



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, Intercession 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)

Boston University Summer Term



Summer Term Summer Study Internship Program High School Programs

THINK EXCELLENCE

Start thinking about your summer. BU Summer Term 2016 [course listings](#) are now available.

BOSTON UNIVERSITY SUMMER TERM 2016	February 25 Registration Opens	May 23 – July 1 Summer Session 1	July 5 – August 12 Summer Session 2
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Market Research Findings

University of Richmond: 50+ year old program

UR Summer Studies

Summer School

Study Abroad

Internships Abroad

Domestic Study

Teacher Institutes

Reading Skills





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

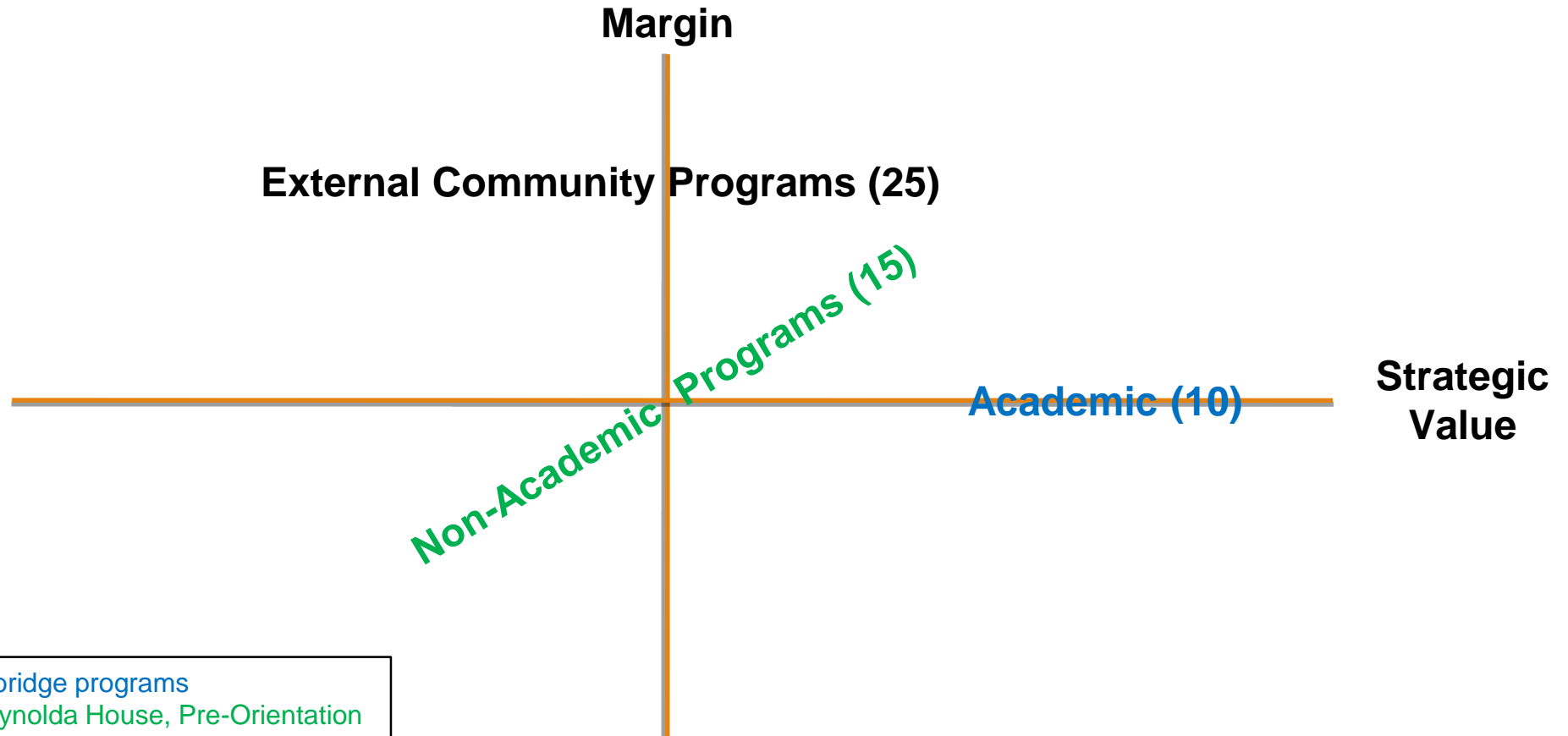
- **Pre-Orientation/Bridge Programs**

- 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

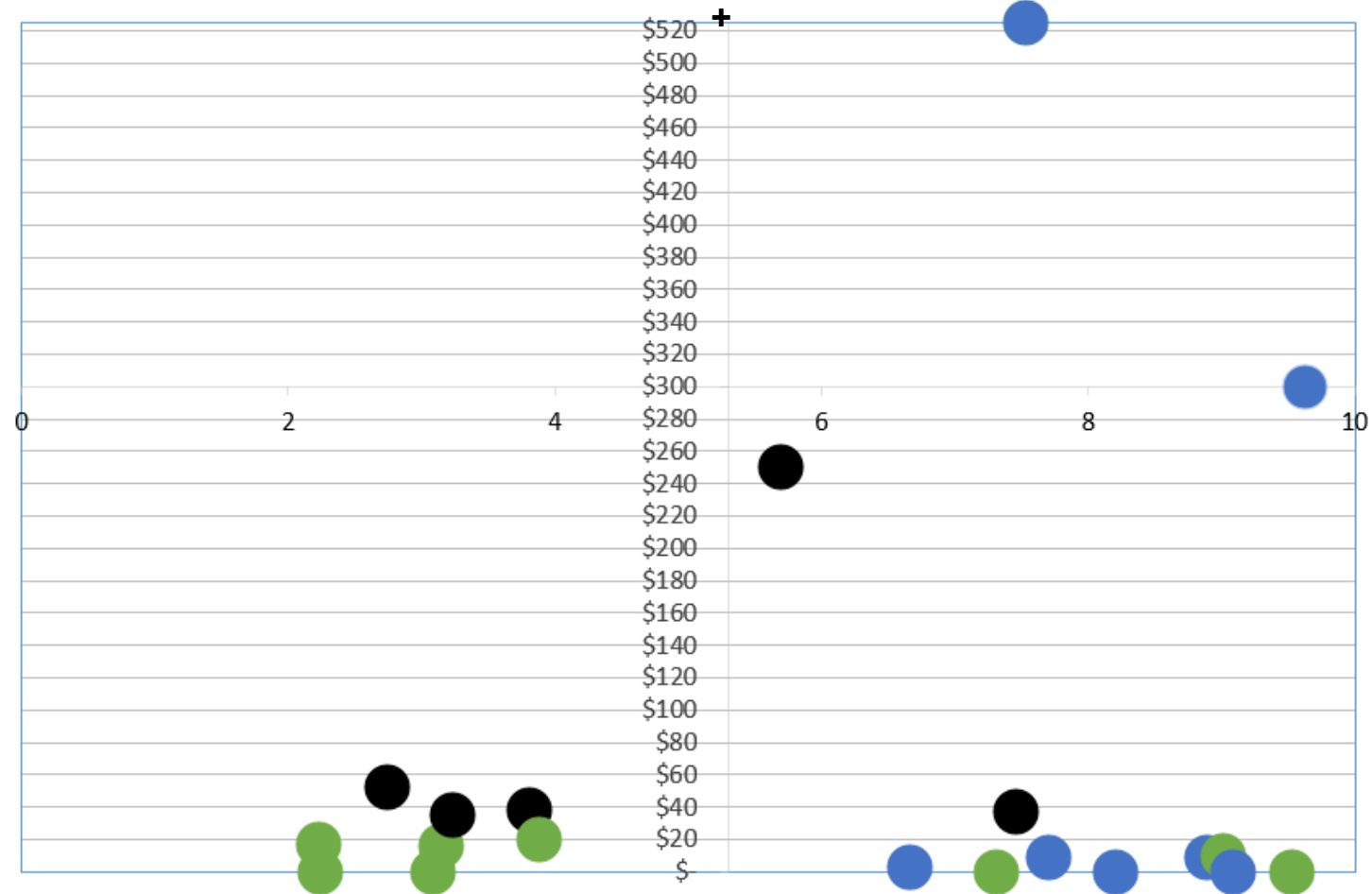


Academic— classes, research, bridge programs

Non-Academic – All Sports, Reynolda House, Pre-Orientation

External – Athletics, Conference Services (i.e. Duke TIP)

MARGIN (in thousands)



Academic– classes, research, bridge programs
 Non-Academic – All Sports, Reynolda House, Pre-Orientation,
 (Athletics not included)
 External – Conference Services, Duke TIP

WFU Campus - Summer Housing Utilization

Breakdown of Bed Nights for Summer 2015	
Total nights (10 weeks)	70
% Beds utilized	20%
% Beds utilized (with maintenance)	46%

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

Andrea Ellis, Chair	Assistant Vice President for Innovation and Summer Programs
Shannon Badgett	Director, Budget and Financial Planning
Andrea Bohn	Assistant Vice President, Campus Life Finance & Operations
Skip Brown	Assistant Athletic Director, S-A Development & Operations
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Michelle Klosterman	Director of Academic Development and Assessment
Donna McGalliard	Associate Vice President, Campus Life and Dean, Residence Life and Housing
Randy Rogan	Senior Associate Dean for Academic Planning & Summer School
John Wise	Associate Vice President, Hospitality and Auxiliary Services
Hu Womack	Associate Librarian, Instruction and Outreach

Wake Forest Reynolda Campus Summer Programs

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



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