



FINAL PRESENTATION

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AGENDA

1

RESEARCH

INITIAL RESEARCH / EXPANSION SURVEY

2

ANALYSIS

STAKEHOLDER ANALYSIS / SWOT ANALYSIS / REVISED CVP

3

RECOMMENDATIONS

OPTION 1 / OPTION 2 / OUR FINAL RECOMMENDATION

4

NEXT STEPS

MARKETING / FOCUS GROUPS / DEMAND FORECAST / TIMELINE

EXECUTIVE SUMMARY



Create a business plan for program expansion at Camp Michigania, either utilizing our existing site or expanding onto adjacent property, focusing on revenue enhancement while maintaining the quality of the experience that has been created over the last 55 years.”



ACTION ITEMS:

(1) Initial Research

(2) Expansion Survey

(3) Analysis

OUR RECOMMENDATION:

Mirror Camp
(Adjacent to the camp,
shared facilities, etc.)

RESEARCH

INITIAL RESEARCH

SATISFACTION SURVEYS 



Aspects of camp customer's value
What is our CVP?
Should we expand?
(Satisfaction surveys, program debriefs,
michigania online forum)

OUTSIDE MATERIALS 



How have other camps
expanded?
How does our business plan fit
in the overall strategic plan
with MECC?

MEETINGS 



How should we expand?
Finance
Essence of camp

EXPANSION SURVEY

370 / 521 TOTAL RESPONSES USED

- Expansion-Oriented Qualtrics survey with MECC, Brandstetter Carroll, Inc., and Michigania Marketing team



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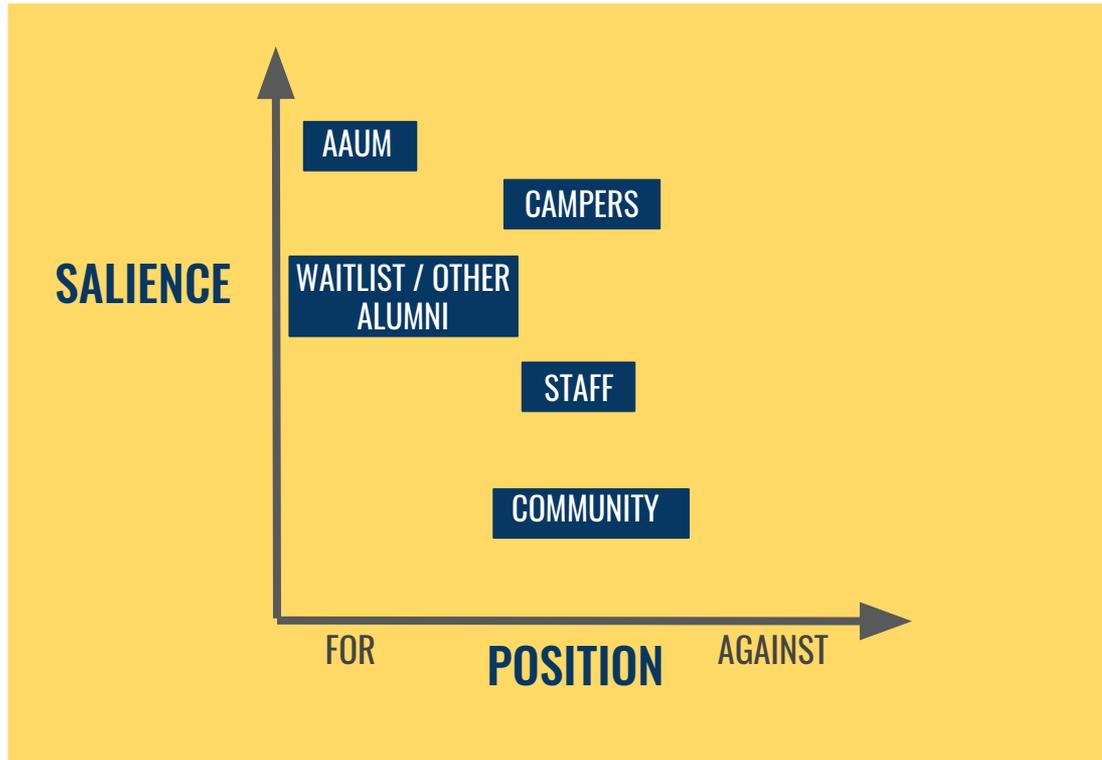
KEY INSIGHTS

- Initial, knee-jerk reaction from traditional campers is largely negative
- Campers not as resistant to change as previously suspected
- Campers are largely open to expansion as long as the community and relationships that Michigania fosters are maintained



ANALYSIS

STAKEHOLDER ANALYSIS



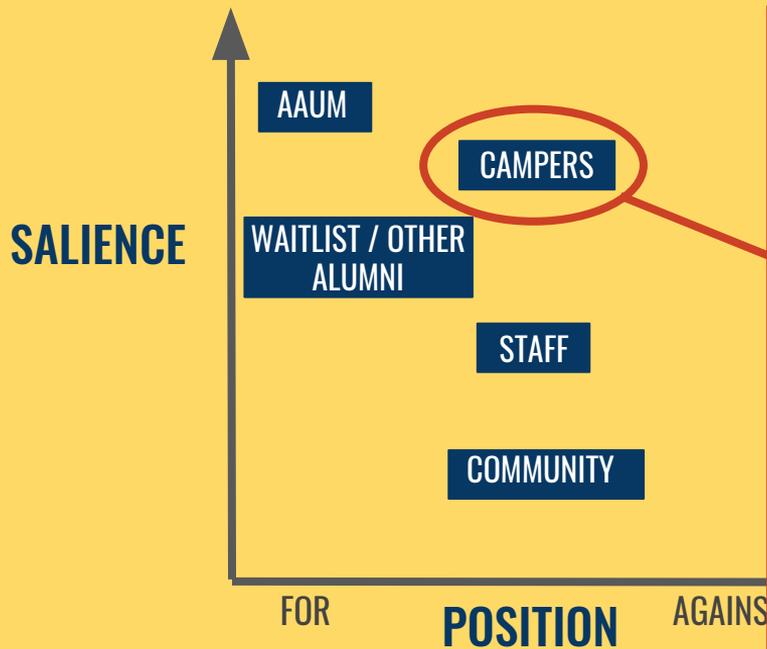
SALIENCE

How much power, urgency, and legitimacy does the stakeholder have with regards to expansion?

POSITION

Is the stakeholder for or against the expansion?

STAKEHOLDER ANALYSIS



“Too attached to the nostalgia...”

TRADITIONAL CAMPERS

“Part of the experience is reliving childhood memories.”

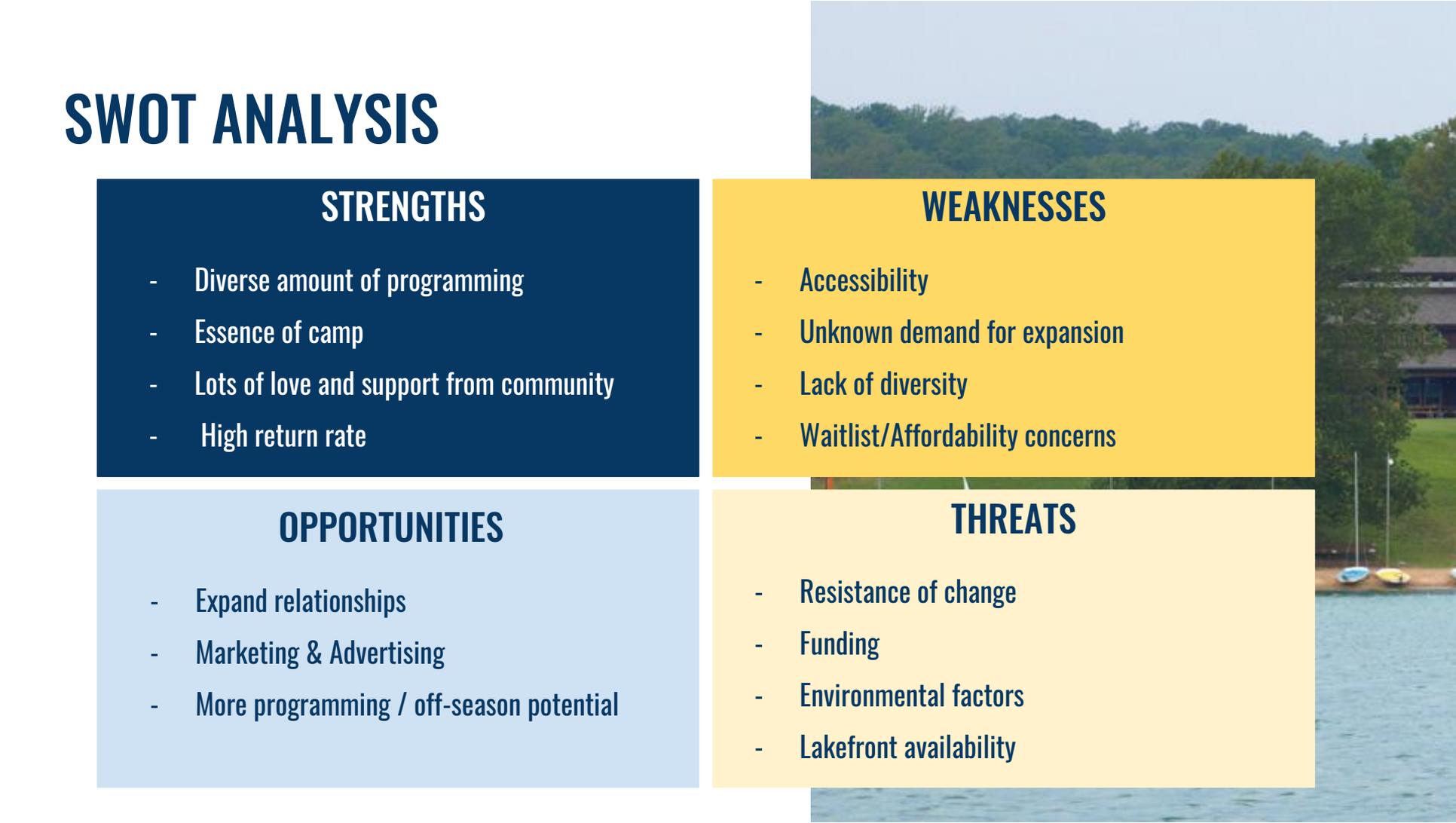
“...I have every confidence the new camp would be just as beautiful.”

VS

NEWER, OPEN-MINDED CAMPERS

“The specific facilities aren’t as meaningful as the people, relationships, activities, etc.”

SWOT ANALYSIS



STRENGTHS

- Diverse amount of programming
- Essence of camp
- Lots of love and support from community
- High return rate

WEAKNESSES

- Accessibility
- Unknown demand for expansion
- Lack of diversity
- Waitlist/Affordability concerns

OPPORTUNITIES

- Expand relationships
- Marketing & Advertising
- More programming / off-season potential

THREATS

- Resistance of change
- Funding
- Environmental factors
- Lakefront availability

SWOT ANALYSIS

STRENGTHS

- Diverse amount of programming
- Essence of camp

WEAKNESSES

- Accessibility
- Unknown demand for expansion

CONFIRMED

- Expand relationships
- Marketing & Advertising
- More programming / off-season potential

- Resistance of change
- Funding
- Environmental factors
- Lakefront availability

SWOT ANALYSIS - STRENGTHS



LOVE &
SUPPORT

ESSENCE
AND
QUALITY

90%
RETENTION
RATE

DIVERSE
PROGRAMMING

Average number of
years attended camp:
17.33 years

“

What is the essence of Michigania?”

- Family and friends experience
- Same community year after year
- Disconnected and relaxing nature of the camp atmosphere
- Opportunity to grow and connect



SWOT ANALYSIS - WEAKNESSES



UNKNOWN
DEMAND

ACCESSIBILITY
CONCERNS

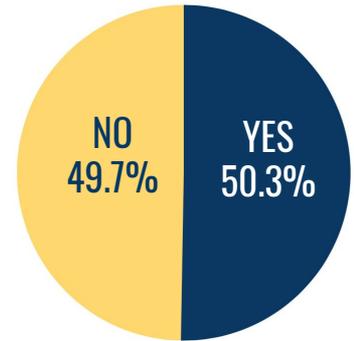
AFFORDABILITY
CONCERNS

LACK OF
DIVERSITY

Avg. # waitlist families:
150-200 / year

Current Cost per Camper:
≈\$900-\$1,000

HAVE YOU EVER BEEN ON THE
MICHIGANIA WAITLIST?



SWOT ANALYSIS - OPPORTUNITIES



“How do we increase staff?”

1. Increase exposure on all U-M campuses
2. Invite more student groups to camp during off-season (sponsorship / group rates)
3. Continue to enhance network opportunities during camp

DEEPEN AND
EXPAND ALUMNI
RELATIONSHIPS

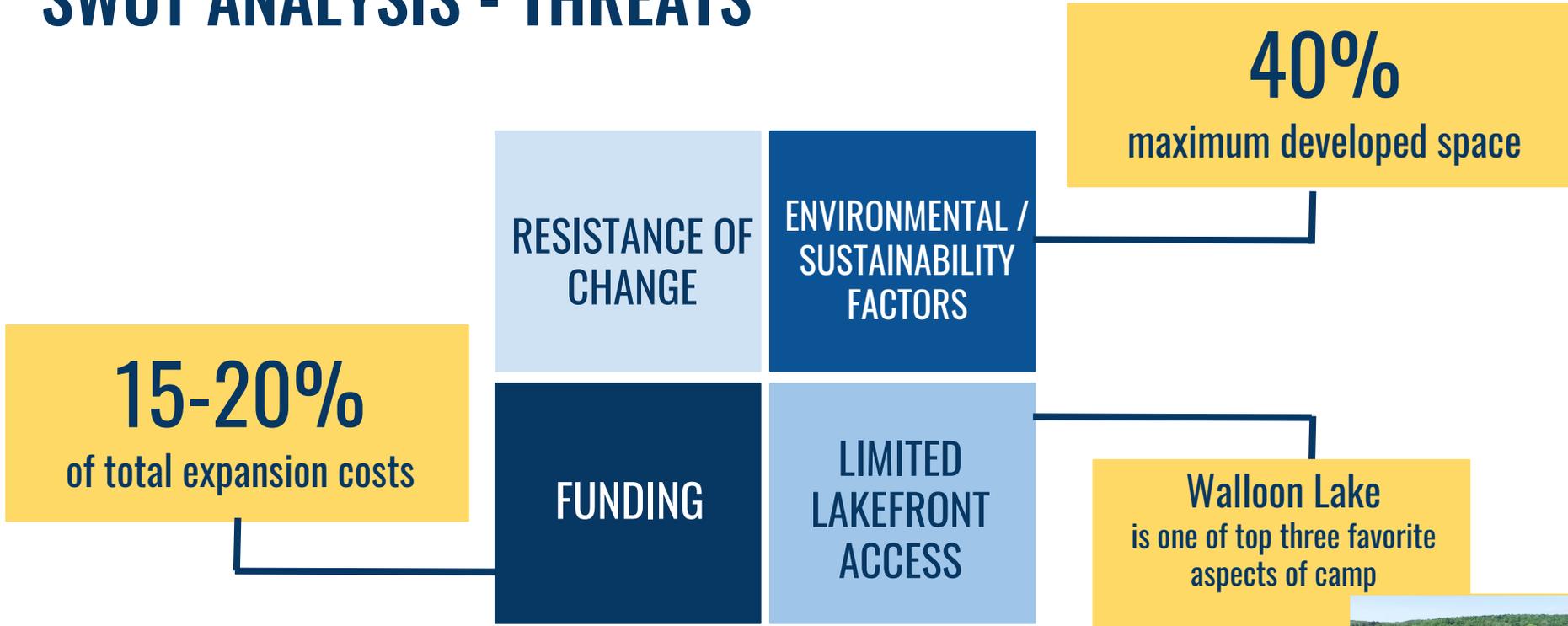
DIVERSIFY
PROGRAMMING

MARKETING
&
ADVERTISING

ADDITIONAL
REVENUE FOR
AAUM

Potential Revenue Increase:
50-100%

SWOT ANALYSIS - THREATS



CUSTOMER VALUE PROPOSITION

Camp Michigania provides a recreational and educational environment for U-M alumni to cultivate deeper relationships with friends and family, develop independence, and “unplug” in the midst of nature and camp tradition.



You guys have overall done a great job toeing a fine line between changing / improving things without making the feel of camp change”

“Felt like **home** the moment we got there”



“It’s such an important part of our lives - friendships renewed each year, memories made!”

CUSTOMER VALUE PROPOSITION

An expanded camp helps campers who want to attend camp by accommodating waitlist concerns and accessibility problems and enhancing the experience with family, friends, the nature on Walloon Lake, and diverse programming.

GAINS

JOBS TO BE DONE

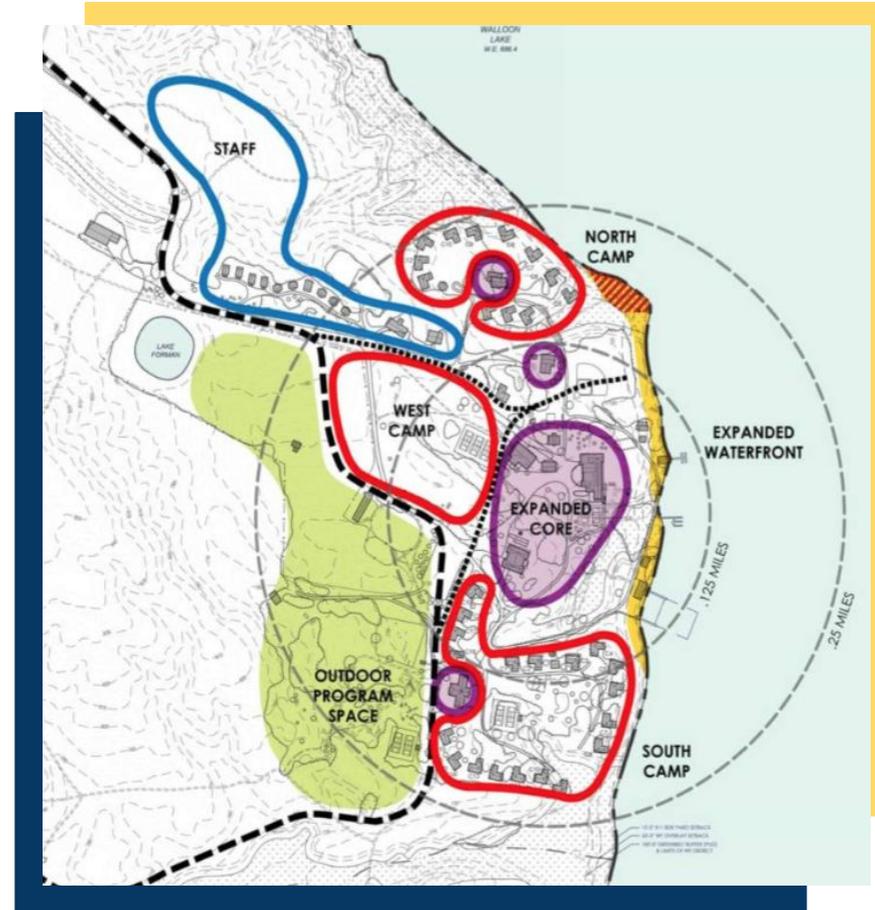
PAINS

RECOMMENDATIONS

OPTION 1 - EXPANSION ON CURRENT SITE

ABOUT

Creation of a “west camp” more inland
Increased programming space
200-250 additional campers per week



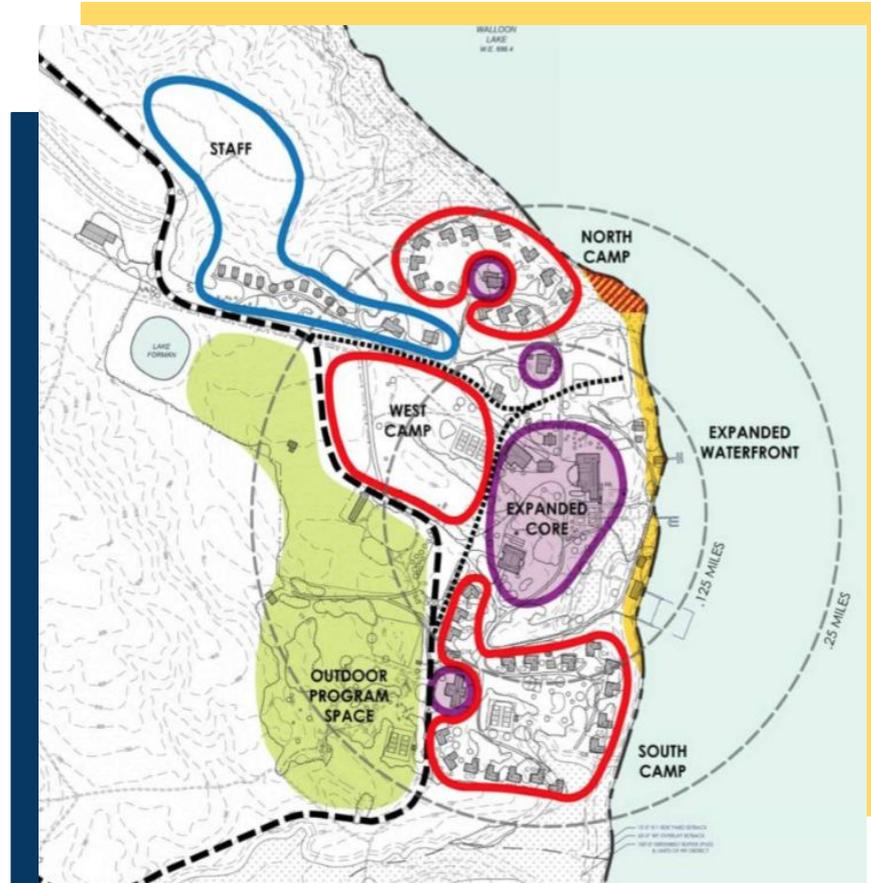
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LIMITATIONS

1/3 acre of wetlands on current waterfront must be mitigated for more lake access (orange)
Renovate dining hall, ed center/faculty forum



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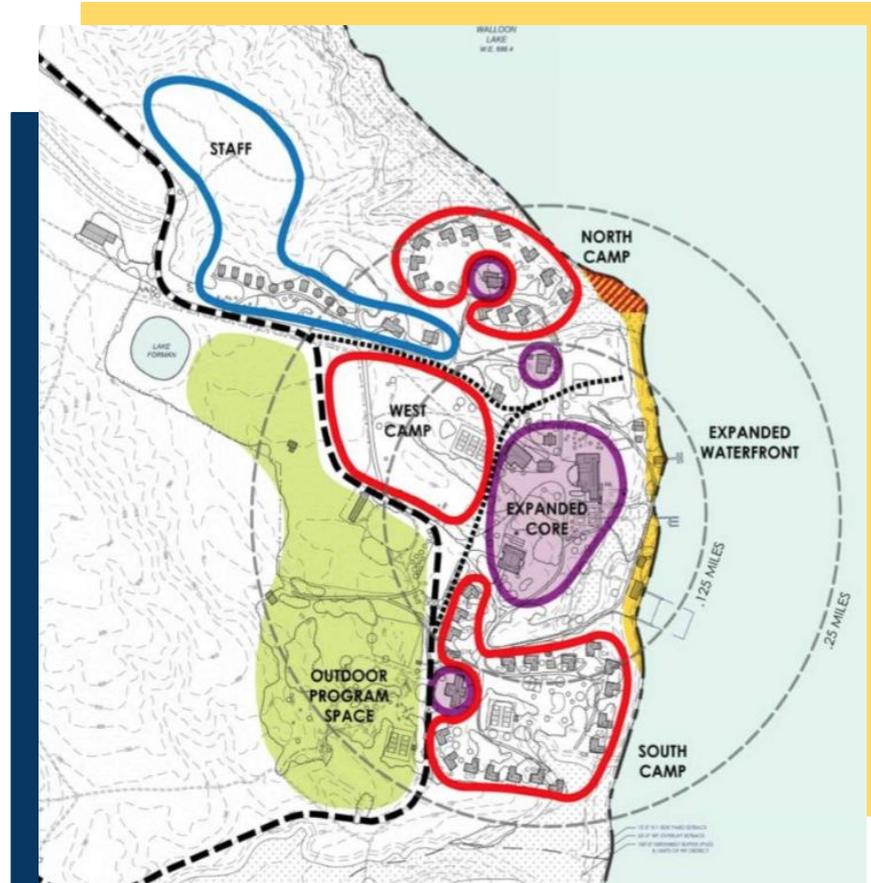
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GOAL

Maintain the current culture of camp while engaging more alumni



WEST CAMP FINANCIALS

ORDER OF MAGNITUDE COSTS

New “West Camp”

Program Facilities:	\$6,700,000
Housing:	7,800,000
Admin/Ops/Support:	900,000
Campbell Land*	550,000
Infrastructure:	2,300,000
Subtotal Construction:	\$18,250,000
Furnishings/Equipment:	900,000
Prof. Fees/Expenses:	2,000,000
Contingency: (15%)	3,000,000
Endowment:	2,400,000
Total	\$26,550,000

REVENUE/EXPENSES

Current Avg Rev: \approx \$4 mill
Expansion Rev: \approx \$7 mill + **Intangibles**

TOTAL Expansion Exp: \approx \$31.5 mill

BREAKEVEN

\approx 17 years

**120.7 acres west of property*

WEST CAMP PROGRAMMING

1 Which program areas would need expansion to accommodate the additional campers?

1. Dining Hall
2. Boating
3. Ceramics

2 What are your top three preferred activities at Camp Michigania?

1. Boating
2. Ceramics/arts & crafts
3. Faculty Forum



WEST CAMP BENEFITS & CHALLENGES

BENEFITS

- Increases capacity
- Minimal change to existing infrastructure
- Close to core facilities without segregation
- Most feasible financially

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CHALLENGES

- More congestion
- Limited lakefront views
- Potential to feel “too close” to facilities, disrupting connection with nature

OPTION 2 - MIRROR CAMP

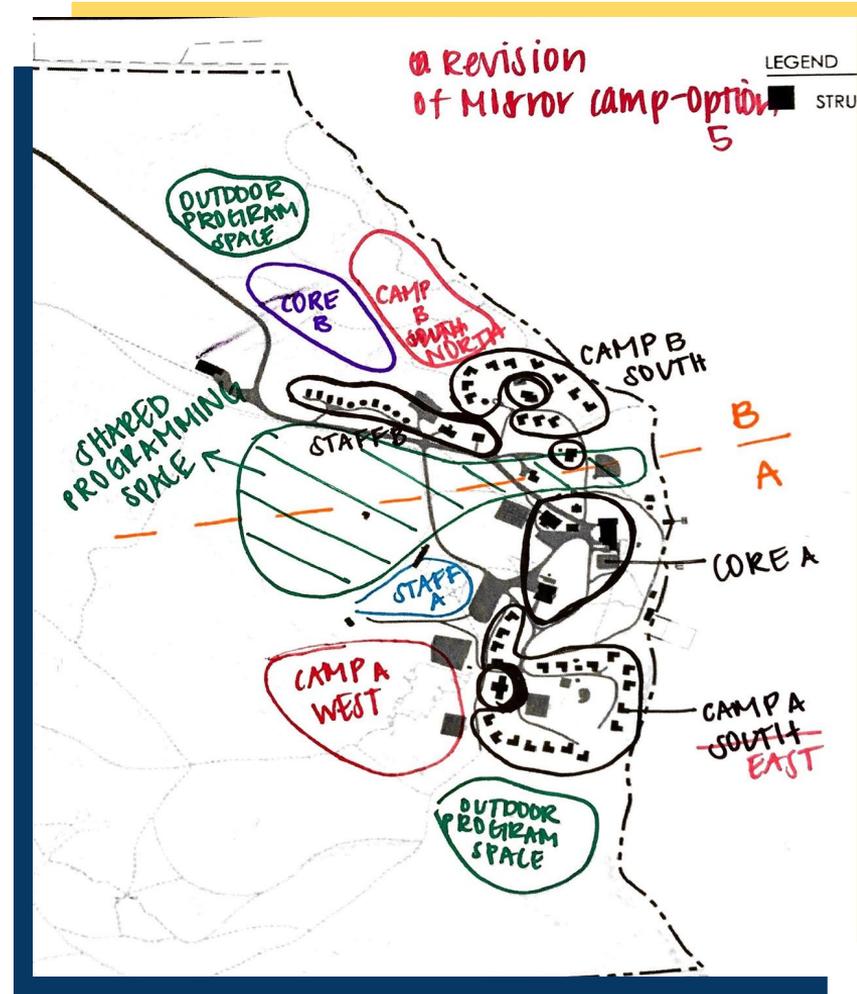
ABOUT

Divide north and south camp into two separate camps

Increased development of accommodations, facilities and programming within each

Shared outdoor programming

400+ additional campers per week



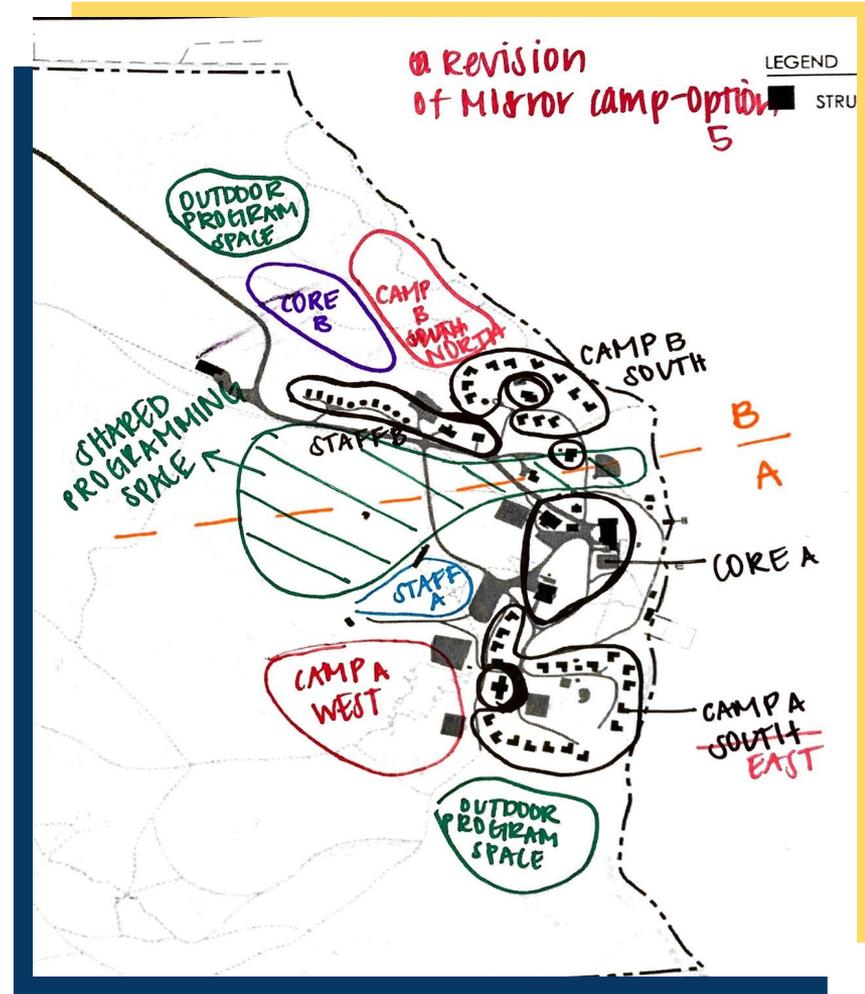
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ABOUT

- Divide north and south camp into two separate camps
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LIMITATIONS

- Same $\frac{1}{3}$ of an acre north of existing lakefront to be mitigated
- Innovation to core facility (A) and existing programming



OPTION 2 - MIRROR CAMP

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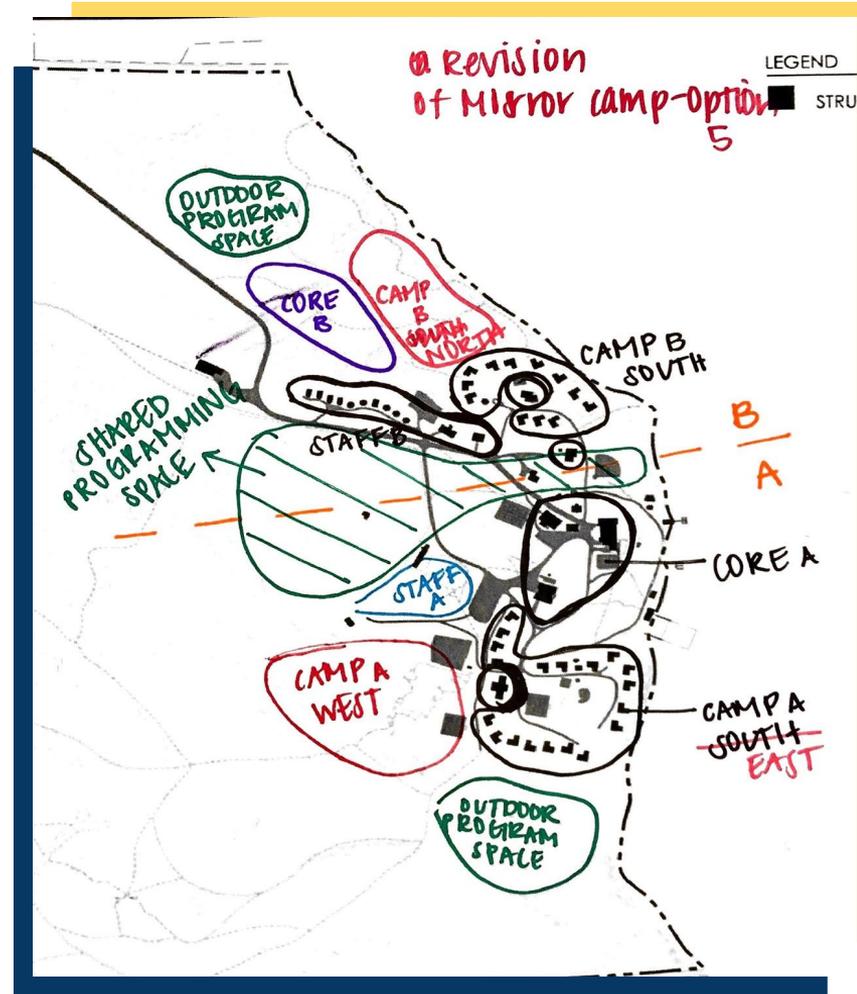
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LIMITATIONS

- Same $\frac{1}{3}$ of an acre north of existing lakefront to be mitigated
- Innovation to core facility (A) and existing programming

GOAL

- Preserve current community size and traditional feel amongst each camp whilst still providing more alumni with the Michiganiana experience.



MIRROR CAMP FINANCIALS

ORDER OF MAGNITUDE COSTS

Mirror Camp

Program Facilities:	\$11,400,000
Housing:	16,300,000
Admin/Ops/Support:	2,000,000
Campbell Land*	550,000
Infrastructure:	3,500,000
<u>Subtotal Construction:</u>	<u>\$32,750,000</u>
Furnishings/Equipment:	1,700,000
Prof. Fees/Expenses:	4,000,000
Contingency:	5,900,000
Endowment:	4,800,000
<u>Total:</u>	<u>\$50,300,000</u>

REVENUE/EXPENSES

Current Avg Rev: ≈\$4 mill
Expansion Rev: ≈\$9.5 mill+ **Intangibles**

TOTAL Expansion Exp: ≈ \$57 mill

BREAKEVEN

≈ **21 years**

**120.7 acres west of property*

MIRROR CAMP PROGRAMMING

1

**INCREASED
PROGRAMMING FOR
DIFFERENT AGE GROUPS /
ABILITIES**

Crafts

Grandparents / Seniors

Yoga / Tai Chi / Meditation

2

**MORE ON-LAND
ACTIVITIES**

Biking Programming

Marked Running Trails

Cooking Classes

3

OTHER SUGGESTIONS

Night Activities

Other

Water Sports

MIRROR CAMP BENEFITS & CHALLENGES

BENEFITS

- Doubles capacity
- Preserves tradition in both camps
- Shared programming
- Lake views and direct waterfront access for both camps

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CHALLENGES

- Difficult terrain
- Parking
- More expensive
- Maintenance of camp culture
- Unknown demand

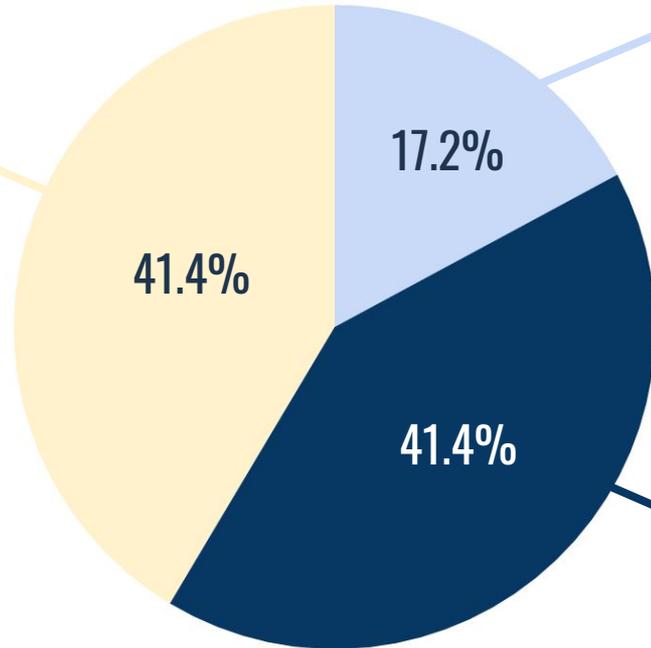
“WOULD YOU ATTEND A MIRROR CAMP?”

MAYBE

If it has the same experience

If it has the same community

Need more information...



YES

Specific facilities are not as meaningful as the people

Open-mindedness

If it is the same experience

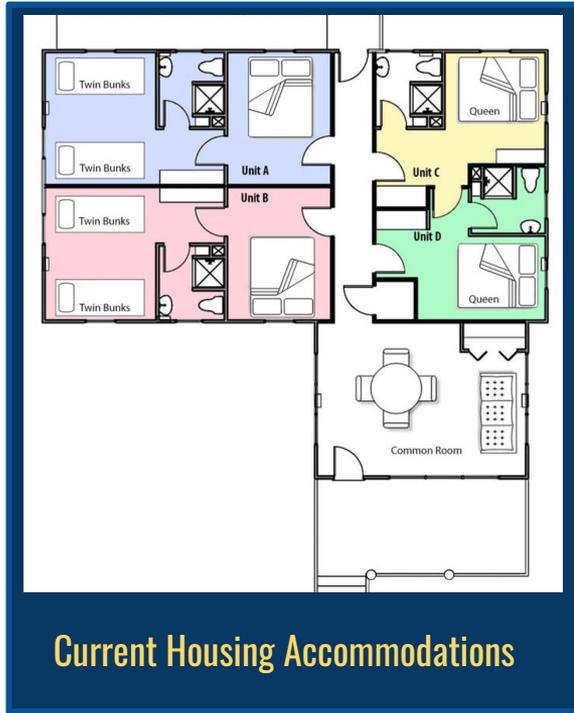
NO

Nostalgia, history, sentiment...

Tradition

“Separation will create competition, stress and inequality”

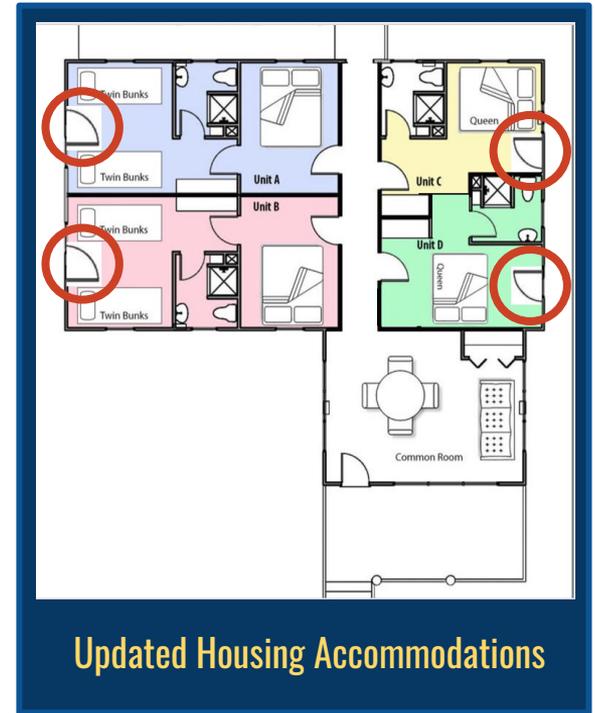
ACCOMMODATIONS



**LODGING STYLE:
FAMILY CABINS WITH
MULTIPLE UNITS**



**ACCOMMODATES:
SINGLE FAMILIES
COUPLES**

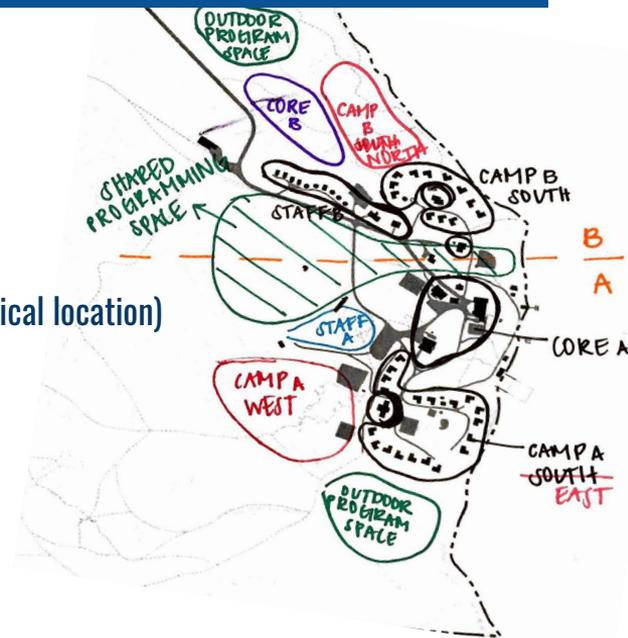


OUR RECOMMENDATION

MIRROR CAMP!

PROS

- Engage more alumni while maintaining quality and essence of Michigan
- Highest increase in capacity without overcrowding
- Survey results showed interest based on most important aspects of camp (not about physical location)



OUR RECOMMENDATION

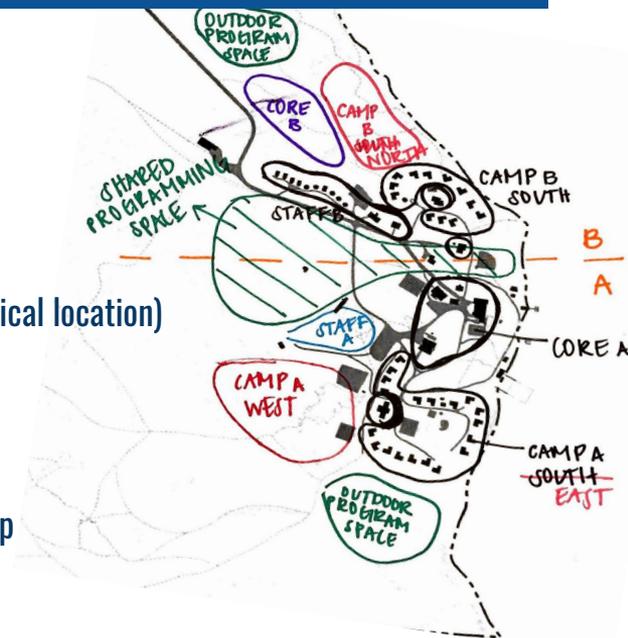
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PRECAUTIONS

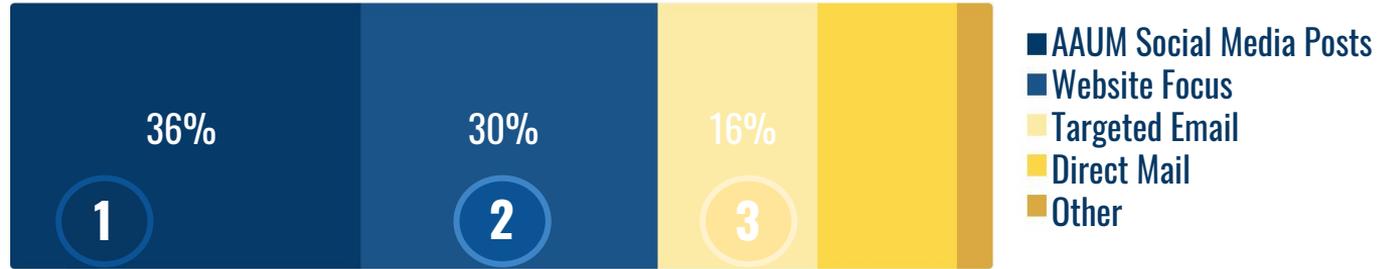
- Demand remains undetermined, so rapid expansion could result in high loss in investment
- Recommend slow increase starting with West Camp and add components of a mirror camp
- Can simulate an experience similar to West Camp expansion option



NEXT STEPS

MARKETING

“Currently, less than 1% of Michigan alumni attend Camp Michigania.
How do you suggest we increase awareness?”



M CONFERENCE & EVENT SERVICES

NEED A SUMMER JOB?

Great pay! Great opportunities!
South Quad | Transformer Room | Monday, March 11 | 12-3

Website Focus

- Rec Sports
- Summer Conferences
- Wolverine Summer Camps
- Inn at the Michigan League
- Office of New Student Programs
- Free Dining Hall Meal Plan
- Professional Development
- Leadership Opportunities
- Specialized Training

[Internship/Job Info For #UMichStudents] Where To Look If You're Still Undecided On What You're Doing This Summer

Univ. Career Center via joinhandshake.com <handshake@mail.joinhandshake.com> (unsubscribe) to me

Mar 10, 2019, 3:15 PM

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M STUDENT LIFE UNIVERSITY CAREER CENTER UNIVERSITY OF MICHIGAN

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FOCUS GROUPS

- 2-3 focus groups with current campers, 90 min each
- Provides more detailed, personal opinions about expansion once campers have digested the idea
- Opportunity for Michiganiana to clarify benefits of expansion from Michiganiana's POV
 - Ex: Question addressing movement between two camps / core facilities

Focus Group Guidelines	Focus Group Challenges
<ol style="list-style-type: none">1. Guided conversations with 6-10 participants2. Deliberately choose participants with something in common (ex. traditional)3. Utilize multiple to understand perspectives across various groups (life-long vs. new campers)4. NOT synonymous with group therapy5. Written, informed consent is necessary	<ol style="list-style-type: none">1. Could establish group norms2. May be difficult to create a safe space where participants feel comfortable contributing their opinions3. Can't guarantee confidentiality among participants



DEMAND FORECASTING

“I would willingly attend a mirror camp to be able to attend annually without much of a waitlist threat”

“The one drawback to a new camp is just that you feel like you are losing some of that history. However, for new families creating new traditions, this would not be an issue.”

“It's worth it to bring more people in from different backgrounds.”



- Expansion survey results implicate that waitlisted families would favor expansion to ensure attendance
- Unclear if capacity would be completely filled after expansion
- Due to large investment necessary, it is **vital** for Michiganiana to conduct further demand analysis and ensure it will successfully attract the necessary number of families

TIMELINE

4/19

APRIL 2019

MAP/MECC Business
Plan Proposals

Strategic Planning
Session #3

5/19

MAY 2019

Expansion Draft
Proposal to the
AAUM Executive
Board

6/19

SUMMER 2019

Expansion-related
focus groups and
discussions among
campers

MECC Groups for
Fall Semester

10/19

FALL - WINTER 2019

Focus group
results assessed
and integrated
into final
recommendation

Demand
Forecasting

1/1/20

JANUARY 2020

Final Strategic
Plan presented to
AAUM Executive
Board

THANK YOU!

APPENDIX

ESSENCE OF CAMP MICHIGANIA

Expansion Survey Results (Essence of Michiganiana)

Question: Please rank your
favorite to least favorite
aspects of Camp Michiganiana
below:

Number 1

Family experience (213)
(59.5%)
Friends community (62)
(17.32%)
Walloon lake (53) (14.8%)

Number 2

Friends (109) (30.45%)
Walloon (100) (27.93%)
Family (68) (18.99%)

Number 3

Walloon (87) (24.3%)
Friends (79) (22.7%)
Alumni (45) (12.57%)

Number 4

Dining hall (69) (19.27%)
Alumni community (56)
(15.64%)
Cabin (51) (14.25%)

Number 5

Dining hall (91) (25.42%)
Cabins (53) (14.8%)
Food (48) (13.41%)

Number 6

Dining hall (74) (20.67%)
Ed center (67) (18.72%)
Food (58) (16.2%)

Number 7

Food (88) (24.58%)
Ed center (58) (16.2%)
Cabins (51) (14.25%)

Number 8

Cabins (72) (20.11%)
Ed center (69) (19.27%)
Trails (66) (18.44%)

Number 9

Trails (108) (30.17%)
Alumni community (64)
(17.88%)
Ed center (62) (17.32%)

Number 10

Other (309) (85.75%)

FINANCIALS - EXPENSES

	FY16 June YTD	FY17 June YTD	FY18 June YTD	Avg. Cost	Avg. Cost per Camper	Mirror Camp	Expanded West Camp
Operating Expenses							
Program Delivery:							
Food	493,186.31	514,026.30	535,055.60	514,089.40	114.45	1,038,670.43	786,871.54
Housekeeping	50,175.41	45,344.98	38,331.87	44,617.42		75,849.61	60,233.52
Office, Travel & Promo	58,174.34	54,873.85	47,315.04	53,454.41		90,872.50	72,163.45
Store	78,453.94	76,964.50	69,707.18	75,041.87		127,571.18	101,306.53
Riding	37,920.66	45,286.66	43,754.71	42,320.68		71,945.15	57,132.91
Arts & Crafts	78,564.29	39,043.43	48,020.95	55,209.56		93,856.25	74,532.90
Program Expenses	26,603.50	35,842.24	52,958.16	38,467.97		65,395.54	51,931.76
Rifflery	13,709.96	26,221.29	22,605.33	20,845.53		35,437.40	28,141.46
Program Equipment	64,585.08	40,313.71	45,380.16	50,092.98		85,158.07	67,625.53
Fall/Winter/Spring	106,242.00	53,677.00	61,691.00	73,870.00		73,870.00	550,000.00
Fundraising	49,079.00	-	-	49,079.00		49,079.00	49,079.00
Student Programs	876.00	1,993.00	1,575.00	1,481.33		1,481.33	1,481.33
	1,245,443.77	1,127,316.58	1,158,529.72	1,177,096.69		1,809,186.46	1,424,369.93
Overhead:							
Insurance	103,433.50	99,684.00	97,137.00	100,084.83		170,144.22	135,114.53
Maintenance	257,649.08	169,264.31	202,255.58	209,722.99		356,529.08	283,126.04
Utilities	96,935.16	77,893.97	93,120.40	89,316.51		151,838.07	120,577.29
Vehicles	30,102.31	36,231.65	33,554.59	33,296.18		56,603.51	44,949.85
Property Taxes	265,458.16	262,787.30	262,787.30	263,638.41		448,185.30	355,911.85
Depreciation	637,802.19	649,191.58	636,380.42	641,124.73		1,089,912.04	865,518.39
Credit Card Fees	17,438.35	7,393.04	63,552.34	29,461.24		50,084.11	39,772.68
General Fund Allocation	300,000.00	325,000.03	350,000.04	325,000.02		552,500.04	438,750.03
Miscellaneous Expense	392.13	1,320.30	3,823.59	1,845.34		3,137.08	2,491.21
	1,709,210.88	1,628,766.18	1,742,493.73	1,693,490.26		2,878,933.45	2,286,211.86
Salaries & Benefits:							
Food Labor	215,116.69	228,116.73	237,167.91	226,800.44		385,560.75	306,180.60
Administrative Staff	625,059.84	687,647.28	643,938.29	652,215.14		1,108,765.73	880,490.43
Maintenance Staff	211,906.00	194,918.83	259,234.35	222,019.73		377,433.54	299,726.63
Program Staff	218,485.03	299,836.10	303,485.96	273,935.70		465,690.68	369,813.19
Accrued Vacation	872.57	(3,825.70)	1,861.00	(364.04)		(618.87)	(491.46)
	1,271,440.13	1,406,693.24	1,445,687.51	1,374,606.96		2,336,831.83	1,855,719.40
Total Operating Expense	4,226,094.78	4,162,776.00	4,346,710.96	4,245,193.91		7,024,951.74	5,566,301.18

	Mirror Camp	West Camp
Total Operating Expense	7,024,951.74	5,566,301.18
Expansion Costs:		
Program Facilities	11,400,000	6,700,000
Housing	16,300,000	7,800,000
Admin/Ops/Support	2,000,000	900,000
Infrastructure	3,500,000	2,300,000
Campbell Land	550,000	550,000
Sub-Total Construction	33,750,000	17,700,000
Additional Costs:		
Furnishings/Equipment	1,700,000	900,000
Professional fees/exp.	4,000,000	2,000,000
Contingency	5,900,000	3,000,000
Endowment	4,800,000	2,400,000
Total Expansion Cost	50,150,000	26,000,000
TOTAL COST EXPANSION + Y1	57,174,951.74	31,566,301.18

SWOT ANALYSIS - STRENGTHS

- Love and support from the Alumni community
- 90% retention rate
- Essence and quality
- Diverse amount of programming

I. Expansion Survey Results (Attendance)

Question: How many years have you attended Camp Michigania?

- a. Average: 17.33 years
- b. Low: 0
- c. High: 57

I. Expansion Survey Results (Essence of Michigania)

Question: As we engage more alumni into our Michigania community, how do you think we can maintain the essence of Michigania: ____

- a. Don't make it too fancy, luxurious, modern - keep it rustic → 27
- b. Focus on the family/friends/community experience → 27
- c. Do not overpopulate / overcrowd → 24
- d. Keep routines and spaces rooted in tradition → 23
- e. Keep high quality programming and staff → 18

SWOT ANALYSIS - WEAKNESSES

- Accessibility concerns (waitlist, elders)
- Affordability concerns (cost)
- Lack of diversity (racial and socioeconomic)
- Unknown current demand for expansion (tbd- demand forecasting)

Research:

- AAUM current cost (approx 900\$ annually)
- # of families waitlisted per year = 150 to 200 (Mitch)

Question: Have you ever been on the waitlist?

- a. Yes 183
 - i. Avg. 2.13
 - ii. Low 0
 - iii. High 10
- b. No 181

SWOT ANALYSIS - OPPORTUNITIES

- Deepen and expand alumni relationships
 - Current students: on campus and as staff
 - More diversity
- Marketing & advertising
 - New target demographics? → accomodations Q
- Additional revenue for AAUM
- More programming/offseason potential (diversify programming with more variety and difficulty levels)

Question: As Michigania looks to increase its staff, both for expansion and to engage a more diverse population of U-M students, how do we encourage them to work at Camp Michigania? (Select all that apply)

- a. Increase exposure on all U-M campuses (257) (32.57%)
- b. Invite more student groups to camp during the off-season through sponsorship or group rates (240) (30.42%)
- c. Continue to enhance network opportunities during camp (188) (23.83%)
- d. Other: __ (104) (13.18%)
 - i. Increase pay → 26
 - ii. College credit / work study → 15
 - iii. Marketing on campus (ex: announce at sports games, campus recruiting, job fairs, orientation, festifall, greek life, through largest academic dpmts, work with university counselors) → 11
 - iv. Scholarships/Financial support for staff and family of staff (discounted tuition) → 10

SWOT ANALYSIS - THREATS

- Limited lakefront access → walloon is in top three favorite aspects
- Environmental and sustainability factors
 - PUD Requirement: The PUD Requirement calls for a maximum of 40% developed space, leaving open 60% of property to vistas, pathways or other recreational areas, historic sites and structures, wetlands, and floodplains.
 - MDEQ Wetlands permit: Mitigation of wetlands would be expensive and illegal without a permit, so it should be avoided at all costs.
 - On the existing property, Michigania is approximately 25% developed. Considering these zoning restrictions and in compliance with the MDEQ's wetland protection regulations, recommendations must ensure a maximum of 40% development and avoid development on wetlands beyond $\frac{1}{3}$ of an acre to combat these threats.
- Funding (15-20% of total expansion costs)
- Resistance of change (not as big of a threat as we thought based on findings)

Research: Further financial analysis and forecasting must be done as Michigania moves along in the expansion process to ensure that these fundraising goals will ultimately be met.

CUSTOMER VALUE PROPOSITION

- midpoint: from preliminary research, “Michigan provides a recreational and educational environment for University of Michigan alumni to cultivate deeper relationships with friends and family, develop independence, and unplug in the midst of nature and tradition”
- Gains: family experience, friends community, nature of Walloon Lake, and diverse programming
 - Based on survey question
- Pains: oversubscription of camp, not fully accessible to different demographics
- Revised CVP: “An expanded camp helps campers who want to attend camp by accommodating waitlist concerns and accessibility problems and enhancing the experience with family, friends, the nature on Walloon Lake, and diverse programming.”

WOULD YOU ATTEND A MIRROR CAMP?

- a. Yes (58) why:___
 - i. Specific facilities aren't as meaningful as the people, relationships, family experience (no specific attachment to actual camp) → 14
 - ii. Open-mindedness, nice to try something new → 8
 - iii. As long as it was on Lake Walloon (or concerned about easy lake access) → 6
 - iv. As long as it offers same experience/essence → 6
 - v. If our friends attended the same camp → 4
- b. Maybe (140)
 - i. If it was the same experience, quality and comparable facilities (not newer/fancier) → 29
 - ii. Same community of campers (if past campers could go, if past friends and fam were willing, if at least half were past campers) → 26
 - iii. Need more information/ Don't understand CVP of Mirror Camp → 24
 - iv. The original is where the memories/history are (reliving childhood memories) → 19
 - v. If it's on the lake → 11
 - vi. "Michigania Traditionalist" / want to replicate tradition → 11
- c. No (140)
 - i. Nostalgia, history, sentiments & memories tied to growing up at current → 33
 - ii. Tradition, love it the way it is as long time campers and want my kids to attend same place → 22
 - iii. Want to maintain relationships/connections with current campers and staff, don't want to be separated → 19
 - iv. Separate is rarely equal, will create competition, stress and inequality → 17
 - v. Mirror camp on existing property would be destructive to current camp, 377 acres already too crowded (need space for programming without people and vehicles everywhere and don't want reduction of current programming) and would harm community feel, unsustainable → 14

MARKETING (or in next steps)

I. Expansion Survey Results (Marketing)

Question: Currently, less than 1% of Michigan alumni attend Camp Michigania. How do you suggest we increase awareness of Camp Michigania (Please drag and drop in appropriate order)

- a. Social Media posts through the Alumni Association
- b. Website focused on Michigania opportunities
- c. Targeted email
- d. Direct mail
- e. Other: _____

<u>Number 1 top two picks</u>	<u>Number 2</u>	Number 3	Number 4	Number 5
Social Media posts (116) (35.8%)	Social Media (96) (29.63%)	Targeted email (102) (31.48%)	Direct mail (142) (43.83%)	Other (253) (78.9%)
Targeted emails (84) (25.93%)	Website Focus (92) (28.4%)	Website focus (96) (29.3%)	Website focus (73) (22.53%)	Direct Mail (38) (11.73%)

MIRROR CAMP PROGRAMMING



Increased programming/opportunities for different age groups and/or abilities such as: __ (91)

1. Crafts (ex: adv. painting, sketching, acrylic painting, daytime outdoor painting, parent/child painting) → 6
2. Grandparents/Senior (55+) → 4
3. Fitness Classes for Seniors → 4
4. Yoga/Tai Chi/Meditation → 4
5. More Child/YA supervision (ex: nighttime programming) → 4

More onland activities, such as:

1. Biking programming (more trails + excursions)
2. Marked Running Trails
3. Cooking classes

Other you'd suggest: __ (51)

1. Night activities (Canoeing, adult campfire, extended program hours, overnight destination camping)
2. Nothing
3. Water Sports (skiing, wakeboarding, parasailing)