

Summer Session 2014: Policies, Procedures, and Plans

*Division of Undergraduate Education
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Introduction

This report summarizes the discussions and outcomes of the [Summer Strategy Group](#) assembled by the [Division of Undergraduate Education](#) to consider issues that might be addressed to increase summer participation by students and course sponsors for Summer 2014, but also longer term ideas that might fundamentally reshape the dynamics of the [UC Santa Cruz Summer Session](#).

Summer session is crucial to [undergraduate student success](#), graduate student support and training, faculty course development, and campus finances. Undergraduate students can decrease their time to degree, enroll in impacted classes, and take prerequisites required for fall courses. Graduate students can pursue research, develop teaching skills and experience, and receive funding. Faculty can try out new courses and formats, and earn summer salary.

Summer is also an important income source for the campus; for example [Summer 2011 tuition and fees](#) brought in total revenues of close to \$11M, of which \$1.8M in expenses was allocated toward summer instruction, \$0.2M to summer administration, \$2.3M to summer financial aid, \$0.3M in department incentives and pass-throughs, and \$1M in student fee support such as transportation. The remaining \$5.3M included carry-forward in the summer (\$0.5M) and financial aid (\$0.6M) budgets and about \$4.3M to the central budget to backfill state budget cuts and other mandatory costs for the campus.

Summer students frequently stay in campus housing, as other alternatives can be more expensive during the summer months. When summer session first became “state-funded” in 2007, UC Santa Cruz received additional permanent funds from the UC Office of the President. Subsequent campus allocations included approximately \$150,000 to ITS for computer labs (\$89k), Financial Aid (\$28k), Media Services (\$12k), DRC (\$7k), Library (\$5k), and Office of the Registrar (\$5k) to fund their support of summer session.

The campus’ draft [long-range enrollment plan for summer session](#) seeks to double undergraduate participation and increase graduate student participation eightfold to primarily accelerate increased undergraduate student success and graduate student support, and also to increase campus central funding.

While there is a backdrop of decreasing [summer enrollments throughout the UC system](#), and Santa Cruz is not a major metropolitan area, the current (small) size of the summer curriculum indicates

that with new programmatic initiatives and the incentives for both programs and students to fully engage in summer session, we should be able to achieve significant growth.

Summer Strategy Group

Vice Provost and Dean of Undergraduate Education (VPDUE) Richard Hughey assembled the Summer Strategy Group (SSG) during summer 2013 to advise him and the campus on immediate strategies as well as to discuss longer term plans for the future. VPDUE Hughey also thought that the discussions of the SSG would ensure broad understanding, communication, transparency, and continuous improvement in summer session policy and implementation.

The SSG, led by Summer Session Director Monica Parikh, Ph.D., included a broad cross-section of our campus: assistant deans, curricular and budget analysts, advisors, department managers, faculty, and administrators. The SSG focused on policies and processes related to course sponsoring agencies (CSAs: departments, programs, divisions, and colleges), including ways to expand supply and ways to simplify or remove administrative stress points. The group also considered growth strategies and advisory structures for the future.

Specifically, the Summer Strategy Group considered:

- Incentives and disincentives to CSAs for offering courses
- TA Allocation policy
- Course cancellation policy
- Fees, especially those charged to visitors
- Online education incentives.

The Group established that there were multiple important goals of Summer Session that were mutually beneficial:

- Reduce time-to-degree
- Increase teaching opportunities for graduate students in the summer
- Contribute to the financial stability of the campus
- Increase the successful transition of frosh, transfers, and international students to UCSC

While each of the goals above when taken individually might lead to a different strategy for summer session, the group discussed how all of the goals were important to pursue simultaneously.

The group discussed several main hurdles to summer enrollment growth, among them:

1. Summer enrollments did not factor into Teaching Assistant (TA) allocations during the regular quarters, thereby providing a financial disincentive for increasing enrollments in summer courses because they could impact TA-generating enrollment during other quarters.
2. Misinformation about the process and timing of summer curricular development.
3. Summer session TA and course cancellation policies that were unclear and at times were at odds with regular quarter curriculum and leave plan (CLP) timelines and processes.
4. The lack of online courses. Other campuses have reported these as the cause of large increases in their summer enrollments.

Outcomes: New Policies for Summer 2014

Incentives and Revenue Share

The goal of a revenue share is to provide incentive to departments for offering the courses students need and want most, thereby increasing enrollments. In 2014, departments will continue to receive the current revenue share of \$5 per enrollment per unit.

However, as a result of SSG discussions concerning the TA disincentive for offering summer session courses, as well as the current campus focus on graduate growth, **we have proposed that summer enrollments count toward the academic year teaching assistant allocations.** This proposal is moving rapidly through the approval process. It has completed extensive administrative review and was considered on October 11 by the assistant deans. The proposal has a two-year phase-in: half of summer 2013 enrollments would count toward 2014–15 TA allocations, and all summer 2014 enrollments would count toward the 2015–16 TA allocation. The proposal would allocate an additional 8-10 TA FTE in 2014-15 and 16-20 TA FTE in 2015-16 (one TA FTE is 6 quarter-long TA positions). The estimates may change once the final 2013 and 2014 summer enrollments are available.

The TA positions would be allocated to divisions, and the summer incentive component generated by each CSA for the division would be explicitly broken out. Departments, programs, and divisions will need to work together to ensure that this TA incentive is appropriately allocated to recognize efforts in offering summer session courses.

Prior to the Executive Vice Chancellor's decision, the Academic Senate and the Deans Advisory Council will review the proposal. The final details are expected in November 2013.

This new proposal directly responds to feedback received from departments on the financial challenge of offering large courses in summer. The result of this new policy is an immediate increase in funding to divisions (and graduate students) which we hope will provide some needed support and continue to incentivize the offering of summer courses. Considering TA salary, tuition, fees, and benefits, this incentive provides approximately \$26 per summer enrollment unit in academic year graduate student (and undergraduate instructional) support.

Summer TA Allocation

The allocation of TAs during summer was another area of concern among faculty and departments. Historically, Summer Session has allocated one teaching assistant for every 35 students in a class, on a per-class basis, as well as at least one TA for each lab section.

This practice was not consistent with the regular quarter allocations, which are as a single block to divisions based on total enrollment, and with differential ratios among the divisions based on pedagogical needs and historical budget decisions. Within the divisions, TA positions are generally allocated in blocks to CSAs, providing them with the flexibility to assign TAs to the areas of greatest need, taking into account the specifics of each course.

The Summer Session Strategy Group discussed alternative approaches and supported revising the

allocation methodology to increase the discretion of CSAs in allocating TAs among their summer courses, and also to increase the total number of TAs employed in the summer. The result will be more opportunities for graduate students and hopefully more successful summer session students.

Starting in Summer 2014, teaching assistants will be calculated per CSA (not course) per session at a rate of 44 to 1 based on summer enrollments on May 31. Departments will be given an allocation of TAs per session and asked to respond with selected teaching assistant names and course assignments. In other words, the CSA will be provided with the number of TAs to be funded in each summer session and the CSA can choose how best to allocate among the courses they are offering. This will increase the number of TAs funded by summer by about 30%.

For example (using 2013 data with the new 2014 TA Allocation model):

History	HIS-11B	Latin Amer National Period	16
History	HIS-134A	Colonial Mexico	26
History	HIS-139D	Pac Rim: Amer Western Hist	19
History	HIS-180A	English History	12
History	HIS-10B	US History 1877-1977	62
History	HIS-13	Intro Am Religious Culture	18
History	HIS-140B	China 1644-1911	11
History	HIS-40A	Early Mod East Asia	27

Under the old (2013) model, only 1 TA would be allocated, for the HIS-10B class with 62 enrollments--the only class enrolling over 35 students. Under the new model, the History department would be authorized to allocate four summer TAs among its courses because there are 191 total enrollments. As during the academic year, departments can assign TAs to support multiple classes provided that total workload does not exceed a 100% time appointment.

Once the TA allocations are completed, Summer Session will assign reader and grader allocations to courses reaching 25 students that do not have TA support. Instructors, as in the past, will contact Summer Session as they need reader and grader support.

Timing and Curricular Design Process

Even among Summer Strategy Group members, there were different perceptions about how the curriculum was determined, the involvement of divisional offices in the process, and the Summer Session staff's role. The SSG was pleased to learn that Director Parikh included curricular analysts and key academic advisors in the curriculum development process for Summer 2013. The group discussed whether decanal review of proposals before they were submitted to Summer Session was important and determined that although there are differing levels of involvement in curricular design in the divisions, it made good policy sense to have divisional review of the summer curricular plan. For some divisions, the curricular analyst and assistant dean will perform that review; in others the dean will be involved.

The SSG discussed the timing, distribution, and content of the Call for Courses and determined that for Summer 2014, the Call should be sent in mid-October to deans, curricular analysts, and department and unit managers for transmittal to faculty and graduate students, as potential

Graduate Student Instructors (GSIs) and TAs. Summer Session will request responses (reviewed by dean or designee) by November 22, to enable the office to post an initial draft schedule of classes before Thanksgiving, a typical time for students to start planning for summer. The group believed that knowing the timeframe for the Call in advance would enable departments and divisions to discuss and plan how summer courses fit into their annual curriculum.

As in the past, departments are encouraged to offer summer classes that:

- Meet Major or Minor Requirements
- Provide General Education credits ([especially ER, SR, TA](#))
- Attract Enrollments
- Offer a GSI Teaching Opportunity
- Are Impacted in Fall, Winter, Spring
- Fulfill Fall Prerequisites
- Are Not Offered in Fall, Winter, Spring
- Are Online or Hybrid Option

In the last week in November, Summer Session will gather a group of advisers, assistant deans, department managers, and curricular analysts to review course proposals. The group will review past enrollments (typically from the three previous years), check the balance of offerings between the two sessions, watch for availability of GE classes, and avoid similar titles or duplicate subjects from differing departments. The goal is to develop a curriculum that has broad CSA participation, many required and bottleneck courses, uncommon and interesting courses, opportunities for field study and graduate student teachers, and more.

Summer Steadies

Director Parikh has compiled a [list of Summer Steadies](#) – the approximately 100 courses that have been offered steadily for the past three or more years. This list will be publicized throughout the year, to students and advisors, to assist in the development of multi-year course plans. In order to reduce the work required of CSA staff in preparing a curriculum proposal, these Summer Steadies will be pre-populated in the Call for each department. CSAs will only need to confirm their continued offering and identify the instructor.

Graduate Student Teaching Certificate

Assistant Vice Provost Jessica Fiske Bailey and Director Parikh are continuing work with Vice Provost and Dean of Graduate Studies Tyrus Miller and the Academic Senate's Graduate Council to establish a teacher training program for Graduate Student Instructors during summer. It is our hope that this program, originally proposed for Summer 2013, will be able to be launched in Summer 2014. The program would provide a combination of pedagogy and support group to the new instructors, and if successful could be a model for a similar program during the regular academic year.

Class Cancellation Policy

Another point of stress in Summer Session operations has been the course cancellation policy. Summer Session staff discussed several alternative strategies used by UC colleagues with the

[Academic Business Officers Group](#) (ABOG), including possible minimum enrollments for different course types and by the pay rate of the instructor. ABOG preferred, and the Summer Strategy Group agreed, that a simple clear policy based on enrollments was best.

For 2014, classes will require a minimum of twelve students enrolled in lower division courses and eight enrollments in upper division courses. Any classes not meeting these thresholds on May 31 will be cancelled.

The sponsoring department, relevant division (assistant dean or curricular analyst), and the instructor will be notified. Students will be individually contacted and advised on alternatives to ensure financial aid and time to degree is not disrupted. The cancelled classes will be noted as closed in the Academic Information System (AIS) and removed from the Summer Session online course list.

The Summer Session Director will be in conversations with departments and instructors regarding low-enrollment courses in advance of May 31, so that they will have an opportunity to do targeted marketing to increase enrollments.

Additional Areas of Concern

Online Courses

Among our sister campuses, several campuses are seeing significant enrollment growth through the offering of online classes. Most other UC campuses have developed an array of online options over the years for students in Summer Session. Only UCSB, which piloted three online courses during summer session in the last few years, did not see a positive return on their investment. Other campuses (particularly Irvine, Berkeley, UCLA, and Merced) have seen large increases due to offering popular and required courses online. For summer programs, online courses enable students to take courses required for transfer credit or make progress toward their degree while living at home and maybe even working.

Summer Session contacted a number of faculty identified as interested in developing or offering online courses or who already were on their way to developing an online course (e.g., those whose courses were already video taped or podcast, those who had received Instructional Improvement Grant funding for developing an online course). Three faculty (or teams) expressed interest in offering a course online in summer. Tony Tromba and Frank Bäuerle developed an online calculus course (Math 19A) via UC Online Education (UCOE) and allowed UCSC Summer Session to co-list and co-offer. Greg Landau has an already popular online course on Diego Rivera and Social Change, but as yet has no academic department sponsor. Adam Millard-Ball is interested in moving Environmental Studies 25, *Environmental Policy and Economics*, online, using winter quarter's offering to record lectures and move material to web platforms.

Other faculty wanted to understand UCSC's compensation model for developing versus offering the course, course approval processes and criteria (by Summer Session and the Senate's [Committee on Educational Policy](#)), and resolution on the question of intellectual property rights to the course before seriously considering developing an online course. The Summer Session Strategy Group spent a little time discussing the topic but realized that the issues went well beyond Summer Session

and needed to involve the senate, deans, and other leadership, and will need to integrate with efforts in online education throughout the academic year.

Marketing

At all UC campuses, the high majority of students enrolled in Summer Session are matriculated students. Over 90% of enrollees at UCSC have been our students, and 80% of these have reached junior or senior standing. The primary reason students list for attending Summer Session is the need for a class to graduate. Therefore, Summer Session will continue to prioritize strategies that will increase enrollment in summer by UCSC students, followed by UC students.

Summer Session is increasing its marketing efforts on campus, on social media, and in the community. This year, Director Parikh reached out to local high school counselors with information and guidance on classes appropriate for high school students. She received excellent feedback and ideas for the future. Additionally, Director Parikh:

- Started an active [Facebook](#) page (UCSC Summer Session)
- Updated the [Summer Session website](#) to make it more informational and user-friendly
- Worked with departments to add the Summer Session link their websites
- Collaborated with the [Undergraduate Admissions Office](#) marketing staff to inform incoming frosh and transfers about courses they might need
- Worked with Summer Session directors at other UCs to get lists of Santa Cruz residents enrolled at their campuses to market our summer courses.

Director Parikh is also working with a team to develop courses interesting to and necessary for incoming international students (a growing population), with [Conference Services](#) to see if there are conferences that might link well with academic coursework (similar to the [Dickens Universe](#) in the Literature Department), and with Housing and Dining Services to see if there are ways to maximize occupancy in the dorms in summer through more competitive pricing or support from Summer Session. Director Parikh is also interested in offering faculty-led programs abroad during summer, though developing such programs will require staffing by the [International Education Office](#) and [Risk Services](#) and advice from the Senate's [Committee on International Education](#).

Revision to the Add Deadline

Historically, the deadline to add summer courses has been the Saturday after week 1, when a substantial amount of class time had passed, resulting in students struggling to catch up.

Beginning in summer 2014, the add deadline for five-week courses in summer will be at the end of the third day of the class. For Session 1, the deadline will be 11:59pm on June 25; for Session II, the deadline will be 11:59pm on July 30. While this shortens the timeframe students have for shopping for the right class in summer, we believe that this will increase student success and lessen the requests for exceptions to the cancellation policies.

All other deadlines remain, including the add deadline for 7, 8, and 10 week classes, and the drop and withdrawal deadlines. These dates and other relevant timelines are on the Summer Session website calendar: <http://summer.ucsc.edu/calendar/calendar-spreadsheet.html>.

Fees

After a review of fees that are locally determined (tuition is set by the Regents), we will be proposing an increase in several fees to increase efficiency and align with campus goals.

Fee	Charged to Whom	2013	Proposed 2014	Increase
Application	Only non-UCSC students	\$10	\$50	+\$40
Graduate Independent Study Fee, Per Unit	Student enrolled in graduate unit independent studies	\$0	\$0	0
Graduate Filing Fee	Graduate students in independent or individual studies, 5 units	\$162	\$324	+\$162

Continuing Issues

The following issues were not solved within the SSG, and will need to be a part of evolving discussions and decisions.

- How can the campus best support online and hybrid instruction throughout the year?
- What is the best balance among enrollment, campus income, and student success?
- Can return-to-aid (RTA) be significantly increased? In Summer 2013, aid did not quite cover summer tuition and fees for the most needy students, not to mention living expenses. Federal funding is limited, and because summer RTA is local, we do not receive supplements that account for our high percentage of needy students as during regular quarters.
- Is the TA incentive sufficient to generate entrepreneurial activity within divisions, departments, colleges, and programs? Should additional revenue sharing strategies be considered?
- How will non-resident enrollment, especially [international](#), affect summer enrollment? Summer Session does not have a non-resident tuition charge, so these students may be particularly interested in making use of summer session.
- Should graduate independent studies remain free, with pass-through to department?
- How can special programs best be consistently supported and structured.

Final Observations

The Summer Strategy Group was instrumental in providing feedback to the VPDUE, Summer Session Director, and campus on needed changes to summer session policies and practices that were a disincentive to growing enrollments. Changes to the revenue share and TA allocation models, improved communication in the curricular design process, enhanced marketing to target audiences,

offering online courses, and the development of new programs will inevitably lead to growth in summer enrollments, in increased revenue to the campus, and in more graduate student summer opportunities – the goals of the Summer Session.

We greatly thank the time and involvement of those who attended SSG sessions, a partial list of which follows.

SSG Participants

Arts	Jenny Brown – FDM Department Manager Carrie Haber – Academic Planning & Curriculum Analyst Jude Pipes – Undergraduate Art Advisor
Engineering	Danielle Ditmars – EE Department Manager Monique Vairo – Undergraduate Affairs Glen Winans – Assistant Dean
Humanities	Julie Brower – Literature Undergraduate Coordinator Roxanne Monnet – Senior Analyst Lisa Oman – Finance Director Stephanie Sawyer – History Department Assistant Manager
Physical & Biological Sciences	Cindy Hodges – MCDB Department Manager Maria Kerschen – Assistant Dean Elaine Rivas – Assistant Dean
Social Sciences	Kyle Eischen – Assistant Dean Jill Esteras – Academic Planning & Curriculum Analyst Dana Rohlf – Politics Department Manager
Academic Senate	Joe Konopelski – Chair
Planning & Budget	Meg Lehr – Principal Analyst Free Moini – Assistant Director
Graduate Division	Tyrus Miller – VPDGS
Undergraduate Education	Jessica Fiske Bailey – Assistant Vice Provost Ted Coddling – Assistant Dean Richard Hughey – VPDUE Monica Parikh – Summer Session Director

Timeline for Summer 2014

Planned dates; final dates subject to adjustment.

Oct 17	Call for Courses sent, including pre-set Summer Steadies
Nov 8	With Chair's signature, Departments send Call to Divisions (<i>new date</i>)
Nov 22	With Dean's (or designates) signature, Divisions send Call to Summer Session (<i>new date</i>)
Dec 6	Summer 2014 Courses confirmed with departments, divisions, and instructors
Dec 13	Summer 2014 Courses (with session and instructor) posted online and distributed

Jan to April	Marketing focus, including request that instructor review their departments' upcoming summer offerings with their students in their winter and spring classes. <i>(new request for promotion)</i>
April 1 to June 15	Application to attend Summer Session is open, for NON-UCSC students or our students who do not have active student account. Closes June 15. <i>(new dates)</i>
May 1	Enrollment opens, for all students. <i>(new date)</i>
May 31	Enrollment data report run for Session I and II courses. Minimum of 12 students required for lower division courses and 8 for upper. Cancellations sent to instructors, enrolled students, departments, and divisions immediately. <i>(new policy)</i>
May 31	Enrollment data report run. Sum of all enrollments in each department's classes, divided by 44, equals TA allocation. Summer Session will contact departments with number of TAs. Departments will provide TA name, contact info, and course assignment. <i>(new policy)</i>
June 23	Session I starts
June 25	Last day to add Session I classes <i>(new date)</i>
July 28	Session II starts
July 30	Last day to add Session II classes <i>(new date)</i>