

FRIDAY



BAD AT GUESSES  
AT CHARADES

# MATHEMATICS FOUNDATION OF AMERICA

## 2025 – 2029 Strategic Plan

Why? See above

WEEKLY

Camper  
Edition  
help  
writing

FUTURE  
OF  
**MATHCAMP**  
4:10 – 5:20 pm  
IOX Gym

Discuss how we can  
make Mathcamp better

★  
Where: c  
When:   
What: Free  
Eliminator can  
take a picture  
? - Lucas

**MATHCAMP**  
7-8:30pm | Meet @ Main Lounge  
(by schedule board)  
**HICKBALL**  
ask Nathan or Ryan



T-SHIRT MATH  
RECEI  
WEAR THEM  
FRIDAY

armada's \*  
armada\*\*





# History of MFOA



## 1997 - shaping the program

The academic program, camp traditions, staff structure, and program size all came into focus, establishing the framework that defines Mathcamp today. A new governing role – “Veteran” – was established for past and present summer staff to shape the future operations of Mathcamp.

## 1993 - the early years

Mathcamp began in Vancouver, B.C. with just two students! Within just a few years, we grew to 100 students, expanded to the U.S., and established a nonprofit to operate the program: the Mathematics Foundation of America (MFOA).

From the start, Mathcamp has been a program with a flexible design: rotating locations among college campuses, and offering different curriculum and field trips each summer.



## 2008 - building the infrastructure

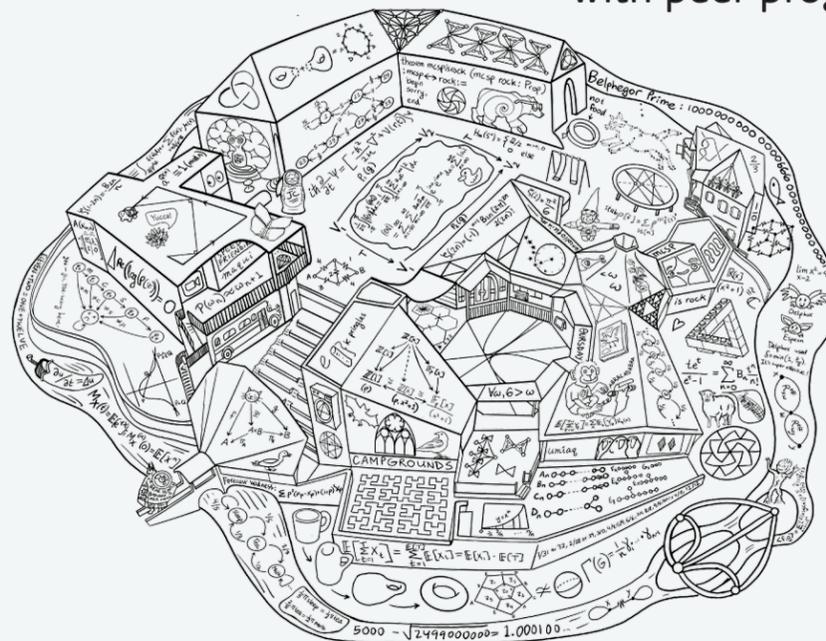
We professionalized the organization: developing systems for sustainability, cultivating a community of donors, strengthening relationships with our alumni community, and creating connections with peer programs.



## 2018 - cross-program collaboration

We began co-organizing conferences to bring together the leadership of summer math enrichment programs, and formalized our collaboration as the Summer Mathematics Programs Consortium: improving our collective work and promoting greater access to advanced study in the mathematical sciences.

Currently housed under MFOA, the Consortium is transitioning to become an independent organization with cross-program governance, with MFOA's staff and Board playing a key role in the launch.



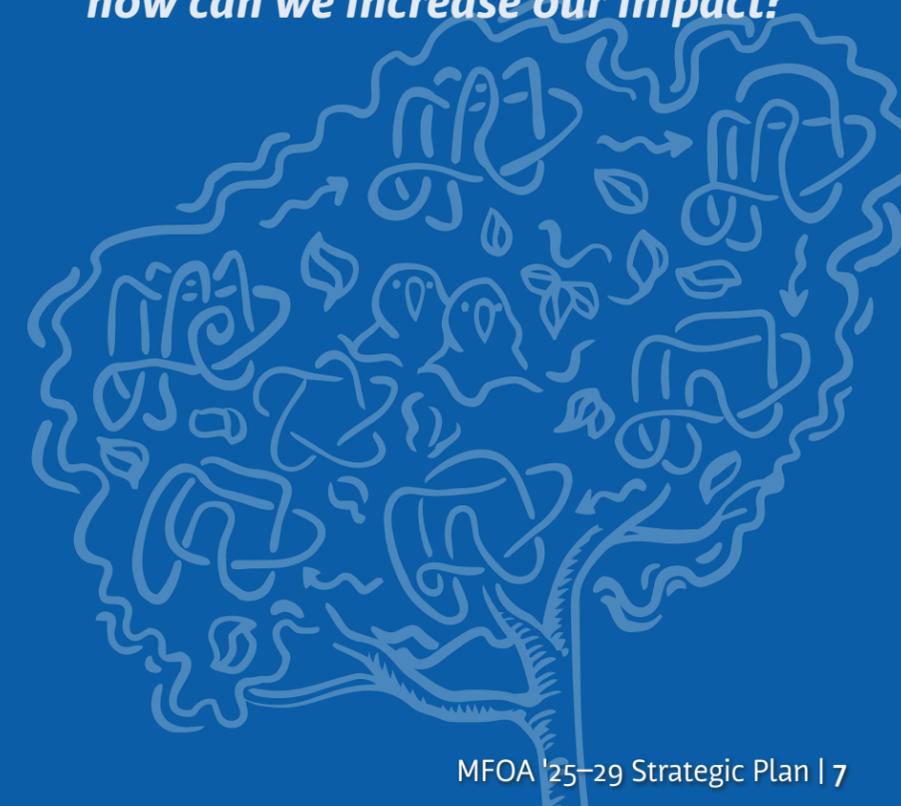
# The Plan

In 2023, MFOA began a two-year process of reflecting on our next steps. True to our collaborative nature, we talked to everybody: past and present students and staff; parents; donors; and peers in the math enrichment education ecosystem.

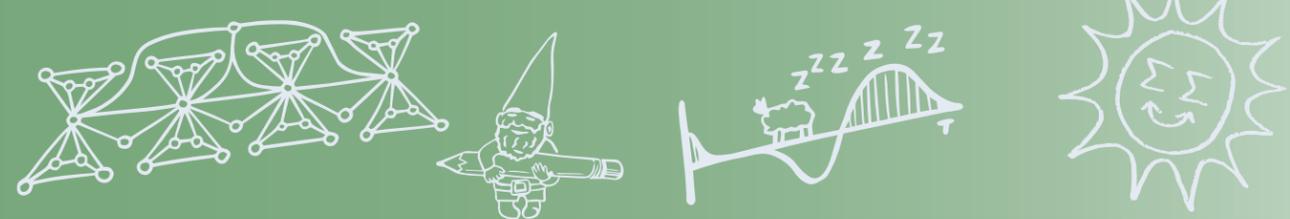
What we learned was that our students and staff identify Mathcamp's *community* as our biggest asset, and that its socio-emotional impact is *inextricably linked* to its academic impact.

We began by developing our mission statements, and then built a road map for our next five years. We asked ourselves:

**What do we need in order to continue to be a successful organization, and how can we increase our impact?**



# Strategic Goals 2025–2029



We began the planning process by assessing the current state of MFOA, and then examining the ecosystem around us and determining what role we should play. At each step, indicators pointed to the ***national need*** for more access to math enrichment. This is consistent with our experience: in just two years, from 2022 to 2024, new student applications for Mathcamp ***doubled***.

We've identified ***five interconnected goals*** which speak to this need, capitalize on our organization's capacity and stability, and create an opportunity for us to substantially increase our impact.

Just as each word in the mission statement had to earn its place: in this plan, each tactic, strategy, and goal directly serves our mission to create and expand access to joyous communities built around a shared curiosity of deep mathematics.



## Goal 1

**Double** the number of students served at Mathcamp every year.

## Goal 2

**Evolve** MFOA's organizational structure so that Mathcamp can grow successfully while continuing to foster a high level of trust and empowerment.

## Goal 3

**Strengthen** the deep sense of belonging for all of Mathcamp's students and staff, at each site and across sites.

## Goal 4

**Define and build** Mathcamp's profile as a catalyst for career, education, and personal development in order to strengthen the organization's sustainability.

## Goal 5

Serve as a ***driving force*** and ***thought leader*** in the math enrichment ecosystem.

# Goal 1



Expand Mathcamp's impact by doubling the number of students served per year.

*Interest in Mathcamp has exploded in recent years, with hundreds of highly qualified young people vying for just 65 new student spots per year.*

*Over the course of this plan, we will open a second site, running two Mathcamp sessions in parallel each summer. Our strategic plan provides a framework for growing intentionally in a way that maintains the transformative nature of the Mathcamp experience: our unparalleled academic offerings, the central function of Mathcamp's community, and the welcoming power of Mathcamp's culture.*



## Key Strategies



Conduct a community-centered decision-making and design process to prepare to establish a second site for Mathcamp.



Prioritize keeping the student, staff, and Veteran communities highly connected at every stage of second-site development.



Develop and implement a robust staff recruitment and retention strategy for two sites.



Widen the lens and intentionally recruit students from lower-access communities through outreach and symbiotic partnerships with complementary external organizations.



Create the second-site plan and run two sites of Mathcamp beginning in 2028.



# Goal 2

**Evolve** MFOA's organizational structure so that Mathcamp can grow successfully while continuing to foster a high level of trust and empowerment.

We are at a natural inflection point on our journey as an organization, and in the next five years, we will refine and update the systems that make Mathcamp work: decision-making processes, roles at camp and behind the scenes, and communication systems.

Mathcamp's distinctive structure aims to prioritize consensus and to balance individual autonomy with collective responsibility; we will honor this vision while adapting to serve our needs for growth and nimbleness, both now and in the future.

## Key Strategies

Update decision-making processes to create clear and thoughtful frameworks that balance many voices with efficiency.

Establish role definitions for staff and volunteers that clarify expectations while providing a foundation for all to learn, develop professionally, and establish relationships and connections.

Refine communication norms, including hiring, onboarding, and review procedures, to improve information flow and transparency.





Define and build Mathcamp's profile as a catalyst for career, education, and personal development in order to strengthen the organization's sustainability.

Those in the know might describe Mathcamp as a "best-kept secret" among summer opportunities for curious students and passionate leaders. In the next five years, we will build relationships to open new doors, both into Mathcamp and along the myriad pathways that our students and staff follow after camp. We will illustrate what it means to have had a Mathcamp experience, the lasting impact that has on students and staff, and the enduring value that brings to their future life, studies, and professional pursuits.

## Key Strategies

Understand Mathcamp's current impact and perceived influence on alumni and Veteran trajectories.

Develop language that captures and can communicate the nuances of what Mathcamp is and what people take away from it to share with families, academic institutions, and employers.

Address the opportunity cost of a summer working or studying at Mathcamp by demonstrating the diverse and exciting future pathways Mathcamp prepares students and staff to pursue.

Partner with the Summer Mathematics Programs Consortium — both contributing to and drawing on its work — to raise the visibility of the field and find shared opportunities.

## Goal 4





A woman with brown hair tied back, wearing a blue short-sleeved shirt with a pattern of small orange triangles, is standing in front of a whiteboard. She is holding a white marker in her right hand and appears to be writing on the board. The whiteboard has some faint writing on it, but it is mostly blank. The background is a plain wall.

# What is MFOA?

MFOA exists to create, nurture, and increase access to joyous mathematical communities.

MFOA's work has evolved around our flagship program, Mathcamp. Today, our impact goes far beyond the 120 students and 30 staff who participate each summer. We carefully sculpt our Qualifying Quizzes and public offerings to give enrichment, engage in conversation, and offer guidance to students we may never meet; connect teachers and coaches with resources in the math enrichment ecosystem; support our alumni and Veterans as they pursue careers and opportunities beyond camp; and strengthen peer programs through mentorship and resources. MFOA serves as a bridge to the life-changing experiences and connections possible through the love of math.

# What is Mathcamp?

Canada/USA Mathcamp is an immersive 5-week summer program for mathematically talented students from all over the world.

For high school students with a passion for math, Mathcamp offers something rare: the freedom to take charge of their own education. Students choose from 100+ courses, shape their own daily schedule, and follow their curiosity wherever it leads — all within a small, vibrant community of kindred spirits. Nearly two-thirds of students return for a second summer, and many for 3+ years — Mathcamp is a place that helps you become who you're going to be.

One student writes: “Mathcamp is freedom. Freedom to do math all day, to think about abstract ideas without interruption, to be yourself every second of the day, and to do wonderful things beyond what you have done before. There are no walls at Mathcamp; you can do anything.”

# Acknowledgments

The road map we have created together is both bold in scope and robust: it is built to withstand change and to connect us with our right-fit future students, staff, and supporters. We couldn't have done it without the generous participation of our community.

Thank you: to our funding partners who made this process possible! To our consulting partners at TDC, and in particular to Madeline Carey, for helping us to build telescopes and microscopes to see our work through a strategic lens. To our community members who participated in surveys and research interviews—students, staff, parents, donors, and peers in the summer math enrichment ecosystem—for helping us to see and articulate Mathcamp's impact. To the Planning Committee for bringing a deep understanding of our history and inspiring vision for our future. To Mira Bernstein and Ania Łeń for being my sounding boards. To our Board Chair, Dan Zaharopol, for asking me “*Is this critical to our mission?*” at every step. To my fellow year-round staff, Kevin Carde and Maya Saran, for seeing both the forest and the trees so that our plan is both ambitious and achievable.



## Board of Directors

**Daniel Zaharopol**  
Chair

**Yvonne Lai**  
Vice Chair

**David Savitt**  
Secretary

**Gregory Burnham**  
Treasurer

## Strategic Planning Committee

**Ania Łeń**

**Ari Nieh**

**Jonathan Love**

**Tom James**

**Yuri Lin**

## Year-Round Staff

**Marisa Debowsky**  
Executive Director

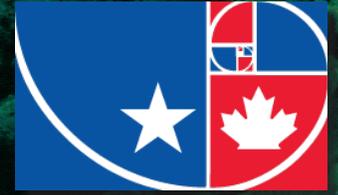
**Kevin Carde**  
Deputy Director

**Maya Saran**  
Program Director

"Before Mathcamp, math was something I studied. At Mathcamp, math became something I lived."

It filled the classrooms, the conversations, the laughter — woven into every moment with people who inspired me every single day.

This energy, this joy, and this community are what make these five weeks unforgettable."



**Mathcamp Website**  
[www.mathcamp.org](http://www.mathcamp.org)

**MFOA Website**  
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