Winona State University Revenue Share Summer Model

Introduction

Summer Session is an important academic function for Winona State University and its students. Students are motivated to take courses in the summer months for a large number of reasons, and students increasingly have a variety of options to serve their educational needs during the summer. In the fall of 2008, Winona State University created a Summer Session Task Force composed of faculty and administrators to examine questions related to improving the delivery of summer courses.

Over the next several years, the Task Force collected and analyzed data regarding summer course offerings and enrollment patterns. The Task Force made a number of recommendations, including the creation of standard summer start dates and standard class times. As part of this process, the University also pilot tested a new revenue-sharing model to supplement the "Summer Session Allocation Model" that had been in place since 1997. These efforts have produced an increase in the number of students and the number of credits attempted during the summer session. The pilot testing of the revenue sharing model is now complete, and the University is now ready to replace the allocation model with the revenue sharing model.

Purpose

The goal of Summer Session is to serve the academic needs of students. Students are best served when the courses they need are offered at times or through delivery methods that fit their schedules. The purpose of the revenue sharing model is to give departments a financial stake in offering courses that meet student needs. Courses that meet enrollment targets provide financial resources for the university, and this model returns a portion of those resources directly to the departments. Courses that meet the academic needs of students but that generate a smaller enrollment can also be offered through this model according to the process outlined below.

Course Offerings

Departments will determine which courses should be offered and who will teach the courses in accordance with Article 13 of the Master Agreement.

Departments will be asked to propose their summer session course offerings following a timeline that will allow ample opportunity to notify and advise students regarding the summer session schedule. Summer session offerings should be determined by the time students are going through advising for the spring semester (i.e., students should know which summer courses will be offered before they register for spring semester classes).
Summer Schedule

The summer course scheduling is as follows:

1. May Term. This is a three-week, 15-class-day session that begins after Commencement. Three-credit hour classes will typically meet Monday–Friday for 2 hours and 40 minutes for 2400 contact minutes (allows time for a break during the class period).

   8:00 am to 10:40 am
   11:00 am to 1:40 pm
   2:00 pm to 4:40 pm
   5:00 pm to 7:40 pm

1. Courses that are not three credits should be scheduled so that they align with the recommended times as closely as possible. When an alternative class time is needed to address pedagogical needs, faculty and deans will work together to determine best alternative scheduling.

2. Summer Session I. This is a five-week, 20 class day session, that begins following the end of May Term. Classes will typically meet Monday–Thursday for 2 hours for five weeks, but classes may also be scheduled to meet Monday–Friday for 2 hours for four weeks (2400 contact minutes).

3. Summer Session II. This is a five-week, 20 class day session that begins following the end of Summer Session I. Classes will typically meet Monday–Thursday for 2 hours for five weeks, but classes may also be scheduled to meet Monday–Friday for 2 hours for four weeks (2400 contact minutes).

4. Full Summer Term. This is a ten-week, 20 class day session that begins at the start of Session I and ends with the conclusion of Session II. Classes will meet two days per week for the ten weeks (2400 contact minutes).

Course scheduling for Summer Session I, II, and Full Term:

   7:30 am to 9:30 am
   9:40 am to 11:40 am
   11:50 am to 1:50 pm
   2:00 pm to 4:00 pm
   4:10 pm to 6:10 pm
   6:20 pm to 8:20 pm

Courses that are not three credits should be scheduled so that they align with the recommended times as much as possible. When an alternative class time is needed to address pedagogical needs, faculty and deans will work together to determine best alternative scheduling.
Enrollment Targets

In an ideal situation, a department will offer summer courses that enroll enough students to produce a net financial gain for the university. The Summer Session Task Force identified 15 students as the minimum number for an undergraduate course and 10 students for a graduate course to ensure a net gain. This applies to most courses, regardless of the number of credits, method of instruction, or faculty salary. Laboratory and studio courses may have different enrollment requirements. The revenue share model does NOT include travel study, independent study, internships*, or other courses within self-supporting programs.

Consistent with setting enrollment caps during the academic year, deans and departments (usually represented by the chair) will discuss appropriate class caps, scheduling, and cancellation of summer courses with deans making the final decision.

* Internships were removed from the model until such time that internship guidelines are brought forward for discussion. The revenue-sharing model can be adjusted to include internships in some form once there is agreement on the larger topic of the internship guidelines.

Decisions on Which Courses Will be Offered

If an undergraduate course has an enrollment of at least 15 students (or graduate course has at least 10 students) three weeks prior to the start date of the course, the course is approved to be offered.

If an undergraduate course has an enrollment below 15 students (or below 10 students in a graduate course) three weeks prior to the start date of the course, the department chair will meet with the appropriate college dean to determine whether a particular class may be offered. In addition to the academic needs of the department, the decision of whether a course will be offered will be guided by the revenue generated by the particular course and by the department’s total summer offerings.

If the decision is made that a course cannot be offered due to insufficient enrollment, deans, in consultation with departments and chairs, will cancel the course and will work with the Registrar’s Office or other staff to contact students in cancelled courses. The department can advise affected students of other course offerings that may meet their academic needs.

Revenue Sharing

The current “Revenue Share Summer Session Model” shares profits generated by a particular department directly with that department. Instead of receiving an allocation that limited the number of courses a department could teach, the new model allows a department to teach as many classes as faculty interest and student demand warrant. Ideally this will give a department greater flexibility in course scheduling and greater control of its own profitability.
For purposes of the revenue share model, the total cost of a summer course is calculated as the salary plus fringe of the faculty member assigned to teach the course. The tuition revenue is calculated as the number of enrolled students multiplied by the Minnesota tuition rate times the number of credits. The net gain or loss of a course is the total tuition less the total cost of the faculty member's salary plus fringe. A department offering a course producing a net gain will share the revenue according to the distribution formula described below (see example #1). A department offering a course producing a net loss will be solely responsible for the net loss (except for courses taught as “part of load” by the chairperson as described below).

**Department Chairpersons**

For a chairperson teaching as part of the contractually specified additional duty days and is therefore considered to be teaching as “part of load,” the salary used for revenue calculations will be the summer salary rate as specified in Article 13 of the IFO Master Agreement. The net gain or loss from such a course will be distributed according to the model of revenue sharing. (see example #1). The revenue distribution for a department chairperson who is not teaching as “part of load” will be considered as any other faculty member for purposes of this model.

**Revenue Distribution**

The revenue share model is an attempt to balance the financial needs of the university while providing a department with an incentive to offer courses that students will want to take. Beginning in Summer 2014, the model will distribute 75% of the net revenue to the university and 25% to the department generating the revenue.

The revenue shared with a department is tuition-generated and will be managed under the same principles and decision-making as a department’s operating budget. Summer funds shall be spent in accordance with the IFO/MnSCU Master Agreement, WSU, MnSCU, and Minnesota State guidelines, regulations, and laws that govern operating budgets within departments. Unspent balances in the summer incentive revenue account will automatically carry forward to the next fiscal year.
## WINONA STATE UNIVERSITY
### Revenue-share Summer School Model Scenarios
### Beginning Summer 2014 (20151)

<table>
<thead>
<tr>
<th></th>
<th>Salary</th>
<th>Fringe (est. 16%)</th>
<th>Total Sal Cost</th>
<th>cr hrs</th>
<th>Enroll # cr</th>
<th>MN UG</th>
<th>Total Tuition</th>
<th>Gain/Loss</th>
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<tbody>
<tr>
<td><strong>1. All courses profit-making</strong></td>
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<td>Prof. Top Salary (step 40)</td>
<td>8,084.22</td>
<td>1293.48</td>
<td>9,377.70</td>
<td>60 20 3</td>
<td>227.00</td>
<td>13,620.00</td>
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<td>5,154.90</td>
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<td>227.00</td>
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<td>3,774.00</td>
<td>603.84</td>
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<td>Chair (Step 30, OVL 2.25%)</td>
<td>$6,379.35</td>
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<td>227.00</td>
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### 2. Chair course, part-of-load, not profit making.  Loss is shared by university and department.

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### 3. Not profit-making course. Department takes loss.

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### Gain/Loss

- **Net Revenue**
  - 75% WSU
  - 25% Dept

### Total $ to Dept

- $6,836.18
- $5,133.68
- $4,394.42

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1. All courses profit-making
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