MEMORANDUM OF UNDERSTANDING

Between

College of Forestry
And
OSU Extended Campus

For the Development and Delivery of OSU Courses, Programs, Degrees, and Certificates offered through OSU Extended Campus

The purpose of this memorandum is to establish and document a partnership/business relationship that serves as an operating agreement between OSU Extended Campus and the OSU College of Forestry. The agreement specifies Ecampus services and responsibilities, College/Department responsibilities, and revenue distribution agreements associated with the design, development, marketing, implementation, instruction, administration, and financial management required for courses, programs, degrees, certificates, and other learning opportunities offered by the OSU College of Forestry through OSU Extended Campus.

In order to provide maximum access for Oregon students to the academic programs of OSU and provide opportunity for students nationwide and internationally to participate in these programs, Ecampus has concentrated its resources on the development of a web-based student support infrastructure and a targeted inventory of web-based or *hybrid degree, certificate, and professional development programs. To help meet this goal, the OSU College of Forestry has agreed to work in partnership with the Extended Campus to design, develop, and deliver courses that make up in part, or total, the following degree(s) and/or program(s) offered through OSU Extended Campus:

Existing Programs
- Specified courses supporting interdisciplinary degrees in Natural Resources and Environmental Sciences (see attached).

Proposed New Program Development
- Certificate, Wildland Fire Ecology Management
- Courses in support of Certificate and/or Specialization in Fisheries and Wildlife Habitat Management
- Minor, Outdoor Recreation Leadership and Tourism, and/or
- Bachelor of Science, Outdoor Recreation Leadership and Tourism
- Graduate Certificate, Natural Resources Sustainability (international, *hybrid)
- Graduate Certificate, Conservation and Ecosystem Restoration

*Programs that are more than 50% web-based but have a “face-to-face” component that enables students and faculty to meet in time-shortened, intensive sessions either on an OSU campus or at selected sites that are geographically supportive of student-faculty engagement.

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I. RESPONSIBILITIES OF PARTNERS

**OSU Extended Campus**

It is the general responsibility of OSU Extended Campus to provide overall service and support for the design, development, and delivery of the programs. OSU Extended Campus “base” services provided through this agreement include:

- **Faculty/Departmental Services** (schedule classes and workshops in Banner; adjust parameters in Banner - instructors, TAs, enrollment size; maintain instructor pool; verify intended course offering with department each term; facilitate logistics for ordering textbooks, course packets and videos; assist instructors to access online course information, web grading, class lists; implement online course evaluation; assist with grade changes; post syllabi for viewing by prospective students; arrange logistics for on-site and off-site offerings; explore opportunities to provide additional instructor support and online services).

- **Student Services** (provide program information to prospective students; assist students through the admission and transfer process; help in transition from community colleges; work with OSU Enrollment Management to extend available online services; transition students to their department advisors; provide 800#, email, and online student support; facilitate proctored tests; act as liaison between student and instructor; facilitate access to campus-based services, online technical support, tutorials, and online services).

- **Course Development** (instructional design support and course development, project management, web/Blackboard course development, Blackboard/Portal support, faculty tutorials, accessibility design support, copyright support and coordination, video development)

- **Faculty Training** (Blackboard training, multimedia and hypermedia training, training in pedagogy for online courses, training for television and video production)

- **Marketing** (research and analysis for potential new programs)

- **Marketing Planning/Advertising** (targeted marketing plans for degrees and programs which may include: development of print and online advertising, publications, and catalogs, and inclusion in Ecampus broad media campaign)

- **Business Services** (assistance with registration and credit card processing, program budgeting, financial projections and reports, assist with instructor hiring and payroll processing, assist with personal service contracts and other contracting processes)

- **Professional Education Services** (tailor-made non-credit programs, workshops and short courses, customized certificate programs, program administration and logistics, certificates and CEUs/PDUs. Through the Alumni College, OSU Extended Campus and the OSU Alumni Association work collaboratively to offer professional educational and certification programs for alumni, friends, and the general public)

- **Hybrid and Site-Based Course Logistics** (planning, development, scheduling, and logistics for hybrid or site-based courses)

- **Instructional Resource Management Option:** The College/Department may elect the option for Ecampus to manage instructor contracts, salaries, and OPE for instructors teaching College/Department courses offered through Ecampus. The standard arrangement for this service and expenses are provided through the Ecampus Business Affairs unit. The Ecampus Business Affairs unit can manage all instructor contracts and
expenses for the College and/or Department. Under this agreement for service, the College and/or Department instructors’ salaries and OPE (i.e., expenses) will be calculated at the end of each term, and deducted from the 80% College/Department tuition revenue share. Following the payment for instructors, Ecampus will transfer the remaining revenue from the College/Department tuition revenue share to the College and/or Department as budget at the end of each academic term.

- **Business Plan Development Option:** Ecampus Business Affairs will work with the College/Department, as requested, to develop business models for allocation of faculty resources that maximize net revenue while ensuring the academic integrity of the courses and a quality instructional experience for the student.

**The OSU College of Forestry**

It is the general responsibility of the College and its Departments to extend the academic programs of the campus, on a selected basis, to the growing non-resident student body of Oregon State University and to ensure academic integrity. It is the responsibility of the College/Department to oversee the academic integrity of all degree programs and all OSU credit courses that are included in this agreement. It is also the responsibility of the College/Department to oversee and validate the qualifications of all instructional personnel teaching the program courses. The College of Forestry and Ecampus will cooperatively identify course content areas for distance delivery and course development.

The College and/or Departments will be responsible for:

- Curriculum oversight/approvals.
- Program leadership and management.
- Salary and OPE for course/program instructors, unless otherwise negotiated with Ecampus.
- Instructor approvals and evaluations.
- Program advising/advisors (i.e., provide student/program advising once students are admitted to degree programs).
- Collaborate with Ecampus to provide web links that provide distant students with access to on-campus College/Departmental services such as tutoring and career information.
- Working in conjunction with Ecampus to plan, conduct, and evaluate distance/online courses, programs, and instruction.
- Working collaboratively with Ecampus in providing student/constituent background, demographic, and professional data required for the development of targeted promotion and marketing of courses and programs.
- Costs related to the delivery of hybrid or site-based courses such as on-site support staff, facilities and/or AV equipment rental, video conferencing facilities, lodging, meals, special hard-copy materials, etc. will be recovered through additional course fees, direct charges to students, or other sources identified and authorized by the College/Department.

**II. REVENUE AGREEMENT FOR CREDIT/DEGREE PROGRAMS**

The Ecampus business model focuses on services and revenue distribution. The business model employs a revenue distribution formula intended to provide incentives for Schools, Colleges, and
Academic Departments to participate with Ecampus in building and delivering an inventory of degree and certificate programs specifically designed to meet the academic needs of the growing non-residential student body of Oregon State University.

The revenue distribution formula, known as the Ecampus Revenue Allocation Model (ERAM) is based on two primary components, tuition and state funding generated by the state Resource Allocation Model (RAM). The RAM is based on the concept that dollars follow student credit hour production.

OSU has instituted a Budget Allocation Model (BAM) for distribution of RAM dollars. OSU and Ecampus have implemented the infrastructures necessary to track Ecampus student credit hours and translate that into budgeted dollars available to the College/Department.

Tuition, Fees, and Revenue Distribution

The intent of the Ecampus revenue allocation model (ERAM) is to provide incentives for College of Forestry Departments to participate in developing degree and certificate programs and minors to be included in the OSU Extended Campus program inventory. A second goal of the ERAM is to generate a source of external revenue that will support College/Department programs and provide an alternative for declining state revenues. To encourage the growth of this participation, tuition and RAM revenue generated by these programs will be transferred directly to department accounts established for this purpose. It is intended that this direct transfer of revenue to the participating department will be the practice for the initial 24 months of the agreement. At the end of that period, or as provided in Section IV, the dean of the college may elect to modify that distribution. As indicated in Section V of this agreement, the terms of the MOU will be reviewed annually to consider any modifications that may be desired by the Department or the dean of the college. As specified in Section IV, all such budget transfers will be reported to the dean at the time of the transfer.

Under the ERAM, the College/Department will receive 80% of the tuition revenue generated by each course through budget transfers at the end of each term. If the academic department elects to have Ecampus pay instructors who have been approved by the Departments, wage and payroll benefit expenses will be debited against the 80% departmental allocation of the tuition to arrive at a net budget transfer amount (Ecampus instructor pay is based on $55 per undergraduate student credit hour (SCH) and $85 per graduate SCH).

Graduate and undergraduate tuition rates for Ecampus, per student credit hour, are consistent with published tuition rates for a single three-credit course on the Corvallis campus.

Under the ERAM, revenue generated by the RAM will be distributed to the College/Department based on BAM formula weighted values and percentages and the prior year SCH/FTE production of College/Department programs offered as part of the Ecampus program inventory. These state funds will be distributed to the College/Department as budget at the beginning of the academic year (i.e. Fall Term).
All surcharges added to the tuition by the OSU Office of Finance and Administration for courses offered through Ecampus, will be passed directly to students taking those courses in accordance with the schedules and policies of Oregon State University.

The College/Department may elect to add course-specific fees or other charges in addition to the established Ecampus Distance Education fee and the TRF Information Technology fee. Ecampus will collect such fees on behalf of the College/Department and disburse them as an identified part of the tuition revenue transfer.

III. PAYMENT AND REPORTS

OSU Extended Campus will make tuition revenue payments, less all calculated and reported expenses, to the College of Forestry and/or designated Departments at the end of each academic term (Fall, Winter, Spring) and at the end of the summer term in the amounts then due from revenue.

RAM will be distributed based on the BAM formulas set and approved by the OSU Office of Finance and Administration to the College/Department as budget at the beginning of the fiscal year (i.e., Fall).

IV. RECORD KEEPING

OSU Extended Campus shall keep complete and accurate records and books of account containing all information necessary for the computation and verifications of the amounts to be paid as specified in this agreement. Said records and books shall be kept for a period of three (3) years following the end of the accounting period to which the information pertains. OSU Extended Campus agrees to provide financial reports to the College of Forestry on all pertinent program activities running through OSU Extended Campus.

V. TERMS OF THE AGREEMENT

The terms of this partnership and activities have been mutually discussed and agreed upon by both parties. This Memorandum of Understanding is in effect until either party terminates the agreement by written notification signed by the appropriate official of the party initiating the notice. However, the other party must receive such notification at least six months prior to the effective date of termination. Both parties shall mutually agree upon extensions and modifications of this MOU.

If one of the parties determines that delivery of a program is to be terminated, accommodation must be provided for students admitted to the program and actively engaged in pursuing completion of a degree, minor, or certificate. Such accommodation must be consistent with that provided for resident students in similar circumstances.

This document is considered a continuing agreement. The document will be reviewed annually, at the close of the fiscal year, and modified as required to reflect changes in program inventory or responsibilities of the partners. Any other amendments, waivers, or agreements effecting the terms of this Memorandum of Understanding must be agreed to by both parties and specified as a

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written addendum to the MOU. It is understood that any such amendments, waivers, or agreements shall be effective only in the specific instance and for the specified purpose given.

The OSU Extended Campus and the College of Forestry will designate an individual to oversee this cooperative agreement/partnership and all endeavors that may derive from it. For this purpose, the OSU Extended Campus designates Carol Babcock, Director, Ecampus Business Services and the College of Forestry designates ____________________________. The parties to this understanding, by signature of their authorized representatives, agree to the terms and conditions of this MOU.

Hal Salwasser, Dean
College of Forestry

Bill McCAughan, Dean
OSU Extended Campus

Date

Date