

**Camp Ramah in the Berkshires:
Our bylaws revision plan and considerations.**

Our by-laws revision process began as a result of a board self-assessment we conducted about our productiveness and effectiveness as a board in 2010. Although we found there were many positives we could point to in our Board self-assessment, our conclusion was that a revised board structure would enhance our effectiveness as a board and would allow us to review and revise our board policies, roles and responsibilities. Our committee has met many times to clarify our goals, and propose changes that are currently pending the full Board's approval.

Our major goals and considerations included:

- 1) A smaller and leaner executive - each member with specific areas of responsibilities
- 2) A representative Board of Directors reflective of the many communities we serve and representative of our growing alumni association
- 3) An advisory council (new for us) which would expand the total base of those involved in camp at the highest level (their only official role would be voting on the new slate every year with the board) and could be a group where we could place those who are both committed and supportive of Camp but are more marginal in their commitment to work and attend meetings as well as a place to attempt to bring up and try new and young potential board members - especially from our alumni association.
- 4) Setting up natural paths of progression in leadership by establishing term limits for the first time
- 5) A constant path of progression of senior leadership which creates a team at the top which mentors each other flowing from a senior VP to president to chairman (each limited to one term)
- 6) Creating ownership by a greater camp community by having officers, board members and council members elected by the entire "Board membership" rather than appointed unilaterally by the president (which is our status quo).
- 7) Nominating Committee coming from ongoing Governance Committee which includes alumni representation and board selection rather than appointment by president (which is our status quo)
- 8) No more Honorary Board positions with lifetime appointments (as we have currently)

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