Research and Assessment Process

Tiger Team (January 2015)

- Committee comprised of representatives from Admissions, Charlotte Center, the College, F&CS, Global Affairs, OPCD, and RL&H
  - Evaluate current and potential offerings
  - Analyze housing utilization
  - Offer suggestions to increase revenue
Research and Assessment Process

• Researched 50+ peer institutions

• Conducted 50+ interviews on campus

• Assessed residence hall utilization
Summer Program Market Overview

Core Programs

• Pre-College (Grades 6-12) – to engage potential applicants
• College – current undergrad and graduate students (U.S. and int’l)
Market Research Findings

- **Johns Hopkins** – Center for Talented Youth, Intersession Programs for fresh/soph.
- **Yale** – Young Scholars Program
- **Georgetown** – Community-based learning
- **Duke Law School** – J-Term/Winter Sessions
- **Notre Dame** – Seminary immersion program
- **UNC-Chapel Hill** – William and Ida Friday Center for Continuing Education
- **Washington and Lee** - International focus
- **Emory** – Office of International and Summer Programs
Market Research Findings

**Boston University:** 100 years of summer school, 7000 students

Academic Immersion (focused on one topic – college jrs/srs.), Academic Phase (Maymester), Summer Study Internships (Non-BU students, 12 weeks, 10 credits)

- Honors (for-credit), STEM research,
- Immersion (summer preview for fresh/soph),
- Summer Challenge (h.s. soph-sr. – 2 wks)
Market Research Findings

University of Richmond: 50+ year old program

UR Summer Studies
Where are we?
Where do we want to go?
What and who will it take to get us there?
Current WFU Programs (Academic)

• **Curricular**
  • General Session I and II
  • Reynolda and Online
  • Intensive Summer Language Institute (ISLI)
  • Law classes for undergraduates
  • Summer Management Program
  • Study Abroad (WFU and partner programs)
  • WAKE Washington, D.C. Program (on hold)

• **Pre-Orientation**
  • Arrive@Wake (international students)
  • Magnolia Scholars Bridge Program

• **Grant/Internships**
  • PHI Non-Profit Immersion
  • URECA Summer Internships
Current WFU Programs (Non-Academic)

- **Pre-College**
  - All-Sports Camp
  - Athletic Sports Camps
  - Ballet Program
  - Museum of Anthropology Day Camps
  - Reynolda House Adventure Camps
  - Debate Camp
  - LENS

- **Pre-Orientation/Bridge Programs**
  - BUILD, Deacon Camp, Marching Band, SPARC, SUMMIT, Wilderness to Wake, Worldwide Wake

- **General Community**
  - Advanced Placement Institute
  - Ben Franklin Transatlantic Fellows Institute
  - Law Clinics
  - Lifelong Learning
  - Conference Services Programs (i.e. Duke Tip, Student Life)
  - Summer Housing Internship Program (SHIP)
Current WFU Summer Programs

External Community Programs (25)

Non-Academic Programs (15)

Academic (10)

Margin

Strategic Value

Academic—classes, research, bridge programs
Non-Academic—All Sports, Reynolda House, Pre-Orientation
External—Athletics, Conference Services (i.e. Duke TIP)
<table>
<thead>
<tr>
<th>Category</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>Classes, research, bridge programs</td>
</tr>
<tr>
<td>Non-Academic</td>
<td>All Sports, Reynolda House, Pre-Orientation</td>
</tr>
<tr>
<td>External</td>
<td>Conference Services, Duke TIP</td>
</tr>
</tbody>
</table>

(Athletics not included)
## WFU Campus - Summer Housing Utilization

<table>
<thead>
<tr>
<th>Breakdown of Bed Nights for Summer 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total nights (10 weeks)</td>
</tr>
<tr>
<td>% Beds utilized</td>
</tr>
<tr>
<td>% Beds utilized (with maintenance)</td>
</tr>
</tbody>
</table>

**Challenges to increasing utilization:**
- Logistical challenges (age, location)
- Requests for single rooms
WFU Campus - Summer Space Utilization

Opportunity to increase utilization of large venues. Examples of space utilization from May 17 to August 1, 2015:

**Barn:** (1 space): 8 events

**Benson:** (largest rooms): Pugh 44%, 401 (A-D): 22%

**Brendle:** (largest rooms): Recital Hall: 53%, M307 (choir room): 96%

**Farrell Hall:** < 10%, no classes on Fridays and open on the weekends

**Worrell Professional Center:** < 5% use
Assessment of WFU Programs (Academic)

- **Positive**
  - Summer Management Program
  - Debate Camp
  - Pre-Orientation and Bridge Programs
  - LENS Programs

- **Concerns**
  - Pre-College programs are small and have little margin
  - Current college courses may not entice students to stay for summer
  - Need to determine faculty teaching interest
Assessment of WFU Programs (Non-Academic)

- **Positive**
  - Conference Services
  - External partnerships through the School of Business
  - Programs reach and engage the community

- **Concerns**
  - Majority of the programs have <$30K in revenue - not including Athletics
  - Lack of awareness of Conference Services
  - Lack of infrastructure and support for after hours programming
  - Inconsistent fee model and space challenges
2016 Program Additions and Expansions

Pre-College

• Arrive@Wake, LENS
• Summer Immersion
• Increase number of camps/conferences
• Alumni Family Weekend

College

• Expansion of Online Classes and Intensive Languages
Potential New Programs

Pre-College
• Departmental Programs
• Global Abroad and Debate Camp Abroad Programs
• Summer Immersion for Grades 5-7: “Wake Forest EDGE”
• OPCD and/or ICE Boot Camp
• RA/Conference Services Staffing Option
Potential New Programs (continued)

**College**

- Entrepreneurship Program
- Sophomore Summer
- J-Term or May-mester: Inter-disciplinary courses on hot topics
- 3 + 1 Masters
Potential New Programs (continued)

Other

• Continuing Education: Business, Counseling, Law, Medicine
• General Executive Education: corporate
• Gap week before graduation
Roadblocks: Internal Challenges

- Lack of process, central coordination, mission
- No infrastructure for pre-college programming
- Management of residence halls between RL&H and Conference Services
- Aramark, housing, and meeting space is expensive ... or free
Roadblocks: Internal Challenges (cont.)

- Marketing – no external visibility, marketing strategy or branding
  - All done independently ($$$)

- Competing agendas

- Lack of incentive to create a margin

- Local market size – W-S is small, middle class market; difficult to generate high demand, premium prices
Campus-wide Infrastructure requires intensive coordination and communication

- Program Directors
- Conference Services/Event Mgmt.
- Catering/Dining
- Financial Services/Procurement
- Housing (shared between Conference Services and RL&H)
- Human Resources (i.e. Title IX, working with minors)
- Information Systems
- Legal
- Marketing
- Security
- Web presence
- Space Allocation (EMS)
- Parking
- Facilities
- Transportation (vans/buses $420/day)
## Summer Programs Task Force Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrea Ellis, Chair</td>
<td>Assistant Vice President for Innovation and Summer Programs</td>
</tr>
<tr>
<td>Shannon Badgett</td>
<td>Director, Budget and Financial Planning</td>
</tr>
<tr>
<td>Andrea Bohn</td>
<td>Assistant Vice President, Campus Life Finance &amp; Operations</td>
</tr>
<tr>
<td>Skip Brown</td>
<td>Assistant Athletic Director, S-A Development &amp; Operations</td>
</tr>
<tr>
<td>Mike Draughn</td>
<td>Director, Facilities Maintenance and Utilities Operations</td>
</tr>
<tr>
<td>Beth Hoagland</td>
<td>Assistant Provost, Budget and Planning</td>
</tr>
<tr>
<td>Michelle Klosterman</td>
<td>Director of Academic Development and Assessment</td>
</tr>
<tr>
<td>Donna McGalliard</td>
<td>Associate Vice President, Campus Life and Dean, Residence Life and Housing</td>
</tr>
<tr>
<td>Randy Rogan</td>
<td>Senior Associate Dean for Academic Planning &amp; Summer School</td>
</tr>
<tr>
<td>John Wise</td>
<td>Associate Vice President, Hospitality and Auxiliary Services</td>
</tr>
<tr>
<td>Hu Womack</td>
<td>Associate Librarian, Instruction and Outreach</td>
</tr>
</tbody>
</table>
Wake Forest
Reynolda Campus
Summer Programs

Cultivate campus vibrancy and intellectual curiosity through summer classes, programs and conferences