

Introduction

This presents the third annual evaluation of the JWest Campership Program. As the program enters its fourth summer, a total of 3,309 first-time 6th - 8th grade campers have been enrolled--720 in 2008, 653 in 2009, 1047 in 2010 and 889 in 2011 (as of June 3rd). With nearly a month of recruiting still remaining for many camps, 2011 first-time camper results are on track to meet the revised goal (925) established in March.

More second-time campers returned than ever before, but these results are still short of goal. As of June 3rd, 630 out of last year's 1047 first-time campers (60%) are returning for a second summer. This is the same as 2010 and stronger than 2009, when 56% of first-time campers returned.

Using the program's "Theory of Change" document as our foundation, this evaluation is organized into 3 sections:

- I. "Creating and retaining campers" examines progress against the first and second-time camper goals and how the modifications made in 2010 are a key reason the program is on track to deliver the first-time camper goal, in addition to a record number of returning campers;
- II. "Reaching deeper into the Jewish community" looks at whether targeted JWest efforts have continued to broaden the ethnic and socio-economic camper profile; and
- III. "Building Jewish pride, 'connectedness', and identity" looks at progress regarding annual process benchmarks and long-term outcomes specifically regarding the *actual* summer camp experience and whether it is contributing to greater year-round Jewish involvement.

Summary

1. The program is on track to meet the first-time camper goal (925). The program continued to benefit from (a) two week session incentives; (b) focused marketing; (c) individualized marketing support for 3 camps whose campers traditionally apply later; and (d) strong FJC ownership of the program. It should be noted this was the first year the goal was a "cut-off" or *maximum* number of campers that could be funded.
2. In retrospect, the 68% retention goal was unrealistic, given the program's history of never exceeding 60%, even with highly targeted and individualized outreach by the FJC. As of June 3rd, 630 of the 2010 first-year campers (60%) were signed up to return to camp for a second summer. This is 8% points below the goal, but the same as last year and 4% points higher than the return rate in 2009.
3. JWest continues to attract a more diverse mix of families to Jewish camp. Although most recipients fit the general profile of other Western camp families (which is desirable in terms of fit within camp population and culture), significant diversity is being achieved on almost all family religious, nationality, and socio-economic measures.
4. The Jewish camp experience made possible by JWest continues to have a positive impact on Jewish engagement. The recently completed Post Camp Activities and Interests Tracking (PCAIT) research showed that 97% and 85% of 2010 first-time campers and 2009 first-time/2010 returning campers, respectively, were engaged in *at least one* Jewish activity (temple or community) during the school year and, that almost two-thirds of first-time campers and nearly half of returning campers had *increased* their involvement in at least one Jewish activity since attending camp.

Detailed Discussion

I. Creating and Retaining Campers

Year	# of First- Year Campers		
	Campers	Goal	% of Goal
2011	889*	925	96%
2010	1047**	813	126%
2009	653	1100	59%
2008	720	1000	72%

* as of 6/3/11 **as of 6/21/10

1. The program being on track to meet the 2011 first-time camper goal is again the result of effective and focused implementation. Specifically:

- Maintaining incentives for two week sessions.** The decision to include two-week campers was one of the most important course corrections made to this program, helping to significantly exceed the first-time camper goal in 2010 and put the program on track to deliver goal in 2011. Specifically, two-week session incentives now account for 56% of all incentives provided in 2011, 2% points higher than the 54% in 2010 and significantly higher than the 16% in 2009.
- Strong execution of a focused marketing program.** Similar to last year, the camps received all of their 2011 marketing materials in September. This allowed most camps to get a head start on the development of their marketing plans and their overall recruiting efforts. Given the success experienced in 2010, the only major change in the marketing program was to add tactics that encouraged parents to sign up early in order to ensure they received an incentive. To do this, the FJC distributed posters as well as postcards crafted for both first and second-time campers to all twenty-four JWest camps in September. FJC worked with the *big imagination group* (BIG) to create and distribute eblasts for first and second-time campers throughout the recruitment season.
- Individualized marketing support for 3 camps.** This year, the decision was made to include one-on-one marketing training with three camps (Camp Alonim, JCA Shalom and Camp Mountain Chai). These camps were selected because they enroll a large percentage of their campers from April - June. There was a concern their campers would be closed out of a significant number of Year I incentives due to the limited number available.

This effort appears to have yielded dividends as each of these camps has done a better job of bringing campers in more quickly in 2011 compared to 2010. While we don't have totally "apples to apples" tracking, the chart below demonstrates improvements in most cases:

	First Year	First Year	Difference	2nd Year	2nd Year	Difference
	Campers	Campers		Campers	Campers	
	3/29/11	3/17/10		3/29/11	3/17/10	
Camp Alonim	55	34	+21	41	29	+12
JCA Shalom	35	23	+12	28	27	+1
Mt. Chai	48	28	+20	40	16	+24

- **Strong FJC ownership.** Similar to 2010, the FJC's commitment and follow-up were key factors in the strong results, especially since the team overseeing the program was down by one full-time member and two part-time recruiters (compared to 2010). The FJC made multiple visits to a number of JWest communities (including San Francisco, Los Angeles, Tucson, San Diego, Oregon and time spent in Denver) to attend Chanukah parties, camp fairs, and rabbi meetings, as well as to do general community and temple visits. Altogether, the FJC presented at over 51 synagogues, camp fairs and rabbi meetings between early December 2010 and early April 2011.

2. **Conversely, the camps were unable to deliver what we now believe was an overly aggressive second-year retention goal. As of June 3rd, 630 JWest campers (60%) were enrolled to return for a second year of camping. This is 83 campers short of the goal, although it is the same return rate experienced in 2010. Detailed return rates by camp are included in Addendum 2.**

Year	# of Second-Year Campers	Goal	Retention Results
2011	630*	(713) 60% retention (3 wk); 75% (2 wk)	60% (88% of goal)
2010	393**	(393) 60% retention (3 wk); 75% (2 wk)	60% (100% of goal)
2009	403	80% retention	56% (69% of goal)

* As of 6/3/11 ** As of 6/21/10

FJC and the camps continued their retention focus in 2011, utilizing several tools including:

- Five eblasts (July 2010, Chanukah, mid-winter, Passover and a mid-May "last chance" eblast) to potential second-time recipients
- Making retention a focus at the September Summit
- Distributing second and third-time camper postcards to camps for them to mail to all campers
- Following up with all campers who had not yet committed to camp

The follow-up program was started earlier, and done more methodically and with more persistence than in 2010:

- **Earlier start.** This process was started in February, a full month earlier than in 2010, which gave the FJC more time to follow-up with parents.
- **More methodical.** Different than last year, the process began with an email to 555 parents of 608 uncommitted campers. This email, which included a brief survey asking these parents if they planned to send their child(ren) back to camp this summer, reached 247 parents. From those, 74 campers have now submitted their application. After the email, four FJC JWest team members spent March and April calling the remaining 308 parents of uncommitted campers, utilizing an online instrument to systematically guide their phone conversations and accurately track parents' responses.
- **More persistence.** In May, the same four team members reached out to 123 parents who initially said that they were not sure of their child's summer plans when they were first surveyed and the 39 parents who said that their children were registered for camp, but had not yet registered for the grant.

As detailed in Addendum 3, the team successfully reached 555 of 658 (84%) originally non-committed second-year JWest families. In total, this follow-up program resulted in **145** additional returning campers. Interestingly, the key reason for not returning this year was affordability (31% of responses) - even with the grant - which is significantly higher than in 2010 when affordability issues were only 17% of responses.

Despite the highly targeted and individualized outreach done by the FJC both this summer and in 2010, the second-year retention rate appears to be capped at about 60% of first-year campers. This is +4% points higher than the 56% achieved in 2009 (when much less effort was spent to retain these campers), demonstrating that the "extra effort" does appear to help move the rate to 60%. However, the results of the last two years also indicate that it is going to be challenging to move that rate much higher. Once we receive more detailed information on the retention rates for two week campers (both those attending another two-week session, as well as those who "upgraded" to a three-week session) and three week campers, we will be able to provide additional perspective on this finding.

3. **The third year, non-incentivized return has exceeded expectations.** As noted in last November's evaluation, 2010 was our first opportunity to evaluate the third year, non-incentivized return. The 65% return rate of second-year campers for a third year of camp was substantially higher than the original 50% goal. It is likely that the program will continue to "over-deliver" in this area given these results and the high quality of the camp experience we continue to document via the Camper Satisfaction Insights (CSI) study. We will update this finding in our November 2011 report.

II. Reaching Deeper into the Jewish Community

JWest incentives are continuing to create a more diverse mix of families at Jewish camp. Our research (CSI study) among JWest recipients versus the balance of Western camp families shows them to be:

- More interfaith--22% were interfaith families vs. 16%.
- Less first-generation Americans--76% were families where both parents were born in the U.S. vs. 85%.
- More Russian (3%) and less "Other Ashkenazic" (61%) vs. 1% and 70%, respectively.
- Less affiliated--84% were temple/synagogue members vs. 92%.
- New to Jewish camp--41% were families where neither parent had attended Jewish overnight camp vs. 29%.
- Lower income--41% were under \$100K HH income vs. 10%.

Once again, specific effort was focused on a strategic plan to recruit more Russian-speaking and Israeli Jews. Both print and digital materials were offered in Hebrew and Russian languages, and print ads were taken out in both Israeli and Russian language media across Los Angeles. Materials were distributed at Russian and Hebrew-speaking community events. This year, the FJC issued marketing grants to several JWest camps and communities:

- The LA Federation received a grant to increase their outreach efforts to these campers. As part of this, they hired a recruiter, who spent 4 months making connections with professionals, grass roots organizations and individual families, while promoting Jewish camp and JWest camperships.
- JCA Shalom and JCC Ranch camps used their grants to organize events targeted to these families, to translate their materials into Hebrew and Russian, and to promote their camps in areas with high concentrations of these families.

These efforts have yielded mixed results to-date. As of June 3rd, the program has received 73 applications from Russian-speaking campers, which is down compared to 96 in 2010. However, the 2010 results were pulled as of June 21st, nearly three weeks later than this year. Given this difference in timing, we anticipate that the final 2011 results for Russian-speaking campers will be consistent with 2010.

On a positive note, despite the earlier reporting date, Israeli camper applications are already up by more than 50% to 102 (from 67). Further, even though there was no separate targeted effort to attract campers who have at least one parent from South/Central America, an additional 26 applications have been received from this camper segment. While we cannot compare this number to 2010 as this break-out was not specifically tracked, we believe this further demonstrates how the JWest program is extending camps' reach throughout the Jewish community.

More detail on this increased diversity is included in Addendum 4.

III. Building Jewish “Connectedness”, Pride, and Identity

It is premature to draw any definitive conclusions about camp’s influence on building identity and connections.

Longitudinal research (which tracks attitudes and behaviors regarding Jewish identity and behaviors among camp families) is starting its third round but already, we are having difficulty maintaining response rates that will support longer-term analysis. Moreover, the relatively high levels of at least *some* form of Jewish engagement are likely to make camp a potentially difficult variable to isolate. And, as mentioned during the March JJF-sponsored "Evaluation Summit," it may be unrealistic to identify and interpret long-term impact in such a short time frame. Nevertheless, our ongoing annual research studies that assess the actual camp experience and monitor school-year “engagement” in Jewish life and activities continue to affirm that:

- As we found last year, for the vast majority of those who attended in 2010, camp was an overwhelmingly positive experience. Ratings from JWest recipient families (both parents and campers) were strong and on-par with those from all other Western camp families.
- Recently completed PCAIT research has shown that 96% of 2010 campers and 85% of 2009/returning 2010 campers have at least maintained, and in many cases, increased their level of involvement in temple or community/service/volunteer-related activities.
- For many, camp has helped stimulate *greater* involvement. Since last summer’s experience, 61% of 2010 campers and 48% of 2009/returning 2010 campers said they were *more* involved in at least one temple-related or community/service/volunteer-related activity.
- 98% of 2010 campers and 96% of 2009/returning 2010 campers cited involvement in at least one activity during the school year *specifically related to camp and/or fellow campers*.

More detail from the April/May 2011 PCAIT Study is included in Addendum 5.

Addendum 1

Review of Camp Goals - First Time Campers

CAMP	2011 First Time Camper Goal	2011 First Time Campers	2011 % vs. Individual Camp Goal	For Ref: 2010 First Time Campers	For Ref: 2009 First Time Campers	For Ref: 2008 First Time Campers
Wilshire Boulevard Temple Camps						
Camp Charles Pearlstein	64	102	+59%	116	27	42
URJ Camp Kalsman	35	42	+20%	18	21	40
Camp Gilboa	40	44	+10%	34	18	20
Camp Gilboa	16	17	+6%	16	18	13
JCC Ranch Camp	48	51	+6%	47	57	54
Camp Akiba	10	10	0	13	N/A	N/A
Camp Mountain Chai						
Camp Yofi	85	78	-8%	67	73	45
Camp Alonim	8	7	-12%	12	6	11
Camp Ramah	93	77	-17%	91	60	57
Camp Ramah	65	53	-18%	64	42	57
Camp Tawonga						
Ramah Outdoor Adventure	85	69	-19%	102	48	67
URJ Camp Newman	25	20	-20%	15	N/A	N/A
Shwayder Camp	100	77	-23%	121	35	31
Camp JCA Shalom	50	36	-28%	43	27	22
Sephardic Adventure Camp	130	85	-35%	93	80	81
B'Nai B'rith Camp	5	3	-40%	5	4	3
Camp Solomon Schecter	55	32	-42%	48	59	55
Camp Gan Israel Running Springs	45	24	-47%	33	24	27
Camp Miriam	50	24	-52%	28	26	56
Nageela West	10	4	-60%	6	11	N/A
Be'chol Lashon	20	7	-65%	8	N/A	N/A
Gan Israel Ranch Camp	8	2	-75%	4	N/A	N/A
	15	2	-87%	4	N/A	N/A
	1062*	866**		988**	636**	681**

*2011 individual camp goals exceed overall program goal of 925. These individual camp goals were created prior to and independent of the knowledge of dollar limitations for first-year campers that would restrict overall enrollment. These individual camp goals were then **not** adjusted when these limitations were finalized.

**Does not add to published totals as some incentives were provided to campers going to other camps

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June 6, 2011

Addendum 2

Review of Camp Goals - Returning Campers (Year 2)

CAMP	2011 Retention Goal	2011 Returning Campers	2011 % vs. Individual Camp Goal	2011 # of Campers Missed (Vs. Goal)	For Ref: 2010 Returning Campers	For Ref: 2009 Returning Campers
Camp Miriam	4	7	+75%		9	0
Sephardic Adventure Camp	2	3	+50%		1	2
Camp Nageela West	6	8	+33%		0	N/A
URJ Camp Kalsman	23	28	+22%		8	12
Camp Charles Pearlstein	12	14	+17%		14	16
JCC Ranch Camp	31	36	+16%		25	29
Camp Akiba	9	10	+11%		0	N/A
Be'chol Lashon	2	2	0		0	N/A
Camp Alonim	55	54	-2%	-1	36	35
Camp Mountain Chai	51	50	-2%	-1	40	39
Camp Tawonga	72	69	-4%	-3	36	40
Shwayder Camp	32	30	-6%	-2	12	16
Solomon Schecter	25	23	-8%	-2	21	23
B'Nai B'rith Camp	29	25	-14%	-4	41	35
URJ Camp Newman	86	73	-15%	-13	22	15
Camp Ramah	38	32	-16%	-6	27	39
Ramah Outdoor Adventure	12	10	-17%	-2	0	N/A
Camp Yofi	9	7	-22%	-2	4	2
Camp Gilboa	12	9	-25%	-3	7	8
JCA Shalom	66	48	-27%	-18	49	35
Wilshire Boulevard Temple Camps	83	61	-27%	-22	14	21
Camp Gan Israel Running Springs	26	12	-54%	-14	12	18
Gan Israel Ranch Camp	2	0	NA	-2	0	N/A
	687*	611*			378*	385*

*Does not add to published totals as some incentives were provided to campers going to other camps

Addendum 3

FJC Phone Interviews: Parents of Non-Returning Campers (reached 555 out of possible 658 families initially contacted on February 10, 2011)		
Will camper be returning this summer:	Yes	40%
	No	34
	Not sure yet	26
<i>Among the 221 returning campers (i.e., the 40% who said "Yes" above)</i>		
Has parent submitted their application at OneHappyCamper.org?		
Yes		
	No, but plan to do so within next week or so	33%
	No, but plan to do so within the next 2 weeks or so	33
	No, but plan to do so within the next 4 weeks	15
	No, but would like to be contacted by someone from FJC for assistance	10
	No, something else	4
<i>Among this same group:</i>		
Would you like to be contacted by someone from the FJC or the camp for assistance or to answer any questions you might have? (all were re-contacted) Yes		
		24%
<i>Among the 188 campers not be returning (34% who said "No"):</i>		
Will they be attending (or are you thinking they might attend) a different overnight Jewish camp than the one they attended last summer?		
	Yes	10%
	No	83
	Not sure yet	7
<i>Among the 334 not sure or will not be returning (34% who said "No" + 26% who said "Not sure yet" in first question above):</i>		
REASONS		
There is no program for my child's age group or, my child is not interested in the program available for his/her age group		1%
Didn't have a good experience at camp last summer		15
Even with the grant, affordability is an issue		31
Session length is an issue--we're looking for something shorter		9
Session length is an issue--we're looking for something longer		0
Jewish day camp may be a better option this summer		2
Secular day camp may be a better option this summer		4
We have other plans/commitments for the family this summer that conflict with the camp schedule (for example, a family vacation)		14
My child has other plans/commitments for this summer that conflict with the camp schedule (for example, sports practices or some other school-related activity in which they participate)		10
One summer was enough--just not interested in going back		8
Other reasons (generally more detailed explanations of the above choices)		44

Addendum 4

Profile

	JWest Families in OHC Study*	JWest Families in CSI Study**	Western Families- Received <u>NON</u> -JWest Outside Funding***	Western Camp Families- Received NO Funding****	National OHC Recipients*****
N=	362	928	595	905	1,426
Parents did NOT Attend Jewish Camp	not yet available	41%	39%	29%	not yet available
Interfaith	nya	22	17	16	nya
Affiliated	nya	84	87	92	nya
JCC members	nya	22	24	29	nya
Russian speaking	nya	3	2	1	nya
Other Sephardic	nya	7	7	4	nya
Other Ashkenazik	nya	61	64	70	nya
Both parents born in USA	nya	76	73	85	nya
College grad	39	35	33	28	37
Post grad	51	54	55	67	55
Under \$50K	12	15	18	2	10
\$50-\$100K	27	26	26	8	20
\$100-\$150K	16	17	19	11	19
\$150-\$200K	9	7	6	15	11
\$200K+	6	6	3	34	12
No answer	30	28	27	30	29
Likelihood to Have Attended Camp Without Outside Funds					
5 Extremely	6	11	14	na	18
4	11	11	14	na	21
3	18	15	15	na	22
2	24	15	10	na	18
1 Not At All Likely	41	40	40	na	22
Likelihood of Returning to Camp Next Summer					
5 Extremely	na	64	65	69	na
4	na	20	19	13	na
3	na	11	10	9	na
2	na	2	3	3	na
1 Not At All Likely	na	3	3	5	na

* SOURCE: 2011 OneHappyCamper Applicant Study; 362 responses as of 5/23/2011 from 2011 first-year JWest recipient families-study still in progress
 ** SOURCE: 2010 Camper Satisfaction Insights; Western families who received a JWest incentive, fielded August/September, 2010 (first and second year recipients)
 ***SOURCE: 2010 Camper Satisfaction Insights; Western families who received outside funding but NOT JWest
 ****SOURCE: 2010 Camper Satisfaction Insights; Western families who received NO outside funding from any source
 *****SOURCE: 2011 OneHappyCamper Applicant Study; 1,426 responses as of 5/23/2011 from 2011 first-year recipient families-study still in progress (excl. JWest)

Addendum 5

2010 Post Camp Activities/Interests Tracking (PCAIT)

2010 1st Time: n=340

2010 2nd Time: n=75

2009 Non-Returning: n=17 (sample size too small for analysis)

	2010 1st Time Campers	2010 2nd Time Campers
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Temple-Related: MORE Since Camp

Attending or participating in Synagogue/Temple services	27%	17%
Attending Hebrew School	16	9
Volunteering at Hebrew school	15	9
Participating in Synagogue/temple youth group	28	27
Selected at least one of the temple-related for <u>more</u> involved	49%	43%

Temple-Related: SAME/MORE Since Camp

Participating in Synagogue/temple services	89	73
Attending Hebrew School	70	54
Volunteering at Hebrew school	52	41
Participating in Synagogue/temple youth group	65	58
Selected at least one of the temple-related for same/more involved	92	83

Jewish Community-Related: MORE Since Camp

Teen programs at your Jewish Community Center (JCC)	14	16
Theater programs at your Jewish Community Center (JCC)	5	1
Seeing Jewish films at your Jewish Community Center (JCC)	10	9
ADL's <i>World of Difference</i> program	1	1
Community service project that was organized by a Jewish organization	21	23
Working in a soup kitchen on Christmas, Easter, etc to allow other people to celebrate their holiday	12	11
Youth philanthropy program such as B'nai Tzedek or Rose Youth Foundation	5	5
Another Jewish service learning program	18	13
Selected at least one of the Jewish Community-related for <u>more</u> involved	41	35

Jewish Community-Related: SAME/MORE Since Camp

Teen programs at your Jewish Community Center (JCC)	32	39
Theater programs at your Jewish Community Center (JCC)	18	21
Seeing Jewish films at your Jewish Community Center (JCC)	31	26
ADL's <i>World of Difference</i> program	9	10
Community service project that was organized by a Jewish organization	59	48
Working in a soup kitchen on Christmas, Easter, etc to allow other people to celebrate their holiday	43	36
Youth philanthropy program such as B'nai Tzedek or Rose Youth Foundation	19	18
Another Jewish service learning program	42	41
Selected at least one of the Jewish Community-related for same/more involved	80	64

SUMMARY

Selected at least one Temple <u>or</u> Community activity as less/same/more	97%	85%
Selected at least one Temple <u>or</u> Community activity as same/more	96	85
Selected at least one Temple <u>or</u> Community activity as <u>more</u>	61	48

Addendum 5 (continued)

	2010 1st Time Campers	2010 2nd Time Campers
STAYING INVOLVED WITH CAMP		
Attend a camp sponsored reunion	14%	17%
Organize a mini-camp reunion	8	12
Attend a camp reunion organized by a camp friend	11	13
Attend family camp	5	4
Arrange for your camp friends to have Friday night (Shabbat) dinner at your house	9	1
Invite your camp friends to do something social -go bowling, see a movie, go skiing, etc.	30	34
Invite a camp friend to sleep over at your house	24	31
Arrange to spend a long weekend at the home of a camp friend	11	20
Visit an out of town camp friend	19	29
Join a specific camp Facebook group	24	47
Start your own or join a friend's Jewish- or camp-related online group	11	12
Blog on www.JVibe.com	6	7
Participate in another online Jewish community	13	8
Come up with an idea and invite your camp friends	37	20
SUMMARY		
Selected at least one type of camp involvement	98%	96%
Selected at least two types of camp involvement	44	59
Selected at least three types of camp involvement	31	44
Selected four or more types of camp involvement	17	25
Since camp, have you done either of the following?		
Travel to Israel on a family trip or as part of a group of other kids your age	5%	9%
Attend an Israel rally	6	7

PCAIT study fielded April/May, 2011