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**The Grand Re-Opening of the American Summer Camp: Determinants of Camp
Innovation During the COVID-19 Pandemic**

By

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Bachelor of Arts in Biochemistry and Molecular Biology, College of Wooster, 2016

THESIS

Submitted to the University of New Hampshire

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in

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ABSTRACT

In 2020, COVID-19 shuttered 82% of summer camps in the United States leading to a loss of 16 billion dollars in revenue, 900,000 jobs within the camping industry, and left 19.5 million youth without a camp experience (ACA Research Team, 2021; Fernandez, 2020; Wycoff, 2021). Financial constraints, stakeholder interest, and increased knowledge of COVID-19 mitigation strategies led to 71% of residential and 56% of day camps re-opening nationally in 2021 (ACA Research Team, 2022). To open, camps had to employ a variety of innovations to mitigate risks and support amended programming and operations. This cross-sectional survey study, in partnership with ACA New England, quantifies relationships between innovation type and camp directors' perceptions of innovation ($N = 74$). Specifically, this study was interested in what characteristics lead to successful and lasting adoption of innovation within camping organizations. This study found that innovation adoption during the pandemic was often focused on decreasing social contacts amongst participants and creating barriers to the entry or spread of COVID-19 within the camp community. The study found no significant differences between camp type and innovation type employed. However, statistical analysis illuminated negative relationships between challenge and buy-in, as well as between challenge and longevity. Conversely, positive relationships were found between advantage and longevity. These findings provide insight for camp directors on how to best identify, implement, and communicate future organizational innovations.

Keywords: summer camp, COVID-19, innovation, administration, youth development

INTRODUCTION

Summer camping is a 21-billion-dollar industry that serves over 26 million youth and employs 1.2 million recreation professionals annually (ACA Research Team, 2021; Wycoff, 2021). In the United States, there are 12,000 summer camps accredited by the American Camp Association (ACA), with 7,000 operating as overnight camps and 5,000 running as day camps (ACA Research Team, 2021; Povilaitis et al., 2021). In the summer of 2020, the height of the COVID-19 pandemic, only 18% of camps hosted summer camp programming, leading to a loss of 16 billion dollars in revenue and 900,000 jobs within the camping industry, as well as leaving 19.5 million youth, traditionally served by summer camps, without a camp experience (ACA Research Team, 2021; Fernandez, 2020; Wycoff, 2021).

With increased financial pressures and a stronger understanding of best practices for COVID-19, many summer camps re-opened in 2021, with 71% of camps offering overnight camps and 56% of camps offering day camp programming nationally, a significant increase in operations when compared to 2020 (ACA Research Team, 2022). This “Grand Re-Opening of the American Summer Camp” presents an important opportunity to study the implications of unforeseen circumstances in an industry often defined by tradition and heritage, identifying how camp directors chose to innovate and how their own perception shaped the innovation process within their organizations.

To operate during the COVID-19 pandemic, summer camps needed to tailor their operations and programming to mitigate COVID-19 risks for participants and staff. The Innovation Adoption Behavior Model (IAB) provides a strong theoretical framework through which to explore perceptions of success and longevity surrounding these “COVID-19

innovations” among camp directors and administrators. The IAB model is a merger of two previous innovation theories - Diffusion of Innovation theory (DIT) and the Theory of Planned Behavior (TPB) – providing a model to understand how the perceptions of the innovation and innovator affect the likelihood of its adoption and longevity (Tornatzky & Klein, 1982; Weigel et al., 2014). The present study sought to identify how the perception of innovation factors: success, advantage, challenge, buy-in, and longevity play a role in the process of innovation adoption.

Specifically, this study sought to address the following research questions:

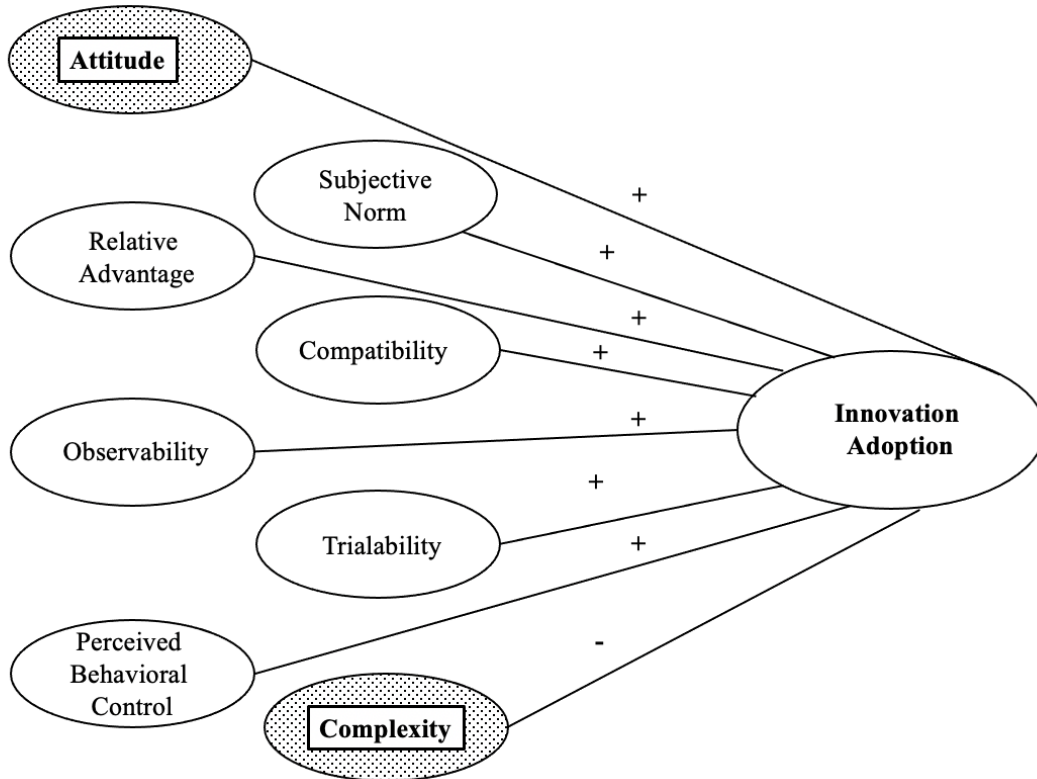
- R1: What types of innovation did camp directors choose to employ and why?
- R2: How did innovation type use vary across different types of camps (e.g., affiliation, size, staffing etc.)?
- R3: How do the perception of the innovation factors influence each other within the process of innovation?
- R4: What perception of innovation factors contributed to the success of an innovation?

LITERATURE REVIEW

Innovation-Adoption Behavior Theory: Background

The Innovation-Adoption Behavior (IAB) Model was developed by Weigel et al. (2014) to identify common variables present within the decision-making process of innovation. This model was derived from two previous models in the information systems field: Diffusion of Innovation Theory (DIT; Rogers, 1962) and the Theory of Planned Behavior (TPB; Ajzen, 1991). Their merger into the IAB model allowed for a stronger understanding of how perception affects the process of innovation adoption.

The IAB model, illustrated in Figure 1, posits that eight variables play a role in an innovation's propensity to be adopted. The theory was first developed in 1982, when a metaanalysis of innovation characteristics pinpointed three variables that held the strongest associations with a decision maker's penchant to adopt a change: relative advantage, perceived compatibility, and complexity (Tornatzky & Klein, 1982). In 2014, the IAB model was further developed when an additional metaanalysis of innovation characteristics revealed five additional variables correlated with innovation adoption: trialability, observability, attitude, subjective norm, and perceived behavioral control (Weigel et al., 2014). Furthermore, this metaanalysis illustrated that all of these variables are positively correlated with innovation adoption, with the exception of complexity, which is shown to be negatively correlated with adoption propensity (Tornatzky & Klein, 1982; Weigel et al., 2014). Interestingly, the most positively correlated variable to innovation adoption was attitude (Armitage & Conner, 2001; Topa & Moriano, 2010; Weigel et al., 2014). The adoption of an innovation is mediated through the interactions of all eight variables.

Figure 1*Innovation Adoption Behavior (IAB) Model*

Note. This model illustrates the eight variables present within the IAB model. Each line is denoted with a (+) or (-) to indicate its correlation with the adoption propensity of an innovation. Attitude and complexity are both shaded to indicate their unique relationships to innovation adoption, with attitude being the most positively correlated with innovation adoption and complexity being the only negatively correlated variable with adoption propensity.

Though innovation adoption relies on the sum of interactions from all eight variables, the antagonistic relationship between complexity and attitude points to interesting implications within the innovation process. A negative correlation between complexity and innovation adoption illustrates how *challenge* can negatively impact innovation adoption. This challenge could be seen in the process of implementing organizational change in a variety of ways, such as a lack of resources, strain on staff, or a noticeable negative change for participants. On the other hand, the positive relationship between attitude and innovation adoption highlights how *buy-in* from those employing the innovation is beneficial within the process of innovation adoption. This sense of buy-in could be seen in the interest and willingness of staff to implement a change and the participants understanding why this change or innovation was necessary. Taken together, complexity and attitude suggest a dichotomous relationship between challenge and buy-in within the process of organizational change.

Perception of Innovation Factors

The opposing forces of complexity and attitude within the IAB model provide an excellent framework to explore how innovation perception affects the innovation adoption process. For this study, the innovation perception factors of challenge, buy-in, advantage, success and longevity were chosen to examine how perception shaped summer camp innovation during the COVID-19 pandemic. Challenge and buy-in were chosen to illustrate the IAB variables of complexity and attitude, respectively. The negative relationship between complexity and innovation adoption illustrates how *challenge* can negatively impact innovation adoption. On the other hand, the positive relationship between attitude and innovation adoption highlights how *buy-in* from those employing the innovation, such as summer camp staff, is beneficial within the process of innovation adoption. Meanwhile, *advantage* was chosen to illustrate if and how an

innovation benefitted the organization that adopted it. Finally, both *success* and *longevity* were chosen as factors to provide a benchmark for whether camp directors saw an innovation as successful within their organization and whether it will continue to be used within their camps. Understanding the relationships between these innovation perception factors will allow for a greater understanding of how perception shapes the innovation adoption process within summer camp organizations.

Summer Camping During COVID-19

To understand how and why camp administrators chose to operate during the pandemic, it is important to embed this decision-making process within the pandemic landscape. On March 11, 2020 the World Health Organization (WHO) declared the COVID-19 outbreak a global pandemic, altering how businesses, organizations, and communities operate (Cucinotta & Vanelli, 2020). Ever since this declaration, many institutions, including summer camps, have been confronted with challenging operational decisions. Within the United States, there are around 12,000 summer camps in total, 7,000 operating as overnight camps and 5,000 running as day camps (ACA Research Team, 2021; Povilaitis et al., 2021). During a typical calendar year, these organizations serve over 11 million adults and children through their programming and employ over 1.5 million workers through a combination of seasonal and year-round positions (ACA Research Team, 2021; Povilaitis et al., 2021). Like many industries, in the months following the onset of the global pandemic, much of the camping industry closed their doors. In fact, during the summer of 2020, only 18% of summer camps offered any programming at all, with much of it executed in a different manner than their “normal” offerings, such as virtual camp or family camps, while 82% of camps remained completely closed (ACA Research Team, 2021; Povilaitis et al., 2021).

In the summer of 2021, 71% of camps were able to offer overnight programs and 56% of camps were able to offer day camp programs thanks to knowledge of safe operations and best practices gleaned from over a year of lived experience during the COVID-19 pandemic.

Preliminary medical research gathered from camps that operated in 2020 provided data that pinpointed how camps could safely open and operate in the summer of 2021. These research studies illustrated that with universal masking (staff and campers), social distancing across all activities, and operating protocols aimed at keeping a low-density of staff and participants across all program areas and areas of daily living (e.g., dining halls and residential areas) allowed for successful mitigation of the spread of COVID-19 (Dublin et al., 2022; Garst et al., 2021; Suh et al., 2021). Research showed that when these considerations were not taken, the virus spread quickly through the closed communal setting that is a traditional summer camp. YMCA Camp High Harbour outside of Atlanta, Georgia was a particularly notable case, where over 260 campers and staff tested positive for the virus after masking and social distancing practices were abandoned (Szablewski, 2020).

In addition to masking, many camps utilized strict policies to increase social distancing across their programs. For many camps, this included testing campers both prior to arrival at camp and then again after arriving, placing campers in a “pod” to minimize close contact, and requiring campers and staff to remain masked and socially distant (Povilaitis et al., 2021; State Operating Guidance for Summer 2021; Suh et al., 2021; Wycoff & Browne, 2021). Moreover, many organizations chose to operate their camps in a “bubble” scenario, similar to operational models professional sports teams utilized in the summer of 2020, first by the National Women’s Soccer League (NWSL) and later by the National Basketball Association (NBA) and National Hockey League (NHL) (Howell, 2021; Weston, 2020). In this “bubble” model, there was no

movement of people in or out of the camp community, meaning that while camp was in session all field trips, community events, and visiting days were cancelled and staff were required to remain in camp during their time off (Povilaitis et al., 2021; State Operating Guidance for Summer 2021; Suh et al., 2021; Wycoff & Browne, 2021).

Social distancing allowed many camps to re-open, but many directors worried that this would remove some of the most important elements from the camping experience. However, preliminary studies from summer 2020 indicated that the most important components of the camp experience could still be accomplished, even with social distancing in place. Research examining camper and staff relationships in both amended in-person and virtual camp settings has revealed that important mentorship connections can be still be made at a distance or even virtually, with many virtual campers still “crying happy tears” on the last day of camp (Povilaitis et al., 2021; Tung et al., 2021). In fact, another research study conducted in the summer of 2020 indicated that the rapid pace of change in innovation seen for camps that were able to open may in fact have a lasting impact and lead to opportunities for virtual engagement year-round, potentially becoming a hallmark of the camping industry in the off-season (Thurson et al., 2021).

In 2021, a study directed by the University of Utah and the American Camping Association (ACA) illustrated how the IAB model can be used to illustrate summer camp administrators’ decision-making amidst the COVID-19 pandemic. Thirty-five camp directors were randomly selected to participate in three rounds of interviews occurring before, during, and after the 2020 summer camp season (Wycoff & Browne, 2021). Responses underwent qualitative pattern matching and revealed correlations with all eight variables in IAB, suggesting that these factors are indeed at play in the adoption of new programming at camps following COVID-19 (Wycoff & Browne, 2021). Notable examples included camps that operated using in-person

programming often focused on the complexities present for their organization, indicating that they were in the implementation and confirmation stage of adoption, while those who chose virtual programming talked about the pressures to reopen, placing them in the persuasion stage of adoption (Wycoff & Browne, 2021). Similarly, camps that chose not to open attributed their decision to not being able to align COVID protocols with the compatibility, social norms, or perceived behavioral control typically seen within camp experiences, thus leaving them in the knowledge and persuasion phase of innovation adoption (Wycoff & Browne, 2021). That study began to highlight *how* camps made difficult operational choices at the beginning of the COVID-19 pandemic. Likewise, the Thurson et al. study (2021) suggests that the pandemic might have spurred innovations that could be shared across the industry to expand access, however more research is required to understand the nature of these innovations as well as the likelihood and longevity of their adoption.

Previous qualitative work illustrates that the IAB model provides a strong theoretical basis for understanding COVID-19 innovation in summer camps. What remains to be seen, however, is how camp administrators chose to innovate and how their perceptions affected the innovation process as a whole. Therefore, the present study used a cross sectional survey approach to take a snapshot of the innovations utilized in 2021, how innovation type varied by organization, and how administrator's perspectives played a role in the innovation process. Understanding how the process of innovation worked during the COVID-19 pandemic and the relationship between perception and implementation may help administrators adopt important innovations. In essence, this "Grand Re-Opening of the American Summer Camp" presents an important opportunity to study the impact and process of change within one of America's most cherished summertime institutions.

METHODS

For this study, a cross sectional survey with a purposive sampling method was employed. It was approved by the Institutional Review Board at the University of New Hampshire, IRB-FY2022-112. In this study, directors of summer camps accredited by ACA New England were asked to complete a survey following the completion of the 2021 summer camp season. ACA New England serves as the accrediting body for 340 camping institutions across six states: Maine, New Hampshire, Rhode Island, Connecticut, Massachusetts, and Vermont. Within the survey, camp directors were asked to provide details on their organization's demographics, programming, and operations during the summer of 2021.

The survey tool was specifically developed for this study and had three sections of questions: 2021 operation status, perceptions of innovation, and demographics. The 2021 operation status and demographics sections used questions derived from the annual business survey conducted by ACA, *CampCounts 2020* (ACA Research Team, 2021). Both sections were designed to place camps in different categories based on operation status, affiliation, size, and staffing numbers. For the perceptions of innovation section, respondents were first asked to report three innovations their organizations as open-ended responses. Following this, respondents were then brought through a series of statements that they were asked to rate each innovation on, using a five-point Likert scale (1 = *strongly disagree* to 5 = *strongly agree*). These perception of innovation statements were modeled after an IAB survey model employed by Wong et. al. (2014) and modified in order to identify the five selected perception of innovation factors: success, advantage, challenge, buy-in, and longevity. (See Appendix A for the full survey).

Procedure

Surveys were administered to camp administrators via email in February 2022.

Administrators received an introductory email from ACA New England containing the link to survey, hosted on the online platform Qualtrics. Follow-up emails were sent out weekly for five weeks. When data collection was completed, 74 camps out of approximately 340 camps (21.8% response rate) completed the survey. Director and organization demographics indicate that the sample was representative (see Results below).

Analysis

Analysis of the survey data was conducted in the following order to help illuminate the relationship between administrator's perceptions and innovation adoption. First, demographics data for the camp directors and their organizations underwent frequency analysis to help center the topic of innovation within the given sample. Reported innovations were then coded into 12 specific innovation types, using the general inductive approach, where types of innovation were categorized by identifying consistent themes within the director's responses (Thomas, 2006). Coding responses into specific innovation group types allowed for both the identification of themes within the camp innovation and the condensing of a large sample of innovations into a more manageable size for analysis. Camping organizations were then aggregated by various characteristics (e.g., camp affiliation, number of staff), and Chi-Square analysis was utilized to establish if innovation choice was driven by camp type.

Following this, the perception of innovation factors for each innovation type were examined. For this analysis, individual means of Likert scale ratings for specific innovation perception statements were quantified by innovation type. These innovation perception statements comprise questions 26-31 of the survey tool (Appendix A) and can be seen below in Figure 2. All five of

the innovation statements ask respondents to rank their reported innovations using a five-point Likert Scale (1= *strongly disagree* to 5 = *strongly agree*).

Figure 2

Innovation Perception Statements

- **Statement 1:** This innovation proved to be successful and will be utilized again in some capacity for future summer operations (*Success*).
- **Statement 2:** I believe that this adaptation was advantageous to our camp’s programming and/or operations (*Advantage*).
- **Statement 3:** This modification was challenging to implement due to our organization’s scope, skill set, resources, and/or staffing (*Challenge*).
- **Statement 4:** When implementing this adaptation, our organization saw “buy in” from staff, campers, families, and community supporters (*Buy-In*).
- **Statement 5:** This change will become a mainstay of our operations, programming, etc. for future summer programs at our organization (*Longevity*).

Note. The italicized word following each statement represents the statements corresponding perception of innovation factor.

Finally, correlation analysis of innovation perceptions was conducted by innovation type to determine the relationships between the perception of innovation factors within innovation adoption. Due to the amount of innovation types, it was determined that reporting both the innovation perception means and correlation data by individual type would better allow for a more complete interpretation of summer camp innovation factors during the COVID-19 pandemic.

RESULTS

Director Demographics

Frequency analysis revealed that directors surveyed in this study were older, more experienced, more likely to identify as female, and less diverse than the national average (Table 1). Nationally, camp directors in the U.S. are 96% Caucasian, 57% male, with a median age of 45 (Bennett, 2015). Comparatively, all the respondents of this survey study identified as non-Hispanic white, while 56.95% identified as female, 41.4% identified as male, and 1.7% identified as non-binary. Additionally, the mean age range of the sample was 55-64 years old. National averages also reveal that 43% of camp directors possess a graduate degree, with the average tenure of a director being eight years (Bennett, 2015). In this sample, 43.1% of directors held a graduate level degree and 18.3 years of experience, indicating a similar level of higher education but a significantly higher level of tenure as compared to the national average.

Organization Demographics

Frequency analysis of the camping organization's demographic data illustrates that the sample is largely composed of non-profit organizations generally serving both male and female campers (Table 2). The camp affiliation is largely representative of national data; however, this sample has a higher percentage of for-profit camps (sample: 31%, national average: 22%) and lower percentage of municipal camps (sample: 1.6%, national average: 8%) (ACA Research Team, 2022). Staffing metrics for the organizations revealed an average of 6.4 year-round staff members ($SD = 7.2$) and 75.8 seasonal staff members ($SD = 61.5$), representative of the national averages for camp staffing (ACA Research Team, 2022). Interestingly, 61.7%, reported that their staffing numbers were lower than previous years, while 26.7% reported similar staffing to

prior years, and only 11.7% had more staff than previous years ($N = 60$). The organizations in the sample have an average weekly cost of \$1,088.40 for participants ($SD = 758.9$), with an average annual revenue of \$5,140,322.17 ($SD = 32,737,254.3$), again representative of national averages for cost and revenue (ACA Research Team, 2022).

Survey data revealed that 98.6% of the camps surveyed chose to operate during the summer of 2021 as compared to 36.8% in the summer of 2020 ($N = 70$). This is a higher rate of operation in 2021, as compared to the national average of 71% of residential camps and 56% of day camps operating. Of the camps who operated, 52.2% reported using their traditional format, while 47.8% reported using an adapted format ($N = 69$). On average, camps within the sample operated for eight weeks ($SD = 1.55$) and offered five sessions ($SD = 3.1$).

Table 1.

Gender, Race, School Attended, and Tenure of Camp Directors (N=78)

	<i>n</i>	<i>%</i>
Gender (N= 58)		
Male	24	41.4
Female	33	56.9
Non-binary	1	1.7
Race (N = 57)		
White	57	100
School Attended (N = 58)		
Some College	1	1.7
Bachelor's Degree	32	55.2
Master's Degree	23	39.7
Doctoral Degree	2	3.4
Age of Respondents	<i>M Age Range= 55-64</i>	31.0% of respondents
Years of Experience within Camping Industry	<i>M=18.30 (SD = 11.88)</i>	Range 1-47

Table 2.

Camping Organization Demographics (N = 78)

	<i>n</i>	<i>%</i>
Camp Affiliation (N= 61)		
For Profit	22	36.1
Independent Nonprofit	19	31.1
Nonprofit Affiliated with another Entity	19	31.1
Municipal/Governmental Agency	1	1.6
	<i>M (SD)</i>	<i>Range</i>
Total Year-Round Staff (N = 60)	6.4 (7.2)	0-35
Total Seasonal Staff (N = 60)	75.8 (61.5)	0-280
Weekly Cost to Participants (N = 59)	1088.4 (758.9)	0-2704
Annual Revenue (N = 58)	5,140,322.2 (32,737,254.3)	0- 2,500,000,000

Innovation Type

Following the analysis of demographics data, innovations reported on the survey were grouped by type. The survey tool asked respondents to report three innovations that their organizations utilized in the summer of 2021 (Appendix A, Q16). Sixty-four participants responded to the question, yielding 191 innovations. These 191 innovations were coded into 12 innovation *types* using a general inductive approach (Thomas, 2006). Frequency counts reveal that the three most common innovations: podding (20.9%), specified health protocols for COVID-19 (16.2%), and operating in a “bubble” (15.2%), comprise over half of the innovations used pointing towards decreasing social contacts as being an important consideration for most summer camp organizations (Table 3).

After innovation type coding, chi-square analysis was utilized to determine if there was a relationship between camp type and innovation type utilized. Innovation responses were aggregated by camp affiliation, number of year-round staff, number of seasonal staff, total number of camp sessions offered, and total number of camper days. Only three significant relationships were found between camp type and innovation used: decreased capacity was associated with nonprofit camps ($x^2 = 14.592$, $df = 3$, $p = 0.002$, *Cramer's V* = 0.497), social distancing was associated with having more year-round staff ($x^2 = 10.849$, $df = 3$, $p = 0.013$, *Cramer's V* = 0.436), and virtual programming was also associated with having more year-round staff ($x^2 = 18.321$, $df = 3$, $p = 0.001$, *Cramer's V* = 0.567) (see Tables 4-6 below). However, it is important, to note that the sample size for camps who utilized all three of these innovations was relatively low, each comprising less than 4.2% of the sample. Consequently, the results portray innovation type as generally uniform across various camp types.

Table 3.

Innovation Type Frequency and Innovation Perceptions Means (N = 191)

Innovation Type (N= 191)	Innovation Perceptions					
	<i>n (%)</i>	Success M(<i>SD</i>)	Advantage M(<i>SD</i>)	Challenge M(<i>SD</i>)	Buy-In M(<i>SD</i>)	Longevity M(<i>SD</i>)
Podding	40 (20.9%)	3.03 (0.92)	3.68 (1.13)	3.16 (1.19)	4.18 (0.73)	2.03 (0.92)
Specified Health Protocols for COVID-19	31 (16.2%)	4.17 (0.49)	4.07 (0.83)	2.53 (0.90)	4.31 (0.64)	2.48 (0.74)
Operating in a “Bubble”	29 (15.2%)	2.74 (0.84)	3.59 (0.98)	2.96 (1.05)	4.00 (0.67)	1.52 (0.52)
Modified Dining Operations	22 (11.5%)	3.50 (0.76)	3.79 (0.73)	2.89 (0.87)	4.42 (0.54)	2.79 (0.87)
Modified Staff Off Time	13 (6.8%)	3.33 (0.40)	3.55 (0.55)	3.09 (0.68)	3.80 (0.39)	2.30 (0.40)
Reliance on Outdoor Programming	13 (6.8%)	3.31 (0.64)	3.50 (0.60)	2.70 (0.59)	4.44 (0.31)	3.11 (0.58)
Modified Program Models	11 (5.8%)	2.60 (0.60)	3.36 (0.62)	2.82 (0.59)	4.18 (0.43)	2.82 (0.66)
Social Distancing Practices	8 (4.2%)	3.43 (0.61)	3.38 (0.62)	1.50 (0.24)	4.13 (0.49)	3.38 (0.62)
Modified Camper Check In, Check Out	8 (4.2%)	2.88 (0.60)	2.88 (0.52)	2.75 (0.50)	4.00 (0.31)	2.88 (0.60)
Increased Sanitation Practices	7 (3.7%)	4.71 (0.23)	4.71 (0.23)	1.57 (0.35)	4.00 (0.18)	4.00 (0.44)
Reduced Capacity	6 (3.1%)	3.50 (0.28)	3.67 (0.38)	2.13 (0.55)	4.17 (0.21)	3.00 (0.36)
Offering Virtual Options	3 (1.6%)	3.50 (0.27)	5.00 (0.00)	2.33 (0.21)	4.66 (0.10)	3.33 (0.10)

Note: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree

Table 4.

Comparison of Camp Affiliation and Use of Capacity Reduction for COVID-19 (N= 57)

	For Profit	Independent Nonprofit	Nonprofit Affiliated with Another Entity	Municipal/Governmental Agency
	<i>row % (n)</i>	<i>row % (n)</i>	<i>row % (n)</i>	<i>row % (n)</i>
Use of Reduced Capacity				
No (<i>n</i> = 54)	100.0 (22)	83.3 (15)	94.4 (17)	0.0 (0)
Yes (<i>n</i> = 5)	0.0 (0)	16.7 (3)	5.6 (1)	100.0 (1)

$x^2 = 14.592, df = 3, p = 0.002, \text{Cramer's } V = 0.497$

Table 5.

Comparison of Year-Round Staffing and Use of Social Distancing for COVID-19 (N= 57)

	1-10 Year-Round Staff	11-20 Year-Round Staff	21-30 Year-Round Staff	31-40 Year-Round Staff
	<i>row % (n)</i>	<i>row % (n)</i>	<i>row % (n)</i>	<i>row % (n)</i>
Use of Social Distancing				
No (<i>n</i> = 51)	92.0 (46)	66.7 (2)	100.0 (3)	0 (0)
Yes (<i>n</i> = 6)	8.0 (4)	33.3 (1)	0.0 (0)	100 (1)

$x^2 = 10.849, df = 3, p = 0.013, \text{Cramer's } V = 0.436$

Table 6.

Comparison of Year-Round Staffing and Use of Virtual Programming for COVID-19 (N= 57)

	1-10 Year-Round Staff	11-20 Year-Round Staff	21-30 Year-Round Staff	31-40 Year-Round Staff
	<i>row % (n)</i>	<i>row % (n)</i>	<i>row % (n)</i>	<i>row % (n)</i>
Use of Social Distancing				
No (<i>n</i> = 56)	100.0 (50)	66.7 (2)	100.0 (3)	100.0 (1)
Yes (<i>n</i> = 1)	0.0 (0)	33.3 (1)	0.0 (0)	0.0 (0)
$\chi^2 = 18.321, df = 3, p = 0.001, Cramer's V = 0.567$				

Innovation Perceptions

Likert Ratings. After innovations were grouped by type, directors' ratings of each innovation perception statement were compared by innovation type group. Reported means by innovation type for all five innovation perception statements are reported above in Table 3. For Statement 1: *Success*, increased sanitation practices had the highest average rating ($M = 4.71, SD = 0.23$) while modified program models had the lowest average rating ($M = 2.60, SD = 0.60$). For Statement 2: *Advantage*, virtual programming had the highest average rating ($M = 5.00, SD = 0.00$) while modified check-in, check-out had the lowest ($M = 2.88, SD = 0.52$). Statement 3: *Challenge*, showed the highest average rating for podding ($M = 3.16, SD = 1.19$) and the lowest rating for social distancing measures ($M = 1.50, SD = 0.24$). Ratings for Statement 4: *Buy-In*, were highest for virtual programming ($M = 4.66, SD = 0.10$) and lowest for modified staff off time ($M = 3.80, SD = 0.39$). Finally, for Statement 5: *Longevity*, increased sanitation scored the highest ($M = 4.00, SD = 0.44$) while operating in a "bubble" scored the lowest ($M = 1.52, SD = 0.52$). Interestingly, this data points towards the most highly utilized innovations of podding, modified health protocols, and operating in a "bubble" not having the highest ranking for success or longevity. Similarly, only podding was associated strongly with challenge.

Correlations. To further explore how innovation perceptions affected innovation adoption, correlation analyses of the innovation perception statements were ran for each innovation type. Correlation matrixes for three most common innovation: podding, specified health protocols for COVID-19, and operating in a "bubble" can be found below in Tables 7-9 (Matrixes for all other innovation types can be found Tables 10-18 in Appendix C).

Podding. Table 7 below illustrates both positive and negative correlations between the five perceptions of innovation factors for camps that adopted podding. A low degree of negative

correlation was shown for advantage and challenge ($r = -0.380, p < 0.01$), challenge and buy in ($r = -0.380, p < 0.01$), and success and buy in ($r = -0.383, p < 0.01$). The negative correlations between advantage and challenge, and challenge and buy in, illustrate that the complexity of keeping groups separated within the camp community played a negative role both in improving camp programming and in the attitude of the staff and campers. The negative correlation between podding's success and buy in, though initially surprising, likely indicates the bias present within an administrator's perceptions, and this relationship would likely not exist from the perspective of a staff member or camper. Conversely, a moderate positive correlation was shown between advantage and longevity ($r = 0.465, p < 0.01$), illustrating that podding brought benefits that may lead to its persistence at some camps.

Specified Health Protocols for COVID-19. Table 8 below shows that specified health protocols for COVID-19 also had negative and positive correlation relationships between these perception of innovation factors. A moderate degree of negative correlation was shown once more for challenge and buy-in ($r = -0.433, p < 0.01$). Additionally, longevity and challenge had a moderate degree of negative correlation ($r = -0.449, p < 0.01$). Both negative relationships indicating that the complexity present in adopting new health protocols is linked to poor attitudes amongst staff and a lower likelihood of repeated use after the COVID-19 pandemic. Like podding, a moderate degree of positive correlation was shown between longevity and advantage ($r = 0.451, p < 0.01$), illustrating that, on the other hand, camps who saw an advantage to these new protocols, are more likely to carry them forward. Interestingly, a marked degree of positive correlation was found between success and buy in ($r = 0.629, p < 0.01$), showing that these specified health protocols were more likely to be perceived as successful when staff were motivated to use them.

Bubble Operations. Table 8 shows that operating in a “bubble” saw similar trends between longevity, challenge, and success. Challenge and longevity had a moderate degree of negative correlation ($r = -0.543, p < 0.01$), indicating that for many camps the complexity of “bubble” operations will likely prevent it from being used outside of the COVID-19 pandemic. In contrast, success and longevity had a moderate degree positive correlation ($r = -0.564, p < 0.01$), illustrating that for other camps who utilized this innovation, its perceived success may lead to its continued use.

Table 7.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Podding (N = 40)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	0.236	-			
Challenge (3)	-0.074	-0.380**	-		
Buy In (4)	-0.383**	-0.207	-0.148	-	
Longevity (5)	0.209	0.465**	-0.308*	0.067	-

** $p < 0.01$; * $p < 0.05$

Table 8.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Specified Health Protocols for COVID-19 (N = 31)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	-0.020	-			
Challenge (3)	-0.218	-0.183	-		
Buy In (4)	0.629**	0.014	-0.433**	-	
Longevity (5)	0.066	0.451**	-0.449**	0.154	-

** $p < 0.01$; * $p < 0.05$

Table 9.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Operating in a “Bubble” (N = 29)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	0.292*	-			
Challenge (3)	-0.298*	-0.159	-		
Buy In (4)	-0.091	0.200	-0.024	-	
Longevity (5)	0.564**	0.186	-0.543**	0.209	-

** $p < 0.01$; * $p < 0.05$

DISCUSSION

The results of this study add to the limited body of research surrounding summer camp innovation during the COVID-19 pandemic. With 98.6% of the survey respondents choosing to open their summer camp in 2021 as opposed to 36.8% in the summer of 2020, it is evident that innovation helped camps re-open their doors. Data collected within this study pinpointed 191 unique innovations utilized at 64 summer camps in New England. However, coding by innovation type and frequency analysis illustrated podding, COVID-19 health protocols, and “bubble” operations composed over half of the reported innovations. Previous research highlighted the effectiveness these policies had on COVID-19 mitigation within camps who operated in 2020, thus their prevalence in 2021 indicates that camp directors continued to value the minimization of social contact within their programming and operations (Dublin et al., 2022, 2022; Suh et al., 2021). These innovations were also emphasized by the ACA as best practices for operating during the COVID-19 pandemic, which is reflected within their high level of use amongst camps in this sample (*Field Guide for Camps*, 2021). In fact, the lack of association between camp type and innovations employed speaks to the uniformity in camp directors’ decision-making, as well as illustrating the trust camps placed on policy guidance provided by accrediting bodies, like the American Camp Association.

Camps have long been built on community and intrapersonal relationships, so camp directors likely hoped that the advantage of COVID-19 mitigation brought by podding, specified health protocols, and “bubble” operations would outweigh the potential lost connections left in their wake. However, by comparing response means from the innovation perception statements, it became clear that prevalence is not linked to either success or longevity. Surprisingly, podding

was the only one of the three most common innovation types to have an average highest rating for one of the innovation perception statements: challenge. Podding's high score for challenge ($M = 3.16, SD = 1.19$) illustrates that barriers to building a broader camp community, though advantageous in the prevention of COVID-19, were noticeable and cumbersome in landscape of traditional camp programming. This relationship is again highlighted with the lowest ranking for success belonging to modified program models ($M = 2.60, SD = 0.60$), which moreover, illustrates the hallmark of tradition in camping, and its loss to be perceived as hindering success. These findings suggest that many of the COVID-19 innovations, though necessary during a pandemic, are unlikely to persist in their full form after COVID-19 risks dissipate.

On the other hand, two lesser utilized innovations scored highest amongst the perception of innovation factors of success, longevity, advantage, and buy in. Increased sanitation had the highest rating for both success ($M = 4.71, SD = 0.23$) and longevity ($M = 4.00, SD = 0.44$), while virtual programming had the highest rating for both advantage ($M = 5.00, SD = 0.00$) and buy-in ($M = 4.66, SD = 0.10$). Neither innovation was highly utilized, with increased sanitation and virtual programming composing 3.7% ($n = 7$) and 1.6% ($n = 3$) of the sample respectively. The high level of advantage and buy-in seen in virtual programming aligns with previous research, indicating that virtual camp still creates meaningful connections amongst participants, with the hope that its continued use would increase the accessibility of camp for underserved youth (Povilaitis et al., 2021; Tung et al., 2021). However, with only 1.6% of camps in this study utilizing virtual options, increased levels of use and access were not seen for camps in New England, pointing toward a questionable future for virtual camps. The extent to which camps offer virtual programming going forward should be taken up in future research.

Correlation analyses further expanded upon the possible relationship between innovation success and longevity. Analysis of the three most common innovation types (podding, COVID-19 health protocols, and “bubble” operations) indicated the importance of administrative decision-making both in choosing and implementing lasting organizational changes. Both podding and health protocols saw negative correlations for challenge and buy-in, while negative correlations for challenge and longevity were seen in both health protocols and “bubble” operations. These relationships are supported by the IAB model and illustrates that while safety measures such as operating in a “bubble” and having set health protocols in place is vital in a high-risk environment such as a global pandemic, they were still challenging to implement despite being important (Tornatzky & Klein, 1982; Weigel et al., 2014). Additionally, the negative relationship between challenge and buy-in indicates the importance of clear and consistent messaging to staff and participants in implementing change, to help mediate the challenges associated with its adoption. In contrast, longevity and advantage were positively correlated in both podding and health protocols, a relationship that is also supported by the IAB model, emphasizing the need for administrators to select innovation types that add to and elevate their organization’s programming or operations to allow for higher incidence of meaningful and lasting change (Tornatzky & Klein, 1982; Weigel et al., 2014). Overall, this data suggests that the IAB model is indeed applicable to understanding innovation adoption at summer camps during the COVID-19 pandemic and can be used to inform organizational decision making.

Future work is needed to determine what, if any, elements of these innovations remain within the camping industry. Many of these innovations were developed out of a necessity to mitigate the risk COVID-19, a need that will likely disappear within the next few months. When this need disappears, many of these innovations will no longer be necessary for camps to

employ. The question then remains, will camps quickly abandon these set of changes and return to how camp used to run, or will directors choose keep elements of these changes in place? For instance, will the idea of podding be completely abandoned, or will camps work to include more cabin group or age-specific activity periods within their programming model to increase opportunities for build peer to peer relationships? Questions remain about how this period of necessary change will shape the future of the American summer camp.

Management Implications

Though this study has illustrated the mechanism of innovation at summer camps during the COVID-19 pandemic, its findings can be applied to innovation outside of the pandemic. The results of this study work to further clarify the dichotomous relationship between complexity and attitude found within the IAB model (Armitage & Conner, 2001; Topa & Moriano, 2010; Weigel et al., 2014). Correlation analysis of the perception of innovation factors – success, advantage, challenge, buy-in, and longevity – indicate that there are steps administrators can take to improve the process of innovation adoption within their organizations.

The process of change is not easy for any industry. However, its demands are felt more acutely within an industry built on tradition and heritage, such as the American summer camp. Correlation analysis of the perception of innovation factors indicates consistent negative correlations between challenge and other factors such as advantage, buy-in, and longevity. This prevalent negative relationship indicates that challenge is often the biggest barrier to adopting an organizational change. This knowledge emphasizes the need for camp directors who can proactively identify and mediate the potential challenges that may be present when adopting a new programmatic or organizational change. By thinking through the possible challenges prior to implementation, directors will be able to provide clear communication to staff, and possibly

campers, emphasizing why the change was necessary, the advantage it will bring to camp, and how everyone will play an important role in its success. Clear and open communication is also supported by the consistent positive correlation between success and buy-in seen across the various innovation types.

In the case of operating in a “bubble,” directors who chose this innovation likely choose to identify, prior to the start of camp, what losses this operating style would bring to camp, such as not being able to offer out of camp trips, visiting day, or intercamp sport tournaments, and in their place developed new in camp activities and events designed to replicate those traditional elements that would be lost in the “bubble.” Then, when the directors communicated these changes to staff, they emphasized that operating within a “bubble” would mitigate the risk of COVID-19 being introduced to the camp community, making it crucial for the success of the summer. Additionally, directors could highlight some of the new events and opportunities taking place instead of out of camp trips, and directly illustrate to staff that the success of these new events rests on the way they portray and facilitate the events for campers. This conversation intentionally demonstrates to staff that the director understands the challenges and losses associates with this change but places the importance of safety at the forefront, while further inviting staff to take ownership of the new camp traditions being started that summer. This process of communication will likely increase buy in from staff, and in turn campers, mitigating some of the adverse effects presented by the challenge of operating in a “bubble.”

Limitations

This study represents a specific snapshot in time, asking directors to reflect on decisions made in the previous summer. Previous research looking at retrospective surveys during COVID-19 has found that with the ever-changing nature of this pandemic, participant responses

dealing with perception tend to be skewed by the current conditions of the pandemic and their impact on society's behavioral norms (Hipp et al., 2020). For instance, the new normalcy of wearing masks, social distancing, or routine testing seems less invasive today in 2022 in comparison to 2020. Additionally, to understand how camp directors chose to innovate during the COVID-19 pandemic, the survey tool focused almost entirely on collecting perspectives and experiences through the lens of administrators, rather than through the experience of those directly affected by the change: camp staff and campers. This limited the scope and determined what is possible to infer from the findings. For example, see the negative correlation seen between success and buy-in relative to podding (Table 7). This relationship illustrates that directors perceived this innovation to be successful, even while still acknowledging the lack of staff buy-in; the data did not capture staffs' actual levels of buy in or perceptions of success (administrators and staff also might have different criteria for evaluating success).

The response rate of 21.8% to this survey study was fairly low, limiting the size of the sample. Additionally, the volume of innovations reported required grouping by innovation type and reduced the analyses that were feasible. This created complex innovation type samples that were too small to utilize regression modeling or mediation models. Nonetheless, the statistical analyses were still able elucidate important relationships between innovation perceptions. Also, the survey tool neglected to categorize camps as either residential or day camps. Initially this was an error; however, splitting the data into even smaller categories would have limited analyses further.

Finally, this study focused on a regional sample of camps from New England, limiting its generalizability to the American summer camp industry as a whole. National survey data suggests that camps within this region tend to have been established for longer periods of time,

and are more likely to offer longer or full session camp sessions, likely influencing the innovation types chosen and additional challenges faced by moving away from tradition (ACA Research Team, 2021, 2022). Additionally, the director demographics revealed that respondents had a median age range of 55-64 and an average tenure of 18.3 years, both considerably higher than the national averages of 45 years old and eight years of tenure. This increase in experience could have skewed the director's decision-making process and perceptions of innovation.

CONCLUSIONS

This study provides insight to how camps utilized innovation during the COVID-19 pandemic. Frequency analysis of innovation type revealed that camp directors placed a large emphasis on preventing the spread of COVID-19 by minimizing entry points and social contacts within their programming and operations. The lack of correlation between different camp types and innovation employed speaks to the broad utility of the suggested protocols provided by advisory groups such as the ACA. Comparison of innovation perception means revealed that though podding, health protocols, and "bubble" operations composed over half of the reported innovations, they did not receive the highest rankings for success, advantage, or buy-in. This highlights the challenge of minimizing and in some cases removing the "traditional" aspects of camp, even when their removal maximizes safety for the camp community and indicates the ongoing importance of tradition to the camp industry. Finally, correlation analyses revealed the need for administrators to recognize both the advantages and challenges to adopting new innovations at their organizations. This awareness will allow directors to maintain a clear line of communication with staff members on the importance and necessity of the change that is being employed. Overall, innovation allowed for the once vibrant camping industry to awake from its dormancy and re-open its doors, even in the wake of a global pandemic.

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APPENDIX A. SURVEY

Summer Camps and Innovation During the COVID-19 Pandemic

Start of Block: Consent



Q1 Consent Form for Participation in a Research Study

Researcher and Title of Study: My name is Leslie Doone, a graduate student from the Department of Recreation Management and Policy (RMP) at the University of New Hampshire. Along with Dr. Jayson Seaman, my graduate advisor, I am investigating different approaches to innovation in the summer camp industry during the COVID-19 pandemic. This study – called Summer Camp Innovation Questionnaire – has been approved by UNH’s Institutional Review Board (IRB FY2022-112)

What is the purpose of this form? This consent form describes the research study and helps you to decide if you want to participate. It provides important information about what you will be asked to do in the study, about the risks and benefits of participating in the study, and about your rights as a research participant.

Before participating, you should:

- Read the information in this document carefully.
- Not agree to participate until you are sure that you want to.
- Understand that your participation in this study involves you to taking an online survey that will last about 30 minutes.
- Understand that the potential risks of participating in this study are minimal, and any responses you provide may remain anonymous if you choose.
- Understand that you have the option to share demographic information with ACA New England in order to help them gain a better understanding of the camps that they serve, but this is voluntary. You will be presented with this option at the end of the survey.

What is the purpose of this study? The purpose of this research is to understand how summer camps in New England adapted to the COVID-19 pandemic, and what innovations they might continue to use into the future. This will help share knowledge about best practices around the camping industry. We’re recruiting all camp directors affiliated with ACA New England gather the perspectives of camp directors in the region.

What does your participation in this study involve? Your participation in this study involves completing an online questionnaire that will last around 30 minutes. The questions focus on innovations you and your organization adopted during summer 2021 to operate during the COVID pandemic, and the perceptions associated with their use.

What are the possible risks of participating in this study? The potential risks of participating in this study are equal to engaging in an ordinary online survey.

What are the possible benefits of participating in this study? One direct benefit of your participation will be the opportunity to reflect in new ways on your camp's response to the COVID pandemic. Additionally, the data gathered through this survey study will advance knowledge in the summer camp industry and could potentially be used to develop trends for future use by leaders in the industry.

Will you receive any compensation for participating in this study? Participation in the study is voluntary and participants will have the opportunity to enter a drawing for a \$100 gift card upon completion.

Do you have to take part in this study? Taking part in this study is completely voluntary. You may choose not to take part at all. If you agree to participate, you may refuse to answer any question. If you decide not to participate, you will not be penalized or lose any benefits for which you would otherwise qualify.

Can you withdraw from this study? If you agree to participate in this study and you then change your mind, you may stop participating at any time. Any data collected as part of your participation will remain part of the study records. If you decide to stop participating at any time, you will not be penalized or lose any benefits for which you would otherwise qualify.

How will the confidentiality of your records be protected? As the researcher, I plan to maintain the confidentiality of all data and records associated with your participation in this research. There are, however, rare instances when I may be required to share individually identifiable information with the following:

- Officials at the University of New Hampshire,
- Regulatory and oversight government agencies

At the end of the survey, you will have the opportunity to include your ACA number, which will be used to start tracking demographic changes in the region. If you include your number, only the demographic portion of the survey will be shared with the ACA. You can omit this information if you want.

To help protect the confidentiality of your information, data will be kept on UNH-supported secure cloud storage (UNH SharePoint/OneDrive).

Whom to contact if you have questions about this study? If you have any questions pertaining to the research, you can contact to me at leslie.doone@unh.edu or my graduate advisor Dr. Jayson Seaman at jayson.seaman@unh.edu to discuss them. If you have questions about your rights as a research subject you can contact Melissa McGee in UNH Research Integrity Services, 603-862-2005 or melissa.mcgee@unh.edu to discuss them.

Do you consent to participate in the study?

- Click here if you consent to participate in the research study. (1)
- Click here if you decline to participate in the research study. (2)

Skip To: End of Survey If Consent Form for Participation in a Research Study Researcher and Title of Study: My name is Lesl... = Click here if you <u>decline</u> to participate in the research study.

End of Block: Consent

Start of Block: COVID Operations

Q2 The following section will ask you about how/if your camping organization operated during both the summer of 2020 and 2021.

Q3 Did your camp operate/offer programming during the summer of 2020?

- Yes (1)
- No (2)
- Prefer not to say (3)

Skip To: Q7 If Did your camp operate/offer programming during the summer of 2020? = No

Page Break

Q4 If you chose to operate, did you offer your traditional or an adapted format? Please describe briefly. (e.g., offered 8 weeks of overnight camps)

- Traditional (1) _____
- Adapted (2) _____
- Prefer not to say (3)
-

Page Break

Q5 If you made any adaptations to your program in 2020, did you carry any of these changes into 2021 or do you plan to do so in the future? If so, please describe.

Page Break

Q6 What capacity did you operate at during summer 2020?

- At a lower capacity than previous summers (1)
 - At the same capacity (2)
 - At a higher capacity than previous summers (3)
-

Page Break

Display This Question:

If Did your camp operate/offer programming during the summer of 2020? = No

Q7 If you chose not to operate in summer 2020, what were some of the reasons? Select all that apply. Please use the blank fields to describe any additional reasons.

- Health and safety concerns (13)
- COVID guidelines too difficult to follow (4)
- Too many parent concerns (5)
- State/local government prohibited opening (6)
- Lack of staffing (7)
- Camp program would have required too many modifications (8)
- Board voted to close (9)
- Insufficient enrollment (10)
- Supply chain problems (14)
- Public perception/opinion (15)
- Other (11) _____
- Other (12) _____

Page Break

Q8 Did your camp operate during the summer of 2021?

- Yes (1)
- No (2)
- Prefer not to say (3)

Skip To: Q14 If Did your camp operate during the summer of 2021? = No

Page Break

Q9 If you chose to operate, did you offer your traditional or an adapted format? Please describe briefly. (e.g., offered 8 weeks of overnight camps)

- Traditional (1) _____
- Adapted (2) _____
- Prefer not to say (3)
-

Q10 If you operated during summer 2021, did you utilize any of the below (select all that may apply):

- Virtual camps (1)
- Camp in a box (2)
- Cabin rental program (3)
- New family camp programs (i.e., 1st time offering family camps) (4)
- New day camp programs (i.e., 1st time offering day camps) (5)
- Other (6) _____
-

Q11 If you chose to operate in 2021, did your organization utilize any of these COVID prevention methods (check all that apply)

- Vaccinations recommended for staff (9)
- Required vaccinations for staff members (1)
- Recommended vaccinations for participants 12 and older (10)
- Required vaccinations for participants 12 and older (11)
- Required COVID tests prior to arriving at camp (2)
- COVID testing at the start of the camp session (8)
- COVID testing throughout the camp session (3)
- Requiring staff to wear masks indoors (4)
- Requiring staff to wear masks outdoors (5)
- Requiring campers to wear masks indoors (6)
- Requiring campers to wear masks outdoors (7)
- The use of "pods" for campers and staff (12)
- Outdoor meals (13)
- Increased number of "sittings" for meals (14)
- Offered no indoor activities (15)
- Operated in a "bubble" (no staff or campers leaving camp) (16)

- Cancelled visiting day (17)
- No out of camp trips (18)
- Trips out of camp were only to outdoor settings (i.e., state parks, camping etc.) (19)
- Trips out of camp were only for private rentals (i.e., only campers and staff at the selected venue) (20)
- Did not allow visitors (21)

Page Break

Q12 What capacity did you operate at during summer 2021? (e.g., ran with 50% of typical camper enrollment for social distancing)

Page Break

Q13 How many weeks did you operate in 2021?

0 1 2 4 5 6 7 8 10 11 12

Total Weeks of Operation in 2021 ()



Page Break

Display This Question:

If Did your camp operate during the summer of 2021? = No

Q14 If you chose not to operate in summer 2021, what were some of the reasons? Select all that apply. Please use the blank fields to describe any additional reasons.

- Health and safety concerns (13)
- COVID guidelines too difficult to follow (4)
- Too many parent concerns (5)
- State/local government prohibited opening (6)
- Lack of staffing (7)
- Camp program would have required too many modifications (8)
- Board voted to close (9)
- Insufficient enrollment (10)
- Supply chain problems (14)
- Public perception/opinion (15)
- Financial constraints left over from 2020 (16)
- Other (11) _____
- Other (12) _____

End of Block: COVID Operations

Start of Block: Operations and Programmatic Innovations

Q15 The upcoming section of the survey focuses on innovations or changes your organization may have utilized to operate during summer 2021.

Please indicate below whether or not you operated in 2021.

If you did not operate in 2021, it will direct to the end of the survey.

- My organization operated in some capacity during summer 2021 (1)
- My organization remained closed during summer 2021. (2)

Skip To: End of Block If The upcoming section of the survey focuses on innovations or changes your organization may have u... = My organization remained closed during summer 2021.

Page Break

Q16 In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc.

(e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)

- Innovation 1 (4) _____
 - Innovation 2 (5) _____
 - Innovation 3 (6) _____
-

Page Break

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"

X→

Q17 When did your organization choose to implement this change?

Innovation 1 (x4)	▼ Prior to the Start of the Camp Season (1) ... During the Camp Season (2)
Innovation 2 (x5)	▼ Prior to the Start of the Camp Season (1) ... During the Camp Season (2)
Innovation 3 (x6)	▼ Prior to the Start of the Camp Season (1) ... During the Camp Season (2)

Page Break

Display This Question:

If When did your organization, choose to implement this change? Innovation 1 - During the Camp Season Is Selected

Or When did your organization choose to implement this change? Innovation 2 - During the Camp Season Is Selected

Or When did your organization choose to implement this change? Innovation 3 - During the Camp Season Is Selected

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"

X→

Q18 For the innovations you adopted *during* the summer, what prompted the decision to modify your programming?

Innovation 1 (1) _____

Innovation 2 (2) _____

Innovation 3 (3) _____

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q19 Did your organization *stop* using any of these adaptations during summer 2021? If so, what prompted you to stop the adaptation?

Innovation 1 (1) _____

Innovation 2 (2) _____

Innovation 3 (3) _____

Page Break

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q20 The following statements deal with the perceptions surrounding the selected innovation. Select the response that matches your organization's experience with the innovation.

	This innovation allowed us to operate during COVID-19	Campers noticed this change during their session	This alteration hindered some of our program offerings

Innovation 1 (x4)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)
Innovation 2 (x5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)
Innovation 3 (x6)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)

Page Break

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q21 The following statements deal with the perceptions surrounding the selected innovation. Select the response that matches your organization's experience with the innovation.

	This change allowed for efficient operations and/or programming	This alteration improved the camper experience	This change decreased staff performance
Innovation 1 (x4)	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))
Innovation 2 (x5)	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))
Innovation 3 (x6)	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))

Page Break

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q22 The following statements deal with the perceptions surrounding the selected innovation. Select the response that matches your organization's experience with the innovation.

	Overall, those who worked in our organization thought that this innovation was effective	As a leader in my organization, I felt as though this innovation was effective	Campers had a positive attitude about this change
Innovation 1 (x4)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)
Innovation 2 (x5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)
Innovation 3 (x6)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q23 The following statements deal with the perceptions surrounding the selected innovation. Select the response that matches your organization's experience with the innovation.

	Parents supported this change	Staff willingly worked with the modification	I would choose to implement this alteration for an additional summer
Innovation 1 (x4)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)
Innovation 2 (x5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)
Innovation 3 (x6)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)

Page Break

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q24 The following statements deal with the perceptions surrounding the selected innovation. Select the response that matches your organization's experience with the innovation.

	Implementing this modification did not require additional staff training	To achieve this change, our organization needed to collaborate with other organizations	Our camp had all the resources necessary on site to implement this change
Innovation 1 (x4)	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))
Innovation 2 (x5)	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))
Innovation 3 (x6)	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))	▼ Strongly Disagree (1 ... Strongly Agree (5))

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q25 The following statements deal with the perceptions surrounding the selected innovation. Select the response that matches your organization's experience with the innovation.

	Our camp culture meshed well with this change	Staff felt as though they had the skills and resources to implement this modification	Campers and staff struggled to find common ground after this change
Innovation 1 (x4)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)
Innovation 2 (x5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)
Innovation 3 (x6)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)	▼ Strongly Disagree (1 ... Strongly Agree (5)

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q26

Please respond to this statement for all three selected adaptations.

Statement 1: This innovation proved to be successful and will be utilized again in some capacity for future summer operations.

	Strongly Disagree (1)	Somewhat Disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly Agree (5)
Innovation 1 (x4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 2 (x5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 3 (x6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q27

Please respond to this statement for all three selected adaptations.

Statement 2: I believe that this adaptation was advantageous to our camp's programming and/or operations.

	Strongly Disagree (1)	Somewhat Disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly Agree (5)
Innovation 1 (x4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 2 (x5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 3 (x6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q28

Please respond to this statement for all three selected adaptations.

Statement 3: This modification was challenging to implement due to our organization's scope, skill set, resources, and/or staffing.

	Strongly Disagree (1)	Somewhat Disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly Agree (5)
Innovation 1 (x4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 2 (x5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 3 (x6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q29

Please respond to this statement for all three selected adaptations.

Statement 4: When implementing this adaptation, our organization saw "buy in" from staff, campers, families, and community supporters.

	Strongly Disagree (1)	Somewhat Disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly Agree (5)
Innovation 1 (x4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 2 (x5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 3 (x6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Carry Forward All Choices - Entered Text from "In the boxes below, please briefly describe 3 adaptations that your organization utilized during summer camp 2021. These could be a changes that impacted programming, operations, staffing, off time etc. (e.g., My camp choose to operate in a "bubble", in which all campers and staff stayed on campus for the entirety of the summer to help mitigate COVID exposure)"



Q30

Please respond to this statement for all three selected adaptations.

Statement 5: This change will become a mainstay of our operations, programming etc. for future summer programs at our organization.

	Strongly Disagree (1)	Somewhat Disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly Agree (5)
Innovation 1 (x4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 2 (x5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation 3 (x6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q31 Please feel free to share any other information/thoughts regarding the use of these three innovations at your organization.

End of Block: Operations and Programmatic Innovations

Start of Block: Organization Demographics

Q32 These next several questions ask you about camp demographics and information.

Page Break

Q33 Which state(s) does your camp operate in during the summer?

- Maine (1)
- New Hampshire (2)
- Rhode Island (3)
- Connecticut (4)
- Massachusetts (5)
- Vermont (6)
- Other (7) _____
-

Q34 How would you describe your camp's affiliation?

- For-profit (FP) (1)
- Independent nonprofit (INP) (2)
- Municipal/governmental agency (3)
- Nonprofit affiliated with another entity (NP-Affiliated) (4)
- Other (5) _____
-

Q35 If your camp is affiliated with an agency or other entity, please list this agency below (i.e., YMCA, scouts, religious affiliation, school/university, park agency etc.):

Q36 What gender of camper does your camp primarily serve?

- Male (1)
- Female (2)
- Co-ed (3)
- Other (4) _____

Q37 Approximately how many year-round staff did your organization employ in 2021?

0 5 10 15 20 25 30 35 40 45 50



Q38 Approximately how many seasonal staff did you hire for the summer camp season in 2021?

0 50 100 150 200 250 300 350 400 450 500



Q39 Compared to previous operational years, our staffing numbers were:
(Please feel to elaborate in provided text boxes)

- Higher than in previous years (1)

- The same as previous years (2)

- Lower than in previous years (3)

- Prefer not to say (4) _____

Q40 How many camp sessions did your organization offer in 2021?

0 1 2 3 4 5 6 7 8 9 10



Q41 How long are the sessions you offer? Check all that apply:

- Less than 1 week (4)
- 1 week (5)
- 2 weeks (6)
- 3 weeks (7)
- 4 weeks (8)
- 6 weeks (9)
- 7 weeks (10)
- 8 weeks (11)
- Longer than 8 weeks (12)
- Other (13) _____

Q42 Estimate the amount of camper days your organization accrued in 2021. Multiply the total number of camp days provided in 2021 by the campers served per day.

For example, a single 8-week program (56 days) with 100 campers would be 5,600 days.

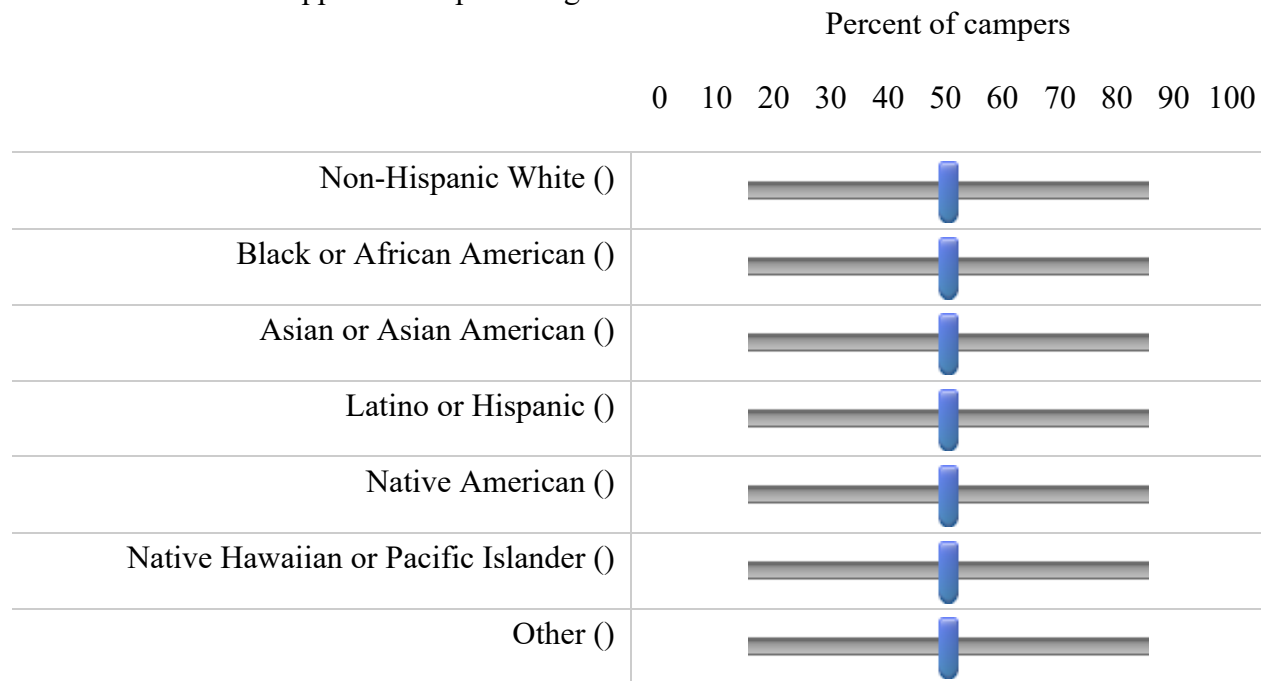
Q43 For 2021, how did camper *interest* compare to camper *enrollment*, versus what is normal for you?

	Lower than normal (1)	The same as normal (2)	Higher than normal (3)
Camper <i>interest</i> (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Camper <i>enrollment</i> (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q44 What is the socioeconomic status (or statuses) of the families your organization serves? Check all that apply.

- Low (2)
- Middle (3)
- High (4)
- Prefer not to answer (5)

Q46 What racial and ethnic groups are represented among your campers? Please slide the scales below to indicate the approximate percentage.



Q47 Does your organization intentionally serve any of these special populations? Check all that apply. If none of the categories apply to your organization, please select N/A.

- At risk (1)
- Foster care (2)
- Gender diverse (3)
- Homeless (4)
- LGBTQ+ (5)
- Military families (6)
- Urban (7)
- Family member with illness (8)
- Gifted/talented (9)
- Grief (10)
- Homeschooled (11)
- Low-income (12)
- Participants from outside the United States (13)
- Other (14) _____
- N/A (15)

Q48 Does your organization specifically serve campers with any of these special needs/disabilities? Check all that apply. If none of the categories apply to organization, please select N/A.


- ADHD (1)
- Amputation (2)
- Anxiety/Depression (3)
- Asthma/Respiratory Ailment (4)
- Behavior/Emotional Problems (5)
- Brain Injury (6)
- Craniofacial (7)
- Cystic Fibrosis (8)
- Down Syndrome (9)
- Food Allergies-Severe (10)
- Heart Defects (11)
- HIV/AIDS (12)
- Leukemia (13)
- Multiple Sclerosis (14)
- Obsessive Compulsive Disorder (15)
- Post-traumatic Stress (16)

- Sickle Cell (17)
- Speech/Communication Impairment (18)
- Substance Abuse (19)
- Visual Impairment/Blind (20)
- Asperger (21)
- Autism (22)
- Blood Disorder (23)
- Burn (24)
- Cerebral Palsy (25)
- Crohn's Disease/Colitis (26)
- Diabetes (27)
- Epilepsy (28)
- Hearing Impairment/Deaf (29)
- Hemophilia (30)
- Intellectual Disability (31)
- Mobility Limitation (32)

- Muscular Dystrophy (33)
- Organ Transplant (34)
- Prader-Willi Syndrome (35)
- Skin Disorder (36)
- Spina Bifida (37)
- Tourette Syndrome (38)
- Weight Loss (39)
- N/A (40)

Q49 On average what does one week of camp cost your participants? If your organization offers multi-week sessions, divide the full tuition by the number of weeks in the session.

0 300 600 900 1200 1500 1800 2100 2400 2700 3000

Weekly Cost ()	
----------------	--

Q50 Using the boxes below, please estimate your organization's revenue, operating costs, and profit (or surplus revenue) for your summer camp programs in 2021.

_____ Total Revenue (1)
 _____ Operating Costs (2)
 _____ Profit or surplus revenue (3)

Q51 Does your camp offer financial aid or scholarships to campers? Please feel free to elaborate in the included text boxes:

- Yes (1) _____
- No (2) _____
- Other (3) _____
- Prefer not to say (4)

End of Block: Organization Demographics

Start of Block: Director Demographics

Q52 This next set of questions asks about your personal demographics.

Q53 Which gender do you most identify with?

- Male (1)
 - Female (2)
 - Non-binary / third gender (3)
 - Transgender male (4)
 - Transgender female (5)
 - Prefer not to say (6)
 - Other (7) _____
-

Q54 What is your age?

- Under 25 (1)
 - 25-34 (2)
 - 35-44 (3)
 - 45-54 (4)
 - 55-64 (5)
 - 65-74 (6)
 - 75 and over (7)
-

Q55 Please specify your race or ethnicity:

- Black or African American (2)
 - Asian or Asian American (3)
 - Latino or Hispanic (4)
 - Native American (5)
 - Native Hawaiian or Pacific Islander (6)
 - Multiracial (7)
 - Non-Hispanic White (1)
 - Other (8) _____
 - Prefer not to say (9)
-

Q56 What is the highest degree or level of education you have completed?

- Some high school (1)
- High school diploma (2)
- Some college (3)
- Trade school (4)
- Associate degree (5)
- Bachelor's degree (6)
- Master's degree (7)
- Doctoral degree (8)
- Prefer not to say (9)

Q57 How many years have you worked in a year-round leadership position in the camping industry?

0 5 10 15 20 25 30 35 40 45 50



End of Block: Director Demographics

Start of Block: ACA Consent

Q58 The organizational and personal demographics you provided above will be used in the study by researchers at the University of New Hampshire. ***This study is also sponsored by ACA New England, and they are hoping to collect baseline demographic data on camps and camp administrators so in the future they can explore trends within the organizations they serve.***

All data surrounding innovations and perceptions will ***only*** be viewed by researchers at the University of New Hampshire. If you choose to share your data with ACA New England, they will ***only*** receive data from the demographic's sections.

If you choose to share this data with ACA New England, you will be asked to provide your organization's ACA number, which will be used by the organization to track demographic changes over time.

Are you willing to share your personal and organizational demographics with ACA New England?

- Yes, I consent to sharing my own and my camp's demographic data with ACA New England (1)
- No, I decline to share my own and my camp's demographic data with ACA New England (2)

Skip To: End of Block If The organizational and personal demographics you provided above will be used in the study by rese... = No, I <u>decline</u> to share my own and my camp's demographic data with ACA New England

Q59 Please enter your agency's ACA number below.

End of Block: ACA Consent

Start of Block: Drawing

Q106, Would you like to be entered to win a \$100 gift card? Your responses will still remain anonymous.

- Yes (1)
- No (2)

End of Block: Drawing

APPENDIX B. INNOVATION CODING

Initial Grouping by Innovation:

1. Podding/Cohorts (12)
2. Increased outdoor programming (14)
3. Increased staffing for sanitization (3)
4. Session length change (3)
5. More staff (2)
6. COVID Testing (16)
7. Testing out (6)
8. Set Programming (3)
9. Swim groups (2)
10. Designated group spaces (2)
11. Staff pods (2)
12. Dining shifts (13)
13. Bubble (7)
14. Restricted visitors (5)
15. Intracamp events (11)
16. New in camp entertainment (4)
17. Increased Handwashing (i.e., pre/post activity) (5)
18. Modified check in/check out (11)
19. Modified off time (13)
20. Masking (12)
21. Decreased capacity (3)
22. Outdoor dining (13)
23. One way travel (2)
24. Daily camper health screenings (2)
25. Distanced dining (5)
26. Camp in a box (virtual) (3)
27. Water bottle fillers (2)
28. Staff served buffet meals (1)
29. New Staff Programming/On Camp Incentives (1)
30. No out of camp trips (2)
31. Pre-Camp Health screening (1)
32. Zoom programming (virtual) (1)
33. No indoor singing (1)
34. Social distancing at large group activities (1)
35. Staff vaccine mandate (1)
36. New Staff (1)
37. Increased changing room space (1)
38. Outdoor health center tent (1)
39. Interactive website (virtual) (1)
40. No tours (1)
41. Virtual visiting day (1)
42. Modified/socially distanced travel/trips (2)

- 43. Basic programming due to lower staffing (1)
- 44. Family camps (1)
- 45. Added vents to facilities

Coding into Condensed Innovation Types:

- 1. Podding
 - a. Staff not allowed to mix outside of pod
- 2. Decreased Capacity
 - a. Shorter Sessions
 - b. Session capacity
 - c. Smaller group sizes
 - d. Intentionally enrolled less campers
- 3. Designated spaces for social distancing
 - a. Indoor group spaces
 - b. One way travel on trails
 - c. Spread out activities
 - d. “dot spots”
 - e. “Swim sections”
- 4. Modified dining practices
 - a. Dining room shifts
 - b. Outdoor dining
 - c. Increased spacing between tables
 - d. Dining Tent
 - e. 2 locations instead of 1
 - f. Staff served buffet
- 5. “Bubble Operations”
 - a. No tours
 - b. No visitors (including parents)
 - c. No trips
 - d. No staff, off camp
- 6. Increased sanitation
 - a. Scrub in, scrub out
 - b. Increased ventilation
 - c. Staff assigned to extra sanitation tasks
- 7. Modified Check In/Check Out
 - a. Designated Check in, check out
 - b. Contactless drop off
 - c. Parents not allowed beyond a certain spot
- 8. COVID-19 Health Protocols
 - a. Daily health screenings
 - b. Masking
 - c. COVID Testing
 - d. “testing out of cohorts”
 - e. Water bottle fillers instead of water fountains

- f. Pre camp testing for all unvaccinated campers
- 9. Modified Staff “Off Time”
 - a. Designated on camp lounges with alcohol
 - b. No indoor dining
 - c. Not allowed off camp
 - d. Dunkin runs for staff
- 10. Reliance on Outdoor Programming
 - a. Operated completely outdoors
 - b. All camp activities all outside
 - c. Performances outside
 - d. No Indoor Singing
 - e. All Camp announcements were done outside
- 11. Virtual Options
 - a. Camp in a box
 - b. Interactive website
 - c. Zoom programming
- 12. Modified Program Models
 - a. No free choice
 - b. Intracamp leagues
 - c. “On Camp” Trips
 - d. Virtual Visiting Day
 - e. Indoor specials went “mobile”
 - f. Family camps
 - g. Camp store and streaming entertainment

APPENDIX C. CORRELATION TABLES

Table 10.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Modified Dining Operations (N = 22)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	0.676**	-			
Challenge (3)	-0.419**	-0.111	-		
Buy In (4)	0.288*	0.173	-0.323**	-	
Longevity (5)	0.651**	0.307*	-0.451**	0.587**	-

** $p < 0.01$; * $p < 0.05$

Table 11.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Modified Staff Off Time (N = 13)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	-0.193	-			
Challenge (3)	-0.094	0.320**	-		
Buy In (4)	-0.191	0.328**	-0.564**	-	
Longevity (5)	0.146	0.502**	-0.053	0.061	-

** $p < 0.01$; * $p < 0.05$

Table 12.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Reliance on Outdoor Programming (N = 13)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	0.851**	-			
Challenge (3)	-0.289*	-0.112	-		
Buy In (4)	0.038	0.010	-0.150	-	
Longevity (5)	0.093	0.043	0.077	-0.587**	-

** $p < 0.01$; * $p < 0.05$

Table 13.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Modified Program Models (N = 11)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	0.716**	-			
Challenge (3)	-0.518**	-0.533**	-		
Buy In (4)	-0.260*	-0.339**	0.527**	-	
Longevity (5)	0.217	0.066	-0.219	0.411**	-

** $p < 0.01$; * $p < 0.05$

Table 14.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Social Distancing Practices (N = 8)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	0.865**	-			
Challenge (3)	0.055	0.164	-		
Buy In (4)	0.000	0.405**	0.208	-	
Longevity (5)	0.865**	1.00**	0.164	0.405**	-

** $p < 0.01$; * $p < 0.05$

Table 15.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Modified Camper Check In, Check Out (N = 8)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	0.961**	-			
Challenge (3)	-0.597**	-0.572**	-		
Buy In (4)	-0.341**	-0.497**	0.104	-	
Longevity (5)	1.00**	0.961**	-0.597**	-0.341**	-

** $p < 0.01$; * $p < 0.05$

Table 16.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Increased Sanitation Practices (N = 7)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	-0.167	-			
Challenge (3)	0.222	-0.944**	-		
Buy In (4)	0.764**	0.000	0.255**	-	
Longevity (5)	0.935**	0.000	0.104	0.816**	-

** $p < 0.01$; * $p < 0.05$

Table 17.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Reduced Capacity (N = 6)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	0.659**	-			
Challenge (3)	-0.463**	-0.326**	-		
Buy In (4)	0.133	-0.519**	-0.250*	-	
Longevity (5)	0.870**	0.694**	-0.570**	0.000	-

** $p < 0.01$; * $p < 0.05$

Table 18.

Correlations between Success, Advantage, Challenge, Buy In, and Longevity for Offering Virtual Options (N = 3)

Variables	(1)	(2)	(3)	(4)	(5)
Success (1)	-				
Advantage (2)	-	-			
Challenge (3)	0.866*	-	-		
Buy In (4)	-0.294*	-	-0.339*	-	
Longevity (5)	-0.866**	-	-1.000**	0.342**	-

** $p < 0.01$; * $p < 0.05$

APPENDIX D. IRB APPROVAL

Date: 5-4-2022

IRB #: IRB-FY2022-112

Title: The Grand Re-Opening of the American Summer Camp: Determinants of Camp Innovation During the COVID-19 Pandemic

Creation Date: 9-15-2021

End Date:

Status: **Approved**

Principal Investigator: Leslie Doone

Review Board: UNH IRB

Sponsor:

Study History

Submission Type	Initial	Review Type	Exempt	Decision	Exempt
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Key Study Contacts

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