University Innovation Council

- Chancellor Miller created the UIC to develop and analyze promising innovations that may improve the quality of our programs and save money and time or increase revenues. Co-Chaired by Provost Battles and Vice-Chancellor Maimone.

- IdeaScale, a crowd-sourcing software, has brought diverse viewpoints into campus discussions and offered us all the opportunity to highlight and debate issues important to our community.

- How to use the summer more effectively to improve student learning outcomes, reduce time to graduation, and use facilities and other resources more efficiently and generate revenue.
Study and recommend an action plan for restructuring the institution’s summer programs:

- Suggest specific changes to credit-bearing summer activities (“summer school”), including: individual and unit incentives for participation, increased online and distance education offerings, and scheduling, funding, and administrative structures.

- Changes to non-credit-bearing activities that will enhance our programming, community engagement, revenue-generation and/or overall utilization of the summer period

- Recommendations were requested by October 15, 2013.
<table>
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<tr>
<th>Member</th>
<th>Affiliation</th>
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<td>Associate Vice Chancellor for External Programs, Office of the Provost and</td>
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<td>Vice Chancellor for Academic Affairs</td>
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The Task Force began its work on April 12, 2013 and met throughout the spring and summer on a regular basis.

The Task Force sought to understand the current summer school model, as well as the UNCW and UNC System policies and regulations related to summer school and programming.

The Task Force examined reports generated by:
- UNC System
- North Carolina State University
- Education Advisory Board
- University Business Executive Roundtable

We analyzed operational elements of summer school and summer programming at all UNC System institutions and UNCW Peer Institutions. We also surveyed current faculty and students to understand their perspectives. Following this “educational phase” we divided into five workgroups.
Guiding Principles

The primary role of summer programming should be to **promote student success**. (PFM 1,2,3,10; Commitment to the Journey of Learning).

**Summer school and programming should help us improve the utilization of our resources** (Love of Place).

**Balance benefiting students and faculty with maximizing revenue production** (The Power of Ideas and Innovation).
Guiding Principles

Innovative and Entrepreneurial Business Model (PFM 1,2,3 & 10; The Power of Ideas and Innovation).

Multiple delivery platforms are needed to embrace innovation and compete with other institutions (The Power of Ideas and Innovation).

Non-credit Opportunity Mining (Commitment to the Journey of Learning, Love of Place, and The Power of Ideas and Innovations).
Summer School Structure – Summer term includes Regular Summer School and DE taught in the summer.

Summer School Funding Model - Summer School is funded from tuition receipts.
- Tuition and Allocations for Summer and AY
- DE in Summer
- Spending Restrictions in terms of FY and Summer Instruction Only

UNCW Summer Terms - 3 summer terms: S1 - 5 Weeks S2 - 5 Weeks and F - 10 weeks. Spans May (Middle) to Late July.

Faculty Salary = based upon % of AY Salary (3.2% per Credit Hour) capped at 5,400 per course and a maximum of 33.3% of AY salary for summer term.

Student Credit Hour by College = CAS – 66%, CSB – 17%, CHHS – 10%, WCB – 7%.
### Student Credit Hour Profile - SCH

#### Main Campus and DE Delivery

<table>
<thead>
<tr>
<th>Delivery</th>
<th>Summer 2013</th>
<th>Fall 2012</th>
<th>Spring 2013</th>
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<tr>
<td>Main Campus</td>
<td>26,409</td>
<td>175,842</td>
<td>161,776</td>
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<tr>
<td>DE</td>
<td>7,369</td>
<td>7,749</td>
<td>9,231</td>
</tr>
<tr>
<td>Total</td>
<td>33,778</td>
<td>183,591</td>
<td>171,007</td>
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#### SCH Main and DE

- **DE**: 22%
- **Summer**: 78%

**Summer Fall and Spring SCH**
Task Force administered a survey through SurveyMonkey during August 2013. Three hundred and seven faculty (N = 307) and eight hundred and sixty nine students (N = 869) completed the surveys. Examination of the surveys by the Task Force revealed four major themes:

**Faculty**
- **Drivers of Summer School Teaching:**
  - Compensation above the AY salary
  - Willingness to help meet student demand for courses
- **Inhibitors of Summer School Teaching:**
  - Summer school interferes with individual research
  - Summer compensation is viewed as insufficient

**Students**
- **Drivers of taking Summer courses:**
  - Graduating early or on time
  - Completing major requirements/upper level courses
  - Avoiding the struggle of getting into high-demand courses
- **Inhibitors of taking Summer courses:**
  - Conflicts with employment and internship opportunities
  - Desire to return “home” for summer
  - Not having housing in the area during summer
Specific Points to Ponder gleaned from the Survey:

- Adjusting compensation/disbursement models to *increase pay for summer teaching* would increase faculty participation.

- Support student demand through *increasing upper-level* (esp. 300 -400 level and above) *major course* offerings.

- Adjustments should be considered to the *calendar and course schedule model*.

- *Balance online and face-to-face course offerings* to both meet demand for online courses as well as honor the preference of both faculty and students for face-to-face courses.

- Increase marketing efforts for summer school, particularly online courses to UNCW out-of-area students.
**Recommendations**

- **Purposeful Expansion**
  - Expand summer school offerings in a targeted manner.
  - Re-balance Face to Face and Distance Education
  - 200 and above course offerings
  - Offer University Studies “Groupings”
  - Oversubscribed “Gateway” courses
  - Targeted Populations – UNCW Homebound, Incoming, Transfers and International
  - Weekend, Evenings, etc

- **Develop “Love of Place” Summer Programming**
  - Develop a coordinated agenda and organizational structure to increase summer non-credit bearing programs.
  - Faculty Institutes/Workshops that draw University Leaders and Faculty to UNCW
  - Targeted Student Immersion Experiences (Informative and Cultural) - High School Bridge Program, Transfer Student Jumpstart Program, International Student Immersion Program
Develop and Implement an Innovative and Entrepreneurial Budget Model
- Increase the faculty compensation model to incentivize faculty
- Implement a revenue sharing model that provides net revenue “rewards” to faculty and units for SCH production

Change our Administrative Model
- Transition the management model to more decentralization – Dean’s level focus
- Calendar flexibility and course scheduling
- Provide more support for DE courses
Address Policy/Procedural Challenges

- Continue to work with the UNC General Administration to explore innovative and more entrepreneurial policies and procedures regarding summer courses and summer programming.
- Examine the conversion from state funding to tuition revenue model on summer enrollment - State appropriations for summer discontinued in 2005 by NC General Assembly
- Summer revenue carry-over challenge
- Summer revenue spending restrictions – “Summer Instruction”
- UNCW leadership is currently working with UNC General Administration as the legislative policy agenda and budget request are developed, with the intent of securing funding and flexibility to enhance summer programming.
Status

- The Task Force report has been submitted to the UIC and the Cabinet.
- The UIC Technical Support Team has been tasked to operationalize an implementation plan, including development of the budget model to be incorporated into the University’s Unified Budget Process.

A Strategic Pathway to Innovation

- These recommendations and subsequent work within various areas within the University provide the pathway to strengthen the role of summer school and programming by promoting student success, increasing the utilization of the campus during the summer months, and developing an innovative and entrepreneurial budget model. It is important to realize that while some of the recommendations will require additional discussion and a “phase-in” approach over a number of years. In short, we believe our recommendations will help transform the summer experience at UNCW. We believe that our recommendations represent a start of an exciting journey.