

Leadership Team Structure

Leadership Team vs. Event Committee Roles

Collectively the Leadership Team (LT) provides governance and operations for the Glimmer Camp organization. These are leadership roles which have autonomy, authority, and accountability to make operational decisions to complete position responsibilities. They may make those operational decisions alone or they may seek feedback from the LT- but the responsibility for their scope of work resides with them.

Policy decisions are made collectively by the Leadership Team. Policy decisions are [made by consent](#) to guide and improve operational decisions. With the guidance of the Camp Director, the LT is responsible to develop and approve GC policies, annual budget, and program calendar.

[Operations vs. Policy decisions](#) explanation.

Event Committees complete the operational tasks for a specific Glimmer Camp event under the direction of the Camp Director and Asst. Camp Director. They follow policies set by the Leadership Team. Committee members have autonomy, authority, and accountability to make the operational decisions required to complete their assigned tasks. They may make those operational decisions alone or seek feedback from other committee members- but the responsibility for their scope of work resides with them.

Leadership Team

2027 Leadership Team Important Dates

All LT members have a 3-month trial period Nov-Jan.

October 2026: LT Interviews

November 2026: Nov 15th full-day orientation meeting.

December 2026: Off month. No emails, no meetings, no chats.

January: Individual work plans due.

February: Overnight team building retreat.

July: Off month. No emails, no meetings, no chats.

November 2027: Date TBD. Strategic Planning retreat.

Requirements

- Intent to meet 2-year commitment; Nov 2026- Nov 2028.
- Expect 6-10 hours a month commitment on job duties outside of meetings. Varies based on the cycle of work.
- Monthly LT meetings (except for off months).
- Acquire \$500 equivalent in contributions annually for Glimmer Camp. Can be donations, financial or in-kind, sponsorships, fundraising leadership, etc.
- Training Requirements:
 - [Approaching Conflict Generatively](#) by Bluelight Academy. To be completed prior to January LT meeting.
 - [What is Consent](#) by Consent Wizardry. To be completed prior to April LT meeting.
 - LT may decide to provide/require other group trainings.

Reciprocity:

- Free registration for all Glimmer Camps with a capacity of 25 or more.
- Planned \$1,000/year stipend dependent to be dispersed in April and October. Existence/disbursement of stipends is contingent on receiving grants and successful fundraising.
- GC pays for all required training. Additional training funds are available for those on the recommended training list or by request.
- GC pays mileage reimbursement for required travel.

Position Descriptions

All LT Members

The LT practices a proposal and consent based decision making model. All LT members are expected to participate in proposal development and actively participate in decision making.

The LT will collectively draft team agreements and communication norms, which will include email and chat communication streams and timeliness/responsiveness expectations.

The LT will collectively decide on meeting and retreat dates after the initial Nov. orientation meeting. LT members must have reasonable availability to schedule recurring monthly meetings and occasional retreats.

All LT members are expected to take initiative to complete the responsibilities within their scope, support the work of other team members, and the overall success of Glimmer Camp.

All LT members will be prepared with the skills needed to complete position responsibilities without significant coaching from other LT members. If time is needed to develop new skills or tools, such as mastering Excel, using Canva, or how to read a budget, it is reasonable to expect that time is in addition to the expected monthly commitment of the position.

All LT members act as a representative promoting Glimmer Camp within the community including sharing on social media, participating in GC media content, promoting in your own networks, etc.

The LT practices group accountability. In plain terms this means that we hold ourselves and each other to approach mistakes as learning, conflict as an opportunity to deepen our relationships, and address things conspicuously.

LT members must be willing to practice generative conflict, principled disagreement, and accept their individual responsibility in group accountability. The Leadership Team practices non-hierarchical decision making authority and LT members must be prepared to self-initiate, self-manage, and demonstrate self-accountability for their individual responsibilities and commitments to the collective.

All LT members are expected to practice appropriate boundaries for self, effective communication, and self regulation. Members are not expected to; be perfect, do the emotional or mental labor of others, overfunction, hold comfort and agreeableness as the priorities.

The LT endeavors to center liberatory practice and principles. We actively engage in discussion and learning around how racism, classism, ableism, and anti-indigeneity, among other oppressions, influence our thinking, our

environment, and surrounding systems, and how our decisions can move towards collective liberation.

Camp Director

*May have unique stipend/payment schedule

Primary Duties

- Convene and lead ad-hoc event committees.
- Steward the mission and vision of Glimmer Camp.
- Contact for state, property, business entity/legal level contact.
- Single-member owner of Glimmer Camp LLC, ultimate fiduciary responsibility.
- Primary contact for Fiscal Sponsor.
- Keep LT apprised of camp events and ad-hoc event committees.

2027 Projects

- Work with consultants/partners to develop a strategic plan.
- Complete Position Manual.
- Complete significant draft of Leadership Team Manual.

Asst. Camp Director

Primary Duties

- In conjunction with Camp Director lead ad-hoc event committees.
- Liaison and primary contact for local businesses.

2027 Projects

- Create a local business/partner database.
- Complete Position Manual.

Administrative Assistant

Primary Duties

- Coordinate team meetings; including scheduling, writing agendas, and notes.
- Manage project/task tracking for leadership team. May include developing systems, processes, and tools for project and task tracking. Train LT members on said processes and tools.
- Track data on LT fidelity to norms and agreements.
- Coordinate the organization and maintenance of LT Google Drive.

- Support 'special projects' for LT. For example, coordinate the comparison of new registration platforms.
- Support LT members and other volunteers with Google Workplace troubleshooting.

2027 Projects

- Develop templates for frequently used documents.
- Create a template for a Position Manual. Support LT members in completing the Position Manual for every position.
- Develop and implement a system and procedures for the organization, inventory, and maintenance of GC property.
- Complete Position Manual.

Development Manager

Primary Duties

- Develop/update sponsorship program as appropriate. Develop and implement development related procedures and systems. Train LT and other volunteers on sponsorship procedures and protocols.
- Develop and implement fundraising plan for Pay It Forward scholarship program.
- Coordinate donor and sponsorship tracking and recognitions- with Finance and Marketing.

2027 Projects

- Create Glimmer Camp development plan to include strategies to increase long term financial sustainability of Glimmer Camp and achieve future goals. Plan to include grants, fundraising, and donor engagement.
- Convene and coordinate a development committee of professionals at different levels and in different fields to network on behalf of Glimmer Camp.
- Complete Position Manual

Marketing and Communications Manager

Primary Duties

- Develop templates for flyers, social posts, email campaigns, etc

- Develop and implement annual marketing strategies and plan, main story lines, etc. Includes developing and managing a tabling/in-person promotions plan.
- Train, support, and coordinate LT and other volunteers to execute marketing tactics.
- Communicate with former campers, prospective campers, and the general public through various methods such as social media, email newsletters, GC website.
- Promote camp events and initiatives.
- Initiate, coordinate, and manage the production/procurement of promotion related collateral including printing flyers, stickers, banners, advertising, etc.

2027 Projects

- Convene 'street team' (choose your own moniker) of former campers to assist in the promotion of camps and events and support tabling.
- Develop brand guidelines. Develop job aids for volunteers to support brand guidelines. Ex; Comm FAQs, 'how to talk about camp', etc.
- Complete Position Manual.

Finance Manager

Primary Duties

- Coordinate the Leadership Team to develop and pass an annual operating budget.
- Coordinate the Leadership Team in updating and passing an updated annual budget as appropriate- at least once mid-year.
- Provide monthly internal financial reports for the Leadership Team.
- Develop and implement finances related procedures.
- Train LT members and other volunteers on financial procedures and protocols.
- Develop and propose financial related policies.
- Main point of contact for account ability. Work with account ability to match internal and external books and resolve accounting discrepancies.

- Coordinate with Development Manager to send monthly donor recognition.
- Coordinate with account ability to ensure annual charitable tax donation receipts.
- Coordinate reimbursements for the purchase of camp supplies and travel/training.

2027 Projects

- Develop and implement best practices for program year/operational year budgeting.
- Complete Position Manual.

Ad-hoc Event Committees

Convened as appropriate by Camp Director.

Coordinated by Camp Director and Assistant Camp Director.

Volunteer service is at-will.

Service term is the production term for the specific event.

Meet at least monthly during the production term.

Free registration for the camp event.

May include:

- Hospitality Lead
- Volunteer Coordinator
- Program Director
- Marketing Assistant
- Program Assistant

2027 Program Calendar

*Subject to change

Nov 8th (w/ OEM)

Day Camp: Emergency Preparedness

January

Winter Camp

February or March

Day Camp?

April (Apply for Farmers Market grant)

Dance: Fundraiser for PIF

May

CampOut: Fly Fishing in Bend

June

Day Camp: Green Island with McKenzie River Trust (picnic & swim?)

Sept

Summer Camp