the camp director, “The expanded porches have provided a space where campers spend more quality times together; a communal place and a positive for all.” Not just a home base, the accessible cabins have become “the” gathering place for the entire village. This has brought more awareness to both campers and staff. Continues the director, “[The accessible cabins] have really reaffirmed that we are an inclusive space - you see it all around camp.”

-Yashar Camp Director

Spaces that promote organic interactions between campers with and without disabilities are highly successful in meeting inclusive goals. When integrated into camps’ existing physical space and program design, new buildings and initiatives can more easily promote camps’ inclusive vision. Furthermore, when centrally located, a camp’s inclusive vision is further promoted and reinforced. It sends a powerful message about the value and place of inclusion within the broader camp community, and it encourages the types of connections between campers of all ages, stages, and abilities that camp is working to foster.

1-B. Significant Investments In Large Capital Projects Can Pay Immediate Dividends.

Yashar’s impact is clearly and immediately felt when observing major building projects. These significant capital investments become central and vital parts of a camp’s physical facilities. Such physical improvements can often enable camps to take important steps toward being fully inclusive. While these projects are the most costly, they can also be the most immediately impactful, especially when the new space is so central to the camp community. Furthermore, these larger buildings are generally used for several purposes and camp populations. Organic interactions between campers are therefore encouraged in these spaces; they become regular sites for connection and community-building. **These projects are clear signals to the camp community, both internally and externally, of camps’ efforts to take concrete steps in advancing their inclusion goals.**

Moreover, staff seem to notice and appreciate their camps’ efforts over time. As can be seen below (Figures 1 & 2), staff feel more strongly in 2023 than they did in 2022 that their camps have become more physically accessible. This data supports our qualitative findings.

Headlines from Figures 1 & 2:

Staff respondents were asked to evaluate, on a scale from 1-5, “The physical accessibility of camp (i.e., infrastructure, equipment, transportation) for campers and staff with disabilities.”

*Mean scores at day camps went up from 2022 to 2023 (an encouraging sign). There continues to be no difference between those who work with campers with disabilities and those who do not. **Overall, this indicates that staff perceive their camps to be creating more accessible spaces with each passing summer.***

Figure 1: Yashar Overnight Camps: Physical Accessibility of Camp - Staff Perception

NOTE: Not a statistically significant difference	Work with Campers with Disabilities?	2022		2023	
		N	Mean	N	Mean
The physical accessibility of camp (i.e., infrastructure, equipment, transportation) for campers and staff with disabilities	Yes	534	3.35	603	3.44
	No	585	3.21	730	3.44

Figure 2: Yashar Day Camps: Physical Accessibility of Camp - Staff Perception

NOTE: Not a statistically significant difference	Work with Campers with Disabilities?	2022		2023	
		N	Mean	N	Mean
The physical accessibility of camp (i.e., infrastructure, equipment, transportation) for campers and staff with disabilities	Yes	327	3.82	330	4.07
	No	209	3.78	203	4.04

1-C. “Smaller” Projects Have A Meaningful Impact On The Camper Experience.

Camps have completed a range of larger- and smaller-scale projects (i.e. a new building versus paving roads). While the former might appear to have an initial “bump” in terms of impact, the latter has an equally significant impact on campers’ experiences in the short and long term. As one camp explained:

“*In some ways, the walkways are the most significant contribution to the camp vis-a-vis inclusion. Whereas previously the uneven dirt terrain made access to the various spaces in camp a real challenge for individuals with disabilities, the newly paved paths ensure safe travel to and from the various camp areas. In this way, campers can access a wider range of camp activities, and families with parents and grandparents with physical disabilities and limitations can more similarly enjoy programs throughout the camp grounds.*

Other camps shared similarly:

“*The ramp up to camp, the walkways around the perimeter of the campground, and the access ramp to the stage, and the lift for the pool, provided new access to camp to campers, staff, families, and community members of all abilities in ways that previously were significantly more challenging. These physical and structural improvements made a huge improvement to camp’s accessibility and clearly demonstrated to our community our commitment to inclusion and accessibility for all.*

One of the greatest challenges for children with special needs has been navigating the campgrounds. Being able to improve our pathways has made it much easier for children to walk between program areas. Spending less time traveling across the grounds means more time in enriching programs.

The significance of these investments cannot be overstated: accessibility upgrades make a real difference in the day-to-day experiences of campers with disabilities and other mobility impairments.

1-D. Yashar Has Yielded Improved Outcomes For Campers With Disabilities.

The Yashar capital projects have yielded remarkable camper-level outcomes:

Increased Independence

Camps describe far greater independence for campers with disabilities as a result of the Yashar capital improvements. Whereas previously campers might need variable degrees of staff assistance getting to and from and navigating camp buildings and spaces, camps' accessibility improvements have enabled campers to do so with less support and/or accommodations. By and large, campers can now maneuver the grounds with relative ease and, as a result, can more fully enjoy the camp programming for extended periods and with greater success. Also, as they are less reliant on outside help, campers feel a tremendous sense of pride and freedom with their newfound independence.

Camps reported increased camper independence resulting from a wide range of capital investments. Accessibility within new and existing facilities and the addition of ramps and paved roads were all noted as critical in campers' ability to navigate camp spaces and travel between programming sites. That said, cleared roads and pathways were especially helpful in enabling campers to move more freely throughout the campgrounds, furthering their sense of accomplishment and autonomy.



Campers who previously needed help walking through the uneven terrain of camp were able to walk independently from activity to activity, increasing their self confidence and independence.

Celebrating Success

Anecdotal and empirical evidence suggest that tremendous growth happens at camp across a number of domains. This is true for all campers, regardless of ability: campers try new things; they push themselves outside their comfort zones, and safely take risks and tackle challenges. Data from Yashar camps indicate that campers with disabilities have even more opportunities for such experiences as a result of camps' capital improvements. A wider array of activities is available, including having access to camp pools and slides, climbing the ropes course, using the zipline for the first time, etc. In turn, camps report that campers have more experiences of success. Campers feel proud and confident and they joyfully recognize their accomplishments within the loving embrace of their camp community. As one staff member remarked, "Any camper can do something here, and it is celebrated."

Safety

The Yashar capital projects help to create safer camps for campers with disabilities (and others). Buildings are easier to navigate with widened doorways, accessible bathrooms, and smooth, flat surfaces. Campers feel more comfortable, confident, and independent when engaging in camp programming in these inclusive spaces. Also, camps that invested in roads or paths share that campers are now able to travel with greater ease throughout the grounds. Many camps noted that not only have parents and campers shared this sentiment but that they, as camp staff and professionals, also felt less concerned about camper falls and/or accidents given the accessibility improvements.

Belonging

Campers feel an even greater sense of belonging as a result of the capital improvements. They can participate more fully in camp programming and have greater opportunities to socialize with their peers; the quantity and quality of these interactions have both meaningfully improved. Campers have a, "stronger feeling of connection and one-ness" with these newly accessible, inclusive spaces.

Campers with disabilities and those without feel similar levels of belonging, which indicates that they are having positive, inclusive experiences. (See Figures 3 and 4).

Headlines from Figures 3 & 4:

Parent respondents were asked (on a scale from 1-5) to rate the extent to which they felt their child's camp cultivated a sense of belonging.

At Yashar overnight camps, we did not observe a significant difference between parents of campers with disabilities and those without. At Non-Yashar overnight camps, we observed a statistically significant difference. (despite the scores appearing similar to the naked eye, our statistical analysis nonetheless detected a difference ($p < .05$). Overall, this indicates that Yashar overnight camps might be doing an even better job at creating environments and spaces that are conducive to all campers feeling a similar sense of belonging.

At day camps, there is no difference between Yashar and Non-Yashar camps - encouragingly, both have similar levels of belonging amongst campers with disabilities and without.

Note - this data is explored further in Figures 8 & 9 below.

Figure 3: Yashar vs. Non-Yashar Overnight Camps: Sense of Belonging - Campers with Disabilities and without

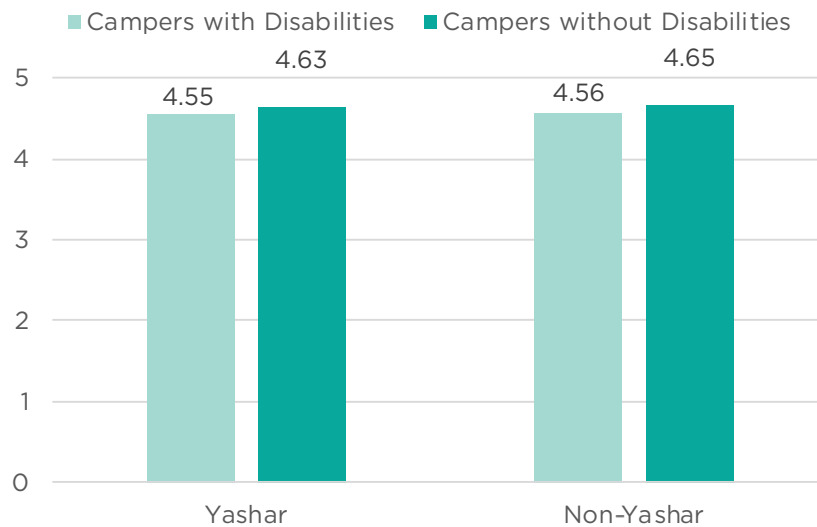
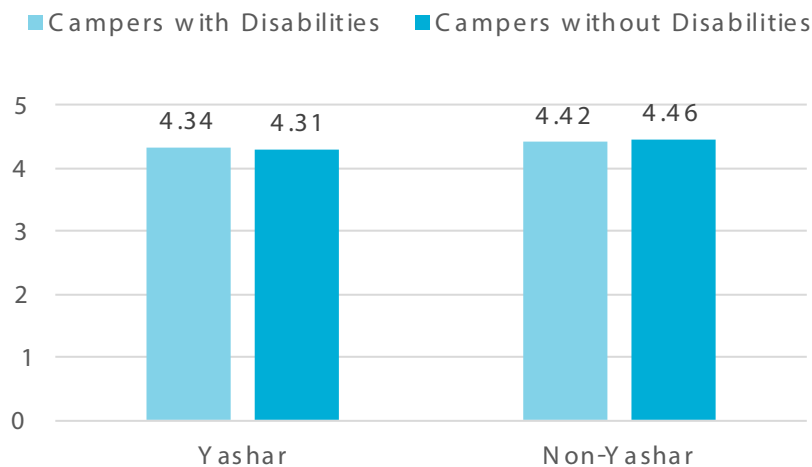


Figure 4: Yashar vs. Non-Yashar Day Camps: Sense of Belonging - Campers with Disabilities and without



Active and Full Participation

As a result of the carefully designed capital projects, campers with disabilities can more easily and comfortably access camp facilities and engage more meaningfully in camp programming. Previously inaccessible spaces now welcome the active and full participation of campers with a wide range of needs; campers are afforded opportunities similar to that of their neurotypical peers to experience all that camp has to offer. Additionally, the accessibility improvements have enabled staff to spend less time managing the logistics of their campers' care and more time nurturing their campers' social-emotional growth and providing them with meaningful camp experiences.

Dignity

Camps described how campers, as result of the capital improvements, could now participate in the camp program with *dignity*: they can engage with their peers with little to no outside assistance and logistical hurdles are minimized. The focus can, instead, shift to relationship-building and growth. Some reflections from camps include:



Since accessibility has been built into the design of these villages and into the core of camp, all features feel intentional and natural in the space. It would be easy for some of these intentional choices to go unnoticed by those without disabilities, simply because they fit right into the design. That means that those who need these important features due to their disability can easily benefit from them in a truly dignified way, right alongside their peers without any necessary additional accommodations. They are more easily able to integrate into the community and feel they are part of everything.



While at camp, campers are able to be successful members of our community and navigate throughout our site with dignity and ease. They are treated with new levels of respect and care by our incredible staff due to our capacity-building funding that has supported increased inclusion training and support structures. Being part of this initiative has spurred increased intentionality on all fronts when it comes to further supporting those in our community with disabilities. We feel better equipped to grow this population in our community.



Campers with disabilities could physically access camp with dignity, and camp has made progress in destigmatizing disability and differences.



The location of the pools made it much easier for campers to get to and from swim. Campers with disabilities no longer needed to be taken to and from the pools on a golf cart, since they are now so much closer than the pools they used to use. This allowed them to enter and exit the pools the same way as their typically developing peers, eliminating stigma and providing them with a sense of dignity and belonging that was previously lacking.

As evidenced in the above excerpts, “dignity” was a recurring theme in camps’ reporting. The Yashar investments have, no doubt, positively influenced campers’ sense of self, pride, and belonging.

Social Inclusion

Having truly accessible and inclusive spaces enabled campers, regardless of ability, to interact organically with each other. Camps reported that the opportunities for connection increased significantly, and campers enjoyed stronger relationships with each other. This was true for both campers with disabilities and their neurotypical peers. All benefited from sharing these inclusive spaces.

High Levels of Satisfaction

Finally, parents of campers with disabilities and without (at Yashar camps) express similar levels of satisfaction with their camp experiences. The fact that campers with disabilities aren't any less satisfied is significant and indicative of strong and successful cultures of inclusion at Yashar camps (Figures 5 & 6)

Headlines from Figures 5 & 6:

Respondents were asked, on a scale from 1-5, "How would you describe your overall satisfaction with this camp?" Mean scores in response to this question are consistent with the numbers from the previous two summers. Overall, this indicates:

- High levels of satisfaction from parents (reflecting on their child's experience);
- Similar levels from both parents of campers with disabilities and without (at Yashar camps);
- At overnight camps, the fact that campers with disabilities aren't any less satisfied is significant and indicative of strong cultures of inclusion at Yashar camps. At day camps, there was a statistically significant difference between campers with disabilities in 2022 but not in 2023.

Figure 5: Yashar Overnight Camps Overall Satisfaction - Disabilities vs. No Disabilities, 2021/2022/2023

Yashar Overnight Camps *=statistically significant, p<.05	Campers with Disabilities			Campers without Disabilities		
	2021	2022	2023	2021	2022	2023
How would you describe your overall satisfaction with this camp?	4.50	4.39	4.46	4.52	4.46	4.53

Figure 6: Yashar Day Camps Overall Satisfaction - Disabilities vs. No Disabilities, 2021/2022/2023

Yashar Day Camps *=statistically significant, p<.05	Campers with Disabilities			Campers without Disabilities		
	2021	2022	2023	2021	2022	2023
How would you describe your overall satisfaction with this camp?	4.33	4.39*	4.30	4.18	4.24*	4.38

This was true both in camps with established as well as newer inclusion programs (See Figure 7).

Headlines from Figure 7:

Parent respondents were asked to evaluate the camp environment in two specific ways, both on a scale from 1-5:

- The overall camp experience created a sense of belonging.
- An environment that supports your child's mental, emotional, social and spiritual well-being.

Yashar overnight camps that have had inclusion programs for **fewer than 15 years** saw statistically higher scores ($p < .05$) than those that are over 15 years old on two important measures: Camp creating a sense of belonging, and camp creating an environment that supported a child's wellbeing.

Overall, this indicates that **newer** programs might not always be at a disadvantage. While older programs have more structures in place to advance inclusion goals more effectively, newer programs are certainly able to cultivate robust cultures of inclusion. That said, at more established camps expectations and assumptions about inclusion programs might have been very high, whereas in newer camps, a commitment to these values might have been more of a novelty.

Figure 7: Yashar Camps: Older Inclusion Programs vs. Newer Inclusion Programs

*= statistically significant difference, p<.05	Over 15 years /Under 15 years of inclusion program	2023	
		N	Mean
The overall camp experience created a sense of belonging	Under 15	1407	4.69*
	Over 15	1829	4.57*
An environment that supported your child’s mental, emotional, social and spiritual well-being	Under 15	1293	4.55*
	Over 15	1801	4.44*

1-E. Serving More Campers Disabilities.

Most camps share that, as a result of the Yashar funding and the capital improvements they were able to make, they can now serve more campers and a broader spectrum of needs. The number of campers with disabilities have, in many cases, steadily increased. **This was particularly true at Yashar Day camps, where the number of campers with disabilities rose from 1,078 in 2021, to 1,172, in 2022 and 1,352 in 2023. Yashar Overnight camps also saw growth, with 1,504 campers with disabilities in 2021, 1,768 in 2022 and 1,809 in 2023. See Appendix A for full Census data.**

In addition, the multipurpose spaces that camps have built enable all campers to be more successful, whether or not they have been formally identified as inclusion campers. For example, sensory rooms are utilized by all campers that require a sensory break or quiet space.

In contrast, a few camps feel they have not been able to attract a wider diversity and/or increase the number of campers with disabilities they are serving. As one director explained, “I know there are populations we’re missing, and it’s not because we’re turning them away.” These camps require additional training and support in how to maximize the impact of the Yashar grant and extend their current reach through marketing and recruitment efforts. These camps tend to be earlier in their inclusion journeys.

1-F. Camps’ Readiness Is A Key Factor In The Success Of Camps’ Projects.

The Yashar capital projects seem to have an even greater impact on camps further along in their inclusion journeys. With an already strong camp culture and successful inclusion programs, the renovations and accessibility improvements enabled camps to continue on their inclusion trajectory and grow in meaningful ways. They have the resources, infrastructure, and experience to understand what changes are needed, identify the next steps, and implement their strategic vision with intentionality and fidelity. The projects are also a natural outgrowth of their inclusion ethos; they align seamlessly with their inclusive mission.

Camps earlier on in their inclusion journeys seem to have a more difficult time identifying how to make optimal use of the Yashar capital funding to expand their programs, attract more campers, and reach more families. When inclusion was a newer or less significant priority, the ability to meet their inclusive mission was less organic and clear.

1-G. Strong Leadership Is A Necessary Ingredient For Success.

A committed senior leadership is instrumental in enabling camps to reach their inclusion goals. The Yashar camps for which inclusion was an expressed core value embraced by the entire leadership team reported even greater impact from the capital improvements and training and capacity building grants.

One camp professional explained that their inclusion success directly correlates to the strength of their administration vis-a-vis inclusion. “It stems from the top and trickles down,” she shared; “we’re all modeling it...And there is no pushback at this point. There is no ambiguity that this is a value.” Another echoed her assessment: “Everyone feels it. It’s total inclusion. You’re accepted here...And the leadership practices what they preach. They are involved; they care.”

Strong leadership matters and is a meaningful component of any cultural change initiative.

2. CULTURE CHANGE

Yashar capital grants aim to not only improve camps’ facilities but also to enhance their cultures of inclusion. Our evaluation sought to answer the following questions about “culture change” at each Yashar camp.

- What does culture change look like at camps that are at various stages in their inclusion work? **(See Sections 2-A & 2B)**
- What are the short-term impacts and the potential longer-term impacts of the Yashar Initiative on camp culture? **(See Sections 2-C & 2-D)**
- How do camps model inclusivity? **(See Section 2-E)**
- How has the diversity of the camp community and camper care teams changed due to the Yashar Initiative? **(See Section 2-F)**

The findings detailed below provide answers and insights into these important evaluation questions. It’s important to note, at the outset, that culture change can take many years at summer camps, and as such, the findings below focus on short-term achievements.



2-A. Inclusion Is Core To Each Yashar Camp’s Mission, Even Those With Newer Inclusion Programs.

Inclusion is an expansive ideal that informs camps’ work and culture in meaningful and manifold ways; camps describe their commitment to inclusion and how it is integrated into their broader camp mission. As many interviewees noted in some form or another, “inclusion is part of who we are;” it is, “what society is supposed to look like;” “we want this; we feel this is incredibly important...it’s not on the backburner.”

Even camps earlier along in their inclusion journey discuss inclusion as a core value; although they may have questions about how to deliver their program to a wider diversity of campers, the significance and centrality of this value to their camp community is clear.

2-B. Yashar Has Helped To Strengthen The Field, Enabling Camps To Connect To And Learn From Each Other.

Overall, Yashar has significantly impacted the field of Jewish camping. Camps across North America have increased the ways and the amount that they invest and prioritize inclusion efforts. Inspired by Yashar, many have hired additional staff for disability inclusion.

Moreover, the Yashar cohort and FJC’s field-wide trainings were a unique opportunity for camps to learn from each other and share best practices. Nearly all camps reflected on how the training and off-line conversations they spurred encouraged them to think about inclusion differently and expand their professional toolboxes. For some camps, this led to more expansive thinking about the inclusion model they employed and their broader vision; for others it led to practical improvements in their inclusion program.

Below are a few reflections from camps (from open-ended survey responses) on the changes these relationships and discussions spurred:



Conversations with other camps throughout the year helped shape our approach to our inclusion training.



The FJC Community of Practice calls informed how we did our intake for campers with IEPs, which now represent about 20% of our camper population. The specifics of these IEPs then directly informed the scenarios we role-played during training.



The Community of Practice created a network of professionals with whom to share ideas. Listening to what is going on in other places helps to ‘normalize’ inclusion, and our conviction that it should be widespread. It gave additional credibility and affirmation when bringing the concepts and messaging to our colleagues.



We are creating a hybrid model for inclusion that allows campers not to be classified as one or the other, but allows them to move freely with support between both programs seamlessly. This is a program that parents have been requesting. Up until now, we have not felt that we were prepared to offer it, but thanks to our inclusion in the Yashar Initiative and our ability to grow our capacity and expertise in this area, we now feel ready to move ahead with this programming.



We have always benefited from these cohort learning experiences. The opportunities and materials provided by FJC allow us to learn with and from the other camps that have received the Yashar grant. These cohorts are a mix of thoughtful professionals and wonderful educators, and provide focused time to engage on topics of importance to us all.

These are but a few notable excerpts that express the meaningful impact that the cohort experience and FJC trainings had on camps' thinking about the practice of inclusion.

2-C. Campers With Disabilities Feel A Sense Of Belonging At Yashar Camps

Parents notice Yashar camps' commitment to inclusive values, as they overwhelmingly rate Yashar camps with a "4" or a "5" on the question, "The overall camp environment created a sense of belonging and a positive camp experience." (See Figures 8 & 9)

Headlines from Figures 8 & 9:

Parents were asked to evaluate, on a scale from 1-5, "The overall camp environment created a sense of belonging and a positive camp experience." At Yashar **day** camps, there was no statistically significant difference between parents of campers with disabilities and those without. Having similarly high scores in response to this question indicates a strong culture of inclusion. At Yashar **overnight** camps, there was a statistically significant difference in 2023 (though not every summer). That said, it should be noted that parents of campers with disabilities still have consistently high scores in response to this question, even at overnight camps. The statistically significant difference at overnight camps is likely due these camps fostering a sense of belonging more effectively than day camps.

Figure 8: Sense of Belonging at Camp (Parent Perception) - Overnight Camps

The overall camp environment created a sense of belonging
(1=poor, 5=excellent) - Overnight Camps

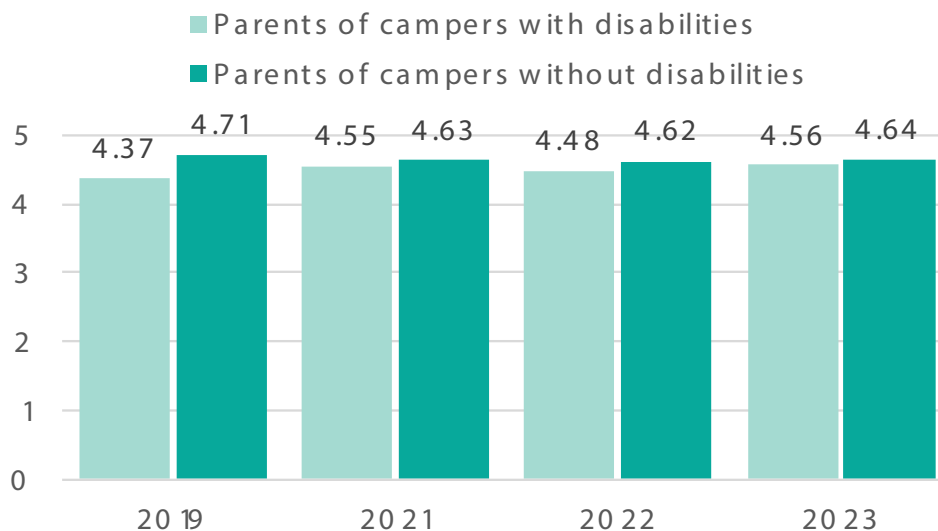
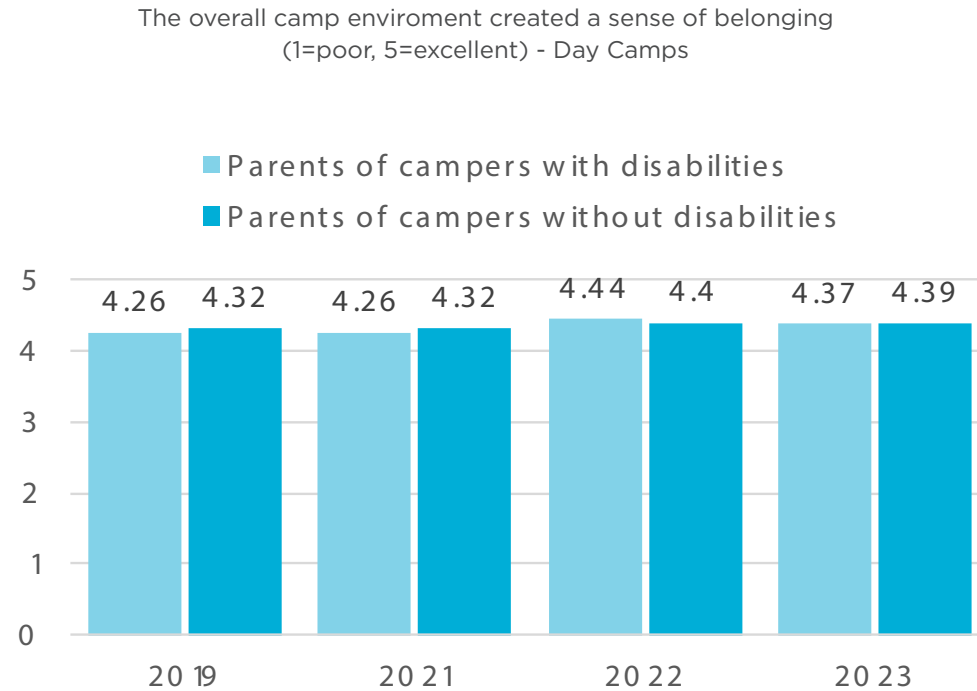


Figure 9: Sense of Belonging at Camp (Parent Perception) - Day Camps



2-D. Yashar Has Helped Camps Identify New And Increased Funding Sources To Support Inclusion Efforts.

Some camps noted that their overall fundraising has increased as a result of the success of their Yashar capital projects. As one camp explained,



We have leveraged our funding from the Yashar Initiative to raise awareness and inspire additional philanthropic giving in our community. With the encouragement of Foundation for Jewish Camp, we specifically marketed ways that our Capital Campaign advanced our inclusion work. In all public-facing campaign materials, we emphasized ADA compliance in our new buildings, ramps in our cabins, roads that are now more easily accessible for those with mobility issues and dedicated spaces for neurodivergent campers to decompress. We believe these talking points made an even more compelling case to give for the average camp family...We have been able to garner community support to cover expenses that include the salaries of more inclusion counselors and therapists as well as costs associated with inclusion-related trainings.

Another shared that the grant, “provided the catalyst for us to reach out to private funders and the government to move forward on this needed project. For some, knowing we already had some money committed created the opportunity for them to join us.” Many other camps expressed their gratitude to The Weinberg Foundation for “highlighting inclusion as a philanthropic priority for the larger Jewish community” and to Foundation for Jewish Camp for supporting inclusion at their sites.

2-E. Yashar Investments Have Enabled Camps To Better Communicate Their Inclusive Vision And Values To Their Camp Communities.

The Yashar Initiative helps recommit camps to their inclusive values. By investing in accessible camp facilities, capacity building, and staff training, camps increase their attention to and focus on inclusion. The capital projects also help demonstrate, both internally to the camp community and externally to prospective families and funders, camps' priorities and commitments. Below are some reflections from camp professionals on their Yashar projects:



It reaffirms that we are an inclusive space.



The physical and structural improvements...demonstrate to our community our commitment to inclusion and accessibility for all.



We can better live out our values.



It has helped create a true sense of wonder and has given our community so much joy...It has become a center for gathering and community and ritual. We are able to practice and share our Jewish values and see our children grow!

Practically, the capital improvements give camps “something to talk about and touch” that represents their inclusion vision and values. The projects send powerful and tangible messages to campers, staff, families, and other stakeholders about what matters to the camp and the ways in which they are actively working to become more inclusive spaces. As one Yashar Overnight Camp Director explained,



Upon giving tours of camp, it is quite apparent to all that we are committed to our work on inclusion and creating a space, both physically, programmatically, and values-wise, that is accepting and welcoming of all. The feedback we have received from families is incredibly positive and in awe of our commitment. We could not have achieved any of this without the generous support, on multiple levels, through the Yashar grant.”

Others shared similar successes:



Campers and their families can clearly see that camp is an accessible environment as soon as they enter our campus. The loop road, paved roads throughout camp, ADA parking placed strategically throughout, ramps and pathways through the core of camp...and other accessibility improvements funded by this initiative are clearly visible and make all feel welcome when they enter our property. We are able to refer to these features when helping a family to determine whether their child will feel comfortable at camp. Families are able to feel confident that their child will have a very positive experience.

The projects also encouraged camps to bring the language of inclusion into their everyday work.

One camp reflected that their capital investment, “served as a segue into conversations about the diverse needs of our camp community...the subject of supporting others to be woven into camp-wide programming, and inclusion is now less of a stigmatizing concept than in previous years.” The new spaces serve as springboards for conversations about camps' inclusive values and the ways in which they are realizing these values in tangible ways.

2-F. Staff Training Can Amplify A Culture Of Inclusion

The understanding that, “inclusion isn’t a program, it’s a mindset” was evident in many of our conversations, particularly as it relates to camps’ staff training efforts and initiatives. Specifically, the majority of camps noted the significance of training *all* staff to work with campers with disabilities, not just the inclusion counselors, and found opportunities to further their staffs’ understandings and expertise throughout the summer season. For most camps, several sessions on inclusion were included in the pre-summer training for the *full* camp staff, including counselors and specialty staff. “If an inclusion counselor is out,” one camp explained, “anyone can jump in. Everyone is an inclusion counselor.” As another camp staff shared, “all staff are inclusion staff. Every staff member can manage all kids.”

Importantly, staff trainings seemed to be effective in furthering camps’ inclusion goals. At Yashar camps there is no statistical difference in satisfaction levels between staff who work with campers with disabilities and those who do not (See Figures 10 & 11).

Headlines from Figures 10 & 11:

Staff respondents were asked to evaluate a series of statements about their experience working at camp (all on a scale from 1-5). Overall, in the last two summers, staff at day and overnight camps have been consistently satisfied with their working experience, regardless of if they work with campers with disabilities. Staff seem to be more highly satisfied at overnight camps than at day camps.

An **overnight camp** finding which stands out in particular: Staff who worked with campers with disabilities were more likely to be satisfied with their work in 2022 than those who did not. In 2023, there were no statistically significant differences in satisfaction levels between these two groups.

Two **day camp** findings that stand out in particular:

1. Staff rated more highly in 2023 vs. 2022 the staff week training they received on how to work with campers with disabilities.
2. Those who did not work with campers with disabilities felt more supported by the ongoing staff training they received during the summer relating to working with campers with disabilities.

Figure 10: Yashar Overnight Camps: Staff Satisfaction and Feeling Appreciated

*= <i>statistically significant difference, p<.05</i>	Work with Campers with Disabilities?	2022		2023	
		N	Mean	N	Mean
How satisfied were you with your overall experience working here?*	Yes* (sig. in 2022)	583	4.08	666	4.06
	No* (sig. in 2022)	729	3.98	906	4.12
Evaluate: Staff week training on working with campers with disabilities	Yes	498	3.20	552	3.28
	No	523	3.14	643	3.28
Evaluate: Support system of camp professionals in place to assist staff with challenges related to campers with disabilities	Yes	548	3.69	612	3.72
	No	562	3.58	705	3.75
Evaluate: Ongoing staff training related to working with campers with disabilities	Yes	511	3.13	579	3.26
	No	514	3.16	648	3.31

Figure 11: Yashar Day Camps - Staff Satisfaction and Feeling Appreciated

*statistically significant difference, p<.05	Work with Campers with Disabilities?	2022		2023	
		N	Mean	N	Mean
How satisfied were you with your overall experience working here?	Yes	354	3.79	544	3.83
	No	286	3.73	388	3.80
Evaluate: Staff week training on working with campers with disabilities	Yes	292	3.58	309	3.78
	No	178	3.51	199	3.90
Evaluate: Support system of camp professionals in place to assist staff with challenges related to campers with disabilities	Yes	328	3.95	332	4.05
	No	208	3.97	201	4.16
Evaluate: Ongoing staff training related to working with campers with disabilities	Yes	293	3.43	312	3.58*
	No	171	3.46	191	3.84*

2-G. Many Camps Have “Professionalized” Their Inclusion Roles And Improved Inclusion Staff Training (Oftentimes Through Yashar).

Through Yashar’s capacity building funding, camps were able to increase the number of inclusion staff, both on the summer and year-round teams. As a result, staff could better meet the needs of their campers with disabilities and enable them to have a more successful camp experience.

Camps describe the ways in which their Inclusion work has professionalized in recent years. Camps have part- or full-time inclusion and/or camper care staff on their year-round team and, with the support of FJC and their colleagues in the field, have improved their programs in measurable ways (i.e. a more thorough intake process, more rigorous staff training, etc.). These new hires often have a background in social work, psychology, and/or special education and many have years of experience in the field. Camps explain that these staffing additions were, “key in moving us along our inclusion continuum. We needed someone to focus on inclusion and help us move the needle.”

The Yashar grants have also enabled camps to offer more extensive training and provide ongoing support to staff throughout the summer. Camps have offered more sessions before and during camp to all camp staff, including staff who do not work directly and/or explicitly with campers with disabilities. In many cases, they have used both their in-house professionals as well as outside speakers and consultants. Some have partnered with local organizations to further expand and improve their trainings.



3. AREAS FOR GROWTH

The Yashar Initiative seeks to establish and solidify growth at camps for years to come. Our evaluation focused on answering key questions, including:

- What are the opportunities, barriers and changing needs that will enable camps to serve more children with disabilities at camp? **(See Section 3-A)**
- Do camps have the physical capacity to accept more campers with disabilities? **(See Sections 3-B & 3-C)**
- Where have staff increased their knowledge and skills? Where do they need more development? **(See Section 3-D)**

3-A. Deepen Awareness And Education Of Parents Of Children Without Disabilities

While Yashar camps have been able to more effectively communicate about their cultures of inclusion, there is still work to be done to educate and inform parents of campers without disabilities. As can be seen below, parents of campers with disabilities continue to feel more strongly that it is important for camp to be welcoming and accessible to all campers. They also feel more strongly that it is beneficial for their child to live in a community that models inclusivity. In an ideal world these scores should not be statistically different. Meaning, ideally, a camp’s culture of inclusion and its messaging should encourage all parents to feel strongly about these issues (See Figures 12 & 13).

Headlines from Figures 12 & 13:

Parent respondents were asked two questions which aimed to assess their attitudes toward inclusion (scales from 1-5):

- To what degree is being enrolled in a camp that is welcoming and accessible to all campers a priority for your family (regardless of ability or special needs)?
- How beneficial was it for your child to live in a community that models inclusivity?

The mean scores in response to these questions have remained consistent - now three summers in a row. The bottom line (and unsurprisingly): Parents of campers with disabilities feel more strongly that it is important for camp to be welcoming and accessible to all campers. They also feel more strongly that it is beneficial for their child to live in a community that models inclusivity. This is true at both overnight and day camps.

In the ideal world - these scores should not be statistically different. Meaning, ideally, a camp’s culture of inclusion and their messaging could / should encourage all parents to feel strongly about these issues.

Figure 12: Yashar Overnight Camps: Parent Attitudes about Inclusion

Yashar Overnight Camps *= <i>statistically significant, p<.05</i>	Campers with Disabilities			Campers without Disabilities		
	2021	2022	2023	2021	2022	2023
To what degree is being enrolled in a camp that is welcoming and accessible to all campers a priority for your family (regardless of ability or special needs)?	4.79*	4.75*	4.81*	4.13*	4.14*	4.26*
How beneficial was it for your child to live in a community that models inclusivity?	4.83*	4.69*	4.66*	4.58*	4.53*	4.48*

Figure 13: Yashar Day Camps: Parent Attitudes about Inclusion

Yashar Day Camps *=statistically significant, p<.05	Campers with Disabilities			Campers without Disabilities		
	2021	2022	2023	2021	2022	2023
To what degree is being enrolled in a camp that is welcoming and accessible to all campers a priority for your family (regardless of ability or special needs)?	4.82*	4.80*	4.77*	4.07*	4.16*	4.06*

3-B. Funding Of Existing And New Programs And Projects Remain Areas Of Concern.



Many camps shared their inclusion wish lists: other capital improvements they hoped to make, programming changes, plans to attract more campers, hiring additional staff, etc. All these efforts required additional funding and support. The Yashar grant has been inordinately helpful in camps furthering their inclusive vision, and they are eager to continue to grow and expand upon the meaningful work they are doing.

3-C. Appropriate Staffing for Inclusion Efforts.



All camps described the challenge of hiring staff for their inclusion programs. This includes both finding staff and funding these positions. For some camps, this meant they were unable to accept as many campers with disabilities as they would like due to their staffing constraints. Any support in this area would be immensely appreciated and helpful. (Note that while this may be a particular challenge for inclusion programs, staffing is an issue in all areas of camping.)

3-D. Camps Continue To Request Support In The Area Of Staff Training.



Camps have vastly improved their staff training in the area of disability inclusion. Most notably, a wider swath of camp staff receive professional development in this area, not only specified inclusion counselors. The belief that “we’re all inclusion staff” has taken hold, and camps are looking for additional resources and support to further this important work.

4. RECOMMENDATIONS

4-A. Tiered Support Would Further Camps' Particular Inclusion Efforts.

Camps with more years of experience offered campers and families more stable, well-developed, and integrated programs. They, understandably, have differing needs than camps with newer efforts and initiatives. It, therefore, is likely that tiered and targeted support for camps might help maximize Yashar's impact. Tiered and targeted support can take a number of different forms depending on camps' needs and might include individual mentoring for camps and/or smaller camp cohorts depending on where camps are in their inclusion journeys. These camp-specific supports and interventions could go a long way in ensuring that camps move the needle on inclusion at their site.

4-B. Vocational Education Is An Important Area For Future Growth.

Some camps described having staff with disabilities and/or a vocational program for young adults with disabilities. Those who didn't lamented the fact that they had nothing to offer families once their children aged out of the camper inclusion program. As is documented elsewhere on research in Jewish education, the need for supports throughout the lifespan is critical. Further exploration of post-camper initiatives is an important next step in considering the way in which camps might become increasingly welcome, accessible, and inclusive.

4-C. Continue To Support Camps' Efforts; Investments Yield Powerful Returns.

The Yashar Initiative has, without question, raised the bar for inclusion at Jewish summer camps. The investments have yielded powerful returns, in the areas of camp culture and camper experience, in particular. It is recommended that camps' readiness and leadership be considered when considering future funding cycles and that there is guidance and support as needed wherever camps are on their inclusion journeys.

4-D. Many Camps Would Benefit From Additional Support Amplifying Their Inclusion Mission And Message.

There is a lot of wonderful work being done for inclusion at Jewish camps. Some camps are masterful at sharing their successes and communicating their inclusive values to their camp communities and beyond. Other camps struggle to market their programs effectively, and they would benefit from targeted support in the area of marketing and recruitment.

4-E. The Jewish Values Connections Can Be Strengthened.

Few camps discussed the Jewish imperative in doing this work. This feels like a missed opportunity, and Foundation for Jewish Camp is uniquely positioned to help camps develop language around these important Jewish values.

5. AREAS FOR FURTHER RESEARCH

5-A. The Data Would Be Enriched With Campers' Voices.

There are clear challenges to collecting meaningful data that captures the experience of children with and without disabilities. Still, this is a critical group that is underrepresented in the current research. Efforts to amplify children's voices would be inordinately beneficial in determining the state of the field, the efficacy of inclusion efforts, and identifying future initiatives.

5-B. A Comprehensive Mapping Of The Field Would Be Instructive.

While the efforts to convene Jewish camps and strengthen capacity are notable and significant, a more thorough accounting of who is and isn't being adequately served across North American Jewish camps would be an enormous contribution to the field and for families with a child with disabilities seeking a Jewish camping option. This would enable the field to devise a comprehensive game plan for future investments, determining who needs services and programming and in which geographic regions. It would also provide families guidance and clarity as they explore camping options for this child with disabilities.



Appendix A

Census Data: Summers 2019-2023

Overnight camps - # campers w/ disabilities served	2019	2021	2022	2023
# Camps	164	152	136	136
# serving campers w/ disabilities	97 (59%)	89 (59%)	87 (64%)	83 (61%)
Total # Campers	77,000	65,402	63,336	64,907
# Campers w/ disabilities	3,744 (5%)	2,902 (4.4%)	2,970 (4.6%)	3,050 (4.7%)

Yashar overnight camps - # campers w/ disabilities served	2021	2022	2023
# Camps	21	23	23
# serving campers w/ disabilities	21 (100%)	23 (100%)	23 (100%)
Total # Campers	13,691	18,189	18,325
# Campers w/ disabilities	1,504 (11%)	1,768 (9.7%)	1,809 (9.9%)

Day camps - # campers w/ disabilities served	2019	2021	2022	2023
# Camps	152	133	110*	110*
# serving campers w/ disabilities	133 (88%)	111 (83%)	99 (90%)	100 (90%)
Total # Campers	75,454	54,093	56,045	58,481
# Campers w/ disabilities	4,145 (5.5%)	3,246 (4.6%)	3,418 (6.1%)	3,892 (6.6%)

*Number of camps decreased in 2022 and 2023 due to fewer camps providing data

Yashar day camps - # campers w/ disabilities served	2021	2022	2023
# Camps	18	23	23
# serving campers w/ disabilities	18 (100%)	23 (100%)	23 (100%)
Total # Campers	10,442	12,932	13,862
# Campers w/ disabilities	1,078 (10.3%)	1,172 (9.5%)	1,352 (9.8%)

Day camps serving campers with disabilities by size of camp	2021		2022		2023	
	#Camps	# Campers w/Disabilities	#Camps	# Campers w/Disabilities	# Camps	# Campers wDisabilities
Under 300	53	767	36	510	34	547
300-499	35	621	29	537	26	565
500-699	14	660	20	714	23	731
700+	19	1,198	25	1,657	29	2,049

Overnight camps serving campers with disabilities by size of camp	2021		2022		2023	
	# Camps	# Campers w/ Disabilities	# Camps	# Campers w/ Disabilities	# Camps	# Campers w/Disabilities
Under 300	51	566	50	457	48	146
300-499	32	1,144	36	825	37	1,223
500-699	15	336	23	512	26	547
700+	29	856	27	1,176	25	1,134

Overnight camp staff and campers with disabilities and inclusion professionals	2019	2021	2022	2023
# Camps hiring staff with disabilities	41	46	60	56
# Staff with disabilities	-500 (>2%)	220 (1%)	232 (1%)	239 (1%)
# Inclusion professionals at camp	Data not collected	359 (2%)	1,105 (5%)	1,701 (7%) - includes camper care and medical staff.
Ratio of campers w/ disabilities to inclusion professionals	Data not collected	8:1	2.7:1	1.8:1 (including camper care and med team).

Yashar Overnight camp staff and campers with disabilities and inclusion professionals	2021	2022	2023
# Camps hiring staff with disabilities	17 (81%)	20 (87%)	17 (74%)
# Staff with disabilities	131	137	117
# Inclusion professionals at camp	128	532	750 (including camper care and medical teams).
Ratio of campers w/ disabilities to inclusion professionals	12:1	3.3:1	2.4:1 (including camper care and med team).

Day camp staff and campers with disabilities and inclusion professionals	2019	2021	2022	2023
# Camps hiring staff with disabilities	Data not collected	60 (45%)	65 (59%)	66 (59%)
# Staff with disabilities	-297 (~2%)	189 (2%)	212 (1.8%)	296 (2%)
# Inclusion professionals at camp	Data not collected	716	857	1,412 (including camper care and med team).
Ratio of campers w/ disabilities to inclusion professionals	Data not collected	5:1	4:1	2.8:1 (including camper care and med team).

Yashar day camp staff and campers with disabilities and inclusion professionals	2021	2022	2023
# Camps hiring staff with disabilities	15	18	21
# Staff with disabilities	73	63	108
# Inclusion professionals at camp	219	332	558 (including camper care and med team).
Ratio of campers w/ disabilities to inclusion professionals	5:1	3.5:1	2.6:1 (including camper care and med team).

VOC ED Number of participants	2022			2023		
	Yashar	Non Yashar	Total	Yashar	Non Yashar	Total
Overnight camps	55	78	133	186	141	327
Day Camps	141	86	227	89	49	138
Total	196	164	360	275	190	465

VOC ED Number of camps	2022			2023		
	Yashar	Non Yashar	Total	Yashar	Non Yashar	Total
Overnight camps	11 (48% of camps)	12 (11% of camps)	23	13	14	27
Day Camps	7 (30% of camps)	10 (12% of camps)	17	10	9	19
Total	18	22	40	23	23	46



Appendix B

Camper Satisfaction Insights Survey (CSI) and Staff Satisfaction Insights Survey (SSI) Instruments

Camper Satisfaction Insights Surveys are the property of Foundation for Jewish Camp. Do not copy without permission.

The next questions are about campers with disabilities or special needs. For our purposes, disabilities and special needs include individuals with intellectual, developmental, physical and/or sensory disabilities. Examples include Autism Spectrum Disorder, Asperger's syndrome, blindness, Down syndrome, hearing impairments, seizures, and other physical disabilities. Include campers with ADHD only if they require extra staff support or accommodations to be successful at camp.

Do NOT include campers who function independently and require no additional support or modifications, or campers whose challenges are limited to daily/weekly medications, campers who need support for mental, emotional, social or spiritual health, or campers with food allergies or special diets as disabilities or special needs.

Do you have a child with a disability or special need who attended [pipe: hCamp] this summer?

Yes No

(For those who answer Yes to having a child with a disability or special need)

How successful was [pipe: Camp] in providing a positive camp experience for your camper with a disability or special need?

Very Unsuccessful Somewhat Successful Neutral
 Somewhat Unsuccessful Completely Successful I don't know

If positive, ask: Tell us which camp facilities specifically helped meet your child's needs.

If negative, ask: Tell us what camp facilities could have been better to specifically meet your child's needs.

How inclusive was the environment at [pipe: hCamp] for your child?

Not Inclusive Somewhat Inclusive Neutral
 Inclusive Highly Inclusive I don't know

Please evaluate the camp based on [CHILD NAME]'s experience...

Select one in each row

	Don't Know N/A	Poor	Fair	Neutral	Good	Excellent
Willingness and success in dealing with the specific needs of your child (such as food allergies, medical issues, disabilities, etc.)						
The overall camp environment that created a sense of belonging and a positive camp experience						

(if Q above on belonging is negative or neutral)

What could camp have done to create a sense of belonging and inclusion and a positive camp experience for your child? Please be as specific as possible.

OR if Q above is positive What did camp do well that created a sense of belonging and inclusion and a positive experience for your child? Please be as specific as possible.

To what degree is being enrolled in a camp that is welcoming and accessible to all campers a priority for your family, regardless of ability or special needs?

1- Low Priority
 2
 3
 4
 5- High Priority

STAFF INSIGHTS SURVEY
YASHAR/DISABILITIES SPECIFIC QUESTIONS

2023 SSI Yashar Questions

For the purposes of the questions below, disabilities are defined as any combination of autism spectrum disorder, intellectual, developmental, physical, and sensory disabilities. At camp, this might be a camper who receives care from an inclusion specialist or camper care coordinator, or who gets support to move through camp throughout the day.

In your job at camp, did you work closely with or have responsibilities for campers or individuals with disabilities?

Yes No

How much do you agree or disagree with the following statements about camp...

	Don't Know N/A	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Was able to manage challenging behaviors of campers.						
It is important that I ensure an inclusive camp experience for everyone.						
Having people at camp who are different than me at camp improves the camp experience.						

Please let us know if you have any feedback on camp's commitment to or progress toward becoming a more inclusive space for every person in camp equally---regardless of disabilities or special needs. (If not, just click on Continue.)
Please be as specific as possible.

FOR YASHAR CAMPS ONLY

How would you evaluate the camp's ability to be inclusive of campers and staff with disabilities, in terms of...

	Don't Know N/A	Poor	Fair	Neutral	Good	Excellent
The staff week training on how to work with campers with disabilities						
The ongoing staff training related to working with campers with disabilities						
The support system of camp professionals in place to assist staff with challenges related to campers with disabilities						
The physical accessibility of camp (i.e., buildings, bunks, program spaces, pathways) for campers and staff with disabilities						

In what ways, if at all, has camp become more physically accessible for campers and staff with disabilities? If this is your first summer, feel free to leave this question blank.