Foundation for Jewish Camps Incubator Project Theory of Change

Early

Incubator Activities

- Select camp professionals and organizations
- Assist in location development
- Develop and reflect on preliminary business plan
- Assist in marketing and recruitment
- Provide technical assistance: activities, workshops, curricula
- Develop curriculum for incubator

Incubator Outcomes

- Grantees have:
  - clear vision for Jewish specialty camp,
  - needs assessment/skill inventory,
  - plan for finding appropriate space,
  - good business model,
  - effective long-term marketing strategies
- High quality TA activities fit grantees' needs
- Curriculum comprehensively covers grantee needs & integrates core Jewish values
- Network of Fellows

Intermediate

Organizational Activities

- Develop good business models
- Establish fully functioning board
- Recruit new segments of campers
- Develop graduated skill model
- Develop staff recruitment process
- Develop and implement curriculum of Jewish education
- Develop and implement staff training curriculum
- Integrate Jewish values into management
- Create a sense of ruach

Organizational Outcomes

- Financial stability
- Board active in decision-making & fund raising
- Appropriate enrollment level
- Camper & staff retention
- Staff have Jewish and specialty knowledge
- Youth view staff as Jewish role models
- Camp activities integrate: Jewish and Israel knowledge, reflection on Jewish values, Jewish practices
- Respect & openness to all constituencies
- Continuous learning
- Fairness in staff-management relations

Long-Term

Youth Outcomes

- Specialty skills
- Knowledge of Jewish observance practices
- Strong networks of Jewish peers
- Jewish identity
- Knowledge and support of Jewish values
- Knowledge and support of Israel