

MSU Billings Extended Campus Operations Policy

Purpose

The purpose of this document is to provide local guidance for implementation and administration of MSUB Extended Campus (EC) programs. This document does not supersede any policies of the Montana Board of Regents nor NWCCU Accreditation requirements.

Background

As a regional state university and one of the campuses in the land grant institution for the state of Montana, Montana State University Billings (MSUB) bears a major responsibility to provide continuing education, professional development activities, workforce training and development, community enrichment and other forms of community engagement. The administration of this activity is charged to the MSUB Extended Campus (EC) in partnership with various Academic Affairs, Student Affairs and Administrative Services units, as well as community organizations.

MSUB Extended Campus supports the University's mission through community engagement with the Billings community and region. Innovative programs are delivered in alternative formats and locations. Collaborating with college partners, regional businesses and organizations, programs are designed to maximize access in order to meet existing and emerging educational/workforce needs of Montana citizens.

Definitions

PROGRAMS

Programs offered through Extended Campus are focused on community engagement and generally fall into one of the six broad programming categories:

Community Programs: Programs that primarily benefit the community with little or no emphasis on revenue generation, including but not limited to:

- Defined outreach sites –Red Lodge
- Community events and festivals
- Kids Camps
- Chicks in Science
- Community Involvement and Service Learning

Continuing Education Programs: Programs that enhance knowledge, including but not limited to:

- Degrees
- Academic Certificates
- Credit Courses for Educators

Workforce Training: Designed to enhance specific job skills/knowledge, including but not limited to:

- City College Training Center
- Grant-funded Projects

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- Customized Training
- Non-credit, vendor provided, online programs

Conferences/Special Event Services: Planning and support services that help an organization offer a conference or special event. Services include but may not be limited to:

- Planning and Event Development
- Budget Development
- Marketing
- Registration
- Purchasing Materials and Supplies
- Speaker/Presenter Support
- Facilities/Catering Management
- Providing Academic Credit or CEUs
- On-site Services
- Post-event Services
- Other Support Services

Professional Services: Fee-based faculty consulting or faculty-led projects involving students that serve specific needs of clients. Projects may be short term or longer term. If students are involved they are paid through fees charged to clients.

Grant-funded Extended Campus Projects: Projects funded by State, Federal or foundation dollars with specific timelines and outcomes identified specific to non-workforce training projects or programs offered through Extended Campus.

OTHER TERMS

Academic Certificate Program: A group of courses that enhance knowledge and skills; usually relevant to job enhancement. May be offered at the undergraduate or graduate level. Often the credits earned as part of the certificate program articulate with one or more degree programs.

Community Engagement: The collaboration between institutions of higher education and their larger communities for the mutually beneficial exchange of knowledge and resources in the context of partnership and reciprocity. It can involve partnerships and coalitions that help mobilize resources and influence systems and serve as catalysts for initiating and/or changing policies, programs, and practices.*

*Carnegie Foundation for the Advancement of Teaching. (2011). *Classification description: Community engagement elective classification*. Retrieved from http://classifications.carnegiefoundation.org/descriptions/community_engagement.php

Credit Course: A unit of learning organized into a block of material and approved for credit by the appropriate faculty, administrators, and MUS officers. All approved courses are listed in the current undergraduate or graduate catalogs and are typically numbered from 100 to 699

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depending on the level of study and are normally approved for 1-4 credits.

Self-supporting Activity: Any class/course/workshop/conference/program/camp or other event coordinated by MSUB EC that operates with revenue generated by participant tuition and/or fees.

Cohort: A group of students who progress together in a lock-step fashion through a program.

Distance Learning: NWCCU/BOR Policy 303.7

Consortial Programs: Courses or programs offered in cooperation with other institutions or groups of institutions organized into a consortium to meet specific needs. These programs may require special arrangements to suit the agreed upon policies of the consortium.

Sponsor: Used to designate the academic college and/or a department that assumes responsibility for the content and/or academic quality of the program/activity. Programs or activities may also be offered in cooperation with outside agencies. In this case the external organization would be the sponsor.

Program Manager: For academic sponsors, this term applies to the University faculty who is assigned to represent the sponsoring college, department, or center in the discharge of its responsibilities for degree programs, including collaborating with EC on the program schedule, identifying qualified instructors, and advising students in the program as needed. Additional duties may include outreach activities for recruitment of students. All duties will be spelled out in a contract issued to the faculty member by EC.

Program Coordinator: For academic sponsors, this term applies to the University faculty member who is assigned to represent the sponsoring college, department, or center in the discharge of its responsibilities for academic certificate programs, including collaborating with EC on the program schedule, identifying qualified instructors, and advising students in the program as needed. Additional duties may include outreach activities for recruitment of students. All duties will be spelled out in a contract issued to the faculty member by EC.

For non-credit programs offered in collaboration with community organizations, this term applies to the organizational staff member that serves as the primary contact.

Program Developer: An EC staff member who is responsible for all aspects of the conference/meeting/course/program with the exception of content. The Program Developer is responsible for all administrative matters connected with the operation of the program. This includes, but is not limited to, developing the Letter of Understanding (LOU) and the preliminary budget and advising the College Dean and Program Manager or Program Sponsor of all financial matters during the planning process, reservations of all facilities, coordinating food service, coordinating audio visual and transportation needs, coordinating the registration process, etc.

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Requirements

- a. Compliance with campus and system policies for all credit offerings: Credit courses, academic certificate or degree programs may be offered through EC after all approvals are obtained (campus, BOR, NWCCU) as outlined in the MSUB Academic Senate Manual for the Preparation of Curricular Materials. Required approvals include signature by the appropriate department and college dean for each credit course proposed.
- b. Required conditions to offer credit courses or programs through EC: Activities are distinct from the regular campus-based learning activities of the University in one or more of the following aspects:
 - (i) They may address audiences who are generally distinct from the traditional on-campus student enrolled in a State-funded program(s) and who may require special administrative handling or pedagogical strategies.
 - (ii) They may serve the University's outreach mission as well as the learning mission.
 - (iii) They may be offered and delivered in nontraditional formats (e.g., intensive, off-campus, on-site, distance learning, etc.).
 - (iv) They typically operate outside faculty academic load.
 - (v) They may be miscellaneous learning, outreach, grant activities, or sponsored program functions that require the unique services and/or facilities managed by EC.
 - (vi) They are non-FTE generating, as defined by Board of Regents fiscal policies that define state supported FTE.
- c. Online courses: All instructors that teach fully or partial online courses or training through EC must complete an e-Learning training program or be exempted by the director (or designee) of e-Learning before they are allowed to teach for EC. All academic courses and non-academic training courses that are fully or partially taught online must be reviewed and approved (or exempted) by the Director of e-Learning before EC will begin offering them.
- d. Educational support services: Academic certificate and degree programs must include student support services appropriate to the program (e.g. Library, Financial Aid, etc.). Services will be provided by existing University support services offices.
- e. Financial aid: In order for a new academic program to be financial aid eligible, the program must be certified by the U.S. Department of Education, and for students to receive aid they be admitted to the University and have applied for financial aid..
- f. Tuition/fees charged: Tuition and fees charged may vary by the type of course/activity/program. For credit courses and programs, tuition is based on a per credit rate that does not cap or hit a "flat spot" like regular university tuition. Normal institutional waivers are not available for tuition charged for credit courses offered though EC.
- g. Faculty/Instructor compensation:
 - i. Program development: Faculty requested to develop new academic course curriculum will be compensated at a rate of \$500/credit.

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- ii. Faculty teaching academic credit courses shall be paid using the EC faculty pay scale (see attachment A) unless pay is otherwise specified at a different rate as part of an approved grant award. Payment shall be made by EC or an alternative source (e.g. grant) but not by both. In certain cases where high demand courses are offered through EC, the Provost may authorize a pay rate that exceeds the rates in attachment A.
- iii. A faculty member who serves as a Program Manager for an academic degree program will be compensated \$600/month for the actual length of the program (e.g. for a 17-month program an individual will receive 17 x \$600 = \$10,200). This is true even if effort is required prior to start of the program, (e.g. student recruitment or advising). An individual may not receive both release time and compensation from EC for the same assignment.
- iv. A faculty member who serves as the Program Coordinator for an academic certificate program will be compensated \$800 per cohort. This is true even if effort is required prior to start of the program, (e.g. student recruitment, review of applications or advising). An individual may not receive both release time and compensation from EC for the same assignment.
- v.
- vi. Instructor pay for Professional Development courses and other non-credit programs, including workforce training, kid's campus, and enrichment type community courses shall be as follows (unless pay is otherwise specified at a different rate as part of an approved grant award):
 - a. Instructor pay for Instructor of Record (grading only) - Professional Development credit courses for educators or professionals - \$25/person/credit.
 - b. Instructor pay for Professional Development (589) courses (including instruction and grading) or OPI units::

Enrollment	Instructor Pay
12 or More	\$50/hour
11	\$41/hour
10	\$32/hour
9	\$24/hour
8 - minimum	\$21/hour

If the minimum enrollment is not achieved, EC may cancel the course or renegotiate a mutually agreed upon lower pay rate for the instructor. However, in no case shall instructor pay be less than the State of Montana minimum wage.

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- c. Instructor pay for Customized Workforce Training/ Faculty Consulting and or Contracted Projects – Pay rate varies based upon expertise needed, scope of project or training and participant/project charges.
- d. Instructor Pay for Enrichment Programs, Workshops, etc. - \$38/hour with a minimum enrollment of 10 participants. No preparation time is paid. If the minimum enrollment is not achieved, EC may cancel the course/activity or renegotiate a mutually agreed upon lower pay rate for the instructor. However, in no case shall instructor pay be less than the State of Montana minimum wage.
- e. Instructor Pay for Summer Camps: Pay rate is based upon enrollment (see table below). Minimum enrollment is 10 participants. No preparation time is paid. If the minimum enrollment is not achieved, EC may cancel the camp or renegotiate a mutually agreed upon lower pay rate for the instructor. However, in no case shall instructor pay be less than the State of Montana minimum wage.

Enrollment	Rate per Hour
10	\$35
11	\$35
12	\$35
13	\$45
14	\$45
15	\$45
16	\$50
17	\$50
18	\$50
19	\$55
20	\$55

*Exception:
Payrates for camp instructors that were previously offered or negotiated for summer 2014 or earlier may be paid at negotiated pay rate.*

Compensation Limit: Total compensation is limited to 20% above base salary during the academic year and 20% above an amount equivalent to the State – paid maximum salary summer salary. For example, a faculty member who makes \$40,000 for the academic year may make an additional \$8,000 during the academic year. This same faculty member can make an additional 20% above an amount equivalent the State – paid maximum summer salary (whether teaching summer session or not). The following table illustrates pay maximums for this example:

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Salary Academic Year	Salary Summer
\$40,000	\$8800
Additional Pay – Maximum*	Additional Pay – Maximum*
\$8,000 (20%)	\$1760 (20%)
Maximum Total Pay Academic Year	Maximum Total Pay Summer
\$48,000	\$10,560

* Please note that this is the total amount of additional compensation available through all university sources.

The Provost may authorize pay above this maximum in unforeseen cases (e.g. covering a class for an ill faculty colleague at the request of administration).

Limit for PT faculty is less than 20 hours per week. If a PT faculty meets the maximum teaching load through academic assignments, no additional work is available through EC or any other MSUB source.

University Faculty

Faculty Appointment	FTE	Rank	AY Work Assignment	Max. Workload	Additional Compensation Limit
Tenured/Tenure Track	1.0	Professor Associate Assistant	Teaching Service Research	NA	20%
Nontenureable: Fixed Term	.50-1.00	Assistant Instructor	Teaching Service Research	NA	20% above 1.00 FTE
Nontenureable: Lecturer	.50-1.00	Lecturer	Teaching	NA	20% above 1.00 FTE
Nontenureable: Adjunct	.50-1.00	All	Varies	NA	20% above 1.00 FTE
PT Faculty (paid by credit hours)	<.50	No Rank	Teaching	11 credits per AY	Total workload (all MSUB sources) must remain less than 20 hours/week.

City College Faculty

Faculty Appointment	FTE	Rank	AY Work Assignment	Max. Workload	Additional Compensation Limit
Tenured/Tenure Track	1.00	Instructor	Teaching Service	Generally 30 credit or	20%

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			Research	25 contact hours	
Nontenureable: RNTTA	.50-1.00	Instructor	Teaching Service Research	Generally 30 credit or 25 contact hours	20% above 1.00 FTE
Nontenureable: Temp One Semester only	1.00 for one semester only	Instructor	Teaching	18 credits for one semester	20% above 1.00 FTE
PT Faculty (paid by credit hours)	<.50	No Rank	Teaching	17 credits per AY	Total workload (all MSUB sources) must remain less than 20 hours/week.

- h. Required conditions to offer non-credit courses/programs through EC:
- i. Offerings must align with the university mission and academic portfolio (for example, programs related to veterinary science should not be offered).
 - ii. Offerings should generally be a collaboration between EC and a community or academic sponsor but may be initiated and developed solely by EC.
 - iii. The appropriate academic department chair/dean must approve the offering to ensure the activity maintains the integrity of the university.
 - iv. For Continuing Education Units (CEUs), the appropriate chair and dean shall indicate approval by signing off on the proposal before it is forwarded to the EC director for signature.
 - v. For other non-credit courses/programs, faculty are encouraged and will be invited to participate in the review process.
 - vi. All activities shall follow the proposal process outlined in Attachment B – Process for Proposing a Course/Activity Through Extended Campus.

Limitations

- a. Credit courses offered through Extended Campus cannot be required to fulfill existing university state-funded degree requirements.
 - vii. Upon approval of the appropriate college dean and provost, courses in an academic program may be offered on a self-support basis if the course is also offered as a state-support section.
 - viii. As a state institution, MSU Billings is required to offer core state-support curriculum needed to complete a program. As such, the campus may not

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require students enrolled in a state-funded degree program to enroll in self-support courses.

- b. Non-credit courses/programs shall not compete with existing university offerings without approval by the appropriate department(s)/college(s).

Procedures

Please refer to Attachment B for a flowchart that depicts developing an EC activity (course, workshop, camp, certificate program, etc.). All individuals with program ideas to be offered through EC should complete the Program Idea Form (Attachment C) and send to EC. The idea will be reviewed by the appropriate chair/dean. If a decision is made to proceed, a more complete proposal form (Attachment D) will be completed by the proposer and appropriate EC program developer. If the proposal calls for an academic credit certificate or degree program, consultation with the offices of Admissions, Financial Aid, Business Services and Payroll, is required.

For all courses and activities, a budget and corresponding Letter of Understanding (LOU) (Attachment E) between EC and the sponsoring organization will be initiated.

The LOU may contain (as appropriate) but not be limited to, the following information:

- a. Contact information of the sponsoring organization as well as the Program Manager (needed for a degree program only).
- b. Program description including start date, ending date and format (cohort or non-cohort) and type of delivery (face-to-face, hybrid, online), list of courses or training activities (if multiple courses or training sessions are part of the program).
- c. Instructional and academic responsibilities for academic courses or programs. At a minimum, if offered for credit, the appropriate college(s) is responsible for developing or reviewing curriculum, scheduling courses, and advising students. For academic degree programs, the appropriate department through its designated Program Manager, is responsible for identifying and assigning instructors, selecting course materials, and evaluating performance of instructors. EC will issue a contract that lists the duties required of Program Managers.
- d. Admissions (as needed). Admissions into academic certificate and degree programs offered through EC shall be made through the University's undergraduate and graduate admissions departments. The College or EC shall conduct an initial screen of admission materials to ensure all required admissions documents are submitted to undergraduate or graduate admissions. The College or EC shall ensure that these documents are given to undergraduate or graduate admissions in a manner to allow ample time for review as a part of admissions decisions. Application fees will not be waived for any academic programs.
- e. Fees. The tuition or activity/event cost will be stated and may include amplifying information concerning any additional fees [e.g., lab fees, learning management system

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(LMS) fees]. Application fees, if required, will not be included in tuition. EC will facilitate the collection of all tuition and fees.

1. For courses or activities that are delivered using a hybrid or fully online model, a LMS fee of \$20/credit (or per 15 hours of instruction if non-credit) will be charged.
- f. EC responsibilities. Whereas the College is primarily responsible for all academic and pedagogic areas, and has ultimate responsibility for academic programs, including selecting faculty, EC may develop non-credit programs in collaboration with community partners with faculty oversight as needed. In all cases EC is primarily responsible for items of a logistical and financial nature. These include:
1. *Financial management.* EC will work in conjunction with the Sponsor to create a program budget. Upon recommendation by the Sponsor, EC will assume responsibility for contracting and paying instructors and special consultants, processing travel claims, and reimbursing University and system support services (financial services, library, IT, etc.) as required.
 2. *Student registration.* EC will produce and distribute all class and program registration forms, coordinate the collection of tuition and fees (if applied).
 3. *Academic support.* An EC Program Developer will ensure all programs and classes are supported through the processing of forms pertinent to course/program building processes (including coordinating with the Registrar's Office for credit bearing courses). This includes preparation, routing, and maintenance of the appropriate forms.
 4. *Marketing.* To help identify or confirm demand for new programs, EC may perform market research studies. To promote new/existing programs, EC will coordinate with University Relations to create a marketing plan, including designing, producing and disseminating marketing materials, developing/maintaining social media sites and contracting and coordinating with media outlets.
 5. *Initial Point of Contact:* EC will serve as the initial point of contact for EC students with general questions about tuition, fees, financial aid, IT support, graduation (if the program is degree related), and other non-academic issues. If the information is not readily available and/or EC staff does not have the area expertise, the student will be referred to the appropriate office.
 6. *Program delivery support.* EC courses/programs/activities are often offered at locations other than the main MSUB campuses. When that occurs, EC, working in conjunction with the Sponsor, will be responsible for securing and entering into a separate MOU with the off-campus hosts as needed. EC will coordinate with Business Services to ensure proper and fair contract award and will also ensure that contracts are vetted by Risk Management as needed or if questions arise.

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EC will not provide administrative support to the Sponsor. Administrative support costs borne by these organizations (if needed) should be factored into the program budget as a separate line item.

g. Sponsor Responsibilities - New Offerings for Credit. The academic Sponsor will take the lead to develop curriculum and secure full approval for courses and programs. Once the course/program is approved, the academic Sponsor will identify and assign qualified faculty to teach and to serve as the Program Manager (for degree programs).

h. Shared fiscal accountability and responsibility. EC assumes primary financial risk and thus accountability for full receipt and expenditure of funds related to self-support programs. Budget development and management are achieved through consultation between EC and the Sponsor. Once the program budget is established, both EC and the Sponsor will share responsibility to ensure the budget is followed. An accountant assigned to EC will maintain all budgets, files and supporting documents. Funds will be managed via appropriate indexes and accounts. In addition, for academic degree programs, EC and the Sponsor (through its Program Manager) will collaborate in the recruitment process.

Signature on LOUs. The Director of Extended Campus is authorized to sign all LOU agreements on behalf of the University with the following exceptions:

- a. The dollar amount exceeds \$20,000;
- b. The agreement deviates from this policy;
- c. The agreement involves lodging negotiations.

For exceptions identified above, the agreement must be forwarded to the Provost and VC for Administrative Services for review and approval.

EC support fee and surplus revenue share. Generally, the EC overhead support fee will be 25% of gross revenue on all courses/programs/activities offered in partnership with an external Sponsor (e.g. conference group) and 20% of gross revenue on all courses/programs/activities offered in partnership with an internal (MSUB) Sponsor. In certain cases, these rates may be adjusted downward. This charge helps pay for EC staff costs and other operating expenses.

- a. Revenue Share. Part of EC's role within the University is to facilitate programs that can generate additional funds for use in program development and general support. These additional funds will be distributed if the program shows a surplus (defined as net revenue after the initial investment is recouped, and all direct and overhead costs are subtracted). Revenue share will occur at the end of the fiscal year, or in the case of cohort-based programs that exceed one year, at the end of a cohort program. EC shares surplus revenue when programs are offered in partnership with an academic sponsor.
 - i. EC does not share surplus revenue when programs are offered in partnership with community instructors and/or a community organization unless specifically spelled out in the agreement.

Should a surplus be realized from a program offered with an academic sponsor, the surplus will be split as follows:

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- a. Faculty member (or members if team taught) – 5% of surplus placed in their name as an individual professional development fund.
 - i. The fund will be held and tracked by EC. Faculty members may roll funds over from year to year for a maximum of three years. If they do not spend the dollars by that time limit, the remaining funds will be transferred to the faculty member's college. A request form for use of the funds will be routed for sign-off by the department chair and college dean before approved by the Director of EC.
- b. Faculty member's department – 35%
- c. Faculty member's college – 35%
- d. Extended Campus – 25% - used to build an investment fund for new program development, to subsidize new fledgling programs (3 year maximum) or offset EC operations costs as needed.

In the event that an activity or program is taught by a community instructor rather than a faculty member (e.g. in-service teacher education), EC and the appropriate college will split the share equally. In every case, surplus funds will be used to advance the academic programs of the Colleges and University, respectively.

Should a surplus be realized from a program offered with a community partner, the terms of the LOU shall dictate if/how the surplus will be split.

Charges to students. All charges are in U.S. dollars. A tuition/fee schedule with enrollment deadlines and refund information shall be prepared by EC for each program and posted on the website and in promotional materials.

Program commencement. The Sponsor and EC will determine the start date. EC will inform the sponsor of minimum student enrollment needed to start and maintain a program. EC reserves the right to cancel the program/course/activity if the minimum enrollment is not realized by the registration deadline.

Program discontinuation. Programs will be discontinued if they are deemed no longer sustainable per agreement between the College and EC. However, in the case of an academic cohort-based program, the College and EC recognize that they have a binding obligation to teach out each cohort that has begun.