

Director Level Certificate of Added Qualifications Learner Outcomes

The following checklist is a comprehensive listing of the specific skills/knowledge sets that a learner who has completed the Director Level CAQs can do by competency.

Youth and Adult Growth and Development

Learner can:

- Understand and apply to the camp experience how all youth and adults learn and develop in physical, social, emotional and cognitive domains.
- Adopt a systematic approach to embrace inclusive positive youth development practices in the camp experience.
- Assemble the resources to create staff training tools which align with current youth development practices.

Learning Environment and Curricula

Learner can:

- Identify critical environmental and individual influences that affect learning and development across all age groups.
- Apply relevant experiential learning theories and research to evaluating and coaching staff practices.
- Engage staff in designing, implementing, and evaluating curricula intentionally aimed at improving youth (and/or adult) developmental outcomes.

Program Planning

Learner can:

- Examine the camp's mission and philosophy, and determine the optimal overall program design.
- Develop program quality strategies to increase participant outcomes.
- Evaluate program offerings and assess progression at all age levels.
- Assess the year-round program potential for the camp operation, and determine unique opportunities.

Participant Observation, Assessment, and Evaluation

Learner can:

- Design and implement a systematic evaluation plan that includes outcomes and program improvement.
- Select outcome measures appropriate for program participants and set goals for outcomes.
- Design a system to evaluate staff behaviors that contribute to positive youth outcomes and program improvement.
- Create or obtain assessments designed to allow participants, staff, and parents to evaluate the program experience.

Professionalism and Leadership

Learner can:

- Examine the Camp Director's leadership role at camp.
- Differentiate between Professional and Leader, in order to create a culture of best practices. Identify resources that will personally benefit one's continued development while benefitting camp as well.
- Consider the role a director plays supporting the professional development of their staff as well as for themselves.
- Explore working with volunteer leadership.
- Prepare for interaction with a board or leadership team including board development.
- Learn how to lead other "professionals" for the first time.
- Judge the strength of their existing boards, recruit new board members and create a board calendar that ensures the BOD is supporting the work of camp.

Health and Wellness

Learner can:

- Assemble the resources to be able to develop specific Health and Wellness Protocols for the camp community.
- Develop policies and procedures that promote health and wellness best practices for staff and campers.
- Analyze and respond to developments that may affect the Health and Wellness of the camp community. (i.e. disease prevention, crisis like issues: Bed Bugs, H1N1, Norovirus etc.).
- Evaluate program regarding wellness, healthy eating, physical activity and even nutrition (planning).

Risk Management

Learner can:

- Interpret key concepts and terms associated with risk management.
- Analyze risks within your organization.
- Identify resources and subject matter experts to help reduce risk and mitigate loss.
- Assess your current emergency procedures and revise if needed.
- Construct a risk management plan for your organization.

Cultural Competence

Learner can:

- Distinguish, determine, and develop the components necessary to create an environment that builds capacity within the camp community to understand, accept, value, and honor the unique contributions of all.
- Administer the selection, placement, training, support, and evaluation of diverse staff and camper enrollment practices to ensure cultural diversity.

- Provide the management skills necessary to pursue progress with living the principles of valuing difference, continued self-assessment, understanding dynamics, building cultural knowledge and adapting practices for your program.
- Distinguish the components necessary and the differences between a culturally competent organization as well as having an organization with a culture of competence.

Families and Community Connections

Learner can:

- Support the engagement of the camp in all of its communities: Local communities, alumni and camper families, and niche or marketplace.
- Design a component of staff training that helps staff learn about the influences of the community/families on the youth attending your camp program.
- Compare select demographics of children and families that represent your program's clientele.
- Create connections with community leaders and organizations that encourage potential interactions between the camp and the local community in ways that promote positive contributions made by the camp community back to the local community.

Nature and Environment

Learner can:

- Understand how nature promotes healthy child development and the role of camps in providing nature-based experiences.
- Explore nature as a setting for promoting cognitive and affective outcomes and elements of play, physical activity, experiential learning, and stewardship.
- Learn strategies for promoting nature contact and associated outcomes.
- Recognize resources and partners for promoting a connection between children/families and nature.
- Examine ways to evaluate nature-based outcomes.
- Create a plan for enhancing nature-based opportunities through your organization's programs and services.

Business Management and Practices

Learner can:

- Formulate and/or evaluate the camp's planning process as a part of an integrated system.
- Define the difference between strategic planning and financial planning and rate their camp's financial position.
- Review the value of, basic steps, and tools needed for strategic planning.
- Analyze existing market efforts, and create objectives for understand your present and potential market and provide better customer and consumer services.
- Determine the marketing strategies needed in today's market and create a marketing plan.

- Design financial planning process to chart a course toward success and sustainability.
- Compare your camp to information obtained in the ACA Business Operations Report: 2012. Review and revise tools for budgeting, forecasting, monitoring and presenting financial operations to BOD or other investors.
- Evaluate measures taken by the organization for the purpose of managing and safeguarding the organization's operational financial risks.

Human Resources Management

Learner can:

- Determine type of positions, qualifications, number of staff and personnel organization model needed to achieve mission and desired outcomes and program design.
- Comply with employment laws, exemptions and other legal policies and procedures.
- Describe and apply techniques for the recruitment process from job posting to completing a hire for paid and/or volunteer staff.
- Determine training goals and assess participant needs to incorporate into plans for orientation, precamp and inservice training.
- Describe a supervisory plan that includes training supervisors in their role, techniques for dealing with behavior and performance issues and evaluation.
- Consider timeline for Human Resources cycle and course of action needed for staff development, advancement and/or termination.

Site and Facility Management

Learner can:

- Supervise the management of the physical site and successfully assess, evaluate, prioritize, plan for immediate and future facility needs; including creating and supporting a site plan which includes capital improvements.
- Manage the employment, supervision, and coordination of staff engaged in the maintenance and improvement of the camp's buildings, equipment, and other facilities.
- Support the performance of all site and facility staff in accordance with prescribed regulatory compliance guidelines, including local, state, and federal guidelines as well as American Camp Association accreditation standards.