

CONTINUUM COLLEGE
UNIVERSITY *of* WASHINGTON

Summer Quarter 2019

ANNUAL REPORT



TW

Introduction

The University of Washington runs one of the largest optional Summer Quarter (SQ) programs in the United States, offering more than 2,000 courses across more than 100 different fields of study. Historically, most of the UW's summer courses have been offered in classroom settings during a 9-week Full Term and two accelerated 4-½-week terms known as A and B Terms.

UW Continuum College (UWC²) administers Summer Quarter across all three of the university's campuses, though registration and revenue are managed separately for UW Seattle, UW Bothell, and UW Tacoma. UWC² does not manage summer courses for the colleges and schools that offer 12-month programs (e.g., School of Medicine, etc.).

This report only covers the SQ activities managed directly by Continuum College.

2019 At A Glance

Student headcount by campus and student type for the UW's SQ 2019 is presented in Table 1.0. Among the students enrolled in SQ 2019 courses, 94% were matriculated UW students; of these, 69% were undergraduates (including post-baccalaureate students) and 25% were graduate and professional students. Students who attended classes at the UW Seattle campus comprised nearly 72% of all SQ enrollments across the three UW campuses.

Student Credit Hours (SCH) generated during SQ 2019 are summarized in Table 2.0. Of the SCH generated during SQ 2019, approximately 97% were generated by matriculated UW students.



Table 1.0: UW Summer Quarter 2019 Headcount, by Campus and Student Type

| | STUDENT TYPE | SQ 2019 HEADCOUNT* |
|-------------------|--------------------|--------------------|
| Seattle Campus | Undergraduate | 5,883 |
| | Post-Baccalaureate | 22 |
| | Professional | 31 |
| | Graduate | 2,784 |
| | Non-Matriculated | 722 |
| | TOTAL | 9,442 |
| Bothell Campus | Undergraduate | 1,773 |
| | Post-Baccalaureate | 70 |
| | Professional | 0 |
| | Graduate | 72 |
| | Non-Matriculated | 23 |
| | TOTAL | 1,938 |
| Tacoma Campus | Undergraduate | 1,292 |
| | Post-Baccalaureate | 26 |
| | Professional | 0 |
| | Graduate | 438 |
| | Non-Matriculated | 36 |
| | TOTAL | 1,792 |
| Total | Undergraduate | 8,948 |
| | Post-Baccalaureate | 118 |
| | Professional | 31 |
| | Graduate | 3,294 |
| | Non-Matriculated | 781 |
| | GRAND TOTAL | 13,172 |

* Unduplicated headcount, not including students enrolled in 12-month academic programs, such as those offered by the UW School of Medicine.

Table 2.0: UW Summer Quarter 2019 Student Credit Hours (SCH), by Campus and Student Type

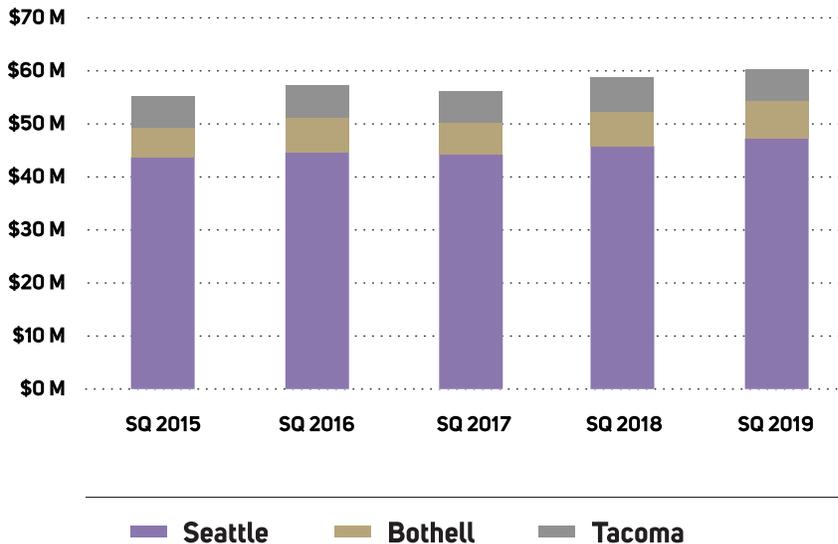
| CAMPUS | NON-MATRICULATED STUDENTS | MATRICULATED STUDENTS | TOTAL SCH |
|--------------|---------------------------|-----------------------|----------------|
| Seattle | 4,618 | 72,831 | 77,449 |
| Bothell | 162 | 19,313 | 19,475 |
| Tacoma | 270 | 18,567 | 18,837 |
| TOTAL | 5,050 | 110,711 | 115,761 |

5-Year Trends

Figure 1.0 illustrates the five-year trend in revenue associated with UW Summer Quarter. Gross revenue for SQ 2019 totaled approximately \$60 million of which \$47.4 million was generated by the UW Seattle campus.

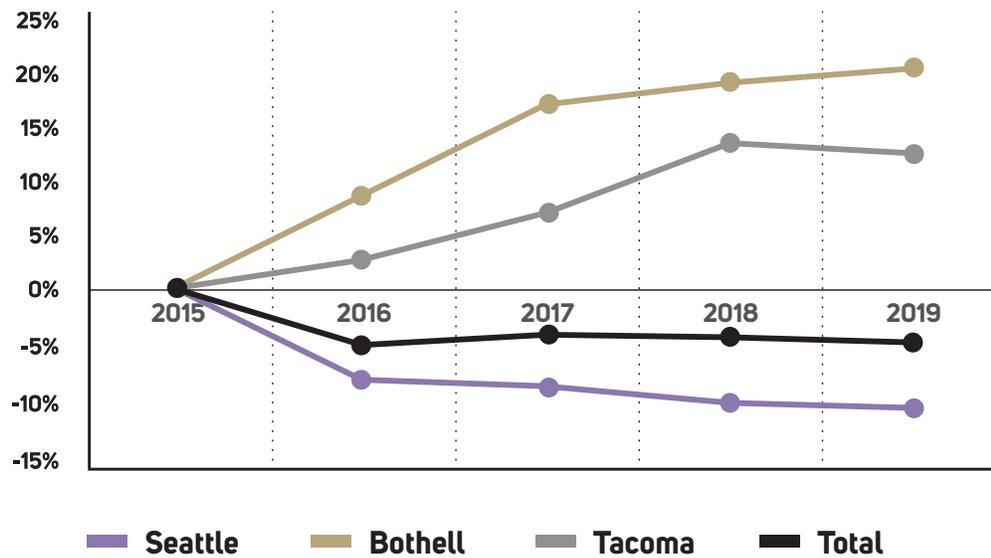
While overall SQ-generated revenue increased by 9.4% during the 2015–2019 period, tuition increases masked an 11.1% decline in UW Seattle headcount, which offset headcount increases at both UW Bothell and UW Tacoma.

Figure 1.0: UW Summer Quarter Revenue 2015–2019, by Campus



As shown in Figure 2.0, headcount trends have been uneven across the three UW campuses. Student headcount at both UW Bothell and UW Tacoma increased during the 2015–2019 period, most likely driven by an increase in both the total number of courses as well as the number of online courses offered by these campuses. Meanwhile, SQ headcount at UW Seattle declined each year during the same five-year period for a cumulative headcount decline of 11.1%, which more than offset the headcount increases at UW Bothell and UW Tacoma.

Figure 2.0: Cumulative Change in UW Summer Quarter Headcount* 2015–2019, by Campus



Other Accomplishments

During the 2019–20 academic year, Continuum College achieved several additional goals intended to support Summer Quarter growth in future years:

- Six new fully online courses were developed for launch during SQ 2020, bringing the total number of fully online courses available to UW Seattle SQ students to 23;
- UWC² developed a new financial and operational model for creating online courses for summer delivery that can also be transferred to campus partners for delivery during the regular academic year; and
- UWC² hired a new Senior Director for UW Summer Quarter to focus on growth strategies for future years.

Growth Strategies: Summer Quarter 2020 & Beyond

Summer Quarter at UW Seattle serves the largest number of students and generates the largest number of SCHs and revenues, but in recent years it is also the campus that has seen a decrease in the number of enrolled students. Consequently, UWC² has established goals to grow UW Seattle's SQ headcounts, SCH, and revenues in the coming years.



Goals for Future Growth

Growth will be achieved through a combination of strategies focused on the UW Seattle campus:

- Implementation of a new financial model (i.e., revenue-share model) to incentivize growth in SQ courses, programs, and students;
- Development of new online courses and programs;
- Implementation of new pricing strategies to attract new student groups; and
- Creation of new marketing campaigns to generate awareness of SQ offerings and motivate more enrollments, especially among new student groups.

GROWTH STRATEGY

New Financial (Revenue-Share) Model

In December 2018, Provost Richards proposed a new financial model for the UW Seattle campus's Summer Quarter. The new financial model is designed to incentivize colleges and schools to fine-tune and grow their summer offerings and, in return, receive a portion of the quarter's net revenue. Additional goals of the new model include increasing teaching opportunities for graduate students and lecturers, increasing opportunities for departments to generate revenue by serving new student groups through new courses and programs, and growing the total number of students who enroll in SQ courses.

The revenue-share model was piloted with the College of Arts & Sciences (CAS) in SQ 2019.

The launch of the new revenue-share model was scheduled for SQ 2020 but was postponed to SQ 2021 due to the uncertainties created by the COVID-19 pandemic.

GROWTH STRATEGY

Investment in New Online Courses and Programs

A key growth strategy involves investment in new online courses and programs intended to attract matriculated UW students as well as new student groups:

- Investment in new online courses and programs, with a particular emphasis on high-demand and unique courses and programs that support UW students' academic progress, academic explorations, and timely completion, and that also attract new student groups;
- Development of more online courses to meet the needs of UW and other students who are unable to attend in-person courses during the summer due to geographic, employment, or other constraints; and
- Creation of online courses, programs, and pricing initiatives intended serve new student groups, especially pre-college and international students, non-resident and non-UW undergraduates, and working adults.

Specific examples of new online courses and programs that could be developed for future offerings include:

- Unique summer-only minors for matriculated UW undergraduates;
- Online courses for high-school students or recent high-school graduates who want to get a "jump start" on their post-secondary career;
- Hybrid study-abroad courses that offer a campus-based or online component prior to an international component;
- Career-readiness programs combining a campus-based or online course with an internship;
- Unique courses / certificate programs for working adults; and
- Special courses for non-matriculated international students.

GROWTH STRATEGY

Pricing Initiatives to Attract New Student Groups

As UW Seattle introduces new SQ online courses and programs in future years, UWC² will work to attract pre-college (both high-school and international) students, non-resident and non-UW undergraduates, and working adults who seek a unique UW learning experience.

Currently, UW Seattle is not price-competitive with other post-secondary institutions that serve these student groups. So, in an effort to attract new students to the courses and programs offered by the UW Seattle campus, UWC² will explore new pricing initiatives that can leverage the unique value of a UW education while remaining mindful of competitors' tuition for similar educational offerings.

GROWTH STRATEGY

Marketing and Student Recruiting

UWC² will aggressively market the university's SQ courses and programs to new student groups and will develop new business processes to simplify the registration process for non-matriculated students.

REGISTRATION SUPPORT

UWC² is already implementing several improvements to the recruitment and enrollment process for non-matriculated students. Beginning with SQ 2020, UWC² is facilitating the admissions process for non-matriculated students, working toward a goal of using a new UWC² application system for SQ 2021, rather than relying on a third-party vendor. In addition, UWC² has hired InsideTrack to provide coaching for prospective non-matriculated students (or in some cases their parents) who must navigate a complex university when selecting the best course or courses to meet their needs.

BRANDING

Starting in summer 2021, UW Summer Quarter will be renamed UW Summer Sessions. (Term A and B will now be Session A and Session B.)

Using the name UW Summer Sessions will create an umbrella brand for future new programming and will align the UW with peer institutions. This new name demonstrates that summer at the UW is more than just another academic quarter and will help prospective non-matriculated students understand that the university's offerings are not only for current UW students.

This brand change will give UWC² the opportunity to launch a new marketing campaign beginning in winter 2021 in advance of SQ 2021.

MARKETING COMMUNICATION

Utilizing multiple strategies designed for different markets, e.g., pre-college (high-school and international) students, matriculated UW students, non-resident and non-matriculated undergraduates, and adult learners, the SQ marketing campaign, to be developed and implemented by Kiosk, a third-party vendor with extensive higher-education recruiting experience, will involve a significant increase in promotional spending intended to generate awareness and increase enrollments in specific SQ courses and programs.



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