

<p><b>Purpose and Philosophy</b></p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;"> <p><b>Values</b> People, the World, Contributions</p> </div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;"> <p><b>Vision</b> Enriching Lives, Changing the World</p> </div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;"> <p><b>Mission</b> The mission of the American Camp Association is enriching lives of children, youth and adults through the camp experience.</p> </div> </div>
<p><b>Position Context</b></p>	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 30%;"> <p><b>Niche:</b>  <b>Primary:</b> Promotion of positive youth development  <b>Secondary:</b> Community  <b>Tertiary:</b> Experiential Education</p> </div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; width: 30%;"> <p><b>Core Strategy</b> Knowledge Transformation</p> </div> <div style="width: 30%;"> <p><b>The Vehicle:</b> The Camp Community  <b>The Means:</b> The Camp Experience</p> </div> </div>
<p><b>What Benefit, for Whom, at What Cost</b></p>	<div style="text-align: center; margin-bottom: 20px;"> <p><b>Board Ends</b></p> </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; width: 25%;"> <p>The camp experience will be of high <b>Quality</b>.</p> </div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; width: 45%;"> <p>An increasing <b>Number</b> of children, youth, and adults of all social, cultural, and economic groups will have a camp experience.</p> </div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; width: 25%;"> <p>There will be greater understanding of and support for the <b>Value</b> of the camp experience.</p> </div> </div> <div style="text-align: center; margin-top: 20px;"> <p><b>Mega End:</b> Enriching Lives Through the Camp Experience  <b>Historical:</b> Better Camping for All</p> </div> <div style="text-align: center; margin-top: 20px;"> <p><b>Sub Ends</b></p> </div> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 30%;"> <p>Public Awareness Legislative/Advocacy</p> </div> <div style="width: 30%;"> <p>Enrichment and Diversification Staff Tools/Education</p> </div> <div style="width: 30%;"> <p>Industry Standards Accredited Camps Membership Customer Service Education</p> </div> </div>
<p><b>Operational Context</b></p>	<div style="text-align: center; margin-bottom: 20px;"> <p><b>Core Outcomes</b></p> </div> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 22%;"> <p><b>Accountability</b> Creating knowledge from data and information and developing content</p> </div> <div style="width: 22%;"> <p><b>Credibility</b> Transferring knowledge to educational value</p> </div> <div style="width: 22%;"> <p><b>Visibility</b> Converting knowledge to enhance awareness</p> </div> <div style="width: 22%;"> <p><b>Viability</b> Maximizing knowledge to generate revenue</p> </div> </div>
<p><b>Societal Context</b></p>	<div style="text-align: center;"> <p><b>Desired Impacts</b></p> </div>