A Transformed ACA: How We Got Here
1996 - 1999

- New Chartering Agreement
- Board decides to realign ACA
- ACA challenged with relevance
- Membership and Service Fees altered
- First membership growth in 15 years
- ACF provides $75,000 for research
Master Plan adopted
Policy Governance adopted
Received $640K from Lily
Initiated comprehensive research effort
Campaign ‘07 launched
Redirected image towards Knowledge Center
2003 – 2005

- Modified name by dropping “ing”
- Updated logo, rebranding ACA
- Published research findings
- Developed Business Plan
- Published CAMP, targeted to parents
- Developed and expanded online services
The Brutal Truths

- We’re not the only game in town
- We don’t own the term “camp”
- It’s not easy for camps who are either new or not accredited to receive services from ACA
- ACA Accreditation does not have the public recognition that we want it to
- Our message is not being heard
Some sections are struggling:
• 9 of 24 sections have fewer than 200 members
• 15 sections have fewer than 100 camps
• 4 sections have fewer than 50 camps
• 15 sections do not have a full time staff person
• only 4 sections have more than one staff person
• 7 sections have less than $50K in net assets
• 6 sections have less than $50K in annual income
Generating charitable contributions and non-dues revenue for ACA continues to be a major challenge.

To change our culture, we must begin by changing our governance.
2006 - 2008

- Membership changes
- Board adopted 20/20 Vision
- 20/20 formally launched at conference
- Board votes to change board composition
- First class of “public” board members elected
- Launched Find a Camp Task Force
20/20 VISION: Putting It All Together to Make a Difference

20/20 VISION: 20 MILLION CAMPERS AND 20,000 ACA PARTICIPANTS
2009 – 2012

- 20/20 Task Force recommends concept of one association to COD
- Office opened in Washington, DC
- Association celebrates 100th anniversary
- E-institute programs online
- 20 of 24 sections rolled up into ACA, Inc.
- 3 Affiliate agreements signed
2011 - Prudential Leadership Award

- 76% increase in educational courses
- 98% increase in new educational publications
- 19.5% increase in ROI from new membership campaign
- 200% increase in advocates from membership campaign
- 655% increase in Send a Child to Camp campaign
2012 - 2014

- NCOL meets for first time
- Strategic Business Plan integrated into operations
- New positions: Marketing and Funds Development
- Non Cognitive Skills Board Task Force
- Technology improvements
- Staffing changes: 14 FTE professional positions for 3 geographic regions
20/20 Vision

20/20 VISION Putting It All Together to Make a Difference

20/20 VISION: 20 MILLION CAMPERS AND 20,000 ACA PARTICIPANTS