



## GRADUATE SCHOOL AND CONTINUING EDUCATION

### **SUMMER SESSION 2019 POLICIES AND PROCEDURES**

Summer I: Tuesday, May 21, 2019 - Friday, June 28, 2019

Summer II: Monday, July 1, 2019 - Friday, August 9, 2019

Summer Full: Tuesday, May 21, 2019 - Friday, August 9, 2019

Summer session offerings benefit students, faculty, departments and colleges, and the university as a whole. For students, summer can be a good time to take courses in order to stay on track, to lighten their load for the upcoming academic year, or to complete a program of study early. For faculty, summer can be a good time to offer a course online or in an alternative format. Additionally, for faculty, teaching is elective and is compensated separately from the academic year. For departments and colleges, summer offerings can provide another way to deliver the general education curriculum while also introducing students to new subject areas. For the university as a whole, summer offerings keep the vibrancy of the academic mission at the forefront, and contribute in a variety of ways to the strategic goals of the university.

Despite these benefits, summer poses unique challenges in enrollment management as compared to the regular academic year. By taking an active role in managing summer session enrollment, the Summer Sessions Committee hopes to better serve student, faculty, and university interests by ensuring the integrity of lecture/discussion courses, by minimizing the cancellation of courses, and by maintaining an overall high level of efficiency. Such efficiency helps generate revenue that benefits the university as a whole and ensures that summer sessions will continue to be sustainable in the future. This document therefore sets forth policies and procedures that facilitate breadth, depth, and efficiency of summer session course offerings.

Department chairs are advised to read the section **Considerations for Summer Session Offerings** to develop a slate of courses that have the best chances for success. Faculty may also wish to read the Considerations section to guide their thinking about offering individual courses. Moreover, faculty are especially urged to read – and to pay careful attention to – the section on **Policies for Summer Sessions**, which specifies policies for faculty compensation, including minimum enrollments for various course types, prorated pay for under-enrolled courses, deadlines for course cancellations due to low enrollments, and courses requiring special approval like internships, independent studies, and practica.

#### **I. CONSIDERATIONS FOR SUMMER SESSION OFFERINGS**

This section offers guidance to department chairs and others who may wish to develop proposals for summer course offerings. As these suggestions are based on past experience, following them may maximize a department's chances for success when delivering a proposed slate of summer courses.

**Remember that summer enrollments are limited, as compared to the academic year.** The success of summer session depends on the good will, interest, and efforts of faculty to offer relevant and attractive courses. However, summer session enrollments are limited. Summer Session I generates only about 9-10% of the number student credit hours in a regular fall or spring semester; and, Summer Session II enrolls about 20% fewer students than Summer I. Thus, a program having 100 majors could expect only about 5 of them to be on campus during either summer session, which is not enough to fill (n=8) a single summer course.

**Establish, at the department level, a means by which summer school offerings are prioritized.** These priorities might include (1) general education needs, (2) program needs, (3) attractiveness of the course to

undergraduate, graduate, and visiting students, and (4) faculty interest. For example, courses that serve multiple needs—both general education and major/minor requirements—might be given priority over specialized courses that serve only a limited audience of majors. Full-time faculty should be given preference over adjunct faculty unless there are specific curricular and staffing reasons for using adjunct faculty. As a general rule, faculty members who are terminating their association with the University are not eligible to teach during the summer sessions.

**Strive for a balance of offerings in terms of topic, level, audience, and method** (e.g., traditional onsite, online, shorter duration, weekend, full session, etc.). Although the specific strategy for establishing a set of summer courses is likely to vary by department, here are some recommended strategies for success, based on past experience:

- Offer courses that fulfill general education requirements, particularly those that are also popular electives that also serve a significant number of majors/minors.
- Offer several courses that have broad appeal and interest. For example, consider offering one introductory level course and one upper level course during each summer session. When possible, the upper level course should carry a graduate level designation (but be sure to inquire with the Dean of the Graduate School and Continuing Education at the time of schedule proposal).
- Supplement regular academic year offerings with courses that target special summer audiences. For example, there may be courses offered for in-service teachers during the summer
- Schedule classes at the right time of day. In the recent past, early morning, late afternoon, evening, and online courses have been most successful in enrolling students. Late morning and mid-day courses have generally been less successful, although exceptions exist.
- Offer a mix of online and traditional onsite courses. The same general guidelines apply to online course offerings as traditional onsite courses: The ideal courses target both majors and non-majors, are open to graduate students, and fulfill a general education requirement. For all online courses, expectations for on-campus meetings should be spelled out clearly in advance, preferably as part of the course listing in the Summer Session Schedule. Please note that international students who are on campus for the summer may require an in-person meeting time for courses that are otherwise offered only online.
- Consider alternative course durations and delivery formats as appropriate for the topic, learning objectives, and expectations for student workload. Generally, courses serving the traditional student population are offered over a full 6-week summer session. However, instructors of courses targeting special audiences are encouraged to consider formats that optimally meet the needs of those audiences (e.g., 4-week or weekend format). In addition, instructors may now offer courses during the Full Summer Session (11-weeks extending from the start of Summer Session I through the end of Summer Session II).

#### **Ensure success by avoiding common pitfalls.**

- Resist the temptation to simply list all, or only, the courses submitted by the faculty. Strive to create a slate of offerings that is consistent with department priorities and that serves as many different needs as possible.
- Avoid targeting only majors and minors. Departments should avoid listing courses serving only majors and minors if these courses are offered regularly during the academic year, as the summer audience is likely to be very limited. Departments should only use this strategy when there is evidence of significant demand for the course.
- Avoid overloading the schedule with too many online courses. For example, offering more than 1-2 online courses per session within a single department is likely to be counterproductive in that it may spread the interest too thin across the courses.
- Avoid offering regular lecture courses as Independent Studies (IS). This may compromise the integrity of those regular courses and should be considered only when absolutely necessary. Such situations might include serving students that plan to graduate in August, assuming all other options have been exhausted, or targeting a special constituency limited to summer enrollment. Using the IS format as an alternate means of teaching under-enrolled lecture courses is not adequate justification.

- Avoid last minute cancellations by avoiding proposals for courses that are unlikely to make healthy enrollments in the first place. Cancellation of summer session courses represents a significant problem – it undermines our credibility with students, generates distress for both students and faculty at the beginning of the session, and consumes significant administrative time.

**Follow the procedures for Courses Requiring Special Approval (addressed under Policies below),** including for internships, independent studies, practica, and programmatically necessary courses.

**Implement the chosen strategy and make a commitment.** Once a course is listed on the posted schedule of classes, the department and/or faculty member has made a commitment to offer that course as scheduled. As such, neither the faculty member nor the department may arbitrarily decide to cancel the course after that time. Specific policies exist for cancellations due to low enrollment. Those are addressed below.

## II. POLICIES FOR SUMMER SESSIONS

This section sets forth policies for faculty compensation based on minimum enrollments attained by certain deadlines, rates of compensation for different kinds of courses, and rate per credit hour based on faculty rank. It also specifies course cancellation policies, prorated pay for under-enrolled sections, and courses requiring special approval (like internships, independent studies, practica, and programmatically necessary courses), as well as information about payroll dates.

### A. Faculty Compensation

Faculty should understand that compensation for summer teaching is tied to actual enrollments. A course must reach certain minimum enrollments by a certain deadline in order to proceed, or else: a) it will be canceled or b) compensation will be prorated as described below. Therefore, faculty should consider these facts when deciding to offer courses in the summer, and when deciding to cancel or proceed with an under-enrolled course by the specified deadline.

Faculty compensation in summer sessions is based on four factors: 1) faculty rank, 2) number of course credit hours, 3) minimum enrollments and prorated pay, and 4) course cancellation and enrollment deadlines.

#### 1. Faculty Rank

Compensation rates for Summer Session are determined by the Provost’s Office, and are generally announced in the spring of each year. The Summer Sessions Committee may periodically review compensation rates and offer recommendations to the Provost and Senior Vice President for Finance and Administration. Note: starting in 2013, compensation has been the same for traditional onsite and online courses.

**Rate per course credit hour**, except for items noted immediately below, for Summer 2019 is set as follows:

Professor	\$1300
Associate Professor	1300
Assistant Professor	1300
Instructor/Lecturer	1250

#### Exceptions:

- Compensation for courses involving internships, independent studies, and practica are calculated using specific rates per student credit hour, as set forth below in Courses Requiring Special Approval, below.
- Compensation rates for courses taught in the College of Nursing and Health Professions and in the MBA Program are provided on a separate schedule.

- Faculty Maximums: No faculty member shall carry a teaching load of more than 9 credits, excluding independent study, in the period between Spring Commencement and the Opening Convocation of the following fall semester without the approval of the Provost. See other maximums related to independent study under Courses Requiring Special Approval, below.

## 2. Number of Course Credit Hours

**Minimum enrollment for full compensation for a traditional onsite or online course (e.g., 3- credit lecture/discussion) is 8 registered students as of the end of Drop/Add (12 for labs in the STEM disciplines).** Please note the following exceptions:

- The rate of compensation for labs in STEM disciplines is 1 credit for each hour of laboratory instruction up to a maximum of 2 hrs. Minimum enrollment for full compensation for these laboratories is 12 students.
- The rate of compensation for all other clinics, studios, and hands-on learning experiences is 0.60 credit for each hour of instruction. Minimum enrollment for full compensation is 8 students.
- The rates of compensation for internships, independent studies, practica, and programmatically necessary courses are set forth below in Courses Requiring Special Approval, below.

## 3. Minimum Enrollments and Prorated Pay

**In some cases a course may proceed with fewer than 8 students (12 for labs in the STEM disciplines), according to the following policies.**

- Prorated pay for single section. Faculty salary for courses enrolling fewer than 8 students will be prorated based on the size of the class at the end of the Drop/Add period, e.g.  

$$7 \text{ students} = 7/8 \text{ of full pay}$$

$$6 \text{ students} = 3/4 \text{ of full pay}$$
 etc.
- Prorated pay for multiple sections. If an instructor teaches two traditional onsite courses (not online), one of which enrolls fewer than 8 but more than 5 registered students, full salary may be paid (as determined by rank) for each course if the enrollment for the two courses is at least 20 registered students by the end of the Drop/Add period. This arrangement applies only if the two courses are of equal credit value. If courses are in different sessions, the first course will be paid at the actual enrolled rate and any adjustment made in the second term. For courses of unequal value, the majority of students must be registered in the course of higher value for full pay to be received.

**Generally, no course will proceed with fewer than 6 registered students** except for a programmatically necessary course approved in advance by the Provost. (See Courses Requiring Special Approval below.)

**Enrollment in regular (non-online) courses is limited only by consideration of space, equipment, or the essential nature of the course.**

- Additional compensation for especially high enrollment online courses. For the forthcoming summer, if the instructor specifically agrees to additional capacity over 20 for an *online* course, the instructor will be compensated \$100 for each additional student up to a maximum of 32. If enrollment reaches 32, the faculty member will have the choice of closing the class or opening a second section of the course (with all the assumptions therein, e.g., second chat room, etc.) at full pay. Each section will then be reopened to permit maximum enrollments of 20.

**Final authority on enrollment minimums and maximums rests with the Provost.**

#### 4. Course Cancellation and Enrollment Deadlines

Specifying cutoff dates and times for enrollments and identifiable cancellation dates allows faculty members to make informed decisions about cancelling or proceeding with a course. These procedures also allows for notification and redistribution of students into other classes in a timely manner. See the attached illustration of deadlines for who may opt to cancel a course, and when.

##### **The instructor may cancel a course due to a low enrollment during a specific time period as follows:**

- Instructors may not cancel a course any earlier than three days prior to the first day of the summer session (excluding weekends and University holidays), except with approval of the Dean of the Graduate School and Continuing Education.
- An instructor may opt to cancel a course where student enrollment has not reached the minimum required for full compensation (e.g., 8 in a traditional 3-credit course or 12 in a STEM lab) by the following deadlines:
  - By 3:00PM on the second day of the summer session, for courses that are scheduled to run according to the Registrar's assigned dates for the session. The instructor must make the decision and notify the Dean by this time. Note that this date may be before the last date for Drop/Add.
  - By 3:00PM on the first day of the summer session for courses that start later or that run for a shorter duration than the Registrar's assigned dates for the session (e.g., a four week course starting May 21 for Summer I). The instructor must make the decision and notify the Dean by this time. Note that this means that instructors who choose custom dates may have earlier cancellation deadlines than those who do not.

##### **The Dean of the Graduate School and Continuing Education may cancel a course due to low enrollment during a specific time period as follows:**

- The Dean may cancel a course if enrollment is 4 or less, as early as five days prior to the first day of class (excluding weekends and University holidays).
- The Dean may cancel a course by the following dates if enrollment is fewer than 6 registered students:
  - No later than the first class period (or by 3:00 PM for online courses), for courses scheduled to run according to the Registrar's assigned dates for the session.
  - No later than the second day of the session for courses that start later or run for a shorter duration (e.g., a four week course starting May 21 in Summer I).
- Instructors of STEM labs should check with the Dean regarding minimum enrollments and prorated pay before agreeing to proceed with an under-enrolled course.

**An under-enrolled course that is otherwise slated for cancellation may be offered** if it has students who need the course for graduation in August and only if all other options for the students have been exhausted.

**Final authority on course cancellations due to low enrollments rests with the Provost.**

## **B. Courses Requiring Special Approval**

### **1. Independent Study**

Any course involving independent study must have the prior written approval of the Deans of the Colleges, with one being the Graduate Dean. Independent study (IS) may be offered only after a student has submitted for approval a detailed plan of study to the Registrar's Office one week before the beginning of the Summer Session. Prior written approval of the plan must have been obtained from the supervising instructor and the department chair. Faculty will be compensated for up to a maximum of 12 credits of Independent Study during each summer session, with no carry over option across sessions. If a faculty member elects to take on more than 12 credits of Independent Study, no compensation is provided for the

additional credits. Faculty teaching full time in a summer session (7 credits within a single session) may not supervise more than six (6) credits of independent study projects over the two summer sessions.  
Compensation for IS shall be at the rate of \$100 per student credit hour.

## **2. Internship**

Any course involving internship must have the written approval of the Deans of the Colleges, with one being the Graduate Dean. This approval will contain the specific financial arrangements agreed upon by the Deans, the faculty member and the department chair. Copies of the approved arrangements must be sent to the Registrar's Office as well as to the Office of the Provost. Compensation shall be at the rate of \$65 per student credit hour, with a maximum equal to a three-credit course, and will apply only to internships in which students register and pay for the credits.

## **3. Practicum**

Compensation arrangements for courses involving practica vary. The chair of the department in which the practicum is offered should consult with the Deans of the Colleges, with one being the Graduate Dean, for further information.

## **4. Programmatically Necessary Courses**

On rare occasions, a department may need to offer a course during the summer for programmatic reasons. Perhaps the course was not offered during regular academic year, it serves a clientele available only during summer (e.g., teachers), or it is required by a significant number of majors who intend to graduate in August. If a department anticipates that a particular course may not reach minimum enrollment but believes the course must be offered for programmatic reasons, that course must be approved by the Provost for "unconditional status" at the time it is submitted to the Registrar for scheduling. Requests for approval should be submitted through the appropriate Deans Offices, with one being the Graduate Dean, and, if approved at the college levels, will be forwarded to the Provost for consideration. For such requests, in addition to providing the rationale for offering the course, the chair should include a recent history and projection of its offering, the anticipated summer enrollment, and the name and status (full time, adjunct) of the instructor. In general, such courses should be delivered in regular lecture format even though the course may have less than minimum enrollment. Compensation will be determined at the time the course is approved. Faculty members who are specifically requested or approved by the Provost to teach a particular course for the convenience of the University will be compensated at a salary level established at the time of its approval.

## **C. Payroll Dates**

Pay dates are determined based upon the Drop/Add deadline in coordination with the University's biweekly payroll deadlines. This means that there are generally two or three pay periods for Summer Session I and two or three pay periods for Summer Session II for courses running the full session. Necessary adjustments will be made for courses not running the full term or for courses running through Summer Full.

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If you have questions, comments, or suggestions about any of the above procedures and policies, please contact one of the members of the Summer Sessions Committee listed below.

Christina Grabarek, Interim Dean of the Graduate School and Continuing Education  
Bharath Ganesh Babu, Assistant to Provost for Summer Enrollments  
Rick Gillman, Associate Provost  
Stephanie Martin, Registrar  
Jeanie Johnson, Executive Assistant, Office of the Provost  
Jamie Haney, Associate Director of Academic and Student Services, Graduate School