2012 - 2013
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Cindy DeLuca, University of South Florida (Chair)
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Dear Colleagues:

Welcome to the Mile High city!

It is my pleasure and honor to welcome you to the 50th Annual Conference of the North American Association of Summer Sessions (NAASS), in conjunction with the 67th annual meeting of the Western Association of Summer Sessions Administrators (WASSA). The Conference Committee, led by NAASS President-Elect Jessica Madrigal, and WASSA President-Elect Maurine Powell crafted a comprehensive, topical, and relevant conference. It is also a pleasure to welcome our WASSA colleagues during their annual meeting.

Mickey Mantle once said: "It's unbelievable how much you don't know about the game you've been playing your whole life." As we continue to learn new techniques and embrace new technologies and adapt to the changes impacting higher education today, this quote fittingly applies to us all in our roles as enrollment, recruitment, marketing, and academic professionals. It is truly amazing and inspiring how much content and insight our members have contributed to the literature and our knowledge base. Their practical solutions have been executed successfully to positively impact the lives of students throughout our campuses. By continuously improving and sharing strategies and best practices, over the last 50 years, NAASS members have been able to help their institutions meet key strategic goals and explain the value proposition of summer sessions to students, parents, and institution constituents.

This year, your association has accomplished key goals—increasing awareness about the association, launching the online version of the peer reviewed journal Summer Academe, rebooting the Joint Statistical Report, and executing a new format for the Creative and Innovative Awards Program. My thanks to the committee members and colleagues who worked on each of these initiatives, especially Bill Kops, Ken Smith, and Laurel Hogue. I also want to extend my thanks and appreciation to Jessica Madrigal, Maurine Powell, Janet Lange, and Candy Hall for all of their efforts in planning the conference.

Thank you all for the opportunity to serve as your President and to lead this organization this past year as we chart the course toward the next 50 years!

Jamieson Bilella
President, NAASS

Dear Wasserians,

I am pleased to welcome you to Denver, Colorado for the 67th Annual Regional Conference of the Western Association of Summer Session Administrators (WASSA). This year we are joining the 50th Annual Conference of the North American Association of Summer Sessions (NAASS) at the site of their first conference. This year's theme: "Honoring Our Pasts, Creating Our Future", encompasses the strong ties WASSA and NAASS have with each other, honoring those who built our strong organizations and supporting those who will lead Summer Sessions into the future.

Our conference will expand our vision of what it means to be a part of Summer Sessions at our own institutions, and how we are interconnected as a part and whole of higher education. This year's conference was strategically planned to enhance where we can best meet the needs of students and institutions through the outstanding speakers at the plenary sessions, hot topic discussion groups, networking, and grand round conversations.

WASSA Committees will also showcase the work of our institutions in programming, web communication, print media, and marketing. On Monday evening, we will host the WASSA Awards Reception and Banquet at the History Colorado Center. All NAASS and WASSA attendees are welcome to tour the Center and have dinner as we announce this year's Award recipients.

Along with Jamieson Bilella, President of NAASS, I encourage you to connect with your colleagues and celebrate our past and our future.

Kim Parks
President, WASSA

CELEBRATING 50 YEARS · HONORING OUR PASTS...CREATING OUR FUTURE!
### SCHEDULE OF EVENTS

**CONFERENCE REGISTRATION DESK**  
7:30 AM - 5 PM  
Confluence Foyer; Conference Office A

### Pre-Conference Board Meetings

<table>
<thead>
<tr>
<th>NAASS</th>
<th>WASSA</th>
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</table>
| **NAASS Administrative Council Meeting**  
12 – 2 PM  
(Lunch) Boardroom | **WASSA Executive Board Meeting**  
2 – 3:30 PM  
Boardroom |
| **Finance Committee Meeting**  
2 – 3 PM  
Welton | **WASSA Committee Meetings**  
3:30 – 6 PM  
Teller |
| **NAASS Standing Committee Meetings I**  
3 – 4:30 PM  
CREATIVE AND INNOVATIVE AWARDS  
Laurel Hogue, Chair  
Welton |  |
| NOMINATIONS & ELECTIONS  
Cindy DeLuca, Chair  
McCourt |  |
| **NAASS Standing Committee Meetings II**  
4:30 – 6 PM  
INFORMATION & COMMUNICATIONS  
Kathryn Young, Chair  
Welton |  |
| QUALITY & RESEARCH  
Ken Smith, Chair  
McCourt |  |
| **NAASS Administrative Council Dinner**  
7 – 9:30 PM |  |

### Networking Welcome Reception  
6 – 7 PM  
V's Lounge

### Explore Denver for Dinner  
7 PM  
See your packet for dining suggestions.
## SATURDAY, NOVEMBER 9

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>12 - 2 PM</td>
<td>NAASS Administrative Council Luncheon Meeting</td>
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<tr>
<td>2 - 3 PM</td>
<td>NAASS Finance Committee</td>
</tr>
<tr>
<td>2 - 3:30 PM</td>
<td>WASSA Executive Board Meeting</td>
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<tr>
<td>3 - 4:30 PM</td>
<td>NAASS Creative &amp; Innovative Awards Committee</td>
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<tr>
<td></td>
<td>NAASS Nominations &amp; Elections Committee</td>
</tr>
<tr>
<td>4:30 - 6 PM</td>
<td>WASSA Committee Meetings Teller</td>
</tr>
<tr>
<td>6 - 7 PM</td>
<td>NAASS/WASSA Networking Welcome Reception</td>
</tr>
<tr>
<td>7 PM</td>
<td>Dinner on your own. See your packet for dining suggestions.</td>
</tr>
<tr>
<td>7 - 9:30 PM</td>
<td>NAASS Administrative Council Dinner</td>
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## SUNDAY, NOVEMBER 10

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:30 - 9 AM</td>
<td>Pre-Conference Workshops’ Continental Breakfast</td>
</tr>
<tr>
<td>9 AM - 12 PM</td>
<td>New Administrators Workshop</td>
</tr>
<tr>
<td></td>
<td>Pathways in Higher Education Workshop</td>
</tr>
<tr>
<td>9 AM - 12 PM</td>
<td>Pre-Conference Workshops’ Luncheon</td>
</tr>
<tr>
<td>1:30 - 3:30 PM</td>
<td>New Administrators Workshop</td>
</tr>
<tr>
<td>1:30 - 4 PM</td>
<td>Regional Task Force Meeting</td>
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<tr>
<td>4:30 - 5 PM</td>
<td>Official Opening and Roll Call</td>
</tr>
<tr>
<td>5 - 6 PM</td>
<td>Opening Plenary: Author Nancy Martin</td>
</tr>
<tr>
<td>6 - 7 PM</td>
<td>Presidents’ Reception and T-Shirt Exchange</td>
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<tr>
<td>7 - 9:30 PM</td>
<td>New Administrator’s Dinner</td>
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## MONDAY, NOVEMBER 11

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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8 - 9:30 AM</td>
<td>Regional Business Breakfast Meeting: Middle States Region</td>
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<tr>
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<td>Regional Business Breakfast Meeting: North Central Region</td>
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<td></td>
<td>Regional Business Breakfast Meeting: Northeastern Region</td>
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<td>Regional Business Breakfast Meeting: Southern Region</td>
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<td></td>
<td>Regional Business Breakfast Meeting: Western Region</td>
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<td></td>
<td>Regional Business Breakfast Meeting: Confluence A</td>
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<tr>
<td></td>
<td>Regional Business Breakfast Meeting: Confluence B</td>
</tr>
<tr>
<td>Concurrent Sessions 1</td>
<td>9:45 - 11:15 AM</td>
</tr>
<tr>
<td>1A.</td>
<td>Are you Getting the Most Bang for your Marketing Bucks?</td>
</tr>
<tr>
<td>1B.</td>
<td>International Recruitment Strategies</td>
</tr>
<tr>
<td>1C.</td>
<td>Unleash your Inner Spielberg</td>
</tr>
<tr>
<td>1D.</td>
<td>It takes an Institutional Village</td>
</tr>
<tr>
<td>1E. WASSA Showcases: Print Media, Web Site and Marketing</td>
<td>Confluence B</td>
</tr>
<tr>
<td>Lunch 11:30 AM – 12:30 PM</td>
<td>Plenary Luncheon Session II: Legacy Laid-Back Luncheon: &quot;Now Don't Try to Reason with Me&quot; — Leading from the Margins with Kenneth Burrows, Loy Lylle, Jim Murphy, Cindy DeLuca, Donna Shea, Sarah O’Mrood.</td>
</tr>
<tr>
<td>Concurrent Sessions 2 12:45 – 2:15 PM</td>
<td>2A. Developing Hybrid Course Offerings for Pre-College Summer Programs</td>
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<tr>
<td></td>
<td>2B. Summer International Student Recruitment: An Intro. To EducationUSA</td>
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<td></td>
<td>2C. Technology Enhanced Learning: Developing and Offering Online Summer Classes</td>
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<td></td>
<td>2D. Guerilla Campus: Remaining Competitive in a Saturated Market</td>
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<tr>
<td></td>
<td>2E. Lucid Agency: If you’re not Adapting, You’re Losing and Why Your Annual Marketing Plan Isn’t Enough</td>
</tr>
<tr>
<td>2:15 – 2:30 PM</td>
<td>NAASS/WASSA Networking Break</td>
</tr>
<tr>
<td>Concurrent Sessions 3 2:30 – 3:30 PM</td>
<td>3A. Quality Matters for Online &amp; Hybrid</td>
</tr>
<tr>
<td></td>
<td>3B. Give Them What They Want! How to Connect with Today’s Students</td>
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<tr>
<td></td>
<td>3C. Cultivating an Environment of Success: Student Success Initiative</td>
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<tr>
<td></td>
<td>3D. 90 Years On! Lessons from Some of the Earliest International Summer Schools</td>
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<td>3E. WASSA Grand Round: Social Media</td>
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<th>Time</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>3:30 - 4:30 PM</td>
<td>Email Marketing&lt;br&gt;Curtis&lt;br&gt;Gilpin&lt;br&gt;Co-op&lt;br&gt;Writing for Summer Academe&lt;br&gt;Cook</td>
</tr>
<tr>
<td>5:30 - 6 PM</td>
<td>Bus Transportation to History Colorado Center and WASSA Awards Banquet&lt;br&gt;Lower Level Lobby Entrance</td>
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<tr>
<td>6 - 7:30 PM</td>
<td>Tour the History Colorado Museum&lt;br&gt;WASSA Reception &amp; Awards Banquet</td>
</tr>
<tr>
<td>6:15 - 10 PM</td>
<td>Shuttles Return to the Westin</td>
</tr>
<tr>
<td>7:30 - 8:30 AM</td>
<td>Continental Breakfast&lt;br&gt;Mezzanine Foyer</td>
</tr>
<tr>
<td>8:30 - 9:30 AM</td>
<td>Concurrent Sessions 4&lt;br&gt;Life on the Other Side: From Summer Session Administrator to Summer Student&lt;br&gt;Teller&lt;br&gt;The Green Admission Effort at Cal Poly&lt;br&gt;Confluence A</td>
</tr>
<tr>
<td>9:30 - 10:30 AM</td>
<td>Plenary Session III: Denver City Auditor and Historian Dennis Gallagher&lt;br&gt;Platte River Room</td>
</tr>
<tr>
<td>9:30 - 10:30 AM</td>
<td>Coffee Break, Poster Sessions, Open Houses&lt;br&gt;Horace Labor&lt;br&gt;NAASS Committees Open House&lt;br&gt;Molly Brown&lt;br&gt;NAASS Administrative Council Open House&lt;br&gt;Molly Brown&lt;br&gt;WASSA Executive Board and Committees Open House&lt;br&gt;Molly Brown</td>
</tr>
<tr>
<td>10:30 - 11:45 AM</td>
<td>Concurrent Sessions 5&lt;br&gt;On Summer and Trimesters&lt;br&gt;Lawrence A&lt;br&gt;Winter Session for Large and Small Colleges &amp; Universities&lt;br&gt;Lawrence B&lt;br&gt;Use of Campus Technology and Information Systems to Increase Enrollment and Facilitate Student Success&lt;br&gt;Confluence A&lt;br&gt;KIDS FIRST! Film Festival: Building Brand Identity&lt;br&gt;Teller&lt;br&gt;SE. Stamats: Research that will Positively Impact Your Recruiting Efforts&lt;br&gt;Confluence B</td>
</tr>
<tr>
<td>12 Noon</td>
<td>Conference Adjourns</td>
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<tbody>
<tr>
<td>7:30 - 8:30 AM</td>
<td>Continental Breakfast&lt;br&gt;Confluence Ballroom</td>
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<tr>
<td>8:30 - 9:15 AM</td>
<td>NAASS Annual Business Meeting&lt;br&gt;Confluence Ballroom</td>
</tr>
<tr>
<td>9:30 - 10:30 AM</td>
<td>Plenary Session IV: Presentation by the Quality &amp; Research Committee&lt;br&gt;Confluence Ballroom</td>
</tr>
<tr>
<td>10:30 - 11:45 AM</td>
<td>Plenary Session V: Differences in Administrative Organization of Summer Sessions&lt;br&gt;Confluence Ballroom</td>
</tr>
<tr>
<td>12 Noon</td>
<td>Conference Adjourns</td>
</tr>
<tr>
<td>12 - 2 PM</td>
<td>NAASS Administrative Council Meeting&lt;br&gt;Boardroom</td>
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**NAASS NATIONAL CONFERENCE · 2013 · WASSA REGIONAL CONFERENCE**
PRE-CONFERENCE SESSIONS

NEW ADMINISTRATORS WORKSHOP 9 AM - 3:30 PM

9 AM - 12 PM  Morning Session  Horace Tabor
12 - 1:15 PM  Lunch with Mentors  Platte River Room
1:30 - 3:30 PM  Afternoon Session  Horace Tabor

The New Administrators Workshop provides a valuable opportunity for new - or almost new - summer session administrators to share experiences and learn together. The purpose is to provide you with an overview of summer session administration and the basic skills for success. The workshop is planned to let you reflect and organize your thoughts and help answer some of the questions you may have. Five key areas of summer session administration will be examined: organization, curriculum, program planning, finance, and marketing. As a new administrator, you come to summer sessions with different experiences and different perspectives. This highly interactive workshop will provide you with an opportunity to reflect on what you already know about your university, administration, faculty, and programs, and merge your knowledge with new information.

Jon C. Neidy, Bradley University and Laurel Hogue, University of Central Missouri

PATHWAYS IN HIGHER EDUCATION WORKSHOP 9 AM - 1:15 PM

9 AM - 12 PM  Morning Session  Molly Brown
12 - 1:15 PM  Networking Lunch  Platte River Room

Whether you're interested in moving up or in moving on, or even just changing things where you are, you create your own opportunities for professional advancement. Explore how to showcase your knowledge and experience and to prepare for your next position, at your current institution or elsewhere. Benefit from advice and training provided by a top career coach who understands the challenges in the upper
ranks. This seminar will provide higher education leaders with insights, skills and tools for professional development, linked with personal strategic planning. We will engage in career mapping and strategies for developing the leader within you. Then we will spend some time developing cover letters, CVs and winning interview approaches.

Nancy Martin, Principal, Archer-Martin Associates

REGIONAL TASK FORCE MEETING
Cindy DeLuca, Chair

OFFICIAL OPENING AND ROLL CALL
Jamie Billela, President, NAASS and Kim Parks, President, WASSA

OPENING PLENARY I: NANCY MARTIN
THE HIGHER EDUCATION PROFESSIONAL

Nancy Martin, Principal, Archer-Martin Associates is an executive search consultant, an innovative career counselor, and a best-selling author. A co-founder of Archer-Martin Associates, Ms. Martin has exceeded clients’ expectations in finding top talent for colleges and universities. According to one, “For a recent search I chaired, we did not simply hope for the best—we went to the best and signed them up. As in every previous A-MA search, the university found just the right person to fill the position.” Nancy Martin was the founder of Educational Management Network, an executive search firm dedicated to serving the senior leadership search needs of higher education and not-for-profit institutions. She merged this firm with Witt/Kieffer, a national search firm focusing on searches in the health care industry, in 1998. Her past affiliations include serving as a search consultant with the Academy for Educational Development; Peat, Marwick Mitchell; and J. Robert Scott. She has been recognized nationally as one of the leading search consultants in higher education. In January of 2004, she left Witt/Kieffer to co-found Archer-Martin Associates, a firm serving higher education institutions with executive search, transition, and executive coaching services. The best-selling book, Career Aspirations and Expeditions: Advancing your Career in Higher Education Administration, co-authored by Ms. Martin and Dr. Jennifer Bloom, provides individuals with the tools and strategies necessary to successfully navigate the job search process and guides their long-term career planning. It is the only book of its kind available to senior administrators in higher education at this time.

PRESIDENT’S RECEPTION & T-SHIRT EXCHANGE
Horace Tabor-Molly Brown

NEW ADMINISTRATOR’S DINNER
7 PM

DINNER ON YOUR OWN
See your packet for dining suggestions.
CONFERENCE REGISTRATION DESK
7:30 AM - 5 PM
Confluence Foyer; Conference Office A

REGIONAL BUSINESS MEETING AND BREAKFAST
8:00 - 9:30 AM

Middle States Region: Regional Vice President Georgette Edmondson-Wright, Presider
North Central Region: Regional Vice President Laurel Hogue, Presider
Northeastern Region: Regional Vice President Margaret Shaw Burnett, Presider
Southern Region: Regional Vice President Sarah Bradford, Presider
Western Region: Regional Vice President Ben Perkins, Presider

CONCURRENT SESSIONS 1 9:45-11:15 AM

A. ARE YOU GETTING THE MOST BANG FOR YOUR MARKETING BUCKS?
Lawrence A

This presentation will examine the results of a NAASS Survey on Advertising and Marketing Summer Sessions. The survey was designed to answer the following questions: 1. What is the impact of marketing on enrollment for interterm and summer programs? 2. What are the most effective types of marketing for interterm and summer programs? Survey results will be shared with the participants and participants will have the opportunity to discuss and critique the findings.

Kathy Rowe, Director of Summer Studies, Southern Methodist University

B. INTERNATIONAL RECRUITMENT STRATEGIES: PERSPECTIVES FROM THREE INSTITUTIONS
Lawrence B

Summer Sessions’ units are increasingly targeting international audiences under the pressure of generating new revenue, and as U.S. universities strive to globalize their campuses. Shifting economies and the high quality of U.S. higher education have broadened opportunities for foreign students and Summer Session units are utilizing a broad spectrum of initiatives to bring them to their campuses. From attending international conferences and recruitment fairs to contracting with agents and internet advertising agencies, Summer Sessions’ units are leaving no stone unturned in search of new international audiences.
In an effort to recruit students, institutions are working both directly and indirectly by developing partnerships with foreign institutions and organizations as a source for students while also attending virtual and in-person recruitment fairs. In this interactive session, three institutions will describe how their international recruitment efforts have evolved over the past several years by using tried and true approaches while incorporating new technologies and opportunities to increase summer outreach and yield while keeping recruitment costs in check. Discussion will include opportunities to develop international partnerships, utilizing resources from organizations and agencies like EducationUSA and U.S. Department of Commerce, the risk and reward of attending international recruitment fairs, and the controversial use of agents. Discussion will also include visa issues and requirements.

Chris Cofer, Director, Summer@ Syracuse, Syracuse University; Georgette Edmondson-Wright, Assistant Provost, Summer and Special Programs, George Washington University; Donna Shea, Assistant Dean and Director, Summer Term, Boston University

C. UNLEASH YOUR INNER SPIELBERG WHEN CREATING ONLINE LECTURES
Confluence A

Come learn how to use directorial and editing techniques from both film and the stage to create highly engaging and impactful online (and live) lectures. At the Johns Hopkins Bloomberg School of Public Health, we've learned how to combine effective narrative techniques with solid instructional design practices to create lectures that are both effective and affecting. In this session, you will learn:

- How to harness the persuasive power of design thinking for presentations.
- How to use techniques like personas, pace, and space to create an emotionally arresting presentation.
- How to use PowerPoint as a camera, focusing on the right information at the right time.
- How to integrate instructional practices of reflection and collaboration to create a pedagogically effective presentation.

Brian Klaas, Senior Web Systems Designer, Center for Teaching and Learning, Bloomberg School of Public Health, Johns Hopkins University

D. IT TAKES AN INSTITUTIONAL VILLAGE
Blake

Many institutions have undergone enrollment declines in recent summers, and administrators are looking at (1) reasons for the declines and (2) ways to rebound and continue growing summer enrollments (and revenues). This panel presentation is designed to provide successful ideas and models for colleagues who wish to establish greater buy-in from members of their institutions, and ultimately to increase summer revenue streams. Theories and practices related to organizational culture and its influence on effective buy-in strategies will be covered, including institutional ideologies, assumptions, values and other defining attributes. Panelists will describe successful strategies, such as the development of a summer task force and networking with primary
stake-holders on campus, which have served to enhance summer offerings and experiences on their respective campuses.

A variety of institutional types—public, private, 2-year, 4-year—are represented on the panel. Key takeaways will include identification of important constituent groups and recognition of other “summer” players; in addition, task force composition, strategies, and outcomes will be covered. It takes a village—and possibly an entire institution!

Jeanie Kline, Summer Studies Administrator, Old Dominion University; Barbara Leggat, Director, Center for Adult & Continuing Studies, Misericordia University; Marie Murgolo-Poore, Dean, Truckee Meadows Community College

E. WASSA SHOWCASES: PRINT MEDIA, WEB SITE AND MARKETING
(OPEN TO ALL CONFERENCE ATTENDEES)
Confluence B

PLENARY LUNCH SESSION II: LEGACY LAID-BACK LUNCHEON: “NOW DON’T TRY TO REASON WITH ME—LEADING FROM THE MARGINS!”
11:30 AM – 12:30 PM
Platte River Room

Kenneth Burrows, University of North Carolina-Charlotte (Retired); Cindy DeLuca, Southern Florida University; Loy Lytle, University of California-Santa Barbara (Retired); Jim Murphy, University of North Carolina (Retired); Sarah Ormrod, University of Cambridge; Donna Shea, Boston University

CONCURRENT SESSIONS 2 12:45 - 2:15 PM

A. DEVELOPING HYBRID COURSE OFFERINGS FOR PRE-COLLEGE SUMMER PROGRAMS
Lawrence A

This presentation will focus on the development, marketing, and delivery of hybrid, credit-bearing courses for pre-college academic programs. Northeastern University used this model for their pre-college offerings in 2013. The use of hybrid classes for pre-college students provides several benefits, both programmatic and curricular. By presenting the first week of classes in an online environment, faculty have an opportunity to gauge student preparedness, assign preliminary readings and assignments and have the class ready to begin from the first day on campus. Students have an opportunity to get to know their classmates before arriving on campus and can be introduced to course and faculty expectations. In addition, with the first week online, program costs can be reduced. Marketing hybrid courses to pre-college students and their parents requires attention to detail when explaining how the courses operate and why the online experience is of value to students preparing for college. It is important to explain faculty credentials for online delivery, as well as program policies for the relationship of the online portion to the final grade for the course. Delivery of the online component requires
clear instructions for accessing the course material, preparedness for technical difficulties, and the availability of a tutorial for students new to online learning. Faculty hired to teach hybrid classes must have adequate training and experience with online course delivery and assessment. This presentation will provide evidence for the success and difficulties of this model based on the experiences from our 2013 programs.

*Mike Jackson, Assistant Dean, Summer Term, Northeastern University*

**B. SUMMER INTERNATIONAL STUDENT RECRUITMENT: AN INTRODUCTION TO THE STATE DEPARTMENT'S EDUCATION USA**

*Confluence A*

EducationUSA is a U.S. Department of State-supported network of hundreds of advising centers around the world. Each year, EducationUSA advisers provide millions of international students with accurate, comprehensive, and current information about how to apply to U.S. colleges and universities. EducationUSA staff also work with U.S. higher education professionals to promote international student recruitment. EducationUSA advisers work in U.S. embassies and consulates and in a variety of partner institutions, including Fulbright commissions; bi-national cultural centers; U.S. nongovernmental organizations (NGOs) such as AMIDEAST and American Councils/ACCELS; foreign NGOs; foreign universities; and libraries. All of these institutions share a common goal: assisting students in accessing U.S. higher education opportunities.

*Martin Bennett*, Education USA Outreach Coordinator, Global EducationUSA Services, Institute of International Education; *Jessica Madrigal*, Director, Summer & Intersession Programs, Johns Hopkins University; *Claire Shoolin*, Director, International Summer, Summer and Special Programs, The George Washington University

**C. TECHNOLOGY ENHANCED LEARNING: CASE STUDY OF HOW A LARGE URBAN PUBLIC COMPREHENSIVE UNIVERSITY IS DEVELOPING AND OFFERING ONLINE SUMMER CLASSES**

*Lawrence B*

This presentation will provide insight into how Summer Session is being used as an impetus to develop fully online courses at a large urban public comprehensive university. Although campus administrators and faculty have been slow to adopt technology as a strategy to improve student learning, this ongoing project has opened new dialogue that has resulted in the use of technology becoming a core strategy for meeting the learning and schedule demands of the campus’ 21st century student body. The incorporation of online summer classes has resulted in increased enrollment during Summer Session, and online classes that were developed for the summer are now being used during the fall and spring semesters. The session will provide in-depth information on how to engage and persuade campus administrators and faculty to develop online courses using Summer Session as the primary driver. Discussion will also include: obtaining buy-in from university leadership, solicitation and selection of faculty participants, financial models, instructional design perspectives,
pre- and post-project assessment, enrollment information, student participation, student persistence, best practices, and lessons learned.

**Eric Bullard,** Associate Dean, California State University, Long Beach; **Debbie Hildreth Pisarcik,** Associate Director, TELC, California State University, Long Beach; **Marvin Mayo,** Instructional Designer, California State University, Long Beach

**D. GUERRILLA CAMPUS: REMAINING COMPETITIVE IN A SATURATED MARKET**

Blake

Georgetown University Summer and Special Programs used grassroots marketing tactics to maintain steady enrollments in its Summer School and to drastically increase its enrollments in special programs for high school students. While many institutions saw drops in enrollment due to the recession, the guerrilla marketing strategies like recruiting high school student ambassadors and partnering with campus groups to host a campus wide BBQ paid off in spades. Creative concepts coupled with inter- and extra-campus collaboration has resulted in steady increases in revenue from 2011-2013 with promise for even further success in the future.

_**Kathy Dodd,** Marketing Manager, Georgetown University; **Caitlin Huntley,** Assistant Dean, Summer School, Georgetown University_

**E. LUCID AGENCY: IF YOU’RE NOT ADAPTING, YOU’RE LOSING AND WHY YOUR ANNUAL MARKETING PLAN ISN’T ENOUGH**

*Confluence B*

In this engaging keynote, Ken Bonham will discuss why an annual plan isn't enough to be successful in the education industry. The face of interactive marketing and student engagement has changed, and the speed at which new technologies and methodology for communication has changed with it. Now is the new fast, and communication for "now" can't be planned the same way. While a great annual plan is essential to every educational strategy, Ken will show you how flexibility and an intentional adaptation of today's student and current web technology can meet for great success. You will be taken on a journey through today's rapidly changing landscape and will see best-practice implementations to engage your potential and existing students, as well as alumni and the business community.

_**Ken Bonham,** VP of Business Development, Lucid Agency_

**NAASS/WASSA NETWORKING BREAK**

*Mezzanine Foyer*

**2:15 - 2:30 PM**

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**1996 CATALOG 101**

**WORKSHOP IS INTRODUCED TO GIVE USEFUL INSIGHTS AND TIPS ON CREATING A GREAT CATALOG.**

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**NAASS NATIONAL CONFERENCE · 2013 · WASSA REGIONAL CONFERENCE**
**CONCURRENT SESSIONS 3  2:30 - 3:30 PM**

**A. QUALITY MATTERS FOR ONLINE & HYBRID**

Lawrence A

Quality Matters (QM) is a national benchmark for quality in online and hybrid courses. Oregon State University selected this program as a method of further certifying the quality of our current online offerings and as a way to provide a foundation for continued growth. This presentation will introduce the QM rubric and process, explain OSU's rationale for using QM, and detail our approach to implementing the QM program in a large, public, research-based institution. Attendees will leave this session with information that can help determine whether QM would be of benefit to their institution and ideas about how they might approach implementation.

Karen Watte, Faculty & Course Development Specialist, Oregon State University

**B. GIVE THEM WHAT THEY WANT! HOW TO CONNECT WITH TODAY'S STUDENTS**

Lawrence B

This concurrent session will share ways in which the University of Oklahoma connects year-round with students to promote summer session. Content will cover best practices, such as, new and traditional media and marketing, sponsored and recreational events, strategic use of promotional items, and other topics.

Steven Lee, OU Summer Session Coordinator, University of Oklahoma; Robin Stroud, Assistant Vice President, University of Oklahoma

**C. CULTIVATING AN ENVIRONMENT OF SUCCESS:**

SYRACUSE UNIVERSITY STUDENT SUCCESS INITIATIVE

Confluence A

The Student Success Initiative (SSUI) is a summer residential program committed to the retention of students. It is designed to help undergraduates make a positive impact on their academic and personal development. SSUI partners with SU's schools and colleges, to provide a comprehensive learning experience that includes personal coaching, quiet study areas, and tutorials, as well as social activities that support the students' success. When students participate in SSUI, they commit to identifying and improving their strategies for academic success. This session will share valuable information on supporting students challenged by the lack of progress towards a degree and in jeopardy of being suspended from the university. This session will also detail the cross collaboration between the SSUI office, Schools/Colleges and Financial Aid in regards to the program application process, program requirements and program admission.

Michelle Singletary, Director of SummerStart & Student Success Initiative, Syracuse University
D. 90 YEARS ON! LESSONS FROM SOME OF THE EARLIEST INTERNATIONAL SUMMER SCHOOLS

Blake

As NAASS reaches its 50-Year mark, the University of Cambridge celebrates the 90th anniversary of its first ‘Vacation Course for Foreign Students’. Sarah Ormrod looks back to the earliest years of ‘study abroad’, and asks what lessons Cambridge and other institutions around the world might learn from these about ‘meeting the expectations of partners and individuals’, as we all plan for the future. Ninety years later, are there fundamental differences in what and how we plan for International Summer Schools today? What universal truths remain?

Sarah Ormrod, Director of International Programmes, University of Cambridge

E. WASSA GRAND ROUND: SOCIAL MEDIA
(OPEN TO ALL CONFERENCE ATTENDEES)
Confluence B

CO-OP: LEARN NEW SKILLS IN HANDS-ON WORKSHOPS
WITH NAASS SPECIALISTS

A. WRITING FOR SUMMER ACADEME
Curtis

Bill Kops, Academic Editor of Summer Academe, along with other members of the SA Editorial Board will talk about the opportunities to publish in Summer Academe. A feature of the revised online journal is a section on papers based on conference presentations. Come and hear how you can convert your conference presentation into a published paper. This interactive session will provide practical tips on writing for publication in Summer Academe.

Bill Kops, Director Summer Sessions and General Studies, University of Manitoba

B. PIVOT TABLES: AN OVERLOOKED UTILITY (BRING YOUR LAPTOP!)
Cook

- Explore the capabilities of Microsoft Excel pivot tables and the benefits of using them to manipulate, analyze, and present large amounts of data.
- Learn how to set up a basic pivot table and access some of its most useful features.

Session attendees will gain a basic understanding of Microsoft Excel pivot tables and will be able to construct a simple pivot table with calculations, filters and sort options. Hands-On Opportunity: See how pivot tables can turn your most complex data sets into one manageable, easily manipulated data source. Participants are encouraged to bring a data sample (in Excel format) to construct a pivot table specific to their institution.

Renee Ikemire, Associate Coordinator, Summer Session, Colorado State University and Barbara Gotshall, Director, Summer Session, Colorado State University
C. LOW-COST DIGITAL MARKETING TOOLS
Gilpin

Learn about low cost digital marketing tools utilized for summer session enrollment promotion. These digital platforms, including email blasts, SMS text and IP banner campaigns, are creating new opportunities to reach and engage students. They are a complement to on-campus posting and in many cases serve as a positive alternative to the cost of college newspaper ad placement.

Brian Friedman, President, American Campus Group; Rachel Miller, Assistant Director, Summer & Special Academic Programs, University of Virginia

D. EMAIL MARKETING (BRING YOUR LAPTOP!)
Welton

Whether you are new to email marketing or looking to improve your technique, this session will teach you the best practices to help you master your campaigns and strategies. The session will provide basic tutorials on how to create branded email templates and build recipient lists through Constant Contact. Learn tips and tricks on how to increase open rates, integrate social media, boost engagement and track success.

Jess Yen, Assistant Director of Recruitment and Marketing, Johns Hopkins University

E. GOOGLE ANALYTICS (BRING YOUR LAPTOP!)
McCourt

Delve into Google Analytics uses for the summer sessions professional. Learn how GA gives you fresh insights into how visitors use your site, how they arrived on your site, and how you can keep them coming back. Make the most of your advertising by learning how well your emails, social, mobile, search and display ads are working.

Alicia Bingham, Coordinator, Summer Sessions & Winter Term, Extended Learning & Outreach, Western Kentucky University

WASSA RECEPTION & AWARDS BANQUET
(OPEN TO ALL CONFERENCE ATTENDEES)
History Colorado Center

Bus Transportation provided beginning at 5:30-6 PM from the Lower Level Lobby. Returning 9:15-9:45 PM.

| 6 - 7:30 PM | Tour the Museum |
| 6 - 9:30 PM | Reception & Awards Banquet |
A. LIFE ON THE OTHER SIDE:
FROM SUMMER SESSION ADMINISTRATOR TO SUMMER STUDENT
Teller

As a result of attending this session, participants will learn about Summer Session from the perspective of a Summer Student and a former Summer Session administrator. Topics to be discussed include Summer Session processes, procedures, programming, marketing, and recruitment. Additionally, participants will gain knowledge about strategies with regard to working with advisers. Participants will discover the Summer Session areas of strength as well as the areas that need improvement. Participants will develop new strategies to enhance their recruitment process thus increasing their enrollment and revenue.

Allyson Morris, Graduate Assistant, University of the Pacific and Past President, NAASS

B. THE GREEN ADMISSION EFFORT AT CAL POLY
Confluence A

The implementation of a Web-based admissions process has saved Cal Poly hundreds of thousands of budget dollars while improving the quality of its interactions with students. Cal Poly's innovative methods have served as models for hundreds of institutions, and have established benchmarks and best practices that can and should be shared with the campus technology community. This case study will serve as a point of reflection on current practices and encourage higher education technology leaders to consider the ways in which they can create a more student-centered communication model on their campuses. In addition, campus IT leaders will gain insight from Cal Poly's story on the ways in which technology solutions can unify campus departments around like goals, improving efficiency and effectiveness across campus.

James Maraviglia, Associate Vice Provost for Marketing and Enrollment Development, California Polytechnic State University
C. LEADERSHIP DEVELOPMENT PROGRAM: LEVERAGING UNDERGRADUATE STUDENT MENTORS TO CREATE AN ENGAGING LIVING AND LEARNING ENVIRONMENT

Lawrence A

University of California – Irvine Summer Session offers internship positions to forty undergraduate students over the course of a nine month program. Through a formal Leadership Development Program interns learn commitment and responsibility, as well as communication, decision-making and leadership skills from the planning and execution of summer programs and events. The Presentation will showcase:

• How these concrete skills allow interns to gain self-confidence as they support students’ many needs.
• How the interns support the growing student populations from other countries as well as visiting international students.
• A brief case study of the how this hands-on experience teaches interns to become student mentors as they work alongside staff and faculty.
• The process by which the interns are recruited from Summer Session’s Special Programs alumni pool and from across the UCI campus.
• Examples of intern feedback regarding the needs of students keeps the program current and creates an engaging student environment.
• The events organized through the internship which offer a diverse selection ranging in size and scope; intimate academic events, such as a professors’ panel and large social events like the Sunset Festival, which displays UCI’s varied artistic community.
• The Leadership Development Program requirements, duties and responsibilities which provide opportunity to engage and contribute to UCI and the surrounding community.
• The many benefits of the “closing reflection event” - for the campus, student body and Summer Session unit.

Laurie Fetters, Student Life Manager, Summer Session & Special Programs, University of California, Irvine; Tanya Zabalegui, Director, Summer Session & Special Programs, University of California, Irvine.

D. CONVERTING WASHINGTON STATE UNIVERSITY’S HOMEGROWN STUDENT INFORMATION SYSTEM INTO PEOPLESOF T CAMPUS SOLUTIONS FOR SUMMER SESSION

Lawrence B

The objective of the presentation is to show what Washington State University Summer Session looks like in PeopleSoft/Campus Solutions and how we got there. Challenges faced and recommendations from the experience will be discussed. The presentation will focus on solutions for creating a Summer term in PeopleSoft Campus Solutions, the use of Dynamic Dating versus static sessions, and the advantages Dynamic Dating can have for student financials and student records. Discussion will also include some of the challenges and issues faced during implementation as well as once the term was underway.

Ben Perkins, Assistant Director, Summer Session, Washington State University; Darren-Michael Yokum, Senior Solutions Advisor, Washington State University
E. TEENS TALK®

Confluence B

For nearly 20 years, Stamats has shared findings from its annual TeensTALK® Study—celebrated as a research standard for recruitment marketing practitioners—with the nation's higher education community. This year, we will share highlight noteworthy findings gleaned from recent Stamats market research studies demonstrating trends in teens' college-search attitudes and expectations as collected and analyzed by Stamats' nationally regarded research and consulting team. Our goal is the presentation of key findings from multiple teen-centric studies to facilitate an informed discussion that can help refine your recruitment marketing strategies.

Chuck Reed, Senior Vice President for Client Services, Stamats

PLENARY SESSION III: DENNIS GALLAGHER, DENVER CITY AUDITOR  9:30 - 10:30 AM

Platte River Room

Dennis J. Gallagher, current Denver City Auditor, was first elected to the Colorado House of Representatives in 1970. He served two terms, followed by 20 years in the State Senate. For 16 of those years he served on the Colorado State Legislative Audit Committee. After leaving the legislature, he served two terms on the Denver City Council before first being elected City Auditor in 2003. Dennis graduated from Regis College with a BA in English Literature. He is now Professor Emeritus at Regis, having retired in July of 2003. Dennis also attended John F Kennedy School of Government at Harvard University and served on the Colorado Commission on Higher Education Advisory Committee and the Colorado Endowment for Humanities. Dennis is the Vice-Chair of the James Joyce Reading Society of the Greater Metropolitan Denver and a member of the Board of the American Ireland Fund of Colorado. He is also a member of the Colorado Calligrapher's Guild and lectures on the Book of Kells as well as on Colorado and Denver history.

COFFEE BREAK, POSTER SESSIONS, OPEN HOUSES  10:30 - 11:30 AM

Creative & Innovative Awards Poster Sessions
NAASS Committees Open House
NAASS Administrative Council Meet and Greet
WASSA Executive Board and Committees Open House

Molly Brown

RounDTABLE DISCUSSION LUNCH GROUPS  11:30 AM - 12:30 PM

A. EVENT PROGRAMMING

Curtis

Participants will share events that are planned on campus in the summer—what has worked and what hasn't worked, is there a connection to increasing enrollment, and gaining new event ideas. Specific
topics to be covered include pre-summer and summer events, best and failed events, co-sponsored events, planning for groups and individuals, and associated costs.

Steven Lee, Summer Session Coordinator, University of Oklahoma; Robin Stroud, Assistant Vice President from the University of Oklahoma

B. TOPICS AND ISSUES AFFECTING PRIVATE INSTITUTIONS

Blake

While there is much that is shared among NAASS institutions, there are some issues unique to the administration of summer programs at private schools. Participants will discuss current enrollment trends, program development, tuition issues and organizational structure of their summer programs.

Kathryn Young, Associate Director, Summer Programs, Yale University

C. INTERSESSION/WINTER TERM

Teller

Intersession/winter/January-term gather to discuss development, implementation and ongoing administration of this growing term.

Sarah Bradford, Director, Summer & Winter Programs, East Tennessee State University

D. ONLINE PROGRAMS

Lawrence A

There is no question that online programs have revolutionized higher education. Converse with colleagues on MOOCs, state accreditation, technology and enrollment trends.

Bill McClure, Executive Director, Continuing and Professional Education, University of Massachusetts-Amherst
E. PRE-COLLEGE PROGRAMS
  Lawrence B

Join this discussion of summer programs designed for the high school audience. How important are they as a recruitment tool for your university? How much do they contribute to your overall summer revenue? Use your fellow colleagues as a sounding board for new programs, administrative models and issues affecting the supervision of minors on your campus.

   Carol Drake, Program Director, University of Colorado—Boulder

F. INTERNATIONAL RECRUITMENT
  Confluence B

Internationalizing your campus no longer applies to just outbound programs! Learn how colleagues are directly engaged in international student recruitment. What is involved in terms of student support and services (visas, English proficiency, etc.) as your summer enrollment increases? Bring your questions.

   Eli Lesser, Director Non-Degree Programs, University of Pennsylvania; Claire Shoolin, Director International Summer, The George Washington University

G. ONLINE AND SOCIAL MEDIA MARKETING
  McCourt

This session which will provide an opportunity to learn from colleagues and share experiences in online and social media marketing. Participants are invited to bring questions, ideas and examples.

   Rachel Miller, Assistant Director, Summer & Special Academic Programs, University of Virginia

H. ISSUES AFFECTING PUBLIC INSTITUTIONS
  Confluence A

This open forum will discuss current and most challenging topics affecting public institutions, including: state funding, class size, special student populations, faculty load, etc.

   Elizabeth Beasley, Director, Summer & Special Projects, Rutgers, The State University of New Jersey

NAASS/WASSA NETWORKING TIME
  Mezzanine Foyer

12:30 – 1 PM
A. ON SUMMERS AND TRIMESTERS

Lawrence A

The goal of this session is to provide an overview of Purdue University's initial thinking and deliberations about adopting a trimester calendar. A comparison of the strengths and weaknesses of growing summer will be made with the adoption of a trimester calendar. While many universities are considering how they can better utilize the campus as part of a summer initiative, a few are studying the adoption of a trimester calendar. Growing summer focuses on the short run challenge of growing summer session enrollment, while switching to trimesters considers questions associated with becoming a year-round institution of higher learning. The issues and policy changes for the two initiatives are related, but very different. Growing summer involves slight modifications to an existing structure, with a careful consideration about summer course offerings and programs designed to better meet student curriculum needs, as well as support systems (e.g., summer financial aid, a new summer session tuition model, student life, marketing, etc.). Switching to trimesters requires an evaluation by the administration, faculty, students, deans, and staff of virtually every attribute of campus life, policies, and structures. Growing summer will allow time to build student demand and create a richer inventory of summer courses. More importantly, it also provides the time and experience needed to evaluate and discuss the complex questions of faculty and staff life, appointments, pedagogy, etc. involved with a switch to a trimester calendar.

Frank Dooley, Associate Vice Provost, Purdue University

B. WINTER SESSION FOR LARGE AND SMALL COLLEGES & UNIVERSITIES

Lawrence B

Winter Session (January term, J-Term or Intersession) is a valuable academic term for both the campus and students. Students are able to fulfill prerequisites, take another course to make their spring term easier and/or to assure May graduation. For the campus, it becomes another academic term, a platform to offer online and on-campus courses, use of facilities in January, a potential source of revenue, and to provide an opportunity for graduate students to teach a course and earn income. The short time-frame presents a variety of challenges and opportunities for success. With proper planning, Winter Session becomes the fourth term in the academic year. Let's discuss successes and challenges as they apply to both large and small colleges/universities.

Toni Constantino, Coordinator, Online Programs, Marist College; William McClure, Executive Director, Division of Continuing & Professional Education, University of Massachusetts Amherst
C. USE OF CAMPUS TECHNOLOGY AND INFORMATION SYSTEMS AS A TOOL TO INCREASE SUMMER ENROLLMENT AND FACILITATE STUDENT SUCCESS
Confluence A

Are you a PeopleSoft or a Banner school? Learn from two institutions that have successfully utilized the tools provided by their student information system to increase summer enrollment and help student success. A PeopleSoft school, North Carolina State University attempts to improve retention and graduation rates through integrated technologies. These applications include an Advising Dashboard designed to improve the quality of advisors' interactions with their students and an integration of “critical path mapping” into the degree audit system. Using these tools will assist the summer sessions administrator in determining successful course offerings, assisting students in creating a degree audit using summer sessions and providing targeted marketing strategies (i.e.: mailings to students who are in need of a critical path course in order to stay on track for progress to degree). A Banner school, Temple University will describe the collaborative initiatives launched with associate deans of various schools and colleges. It will also share the lessons learned from implementing a brand new electronic class wait list system for summer 2013 courses and how these two initiatives positively affected enrollments.

Cindy DeLuca, Associate Vice Provost, North Carolina State University; Louis Hunt, Vice Provost and Registrar, North Carolina State University; Joseph Paris, Director of Marketing and Enrollment Management, College of Education, Temple University

D. KIDS FIRST! FILM FESTIVAL: BUILDING FOND MEMORIES AND BRAND IDENTITY THROUGH QUALITY EDU-TAINMENT FOR TODDLERS, TWEENS AND TEENS
Teller

The KIDS FIRST! Film Festival presented each summer by University of Hawai‘i Manoa’s Outreach College is nationally recognized; enthusiastically supported by print, radio, television and online media; and attracts an audience that has grown to capacity crowds. Now in its seventh year, over 8,000 children and adults have attended the Festival since its inception, strengthening Outreach College’s connections with the local community. The national KIDS FIRST! Film Festival is a project of the Coalition for Quality Children’s Media, whose mission is to teach children critical viewing skills and increase the visibility of quality children’s media. KIDS FIRST! evaluates, rates and endorses films, DVDs, and TV shows using volunteer, community-based juries of adults and children from diverse backgrounds.

Outreach College curates its yearly Festival to appeal to Hawai‘i audiences in age-appropriate groupings with varied themes from different cultures. Films are shown free of charge and young viewers are encouraged to become KIDS FIRST! youth critics whose reviews are seen online and heard on the radio.

Economical to present and market, the Festival has brought multi-generational family members to the University, many new to the Manoa campus. Additionally, collaborations with UH Maui College and the Waikiki Aquarium have exposed residents and visitors to Summer Sessions’ website and diverse program offerings. In this session, we will discuss the Festival and its value in community service and as a marketing tool. We will also lead a discussion of how to develop a KIDS FIRST! Film Festival at your institution.

Ann Brandman, University of Hawai‘i, Manoa; William Chismar, Dean, University of Hawai‘i, Manoa
E. RESEARCH THAT WILL POSITIVELY IMPACT YOUR RECRUITING EFFORTS

Confluence B

Data. You have to have it and use it. What types of research lead to what kind of analysis? What does it all mean? This reviews what we examine during the course of a research project, communication sequence mapping exercise, and/or a quantitative nonmatriculant study. Learn what an objective third-party gathers, compares, analyzes, and synthesizes to help you attract students and reach your overall enrollment goals. We will review the essentials including the indicators, data points, and materials we examine and the questions we ask.

Chuck Reed, Senior Vice President for Client Services, Stamats

NAASS/WASSA NETWORKING IN RED ROCKS PARK* 2:15 - 4:45 PM

The Trading Post Trail is 1.4 miles in length, and goes through spectacular rock formations, valleys and a natural meadow. Some of the terrain is rough, so hiking boots/shoes are recommended and warm clothing.

2:15 PM: Hotel Bus Pick Up from Lower Level Lobby (Bus Transportation provided.)
2:30 PM: Depart
3 PM: Tour Red Rocks Park on your own
5 PM: Return to Hotel

NAASS CLOSING RECEPTION
(Open To All Conference Attendees) 6:30 - 7:30 PM
V's Lounge

NAASS AWARDS BANQUET 7:30 - 10 PM
(Open To All Conference Attendees)
Augusta

*Weather Permitting. Average November temperature in Denver is low 50s.
JOINT STATISTICAL REPORT: A PRESENTATION BY THE QUALITY & RESEARCH COMMITTEE

As a professional interested in the improvement of summer sessions, you know the value of comparative data for evaluating impact and guiding your decisions. This is an initial presentation of survey data on where summer administration resides at our institutions, what level faculty teach our courses, our fiscal responsibilities and our enrollment figures.

Ken Smith, Vice Provost, Resource Management and Planning, Virginia Tech University

DIFFERENCES IN ADMINISTRATIVE ORGANIZATION OF THE SUMMER SESSIONS

The goals of this research project, funded in part by the Theresa Neil Research Fund, are twofold: Phase 1 to determine how summer sessions (among NAASS member institutions) are organized and administered; and Phase 2 to assess the extent to which differences in these organizational structures may affect the success of the summer term. The results of the first phase of the study, reported at the 2011 NAASS Conference, indicated that the organization of summer sessions fell along a centralized/decentralized continuum characterized as highly centralized, decentralized, or hybridized. The results of the second phase, which we are proposing to present at this year’s conference, will offer a perspective on whether differences in organizational structures impact outcomes and the overall success of summer sessions, which, in turn, may lead to the creation of more effective organizational structures. Further, we will comment on the consequences changing summer session organizational structures (specifically, when centralized structures are replaced by decentralized ones) might have for the long-term vitality of professional associations devoted to the summer sessions.

Bill Kops, Director Summer Sessions & General Studies, University of Manitoba; Loy Lytle, Past-President NAASS
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<th>Year</th>
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<td>THOMAS S. MCLEROY</td>
<td>University of Wisconsin, Whitewater</td>
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<td>1990</td>
<td>NORMAN S. WATT</td>
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<td>1989</td>
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<td>Hamline University</td>
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<td>RICHARD D. MOE</td>
<td>Pacific Lutheran University</td>
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<td>1986</td>
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<td>Syracuse University</td>
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<td>1971</td>
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<td>1968</td>
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<td>Ohio University</td>
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University of Nevada, Reno

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1998 MICHELLE PRICE
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1997 DEBRA BARGER
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Washington State University

1986 JACK MAUCH
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1984 WILLIAM BOUB
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1981 NORMAN WATT
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1978 RICHARD MOE
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1977 PAUL KAUS
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1969 SHUNZO SAKAMAKI
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1946–1962:
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