

# Camp Counselor Program 2019 Review Report



This study was completed in compliance with the International Quality Standard ISO 20252 for market, public opinion and social research, to which EurekaFacts is certified.



## Table of Contents

<b>1. Executive Summary</b>	6
1.1 Key Findings & Takeaways	6
1.1.1 Participant Alumni Survey	6
1.1.2 Host Camp Survey	8
1.1.3 Economic Impact	10
<b>2. Introduction</b>	11
<b>3. Methodology</b>	12
3.1 Quantitative Research	12
3.2 Qualitative Research	13
<b>4. Exchange Visitor Program (EVP) Overview</b>	13
4.1 Overview	13
<b>5. Participant Alumni Survey: Detailed Findings</b>	21
5.1 Participant Characteristics	21
5.1.1 Countries of Citizenship	21
5.1.2 Placement	21
5.1.2 Eligibility in the Program	22
5.1.3 Years in the Program	23
5.1.4 Duties at Camp	23
5.2 Participant Demographics	23
5.3 Public Diplomacy	24
5.3.1 Cultural Exchange	24
5.3.2 Developing Personal Relationships	29
5.3.3 Change in Attitudes	30
5.4 Program Impact	31
5.4.1 Satisfaction and Experiences	31
5.5 Program Needs and Uses & Motivation for Participation	34
5.6 Benefits to the Participant	36
5.6.1 Professional Impact	38
5.6.2 Personal Impact	40
5.6.3 Likelihood of Returning to the U.S.	42
5.7 Economic Impact	43
<b>6. Host Camp Survey: Detailed Findings</b>	47

6.1	Host Camp Characteristics.....	47
6.1.1	Host Camp Types.....	47
6.1.2	Location.....	48
6.1.3	Years in Operation and Participating in the Exchange Visitor Program.....	48
6.1.4	Size .....	50
6.2	Public Diplomacy .....	51
6.3	Program Impact.....	52
6.3.1	Satisfaction and Experiences .....	52
6.4	Program Needs & Uses.....	55
6.5	Benefits to the Host Camps .....	56
6.6	Economic Impact .....	57
6.7	Program Impact on Host Camps.....	59
6.7.1	Value of the Program .....	59
6.7.2	Scope of Impact.....	60
6.7.3	Community Impact.....	64
6.8	Program Reciprocity for American and International Camp Counselors .....	66
6.8.1	Program Reciprocity.....	66
6.9	Program Challenges.....	67
<b>7.</b>	<b>Conclusion .....</b>	<b>68</b>
<b>8.</b>	<b>Appendices .....</b>	<b>70</b>
8.1	Appendix A: Participant Alumni Survey.....	70
8.2	Appendix B: Host Camp Survey .....	80
8.3	Appendix C: Host Camps Interview Protocol.....	89

# List of Figures

- Figure 1. Participant Eligibility in the Program ..... 22
- Figure 2. Years in the Program..... 23
- Figure 3. English-speaking Ability Prior to Program Participation ..... 24
- Figure 4. Improvement in English Ability After Program Participation ..... 25
- Figure 5. Types of Cultural Activities..... 26
- Figure 6. Sharing Cultural Activities from Country of Origin..... 27
- Figure 7. Cultural Activities Shared from Country of Origin ..... 28
- Figure 8. Experience Developing Personal Relationships ..... 29
- Figure 9. Changes in Views Regarding U.S. After Camp Counselor Program..... 30
- Figure 10. Experience Ratings within the Program..... 32
- Figure 11. Participation Motivations and Level of Importance ..... 34
- Figure 12. New Skills Gained in the Camp Counselor Program ..... 36
- Figure 13. Professional Applicability of Skills Gained by Industry Type..... 37
- Figure 14. Professional Impacts Gained from the Program..... 38
- Figure 15. Personal Impacts Gained from the Program..... 40
- Figure 16. Types of Host-Camps ..... 47
- Figure 17. Years in Operation ..... 48
- Figure 18. Years of EVP Participation..... 49
- Figure 19. Types of Cultural Activities..... 51
- Figure 20. Main Reasons for Participation..... 55
- Figure 21. Main Benefits for Participation..... 56
- Figure 22. Host Camps’ Perceived Importance of the Camp Counselor Program ..... 59
- Figure 23. Impact if Camp Counselor Program Were No Longer Available ..... 60
- Figure 24. Likelihood of Negative Consequences if Host Camps Did Not Host Camp Counselors ..... 61
- Figure 25. Interaction Between Members of the Community and International Camp Counselors..... 64
- Figure 26. Equivalence of Jobs and Training & Development Offered to American Counselors ..... 66
- Figure 27. Challenges Working with the Camp Counselor Program..... 67

# List of Tables

- Table 1. Comfort Adjusting to American Culture..... 28
- Table 2. Overall Experience in the U.S. .... 31
- Table 3. Level of Agreement for Statement 1..... 33
- Table 4. Level of Agreement for Statement 2..... 33
- Table 5. Recommendation Likelihood ..... 34
- Table 6. Likelihood of Returning to the U.S. .... 42
- Table 7. Total Expenditures by Participants Over 30-day Travel Duration ..... 43
- Table 8. Total Expenditures by Category Over 30-day Travel Duration..... 43
- Table 9. Total Expenditures Over 30-day Travel Duration by State..... 44
- Table 10. Number of Seasonal and Full-Time Workforce in 2018 Season..... 50
- Table 11. Host Camp Satisfaction Level ..... 52
- Table 12. Host Camp Fulfillment Level ..... 53
- Table 13. Likelihood to Participate Again and Recommend to Others..... 53
- Table 14. Level of Agreement for Statement 1..... 54
- Table 15. Percentage of Revenue in Peak and Off-season ..... 57
- Table 16. Source of Revenue ..... 57
- Table 17. Seasonal Positions ..... 58
- Table 18. Average Expenses for Host Camps ..... 58
- Table 19. Expenses on International vs Domestic Camp Counselors ..... 59
- Table 20. Likelihood Ratio of Negative Consequences to Occur for Host Camps..... 62

## 1. Executive Summary

The Camp Counselor Program, a category within the U.S. Department of State's Exchange Visitor Program (EVP), offers international participants a way to interact directly with American campers by overseeing and leading group activities at camp during the U.S. summer season. Qualified participants must be 18 years old or older, proficient in English, and classify as a foreign post-secondary student, youth worker, teacher, or individual with specialized skills.

The Alliance for International Exchange partnered with EurekaFacts, an independent research firm that specializes in social science and policy research, to conduct a thorough review and evaluation of the Camp Counselor Exchange Visitor Program.

The findings presented in this report are based on:

- A review of materials about the purpose and goals of the Camp Counselor program;
- A survey of 2,561 participant alumni conducted in April and May 2019. The survey included those who participated in the program within the last five years;
- A survey of 376 host camps conducted in April and May 2019; and
- In-depth interviews with nine host organizations that currently utilize the program.

### 1.1 Key Findings & Takeaways

#### 1.1.1 Participant Alumni Survey

**International camp counselors illustrate enhanced positive opinions and attitudes about U.S. summer camps and the U.S. in general. Their overall views of the U.S. improved after participating in the Camp Counselor Program.**

- 83.6% of participants indicate a *much more positive* or *somewhat positive* opinion after their experience with American camps in the program.
- Almost seven-tenths (69.4%) of participants developed a *much more positive* or *somewhat positive* opinion about the United States in general based on their experiences.
- Nearly three-quarters (71.0%) describe a *much more positive* or *somewhat positive* opinion about American culture while 76.1% express similar positivity regarding the American people they encountered.

**Overall, international camp counselors have a positive experience with this program and during their time in the U.S.**

- Over 95% of camp counselor participants (96.6%) report either having *very good* (79.6%) or *good* (16.9%) experiences when participating in the Camp Counselor program of the EVP. Likewise, almost all (95.3%) express being *extremely satisfied* (76.3%) or *somewhat satisfied* (19.0%) with these experiences.
- *Interactions with campers* (96.4%) rates as the most positive experience for counselors, followed by *relationships with other counselors* (95.0%), *opportunities to build upon existing skills* (94.2%), *the Camp Counselor program itself* (94.1%), *their role at camp* (93.2%), and *opportunities to learn new skills* (92.0%).

**Camp counselors feel that they obtain skills and knowledge that will help them in the future, both personally and professionally.**

- Most camp counselor participants (97.1%) either *strongly agree* or *agree* that they gained skills during their time in the program that will help them in their futures. The *education* field (67.2%) is the top cited industry within which participants are using or will use these skills.
- The top 3 skills gained or learned include *interacting with those different from themselves* (97.4%), *learning about the American summer camp culture* (97.3%), and *learning to adapt to new situations* (95.4%) as a result of their participation.
- Participants also express gaining self-confidence, stepping out of their “comfort zone,” and acquiring patience and empathy as a result of their experiences at American summer camps.

***Gaining new or improved personal skills and experiencing living in a different culture are top motivational drivers for camp counselor participants to engage in the program.***

- *Gaining new or improved personal skills* (95.4%) and *experiencing living in a different culture* (94.2%) were selected as top motivators when deciding to participate in the program.
- The next important drivers include *gaining new or improved professional skills* (89.8%), *visiting the United States* (89.6%), and *learning how to interact with people from other cultures* (86.6%) when deciding to participate in the program.

**International camp counselors express high levels of comfortability engaging in American culture.**

- Most participants (79.9%) commonly cited engaging in *American cultural themed events* such as

movie nights or dinners celebrating American culture while in the program.

- Most participants (83.4%) share their *own cultural traditions or activities from their country of origin* with Americans they encounter through the program. More specifically, 89.9% share *native words or phrases* from their culture.

**International camp counselors feel they have developed personal friendships with various members throughout the camp.**

- Almost all participants (98.2%) report *making connections with Americans* while 97.0% experience making connections with *fellow camp counselors*.
- Nearly three-fifths of all participants made connections with the *camp administration* (61.8%) and campers or their families (58.8%).
- An overwhelming majority (91.2%) still keep in touch with their American friends after leaving the United States.

### 1.1.2 Host Camp Survey

**Host camps express high levels of satisfaction with the Camp Counselor Program and believe it is achieving its goal as a cultural exchange program.**

- The vast majority (98.9%) are either *extremely satisfied* or *satisfied* with the Camp Counselor Program.
- Almost all host camps (99.8%) believe their experiences in the program meets the needs and goals of their organization overall, with 90.9% expressing their willingness to participate in the program again.
- 98.9% of host camps *strongly agree* or *agree* that the program is achieving its main purpose as a cultural exchange program. No host camps disagreed with this main purpose.

**Hosting American cultural themed events (86.7%) and outdoor recreational activities outside of camp (86.7%) were the most commonly cited cultural exchange activities offered by host camps.**

- More than four-fifths of host camps *host American cultural themed events (i.e. campfires, movie nights, dinners celebrating American culture)* (86.7%) and *outdoor recreational activities outside of camp* (86.7%).
- 82.6% of host camps *encourage or facilitate travel to other cities or states for recreational purposes*.



- More than three-fourths of host camps (78.8%) host a traditional event or activity for international camp counselors.

**The top motivation for host camps to participate in the Camp Counselor program is to *expose other American campers and counselors to international culture.***

- The vast majority (95.5%) feel that *exposing American campers and counselors to international culture* is of high importance when deciding to participate. *Does not have enough American students and workers to fill seasonal positions* (80.9%) was cited as the second top motivator.
- After engaging in the program, host camps believe *providing life-changing experiences for young people to take back to their home countries* (92.8%) was a top benefit when participating.

**Most host camps offer equivalent jobs and opportunities as well as training and development opportunities for American counselors in the U.S. in comparison to international camp counselors.**

- Almost all host camps (98.9%) report offering equivalent chances regarding job opportunities for Americans in the U.S. Roughly the same amount of host camps (98.7%) offer equally available opportunities for training and development to Americans as for international counselors in the U.S.

**Availability of their local workforce to fill seasonal positions during the camp season is reported as being difficult for host camps.**

- Over 80% of camps state finding local employees to fill seasonal jobs as either *very difficult* (38.3%) or *somewhat difficult* (44.7%). In other words, host camps in the Camp Counselor program have more seasonal jobs available than local workers to fill them.

**Host camps believe the Camp Counselor category of the Exchange Visitor Program is important to their organization.**

- A majority of host camps (90.7%) believe their organization would be negatively impacted if the Camp Counselor program ceased to exist.
- More than three-fourths (77.9%) of host camps indicated that *camp services or activities* would be reduced in the absence of the international camp counselors.
- Almost two-thirds (60.4%) of host camps indicated that without camp counselors from the EVP, they would likely *decrease the number of campers allowed to attend camp.*

- Half of host camps report that the absence of the Camp Counselor program would result in the *inability to operate during the season* and would *decrease revenues*.
- The interaction quality was rated *very well* or *well* between the international camp counselors and community members around the host camps.

### 1.1.3 Economic Impact

**International camp counselors contributed about \$59,132,787 in total expenditures during their 30-day grace period when traveling in the U.S. in 2018.**

- In 2018, 24,919 international camp counselors entered the United States and contributed over \$59.1 million to the United States economy during their 30-day travel period.
- Across all participants, most money is spent on lodging such as hotels (\$12.3 million) and entertainment such as dining out or going to the movies (\$11.5 million).
- Camp counselor participants spend on average \$2,373 per month during their 30-day travel period. In most cases, participants spent their money on traveling expenses, which included lodging, transportation, and entertainment.

**Participating in the Camp Counselor program can be a financially rewarding experience for participants. However, it can also be a financial investment. On average, participants earn \$2,120.60 in approximately 2.6 months in the U.S. In comparison, participants spend \$2,373 on average during their 30-day grace period. This shows that participants' earnings are recycled back into the U.S. economy.**

- *Earning money* is the least important motivator when deciding to participate in comparison to other motivating factors indicated.

## 2. Introduction

The Exchange Visitor Program (EVP), part of the United States Department of State's Bureau of Educational and Cultural Affairs (ECA),<sup>1</sup> started in 1961 as a way to strengthen United States relations in business, politics, and social ties with those abroad. Today, the EVP leads the way for public diplomacy outreach efforts, providing opportunities to over 300,000 international visitors and consists of 15 different categories visitors can choose from<sup>1</sup>. In FY2018 alone, 382,219 exchange visitor visas were granted across the categories, according to public statistics gathered by the State Department.<sup>2</sup>

The Camp Counselor program is just one of the privately funded programs within the 15 categories found in the U.S. Department of State's overarching Exchange Visitor Program. The U.S. Department of State selects and oversees various sponsor organizations, both public and private entities, to operate all aspects of the Camp Counselor category, acting as a liaison between the host camp and the international participant ("the camp counselor")<sup>3</sup>.

Summer camps provide a unique glimpse into the American culture experience. By having international visitors engage as a camp counselor for up to a four month stay (May to September), it allows them to not only immerse themselves into American culture and customs but also enhance their personal and professional skills. Additionally, international camp counselors serve as role models to American campers and can share their knowledge with others when they go back to their home country. This exchange demonstrates a powerful multiplier effect<sup>4</sup> as alumni pass on leadership skills, knowledge of American culture especially with American camps, and positive attitudes about the U.S. to different people they encounter back at home.

The Alliance for International Exchange entrusted EurekaFacts to conduct primary research through surveys and in-depth interviews as well as secondary research on the Camp Counselor program. The Alliance for International Exchange is an association of nearly 90 non-governmental organizations that

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<sup>1</sup> U.S. Department of State/Bureau of Educational and Cultural Affairs. (2019). Exchange Visitor Program [PDF file]. Retrieved from <https://j1visa.state.gov/wp-content/uploads/2019/02/Exchange-Visitor-Program-Fact-Sheet.pdf>

<sup>2</sup> U.S. Department of State. (2019). Classes of Nonimmigrants Issued Visas (Including Border Crossing Cards) Fiscal Years 2014-2018 [PDF file]. Retrieved <https://travel.state.gov/content/dam/visas/Statistics/AnnualReports/FY2018AnnualReport/FY18AnnualReport%20-%20TableXVIA.pdf>

<sup>3</sup> U.S. Citizenship and Immigration Services. (2018). Exchange Visitors. Retrieved from <https://www.uscis.gov/working-united-states/students-and-exchange-visitors/exchange-visitors>

<sup>4</sup> Alliance for International Exchange. (2016). U.S. Department of State Camp Counselor Exchange Program. [PDF file]. Retrieved from [https://www.alliance-exchange.org/wp-content/uploads/2018/04/2CampCounselor\\_2016.pdf](https://www.alliance-exchange.org/wp-content/uploads/2018/04/2CampCounselor_2016.pdf)

make up the international educational and cultural exchange community in the United States. The Alliance serves as a public policy advocate and helps build public awareness on behalf of the exchange community.

Research tasks for the current study included:

- Review of both the history and current state of the Camp Counselor program,
- Primary research with camp counselor participants and alumni, and
- Primary research with host camps partaking in the Camp Counselor program.

The primary goals of this research effort were to:

- Gain a comprehensive review of the overall history of the program model and its impact on U.S. public diplomacy.
- Understand the experiences encountered by participants and alumni through cultural interactions, their thoughts on the U.S., their level of satisfaction with the program, and any personal and professional impacts.
- Evaluate host camps' perspectives and experiences participating in the program and the program's impact on the camps through cultural and economic sustainability.
- Estimate the economic impact in the context of contributions into the local economy.

## 3. Methodology

### 3.1 Quantitative Research

An online survey was administered to participant alumni (Appendix A) and a second online survey was administered to host camps (Appendix B) of the Camp Counselor program, a category within the Exchange Visitor Program. Participants and host camps were identified through various working group networks, serving as representatives from the Alliance for International Exchange.

Survey questions for participants and alumni focused on various areas such as motivations and benefits to participate, cultural experiences, satisfaction with the program, and building geo-demographic profiles of the participants. Meanwhile, survey questions for host camps focused on reasons for participating, overall satisfaction, building host camp profiles, and the program's impact on the camps.

The initial invitation to participate in the online survey for participants and alumni of the Camp Counselor program was sent on April 23, 2019 via e-mail to those who participated in the program

within the last five years. A follow-up reminder invitation was sent via email to those who had not yet responded on April 30, 2019. The online survey was closed on May 17, 2019. Members in the working group, consisting of Alliance member organizations and associated sponsors, distributed the online survey and reminder emails to this group.

The host camp survey followed a similar methodology. The host camp survey opened on April 30, 2019, with an initial invitation being emailed to the Camp Director or equivalent. As the data collection period overlapped with camps' preparation for the new season, two reminder emails were sent; one on May 7, 2019, and another on May 14, 2019. The survey closed on May 24, 2019. EurekaFacts distributed the survey via email and contacted this group directly.

In total, 2,561 camp counselor participant alumni and 376 host camps completed the surveys.

### 3.2 Qualitative Research

Additionally, EurekaFacts conducted in-depth semi-structured interviews with nine host camps. The interviews were conducted by telephone and lasted approximately 30 minutes. Responses gathered from host camps were used to supplement and contextualize survey results, elaborate on experiences in the program, and more thoroughly learn about the camps themselves. The qualitative protocol (Appendix C) was designed to gain an insider perspective into understanding the values, challenges, and benefits the program had and explore the firsthand experiences with the Camp Counselor program and program participants.

The survey sample of host camps, provided by the working group networks, were used as the data pool for potential interviews. Host camps from across the United States were invited to participate. Outreach to host camps was conducted mainly over email, but camps had the option to reach out by phone, too.

## 4. Exchange Visitor Program (EVP) Overview

### 4.1 Overview

In 1948, the Smith-Mundt Act created a statutory information agency to “promote a better understanding of the United States in other countries, and to increase mutual understanding.”<sup>5</sup> Then in 1961, the Fulbright-Hays Act, also known as the Mutual Educational and Cultural Exchange Act of 1961,

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<sup>5</sup> U.S. Department of State. (n.d.). History and Mission of ECA – Bureau of Educational and Cultural Affairs. Retrieved from <https://eca.state.gov/about-bureau/history-and-mission-eca>

was created to further help establish a program that would carry out this mutual understanding and further strengthen ties with the U.S. and those abroad<sup>6</sup>. From this, the U.S. Department of State's Exchange Visitor Program emerged. The Fulbright-Hays Act of 1961 enabled the Bureau of Educational and Cultural Affairs of the U.S. Department of State to conduct exchange programs as a public diplomacy tool to develop "friendly, sympathetic, and peaceful relations," strengthening ties between the U.S. and countries abroad as well as promote "educational and cultural advancement."<sup>7</sup> The Act sought to achieve these goals by:

*"Increase mutual understanding between the people of the United States and the people of other countries by means of educational and cultural exchange; to strengthen the ties which unite us with other nations by demonstrating the educational and cultural interests, developments, and achievements of the people of the United States and other nations, and the contributions being made toward a peaceful and more fruitful life for people throughout the world; to promote international cooperation for educational and cultural advancement..."<sup>8</sup>*

The implementation of this Act grants exchange program participants entry into the United States through a temporary, non-immigrant visa, demonstrating approval to participate in work- and study-based categories within the Exchange Visitor Program for up to a certain number of months within the U.S. This specific visa is required for all 15 exchange categories, 13 of which are privately funded and are implemented under the State Department's Office of Private Sector Exchange, which designates more than 1,500 for-profit, non-profit, or federal, state, or local governments to conduct private sector programs. Meanwhile, the remaining two programs, International Visitors and Government Visitors are both publicly funded exchange categories.<sup>9</sup>

The cultural exchange programs seek to provide international visitors an opportunity to temporarily work alongside Americans, immerse themselves into American culture, develop skillsets such as teamwork, serve as role models for American campers, and share their exchange experiences when they return home. The Camp Counselor program brings in over 20,000 counselors annually for up to a four month stay between the months of May and September.<sup>10</sup> The program sponsors and designated host

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<sup>6</sup> Ibid.

<sup>7</sup> Mutual Educational and Cultural Exchange Act of 1961, 22 USC §§2451–2462. Retrieved from <https://www2.ed.gov/about/offices/list/ope/iegps/fulbrighthaysact.pdf>

<sup>8</sup> Ibid.

<sup>9</sup> U.S. Department of State/Bureau of Educational and Cultural Affairs, 1.

<sup>10</sup> U.S. Department of State. (n.d.). Facts and Figures. Retrieved from <https://j1visa.state.gov/basics/facts-and-figures/>

camps also benefit, serving different roles in this cultural exchange. Sponsors ensure the participant and host camp are the right fit for each other while assuring that safety and regulations are being adhered to. Host camps additionally gain an international perspective and have the ability to expand the types of skills their counselors bring to the campers' experiences, as well as fulfilling the needs of the camp.

## 4.2 How the Camp Counselor Program Operates

Many entities serve to ensure the success of the Camp Counselor Program, including:

- **Program Sponsors:** Organizations approved by the U.S. Department of State to manage the program.
- **Host Camps:** U.S. camps that offer camp counselor positions to international participants.
- **Participants:** International visitors who come to work in the U.S. for up to four months, engage in different cultural exchange and English-language opportunities, as well as learn new skills and/or build upon current skills for their professional and personal futures.

**Private Sector Programs Division:** Office within ECA at the State Department. There are four offices within the Private Sector Exchange Division with responsibilities for the Camp Counselor program: The Offices of Designation, Exchange Coordination and Compliance, Private Sector Exchange (PSE), and Policy and Program Support.<sup>11</sup> These offices also oversee other exchange visitor programs that ECA administers. Together, these offices review sponsors for designation approval; establish regulatory standards; conduct necessary supervision and coordination of the program sponsors; and determine the possible number of program participants annually.

Through this program, more than 300,000 international participants live and work alongside their American counterparts via the Exchange Visitor Program each year.<sup>12</sup> As camp counselors, participants gain opportunities to expose themselves to U.S. culture and traditions while sharing their own with other American campers and counselors. They also develop skills such as leadership, management, and teamwork that can be used in their future careers and interests. By having these opportunities from host camps and sponsors, it makes participants, many of whom are from countries critical to U.S. foreign

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<sup>11</sup> U.S. Department of State/Bureau of Educational and Cultural Affairs. (n.d.). Office of Private Sector Exchange. Retrieved from <https://eca.state.gov/about-bureau/organizational-structure/office-private-sector-exchange>

<sup>12</sup> U.S. Department of State/Bureau of Educational and Cultural Affairs, 1.

policy and national security interests, strong allies of the United States as they return home and pursue their respective careers.<sup>13</sup>

In return, host camps gain a mutually beneficial opportunity to engage in new international perspectives, experience different cultures and traditions, improve international visibility, and meet camp needs for seasonal staff. Furthermore, this program helps expand the availability of expertise such as sporting or outdoor skills to the U.S. camps and the American campers themselves. Program sponsors, designated by the Department of State, work in tandem with host camps to further public diplomacy, ensure the participants' safety, and certify that host camps are not displacing American workers.

Furthermore, these programs are a public-private partnership between the sponsors and private sector programs where the sponsors are monitored for compliance with State Department regulations."<sup>14</sup> Students are tracked in the U.S. by the Department of Homeland Security (DHS) through the Student Exchange Visitor Information System (SEVIS) and pay a SEVIS user fee to fund the tracking activity.<sup>15</sup> Part of this SEVIS fee is transferred by DHS to State to pay for ECA costs of overseeing the private sector exchanges.

#### 4.3 Program Sponsor Profiles and Responsibilities

Organizations must apply for the "Exchange Visitor Program Application," also known as the Form DS-3036, to the U.S. State Department.<sup>16</sup> In order to become a program sponsor, organizations must demonstrate their ability to meet the designated regulations [22 CFR Part 62] and financial regulations [22 CFR 62.3(b) and 22 CFR 62.5(b)].<sup>17</sup> In some cases, program sponsors have representatives that work with the host camps, the Department of State, and the participants themselves.

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<sup>13</sup> Ibid.

<sup>14</sup> U.S. Department of State. (n.d.). Exchange Visitor Program – Compliance Reviews and Sanction Actions | Program Sponsors. Retrieved from <https://j1visa.state.gov/sponsors/current/regulations-compliance/compliance-reviews-and-sanction-actions/>

<sup>15</sup> U.S. Immigration and Customs Enforcement. (2019). Student and Exchange Visitor Program. Retrieved from <https://www.ice.gov/sevis>

<sup>16</sup> U.S. Department of State. (n.d.). Exchange Visitor Program – How to Apply | Program Sponsors. Retrieved from <https://j1visa.state.gov/sponsors/become-a-sponsor/how-to-apply/>

<sup>17</sup> Ibid.



There are approximately 23 different Camp Counselor program sponsors across the United States that place participants in appropriate summer camps.<sup>18</sup> Program sponsors are responsible for selecting participants in the Exchange Visitor Program, vetting and screening perspective hosts, conducting an in-person interview, and continually supporting and monitoring participants during their entire program stay.<sup>19</sup> Furthermore, participants directly contact their sponsor with any questions or concerns they have, such as specific program or submission requirements.

Other responsibilities for sponsors include ensuring participants are matched to the right camp program; ensuring participants have the required medical insurance prior to entering the program; and providing participants with an outline of the estimated cost and fees of the exchange program, including living expenses in the United States. Moreover, sponsors are responsible for providing clear information, such as defined responsibilities and obligations as a camp counselor, sponsors' rules participants must follow, and important points of contact for the participants.<sup>20</sup> Also, program sponsors must submit an annual report to the Department of State, describing the course of the exchange program, as well as identifying any changes or serious problems encountered.<sup>21</sup> Proof of compliance with insurance coverage and summary of the DS-2019 are also included in the report. Sponsors collect a program fee from participants; however, fees vary by sponsor based on services provided (flights, etc.).<sup>22</sup>

#### 4.4 Host Camp Profiles and Responsibilities

Host camps for the Camp Counselor category of the EVP must either be accredited as a member of the American Camp Association (ACA), be officially affiliated with a recognized non-profit, or have been inspected and approved by the program sponsor.<sup>23</sup> Also, camps must demonstrate having the appropriate facilities and personnel to provide the exchange experience.

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<sup>18</sup> U.S. Department of State. (n.d.). Exchange Visitor Program Participant and Sponsor Totals 2018. Retrieved from <https://j1visa.state.gov/basics/facts-and-figures/participant-and-sponsor-totals-2018/>

<sup>19</sup> American Immigration Council. (2016). The Exchange Visitor Program and J-1 Visas | Cultural Exchange. [PDF file]. Retrieved from [https://exchange.americanimmigrationcouncil.org/sites/default/files/research/the\\_exchange\\_visitor\\_program\\_and\\_j-1\\_visas.pdf](https://exchange.americanimmigrationcouncil.org/sites/default/files/research/the_exchange_visitor_program_and_j-1_visas.pdf)

<sup>20</sup> U.S. Department of State. (n.d.). How to Administer a Program | Program Sponsors. Retrieved from <https://j1visa.state.gov/sponsors/how-to-administer-a-program/>

<sup>21</sup> Ibid.

<sup>22</sup> U.S. Department of State. (n.d.). Eligibility and Fees | Participants. Retrieved from <https://j1visa.state.gov/participants/how-to-apply/eligibility-and-fees/>

<sup>23</sup> Americans for Cultural Exchange. (n.d.). About the J-1 Exchange Visitor Program. Retrieved from <https://www.americansforculturalexchange.org/about-j1-visas-draft>

Types of host camps range from day camps, special needs camps, general private independent camps, and so on. Camps, in tandem with the program sponsor, are responsible for deciding the type of participant they are looking for, then contacting a representative of the designated sponsor to connect with selected participants.

In regard to the participants themselves, host camps provide all meals and housing as well as a stipend at the end of the summer to participants. Other responsibilities for host camps include providing interactions with Americans and creating English-language and cultural exchange opportunities. Host camps guarantee that camp counselors will not primarily serve as support staff such as kitchen or administrative personnel, as those positions are a part of the Summer Work Travel category of the cultural exchange program.<sup>24</sup> Furthermore, host camps ensure that all jobs will not displace domestic U.S. workers at camps where program participants are placed.

#### 4.5 Participant and Alumni Profiles and Responsibilities

Camp counselors consist of foreign post-secondary students, youth workers, teachers, or individuals with specialized skills, as outlined in regulation 22 C.F.R. § 62.30.<sup>25</sup> Additionally, participants must have a sufficient level of English language proficiency in order to supervise and interact with the campers as well as be at least 18 years of age.

In order to apply to the Camp Counselor program, potential participants are responsible for completing all required steps, as follows:

- Participants are required to contact a sponsor or sponsor representative to take part in the Camp Counselor program. If selected, participants' information is put into Student Exchange Visitor Information System (SEVIS) to track information. SEVIS is managed by the Department of Homeland Security (DHS).
- Then, participants are issued the DS-2019 form, also known as the "Certificate of Eligibility for Exchange Visitor Status", given by the designated sponsor. This form identifies the participant,

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<sup>24</sup> U.S. Department of State. (n.d.). Camp Counselor Program | Employers. Retrieved from <https://j1visa.state.gov/programs/camp-counselor#employers>

<sup>25</sup> Costa, D. (July 14, 2014). *Guestworker Diplomacy J Visas Receive Minimal Oversight Despite Significant Implications for the U.S. Labor Market* (Briefing Paper #317). [PDF file]. Economic Policy Institute, Washington, D.C. Retrieved from <https://www.epi.org/files/2011/BriefingPaper317.pdf>

their designated sponsor, the start and end date, and the estimate cost of the exchange program.<sup>26</sup>

- Next, the participant will complete the online DS-160 form to be used when attending their scheduled interview with the U.S. Embassy abroad to determine eligibility for a non-immigrant Visa. The consular official has the final say over whether the participant is granted a visa.
- Throughout the process, program participants are required to pay any affiliated program fees to the sponsor organization in which they applied to.

After obtaining their Visa and entering their camp, counselors are responsible for supervising the American campers and leading different camp-related activities. The main goals as a camp counselor are to enhance campers' overall well-being and to ensure that campers are engaged and safe. In addition to their counselor duties, participants also perform “non-counseling” duties as a part of camp life, however, they will not primarily serve as support staff.<sup>27</sup>

#### 4.6 Program Growth and Oversight

Over the past 20 years, the EVP experienced exponential growth. This rapid growth created initial concerns over the potential lack of oversight. Therefore, in 1989, Congress appointed the U.S. Government Accountability Office (GAO) to examine whether the visa necessary for the EVP was compliant with the “congressional intent of the J-visa legislation.”<sup>28</sup> In 1990, the GAO released a report on their findings to the Congressional Committee. GAO expressed concerns about the ability of the private-sector exchanges office to oversee the growing exchange program. The report also outlined GAO’s beliefs that certain programs, including summer work travel, international camp counselor, and au pair was “inconsistent with legislative intent.”<sup>29</sup> Furthermore, the report indicated that regulations of obtaining the temporary, non-immigrant visa related to the EVP lacked adequate information, did not require sponsors to provide periodic and accurate records, nor subject sponsors to regular reviews. The

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<sup>26</sup> U.S. Department of State. (n.d.). About DS-2019 | Participants. Retrieved from <https://j1visa.state.gov/participants/how-to-apply/about-ds-2019/>

<sup>27</sup> U.S. Department of State. (n.d.). Camp Counselor Program | Participants. Retrieved from <https://j1visa.state.gov/programs/camp-counselor>

<sup>28</sup> Government Accountability Office. (February 1990). *U.S. Information Agency: Inappropriate Uses of Educational and Cultural Exchange Visas* (GAO/NSIAD-90-61). [PDF file]. Washington, D.C. Retrieved from <https://www.gao.gov/assets/150/148648.pdf>

<sup>29</sup> Ibid.

State Department's own Office of the Inspector General (OIG) reverberated many of the same criticisms. This report also identified potential recommendations.

In 2012, the OIG conducted a Compliance Follow-up Review (CFR) of ECA from the previous report, focusing on policy implementation, resource management, and management controls.<sup>30</sup> The report, published in 2013, found ECA was responsive to recommendations provided in the 1990 report. Additionally, it showed that ECA has "improved internal communications and developed a strategic planning process."<sup>31</sup> However, it also noted that there were still some who were questioning the degree of cultural exchange done within the program.<sup>32</sup> The OIG concluded that if cultural exchange was not made a key priority, the use of temporary, non-immigrant visas related to the EVP for program participants would not be permitted.

The Department of State implemented various recommendations identified in the GAO and OIG reports. Regulations have been further strengthened to ensure the health, safety, and well-being of program participants. More specifically, regulations state:

- Placements and hosts are appropriately vetted and approved, and provide frequent exchange with Americans, language learning, and cultural opportunities;
- Participants are regularly monitored by their American sponsor organizations and have access to a 24/7 toll-free help line; and
- Exchange visitors are not tied to their host employer or host family and may change placements at any time with sponsor assistance.<sup>33</sup>

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<sup>30</sup> United States Department of State and the Broadcasting Board of Governors/Office of Inspector General. (September 2013). *Compliance Followup Review of the Bureau of Educational and Cultural Affairs* (ISP-C-13-51). [PDF file]. Washington, D.C. Retrieved from <https://www.stateoig.gov/system/files/217913.pdf>

<sup>31</sup> Ibid.

<sup>32</sup> Ibid.

<sup>33</sup> Americans for Cultural Exchange, 1.

## 5. Participant Alumni Survey: Detailed Findings

An online survey was designed to be completed by camp counselor alumni. The survey covered different topics including primary reasons for participating in the program, cultural experiences, motivations and benefits of participation, and satisfaction with the program. A total of 2,561 participant alumni completed the survey.

### 5.1 Participant Characteristics

#### 5.1.1 Countries of Citizenship

Based on self-reported data from the participant alumni survey, many participant alumni came from the following top countries of citizenship: England/United Kingdom (44.4%), Australia (7.5%), New Zealand (6.2%), Poland (4.7%), and Ireland<sup>34</sup> (4.5%).

#### 5.1.2 Placement

Camp counselor participant alumni worked in nearly every state in the nation. Most participants who took the survey appear to be concentrated in the North East and West Coast areas. More specifically, New York (19%), Pennsylvania (12%), Maine (7.5%), California (5%), and Massachusetts (5%).

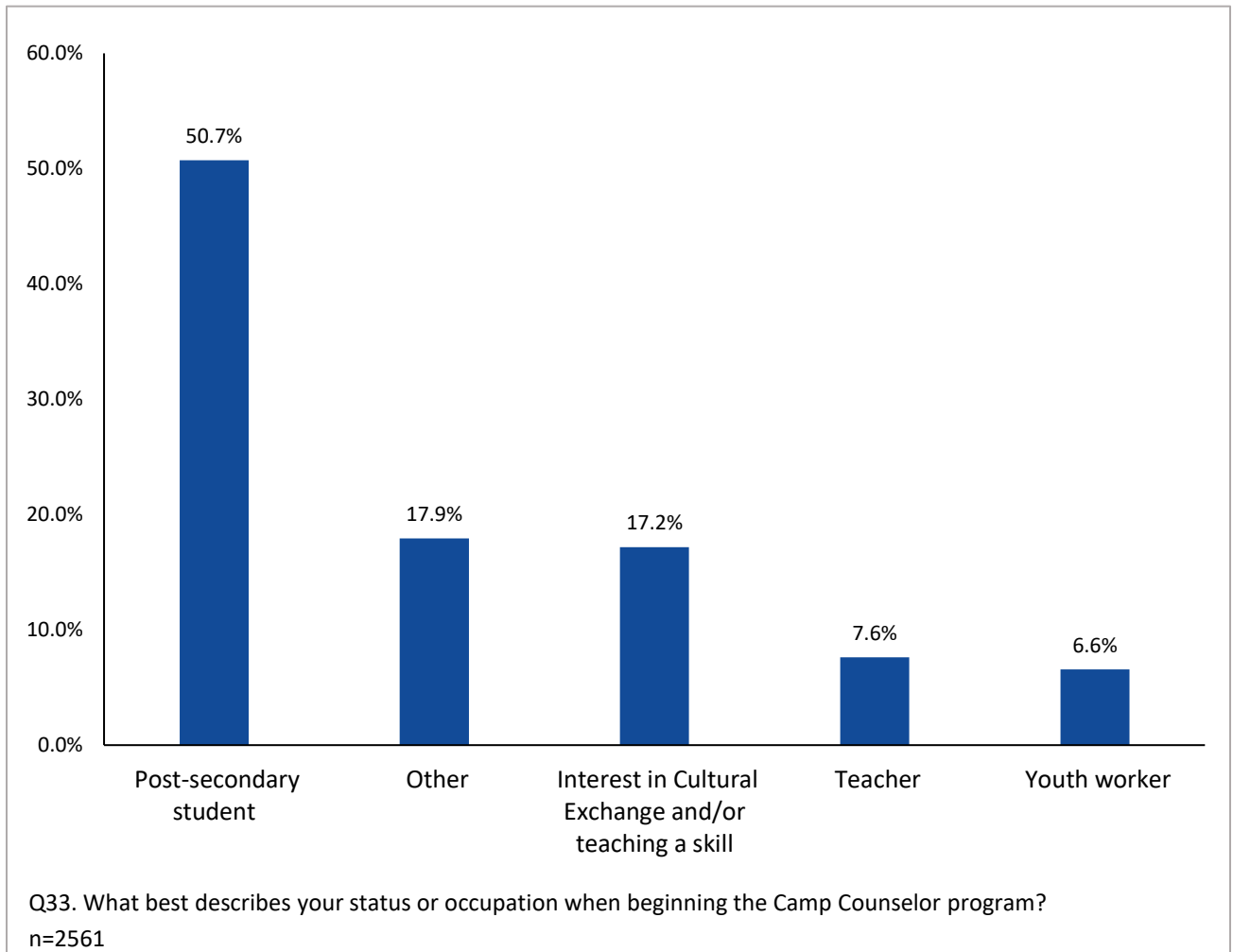
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<sup>34</sup>Excludes participants who specified Northern Ireland. Participants who selected Northern Ireland are included among the UK count.

### 5.1.2 Eligibility in the Program

As indicated in Figure 1 below, post-secondary students (50.7%) make up just over one-half of the sample. Other (17.9%) was the next most common group while those who indicated having an interest in cultural exchange and/or teaching a skill (17.2%) was the third most common.

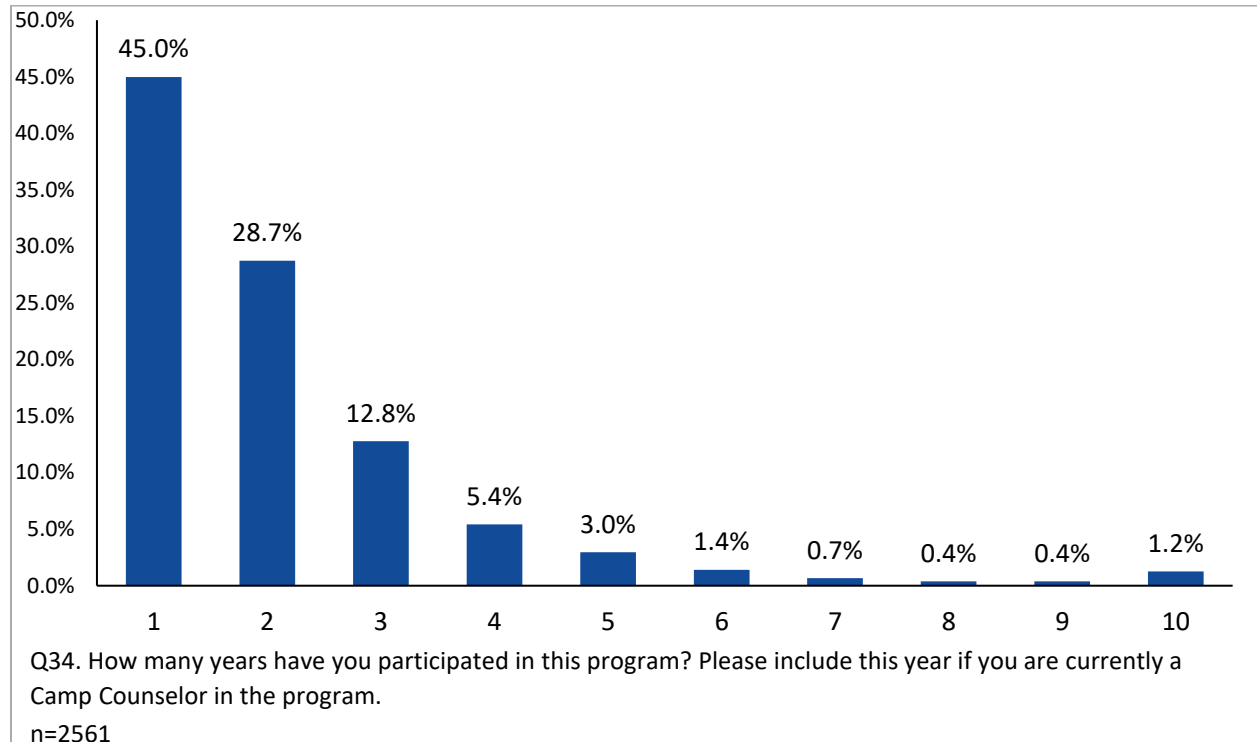
Figure 1. Participant Eligibility in the Program



### 5.1.3 Years in the Program

A large plurality of camp counselor alumni (45.0%) reported being in their first year participating in the program, while 28.7% of participants were in their second year, and 12.8% were in their third year of participation. Approximately 12.5% participated in the program for four years or more (See Figure 2).

Figure 2. Years in the Program



### 5.1.4 Duties at Camp

While working as camp counselors, international participants were responsible for different duties ranging from developing activities for campers to ensuring their safety and security. Based on the data received, the most common duties reported were:

- *Supervising campers* (84.8%)
- *Keeping campers safe* (83.5%)
- *Leading campers in activities* (76.5%)

## 5.2 Participant Demographics

Of those who responded to the survey, a majority of participants were 18-20 years old (42.9%) and 21-23 years old (37.2%). There were also more *males* (63.3%) than *females* (36.0%) who participated in the

program. Additionally, 97.2% of participants were either *native* English speakers (67.4%), *proficient* in English (17.8%), or had *conversational* level English-speaking abilities (12.0%).

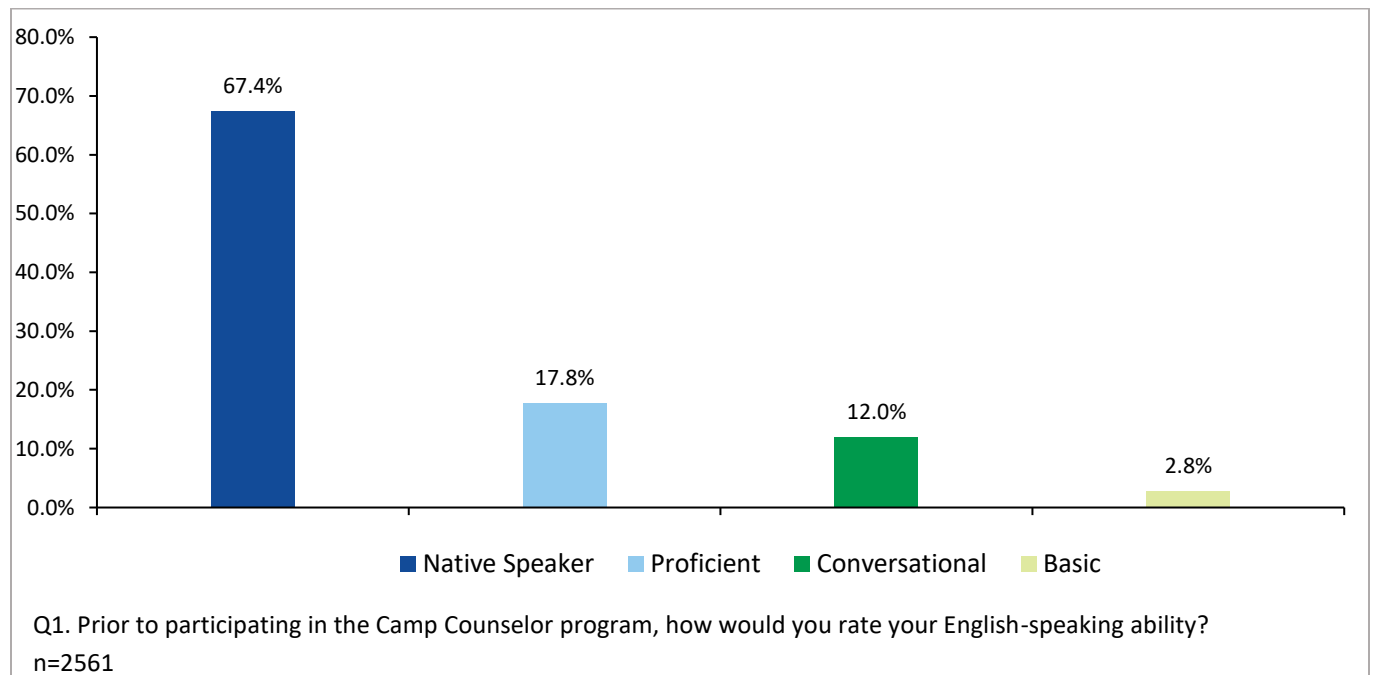
### 5.3 Public Diplomacy

Public diplomacy is a key component and overall goal for the Camp Counselor program. The goals and intentions of the Camp Counselor program demonstrate the foundational position of public diplomacy in the purpose and operation of the program. Therefore, the survey included several questions/measures to address the Camp Counselor program’s public diplomacy goals. These questions covered topics such as cultural exchange, participants’ opinions about the United States before and after the program, and the development and maintenance of friendships. The results below demonstrate that overall participation in the Camp Counselor program has a positive impact on perspectives and understanding of the United States and American culture.

#### 5.3.1 Cultural Exchange

When asked to rate their English-speaking ability prior to participating in the Camp Counselor program, the majority of participants reported being *native speakers* (67.4%). Some participants rated their English-speaking ability as *proficient* (17.8%) or *conversational* (12.0%), while very few rated their ability as *basic* (2.8%) (Figure 3).

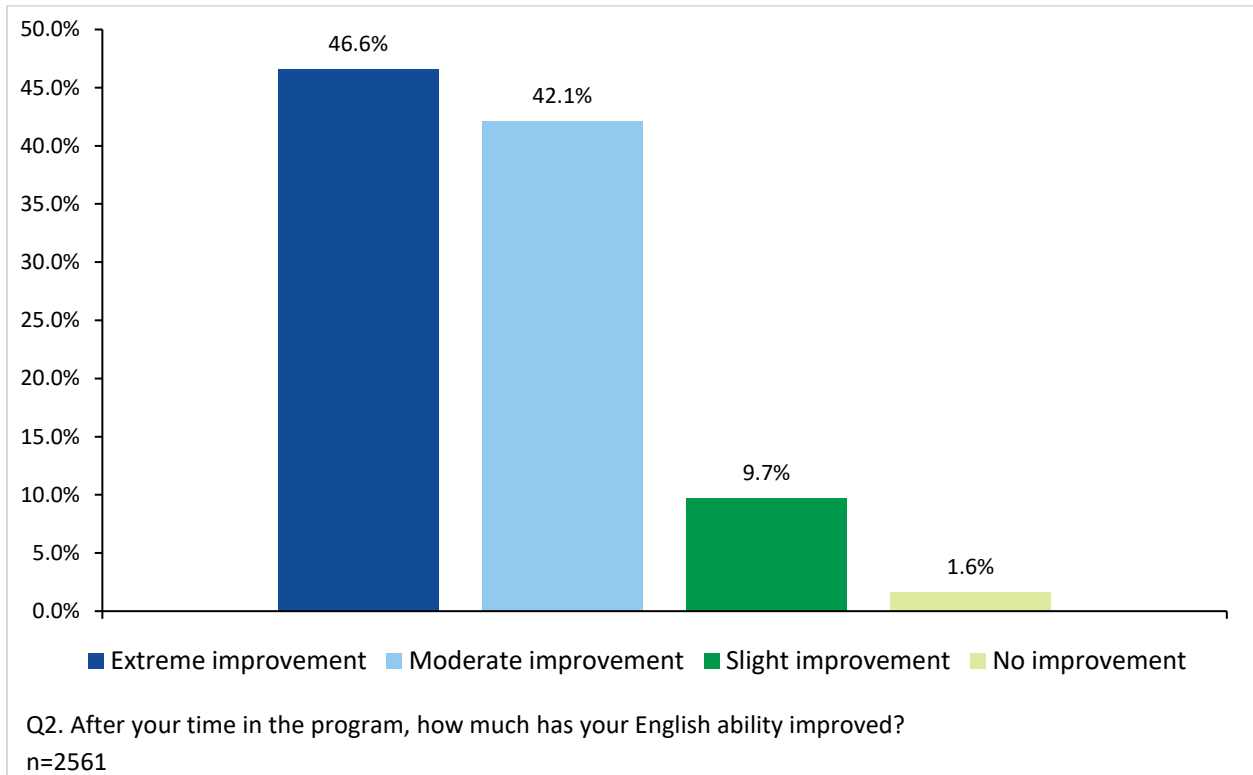
Figure 3. English-speaking Ability Prior to Program Participation





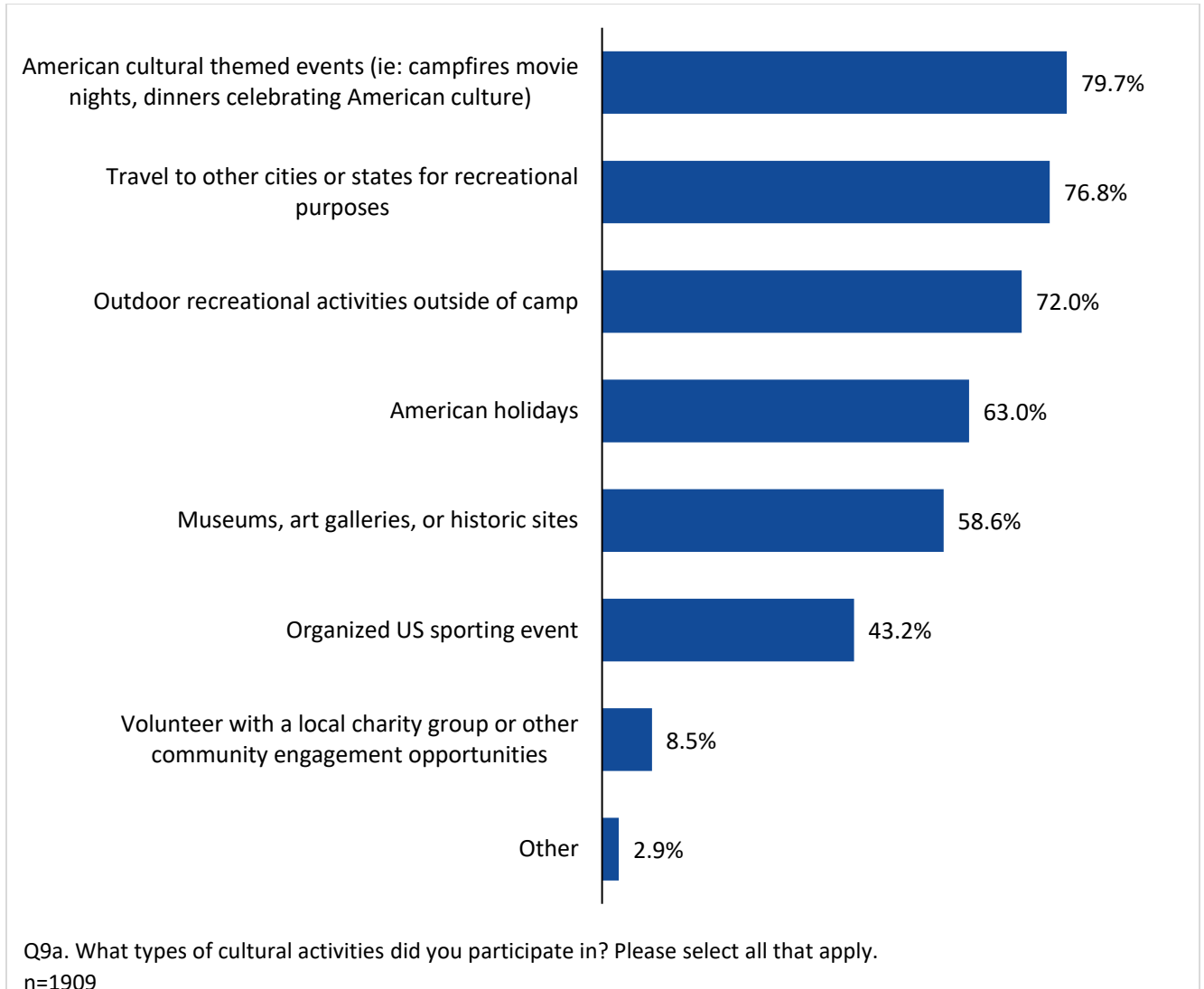
Participants agreed that their involvement in the Camp Counselor program led to improved English-speaking ability. Most participants indicated that after their time in the program, their English ability either *extremely improved* (46.6%) or *moderately improved* (42.1%). Very few participants indicated that the program resulted in either *slight improvement* or *no improvement* in their English ability, 9.7% and 1.6%, respectively (Figure 4).

Figure 4. Improvement in English Ability After Program Participation



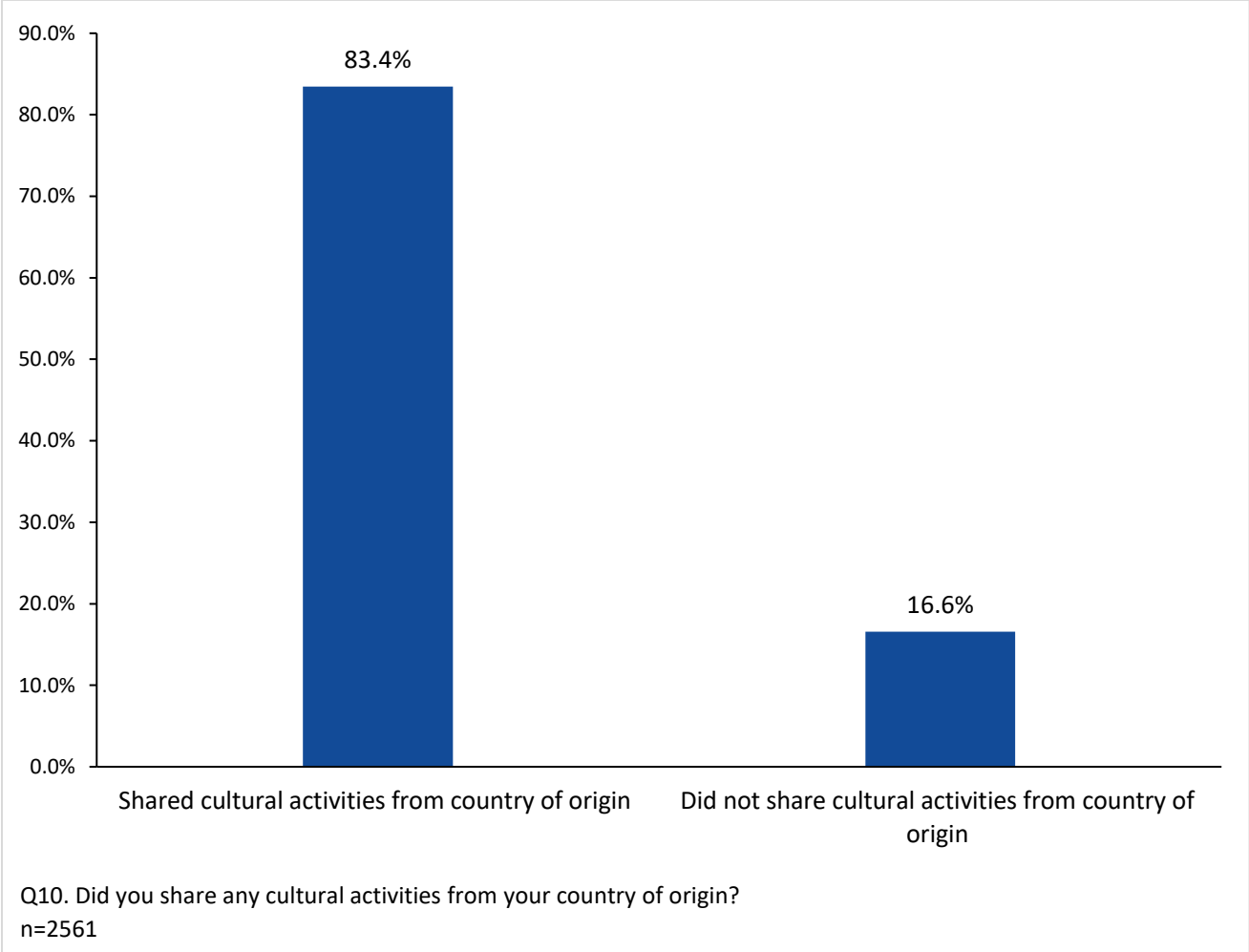
Camp counselors participated in various types of cultural activities while in the program. Figure 5 shows the different activities that occurred. Popular cultural activities included participating in *American cultural themed events* such as movie nights or dinners (79.9%), *traveling to other U.S. cities or states for recreational purposes* (76.8%), and engaging in *outdoor recreational activities outside of camp* (72.0%).

Figure 5. Types of Cultural Activities



Cultural exchange opportunities were bilateral. Most participants (83.4%) share their own cultural traditions or activities from their country of origin with Americans they encountered through their program (Figure 6).

Figure 6. Sharing Cultural Activities from Country of Origin



The types of cultural activities camp counselors shared with their American counterparts varied as well. Figure 7 shows the different shared cultural activities as well as the frequency with which they occurred. Popular cultural activities include sharing *words or phrases in one’s native language* (89.9%); *stories, pictures, or mementos* (80.4%); and *food dishes from one’s country of origin*. Furthermore, a majority of participants (93.7%) felt *very comfortable* or *comfortable* adjusting to American culture (see Table 1).

Figure 7. Cultural Activities Shared from Country of Origin

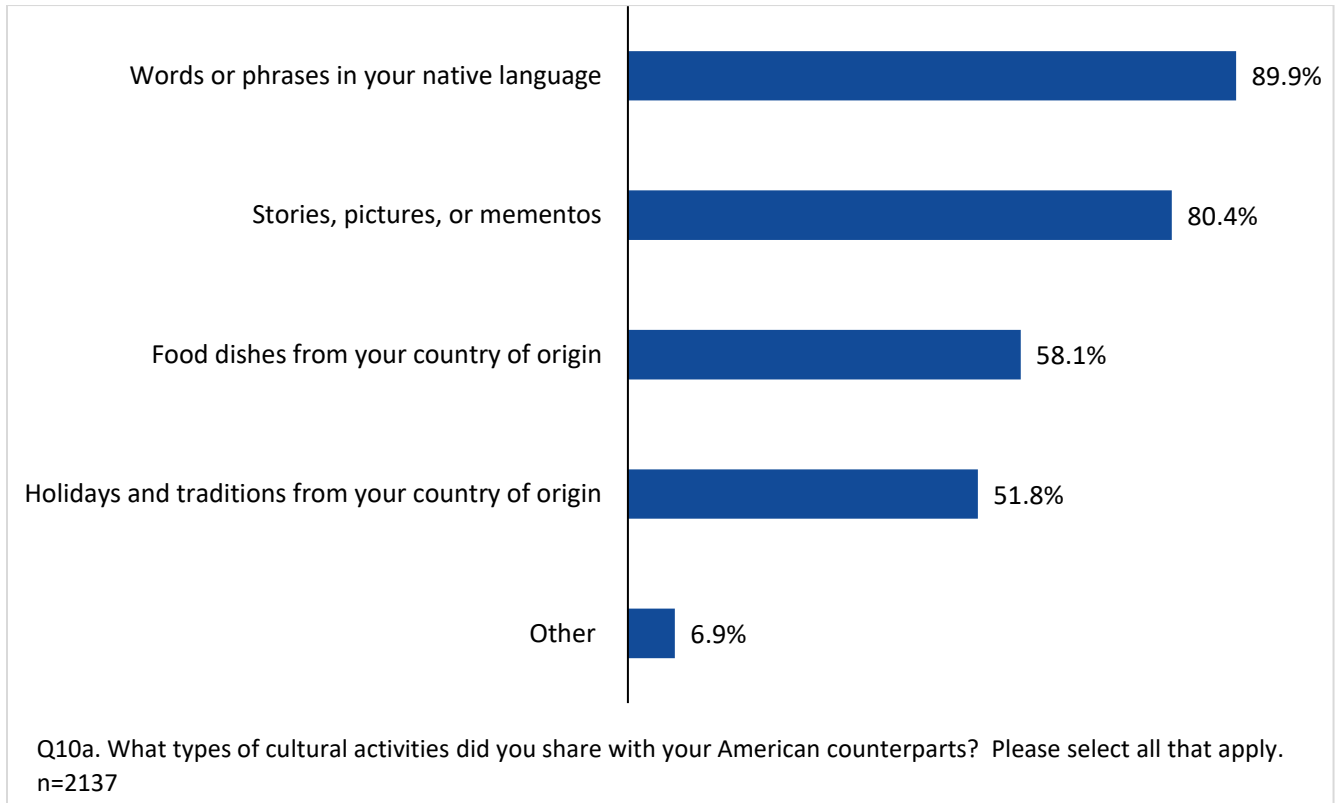


Table 1. Comfort Adjusting to American Culture

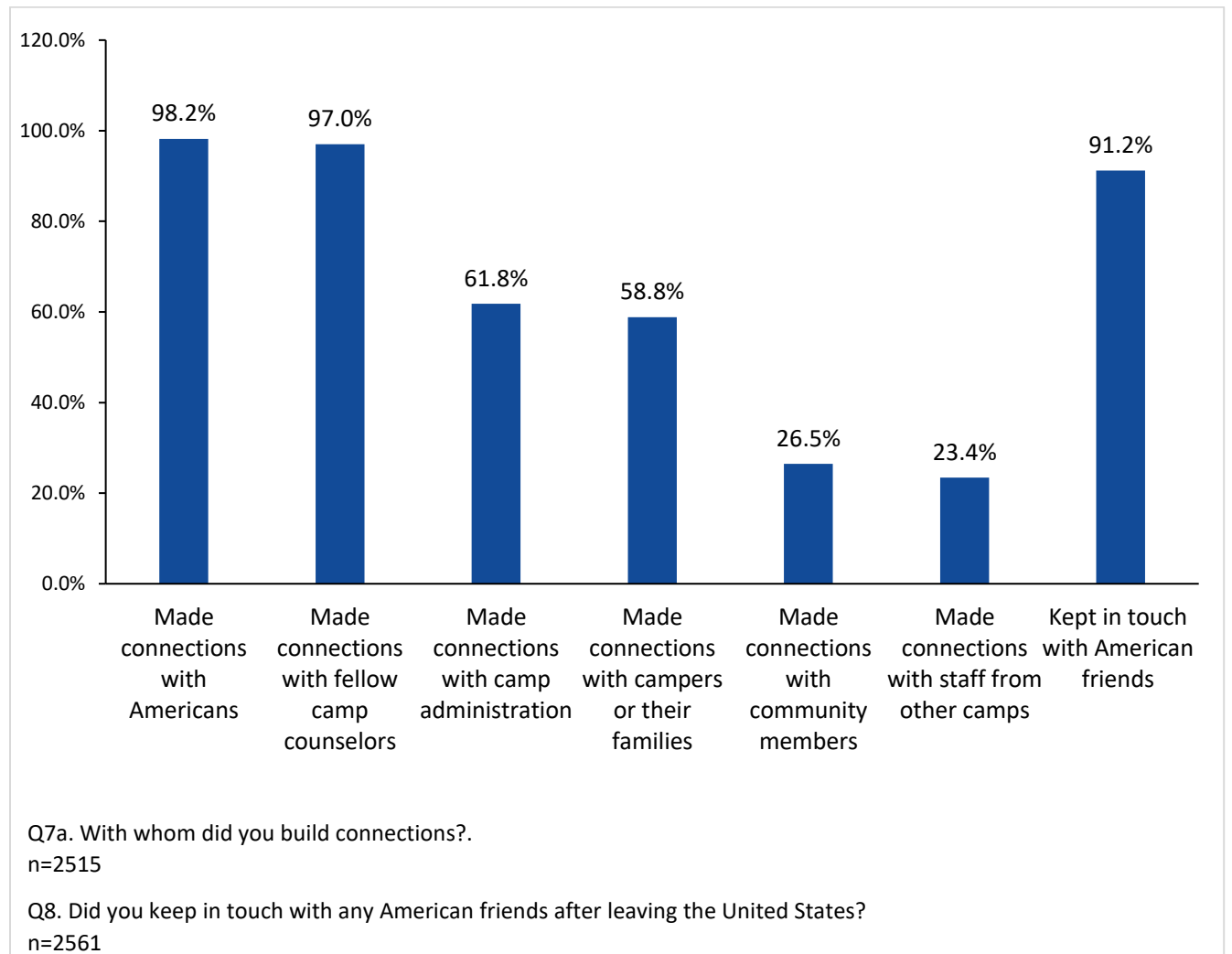
Based on your experiences participating in the Camp Counselor program, how comfortable are/were you to adjusting to American culture?	n	%
<b>Very comfortable</b>	1544	60.3%
<b>Comfortable</b>	855	33.4%
<b>Neither comfortable</b>	98	3.8%
<b>Somewhat uncomfortable</b>	51	2.0%
<b>Not at all comfortable</b>	13	0.5%

Q11. Based on your experiences participating in the Camp Counselor program, how comfortable are/were you to adjusting to American culture? n=2561

### 5.3.2 Developing Personal Relationships

Establishing and maintaining friendships was identified as being an important part of public diplomacy, which speaks to the power of an individual’s influence. Almost all participants developed personal relationships during their experience. Figure 8 shows nearly all participants (98.2%) made connections with Americans. While nearly three-fifths of all participants *made connections with the camp administration* (61.8%) and *campers or their families* (58.8%), almost all participants (97.0%) *made connections with other camp counselors*. Furthermore, approximately a quarter of participants made *connections with community members* (26.5%) and with staff from other camps (23.4%). Additionally, a vast majority (91.2%) of camp counselor alumni also *kept in touch with their American friends* after leaving the United States (Figure 8).

Figure 8. Experience Developing Personal Relationships



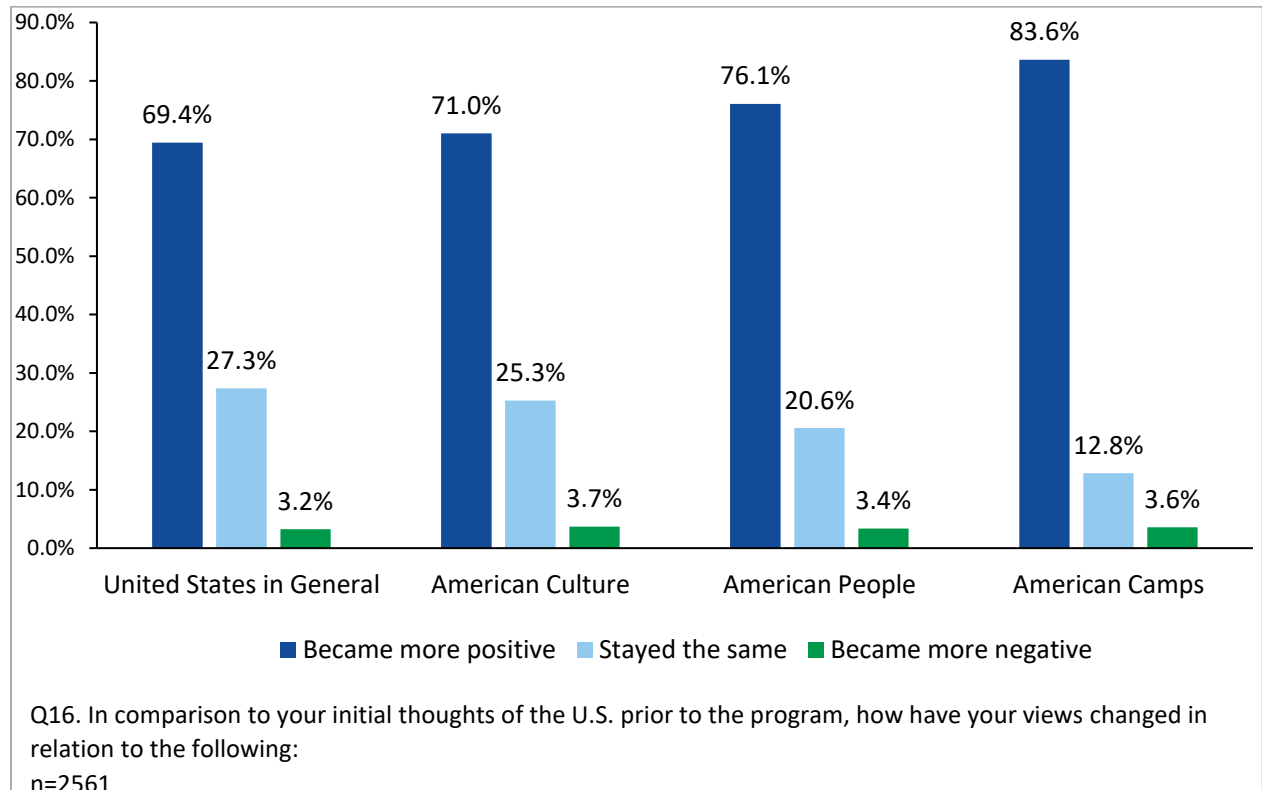
### 5.3.3 Change in Attitudes

In comparison to the opinions held by camp counselors before participating in the Camp Counselor category of the EVP, close to 70% of participants' opinions became *somewhat positive* or *much more positive* about the U.S. in general after their experience in the U.S. (69.4%) (Figure 9). Furthermore, nearly three quarters of participants (71.0%) described their opinions of American culture as *somewhat positive* or *much more positive* after completing the program.

A similar trend was found when participants were asked to describe their change in views regarding American people; 76.1% said their views became *somewhat positive* or *much more positive* after their participation in the Camp Counselor program. Regarding changes in participants' views on American camps, a majority of participants (83.6%) indicated that their views became *somewhat positive* or *much more positive* after the Camp Counselor program.

Alternatively, approximately a quarter of participants' views on the *United States in general* (27.3%) and *American culture* (25.3%) did not change. Furthermore, 20.6% and 12.8% of participants reported no changes in their opinions on *American people* and *American camps*, respectively (Figure 9).

Figure 9. Changes in Views Regarding U.S. After Camp Counselor Program



## 5.4 Program Impact

### 5.4.1 Satisfaction and Experiences

Nearly all (95.3%) camp counselor participants reported being either *extremely satisfied* (76.3%) or *somewhat satisfied* (19.0%) with their experience. Likewise, when participants were asked to assess their overall experience in the U.S., Table 2 shows that almost all (96.6%) participants reported it was either *very good* (79.6%) or *good* (16.9%). Less than 2% report a negative experience in the U.S.

Table 2. Overall Experience in the U.S.

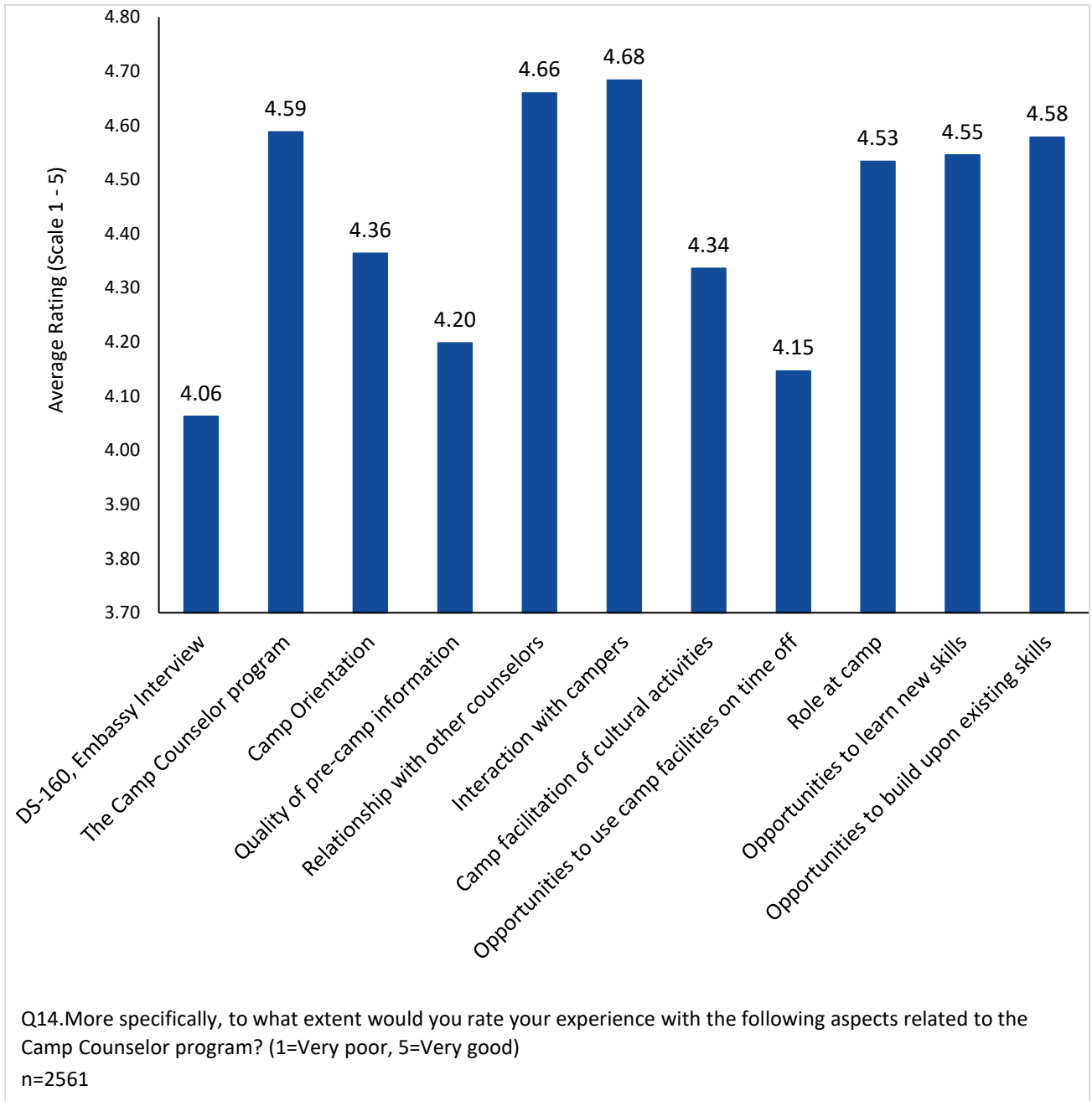
In your opinion, would you say your overall experience...		Very good	Good	Neutral	Poor	Very poor
in the U.S. was	%	79.6%	16.9%	1.0%	1.0%	0.6%
	n	2039	434	25	25	15

Q13. In your opinion, would you say your overall experience...  
n=2561

When participants were asked to rate certain aspects of the Camp Counselor program on a scale of 1 to 5, with 1 being a *very poor* experience and 5 being a *very good* experience, 96.4% of participants described the interactions with campers as either *good* or *very good*. Figure 10 below represents the average overall rating for each aspect of the Camp Counselor program. All aspects had an average rating higher than four, meaning that participants had a positive response about their experience with each aspect. Among the 11 aspects assessed, interaction with campers had the highest average positive rating. Similarly, most participants (90%) also rated their relationship with other counselors (95.0%), their opportunities to build upon existing skills (94.2%), the Camp Counselor program itself (94.1%), their role at camp (93.2%), and their opportunities to learn new skills (92.0%) as *very good* or *good*.

Although the DS-160 embassy interview had the lowest rating, it was still just above four on the five-point scale. Nevertheless, when asked on how to improve the DS-160 embassy interview process, participants provided several suggestions. Reducing the long processing time for the embassy interview was the most common suggestion based on survey results.

Figure 10. Experience Ratings within the Program





Participants were also asked to indicate their level of agreement on the following two statements:

*Statement 1: I feel that camp showed interest in my growth as a camp counselor.*

*Statement 2: I feel that I have gained experiences that can help me with my future.*

For statement 1, *I feel that camp showed interest in my growth as a camp counselor*, a majority of participants (86.3%) selected either *strongly agree* (56.8%) or *agree* (28.5%) (Table 3). For statement 2, *I feel that I have gained experiences that can help me with my future*, almost all participants (97.1%) selected either *strongly agree* (79.0%) or *agree* (18.1%) with the statement (Table 4).

*Table 3. Level of Agreement for Statement 1*

To what extent do you agree or disagree with the following statement:		Strongly agree	Agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
I feel that camp showed interest in my growth as a camp counselor.	%	56.8%	28.5%	8.7%	3.4%	2.5%
	n	1455	730	223	88	65

Q17. To what extent do you agree or disagree with the following statement:  
n=2561

*Table 4. Level of Agreement for Statement 2*

To what extent do you agree or disagree with the following statement:		Strongly agree	Agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
I feel that I have gained experiences that can help me with my future.	%	79.0%	18.1%	2.0%	0.6%	0.4%
	n	2022	463	51	15	10

Q18. To what extent do you agree or disagree with the following statement:  
n=2561

Additionally, almost all (94.9%) camp counselor participants indicated they were either *very likely* (85.2%) or *somewhat likely* (9.7%) to recommend the program to their friends (see Table 5).

Table 5. Recommendation Likelihood

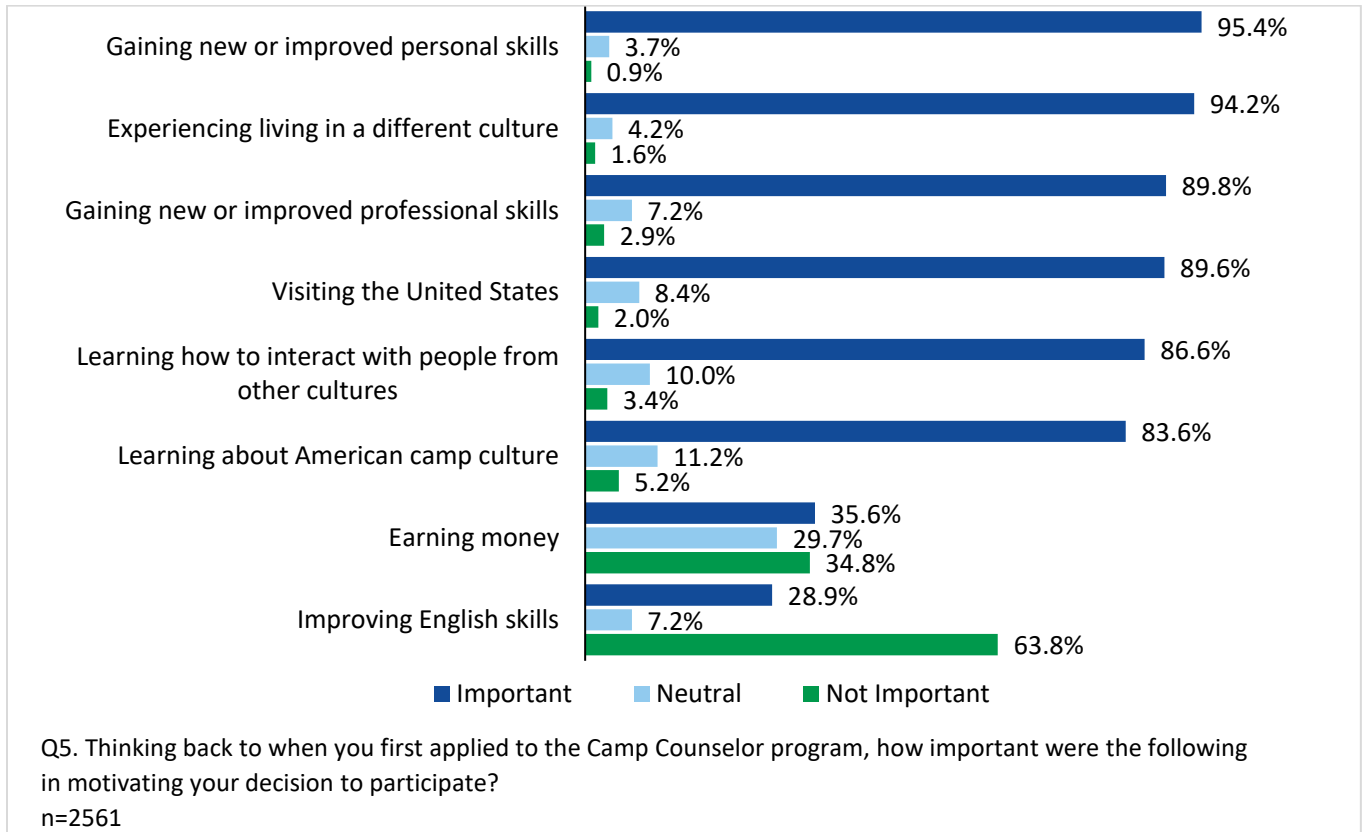
How likely are you to recommend the Camp Counselor program...		Very likely	Somewhat Likely	Slightly likely	Not at all likely
<b>To your friends</b>	%	85.20%	9.70%	2.90%	2.30%
	n	2182	248	73	58

Q24. How likely are you to recommend the Camp Counselor program to your friends and future participants?  
n=2561

### 5.5 Program Needs and Uses & Motivation for Participation

Camp counselors gave various reasons as to what motivated them to participate within this category of the Exchange Visitor Program. When asked to think in terms of levels of importance as shown in Figure 11, participants reported the following.

Figure 11. Participation Motivations and Level of Importance



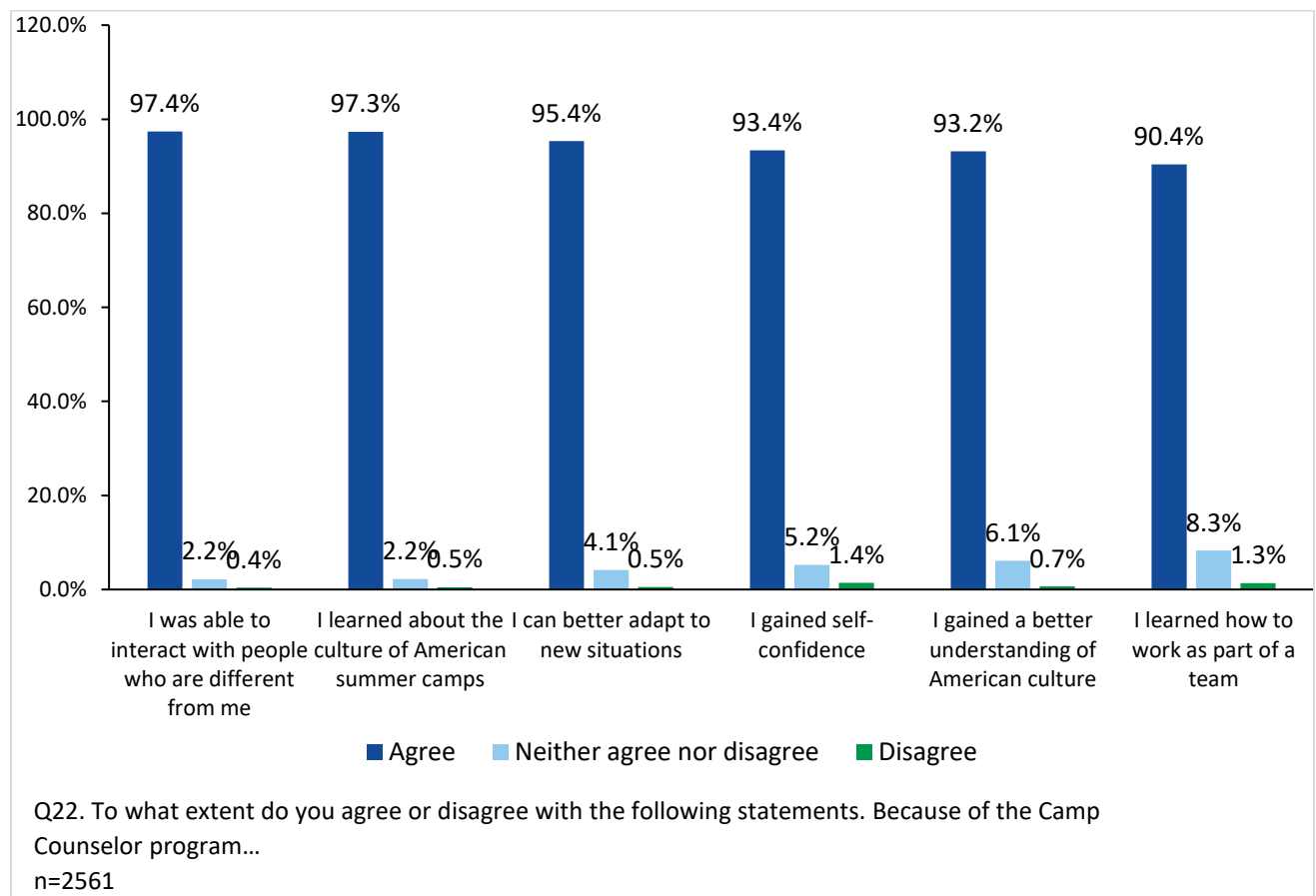
Participants rated *gaining new or improved personal skills* (95.4%) as being a *very important* or *somewhat important* motivator when deciding to participate in the Camp Counselor program. *Experiencing living in a different culture* (94.2%) was the next most important motivator. *Gaining new or improved professional skills* (89.9%) was the third most important reason, with *visiting the United States* (89.6%) following closely behind. Conversely, *improving English skills* as a motivator was ranked the lowest in importance. More than half (63.8%) of participants found improving English to be either *somewhat unimportant* or *not at all important* in their decision-making. Although participants displayed a clear preference among the motivators, *earning money* showed the most variability regarding importance; more specifically, 35.6% found the motivator to be *very important* or *somewhat important* while 34.8% found the motivator to be *somewhat unimportant* or *not at all important*.

## 5.6 Benefits to the Participant

Participants were asked about specific skills they gained or learned as a result of their participation in the Camp Counselor program. As demonstrated in Figure 12, over 90% of the camp counselor alumni who responded to the survey thought that their experiences in the program helped them:

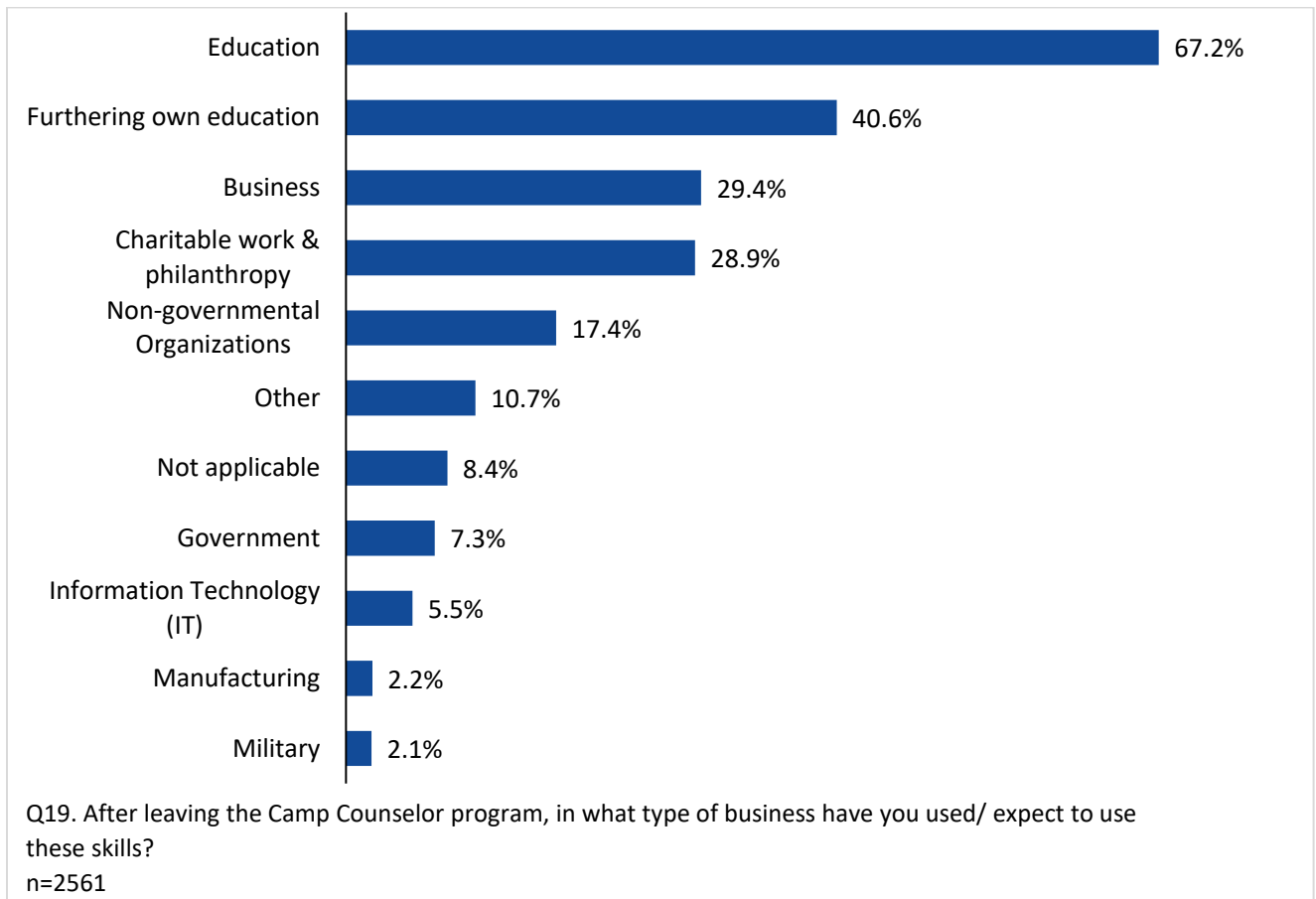
- Learn to interact with people different from themselves;
- Learn about the culture of American summer camps;
- Learn how to better adapt to new situations;
- Gain self-confidence;
- Gain a better understanding of American culture; and
- Learn how to work as part of a team.

Figure 12. New Skills Gained in the Camp Counselor Program



Camp counselor alumni indicated several types of businesses in which they have used or expect to use skills gained after leaving the Camp Counselor program. Slightly over two-thirds (67.2%) of participants reported utilizing new skills in the *education* sector, while two-fifths mentioned using learned skills to *further their own education* (40.6%). Furthermore, over one-fourth of participants stated that they are using or are expecting to use new skills in the *business* sector (29.4%), and within the *charitable work and philanthropy* sector (28.9%) (Figure 13).

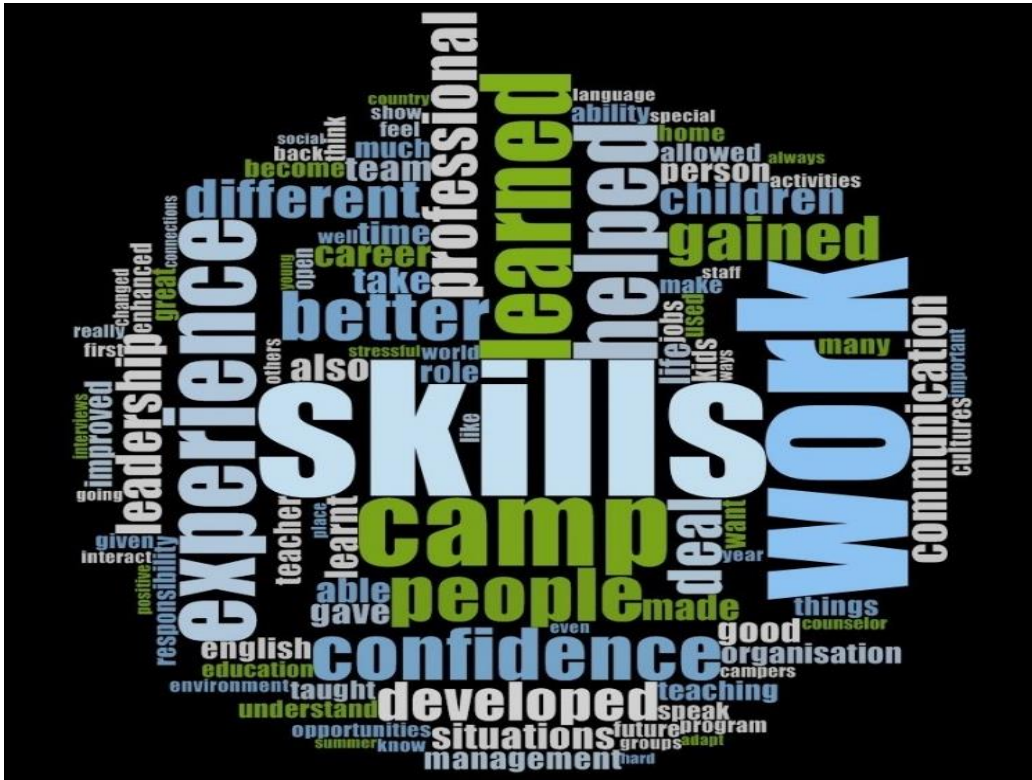
Figure 13. Professional Applicability of Skills Gained by Industry Type



### 5.6.1 Professional Impact

Participants were asked an open-ended item regarding how their camp experience enhanced their professional lives. Figure 14 visually describes the most commonly used terms.

*Figure 14. Professional Impacts Gained from the Program*



A majority of participants discussed camps' benefits for their careers. These participants felt they gained work experience during their experience at camp, which could be transferable to their current or prospective careers. Specifically, participants discussed building professional skills, including leadership and management skills, organizational skills, and communication/interpersonal skills. One participant explained,

*“As a medicine student, camp has helped me to learn how to manage and organize my time. It has also made me develop speaking and communication skills that I know I will need in the near future with my patients. I can now understand more how people feel and how a little comment can impact their lives.”*

Many participants also felt that their experience at camp allowed them to work as part of a team and therefore establish teamworking skills. One participant explained, “My experience helped me develop leadership and teamwork skills that are so important in any kind of job, especially on my line of work.”

Additionally, participants described choosing or changing academic or career paths as a result of their experience at camp. These participants often described a desire to work with children (particularly children with special needs) after their experience as camp counselors. As a result of their involvement at camp, one participant “realized that [they] love to work with children and perhaps... would like to choose my future studies and occupation in the field of child psychology.” Another participant described their academic and career path,

*“I have found the occupation that I want to do. I was already a professionally qualified youth worker prior to camp and had worked with children and young people for a number of years, however camp re-engaged me with the special needs population (specifically SEBD) which is where I first started my working experience and had got out of touch with. Since then I have returned to postgraduate study in SEN and Inclusive Education and know that my wish for the future is to work full-time within the camp community.”*

Several participants indicated that working with children at camps helped them acquire conflict resolution skills, behavior management skills, and teaching skills. These participants also noted that they developed confidence with respect to understanding the needs of children and working with children. One participant explained that camp experience “enhanced [their] skills in behaviour management and conflict resolution,” and gave them “lots more confidence with taking the lead and being in charge of both staff and children.”

Participants also discussed the benefits of cultural experiences for their careers. These participants described acquiring cross-cultural experiences, including cultural awareness and sensitivities, which are valued by host camps. A participant indicated that they are

*“...valued in the workplace for having cross-cultural interactions and having adjusted to different cultures. I also have great stories to break the ice, especially with foreign clients, and this helps smoothen any negotiations that we may have and builds their confidence in my knowledge of adjusting to different work settings across different areas.”*

Many participants also discussed their improved English language skills, which they utilize in their academic and professional careers. One participant explained they “developed... English skills and today [they] use the language in [their] daily work.” Similarly, another participant noted their English has “gotten a lot better and [they] will need that to work in a globalized medicine world.”





described stepping out of their comfort zone in social settings as they developed relationships with individuals from diverse backgrounds. One participant explained,

*“It was a great opportunity for me get out of my comfort zone. I had to learn to get on with people I wouldn’t usually choose to surround myself with and it was great to learn about different cultures and help each other day in day out.”*

Many participants also described acquiring patience and empathy as a result of their experience as camp counselors, particularly as they worked with children. A participant stated that they learned “empathy with people going through stressful situations, and patience when working with people of very different skill levels.”

Additionally, most participants discussed building lifelong friendships and relationships as a result of their experience at camp. Because of the new relationships made in camp, participants felt a sense of a “camp community,” or a “home away from home.” As summarized by one participant’s experiences, most camp counselors “made friends for life” and felt like they were “part of another family.” Some participants even noted that they met their significant others and spouses in camp. The importance of interpersonal relationships developed from camp were common across most participants. One participant explained,

*“For me, the most important thing I took away from camp was friends for life. I met some of the most amazing people (other counsellors) from all over the world and have met up with some of them already and am planning on travelling to see more of them soon. They're family now!”*

Furthermore, participants described learning about new cultures and developing cultural awareness due to their participation in camp. Some participants discussed learning about the American culture and engaging in American activities, while others described sharing their own culture with their American counterparts. Participants learned about each others’ cultural values and beliefs, overcame common cultural stereotypes, and developed an appreciation for diversity and inclusion. For instance, one participant “gained a deeper appreciation for diversity and an understanding of many different cultures, all of which helped [them] grow to be the person [they are] today.”

Finally, many participants felt that camp provided them with an opportunity to acquire new experiences and adventures through travel. According to one participant, camp “inspired [them] to seek adventure. To travel while [they are] young, to say yes to trying new things, and to have the courage to live... life to the fullest.” Some participants further felt that their camp experience allowed them to gain

independence. A participant explained that they “became a man of a bigger world,” describing “travelling overseas for the first time by [their] own” as “exceptional” and expressing happiness for turning “independent in a country like USA.”

### 5.6.3 Likelihood of Returning to the U.S.

A majority of participants (94.5%) reported being either *very likely* or *somewhat likely* to come back and visit the United States after participating in the Camp Counselor program. Very few participants (2.6%) reported being either *somewhat unlikely* or *not at all likely* to come back and visit the U. S. (Table 6).

Table 6. Likelihood of Returning to the U.S.

How likely are you to come back and visit the United States after participating in the program?	n	%
<b>Very Likely</b>	2120	82.8%
<b>Somewhat likely</b>	300	11.7%
<b>Neutral</b>	76	3.0%
<b>Somewhat unlikely</b>	30	1.2%
<b>Not at all likely</b>	35	1.4%

Q23. How likely are you to come back to visit the United States after participating in the program?  
n=2561

## 5.7 Economic Impact

In 2018, 24,919 camp counselors entered the United States.<sup>35</sup> When arriving to the U.S. for the Camp Counselor program, participants have a 30-day grace period in which they are allowed to engage in pre- or post- camp travel. During this grace period, camp counselors spent an average of \$2,373. In total, the 2018 Exchange Visitor Program camp counselors spent an estimated \$59.1 million in the U.S. within those 30-days (see Table 7). In most cases, participants spent their money on traveling expenses, which included lodging, transportation, and entertainment.

*Table 7. Total Expenditures by Participants Over 30-day Travel Duration*

Program Category	Count of Participants 2018	Average Pre-or Post-Camp Travel Expenditure Per Participant (30 Days)	Total Pre-or Post-Camp Travel Time (Days)	Total Expenditures by All 2018 Participants Over 30-Day Travel Duration
Camp Counselor	24,919	\$2,373	30	\$59,132,787

By breaking down the estimated \$59.1 million spent by category, participants spent the most money (\$12.3 million) on lodging, followed by \$11.5 million in entertainment (Table 8).

*Table 8. Total Expenditures by Category Over 30-day Travel Duration*

Industry Category	Average Pre-or Post-Camp Travel Expenditure Per Participant (30 Days)	Total Pre-or Post-Camp Travel Time (Days)	Total Expenditures by All 2018 Participants Over 30-Day Travel Duration
Lodging (hotels, etc.)	\$494	30	\$12,309,986
Entertainment (Dining out, movies, etc.)	\$463	30	\$11,537,497
Transportation (Air travel, bus, taxi, etc.)	\$441	30	\$10,989,279
Purchases (Clothing, toiletries, etc.)	\$357	30	\$8,896,083
Paying back travel expenses or fees	\$269	30	\$6,703,211
Other costs or expenses	\$348	30	\$8,671,812

Q27a. About how much did you spend on the following during your pre- or post-camp travel experience (30-day grace period).

n=2561

<sup>35</sup> U.S. Department of State. (n.d.). Exchange Visitor Program Participant and Sponsor Totals 2018. Retrieved from <https://j1visa.state.gov/basics/facts-and-figures/participant-and-sponsor-totals-2018/>

On the state level (Table 9), camp counselors spend more than four million dollars in each of the following three states: New York (\$11,269,377), Pennsylvania (\$9,681,840), and Maine (\$4,371,066). Of the remaining 47 states and the District of Columbia, 12 states had total camp counselors' expenditures between one million dollars to four million dollars.

*Table 9. Total Expenditures Over 30-day Travel Duration by State*

<b>State</b>	<b>Count of Participants per State (2018)<sup>36</sup></b>	<b>Total Expenditures by All 2018 Participants Over 30-day Travel Duration per State</b>
AK	12	\$28,476
AL	19	\$45,087
AR	42	\$99,666
AZ	90	\$213,570
CA	1497	\$3,552,381
CO	201	\$476,973
CT	1003	\$2,380,119
DC	3	\$7,119
DE	12	\$28,476
FL	221	\$524,433
GA	208	\$493,584
HI	14	\$33,222
IA	200	\$474,600
ID	17	\$40,341
IL	210	\$498,330
IN	216	\$512,568
KS	34	\$80,682
KY	50	\$118,650
LA	3	\$7,119
MA	1567	\$3,718,491
MD	717	\$1,701,441
<b>ME</b>	<b>1842</b>	<b>\$4,371,066</b>

<sup>36</sup> Ibid.

MI	683	\$1,620,759
MN	641	\$1,521,093
MO	195	\$462,735
MS	29	\$68,817
MT	17	\$40,341
NC	844	\$2,002,812
ND	8	\$18,984
NE	59	\$140,007
NH	1120	\$2,657,760
NJ	748	\$1,775,004
NM	20	\$47,460
NV	4	\$9,492
<b>NY</b>	<b>4749</b>	<b>\$11,269,377</b>
OH	319	\$756,987
OK	39	\$92,547
OR	119	\$282,387
<b>PA</b>	<b>4080</b>	<b>\$9,681,840</b>
RI	64	\$151,872
SC	49	\$116,277
SD	30	\$71,190
TN	65	\$154,245
TX	512	\$1,214,976
UT	80	\$189,840
VA	435	\$1,032,255
VT	397	\$942,081
WA	338	\$802,074
WI	887	\$2,104,851
WV	197	\$467,481
WY	13	\$30,849

Participating in the Camp Counselor program can be a financially rewarding experience for participants. On the other hand, it can also be a financial investment. On average, participants earn \$2,120.60 in approximately 2.6 months in the U.S. Meanwhile, participants spend \$2,373 on average during their 30-day grace period. This shows that participants' earnings are recycled back into the U.S. economy. However, as previously demonstrated in the detailed findings about motivations, earning money was not a main factor when deciding to participate in the Camp Counselor category of the EVP.

## 6. Host Camp Survey: Detailed Findings

An online survey was designed to be completed by host camps of the Camp Counselor program. The survey covered different topics including reasons for participating, overall satisfaction, building employer profiles, and program impact on the camps. A total of 376 host camps completed the survey.

### 6.1 Host Camp Characteristics

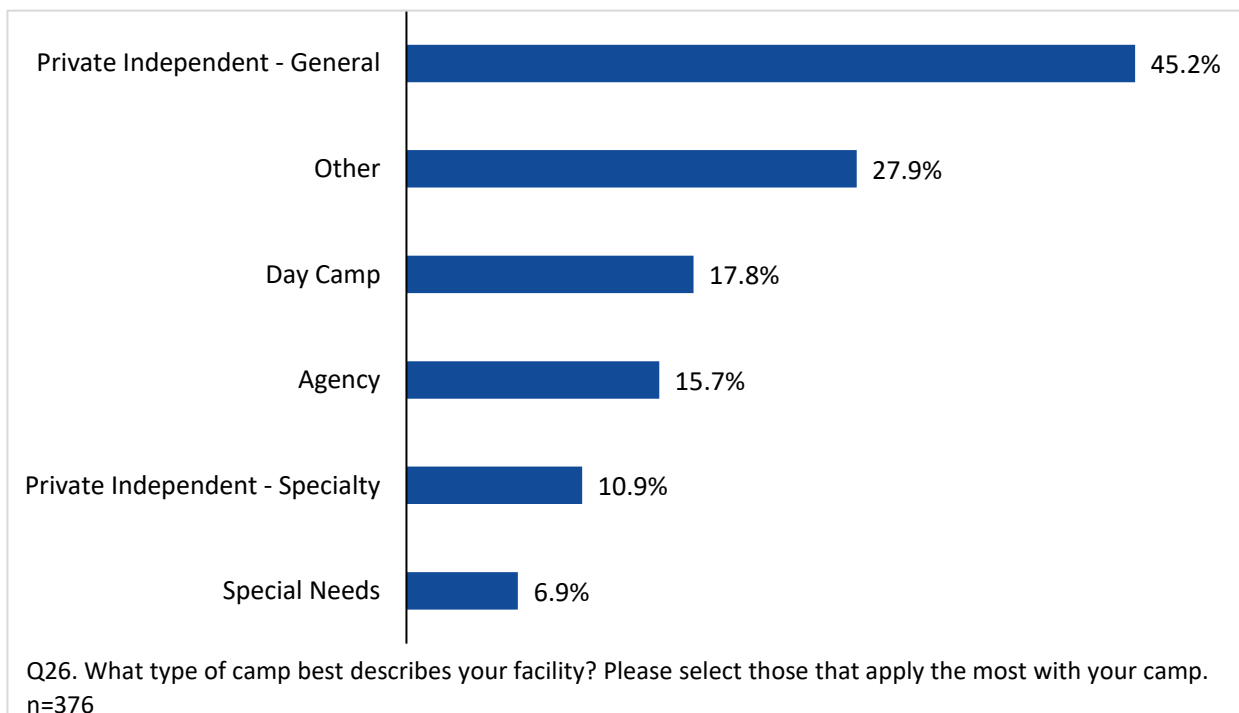
#### 6.1.1 Host Camp Types

More than one third (45.2%) of host-camps who completed the survey listed their camp type as “*Private Independent - General*” camps (as shown in Figure 16). Private Independent General camps are defined as day-camps which are privately owned and run as a business without a specialization. Interestingly, the second most commonly selected (27.9%) category was “*Other*.” When asked to specify their camp types, the most frequent categories among the host-camps which selected “other” were:

- Not-for-Profit Camps (43.3%),
- Religious Camps (21.1%), and
- Overnight Camps (20.0%).

*Day camps* and *Agency camps* were the third and fourth most commonly cited types of camps (17.8% and 15.7% respectively).

Figure 16. Types of Host-Camps



### 6.1.2 Location

Participating host camps are located across the United States in 39 different states and 219 different counties across the country. Of those who completed the survey, counties most heavily populated with host camps include Middlesex County in Massachusetts and Vilas County in Wisconsin, having 5 host camps each. Looking at the state level, most host camps who took the survey were heavily concentrated in New York, which had 38 participating host camps; Pennsylvania, with 24 participating host camps; Massachusetts, with 20 host camps; Wisconsin, with 16 host camps; followed by Virginia and California, each with 14 participating host camps.

### 6.1.3 Years in Operation and Participating in the Exchange Visitor Program

Figure 17 shows the count of camps based on years of being in operation. More than one-half of the camps (60.1%) have been in operation between 51-100 years while the next highest count of camps includes those in operation for 25 years or fewer. When specifically asked how many years of operation included participating in the Camp Counselor category of the EVP, a majority of camps (53.7%) reported 0-25 years (Figure 18).

Figure 17. Years in Operation

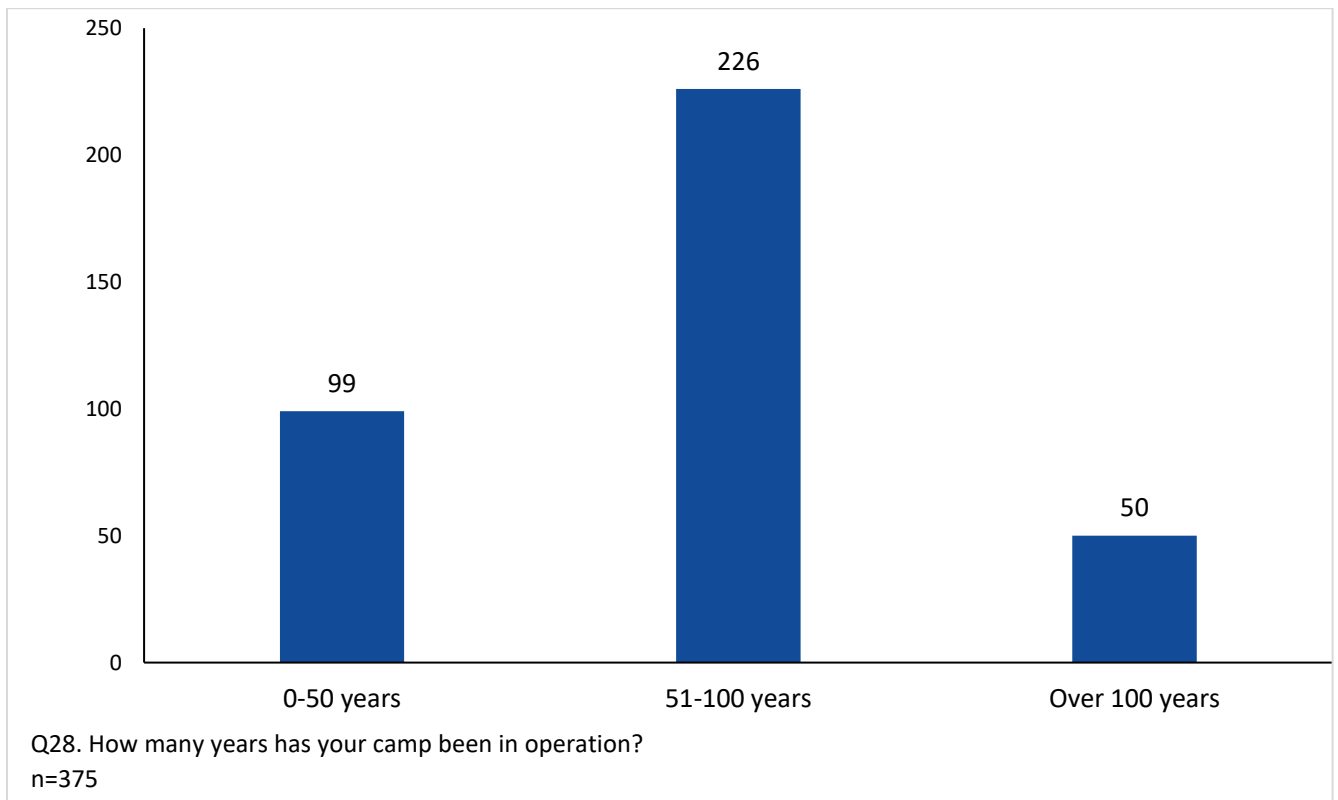
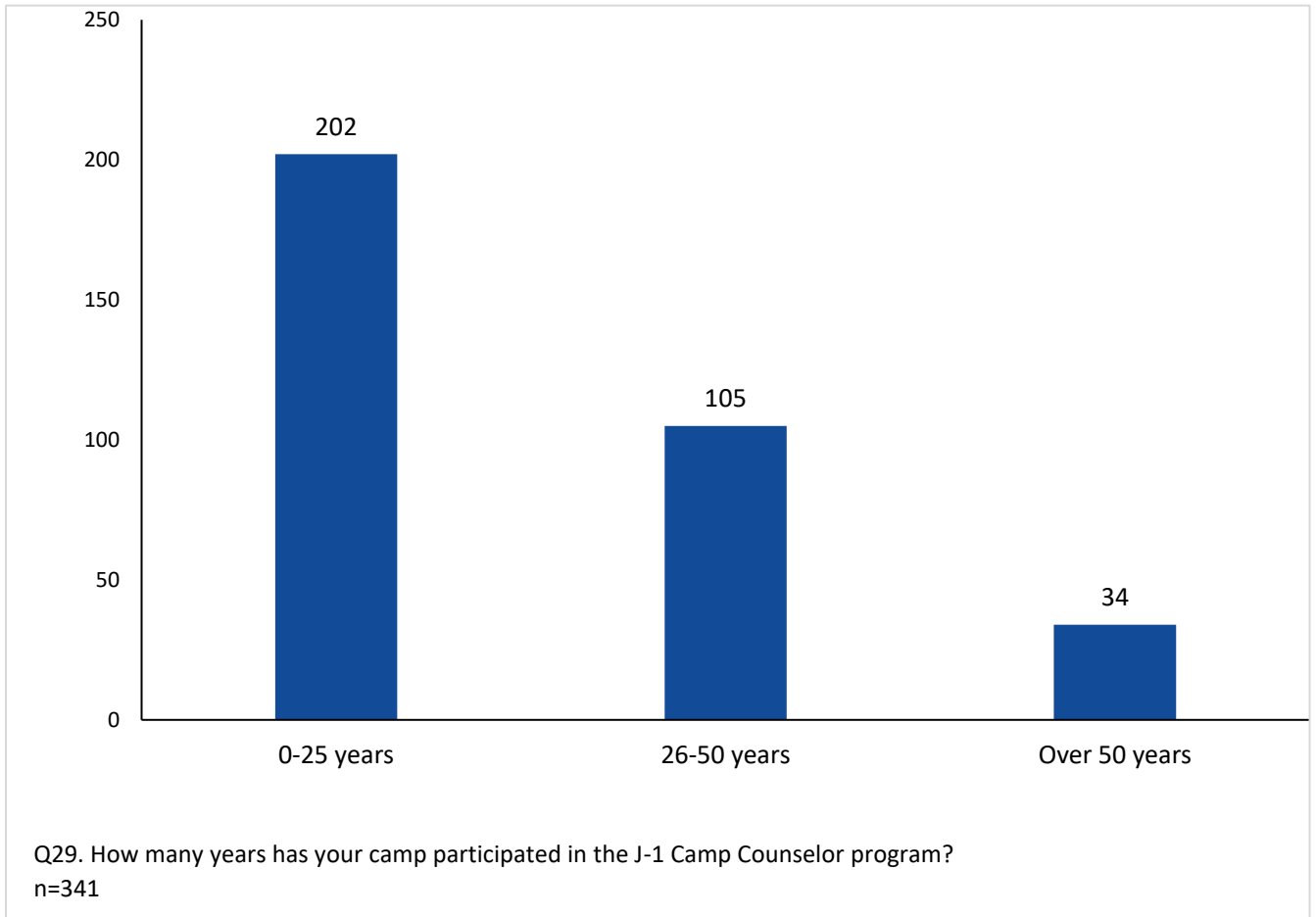




Figure 18. Years of EVP Participation



#### 6.1.4 Size

In the survey, host camps were asked to provide estimates on the number of employees, both seasonal and full-time, hosted at their camp during their 2018 season (Table 10). Bigger sized camps (those with 100+ employees) rely mostly on their seasonal staff, more specifically American seasonal camp counselors (14.9%). These results were similarly seen with camps hosting 51-100 employees; nearly a quarter (24.7%) are American seasonal counselors. Whereas smaller camps (those hosting 0-50 employees) rely more on their full-time American employees and international counselors (87.5%). For smaller camps, this could be due to a number of potential reasons, such as location.

*Table 10. Number of Seasonal and Full-Time Workforce in 2018 Season*

<b>Number of Employees within Seasonal and Full-Time Workforce in 2018 Season</b>	<b>0-50</b>	<b>51-100</b>	<b>100 +</b>
<b>International Seasonal Camp Counselors</b>	87.5%	10.0%	2.4%
<b>U.S. Seasonal Camp Counselors</b>	60.4%	24.7%	14.9%
<b>Full-time U.S. Employees</b>	92.9%	3.3%	3.8%

Q30. How many international seasonal camp counselors in total did you host during the 2018 season?  
n=369

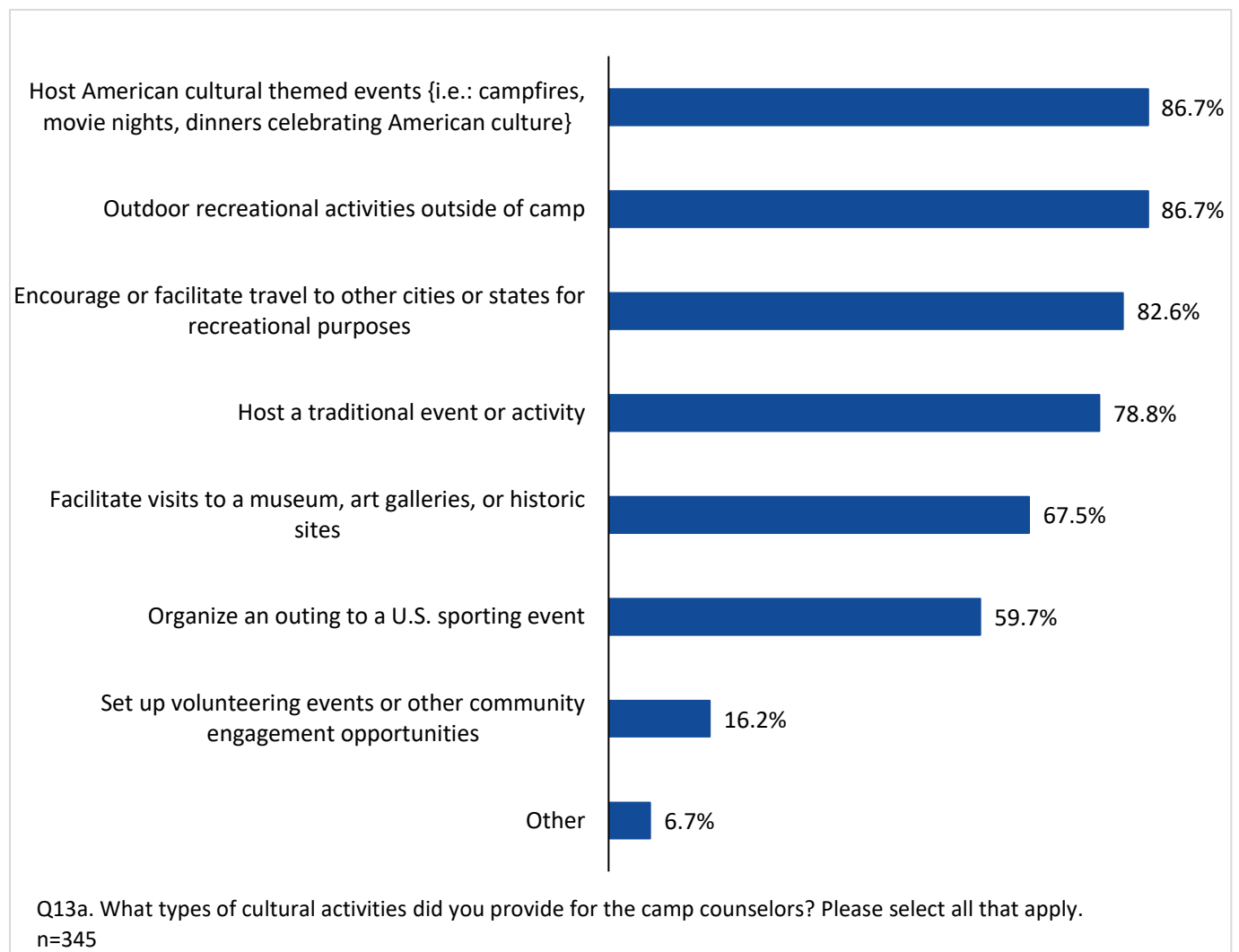
Q31. How many U.S. seasonal camp counselors in total did you host during the 2018 season?  
n=370

Q32. How many full-time U.S. employees in total did you host during the 2018 season?  
n=365

## 6.2 Public Diplomacy

Camp Counselor program participants are offered opportunities to participate in cultural exchange activities to meet the public diplomacy aims of the EVP. These opportunities can encompass a broad range of activities from setting up volunteering events and community engagement opportunities to facilitating visits to American museums, art galleries, and cultural sites. Almost 90% of host camps (86.7%) reported hosting American cultural themed events and outdoor recreational activities outside of camp. Furthermore, 82.6% of host camps reported encouraging or facilitating travel to other cities or states for recreational purposes, and 78.8% reported hosting traditional events or activities. Alternatively, few host camps (16.2%) reported setting up volunteering events or other community engagement opportunities (Figure 19).

Figure 19. Types of Cultural Activities



## 6.3 Program Impact

### 6.3.1 Satisfaction and Experiences

Host camps who participated in the Camp Counselor program were asked to rate their overall satisfaction with the program. Results show that nearly all (98.9%) employers were either *extremely satisfied* or *satisfied* with the Camp Counselor program (see Table 11).

Table 11. Host Camp Satisfaction Level

How would you rate your overall satisfaction with...		Extremely Satisfied	Somewhat Satisfied	Neither Satisfied or Dissatisfied	Somewhat Unsatisfied	Extremely Unsatisfied
Camp Counselor program	%	88.3%	10.6%	0.8%	0.3%	0.0%
	n	332	40	3	1	0

Q10. Overall, how satisfied were you with your experience as a host camp in the J-1 Camp Counselor program?

Similarly, results gathered from qualitative interviews with host camps echoed a positive opinion towards their experiences in the program as well. Many of those who were interviewed reported that participating in the Camp Counselor program allowed the camps to hire counselors with specific qualifications or specialties, as well as to act as a platform for cultural exchange between international camp counselors and American camp counselors. Other camps described their experiences as “opportunistic” and “peaceful.” As one host camp noted:

*“I have heard a lot from others describ[ing] it as a 'once in a lifetime opportunity' ... and every summer, there is a new generation, a new wave [of campers]. It is not going to go exactly the same as it has years in the past and so just bringing in some fresh values and some fresh experiences to meld into what we already have; I think it is quite an experience and definitely worth it.”*

-Outdoor Program and Trainee Manager/Camp Director in Statesville, North Carolina

Host camps also expressed high levels of satisfaction with the camp counselors themselves. During the interviews, international camp counselors were described as “hard-working” or “dedicated” individuals.

In Table 12, a vast majority of host camps (99.8%) believe that to some (*large, moderate or small*) extent their experience as a host camp met the goals and needs of their organization. In fact, 85.1% of these host camps believed this statement to be true to a large extent.

Table 12. Host Camp Fulfillment Level

To what extent do you believe your experiences as a host camp has met ...	A large extent		A moderate extent	A small extent	None
	<b>The goals and needs of your organization</b>	%	85.1%	12.8%	1.9%
	n	320	48	7	1

Q8. To what extent do you believe your experiences as a host camp in the J-1 Cultural Exchange program has met the goals and needs of your organization?  
n=376

Host camps were also asked how likely they would be to participate in the Camp Counselor program again and whether they would recommend this program to other camps in the future. Results showed that almost all host camps said they would be *very likely* (64.7%) or *likely* (26.2%) to participate in the Camp Counselor program again. (Table 13). Moreover, when asked if camps would recommend the camp counselor category to other camps in the future, 86.4% reported *very likely* or *likely*.

Table 13. Likelihood to Participate Again and Recommend to Others

How likely are you to...		Very likely	Likely	Neutral	Somewhat unlikely	Not at all likely
<b>Participate in the Camp Counselor program again</b>	%	64.7%	26.2%	7.2%	1.0%	1.0%
	n	361	12	2	0	1
<b>Recommend to other camps in the future</b>	%	57.8%	28.6%	9.4%	2.7%	1.5%
	n	346	24	3	2	1

Q11. How likely are you to participate in the J-1 Camp Counselor program again?  
n=376

Q12. How likely are you to recommend other camps to participate in the J-1 Camp Counselor program in the future?  
n=376

Host camps were also asked to indicate their level of agreement of the following statement:

*Statement 1: The Camp Counselor program is fulfilling its purpose as a cultural exchange program.*

After reading this statement, nearly all host camps (98.9%) selected either *strongly agree* (89.6%) or *agree* (9.3%) that the program is achieving its main purpose as a cultural exchange program. None of the host camps disagreed with this statement. (Table 14).

*Table 14. Level of Agreement for Statement 1*

To what extent do you agree or disagree with the following statement:		Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
<b>The Camp Counselor program is fulfilling its purpose as a cultural exchange program.</b>	%	89.6%	9.3%	1.1%	0.0%	0.0%
	n	337	35	4	0	0

Q9. To what extent do you agree or disagree with the following statement:  
n=376

All host camps interviewed also agreed that the Camp Counselor category of the Exchange Visitor Program was achieving its goal as a cultural exchange program. More specifically, one host camp elaborated, stating:

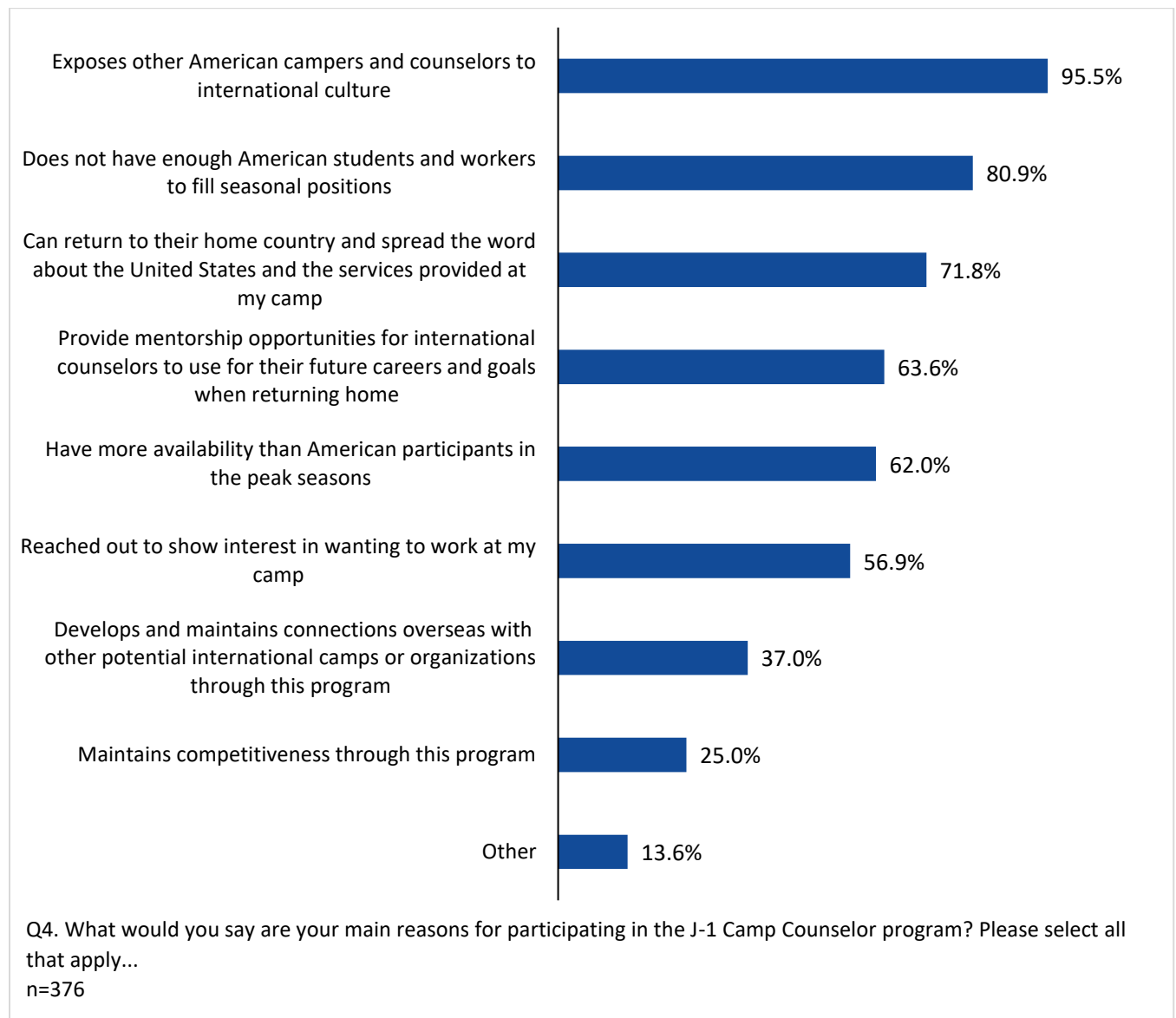
“[The program] meets the needs of our camp. It definitely gives opportunities where we typically would not have them here. It really opens some doors for everyone to experience different cultures even for our campers who may or may not ever make it out of this area. But it also, I think, gives the international staff [a chance] to see a different side of the United States.”

-Outdoor Program and Trainee Manager/Camp Director in Statesville, North Carolina

## 6.4 Program Needs & Uses

Reasons for choosing to participate in the Camp Counselor program vary among host camps, ranging from needs of their own camps, cultural exchange, and characteristics of their targeted labor force. As shown in Figure 20, the reason host camps most frequently cited was *exposes other American campers and counselors to international culture* (95.5%). Conversely, the least selected motivation by host camps was to *maintain competitiveness through this program*.

Figure 20. Main Reasons for Participation

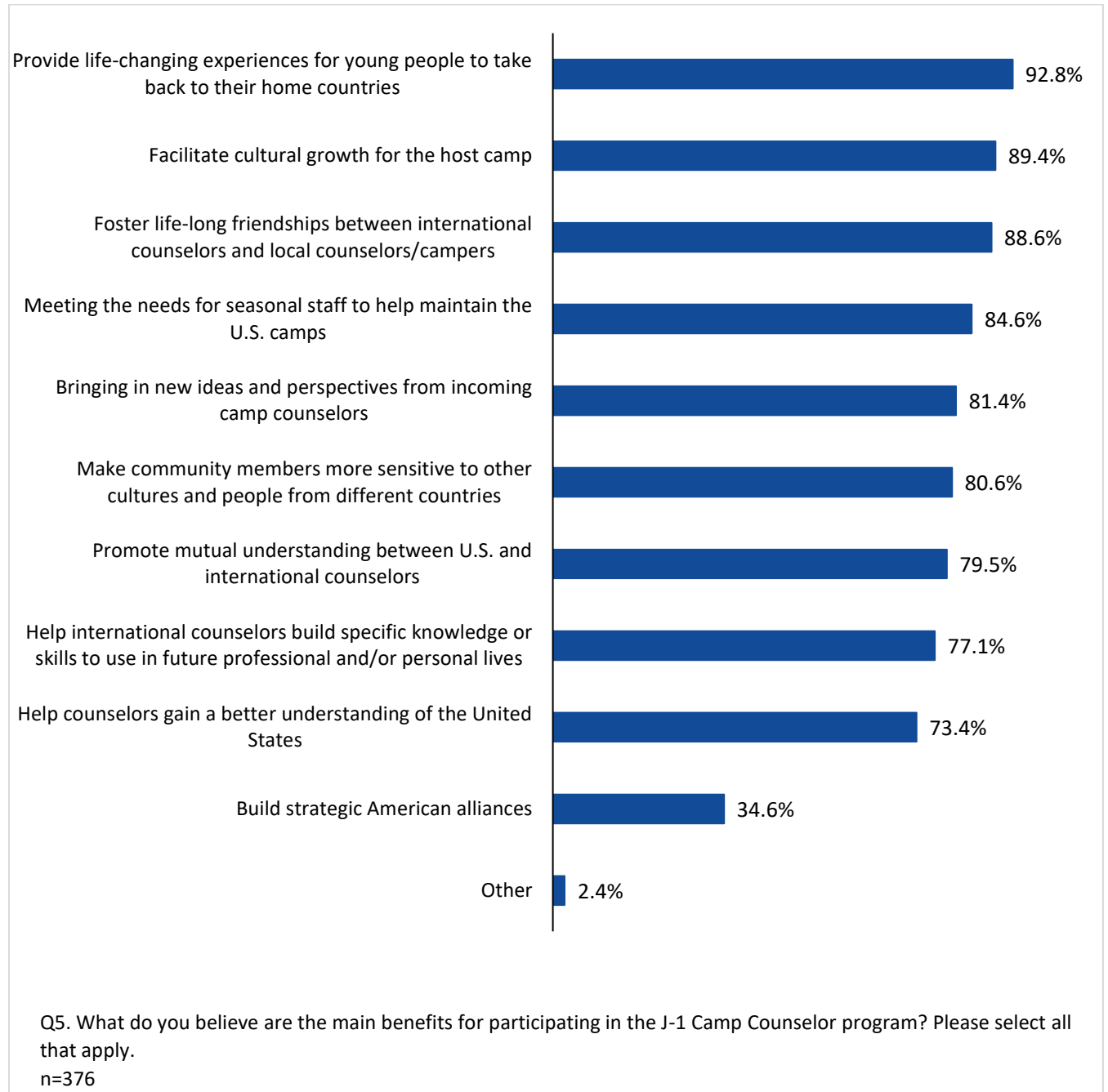


## 6.5 Benefits to the Host Camps

Moreover, host camps espoused many different benefits to their camps, as illustrated in Figure 21.

*Provide life-changing experiences for young people to take back to their home countries* was the most cited benefit (92.8%) of participating. On the other hand, to *build strategic American alliances* was the least cited benefit.

Figure 21. Main Benefits for Participation





## 6.6 Economic Impact

Host camps were requested to provide estimates for both revenue and expenses. When explicitly asked about revenue, host camps reported peak camp season (76.0%) as the time during which most of their annual revenue is earned (Table 15). In a follow-up question which inquired specifically about what source generated most of their revenue a majority (75%) said *camp tuition fees* (Table 16).

Table 15. Percentage of Revenue in Peak and Off-season

About what percentage of your annual revenue is earned during your...	n	Average Percentage
Peak Camp Season	344	76.0%
Off-Season	265	20.9%

Q18. About what percentage of your annual revenue is earned during your peak camp season?  
n=344

Q19. About what percentage of your annual revenue is earned during your off-season?  
n=265

Table 16. Source of Revenue

On average, about how much of your total gross revenue comes from the following?	n	%
Camp Tuition Fees	182	75%
Facility Rental Fees (off-season)	184	11%
Contributions/Donations for Operations	185	12%
Activity/Transportation Fees	183	1%
Other	183	3%

\*Total percentage will not add up to 100% because sample size is different for each of the options.

Q22. On average, about how much does your camp spend on the following operational expenses during peak season

Regarding peak season, host camps were then asked to describe the availability of their local workforce to fill jobs in their area during this season. Overall, 83% of all host camps reported it is either *very difficult* (38.3%) or *somewhat difficult* (44.7%) to find local employees to fill seasonal positions. In other words, host camps in the Camp Counselor program have more seasonal jobs available than they have workers to fill them. (Table 17).

Table 17. Seasonal Positions

How difficult is it...	Very Easy		Somewhat Easy	Neutral	Somewhat Difficult	Very Difficult
	%					
Finding local employees to fill seasonal positions	1.1%		6.4%	9.6%	44.7%	38.3%
	n	4	24	36	168	144

Q14. How difficult is it finding local employees to fill seasonal positions?  
n=376

Furthermore, camps provided estimates regarding expenses during their peak camp season. On average, *other expenses* (mainly including administration expenses/salaries), *salaries for U.S. counselors*, and *food/beverages* were the top three expenses (Table 18). When considering all related expenses (i.e. recruitment cost, lodging, food, transportation, etc.), the average overall cost for U.S. counselors is \$187,496 while the average overall cost for international counselors is \$88,327 (Table 19). However, data on the number of U.S. and International camp counselors per host camp, and their equivalency are not available, so non-aggregate comparisons between these groups are not possible.

Table 18. Average Expenses for Host Camps

On average about how much does your camp spend on the following operational expenses during the peak season.	Number of Host Camps	Average Dollar Amount Spent Per Host Camp
Salaries for U.S. counselors	162	\$155,471
Salaries for international counselors	160	\$56,270
Maintenance	94	\$66,226
Utilities (electricity, trash removal, etc.)	81	\$37,492
Transportation	102	\$41,072
Retail (goods)	80	\$45,625
Food/beverages	105	\$111,391
Other expenses	36	\$212,857

Q22. On average, about how much does your camp spend on the following operational expenses during peak season.

Table 19. Expenses on International vs Domestic Camp Counselors

How much money overall do you spend on...	Number of Host Camps	Average Dollar Amount Spent Per Host Camp
International camp counselors	172	\$88,327
U.S. camp counselors	148	\$187,496

Q23. Thinking of all related expenses (e.g., recruitment cost, lodging, food, transportation, stipend, etc.) how much money overall do you spend on J-1 international camp counselors during the summer season?  
n=172

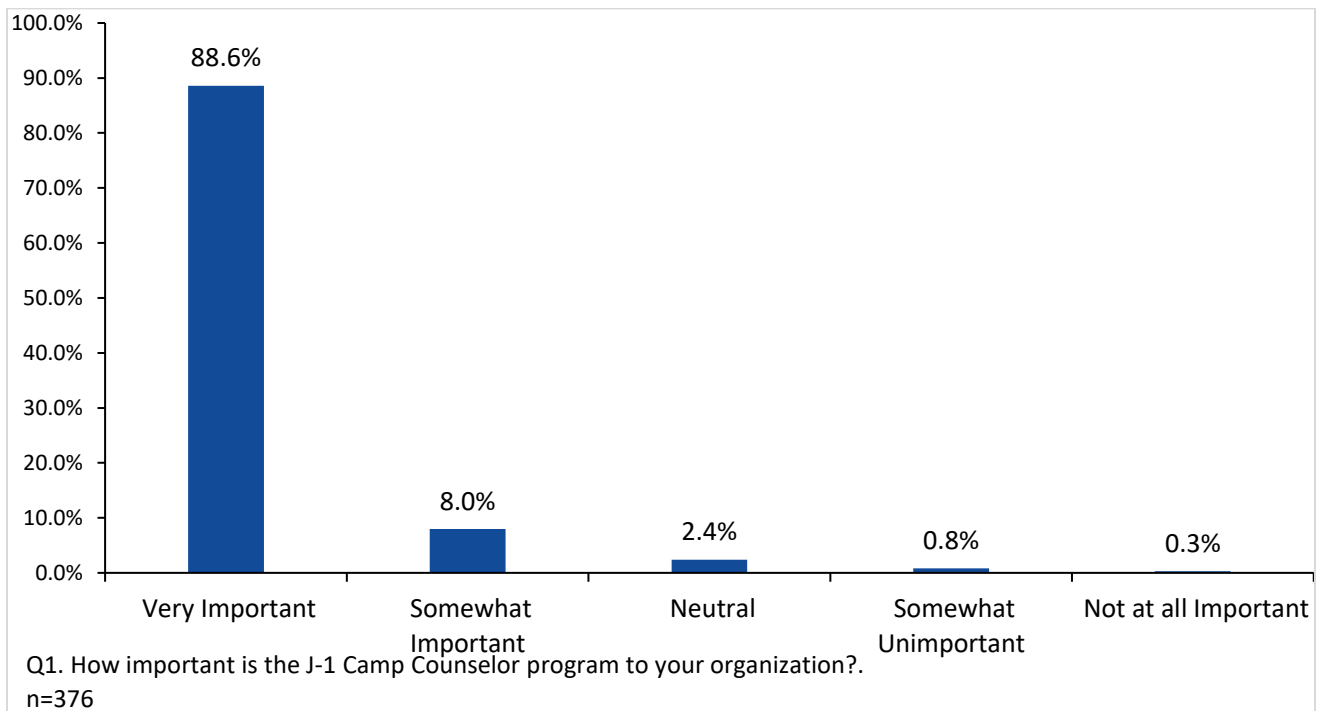
Q24. Thinking of all related expenses (e.g., recruitment cost, lodging, food, transportation, stipend, etc.) how much money overall do you spend on US camp counselors during the summer season?  
n=148

## 6.7 Program Impact on Host Camps

### 6.7.1 Value of the Program

Host camps were asked about the importance of the Camp Counselor program for their organization. The majority of host camps (96.5%) believe that the Camp Counselor program is *either very important or somewhat important* to their organization (Figure 22).

Figure 22. Host Camps' Perceived Importance of the Camp Counselor Program



Interview results with host camps also emphasized the importance of the Camp Counselor program to all those involved as one host camp explained,

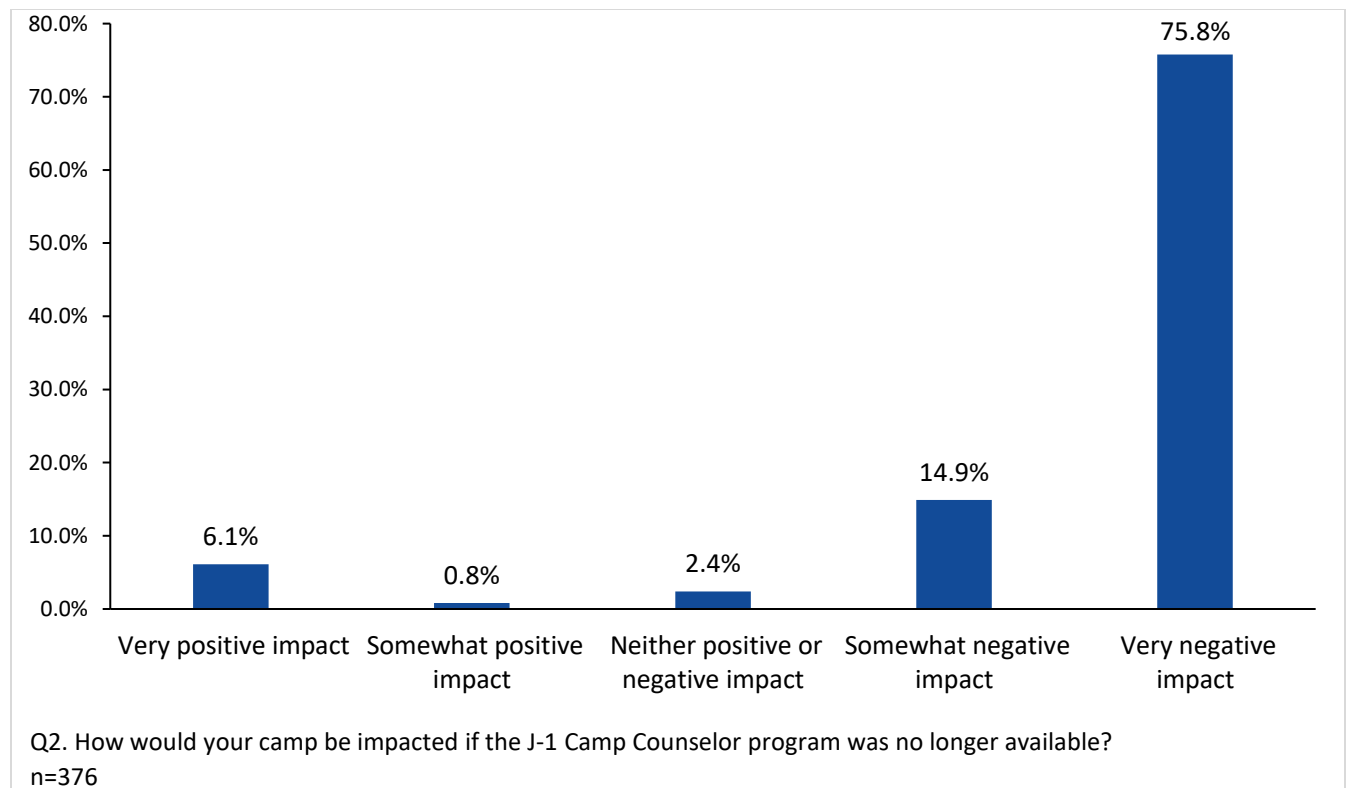
*“I believe that the Camp Counselor program is so important to the success of summer camps in the States. It is one of the biggest – it’s such an American culture and industry... It’s American business holders that [are] really going suffer if the program [doesn’t] continue in the way that it is. Because the financial impact the camp [has]... will make it unsustainable for other people.”*

-Assistant Director in Winsted, Connecticut

### 6.7.2 Scope of Impact

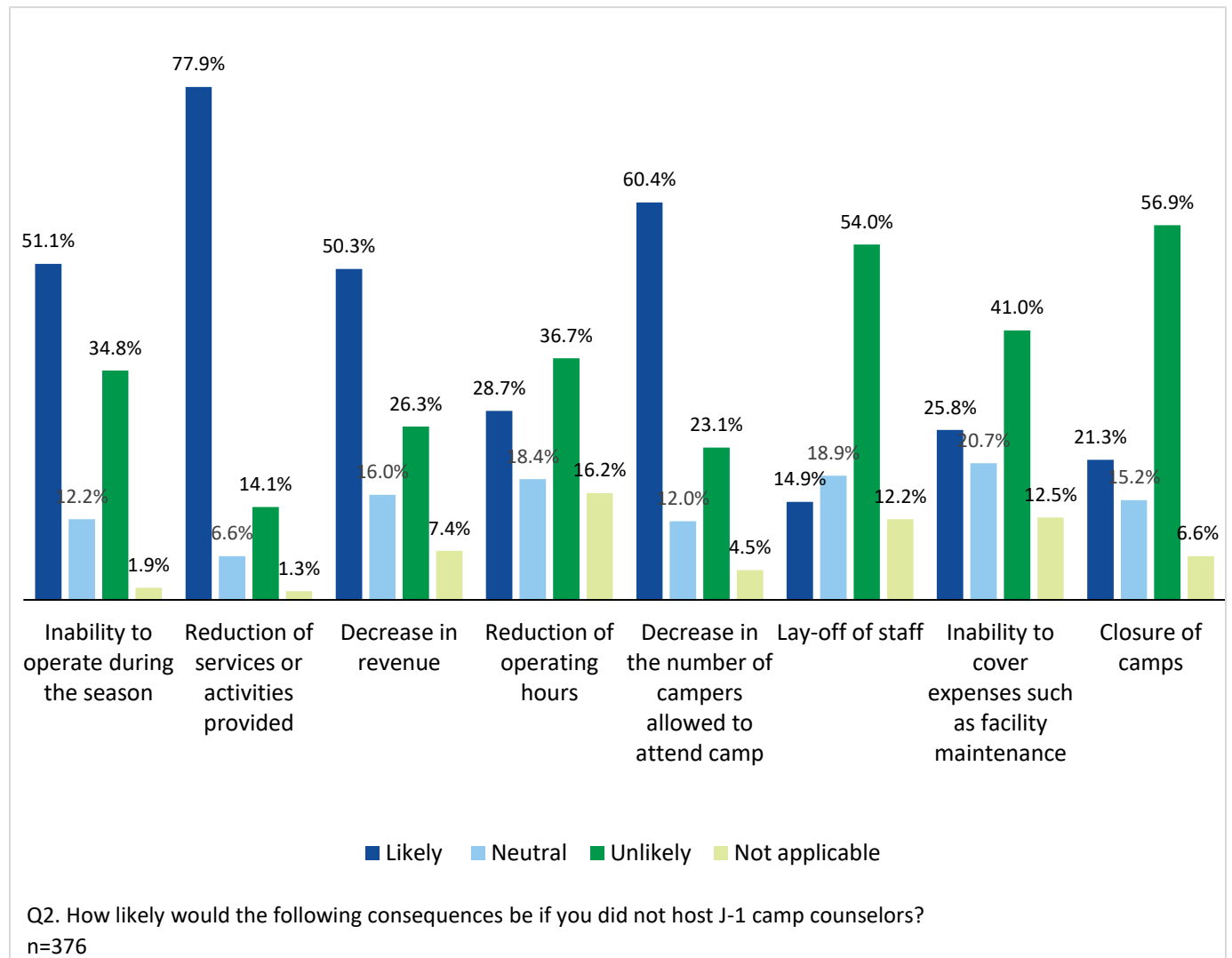
When asked to rate the impact on their camps if the Camp Counselor program ceased to exist, an overwhelming majority of host camps (90.7%) responded that their organization would be *very negatively impacted* or *somewhat negatively impacted* (Figure 23). More specifically, three-fourths of host camps (75.8%) reported that they would have experienced a *very negative impact* to their organization if the Camp Counselor program was no longer available while an additional 14.9% responded that a lack of the program would have a *somewhat negative impact* on their organization.

Figure 23. Impact if Camp Counselor Program Were No Longer Available



Host camps were asked about the likelihood of specific negative consequences occurring in the absence of camp counselors. Results show that most host camps (77.9%) report that in the absence of the Camp Counselor program, camp *services or activities* would be reduced (Figure 24). Additionally, almost two-thirds (60.4%) of host camps said that they were *very likely* or *somewhat likely* to *decrease the number of campers allowed to attend camp* without the Camp Counselor program. Moreover, half of the host camps reported that the absence of the Camp Counselor program would likely result in their *inability to operate during the season* (51.1%), as well as *decreased revenues* (50.3%) (Figure 24).

Figure 24. Likelihood of Negative Consequences if Host Camps Did Not Host Camp Counselors



In addition to the percentage of frequencies as displayed in Figure 24 above, a likelihood ratio was calculated for each of the eight potential consequences to look at the impact of the Camp Counselor program on different business sizes (Table 20). According to the Small Business Administration, firms with 1-9 employees are the most common kind of microbusinesses.<sup>37</sup> The respondents were split into two groups: group 1 contains host camps that have less than ten full-time U.S. employees in 2018 (which will be referred to as micro camps) while group 2 contains host camps that have 10 or more full-time U.S. employees in 2018 (which will be referred to as Others). Results show that microbusinesses/micro camps are more likely than other camps to select Very likely or Somewhat likely for five of the eight potential consequences that might occur at their host camp if the program closed. Closure of camps has the highest likelihood ratio out of the eight potential consequences to occur for micro camps than other camps. Meanwhile, lay-off of staff has the highest likelihood ratio to occur for others (those with 10+ full-time U.S. employees) than for micro camps.

*Table 20. Likelihood Ratio of Negative Consequences to Occur for Host Camps*

How likely would the following consequences be...			Microbusinesses (1-9)	Others (10+)	If you did not host camp counselors
<b>Inability to operate during the season</b>	Very likely or Somewhat likely	%	54.9%	48.1%	Micro camps are 1.14 times more likely than other to not be able to operate during the season.
		n	118	64	
<b>Reduction of services or activities provided</b>	Very likely or Somewhat likely	%	82.9%	73.7%	Micro camps are 1.13 times more likely than other camps to reduce services or activities provided.
		n	180	98	
<b>Decrease in revenue</b>	Very likely or Somewhat likely	%	56.5%	51.2%	Micro camps are 1.10 times more likely than other camps to experience decrease in revenue.
		n	113	65	
<b>Reduction of operating hours</b>	Very likely or Somewhat likely	%	33.1%	36.4%	Other camps are 1.1 times more likely than micro camps to reduce their operating hours.
		n	59	43	

<sup>37</sup> Headd, B. (February 2015). *The Role of Microbusinesses in the Economy*. [PDF file]. Small Business Facts: Small Business Administration. Retrieved from [https://www.sba.gov/sites/default/files/Microbusinesses\\_in\\_the\\_Economy.pdf](https://www.sba.gov/sites/default/files/Microbusinesses_in_the_Economy.pdf)

<b>Decrease in the number of campers allowed to attend camp</b>	Very likely or Somewhat likely	%	65.1%	62.3%	Micro camps are 1.04 times more likely than other camps to decrease the number of campers allowed to attend camp.
		n	136	81	
<b>Lay-off of staff</b>	Very likely or Somewhat likely	%	15.9%	18.8%	Other camps are 1.18 times more likely than micro camps to lay off staff.
		n	31	22	
<b>Inability to cover expenses such as facility maintenance</b>	Very likely or Somewhat likely	%	29.3%	30.6%	Other camps are 1.05 times more likely than micro camps not able to cover expenses such as facility maintenance.
		n	55	37	
<b>Closure of camps</b>	Very likely or Somewhat likely	%	26.1%	18.8%	Micro camps are 1.39 times more likely than other camps to close the camp.
		n	53	24	

Q2. How likely would the following consequences be if you did not host J-1 camp counselors?  
n=376

Moreover, the likelihood of experiencing negative consequences was quite apparent in host camp interviews. Overwhelmingly, all host camps expressed that if the Camp Counselor program no longer existed, they would be negatively affected in similar ways. One host camp described the negative potential as being “hugely detrimental” to their camp if the program no longer existed. Another host camp described the loss of the program in terms of meeting specific needs of the camp and its campers:

*“We can change our emphasis to 'Local Coaches' [but] the difficulties we find when you try to recruit American coaches is they are not as willing to travel. It is important that our coaches travel from community to community; trying to find six hundred to eight hundred coaches that would only be willing to work in one community for several weeks of the summer just wouldn't work for us. Our coaches have to travel from community to community to keep our prices competitive and give them the best experience as possible. Without the J-1 camp counselor visa, we would probably be out of business.”*

-Senior Vice President in Baltimore, Maryland

Similarly, another host camp contributed:

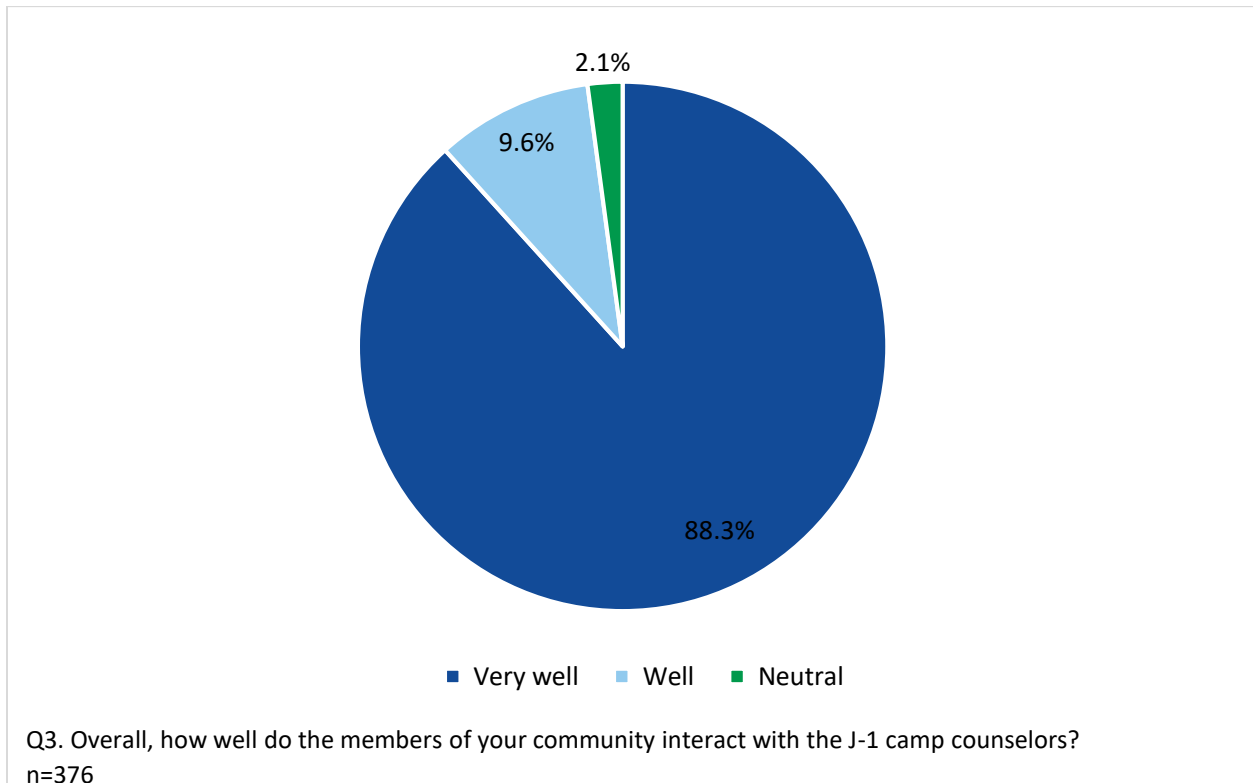
*“The Camp Counselor program works very well in terms of the flexibility of the staff, in terms of the skill sets that they have. The pool of domestic staff just is not there. There would not be enough domestic staff to go around for all the summer camps that are out there. I think it would be a detriment to the program. Again, it is the quality of staff. When you are dealing with children, it is not just about putting anybody to look after a child, it has to be the right person.”*

-Assistant Director in Winsted, Connecticut

### 6.7.3 Community Impact

To assess community impact, host camps were asked how well the members of their community interacted with the international camp counselors. An overwhelming majority of host camps (97.9%) indicated that the interaction between members of their community and international camp counselors went either *very well* or *well* (Figure 25).

Figure 25. Interaction Between Members of the Community and International Camp Counselors





Qualitative interviews also highlighted the value the Camp Counselor program brings to the community and its surrounding businesses. Host camps acknowledged that it promotes the well-being of the community through participation in community events, such as a host camp's town's Fourth of July parade and contributes economically to the community. A host camp explained:

*“We are in a very, very small town so when our camp is in business, all of our businesses do better. The retailers do better because we pretty much bring in, for the summer, spending money. The [international] counselors want to go out and spend their money in American [items] and buy things that the average person, you know is not necessarily going to buy. It just helps all-around. We also have a Fourth of July parade that the town does, and our camp is probably three-quarters of that parade. It is a really big deal for the town as well as the international staff.”*

-Assistance Director in Roxbury, Vermont

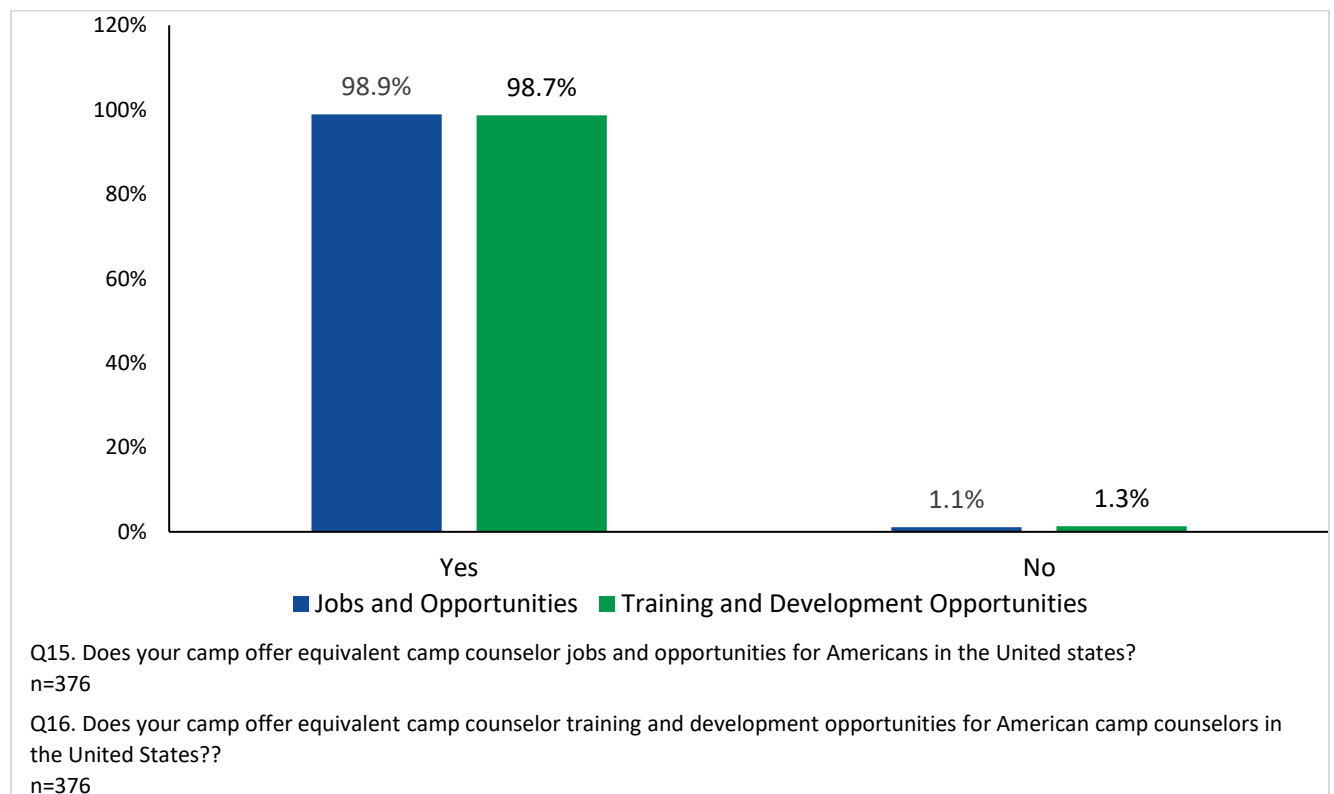
## 6.8 Program Reciprocity for American and International Camp Counselors

Host camps revealed the extent to which program exchange reciprocity occurs within their organization and in the context of advertisement of open positions and training and development opportunities.

### 6.8.1 Program Reciprocity

In Figure 26, camps were asked whether they offered camp counselor jobs and opportunities to Americans. In comparison to international camp counselors, an overwhelming majority of host camps (98.9%) reported they do offer equivalent chances. Similarly, when asked about training and development opportunities offered for Americans, 98.7% of camps conveyed that they offer these opportunities equivalently in comparison to international counselors. Additionally, as a way to further public diplomacy, 98.9% of host camps also stated that they train American counselors alongside international counselors.

Figure 26. Equivalence of Jobs and Training & Development Offered to American Counselors

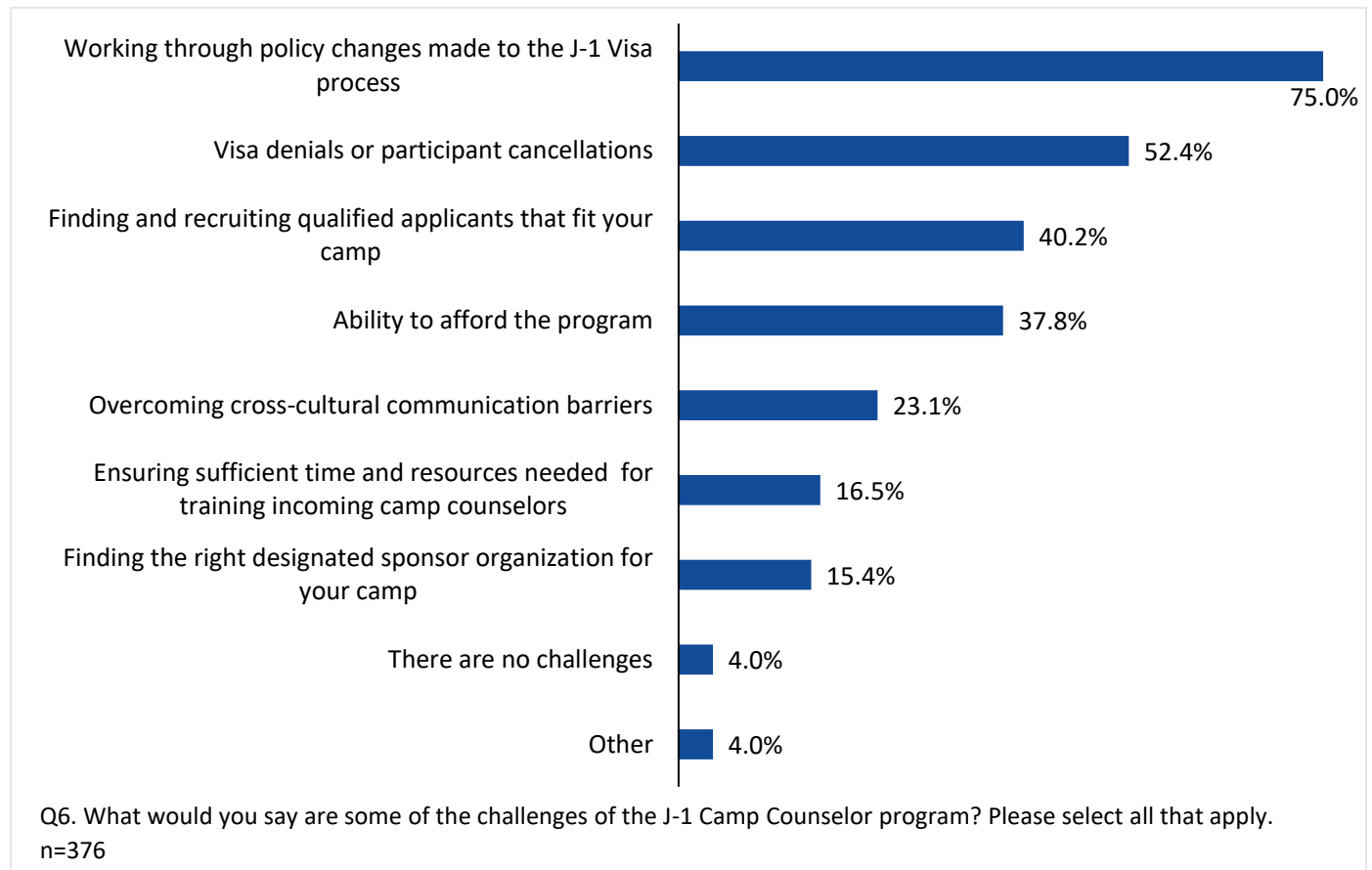


Regarding recruitment of international participants and American participants, most host camps focus their recruitment efforts of open positions to American camp counselors (69.5%) while about a quarter of host camps focus their recruitment efforts to both American and International counselors. Only 3% of camps indicated that they do not actively recruit for any counselors themselves.

## 6.9 Program Challenges

Host camps identified challenges they have encountered in working with the Camp Counselor program (Figure 27). Host camps experiencing challenges reported administrative and/or logistical burdens as their most commonly cited challenge. More specifically, working through policy changes made to the *J-1 Visa process* (75.0%) was the top cited challenge while over one-half (52.4%) expressed *visa denials or participant cancellations* as a major challenge when working with the Camp Counselor program. Only a small sub-set (4.0%) indicated experiencing *no challenges*.

Figure 27. Challenges Working with the Camp Counselor Program



Similar sentiments were expressed during the qualitative interviews, as well, regarding paperwork involved in the process. A host camp explained an experience when counselors had their Visas denied:

*“We could [go] through the whole hiring process and love [an international] staff member who is coming and get excited about it, and then only to find out that a few weeks later their Visa gets denied. So, we cannot get that staff member to work with us.”*

-Camp Director in Eagle River, Wisconsin

## 7. Conclusion

For years, the Exchange Visitor Program has grown, as well as undergone review and questioning due to changes in U.S. foreign policy priorities or initiatives. The Alliance for International Exchange entrusted EurekaFacts to conduct a thorough program review and evaluation of the Camp Counselor category of the Exchange Visitor Program

Based on quantitative and qualitative data gathered from this research effort, this study validates that participation in the Camp Counselor category of the Exchange Visitor Program does deliver positive and sustainable impacts for both participants and host camps. For participant alumni, they feel that they obtain new skills or build upon current skills that will help them in their future, both personally and professionally, including the ability to interact with those different from themselves and gaining self-confidence to step outside of their “comfort zones.” Both gaining a new or improved personal skill and experiencing living in a different culture are top drivers of participation in the Camp Counselor program.

Additionally, in line with overall public diplomacy goals, international camp counselors develop personal friendships throughout their time in the camp and continue to maintain these relationships after returning to their home country. They also gain an enriched and positive sense of American culture and people, an understanding of American summer camps, and a more positive attitude about the U.S., in general. By having these opportunities, participants, many of whom are from countries critical to U.S. foreign policy and national security interests, become strong allies for the United States as they return home and enter their respective careers.

Host camps also experience this bilateral positive relationship. Exposing American campers and counselors to international culture are the top cited reasons to participate in the Camp Counselor program. They also report that this opportunity influences the international camp counselors as well since it provides life-changing experiences for young people to take back to their home countries, citing this as a top benefit when participating. Results from this research also show that host camps strongly believe in the important role that this program plays in their organization. If the program ceased to exist, negative consequences such as the inability to operate during the season or decrease in revenue would likely occur as well as decreasing cultural diversity and building a specialized skillset of counselors needed for their camp.

Finally, survey results show that the Camp Counselor category of the EVP positively contributes to the U.S. economy. In 2018, 24,919 international camp counselors participated in the EVP. During their 30-

day grace period which is provided to allow them to take part in a pre- or post- camp travel experience, international counselors spent an average of \$2,373. In total, they contributed about \$59,132,787 in expenditures within those 30-days.

## 8. Appendices

### 8.1 Appendix A: Participant Alumni Survey



#### **J-1 Visa Camp Counselor Program Participant Alumni Survey**

On behalf of your sponsor and the Alliance for International Exchange, a nongovernmental international exchange advocacy organization, we invite you to take part in this important survey for the Camp Counselor program, part of the J-1 Exchange Visitor program.

The survey asks about your experiences and opinions associated with your participation prior to, during, and after your time in the program. The survey also assesses the impacts it had on your life and career, both during and after your time in the United States. If you have participated in the J-1 Counselor program more than once, please focus on your most recent camp counselor experience when responding to these questions.

The survey will take approximately 10 minutes to complete.

Your responses are voluntary and will be kept completely confidential. Responses will not be identified by individual. All responses will be combined and analyzed as a group.

Please click Next to participate in this survey.

1. Prior to participating in the Camp Counselor program, how would you rate your English-speaking ability?

- Basic
- Conversational
- Proficient
- Native speaker

**IF Q1 = "Proficient" OR "Native speaker," SKIP TO Q3**

2. After your time in the program, how much has your English ability improved?

- Extreme improvement
- Moderate improvement
- Slight improvement
- No improvement

3. Thinking back to when you first applied to the Camp Counselor program, how easy or difficult was completing your DS-160 application form?

- Very easy
- Easy
- Neutral
- Difficult
- Very difficult

4. Thinking back to when you first applied to the Camp Counselor program, how would you rate your experience with your embassy appointment?

- Very positive
- Positive
- Neither positive or negative
- Negative
- Very negative

5. Thinking back to when you first applied to the Camp Counselor program, how important were the following in motivating your decision to participate?

	Very important	Somewhat important	Neutral	Somewhat unimportant	Not at all important
a. Improving English skills					
b. Learning about American camp culture					
c. Experiencing living in a different culture					
d. Learning how to interact with people from other cultures					

e. Earning money					
f. Visiting the United States					
g. Gaining new or improved professional skills					
h. Gaining new or improved personal skills					

6. Which of the following best describes your main duties while working at camp? ***Please select all that apply.***

- Supervising campers
- Developing program activities
- Leading campers in activities
- Teaching specific skills
- Helping support emotional needs of campers
- Keeping campers safe

7. During your time in the Camp Counselor program, did you make connections with Americans?

- Yes
- No

**IF Q7 = "No" SKIP TO Q8**

7a. With whom did you build connections?

***Please select all that apply.***

- Fellow camp counselors
- Campers or their families
- Staff from other camps
- Community members
- Camp Administration

8. Did you keep in touch with any American friends after leaving the United States?

- Yes
- No



9. During your time in the program, did you participate in any cultural exchange activities (i.e.: organized sporting event, museums) with your American counterparts?

- Yes
- No

**IF Q9 = "No," SKIP TO Q10**

9a. What types of cultural activities did you participate in? **Please select all that apply.**

- American holidays
- Museums, art galleries, or historic sites
- Outdoor recreational activities outside of camp
- Organized U.S. sporting event
- Travel to other cities or states for recreational purposes
- American cultural themed events (i.e.: campfires, movie nights, dinners celebrating American culture)
- Volunteer with a local charity group or other community engagement opportunities
- Other (Please specify): \_\_\_\_\_

10. Did you share any cultural activities from your country of origin?

- Yes
- No

**IF Q10 = "No," SKIP TO Q11**

10a. What types of cultural activities did you share with your American counterparts? **Please select all that apply.**

- Holidays and traditions from your country of origin
- Stories, pictures, or mementos from home
- Food dishes from your country of origin to share
- Words or phrases in your native language
- Other (Please specify): \_\_\_\_\_

11. Based on your experiences participating in the Camp Counselor program, how comfortable are/were you adjusting to American culture?

- Very comfortable
- Comfortable
- Neither comfortable or uncomfortable
- Somewhat uncomfortable
- Not at all comfortable

12. Overall, how satisfied are/were you with your experience in the Camp Counselor program?

- Extremely satisfied
- Somewhat satisfied
- Neither satisfied or dissatisfied
- Somewhat dissatisfied
- Extremely dissatisfied

13. In your opinion, would you say your overall experience in the U.S. was:

- Very good.
- Good
- Neutral
- Poor
- Very poor

14. More specifically, to what extent would you rate your experience with the following aspects related to the Camp Counselor program?

	Very good	Good	Neutral	Poor	Very poor
a. DS-160, Embassy Interview					
b. The Camp Counselor program					
c. Camp Orientation					
d. Quality of pre-camp information					
e. Relationship with other counselors					
f. Interaction with campers					
g. Camp facilitation of cultural activities					

h. Opportunities to use camp facilities on time off					
i. Role at camp					
j. Opportunities to learn new skills					
k. Opportunities to build upon existing skills					

**IF Q14 >= "Neutral," SKIP TO Q16**

15. Please specify the ways in which [Q14 sub-item] could be improved for future participants? [**Repeat this item per selected sub-item**]

· [Enter text]

16. In comparison to your initial thoughts of the U.S. prior to the program, how have your views changed in relation to the following:

	Much more positive	Somewhat positive	About the same	Somewhat negative	Much more negative
a. United States in general					
b. American culture					
c. American people					
d. American camps					

17. To what extent do you agree or disagree with the following statement:

*I feel that the camp showed interest in my growth as a camp counselor.*

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

18. To what extent do you agree or disagree with the following statement:

*I feel that I have gained experiences that can help me with my future.*

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

19. After leaving the Camp Counselor program, in what type of business have you used/ expect to use these skills? **Please select all that apply.**

- Government
- Business
- Education
- Manufacturing
- Information Technology (IT)
- Furthering own education
- Non-governmental Organizations (NGOs)
- Charitable work & philanthropy
- Military
- Other (Please specify): \_\_\_\_\_
- Not applicable

20. In a few words, please describe how the experience at camp enhanced your life personally:

· [Enter text]

21. In a few words, please describe how the experience at camp enhanced your life professionally:

· [Enter text]

22. To what extent do you agree or disagree with the following statements.  
Because of the Camp Counselor program...

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
a. I gained a better understanding of American culture.					
b. I learned about the culture of American summer camps.					
c. I was able to interact with people who are different than me.					
d. I gained self-confidence.					
e. I learned how to work as part of a team.					
f. I can better adapt to new situations.					

23. How likely are you to come back to visit the United States after participating in the program?

- Very likely
- Somewhat likely
- Neutral
- Somewhat unlikely
- Not at all likely

24. How likely are you to recommend the Camp Counselor program to your friends and future participants?

- Very likely
- Somewhat likely
- Slightly likely
- Not at all likely

**Economy**

25. Approximately how much money did you bring with you when you came to the United States?

- [Enter amount in U.S. dollars]
- Not sure

26. Approximately how much did you earn when you were working at the camp?

- [Enter amount in U.S. dollars]
- Not sure

27. Did you travel either pre- or post-camp when you arrived in the United States for the Camp Counselor program?

- Yes
- No

**IF Q27 = "No" SKIP TO Q28**

27a. About how much did you spend on the following during your pre- or post-camp travel experience (30-day grace period). Please enter "0" if no money was spent in any of the categories below. If you are not sure, please select "Not sure."

	Approximate Value (U.S. Dollars)	Not sure
a. Entertainment (Dining out, movies, etc.)	\$ _____	<input type="checkbox"/>
b. Lodging (Hotels, etc.)	\$ _____	<input type="checkbox"/>
c. Transportation (Air travel, Bus, Taxi etc.)	\$ _____	<input type="checkbox"/>
d. Purchases (Clothing, toiletries, etc.)	\$ _____	<input type="checkbox"/>
e. Paying back your travel expenses or fees	\$ _____	<input type="checkbox"/>
f. Other costs or expenses (Please specify): _____	\$ _____	<input type="checkbox"/>

28. How many weeks did you stay in the United States?

- Enter the number of weeks: \_\_\_\_\_

29. During your stay in the United States, which cities and states did you visit?

- [Enter text]

### Demographics

30. What type of camp did you work at? If you worked in multiple types of camps, please select all that apply to your most recent camp experience.

- Day Camp
- Special Needs
- Private Independent - General
- Private Independent - Specialty
- Agency
- Other (Please Specify): \_\_\_\_\_

31. In what U.S. state is your camp located?

- [fill in the blank]

32. What is/was your country of citizenship when participating in the Camp Counselor program?

- [fill in the blank]

33. What best describes your status or occupation when beginning the Camp Counselor program?

- Post-secondary student
- Youth worker
- Teacher
- Interest in Cultural Exchange and/or teaching a skill
- Other (Please Specify): \_\_\_\_\_

34. How many years have you participated in this program? Please include this year if you are currently a Camp Counselor in the program.

- [fill in the blank]

35. What is your gender?

- Female
- Male
- Other
- Prefer Not to Answer

36. What is/was your age while in the program?

- 18-20
- 21-23
- 24-26
- 27+

## 8.2 Appendix B: Host Camp Survey



### J-1 Visa Camp Counselor Program Host Camp Survey

We invite you to take part in this **important survey** for the Camp Counselor program, part of the J-1 Exchange Visitor program, on behalf of the Alliance for International Exchange, a nongovernmental international exchange advocacy association.

The survey asks about your experiences and opinions from your time serving as a host camp within the camp counselor program, as well as understanding the program's impacts on the organization and your community.

When answering this survey, please focus solely on the J-1 Visa Camp Counselor program. Do **not** consider any Summer Work Travel participants at your camp.

The survey will take approximately **20** minutes to complete.

Your responses are voluntary and will be kept completely confidential. Responses will not be identified by individual. All responses will be combined and analyzed as a group.

Please click *Next* to participate in this survey.

1. \*How important is the J-1 Camp Counselor program to your organization?

- Very Important
- Somewhat Important
- Neutral
- Somewhat Unimportant
- Not at all Important

2. How would your camp be impacted if the J-1 Camp Counselor program was no longer available?

- Very positive impact
- Somewhat positive impact
- Neither positive or negative impact
- Somewhat negative impact
- Very negative impact



**IF Q2>= “Neither” SKIP TO Q3**

2a. In a few words, please describe the negative impact.

[Enter text]

3. Overall, how well do the members of your community interact with the J-1 camp counselors?

- Very well
- Well
- Neutral
- Poor
- Very poor

4. What would you say are your main reasons for participating in the J-1 Camp Counselor program?

***Please select all that apply.***

**My camp:**

- Exposes other American campers and counselors to international culture.
- Does not have enough American students and workers to fill seasonal positions.
- Maintains competitiveness through this program.
- Develops and maintains connections overseas with other potential international camps or organizations through this program.
- Other (Please specify): \_\_\_\_\_

**International Participants:**

- Have more availability than American participants in the peak seasons.
- Can return to their home country and spread the word about the United States and the services provided at my camp.
- Provide mentorship opportunities for international counselors to use for their future careers and goals when returning home.
- Reached out to show interest in wanting to work at my camp.
- Other (Please specify): \_\_\_\_\_

5. What do you believe are the main benefits for participating in the J-1 Camp Counselor program?

***Please select all that apply.***

- Facilitate cultural growth for the host camp
- Promote mutual understandings between U.S. and international counselors
- Help international counselors build specific knowledge or skills to use in future professional and/or personal lives
- Build strategic American alliances
- Help counselors gain a better understanding of the United States
- Provide life-changing experiences for young people to take back to their home countries
- Meeting the needs for seasonal staff to help maintain the U.S. camps

- Bringing in new ideas and perspectives from incoming camp counselors
- Foster life-long friendships between international counselors and local counselors/campers
- Make community members more sensitive to other cultures and people from different countries
- Other (Please specify): \_\_\_\_\_

6. What would you say are some of the challenges of the J-1 Camp Counselor program? **Please select all that apply.**

- Working through policy changes made to the J-1 visa process
- Finding and recruiting qualified applicants that fit your camp
- Overcoming cross cultural communication barriers
- Finding the right designated sponsor organization for your camp
- Ensuring sufficient time and resources needed for training incoming camp counselors
- Ability to afford the program
- Visa Denials or participant cancellations
- There are no challenges
- Other (Please specify): \_\_\_\_\_

7. How likely would the following consequences be if you did not host J-1 camp counselors?

	Very likely	Somewhat likely	Neutral	Somewhat unlikely	Not at all likely	Not applicable
a. Inability to operate during the season						
b. Reduction of services or activities provided						
c. Decrease in revenue						
d. Reduction of operating hours						
e. Decrease in the number of campers allowed to attend camp						

f. Lay-off of staff						
g. Inability to cover expenses such as facility maintenance						
h. Closure of camps						

8. To what extent do you believe your experiences as a host camp in the J-1 Cultural Exchange program has met the goals and needs of your organization?

- A large extent
- A moderate extent
- A small extent
- None

9. To what extent do you agree or disagree with the following statement:

*The J-1 Camp Counselor program is fulfilling its purpose as a cultural exchange program.*

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

10. Overall, how satisfied were you with your experience as a host camp in the J-1 Camp Counselor program?

- Extremely satisfied
- Somewhat satisfied
- Neither satisfied or dissatisfied
- Somewhat dissatisfied
- Extremely dissatisfied

11. How likely are you to participate in the J-1 Camp Counselor program again?

- Very likely
- Likely
- Somewhat likely
- Slightly likely
- Not at all likely

12. How likely are you to recommend other camps to participate in the J-1 Camp Counselor program in the future?

- Very likely
- Likely
- Somewhat likely
- Slightly likely
- Not at all likely

13. Do you provide access to arranged cultural exchange activities and/or opportunities for international counselors to participate in?

- Yes
- No

**IF Q13 = "No," SKIP TO Q14**

13a. What types of cultural activities did you provide for the camp counselors? ***Please select all that apply.***

- Host a traditional holiday event or activity
- Facilitate visits to museums, art galleries or historic sites
- Outdoor recreational activities outside of camp
- Organize an outing to a U.S. sporting event
- Encourage or facilitate travel to other cities or states for recreational purposes
- Host American cultural themed events (i.e.: campfires, movie nights, dinners celebrating American culture)
- Set up volunteering events or other community engagement opportunity
- Other (Please specify): \_\_\_\_\_

14. How difficult is it finding local employees to fill seasonal positions?

- Very easy
- Somewhat easy
- Neutral
- Somewhat difficult
- Very difficult

15. Does your camp offer equivalent camp counselor jobs and opportunities for Americans in the United states?

- Yes
- No

**IF Q15 = "No," SKIP TO Q16**

15a. How much does your camp advertise open positions to recruit American camp counselors and international camp counselors?

- Recruit more American counselors
- Recruit more international counselors
- Recruit both at the same rate
- No active recruitment is done by my organization

16. Does your camp offer equivalent camp counselor training and development opportunities for American camp counselors in the United States?

- Yes
- No

**IF Q16= "No," SKIP TO Q17**

16a. How much does your camp offer training and development opportunities to American camp counselors and international camp counselors?

- Offer training and development opportunities more to American counselors
- Offer training and development opportunities more to international counselors
- Offer training and development opportunities to both at the same rate
- No training and development opportunities are offered by my organization

17. Do you train American counselors alongside international counselors?

- Yes
- No

### **Economy**

18. About what percentage of your annual revenue is earned during your peak camp season?

- [Enter value]
- Not sure

19. About what percentage of your annual revenue is earned during your off-season?

- [Enter value]
- Not sure

20. During off-season, how are your facilities used other than for traditional camp purposes?

- Conferences or seminars
- Retreats (religious, business, etc.)
- Education programs
- Specialty camp programs
- Other (Please Specify): \_\_\_\_\_

21. Approximately, how much did you pay in **income** tax during the 2018 season?

[Enter value]

Not sure

22. On average, about how much does your camp spend on the following operational expenses during peak season. Please enter "0" if no money was spent in any of the categories below. If you are not sure, please select "Not sure."

	Approximate Value (U.S. Dollars)	Not sure
a. Salaries for US counselors	\$ _____	<input type="checkbox"/>
b. Salaries for international counselors	\$ _____	<input type="checkbox"/>
c. Maintenance	\$ _____	<input type="checkbox"/>
d. Utilities (electricity, trash removal, etc.)	\$ _____	<input type="checkbox"/>
e. Transportation	\$ _____	<input type="checkbox"/>
f. Retail (goods)	\$ _____	<input type="checkbox"/>
g. Food/beverages	\$ _____	<input type="checkbox"/>
h. Other expenses (Please specify): _____	\$ _____	<input type="checkbox"/>

23. Thinking of all related expenses (e.g., recruitment cost, lodging, food, transportation, stipend, etc.) how much money overall do you spend on **J-1 international camp counselors** during the summer season?

[Enter value]

Not sure

24. Thinking of all related expenses (e.g., recruitment cost, lodging, food, transportation, stipend, etc.) how much money overall do you spend on **US camp counselors** during the summer season?

[Enter value]

Not sure

25. On average, about how much of your total gross revenue comes from the following. If you are not sure, please select "Not sure."

	Approximate Value (percentages)	Not sure
a. Camp Tuition Fees	_____%	<input type="checkbox"/>
b. Facility Rental Fees (off-season)	_____%	<input type="checkbox"/>
c. Contributions/Donations for operations	_____%	<input type="checkbox"/>
d. Activity/Transportation fees	_____%	<input type="checkbox"/>
e. Other expenses (Please specify): _____	_____%	<input type="checkbox"/>

**Demographics**

26. What type of camp best describes your facility? Please select those that apply the most with your camp.

- Day Camp
- Special Needs
- Private Independent - General
- Private Independent - Specialty
- Agency
- Other (Please Specify): \_\_\_\_\_

27. In what U.S. state is your camp located?

· [fill in the blank]

28. How many years has your camp been in operation?

· [fill in the blank]

29. How many years has your camp participated in the J-1 Camp Counselor program?

· [fill in the blank]

30. How many international seasonal camp counselors in total did you host during the 2018 season?

· [fill in the blank]

31. How many U.S. seasonal camp counselors in total did you host during the 2018 season?

· [fill in the blank]

32. How many full-time U.S. employees in total did you host during the 2018 season?

· [fill in the blank]

33. Approximately how many visitors do you get during your camp season?

· [fill in the blank]

34. Approximately how many visitors do you get during your off-season?

· [fill in the blank]



# Camp Counselor Program

## Host Camps

### Interview Protocol

Participant ID: \_\_\_\_\_

Interviewer name: \_\_\_\_\_

Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Time \_\_\_\_:\_\_\_\_ AM/PM

#### INTERVIEW ROAD MAP

SECTIONS	ALLOTTED TIME
1. Introduction	2 Minutes
2. Section 1: Background Information	5 Minutes
3. Section 2: Experiences with the Program	≈ 11 Minutes
4. Section 3: Value, Benefits, and Challenges with the Program	≈ 11 Minutes
5. Debriefing	1 Minutes
<b>TOTAL TIME</b>	<b>≈ 30 MINUTES</b>

## Introduction

The interviewer should not read the script word-for-word but should be familiar enough with its contents to conduct the interview in a natural and conversational manner, paraphrasing, or giving further explanation as appropriate.

*Hello, my name is \_\_\_\_\_. It's very nice to speak with you and thank you for taking the time to participate in this interview today.*

*The purpose of this interview is to hear about your role as a host camp within the Camp Counselor category of the Exchange Visitor Program, to understand the benefits and importance of the program, as well as evaluate its impact on your camp and the community. Your feedback will allow us to gain insight into your experiences and perspectives to develop a more comprehensive understanding of the program. This interview will last no longer than **30** minutes.*

*Some key things to remember as we move along:*

- *We are very interested in your thoughts and opinions about the Camp Counselor program so please answer each question to the best of your abilities. I would like you to verbalize everything that you are thinking.*
- *When answering the following questions, please focus solely on the Camp Counselor program. Do **not** consider any staff who are part of the Summer Work Travel category at your camp.*
- *This interview is being audio recorded so we can review it later. Neither your name nor any other identifying information about you will be associated with the audio or any other information you provide.*
- *Please keep in mind that your participation is completely voluntary, and your answers will not be linked to you personally in any way. If at any time you decide you don't want to go on, that is your choice, and you may stop.*

*Do you have any questions before we begin?*

*Before we proceed, I would like to confirm that we have your consent to conduct and record this interview?*

*Great! Thank you. **[START HANDHELD RECORDER – State EF ID, Date, Time]***

**Section 1: Background Information**

1. What is the name of the camp that you work for or own?

---

---

2. What is your current title/position at the camp?

---

---

3. How would you describe the type of camp you work for or manage?

---

---

4. How many years has your camp been in operation? How many years has your camp participated in the Camp Counselor category of the Exchange Visitor Program?

---

---

**Section 2: Experiences with the Program**

5. Why did your camp choose to participate in the Camp Counselor program?

---

---

---

6. What has been your experience working within the Camp Counselor program? Working with the international counselors themselves?

---

---

---

7. What one word, if any, comes to mind when you think about your overall experience as a host camp?

---

a. Why did you select that word? How does it relate to the experiences you just mentioned?

---

---

---

**Section 3: Value, Benefits, and Challenges with the Program**

8. In what ways do you think having international camp counselors contribute to your camp? Could you provide an example? [*if needed*: This can be financially, increasing exposure to diversity, etc.]

---

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---

9. What effects, if any, do you think the Camp Counselor program has on the community around your camp? Why is that?

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---

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10. If the Camp Counselor program no longer existed, what impacts could this have on your camp? [*if needed*: This can be an inability to operate during your season, decrease in revenue, reduction or services provided, reduction of operation hours, etc.]

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11. What are some overall benefits you've seen to your camp while participating in this program? Could you provide examples?

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12. What are some challenges you've encountered while participating in this program? Could you provide examples? [*if needed*: This can be an inability to fill seasonal positions, policy changes made to the application process, participant cancellations, etc.]

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13. Do you believe the Camp Counselor category of the Exchange Visitor Program is achieving its goal as a *cultural exchange* program? In what ways?

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14. Is this program something you would recommend other camps participate in? Why or why not?

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**Debriefing**

Before we finish, do you have any other comments or thoughts about your host camp experiences or about the program itself?

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**Thank You**

Thank participant for their time.

**[STOP HANDHELD RECORDER]**