



Task Force for Restructuring UM's Academic Sessions – Final Report

Presented to Faculty Senate Thursday, May 4, 2017

Office of the Provost and Vice President for Academic Affairs

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Background

In January 2017, Interim Provost Beverly Edmond assembled a Task Force to restructure UM's academic sessions and how they operate. She gave the following parameters to the Task Force:

1. Recommend a comprehensive and reconfigured model for academic sessions at UM;
2. Consider elimination of winter session or provide a reasoned rationale/model for its continuation;
3. Establish a summer session which reflects best practices, is financially self-sustaining, and supports optimum faculty utilization and student retention/persistence/completion;
4. Propose an implementation time-line targeted for the 2018-19 academic year with appropriate action steps and responsible individuals/units identified;
5. Achieve UM's broader goals of fiscal sustainability and concurrently enhancing retention, persistence, completion rates; and
6. Produce a final report for review by the Executive Cabinet by April 28, 2017.

The Task Force members organized their work into three committees, focused on academics, finance, and student success. The task force, led by the committee co-chairs, produced the recommendations and implementation timeline below.

Task Force Membership

Mary-Ann Bowman, Faculty Senate Chair Elect
Claudine Cellier, Director of Academic Personnel & Communication
Tom Crady, VP for Enrollment & Student Affairs
John Deboer, Faculty Senate Chair
Beverly Edmond, Interim Provost & VP for Academic Affairs
Roberta Evans, Dean, PJW College of Education & Human Sciences, Co-chair of Finance Committee
Sam Forstag, ASUM President
Joe Hickman, Registrar, Co-chair of Student Success Committee
Ben Kuipers, ASUM Senator
Nathan Lindsay, Associate Provost for Dynamic Learning, Co-chair, Academic Committee
Mike Monsos, Director, School of Theatre & Dance, Co-chair of Student Success Committee
Peggy Nesbitt, Assistant Dean, College of Visual & Performing Arts, Co-chair, Academic Committee
Shannon O'Brien, Dean, Missoula College
Mike Reid, VP for Administration & Finance
Dawn Ressel, Associate Vice President, DATA Office (ex-officio)
Chris Shook, Dean, School of Business Administration, Co-chair of Finance Committee
Klaus Uhlenbruck, Chair, Department of Management & Marketing
Scott Whittenburg, VP for Research & Creative Scholarship
Jennifer Zeller-Cuaresma, Staff Senate Chair

Recommendations

Winter session

The committees agree that winter session, as it currently exists, should be eliminated. In its current form, winter session provides unique educational experiences and may increase academic success for students as they take foundational courses, repeat a class or reduce their load in the spring semester. It was suggested that winter session could be restructured to create a better financial model that is self-supporting. However, the committees all feel that each of the benefits winter session provides could be met through creative scheduling, online and hybrid offerings during spring and fall semesters, and other hybrid offerings scheduled during winter break. Further, the committees recommend that spring semester begin one week earlier.

For example:

Replace some of the stated benefits of winter session for students by creating online or hybrid offerings similar to what MSU-Billings created.

- Classes that begin during the traditional winter break, but continue 3-9 weeks into the term, allowing students to stay on track and decrease their load over the 15-week semester. This could compensate for some of the courses currently offered during winter session.
- One example course that MSU-B offers is a Business Finance Senior Seminar as an online course from January 3 until March 3, allowing students to complete this course work prior to the midterm of their other courses.
- Create a robust set of late start classes that begin 3-7 weeks after the start of fall and spring semester.
- These compressed courses are a common best practice, intended for students who need to drop a higher-level course and instead take a prerequisite or foundational course while staying fully enrolled and on track.
- Students interested in study abroad or field schools could begin a study abroad or field study class in the fall, that would culminate in an off campus activity over the winter break, meeting the time requirements of a class while allowing students to travel to parts of the world that are better accessed in our winter months.

Summer session

The committees recommend a number of changes to summer session:

- Extend the summer session to 12 weeks, also allowing for 3, 6, and 12-week class formats.
 - Create more parts of term and more 3 and 6-week offerings.
 - Many institutions offer a 12-week full summer session, broken into two, 6-week sessions occurring one before and one after the July 4 holiday.

- Many institutions offer general education and major requirements during a summer term as either one of these 6-week or 12-week sessions.
 - Other institutions also offer a variety of courses varying in length from one to three weeks, depending on the intended audience and purpose.
 - Sessions offered immediately after the spring term serve to offer students a chance to complete courses they did not pass in the spring term, usually lasting three weeks.
 - Sessions offered immediately prior to the fall semester allow for the establishment of bridge programs for special student populations and cohorts.
 - Sessions offered immediately prior to the fall semester allow students to complete prerequisites immediately prior to the subsequent course.
- Reduce duplication of services and increase efficiency by moving scheduling of summer and online offerings from the School of Extended & Lifelong Learning to the Registrar's office.
 - Summer session should be offered via a responsibility-centered management approach, where academic units select and offer classes that will attract large numbers of students and subsequently capture revenue. Under this model, academic units receive all tuition and incur all instructional expenses, and UM will capture student credit hours. Deans and Chairs will manage course minimums and determine course caps. Selection of classes to offer and quality instructors will guide this model because of its focus on revenue generation. This model will incentivize academic units to offer classes that will attract more summer session students.
 - Consider offering free or discounted housing packages to summer school attendees.
 - Consider eliminating out-of-state tuition rates for summer school, to entice more out-of-state students to pursue summer school at UM during their summer vacation. Other regional universities using this model have significantly increased summer session enrollment due to the cost neutrality and transferable standard curriculum in graduate courses (particularly master's degrees for teachers).

Other Recommendations from ASUM

- Consider the expansion of class offerings outside the 9 a.m. to 5 p.m. time frame: broaden the times that courses are offered by offering night classes and expanding early morning courses. With little-to-no sections offered outside of 9 a.m. – 5 p.m., students seeking to balance work with class are pushed to online offerings (if available) or nothing.
- Consider the expansion of online General Education offerings during summer session: Ensure at least one online section offered for each General Education requirement.

Implementation Timeline

| Completion Date | Task |
|-------------------|--|
| May 15, 2017 | Trial run of free residence halls in summer begins |
| May 15, 2017 | Incremental implementation of responsibility centered management approach <ul style="list-style-type: none"> - Assign revenue targets to academic units - Return excess revenue over targets to academic units - Academic units monitor enrollment and payment by enrolled students |
| May 31, 2017 | Adopt 2018-2019 Academic Calendar that reflects elimination of winter session, and shift of spring semester forward, and 12-week summer session with standard 3 and 6-week terms embedded |
| May 31, 2017 | Approval received for these recommendations. Go-ahead given to programmers to revise for 2018-2019 academic year. Changes in schedule, financial aid, data reporting and billing |
| July 1, 2017 | Consolidate registration of summer, winter, and online courses into the Registrar's Office |
| Summer 2017 | Registrar's Office creates standardized parts of term in Banner for each semester. New coding is communicated to Institutional Research, Financial Aid, EIS and Business Services. |
| September 2017 | Communication plan about changes developed. Includes examples of creatively scheduled classes, online and hybrid offerings to replace winter session and enhance student success. |
| Fall 2017 | Training sessions with Department Chairs and Deans about creatively scheduled classes, online and hybrid offerings to replace winter session, enhance student success during fall and spring, and creative scheduling in summer. |
| November 2017 | Preliminary drafts of 18/19 course offerings due to Registrar's Office. Call for creatively scheduled classes, scheduling, online and hybrid offerings |
| Fall 2017 | Summer schedules consistent with the responsibility centered management approach submitted. |
| December 31, 2017 | Evaluation of free housing completed |
| December 31, 2017 | Evaluation of reduced out-of- state tuition completed |
| February 2018 | Roll out of advertising campaign for summer offerings (free housing, low cost) begins Summer schedule is published and registration begins |
| March 2018 | Schedule for 18/19 academic year is published |
| April 2018 | Registration begins for the 18/19 academic year |
| Summer 2018 | Responsibility centered management approach fully implemented within academic units |

2018-2019 Academic Calendar – Draft Version

Fall 2018

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|-----------------------------------|---|
| Thursday-Friday, August 23 – 24 | New Student Orientation |
| Monday, August 27 | Fall Semester Classes Begin |
| Monday, September 3 | Labor Day – No Classes, Offices Closed |
| Monday, November 12 | Veterans Day Observed– No Classes, Offices Closed |
| Wednesday, November 21 | Student Travel Day – No Classes |
| Thursday-Friday, November 22 – 23 | Thanksgiving Break – No Classes, Offices Closed |
| Friday, December 7 | Last Day of Regular Classes |
| Monday-Friday, December 10 – 14 | Final Exams |
| Friday, December 14 | Fall Semester Ends |

Spring 2019

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|----------------------------------|---|
| Tuesday-Wednesday, January 9- 10 | New Student Orientation |
| Thursday, January 10 | Spring Semester Classes Begin |
| Monday, January 21 | Martin Luther King Jr. Day – No Classes; Offices Closed |
| Monday, February 18 | Presidents’ Day – No Classes, Offices Closed |
| Monday-Friday, March 25 – 29 | Spring Break - No Classes |
| Friday, April 26 | Last Day of Regular Classes |
| Monday-Friday, April 29 – May 3 | Final Exams |
| Sunday, May 5 | Commencement Day |

Summer 2019 – Version 1

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|---------------------------------|---|
| Monday, May 6 | Classes begin for 3-week session I |
| Monday, May 13 | Classes begin for 12-week session and 6-week session I |
| Friday, May 24 | Last day of classes for 3-week session I |
| Monday, May 27 | Memorial Day Holiday – No Classes; Office Closed |
| Tuesday, May 28 | Classes begin for 3-week session II |
| Friday, June 14 | Last day of classes for 3-week session II |
| Friday, June 21 | Last day of classes for 6-week session I |
| Monday-Friday, July 1 – 5 | No Classes |
| Thursday, July 4 | Independence Day Holiday – Offices Closed |
| Monday, July 8 | Classes begin for 6-week session II and 3-week session III |
| Friday, July 26 | Last day of classes for 3-week session III |
| Monday, July 29 | Classes begin for 3-week session IV |
| Friday, August 9 | Last day of classes for 12-week session |
| Friday, August 16 | Last day of classes for 6-week session II and 3-week session IV |
| Thursday-Friday, August 22 – 23 | New Student Orientation for Fall 2019 |

Summer 2019 – Version 2

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|---------------------------------|--|
| Monday, May 20 | Classes begin for 3-week session I, 6-week session I and 12-week session |
| Monday, May 27 | Memorial Day Holiday – No Classes; Office Closed |
| Friday, June 7 | Last day of classes for 3-week session I |
| Monday, June 10 | Classes begin for 3-week session II |
| Friday, June 28 | Last day of classes for 3-week session II and 6-week session I |
| Monday, July 1 | Classes for begin 6-week session II and 3-week session III |
| Thursday, July 4 | Independence Holiday – No Classes; Offices closed |
| Friday, July 19 | Last day of classes for 3-week session III |
| Monday, July 22 | Classes begin for 3-week session IV |
| Friday, August 9 | Last day of classes for 3-week session IV, 6-week session II and 12-week session |
| Thursday-Friday, August 22 – 23 | New Student Orientation for Fall 2019 |