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### POSSIBLE RESPONSIBILITIES OF Non Fiduciary Camp COMMISSIONS

1. Local Policies: Local policies may concern any matter which touches the mission of the Camp including, but not limited to, the welfare of staff and campers, financial matters, fundraising, fulfillment of the teachings and values of the Jewish Camping Movement, and programming and worship in consultation with, and recognition of, the expertise of Jewish professionals. All of this work shall be in consultation with the GOVERNING ORGANIZATION.
2. Master Plan: The COMMISSION will be engaged in long-range planning to envision the physical needs for the development of the Camp. The Master Plan should include planning over five years, and be annually reviewed and updated for submission to and approval of the GOVERNING ORGANIZATION. The involvement of local leaders with applicable expertise and first-hand knowledge of the Camp is encouraged.
3. Capital Budget: It is necessary that the COMMISSION evaluate and propose a prioritized list of capital expenditures which implements the Master Plan as approved by the GOVERNING ORGANIZATION.
4. Operating Budget: It is essential that the COMMISSION is informed and supportive of the preparation of the Operating Budget. The Executive Committee or its designated will review of compliance with the Operating Budget. The COMMISSION will conform its work on the Operating Budget to the structure and fiscal calendar of the GOVERNING ORGANIZATION.
5. Tuition Structure: Consistent with its role as part of the annual Operating Budget process, the COMMISSION shall participate in the establishment of the tuition structure for its Camp. While the ultimate decision on the tuition structure rests with the GOVERNING ORGANIZATION, it is understood that the GOVERNING ORGANIZATION will take into consideration the recommendations of the COMMISSION.
6. Scholarship Program: The COMMISSION shall provide within its budget for scholarship funds to aid campers with financial need. The COMMISSION shall establish formal procedures which include, but are not limited to, encouraging applicants to seek financial aid from the campers’ local congregation and local Jewish federation. The COMMISSION shall also actively seek out additional sources of scholarship money from local foundations or individuals to supplement the scholarship funds in the Camp Operating Budget. The COMMISSION shall actively market the scholarship program, and shall establish policies concerning the application and award of the scholarship program, including availability to non-URJ campers. It shall endeavor with the GOVERNING ORGANIZATION to ensure that no child of a URJ member is denied an opportunity to attend a Camp of the Movement.
7. Development Program: The COMMISSION shall actively raise development funds for the improvement of its Camp. Any significant campaign or individual solicitation shall be approved and coordinated with the GOVERNING ORGANIZATION.
8. Participate in the Selection of Camp Director
9. Program Planning The COMMISSION in coordination with the Camp Director, and in consultation with local faculty, shall participate in general discussions of Camp programming. This shall concern general discussions about the structure and inclusion of Camp units, and programming issues to the extent they concern the mission of the Camp. Specific planning and selection of educational materials and methods, generally shall not be the purview of the Committee, but rather the senior staff of the Camp.
10. Camper Recruitment and Camper Welfare The COMMISSION shall actively support efforts to recruit campers through marketing in congregations and any other means it deems appropriate. The COMMISSION shall also concern itself with the quality of the camper experience and the welfare of the individual camper in specific Camp.
11. Staff Recruitment and Staff Welfare The COMMISSION shall actively support efforts to recruit staff through marketing and any other means it deems appropriate. The COMMISSION shall also concern itself with the quality of the staff experience and the welfare of individual staff in each Camp. This shall include, but is not limited to, the training and orientation of staff and matters of health and safety.
12. Relationship and Participation of Alumni: Alumni are one of the greatest assets of our Camp. Towards this end, the COMMISSION will develop a system to identify and track camp and staff alumni. The COMMISSION should foster the relationship with camper and staff alumni, encourage their continued involvement with an eye towards building community, develop fundraising prospects, and use the network of alumni for marketing.
13. Congregational Relationships Within the Camp Region: The primary source of staff and campers for the Camp should be the congregations within its Region. The COMMISSION shall encourage and support the “Ambassador Program”, an initiative designed to appoint key lay people within each congregation to advocate for camper enrollment and congregational support for camp related events. Therefore, the COMMISSION should develop methods, programs and communications to reach out to individual congregations. Such relationships should increase the number of campers and possibly identify other resources, including development resources, for the local camp.

### STRUCTURE OF THE CAMP COMMISSION

1. LEGAL NATURE OF ENTITY The COMMISSION set forth herein is not a legal entity. It is an advisory COMMISSION, working within established framework. It does not have fiduciary responsibility for camp operations. COMMISSION shall be directly controlled by the GOVERNING ORGANIZATION .
2. The COMMISSION shall work in collaboration with, and support of, the Camp Directors. The Camp Directors, in partnership with the COMMISSION president, should set goals and the agenda for the COMMISSION. This collaboration assumes and requires the inclusion of

the Camp Directors in all facets of the COMMISSION’s activities and deliberations (except in a circumstance where the GOVERNING ORGANIZATION formally requests input concerning the Directors).

1. DUTIES OF COMMISSION MEMBERS. All COMMISSION members are expected to serve on committees, and otherwise support, both financially, and with time.
2. REQUIRED COMMITTEES OF THE COMMISSION
   1. The COMMISSION will parallel the committee structure of the GOVERNING ORGANIZATION. The chairs of each committee are expected to be in communication with its respective counterpart on the GOVERNING ORGANIZATION.
   2. The COMMISSION Chair shall appoint committee chairs as deemed appropriated for the Camp Committee, including committees which do not directly parallel any GOVERNING ORGANIZATION Committees.
   3. A COMMISSION committee is part of the COMMISSION; it is not part of the GOVERNING ORGANIZATION or the GOVERNING ORGANIZATION’s committees It shall receive its mandate from the COMMISSION, and matters requiring action shall be referred to the COMMISSION for action. Memberships to committees are open to both COMMISSION members and non-COMMISSION members, but chairs shall serve on the COMMISSION. The appointments are at the discretion of the Chair of the COMMISSION. The following committees shall be called into existence:
      1. Fundraising;
      2. COMMISSION Development;
      3. Alumni Relations
      4. Marketing/Visibility;
      5. Master Planning;
      6. Camper Recruitment/Ambassador Program.
3. FRIENDS OF THE COMMISSION
   1. In addition to the COMMISSION, there shall be a committee called "Friends of the COMMISSION" (FRENDS). The purpose of the FRENDS is to act as advisors and supporters of the Camp. Such duties may include: to identify sources for funding and solicit financial gifts for Camp projects and to support the COMMISSION fulfill the mission of Jewish camping.
   2. The FOB shall consist of the past members of the COMMISSION and additional individuals appointed by the Chair of the FRENDS in conjunction with the Camp Directors and the Chair of the COMMISSION. There is no limit to the number of individuals who are on the FRENDS. The FRENDS may establish subcommittees and task forces to carry out particular projects or assignments under the direction of the Chair of the COMMISSION.

o Printed & revised with much appreciation from URJ Camp Newman.

2013