

THE HISTORY AND DEVELOPMENT OF CLIFFSIDE  
A SUMMER CAMP FOR THE CHILDREN OF CARBIDE  
AND CARBON EMPLOYEES

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## CHAPTER I

### THE PROBLEM AND DEFINITIONS OF TERMS USED

One of the most significant developments of education during the past quarter century is the guidance movement. This educational trend has not limited its usage to schools but also includes outside interests. The rapid growth of summer camping is one example of counseling and guidance, away from the educational system, as we know it.

### STATEMENT OF THE PROBLEM

It is the purpose of this study to show (1) the ideals and philosophy behind the beginning of the camp; (2) the development of the physical properties of the camp; and (3) to show the changes in the administration and program planning to conform with the ideals established in the beginning.

### IMPORTANCE OF THE STUDY

The importance of this study is exemplified by the starting of new camps by other industries and private owners. The tremendous rush to out door living by both adults and children has created a vital interest in the development of worthwhile summer camps.

## DEFINITIONS OF TERMS USED

There are no unusual terms used in this thesis. The terminology is understandable to the layman. One thing to be pointed out is that this camp throughout the thesis will be referred to only as Cliffside.

## SOURCES OF DATA

The only sources of data for the problem are the camp site and the records kept by the Carbide and Carbon Chemicals Division, South Charleston, West Virginia.

A yearly report has been made and kept in record form showing the growth and changes in Cliffside. These records are on file in the office of Mr. G. H. Sears, Assistant Superintendent of the South Charleston plant. They are not available to the public. Access to the records was granted to the writer due to the fact that he is the Camp Director.

It will be noticed that finances are not indicated or shown. The company objects to giving out the figures. It will be sufficient to say that the money involved is more than the average camp can afford to spend.

## METHOD BY WHICH THE PROBLEM IS TO BE ATTACKED

The plan to bring out the development and growth of Cliffside will be historical. History of the camp site will

be given, the philosophy behind the starting of Cliffside will be given, the physical property, administration, and general program changes will be given from year to year since the inception of the camp idea.

## CHAPTER II

### WHY DOES A CORPORATION SPONSOR AN ACTIVITY SUCH AS CLIFFSIDE

To answer this question a letter from Mr. G. H. Sears<sup>1</sup>  
to the author follows:

December 29, 1950

Mr. John E. Goetz  
1506 West Virginia Avenue  
Dunbar, West Virginia

Dear John:

Your question to me by phone as to the underlying reasons why we as a corporation decided to sponsor an activity such as Cliffside, and later Camelot, is not one that can be briefly answered.

Perhaps if I could set forth our philosophy on certain factors of Industrial Relations and Recreation it will have a tendency to clarify a portion of our philosophy for operating a summer camp for those children whose parents are employed at Carbide.

Every good industrial recreational program in its planning stage must be established in relation to the activities already available in the area to the employees and their families at a reasonable cost.

As certain facilities were not available in our area, we began a long range plan of providing such activities for our personnel and their families. In this manner our picnic area, lighted softball fields, tennis courts, et cetera, came into being.

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<sup>1</sup> Letter from Mr. G. H. Sears, Assistant Plant Superintendent in charge of Industrial Relations at Carbide, to Mr. John E. Goetz, December 29, 1950.

As our program progressed, we found that we had provided activities that were wholesome for all the members of the family with the possible exception of the younger children. In reviewing their status, we found that most children love camping provided an up-to-date facility was available.

After determining that a strong interest was present, the next step was to determine what might be the Mutual advantages for establishing such a facility. They are as follows:

#### Advantages to Parent and Child

1. The cost to the average parents for sending a child to most private camps was prohibitive. Our facility provides that only a token payment be made by the parents. (two weeks - \$15.00)
2. When the child is in camp, mothers also get a vacation.
3. Camping high lights the wonders of nature and impresses on the child the fundamentals of Christian Doctrine.
4. The association of children regardless of the parents station in life impresses them with the early idea that in a democracy there are no class distinctions. In the industrial camp, the Superintendent's son may become fast friends with the son of a janitor. This is a basic lesson in democracy and good citizenship.
5. Children who attend summer camps learn to accept authority, and also, become more dependent on their own abilities.
6. Camping if well supervised and counseled is an ideal medium for building strong bodies through healthy and desirable habits, good coordination, and a spirit of fair play. Likewise, it provides the camper with an opportunity to learn certain activities that cannot normally be provided in his or her neighborhood, such as riflery, craft and swimming.

### Advantages to the Company

1. Provides wholesome recreation, which is a responsibility of industry as well as a state or municipality. Adequate recreation for worker and family is reflected in a more contented working force.
2. Provides the parents a real vacation or second honeymoon. (when the child is in camp), hence strengthens the home which in turn also, reflects in a more staple and contented working force.
3. The workers of tomorrow in our plants, laboratories, et cetera, will to a great extent be our campers of yesterday. In our opinion their camping experiences will have greatly enhanced their point of view in favor of our democratic, economic and social system in this country.
4. The company in sponsoring such camps gets a great deal of pleasure from the purely normal process of seeing kids have a good time with just enough emphasis on education so that camping teaches as well as entertains.

It should be pointed out that we do not feel that a child who does not attend camp will not be a good citizen. Nothing could be farther from the truth. What we are trying to say is that in our opinion camping experience accelerates this natural process begun in the home and high lights the principles of fair play and good sportsmanship, which is the very heart of good citizenship.

You may quote from the foregoing in any manner you may see fit.

Sincerely yours,

G. W. Sears, Ass't Sup't.<sup>2</sup>

The above letter clearly expresses the attitude of the company in sponsoring a camp. This is the reason for Cliffside's existence.

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<sup>2</sup> Loc. cit.

## HISTORY OF THE CAMP SITE

In January, 1946, the idea of a summer camp sponsored by the corporation was just a germ. A lot of time had been spent in looking for locations but nothing definite had been secured by March 1, 1946. The idea was about to drop due to lack of a favorable camp site.

The site was to have been fairly close to South Charleston and was to have the qualities that are approved for good camping. Nothing was located and the idea was about to be layed over for another year because the department felt that by now it would be too late to get ready for the camping season of 1946.

In the middle of March it was learned that the Boy Scout Camp, known as Walhonde, was to be disposed of as the Scouts had received a grant of land in Greenbrier County on which to erect a new facility.

Negotiations were started at once to purchase both land and facilities with a thought to establishing a summer camp for 1946. In April the purchase was consumated and work was immediately started on the camp.

During the war years the Scouts had run their camp for one month each summer, and buildings and grounds were in a run-down condition because of the curtailed camping season.

Cliffside is located on a fifty acre tract of land

along Alum Creek approximately thirteen miles from the plant. The front half of the tract is level, open and grassy. The back half begins with a slightly rolling, partly wooded area, gradually rising and becoming more thickly wooded until it reaches a rocky cliff which, in places, extends straight up for fifty feet. Hence the name Cliffside. On top of the cliff a needle strewn pine grove forms a plateau across the width of the property and extends back seventy-five to one hundred feet to the end of the property line.

Cliffside has a historical background which dates back over two hundred years. Mr. H. F. Kinsey, Scout Executive, who was instrumental in the organization of the first camp on this site, has been most helpful and generous in furnishing the following information:

Over two centuries ago a band of roving Indians, in search of new hunting grounds, appeared on what is now known as Coal River. They had pushed through the gorge of New River, thence crossing to the head where it merges with Little Coal. We know it today as the 'Forks of Coal'. From early accounts we learn that these Indians were of the powerful Delaware tribe. As they reached the confluence of the two streams, an aged chief, thrilled with the beauty of the scene which lay before him, was moved to exclaim, 'Walhonde!' meaning 'hill river'.

The first record of the white men being on the waters of Coal River is in 1742, which was 17 years before the French and Indian War and the death of General Braddock on the Monongahela. A party of explorers crossed the Allegheny Mountains from Old Virginia, and descended New River much the same route the Delawares had. They, too, followed the tract down Big Coal and settled in the vicinity of the 'Forks of Coal.'

Speaking of the stream in the journal of their travels, these explorers said, 'In these mountains we found great plenty of coal, so we called it Coal River.' Later, from 1780 to 1850, it was called Cole River, said to have taken the name from Samuel Cole, one of the early settlers of the valley.

#### THE PHYSICAL LAYOUT OF THE CAMP SITE

The Scouts had placed six cabins and an administration building on the slope in front of the rising ground and had located the dining hall a little further up the hill. The level area spread out in front of the cabins was used as a sort of compound and for a limited amount of activities.<sup>3</sup>

The layout of buildings and grounds was so suitable for a camp of the type desired that little change was made. However, a large amount of work was needed on both grounds and buildings.

First the front and approaching sides were fenced with a white Kentucky Barnyard type fence.<sup>4</sup> This served to set off the camp and at the same time to segregate it from the surrounding area.

Next, the six cabins were practically rebuilt. The scout cabins were mere frameworks with roofs and screened in sides. Roofs were repaired, window frames and sash were substituted for the screened openings, and lavatories with toilet

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<sup>3</sup> Appendix A, p. 2.

<sup>4</sup> Ibid., p. 3.

bowles and wash basins were provided on the back of each cabin. A coat of paint, new doors and rebuilt steps greatly improved the appearance of each cabin.

The Administration Building was renovated to provide a suitable office and living quarters for the director in one end and a medical dispensary and living quarters for the nurse in the other.

A flagstone walk was laid along the front of the Administration Building and cabins where heretofore had been only a dirt path.

The dining hall and kitchen required considerable repair and renovation. A thorough paint job here plus new plumbing and modern equipment made this building one of the show places of the camp. A set of slag steps outlined with shrubbery greatly improved the approach to this building and took the place of a dirt path, which had developed into a sandy wash from the drainage off the hill. Five tent cabins were constructed to house the dining hall personnel.

A parking lot to serve visitors was laid out in front of the Administration Building. This was covered with white slag and outlined with a rustic log fence. Adjacent to this, a flagpole was erected with a circular flower bed at its base.

In the compound rustic swings were erected and rustic bridges were placed across a depression which ran along its length. Courts for the various activities were laid out and

scraped.

The swimming facilities which heretofore had consisted of a small dock built into the river required improvement. A makeshift dam built some years ago had practically washed out, making the river too low for swimming. A new crib dam was constructed at the site of the old dam to raise the water to approximately three foot level.

The dock was enlarged and a rectangular catwalk was built to form a pool-like enclosure for non-swimmers.<sup>5</sup> A floating dock was built across the river for advanced swimmers and the bank leading to the pool was dressed up with suitable steps, a sand area, seats for spectators and picnic spots for parents.

To round out these preparations, the deep well, which served the camp with its water supply, was put into first-class condition, a council circle was built in the woods half-way up the slope to the cliff, the lawn was cut and seeded, electrical facilities were put in first class condition, drinking fountains were installed, and an appropriate gate with the camp name over it was erected at the camp entrance.

By June 1, 1946, all of the above improvements had been made on Cliffside and Walhonde was no longer in existence except to the minds of the Boy Scouts who had spent so many

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<sup>5</sup> Ibid., p. 11.

enjoyable summers on these premises.

By June 1, 1947, all of the above facilities were doubled to accommodate the increased enrollment. A new gymnasium replaced the old administration building,<sup>6</sup> a swimming pool was added to the camp facilities,<sup>7</sup> and all cabins were duplexed for added comfort. The dining hall facilities were also doubled to accommodate the increased enrollment.

A survey of employee's children ages was made to determine to what extent Cliffside was to be expanded. The 1947 improvements were based on this survey.

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<sup>6</sup> Ibid., p. 3.

<sup>7</sup> Ibid., p. 10.



ENTRANCE TO CAMP WHEN OWNED BY BOY SCOUTS



ENTRANCE TO CAMP AS IT IS TODAY



CABINS BEFORE RENOVATION



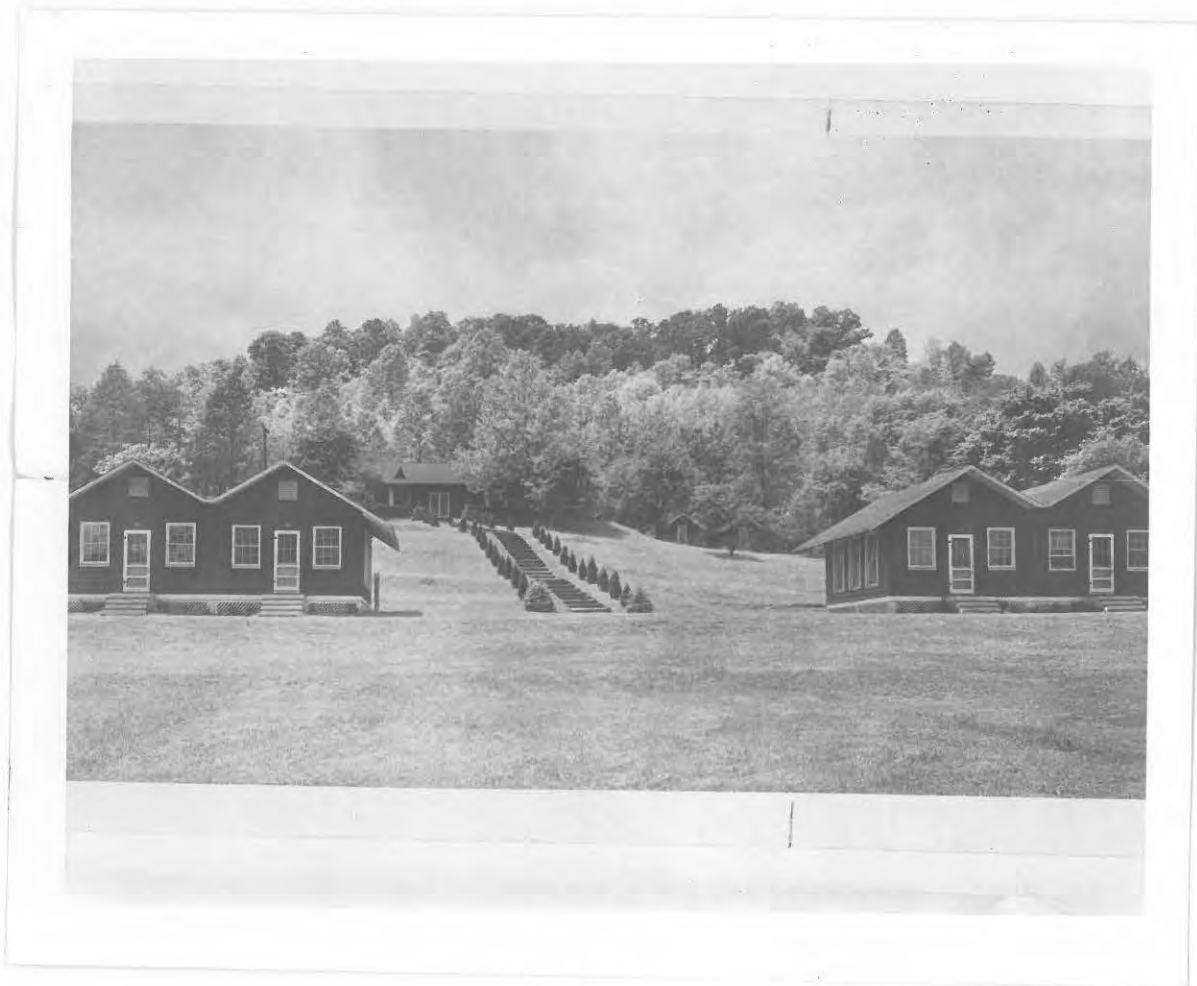
CABINS UNDER CONSTRUCTION



CABINS UNDER CONSTRUCTION



CABINS COMPLETED



CABINS COMPLETED



ADMINISTRATION BUILDING BEFORE RENOVATION



RENOVATED IN 1946



NEW GYMNASIUM IN 1947



DINING HALL BEFORE RENOVATION



DINING HALL AFTER RENOVATION



THE SWIMMING FACILITY PRIOR TO 1946



SWIMMING FACILITY REBUILT



CONSTRUCTION OF NEW POOL

### CHAPTER III

#### CLIFFSIDE INTEGRATED INTO CARBIDE

Cliffside was unknown in the early spring months of 1946. It was only the germ of an idea then to a handful of people in the Carbide family--most of them in the Industrial Relations Department--a germ that rapidly grew and has developed into a tradition which promises to become as important to the Cliffside Alumni as the word Carbide is to their parents and to the people of Kanawha Valley.

Yes, "Cliffside" and "Carbide" have become synonymous. To the boy or girl who wears one, the Cliffside shirt, it is just as important as the Carbide pass which permit entrance into the plant or obtains credit at the local stores. As Carbide is the Alma Mater of the parent, so will Cliffside be the Alma Mater of the Carbide children.

In its five seasons of operation, Cliffside has far exceeded all that was expected of it in the early stages of planning for its opening. During the spring months of 1946 the Industrial Relations department, which, night and day, nursed it into being, could hardly expect too much interest in a project which had never been tried, nor could they expect too much results in competition with proven private camps and camps which had been running successfully for years. To have

had enough campers to open for a couple of months would have justified its existence for the first year in order to lay the groundwork for full camps in the ensuing years. With the shortages of 1946 to construct out of the available facilities the kind of a camp which would be worthy of Carbide seemed in itself insurmountable. However, the camp itself is testimony to the fact that these obstacles were overcome.

After the first letter telling the employee of the camp, the quick and numerous letters of applications, the many questions asked, and the general display of interest in the camp served as a stimulus to those working of the project, and all efforts were directed to getting the job done and the camp in operation. Nights and weekends were spent in completing the many details incidental to a job of this sort. Planning the next day's work often ran well into the night, and Sundays were the big days because all day could be spent on camp planning alone. Wives of the members of the group spent weekends at the camp, cooked the meals and helped with the work. Even the workmen doing the carpenter work and painting caught the spirit of things, worked hard and fast, and took pride in making the camp all that it should be.

To the group who spent their weekends between camps cleaning up in preparation for new campers, welcoming parents and campers, carrying luggage into the cabins, and showing

parents around the camp, the remarks of parents and children and the happy faces of the campers were ample reward for the long hours spent in preparation and maintaining the camp. Equally gratifying were the complimentary comments of employees and even business men and residents of the area, which, even now, continue to come in, about the thought behind the project as well as the project itself.

There is little doubt that Cliffside and the tradition behind it will continue to grow in the years to come.

## CHAPTER IV

### THE CAMP SWINGS INTO ACTION

#### THE FIRST DAY OF CAMP

On Sunday, June 9, 1946, all was ready for the first camper. Everything was shined up to perfection. Director and counselors were dressed up in their camping togs, the kitchen help was clothed in spotless white, and the members of the Industrial Relations Department were running around picking up the odds and ends of the last minute details.

Plans were to have everyone in place at 1:15 p.m., fifteen minutes before the opening of registration. The director was to be sitting at his desk, each counselor was to be at the door of his cabin, the nurse at the door of her dispensary, etc. But the best of plans go awry. The first camper showed up shortly after 12:00 noon. From then on a steady stream of campers kept things humming. The parking area filled up several times over with parents' cars and those of visitors and cabins took on new life--Cliffside was officially open.

As each camper appeared, he and his parents were introduced to the camp director by a member of the Industrial Relations Department. He was then given the materials incidental to his induction (the boys' camping periods were first this year--1946), after which he was turned over to the

nurse in the dispensary. After his check up, a member of the Industrial Relations Department picked up his luggage and walked with him to his cabin. Here he was introduced to his counselor who assigned him to his bunk and taught him how to make up his bed. After these preliminaries were over, he got acquainted with his buddies, joined his parents in looking over the camp, or generally amused himself until the swim period and dinner.

Bus time, about 2:40 p.m., was always a busy time, for then between twenty-five and thirty-five campers arrived all at once with their mountains of luggage. One could hear the bus before it appeared down the road because the trip consisted of one camp song after another, led by the counselor in charge. As the campers poured out of the bus, everybody pitched in and carried luggage to the administration building.

As the camper and parents got together again after the camper's induction, a member of the Industrial Relations Department took them in charge in conducted tours around the camp, pointing out the places of interest and the improvements made to the facilities. In many instances relatives and friends accompanied the family and were taken on tours.

Every two weeks, or at the beginning of each camp period, for the past five years, this same procedure has been carried out. This has proved to be one of the principal

factors in selling Cliffside to parents and children. It has served to assure parents, many of whom have never been to camp, that their children are being well taken care of in the essentials of good camping.



SCENES AT CAMP  
NURSE TAKES TEMPERATURE



SCENES AT CAMP  
PICKING OUT BUNK

## CHAPTER V

### CLIFFSIDE ENROLLMENT

In 1946 the enrollment of all Cliffside campers totaled five hundred. The age limits of the campers was eight years to twelve years, inclusive. These age groups continued until the summer of 1949 when a new camp, Camelot, was opened. This camp embraced the twelve year olds and went on to include the thirteen and fourteen year olds. These ages were groupings including boys and girls.

The original five hundred Cliffside campers came from families of employees in practically all occupations in the plant. Laborers' and superintendents' sons and daughters occupied the same cabin and sat side by side at the dining table. Truck drivers' sons cheered for department heads' sons on the ball diamond and formans' daughters buddied with janitors' daughters in swimming. In fact the camp staff, in most cases, did not know, nor could they tell from the campers' attitude, the occupation of the parent.

Over fifty parents' occupations were represented in the camp, but none predominated. Salary and hourly employees were about equally represented and length of Company service seemed to have little bearing on whether or not an employee registered his child. Only 17 per cent of the total camp enrollment were from families of supervisory employees. This

would indicate that most employees of the plant, with children in this age group, are interested in Cliffside.

It was assumed in the planning stage that more boys than girls would be interested in camp because it was thought that girls lead a more sheltered life, and only a small proportion of parents would give their girls into the care of others until the camp proved itself. Therefore, four camping periods were set aside for boys and two periods for girls. Each period consisted of two weeks. Final enrollment in 1946 disproved this thinking because approximately 40 per cent of the campers turned out to be girls. In fact, just before the girls' camp opened in 1946 it was thought that several would have to be turned down. Since this time, the enrollments have run approximately 50 per cent boys and 50 per cent girls. The large enrollment of girls seems to be proof that parents have confidence in the conduct and accomplishments of the camp.

Frequent requests by parents for permission to continue their children in camp for an additional two weeks has been balm to the ears of those who have worked hard to keep the camp on the highest possible level. However, because of full enrollments in every camping period, these requests, of necessity, have been refused.

The growth of interest in camping at Cliffside can be best pointed out by showing the growth in camp enrollment since

1946. Table I shows the growth in enrollment of Cliffside.

TABLE I  
GROWTH IN ENROLLMENT

Year	Boys	Girls	Total
1946	288	212	500
1947	430	398	828
1948	480	430	910
1949	304	298	602*
1950	403	346	749

\* This was the first camping season for Camelot. All twelve year olds were no longer eligible for Cliffside. They were now eligible for Camelot.

## CHAPTER VI

### THE CAMP IN DETAIL

#### CAMP STAFF

Because of the limited time available between Cliffside's conception and its opening, staffing the camp was a difficult task. It was essential that standards be set at a high level in order to obtain the best possible personnel for the staff. Word was sent out to schools and colleges that counselors were to be hired for camp. Placement bureaus in the colleges were advised of the set requirements for specialists and upon notice of prospects from these bureaus interviews were conducted at the colleges.

Several applications were received at the plant from teachers and other interested applicants. These were interviewed by the Employment Department and good prospects were passed along to members of the Industrial Relations Department for secondary interviews.

First consideration was given to the director who was employed one month before camp opened in order that he might prepare programs and work out many details incidental to the operation of the camp.

Next consideration was given to specialists such as handicraft and nature study instructors and dietician. Finally, the counselors, who also acted as instructors in various

activities, were chosen.

Since 1946 the established policy has been followed with the exception that prospective counselors and specialists are interviewed the year around and are hired as early as January 1 for the coming camping season.

To make it easier for a counselor to absorb the camp routine, his or her responsibilities, their assignments, and suggested pointers for getting along with the camper and their parents, a counselor's manual<sup>1</sup> was developed and issued to each counselor. These have proven to be an asset in that many questions that would be directed to the director are answered in the manual. This manual was first used in 1947. Since then it has been revised only in the program changes that occur from year to year.

#### INTRODUCTION TO EMPLOYEES

Cliffside was introduced to the employee by a letter sent out over the Superintendent's name during the latter part of April, 1946. This letter described the camp and its prospects and was accompanied by an application blank which was to be returned in case an employee wished to send his child to camp. This application blank was not for the purpose of registering the child but just to indicate

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<sup>1</sup> Appendix B.

possible interest in the child's participation.

During the early part of May, 1946, all employees who had indicated interest by returning the application was sent a letter describing the camp schedule, the staff which had been selected, and a tentative date was supplied placing the child in one of the several camp periods. Accompanying this letter was a printed booklet giving the essential information about the camp, a registration card<sup>2</sup> which was to be filled out and returned, and a physical examination card which was to be filled out by the child's family doctor. The returned registration card was the first indication of the 1946 enrollment to be expected at each camping period.

During the week before each camp period, those children who were to attend that period received a letter addressed to them personally and giving specific instructions as to when to arrive at camp, the bus schedule, and a few other details about their first day at Cliffside.

Since 1946 this same procedure has been followed with the exception that there is not a letter inquiring about the possibility of interest. The registration blank is the first correspondence. When this is filled out and returned, the employee's child is reserved a place in camp. The

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<sup>2</sup> Appendix A, p. 21.

enrollee is given three choices of the camping period desired. He lists his choices one, two or three, and the Industrial Relations department files these applications as they come and the camper is given his first choice when possible. Camp quotas are set before enrollment, and when the quota for a camping period is filled no more campers are placed in that camping period except in case of cancellations.

#### TRANSPORTATION

Free transportation is provided to and from camp for all children who desire to go by way of bus. Arrangements are made with the Charleston-West Hamlin Bus Line to run a special bus to take campers to Cliffside on the opening Sunday of each camping period and return them on the closing Saturday of each camping period.

Although the majority of campers are brought to camp by parents, relatives, or friends, each bus is well loaded with children and baggage. The average number of campers using bus service, per trip, is thirty-eight. On each of these trips the campers are accompanied by a counselor.

The normal bus fare on this run is forty cents for a one way trip. The cost of the chartered bus per trip is ten dollars. The total cost of bus service for the summer period is \$120.00. Consequently, cost per child is much

less than what it would be if each child payed his own fare. In addition, the bus brought each camper into the camp, a distance of approximately one half mile from the regular bus run. This free transportation<sup>3</sup> is so efficient and convenient that each year the bus service is used more and more by the campers.

### ADMINISTRATION

The administration, in 1946, of the camp was centered in one building--the Administration Building. Here the director's office and living quarters were located on one side, and the camp medical dispensary on the other. In between was a substantial open floor on each end of which was located a large stone fireplace. Here also was located a camp store where such things as postal cards, stamps, writing paper and craft materials were sold and from which the various game boards and activities equipment were issued.

In this building the new camper started his induction procedure and here, too, visitors were welcomed by the camp director and his staff. The Administration building was also used for rainy day activities and folk dancing.

In 1947 this building was actually cut in half and moved to two different locations. One half was renovated to

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<sup>3</sup> Appendix A, p. 20.

be used as the camp dispensary and the other was used as the new craft shop. A new gymnasium<sup>4</sup> was built to replace the old Administration building and likewise to provide the same accommodations but on a larger scale due to the increase in enrollment. The original uses of the old Administration building were incorporated into the new gymnasium and have been much more satisfactory.

#### CAMP CABINS

In 1946 six spacious cabins were used to house the campers and the counselor. Each cabin was equipped with double-decker bunks, springs and mattresses. In the rear of each cabin was a lavatory with one toilet bowl and two wash basins. In this lavatory were racks for towels and shelves for personal effects such as toothbrushes, soap, combs, etc.

Each cabin contained ten large windows and one outside door, all of which were screened, and accommodated fifteen campers and a counselor.

In 1947 these cabins were duplexed and duplicated so that instead of having six cabins we now have twelve. All cabins are identical. In the duplexing the interiors were lined with knotty pine and louvers were installed at the top and in the rear of each cabin.

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<sup>4</sup> Appendix A, p. 3.

Since 1947 these cabins have been maintained and kept in good condition, but there have been no further changes in the arrangement.

#### CAFETERIA

A large cafeteria and kitchen built on a design similar to cabins and Administration building serves the entire camp at mealtime. This building consists of a large dining hall approximately 110 feet long and 30 feet wide, a roomy kitchen, and large storage pantry.

The kitchen is equipped with the latest, large restaurant style fixtures. It has three food preparation tables, a vegetables sink, automatic dishwasher, hot water, steam tables, and the necessary shelves, racks, etc., which make for convenience in a kitchen of this type. It is painted white and is illuminated by fluorescent lights. No fuel gas is available in this area so all heating is done with Pyrofax gas or bottled gas. The cafeteria staff is housed in cabins built just behind the cafeteria itself.

All monies used for the purchase of supplies for the cafeteria are handled through plant purchase requisitions with the exception of a \$100.00 cash fund which is provided the Director for the purpose of purchasing fresh fruits, vegetables, etc., from farmers in the area of the camp and elsewhere. This fund, however, is covered by receipts on each

purchase and these, in turn, are submitted to the cashier at the plant for reimbursement to the fund. Since 1946 there have been no radical changes in the cafeteria except to improve the fixtures and furniture.

In the dining hall long tables and benches are used by the campers at meals. Each table is covered by table cloths, and each table serves one cabin group with counselor. Meals are served cafeteria style.

Cliffside meals are one of the highlights of the camp. Menus are well-balanced, and the food is well and attractively prepared. Each camper is allowed all the milk he desires with his meal. Generous portions are served, and campers are permitted to have as much food as they desire. It is the belief of the administration that a well-fed camper is a contented camper.

All camp announcements are made at the end of each meal. No soft drinks are permitted in camp and packages from home are checked carefully to prevent unnecessary sweets from getting to the camper. Candy is given to the camper three times in the two week period.

In 1946 the kitchen staff served 16,848 meals for the entire summer at a cost for food of sixty-nine cents per child per day. In 1950 the kitchen staff served 33,447 meals for the entire summer at a cost for food of seventy-one cents per child per day.

## WATER SUPPLY

The camp water supply is obtained from a deep well located on the property. In 1946 the water system was completely overhauled with the addition of new pipe and replacement of old pipe where necessary. This was done to assure a safe and sufficient amount of water for drinking, cooking, and sanitary facilities. The well was cleaned and sterilized, a chlorinator installed, and water piped to the sanitary facilities, added to the Administration building, dining hall, and all cabins.

The deep well pump, purchased with the camp, was overhauled by replacing worn out parts in the gear mechanism and a crystalized rod connecting the drive to the piston at the bottom of the well was replaced. To increase the pump capacity, a new double action pump was installed.

The well and casing were cleaned out and sterilized after several years of accumulation of lubricating oil was found to be floating on top of the water. The drainage of this oil down the well was atopped by extending the casing above the pump foundation.

A "chlor-o-feeder" was purchased and used as a precaution against contamination of the water. This "chlor-o-feeder" feeds a measured amount of sodium hydrochloride solution into the water as it is discharged from the pump.

Weekly samples of water were taken from the various outlets at camp and submitted to the State Health Department for tests. Results of these tests, which were all "safe", were posted at all sampling points.

The daily water consumption by a full camp in 1946 was approximately 2,000 gallons. The daily consumption in 1950 was 4,200 gallons. The water is pumped up to a steel storage tank on the hill side in back of the cafeteria. The capacity of this tank is 6,000 gallons.

A large septic tank and basin was constructed close to the end of the property line and away from all activities. This facility is essentially the same as constructed in 1946, and it shows evidence of being adequately built to accommodate the increased enrollment which in turn affects the working of the septic tank.

#### DISPENSARY

In 1946 the medical dispensary was modeled after the plant dispensary. It was a modern two-bed dispensary and equipped with a dressing table, examination table, chairs, scales, etc. In 1947 it was doubled in bed space and an addition of a two-bed isolation ward. The waiting room and the general treatment room were virtually the same except larger.

The nurses' hours were the same--twenty-four hour duty

with relief one full day a week. A plant doctor was on call twenty-four hours a day and during the summer the camp had priority rights on his time.

#### CAMP SAFETY

Prior to the opening of the camp in 1946 the Safety Division of the plant was requested to inspect the camp site and suggest safety precautions to be followed.

Water-type extinguishers were placed in each cabin and in other buildings of the camp. During the week before camp opened, the plant fire chief conducted a class of instruction for the staff to teach them the use of fire extinguishers and the correction of fire hazards. All members of the staff were also taught first aid during this period; and first aid kits, stretchers and blankets were provided at the dispensary. An H & H inhalator was issued and kept in the dispensary.

All members of the kitchen staff were required to hold a food handlers' permit which is issued by the West Virginia State Health Department, Charleston, West Virginia.

The above safety rules have been followed since the inception of camp. We have had minor changes due to the change in building structures, but essentially the basic rules and philosophy of safety have been strictly adhered to as they were first established.

## INSURANCE

The camp was and is covered by public liability and property damage insurance. This insurance was carried with the Aetna Casualty and Surety Company. The specific amount of insurance is a figure that must be withheld due to plant policy on business figures. Sufficient to say that the camp has the proper amount of insurance to adequately meet any emergency that may occur. This insurance coverage included any injuries received by the campers or visitors. It also protected the Corporation against epidemics. The personnel of the camp staff was and is covered by Workmans Compensation Fund under a special class and at the expense of the company.

## THE DAILY PROGRAM

The original program was set up into nine periods daily, Monday through Friday. Five of these periods were used for instruction in athletics, handicraft, nature study, and the like. Two periods were used for free play, one for general swim and one for such evening activities as campfire, demonstrations and folk festivals. During the instruction periods counselors were assigned to various activities which they were qualified to teach, and all the campers in one cabin participated in a group. As the camp grew, the instructional periods were cut from five to four, and these four

activities were the ones that had proven over a five-year period to be the best liked activities by the majority of campers.

To prove that the most enjoyed activities were selected as basic activities, a record was kept of the campers' likes and dislikes. Each day during the 1948 camping season the campers made out a daily schedule card. The camper was instructed to take part only in the activities that they liked best. These selections or choices were tabulated on a master sheet. The assumption was made that the entire group of campers' interest would equal one hundred per cent. The choices were totaled for each activity, and then the grand total was secured by adding all of the activity choices. The total number of each activity choices was divided by the grand total of choices and the result, in figures, was changed to percentage. Theoretically, this percentage figure should indicate the most interest; and, as the percentage decreased, it would indicate less interest. On this procedure the basic activities of the camp were determined, and the activities with the lowest percentage figures were put in the class of free play activity.

The daily camp program<sup>5</sup> started with reveille at seven o'clock in the morning, after which all the campers

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<sup>5</sup> Appendix B, pp. 16, 17, 18, 20, 21, 22, 23.

assembled for calisthenics. After calisthenics the cabins were straightened and cleaned and then breakfast was served. After breakfast came inspection. The director, the nurse, and the officer of the day chose the best cabin for the daily award. This award was an American Flag which was displayed in front of the cabin. Immediately after inspection the activities program started.

After lunch the campers were and still are required to spend a rest period on their bunks. Originally this period was to last forty-five minutes, but over the period of five years it has been found that with this age group a rest period of one hour and fifteen minutes eliminated about 64 per cent of all nausea and headaches. As a result, we now have the longer rest hour.

Two free play periods were originally in the schedule. However, with the longer rest period, the free play time was cut to one period and it was lengthened to one hour. After the free play comes the general swim, retreat and dinner.

Activities have always been more or less the same for boys and girls. Folk dancing and dramatics were substituted for boxing and touch football.

The schedule for the middle Sunday for each camp period is different from that of week.<sup>6</sup> This is Visitors Day. Also

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<sup>6</sup> Appendix B, p. 18.

on this day all Catholic campers and counselors were taken by car into Charleston where they attended eleven o'clock Mass at Sacred Heart Church. For those campers that were non-Catholic the camp was divided into two groups and Sunday School was held. To the camper that had perfect Sunday School attendance at home we issued certificates that indicated the camper attended a formal Sunday School lesson. The Sunday School superintendents in this area accepted these affidavits. These lessons were non-sectarian and based on the theme of How God Lives and Works in Camp.

#### CAMP ACTIVITIES

The athletic activities consist of softball, basketball, badminton, volley ball and touch football. In these activities, the instructor teaches fundamentals and rules of the game by word of mouth and by demonstration. Then each camper is given an opportunity to try the various actions of the sport. Finally, practice by competition is used, during which the instructor corrects the participant. Competition is not used until the camper understands the sport.

Other sports such as horse shoes, marbles, ping pong, archery, riflery and fishing are used to fill in the camp program.

The basic camp activities are nature study, handicraft,

swimming, riflery or archery.

Campers are given two swimming periods per day. One period is used for instruction, and here a cabin group at a time uses the pool. The other period consists of a general swim when the whole camp uses the pool. Four instructors are present at instructional swim and the entire staff is present at general swim. All swimming instructors are qualified Water Safety Instructors by the American Red Cross.

Row boats and canoes are part of the water front equipment; and, although no instruction is given in handling the pieces of equipment (due to campers' ages), the counselors always see that their cabin group gets a trip up the river. They usually visit Camp Roofrock which is about one mile above Cliffside.

Instructions in handicraft is an important part of the camp program. This work is done in a semi-open pavilion provided for this purpose. Here benches and tables are constructed so that campers can sit and work around the perimeter of the building with the instructor working from the inside. A few simple tools are all that are necessary to carry on this work. Instruction is given in cutting materials from patterns, lacing, coloring and finishing. Such articles as plastic finger rings, ornamental plastic pins in the shape of butterflies and scotties, folding key cases, bill folds, purses and many other items of interest to the camper

are constructed. Various colored vinylite sheeting is obtained from the Sales Department for the construction of key cases and bill folds, and lacing is done with extruded Vinylite strips. In addition the girls make earrings and brooches out of various colored sea shells. These materials are all supplied freely to the camper at no charge.

Another educational feature of the activity program is nature study. Here the campers, one cabin group at a time, accompany the instructor into the woods and learn to distinguish flowers, trees, birds, and fungi. During these trips the campers collect flowers for the dining table and construct displays of various types of leaves, moss and bark. An interesting and very complete collection of moths is made during each summer and is kept in the Nature Den.

Riflery is an activity that has been added since camp started in 1946. Cliffside enrolled with the National Rifle Association of Washington, D. C. All of the campers interested in riflery are qualified by the standards established by the association. Records are kept at camp and then forwarded to the national headquarters. This is to accommodate any campers that attend another camp and wish to progress through the various stages of a rifleman. Also, this provides the camp with an award that is nationally recognized.

At the writing of this thesis, a two acre fish pond

has been constructed on the property and has been stocked with legal size rainbow trout. Fishing is going to be one of the top selected activities this year. Plans for the use of this pond are not yet fully organized. Sufficient to say that equal opportunity to each camper will be offered in opportunity to fish with qualified instruction.

#### CAMPFIRE

In the evenings, after dinner, the whole camp goes to camp fire.<sup>7</sup> The camp fire circle is of the recommended size and shape for such activity. The camp has established a Camp Fire Ritual that is adaptable only to this camp and its campers. A chief conducts the ceremony, but each cabin group is responsible for putting on at least one program during the two-week period. Traditions are established here that are not written down but are handed from one group to another by word of mouth. The ritual is secretive. The program of entertainment is very similar to that of any camp. The camp fire is one of the high lights of camping for the children. The circle is based on Indian lore and has a special fascination for campers of this age group.

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<sup>7</sup> Appendix A, p. 7.

## DEMONSTRATIONS

In order to encourage proficiency in some sports, experts from among the employees at the plant are invited to Cliffside to demonstrate their skill and to show how to obtain this skill. These demonstrations are usually fitted into the camp program just before camp fire. We have had demonstrations in archery, riflery, swimming, canoeing, ping pong, horse shoes, craft, tumbling, and many other activities.

## FOLK DANCING

A popular activity during the girls' camping periods is folk dancing. Instructions are given in folk dancing and singing games. This activity culminates in a folk dance festival at the end of each camp period. Each cabin group puts on one folk dance that they liked and practiced as a group. This festival is conducted at night in the gymnasium.

## AWARDS

At the end of each camp period one evening is set aside for giving out awards. At this time the recognition that one has earned is bestowed on that particular individual. The awards are many and varied. It is the hope of the administration that each camper takes some form of award home.

In order to do this a certificate of achievement<sup>8</sup> was designed to go along with the many other awards. The certificate of achievement has blanks that permit the writing in of the camper's achievement. These certificates are issued to cover swimming meets, track meets, basket ball tournament winners, Cliffside beginner swimmer, and any other accomplishment worthy of commending the camper.

The other awards are as follows: Red Cross Swimming cards that denote the peak of achievement made in camp; riflery diplomas<sup>9</sup> and brassards that indicate the rating achieved; archery diplomas and pins denoting the rank gained; and the two top awards of honor camper and four star honor camper.

To attain the rank of Honor camper or Four Star Honor camper, it must be the last year at Cliffside for the individual.

In choosing the top award winners, the following procedure is followed:

At the time of enrollment a personal Characteristic Sheet<sup>10</sup> is made out for each camper.

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<sup>8</sup> Appendix C, p. 1.

<sup>9</sup> Loc. cit.

<sup>10</sup> Loc. cit.

When the camper is assigned a cabin the sheet is passed on to his or her counselor.

It is the responsibility of the counselor to keep the campers record on this sheet, daily.

On the second Thursday of each camping the counselor turns this sheet into the office. In doing so the counselor has his highest rated camper on top and as one leafs through each cabin roll the lowest rated camper is on the bottom of the pile.

The top three scores of each cabin are listed by name and scored on a master sheet. This makes a total of 36 nominees.

These thirty-six scores are added and divided by thirty-six to give the mean average score.

At the same time these personal characteristic sheets were turned in, the counselors also turned in a list of campers that had shown outstanding ability in camp activities. This group of campers may or may not be in the counselor's cabin group.

These names are then taken from this sheet and posted on the master sheet indicating what activity the camper displayed outstanding ability.

Any camper that had an average personal characteristic score equal to the mean or above and was outstanding in three or more activities was considered an honor camper.

To compensate for any personal conflict between camper and counselor any camper that had been picked as outstanding in three or more activities yet did not have a mean average score in personal characteristics was voted on not by name but by shown achievement.

The original pattern of selecting honor campers picked about eighty-two per cent of the honor campers. The voting method picked up the eighteen per cent that may have been missed.

The Four Star Honor campers were then chosen by vote of counselors from the group of Honor campers. No names mentioned in the voting. Only scores and accomplishments were used as a basis for voting.

The counselors were cautioned time and time again not to discuss the campers among themselves so that no one would be influenced in voting or choosing outstanding campers.

This system has worked out very well. It is not entirely a new plan but a reconverted plan that is used by industry in giving merit promotions. It was adapted to fit the camp's needs in selecting the outstanding boys and girls.

At the close of each camping period the parents were sent a detailed report of the child's progress and achievement. Indications were shown as to what the camp offered the child and the child's response. Counselor comments were also included to show the ability of the camper to enter camp life.



THE DISPENSARY



THE LIBRARY



THE STAGE SUNDAY SCHOOL

VESPERS



THE COURTS FOR ACTIVITY



GETTING READY FOR CAMP FIRE



1951 ACTIVITY

FISH POND

## CHAPTER VII

### SUMMARY

Cliffside accomplishments can be calculated in a variety of ways. Some will choose dollars and cents received as a criterion for success. Others will look for numbers served and records produced.

To those who conceived and developed Cliffside, its accomplishments are wrapped up in a package of intangibles, each of which, if considered alone, will not be too significant; but, when taken as a whole, they will present a cluster of gems of inestimable value to children, parents, and Industrial Relations.

No better proof of this can be found than in the thoughts expressed in the numerous letters written by children and parents after the end of each camping season. In these letters not only is appreciation shown for the camp and its activities and the benefits derived by its participants, but sincere gratitude is expressed that such an opportunity should be offered to the children.

The expression of appreciation and sometimes of surprise from parents, relatives, and even friends who visited Cliffside portray a result which could only be achieved through a project which permeates the home. A result of

this sort produces lasting effects and covers a range which is limited only by the extent of the families' influence in the community.

The impression that Cliffside leaves on the thinking of the community is demonstrated by the favorable comments received from church officials, school teachers, businessmen and industrial employees and executives.

All of these are invaluable products which cannot be purchased. No newspaper advertisement, no speech, no letter can produce these results. Only through the child, the heart of the home, can these be achieved.

Thus was the goal set for Cliffside, and it is the opinion of the Administration that the goal has been reached but continued effort and accomplishments are necessary to maintain this goal.