

A SURVEY AND COMPARISON OF VARIOUS METHODS OF
ORGANIZATION AND ADMINISTRATION OF SUMMER CAMPS FOR BOYS
WITH PARTICULAR REFERENCE TO KERR COUNTY OF TEXAS

THESIS

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CHAPTER I

INTRODUCTION

A. Statement of Problem

All camps have problems, either administrative, organizational, or financial. This is especially true in camps where the addition of a program calling for specialized personnel, expensive equipment, housing facilities, food, and sanitation creates administrative and organizational problems which all camps have to face.

Within the last generation there has been a change of the population from rural areas to urban areas with their attendant congestion, as Sargent states in his book Summer Camps.

Within a generation, these UNITED STATES have ceased to be a nation primarily interested in agriculture and have become industrial and commercial. Once our children were born in farm houses and spent their childhood in the woods and fields.....Today children are born in hospitals and spend their lives in Cities. This change has come about without a giving back to the City child the things that the City has taken away from him.¹

¹Porter Sargent, Summer Camps, Series 1934, p. 85.

Up to the present time there had been no impartial evaluative literature written about the camps in Texas. Since the camping movement in Texas has from the beginning had its center in Kerr County, the area included in a fifty-mile radius of Kerrville, Texas, has been used as the basis of this study on the organization and administration of Boys' Camps. Through this survey, directors and counselors may be able to evaluate their own camps by comparison with procedures in other like camps. Parents can know also what should be expected of a well organized camp and be better able to select the camps that fill the needs of their boys. An attempt will be made to answer these questions:

1. What are the qualifications of the leaders of the camp?
2. How is the safety of the campers safeguarded?
3. What type of program is offered and how is it administered?
4. Are the buildings and facilities adequate?
5. How is the personnel of the camp organized?
6. What safety measures are observed?
7. Is the camp in a suitable, yet easily accessible location?
8. How is the camp financed?

The terms which will be used in the remainder of this study may be clarified as follows:

"Organization" means getting the camp ready for opening. This includes selecting the leadership, erecting the buildings, buying the equipment, securing financial backing, and planning the program. It should not be confused with the term "organization camp" which, as

will be explained later, refers to camps sponsored by social groups rather than individuals.

"Administration" refers to the operation of the camp. It includes discipline activities, instruction, health, safety, sanitation, and food.

As previously stated, the "Kerr County" referred to in this study is that part of Texas lying in the southeast corner of the Edwards Plateau with Kerrville as its center. This area includes the towns of Comfort, Ingram, and Hunt, Texas, all located on the banks of the Guadalupe river within a radius of fifty miles.

There are a number of problems and difficulties that confront the writer of a survey. The complete picture is hard to obtain because the answers to a questionnaire are apt to be prejudiced by one's personal viewpoint. Sometimes an honest and complete reply would be too revealing and might show weaknesses that the directors would not want others to know. These points must be taken into consideration when drawing conclusions. This will be especially true in this survey, because of the small number of camps included, the natural jealousy existing between competitors, and the fact that any revelation of weakness might affect the number of campers and, therefore, the revenue.

B. Importance of Problem

Since the majority of schools in Texas are operated for only nine months of the year, most educators recognize the importance of summer camps during the vacation period. Furthermore, while it is true

that the school has a boy nine months of the year, it cannot attain the standards in daily living and citizenship that the camp can attain in six or eight weeks. The reason for this is brought out by Stone thus:

They (the camp) have the youths in an eight weeks period of twenty-four hours a day, not only for more hours than the school or church have them in a year, but they have them in controlled social situations--which after all is the way people are educated--through total situations, not in schools or churches alone. All life is educative, not just a phase of it, and camps have all the life of a camper while he is in camp.²

Most thinking parents recognize that their sons need a few summers in a well organized camp. Because of the different types of camps available and the individual differences evident in each boy's personality, the selection of the proper camp for each boy becomes a serious problem. There are several major considerations in choosing the camp. Its location, its accessibility in case of accident or sudden illness, and the visitation hours are of prime importance. Likewise, its climate, elevation, and adaptability to the requirements of a camping program must be considered. Sargent, in discussing this in Summer Camps, points out:

The primary responsibility for the child's summer must rest with the child's parents, and the decision to send a boy or girl to camp imposes on the father or mother the duty of investigation before a choice is made. The best camp may be the worst place for a particular boy or girl. When it is a question of 'best,' the camp must be chosen to fit the child. Before a

²Walter Stone, A Camp Councillor's Manual, p. 3.

decision is made, parents should be acquainted with their children: know their shortcomings; know what improvement the new environment should bring about. Parents should observe in how far the director's judgment is sound in selecting the companions with whom their son or daughter is to spend the vacation. What sort of boys and girls are accepted? Is their own child taken 'sight unseen?' The careful director insists upon a personal interview with, or an authoritative opinion upon, every prospective camper.³

Since no organization is stronger than its leadership, the director and counselors administering the camp must be of highest calibre. The program and equipment required for its fulfillment are not to be overlooked. These are some of the most important factors to be considered by the parent.

From the point of view of the directors and counselors, additional problems present themselves. The questions of finances, policies, discipline, activities, food, sanitation, and similar subjects are of particular interest to administrative needs.

C. Source of Material

The material for writing this survey was very limited. While there have been books written on certain phases of camping, such as character building and safety, there are only three other surveys of organization and administration of boys' camps on record. This was found in reviewing the five volumes of "Bibliography of Research Studies in Education," published by the United States Office of Education.

³Porter Sargent, Summer Camps, p. 36.

Most of the information was gained from books written on certain phases of camping, camp catalogs, questionnaires to camp directors, and personal interviews in each camp.

The writer of this survey has been employed by four of the camps used in this survey, either as a counselor or as athletic director. This experience has been valuable both in gathering and in interpreting data.

D. Procedure

In making this survey of the organization and administrative features of boys' camps, the following procedure was adopted:

1. An investigation of the area to be surveyed was made and a list of the camps located therein was compiled. There were three private camps: Camp Rio Vista, Camp La Junta, and Camp Stewart; and three organization camps: The Catholic Boys, the Y. M. C. A., and the Boy Scouts.

2. A questionnaire to be sent to the directors of these camps was developed after research into what was considered good practice by outstanding authorities on the subject of camping. The first group of questions deals with the history of the camp, its age, growth, and development, as these factors indicate the strength of the camp. The background of the founder, his education, training, previous experience, and occupation reveal the source of the policies and ideals that permeate the camp. The second group of questions concerns the personnel. The occupations of the director and counselors, their training, maturity, and

other like qualifications definitely influence the character of the camp. Of equal importance is the type of program and activities offered, a topic taken up in the third group of questions. An attempt is made to determine whether the camp follows the definitely scheduled type of program similar to that found in schools, or whether it follows the optional program where more freedom of choice is given. It is obvious that the health of the campers must be of prime consideration; therefore, a section of questions pertaining to all phases of health and sanitation is included. Another of the items of major concern that is covered in the questionnaire is the problem of food: where it is obtained and how it is handled. Since it is true that boys go to camp to have the experience of living with others and to derive the benefits of capable leadership, proper housing facilities and the physical properties of the camp may contribute greatly to this experience.

3. The questionnaires were mailed to the directors of the camps and were promptly filled out and returned. A chart of the replies was made for compiling results and comparing the practices found in the various camps.

4. Since much more satisfactory results can be obtained through personal interview than by correspondence, all six of the directors were interviewed after receipt of the completed questionnaire. In that way certain points were clarified and additional information gathered.

5. A study of the catalogs of each of the camps gave a more detailed insight into the location, personnel, equipment, program, and policies. These are, except in a few instances, the published verification of the facts obtained in the questionnaire and in personal interview.

6. At this point comparisons were made between the findings for the various camps. Since there are three private camps and three organization camps, it was decided that comparisons could be made in three ways for each item: the private camps with private camps, the organization camps with organization camps, and the private camps with organization camps.

7. A summary of the findings was compiled and an attempt was made to determine what was considered good practice among the boys' camps in Kerr County.

E. Limitations

This study includes only the organization and administration of six camps for boys, located in Kerr County of Texas.

Boys from the ages of six to eighteen are included in the study.

CHAPTER II

OBJECTIVES

The objectives of a camp are the yardstick by which a camp may be measured, as by these objectives the personnel is chosen, the equipment and facilities planned, and the program worked out. Weir, in his book Camping Out, A Manual on Organized Camping, says that the following should be the objectives of every summer camp:

To protect and promote the health of the campers, to protect the greatest possible comfort and convenience, to insure the highest possible degree of safety, to promote unity and order so that everyone may have an equal opportunity to secure the maximum benefits of living in the camp, and to inculcate personal and community health habits; cooperation; love of order; neatness and cleanliness; spirit of service; self-reliance; and increased knowledge of the proper care for the body and its physical environment.¹

The director of a camp not only has to set the objectives for his camp, but he also must plan for the attainment of these objectives. Cassidy and Bemis give the following thought:

The integration of objectives into worthy educational channels is the paramount problem of the camp director. Because of these responsibilities the director is the guiding spirit of the camp. The policies of the camp are seasoned by the director's own personal views and philosophy.²

¹L. H. Weir, et al., Camping Out, A Manual for Organized Camping, p. 289.

²R. Cassidy and H. Bemis, Handbook for Camp Councillors, p. 50.

The counselors must be chosen carefully as they serve as both mother and father to the boy placed in their care. On this subject Stone says:

Effective leadership in camp, the same elsewhere, demands specialized knowledge, training and experience. Good intentions and native personality, no matter how striking, will not do the task well. Even the so-called experienced camp man or woman needs to study the 'why' as well as the 'how' and needs to organize his thinking as well as his acting in wisely handling camp problems.³

He also states:

In a much more peculiar sense does the leadership in camp affect the success or failure of the camp. The reasons for this are obvious. The secret of any educational venture always rests primarily on the individuals guiding the process. In camp the guide is the councillor, and he does a great deal more than teaching.⁴

There are differences of opinion as to the fundamental plan of the program. As in many other fields, the flexible versus the inflexible methods are the bases for debates. Mason favors the inflexible view when he says:

The very word camping carries with it the idea of a happy, care-free, do-as-you-please period in the woods.....Boys and girls do not want to be compelled to do this or do that while in camp. To enforce the schedule is not to understand boy and girl nature.⁵

³Walter Stone, A Camp Councillor's Manual, p. 1.

⁴Ibid., p. 23.

⁵Bernard S. Mason, Camping and Education, p. 148.

On the other hand, Dimick brings out points in favor of the flexible program:

From the standpoint of program mechanics, all campers are encouraged to sample a wide variety of camp activities during the first week.....Mornings are reserved primarily for activities in which the acquisition of skills and knowledges is prominent. Afternoons, for the most part, are occupied with individual, cabin, and sectional activities of campers are characterized by unusual freedom, informality, and spontaneity.⁶

Furthermore, Weir stresses that the program should provide for participation by all, in all phases of camping:

In general it may be said that the further a camp gets away from a large measure of participation by the campers in all the possible acts of living involved in this division of the program, the less educational the camp becomes.

Those camps that are so organized and conducted as to relieve the campers of most of these necessary acts have eliminated activities of tremendous possibilities.⁷

Once the fundamental plan has been adopted, either flexible or inflexible, there still remains numerous differences of opinion about specific activities in the program. As one example of this, we find this item: the morning dip and setting up exercises. While many camps still offer these activities, others disapprove of them. Cassidy and Bemis, in discussing this in their Handbook for Camp Councillors, point out:

⁶H. S. Dimick, et al., Putting Standards into the Summer Camp, IV, p. 46.

⁷L. H. Weir, Camping Out, A Manual on Organized Camping, p. 289.

At reveille, bodily energy and temperature are low, heart action is slow, and all bodily forces are reluctant to respond to the demands of a new day. Avoid sudden, extreme efforts. Morning dips and setting up exercises, according to the best authorities, are too strenuous for the low vitality of the hour. Allow forty-five minutes to elapse between first call and breakfast, take it easy, and you will have a happier and consequently a healthier day.⁸

Since one of the major objectives of the summer camp is to promote the individual health, both physical and mental, of a boy and to send him back home much better than when he left, it follows that the camp must take extreme care to work toward that end. Therefore, every phase of health, every detail that might affect the well being of the campers must be investigated thoroughly. The Boy Scouts of America have published a book on sanitation that calls attention to some of the things to be considered:

Camp sanitation is of great importance. A camp may possess extensive woodlands, picturesque scenery, an historical site laden with beautiful traditions, adequate housing facilities and all the apparent qualifications for a good camp, and still be a menace to its inhabitants due to the overlooking of some seemingly insignificant detail in connection with the protection of the drinking water, the disposal of waste, or the extermination of some pest.⁹

Sanders also discusses this problem, saying:

.....camps have increased in size and in duration until many of them are now small, semi-permanent villages. With this development come many problems bearing on the health of the campers.....In 1939 an epidemic of typhoid fever in one camp resulted in the closing of it and the consequent distribution of typhoid patients into at least three states.¹⁰

⁸R. Cassidy and H. Bemis, Handbook for Camp Councillors, p. 21.

⁹ Boy Scouts of America, Camp Sanitation, Introduction, p. IV.

¹⁰J. Edward Sanders, Safety and Health in Organized Camps, p. 3.

CHAPTER III

HISTORY OF CAMPING

While Ernest Balch is given credit for starting the first deliberately planned, organized camp in 1881 at Chocorua Island in New Hampshire, others were working on the idea at the same time. George W. Hinckley, founder of Good Will Homes and Schools at Good Will, Maine, maintained a camp on Gardiner's Island, near Wakefield, Rhode Island. As Sargent states in his book Summer Camps:

I do not think that any man can be justly called the father of organized camping, for the reason that, apparently, a number of men were working on the idea at the same time, none having heard of what the others were doing and each under the impression that he was attempting a new and untried thing.¹

Four years later Summer F. Dudley organized the first camp that was sponsored by an organization. This is **verified** by Gibson in The Camping Magazine. He says:

Early in the summer of 1885, (four years after the founding of the first boys' camp), Summer F. Dudley, a young business man associated with his father and brother.....borrowed a tent, hired a boat, and gathered seven Newburgh, N. Y., boys who belonged to the Y. M. C. A. for a camping trip to Pine Point, on Orange Lake near Newburgh.....In 1891 the campers increased to eighty-three, and a new location was found near Westport, N. Y., on Lake Champlain.²

¹Porter Sargent, Summer Camps, Series 1930, p. 43.

²H. W. Gibson, "The History of Organized Camping," The Camping Magazine, Reprint, p. 2.

That camp is still in operation and is the oldest existing, organized camp.

In 1886 Edwin De Meritt opened Camp Algonquin in New Hampshire. This camp is the oldest existing, organized private camp.³ The first Catholic camp for boys was organized in 1892 by the Marist Brothers of St. Ann's Academy, New York City. It was located on Lake Champlain.⁴ Camp Cobbossee for Jewish boys was founded by a man named Marsons at Winthrop, Maine, in 1902.⁵

Although in the beginning educators were not receptive to the camping idea, they soon saw the great possibilities and many professors were active in promoting camps of their own. With the backing of educators, the movement spread over the United States until at the present time we find camping centers scattered throughout the entire country. The majority of the camps will be found in these areas: New England, with Maine and New Hampshire as the principal centers; the southern Appalachians, with camps principally in North Carolina, Georgia, Tennessee, and Virginia; Wisconsin, Minnesota, and Michigan comprise the midwest playground; the Ozark country of Missouri and Arkansas; the Rockies, centering in Colorado, Montana, and Wyoming;

³Porter Sargent, Summer Camps, 1930 Series, p. 43.

⁴Ibid.

⁵Ibid., p. 47.

Oregon and California on the West Coast; and that section of Texas which is included in this survey.⁶

Generally speaking, there are two distinct types of summer camps. First, the private camp, which is primarily for well-to-do boys, is owned and operated by an individual or corporation for profit. Second, there are what are called "organization camps," which offer camping to those of moderate means, and are sponsored by some social organization, such as the Y. M. C. A. or the Boy Scouts. Another distinction is that the private camp runs in terms of six or eight weeks, whereas the organization camp usually runs terms of one or two weeks.

Herbert L. Crate, a former Y. M. C. A. Boys' Work Secretary, of Houston, Texas, was the first to organize a boys' camp in Kerr County, Texas. He opened Camp Rio Vista on the Guadalupe river about six miles northwest of the city of Kerrville, Texas, in June, 1922. He operated Camp Rio Vista from 1922 to 1935, when he closed the camp to enter government work.⁷ It was reopened in June, 1940, by George Broun and is under his direction at present.

Recognizing the need for more boys' camps in Texas, and realizing the fact that the hills and rivers of Kerr County are ideally suited

⁶Porter Sargent, Summer Camps, 1934 Series, pp. 51-59.

⁷Herbert L. Crate, Personal Letter, March 12, 1945.

to camping, others quickly followed the lead of Herbert L. Crate. Camp Stewart was the next boys' camp to be opened. It was founded in June, 1924, by E. J. "Doc" Stewart, the coach of athletics of the University of Texas. W. N. James of the Agricultural and Mechanical College became director in 1925, which position he still holds. The Y. M. C. A. Boys' Camp, the first organization camp in this section, was opened in the summer of 1927 under the direction of E. D. Frederick, Boys' Work Secretary of the San Antonio, Texas, Y. M. C. A. Prior to the opening of their own camp, the Y. M. C. A. held a two-weeks camp for several years at Camp Rio Vista after the regular season at Camp Rio Vista had closed. In 1928 Ralph Walsh, seeing a need for a camp for junior boys, opened Camp La Junta. Then came the Boy Scouts' Indian Creek Camp at Ingram, Texas, and the Texas Catholic Boys' Camp in Comfort, Texas, in 1936.

There were other camps that opened and closed again in the interval since Crate pioneered. Since accurate information about these camps is unavailable, a list of their names, with their approximate dates, will have to suffice. They were: Camp Lone Star, 1923-1924; Camp Martin, 1926-1927; Camp Kerr-Monterrey, at the same location as Camp Martin, 1929; Camp Arrowhead for Boys, 1930; Camp Mishimokwa, 1931; and Camp Eagle, 1932. All of these camps were located within a few miles of Hunt, Texas. The failure of these camps was due partly to the directors' insufficient background and training in camping and, partly, to the fact that their aim was more for monetary profit than for service to boys.

CHAPTER IV

FINDINGS BASED ON INFORMATION GAINED

Great differences were found between private camps and organization camps. As was shown in the opening chapter in the definition of terms, the two types of camps have had, in many instances, different objectives. These differences are brought out and discussed in detail in the development of the chapter.

A. Camp Enrollment

The first item for comparison is the enrollment of the camps. The three private camps range from one hundred to two hundred fifty-three campers per term, giving an average of one hundred sixty-two campers per term. The organization camps range from forty-seven boys per term to one hundred ten, an average of eighty-seven campers per term. The figures for each term of each camp may be found in Table I on the following page. As is easily seen, the private camps have almost twice the enrollment of the organization camps. However, in the course of a summer the organization camps will serve as large a number of boys but for shorter terms. Although it is logical that a boy can get much more from a longer term in camp, it is equally evident that the organization camps are making it possible for many boys who would not otherwise be reached to have some camping experience.

TABLE I

COMPARISON OF LENGTH OF TERM, NUMBER OF TERMS,
ENROLLMENT, AND CLASSIFICATION
BY AGE LIMITS, IN THE SIX CAMPS

	First Private Camp	Second Private Camp	Third Private Camp	First Organization Camp	Second Organization Camp	Third Organization Camp
Number of Terms	2	2	2	5	5	10
Length of Terms (In weeks)	6	5	6	1	2	1
Enrollment (By terms)						
1st Term	251	150	100	47	108	1103*
2nd Term	253	120	100	47	104	
3rd Term				47	100	
4th Term				47	113	
5th Term				47	90	
Classification (By ages)						
1st Group	6- 9	7- 9	7-10	8-11	7-10	By Troops
2nd Group	10-12	10-11	11-14	11-13	11-13	
3rd Group	13-14	12-13		13-16	14-16	
4th Group	15-17	14-16				

*Weekly average - 110 $\frac{1}{2}$

The enrollment of each camp is classified into groups. The private camps and two of the organization camps classify by ages. These ages are given in Table I. The one exception is the camp sponsored by the Boy Scouts of America; in this camp the boys are grouped by troops as they were set up in their home towns.

The length of the term varies within the private camp group, one having two five-week terms while the other two have two six-week terms. The organization camps vary also, one camp having ten one-week terms, one having five one-week terms, and one having five two-week terms. From this it is evident that the turnover of boys in the organization camps is much greater than in the private camps.

B. Fees

Although the fees for the private camps are figured on the basis of their four or six week terms, for purposes of comparison they have been broken down to weekly averages. These averages range from \$44.17 to \$55.00 or an over-all average of \$48.32. The organization camps have smaller fees of \$10, \$15, and \$20 per week. Table II, on Page 20, gives a more exact picture of the charges in all of the camps.

The cost of the camp to the camper is in proportion to what he receives in program, housing, and leadership. The private camps with the higher fees have larger camp sites, pay better salaries to their leaders, have better and more complete equipment and facilities, and have a more mature and better trained staff.

All of the camps, both private and organization, refund the fees when the camper must withdraw from the camp under certain conditions,

TABLE II

COMPARISON OF FEES AND EXTRA CHARGES

	First Private Camp	Second Private Camp	Third Private Camp	First Organization Camp	Second Organization Camp	Third Organization Camp
Fee per week	\$44.17	\$55.00	\$45.80	\$15.00	\$20.00	\$10.00
Extras:						
Laundry	*	*	*	*	*	
Tutoring	*	*				
Crafts	*	*	*	*	*	
Horseback				*	*	
Riflery				*	*	*
Movies					*	
Amt. allowed for confections per day	15 cents	10 cents			10 cents	10 cents

*Extra charges made but amount not given.

such as cases of illness. Among the private camps the only condition, other than illness, under which a refund is made is when a boy is sent home for incorrigibility, while one organization camp refunds for any reason on request.

The fees, as stated in the preceding paragraph, are not all inclusive. In all of the private camps an additional charge is made for laundry. The organization camps, with one exception, also charge for laundry. This exception is due to the fact that this camp keeps its boys for one week only, thus making it unnecessary for a boy to need laundry service while at camp. Two of the private camps offer tutoring at an extra charge of \$15 for one course or \$25 for two. The organization camps, having short terms, do not offer tutoring. The charge that is made for the crafts in all cases depends on the amount of material used by the boys in their work. These charges range from about fifteen cents to fifty cents per week. The private camps do not make any other additional charges, while two of the organization camps charge extra for horseback and riflery, these charges being the cost of the sports to the camp. The third organization camp has no extra charges except for riflery, that charge being the cost of the ammunition used. Table II contains a list of activities for which extra charges are made.

All but two of the six camps operate a camp store, one of the exceptions being a private camp and one, an organization camp. Of the four camps operating a canteen, three limit the camper's expenditures for confections to ten cents per day, with the fourth allowing a fifteen

cents expenditure. This is done to prevent the camper from over-indulging in sweets.

C. Activities

In regard to the variety of activities offered at the camps included in this survey, the questionnaire revealed that practically all activities are offered in all of the camps. Table III shows which camps offered each activity. It might be pointed out that there are six activities that are found in all of the camps. They are swimming, canoeing, woodcraft, nature study, softball, riflery, and archery. Only one activity is limited to a single camp: golf is offered by one of the private camps. Aquaplaning and tutoring are the only other activities offered by private camps that are not available to attendants at the organization camps. The remainder of the activities offered are about even in their inclusion in the programs of the private and the organization camps. The variety seems to be sufficient to satisfy the needs and desires of any normal boy since both team and individual sports are included. The fact that the private camps offer some activities that the organization camps do not include in their programs is possibly due to the fact that the private camps have longer terms, more equipment, and a larger number of specially trained leaders.

Most of the activities found in camps throughout the United States are included in the programs of the Texas camps. One of the exceptions is the long canoe trips which are not practical in the rivers of Texas where navigable stretches of water are frequently interrupted by rapids. The other exception is extended hikes which are common in the mountain

TABLE III

ACTIVITIES OFFERED IN THE SIX CAMPS

	First Private Camp	Second Private Camp	Third Private Camp	First Organization Camp	Second Organization Camp	Third Organization Camp
Swimming	*	*	*	*	*	*
Diving	*	*	*	*	*	*
Canoeing	*	*	*	*	*	*
Life Saving	*	*	*	*	*	*
Aquaplaning	*	*	*	*	*	*
Fishing	*	*	*	*	*	*
Woodcraft	*	*	*	*	*	*
Nature Study	*	*	*	*	*	*
Crafts	*	*	*	*	*	*
Hiking	*	*	*	*	*	*
Boxing	*	*	*	*	*	*
Wrestling	*	*	*	*	*	*
Gymnastics	*	*	*	*	*	*
Tumbling	*	*	*	*	*	*
Baseball	*	*	*	*	*	*
Softball	*	*	*	*	*	*
Touch Football	*	*	*	*	*	*
Track & Field	*	*	*	*	*	*
Tennis	*	*	*	*	*	*
Volleyball	*	*	*	*	*	*
Horseback	*	*	*	*	*	*
Riflery	*	*	*	*	*	*
Archery	*	*	*	*	*	*
Pingpong	*	*	*	*	*	*
Dancing	*	*	*	*	*	*
Tutoring	*	*	*	*	*	*
Golf	*	*	*	*	*	*
Music	*	*	*	*	*	*
Dramatics	*	*	*	*	*	*
Movies	*	*	*	*	*	*
Camp Paper	*	*	*	*	*	*
Scouting	*	*	*	*	*	*

camps but are inadvisable under the hot Texas sun. In place of these extended hikes, most campers go on breakfast, supper, and overnight hikes during their stay in camp. The breakfast and supper hikes give the boy the experience of walking through the woods, cooking, and eating picnic style. The overnight hikes, in addition, give the boys the experience of sleeping under the stars. Two of the private camps provide for a hike of some type each week, with each boy having two overnight hikes in each six-week term. The third private camp has no breakfast or supper hikes, limiting its excursions to two nights per term of sleeping out-of-doors. Hikes were omitted because, in their opinion, the pre-adolescent boy lacks sufficient stamina for hiking in the Texas summer heat. All of the organization camps also have one other hike, either breakfast or supper, per term.

D. Spiritual Training

The camps foster religious observances as well as encouraging physical and moral growth. Non-denominational vesper services are held in all of the camps at sundown each Sunday evening, and the boys of Catholic faith are taken to Kerrville to Mass each Sunday morning.

E. Type of Program

A natural sequence to the study of the activities offered at each camp is the type of program the camps administer. There are two general types of program that may be followed: the definitely scheduled program, and the optional program. One of the private camps combines

the two, requiring its boys to attend some scheduled classes but allowing time for optional activities. The other two private camps follow the scheduled type of program. Two of the organization camps also use the scheduled program, while one offers purely optional activities. This completely optional program carries into the length of classes also, as no time limits are set. The scheduled classes of other camps are all of approximately one hour's duration, with the exception of one private camp which has some classes lasting two hours.

F. Contact with Parents

Just as schools send out a report to the parents on the child's progress, so each of the camps, with the exception of one of the organization camps that has its boys for one week only, sends weekly reports to the parents. This is for the purpose of keeping the parents informed on the child's health, activity, and progress. In all of the private camps both director and counselor report on the condition of the camper's health, his eating and sleeping habits, his participation and improvement in all activities, and their personal observations of the child's adjustments to camp life. One of the organization camps also follows this plan, while the other organization camp has this report from the director only.

All of the camps welcome visits from the parents at any time, but for the best interests of the camper they all recommend that the visits not be too frequent; for instance, not more often than every two weeks.

Sunday is generally set aside as visitors' day. A typical report to parents is included in Appendix II.

G. Rainy Days

Though camping naturally calls for good weather, the wise director must plan for the rainy days that are certain to come. The private camps in this survey have a wide variety for rainy-day activities. They take full advantage of their gymnasiums or recreation halls, having indoor team games, stunts and tumbling, movies, sing songs, and lectures on popular topics, such as athletics and adventure. The organization camps, lacking gymnasiums, cannot have gymnasium games. However, two of these camps do have recreation halls and provide movies, games, talks, and stunts. They all have quiet cabin games. In the other organization camp, the Boy Scout Camp, rainy days are devoted to indoor scoutcraft.

H. Discipline

The question of discipline is a most important problem in the camp program since the camp must please both the parent and the camper in order to stay in business. No physical punishment is resorted to in any of the camps. However, all of the camps realize the need for some means of control. All of the camps, both private and organization, use the plan of withholding privileges as their method of punishment. In addition, one of the private camps uses group loyalty and responsibility to keep its boys in order. Two others use dismissal from camp

for incorrigibility. A system of demerits is administered in two organization camps and only one of these camps follows the policy of dismissal.

I. Health

While the operation of the program of activities is an important part of the organization and administration of a summer camp, the supervision of the health and safety is of even greater importance. Table IV, on the following page, gives an over-all picture of the practices used to insure the health of the campers. Every parent has a right to expect his son to return home from camp in a better condition than when he left. A medical certificate is required of each camper, a precaution both for the camper and the camp. Typhoid immunization is required by all of the private camps and by one of the organization camps, while the other two organization camps recommend strongly that their campers meet this requirement. The only exemption made is by one of the private camps, and that to the campers of the Christian Science faith.

One of the private camps has personal inspection twice weekly. The other private camps and all of the organization camps have inspection daily. The cleanliness of the campers is insured by soap baths, required twice weekly by two of the private camps and daily by the third. Each of the organization camps has a different requirement for soap baths, one requiring them daily, one twice weekly, and one leaving the problem to the discretion of the troop leader.

TABLE IV

HEALTH HABITS IN THE SIX CAMPS

	First Private Camp	Second Private Camp	Third Private Camp	First Organization Camp	Second Organization Camp	Third Organization Camp
Typhoid immunization required?	Yes	Yes	Yes	No	Yes	Recommended
Medical certificate required?	Yes	Yes	Yes	Yes	Yes	Yes
How often height-weight chart checked?	Weekly	Twice Weekly	Weekly	No Chart	Weekly	No Chart
How often personal inspection held?	Twice Weekly	Daily	Daily	Daily	Daily	Daily
How often soap baths required?	Twice Weekly	Twice Weekly	Daily	Twice Weekly	Daily	Counselor's Judgment
Health habits charted?	Yes	Yes	Yes	No	Yes	No
How often quarters inspected?	Daily	Daily	Daily	Daily	Daily	Daily

Supervision of the daily health habits of a camper in all three of the private camps is made through the use of a chart. One of the organization camps also follows this method. A sample chart of daily health habits may be found in the Appendix. The other two organization camps do not keep a written record on each child, but hold each counselor responsible for checking on campers under his care. A chart is also kept on the height and weight of each camper in the three private camps and in one of the organization camps. These measurements are made weekly. The other two organization camps, having only one-week sessions, do not consider this necessary. A daily inspection of quarters by adult leaders is held in each of the six camps.

Realizing that illnesses are bound to occur, all of the camps included in this study have infirmaries. In all of the camps, with the exception of one organization camp, these are located in such a manner as to provide complete isolation. In cases of severe accident or illness, a hospital is accessible to each of the camps. The three private camps are sixteen, nine, and twelve miles, respectively, from a hospital. The organization camps are one, seventeen, and seven miles, respectively, from the nearest hospital.

Springs supply drinking water in two of the three private camps, while the third uses a deep well and river water. The organization camps are all supplied by wells. To purify the water, as a precautionary measure, two of the private camps use an electrically powered chlorinating plant, while the third chlorinates its water by hand. The three organization camps do not chlorinate their water.

Creameries in the towns nearest the camps supply pasteurized milk

for two of the private camps and all three of the organization camps. The only exception is that private camp which has its own dairy and pasteurization plant. The three private camps each have electric refrigeration supplemented by ice. One of the organization camps also has electric refrigeration supplemented by ice; the other two use ice only.

In studying the sources from which fresh meats and vegetables were obtained, it was found that all of the camps in the survey purchase their meats from markets in town and their vegetables from markets and farmers. Two of the private camps supplement the vegetable supply with produce from their own gardens and one of these private camps raises and butchers most of its own meat.

It seems advisable that plates of the younger boys should be served by the counselors. This was found to be true in all three of the private camps for boys under nine years of age. The organization camps allow each camper to serve himself. The question of sweets between meals confronts all directors of camps. The private camps discourage the parents from sending boxes of sweets to campers; and, if the boys receive packages, they are encouraged to share with their cabin mates. Two of the organization camps also reluctantly permit packages from home and they, too, encourage sharing. The third organization camp does not allow packages from home.

The health of the camper is further safeguarded by satisfactory garbage and sewage disposal. All six camps move the garbage from the premises by truck. Five of the six camps use septic tanks to care for the sewage, while the sixth, an organization camp, uses pit latrines.

J. Safety

Adequate leadership is one of the prerequisites of safety in the summer camp. The camper-counselor ratio in five of the six camps was found to be four to one. The sixth camp, an organization camp, has a ratio of twenty to one. On hikes the supervision is at a ratio of from six or eight to one in all of the camps. Swimmers are safeguarded in two ways: by lifeguards, with a ratio of ten to one; and by the use in all camps of the buddy system. The buddy system requires that campers swim in pairs, members of a pair never getting more than six feet from each other. Every five minutes a check is made by the lifeguards on duty. This is the Red Cross water safety plan which has been proven by the test of years.

K. Personnel

The personnel of the camp may be divided into three groups: the first group, which administers the program, includes the camp directors, the senior counselors, and the junior counselors; the second group, which handles the food problems, includes the dietitian, the chef, the kitchen help, and the waiters; and the third group, which cares for the sick, includes the camp nurse and her assistants. In Table V, on Page 32, a complete picture of the personnel of the camps is shown.

Since the directors of each camp have such varied qualifications, each one is discussed separately. The director of the first private camp has had twenty-four years' experience as a boys' worker, with twenty years as director of this camp. His occupation during the school

TABLE V
PERSONNEL OF THE SIX CAMPS

	First Private Camp	Second Private Camp	Third Private Camp	First Organization Camp	Second Organization Camp	Third Organization Camp
No. years direc- tor of this camp	20	5	2	7	10	3
Total no. years spent in boys' work	24	20	12	20	15	6
No. Sr. Counselors	80	60	24	7	24	5
Av. age of Sr. Counselors	34	*	*	28	22	30
No. Sr. Counselors in teaching profession	60	25	8	7	5	1
No. Sr. Counselors with college degrees	60	30	8	7	4	0
No. Sr. Counselors attending college	0	15	7	0	6	1
Av. salary per wk. of Sr. Counselors	\$26.66	\$35	\$18.75	None	None	None
No. Jr. Counselors	8	30	12	None	12	13
No. Jr. Counselors attending college	8	15	3	0	0	1
No. Jr. Counselors attending H. S.	0	15	9	0	12	12
Minimum age of Jr. Counselors	17	17	16		14	15
Av. Salary per wk. of Jr. Counselors	\$10	\$10	\$10		None	None
No. graduate nurses	1	2	1	0	1	0
No. dietitians	1	2	1	0	1	0
No. chefs	1	1	1	1	1	1
No. hired table waiters	0	8	8	2	2	3
No. camper table waiters	24	20	0	0	12	15

*No age given

year is that of athletic coach and teacher. The second private camp is directed by a man with twenty years' experience in boys' work and five years as director of this camp. He spends the entire twelve months on his camp. The director of the third private camp has had twelve years' experience working with boys, two of them directing this camp. His occupation during the school year is that of a school administrator. The first organization camp is directed by a priest and teacher who has worked with boys for twenty years and has served as director of his camp for seven years. The second organization camp has been directed by an athletic coach for the past ten years; he has fifteen years of experience with boys to his credit. The other organization camp is under the direction of a Boy Scout executive with six years' experience with boys, three of them as director of this camp.

The counselor staff in the first private camp is composed of sixty college graduates who are school teachers and fifteen college students. Their average age is thirty-four years. The second private camp is staffed by thirty college graduates, twenty-five of whom are teachers. No average age was given for these men. The third private camp has eight college graduates, all teachers, on its staff and seven college students. No average age was given for these men. The first organization camp has as counselors seven college graduates, all teachers, with an average age of twenty-eight years. The second organization camp has four college graduates, all in the teaching profession, and six college students serving as counselors. These men have an average age of twenty-two years. The third organization camp has five counselors, one a school teacher. The average age for these men is thirty years.

The private camps pay their counselors salaries ranging from \$18.75 to \$35.00 per week. The counselors at the three organization camps receive no monetary remuneration.

The men are selected as counselors in each of these camps because of special qualifications in a given field and for good character and reputation.

Five of the six camps allow their counselors time off from their camp duties. The first private camp gives its men twenty-four hours per week; the second private camp gives one night per week; the third private camp gives its men every other night and two hours every other day off duty. The first organization camp does not allow any time away from camp for its men. Men of the second organization camp have two nights per week free from duty. The men from the third organization camp are free one night each week.

To assist the counselors in their work, five of the six camps use junior counselors. The first private camp uses as junior counselors eight college students. The minimum age of these counselors is seventeen years. The second private camp uses junior counselors, fifteen of them college students and fifteen high school students. The minimum age for junior counselors in this camp is seventeen years. Nine high school boys serve as junior counselors in the third private camp. Their minimum age is sixteen years. No junior counselors are used in the first organization camp. The second organization camp uses fourteen high school boys, with a minimum age of fourteen years, as junior counselors. The staff of the third organization camp includes as junior counselors twelve high school boys and one college student. Their minimum age is

fifteen years. These junior counselors were selected from former campers and are boys with a good reputation and special qualifications. Each of the private camps pays its junior counselors \$10 per week. The junior counselors of the organization camps receive no salary. Wherever junior counselors are used, they are accorded the same privileges as the senior counselors with reference to time off from duty.

To care for the emergencies and illnesses that must be expected, all three private camps have graduate nurses on their staffs. Only one of the organization camps employs a graduate nurse.

To insure a well-balanced diet for every boy, each of the private camps employs a dietitian. Only one of the organization camps has the benefits of the services of a dietitian.

All of the six camps employ a chef and full-time kitchen help. One of the private camps and one of the organization camps have paid colored waiters. The other four camps use campers as table waiters.

L. Physical Properties

The physical properties of the camps, though not as important as the program and the leadership, must be adequate if the camps are to be successful. By studying Table VI on the following page, one can get a composite picture of the physical properties of each of the camps. The first private camp contains 1060 acres of land in its site, with 5000 yards of water front. It uses three swimming pools, has a running track and jumping pit, four baseball diamonds, and five concrete tennis courts. It owns six canoes, thirty horses, and five

TABLE VI

PHYSICAL PROPERTIES OF THE SIX CAMPS

	First Private Camp	Second Private Camp	Third Private Camp	First Organization Camp	Second Organization Camp	Third Organization Camp
No. acres in site	1,060	700	90	20	380	160
Building						
Dining Room	*	*	*	*	*	*
Library	*	*	*	*	*	
Recreation Hall	*	*	*	*	*	
Gymnasium	*	*				
Infirmary	*	*	*	*	*	
Chapel					*	*
Museum						*
Shop				*	*	
No. cabins	34	24	11	7	13	(Tents)
No. baseball diamonds	4	2	2	2	3	2
No. tennis courts	5	4	2	1	2	0
No. canoes	6	20	6	5	5	0
No. horses	30	40	16	0	8	0
No. rifles	5	8	6	4	12	10
Water frontage (in yards)	5,000	1,760	880	200	900	880
No. swimming pools	3	1	2	1	3	3

rifles. The buildings include a dining hall, a library, a recreation hall, an infirmary, and a gymnasium. Each of the thirty-four cabins houses five to eight boys and one counselor. Each cabin has single deck beds. In six of these cabins there are wash basins, flush toilets, and showers. There are in addition special buildings containing flush toilets and showers. The entire camp is illuminated with electricity from the city of Kerrville. The cost of the electricity is paid by the camp.

The second private camp contains seven hundred acres of land with one mile of water front providing one swimming pool. It has a running track and jumping pit, two baseball diamonds, and four asphalt tennis courts. It owns twenty canoes, forty horses, and eight rifles. The buildings consist of a dining hall, a library, a recreation hall, a gymnasium, and an infirmary. There are twenty-four cabins, twelve of them double cabins housing fourteen boys, and twelve of them single cabins housing seven boys. Two counselors are assigned to each cabin. All beds are double deck. The buildings containing flush toilets, showers, and wash basins are scattered throughout the camp. The camp is lighted with electricity.

The third private camp contains ninety acres of land with eight hundred yards of water front providing two swimming pools. It has a running track and jumping pit, two baseball diamonds, and two concrete tennis courts. It owns ten ~~canoes~~, twenty horses, and ten rifles. The buildings include a dining hall, a library, a shop, a recreation hall, and an infirmary. There are thirteen cabins housing eight to ten boys and two counselors each. Each cabin has single deck beds. The toilets, showers, and wash basins are scattered throughout the camp. Electricity

lights the camp.

The first organization camp has twenty acres of land in its site with two hundred yards of river front providing one swimming pool. It has a track and jumping pit, two baseball diamonds, and one clay tennis court. Five canoes and four rifles are included in its equipment. A dining hall, a library, a shop, a recreation hall, a chapel, and an infirmary comprise its buildings. Each cabin has single deck beds. A building housing the toilets, showers, and wash basins is located at one edge of the camp. The camp is illuminated by electricity from the city of Kerrville and is paid for by the camp.

The second organization camp contains three hundred eighty acres of land with nine hundred yards of water front providing three swimming pools. It has a running track and jumping pit, three baseball diamonds, and two concrete tennis courts. It has five canoes, eight horses, and twelve rifles. Its buildings include a dining hall, a library, a recreation hall, a chapel, and an infirmary. Thirteen cabins with doubledeck beds house eight boys and two counselors each. Its toilet and shower buildings are scattered throughout the camp. This camp also uses electricity.

The third organization camp has one hundred sixty acres of land in its site. Eight hundred eighty yards of river front provide three swimming areas. A running track and jumping pit, and two baseball diamonds are included. Its buildings consist of a dining hall, a chapel, and a museum. Its boys are housed in tents with three or four

boys in each. Its pit latrines are scattered throughout the camp, and showers are provided. Electricity illuminates only the hospital and the kitchen.

Summing up the findings of the questionnaires with reference to the physical properties, it may be noted that all camps have a dining hall, five have libraries, five have recreation halls, two have shops, two have gymnasiums, two have indoor chapels, and one has a museum. All of the camps have outdoor chapels in the woods. Every camp has at least two baseball diamonds; five of them have tennis courts, canoes, rifles, and running tracks with jumping pits. All camps have electricity for illumination with the exception of one organization camp. This camp uses electricity to light only a portion of the camp; the other portion of the camp is illuminated by lanterns or flashlights. All camps provide showers for their boys, and five of the six camps have flush toilets. Only two camps use doubledeck beds.

M. Finance and Expenditures

In studying the physical properties of the camps, it is easily seen that in each case there is a considerable investment. Obviously, the exact amount is of a personal matter with the owner of the camp, but real estate in this section is high, buildings are expensive to erect, and the vast amount of equipment and facilities must represent a large sum. Originally, two of the private camps were financed by individuals, while the third was incorporated with the director holding fifty-one per cent of the stock. The organization camps are, in each case,

financed by the organization sponsoring the camp. While the amount of profit of the private camps would be of interest, it is a matter that could not be determined; and organization camps do not operate for profit.

A part of the expense of a camp consists of the upkeep and annual improvements. This includes the salary of a caretaker, maintenance and replacement of worn and outmoded buildings and equipment, the purchase of additional and more modern equipment, and the erection of new buildings.

Another expense to the owner of a camp is the soliciting of campers. The compiling and printing of a catalog, the production and showing of motion pictures of the camp, and the commissions paid to representatives recruiting campers are the major items of expense in this phase of the operation of the camp.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

A. Summary

The findings of the survey, as reported in the previous chapters, indicate that each camp has, with slight variations, followed the standards set by Herbert L. Crate, credited with organizing the first boys' camp in Kerr County. In a letter written to Mr. C. W. Sowell of San Antonio, Texas, Crate says:

Camping is not, in my opinion, juvenile dude ranching, although many parents would have us make it so. It is placing a boy in attractive physical surroundings, which insure his safety and health, and then providing him skilled leadership of the highest Christian character, which will enable him to feel, taste, sense, see, enjoy, thrill to, possess, intimately partake of and participate in, touch, handle, listen to and hear, smell and become a part of the myriad treasures which God through Nature extends to her sons who would grow lustily under her guidance. It is the enabling process by which a boy, through normal wholesome contacts with fellow campers and college men, grows and expands in discipline, democracy, unselfishness, bravery, kindness, tact, independence, appreciation, spiritual enlargement, and all kindred stuff by which real four-square men are fashioned. Mess halls, cabins, trucks, machinery, etc., are all necessary material in the art of camping; but they are incidental to its real purpose.¹

Private camps afford each camper an opportunity for all around development and growth through limitation of the enrollment, through

¹Herbert L. Crate, Personal Letter, March 12, 1945.

the policy of grouping boys by age, and through the practice of maintaining a rather extended camping period. The organization camps, while caring for fewer boys and for shorter periods of time, provide camping for a great many boys who would not otherwise have the opportunity.

A considerable difference was found between the fees charged by the private camps and by the organization camps. While the original fee includes practically all activities offered, there are a few extra charges made for such things as laundry, tutoring, riflery, movies, crafts, etc., these activities being optional with each camper.

The number and variety of activities offered are adequate to the needs of the campers, and are well adapted to the climate and geographical conditions. The camps foster religious observances as well as encouraging physical and moral growth. Non-denominational vesper services are held in all of the camps at sundown each Sunday evening and the boys of Catholic faith are taken to Kerrville to Mass each Sunday morning.

As was seen earlier in this study, camp directors throughout the nation differ on whether the program should be of the inflexible or of the flexible type. Camp directors in Texas reflected the same difference of opinion. Since there are advantages to each, the camps in this section provide both types of program so that every boy may find near at hand the type of program that will best satisfy his individual needs.

Parents desire to know how their sons are faring in summer camps. The directors of the camps in this survey recognize this fact and

accordingly send weekly reports to the parents. Each of the camps welcomes visits from the parents, but requests that these visits be limited. In the private camps the directors suggest that the visits be no more often than once every two weeks. Since the organization camps are of short duration, it is felt that parental visits are not necessary, although they are not prohibited. Directors report that too frequent visits upset the camp program and often disturb the emotional balance of the camper.

While the Texas summers, as a general rule, are very dry, there are occasional rainy days. Each camp included in this survey makes special provision for such occasions. As Sargent states in his book

Summer Camps:

One test for a good summer camp is its management on a rainy day. Most any staffman or counselor can work constructively with his campers with sunshine and full out-of-doors equipment, but the invaluable man with the boys is the one who can make everybody happy in a tent or a lodge when it's pouring rain outside.²

Sargent goes on to list a number of activities that are useful for rainy-day programs, all of which are in use in the camps under discussion.

All of the camps use withholding of privileges as a means of disciplining campers, and none resorts to physical punishment. In some cases, dismissal from camp is used as a final resort.

²Porter Sargent, Summer Camps, 1930 Series, p. 97.

It is evident from the findings of the questionnaire that the health and safety of the campers are carefully guarded. In all camps medical certificates are required, and typhoid immunization is either required or strongly recommended. Personal cleanliness is insured by regular individual inspection and soap baths. Checking of daily health habits and inspection of quarters guard against minor illnesses while the use of the height and weight chart gives reliable evidence of the growth and development of each boy. Cases of illness and accident are adequately treated in the infirmaries of each camp and in the city hospitals which in each case can be reached in a short time.

The purity of the water used by the campers is maintained in the private camps by chlorination of water; and in all camps pasteurization of the milk is the rule. Adequate refrigeration is provided in all cases for fresh meats and vegetables that are purchased in town.

The directors discourage parents from sending packages of sweets to their boys and, in cases where such packages are received, all camps encourage sharing as good training in unselfishness and as protection of the health of the camper.

Camp sanitation is adequate in that all camps truck their garbage away, and five of the six camps use septic tanks for sewage disposal. It is regrettable that one organization camp has not yet installed septic tanks, but its use of pit latrines seems to be in keeping with its intention of operating a pioneer camp.

Campers are adequately safeguarded against accident. Each camp

has a sufficient number of counselors to supervise the daily activities. Water safety practices are enforced in all swimming pools, and adequate leadership is provided on all hikes.

The directors in each case are men with sufficient background and training in boys' work to assure a broad understanding of boys and their needs. The men in these camps have proved their sincere interest in boys by their years of service.

In the past, many counselors were selected because of their ability to recruit campers. As was discussed in the previous chapter, this criterion does not apply to camps in this survey, as the vast majority of these counselors are trained in boys' work and are hired because of this training and because of their sterling character and special abilities. This is in line with practices generally found in all good camps. As was stated by Hazel K. Allen:

We now understand that the camp leader.....who acquires a following by what we have been pleased to call his 'personality' is not the sort of person whom we seek to carry the responsibility entailed in work with either the adolescent or the more mature groups.³

H. S. Dimick, in his book Character Education in the Summer Camp, says that the counselors should:

.....receive a salary which is commensurate with their responsibilities.....receive intrinsic compensation or satisfaction, having a sense of growth and achievement.....which approach a professional compensation.⁴

³Hazel K. Allen, Camps and Their Modern Administration, p. 10.

⁴H. S. Dimick, Character Education in the Summer Camp, p. 19.

Neither the senior counselors nor the junior counselors in the organization camps are paid a salary for their services. The senior counselors in one of the private camps are paid \$26.66 per week; in another, \$35.00 per week; and in the third, \$18.75 per week; while the junior counselors in all three of the private camps are paid \$10.00 per week. While it is true that the counselors in the private camps included in this survey receive a fair remuneration for their services because they are by profession workers with boys, they all, both private and organization camp counselors, receive an additional inner satisfaction from their work.

Because of the highly confining and deeply responsible nature of the work, it seems to be agreed by most of the camps that each counselor should have some regular time free from duty. The first private camp gives its men twenty-four hours per week; the second private camp gives one night per week; and the third private camp gives its men every other night and two hours every other day off duty. The first organization camp does not allow any time away from camp for its men, but the men of the second organization camp have two nights per week, and the men of the third organization camp have one night a week free from duty. This seems to be in line with practices found in all good camps, as is brought out by Allen when she said:

It will be increasingly difficult to secure proper leaders for camps and to interest them in returning year after year if rest days and rest hours are not regularly arranged for. The constant pressure attendant on living, dining and working with a large and almost constantly changing group of campers should be relieved by periods away from camp.....After such a rest a staff member will

return with new zeal and a keener interest in resuming his share of responsibility, and at the end of the camp season the entire camp staff will go away with eagerness to return another year, and not less fit but more so than they were at the beginning of the season.⁵

All of the camps seem to be well-staffed with adequate kitchen personnel. The majority of the camps prefer to use campers as table waiters.

All of the camps appear to be well-located with a sufficient number of acres in their site to afford room for the number of boys camping on them; the camp having the smallest enrollment has the smallest camp site, while the camp with the largest enrollment has the largest camp site. The same conditions generally apply to the water front, number of cabins, and major facilities.

It is evident from the enrollment and the fees charged that the gross incomes of the private camps run into five or six figures. The profit accruing from the year's operation was a factor that camp directors disliked to divulge.

B. Conclusions

We may conclude that, with the exception of the camp using the pit latrines, the camps included in this survey are well-organized and administered, and that their practices compare favorably with camps

⁵Hazel K. Allen, Camps and Their Modern Administration, p. 13.

all over the country. In all fairness to the camp which uses pit latrines, it should be stated that the aims and objectives of this particular camp are decidedly different from those of the other camps included in this study, since its primary purpose is to operate a pioneer camp. This camp varies from the other camps in that it does not use flush toilets and septic tanks, and the camper-counselor ratio is not as high as in the other camps.

C. Recommendations

The following recommendations with regard to camping are presented as the result of this survey:

1. That the organization camp using pit latrines might well consider the installation of flush toilets and septic tanks.
2. That all camps have a camper-counselor ratio of at least six to one.
3. That only mature, college-trained men be used as counselors.
4. That all camps, as a precautionary measure, chlorinate their drinking water.
5. That all counselors be allowed some time free from duty for recreation.
6. That all junior counselors be at least college students.
7. That all camps have two nurses so that they may relieve each other.
8. That all camps use health habit charts.

9. That all camps require all campers to take a few hikes.
10. That all camps offer horsemanship.

APPENDIX I

CHART OF DAILY HEALTH HABITS

Names	Health Habit	Dates
		July 1 . 2 . 3 . 4 . 5 . 6 . 7 . 9 . 10 . 11
	Bowel movement	
	Toothbrush	
	Soap bath	
	Rest period	
	Bowel movement	
	Toothbrush	
	Soap bath	
	Rest period	
	Bowel movement	
	Toothbrush	
	Soap bath	
	Rest period	
	Bowel movement	
	Toothbrush	
	Soap bath	
	Rest period
	Bowel movement	
	Toothbrush	
	Soap bath	
	Rest period	
	Bowel movement	
	Toothbrush	
	Soap bath	
	Rest period	
	Bowel movement	
	Toothbrush	
	Soap bath	
	Rest period	

APPENDIX II

SAMPLE OF WEEKLY REPORT

Camp _____

Date _____

First Weekly Report for _____ Cabin 12

Height _____ Weight _____

Health _____

Physical _____

Aquatic _____

Devotional _____

Educational _____

General _____

Camp Store Balance \$ _____

Medical Officer . Cabin Counselor . Camp Director

APPENDIX III

QUESTIONNAIRE

Directions: Please check (x) or answer "yes" or "no" whenever possible.

PART I: HISTORY

1. When was your camp founded? _____
2. By whom was it founded? _____
3. Was it financed by:
 - a. individuals? _____
 - b. a corporation? _____
 - c. an organization? (Y.M.C.A., Boy Scouts, etc.) _____
4. How many terms do you operate each summer? _____
5. How long is each term? _____ weeks.
6. What was your camp enrollment in 1947?
 - a. First Term _____
 - b. Second Term _____
 - c. Third Term _____
 - d. Fourth Term _____
7. Do you classify your campers by age groups? _____ by grade? _____ or by number of years of camping experience? _____
8. If you use age groups for classification, please state ages in each group. (Example: a. 6-9; b. 10-12; c. 13-15; d. 16-18)
 - a. _____
 - b. _____
 - c. _____
 - d. _____
9. What is your fee per term? _____
10. Do you refund in any of the following cases?
 - a. Homesickness _____
 - b. Illness _____
 - c. Incorrigibility _____
 - d. Others _____
11. Do you charge extra for any of the following and, if so, how much?
 - a. Laundry _____
 - b. Craft _____
 - c. Horseback _____
 - d. Riflery _____
 - e. Tutoring _____
 - f. Others _____

QUESTIONNAIRE (Continued)

12. Is there a limit to the amount that the camper may spend per week in the camp store for confections? _____ Amount \$ _____
13. Which of the following do you use to aid you in enrolling campers?
 - a. Catalogs _____
 - b. Movies _____
 - c. Letters _____
 - d. Counselors _____
 - e. Mothers _____
 - f. Former campers _____
 - g. Other methods _____
14. Do you pay a commission to mothers or former campers when they solicit campers? _____
15. Do you use any of the following in administrating discipline?
 - a. Demerits _____
 - b. Withholding privileges _____
 - c. Hard labor _____
 - d. Corporal punishment _____
 - e. Campers Council _____
 - f. Dismissal from camp _____

PART II: PERSONNEL

1. Occupation of the Director? _____
2. How many years as director of your camp? _____
3. How many years of experience as boys' worker? _____
4. Number of counselors? _____ Average age of counselors _____
 Number of counselors who are high school students _____ Number
 of students from college as counselors _____ Number of counselors
 who were college graduates _____
5. How many counselors were school teachers? _____
6. Average salary of counselors for the term? _____
7. Does the salary of counselors include board? _____ Room _____
 Laundry _____ Expenses from home to camp and return? _____
8. How are the counselors selected?
 - a. Ability to bring boys to camp? _____ If so, how many boys
 must they bring? _____
 - b. Special qualifications in a given field? _____
 - c. Character and reputation? _____
 - d. Others? _____
9. How are Junior Counselors selected?
 - a. Well known athletes _____
 - b. Former campers _____
 - c. Good reputation _____
 - d. Others _____

QUESTIONNAIRE (Continued)

10. How many Junior Counselors? _____ Minimum age? _____ years
11. Do you have a graduate nurse? _____ Practical nurse? _____
 Dietitian? _____ Chef? _____ Fulltime kitchen help? _____
 How many fulltime kitchen helpers? _____ Paid table waiters? _____
 _____ How many? _____ Number of campers who wait on
 tables? _____ Other employees? _____
12. Are counselors given a night or day off? _____ If so, how much
 time? _____ hours. How often? _____

PART III: PROGRAM

Please check (x) activities offered in your camp.

- | | |
|---------------------|------------------|
| 1. Swimming | 20. Tennis |
| 2. Diving | 21. Volleyball |
| 3. Canoeing | 22. Handball |
| 4. Life Saving | 23. Shuffleboard |
| 5. Aquaplaning | 24. Horseback |
| 6. Fishing | 25. Riflery |
| 7. Woodcraft | 26. Archery |
| 8. Nature Study | 27. Ping Pong |
| 9. Craft | 28. Dancing |
| 10. Hiking | 29. Tutoring |
| 11. Boxing | 30. Golf |
| 12. Wrestling | a. Miniature |
| 13. Gymnastics | b. Regular |
| 14. Tumbling | 31. Music |
| 15. Baseball | 32. Dramatics |
| 16. Softball | 33. Movies |
| 17. Basketball | 34. Rest Hour |
| 18. Football | 35. Camp Paper |
| a. Touch | 36. Others |
| b. Regular | |
| 19. Track and Field | |

1. What activities do you provide on a rainy day?
- a. Gymnasium games? _____
- b. Movies? _____
- c. Talks? _____
- d. Others? _____

QUESTIONNAIRE (Continued)

2. Are your classes? Scheduled? _____ Optional? _____ Length of classes? _____ Number of swim periods each day? _____
3. How many times per week does the camper meet the same classes? _____
4. How many classes per day does the camper meet? _____
5. Are regular uniforms required: Campers? _____ Counselors? _____
6. How often do you make: Overnight hikes? _____ Supper hikes? _____ Breakfast hikes? _____
7. What time are the following: Reveille? _____ o'clock. Breakfast? _____ o'clock. Dinner? _____ o'clock. Supper? _____ o'clock. Taps for younger boys? _____ o'clock. Taps for older boys? _____ o'clock.
8. What is your Counselor-Camper ratio for hikes? (Example: 1 to 10) _____
9. What is your Life Guard-Swimmer ratio? _____
10. Do you use the "Buddy System" in the pools? _____
11. May parents visit camp any time? _____ Weekends only? _____
12. What contacts do you have with parents?
 - a. Letters from the Director? _____
 - b. Letters from the Counselors? _____
 - c. Weekly reports with comments from all of the camper's instructors? _____
 - d. Other methods? _____

(I would be interested in any further comments you may care to make concerning trips, final exercises, reunions, etc. Please use the back of this sheet.)

PART IV: HEALTH

1. Are all campers required to take typhoid shots? _____
2. Do you require a medical certificate from the camper's physician? _____
3. Do you keep a weekly height-weight chart on each camper? _____
4. Do you have an infirmary? _____ Complete isolation? _____
5. How far is the nearest hospital? _____ miles.
6. Do you have daily personal inspection? _____ or weekly inspection? _____
7. How often do you require a soap bath? _____
8. Do you keep a chart on daily health habits such as, bowel movement and toothbrush? _____

QUESTIONNAIRE (Continued)

9. At meal time do you serve the plates of campers under 10 years of age? _____
10. Do you have a milk line in mid-morning and mid-afternoon? _____

PART V: FOODS

1. What are your sources of fresh vegetables?
 - a. Farmers? _____
 - b. Market in town? _____
 - c. Raise your own? _____
2. What is your source of dairy products?
 - a. Farmers? _____
 - b. Creamery in town? _____
 - c. Have own dairy? _____
3. Is your milk raw or pasteurized? _____
4. What is your source of fresh meat?
 - a. Farmers? _____
 - b. Markets in town? _____
 - c. Raise your own? _____
5. Do you allow campers to have candy? _____ If so, how much? _____
6. Are campers allowed to receive candy or food from home? _____
7. Do you require the camper to share his sweets from home with his cabin-mates so as to avoid over-eating of sweets? _____

PART VI: SANITATION

1. What method of garbage disposal do you use?
 - a. Trucked away? _____
 - b. Incinerator? _____
2. What method of sewage disposal do you have?
 - a. Water carriage system? _____
 - b. Septic tank? _____
 - c. Other methods? _____
3. Are toilets located in the center of camp? _____
Are they scattered throughout the camp? _____
4. What source of drinking water do you have?
 - a. River? _____
 - b. Well? _____
 - c. Spring? _____
 - d. City supply? _____

QUESTIONNAIRE (Continued)

5. Do you chlorinate your drinking water? _____ Do you have your own chlorinating plant or do you treat by hand? _____
6. Do you use ice for refrigeration? _____ Electric refrigeration? _____ Both? _____
7. Do you have daily inspection of sleeping quarters? _____ If so, by whom? _____ What time of day? _____
8. Do you have shower baths? _____ Wash basins? _____

PART VII: PHYSICAL PROPERTIES

1. Number of cabins? _____
2. How many boys in each cabin? _____
3. How many counselors in each cabin? _____
4. Are your bunks double-decked? _____
5. Please state your method of lighting camp. _____
6. Do you have a dining hall? _____ Library? _____ Recreation Hall? _____ Gymnasium? _____
7. Do you have a Chapel? _____ Indoor? _____ Outdoor? _____
8. Other important buildings? _____
9. Number of baseball diamonds? _____ Clay tennis courts? _____ Concrete tennis courts? _____ Canoes? _____ Horses? _____ Rifles? _____
10. How many acres in your camp site? _____
11. Length of water front in yards? _____
12. How many swimming pools do you use? _____

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