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## Office of the Chancellor

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### MEMORANDUM

Date: October 14, 2014

To: Fred Schlutt, Vice Provost, Director School of Natural Resources and Extension  
Cynthia Owen, CLA Fiscal Officer  
Julie Queen, Director, OMB  
Michele Stalder, Dean CTC  
Doug Goering, Dean CEM

From: Brian Rogers, Chancellor 

Re: **Summer Sessions and Lifelong Learning Special Program Review**

#### Background

Summer Sessions has a long history at UAF; the first Summer Session was held 67 years ago in 1947 and they have been offered continuously since 1950. Summer Sessions has continued to change and grow over time. In 2006, Summer Sessions was authorized to eliminate out-of-state tuition. MAYmester was added in 2007. In 2008 the name changed to add Lifelong Learning to reflect the variety of courses and events offered and the wide range of students attracted by the unit. WINTERmester was added in 2009. By 2011, Summer Sessions had grown to more than 250 courses taught by 154 faculty. Summer Sessions and Lifelong Learning (SSLL) now encompasses MAYmester, WINTERmester, Weekend College, lectures, concerts, family events, and educational travel programs.

SSLL has five staff positions: Director, Associate Director, Fiscal Officer, Communication Specialist, and Administrative Assistant. SSLL is a self-supported unit that operates solely from tuition revenue and course fees; SSLL currently receives 100 percent of the tuition for the courses it offers. SSLL offers unique tuition options. In addition to offering everyone in-state tuition for its courses, this summer SSLL offered a deal so students taking 14 credits only paid for 10. SSLL contracts directly with faculty to teach courses for its programs and pays them using revenue from tuition and fees. SSLL is operated independently outside of schools/colleges; however, for degree pathway courses, department chairs approve the course instructor and syllabus, and student credit hours (SCH) are credited back to the department.

The FY 2014 Planning and Budget Committee (PBC) was tasked with identifying spending reduction and revenue enhancement steps that could be implemented to address UAF's budget gap. In its final report, the PBC noted that it recommended preserving SSLL activities. However, the PBC also suggested that

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Summer Sessions undergo a review in FY15 to explore cost effectiveness, alternate operational models, and opportunities for more coordination/partnerships with other units, and optimal tuition distribution. The UAF Cabinet and I agree that a Special Program Review of SSSL would be helpful for future planning purposes.

### Special Program Review Scope

#### Analysis

- What specific activities has SSSL supported in recent years (2008-2014)? Some components to consider:
  - How many enrolled degree-seeking students have been served? Other students?
  - How many degree pathway courses have been offered? Other courses?
  - Do students enrolled in SSSL programs appear to have different characteristics than other students? Do student demographics vary between degree pathway courses versus non-degree pathway courses?
  - For degree-seeking students served through SSSL programs, are outcomes different than for other degree-seeking students (e.g. do retention patterns look different for these students? do they graduate at slower/faster rates? etc.)
  - How many 9 month faculty have earned additional income by teaching SSSL courses? Tenure-track versus adjuncts?
  - Does SSSL engage in any programmatic or administrative collaborations/partnerships with other UAF units or with other community entities?
  - Do SSSL-served students or program participants make philanthropic donations to the university?
  - Are some SSSL programs better utilized than others?
  
- Consider costs associated with offering Summer Sessions and Lifelong Learning programming.
  - Which program offerings are more costly (based on net costs after tuition/fee revenue) per participant? Consider costs borne by SSSL and by other UAF units.
  - How much does the availability of SSSL courses reduce student enrollment in courses offered by other units?
  - Which facilities do SSSL programs use at various times of the year?
  - What other centrally funded services does SSSL use?
  - Do employees in this unit have comparable workloads to employees performing similar functions elsewhere? What possibilities are there for combining some positions with positions in other units in a shared services model?
  
- Assess revenues associated with different Summer Sessions and Lifelong programs.
  - What fees does SSSL charge for different types of program offerings?
  - Do programs leverage external funding in addition to tuition?
  - Does SSSL revenue support other UAF units in addition to SSSL?

### Recommendations

- Please identify ways in which SSLL may be most likely to increase revenue and decrease costs.
- Please make recommendations regarding program adjustments that would result in a program budget that would enable transfer of 10%, 17.5%, 25% of SSLL revenues to central budget to help pay for centrally delivered services (e.g. Registrar's Office, Bursar's Office, facilities, etc.).
- Based on the assessment of the distribution of costs/revenues, please make recommendations about a funding model for SSLL that is most likely to meet UAF's degree-seeking student enrollment and achievement goals. This model might include a recommendation for some general fund support for specific SSLL activities.
- Please address which SSLL programs seem most strategically important to retain.
- Please consider opportunities to increase linkages between SSLL services and increased donor development.
- The SSLL review should offer recommendations on other issues you deem important.

### Review Committee

I am appointing the following individuals to serve as members of the SSLL Special Program Review Committee:

Fred Schlutt, Vice Provost and Director of School of Natural Resources and Extension, Chair  
Doug Goering, Dean CEM  
Cynthia Owen, Fiscal Officer CLA  
Julie Queen, Director, OMB  
Michele Stalder, Dean CTC

### Process

Because mid-fiscal year funding model changes have been difficult to manage, the goal of this Special Review is to make recommendations regarding changes that could be implemented with the new fiscal year. Because SSLL may need lead time to plan for implementation of changes, final recommendations are due from the Special Review Committee to me and Cabinet by January 9, 2015.

The Office of Management and Budget and Planning, Analysis and Institutional Research will assist the Committee in identifying sources of data that might be useful in its work. Sylvan Robb, (474-6199, [ssrobb@alaska.edu](mailto:ssrobb@alaska.edu)) will serve as an OMB/PAIR point of contact for the SSLL review committee. Kari Burrell, UAF's Executive Officer, (474-7489, [kari.burrell@alaska.edu](mailto:kari.burrell@alaska.edu)) is also available to the Committee as a resource in thinking about goals and approach.

Thank you for agreeing to serve on the SSLL Special Program Review Committee. Your work on this Committee will assist UAF leadership in setting near term priorities for SSLL in this dynamic environment.

Cc: Michelle Bartlett, Director, Summer Sessions  
Kari Burrell, Executive Officer  
Susan Henrichs, Provost  
Sylvan Robb, Senior Program Analyst, Office of Management and Budget

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