

Camper Satisfaction Insights...genesis, evolution, and learning

Using Parent Feedback to Improve the Camper Experience



1. Research design/survey legitimacy
2. The genesis of Camper Satisfaction Insights (CSI)
3. The evolution of CSI
4. Key learning to date
5. How CSI is being used “on the ground”

The Plan

Research....let's hear from *everyone*

- Actually, no. To be clear, we are talking about *sampling*, not a census.
- In a recent NYT article about political surveys quoting the former supervisor of polling for the Washington Post and current VP of Survey Monkey:

"Taking a survey is a participatory act, and different kinds of people participate in different things. [Marketing research] rests on the idea that the people you get are representative of the people you don't get."

- You have to be comfortable with this concept before conducting any type of marketing research, including camper satisfaction research.

The practicality of *sampling*

- Another recent NYT article quoted an old survey research joke, “If you don’t believe in random sampling, the next time you have a blood test, tell the doctor to take it all.”
- “The point is that a randomly selected sample of a population can be used to estimate the views of the entire population....*if the correct methods are employed.* Every member of the population has to have an equal or at least known chance of being chosen.”

So instead of this....



...do this.



The genesis of Camper Satisfaction Insights

In the beginning...

CSI Design

online, 100% inclusive...all families/all campers

- Online methodology was chosen as the most practical and effective because camps had email access to virtually every camp family.
- Survey invites would go to every family and the survey would facilitate feedback regarding every camper in that family.*

* trade-offs.

CSI Survey Design

big picture first, then details

- Intentionally organized to gauge *overall* perceptions *before* drilling down into the details.
- Measures of the overall camp experience covered:
 - advocacy (likelihood-to-recommend);
 - retention (likelihood-to-return);
 - value (cost of camp vs. overall content/quality) ; and
 - overall satisfaction (with the summer's experience).
- “Overall enjoyment/fun” was added in 2015.

CSI Survey Design

...then, details

- The details of camp were separated into relevant “dimensions” to focus parents’ attention on the specific aspects of their child’s camp experience. Those 8 dimensions included:

Social environment Programming Leadership Communication

Religious life Facilities Health/safety/security Cost

- An *overall* rating led into more specific rating questions about the particular dimension.

CSI Survey Design

survey fundamentals, customization, demographics

- Question order within each section randomized to control for order bias, especially given length of survey.
- Camp name piped in throughout the survey and wording adjusted where required (e.g., referring to “teachers” rather than “counselors”, “tents” rather than “cabins.”)
- “Custom questions” written by participating camps included to address specific issues.
- Detailed demographic background questions included, both to provide camps with a comprehensive profile of their families as well as to help monitor survey representativeness.

CSI Survey Design

sample quality, high bar, analytical context

- Sample size and sample representativeness would be considered as conditions for using results.
- High bar set for results, i.e., the decision (after seeing the first round of results) to focus on “top box” “5 out of 5” ratings.
- Establish the value of having a comparative base, i.e., the perspective gained by seeing individual camp results relative to a larger group of overnight Jewish camps.

The evolution of CSI

Change over time

Keeping it real

- Questions have been added/deleted, mindful of maintaining balance between relevance and comparability over time.
- Including 3/2/1's in addition to "5"s in the presentations (as indicators of "ambivalence.")
- More thorough review and discussion of open-end responses.
- Increased customization by camp--specifically the flexibility to opt-out of certain questions in order to manage survey length as well as for camps to focus on those areas deemed most relevant.

Key learning to date

Wisdom gained

CSI Learning

over time, we came to understand....

- That we needed to re-examine where the “bar” should be set for evaluating certain aspects of camp. “5”s may not always be a realistic goal.
 - Parents told us that despite loving camp, rating value as a “5” was difficult given camp’s expense.
 - And do *you* think most camp facilities are worthy of a “5?”
- That there were regional differences that needed to be recognized, as in the U.S. vs. Canada; less pronounced across U.S regions.
- That camp-parent communication was emerging as a more critical issue than in the past.

CSI Learning

more in-depth analysis, that has shown us....

- The big picture...the aspects of camp that contribute *most* to parent satisfaction and advocacy, and along those lines...
- The benefits of ongoing measurement which has allowed us to see the emergence of **leadership** as the most highly influential factor in overall satisfaction.

Satisfaction "Drivers"

Leadership
Index: 100

• **Overall, the leadership and staff of the camp and the way it was run.**

- Camp director(s)
- Expertise and professionalism of the supervisory and programming staff

Social
Environment
Index: 96

• **Overall, the relationships between your child, his/her fellow campers, and staff that create a sense of belonging.**

- Relationships specifically between your child and other campers

Programming
Index: 95

• **Overall programming that was fun, worthwhile, and built valuable skills.**

- Programming that was consistent with and emphasized Jewish values (but below .3--no single element of programming had a strong correlation)

Health/Safety/
Security
Index: 85

• **Overall, provided a healthy, safe, and secure environment for your child.**

- Camp's attention to policies/procedures related to safety and security

Communication
Index: 66

- **Overall, the camp's communication with parents during the summer (in terms of its quality, clarity, content, and timeliness), directly and/or online.**
- Effective use of a variety of communication tools that kept you informed during the summer

Spiritual/
Religious/
Cultural Life
Index: 63

- **Overall, created an "ambiance" and atmosphere where your child is proud to be Jewish**
- Created the feeling that they're part of something greater (i.e., the Jewish community)

Facilities
Index: 59

- **Overall quality, adequacy, and cleanliness of the camp's facilities.**
- Condition of cabins/tents (but below .3)
- Condition of bathrooms/showers—their maintenance and cleanliness (but below .3)

Cost
Index: 45
(correlation not
significant)

- **Overall, the reasonableness of what it actually cost to send your child to camp this summer.**
- Competitive cost compared with other overnight camp options you might have considered in your area

CSI Learning

closing the loop...

- The value of the survey, not only to influence changes in areas such as operations, programming, staffing, and facilities but to then *confirm the impact and success* of such changes.

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On-the-ground perspectives

Our Panelists