

## Task 4: Our Mission

### **The big idea of this task:**

Mission statements provide meaning and purpose to foundations and organizations, and help guide their decision making process. As a Jewish teen foundation, we strive to connect our mission statement to the larger mission of the Jewish people through Jewish text and tradition.

### **By the end of this task, campers will be able to:**

- Share why a mission statement is important to an organization/foundation.
- Use Jewish text as a guide to create a mission statement.
- Define the mission of their teen foundation.

### **During this task, campers will grapple with:**

- Do we need a mission statement in order to successfully distribute grants?
- How can our mission statement reflect who we are as a teen foundation?
- How can we use Jewish text and tradition in creating our mission statement?
- How can I help the group during this process?

### **You know you have been successful with this task when:**

Campers have written a successful mission statement that can be used to guide the process of deciding which organization(s) they will fund over the coming sessions.

### **To have on your “radar screen”:**

- Many organizations and non-profits mission statements include a focus on a particular population or issue area. The teens will not be able to define the issue area that they would like to focus on because in most cases, you have already narrowed their choices by securing grant proposals before the summer. Be sure to steer them away from identifying issue areas, and towards identifying values and strategies in their mission statements. You may even want to call it a values statement, if you think this will be challenging for your group. Appendix 15 provides some sample mission statements for staff, which are helpful in identifying what type of statement you are aiming for during this process.
- The sample activities allow 25 minutes for the teen foundation to create their mission statement. Depending on the dynamics and size of your group, this process may take longer. Consider putting this program in a slot (such as an evening program) that has some flexibility as to the end time. Or, alternatively, schedule two sessions for this program so you have time if needed. It is important to allot enough time so everyone feels comfortable with the final mission statement, since the rest of the process hinges on their dedication to the statement.
- Campers will use consensus to develop their mission statement, and later in the process to decide which organization(s) to fund.

- Remember that consensus is not the same as a majority-rules vote. Consensus means coming to a decision that all group members agree to accept, even if it's not their most-desired outcome.
- Campers will have the opportunity to review mission statements for profit organizations, non-profit organizations, and foundations. Make sure to familiarize yourself with the difference between all 3 so that you can explain them to your campers.
  - A nonprofit organization has a mission that benefits the "greater good" of the community, society, or the world. It does not pay taxes, but it also cannot use its funds for anything other than the mission for which it was formed.
  - A for-profit organization makes or sells good or services with the primary goal of making money. Most companies considered to be businesses are for-profit organizations; including restaurants, stores, car dealerships and real estate companies.
  - A foundation is non-governmental entity created specifically to make grants to non-profit organizations, institutions, or individuals to advance a philanthropic mission. Foundations are usually funded through a donor, a family, or a corporation.

### **Raising the Bar**

#### **Ideas for further programs and integrating the task into the camp day**

- In the morning, post the mission statement of camp in the bunk and ask the campers to read it and think about how the mission is enacted throughout camp during the day. Prior to going to bed ask the campers to share different ways that they saw the campers/staff "living the mission statement."
- In the morning, challenge campers to find two people at camp who know the mission statement of camp.
- Tell campers to write down what they think the mission statement of camp is, and then ask the camp director, assistant director or development staff to share the mission statement, and how it was developed.
- After creating their mission statement, have campers create a poster with an illustrated version of it. This website may be helpful in getting the creative juices flowing: <http://www.studiomichalmeron.com/illustratedTorah.asp>.
- After creating their mission statement, design a T-shirt that includes images/ideas related to their mission statement. Make shirts for the campers.
- After this task, create a page on the camp website for the teen foundation. List the mission statement and names (and photos) of all of the members of their teen foundation. Campers can update the page throughout the grantmaking process.

### **Additional Resources**

A full explanation of the Fist to Five Consensus Building process used in this task can be found at [http://www.kipbs.org/new\\_kipbs/fsi/Files/ActFist5.pdf](http://www.kipbs.org/new_kipbs/fsi/Files/ActFist5.pdf)

More information about creating a non-profit mission statement can be found at <http://topnonprofits.com/examples/nonprofit-mission-statements/> (though your teen foundation's mission statement will be a bit longer than the ones here)

### **Sample Activities**

- Sample 1: Mission Statement Bonanza
- Sample 2: Mission Statement Round Robin

## **Sample 1: Mission Statement Bonanza** **Multiple Facilitators/ Large Group**

### **Overview**

In this program, campers will learn about mission statements by reading mission statements of well-known companies or Jewish organizations. They will then come together in a small group with other campers to share and evaluate the mission statements. At the conclusion of the program they will work with their foundations to create a mission statement.

### **Group Type**

Large Group

### **Space Needed**

A large space where sheet of 8 ½ x 11 paper can be placed in the center and campers can sit in a circle around them.

### **Supplies Needed**

- Copies of Appendices 1-12 (enough so that campers can have one sheet/one appendix total)
- One copy for every camper of the “Mission Statements for Well Known Companies, Foundations, secular and Jewish non-profits” (double-sided)- Appendix 13
- One copy per foundation of the Mission Statement Guide (double-sided)- Appendix 14
- Copies of Jewish Values Words and Quotes for each camper (from Task 1)
- Sheet of butcher paper for each foundation
- Markers

### **Prior to the Program**

- Calculate how many working groups you will need in order to have enough materials prepared.
- Calculate how many campers will participate in order to make sure there are enough copies of Appendices 1-12
- Review the mission statement guide- Appendix 14- Keep in mind that the mission statements should be general, especially if you have already received grant proposals from specific non-profits.
- Scatter the mission statements on the floor in the center of the space.

**Timetable- 60 minutes (though it may take campers longer to create their mission statements)**

5 minutes- Review

15 minutes- Mission Statement bonanza

10 minutes – Understanding Mission Statements

25 minutes- Creating our own Mission Statement

5 minutes- Wrap up

**Review (5 minutes)**

1. Spend a few minutes reviewing the “building consensus” material the campers learned in the last session. Review the “list of rules” that they created during the last task. Remind campers that consensus means:
  - everyone agrees to support the decision, even if it is not their first choice
  - everyone agrees to support the decision as if it was their first choice
  - everyone feels that they were heard and respected, and are therefore able to do these first two statements.

**Mission Statement Bonanza (15 minutes)**

1. Pass a pen or pencil and the “Jewish Values and Quotes” page to each camper. Remind campers that they have seen this page before during the first task. During the first task they explored what these values meant to them personally. For this task, they will be looking at how organizations embody these values.
2. Share with the campers:
  - Today we are going to be learning about mission statements and then creating a mission statement for our teen foundations. Mission statements are created to share the work, values and strategies of an organization. They also play a crucial role in helping organizations make decisions and prioritize their roles.
  - In order to learn more about mission statements we are going to ask that you each find a copy of a mission statement on the floor. But before you find your copy it is important that you know that these mission statements are from secular and Jewish non-profit organizations, foundations and companies.
  - Describe for-profits, non-profit, and foundations to the campers (see the first sheet of this task).
  - Go ahead and look for a mission statement that resonates with you.
  - Once you find a mission statement that you like or find interesting, use your list of values to help determine if any of them are important to the organization. Circle any values on your values sheet that you believe this organization/company views as important (either because it is stated or implied)
  - Give the campers 5-6 minutes to find a mission statement and complete the activity.

3. Once they find their mission statement and have circled the values, they should find their teen foundations and sit together in a circle.

### **Understanding Mission Statements – in teen foundation (10 minutes)**

1. When your teen foundation is all together, ask campers to get in groups of two or three and answer the following question in their small group:
  - Based on the mission statement you have in your hand, what do you think this company or organization does? How do you think they act toward their customers? Employees? (*Sample answer: my mission statement says “to inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.” I think they probably do a lot of things to help the communities they are in. And, maybe they have restaurants filled with quotes and books and stuff to inspire people.*)
2. Hand out the “Mission Statements for Well Known Companies, Foundations, and Jewish Organizations” (double-sided). Ask campers to identify which company/organization their mission statement represents in their small group.
3. Bring the full teen foundation back together. Ask campers:
  - Do you know your organization or company? Did you guess that this was the organization or company that you had?
  - If you know the company, do they fulfill their mission statement? How?
4. Explain to the campers that organizations and companies not only use mission statements for publicity, but also as a litmus test. When trying to make a tough decision, they look at their mission statement and decide what to do. Which action would be “mission-aligned”? Which action is consistent with who they are and what they believe is important? Mission statements are statements of values that guide an organization or company.
5. Explain to the campers that now that they have had a chance to read and evaluate the mission statements of different companies and organizations, they are going to create a foundation mission statement for their teen foundation. Just like the mission statements that they have read, this mission statement will be a statement of their values and help them stay “mission aligned” when choosing which organizations to fund.

### **Writing our Mission Statement (25 minutes)**

1. Ask one camper to be the recorder and give him/her the “Mission Statement Guide” (Appendix 14) to guide your process.
2. Ask another camper to take the lead on helping the group reach consensus on their core values. Give him/her a marker and the butcher paper.

3. Ask the group to look at the list of Jewish values. They need to reach consensus on 3-4 values that they want at the core of their mission statement. They will use these values to decide who their teen foundation is going to fund. If the conversation becomes tense one technique that can be used to facilitate consensus is the Fist to Five Technique.
  - Go through each value, one by one. Have campers use the following hand configurations as each value is called out:
    - 5=Absolutely
    - 4=Yes
    - 3=OK
    - 2=I'd rather not, but I could change my mind if....
    - 1=No, unless....
  - The recorder writes down which items received a 3-5 rating from all members of the teen foundation on one list, and create another list of values that received mostly 3s-5s, but had a few people who gave it a "2"
  - Look at the values that received the highest ratings. Were there any values that had all 4s & 5s? Write those down as definite values for your foundation.
  - From the remaining list, campers who feel strongly about any of the values (ie – gave them a 5) to speak about why they feel this value is critical to their foundation.
  - Ask any campers who do not agree, to share their opinions.
  - Repeat the hand configuration process to see if any of the values "rise to the top."
  - If necessary, go to the list with "2's" and ask campers who gave the item a 2 what they would need to change their mind. Does the inclusion of one of the other values already on our list make you more comfortable with the inclusion of this value?
4. Once you have chosen your values, move on to the other questions on the Mission Statement Guidelines until you have written your full mission statement.

### **Wrap Up (5 minutes)**

After they complete their mission statements have a representative from each teen foundation share the mission statement with the larger group.

## **Sample 2: Mission Statement Round Robin**

### **1 Facilitator/Small Group**

#### **Overview**

Campers will learn about mission statements by working together to review mission statements from large companies as well as Jewish organizations. They will write a teen foundation mission statement in their small groups and then share their work with the entire teen foundation. Once the groups have shared their mission statements they will use consensus to draft a final mission statement to represent their teen foundation.

#### **Group Type**

1 Facilitator/Small Group

#### **Space Needed**

An indoor space with walls to tape up 10 sheets of regular size copy paper

#### **Supplies Needed**

- One copy of the Mission Statement Guide for each working group (double-sided)- Appendix 14
- One copy per camper of the Mission Statements for Well Known Companies, Foundations, and Secular and Jewish Non-Profits Organizations (double-sided)- Appendix 13
- Blank copy paper for each working group
- Copies of Jewish Values Words and Quotes for each working group (from Task 1)
- 10 copies of Appendix 1- Appendix 12
- Tape
- Markers

#### **Prior to the Program**

- Print out and tape up Appendixes 1-10 on the wall around the room so that there is enough space between each paper so that a group of 3 teens can stand in front of it.
- Familiarize yourself with the Mission Statement Guide which the teens will use in their working groups and you will use to lead the activity where the campers create their teen foundation mission statement at the end of the program. Keep in mind that the mission statements should be general, especially if you have already received grant proposals from specific non-profits.
- Calculate how many working groups you will need in order to make sure you prepare enough materials.

### **Timetable- 50 minutes**

10 minutes- Review

25 minutes- Creating our mission statement

15 minutes- Wrap up

### **Review (10 minutes)**

1. Spend a few minutes reviewing the “building consensus” material the campers learned in the first session. Review the “list of rules” that they created during the last task. Remind campers that consensus means:
  - Everyone agrees to support the decision, even if it is not their first choice
  - Everyone agrees to support the decision as if it was their first choice
  - Everyone feels that they were heard and respected, and are therefore able to do these first two statements.

### **Creating our Mission Statement (25 minutes)**

1. Share with the campers:
  - Today we are going to be learning about mission statements, and creating a mission statement for our teen foundation.
  - Mission statements are created to share the work and values of the organizations. They also play a crucial role in helping organizations to make decisions and prioritize their roles.
  - You are going to build upon the skills that you used in the previous tasks to create your mission statement.
  - You are going to be in a working group (groups of 3) to develop a mission statement for your teen foundation.
  - Once you write your mission statement you will share it with the rest of the groups in our teen foundation and then using consensus you will come up with one final mission statement to represent our foundation.
  - Around the room you will notice that there are mission statements from different companies, foundation, and Jewish and secular non-profit organizations that are taped up on the wall.
2. Describe for profits, non-profits, and foundations to the campers (see the first sheet of this task.)
3. Share with the campers:
  - Your working group should pick 1 mission statement to stand in front of to start (make sure they are not in front of a mission statement where another group is standing).
4. Break the teen foundation into working groups of three people. Pass out a pen or pencil and a Jewish Values and Quotes page to each group.

5. Instruct campers: When I say “go,” read the mission statement with your group and use your list of values to determine which Jewish values correspond to the values in the mission statement. Work your way around the room to add additional values to the ones that are already written. You may need to come to a consensus when choosing which values correspond.
6. Once the groups have completed the activity ask:
  - How did you decide which values on your sheet matched the values in the mission statement?
  - Why do you think that it is important that companies/ Jewish organizations include values in their mission statements? *(Answer: Judaism is based on a set of values that help guide us in how we should live our lives. Many of our values provide a moral compass for many people, they would not view them as being Jewish. They are Jewish values for us because they are found in our text.)*
7. Pass out the Mission Statements for Companies and Organizations to each camper. Ask the campers:
  - Now that they know which company/organization corresponds to the mission statement they should think about what they may know about the company perhaps from visiting their stores, websites, or organizations? How are they “mission-aligned” – actually do what they say in their mission statement? *(Ex. Starbucks provides benefits to their part time and fulltime employees, what does they say about how they care for one another?).*
  - How do their values embody their mission statement?
  - If the company does not embody their mission statement, why not and how could the company change their mission statement to reflect their company?
1. Explain to the campers, now that you have looked at various mission statements and have begun to understand the connection between the mission statement and the values, we are going to ask you to write your own mission statements in your working group. Pass out the “Mission Statement Guide” to each working group.
2. Explain to campers that they are returning to their working groups. Together, they need to complete the Mission Statement Guidelines.
3. Have the campers read through the guide and then begin to write their mission statements.
  - Once they have completed their mission statements and have written it in the guide, they should write their mission statement in larger print on the blank sheet of paper.
  - They should leave enough room on the paper for comments about their mission statement.

- Once they have completed their mission statement they should tape it to the wall.
4. Once the working groups have completed the activity, bring the groups back together and explain to the campers that they are going to have an opportunity in their working groups to read each of the mission statements of the group and then make comments about the parts of the statements that they find embody the work of their teen foundation.
- Just like the first activity, they are going to have an opportunity to walk around the room and read the mission statements that each working group wrote.
  - The goal is for them to find a phrase or idea from each mission statement that could be in the final teen foundation mission statement.
  - If a working group reads a mission statement and another working group has already made a comment they agree with, they should put a check next to the comment. *(walk around the room and read the comments so that you can make sure they are appropriate)*

### **Wrap Up (15 minutes)**

1. Bring the groups back together and read the comments about each mission statement aloud and after each reading each mission statement ask the campers:
- Which values do you think are most important for our teen foundation to focus on? *(list them on a sheet of butcher paper)*
  - Have the campers narrow the list to 4 values. *(encourage dialogue amongst the campers, if they disagree, work with them to help them come to a consensus)*
  - Which part(s) of this mission statement would make a compelling part of our foundation mission statement?
  - Once they come to an agreement of which parts of the working group mission statements they would like to use, craft the final mission statement.
2. Ask the campers:
- Why do you think that it is important for our teen foundation to have a mission statement? *(Answer: It will help us make the decision about where to give our money, it helped us learn about our own values and the values of the rest of the group)*

## Appendix 1

Our mission: to inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.

## Appendix 2

Our organization is in the home improvement business and our goal is to provide the highest level of service, the broadest selection of products and the most competitive prices. We are a values-driven company and our eight core values include the following:

- Excellent customer service
- Taking care of our people
- Giving back
- Doing the "right" thing
- Creating shareholder value
- Respect for all people
- Entrepreneurial spirit
- Building strong relationships

## Appendix 3

Based on a Covenant with the Government of Israel, the following organization has as its primary goals the development and conservation of land for the benefit of the Jewish people, the maintenance of Israel's environment and the improvement of the quality of life in Israel. The areas of activity comprise:

- Greening the State of Israel through the creation, improvement and maintenance of forests and the preservation of natural landscapes and open spaces
- Land development, conservation and reclamation, including in rural and arid areas
- Conservation and expansion of water resources, drainage and rehabilitation of river systems, for the good of Israel and the entire region

## Appendix 4

We are committed to bringing the best personal computing experience to students, educators, creative professionals and consumers around the world through its innovative hardware, software and Internet offerings.

## Appendix 5

We seek to be Earth's most customer-centric company for four primary customer sets:  
consumers, sellers, enterprises, and content creators.

## Appendix 6

Our mission is to give people the power to share and make the world more open and connected.

## Appendix 7

Our mission is to organize the world's information and make it universally accessible and useful. The first step toward fulfilling that mission came when our founders, developed a new approach to online search that quickly spread to information seekers around the globe. Our company is now widely recognized as the world's largest search engine.

## Appendix 8

Our mission is to enrich the lives of Jewish students so that they may enrich the Jewish people and the world.

## Appendix 9

We work with Jewish funders, at the individual and collective levels, to improve the quality of their giving and maximize their impact as they make the change they want to see in the world. We leverage the power and the creativity of networks to produce change in the Jewish World.

## Appendix 10

Inspired by Judaism's commitment to justice, we work to realize human rights and end poverty in the developing world.

## Appendix 11

To foster compelling, effective Jewish learning experiences for young Jews.

## Appendix 12

We grant the wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength and joy.

## Appendix 13

**Mission Statements for Well Known Companies, Foundations and Secular and Jewish Non-Profits**

<b>Company</b>	<b>Mission Statement</b>
<b>Amazon</b>	We seek to be Earth’s most customer-centric company for four primary customer sets: consumers, sellers, enterprises, and content creators.
<b>American Jewish World Service</b>	Inspired by Judaism’s commitment to justice, we work to realize human rights and end poverty in the developing world.
<b>Apple</b>	We are committed to bringing the best personal computing experience to students, educators, creative professionals and consumers around the world through its innovative hardware, software and Internet offerings.
<b>Facebook</b>	Our mission is to give people the power to share and make the world more open and connected.
<b>Google</b>	Our mission is to organize the world's information and make it universally accessible and useful. The first step toward fulfilling that mission came when our founders, developed a new approach to online search that quickly spread to information seekers around the globe. Our company is now widely recognized as the world's largest search engine.
<b>Hillel – The Foundation for Jewish Campus Life</b>	Our mission is to enrich the lives of Jewish students so that they may enrich the Jewish people and the world.
<b>Home Depot</b>	<p>The following organization is in the home improvement business and our goal is to provide the highest level of service, the broadest selection of products and the most competitive prices. We are a values-driven company and our eight core values include the following:</p> <ul style="list-style-type: none"> <li>• Excellent customer service</li> <li>• Taking care of our people</li> <li>• Giving back</li> <li>• Doing the "right" thing</li> <li>• Creating shareholder value</li> </ul>

	<ul style="list-style-type: none"> <li>• Respect for all people</li> <li>• Entrepreneurial spirit</li> <li>• Building strong relationships</li> </ul>
<b>Jewish Funders Network</b>	<p>We work with Jewish funders, at the individual and collective levels, to improve the quality of their giving and maximize their impact as they make the change they want to see in the world. We leverage the power and the creativity of networks to produce change in the Jewish World.</p>
<b>Jewish National Fund</b>	<p>Based on a Covenant with the Government of Israel, the following organization has as its primary goals the development and conservation of land for the benefit of the Jewish people, the maintenance of Israel's environment and the improvement of the quality of life in Israel. The areas of activity comprise:</p> <ul style="list-style-type: none"> <li>• Greening the State of Israel through the creation, improvement and maintenance of forests and the preservation of natural landscapes and open spaces</li> <li>• Land development, conservation and reclamation, including in rural and arid areas</li> </ul> <p>Conservation and expansion of water resources, drainage and rehabilitation of river systems, for the good of Israel and the entire region</p>
<b>Jim Joseph Foundation</b>	<p>To foster compelling, effective Jewish learning experiences for young Jews.</p>
<b>Make A Wish Foundation</b>	<p>We grant the wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength and joy.</p>
<b>Starbucks</b>	<p>Our mission: to inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.</p>

Appendix 14

**Mission Statement Guide**

Here is a list of questions that are meant to help guide your discussions when creating your mission statement. Once you have answered all of the questions, use the answers to help guide your mission statement.

Your teen foundation will be giving money to support non-profit organizations.

1. What are the Jewish values of your teen foundation? (come to consensus on at least 3 values from the list) As you choose these values, keep in mind that these are the key values that you will look for in organizations that you are funding.

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2. Based on these values, how do you want the organization that you fund to embody the values of your teen foundation? (ie – the organization we choose will embody the values by treating others with kindness and respect.)

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3. What does your world look like if your foundation is successful? (ie – in our ideal world, all people will feel like they have self worth and value in society)

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### Sample Mission Statements:

These statements are examples of how to open your mission statement. You may choose one of these or write one of your own or refer to the company/organization mission statement to help you.

It is the mission of \_\_\_\_\_ to....  
\_\_\_\_\_ will empower all...  
\_\_\_\_\_ will strive for ...

2. Choose action words that can be used in your mission statements. Write your own action words or use the examples that are listed below.

- Collaborate
- Empower
- Engage
- Achieve
- Instill
- Develop

### Mission Statement:

Your mission statement needs to:

- Include your Jewish values
- Be short and concise
- Explain in a few sentences who you are and what you believe in

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## Appendix 15

### **Sample Teen Foundation Mission Statements**

Our mission as Chalutzim 2012, is to improve the world for the long term by helping individuals and communities thrive. (URJ Henry S Jacobs, Summer 2012)

We would like to improve the quality of life for those who are suffering on Long Island by providing opportunities to move forward. (Temple Beth El of Great Neck, 2013)

We strive to improve the general well-being of people in need on Long Island. We aim to pave new roads for our Foundation's beneficiaries through support of programs that enhance the self sufficiency of our neighbors, specifically through the teaching of new knowledge. We believe it is our obligation to lift up our struggling neighbors and help them to reach their true potential. (Community Synagogue, 2013)