



The University of Tampa

MARKETING ANALYSIS AND PROPOSAL TO INCREASE ENROLLMENT FOR THE DANCE PROGRAM

PROJECT BY
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FERMAN CENTER FOR THE ARTS

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Executive Summary

We are pleased to present our recommendations in the following report on behalf of the Department of Theatre and Dance at the University of Tampa (UT). While this report was researched and compiled specifically on behalf of the Dance program, we believe these recommendations can also be used for the Theatre program, as well as all other programs within the College of Arts and Letters.

This report is meant to provide new ideas, suggestions for expanding upon current practices, and long-term development strategies that will help the UT Dance program achieve two primary objectives of elevating its profile in the Tampa Bay community and increasing enrollment in future years. The strategies proposed are meant to be a one-stop resource guide that can be implemented by the Dance program at any time, when labor and resources allow. Specifically, recommendations on advertising, marketing, public relations, web page development, and event planning strategies for the Dance program are discussed in greater detail to achieve these objectives. Suggestions for potential partnerships with local organizations and businesses will also be offered. Each suggestion is unique in nature, and the objectives will be best achieved by using these recommendations on a collective basis. Integrated marketing communications, as well as situation, competitive, target market analysis is also included.

The new Ferman Center for the Arts (FCA) has helped position the Dance program for greater visibility and future growth, but that is only the beginning of the journey. To achieve greater visibility in the Tampa Bay region, and in particular, the City of Tampa, the Dance program needs to implement specific strategies while highlighting the FCA to target residents, tourists, and most importantly, future students. The strategy here is simple; the more people know about the Dance program at UT, the more likely students will enroll and pursue Dance as a major or minor. Some strategies might be easier to implement than others, but we believe these recommendations are cost-effective and will be an excellent starting point for the program as it plans for future implementation to achieve its primary objectives. Some of these recommendations will bring in additional revenue for the Dance program, which can be

used for other purposes, including but not limited to, marketing, advertising, guest lectures, scholarships, or future programs. Since the Dance program does not have an allocated marketing budget, there will not be determined costs or indicated expenses for the suggested strategies in this report. While these strategies will take time to develop, and in some cases, will require collaboration with, or approval from other departments at UT, we believe implementation of these recommendations will result in greater visibility of the UT Dance program in the Tampa Bay region, and ultimately, increased enrollment.

The University of Tampa

The University of Tampa is a medium-sized, private university nestled on 110 acres along the western bank of the Hillsborough River in downtown Tampa, Florida. Founded in 1931 in the former Plant



Aerial view of the University of Tampa campus looking west

Hotel, UT offers more than 200 academic programs for undergraduate and graduate students¹ on its charming campus that features the minarets of Tampa's National Historic

Landmark, modern buildings and facilities, residence halls, and countless palm trees. Despite its downtown location, the campus has a traditional college campus feel with brick buildings and materials that bring a sense of uniformity and even feature brick streets in some parts. With a mix of historic and modern buildings, as well as current construction projects, the campus is clearly very proud of its past, poised for the present, and looking to the future. For the past several decades, UT has rapidly grown and drawn students from all over the United States and the world. Celebrating its 90th anniversary, UT set

¹ ut.edu

another enrollment record for the 24th time since 1995.² For the 2021-2022 academic year, UT is home to approximately 10,794 students from all 50 states and 132 countries.³ Since 1998, there has been \$700 million in new construction, and UT has a \$1.2 billion annual economic impact in the community.⁴ As UT continues to grow and attract students from every state and all over the world, we believe this growth will be experienced as the Dance program settles into its new home as well.

The Ferman Center for the Arts



The Ferman Center for the Arts on the east side of North Boulevard

² ut.edu

³ ut.edu

⁴ ut.edu

In response to on-going growth, as well as a commitment to the arts in Tampa and providing educational opportunities in the arts, UT opened the Ferman Center for the Arts in Spring 2021. Named in honor of longtime UT supporters, the Ferman family, the architecture features glass, wood, red brick, and steel to complement other campus buildings, including Plant Hall.⁵ The newest and largest academic building on campus,⁶ FCA is full of creative energy and provides a modern and creative space for programs within the fine and performing arts. Home to sound-insulated professional spaces, flexible and performance staging, art gallery and display space, collaborative practice studios, study spaces, and faculty offices, the building provides students studying music, art, design, speech, theatre, dance, communication, philosophy, and film with a transformative place in which they can be proud to call home.



The University of Tampa President Dr. Ronald L. Vaughn, Ph.D.

“The Ferman Center solidifies UT’s place as a cultural center for Tampa Bay, and provides students the facilities they need to study art, music, theater, dance, and more.” – The University of Tampa President, Dr. Ronald L. Vaughn, Ph.D.

According to information obtained from the Dance Program Director, as well as the UT Admissions office, the Dance program currently has thirty-five majors enrolled. Interestingly, of the eight first-year students enrolled, two are from the State of Florida, and neither are from the Tampa Bay region. While the State of Florida is home to six R1 and four R2 institutions,⁷ all of which attract students from the Tampa Bay region, there is great potential for the UT Dance program to tap into this rapidly growing region to target and recruit students. While UT and the Dance program have already established practices for recruiting students, one can make the case that the best place to focus recruitment is within the Tampa

⁵ ut.edu

⁶ ut.edu

⁷ cehd.gmu.edu

Bay region. With concerns regarding inflation and higher education costs, some may prefer to live at home and commute to campus. The UT Dance program is well-positioned for this kind of student in addition to keeping existing recruiting relationships and strategies in place as it relates to out-of-state students.

The University of Tampa Dance Program

Located on the third floor of the new Ferman Center for the Arts, UT Dance students have access to classroom, studio, and performance space, as well as amenities to pursue their studies, learn from UT Dance faculty, and perform. The space is modern, and it not only shows a commitment to the Dance program today, but it is also a clear investment in the future of the program. The UT Dance program and dance major offer a distinctive focus in preparing students to become leaders in the field of dance



Ferman Center for the Arts Dance Studio A

education in a variety of capacities and settings, including teaching in private studios and community dance programs serving diverse populations.⁸ Dance majors have experiential learning opportunities that include in-residence workshops with established dance artists,

workshops with former students currently working in the fields, interaction both on- and off-campus working with children and adults with developmental disabilities and other diverse populations, Spring dance concerts, Evening of Experimental Dance, student-choreographed Dance Happenings, internship opportunities with local community dance programs, and teaching dance at local studios.⁹ The UT Dance program currently has relationships with Busch Gardens, Sea World, Royal Caribbean Cruise Lines, Celebrity Cruise Lines, Zoo Tampa, B Morrow Productions, Full Stop Productions, plus many independent directors and contractors in the area that can provide experience and potential career opportunities.

⁸ ut.edu

⁹ ut.edu

With a new home comes new goals for the Dance program, most notably ways to elevate its profile in the community and increase enrollment. The FCA is an amenity that students desire, especially as college students seem to be adopting a consumerist approach to their higher education decision-making,¹⁰ and it should be highlighted as much as possible by the Dance program, especially when recruiting potential students. Additionally, the David Falk Theater is another amenity to be showcased by the UT Dance program. Having access to perform in a historic, 1,000-seat theater that is fully equipped is exciting for college students, and it provides unique



FCA Dance Studio B

event and programming opportunities for the Dance program, which will be discussed later in this proposal.

Situation Analysis

Strengths



Anne Green Gilbert

The biggest strength is having faculty that are experienced and knowledgeable about dance and the concepts developed by Anne Green Gilbert. They are also passionate, hard-working, hands-on, and dedicated to providing quality instruction despite being very small in numbers. The UT Dance program offers what other colleges in the area, and many others in the State of Florida do not: a major in Dance Education. This education uses the methodology called Brain Compatible Education, which was developed by renowned dance teacher Anne Green Gilbert with techniques in Ballet, Jazz, Tap, and Modern Dance. UT is one of only eight well-known colleges across the

¹⁰ Maringe, F. (2006). University and course choice: Implications for positioning, recruitment and marketing. *International Journal of Educational Management*, Vol. 20, Iss. 6. 466-479.

nation offering dance education as a major, along with only one other college in Florida, Florida A&M. However, Florida A&M only offers Cultural Africa Dance education. This makes the UT Dance program one of a kind in the Tampa Bay region and in Florida. This program is high caliber because it offers unique opportunities for students to excel in several different dance disciplines, which makes UT's dance program extremely well-versed and technically developed. Being located in downtown Tampa's waterfront area, across the street from the Patel Performing Arts Conservatory, and near local theme parks offers students ample opportunities to perform outside of campus. The new state-of-the-art FCA provides 5,000 square feet of space and dance studios that is well-suited for dance majors and minors, as well as all other students who enroll in dance classes.

Weaknesses

It did not take long to realize the Dance program has a small staff, and additional time and labor will be necessary to achieve the primary objectives. If one were to compare other Dance programs in Florida, or even in the country, UT is not presently able to reach the number of prospective students looking for a strong Dance program within the current overall marketing budget. Although UT's marketing budget is unknown, it is fair to assume it is nowhere close to the \$23 million spent by the University of Miami in 2018-2019.¹¹ Fortunately, we believe there are much cheaper marketing strategies that can be done to achieve the primary objectives. There is also significant competition with the University of South Florida (USF) that has over 50,000 students¹² with a large dance performance program of more than 200 students¹³ that is only ten miles away. While USF is certainly a competitor, it is worth exploring possible ways to collaborate with events, lectures, or performances. There are currently



¹¹ washingtonpost.com

¹² usf.edu

¹³ usf.edu

four major and well-known colleges in Florida that offer dance programs with marketing levels that exceed UT's. Scholarships are also restricted in number and value, which limits some potential students from pursuing their degree at UT when they can attend a different school at a cheaper price, with a scholarship, or both. This coupled with a small staff make it difficult to take on more roles to aid in marketing for the program.

Opportunities

One of the most feasible ways to grow the familiarity of the dance program is to use resources that will help bring the community onto campus and into the Dance program. Other programs on campus have camps during the summer that allow students of all ages to participate in sports and music camp.



Students at the UT Band Camp

Specifically, music camps include band, chamber, and choir camps, for students in 6-12 grades.¹⁴ Sports camps for boys and girls ages 5-17 include baseball, basketball, lacrosse, swimming, soccer, and volleyball. Camps range from beginning/recreational to advanced skill training for competitive teams.¹⁵ While sports camps are owned and operated by individual coaches and interested persons, adding a dance camp, either directly through the Dance program, or in a similar model to the sports camps, would increase community outreach and visibility in many ways. Getting potential future students on campus and participating in activities they are passionate about is a great way to develop long-term planning when it comes to increasing enrollment. It would be a great way for the Dance program to build and foster relationships with potential future students, as well as parents and potential donors. In addition, offering Dance competitions and High School Dance Day to local area high schools and dance businesses can potentially help as well. Students in the local area would

¹⁴ ut.edu

¹⁵ tampaspartans.com

meet and make friends, learn from our faculty and students, see the campus and Dance facilities, and experience how being a Dance Education major can open more doors for employment after college more than a performance major. Marketing in the school newspaper and local area can potentially develop more campus awareness of the Dance program.

Threats

With limited staff, it is not possible for them to take on planning and running a camp on top of regular duties and responsibilities. Utilizing dance students that are willing to stay a few weeks over the summer as well as alumni will be necessary for the camp to succeed. This is a great way for alumni in the area to give back and for current students to gain valuable experience teaching dance. Additionally, academic scholarships for the Dance department are modest, which makes UT less competitive and puts UT financially out of reach for some. For example, the University of Florida offers ten scholarships and has a budget of \$20,000¹⁶ that is distributed each semester to out-of-state students. Overall tuition is \$6,381¹⁷ per semester compared to UT's tuition of \$14,581.¹⁸ Just ten miles away, tuition at the University of South Florida is \$6,410 per semester.¹⁹ Students can earn up to \$12,000 over their four-year college stay which is much more than UT's Dance program can offer. Additional marketing for the UT Dance program is needed to help faculty, staff, and students, as well as members of the community and tourists, see what UT has to offer. Annually, Dance Happening on campus is one of the UT Dance program's biggest performances, however, many are not aware of it because they do not see advertising of any kind. The event is completely student-run, from auditions to rehearsals, and it gives students experience in choreography and performance.²⁰ Since the event is free, we strongly suggest reaching out to local schools and dance studios to inform and encourage them to attend the event. During her opening remarks, Dance

¹⁶ uf.edu

¹⁷ uf.edu

¹⁸ uf.edu

¹⁹ usf.edu

²⁰ ut.edu

Program Director Susannah LeMarquand could welcome dancers from each studio, provide them with an opportunity to meet UT dancers and give tours of Dance facilities before or after the show. Something like this can go a long way in making a positive impression on parents and their child.



Competitive Analysis

While conducting research regarding “competitors” within the State of Florida, there are four institutions of higher learning worth highlighting for this proposal. Information was obtained from each institution’s website and the four schools are compared through competitive analysis below:

FLORIDA STATE UNIVERSITY

Location: Tallahassee

Facilities: Nancy Smith Fichter Dance Theater

Price Points: \$5,666

Programs: BFA, BA, MFA

Website: Navigation with several clicks

Performance: 15 different performances per year

Networking: In local news, Dance Magazine, study abroad

Program Size: 200+

Techniques Offered: Ballet, Modern Jazz

Faculty: 13 Faculty, 1 Community Relations and Special Programs

Scholarships: \$50,000



FLORIDA SOUTHERN COLLEGE

Location: Lakeland

Facilities: Wynne Warden Dance Studio Glass Half Rotunda

Price Points: \$38,980

Programs: BA Dance Performance, Dance Studies, and Choreography

Website: Easy access, information at one click

Performance: Festival of Fine Arts, Performance Day, New Jersey Dance Festival, American College of Dance Association Southeastern Festival



Networking: Dance Day for high schools in the area

Techniques Offered: Ballet, Modern Jazz

Faculty: 1 Faculty Member

NOVA SOUTHEASTERN UNIVERSITY

Location: Davies

Facilities: Broward Center for the Performing Arts

Price Points: \$33,510

Programs: BA Dance, Dance Minor

Media: Dance Marathon for Children of Hope

Website: Two pages, lists statistics on average dancer salaries

Performance: Ongoing performances each semester

Networking: Facebook, Twitter

Faculty: 2 Faculty Members

Scholarship: Razor's Edge Talent Scholarship for \$23,000



UNIVERSITY OF SOUTH FLORIDA

Location: Tampa

Facilities: Large theater for performances

Price Points: \$6,410

Programs: BFA Major and Minor

Website: Multiple pages including facilities

Performance: Dance team, performances through semester

Networking: Summer study abroad to Paris

Faculty: 4 Faculty Members

Scholarship: John W. Holloway Endowment; Macy's Visiting Artist Endowment



As the primary competitors to the UT Dance program within the State of Florida, it is helpful to see how these institutions compare and to identify their strengths and weaknesses. It is especially helpful to see how USF's Dance program compares since it is only about ten miles away from UT. Recognizing, analyzing, and understanding what competitor programs do well, will only help the UT Dance program become even stronger program as it strives to elevate its profile and increase enrollment.

Target Market and Positioning Analysis



Tampa skyline looking southeast

It is no secret the City of Tampa is growing. In fact, it is no secret the entire Tampa Bay region is growing, with most of that growth happening in Tampa and Hillsborough County. According to the 2020 census, the Tampa-St. Petersburg-Clearwater, FL metro area is comprised of just under 3.2 million people.²¹ With low unemployment rates, a stable per capita median income, a world-class airport, and prominent business, education, technology, and health corridors, Tampa Bay is an attractive metropolitan

²¹ tampa-xway.com

area for Baby Boomers, Gen X, Millennials, and Gen Z.²² Tampa's economy is measured at over \$130 billion, and the metro area is the 3rd fastest growing in Florida.²³ Tampa's rapid growth has only intensified recently due to the Covid-19 global pandemic, and Tampa was recently named a Top Ten housing market.²⁴ According to the Tampa Bay Economic Development Council, the Tampa MSA, which consists of Hillsborough, Pinellas, Pasco, and Hernando counties, ranked 5th in the nation with a total net migration of nearly 41,800 new residents, or 115 moving to the Tampa metro area every day in 2020.²⁵ The area continues to be a tourism destination, especially during winter months with close proximity to some of the world's best beaches on the Gulf coast. The city has also recently been on the national map with great success achieved by the community's professional sports teams. People hear about Tampa and see the city on the internet and television thanks to the Lightning's back-to-back Stanley Cup Championships,



Tom Brady holding the Vince Lombardi Trophy

post-season success from the Tampa Bay Rays, and a history-making Super Bowl LV victory when the Buccaneers became the first team in NFL history to win the Super Bowl in their home stadium. This was exciting for so many reasons that even went beyond the buildup or the actual Super Bowl game. Even the celebratory

boat parade down the Hillsborough River made national news, and likely caused envy among those up north who could never dream of a boat parade in February. Along with the dozens of thousands of Tampa residents who lined the banks of the river and participated via boat, jet ski, or other watercraft, hundreds,

²² tampa-xway.com

²³ tampa-xway.com

²⁴ realtor.com

²⁵ tampa-xway.com

if not thousands of UT students stood along the river and watched as the activities went right by campus. The more people see success from Tampa's professional sports teams and see famous people like Rob Gronkowski, Tom Brady, and Gisele being successful and enjoying life in Tampa, the more Tampa will be in the minds of people



Tom Brady during the Boat Parade with UT in the background

from all walks of life. Being centrally located in this area of population growth and excitement puts the UT Dance program in a unique position to tap into a growing market to recruit future students. This can be done by implementing initiatives and strategies designed to elevate the program's profile and recruit students in the Tampa Bay MSA, and the City of Tampa.

Along with receiving national attention and recognition from professional sports teams, WalletHub recently announced rankings for best college towns in America. Obviously, Tampa is so much more than a traditional college town and offers more in terms of amenities and opportunities than some cities that are home to Florida's R1 universities. However, these kinds of rankings gain national attention, and those who are unfamiliar with Tampa may investigate the university offerings in the city based on what WalletHub had to say. According to a report released on November 20, 2021, WalletHub ranked Tampa 2nd for Large College Cities, and 12th overall behind places like Austin, Texas and Scottsdale, Arizona.²⁶ While Tampa might not be known as a traditional college town, it is on the map as a great city to attend college. Positive publicity such as that only helps UT, which in turn helps the Dance program.

²⁶ wallethub.com

Integrated Marketing Communications Objectives and Goals

As previously mentioned, the goal of this proposal is to help the Dance program at the University of Tampa achievement two primary objectives. These objectives are meant to help the Dance program elevate its profile in the Tampa Bay region, with a focus within the City of Tampa, and to increase enrollment in the program. These goals can be achieved in many ways and through various combinations of strategic approach. However, for the purposes of this report, there will be several examples laid out to help give the program some initial ideas. While not every idea may not be used, we believe these suggestions are meant to be a starting point for future planning and implementation, hopefully as soon as next academic school year.

Advertising

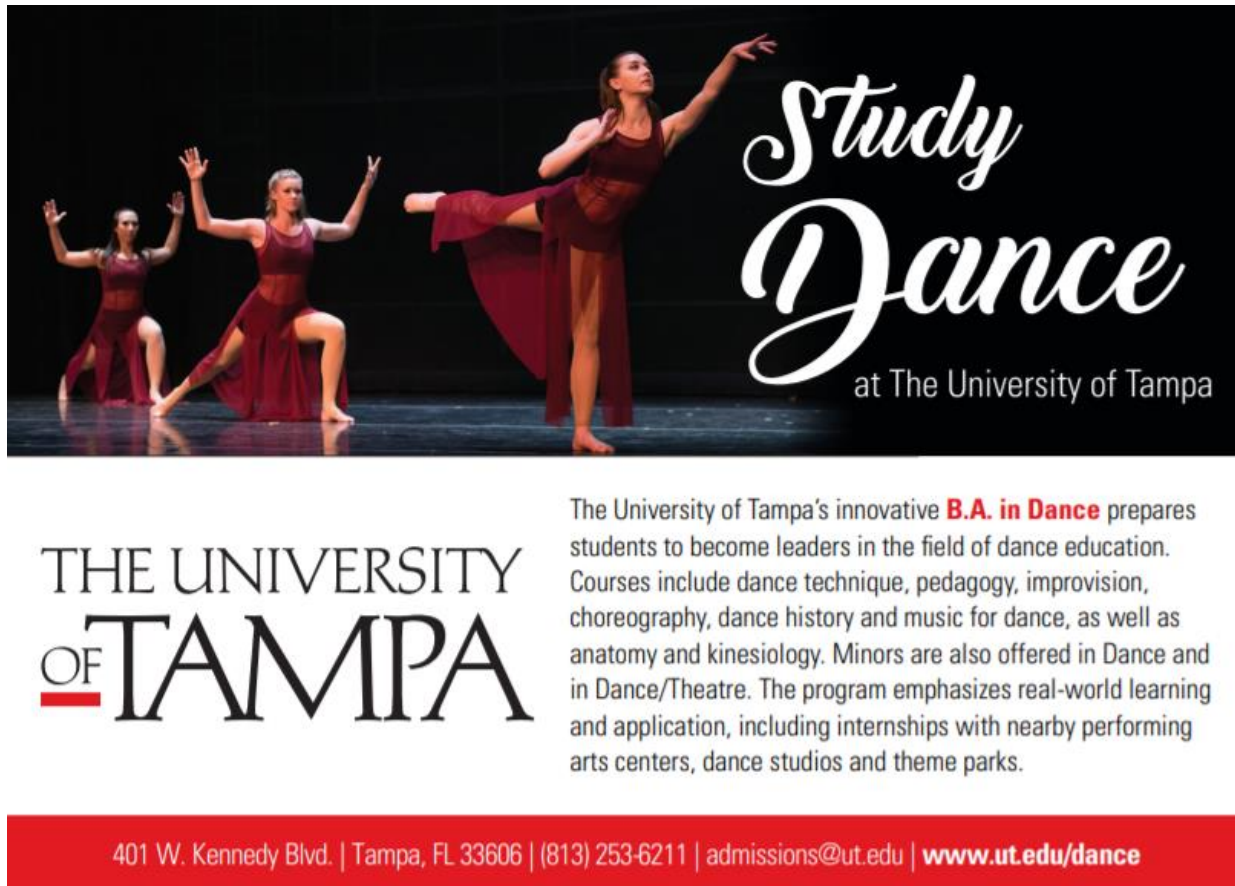
Advertising is a major component of marketing, and it is around us every day. We see billboards while driving, hear ads in our car and while listening to online radio, see them on television, and interact with them on social media. Advertising is its own economy, estimated to be around \$239 billion²⁷ and is all around us, and those using advertising to promote goods, places, events, and services are constantly competing for our attention. The reason for this is simple; advertising both raises sales in the short term and builds brands in the long term.²⁸ This is why advertising, especially advertising conducted by the UT Dance program, needs to be as strategic as possible. According to the UT Admissions department, the Dance program currently advertises in *The Genius Guide to College Dance Programs* and *Dance Magazine College Guide*. Both publications are excellent examples of targeting a very specific audience, which is the overall purpose of advertising. Additionally, the current one-page handout is a very good snapshot of the UT



²⁷ visualcapitalist.com

²⁸ Kim, P. (1992), "Does Advertising Work: A Review of the Evidence", *Journal of Consumer Marketing*, Vol. 9 No. 4, pp. 5-21. <https://doi.org/10.1108/07363769210037042>.

Dance program, however, the flyer is only one-sided. Most people instinctively flip over the flyer to see what is on the other side so it is worth using the space. There are plenty of good things happening in the area so highlighting positive things about the City of Tampa and the Tampa Bay region is worth considering.



**Study
Dance**
at The University of Tampa

**THE UNIVERSITY
OF TAMPA**

The University of Tampa's innovative **B.A. in Dance** prepares students to become leaders in the field of dance education. Courses include dance technique, pedagogy, improvisation, choreography, dance history and music for dance, as well as anatomy and kinesiology. Minors are also offered in Dance and in Dance/Theatre. The program emphasizes real-world learning and application, including internships with nearby performing arts centers, dance studios and theme parks.

401 W. Kennedy Blvd. | Tampa, FL 33606 | (813) 253-6211 | admissions@ut.edu | www.ut.edu/dance

UT Dance Flyer

The other side could also be used to highlight amenities like the Ferman Center for the Arts. The space is available on the paper, so it is our recommendation to use that space as an opportunity to tell students why they should choose UT Dance or choose Tampa. Advertising in these publications and distributing the flyer should both continue, however, we believe the advertising approach can be expanded and even more targeted within the Tampa Bay region and the City of Tampa while highlighting certain things and providing more information.

A Google search as recent as December 1, 2021, with the term “Tampa dance studios” showed



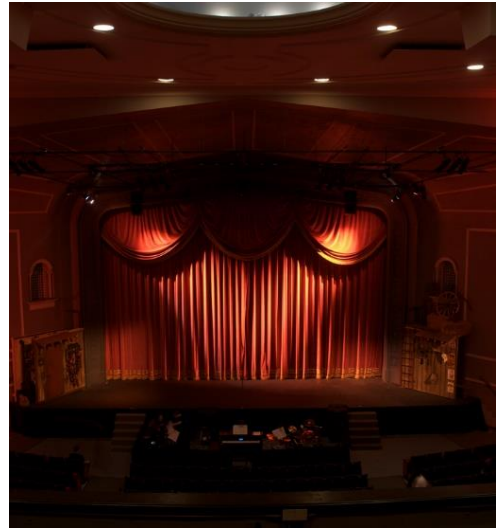
Sample advertisement size

numerous results for dance studios. This is significant because it shows there is a healthy market for dance in the area. While further research and analysis should be done to see which studios have dance recitals, we recommend advertising in local dance studio recital programs. These advertisements would vary in size and pricing, but we do not foresee them being too expensive in cost. Details would be left up to the individual dance studios and the UT Dance program. Advertising in dance recital programs makes sense because the target audience are

parents who already have an interest in dance and are watching their children perform. These parents not only have an interest in dance (as do their children) but are also local residents who can easily attend Dance program events on campus.

We are confident the dance studios would appreciate the contribution, as well as establishing or even building upon an existing relationship with the UT Dance program. There may also be opportunities for free advertising along the way and developing relationships with dance studio owners. These things include being able to post information in common areas, display flyers at the front desk, or have business cards for the UT Dance Director or other faculty on display for curious parents to take home. It might even be discovered there are dance-related businesses already advertising in various ways within local dance studios, or even other non-dance businesses as well. New Level Dance Studio in Tampa is owned by a UT graduate, so we believe this would be an excellent starting point to establish this kind of relationship or agreement with a local studio.

As previously mentioned, we suggest inviting local dance studios to attend free Dance program events, such as the annual Dance Happening at the Falk Theater. While this might not be advertising in the traditional sense, it is a cost-effective, though timely way to inform dance studios about UT Dance program events. Local dance studios may even be willing to share event information or links on their social media, further expanding the reach of the UT Dance program at no real cost. Additional advertising opportunities include looking into how tourism can help



View from the Falk Theater balcony

elevate the profile of the UT Dance program as well as promoting the Dance program or events in *UT: The Journal for the University of Tampa*. With dozens of thousands of alumni around the country, this market is very targeted as it goes to those who are familiar with and have a positive image of UT. Brining awareness to Dance alumni and other alums can help build a pipeline for future students within the Dance program. Tourism is a major part of Tampa's economy, with the City of Tampa alone seeing a \$6.9 billion impact in 2019,²⁹ and those numbers only seem prepared to grow based on current trends. Clearly, there are reasons to be excited about Tampa, and this will only encourage even more people to visit the area each year from around the country and world. Anyone on the Pirate Water Taxi takes in a riverfront view and information about UT when they head north up the Hillsborough River. This is just one example of built-in tourist and recreation exposure UT gets several times each day. As tourists are often looking for things to do, especially those traveling on a budget, Dance program events would be a great opportunity to get tourists on campus, in the Falk Theater, and build awareness of the Dance program. Again, greater awareness builds a brand, and that will only be beneficial to the Dance program and its goal to increase enrollment.

²⁹ visitampabay.com

Dance Camps

As previously mentioned, dance camps are a great way to bring school-aged kids onto campus and become involved with the UT Dance program. It would give the Dance program a wonderful opportunity to showcase faculty, current students, facilities, programs, and valuable time to build relationships with parents, donors, and future students. A dance camp at UT would give a child an opportunity to connect with current dance students who can become future mentors. It would also provide an outlet for the child to explore their interest and learn valuable tools during such experiences



UT Dancers performing in a recent Dance Happening

that they can continue to build on.³⁰ Attendees could also take in a performance as part of their camp experience. Current UT Dance majors and minors could help facilitate the camps and

gain valuable teaching experience while getting involved on campus and giving back to the program. Camps could be day camps in which students are dropped off and picked each day, or overnight camps in which students get the “college” experience by staying the dorms and spending a few days on campus. Even if the camp includes just one overnight, studies show there are many benefits for the child that go beyond developing certain skills. According to the Canadian Summer Camp Research Project, a 2010 study out of the University of Waterloo found kids who attend overnight camp experience positive development in self-confidence, social integration, nature appreciation, and emotional intelligence skills such as empathy.³¹ According to the Omaha School of Music and Dance, the benefits of summer dance camp includes improving learning and social skills as well as physical health and self-confidence, and kids will

³⁰ uab.edu

³¹ todaysparent.com

have fun and be creative.³² For these reasons, and undoubtedly others, the market for specialty camps and overnight camps have increased, and colleges and universities are meeting that demand.

With a population of roughly 3.2 million people, the case can be made there is not only a demand for a college dance camp, but there is also a shortage of supply when looking at the area's largest university. While the University of South Florida hosts camps for architecture, art, and music, it does not list a dance camp on the College of Arts website. As such, the University of Tampa is uniquely positioned to host dance camps and fill this demand. If Florida State University (FSU) in Tallahassee, roughly four



Students participating in FSU Summer Dance Intensive

hours away from Tampa and an MSA population of roughly 390,000³³ can host successful dance camps, it is only fair to assume UT could do the same with a much larger population. In 2022, FSU is holding a “Workshop for Young

Dancers” on February 5-6 for students aged 10-18 as well as a “Summer Dance Intensive” for ages 14-18 June 12-25.³⁴ The FSU camps would be excellent examples for the UT Dance program to look into and potentially model their own camps after. Classes would be held in FCA, and a final recital program could be held in the FCA or the Falk Theater in which parents, family, and friends would be able to support the dancers and see what attendees learned. There could be a reception to follow and dance majors could be available at an information table to hand out information about the Dance program and upcoming events, as well as answer questions from parents and camp attendees. Sponsorships from local businesses, other UT departments, and donors could help offset costs incurred by the Dance program to host dance camps. Revenue made from the dance camps could be used for future events, guest lectures, or scholarships.

³² omahaschoolofmusicanddance.com

³³ fred.stlouisfed.org

³⁴ dance.fsu.edu

Most notably, dance camp alumni create a natural pipeline of prospective and future students who are already familiar and excited about the University of Tampa.

Conclusion

It has been enjoyable researching and working on this proposal on behalf of the UT Dance program. We appreciate the support we received from both the Dance program and Admissions department. While completing this proposal, it has become very clear to us the Dance program at UT is remarkable and exclusive to the State of Florida. It offers opportunities and a sense of community that are a mark above the comparative schools, but it is also clear that more needs to be done to achieve the two primary objectives of elevating the program's profile and increasing enrollment. Seeing what other programs do well will only help give the UT Dance program ways to expand on current practices or implement new strategies.

There is true potential for growth with the help of unique, creative, and cost-effective advertising. Hosting dance camps will also work as its own form of advertising, while bringing potential future students and their parents onto campus and into the Dance program. The camps will create a natural pipeline for Dance majors and should ultimately lead to increased enrollment in the brand new Ferman Center for the Arts. Information and communication are the key to success and an important step to building the program. Wherein these steps will take time and effort, as well as resources in the form of money and labor, we feel the primary objectives will be achieved by highlighting program facilities, campus amenities, and the many reasons people are moving to and visiting the City of Tampa, Hillsborough County, and the Tampa Bay region. The UT Dance program does not need to look any further than its own backyard to elevate its profile and increase enrollment. It can be achieved by reaching out to the UT community through various marketing channels. Additional advertising can be done through local dance studios, with the goal of building relationships with studio leaders and ownership. Hosting local dance studios on campus for events and providing them with a very personal experience will help build those relationships

and increase awareness of UT Dance with dancers and parents. We also suggest providing small dance routines off campus around the area, for instance Patel Conservatory, Armature Works, Tampa Children's Museum, which would alert the community to the great things the UT Dance program is doing on campus and in the arts community.

There are many good things happening in Florida, the Tampa Bay region, Hillsborough County, the City of Tampa, and on UT's beautiful campus, including the Dance program. Growth trends show people want to be in this area and at the University of Tampa. Due to a nonexistent marketing budget, it is imperative for the Dance program to be creative and think long-term when implementing marketing, communication, and public relations strategies. While the strategies discussed in the proposal will take time to develop, and in some cases, will require collaboration with, or approval from other departments at UT, we believe implementation of these recommendations will result in elevated awareness, greater visibility, and increased enrollment for the UT Dance program.

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