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The Search for New Revenue Models

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“The Search for New Revenue Models”
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I. OVERVIEW OF ROWAN UNIVERSITY

a. Mid-size, multi-purpose, Masters I university
b. One of nine colleges/universities in State system
c. AFT bargaining agent for faculty/staff/librarians since early ’70’s
d. State-wide master contract for all campuses, with local agreements at the colleges/universities
e. Faculty salaries, including overload and summer rates, specified in the master contract (a $ per credit hour model)

II. THE PROBLEM: SUMMER ENROLLMENTS SHOWED STEADY DECLINE

a. Course offerings were not meeting demand
b. Summer pay provided little incentive for faculty to teach
c. Tuition rates were not competitive...students going elsewhere
d. Summer revenue went to University general fund, creating disincentive for faculty to teach and for departments to offer the right courses

III. THE SOLUTION: CREATE INCENTIVES FOR DEPARTMENTS TO EXPAND OFFERINGS, GET FACULTY TO TEACH, GET STUDENTS TO ENROLL

a. Analyze data and determine break-even point vis-a-vis enrollment vs. salary & costs
b. Develop a revenue sharing model for departments/faculty
c. Work with Deans and departments to determine course demand
d. Scale back tuition & fee structure to make summer courses more marketable and competitive
e. Market summer program/offers

IV. STRATEGY FOR IMPLEMENTATION

a. Engage in discussions with campus leadership to get buy-in to the concept
b. Extend discussions campus-wide via open forums and other venues
c. Engage in negotiations via an information sharing model that leads to a local agreement
d. Ensure transparency throughout the process

V. ADMINISTRATIVE COMPROMISE/ENTREPRENEURSHIP

a. Invest from general fund start up costs
b. Agree to reduce amount of revenue to general fund with the notion of gains in the future due to increased volume
c. Look at contract “creatively” vis-a-vis faculty summer salary rate
d. Work with Union in working out equity in revenue sharing with departments and faculty
e. Develop strategies to market summer offerings and make them more competitive