



Endowment Accelerator Board Discussion Guide

Introduction

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

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

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

This **Board Discussion Guide** is designed to help your camp's governing body address essential questions that lead to well-informed, strategic decisions about the role of permanent endowment funds in your camp's future vision, financial/business model, and fundraising plans.

This guide is intended to assist camp boards, both fiduciary and non, whether you are new to endowments or already enjoy a robust permanent fund, and whether you have an active legacy giving program or none at all.

You do not need to have complete answers to each of the questions posed in the following guide in order to move forward with your plans to establish or grow your permanent endowment fund. However, you should be prepared to engage deeply on these topics and develop strategies based on your board discussions as you proceed.

Your JCamp 180 Relationship Manager is always available for additional support, to help facilitate your board discussions, and provide sample resources as your board works through its endowment journey.



Key Questions for Camp Board/Committee Discussion of Permanent Endowment

Knowledge: How well-versed is our board in the details of starting, growing, managing, and sustaining permanent endowments? Where do we have knowledge/expertise gaps that affect our ability to make confident decisions? How will we address those gaps?

Business/Financial Model: What are the components of our current business/financial model? What are recent trends affecting the model? What methods should we use to assess the financial impact of the endowment on the camp's budget and overall financial model?

Mission Alignment: How will the endowment align with the camp's mission, ensuring that its growth reflects and supports our organization's values and goals?

Current Strategic Priorities: How do our current strategic plan/priorities align or conflict with a new commitment to endowment-building? How might we resolve any conflicts?

Future Strategic Vision: How does the board envision the endowment contributing to the long-term sustainability and growth of our camp organization?

Policy: What policies does the board need to establish/refresh to guide decision-making regarding the endowment, considering both short-term and long-term objectives?

External Expertise: Should the board consider engaging financial experts or consultants to provide guidance on endowment management?

Transparency & Accountability: What effective practices should the board adopt to ensure transparency and accountability in endowment management?

Investment Strategy: How shall we evaluate and select an investment strategy for the endowment to meet our goals for optimizing return and minimizing risk?

Benchmarking: What standards should the board use to evaluate the performance of the endowment relative to similar organizations?

Values Alignment: What oversight should be in place to ensure the responsible and ethical investment/management of the endowment fund in alignment with our organizational values?

Integrated Fundraising: How might a focus on endowment-building affect our ongoing fundraising efforts, and how can these efforts complement each other for maximum impact?



Community Education: How should we inform stakeholders about the purpose, progress, and impact of the endowment fund for camp?

Donor Engagement: What strategies might we employ to engage donors in supporting the endowment, emphasizing its importance to sustaining camp's impact for future generations?

Measuring Success: How should the board measure the success of the endowment initiative, considering both quantitative metrics and qualitative impacts on camp's people, places, and programs?

Legacy Giving: In what ways might the board promote after-life legacy giving and its potential for significant long-term growth of the endowment?

Reporting & Transparency: How can the board ensure transparent reporting to donors and the wider community, demonstrating the impact of the endowment on camp programs?

Stewardship & Recognition: How will we effectively steward and appropriately recognize endowment donors to foster lifelong relationships with camp?