



2020 Vision Camp Dudley, Inc. Strategic Vision for the Future

From the Beginning and the Birth of “The Motto”

In the spring of 2006, Dudley’s mission was expanded **“to develop moral, personal, physical, and leadership skills in the spirit of fellowship and fun, enabling boys and girls to lead lives characterized by devotion to others.”** For 130 years, Camp Dudley has provided an environment for camping experiences that positively impacts the growth and development of boys. That legacy was expanded with the acquisition of Camp Kiniya in Colchester, VT. Now serving girls at Camp Kiniya (VT) as well as the long-standing service to boys at Camp Dudley (NY), the Dudley motto of **“The Other Fellow First”** is alive and well on the eastern and western shores of Lake Champlain.

As the governing body of both camps, we have undertaken this review of our long-term vision to assess the Camps’ operations and determine the Camps’ future direction. This review includes the physical facilities and the properties on which those facilities sit, as well as the programs, the leadership, the governance, operational direction, and the financial structure to support our initiatives. With our steadfast attention to these goals and objectives, the Dudley spirit will continue to thrive and we will be able to provide life-changing experiences in a safe, fun, and nurturing environment that promotes physical, spiritual, and emotional development for both boys and girls.

From its founding in 1885 by Sumner F. Dudley, Camp Dudley has maintained a consistent focus on the moral, personal, physical, spiritual, and leadership development of the whole person. Generations of Dudley boys have grown to become leaders in their communities while regularly citing their experiences at Dudley as foundational to their strong character development and to leading lives devoted to service to others. The quality of leadership — both at Camp and outside of our gates — has been a hallmark of our history and continues to be so today.

Camp Kiniya, founded in 1919 by Helen Van Buren, has long been known as a camp delivering a safe, loving, and quality camping experience for girls. While Kiniya has its own unique cheers, hymns, and traditions, it celebrates all of the core elements of Camp Dudley and upholds the aim of two Camps with one motto and one mission.

No amount of planning and forward thinking for our two Camps could be achieved without an acknowledgement of the many supporters of our Camps. We are blessed with many thousands of alumni, parents, grandparents and friends who commit time, talent, and treasure to our Camps and strive to honor the motto of “The Other Fellow First.” It is from this heritage that thoughts about the future direction of our two Camps have emerged, and it is through this heritage that this vision will be realized.

This document was drafted by the Board of Trustees, our Directors, and Camp staff, enhanced by the input provided through a comprehensive survey made available to our entire community. This survey

generated hundreds of responses and informed our thinking as this plan was created. Through thoughtful discussions between Board members, Camp Directors, staff, and a separate Board sub-committee, the Board and the senior leadership team of Camp Dudley and Camp Kiniya have created this document to lay out the direction for our future.

What follows describes our Camps today and outlines our vision for tomorrow at Dudley and Kiniya.

The Camp Experience Today for Boys and Girls

Our Camps continue to thrive and deliver a high-quality summer experience to over 1,000 boys and girls, grounded by our motto and mission.

The following four statements are Guiding Principles for all the programming, activities, and efforts undertaken by our Camps:

- 1. Our core values are key to guiding the decisions we make in operating our Camps and in how we conduct our lives. Within each member of our community, we seek to develop and grow these same character traits, both by providing an example to follow and through direct encouragement.**
 - **Character:** *We strive to be considerate and fair, emphasizing the importance of honesty, integrity and respect, focusing on being of service to others.*
 - **Community:** *We embrace a community with a culture of inclusion, acceptance and fun. We celebrate the unique gifts among campers, leaders, staff, alumni and the wider communities in which we live.*
 - **Leadership:** *We value the development of leadership skills in our campers and staff, inspiring them to take an active interest in the development and needs of those in our community, while sharing a passion for learning and teaching.*
 - **Stewardship:** *We value the environmental, financial, human, physical, and spiritual resources we have inherited. We strive to foster a strong sense of accountability for those resources in the present, and a passion to sustain them for the future so that we may leave each other, our Camps, and our world better than we found them.*

- 2. Camp life revolves around four key Program Pillars that instill, develop, and reinforce our core values.**
 - **Arts:** *Through participation in the performing arts (theater, music, singing), ceramics, visual arts, digital and literary arts, we encourage growth, learning of artistic techniques, and the enjoyment of creative expression.*
 - **Athletics:** *Through participation and instruction in individual and team sports, we encourage healthy competition, sportsmanship, and a sense of fair play.*
 - **Outdoors:** *Through experiences in the outdoors, such as hiking and overnight camping, we foster an appreciation of nature, exposure to new experiences, and skill building.*
 - **Spirituality:** *Through vespers, Chapel, and Sunday talks, we foster reflection, appreciation, gratitude, respect, and concern for others; we encourage members of our community to discover and explore their own spirituality.*

- 3. We value our rich history and cherished traditions as a core aspect of the Camp experience.**
 - **The motto and mission of Camp is considered timeless and universal for boys and girls from generation to generation.**

- **Traditions** that sustain the personal growth and the safety of our community are cherished and appreciated.
 - **Alumni and their families** are an essential part of our community. Communications that foster a culture of shared Camp experiences through Camp traditions are a key part of our relationship with our extended alumni community.
 - **Ongoing Evaluation** of camp traditions is an important part of ensuring that traditions reflect consistency with our motto, mission, and core values.
- 4. Our Camps focus on the development of “the whole person,” and believe that strong leaders emerge from Camp experiences — various character and leadership development opportunities — grounded in the four Program Pillars with the hope that they will give our campers life-long skills to be future leaders in their communities.**
- **A well-balanced and healthy lifestyle** is our goal. This underpins all of our programming and is recognized as an important component to success in all aspects of life.
 - **The four Program Pillars** drive our camper experience, ensuring that everyone participates in each program area regularly.
 - **Developing leadership capabilities** through Camp experiences is a key component of the program for both personal and professional growth.

As Camp Dudley and Camp Kiniya look toward the future, the motto, mission, core values, Program Pillars and the above four Guiding Principles are in place, informing plans for future generations of campers.

Dudley and Kiniya for Tomorrow: Our Vision for 2020 and Beyond

Our vision is the result of a collaborative process involving our Directors, the Board of Trustees, staff, leaders, and campers, as well as alumni, friends, and our local communities. In discussing and evaluating where we have come from and where we are today, we received many comments and ideas about the opportunities and possibilities for the future. Out of these conversations and a carefully considered review by our Directors and the Board, three fundamental areas of focus have emerged: **Community, Leadership, and Stewardship**. These three strategic themes thus anchor our vision for 2020 and beyond. For each of these themes we have highlighted several key goals and the action steps needed to bring these goals to fruition. We look forward to working closely with the Dudley/Kiniya community in implementing these action steps and to tracking our progress toward achieving these goals. We know that with the help and support of the Dudley/Kiniya community all these goals are achievable and this vision is within our collective reach.

COMMUNITY

OFFER A BROAD RANGE OF MISSION-CONSISTENT PROGRAMMING THAT IS RELEVANT TO TODAY'S CAMPERS AND BUILDS LIFE-LONG SKILLS, INTERESTS, AND RELATIONSHIPS.

- Review and evaluate current programs and explore additional program opportunities, ensuring that every program is age appropriate, mission-driven, and aligned with the Dudley and Kiniya traditions.
- Promote the “unplugged” initiative and inform our community about the benefits behind this initiative (focusing on developing relationships directly with people rather than through electronic devices).
- Identify the set of life skills that are part of our Camps’ focus on developing the whole person, and continue to refine our programming as needed to teach, reinforce, and foster these critical life skills.

SUSTAIN AND STRENGTHEN THE YEAR-ROUND RELATIONSHIPS WITH THE ENTIRE DUDLEY/KINIYA COMMUNITY BY CREATING OPPORTUNITIES TO EXPERIENCE THE “MAGIC” OF OUR CAMPS AWAY FROM OUR WESTPORT AND COLCHESTER CAMPUSES.

- Continue to evaluate any opportunities to expand the mission and programming in the context of enhancing, rather than diluting, the traditional summer experience.
- Explore year-round and in-season opportunities for off-site adventure/mission-based trips for campers, employees, and alumni that support the Camps’ mission.
- Develop key programs and communications that foster lifelong, meaningful relationships with alumni, thus reinforcing loyalty and fidelity toward supporting our core summer camp success.
- Develop and maintain an up-to-date, relevant, and informative website and outreach that meets the needs of current and prospective campers, parents, staff, alumni and other members of our communities.

REINFORCE AND STRENGTHEN OUR COMMITMENT TO DIVERSITY AND INCLUSION WITHIN OUR COMMUNITY. WE BELIEVE THAT DIVERSITY SHOULD INCLUDE A WIDE SPECTRUM OF DIFFERENCES IN OUR COMMUNITY.

- Ensure that our programs and other aspects of our Camps are designed to promote inclusion and appreciation of the rich variety of the human family.
- Improve diversity and inclusion at our Camps and within our communities through increased outreach through open houses, community partnerships, expanded scholarships, alumni liaisons, staff training, and enhanced programming.
- Evaluate any potential off-campus or off-season program expansion in terms of the impact on our goal of reinforcing and strengthening our commitment to diversity and inclusion.
- Provide continued improvement in our relationships with the local communities in Westport and Colchester, particularly with regard to any community or youth activities we may be able to support.

LEADERSHIP

RECRUIT AND RETAIN THE HIGHEST QUALITY YEAR-ROUND AND SEASONAL EMPLOYEES WHO SUBSCRIBE TO OUR MISSION, SERVE AS ROLE MODELS, TEACH WITH PASSION, AND DEMONSTRATE SINCERE CARE FOR EACH OTHER.

- Foster the professional development of the year-round and summer staff by encouraging continuing education, attendance at seminars and leadership development conferences. Include professional growth as a component of annual goal setting and performance review.
- Attract and recruit high-quality staff who are skilled and experienced in their respective roles, thus increasing the level and quality of instruction in all program areas.
- Support and cultivate a team of camping professionals who seek to be the best in the business through continuing education, frequent reviews and a structured feedback system.
- Maintain close relationships with peer camps in a spirit of collaboration and cooperation and with the aim of constantly updating our programs, processes, and procedures to maintain “best practices” year round.

IMPLEMENT AND REFINE DISTINCT PROGRAMS THAT DEVELOP THE LEADERSHIP CAPABILITIES OF ALL PARTICIPANTS AND ENSURE CONTINUITY OF LEADERSHIP WITHIN OUR CORE PROGRAMS.

- Maintain the focus on and the importance of leadership at all levels, from the youngest camper to the most experienced staff member.
- Evaluate and continue to improve the curriculum and feedback system of the Leadership Development Program.
- Refine and develop our off-season leadership development programming, building on past successes as well as lessons learned.
- Formalize an alumni-leader networking program that supports education and career development.

STEWARDSHIP

PRESERVE, MAINTAIN, AND ENHANCE CAMP RESOURCES, INCLUDING OUR BEAUTIFUL PROPERTIES AND PASSIONATE HUMAN/SPIRITUAL CAPITAL, AND ENSURE THAT THEIR USE IS CONSISTENT WITH OUR MISSION AND OUR TRADITIONS.

- Complete the Master Site Plan recommendations at Camp Kiniya.
- Complete the Sustainability Action Plan recommendations for both campuses. Regularly evaluate our use of environmental resources and the level of sustainability. Seek expert outside advice and input where appropriate and necessary.
- Monitor opportunities to acquire neighboring property that allow for the enhancement or expansion of our Camps' mission. Consider both the acquisition expense and the ongoing maintenance of the property and its buildings. Ensure that we have adequate financial resources to be opportunistic.

SEEK FULL ENROLLMENT WITH MANAGEABLE WAITING LISTS.

- Regularly assess the factors that could potentially impact our ability to offer and fill current programs in the future.
- Examine the size and duration of all sessions and explore additional/alternative revenue-generating program offerings and expense-management opportunities to ensure that long-term budgetary and mission goals are met.

MAINTAIN STRONG FISCAL MANAGEMENT OF OUR CAMPS' FINANCIAL RESOURCES THROUGH CAREFUL PLANNING, SOUND POLICY MAKING AND A LONG-TERM PERSPECTIVE.

- Identify the financial resources required to sustain the mission and the various elements of the strategic vision, including facilities, programs, scholarship, leadership training, and reserve funds.
- Broaden and improve our fundraising efforts in support of this vision.
- Regularly evaluate both Camps' operational expenses to ensure efficient use of resources in order to keep tuition at manageable and competitive levels.
- Evaluate all off-season programs to ensure they can be/are accomplished within budget and do not create cost pressures for the Camps.
- Regularly evaluate how our endowment is managed and remain consistent in our willingness to accept a reasonable level of risk in the context of our very long-term investment horizon.
- Examine the size of all programs with the aim of finding the optimal balance between budgetary and mission/programmatic objectives. Acknowledge that the analysis will be different for each Camp as well as for other in-season and off-season program offerings.

EXPLORE AND PURSUE GOVERNANCE STRUCTURES AND ORGANIZATIONAL STRATEGIES THAT WILL ENHANCE AND PROTECT OUR CAMPS.

- Reinforce and ensure continuance of our independence and not-for-profit status.

- Regularly evaluate our leadership needs and Board governance to support all of our programs.
- Commit to improving the alumni experience and links to our two Camps. Doing so not only serves to promote our aim of creating “campers for life,” but also ensures that we will have our alumni's support of the Camps' enrollment, financial and Board governance goals.
- Maintain sound policies and guidelines for the stewardship of the Camps' resources and financial security. Regularly review the Camps' budgeting, capital expenditure and operating processes. Buttress these efforts through the Camp Dudley Foundation.

This strategic vision is intended to reinforce and carry our Camps' motto and mission into the future. “The Other Fellow First” is a timeless life creed that has served Dudley for generations and now is heard echoing on both sides of Lake Champlain. We all have a role to play in our Camps' future, carrying the baton for a period of time in the manner that those who have come before us have done. It is with appreciation of our predecessors that we enthusiastically look to the future. This vision, our collective “2020 Vision,” will serve to guide us forward. Our Directors and their staffs will be responsible for the implementation of this vision, supported by the Board and the newly constituted Camp Dudley Foundation Board. The ultimate achievement of the goals and aspirations of this vision will only be possible, however, with the continuing involvement and passionate participation of the Dudley/Kiniya community. We will seek your advice, guidance, and input along the way, and we express our deepest gratitude for all that you have done in the past and in anticipation of what you will do in the future.

YOHA!