



# MISSION, VISION (AND VALUES)

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Elizabeth Sosnow  
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**“15 Minutes can  
Save you 15% or  
More on Your Car  
Insurance”**

**VS.**

**“75 Years of Savings  
and Service”**



# What Do You Think?

In November, LCOL Chairs and Affiliate Board Presidents were asked to reflect on a series of questions that will influence the development of the Strategic Plan and the MVV:

1. What should our #1 priority be to ensure ACA growth in the next 3 years?
2. What word revision would you suggest, if any, in ACA's current Mission and Vision Statements?
3. How would you describe the ACA's ultimate goal in 6 words or less?

**During our discussion today, you'll likely be able to put some of your early thinking into action!**

# Our current Mission, Vision and Values

- Does this set of statements best define our soul?
- Does it convey who we want to become?
- Is it specific enough?
- Are we differentiated from the thousands of other educational organizations?
- Is it compelling to the “outside world?” Inspire donors, partners and parents?
- Is it memorable?
- Is it achievable?

## Mission

Enriching the lives of children, youth and adults through the camp experience

## Vision

Enriching Lives, Changing the World

## Values

Contribution, People, The World

# Momentum

**We're in the midst of a fast paced evolution. Today, the ACA is reinventing itself internally...**

- Building on 100 years of heritage in community, character-building, skill development and healthy living
- Redefining itself through a dynamic Strategic Plan that imagines a new era for youth education and development
- Convening a community that serves millions children, youth and adults
- Pledging to a powerful promise of Reach, Relevance and Equitable Access for all
- Committing to deeper quality for ACA members and accredited camps
- Developing research that demonstrates the value of camp experiences to traditional educators & donors
- Growing with a refreshed focus on operations, financial strength, government engagement and volunteers

**...to meet the external needs of a distracted, “indoor nation” that forgets how human-powered communities build identity and purpose:**

- Declaring that everyone needs the learning benefits of camp/camp-like experiences through better access, understanding and culturally appropriate programming
- Protecting the physical and emotional safety of children and youth through our Standards and Accreditation
- Pointing to the wealth of evidence that shows that camp experiences are an essential part of a 21st century education
- Proving that the AI-economy requires humanity and community to spur a thriving global workforce

**Simply put, we need a Mission and Vision that better reflects who we are today...and who we want to become.**

# Who will we be?

Our Strategic Plan is Intended to Transform the Organization

<b>FROM</b>	<b>TO</b>
Historic and Current Camp Voice	Forward Looking Voice of Innovation
Foundational Practices for Camp	Promoting Health, Safety and Quality for All
Traditional campers	Growing Camp through Diversity, Equity & Inclusion
Focused on the Camp Industry	Expanding Through Partnerships and Alliances
Changing Organization	Effective and Aligned Organization
Anecdotal Evidence and Limited Research	Strategic and Actionable Research and Evaluation
Isolated Marketing	Ongoing Marketing and Accelerator Campaigns
Reactive to Policy Hurdles	Proactive Governmental Engagement

# How We\* Started

## Creating Statements that Embody the Transformation

**Reviewed October Board small group discussions on how the MVV should evolve, based on the 4 primary goals of the Strategic Plan**

*\*Board Committee:  
Elizabeth Sosnow, Scott Brody, Tom Rosenberg, Roberto Gil, Jody Oates, Kelley Freridge*

### **Codified purpose of the MVV:**

- Raise money, encourage corporations to align and fund
- Engage more than just 20% of camp professionals. Recruit more humans to our cause
- Articulate a memorable “who we are and what we do statement” for ACA staff and members (that isn’t the generic “magic of camp”)
- Position ourselves to be a culturally agile organization
- Consider the tricky fact that we are technically a charity that’s “owned” by the public, not our members/customers

**Invited LCOL and Affiliate Board Presidents to discuss and ideate with their Councils/Boards**

### **Reframed what we mean by Mission and Vision to avoid “blurring”**

- **Mission = the reason/purpose the organization exists, the need it is meeting in the community – and what it does to fulfill the vision**
- **Vision = what you see in the future for your community, if you organization succeeds at its mission**

**Paused “Values” development since they will be implied by our new M/V statements**

- ACA Staff to develop specific Values at conclusion of M/V work

**Developed several rounds of M/V drafts as a Committee, which were ultimately refined to today’s options**

# Ideation Boundary Conditions

## We want to keep in mind:

**Audience:** There is a desire to speak within the camp industry, and outside of it.

**Filters:** The right MVV should be an important filter for future decision-making. If it is clear and differentiated, it can become a standard that guides conversations about investments and resources.

**Exclusion:** Since no organization can be "all things to all people," the MVV will reflect ACA priorities. That may mean either killing sacred cows or even just sequencing needs.

**Less words:** The statements should be tight, and we should resist the urge to add filler words through group editing

**The right words:** We embrace the word "community," but what about fresh or new words

**Metrics:** The MVV is not independent of the strategic plan. Before the MVV can be finalized, we will need to commit to the right KPIs that connect the two initiatives.

- For example, an increase in corporate sponsors is a metric that's potentially tied to a new mission and to Goal #4 of the Strategic Plan.



# Early Questions

**Should we use words like “child” and “summer,” which connect to our traditionally recognized brand promise, but may not fully connect to where we’re headed?**

- “Children, Youth and Adults” is a mouthful. If we need to reference everyone, what’s the right word? “Individuals” vs. “Humans” vs. “People”

**Should we use the word “camp?”**

**“Safety” is on the minds of almost everyone we serve. Do we need to name it explicitly?**

**What are the strongest verbs we can use? (“Support” isn’t strong, but “Catalyze” is)**

**We like the idea of “undistracted” as a concept, but found it hard to put into action.**

**Can we create a tight, memorable phrase and avoid a “kitchen sink” statement? In other words, what are we comfortable implying?**

**Lastly, we are hoping to develop a memorable song, not an instruction manual....**

Please keep these questions in the backdrop as you consider our early draft statements

# Inspiration Break!

## “Best in Class” Mission Statement Examples

- Spread ideas
- To provide a free, world-class education for anyone, anywhere.
- Together, we create life-changing wishes for children with critical illnesses.
- charity: water is a nonprofit organization bringing clean and safe drinking water to people in developing nations.
- Team Rubicon unites the skills and experiences of military veterans with first responders to rapidly deploy emergency response teams.
- Watts of Love is a global solar lighting nonprofit bringing people the power to raise themselves out of the darkness of poverty.
- First Descents provides life-changing outdoor adventures for young adults (age 18-39) impacted by cancer.
- Bright Pink helps to save lives from breast and ovarian cancer by empowering women to know their risk and manage their health proactively.
- PCI’s mission is to empower people to enhance health, end hunger and overcome hardship.
- To transform our culture of sexual violence by educating, inspiring, and mobilizing a global community to *red their lips*, raise *their* voices, and create real change.
- To feed America’s hungry through a nationwide network of member food banks and engage our country in the fight to end hunger.

# First Round: **Mission Statements**

## **Mission**

the reason/purpose  
the ACA exists, the  
need it is meeting in  
the community – and  
what it does to fulfill  
the Vision

- Transforming Children and Adults through Community
- Creating Transformative Educational Communities for Children, Youth and Adults
- Empowering Experiences that Protect, Nurture and Transform Children and Adults
- Camp: Transforming Learners into Leaders
- Helping Today's Learners Become Tomorrow's Leaders
- Camps Create Safe Connections and Transformative Communities
- Building Future Ready Communities through Transformative Camp Experiences
- Building Tomorrow's Communities by Transforming Individuals Today
- Empowering All Children, Youth and Adults to Connect and Learn through Safe, Healthy, Quality Camp Experiences
- Empowering All Children, Youth and Adults to Connect and Learn through Quality Communities
- Together, We are a Community Catalyst for Social, Emotional and Inclusive Learning
- Together, We are a Catalyst for the Camp Community
- Camp is a Catalyst for Growth

# Inspiration Break!

## “Best in Class” Vision Statement Examples

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**Human Rights Campaign:** Equality for everyone

**Feeding America:** A hunger-free America

**Alzheimer’s Association:** A world without Alzheimer’s

**Oxfam:** A just world without poverty

**National Multiple Sclerosis Society:** A World Free of MS

**The Nature Conservancy:** To leave a sustainable world for future generations.

**Make-A-Wish:** That people everywhere will share the power of a wish

**Habitat for Humanity:** A world where everyone has a decent place to live

**San Diego Zoo:** To become a world leader at connecting people to wildlife and conservation

**NPR,** with its network of independent member stations, is America’s pre-eminent news institution

**Ducks Unlimited** is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever.

**Oceana** seeks to make our oceans as rich, healthy and abundant as they once were.

# First Round: **Draft Vision Statements**

## Vision

what you see in the future for our community, if the ACA succeeds at its mission

*How the ACA (the what) delivers value and development to children, youth and adults (the who)*

- Camp Communities are an Essential Part of Every Person's Education
- Expanding Educational Horizons and Human Potential
- Whole-Person Learning and Life Skills for All
- The Leader in Transformative Skills, Communities and Experiences for Children
- Together, We'll Create Childhood Communities that Lead to Adult Lives of Meaning
- To Become a World Leader in Teaching Children How to Become Lifelong Learners
- Building Tomorrow's Leaders, One Summer at a Time
- Building Tomorrow's Leaders, One Experience at a Time
- Building Tomorrow's Leaders, One Community at a Time
- Camp Experiences are a Catalyst for Thriving Adults
- Camp Experiences Transform Lives for the Better
- Human Lives and Learning are Transformed by Camp Experiences

# Here's what the board liked yesterday

## **MISSION**—Board's Early Picks

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- Camp: Transforming Learners to Leaders
- Camp is a Catalyst for Growth
- Helping Today's Learners Become Tomorrow's Leaders

## **VISION**—Board's Early Picks

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- Building Tomorrow's Leaders, One Experience at a Time
- Building Tomorrow's Leaders, One Summer at a Time
- Camp Experiences are a Catalyst for Thriving Adults

# Next Steps

## NCOL Small Group\* Discussions

**Today, please discuss your answers to the 8 questions, and select your three favorite Mission statements, and your three favorite Vision statements**

If you have a new statement you'd like to share, we'd love to hear it: [elizabethsosnow@gmail.com](mailto:elizabethsosnow@gmail.com)

*\* Group Assignments will be announced*

## Spring-Summer

1. Updated version of drafts circulated for review; 3 statements selected that best reflect “who we are” and “who we want to be”
2. Discussion of which statement options best
  - 1) represent Strategic Plan and
  - 2) connect/ladder together
3. Finalist statements presented
4. Selected Statements approved, triggers start of Values work by ACA staff

# Appendix



# Cutting Room Floor

## MISSION

- Creating Communities that Transform Children
- Camp: Learners to Leaders
- Camps Create Connections and Communities
- Preparing Today's Kids for Tomorrow's World through Transformative Camp Experiences
- Camps Create Thriving Adults
- Camps Catalyze Communities

## VISION

- Camps Fuel and Foster Human Facets
- Multidimensional Experiences for Multifaceted Humans in the 22nd Century
- One Day, Every Child will have the Opportunity to Consistently Experience Learning Outside of the Classroom
- One Day, Every Child Will Benefit from Immersive, non-Academic Experiences that Build Integrity and Resilience
- To Transform Childhood Learning by Partnering with a Broad Spectrum of Educators