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UNIVERSITY OF LOUISVILLE

THE SOCIAL ADMINISTRATION OF CAMPS  
" "  
IN THE LOUISVILLE AREA

A Dissertation

Submitted to the Faculty

Of the Graduate School of the University of Louisville

In Partial Fulfillment of the

Requirements for the Degree

Of Master of Science in Social Administration

Division of Social Administration

By

Dorothy Bryan Haddeok  
" "

1939

**NAME OF STUDENT: Dorothy Bryan Haddock**

**TITLE OF THESIS: The Social Administration of Camps  
in the Louisville Area**

**NAME OF DIRECTOR: Dr. Margaret K. Strong**

**APPROVED BY A READING COMMITTEE OF THE FOLLOWING MEMBERS:**

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**REPRESENTATIVE OF THE DEPARTMENT OF ENGLISH:**

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**DATE: June 6, 1939**

### ABBREVIATIONS

Y.W.C.A.	Young Women's Christian Association
Y.M.C.A.	Young Men's Christian Association
F.E.R.A.	Federal Emergency Relief Administration
Y.M.H.A.	Young Men's Hebrew Association
N.Y.A.	National Youth Administration
W.P.A.	Works Progress Administration



## ACKNOWLEDGMENT

This study of twelve local camps necessitated the acquiring of information and data relative to each individual camp. Without the unselfish help and cooperation of the camp directors in the area studied, such material could not have been obtained. To each of these I am sincerely grateful for the gracious giving of such indispensable aid. I also wish to express my appreciation to various local and national organizations, and especially to the Louisville Council of Social Agencies for their generous contribution of pamphlets and books containing valuable material pertinent to this study.

I wish particularly to acknowledge my indebtedness to Mr. Chester L. Bower, Dr. R. I. Kutak, Dr. K. P. Vinzel, and Dr. Mary E. Burton who gave willingly of their time and knowledge in making excellent suggestions and revisions and recommendations.

Any value which may be attached to this work is due largely to the generous and tireless help of Dr. Margaret K. Strong, under whose enlightened guidance the study was carried on and completed. Her constructive criticism, sound judgment, and sincere interest were always encouraging.

**THE SOCIAL ADMINISTRATION OF CAMPS  
IN THE LOUISVILLE AREA**

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## **INTRODUCTION**

## INTRODUCTION

This study is a description and evaluation of twelve organizations in the Louisville area which provide facilities for summer camping. The evaluation has been made in relation to accepted minimum standards as set up by leading authorities for camps operating on a non-profit basis.

The purpose of the study is to show what Louisville as a community does in camping in relation to what it may hope to accomplish.

In the past few years, the camping movement in the United States has gone forward with a greater vigor than at any previous time in its history. New interest and activity in the field are evident in all parts of the country, and with these has come a better understanding of the opportunities camping offers for recreation, education, and the conservation of human resources. We find schools, cooperatives, labor unions, stores, industries, and public and private agencies representative of every phase of our national life sponsoring new camping enterprises.<sup>1)</sup>

The fact that the Federal Government has realized the need of developing a camp program for a larger number of people shows a new and wider realization of the importance of camps. Local communities for

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1. Salemon, Julian H., Camping Trends in Public Areas, National Park Service, 1938, p. 2.

for more than a decade have taken some responsibility for the camp program. Municipal camps were established in many states in the 1920's.

California, in 1926, had fourteen municipal camps maintained by the recreational departments of cities with the cooperation of the United States Forestry Service. Educators have realized that camping has served to give new meaning to education by operating as a liberalizing and progressive force.

During the early stages of the camping movement only private camps for boys were established, the first in 1880. The health, educational, and recreational values of summer camps had become so well recognized by 1900 that a movement for camps for girls was launched. Similarly, the association of directors of girls' camps, formed in 1916, followed that of boys' camps, established in 1910.

A camp movement carried on by the extension divisions of the agricultural departments of colleges and universities, in cooperation with the United States Department of Agriculture, originated around 1916. These 4-H camps for boys and girls had for their aim the development of the "head, hands, heart and health."

Public school camps were the next step in the development of this movement. Camp Roosevelt, Chicago's public school camp, was the first, established in 1919. These early camps were organized on a military plan, with emphasis placed on physical education and religious training. Special health camps for malnourished and tubercular children have, in the meantime, been established in the United States, South America, Germany, Spain and France. Massachusetts took the lead in this movement in the United States with the idea that the cost of providing

supervised outdoor life for children would be far less than the cost of maintaining sanitariums for incurable adults.

The entrance of the National Park Service into the field was made in 1934, under the land program of the F.E.R.A. The land program had for its principal objective the purchase of sub-marginal agricultural land and its conversion into better use. Forty-six projects in twenty-four states were authorized, of which thirty-two are being developed primarily as organized vacation areas.<sup>2)</sup>

Additional national leadership in the field has developed from the American Camping Association, the Boy Scouts and the Girl Scouts of America, the Y.M.C.A. and the Y.W.C.A.

The fact that the National Park Service has entered the field of camping has already had a far reaching effect in extending camping in some communities. However, this has been realized only to a limited extent in our own community. Mr. Leibert Weir, one of the early leaders in the camping movement, says, " ... of course every park and recreation department ought to do something in the field of camping."<sup>3)</sup> Nothing had been done by these departments in Louisville prior to the establishment of the Otter Creek Commission. Only one representative of the City Recreation Division and one representative of the Louisville Park Board are included among the members of the commission, which is set up temporarily to administer the Otter Creek project of the National Park Service.

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2. National Park Service, The National Park Service in the Field of Organized Camping, compiled for the 1937 Yearbook, Park and Recreational Progress.

3. Quoted from Solomon, Julian H., Camping Trends In Public Areas, National Park Service, 1938, p. 10.

The only other community agency concerned with camping, exclusive of the camps themselves, is the Camp Clearing Committee of the Council of Social Agencies of the Louisville Community Chest. This committee includes representatives of the various camps which take the children sent to camp by the Fresh Air Fund; representatives of the social agencies in the city who recommend the children in need of camp; a representative of the Division of Social Administration of the University of Louisville, and a representative of the City Division of Recreation. A representative of the Courier-Journal and the Louisville Times is also a member of the committee, as the newspapers conduct an annual campaign for raising funds. The committee acts as a clearing house, working in close cooperation with the Social Service Exchange, and arranging for necessary clothing, transportation, and health examinations of children sent to camp by the Fresh Air Fund.

The twelve camps included in this study are so diversified in size, administration, and purpose that a brief description of each is necessary for a better understanding of them.

The National Park Service defines independent camps as those in which individuals plan their own activities and provide for their own general welfare. Under this definition, Jennie Cassidy Rest Cottage and Mount Mercey, vacation homes for business girls and women, are both independent camps.

An organized camp is defined as one in which the camp as an administrative unit assumes full responsibility for the campers. Camp Gordon and the Volunteers' Camp belong in this category, the former organized as a summer project of The King's Daughters' junior circles. The Volunteer's



Camp is the result of an attempt on the part of the directors to give underprivileged girls and boys a vacation in the country. The Fresh Air Fund enables groups of underprivileged young people to attend, for a period, some of the camps studied.

Merry Ledges is the camp organized under the summer program of Wesley Community House. The Louisville Fresh Air Home, a vacation home for underprivileged families, is closely allied with Neighborhood House. The remaining camps, Ohio Picomingo, Chelan, Shantituck, Covered Bridge Reservation, Dan Beard, and the Camp for Colored Girls, would be listed under the general definition of an organized camp as described by the National Recreation Association; that is, they are organized camps which are responsibly organized and directed enterprises for individuals for a period of seven or more days duration, in which the principal concern is centered upon persons and social customs, and in which informal education and recreation are basic objectives.

Camp Chelan and some of the other organizations have week-end camping for adults. Shantituck and Covered Bridge Reservation have day camping and week-end camping for troops. This study is concerned with the period of organized camping, that part of the summer season during which the camp is open for a period of a week or more.

The social administration of the camps studied includes equipment, health and safety, program, personnel, and administration, all of which are inter-related. Who owns the camps and where are they located? How much equipment do they have, and how adequate is it? Are health and safety properly safeguarded? To what extent has a comprehensive program been developed? What plans are being made for the extension of the program?

Are the staff members trained in their respective fields? Is the administrative set-up satisfactory, and are working relationships harmonious and effective? In general, to what extent is the social administration of the camps satisfactory and meeting the needs of the community?

Information on these questions was obtained by interviews with the various camp directors and board members, from the Council of Social Agencies of the Louisville Community Chest, from members of the Otter Creek Commission and the National Park Service. Visits were made to the majority of the camps, several of which were in operation. Since all of the camps could not be visited while in operation, the evaluation necessarily has its limitations. It is hoped, however, that this study will make some contribution toward the interpretation and planning of the social administration of camps in the Louisville area.

Additional information was secured from the American Camping Association, National Recreation Association, National Park Service, United States Forestry Service, and from the Boston, the Cleveland and the Pacific Councils of Social Agencies, also from various publications as shown in the bibliography.

**I. THE CAMPS**

## THE CAMPS

The accompanying chart of the twelve camps in the Louisville area shows wide diversification of organization. All of the camps are located in Kentucky except the Y.W.C.A. camp, located in Sellersburg, Indiana. Five of the camps are located near Pewee Valley, Kentucky, while all of them are within thirty miles of Louisville.

The name of the owner mentioned on the chart denotes the owner of the camp site. The Y.M.C.A. was the only organization in 1938 which rented the Otter Creek Camp site from the National Park Service. The Y.M.H.A. plans to rent one area of the site during the 1939 season, but the description of this organization is not included in this study, as the program plans for the camp are still incomplete.

In some of the camps, such as Dan Beard and the Camp for Colored Girls, the owner has no administrative relation to the camp, as the buildings and grounds are rented for the summer season to the camps. However, in the case of those owned by boards, such as Jennie Cassidy Rest Cottage and the Louisville Fresh Air Home, or by local councils as Shantituck and Covered Bridge Reservation, the owners have a definite part in the administration of the camps. When the camp can be owned by the organization which administers it, better coordination is likely to result.

As may be seen by the list of the sponsoring agencies, all of the camps are controlled by private organizations, nine of which receive some money from the Community Chest.

The only organizations which have definite religious affiliations are Mount Mercey, which is largely Catholic, and Merry Ledges, which is affiliated with the Methodist Church. Only two of the camps are organized for negroes.

The chart reveals that five of the camps are organized for girls, and three for boys. The remaining four are organized for both boys and girls. Of these four Camp Chelan is mainly a girls' camp, while week-end groups often include both young men and young women.

The age groups disclose that the largest number of the camps are organized for children, the limitations ranging from six to twenty years of age. Camping for adults is provided at Mount Mercey, Jennie Cassidy Rest Cottage, the Fresh Air Home, and on week-ends at Camp Chelan. Seasonal services also vary considerably, July and August being the months in which the largest number of organizations plan the summer program of organized camping. The organizations which own the camp sites provide additional services of day and week-end camping during the spring and fall months.

In seven of the camps one week is the average length of stay, whereas two weeks is average in four of them. Ten days is the average length of stay at Ohio Pioningo. The chart shows that the largest acreage is that of Ohio Pioningo, the Otter Creek Camp, with four hundred and fifty acres, while the smallest is the Volunteers' Camp, which had two acres in 1938, and plans to have three in 1939. These factors naturally limit the number which the camps may accommodate, so that the capacity of these camps varies from one hundred and thirty-six campers at Covered Bridge Reservation to twenty-four at Merry Ledges.

The Louisville Fresh Air Home accomodated the largest number of individuals in 1938 for the period of organized camping, and as seen by the chart, Covered Bridge Reservation, Ohio Pioningo, and Camp Chelan accomodated the next largest number in the order listed. Camp Chelan has had a capacity camp every period for the past four years.

The fee charged campers also varies considerably. The Louisville Fresh Air Home and the Volunteers' Camp<sup>4)</sup> are the only camps which do not charge a fee. Approximately one dollar per day is the average fee for six of the camps, while four of the organizations charge from three dollars and fifty cents to four dollars and fifty cents per week. The tendency is toward better leadership and a better program in those camps which charge a higher fee.

At Covered Bridge Reservation, Dan Beard and Camp Shantituck, attendance is limited to registered Scouts who are in good standing.

The chart on the following page presents a detailed analysis of the twelve camps in the Louisville area in relation to location, name of owner, sponsoring agency, race, sex, age limitations, seasonal services, average length of stay, acreage of site, capacity at one time, number accomodated in 1938, and the fee charged.

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4. Information concerning the Volunteers' Camp was necessarily limited to that obtained from the local directors and the Council of Social Agencies.

NAME OF CAMP	LOCATION	NAME OF OWNER	SPONSORING AGENCY
Ohio Pionings	Hook Haven, Kentucky	National Park Service	Y.M.C.A. Community Chest Kiwanis and Optimist Clubs
Merry Ledges	Lake Louisville	Wesley Community House	Community Chest Methodist Churches Private Donations
Mount Mercy	Pewee Valley, Kentucky	Sisters of Mercy	Sisters of Mercy (Catholic)
Volunteers' Camp	Transylvania Beach on Ohio River	Volunteers of America	Volunteers of America
Dan Beard	Jacobs School Harrods Creek	Jacobs School	Community Chest Boy Scouts Colored Division
Camp for Colored Girls	Lincoln Ridge, Kentucky	Lincoln Institute	Louisville Girl's Camp Committee
Louisville Fresh Air Home	Pewee Valley, Kentucky	Board of Fresh Air Home	Community Chest
Camp Chelan	Sellersburg, Indiana	Louisville Y.W.C.A.	Louisville Y.W.C.A. Community Chest
Covered Bridge Reservation	Prospect, Kentucky	Louisville Council Boy Scouts of America	Boy Scouts of America, Louisville Council Community Chest
Camp Shantituok	Shepherdsville, Kentucky	Louisville Council Girls Scouts of America	Louisville Council Girls Scouts Community Chest
Jennie Cassidy Rest Cottage	Pewee Valley, Kentucky	Board of Jennie Cassidy Rest Cottage	Protestant Churches Community Chest
Camp Gordon	Pewee Valley, Kentucky	Board of Jennie Cassidy Rest Cottage	The King's Daughters and Sons of Kentucky Community Chest

**C A M P S   I N   T H E   L O U I S V I L L E   A R E A**

<b>RACE</b>	<b>SEX</b>	<b>AGE LIMITATIONS</b>	<b>SEASONAL SERVICES 1938</b>	<b>Average Length of Stay</b>	<b>AGE OF</b>
White	Male	12 to 17	July 5 to Sept. 2 week-ends Fall, Winter, Spring	10 days	
White	Male and Female	6 to 20	4 weeks in Summer week-ends May to October	7 days	
White	Female	Students over 14 Business Girls	June 18 to September	7 days	
White	Male and Female	6 to 12	July 1 to September 1	7 days	3 1
Colored	Male	12 and over	July 25 to August 11	7 days	
Colored	Female	10 to 18	July 15 to August 19	14 days	
White	Male and Female	Mothers, babies and girls. Boys 6 to 16	July 1 to September 3 week-ends Fall and Spring	7 days	
White	Largely Female	9 to 16 Young women and adults week-ends	July and August week-ends Spring and Fall	11 days	
White	Male	12 and over	June 26 to July 31 week-ends Spring, Fall and Winter	7 days	16
White	Female	10 to 18	July and August week-ends Spring, Fall and Winter	2 periods - 14 days 2 periods - 7 days	
White	Female	16 and over	June 23 to September 7	14 days	
White	Female	12 to 19	June 11 to June 23	14 days	



ACREAGE OF SITE	CAPACITY AT ONE TIME	NUMBER ACCOMMODATED 1938	FEE CHARGED
450	108 campers 20 staff 5 help	424 campers 48 staff 5 help	\$16.00 for 14 days
	24 campers 4 staff 1 cook	92 campers 4 staff and volunteers 1 cook	\$1.00 for boys per week .50 for girls
11	80 campers	190 for periods 135 - week-ends	\$7.00 per week \$1.60 per week-end
2 3 in 1939	25 campers 4 staff 5 help	no record	none
9	67 campers 8 staff 1 cook	135 individuals	\$3.50 per week
44	45 campers 7 counselors 2 help	78 campers 5 counselors 2 help	\$4.50 per week
34	48 Mothers and babies 27 girls; 22 boys 5 staff	931 campers 5 staff 25 volunteers 4 help	none
38	109 campers 20 staff 4 help	420 school girls 687 individuals - week-ends 4 help	\$1.13 per day \$12.50 per period \$ 1.50 per week-end
108	136 campers 14 staff 3 help	552 campers 14 staff 3 help	\$7.00 per week
69	48 campers 13 staff 2 help	186 campers 18 staff 2 help	\$7.50 per week \$8.00 for out-of-town scouts
43	41 campers 2 staff 2 help	385 campers 1 staff 3 help	\$4.00 per week
43	34 campers 3 staff 4 help	31 campers 3 staff 4 help	\$3.50 per week

## **II. LOCATION AND PHYSICAL EQUIPMENT**

## LOCATION AND PHYSICAL EQUIPMENT

The location of a summer camp is necessarily an important factor, for around this the program is built, and the limitations of the program are conditioned by it. If the grounds are not located near a usable body of water, the important activity of swimming is usually not offered. If space is limited, many outdoor games and activities cannot be carried out. If the camp is located too far away from a populated section, the lighting, water and sanitary arrangements are often not satisfactory. Natural beauty is an essential in every camp. Privacy from the standpoint of location is desirable. The site is best located as far as is practical from densely settled areas. It should also be easily accessible to the homes of the campers. This was one of the reasons the National Park Service chose Otter Creek for its recreational project, as it was far enough away from Louisville, a center of population, and yet not too far away to be available to a number of people.

Adequate drainage for extreme weather is essential for all camps. The camps in the Louisville area have adequate drainage as most of them are situated rather high, and those which are not have provided means of drainage in the camp. At the Camp for Colored Girls, trenches are dug around the tents for this purpose.

The location and physical features naturally vary according to the size, nature, and particular purposes of the individual camp. All standards agree, however, that the site be free from railroad and trolley

lines. Reports given on the twelve camps in the Louisville area show no extremely dangerous hazards in any of the camps. A trolley line runs outside of the entrance to Camp Chelan, but as the campers are not allowed outside of the grounds, this should not create a hazard. The Otter Creek recreational project, used by the Y.M.C.A. for its summer camp in 1938, has a number of cliffs surrounding the camp's area. These are some distance from the actual location of the buildings, and campers are allowed to go near this area only when accompanied by a guide.

In the program of most of the camps in the Louisville area, the study of plant and animal life, swimming, woodcraft and an opportunity for "roughing it" are included. Densely settled areas, as well as an adequate body of water are needed to carry out such a program.

The location should be large enough to provide an attractive, secluded arrangement of building units and equipment, space for a varied outdoor program and exploration, and room for carrying on independent group projects simultaneously. The camp should be so arranged as to inspire a sense of community completeness. In a well regulated camp, expansion of equipment and the number of campers will not continue beyond the capacity of the site.

Camp Chelan is located near Sellersburg, Indiana, on a thirty-seven acre site which contains adequate play space, shade and sunny spots, and an ideal lake fed by spring waters. Boating and canoe equipment are available. The grounds afford ample opportunity for camp fires and nature study. An archery range and badminton court are furnished. Campers live in one of three units, the Camp-by-the-Lake; the Camp-in-the-Woods; or the Camp-on-the-Ridge. All cabins are screened and

electrically lighted. The Bullitt Recreation Lodge overlooks the main lake and is a meeting place for the entire camp group. Close to the entrance of the camp are the dining lodge and office cabin. Other buildings include a hospital cabin, a platform studio for morning assemblies, dancing and dramas, and a director's cabin. A new boat dock is being built for use in the 1939 season. There are counselors' sleeping quarters in each unit, with from four to six campers' cabins to each of the three units.

Camp Ohio Pickings, rented by the Y.M.C.A. from the National Park Service, is located thirty-four miles southwest of Louisville on the Ohio River. As the camp grounds are some distance from the river, only a limited amount of boating was provided during the 1938 season. Swimming is provided in a newly constructed pool some distance from the camp entrance and campers' sleeping quarters. The camp office is conveniently located at the entrance to camp, and the dining hall, also used as a recreation hall for the evening activities of all the units, is near by. The camp has thirty-two sleeping cabins. Each of the four units has eight cabins and a unit lodge used for recreation and unit meetings. There is a latrine in every unit, and one situated about half way between the director's cottage and the dining hall. Other buildings include an infirmary, craft shop, nature study shop, employees' cottage, and storage building used also as fumigator. The spacious rustic grounds are very suitable for camping.

The Louisville Fresh Air Home is situated in a heavily wooded section of country nineteen miles from Louisville, in Pewee Valley. The property is a thirty-one and a half acre tract with a main building,

the Mary Parker Gill Cottage for mothers and babies, and four shacks for older boys. The administration building, containing the dining room and kitchen, is the center of camp life. The right wing is used for the girls' sleeping quarters, the counselors and director having rooms to themselves. The boys' counselors have a tent near the boys' shacks, with four beds to a tent. The cook has a separate room in the administration building. The caretaker has a shack near one of the boys' shacks. A lake at Fitzgerald Quarry is used for swimming, but no boating is provided. Although adequate play space is available, play equipment is rather limited.

Camp Shantituck, the Girl Scout camp at Shepherdsville, is twenty-one miles from Louisville. The sleeping quarters consist of tents with wooden floors. These are scattered throughout the thickly covered hills, offering campers the adventure of living next to nature and affording protection from the rains. These tents are in groups in order that girls who enjoy the same activities and are of similar age may be together. The four units consist of Wilderness Unit, which houses sixteen girls; Knobs Unit, housing twelve girls; Ledges Unit, which accommodates sixteen girls; and Innisfree Unit, housing eight girls. A building housing the dining room and recreation lodge overlooks the creek, which has been dammed to allow swimming, boating and fishing. A new log house is used as an infirmary in the summer and as a shelter for campers in the winter. Other equipment and buildings include a craft house, exploration museum, archery range, badminton courts, boats, canoes, and docks.

Covered Bridge Reservation, the Boy Scout camp at Prospect, Kentucky, is fourteen miles from Louisville. One large building serves as the dining and recreational hall. This is situated near the entrance to camp. Scattered among the hills are eighteen summer shelters and eight winter shelters. This camp is also divided into units. <sup>5)</sup> The main buildings consist of camp headquarters, three staff shelters, a hospital cabin, four large tents, a handicraft lodge and cooks' shelter. There are also a camp ranger's home, a garage, and a fireproof storage building of metal. There is a small waterfront building. Boating and canoeing are provided, and archery and rifle ranges are available. Nature trails and adequate outdoor play space are provided as essential to the type of program offered. Some camping equipment is made as a part of the handicraft program.

Merry Ledges, the camp of Wesley Community House, is at Lake Louisville, about seventeen miles from Louisville. One main building is used as a dormitory, the screened porch of which is used as a dining hall. The living room serves as a recreation hall. The play area outdoors is used in good weather. There are twenty-four cots in the dormitory for the campers, and four for the staff. Swimming and boating are available at Lake Louisville.

Dan Beard, the camp for colored Boy Scouts, located at Harrod's Creek just nine miles from Louisville, reports a safe and quiet location. Jacobs School is rented during the summer. This contains a dining hall, dormitory and recreation hall. Eleven tents are used as sleeping quarters.

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5. For further description, see "Grouping," in Program section.

This location is only temporary, as the plan to have a permanent site for use during the entire year is under way, and was recommended by the Community Chest Survey which has recently been completed. Harrod's Creek is used for swimming, but boating is not offered.

The Camp for Colored Girls also rents a school, Lincoln Institute, at Lincoln Ridge, Kentucky, twenty-two miles from Louisville. In addition to this main building, there are five tents with eight cots in each. One tennis court and two swings are available. Additional play space furnishes opportunity for group games. The pool could not be used during the 1938 season because of dirt washed in by the flood, but plans for its use during the next season are being made.

The Volunteers' Camp, located on Transylvania Beach, has one main building. A large dining room is used and a screened porch with seventeen cots is used as sleeping quarters for the boys. Fifteen cots are arranged upstairs for the girls. The cots on the porch are pulled up during the day, so that the space may be used for play in rainy weather. Indoor toilets are provided, and a large shower in the basement is used by the children. Swings and a trapeze are permanent play equipment included in the small outdoor play space provided. The Ohio River is used for swimming and boating.

Mount Mercy is located at Pewee Valley, Kentucky, eighteen miles from Louisville. The main school building is used during the summer as sleeping quarters for the vacationists. This building, formerly a country residence, also contains a dining hall and two large rooms in the front which are used for recreational purposes during the evening. The campers have the privilege of swimming at the quarry of the Louis-



ville Fresh Air Home, and boating at Lake Louisville. It is hoped that a pool on the grounds will be repaired for use in 1939. Two tennis courts are available, and some play space around the buildings.

The facilities of Jennie Cassidy Rest Cottage near Pewee Valley consist of one large home, formerly a residence, which includes the dining hall and sleeping quarters. The simple furnishings of the eight bedrooms are maintained by different churches. Two one-floor cottages and a recreational hall make up the rest of the buildings. One of the cottages is used by the caretaker, and another cottage of three rooms accommodates five guests. Adequate space with grass and trees surrounds the buildings. The main equipment for recreation is a radio and piano, swings, hammocks, and a tennis court. The campers who wish to swim hike to Lake Louisville. Camp Gordon also uses this site for the first two weeks in the summer.

#### SUMMARY

From the above description it is evident that only about one-half of the camps are located on sites planned specifically for camping. The camps which are not so situated cannot carry out a program having as its basis the original objective of camping: to provide an opportunity for the individual to live in communion with nature and to enjoy its untouched beauties. A school building or former family residence is not considered the best type of building for camp housing purposes.

In general the camps which have the most suitable location and physical equipment for the type of program usually carried out in a summer camp are the Otter Creek Camp, Camp Chelan, Shantituek and Covered Bridge Reservation. The Louisville Fresh Air Home has a favorable location for a vacation home, but the space and number of buildings are limited.

Camp Chelan has the most desirable body of water as it is private and large enough for boating and the swimming area is well planned and very suitable for teaching life saving.

Most of the camps are located as far as is practical from a center of population. Standards of location are more generally met than those of equipment. Most of the camps must use the dining hall as the recreation lodge. The only camp which has a building planned as a recreation hall used by the entire camp is Chelan.

**III. HEALTH AND SAFETY**

## HEALTH AND SAFETY

The health and safety of a summer camp depend mainly upon sanitation, maintenance of health standards, and safety measures. Inspection by a local or state health department is the first necessity in maintaining sanitary conditions. This includes testing the water, approval of means of garbage disposal and of toilet and bath facilities, food handling and other sanitation requirements. Health maintenance covers physical examinations, a medical staff and hospital, and requirements for adequate sleep and proper food. Fire and accident prevention, lighting facilities, the condition of grounds and the waterfront are all factors to be considered in providing for the safety of a camp.

### Sanitation

The sanitary arrangements of the camp should be approved by the local or state department of health. The State Health Department of Kentucky lists the general requirements, and although the list is not as inclusive as it might be, it gives an indication of basic sanitary needs. These requirements are:

1. A safe and potable water supply.
2. The proper disposal of waste and garbage.
3. Proper cooking and heating facilities.
4. An approved milk supply.
5. The elimination of any fly or mosquito breeding places on the camp grounds.

6. Swimming facilities, if provided, in accordance with the requirements set forth by the American Public Health Association, and the conference of State Sanitary Engineers.
7. The exclusion of persons who have not been given typhoid vaccine within three years, and small pox vaccine. The Schick test for diphtheria and the Dick test for scarlet fever are strongly recommended.
8. An examination of all cooks and food handlers to determine if they are carriers of any communicable disease.

As Mount Mercy, the Louisville Fresh Air Home, Jennie Cassidy Rest Cottage and Camp Gordon are in Oldham County, where there is no health department, they are not under any supervision as far as inspection of sanitation is concerned. The health and safety of Otter Creek is under the supervision of the United States Public Health Service. The inspection of sanitation at Merry Ledges, the Volunteers' Camp, Dan Beard, and Covered Bridge Reservation is conducted yearly by the Jefferson County Health Department. The Camp for Colored Girls is located in Shelby County, where there is no health department; therefore no inspection is made. The inspection of Camp Chelan is made by the Indiana State Health Department. The local health officer in Shepherdsville is responsible for the inspection of Camp Shantituok.

#### Water Supply and Services

The water at the camps whose inspection of sanitary conditions is under the supervision of the Jefferson County Health Department is either taken <sup>either</sup> (by a member of the camp staff or the county inspector) to the State Board of Health laboratory in Louisville to be tested. A more complete examination is made at those camps visited by the county inspec-

tor, as the water arrangements at camp are inspected as well as the testing of water in the laboratory. Only four of the camps receive this inspection service from the Jefferson County Health Department.

In 1938 a full inspection was made of Dan Beard by the Jefferson County inspector, and samples of the water were brought to the State Board of Health. The Jefferson County Health Department recommended that more sanitary toilets be built at Dan Beard as open latrines are used. There was no report of an inspection at Covered Bridge Reservation in 1938, but samples of the water were brought to the State Board of Health to be tested. Unsatisfactory sanitary conditions at the Volunteers' Camp was reported by the Jefferson County Health Department.

There is no record of the water of Mount Morey being tested at the State Board of Health. Camp Shantituck, Jennie Cassidy Rest Cottage, Camp Gordon, and the Camp for Colored Girls send samples of water to the State Board of Health yearly. Samples of the water at the Louisville Fresh Air Home are submitted frequently to the State Board of Health during the summer season but there is no inspection at camp. The water at Camp Chelan should be tested by the Indiana State Health Department, although it has been tested in the past by the Kentucky State Board of Health.

Fountains or individual cups provided within easy reach of all are the safest methods of providing drinking water. Common drinking vessels are dangerous. At Camp Gordon and Jennie Cassidy Rest Cottage, a cistern with two pumps supplies the drinking water. Paper cups are used. Camp Shantituck provides coolers, each child having his own cup. Paper cups are provided for visitors. There is only one fountain at

Covered Bridge Reservation. Spring water is stored in a fifteen gallon reservoir. Water is supplied at Ohio Pioningo by a stream, and drinking water service is provided by fountains. Water is carried from the spring at Merry Ledges and placed in a container with a faucet. At Dan Beard a well supplies the water, and a common drinking cup is used. A well also supplies the water at the Camp for Colored Girls, but each child has her individual drinking cup furnished by the camp, with the individual's name on it. Water barrels with spring faucets are provided at each of the three units of the Louisville Fresh Air Home. City water is provided at Camp Chelan, and paper cups are used.

#### Garbage Disposal

Various methods of garbage disposal are used by the camps in the Louisville area. In the majority of the camps the garbage is either hauled away by a neighboring farmer or burned. The Louisville Fresh Air Home is the only organization which reported that the containers are scalded after they are emptied. A regular time for the collection of garbage is necessary. Keeping the receptacles tightly covered is an additional sanitary measure. Since the garbage is not disposed of daily in all of the camps, this would be a desirable safeguard. The Cleveland Camp Council suggests that garbage cans be placed on a solid wooden or concrete platform, raised a foot above the ground. It is also necessary that places of waste disposal be located where they will not contaminate the water supply.

### Toilet and Bath Facilities

Ohio Pioningo, the Camp for Colored Girls, and Mount Mercy are the only camps studied which have flush toilets, the rest of the camps having pit toilets. It is necessary that latrines afford individual privacy, be covered, and kept in a sanitary condition. Seating capacity of not less than one unit for every ten persons is a minimum requirement. Hand washing facilities, paper towels, running water and receptacles are additional necessities. If running water is not available, kegs with spring spigots or other sanitary water vessels may be kept filled. Separate latrines for staff are desirable. However, only a few of the camps in the Louisville area provide this.

With the exception of the camp built by the National Park Service, the number of showers and baths is inadequate in the camps. Provision for frequent bathing is desirable and at least one bath weekly is necessary. One shower to every fifteen campers is minimum.

### Other Sanitary Measures

The food handling at all of the camps is done by a cook. This is also among the duties of the dietitian at the camps which employ one. The campers of some of the organizations also assist the cook or dietitian in preparing the food. The food handlers at Camp Chelan must pass a rigid medical examination. At Shantituck the Wasserman test is given as a part of the examination for food handlers. Those who handle the food at Covered Bridge Reservation and the Louisville Fresh Air Home are given a physical examination at the City Hospital before camp opens. Those at the Camp for Colored Girls must have health certificates. A physical examination is not required of food handlers at Camp Gordon, Jennie Cassidy



Rest Cottage, Merry Ledges or Dan Beard.

The Cleveland Camp Council has set a very good standard for persons employed as food handlers in camp. The requirements are that "all persons so employed shall be required to present a health certificate which shall include certification that they have passed the Wasserman, typhons, diphtons and tuberculin tests, and if necessary have been fluorescoped. The certificate is to be signed by a licensed physician who has made the examination within two weeks of the date of the opening of camp." <sup>6)</sup> It is suggested that the certificates of all food handlers be posted in a conspicuous place in the camp kitchen.

At all of the camps studied the dish washing is done by hand, and dishes are dried with a towel. At none of the camps are the dishes sterilized by any process other than rinsing in hot water.

With the facts before us, as reviewed above, it appears that the ideal standards of sanitation and inspection have not been reached by any of the camps in the Louisville area, and in some camps even minimum standards have not been attained.

## HEALTH MAINTENANCE

### Physical Examinations

The first essential in maintaining health in a summer camp is a physical examination of campers and staff members not more than one week before admission to camp. An examination one month before, giving time for remedial work, and followed by an examination within a day or two

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6. The Welfare Federation of Cleveland, Camp Council, Camp Standards, 1938, p. 14.

of arrival is preferable. In an adequate examination a health history is secured, which is used in the supervision, care, and direction of individuals at camp. Examination of staff members as well as campers is necessary both to insure fitness for their responsibilities and as protection against communicable disease. An additional health check of individuals after arrival at camp is necessary. There is no legal requirement in Kentucky for health examinations of campers and staff members.

At Covered Bridge Reservation there is a pre-camp examination of all campers and staff, a re-check by the camp physician when the boys arrive at camp, and a check when they leave. The staff at Dan Beard is urged to have a physical examination before camp opens. Each camper is required to have an examination before coming to camp. The only health check at this camp is the weight record taken when the boys arrive, and again when they leave. Chelan requires a medical examination of the campers and staff prior to camp. There is a limited inspection of campers by the nurse at their arrival, when she measures the weight and height of each. An examination of the staff of Shantituck is required before camp opens. An examination is required for campers within two weeks preceding their arrival. When they arrive, a superficial examination is given by the nurse, who checks weight, skin, throat, eyes, and feet. At Ohio Pioningo an examination by a local physician is given to all campers and is required of the entire staff prior to camp. When the boys arrive, the camp doctor checks further for weight, skin disorders, and any physical conditions which might limit activity

participation. Every boy is weighed before leaving. At Camp Gordon, Jennie Cassidy Rest Cottage and Mount Mercy, no medical examination is required of the staff or of the campers. Camp Gordon requires the parents to sign a card freeing the director of responsibility for the child's health, and indicating whether or not the child is physically able to go swimming. The Louisville Fresh Air Home requires a physical examination of the staff and an examination of campers three days before the opening of the home, to see if the applicants are free from infectious or contagious diseases and any unfavorable heart condition. The campers are weighed at the opening and close of the camp period.

There is a medical examination of campers and staff two weeks before the opening of the Camp for Colored Girls. The campers are weighed on arrival at camp and on the day they leave. At Merry Ledges there is no medical examination of the staff, but one is required of all campers. There is no follow up when they arrive at camp. At the Volunteers' Camp, only the weight of the children is taken before and after camp, and a superficial check of the children's physical condition is made by the director previous to camp.

Health examination blanks are used by only five of the camps. These reveal that a far more thorough examination is given by some than by others. The extent to which this information is actually used in relation to the child's activity at camp is very important.

The type of information obtained by the Louisville Fresh Air Home is very general. The campers are instructed to have a card filled out by the family physician before camp opens. The physician is to state if the person is free from infectious or contagious diseases, and to

mark the type of exercise the person is able to take, whether vigorous, moderate or none. More comprehensive information is included on the health card used by Camp Chelan. A very good form is used for the health record of children sent to the camps by the Louisville Fresh Air Fund. This blank is filled out by the social agency which recommends the child for camp. The blanks used by Covered Bridge Reservation and Camp Shantituck are excellent. They include not only information concerning the examination by the physician, but also additional information from the parents. The health examination blank used by Merry Ledges calls for information obtained about the child's general health condition as it may be affected by camp activity. This examination is conducted before camp through the services of a volunteer physician.

In most of the camps in the Louisville area, the pre-camp health check is relatively good, but after the children arrive at camp, further examination is usually superficial. The best health program includes a daily inspection of each camper by a registered nurse or physician. When this is not possible, an inspection every third day, by the nurse or physician in charge, and on other days by the cabin counselor, who reports to the nurse, is a desirable substitute. Neither of these plans can be followed in these Louisville camps which have no physician on the staff.

#### Medical Staff and Facilities

The most desirable plan is to have a registered doctor on the staff, but where this is impractical, a doctor in the neighborhood should be subject to call. All of the camps in the Louisville area meet either one or the other of these requirements. Inclusion of a registered nurse on the

camp staff, to work in cooperation with the resident or consulting doctor, is more and more generally considered essential. It is not intended that such a nurse be given medical responsibility in place of a doctor. Few of the camps studied include such a person on the staff, and those which do, have the nurse in the place of a resident camp physician. These camps also have a doctor on call. The most desirable infirmary facilities include suitable rooms for keeping First Aid and medical supplies, for examination and application of dressings and treatment; a separate room and one or more beds where campers can be isolated under supervision; toilet, water, and heating facilities. It is best for medical staff quarters to be in the same building.

Eight of the twelve camps in the Louisville area are without a separate medical building. Only a few have quarters for the medical staff in the same building. All the camps meet the minimum requirement of knowing the location of an accessible hospital.

Merry Ledges does not have a doctor or nurse on the staff, but a Louisville doctor is consulted in cases of emergency. As there is no infirmary, a first aid kit is used. There is likewise no medical staff or infirmary at the Camp for Colored Girls. A physician is within ten minutes' call of camp, and a special double room in the dormitory is used for isolation of sick persons. Camp Chelan has a registered nurse on the staff, and a doctor on call one mile from the camp. A separate building used specifically for the infirmary is maintained. There is no registered nurse or physician on the staff of the Louisville Fresh Air Home, nor are there any separate quarters for the isolation of sick persons. A doctor lives near the camp, and some member of the camp staff is assigned the

general duties of a nurse. Jennie Cassidy Rest Cottage and Camp Gordon have the Pewee Valley Sanitorium nearby for emergencies. The medical supplies at the home are not complete, and there is no infirmary medically trained staff. A graduate physician is employed on the staff of Ohio Flemingo. A separate cabin is equipped as the hospital, and the doctor's sleeping quarters are in the same cabin. Dan Beard has only a first aid kit as medical supply, and has a doctor on call in case of accidents. A group of colored physicians from Louisville who volunteer their services alternate in daily visits to camp to examine the boys. At Covered Bridge Reservation an interne is employed and a hospital maintained. Camp Shantituck maintains an infirmary, has a registered nurse on the staff and a physician on call near camp, at Shepherdsville. A registered nurse who is also in charge of the dining hall is on the staff at the Volunteers' Camp.

Although some of the camps do have a medically trained staff member, there is no thorough daily examination of the campers. A daily hygiene record of the physical condition of each camper is desirable. In the camps where there is not an adequate medical staff, the responsibility of the campers' health is often left to counselors. Although it is recommended that the counselors have a part in this responsibility, they cannot adequately carry out this duty in addition to regular counselor duties.

### Immunisation

The chief danger in most camps arises from the major contagious diseases. It is pointed out that in 1930 comparatively few campers were immunised against the disease which was then found to be the greatest

camp health hazard, namely typhoid fever. Typhoid inoculation is important, due largely to the fact that there is little supervision of health conditions in most rural districts which surround camps.<sup>7)</sup> The Kentucky State Board of Health can only recommend typhoid immunization for all campers.

Typhoid shots are required of campers at Shantituok, Dan Beard, Camp for Colored Girls, Merry Ledges and Chelan, but are not required at Covered Bridge Reservation, Camp Gordon, Jennie Cassidy Rest Cottage, the Louisville Fresh Air Home, Mount Mercy or the Volunteers' Camp. They are recommended at Ohio Picnigo.

#### Sleep and Rest

The amount of sleep and rest which campers get is an important item in maintaining health. Sufficient sleep and rest is needed in order to balance the program of vigorous activities offered by the majority of camps. Standard hours of rest set by the White House Conference<sup>8)</sup> are:

For the night sleep, children up to the seventh or eighth year should have twelve hours. Between the eighth and sixteenth year the reduction in hours of sleep at night will vary with the individual child, but in general these figures may be adopted as reasonable:

<u>Years of Age</u>	<u>Hours of Sleep</u>
9	11½
10	11½
11	11
12	10½
13	10
14	9½
15	9½
16	9

7. For further information see Sanders, J.W., "Safe Camps for Young America," National Safety News, 1930, p. 77.

8. Dimock, Hedley S., and others, Character Education in the Summer Camp, Monograph III, 1935, p. 14.

In addition to the accepted number of hours of sleep at night, at least one rest period daily when campers lie down or sleep, is highly recommended. Activities at camp are usually more strenuous than the regular school routine during the year. A quiet period of from twenty to thirty minutes before meals is also recommended.

Ohio Picnigo meets the above standards of rest, with a daily rest period and a period of about forty-five minutes before and after supper in which there are no planned activities. Camp Chelan meets the requirements for sleep approximately, and that for the daily rest periods fully. The campers at Merry Ledges get the required amount of rest and sleep. The Camp for Colored Girls, with girls from ten to eighteen years of age, only requires nine hours of sleep, with a free period after every meal and an hour of rest after the noon meal.

At Dan Beard the campers range from twelve years of age on, and get nine and one-half hours of sleep. There is a rest period in the morning from eleven to twelve o'clock, which does not seem as desirable as one immediately following the noon meal. Camp Shantituck and Camp Gordon meet the standard for rest and sleep. The Louisville Fresh Air Home does not quite reach the standard for younger campers. However, the babies retire earlier than the campers of adolescent age. Jennie Cassidy Rest Cottage and Mount Mercy have no regulated schedule of sleep, as the young girls and adults usually arrange their own program. The campers at Covered Bridge Reservation range up from twelve years of age, and get but nine hours of sleep. An hour of free time after lunch is given when campers are encouraged to rest.



## Food

The amount, variety and quality of food served at camp are very important in their effect on the health of campers. The diet should be well balanced and sufficient in amount to meet the requirements of growing children. Fresh milk,<sup>9)</sup> fruits, and vegetables for all campers and staff members are necessary, and are usually assured if a dietician is employed on the camp staff.

In low cost camps at least one pint of milk per person should be provided daily for beverage purposes, and dried or skim milk used in cooking. One egg and at least one generous serving of meat, fish, or fowl per day is minimum protein requirement per person.

In low cost camps beans, legumes or cheese may be substituted. Fresh fruits and vegetables are preferred. The use of home canned vegetables is not approved by the Cleveland Camp Council. It is essential that whole grain bread or cereal be served at least once a day, and if possible served at every meal with white bread. At least three servings of butter daily are recommended. In addition to the foods listed previously, ample quantities of carbohydrates, and sugars mainly in the form of desserts are needed to provide the adequate caloric intake.

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9. "Pasteurized milk is to be used if obtainable anywhere within a reasonable distance of the camp, and is to be delivered and maintained at a temperature of not more than fifty degrees Fahrenheit. If pasteurized milk is not obtainable, evaporated, powdered, or milk that is certified as meeting all the standard requirements of the local and state departments of health may be substituted." Minimum Standards for Organized Camps, National Park Service, 1936.

If neither a trained nor student dietician can be employed, menus with sufficient flexibility for application during camp may be planned in outline before and approved by a consulting dietician. Efficiency is attained if records are kept of the amount of food used, the number fed, and the cost per person. Adequate refrigeration is needed for storage of milk and all other perishable foods.

Covered Bridge Reservation serves at least one pint of pasteurized milk per person daily. The milk is sent from Louisville by an approved dairy. A detailed menu is made for every meal before camp opens by the director in collaboration with the steward. Food for an adequate diet is preserved in a refrigerator.

Camp Gordon and Jennie Cassidy Rest Cottage serve a pint of pasteurized milk a day per person, and one egg every other day. The other required food standards are met, with the exception of butter. Oleomargarine is served in place of this. Meals are planned by the house keeper and food preserved in an ice box.

At the Louisville Fresh Air Home, oleomargarine is substituted for butter, and almost a quart of pasteurized milk served daily per person. Fresh fruits and vegetables do not average a serving a day. Meals are planned by the director and cook.

Camp Shantituck serves approximately a quart of pasteurized milk, and all other food essentials daily. Meals are planned by a dietician. Dan Beard serves approximately a pint of pasteurized milk per person, two eggs, included in the cooking, and other essentials daily. At the Camp for Colored Girls, the under-nourished children are served an extra glass of pasteurized milk twice a day in addition to the pint served

everyone daily. Eggs are served three times a week, and other essentials at least once a day. The meals are planned by the director. Food is preserved in a large electric refrigerator. At Merry Ledges an extra glass of milk is served to the underweight children daily, in addition to the regular pint of certified milk. Eggs are served twice a week for breakfast, and included during the week in ice cream and custards. Meat, fish or fowl is served three times a week, butter once a day, and fruits, vegetables and potatoes daily. The director of Merry Ledges plans the meals. The food is preserved in an ice box.

Camp Chelan has a graduate dietician on the staff, who plans and supervises the meals. There is no limit to the amount of pasteurized milk served, which usually averages a pint a day per child plus that for cereal and cooking. An egg per person is served four times a week. Butter is served at every meal and whole wheat bread three times a day. Fresh vegetables are served twice a day; fruits, potatoes and meat once daily. The food is preserved by refrigeration.

Ohio Pioningo serves an average of a pint and a half of pasteurized milk per person daily, and the other essential foods are served once daily. Meals are planned by the dietician, and checked by the director previous to the opening of camp.

This general analysis of foods served in the various camps shows that the most desirable standards are maintained at Chelan, Ohio Pioningo, Shantituck and Covered Bridge Reservation, the camps which have a trained person on the staff whose specific duty is planning the meals. It is unfortunate when this extra burden has to be placed upon the director, who already has many other responsibilities.

## SAFETY

Fire-fighting Equipment

In considering the safety of a camp, necessary fire fighting equipment is one of the first essentials. Local authorities may be consulted about the special needs of each camp. If campers and staff are familiarized with the procedure in case of fire, the danger is lessened. This is particularly important in large camps where groups are often scattered at the time of emergency. Chemical extinguishers, pails, hose, rope and ladders comprise adequate camp fire fighting equipment. None of the camps in the Louisville area meet this standard fully. Buckets are the only available equipment at Dan Beard. The Louisville Fresh Air Home has fire extinguishers available. A garden hose and fire buckets are used at Covered Bridge Reservation. Ohio Plemingo, Shantitusk, and Chelan almost meet the standards, the latter having running water in each unit, fire buckets, two chemical extinguishers and a reel of fifty foot of hose for each unit.

Other Safety Measures

An additional hazard to safety is the fact that many of the camps do not give sufficient or effective supervision and education to enable campers to meet successfully the totally unfamiliar conditions of the new environment. It is not enough to show children reared in the city a leaf or picture of a poisonous plant and expect them to be adequately prepared to avoid the danger.<sup>10)</sup> Careful supervision in the use of axes and knives is also essential.

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10. See Sanders, J.W., "Safe Camps for Young America," National Safety News, 1930, p. 17.

Few of the Louisville camps have instruction in accident prevention as a part of the program. Those which do, have included it mainly in the activities of woodcraft and nature craft. Safety instructions at Chelan are given at the first cabin meeting, with campers and counselors. All of the camps have regular hours for swimming and the campers are not allowed near the swimming area unsupervised. Safety tests are given to the Boy Scouts and Girl Scouts as part of the merit badge system. At Merry Ledges safety instructions are given to the camp group as a whole the first night of camp. Some safety instruction at Ohio Pioningo is given to the boys by counselors. Definite training in safety measures is lacking, however, in all the organizations with the exception of the Scout Camps.

In order that the camp site may be free from hazards, a regular systematic check should be instituted to maintain proper condition of the camp grounds and neighboring territory used by campers. J.E.Sanders found that one of the greatest accident hazards in most of the camps studied throughout the nation, was the very poor condition of main pathways between cabin lines and the dining hall, and other places used continually during the day and after dark. Good camp management would keep these paths reasonably smooth, and well marked. The campers may well have a part in this care of the grounds, thus eliminating extra cost for the camp and engendering a pride for the camp appearance in the heart of the camper.

The buildings and grounds at Ohio Pioningo are cleaned daily with the help of the campers and the caretaker. Three thousand acres of neighboring territory are used on hikes. The trails are checked for

safety measures. The neighboring territory of Cheilan is used only as a bridle path, and is checked for use. Shale paths are used in camp. At Merry Ledges the campers take turns daily in cleaning the grounds. The handyman at the Camp for Colored Girls cleans the kitchen daily, and a sanitation committee of campers, appointed by counselors, cleans the grounds each day. The roadways are partly concrete, partly gravel, and the rest dirt paths. The cleaning of the building and grounds at Dan Beard is done every day by the campers. There is one gravel road at the edge of camp; all the others are dirt paths. The neighboring territory of Camp Shantituck is rugged and untouched, and is used by the campers in learning how to camp properly in such areas. Paths are used in the camp. The cleaning of the buildings and grounds is performed daily by campers who take turns at these duties. The Louisville Fresh Air Home has gravel walks and roadways. The neighboring territory is not used. The caretaker cleans the buildings twice a day, and the campers clean the grounds every morning. The Board of Jennie Cassidy Rest Cottage realizes that the paths need to be improved. The buildings and grounds are cleaned by the caretaker once a week; the halls, porch and kitchen are cleaned every day. Covered Bridge Reservation has a gravel roadway leading to camp, but the rest are trails or foot paths. The boys have "fatigue duty" every day, when the paths are "policed" for paper and debris. The campers mop the floors every other day.

### Lighting Facilities

Lighting facilities are an important factor in considering the safety of a camp. Camp Chelan, the Camp for Colored Girls, Camp Gordon, Jennie Cassidy Rest Cottage and Mount Mercy have electricity on the grounds. The Louisville Fresh Air Home has electricity in the Administration Building and in the cottage for mothers and babies, while the boys use kerosene lamps in the shelters. The boys at Covered Bridge Reservation and Dan Beard use lanterns, but the camp has electricity in the dining hall, staff and cook's quarters.

Kerosene lamps are used at Ohio Pionings in the cabins, and there are electric wires on the grounds. Gasoline lamps are used entirely at Merry Ledges. Lanterns are used only by the counselors at Shantituck, where the campers use flash lights. Careful instruction in the proper use of lanterns is a necessity in these camps which do not have electricity.

### Waterfront

The waterfront is probably the most important problem in the safety of a summer camp. The excellent work of the National Red Cross and many of the national camping organizations has helped greatly in safeguarding water sports. "Most camps supervise their swimming and boating facilities far more rigorously than do most of the commercial beaches and pools, so that it is probably true that camp swimming is the safest swimming most youngsters know. Even so, there has not been a camp season since the beginning of camping that has not brought with it a needless number of water fatalities."<sup>11)</sup>

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11. Sanders, J.W., op. cit., p. 77.

The National Red Cross has set up in detail standards for waterfront protection. One of the main requirements is that the bathing place be chosen to combine, if possible, deep water swimming for the experienced swimmers and shallow water for beginners. These areas are to be marked by buoys for swimmers and non-swimmers. A small tower eight to twelve feet high is needed on the shore, so erected as to overlook all areas of the waterfront. It is suggested that ring buoys, water glasses, first aid equipment, grappling irons, and extra boat equipment such as oars, rowlocks, and boat hooks be kept ready for instant use. If rowboats and canoes are used they must be kept in first class condition, and tested for capacity.<sup>12)</sup> Additional detailed regulations for operating a safe waterfront are given by the American Red Cross, and are very helpful to camps in setting up a waterfront area.

One of the most effective methods for protecting groups of bathers during swimming period is the Buddy System. The bathers are divided into pairs, every bather having a water buddy in his own class or grade. The buddies are swimming partners, entering and leaving the water together. A check system, whereby every bather has a numbered tag which he turns over before entering the water, and again upon leaving the waterfront, is an added safety device for safety.

Standards for waterfront staff include provision for at least one Red Cross examiner at the waterfront whenever campers are in swimming. For every twenty campers in the water minimum staff requirements call

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12. American Red Cross, "Waterfront Protection For Summer Camps."



for at least two counselors, one of whom has a senior Red Cross life saving emblem. It is advisable to have additional guards stationed at strategic points in order to insure efficient guard service.<sup>13)</sup>

The swimming area of the Louisville Fresh Air Home is a lake at Fitzgerald Quarry. It is divided by ropes into shallow and deep areas. Inner tubes painted white serve as floats, and there is no diving board or tower. The Buddy system is used and no night swims are permitted. In 1938 the waterfront staff consisted of one young woman and two young men who, although expert swimmers, had not passed the Red Cross examination. The waterfront director was over twenty years of age, and one of the staff guarded while the other two instructed. Campers were classified as to swimming ability, and were only allowed to swim at regular times under the supervision of the staff. A first aid kit was the only life saving equipment available. It is hoped that additional equipment will be obtained, and that the check system will be used in the future. The waterfront staff should take advantage of the life saving courses offered by the Red Cross every year. The campers at Mount Mercy have the privilege of using Fitzgerald Quarry for swimming.

Harrod's Creek is used by Covered Bridge Reservation for swimming. Separate areas for swimmers and non-swimmers are marked off by buoys. A diving board and high tower, used for guarding purposes, are located at the ten foot depth of water. Three life boats are kept on duty during the swimming period, and four ring buoys are available.

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13. See "Specialized Personnel" in Personnel section.

Fifteen row boats and four canoes are used. The Buddy and check systems are practiced. Night swims are permitted only under close supervision. The campers and staff members are classified according to swimming ability. Life saving equipment consists of life rings, grappling irons, first aid kit and blankets. Last season the waterfront director, twenty-two years of age, was a Red Cross examiner. His two assistants had Red Cross senior badges. The necessary waterfront regulations were enforced during the swimming and boating periods.

A creek at Camp Shantituck is marked into areas for swimmers and non-swimmers by buoys. Plans are being made to have a crib built for beginners. Two floats and a diving board are used. About twelve row boats and two canoes are available. The campers and staff members are classified according to swimming ability. The Buddy and check systems are followed. Life saving equipment consists of a first aid kit and blankets. Last season the waterfront director, an examiner twenty-four years of age, had two assistants over twenty-one who had passed their Red Cross examination. The swimming classes are organized into beginners, intermediate, and advanced, and no night swims are permitted. Other swimming and boating regulations are enforced during the periods.

Dan Beard also uses Harrod's Creek for its swimming area. Divisions for swimmers and non-swimmers are marked off by ropes. There are no boats, floats or towers. Campers and staff are rated according to swimming ability. The Buddy system is used and no

night swims are permitted. The waterfront staff in 1938 consisted of a crew of three or four Eagle Scouts who had passed their junior Red Cross test, and the waterfront director, who was twenty-three years of age. The water-front safety may be improved further in the future by installing the check system, and by addition of life saving equipment.

The Camp for Colored Girls was not able to use the pool in 1938 as the flood washed dirt into the reservoir, but plans for its use in 1939 are being made. Neither the Buddy nor check system have formerly been used, but it is hoped that they will be in the future. The waterfront staff usually consists of three persons, one who has passed a Red Cross senior examination and who is at least nineteen years of age. Only ten children are allowed in the pool at one time. Since no life saving equipment is available, an examiner or at least an older person for waterfront director would seem desirable.

Camp Chelan has an excellent swimming area in its lake, which is seventy-five by one hundred feet. A bridge divides the crib for the non-swimmers from the area roped off by buoys for swimmers. The rest of the lake is used for boating. A float and diving board have been built. A tower on the dock is used for guarding, as is the float located some distance from the dock. Life saving equipment consists of an unequipped life boat, two ring buoys, first aid kit, extra oars and blankets. There will be two new canoes in 1939 in addition to twenty-two row boats and one canoe formerly available. Campers and staff members are listed according to swimming ability, and the Buddy system is used. Night swims are permitted only for adults under super-

vision. The waterfront staff is composed of eight members. The director is thirty-three years of age and has an examiner's certificate. Seven persons who have passed the Red Cross senior life saving test assist the waterfront director.

Ohio Pioningo uses the pool built by the National Park Service. The waterfront director divides the pool into areas for swimmers and non-swimmers during instruction periods. The Buddy system is already in practice, and plans are being made for the check system to be introduced in 1939. No night swims are permitted for campers. Staff members and campers are classified as to swimming ability. The waterfront staff last season included the director, an examiner twenty-three years of age, four guards, and one other instructor who had passed the Red Cross senior examination. Life saving equipment consists of life rings, first aid kit, and blankets. Swimming regulations according to the Red Cross standards are carried out.

Merry Ledges, Jennie Cassidy Rest Cottage, and Camp Gordon pay for swimming privileges at Lake Louisville. Merry Ledges is located more closely to this lake than are the other camps. The size of the lake is one and three-fourths square miles. The areas for swimmers and non-swimmers are marked off by a float. One tower is situated at the end of the board walk, and one life boat is available. The Buddy system is used. One guard and one instructor who have passed the Red Cross senior examination are on duty. Twenty to thirty row boats and twelve canoes are available.

A private swimming area would probably be more suitable for these camps, as only limited instruction can be given under the circumstances.

#### SUMMARY

This section shows that the attention given to health and safety measures has not been sufficient in the majority of the organizations. If the directors of most of the camps in the Louisville area had a better understanding of the necessity of adequate sanitation inspection and of accepted standards of health and safety, the sanitary arrangements of these camps would be improved and more attention would be given to proper water and milk supplies, garbage disposal, toilet facilities, et cetera. The inspection of the camps is usually rather superficial.

Although the diet is adequate in most of the camps, only a few of the organizations have a trained dietitian on the staff. There is no indication that health examinations are required of cooks and food handlers in some of the camps.

Generally the standards achieved in the health maintenance of campers are better than those in sanitation, although the medical staff at most of the camps is minimum. The examination of campers before camp is usually better than the check on improvement during camp. This consists mainly of checking weight gained at camp. Only four of the camps in the Louisville area have a separate medical build-

ing, viz.: Ohio Pioningo, Camp Chelan, Shantituck and Covered Bridge Reservation.

The safety measures of most of the camps are superficial, with the exception of the waterfront. More thorough training requirements for waterfront staff members and better life-saving equipment are imperative in most of the camps in the Louisville area. Since swimming is such an important activity of camp life, it is most probable that camp directors will realize the need to strengthen this phase of the camp in the future.

#### **IV. PERSONNEL**

## PERSONNEL

Personnel is one of the most crucial problems faced by camps today. To a large extent the type of personnel determines the type of camp. The organization which seeks to utilize the current methods of education in its programs must secure leadership equipped for such a task. It is astonishing to find that some agencies set up primarily for the betterment of society do not list in their standards for camp staff the requirement that the staff be socially minded, trained, or even interested in social movements. Not only is the quality of leadership lacking but also the necessary specialized training.

Few schools offer courses pertaining directly to camps, and courses such as group work are seldom taken by individuals considering positions in camp. Much more experience and experimentation in the selection, training, and supervision of counselors are needed for the embodiment of the social ideal in the camp method and program.

According to the "Interim Progress Report of the Program of Studies and Research" of the American Camping Association,

Organized camping in America is confronted with a crisis in personnel. Sources of available leadership are drying up. Large numbers of counselors who have been available during these latter depression years are being absorbed by normal business operations. New sources of leadership must be found, more adequate recruiting methods devised, and much more adequate widespread training opportunities provided. The whole question of remuneration must now be faced frankly. Minimum standards can no longer be postponed.<sup>14)</sup>

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14. Hendry, Charles E., Camping Magazine, October, 1937.



## DIRECTOR

The camp director should be the symbol of unity of the entire group. Naturally the spirit of the camp as a whole and the benefit campers individually derive from the camp experience, will depend to a large extent on the director and the type of program he or she develops. In order effectively to stimulate and guide the group's behavior, a good leader must be conscious of the wishes and purposes of the group members. The good group leader defines, stimulates, and crystallizes the desires of the group, and usually shares with the group in the effort to realize these purposes. The director who knows camping from actual experience as a camper will often have a better understanding of the individuals with whom he works. Thus the camp director stands out as a guide not only to the rest of the staff, but for the camp as a whole.

Various age limits have been fixed for camp directors, but most authorities agree that twenty-five years of age is the minimum. The National Park Service and the Girl Scouts of America agree that the director must be a person of mature judgment, who will take the full responsibility for the administration and program of the camp.

Authorities have maintained that the educational requirements for a camp director are a Bachelor's Degree from an accredited college, with a major in education or the social sciences, and specialized training in recreational methods and various camping activities. Up to date, emphasis has been placed mainly upon training in education

as the chief requirement for camp directors. However, a recent trend is toward training in group and social work as offered in schools of professional social work.

It is in the field of special training for the job that so many directors fall below standards. Efficiency will be increased if the director has taken a camp directors' course, preferably within the last three years. Only a few of the camp directors in the Louisville area have obtained any special training by taking special courses or by attending camp institutes.

A good camp director also possesses ability as an executive in leadership of counselors and campers. It is best if he has had some previous experience in an executive capacity. "The camp director should have at least two years successful camping experience in a well organized and well conducted camp. He should be engaged for at least one month longer than the actual camp season." 15)

The director of Covered Bridge Reservation is always one of the professional executives in the Louisville Council of Boy Scouts. The director for 1938 has a Bachelor of Arts Degree from Muhlenberg in Allentown, Pennsylvania. He has taken a four months course at Mount Airy Theological Seminary in Philadelphia. He left there in January of 1935 to attend the forty-third National Training School for Scout executives at Schiff Boy Scout Reservation at Mendham, New Jersey. After a one month course there, he graduated and became

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15. Children's Welfare Federation, "Tentative Standards for Vacation Homes and Camps," 1932.

Scout executive for a year at Black Diamond Area Council, Shanahan, Pennsylvania. From 1928 to 1932 he was a counselor at Treasure Island Boys' Camp at Philadelphia and also at General Trexler Camp, a Boy Scout camp at Allentown, Pennsylvania. In 1936 he was transferred to the Louisville area of Boy Scouts where he was commissary director in 1937, and camp director in 1938.

The camp director of the Louisville Fresh Air Home has been the director for three years and is a teacher of physical education in the winter. She has a B.S. in Education from the University of Louisville, has obtained recreational and physical education training at Teachers' College, Columbia University, and has taken summer courses at the University of Wisconsin and Peabody College.

The director of Camp Shantituck has an A.B. from Colorado with a major in biology, and a Master's Degree in Science with a major in botany. Her camp experience consists of positions as counselor at Girl Scout camps in the Rocky Mountains, Iowa, New York, and Ohio. For two years she was the director of a Cincinnati camp. She has attended four two-weeks training courses in a National Girl Scout Camp studying administration of camps, training methods and other courses, including one designed especially for camp directors. Twice a year, because of her executive position in the Louisville Council of Girl Scouts, the director attends regional training courses for Scout Leaders.

The executive director of Dan Beard has been an executive in the Boy Scout organization for twenty years, and was director of the White Division in 1919. He is now executive director of the Colored Division.

which he organized in Louisville in 1920. He also started the camp for colored Boy Scouts, one of the first of its kind in the country. The program director is a graduate of the University of Indiana, has been a scout for a number of years, and has been with the Louisville division for eight years.

The director of Camp Gordon has worked with the organization of King's Daughters and Sons since 1925. She is now the director of the young people's work of the King's Daughters of the State of Kentucky. Aside from training received in this organization, she has had three years at the University of Louisville, with a major in home economics. The administrative head of the camp is the State President of the King's Daughters and Sons of Kentucky.

The director of the Camp for Colored Girls founded this camp in 1921. She has had two and one-half years of work at the Municipal College for Negroes, with a major in sociology. Her experience consists of seventeen years with Family Service Organization, during ten of which she did senior case work. She has attended institutes and courses for social work in Louisville, and now has a position as an N.Y.A. supervisor.

The camp director of Merry Ledges is usually the girls' worker at Wesley Community House. This worker is required to be at least twenty-three years of age, to be a trained social worker, and to have had some camping experience.

The director of Camp Chelan has a B.S. in Education from Northwest Missouri State Teacher's College, with a major in physical education and a minor in sociology. She obtained additional credits from Iowa, Wisconsin, and Lindenwood, a girls' school in St. Charles, Missouri. Her camping experience consists of two years as recreation director of Camp Brewster, a Y.W.C.A. camp at Omaha; one season as an assistant in archery at a private camp in the Adirondacks; and four seasons as director of Camp Chelan.

The director of Ohio Pionings has been with the Y.M.C.A. for thirteen years and is now the head of the boys' department of the local Y.M.C.A. He is a graduate of Maryville College in Tennessee, and has taken graduate work in sociology and psychology at the University of Cincinnati. His summer school training at Y.M.C.A. schools consists of courses in group work and camping. He has attended state and national camp conferences regularly. His camping experience consists of four or five summers as a counselor in private camps, and nine summers as a counselor in Y.M.C.A. camps, during four of which he served as program director and camp director. As the season of 1938 was experimental, the director of the religious program, the athletic director and another director at the local Y.M.C.A. each was director at Ohio Pionings for one period. However, the director of the boys' work, whose education and experience are given above, is to be the permanent director of the camp.

The Board of Jennie Cassidy Rest Cottage selects the matron or supervisor, who is in charge of the home during the summer. According to the president of the Board, "the matron must be a good Christian woman who can administer the work and plan the meals." She must have a nice appearance and know how to meet people. Need for work is a determining factor in the selection of this person.

The director of Mount Mercy is also the administrative head, and is usually one of the sisters at Our Lady of Mercy Academy. A recreational director was employed in 1938 as an experiment. She has taught physical education at a high school in Salem, Indiana. She has been recreational director of a camp for 4-H children at Charleston, Indiana, and teaches recreation, dramatics, English, and reading in the winter.

#### COUNSELORS

In this section, qualifications discussed will be related mainly to those counselors who either live with the campers or are directly responsible for the welfare of a certain number of campers.

##### Camper-Counselor Ratio

The number of counselors needed in relation to the number of campers varies considerably, but a staff sufficient to assure the good health, safety, and supervision of campers is absolutely necessary. Recommendations from different sources suggest one counselor to six campers as an absolute minimum for children under nine years (one to three or four is preferable). One counselor to eight or ten older campers is necessary. The National Park Service sets a minimum of one

adult counselor to every eight campers in childrens' camps. The Boston Council of Social Agencies sets the minimum still higher, saying that the proportion of children to senior counselors, exclusive of the director, nurse, doctor, cook, and all non-professional employees should not be more than five children to one senior counselor. The camper-counselor ratio is important, because if the counselor has too many children for whom he is responsible, he will often be so exhausted, after a day of activities and instruction, that he will neglect what should be the most important part of his responsibility: that of studying the child's needs and development.

Ohio Pionings has one counselor to eight campers. At Shantitack one counselor is responsible for every three girls. A counselor for every nine girls, and one for every eight boys, is the ratio at the Louisville Fresh Air Home. Covered Bridge Reservation averages one counselor to every eight or nine boys. Camp Chelan usually has one counselor to every eight girls. At Merry Ledges four staff members in addition to volunteer counselors (usually three or four to twenty-four campers) makes an average of about six girls to a senior counselor. The Camp for Colored Girls averages nine girls to a counselor. At Camp Gordon, three staff members serve the thirty-one campers. Dan Beard has one counselor to every eight or nine boys. At the Volunteers' Camp the director and her husband, assisted by a minister and his wife, have charge of the twenty-five campers.

Since Jennie Cassidy Rest Cottage, Mount Mercy, and the Volunteers' Camp do not employ counselors these organizations are not included in the following discussion on counselors.

In each of the camps studied the camper-counselor ratio is significant when one considers the amount of responsibility each camp places upon its counselors as well as the relationship between camper and counselor.

### Age

The age of the counselor must be considered, and camps have often failed to realize the importance of this in regard to leadership. It is generally agreed that the major counselors should be adults, younger ones serving as assistants or counselors-in-training. Counselors who are mature in judgment and expert in their speciality, yet young enough to be close to the campers, are difficult to obtain but well worth striving for. The senior camp staff members should not be under twenty-one years of age, and no counselor should be under eighteen.

Camp Gordon and the Camp for Colored Girls set the minimum age limit for counselors at twenty, whereas all of the other camps studied require that counselors be at least eighteen years of age or over. Camp Shantituck requires that the unit leaders (adult counselors) be at least twenty-one. The unit leaders are usually twenty-five years of age or over, and most counselors are at least twenty years of age. A counselor who is under these age limits seldom meets the requirements of education, maturity, and experience necessary for competent



personnel. Eighteen years is a rather low age for a counselor, but if a balance of younger and older staff members can be attained, the training opportunities given the younger counselor are very valuable.

#### Education and Experience.

A background of education and experience, which prepares counselors for the responsibilities of leadership, is necessary. To some, this means a minimum of two years of college education or its equivalent; special education in the social or educational sciences; leadership experience with children in recreational or informal education activities; previous experience in an organized summer camp; or adequate skill in some of the camp activities. Certain others require a number of years of camping experience, and training in the methods and program of camping by attendance at one or more camp training courses.

Much emphasis has been placed upon educational methods as a valuable field of training for camp counselors. However, little has been said about the value of group or social work training, as it is a comparatively new field. Only one of the camps in the Louisville area, the Louisville Fresh Air Home, mentioned such training as a requirement for counselors. Perhaps this type of training is more valuable in helping to carry out the purposes for which many camps are organized, than any other type of training previously required.

The main need of a counselor, the ability to work with the group as a part of the group, is gained through group work training. In case work training, one learns how to work with individuals and to help them become adjusted to new situations (for what camper does not need such help in his first camp experience?). Many counselors have not had experience working as group leaders before coming to camp, and many of those who have such experience fail to understand the group process, partially because of a lack of group work training. Often a much better program is carried out when this need is filled. Although there is no educational agency which prepares men primarily for camp leadership as a profession, there are organizations which prepare students for the type of leadership camp requires. At the University of Louisville many of the social work courses are designed to prepare the student for group organization and leadership.

Many of the educational standards discussed above apply for camp directors as well as counselors. The directors of the Louisville camps lack certain of these qualifications partially because the organizations employing them do not realize the importance of such training. Hence they do not give the directors the time or remuneration which would make it possible for them to attend institutes and training courses.

The camps which use volunteers in place of paid counselors must put much emphasis on pre-camp training in order to comply with the spirit of some standards.

The director of the Camp for Colored Girls attempts to get either school teachers or young women who have finished college. All the counselors must have completed high school. The director states that it is difficult to obtain well qualified persons who will do volunteer work.

The counselors at Camp Gordon in 1938 had completed two years of college, but as this camp was a new experiment no standards had been set by the camp for the education and experience of counselors.

The counselors at Ohio Pimings are required to have had some experience working with boys, and they must have completed at least a high school education. Great emphasis is placed on personality. The troop leaders at Shantitusk have had experience with girls during the year in the troop programs. The counselor must be a Girl Scout. In the "Report of the Recommendations of the Camp Study" conducted as a part of the Girl Scout Program Study from 1935 to 1937, it was recommended that the training of counselors include more of general camping background and principle. The acquiring of specific skills was considered of secondary importance. It was suggested that counselors get training and experience from sources other than the Girl Scout Organization.

The Louisville Fresh Air Home requires of its counselors at least two years of college training, and desires special training in recreational activities and social work. Covered Bridge Reservation requires that the men chosen for activity leaders be experts in the activities. The director of Camp Chelan requires two years

of college training for a full counselorship, with one or two exceptions. Previous camping experience is desired. At Merry Ledges a college education is preferred but not required of counselors. Counselors have usually gained experience by work with groups in the community house during the winter. Some previous camp experience is expected of counselors at Dan Beard, as well as troop experience and at least a high school education. Speaking generally, standards for counselors in camps in the Louisville area are low when compared with those which authorities find acceptable.

#### Personality Factors

Personality factors are important in the selection of personnel in summer camps. In this connection mental hygiene has taught us to think in terms of emotional maturity as well as in terms of good character and honesty. A sincere interest in the campers is perhaps the first and foremost essential of a successful counselor. Stability and reliability are also important traits.

An interesting study <sup>16)</sup> made of the characteristics which campers of various camps liked best in counselors reveals that they favor counselors who are:

- a. agreeable, friendly and approachable
- b. strict and able to maintain order
- c. willing to participate in all the activities with the campers
- d. sympathetic and understanding
- e. fair to all without favoritism
- f. efficient in their assigned work in camp
- g. athletic
- h. not over-bearing, bossy or conceited
- i. not unnecessarily severe

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16. Mason, Bernard, Camping and Education, New York, The McCall Co., 1930, p. 114.

Such information is valuable as a guide to counselors attempting to meet the needs of campers.

### Additional Qualifications

The qualifications of a counselor as listed by the Camp Director's Association are stated in such a challenging manner that it seems worth while to present them here. The exceptional counselor possesses:

1. Good, radiant health and well-being that result from a well balanced day of work, play, rest, and wise attention to food.
2. An unbounded and untiring interest in girls and boys which gives zest to each day and keeps the heart young.
3. Personal neatness, courtesy, and unerring punctuality, which may seem too simple to mention, but which often make the success of a leader.
4. A joyfulness in simple daily tasks and a keen sense of humor.
5. A love of growing things and a feeling of "hominess" in the midst of woods and fields.
6. Originality and initiative which always enliven work with young people.
7. Ability to handle wisely the responsibility that is necessary for a leader of boys and girls.
8. Sincerity in thought and action, and a trustworthiness in every detail, however unimportant the detail may seem to be.<sup>17)</sup>

As no one counselor will possess all of these qualifications, they may be considered as a guide toward the attainment of an ideal staff.

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17. Matten, L.J., Qualifications of a Camp Counselor, Booklet of the Camp Director's Association, The Wolfeboro Press, 1926, p.3.

The majority of the staff at Dan Beard have either been former campers or leaders of boys during the winter, so they have had some experience with boys. Further qualifications for the counselors of Merry Ledges are that the counselors have good character and ability to control a group. They are chosen according to skills, abilities and adaptability. An attempt to learn the leadership abilities and skills of applicants for positions as counselors at Camp Chelan is made by a check list used as a part of the application blank. A counselor's recommendation blank, also used, is a good way of gaining an objective insight into the counselor's qualifications. Personal, physical, and mental qualities, as well as leadership and administrative ability are looked for in leaders at Covered Bridge Reservation. The administrative director of the Louisville Fresh Air Home expressed the need for trained, experienced leadership for the proper development of campers. The lack of such leadership at this camp gives rise to many problems. This organization is an example of one where trained leadership is wanted, but which cannot afford to pay the majority of the staff. There were five full time paid workers in 1938, and about twenty-five volunteers.

At Shantituck, the qualifications of the unit leader and her assistant are clearly outlined. The general scope of her responsibility is stated as follows: The unit leader is responsible to the camp director for the safety and happiness of a given number of girls in a unit. She is responsible for the interpretation of unit standards and programs, and for adapting the program to the needs of the

Scouts in her unit. Among questions asked applicants for the position of counselor at Shantitusk are: "Why do you consider yourself especially qualified for the particular position which you seek? Why do you want to go to camp this year? Do you enjoy camping?" These are good questions for gaining an insight into the attitudes and personality of the applicant. The directors of Ohio Pionings attempt to learn the attitudes of the applicant for the position of counselor by such questions as: "Do you enjoy spending most of your time with a group? by yourself? or with one or two friends? Are you interested in boys to play with? to teach? or is your interest rather in the perfection of skills?" These questions help to give the director an idea of the type of person he is to work with.

#### Counselor Responsibilities

In many of the camps studied, as well as in camps throughout the country, counselors often have a double responsibility for cabin duties and activity instruction. In a camp where the counselor load is not too heavy, that is, where the proportion of counselors to campers is not more than one counselor to four or five campers, this method would seem acceptable. However, only a few camps in the Louisville area have this small proportion of campers to counselors, so that the counselor's job is too exacting in many instances. In the majority of camps, the waterfront director, dietitian, nurse or doctor, and business manager do not have both duties, which seems to be justifiable because they have a greater responsibility in their main duties than the other instructors do.

The group leader, as differentiated from the instructor, has complete responsibility for the campers in his charge. Lieberman makes the distinction clearer in his book, Creative Camping. He says, "On the one hand the group leader must interest himself in the campers physical well being, cleanliness, food, rest and clothing; on the other hand in the development of their personality, their creative capacities, cultural interests and social attitudes. In recognition of the difficult task he faces, the group leader should be given a small group to care for, and sufficient time free to enable him to give the group his undivided attention while on duty." 18)

The instructor is responsible mainly for the activity which he teaches.

#### Specialized Personnel

In a large camp of one hundred or more campers it is advisable to have special instructors who have only duties of activity instruction, provided too much emphasis is not put upon the activity itself, rather than upon the development of the camper. If the counselor has too many duties, he cannot perform either those of instruction or those of guidance well. However, if a person especially skilled in some activity also has an understanding of children and an interest in their whole personality, this person is preferable to one with skill only.

Such supervisory experts as therapeutic, program, and personnel directors are very helpful as advisers to the staff. For a camp that cannot afford all three, the personnel director, schooled in youthful maladjustments, social case work, and group work methods, would perhaps be the most essential, as the other specialized functions can be, and

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18. Lieberman, Joshua, Creative Camping, New York, Association Press, 1931, p. 152.



very often are carried out by other staff members. No such persons have been employed on the staff of any of the camps in the Louisville area.

It is very desirable for the camp to have a music instructor, that is, some person with sufficient training to lead singing and to carry out the music program of camp. Emphasis on techniques should be secondary to enjoyment and appreciation of good music. A good craft instructor will have ability to stimulate interest in the activity as well as skill in a variety of crafts. The nature lore instructor should have special skill in stimulating inquiry and imagination in addition to a genuine love of out-of-doors. The dramatic instructor should place a secondary emphasis on techniques of production, and a primary emphasis on the creativeness and value the individual child is gaining from the dramatic experience.

These special instructors are chosen for discussion as they are considered valuable in a camp program. Not all of the camps in the Louisville area have an instructor for each one of these activities. However, most of the activities are offered and are usually directed by some staff member as a part of his duties.

The counselors at Merry Ledges have responsibilities in activity instruction in addition to responsibilities for the campers' development. The girls' worker and boys' worker, along with the volunteer counselors, carry out the activity program. At Dan Beard, one of the staff members is director of recreation, covering most of the activities offered. A camp Chaplain is also on the staff to

conduct the religious program. Besides having instructional responsibilities, the counselors of the Camp for Colored Girls have the responsibility of guiding the girls in daily activities, correcting their manners and waiting on the children at the tables. At Camp Gordon in 1930, the three staff members, including the director, had charge of the activities and the care of the children as well. At Ohio Pioning, the doctor does not have cabin duties, but all of the other counselors, including the waterfront director, have cabin responsibilities as well as instructional duties. Each counselor is responsible for seven or eight boys to see that their conduct is good, to correct their manners, and to help in cabin clean-up. Camp Shantituck has specialists in the field of archery, music, dramatics, swimming and arts and crafts. The counselors at the Louisville Fresh Air Home are responsible for the activity program, and for the daily training of the children in manners and cleaning of the dormitories and shacks. The person in charge of the mothers' and babies' cottage is the pianist for the entire camp, and also directs the cleaning of the dining room for each meal.

At Covered Bridge Reservation, the doctor, waterfront director, handicraft director, camp naturalist and camp minstrel, do not have the responsibility of the boys other than in their contact with them in activity groups. The troop leaders, who usually come to camp with the boys whom they lead during the winter, are responsible at camp for each of these boys. At Camp Chelan, the program director, dietitian, business manager, and nurse, do not have the special responsibility of a certain number of girls. The other activity instructors have both duties.

By this short summary, we can see the great diversity in the size of staff in the various camps and the emphasis placed upon the duties of the staff members. Since Jennie Cassidy Rest Cottage, Mount Mercy, and the Volunteers' Camp do not employ counselors, no individual development is striven for in the campers. However, it would seem advisable if at least a recreational director,<sup>19)</sup> and a staff member were employed to study the individual's needs or desires. Several years ago a recreational director was employed by Jennie Cassidy Rest Cottage, but this did not prove satisfactory at the time. This may have been due to the individual's lack of ability to give the campers the type of program they wanted; in the choice of such a person adequate qualifications should be met. Such a plan could be a beginning in giving campers who attend something constructive, and a valuable experience to carry with them after the vacation period.

The services of a specialist in mental hygiene and personality problems is very helpful in helping to interpret behavior problems, and those of all campers, to the less experienced counselors. None of the camps in the Louisville area employ any such person on the staff. Several of the camp directors when asked about the treatment of behavior problems in camp, said that if such children could not be made to behave by the director, they were sent home. We cannot expect to be giving the sort of training needed by these children if such a procedure is used. Many times these children are the ones who need camp experience the most.

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19. Mount Mercy employed a recreational director in 1938.

Most camp authorities agree that the waterfront director should be at least twenty-one years of age and have an American Red Cross life saver's badge.<sup>20)</sup> Other qualifications include an ability to teach swimming and experience in setting up a waterfront, handling and keeping waterfront equipment in condition. It is preferable that he be an examiner, so that life-saving methods may be taught.

Camp Chelan, Covered Bridge Reservation, Ohio Pioningo, and Shantituck are the only camps which have an examiner on the staff. No one on the waterfront staff of the Louisville Fresh Air Home or the Volunteers' Camp has a senior Red Cross badge. The rest of the camps have at least one staff member who has passed the senior Red Cross test, and have a waterfront staff consisting of a director with at least two or three assistants. Camp Chelan has seven staff members on the waterfront in addition to the director. At the Volunteers' Camps, the caretaker guards the children while swimming. All of the camps, except the Camp for Colored Girls, meet the age standards set for the waterfront director. As Merry Ledges, Volunteers' Camp, Jennie Cassidy Rest Cottage, and Camp Gordon use Lake Louisville for swimming, no staff members are employed for this purpose. However, two members of the staff of Merry Ledges give the campers instruction in swimming during the swimming period.

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20. The American Red Cross minimum age limit is twenty.

The medical staff of a camp should include a registered nurse or doctor.<sup>21)</sup> If the number of campers exceeds one hundred, it is essential that additional medical or nursing care be provided. It is well if several staff members have first-aid training and experience for meeting emergencies. Each counselor should also have the responsibility for maintaining the health of each child in her cabin group or unit, to see that she learns daily health habits, and reports to the nurse twice a week for health check-up, and at once in case of injury or physical need.<sup>22)</sup>

It is desirable to have someone at camp other than the director to assist in administration, or management as the director has so many other responsibilities.<sup>23)</sup> The Cleveland Camp Council suggests that a camp employ a full-time resident secretary whenever possible to keep records and perform such duties as shorthand, typewriting, and book-keeping. None of the camps in the Louisville area have such a person on the staff, and few have managers. Ohio Pionero employed a manager at camp in 1938, as an experiment, and found that this idea proved to be very satisfactory, since it left the camp director adequate time to plan the program and supervise counselors.

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21. Senior medical students are not approved by camp authorities.

22. For further discussion on medical staff see Health and Safety section.

23. See Administration section.

Many of the directors of the camps studied, not only have the regular duties of camp director, but also have duties such as dietician<sup>24)</sup> or nurse, when there is none on the staff. Some directors even help on the waterfront when an adequate staff is lacking. When such conditions exist, record keeping,<sup>25)</sup> and other valuable parts of the program are neglected because the director cannot do everything, and does not have time for such planning. This is especially true in the Louisville camps because of lack of funds, so that those who support the camps should feel the responsibility for the existence of such conditions. We cannot expect the best training to be given to campers, and the best type of program to be developed when an adequate staff cannot be provided. On the other hand, some directors feel that such specialized personnel are not needed; that the counselors can do both jobs. Often the counselor load is too heavy, and neither the instruction nor the guidance is good because the counselor has too much to do.

#### Method of Staff Selection

In the selection of counselors the two methods used most frequently are the application blank, and the personal interview by the camp director or other administrative or supervisory officials. The director who considers the selection of counselors as one of the most important parts of his work will be rewarded in the end. It is important that the director look for suitable personality in the

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24. For discussion on dietician see Food Health and Safety section.

25. See Records in Program section.

counselor as well as for the education, experience and other qualifications discussed. If the director can determine to what extent the camp will satisfy the counselor's needs and interests, as well as those of campers, greater cooperation on the part of staff at camp will often result. Cooperation is also determined to a large extent by the early contact the director has in selecting his staff.

Ohio Picnigo, Shantituck, the Louisville Fresh Air Home, Covered Bridge Reservation, and Camp Cheilan, only five camps out of the twelve in the Louisville area, have a uniform application blank for use in the selection of counselors. This does not necessarily mean that the other camps do not put thought into their selection of counselors, but the application blank gives one a clear idea of what is sought in leaders, and gives the director a clear means of comparing applicants.

#### Remuneration

It is desirable that staff members receive adequate compensation for the responsibilities which they carry. They should receive intrinsic compensations or satisfactions, such as enjoying a creative experience, having a sense of growth and achievement, which approaches a professional type of compensation. A definite policy on compensation, including volunteers, initial salaries, increase and maximum, is desirable. At Camp Ahmek, as described by Dimock and Hendry, in Camping and Character, salary schedules are based on three factors: age and school standing, camp experience, and actual merit. A more recent tendency is to stress the counselor's genuine worth, and to determine the salary more largely on the basis of this factor.

As Merry Ledges is the main part of the summer program of Wesley Community House, the regular girls' worker and boys' worker, in addition to the director and another worker, receive their regular salary as part of the yearly program. Students who have been to other camps or who have done volunteer work at the community house (usually numbering four boys' workers and three girls' workers), volunteer their services for the camp period. Thus, only a small number of the camp staff receive a salary. The majority of the counselors at Dan Beard volunteer their services. The Camp for Colored Girls has only volunteer counselors, as do the entire staff of Camp Gordon and the Volunteers' Camp. Jennie Cassidy Rest Cottage and Mount Mercy each pay a person who manages the respective camps. At Shantituck, the director, nurse, waterfront director, nature instructor, cook, and unit leaders receive a salary. Counselors who have been in camp for three successive seasons also receive a salary. The other counselors are considered in a period of training, and so do volunteer work. The Louisville Fresh Air Home employs five full-time paid workers, and the other services during the season are on a volunteer basis. Covered Bridge Reservation has a budget for camp staff salaries, paying most of the staff, with the exception of troop leaders. At Camp Chelan, the director, dietician, nurse, program director, waterfront director, handicraft director, and one other activity counselor are paid salaries, while the other counselors have their camp fee paid as compensation. At Ohio Pioningo, the only counselors who receive a salary for services, other than the camp directors,



manager, and doctor, are the directors of the waterfront, handicraft, and nature.

#### STAFF TRAINING AND SUPERVISION

The training of counselors is an essential part of any organization, the importance of which has not been fully realized by some of the camps in the Louisville area. In general, the staff supervision has developed to a larger extent in these camps. If the counselor's interest can be gained by giving him training for the position which is needed at camp, the organization can develop faster, as better personnel will result. If counselors are interested in the organization the entire year, and have an opportunity of contact with it in helping to make plans for the coming season, they will undoubtedly be more interested in the camp's progress.

Opportunity for leadership experience with groups throughout the year, such as in agency camps, may be given to counselors, and is one way of accomplishing such training. However, those camps which are not sponsored by an agency do not have this opportunity. The troop leaders of the Boy Scout and the Girl Scout organizations have opportunity for leadership development during the year, which is carried over into leadership positions at camp. Some of the volunteer counselors at Merry Ledges, have had opportunity of experience with groups at Wesley Community House during the winter.

Neighborhood House has the opportunity to train persons as counselors for the Louisville Fresh Air Home, but has not done so in the past except to a very limited extent. Most counselors at the camps in the Louisville area do not have any contact with the agencies during the year, nor do they have any leadership experience with groups in the organization, as a great many of them are students. The organizations which sponsor camps have a real opportunity which the other camps do not have, for keeping their staff camp minded, and for helping to improve their skills and knowledge.

Holding staff meetings throughout the year is a way of partially meeting the need, but none of the camps in the Louisville area have used this method. A camp reunion is held by some of the camps at Christmas or perhaps twice during the year, but this is only a social meeting, and so does nothing in the way of training the leaders. Some of the camps have a meeting of a few staff members in the spring to help plan the program for the coming season, but the training of counselors is left to the individuals to gain themselves. Consequently, the interests of the counselors are many and varied, and the training which they obtain during the year has little or no relation to camp. Varied interests are necessary in the development of a creative program, but specialized training is also very important.

Ohio Plomings started this type of training in the fall of the 1938 season, when a staff meeting was held at the close of camp. Criticisms of the camp and suggestions for the coming season were

asked of all the counselors. This was not necessarily counselor training, but at least a beginning of urging the staff to think in terms of camp during the year. Such a meeting is a way of starting continuous staff meetings throughout the year. In this way a counselor's interest in camp, aside from merely a summer job, may be developed.

Thus far, attendance at institutes, training courses, or schools of social and group work have only been thought of in relation to directors, and in some of the camps not in this connection. Such training, which is very valuable for leaders, is limited and practically unknown to the counselors of the twelve camps studied. Some indication of the type of training thought necessary, can be gathered from the counselors' application blanks. For instance, courses in psychology and sociology, which the applicant has taken, are asked for on the blank of Ohio Picningo. The college major and minor and special training are asked for by Camp Shantituok. The graduate work or special training for camp which the applicant has accomplished is considered by Covered Bridge Reservation. Camp Chelan's application blank asks for the courses taken, and the hours given, in education, psychology, sociology, and camping, in addition to other courses which apply to camp. Whether the applicant has attended a camp institute or training course is considered.

Although this is merely an indication of the type of training considered essential for camp leaders by these camps, it shows clearly that the camps in the Louisville area have not been con-

cerned to any great degree with the training of leaders, aside from the experience which leaders gain at camp. Lack of funds on the part of an organization may be a part of the reason for the lack of such training, as well as the distance to camp institutes. This brings out a need for further training courses and institutes in Louisville. Organizations which have facilities to conduct meetings of their own staff members during the year do not take advantage of this.

The program director and camp director of Chelan attended a camp institute in Chicago in 1937, at their own expense. The waterfront director of the Covered Bridge Reservation was sent to the National Aquatic School, conducted by the Health and Safety Service of the Boy Scouts of America, preceding the 1938 camp season, his expenses being paid by the council. A general training camp for colored Boy Scout leaders, conducted by the regional office in Cincinnati, was attended in 1936 by two or three members of the staff of Dan Beard. None of the other nine camps have sent counselors to training schools.

#### In-Camp Training and Supervision

Staff meetings are an important fundamental in the guidance of counselors. Such meetings may bring about a better understanding of campers on the part of counselors. The program planning should be secondary to the discussion of campers' needs and development. Regular staff meetings which are primarily educational and not devoted entirely to administrative details, are very beneficial.

Skillful leadership for counselors' meetings is necessary if they are to be interesting and highly profitable. The staff meeting is an important means of developing "esprit de corps". Staff meetings, if properly conducted are a good place for the education and growth of staff members, as well as a preventative for harmful cliques within the leadership. They are also a means of re-creation of staff in relation to program planning. If the group process can be made to operate in the counselors' meetings, rather than the autocratic method, greater cooperation and interest will often result. The main ideas of this process as given by Mary P. Follett in The New State are described thus:

The director does not go to the meeting to give orders or merely state his ideas. Neither does he go merely to hear the ideas of his counselors, but together with the counselors to create a group idea. The director says something, and thereupon a thought arises in the music counselor's mind. Is it the director's or the music counselor's? Neither; it is a mingling of the two. We feel that the director's idea, having been presented to the music counselor and returned to him, is slightly or largely different from what it was originally. In a like manner it is affected by the swimming counselor and all the others. But in the same way the music leader's idea has been affected by the swimming counselor's and all the others, as well as by the director's, and on and on until an idea common to the group emerges; possessed and subscribed to by all. <sup>26)</sup>

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26. For further discussion see Follett, Mary, P., The New State, New York, Longmans, Green and Co., 1920.

In all of the camps in the Louisville area the camp director is the leader of staff meetings. The nature of these meetings is quite diversified. At Camp Chelan immediate problems are presented for solution. The procedure is then determined by the action of the counselor group. The director tries to make the process an educational one by bringing out the points of child psychology involved. Often the staff meeting is a discussion of individual campers or of group problems.

At Merry Ledges the first night of camp, each counselor is given instructions as to what his or her duties will be in the supervision of children. The requirement is made that counselors shall not be commanding and shall suggest rather than boss. At this meeting the counselors are assigned to their special instructional duties, such as folk games, singing, etc. Each counselor is given a notebook in which observations, and comments on each girl are made during her stay at camp. Each counselor makes a report on the whole group. If any child presents a problem the counselor group is called together for consultation, in order to get everyone's viewpoint on the child, and to help find a solution for the problem.

The staff at Dan Beard has daily staff meetings, where reports on previous activities are given, any problems which have appeared are discussed, and plans for the activities in the future made. It is a rule at camp that discipline may only be administered by the camp staff members after reporting the difficulty in the staff conference. One staff meeting is held before the opening of the Camp

for Colored Girls to discuss plans and acquaint the new counselors with problems which may arise. The director talks with them about the importance of accepting responsibility as well as if they were being paid. Additional staff meetings are held every week. Every night last season at Camp Gordon, the three staff members discussed the campers reactions, attitudes, and program. Staff meetings are held daily at Ohio Pioningo. The program is changed somewhat, the boys discussed, and problems brought forth. Staff meetings are held daily at Shantituck to evaluate the program and discuss the way in which it is being carried out. At the Louisville Fresh Air Home, staff meetings are held every week, when the new group of volunteer counselors arrive and the other group leaves. Additional meetings are called when necessary. Plans which have not succeeded previously, and those for the following week are discussed. Staff meetings at Covered Bridge Reservation are held the first part of each camp period to plan the program for the leaders. Any other necessary meetings are called.

#### Resources for Training

A well chosen library is very necessary in a camp, for counselors to refer to for new ideas, help in the treatment of campers' problems, and program material. Such a library should contain adequate materials on the general field of camping, on special activities and related fields such as child psychology, education, the discussion method, and group leadership.

The instructors of the various activities of Covered Bridge Reservation help the director choose books from the Louisville Free Public Library for the use of the staff and campers during camp. The books are given out at the trading post by the camp clerk during camp. In the office of the Louisville Fresh Air Home books for the staff are available during the camp season. There will be a library for staff use in 1939 at Camp Shantituck, and a camp staff book for each counselor, containing a map of the camp, copies of all records kept on the campers, names and addresses of all leaders, and a job analysis. A library for staff use is available at the office of Ohio Pioning, and a library for the boys loaned by the Louisville Public Library. The director of the Camp for Colored Girls confers with the librarian of the Louisville Public Library for a choice of books, and at least fifty are taken to camp at a time. The campers may take them out every morning and every night during camp. Some books are taken to Dan Beard for the use of the staff by the members themselves. The director of Camp Chelan furnishes some books for the use of the staff during camp, but an inadequate number, according to the director. Books are taken to Merry Ledges for the use of staff and campers from the community house which maintains a branch of the Louisville Free Public Library. Some of the directors of the camps studied have a number of good books, but it is doubtful if they are used as much as they might be by the counselors at camp.



With the crowded program at the majority of the camps, it is doubtful if the counselors have adequate time to read during the camp period, aside from getting general ideas for program purposes. More stress needs to be put upon books for the counselors' use, and time given to use them, as well as encouragement by the directors. The Louisville Public Library seems to take care of the campers' books adequately.

#### Counselor-In-Training

Staff training, a very significant part of any program, has been undertaken to little or no degree by the camps in the Louisville area. This is a field in which there is great need, and which should be developed in the future. Camp is the logical place for such training to start, as camp directors should be, and many are, qualified to teach or at least start such a program. Each camp should have a definite training period before camp for counselors. Campers who have attended camp for a number of years and who have skills and leadership possibilities, should be given an opportunity of training for camp counselors also. A better understanding of each camp's aims and objectives would thus be brought about, as well as a greater interest in camp on the part of counselors. A better staff and program and more effective camp would result, especially as the machinery already exists in many of the camps.

The general camp experience gives the campers an opportunity to develop skills in various activities, to learn an appreciation

of the ideals and purposes of the camp, and to gain an understanding of camp methods and organization. If the camper is given the opportunity to help lead other groups, a chance for leadership development is apparent. General training courses in group organization and leadership may also be included, led by the camp director, or by a senior staff member who has an understanding of the group process. These need not be lengthy courses, but a half-hour discussion each day is very valuable to campers desiring to be future counselors.

Camp Merry Ledges offers no staff training before, during, or after camp. At Chelan the week-end previous to the opening of camp, conferences are held to arrange the program, and individual interviews with prospective or new counselors are held by the director. During camp, there are at least two interviews held between the program director, camp director, and each counselor. The director of Dan Beard interviews some of the boys before camp opens to discuss responsibilities and program, but there is no counselor-in-training or staff training program as such. Campers who show ability are sometimes chosen as leaders the next year, and may go to camp without charge. At the Camp for Colored Girls there is no training offered to the staff or campers. At Ohio Pioning, junior leaders, who assist in activities during the camp season, are chosen by the director as counselors for the next year, if they prove to be efficient. These junior leaders attend some of the counselor meetings during camp season. A training session is held three days previous

to the opening of camp. Staff training is included in daily meetings during camp and at meetings during the winter at the Y.M.C.A. Staff meetings do not continue throughout the year for the personnel of Shantituck, nor is there any counselor-in-training program. Camp training for the staff before, during, and after camp, is considered essential by the director of the Louisville Fresh Air Home, but because of lack of funds, this cannot be given. No counselor-in-training program is offered nor any staff meetings conducted during the winter. Pre-camp training for the staff of Covered Bridge Reservation is given for a period of four or five days previous to the opening of camp. The director conducts this, at which time the camp is prepared for opening, the counselors instructed as to what is expected of them, and the program for the coming season planned. There is no counselor-in-training program offered.

#### Continuity of Staff

It is desirable both from the economic and educational standpoint that there be substantial continuity of staff. It is often toward the end of camp that the staff finds itself able to do skillful and concerted work. The understanding of the group, and the methods which they are trying to use are often culminated at the end of camp. It is a serious waste to spend one summer after another in getting new staff members trained to this point. In the program, as in the material equipment of camp, summer ought to build upon summer, and camps should not have to start each year almost at the stumbling beginning because the staff must be trained simultaneously with the developing of the program.<sup>27)</sup>

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27. Perkins, Ruth, Magie Casements, New York, The Womens Press, 1927, p. 110.

When the staff has been in camp for a number of years, this usually denotes a genuine interest in the camp on the part of the counselors, hence a good program, which they want to be a part of. It may also mean a better understanding of camp objectives, and competent leadership on the part of the director.

Several of the staff of Covered Bridge Reservation have been in camp for one or two years, and several for four or five. The director of the Louisville Fresh Air Home has had the position for three or four years, but as the majority of the counselors are volunteers, the change is considerable each year. Likewise, at Camp Shantituok, the majority of counselors are new every year, with the exception of one counselor who has been there for three years, and one who has returned for two. The major portion of the staff of Ohio Pioningo was new in the 1938 season, as it was the first year the organization had used the Otter Creek camp. One counselor at the Camp for Colored Girls has been on the staff for four years, but the majority are new each year.

About half of the counselors at Dan Beard have returned for the past few years. The average length of stay for counselors at Camp Chelan is two or three years, but several have been on the staff for ten or twelve years. Merry Ledges has been in operation for four years, during which time the administrative director has been at the head. One staff member has been on the staff for two years, but the majority of counselors change each year.

### Recreation

Most authorities agree that at least one day during the week or period (such as a ten day period) should be given counselors to renew their ideas, and to "re-create". The staff should have some time during the day to rest, read, or write letters so that their duties will not be too tiring, and they will enter into them more vigorously. Very few camps provide adequate space for counselors to have discussions, or even to rest. Although counselors are in camp primarily for the benefit and care of the campers, their need to get together with groups of their own age are just as necessary as those of the campers. Conditions in camps vary as do policies in respect to free time given to the staff. Counselors need at least one hour a day of complete freedom from responsibility. Many camps have time between camp periods of a day, or a day and a half, in which no campers are at camp. In addition to this time, most camps aim to provide the equivalent of three periods (morning, afternoon, or evening periods) for the counselor's free time. Other camps allow a full day of twenty-four hours each two-week period.

If the camp director is alert to the needs of the counselor for leisure time, the freshness or spontaneity necessary for a successful camp will result. The director needs to have recreation as well as the rest of the staff. When there is only one medical person at camp, that person should not be given time away from the camp for a longer time than one period, and then only when there are no patients to be cared for.<sup>28)</sup> Therefore it is desirable to have a substitute

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28. The Welfare Federation of Cleveland, Camp Council, Camp Standards, p. 2.

for this person, or to give him adequate rest during the camp period.

Some authorities believe that staff members should live among the campers, but not in the same tents, as the strain of living with children is an unnecessary one. This is a controversial point, but if the daily guidance of campers is good, there is less need for the counselors to live with the campers.

The only free time for counselors at Merry Ledges is in the evening after the children go to bed. The staff members sleep in the same room with the children, a curtain dividing the sections. At Chelan, the director checks to see that counselor's duties are equally divided, and that each counselor's schedule is not too heavy. The counselors have twenty-four hours free time a week. The staff headquarters in each unit, which provide sleeping quarters for the counselors, are close enough for supervision of the campers. At Dan Beard each staff member has one afternoon and evening free each week. A tent for the staff combined with headquarters provides accommodations for the staff members separate from those of the campers. The staff members of the Camp for Colored Girls have one day a week in town after breakfast until five-thirty in the evening. There are no separate quarters for staff aside from campers.

The staff at Ohio Pioningo had only a few days of free time during the 1938 season, but the director feels that staff members should have one day out of every ten at least, and this policy is to be used in the future. The counselors live in the cabins with

the campers. The staff of Shantituck have two and one-half days free between sessions, and counselors are off duty after nine o'clock if the unit is covered by some one. Two to three counselors sleep in a tent near the campers. Once every two weeks, the paid counselors at the Louisville Fresh Air Home have free time away from camp. The volunteers stay for only one week at a time. There are no separate accommodations for the counselors aside from the campers. Staff members of Covered Bridge Reservation have one day a week free. The paid camp staff have shelters of their own, and the scout masters live in the units with the boys, but in their own shelters.

#### Staff Appraisal

Perhaps the appraisal is the most important part of the staff program for the staff members themselves, for by this the counselor can be helped to realize what he lacks in dealing with the group. By such a method, members should be encouraged to improve their skills and attitudes so that they may be better qualified as leaders the next season. Such an appraisal should ~~not only~~ <sup>not only</sup> be made at the end of camp, but also during the camp period, by interviews with the camp director or personnel director.

This is one method of an indirect nature of testing the effectiveness of a counselor's leadership ability. Reasons for using a rating scale as stated by Barr and Burten in The Supervision of Instruction are listed by Dimock and Hendry as:

1. To secure data upon which to base promotion, transfer, or dismissal of counselors.
2. To secure data upon which to base and operate a merit scheme of salary increases.

3. To improve the counselor-in-service.
4. To stimulate self analysis, self-criticism and self-improvement.
5. To raise leadership standards.
6. To provide directors and supervisors with uniform standards with which to judge counselors, analyze their work, stimulate improvement.
7. To provide counselors with a statement of the standards by which they are being judged, toward which they should devote their efforts to improve. 29)

If the rating of the counselors is done in a constructive way by the director in the interview, it will prove a stimulus to the counselor's growth. The total work of the counselor should be reviewed thoroughly and critically, yet always with understanding and sympathy. The characteristics of good supervision have been summarized in the following concise statements "There are three infallible marks of the right kind of supervision: commendation of the good, condemnation of the unsatisfactory, and suggestion of the better."<sup>29)</sup>

The only camps in the Louisville area which use a rating scale for appraisal of counselors are Shantituck, Covered Bridge Reservation, and Chelan. At Chelan, the director also interviews each counselor twice during the period to evaluate her, and to get her suggestions on the program. Problems are discussed by the counselors of Covered Bridge Reservation, with the directors, but no appraisal of the staff is made during camp. At the Louisville Fresh Air Home, commendable comments are made on the staff during staff meetings. Only if the counselor's work calls for criticism, is she called in for an individual interview with the director.

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29. Dimoch and Hendry, op. cit., pp. 234, 235.



There is no appraisal of the camp staff at Merry Ledges other than that of the staff members, including the director and three of the staff, who work at the community house the entire season. They evaluate the work of the season at the community house, at the beginning and end of camp. An evaluation is made by the director of Dan Beard only when the staff members prove unsatisfactory to an extent that the director must confer with them individually. Those who have done noticeably good work and who have made considerable progress are praised by the camp director, but no conference takes place during or after camp season for such purposes. At the end of the season of the Camp for Colored Girls, the director talks over the mistakes of the counselors who wish to return next year, but no interviews are held with the staff during the season for evaluation. At Ohio Picnigo, the director reports a constant appraisal of the staff, but not in an interview with the staff or by a rating scale.

Thus, with the exception of Camp Chelan, little is done in the camps studied to let the counselors know what is thought of their work. Unless a counselor proves to be harmful to the camp or does extremely good work, no indication of his worth is given; hence little incentive for improvement is fostered. This is a very essential part of the program and one which is not only very beneficial to the counselor, but to the improvement of the camp as a whole, for if the counselor is not given guidance and constructive criticism as an incentive to improve, there is little chance of his growing along with the program.

## EMPLOYEES

The majority of the previous discussion has been concerned with the counselor group, as this group is the most important in the direct relationship it has with the campers. However, the utility group - those who work in the kitchen, the handyman, or caretaker, and other helps are also quite important. Where the Louisville camps fail to meet the standards in respect to these groups, is in the <sup>failure</sup> ~~lack~~, on the part of the majority, to consider a physical examination important enough to be required of them. This lack has already been pointed out in the section on health and safety, but it cannot be stressed too much.

As a group, these persons are often considered apart from the camp group, and so generally have no interest in the camp as a whole. When their main duties are over, their interests turn elsewhere. If included in the camp activities at all, it is generally as an audience to some large program of the camp, entertainment, or play. There is a possibility in choosing these members to get persons of a social and economic background whose importance may be recognized by the counselor group, so that a better working relationship may be established between the two. Certainly some attempt should be made by the director to understand the feeling of such a group in relation to the camp, and to gain their interest in the welfare of the camp as a whole. In this way, they will have a greater desire to maintain standards of cleanliness personally, and in their own quarters. The recreational facilities of this group should also be considered by

the director. Some free time should be given every afternoon, and if possible, once a week, a complete afternoon off. Provision could be made without interference with the campers for employees to enjoy fishing, swimming, boating, et cetera.

Some helpful suggestions on the selection of kitchen staff are given by Hugo Lenser, of the Hugo Lenser Employment Agency, New York. He says, "For small camps which have fifty or less children, the problem resolves itself into providing a cook and two kitchen helpers. For camps where the enrollment is from seventy-five up to four or five hundred children, experience shows that a chef, a second cook, a baker and the appropriate number of minor assistants constitutes a normal staff." 30)

Most of the camps meet these requirements, the majority having one cook and a handyman. Chelan has three cooks, Covered Bridge Reservation and Ohio Pickings a cook and an assistant; these camps being the only ones having one hundred or more campers a period.

Mr. Lenser adds, "In the final analysis, the proper selection of your help involves a tremendous amount of scrutiny as to the ability, temper, moral habits, cleanliness, drive, social adjustments, and personal integrity of the prospective employee." 30) It is doubtful whether many of these factors, aside from the person's ability to cook for a large number of persons, and perhaps his cleanliness, have been considered in the choice of employees by the majority of the directors of the camps studied.

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30. Lenser, Hugo, "The Man Behind the Range," Camping Magazine, March, 1938, Vol. 10, No. 3.

## SUMMARY

Specialized training for camp personnel is one of the greatest needs in the Louisville camps. Inadequate staff in most of the organizations has resulted in a rather unorganized division of duties among staff members. Camp leaders are slowly beginning to realize the value of social and group work training. In many of the organizations the activity responsibilities of the counselors are too exacting for adequate guidance skills to be developed, and the number of counselors trained to give beneficial guidance to campers is small. The specialized personnel in the majority of the camps is very limited.

The methods of staff selection and staff supervision are generally good, but the remuneration for counselors is not sufficient to attract trained workers. The only staff members who receive a salary in most of the camps are the camp director, the business manager, the doctor or nurse, the dietitian, the waterfront director, and perhaps a program director. The training of camp personnel has not been developed yet as a responsibility of the organizations sponsoring camps, and as a definite process, has been developed only at Camp Chelan.

In general, the camps in which at least several of the staff members have had a small amount of social or group work training and have had some experience in leading groups or in recreation are Camp Chelan, the Louisville Fresh Air Home, and Merry Ledges. The directors of Ohio Pioning and the Camp for Colored Girls have had some specialized training. Most of the staff members of Covered Bridge Reservation and Shantituok have had previous experience as leaders of scout troops.

**V. PROGRAM**

## PROGRAM

In planning a camp program, the objectives are of greatest importance, for it is they which primarily determine the type of program which will be carried out. There is some controversy on the part of camp authorities as to who should take part in the planning of the program. The activities offered by the organization constitute a large part of any camp, but the guidance and grouping of campers, the motivating factors of the program, and finally the evaluation of it, are all important parts of the entire plan.

The program is distinctly interrelated with, and influenced by, the personnel, the administration, health and safety, and the site and equipment of the camp. The personnel determines the effectiveness with which the program is carried out. The administration has a great influence upon the determination of objectives, from which the program is planned. The health and safety of campers and the site and equipment of the camp have a direct relation to the limitations of the program.

## OBJECTIVES

If the objectives have been formulated by the camp director, as is the case in many of the Louisville camps, the full meaning of these ends must be understood by the rest of the staff as well. If

the philosophy of the staff members can be a part of the objectives, they will have more meaning to each of those individuals. Too often directors and staff become so interested in the details of the program that they forget to think of the objectives.

Very often objectives are stated merely as phrases which sound well but which have no meaning behind them. They will be more meaningful if thought is given to needs in the community. A better program will usually be the result, and the camp will more completely provide for the true community need. One organization cannot decide upon objectives for another organization, but certain basic principles are considered essential for all camps. The child should be regarded not only as one who comes to camp for fun, or to increase certain skills, but also should be considered from the physical, intellectual, moral, and emotional standpoints. Knowledge of the child's background is just as important as his reactions to camp experiences.

The Boston Council of Social Agencies, at a recent camp institute held to determine objectives for non-profit camps, conclude that all camps should: first, accommodate children to a schedule of activity by regulation of meals, sufficient sleep, and other health measures; second, teach children that happy corporate living may be had only by resolving differences; third, give children responsibilities to which they can respond; and fourth, instill into each child a sense of freedom and provide opportunity for self-direction.

Opinions differ as to who should formulate the objectives of a summer camp. Progressive camp leaders think that the camper should have a definite part in this undertaking. If campers and counselors

have the opportunity of taking part in the formation or revision of objectives, the camp will probably be more significant to them. As a result the objectives will probably be carried out to a fuller extent by counselors at camp. The camp committee or other persons closely related to the camp should also have a part in this formulation. The interest of parents is also gained if their wishes in regard to objectives are considered.

There are various ways of obtaining the opinions of these groups, through interviews with the camp director, through group meetings, and through questionnaires or blanks. The most effective way would seem to be through group meetings of the director, counselors, and campers, keeping in mind the views expressed by parents or members of a camp committee who perhaps cannot be present during the camp season for such a purpose. This method may not be a practical one for use in some camps, but it may at least be used for a review of objectives, so that the individuals in camp are aware of the aims.

The objectives of most camps are either set up before the camp is in operation, or at the time camp opens. It is necessary to review and revise objectives yearly to incorporate new ideas and views, or to inform personnel recently recruited.

The objectives of Covered Bridge Reservation are citizenship training and character building. An attempt is made to give the boys a happy and healthy camp experience. These objectives were set up by the National Organization of Boy Scouts of America in 1910. They have remained the same since then, and according to the local director will continue to remain the same. The campers and counselors have no part



in forming the objectives as they are handed down by the national organization. The objectives of the Louisville Fresh Air Home, as stated by the administrative director, are: to give an underprivileged group, fresh air, sunshine, and other natural benefits of the country which they are denied because of residence in the crowded districts of the city; to teach people how to live according to convention and schedule, and to learn what it means to follow routine and to enjoy the niceties of life. Many of the people who attend the camp have not practiced regular eating habits, nor have they learned other simple health rules, and the provision of an opportunity to develop these practices is one of the objectives. The camp director and paid counselors are aware of these aims, but a yearly review of them is not conducted for the information of volunteer counselors.

The director and a camp committee formulate the objectives of Ohio Pionero. They are stated by the director as: to develop Christian character and self-reliance; to provide a camp within the means of an average boy, where through a program of outdoor activities, he will develop his body; to teach the youth the fundamentals of social adjustment: to develop his mind through instruction in activities such as craft, nature, et cetera, and through a greater understanding and appreciation of God. The counselors and campers do not contribute to the formulation of these objectives, but they may be changed by the Board of the Y.M.C.A. The director reported that they were probably set up in 1937, at which time a program was organized.

Miss Elisabeth Russell, formerly the camp director of Merry Ledges, with the boys' worker at Wesley Community House, and the

counselors, formulated the objectives of this camp when it was built in the spring of 1935. Miss Russell says of the objectives: "There were always three things I insisted on in my program with the girls. These were that the experience should mean a growth experience to the child in (1) factual knowledge (nature study, songs, etc.), (2) new skills (table setting, swimming, folk games, etc.), and in social attitudes (cooperation in group living, sharing with others, et cetera). I always tried to make our program one that allowed for as many natural spontaneous experiences of life in the country as possible, such as wading knee-deep in red clay mud after a rain, (one little girl talked of her golden slippers), picking blackberries for a pie, carrying water from the spring, et cetera." We can see from this sketch that a creative experience for the child has been desired.

The objectives for Camp Shantituck, stated by the National Organization of Girl Scouts of America, are "to develop the girl individually, socially, mentally, loyally, physically and emotionally, so that she will not only be a more enriched individual, but a more intelligently participating citizen in the democratic social order." These objectives are reviewed each year by the staff. To these have been added, by the director with the help of the staff at pre-camp training, a desire "to contribute to the development of each camper's mental growth, health habits, and emotional adjustment, through providing an opportunity for practicing voluntary association and cooperation with a group and its leaders, through new and progressive experiences and skills, through stimulating an appreciation of camp and the Girl Scout ideals, and through creative abilities and the ability to make choices." Here the

counselors and director have expressed means of carrying out the national objectives, but the campers have no part in deciding what the latter shall be.

The objectives of Camp Chelan are expressed mainly by the director, while the staff makes revisions every year. The ideas of the campers and junior aids are also considered. Answers to questions asked the parent before the child comes to camp reveal what the parent wishes the child to gain from camp. A form used by Chelan asks the parent to check the most important contributions which camp can make in the development of the child. Personal interviews are also conducted between the director and the parents. The objectives which have resulted are: fun, social adjustment, acquisition of new skills, education for leisure time, further appreciation of beauty in nature, music, the arts and worship, and improvement in health. A program which is not too strenuous is a definite aim of the director of Chelan.

The director of the Camp for Colored Girls set up its objectives when she organized the camp. This camp is organized to give camping advantages to an underprivileged group, that they may have a vacation and learn more about nature. An attempt is made to improve the health of the campers, and to let them enjoy the experience of life in the country and many hours spent out-of-doors. These aims have not been revised lately, nor did the campers have a part in forming them. The same objectives of citizenship training and character building set up by the National Organization of Boy Scouts are used at Dan Beard, and adjusted to fit the local program. Here again there is no indication that the campers or counselors have any part in the formation of the objectives.

The objectives set up by the director of the Volunteers' Camp are "to improve the children's health, and to give a new outlook to those children who have had a bad home environment." It is primarily a camp for undernourished and underprivileged children.

The aim of Camp Gordon, as stated by the director from the objectives of the National Organization of King's Daughters and Sons, is the development of the children physically, mentally, socially, and spiritually; the spiritual development receives the greatest emphasis. This is explained by the director to the children thus: "Have fun by living a Christian life--take this thought from camp, live it each day, then come back to camp and renew your fellowship and spirit."

Mount Mercy was originally established as a vacation home for working girls who could pay only a small fee. No other objectives have been formulated since then. Jennie Cassidy Rest Cottage was also established for business girls and women with a very limited salary, and this policy has been followed throughout the years also.

Bernard Mason in Camping and Education summarily criticizes the passive regard for objectives held by camp directors. He says:

A definite conception of objectives has been lacking too often here and there in the camping field. This is perhaps more or less true of the directors of all types of camps, but seems to apply particularly to the short-term or organization camps whose directors often operate largely because it is traditional that their type of organization should run a camp. When pressed for an objective, they state the year around objective of the organization. Specifically and in detail just what it is that the camp project is expected to accomplish and contribute has not been adequately analyzed.<sup>31)</sup>

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31. Mason, Bernard, Camping and Education, p. 103.

## PROGRAM PLANNING

In planning the program the question again arises as to who should take part in the procedure. The older method, which is still used by a number of camps, is to have a set program planned by the director in the form of a regimented schedule before the children get to camp. A more progressive method is for the camp group as a whole, including director, staff, and campers, to plan the program according to needs and desires, either a few days before camp opens or during the camp season, as the group feels the need. This process results in a camp of the campers rather than for the campers. So many of the leisure time activities in which one participates during the urban life of today are handed down or given to the individual by others. Consequently, the individual seldom has the privilege of vital, active participation. It is a challenging invitation to camping organizations to fill this gap by giving individuals a chance to use their creative efforts in a co-operative planning of the camp program. If such a process, especially lacking in the Louisville area, were followed by more camps, camping experiences would mean more to the individuals participating.

This would require a very careful selection of counselors with a knowledge of the group procedure, certain skills, and an understanding of needs to be filled by the camp, in order that campers' desires could be guided and molded into a worth while program. The main fallacy of the method by which the director plans the program for the campers lies in the fact that the adult is saying what the young people want, and oftentimes the result is not what the boys and girls desire. This does

not mean that the young people should conduct and administer the camp without the guidance of staff, but too often they are not given the opportunity to help plan what is basically and primarily set up for them.

If the Louisville corps did attempt to give the campers a part in the planning of program, a policy which is followed by only a few at present, the process would necessarily be a slow one and would develop only gradually over a period of time, for such a process is conditioned by the amount of previous experience campers have had in planning for themselves. Elliott gives an example of a man complaining that such democracy did not work in summer camps:

He illustrated his point by saying that in a certain conference, where there had been no self-direction, they told the delegates that they could run the camp. 'Then,' he said, 'these young people abolished all regulations as to hours, smashed up the furniture and equipment, and turned the whole camp into confusion.' What the directors had done was to ask a group of boys and girls who had no experience in running their own affairs, to take charge of the life of a camp in a strange situation away from the ordinary controls. The result was the only result to be expected under the circumstances--disastrous anarchy. In such a camp the reasonable procedure would have been first, to give the boys and girls an opportunity to become adjusted to the life of the camp under the sort of control from adults to which they had been accustomed; and then to have established democratic procedure in the simpler aspects of camp life. As a tradition was built up and persons became experienced, the second year would have made possible more democracy. By the end of three or four years this camp might have become a completely self-directing camp.<sup>32)</sup>

Most camps no longer require the campers to participate in certain activities, but few have actually planned the program according to the

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32. Elliott, Harrison S., The Process of Group Thinking, New York Association Press, 1932, pp. 12-13.

campers' wishes. Often the program is so full that the campers do not have a chance to add certain interests which they might have, as there is no time for them in the program. It is just as harmful to have a program crowded with too many activities, as to have one with too few. To what extent the planning of the program can be left to the campers depends on their age as well as other points discussed previously. However, in case of a younger group of campers, suggestions and limitations can be given by the counselors beforehand, leaving the greater part of the planning to the campers. This is a gradual process requiring group planning as well as competent leadership. Spontaneous suggestions of camper groups often occur under such programs.

The planning of the camp program should be a cooperative experience of directors, counselors, and campers.<sup>33)</sup> The interests of campers should contribute to the program and their actual participation in planning should be secured in proportion to their ages and experience. Such devices as interest finders, camp councils, and planning groups are useful in this respect, but the most important factors are the understanding and ability of counselors and the establishment of constructive camper-counselor relationships.<sup>34)</sup>

The former camp director of Merry Ledges set the pattern used by the camp in planning the program. She says: "The program for the periods of organized camp in the summer was usually planned by the girls' and boys' workers at Wesley House, in conference with their counselors,

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33. Dimoch, H. F., Character Education In The Summer Camp, Monograph III, p. 9.

34. See Osborne, Ernest, Camping and Guidance, New York Association Press, pp. 156 and 161.

though it was left quite flexible in order to absorb suggestions of the group after they arrived at camp." The general director of the camp, the head resident of the community house, has a definite part in the program planning. The general skeleton of the program is set up by the counselors and the director before camp opens, and is read to the campers the first night of camp. The campers then voice their choice as to what they would like to do, and corresponding plans are incorporated into the program. The program is arranged for a week in advance. In this camp we see a beginning of the system described as desirable in the first of this section.

Camp Shantituok also has developed a desirable type of program planning, which is done by units. The program possibilities are presented to the campers by the counselors at a unit meeting usually held daily. The leader listens to the expression of the campers' interests and sets up the program with the guidance of the counselors. The general program planning is done in the method described the morning after arrival. In daily staff meetings the program is also discussed. The questions asked on the blank which the camper is asked to fill out before coming to camp are used to discover the campers' interests.

At Camp Chelan the campers check an "interest sheet" the first night of camp. These sheets are used by the staff to arrange the daily program in accordance with campers' choices. No individual schedules are made but the young people attend the interest groups which they choose. The program varies considerably according to the campers' wishes. For the planning of evening activity, a program group is formed at camp, in which each cabin is allowed one representative.



The program director and other counselors needed, such as the music and dancing counselor assist in the planning. This program group meets once a day. The cabin representative is elected by the cabin group the first night of camp.

At Dan Beard the passing of scout tests is a large part of the program. Religious instruction is carried on by the religious director, who is in camp the entire season to have charge of the Sunday School and preaching services. The athletic games are planned by the recreation director. The camp fire program and other "extra-curricular" activities are planned by the program director with the help of a number of older boys who are Eagle Scouts. The program is usually set up a day or two in advance, and according to the director conforms to what the boys want. However, since it can be seen that much of the program is already set up before camp opens, such as the passing of scout tests, religious instructions, and swimming, this statement probably refers to the choice of games, and the type of camp-fire program which the boys wish. There is no assurance that this part of the planning is participated in by the campers as a whole. The director of Dan Beard states, "in scouting, recreation is incidental to getting the boy trained (presumably to carry out the objectives of scouting) but the boy must have a recreation period as well."

The staff and director of the Camp for Colored Girls determine the policy of the camp, while a program committee made up of a group of campers and counselors meets daily. One of the counselors who selects the girls for the program committee attempts to select a different one each day. A chairman is selected by the group. In club meetings

held at least once or twice a week, the counselors talk with the girls and endeavor to discover just what they want at camp. An attempt is made throughout the camp program to get the children to make their own choices and to develop initiative. In the camp-fire program the first night of camp, each girl tells why she came to camp. Thus it is apparent that the campers' interests determine the type of program to a great extent, and that the campers take an active part in planning the program.

At the Louisville Fresh Air Home, the salaried counselors and the director work out a tentative program three days before the opening of camp, and continue the program planning at daily staff meetings. The counselors consult the children on the choice of dances, songs, stunts, et cetera, but neither the children nor the volunteer counselors have any further part in planning the program.

In the past the directors of the Y.M.C.A. camp have planned the program for Ohio Flemingo, but next season the director intends to plan the program with the counselors previous to the opening of camp. He also plans to conduct a counselor-camper meeting every day to talk over program changes. At this camp the program is planned for the boys before they come to camp, and from this they may choose the activities in which they wish to participate. An attempt to discover the boys' interests is made by questions asked on an individual record blank.

The summer program for Covered Bridge Reservation is planned before camp by the director. The amount of test-passing desired, the handicraft program, the number of swims per day, night games per week, camp fires, number of hikes, and the type of special activities are

decided by the director and these events are distributed throughout the seven day period. The competitive afternoon events are decided upon at camp by the staff and the troop leaders. Evening activities are worked out in detail. The campers have no part in the planning of these activities.

The program for Camp Gordon is planned before camp opens by the director and two assistants. In planning the program the director considers the girls' interests in her contact with them in the winter as the young people's director of the King's Daughters and Sons. Twice during the two weeks period of 1938 the campers plan the evening program with the help of the staff.

There is no program planning done at Jennie Cassidy Rest Cottage, except that the business girls plan what they want to do during the day. A Sunday School was started by the girls some time ago. At Mount Mercy the recreational director does all the planning of the program which is made, such as giving suggestions to the group for evening entertainment and leading this part of the program if necessary. Evening programs are planned in compliance with the girls' wishes, and they do as they please during the day. At the Volunteers' Camp the program is planned by the directors around the limited activities available.

## ACTIVITIES

### Daily Schedules

In setting up a daily schedule for camp, it is necessary that there be fixed times for meals, rest, sleep, and swimming in order to maintain

sufficient health standards. Aside from this, there is no special need for a set program of activities, for often it is by such a method that the camp becomes too strenuous for the campers, and too regimented. This does not mean that a variety of well chosen activities should not be offered, as this is very important, but the campers should have a choice of activities. Bernard Mason, in his study of campers' preferences, found that "the great majority of campers prefer to have a regular schedule of their time in camp, but want some choice as to the activities that comprise it (particularly emphasized by the boys). It is the content of the schedule with which they are concerned. About twenty-two percent favored all or part of the day entirely free from compulsory activities."<sup>35</sup>)

Camping methods have changed from the old idea of having each individual follow a personal schedule of instruction in activities, which he was forced or at least expected to attend at stated hours, to an opposite theory held by some camp authorities that the activities should not be planned according to schedule.

A very good method of setting up the schedules, which the campers have recommended, is that of a series of interest groups selected and chosen by the campers. If the activity is made interesting enough the campers will soon want to take it, and if the instruction is good and enjoyable to them, they will continue to be interested. One exception to this theory is swimming, which should be required with few exceptions, as this activity is an essential skill and camp is one of

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35. Mason, Bernard, op. cit., p. 166.

the best, and often the only place, the child has the opportunity of learning how to swim. Most campers are already interested in swimming unless a lack of knowledge, or ability, or perhaps some previous fear has kept them from participating. Mason's study shows that swimming is the most popular of all boy and girl activities.

Although some organization and schedule is essential, compulsory attendance at the interest group meetings does not necessarily follow. Definite periods in the schedule when the camper can have leisure time to do as he pleases are imperative, aside from the rest period, when he should be required to lie on his bunk. Whether this period should be one of absolute quiet and rest, or whether the camper should be allowed to write, read or talk is controversial. In the majority of camps where a full day of rather strenuous activities is scheduled, an hour of rest is undoubtedly needed in order to maintain the health of the majority of campers. The importance and amount of sleep necessary has been more fully discussed in the section on Health and Safety.

The activities of the Volunteers' Camp are very limited, partially because of the lack of equipment, but an attempt is made to provide what the children ask for in the way of games. The activities, based primarily on available equipment such as swings, trapeze, croquet, toys, jacks, et cetera, are engaged in at various times by the campers. A motor boat and two row boats are used, but the children are not permitted to go out in them alone. Singing is a part of Bible School. Some hiking and unplanned activities such as blackberry picking are participated in. Regular hours of sleep, a proper diet and religious

training are the main parts of the program.

No planned program is adhered to at Mount Mercy. The business girls who come to camp mainly to rest, have a choice of activities such as swimming, boating, hiking, and singing. Other activities are also based upon available equipment such as tennis, base-ball, checkers, croquet, volleyball, horse shoes, and box hockey. Evening activities are usually organized according to the girls' desires, but are very impromptu, such as gathering around the piano for singing, dancing, or card playing. Some new things were introduced by the recreational director last season such as folk and round dancing, some group games, and new songs. This attempt to give the campers wholesome activities led by a recreation director may prove very beneficial if developed more fully in the future. These activities were not forced upon the group, but added to the interests shown by them.

The activities at Jennie Cassidy Rest Cottage are based on available equipment rather than a planned program. These consist of croquet, tennis, games, a radio, and a piano. The girls may hike to a nearby quarry to swim if they wish.

Camp Gordon has a schedule planned for the campers before camp opens. Flag raising is a formal ceremony participated in by all, as are the devotional period in the morning and the teaching of the order of The King's Daughters. The campers have a choice of other activities in which they wish to participate such as swimming, handicraft, songs, dramatics, and some equipment games. During rest hour the campers are required to lie on their beds, but they may read or write. The evening activities consist of such programs as a treasure hunt, barn dance,

charades, camp fires, Sunday night supper, hobo party, and a banquet the last night of camp.

The daily schedule of Covered Bridge Reservation, planned by the director before camp begins, reveals a very extensive list of activities, no enforcement of which is made, according to the director. The boys may have as much leisure time as they choose and are not compelled to enter into any activity. At reveille the staff selects the bugler and one or two boys from the honor shelter each morning to raise the flag while all the scouts stand at attention. The activities included under handicraft are: beadwork, the making of totem-poles, canoe paddles, camping and archery equipment, metal work, wood carving, and leather work. The afternoon competitive events consist of swimming meets, athletic meets, and scout craft meets. There are nature hikes, early morning bird hikes, and overnight hikes once a week, which everyone must take. Each troop goes with its troop leader, pitches tents, and cooks out of doors. About twice a week in the evening night games such as "Capture the Flag" and "Germans In The Dark" are played on the "flats" or open sections of camp.

The scout program consists primarily of scout craft and wood lore, with emphasis on the rustic aspect of camping; athletics are secondary. According to the director, athletics are given as an opportunity to permit boys to pass athletic tests necessary for advancement in the scouting rank. The program aims to develop self-reliance in the boys.

Once each period at Covered Bridge Reservation there are definite highlights in the program among which are fire-works entertainment, a sham battle and flour fight on July 4, a "Goldrush," treasure hunt and

Indian pageant, et cetera. Camp fire programs or "council fire ring" include events planned by the boys, such as songs, stunts and stories. The water-front program includes swimming, boating, canoeing, water polo and other games, water carnivals, diving, racing, fishing, log rolling, and canoe tilting. Riflery and camp-craft are other activities. The merit badge system, discussed later in the section on Motivation, is extensively promoted. Many of the activities mentioned and the manner in which they are conducted are closely related to the merit badge program.

The daily schedule of Ohio Pionero is arranged by the director, as is the special activities list which is used as a guide in the planning of such activities. The boys are not forced to attend any activity, but as has been noted before, they have no part in the planning of the activities. At every hobby period a check is made to see if all the boys are busy. Those who are not engaged are questioned by the counselor in an effort to discover the cause of such inactivity and to arouse the campers' interest in some phase of the program. If the boy becomes a problem by never taking part in any activity he is referred to the director for a conference, and an attempt is made to find the boy's difficulty and to adjust him to the camp program. At Ohio Pionero emphasis has been placed on athletics, the program for which includes volleyball, baseball, football, swimming, archery, badminton, ping-pong, horseshoes, and other athletic games. Campfire programs are of two types, the Indian campfire based on Indian lore, custom, et cetera, and the campfire for "fun," which include songs, stories, and stunts given by the leaders and the boys. Among special activities during



the 1938 season were a scavenger hunt, track meet, moving pictures, a weiner roast (by units), and a banquet the last night of camp. A very good interest sheet, too lengthy to be included here, is to be checked by the boys in 1939, in an attempt to learn their interests before coming to camp.

The daily schedule of the Louisville Fresh Air Home includes hikes, handiwork, swimming, team games for older boys and girls, and circle games for younger children. On Saturday the program is changed somewhat. The morning is given over to swimming, and the afternoon program consists of a treasure hunt and picnic supper. As the group is composed of campers of various ages, the program must be quite varied. Singing and folk dancing are on the program every night. Special activities included last season were:

Monday night - Ice Breaker Games  
 Tuesday night - Puppet Show  
 Wednesday night - Amateur Hour  
 Thursday night - W.P.A. Orchestra Concert  
 Friday night - Girls' Stunt Night  
 Saturday night - Mothers' and Boys' stunt night  
 Sunday night - Camp fire Service at council ring

The campfire service consists of story-telling, singing, and stunts or anecdotes, ending with a friendship circle when taps are sung. Last season a toy orchestra was organized which includes only the babies. The team games are volley ball, soft ball, ring tennis, horse shoes, call ball, and other group games. The handiwork program varies according to the type of group and the materials available. The handiwork is participated in mainly by the girls, partially because of the lack of materials to interest the boys. Splatter painting, making of costumes and properties for stunt night, pocketbooks made of tapestry samples, and

plaques of plaster of Paris molded and designed in frames made up the largest part of the handicraft. Leisure time is offered to the free campers after the morning meal until inspection, and after lunch until rest hour.

A religious program is stressed at Dan Beard. A short service is held on Sunday afternoon, which everyone attends. The passing of tests for merit badges is also a large part of the program, discussed later in the section on Motivation. The recreation program consists of active games such as baseball, handball, tennis, badminton, horseshoes, running and jumping contests, and marbles. The campfire programs consist of singing and stories by the leaders and the boys, and inspirational talks by members of the staff. The parents are invited to running and jumping contests and gym exhibition. Some leisure time is afforded after dinner, when there are no planned activities.

At the Camp for Colored Girls a great deal of time is free and much is devoted to camp duties. These special duties of campers in all camps are discussed later in the section on Campers' Responsibilities. The handicraft program includes painting, scarf dying, embroidery, and sewing. Weaving and basketry were included the first two years, but were not continued last season because of lack of materials. Story telling, singing of spirituals, group games, baseball, soft ball, croquet, tennis, horseshoe pitching, checkers, hiking, tap, folk and social dancing, and some nature study make up the majority of activities offered. The campfire programs planned and participated in by the children consist of singing, dancing, speeches, stories and stunts. At the first camp fire each camper tells why she came to camp, and at

the last camp fire each camper tells what benefits she thinks she has derived from her stay at camp.<sup>36)</sup> During the rest hour the campers are not allowed to read or write, as ample time for this is provided elsewhere in the schedule.

The daily schedule at Camp Chelan is derived from the interest sheets, according to the activities chosen by the campers. The activities on the interest sheet are classed according to water sports, including swimming, boating, life saving, canoeing and fishing; land sports, including horse-back riding, archery, badminton, and hiking; handicraft, containing puppetry, basketry, sketching, clay modeling, nature crafts and metal, leather and wood craft; the arts, embracing dramatics, sketching, poetry, dancing and rhythm band. The interest group type of program is conducted at Chelan in which the campers may choose from the activities offered in each interest group. This kind of schedule is much more desirable than the more regimented type seen in some of the other camps. Overnight hikes are eliminated from the program because of the temperature, but day hikes are taken, and trips to a nearby forest in a bus are included as a special treat.

From the explanation given in the section on Program Planning regarding the type of planning carried out at Camp Shantituck, the flexibility of the unit plan is shown.

Water sports at Shantituck are swimming, boating, canoeing, life saving, diving, fishing, and wading. Crafts include sketching, modelling, whittling and weaving, wood carving, and block printing.

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36. See sections on "Program Planning" and "Evaluation" for further discussion.

Early morning and all day exploration and overnight hikes are conducted along with trail cookery and "quests." Nature study, photography, country dancing, dramatics, singing, campfires, archery, badminton, and other group games make up the list of activities.

At Merry Ledges the program is quite flexible and a large amount of free time is given. The children are not forced to do anything, which probably would not be necessary since they choose their activities and help to plan the program. We can appreciate the type of program offered by the former camp director's description. She writes: "Our program usually centered around such interests as nature study, dramatics, folk games, folk songs, swimming and hiking; special trips such as a visit to Miss Mabel Johnston, daughter of the author of the Little Colonel series; parties, including among others a Tree party, a movie party with shadow pictures, and a Mother Goose party. The children usually planned these special events and carried them out with decorations, refreshments and games. This summer (1938), a friend of mine who had returned in April from a three years stay in China was with me. So each day we had a Friendship Hour during which we heard about boys and girls in other lands, particularly the Orient. On the last night we had a World Friendship party." The activities stressed at Merry Ledges were music, folk games, dramatics and swimming. Nature hikes and hikes outside the camp area; story hour, croquet, paddle tennis, ball games, fishing, and boating made up the majority of activities. Campfires and special parties composed the evening programs.

The basic activities which are offered by practically all camps are swimming, music (at least group singing and some form of dancing,

preferably folk), nature study or camp craft (both if possible), group games, some kind of creative handcraft, and some form of dramatics. At many camps the campers do not remain long enough to carry on a very extensive dramatic program, and in a short term camp it would be inadvisable to crowd extensive rehearsals for a finished dramatic performance into the short period. Simple dramatic forms such as charades, dramatic skits or puppetry may be encouraged, in order to develop the children's creativeness and give them an opportunity for self-expression aside from that attained in other activities. Handicraft is limited in many camps because of the expense, but often the best handicraft is done with simple equipment, such as sketching with charcoal, clay modelling and woodcraft. In a creative handicraft program the projects are left to the campers' choice and ideas as much as possible.

The out-of-doors aspect of camping is of tremendous importance. A camper who fails to learn something of the beauty of nature may well blame the program. This appreciation and enjoyment of the out-of-doors may be brought about in activities of camp other than nature study, such as swimming, boating, woodcraft, dancing and others.

#### Methods of Teaching

Many activity instructors have stressed the activity instead of considering the individual participating in the activity. Too much emphasis has often been placed upon the skill which the individual develops rather than the social values he may receive through group participation in the activity. The activity should be a means to an end, rather than the end itself. If activities are organized on a group basis, such as group singing, folk dancing, overnight or day hikes,

canoe trips, or the building of a cabin or shelter, constructing a boat, preparing for a pageant, play, et cetera, a more cooperative way of living will gradually be learned by the individual. Undue emphasis on individual skill tends to create a competitive attitude. The individual begins to care only for his own achievement, instead of sharing in the development of this achievement with the members of the group. There is much benefit derived from the attaining of individual skills, learning how to swim, how to paddle a canoe, how to carry a tune, carve a bit of wood, et cetera, but experience shows that development of these skills can be facilitated through a group process with additional values secured. The campfire or evening program affords an excellent opportunity for such cooperative planning and participation in activities. In some of the camps in the Louisville area the evening program or campfire is planned by the campers. In others this part of the program is planned in advance by the director or staff, allowing no opportunity for development of cooperation on the part of the campers. When the campers plan the program themselves, with the help of the staff, it means much more to them, for it is their program, and by having a very definite part in the planning, their ingenuity and imagination are aroused and their capacities developed. Such a method has special value in developing leadership in the campers, and encourages them to think for themselves.

In the group method of learning, the camper not only learns the correct way to hammer a nail, or saw a log, but he also learns to help his neighbor and to receive help from him, to await his turn for the tools, and to share the thrill of the finished product with someone else. All these things mean cooperative living. Through a process of working

with the group these results become manifest, so that the campers find work in a group much more pleasant and beneficial than working individually.

There is a great difference between teaching by the group process and merely teaching in a group. The swimming instructor may say that he is using the group process because the group of beginners are taught at the same time, the group of intermediates at the same time, et cetera. The difference lies in the method. There are a number of activities which cannot be learned by a process of sharing. For example, in tennis, the person must learn the correct stroke, and the game depends upon individual skill. However, on an overnight hike, each person may have his own duty and skill to perform in preparing the meal, but the meal in the end has been the result of cooperative effort, of working and planning by the campers, counselors, and director together. In like manner some handcraft projects may be taught by the group process, such as the painting of a mural or a lake scene.

If consideration is given to what the individual wishes to obtain from camp, as well as to what his potentialities are, the danger of too much emphasis being placed on the activity will be lessened. The activities should be provided only for the enjoyment of the campers, and those campers who show no interest or progress in any activity should be observed by the counselors in an attempt to learn the reason. When this is discovered an adjustment may be worked out by the counselors and the camper.

#### Achievement Records

In judging the extent to which campers have gained skill or

improvement in activities, a blank form may be used, but the importance of such a device is controversial. Its main value lies in the judgment of whether the camper is making any progress during camp. If such an activity report is kept, and in swimming at least some such record seems valuable, it should be checked not only at the close of camp but also during the camp season, so that the camper who is not making progress in any activity may be encouraged and guided. In a very small camp (of not over fifty campers) when there are a sufficient number of counselors (one to four campers) to watch the progress of the individual campers for whom they are responsible, such activity rating sheets may not be necessary. However, most counselors (and this is true of the camps in the Louisville area) are so busy with the activity for which they are personally responsible that they fail to see the progress of the camper in other activities. Such records are therefore very helpful in enabling cabin counselors to view the child as a whole. The method used at Camp Chelan is unusually good. Here each activity counselor keeps a record of the interest and progress of the children who participate in her activity. This is used by the other counselors to help them judge the campers for whom they are responsible. An individual report of each camper's participation in interest groups is made at Chelan by the counselor, who marks the interest and progress of each camper by three checks: none, some, or much.

The achievement record blank which the director of Ohio Pioningo plans to use in 1939 includes an extensive list of the activities, in which the leadership and interest of campers will be marked according to: excellent, average, or poor. Progress in swimming has been noted



in past seasons. Personal characteristics and behavior will be checked in the same way. A Behavior Frequency Scale will be kept with spaces provided for marking various types of behavior occurring: never, seldom, sometimes, often, or always. A space for analysis and comments by various leaders is provided on the back of the blank. If this form is used by well trained staff members, it will probably prove very helpful in attaining an understanding of the individual campers.

At Camp Shantituck a definite attempt is made to get everyone to swim. An indirect motivation is used by the leaders to persuade the children to participate in activities by making the activity as attractive as possible. The campers' progress at Shantituck is checked as part of each camper's record. Progress in swimming, nature study, and trailing is checked as a part of the regular scout merit badge program. Interest and efficiency in other activities is noted. In the 1939 season the director of Camp Shantituck plans to have a narrative style of record kept instead of the checking system, with the same things noted.

The advancement record kept by Covered Bridge Reservation is very extensive as it is a record of the tests passed at camp for the awarding of badges relative to the winter program.<sup>37)</sup> No record is kept of the other activities given at camp. There is a separate record kept of the number of boys who pass the swimming tests. The main activities listed on the advancement record include first aid, elementary signaling, trucking, fire building, cooking, thrift, safety, living the law and oath, nature study, mapping, hiking, and other scout activities. Also

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37. For further discussion see section on "Motivation."

at Dan Beard a record is kept of tests passed by campers working for the merit badges.

The new skills gained by each camper during the camp season are marked by the staff of Merry Ledges as part of the individual study of the camper. Some knowledge of the health of campers as well as their general cooperative attitude is considered essential. No activity records are kept at the Louisville Fresh Air Home, but progress in swimming is encouraged by awarding swimmers' cards.

At the Camp for Colored Girls, the counselors note the progress of the campers and help the children become adjusted to new situations. Stress is laid on group contacts, and the children broaden their knowledge and increase their ability in games and sewing. The Volunteers' Camp, Mount Mercy, Jennie Cassidy Rest Cottage and Camp Gordon keep no records of activity participation by the campers.

#### Campers' Responsibilities

In many camps, particularly in the Louisville area, campers have certain work responsibilities such as washing dishes, cleaning the camp grounds, et cetera. The making of beds and cleaning of cabins are a part of the campers' responsibilities in all camps, the value of which is undisputed. When the camp lacks facilities and the funds to provide them, as do the majority of the Louisville camps, construction as an activity might well be provided if the campers show a desire for such. Here is an opportunity for a group process to take place, and for campers to make their part in the camp more definite. Lieberman describes the benefits of such a process by saying:

The campers feel the camp is theirs. Their participation in its construction adds further to their

sense of ownership. An incident which occurred toward the end of the first summer illustrates this point well. One of the mothers who visited camp was disappointed with its crudeness and asked her son whether he didn't miss the better facilities he had had at the camp he attended the previous summer. 'No!' he said, 'there are lots of good things here, and besides we can make this as good as we want it.' He then recounted how he had helped to build the dam, the baseball diamond and basketball court, and told of the plans for the future for a tennis court, for a real lake, boats, et cetera.<sup>38</sup>)

Such a program could well be instituted in the camps of the Louisville area with just as beneficial results. In taking care of their own establishment campers learn self-reliance, and by the further responsibilities of washing dishes and keeping the camp ground clean, they learn cooperation and a sense of responsibility. The manner in which these responsibilities are placed upon the campers is also important. The children will cooperate more willingly if they have a part in the distribution of duties, and a plan is made flexible enough to allow a change in duties for the various campers.

At Merry Ledges the duties each camper has during the week, such as washing and drying dishes, setting the table, et cetera, are chosen in a group meeting of the entire camp the first night of each period. A schedule is made from the campers' choices with the counselors' advice. At Dan Beard each tent group is responsible for its own headquarters.

Camp Chelan has a well organized system of duties performed by the K.P.'s or "kitchen police." Every K.P. who is accepted at Chelan has the privilege of making her own expenses besides taking part in

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38. Lieberman, Joshua, Creative Camping, New York, Association Press, 1931, p. 24.

the camp activities. She has certain duties to perform such as helping to wash dishes, setting tables, care of the dining-room, and sometimes preparing vegetables. An evaluation is also made of these girls at the end of the camp period by the dietician. The regular campers must keep their cabins clean and help keep the grounds clean. At Ohio Pionero two boys from each table serve their table at every meal. The various units take turns in cleaning the grounds during the season.

At the Camp for Colored Girls the campers wash and dry the dishes and assist in cleaning the grounds. At the Louisville Fresh Air Home two persons from each table wash and dry the dishes after every meal. The campers at each table alternate at these duties. At Camp Gordon, Volunteers' Camp, Jennie Cassidy Rest Cottage, and Mount Mercy the campers have only the responsibility of keeping their own quarters clean.

The troops of Covered Bridge Reservation take turns doing "fatigue duty," that is, cleaning the kitchen, grounds, waterfront, et cetera. The dishes are washed by the boys also, who take turns during the camp season.

The duties which the campers of Shantituok have are called "campers," each patrol having a "caper" to perform every day. A chart is made of these duties (cleaning the lodge, sweeping the floor, laying a fire, et cetera) and the troops alternate. The campers take turns daily in washing and drying the dishes and setting the tables.

#### Religious Observance

Some type of religious service which evolves either from the camp program, or which is planned for at least one day in the week or period, is beneficial to campers. It is much better if they have a definite

part in the service, either planning it with the staff or by themselves. The service often means more to the campers if it is not a formal one, but one in which all share, and in which subjects directly related to the campers are discussed. A well chosen site may afford a beautiful and impressive setting for such a service, so that it may be held out-of-doors when possible.

Church services at which attendance is encouraged are held at Covered Bridge Reservation on Sunday, at a chapel on a hillside. The Catholic boys are brought into Louisville to church. The families of the Louisville Fresh Air Home may attend Sunday school and church at Pewee Valley. In case of rain, services are conducted in the recreational hall at camp.

Since religious instruction plays an important part in the program of Camp Gordon, a devotional period is held every morning at camp. The religious director of Dan Beard is in camp all during the camp season. He has charge of Sunday School, preaching services and daily religious instruction. Sunday School attendance is not required. Everyone is supposed to attend a short religious service on Sunday afternoon.

At Ohio Flomingo a worship service is conducted on Sunday morning and vesper service is held on Sunday evening. Attendance is not obligatory at either. A worship service is held every morning, each unit or cabin group meeting with a leader for religious study, to learn the Christian way of coping with the simple problems of life. The camp fire programs in the evening are closed with a hymn and prayer.

The religious service at Camp Shantituck, called "Scout's Own,"

is conducted on Sunday and in several general campfires during the week. It is a simple service which attempts to develop thought and an appreciation of the finer things in life.

Bible school which all campers attend is a part of the daily program of the Volunteers' Camp. The Catholic girls at Jennie Cassidy Rest Cottage attend church at Pewee Valley, and the Protestant girls conduct their own Sunday School in the recreation hall. Some religious service is held on Sunday at Camp Chelan and Merry Lodges. The campers at Mount Meroy also attend church on Sunday.

#### GUIDANCE AND SOCIAL OBSERVATION RECORDS

The guidance which the camper receives during the camp season is extremely important, not only as it aids or retards his adjustment to the camp situation, but also in its influence upon his development during camp. Every effort should be made to understand each camper as revealed and influenced by his personality, his environment, his family history, his experience, and his present desires and needs. The importance of trained personnel who can see and understand these needs of the child has been stressed in the section on Personnel, but may well be repeated here, for the guidance of the child during camp depends more on this factor than on any other. If an understanding of each individual is heartily desired by the counselor who is responsible for the children in his group, more effective guidance will be obtained. The guidance of campers should be based upon a logical, sincere perception

of the individual's need for new experience, security, recognition and response.<sup>39)</sup>

Personal records of each camper are helpful in studying the child's development over a period of years. Such records are an important part of the program of any camp which attempts to stimulate the individual growth of its members. Suggestions from the parents of each camper, coupled with careful observation of behavior during camp by the counselor, will help to create a more sympathetic understanding of the individuals and facilitate the camper's adjustment to camp and his development during the season. The behavior chart or personality blank does not assure such adjustment, unless used by the staff in a comprehensive way.

If new counselors are obtained each year, which is often the case in the Louisville camps, a record of the child is very helpful to the new member in understanding the child. Records are also useful to organizations which carry on work during the rest of the year with a number of the same children who attend camp. Too often when guidance is left to the counselor's ability alone, and no written record of the child is kept, a superficial program is carried out. It is desirable for records to be exchanged among counselors so that more than one person's opinion of the child is obtained. Records should also be read and evaluated by the director, who may point out the merits or defects in the methods used. Discussion of records may take place

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39. See Thomas, W. I., The Unadjusted Girl, Little, Brown and Company, Boston, 1923, p. 4.

at the counselors' meetings, but often there is only time to discuss problems. In such a case behavior charts and records of personality factors are useful in learning the cause of the problem.

Interviews with the parents of each camper serve as a very effective way of learning the needs of the child. However, objective views are not always given by the parent, and the true situation is not always discovered unless obtained by a trained interviewer. An information blank concerning the camper which is filled out by the parents is another method which may be used.

The factors noted on charts may be of great benefit to the counselor in encouraging the camper to strengthen his weaker points and to realize his higher aims. Progress encouraged in a constructive way by the counselor cannot be too strongly emphasized. The chart is effective for use as an indication of the progress the camper is making. A better method is the narrative report of each camper's behavior during camp written with the objective previously discussed kept in view. However, since time is usually limited at camp, especially where counselors have a number of duties, the checking method is more valuable than none at all.

A good group leader notices children who seem to be maladjusted and who are either unable or unwilling to enter into activities, and discusses these individual cases with other staff members in his division. If the problem is not readily solved, the matter should be called to the attention of the director. He also keeps records of the children's development, their participation in activities under his supervision or those directed by special activity leaders, and writes a report



of his work and findings at the end of each season.<sup>40)</sup> In camps where a fully trained person cannot be obtained, either the director or some staff member should have some specific training in the treatment of behavior problems of children. A psychiatrist who may be called upon for further interpretation of behavior problems is very valuable in some cases.

An individual study is made of each girl at Merry Ledges. This study is a record of the staff's group thinking concerning each camper's interests and reactions in the group, the group's attitude toward her, and her growth in knowledge, skills, and social attitudes. The doctor's opinion of the general physical condition is noted. Consideration is given to the effect which the camp has had upon the camper. The counselor at Merry Ledges advises with the camper after the group meeting concerning her. A case history is kept of each individual who is a potential camper at Merry Ledges, and the selection of persons who go to camp is based upon this record to a certain extent. When a greater number desire to go to camp than can be accommodated, those who are in the greatest need of camp are selected by the director or staff according to this case record.

Camp Chelan has a blank regarding the child which the parent is asked to fill out before camp opens. From it personal information and social habits of the child are obtained. The contributions which the parent feels that camp can make toward the development of the child and other suggestions are requested. In addition to the record, the director

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40. For further discussion see Lieberman, J., Creative Camping, pp. 152-3.

attempts to interview at least one of the parents of each camper before camp opens.

At Chelan the counselor guides each camper in the group for which she is responsible, and tries to correct any behavior problems which arise. This counselor also checks a behavior frequency rating scale on each of the children under her care. The forms of behavior are checked as occurring rarely, occasionally, frequently, or very often. The director and head counselors, most of whom have had adolescent or child psychology, advise the counselors in staff meeting regarding personality problems of campers.

There is no such well developed system of charts used at the Camp for Colored Girls, as only a brief record is kept of each child, including the name, address, age, and weight. A brief statement of the child's adjustment to camp is made by the counselor at the end of the period. This may be of some help the following year, but has no part in the guidance of the child during camp. Behavior problems are sometimes discussed with the parent, with a representative of the agency sending the child to camp, or with the director.

The director of Ohio Pionings plans to have parents fill out an information blank next season, in an attempt to learn the child's needs and habits, skills, and the main reason why the parents wish the child to attend camp. If a real attempt to see the needs filled is made at camp, the information gathered will be worth while. A behavior observation chart is checked by the counselors during the camp period. One advantage of this chart is that it provides opportunity for two ratings rather than one. A chart which includes only the one rating is apt to

be less progressive, for one which is checked but once is usually filled out at the end of the camp season when it is too late to be helpful in the guidance of the camper. Ratings are only to be made when the leader has observed behavior thoroughly enough to rate with reasonable confidence. The rater is also instructed to be free from any bias toward the individuals being rated. There is no person available at Ohio Pionings who is trained specifically to advise the staff about the treatment of behavior problems. An interview is held with campers who present special problems. If the counselor cannot work out an adjustment, the boy is referred to the director.

A confidential information blank filled out by the parents is used by Camp Shantituck in order to learn the camper's interests and abilities. This is similar to that used by Camp Shelan for the same purpose. The parent who wishes to discuss the child's program at camp may confer with the director and staff by visiting camp. The observation chart used at Camp Shantituck gives the counselor such information by which he may understand the camper better. The individual's physical fitness for camp, appearance, habits, attitudes, personality, and abilities are checked as being either satisfactory, average, or inferior. If used with the idea of progress for the camper in mind, this chart may be a very helpful guide.

The unit system, used by Camp Shantituck, is planned so that the unit leader's guidance will contribute to the individual development of the campers. These leaders get some training for treating personality problems from a psychologist during pre-camp training.

There are no records kept of campers' behavior at the Louisville

Fresh Air Home. Since the selection of families who may go to the home is based upon the need for open air, sunlight, and other health-building factors, the main purpose of the home is that of giving the families a vacation in the country. A report of the Louisville Fresh Air Home, showing the difficulty of learning the true background of the families who are chosen, includes the following statement: "It is always difficult to find out information about wages. One week a job--two weeks no job--the reluctance of some to seem poor, and the unwillingness of others to seem well off for fear their few comforts will cost them the opportunity of going to the home, are difficulties in the way of fact finding. Although the Louisville Fresh Air Home clears with the Social Service Exchange, we are hampered because of the many applications and limited time for investigation." Such facts show that the type of information needed for the most effective guidance is not always gained. When the type of information obtained about the group attending the Fresh Air Home is limited to whether the individual has a decent enough wage to maintain minimum standards of living, (as shown by the registration card used for applicants), little information relative to the individuals' social development is obtained. In special cases the needs of the campers are expressed to the director. Problems such as girls constantly seeking the company of boys, or personality conflicts, are discussed with the director. The director usually tries to solve these problems by giving them extra work to do. If this does not remedy the situation, the children are sent home.

No social case studies are attempted of the boys at Covered Bridge Reservation. The scout master's contacts with the boys in his troop

during the year is the only indication he has of the boy's background and behavior. This is also the case at Dan Beard. Here the boys' behavior is not discussed unless an individual presents a special problem. The director of Covered Bridge Reservation feels that there is no need for an advisor on behavior problems. This would seem very unusual in view of the fact that every child needs some guidance in personality development. Boys who present problems, (a rare occurrence according to the director), are consulted by the director and the Boy Scout waster in a conference.

The director of Camp Gordon learns a bit of the environment, personality, and attitude of the campers through circle meetings with the girls during the winter. No written records are kept of this or of the individual's behavior during camp. As yet, there is no indication that the behavior of the campers is regarded as a factor in the guidance of the individuals. The camp has not gone beyond the planning of activities in the program development, other than putting stress on religious training. The same thing is apparent in the program of the Volunteers' Camp. At Jennie Cassidy Rest Cottage and Mount Mercy no individual guidance is attempted. The value of the type of guidance and records which have been discussed in this section is strengthened by the following statement:

Basic to the individual approach is information about the camper which will help to create a picture of what the boy is really like, so that we can better understand him, to the end of adjusting him to the situations arising in the group. We may employ for this purpose the interest check list, the personal interview, and the case history. We secure a record of his physical condition and his social history. We find out how he gets along at home and at school. During camp we observe and record the behavior of the boy. We attempt to

discover the camper's interests as well as his needs. There is a distinction between the two. The cardiac's interest may be to beat the record in a fifty yard dash, while his need is for less strenuous activity.<sup>41)</sup>

A very general history of the children who are sent to some of the Louisville camps by the Fresh Air Fund is written on a blank prepared by the Louisville Council of Social Agencies. This information is given to the director of the camp to which the child is sent, in an attempt to give the camp staff a better understanding of the child.

#### GROUPING

The process of dividing the campers into groups has formerly been exercised primarily according to the camper's choice. Some camps place children from the same location together. However, the opposite method would seem much more beneficial, for camp may give the child who has not formerly been away from home an opportunity of becoming adjusted to a new environment, and of making new friends. The camp which places the child with the same environmental factors which he has previously experienced, fails to take advantage of a valuable opportunity to further the child's development. First of all, in grouping, the child's needs must be taken into consideration. His desires should be considered in relation to his needs. Fear on his part to be away from friends may be recognized in its implications, so that a definite attempt may be made to help the child be happy and at ease in the new situation.

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41. Blumenthal, Louis H., Group Work in Camping, New York, Association Press, 1937.

The benefits of small groups or units in camp life has already been recognized by many camp leaders, but unfortunately by few in the Louisville area.

Scout camping operates on a troop camping basis, that is, each unit comes to camp with its leader and maintains its individuality throughout. The troop works as a unit, planning its own activities and living as a well defined group. These individual groups coordinate their efforts with the members of a paid camp staff who set up the program. This plan in effect at Camp Shantituck and Covered Bridge Reservation. The philosophy of the unit plan, according to the director of Camp Shantituck, is based on the idea that mass camping is unsound; that in the small group the child feels more secure, and a better development of each personality is possible. It is felt that a unit of more than sixteen is too large. Often in order to obtain satisfactory grouping, campers are allowed to shift from one unit to another, not at their own free will, but in consultation with counselors, until satisfactory adjustment results. At Shantituck campers are arranged in units according to age, grade in school, friends in school, and physical development. The wishes of the parent and the child are considered when they arrive at camp.

At Covered Bridge Reservation there are usually four patrols (eight boys in a patrol) to a troop, making up a camp unit. The units, called stockades, consist of eight shelters, with two leaders' cabins to every stockade. The minimum standards stated by the National Council of Boy Scouts give one a clear idea of the grouping. The report states:

The organization unit of the Boy Scouts of America is the troop, usually made up of two or more patrols, officered by a Scout master, assistant Scoutmasters,

senior patrol leader, with each patrol having a patrol leader and assistant patrol leader. All Scout camping shall be so conducted as to recognize this organization to the end that the troop shall be strengthened as a working unit. Each troop going to camp should have its specific objective clearly stated and understood, and plans definitely laid for reaching or progressing toward that objective. Local Council camps are conducted on the principle that one site is being administered for the benefit of a number of troops as a matter of economy and to secure the benefit inherent in coordination and cooperation, but under no circumstances shall the individuality of the troops or its leadership be submerged. Every opportunity shall be presented for the registered or provisional troop to function as a unit.<sup>42)</sup>

The boys at Covered Bridge Reservation who do not come to camp with their troop are called "orphans" and assigned to a provisional troop. The psychological effect of such a system on the "orphans" has apparently been overlooked.

Since the Y.N.C.A. rented the Otter Creek area for its camp last season, the philosophy of the National Park Service, which favors the unit layout as the best plan of grouping, was injected into the system at Ohio Pimingo. Julian Solomon, field coordinator of the National Park Service says:

To serve its purpose successfully, a unit should be designed to house 16, 24, or at maximum, 32 campers. Small units make it possible to group children according to their ages, interests and abilities. Such grouping also permits a high degree of personal attention on the part of the counselors, whereas large groups exhaust the leaders. In small groups the child has a chance to find himself, and to adapt himself easily to camp living conditions. Children in large groups become over-stimulated, and the

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42. National Council of Boy Scouts of America, Minimum Standard Requirements for Boy Scout Camps.



possibilities for fatigue are greatly increased when a large number of children eat, sleep and generally live in too close quarters. Noises and disturbances and problems of discipline all increase proportionately to the size of the group that is housed together. In addition to these reasons there are also sound health reasons why large groups should not live together in camps. Communicable diseases are not so likely to spread and can be more easily controlled where the groups are kept small. All of these reasons for dividing the camp into small groups apply equally well to the planning of campers' sleeping cabins. Whenever possible, not more than four campers should be housed in a cabin.<sup>43)</sup>

Thus many of the points discussed previously, have been included in the philosophy of this unit plan. The majority of these parts have been carried out at Ohio Pioningo. The lack of adequate staff, discussed in the section on personnel, was perhaps the greatest deficiency. The campers of Ohio Pioningo are grouped according to size, age, and friendship. Not more than four boys have been put in a cabin.

The grouping of campers at the Louisville Fresh Air Home has been greatly influenced by facilities available. The mothers and babies occupy the Mary Parker Gill cottage. The girls' dormitory and rooms for camp counselors are in the left wing of the administration building. The boys are grouped in the four shacks according to size and age. The arrangement of the buildings at this camp make impossible a well planned system of grouping such as previously discussed.

At Chelan campers are grouped according to the campers' choice, neighborhood, school, social group, or age. The average number is eight girls to a cabin. Fifteen counselors of a staff of twenty have cabin

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43. Solomon, Julian H., Organized Camps in State Parks, 1936, pp. 6-7.

groups; each counselor is responsible for a number of girls in a cabin. The cabin counselor is responsible for the children's training and adjustment to camp. The cabins are arranged in units with a number of camper's cabins and one counselor's cabin in each unit. The program differs from the scouting unit plan in that activities are planned and participated in by the camp as a whole rather than in units, as is the case in scout camps.

The campers at Merry Ledges are grouped mainly according to age. The six to eleven year old group are sent for one period, and the twelve to sixteen age group sent for another period. The boys use the camp for two weeks and the girls use it for a similar term. Since a dormitory is used there is no chance for a unit plan of grouping. There is no special plan of grouping campers at Mount Mercy, Jennie Cassidy Rest Cottage, or the Volunteers' Camp. At Camp Gordon, the girls are grouped on a friendship basis, with not more than six girls to a room. At Dan Beard campers are grouped by troops, with five to eight boys to a tent. An older boy, usually an Eagle Scout, has direct supervision over each tent.

The campers at the Camp for Colored Girls are grouped according to age. On rare occasions they are allowed to change from one tent to another, if the reason is approved by the director. There are eight campers to a tent, and a separate tent for counselors.

#### MOTIVATION

The principles of motivation at camps are a vital part of the program, since they are so closely related to the individual's development.

Whether the camper participates in an activity because of interest, or whether he takes part because of the award he will receive if he shows more ability than the others, is extremely important. If the campers are not interested enough to participate without methods of reward, the activity is either not one which they want or the activity is not made attractive to the campers. Compulsion in activities has long been out-moded as a method in camping, but unfortunately the competitive spirit still prevails in some camps to too great an extent. Some competition is perfectly harmless, and is probably basic to a great deal of the sport in games, et cetera, but when carried to the point where the majority of the activities involve participation in a competitive spirit, with the idea of victory uppermost, the effects are often harmful. The group method of activity participation is a much more beneficial way. Group incentives and recognitions are more valuable to the individual than material tokens such as cups, buttons, pennants, points, honors, et cetera. Recognition received from individuals is usually attained only on true merit and is certainly more lasting than prizes. If competition is carried too far it is very apt to develop the wrong spirit in the campers. Campers may even establish habits of cheating and lying in order to get the award, and often campers who have physical limitations submit to strenuous exertion to compete for the prize. The group process tends to bring out a cooperative spirit in the individual, whereas the competitive element does the opposite.

The director of Camp Chelan does not approve of giving awards in different activities, so that participation is based on interest alone. An attempt to promote activities is made to a limited extent in order

to have a well balanced program, but there is no compulsion or regimentation. Occasionally ping-pong, badminton, or baseball tournaments are arranged if the interest in the activity is strong enough to warrant it. The interested group challenges another group, but competition here is merely a by-product of interest.

At the Fresh Air Home much of the play is placed on a competitive basis, as also is inspection in the morning and in checking the tables during meals. Ribbons are given to each member of the winning team. In the track meet cabin groups compete against each other.

Heretofore at Ohio Pioningo, some of the directors have been rather free with awards but the present director advocates almost none. Feathers for passing a number of tests have previously been given. Medals for first place in the track meet and in a number of other events, have also been awarded. Last season ten points were given to the best cabin each day in cabin clean-up, and these were added to the points received by cabins whose unit won the baseball, swimming, track, and volley ball meets. However, the future policy in regard to awards at Ohio Pioningo will be to give letters to children showing unusual growth or development during the season. A certificate, showing the camper's completion of an activity, may be given. The basic philosophy behind this system appears to be in opposition to awards as an incentive for activity participation. The former policy will be replaced by according recognition to campers for having done something well. Although this is an improvement, recognition from the camper group is still denied prime importance.

Covered Bridge Reservation has a well developed system of giving

awards. The system of badges is basic to the entire scouting program, advancement in rank being based upon the number of badges obtained. As the system is too lengthy to discuss here, only the awards relating directly to the camp program will be discussed. An award is given to the table which has the best conduct each meal. A belt award system is used at camp. Stencils are marked on a belt according to the camper's achievements in activities. The swimming meet is conducted on an individual competitive basis, the winner getting a certain number of points. The test work for the merit badges takes place in the morning. The afternoon activities include such as contests, games, boating, et cetera; each shelter enters the best boys in the activities to compete against each other. In the evening activities various shelters challenge each other to games of volleyball, baseball, quoits, et cetera. A camp honor fraternity has been established in which boys nominated by the scout master and elected by the troop members undergo the ordeal of an impressive ceremony at camp to become members. The number of members in the troop attending camp determines the number of boys the troop may elect to the honor fraternity. Hence the larger the number of troop members at camp the more boys the troop may elect. Only counselors who are members of the fraternity take part in the ritual. Camp is the climax for the selection of these boys as they are selected on the basis of their actions and attitudes during the previous winter as well as at camp.

The same test passing for the obtaining of badges is carried on at Dan Beard as at Covered Bridge Reservation. In addition to this, buttons are given for outstanding campers chosen by the camp staff in

conference. The recreation program is based largely upon competition.

At Merry Ledges there is no system of awards developed as a motivating factor, as the program is based on interest, and recognition from the group is thought sufficient.

At the Camp for Colored Girls prizes are sometimes given to the child who plans the best program or to the one who performs the best. The group decides who shall get the prize. An award is sometimes given for the campers taking an interest in a certain activity. In activity participation the children sometimes form teams by themselves with the help of the counselor, but competitive games are not participated in as a whole.

There are no plans for activity participation at Jennie Cassidy Rest Cottage, Mount Meroy, or Volunteers' Camp. At Camp Gordon awards are given for the best all around camper, and to the campers outstanding in handicraft, in devotions, and in sports. An award is given to the campers whose room is kept the neatest. A point system is established and the campers are divided into tribes. An award is given to the winning tribe. Some of the activities are participated in on a tournament basis.

#### EVALUATION

It is obvious to many that in order to have progress, one must have an evaluation of the program or organization. It is so easy to become immersed in program details that one sometimes forgets to step and view the meaning of the program and to see if the principles are

out-moded. Every camp should be evaluated each year according to some camp standards.<sup>44</sup>) Some camps are fortunate in being allied with a national organization which sets up standards for the organization as a whole, and which sometimes makes the evaluation. There is a need for the camps which supply the summer program of such organizations to apply these standards in the local camp. An attempt to evaluate the program in relation to the needs in the community as well as to the objectives of the national organization is also imperative. If camp personnel are familiar with the objectives of other camps in the community, a broader view of community needs will be gained. The effectiveness of objectives may be learned in part by the results of the camp experience of the individuals attending. Unsolicited comments by campers, counselors and parents during or after camp is one way to gain their opinion of the value of the camp to them. Recording of such evaluations is a more profitable method, but often they are by word of mouth, which may or may not have an influence on future program development. Records of campers' development at the beginning and end of camp are an important means of evaluation. The appraisal should be in direct relation to the objectives, that is, if the main objective is health, the standards of evaluation should be based upon health.

A committee of the Council of Social Agencies of the Louisville Community Chest made a study of Jennie Cassidy Rest Cottage in 1936, to consider the need it was meeting in providing vacations for working women. A further study was made in 1939 through a social survey under

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44. Character Education in the Summer Camp, Monograph III, p. 10.

the auspices of the Louisville Community Chest.

A self-study according to inter-camp standards is made at the Louisville Fresh Air Home constantly, mainly through Neighborhood House. At the end of the summer the director and each of the counselors make a report evaluating the camp, with the campers' views incorporated in the report.

Each year the regional executive of the Boy Scouts visits Covered Bridge Reservation for a tour of inspection. The minimum standards for camp are set up by the national organization, and a report of the local camp is sent yearly to the national organization. Comments by campers are not sought as a method of evaluation.

Last season, Ohio Pionings was evaluated by the standards of the National Park Service, as the Y.M.C.A. rented the camp site from the National Park Service. Comments and complaints on the camp were voiced to the director by counselors, campers, and visitors. A meeting of the staff was held after camp closed to obtain suggestions as to improvements for the future. During the winter a meeting was held to which the parents of the campers were invited, for the purpose of getting their suggestions as to improvements. The campers' evaluation of camp was further sought by a check list, on which the campers checked the ten things they liked most about camp, and the ten things they disliked.

The director of Camp Chelan expressed a desire that Camp Chelan be evaluated yearly according to national or local standards. However, the camp has only been appraised once by an outside group, when in 1937 it was evaluated by two camp authorities at a camp institute in Chicago. A self-study is made of the camp every year, and an evaluation of the



staff made by the director. The program is rated by the staff as a continuous process. The director considers the remarks of the campers, and further plans are being made for the use of blanks to obtain parents' opinions of the camp.

Camp Shantituok is evaluated yearly according to the National Girl Scout Standards either by a volunteer or a professional person. The camp staff, director, and camp committee make an evaluation of the program every year, based on national standards, visits, and observations. Campers check blanks at the end of each period indicating what they liked about camp and what they would like the next year.

The Camp for Colored Girls has received recommendations from the Louisville Board of Trade. A self-study of the camp is made by the director. Suggestions voiced by the campers are noted, and some evaluation obtained in the pre-camp meeting of the counselors.

The evaluation of Merry Ledges is based on the opinion of the staff and opinions voiced by the campers. The former camp director writes: "We never evaluated our program formally by other camp standards except as I evaluated our experiences in the light of my former camp experiences elsewhere, Kansas City, Missouri, and Denver Y.W.C.A. camps, and my reading and study of camp programs."

A report of Dan Beard is made by the local director and sent to the National Board of the Boy Scouts. An evaluation of the program by the staff is included in this report including recommendations for the improvement of camp the following season. Opinions voiced by the campers are kept in mind. Defects of the camp are pointed out to the National Inter-racial Committee.

The only method of evaluation developed thus far at Camp Gordon is that of the campers at the end of the period, who write what they have obtained from camp. The Volunteers' Camp and Mount Mercy do not indicate any evaluation other than that of the director noting certain physical needs from year to year.

#### RELATION TO THE YEAR'S WORK

Many of the aspects of the camp's relation to the year's work have been discussed previously, such as making a study of the home and community background of the campers, their experience, attitudes, et cetera. The value of the child being placed with new acquaintances, as well as home associates has been discussed in the section on Grouping. A further value to the child may be brought about if the organization sponsoring the camp continues to have direct contact with the campers throughout the year. Such contact is possible for some of the camps in the Louisville area, as the majority of campers come from the community in which the organization is established. The camp offers a very real opportunity for clubs to form, for at camp individuals become acquainted and form friendships. The desire to be together often continues beyond camp. If this is followed in the winter program of the organizations, clubs may be formed by some groups, and the benefits of participation in worthwhile activities may be offered the campers the entire year. Some settlement groups have used this plan in their program, as the majority of the campers are those who participate in the activities

at the settlement house. With such a program, greater development of the individual may be brought about, as the contact with the child is over a longer period of time.

Often when the camper is only at camp for a short period of a week or ten days, it is difficult to bring about much development on his part which will be of lasting benefit to him. When the child participates in the organization during the entire year, such as in the scout troop or settlement club, the chances of bringing about a favorable social development on his part are increased.

An opportunity for further camp planning is apparent if groups are continued throughout the winter. The children may begin to plan for camp during the spring, adding new and beneficial suggestions for the coming season's program. Camp has a more definite meaning and benefit to the children, if it is not an isolated experience in their lives. If activities are continued throughout the year, children may advance in skills such as swimming, handicraft, dramatics or folk dancing so that more advanced programs may be offered at camp. Greater opportunity for leadership may be offered if contact with campers is carried on throughout the winter. These young people may be qualified as junior counselors at camp, and later counselors, thereby solving the problem many camp directors have in obtaining well trained counselors.

The majority of camps in the Louisville area have not gone further in their contact with campers than having one or two camp parties or reunions during the year. Parents may also be made aware of the goals and opportunities of the camp by the organization's work during the winter.

Several camp parties are given at the Y.W.C.A. during the year to which all the former campers of Chelan are invited. Camp meetings are held in the Junior High Schools in May and a camp reunion picnic is held in June. The parents are made aware of the goals and opportunities of the camp by camp folders, a personal interview with the director, and by the blank the parent fills out before the child goes to camp.

At Covered Bridge Reservation, since the majority of campers come to camp with the troops to which they belong during the winter, camp is a summer program for the troops. Parents of the scouts are made aware of the camp opportunities through camp bulletins, sent out in March, April, and June outlining in detail the program, periods, health and safety, staff and cost, of the camp.

Many of the campers of the Louisville Fresh Air Home participate in the activities at Neighborhood House during the winter, but these have no definite relation to camp contacts or groups. As many of the parents go to the home, they experience the benefits of the vacation home themselves.

The director of Camp Gordon has contact with the campers during the year at the junior circle meetings of the King's Daughters. Banquets or parties are held once a month during the year. Parents visit the camp during the two weeks period, and are invited to the final banquet when awards are given to the campers. The director also talks to the parents before camp opens, explaining the objectives of the camp to them.

A camp reunion of Dan Beard is held once a year. Parents are

conferred with by the scout masters of the troops, and parents express needs of the boys and benefits which the boys have received at camp.

Campers have no relation to the winter program of the Volunteers' Camp, Mount Mercy, or Jennie Cassidy Rest Cottage. The campers at Merry Lodges attend activities during the winter at Wesley Community House. The individual interest of parents in the camping program, fostered by attending activities at the house, is the only way in which they are made aware of the camp opportunities.

The contacts made at the Camp for Colored Girls are not carried on to a great extent during the winter because of lack of facilities and leadership. Some churches have organized clubs of children who attended the camp, but only a few. The director meets the camp group at her church for camp reunion during Easter or Christmas, and once before camp opens.

Thus we can see that in most of the organizations studied there is only limited contact with the children and parents aside from the camp period. This need is one which these organizations may hope to fill in the future.

#### SUMMARY

As the objectives of most of the camps in the Louisville area are formulated by either the national organizations or the camp directors, they are not reviewed and discussed by the staff members yearly in order that these objectives may be more effectively carried out in program. The lack of participation of the camp group as a whole in

program planning is also evident. The plan has been started at Camp Chelan, the Camp for Colored Girls, Merry Ledges, and in the units at Camp Shantituck.

In general more emphasis has been placed upon activities in the Louisville camps than upon the individual development of the children. The activity participation has largely been on an individual basis rather than with the group method. Those camps which keep complete record of the progress campers make in activities are Camp Chelan, Ohio Flomingo, Camp Shantituck, Covered Bridge Reservation, and Dan Beard.

The only organizations which conduct individual general case studies of the children at camp in relation to each child's individual and social development are Merry Ledges, Camp Chelan, and Camp Shantituck. A behavior observation chart is kept of each boy at Ohio Flomingo.

The unit plan of grouping discussed as the most suitable for the type of program advocated cannot be carried out by Merry Ledges, Dan Beard, the Camp for Colored Girls, Jennie Cassidy Rest Cottage, Mount Meroy, the Volunteers' Camp, or the Louisville Fresh Air Home because of the arrangement of the buildings, but the programs may be planned on a group basis.

It is hoped that a further evaluation of the program of these camps will be made by each organization in relation to community needs.

**VI. ADMINISTRATION**

## ADMINISTRATION

Since much information regarding the administration of the camps in the Louisville area has previously been presented and discussed, this section is limited primarily to consideration of the camp committee or board, the finances and business management, camp publicity, and the camp's affiliation with national or local camping associations. The staff needed for the business management, and the administration of personnel is discussed in the section on personnel. The administration of a camp cannot be thought of apart from program building and the other essential units of the camp, as all of these are interwoven in practice. Hazel K. Allen, of the National staff of Girl Scouts, describes clearly the danger of a camp whose units are not coordinated. She says:

In the smaller camp, when both program and administration are carried by an almost undifferentiated staff, there is often danger of overemphasis in one direction at the expense of the other, according to the personal philosophy and ability of the ultimately responsible leadership. In the larger camp the persons responsible for the different developments of camp life may, almost without knowing it, go nearly separate ways in achieving what each conceives to be the goal. A clear understanding of the real purpose of camping for young people and of the methods for working that purpose out needs to be held in common possession by the committee and staff of any camp.<sup>45)</sup>

This need for everyone related to the camp to have a clear understanding of objectives has been discussed more fully in the section on

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45. Allen, Hazel K., Camps and Their Modern Administration, The Womens Press, New York, 1930, Introduction, p. vii.



program.

Most authorities believe that the camp should have a committee or board representative of the public, to help determine the operating policies of the camp. Qualifications of persons represented on such a committee are very important. Among such qualifications are that the person have interests and abilities which will help to make decisions about camp operations, that they have a genuine interest in the camp and its relation to the community, and that they be culturally developed and socially minded, with active interests in social movements.

The work of the camp committee is more effective if it is not confined to the season during which the camp is in operation. During the winter there is excellent opportunity for the study of the camp program. In organizations which carry on a recreational program during the winter it is even greater. The winter months also provide time for the study of the recreational needs of the community, with the resultant evaluation of the ability of the camp to meet those needs, and for studies of the social, home, and work backgrounds of the campers. Careful consideration of the budget some time before camp opens is also a necessary function of the committee.<sup>46)</sup>

A more democratic method of determining the camp policies is realized if the committee or board meets several times with the staff. In the group meeting the ideas of all may be pooled, with a group idea as the result. A better understanding on the part of all of the individuals concerned is also possible. Since there is such a large

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46. For further discussion, see Allen, Hazel K., op. cit.

turnover of counselors in the Louisville camps each year, the staff is often obtained too late for such a process to take place. However, it is possible for the committee or board to consider recommendations of the campers and counselors of the previous season.

As the function of the camp committee or board is usually advisory, limited to the determination of camp policies, the program planning is regarded as a function of the camp director, staff and campers, as previously recommended in the section on program planning. However, if the committee or board is made up of persons with a knowledge of camp needs, it can often perform a very necessary function because of seeing the camp in a more objective way than is possible for the camp director or staff. The committee may thus assist in the planning and make suggestions for improvement in the future.

All of the organizations studied, with the exception of Jennie Cassidy Rest Cottage, Mount Mercy, The Camp for Colored Girls, and the Louisville Fresh Air Home are a part of organizations which function during the entire year. Therefore the administration of Camp Chelan, Ohio Picking, Shantituck, Covered Bridge Reservation, Merry Ledges, Dan Beard, and of the Volunteers' Camp is related to the organizations of which they are a part.

Covered Bridge Reservation and Dan Beard are used in the summer program of the Boy Scout Organization. Shantituck is the Girl Scout Camp. Therefore these camps are administered through their local councils. The Camp Committee of Shantituck is a sub-committee of the local Board or Council of Girl Scouts. This Board is composed of persons in the community who can make contributions to the type of program which

the Scout Organization is carrying out. The chairman of this Committee works with the camp director, who is an ex-officio member of the Committee.

Covered Bridge Reservation is under the supervision of the White Division of the Louisville Council of Boy Scouts. An Executive Board, composed of interested citizens in the community, appoints a Camp Committee. The camp director is appointed by the executive of the local Council and approved by the Committee. The executive of the Council and the camp director determine the operating policies of the camp and interpret the national program. The members of the Camp Committee meet in the spring and fall, and attend camp several times to check on conditions. The local Scout executive submits suggestions to the committee.

The Camp Committee of Dan Beard is appointed by an advisory Board of the Colored Division of Boy Scouts. The Camp Committee is composed of persons in the community (ministers, doctors, lawyers, and business men) who assist the camp staff in making general plans for the camp. The executive of the Colored Division, who is also the camp director, is an ex-officio member of the Board.

The Camp Committee of Camp Chelan is composed of representatives of departments and clubs of the local Y.W.C.A., representatives of the camp staff, and representative citizens in the community. The director believes that parents of campers should also be represented on this committee, and hopes that this may be accomplished in the future. The chairman of the Camp Committee is also a member of the Board of Directors of the Y.W.C.A. to which the Committee is responsible. The Committee meets once a month throughout the year to determine the policies

and make plans for the operation of the camp.

The Board of Wesley Community House consists of members of the Methodist Church, and serves as an advisory Board for Merry Ledges. The head resident of Wesley Community House is a member of the local Board, and is the administrative head of the camp. The responsibilities for the camp program are delegated to the camp director who is the girls' worker at the community house.

The Louisville Fresh Air Home is administered by a Board of Directors, which determines the operating policies. The Board consists of citizens in the community. The managing director of the camp is also the vice-president of the Board, and the head resident of Neighborhood House. Usually one or two members of the Board of Neighborhood House are also members of the Board of the Louisville Fresh Air Home.

The Camp Committee of Ohio Pionings is responsible to the Board of the local Y.M.C.A., which is composed of professional and lay persons in the community. The director works in cooperation with this Committee in making plans for the camp. The director of the Board is the chairman of the Committee.

The husband of the director of the Volunteers' Camp is a member of the National Governing Board of the Volunteers of America. This Board meets every three months, and determines the program for the Volunteers of America, of which the camp is a part. There is also a local Board of Directors made up of professional and lay persons, which meets once a month.

The Board of Jennie Cassidy Rest Cottage, composed of approximately forty members of Protestant churches in Louisville, determines

the operating policies. An advisory Board of a lawyer and two business men is called upon for legal advice, and to solve problems of management.

The director of Camp Gordon is responsible for the administration and management of the camp. She submits a report to the State Board of The King's Daughters and Sons before camp opens. This Board discusses these plans with the director and determines the operating policies of the camp.

The director of the Camp for Colored Girls and a Camp Committee of interested citizens determine the operating policies of the camp, which are subject to the approval of an advisory Board. The Committee meets once a month during the winter, and twice a month from May to October.

The selection and management of staff members are usually functions of the camp director. This management is effective when there is a clear understanding and definition of each staff member's responsibilities and their inter-reaction. Written employment agreements with staff members are the first step in assuring this. Adequate replacement lists made at the end of camp are also a necessary part of staff management.

The selection of counselors at Ohio Plemingo, Camp Chelan, Camp Shantituok, and the Camp for Colored Girls is a function of the camp director. At Merry Ledges the director of the boys' program is appointed by the Wesley House Board. The director of the girls' program is appointed by the Southern Methodist Church Council.

The camp director of the Louisville Council of Boy Scouts selects the paid staff members for Covered Bridge Reservation. The men who lead troops during the winter continue this leadership at camp if the troop

goes to camp. The same is true of the selection of the staff of Dan Board.

The director of Camp Gordon is appointed by the Board of the King's Daughters and Sons. The director selected two assistants for the two weeks of the 1938 season. The director of the Volunteers' Camp and her husband select the employees. The directors are assisted at camp by a minister and his wife. The Board of Jennie Cassidy Rest Cottage selects the matron or supervisor who is in charge of the home during the summer, and other employees.

The managing director of the Louisville Fresh Air Home selects the permanent staff for the season. Her recommendations are subject to the approval of the Board. The managing director also makes recommendations of volunteer counselors to the camp director, who is responsible for the management of the entire staff during camp.

The director of Mount Mercy is also the administrative head and is usually one of the Sisters at Our Lady of Mercy Academy.

If the camp is affiliated with a national or local camping association, this often stimulates the camp to meet certain standards, and to learn new camping methods. The local camp council may be a means of guiding the camp toward meeting community needs, and of checking duplication of work on the part of the camps. It may also conduct camp institutes for the training of staff.

The organizations in the Louisville area which take children sent to camp by the Louisville Fresh Air Fund for a period are represented on the Camp Clearing Committee of the Council of Social Agencies of the Louisville Community Chest. This committee is mainly concerned with the camping period when these children are sent to the camps by the Fresh

Air Fund, rather than with the entire camping season. Therefore the committee does not serve the function of setting standards, or of conducting regular meetings in which the directors of the Louisville camps might discuss camping problems. The committee has conducted several training institutes for counselors and staff members of the different camps. The Louisville camps which have been represented on this local committee are Covered Bridge Reservation, Camp Shantituck, Camp Chelan, Ohio Pionings, Merry Lodges, and the Camp for Colored Girls.

Covered Bridge Reservation, Dan Beard, and Camp Shantituck are controlled to a large extent by the National Organizations. The National Organization of Boy Scouts of America has set camp standards which the local camps must meet, and objectives which they must carry out. The same is true of the National Girl Scout Organization. Camp Gordon is influenced by the standards of the National Organization of The King's Daughters and Sons, mainly in the type of program which it carries out. The director of Ohio Pionings has attended the Y.M.C.A. Camp Directors' Association. The rest of the camps in the Louisville area are not directly associated with any national camping organizations, and therefore have not met any standards other than those which the local administrations have demanded.

#### Publicity

By having a successful season the camp attains publicity more quickly than in any other way. Publicity is important for making the camp known to the community, and is a way of interpreting the purpose of the organization to the community. There should be a close

relationship between the claims which the camp makes in its publicity, and the actual program which it carries out. If the camp is operating on a non-profit basis, this need is probably taken for granted.

If the newspapers are helped to realize the community's need for camping, this is sometimes a way of getting good cooperation from the newspapers so that newspaper space for publicity may be shared among the different camps. Illustrated pamphlets or booklets sent to prospective and former campers are interest builders, and a further way of interpreting the needs, function, and the services of the camps to parents. Speeches in schools, churches, clubs, and other organizations are also a more personal way of interpreting the camp to the community.

The Camp for Colored Girls plans to have a pamphlet in 1939, giving a brief history of the camp, a description of some of the activities offered, and a presentation of the requirements and needs of camp. This pamphlet will be distributed to parents and to individuals interested in the camp. Other methods of publicity which the camp has had previously are circular letters, newspaper articles, and printed folders distributed in libraries and schools. The publicity of Camp Gordon has been accomplished mainly by speeches given by the director throughout the state at county conventions of the King's Daughters and Sons. The publicity of Ohio Pioning is carried on through newspapers, pamphlets, the radio, and displays of material concerning camp in the local Y.M.C.A. Publicity for the Louisville Fresh Air Home is carried on mainly through newspapers and pamphlets.

Merry Ledges does not conduct any publicity program other than that at the settlement house, as the camp is mainly for the members of



Wesley Community House. Camp Chelan has a well developed publicity program. Speeches are made by the camp director in some of the schools and to women's clubs in the community. Parties are given at the Y.W.C.A. to which all persons who have attended camp are invited. Posters are also displayed here. Camp folders are given to the schools at Christmas and early in the spring. About a month before camp opens, printed folders describing the camp and containing camp pictures are sent to all former campers.

Dan Beard has some publicity in newspapers, and in a folder which briefly explains the camp. Printed bulletins about Covered Bridge Reservation are sent to parents of the Boy Scouts before the camp season opens. Soliciting is also done through the troop leaders during the year.

Attractive folders about Camp Shantituck are distributed among the Girl Scouts, and a colored movie of the camp is used for publicity. A radio program is given in the spring, and some newspaper publicity given. Information on Jennie Cassidy Rest Cottage is printed in church bulletins and some is given in newspapers.

#### Finances and Business Management

A camp must first have stable and adequate financial resources in order to plan a constructive program. The necessity for a budget naturally follows, so that definite amounts may be relied upon for the various units of operation. The amount spent for personnel and program should be in favorable relation to that spent for equipment, maintenance, and administrative costs.<sup>47)</sup> If the camp is to have a real social value,

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47. See Character Education in the Summer Camp, Monograph III, pp. 20-21.

the income from campers' fees will hardly be sufficient for its budget. The camp which has an excessive debt cannot hope to obtain trained leadership. Dimock and Hendry believe that camps operated by organizations with a low camping fee cannot expect to balance budgets if a high quality of leadership is utilized. They also state that much more money must be put into camps if large educational outcomes are to be secured.

The importance of finance in relation to the entire camping program is realized, but no attempt has been made to give a budgetary analysis, as this would require a study in itself. The budgets of those organizations receiving funds from the Community Chest must be submitted yearly to the Chest for approval.

Financial and cost accounting is a necessary part of the business management so that the actual costs of units of operation and expenditures may be accurate. The books should be audited by reputable accountants. Camps such as those in the Louisville area may be eliminated from paying taxes as the majority may be considered as either philanthropic or educational agencies. In addition to the records discussed in the sections on health, personnel, and program, an inventory of camp property is essential.

All of the camps in the Louisville area receive funds from private sources, and all but three receive money from the Community Chest. Each organization which receives funds from the Community Chest is required to have an annual audit of its accounts. The audit of the accounts of Camp Shantituck, Covered Bridge Reservation, Camp Chelan, Ohio Pioneers, Merry Ledges, and Dan Beard are included in the yearly audit of the organizations of which they are a part.

Camp Chelan has a budget, and accounts are kept of the various units of operation as well as an account of expenditures. The income from campers' fees is sufficient for the budget with the exception of the insurance and the director's salary. The business manager at camp has charge of the finances for the camp store and the craft department. The dietician does the food buying. The finance secretary of the local Y.W.C.A. has charge of the book-keeping for the camp.

The business manager of Ohio Pioningo is also the dietician, and does the food buying as well as keeping an account of the expenditures of the camp. The income from campers's fees is not sufficient for the budget.

Merry Ledges has a very small budget of one hundred and eighty dollars. The treasurer of the Wesley House Board keeps the accounts and reports them to the Board and to the Community Chest yearly. As there is no business manager at camp, the girls' worker and the boys' worker each keep an account of expenditures for the period of camp which they direct.

The yearly budget for the Louisville Fresh Air Home is approved by the Board. Financial reports are sent to the Community Chest every month in which expenditures occur. The camp finances are handled at Neighborhood House. However, the Fresh Air Home has its own system of book-keeping, and an audit of its accounts is made every year separate from those of Neighborhood House.

The director of the Camp for Colored Girls has charge of the business management at camp, buying the food and keeping an account of expenditures. Several counselors assist the director in these

duties. The secretary-treasurer of the Camp Committee keeps the accounts during the year. The accounts are audited by a private firm every year.

A person is appointed by the executive of the Louisville Council of Boy Scouts, Colored Division, to have charge of the business management of Dan Beard. He is assisted by a camp secretary and a person in charge of the camp commissary. The camp executive usually does the food buying before the camp opens.

The Volunteers' Camp does not have a budget as the program is planned according to the amount of money which is raised each year by subscriptions solicited from the public. The buying and the business management of the camp is done by the local Board of Directors.

The Board of Jennie Cassidy Rest Cottage prepares the budget, which is submitted to the Community Chest yearly for approval. The business management is the responsibility of the treasurer and the president of the Board. The accounts are audited yearly by a private firm.

The director of Camp Gordon is responsible for the business management of the camp. The budget is subject to the approval of the Board of the King's Daughters and Sons. The food buying is done by the treasurer of the Board, with the advice of the director. The accounts of the camp are audited every two years.

The business management of Covered Bridge Reservation is handled by the local Council of Boy Scouts, White Division. The person in charge of the commissary keeps accounts of the food buying. The camp clerk is in charge of the camp trading post, the camp bank, and the

collection of campers' fees. Covered Bridge Reservation has a budget for maintenance but not for operation. The camp has a debt incurred through repairs and maintenance costs. The actual costs of the various units of operation, and accounts of expenditures are kept. The income from campers' fees is sufficient for the operation of the camp, but not for maintenance.

The finance committee of the Louisville Council of Girl Scouts handles the accounts for Camp Shantituck. A business manager is employed at the camp. A budget is prepared of the various units of operation. The camp has a debt. The income from campers' fees is not sufficient for its budget.

#### Purchasing

Unfortunately, in those camps which do not have a camp manager, the camp director must take the responsibility for the purchasing of supplies and equipment.<sup>48)</sup> If there is no dietician to take the responsibility of food purchasing, the director must also do this.<sup>48)</sup> When such a situation exists, the program, staff management and record keeping are often neglected. As much of the food buying as is possible should be done before camp opens. If specifications for food are sent to wholesale grocers, for bids on each separate item, considerable money may be saved. Inventory records of the total quantity of each kind of food used during the season are necessary.

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48. For further discussion of camp manager and dietician, see "Specialized Personnel," also "Food," in Health and Safety section.

### Insurance

The kinds of insurance essential for camps listed by the Cleveland Camp Council are as follows: employer's liability; accident insurance (to campers and employees in camp and on hikes, in transit to and from the camp); fire insurance (building, equipment, supplies, personal property); liability, fire and theft (automobile).

Camp Shantituck, Jennie Cassidy Rest Cottage, Dan Beard, Covered Bridge Reservation, Camp Chelan, The Louisville Fresh Air Home, and the Volunteers' Camp all have fire and tornado insurance. In addition to this, Covered Bridge Reservation and the Volunteers' Camp have accident insurance.

Jennie Cassidy Rest Cottage has additional insurance against theft. The insurance for Camp Gordon is covered in the rental for Jennie Cassidy Rest Cottage. Camp Chelan also has liability insurance for the campers. Ohio Pioningo has liability insurance which does not cover campers. The other insurance for Ohio Pioningo is covered by the National Park Service, as it owns the camp site. Merry Ledges has no insurance as yet. The camp for Colored Girls has no insurance in addition to that of Lincoln Institute, as this site is rented by the camp.

### SUMMARY

Although each of the camps in the Louisville area has a board or committee, representative of a group in the community to help determine operating policies, their relation to the camp staff is not clear in

many of the camps. Camp Chelan is the only one whose director has realized the importance of a place for staff members and parents of campers on the camp committee.

The relationship of various camp organizations to each other is not very clearly understood by them. The meeting of the Camp Clearing Committee is the only occasion during the year when the representatives of the various camps meet together, and then there is little discussion of their mutual relationship.

The business management at the camps has not been very well organized. These functions are seldom centralized. It is hoped that in the future the camps will realize the necessity for specialized personnel, in order to build up standards of social administration as presented throughout this study.

**CONCLUSION**



## CONCLUSION

In the preceding pages a comprehensive study of twelve camps in the Louisville area has been submitted. This comparative study has been made with minimum accepted standards for non-profit camps as a basis. A desire to depict the present status of Louisville as a community, in relation to camping activities, and to present the practical means by which the community may be improved through progressive organizations, was a motivating factor in the choice of this field for social investigation.

This study reveals that more adequate equipment, better trained personnel, and the development of clearer lines of administrative authority are needed in most of the camps. A more suitable location is hoped for by several of the organizations. In all of the camps the program is more fully developed than the other aspects of the administration.

An outstanding need is the formulation of camp standards by the local organizations. One example of this need is shown by the failure of some of the camps to require health examinations of staff members and employees. The Camp Clearing Committee of the Council of Social Agencies could partially eliminate this deficiency by formulating camp standards. If each camp director, however, has standards stated by the organization which he directs, a more effective appraisal is likely to be the result. Camp Shantituck, Covered Bridge Reservation, and Dan Beard are expected to meet the standards of the National Scout Organizations with which they are affiliated.

Many of the Louisville camps have failed to meet accepted standards largely because of a lack of adequate and trained personnel. A sincere attempt is made by most of the directors to recruit the best personnel available. Until the importance of specialized training for the task is realized by the community as a whole, the applicants for such positions will not have the desire to obtain this training, nor will funds be allocated to these organizations which will enable them to obtain a well trained staff.

Most of the camps in the Louisville area are handicapped by inadequate funds, some to a much greater degree than others. As a result most of the staff in all of the camps must volunteer their services for the season. Therefore, those who are adequately trained are forced to look elsewhere for positions. This situation would be solved partially if camp directors employed young persons as junior counselors, and offered them training in camp. Camp Chelan is the only organization which has a system of staff training well developed at camp.

Such in-service training is only one method, and must be accomplished by a community awareness of the influence which personnel has on the administration of the camp. The value of social and group work training in relation to objectives has yet to be realized by some of the local camp authorities.

A further contribution to this problem would be a continuation of such a program as that conducted by the Recreation Council of the Louisville Community Chest in 1929. A program was organized for the purpose of arranging a series of conferences for board members and camp directors. These conferences were not held but a training

committee planned and conducted a camp institute for counselors.

Such a plan is beneficial not only for the training of camp staff, but also for bringing about an understanding on the part of the camp directors as to their relations to each other in meeting camping needs in the community. Discussions as to the various needs which the camps are meeting in the community would be very advantageous.

The lack of adequate personnel has had an influence upon administration in the Louisville camps, as functions of staff members are not clearly defined in some of the organizations. The boards and committees often do not function as they are theoretically organized to do. The business management is often divided among staff members as an extra burden, rather than centralized as the responsibility of one or two persons. In some of the camps the extra duties for which no staff are provided are "dumped" upon the director with the result that the staff cannot be properly supervised or adequate records kept of campers. Boards and committees could also be more influential in gaining further publicity for most of the camps, so that the community might become more conscious of camping needs.

In the camps in the Louisville area much emphasis has been placed upon activities, with a well developed activity program as the result in the majority of cases. If the camp is to have a real social value, the development of each individual according to his needs is the main point to be stressed.

Few of the Louisville organizations have continued to keep in touch with the boys and girls after the camp season, so that much of

the valuable work which may have been accomplished at camp has only a small influence upon the individual's whole experience. This contact cannot be continued by those camps which are not sponsored by organizations which carry on work during the entire year. Only a few of the organizations have the leadership to maintain such contacts. Most of the Louisville camps have such a short time with the persons who attend that they cannot hope to give these individuals much more than an enjoyable experience or a pleasant vacation. Rich experiences can be offered to the individual in this short period which will create a desire on his part to learn more about the world about him. Only a few of the camps in the Louisville area have fully realized the opportunity which camp has of giving young people the experience of group participation and cooperative living and planning so that they may practice this democratic spirit in their lives away from camp. This experience is especially limited in some of the camps whose buildings were not originally planned for a camp.

Although objectives are very often stated by persons who have a social viewpoint they are not always carried out with the same meaning and zeal. There is a real danger of this in most of the Louisville camps, as few of the organizations review the aims yearly with staff members. As the camps realize the importance of all of the members of the camp having a part in the formulation of objectives, this danger will be lessened.

The development of effective camping organizations is dependent upon the community awareness of needs. Louisville as a community has not realized these essentials as is shown by the lack of adequate funds

in the majority of the camps. The Louisville Fresh Air Home, the only free vacation home for underprivileged families in Louisville, is supported by the Community Chest, but the funds are not sufficient to maintain the best type of program or to attract trained personnel. Louisville has not yet realized the necessity for a camp supported by public funds. However, this need is very vital, as shown by the fact that of the 1,977 who applied to go to the Louisville Fresh Air Home in 1938, only 931 could be accommodated. The National Park Service has filled this gap somewhat by establishing the Otter Creek project near Louisville. It remains to be seen if the community will later undertake to meet its needs with a municipal camp.

Jennie Cassidy Rest Cottage might also fill a greater community need by being used as a free vacation home for persons in need of a healthful rest in the country who would be referred to the cottage by social agencies in Louisville. In this case at least a trained recreational leader would be needed to plan a program. If Mount Mercy is able to continue employing a recreational worker and the swimming pool is repaired for use, it may adequately serve as a vacation home for working girls in Louisville.

The recent survey conducted by the Community Chest is a step forward in the evaluation of those camps in the Louisville area which are administered under the Chest. All of the Louisville camps are in need of a continuing process of self-evaluation in the light of developing standards with special reference to community needs.

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