

Task Force on Strategic Planning for Online Education

Affordability Workgroup

Update March 18, 2015

Charge

Outline strategies for reducing costs to students and for achieving efficiencies that will reduce costs to institutions and the system, but not impair quality. These efficiencies should include collaborative ventures among institutions, such as resource sharing and joint development of online programs.

Areas Under Consideration

Reduction of PRICE to Student

- Price Point for Students that are FULLY ONLINE
 - o Distance Learning Fees for Fully Online Students
 - o Price point of shared and innovative programs
- Shared Services for Students

Reduction of COST to institution that will achieve efficiencies, but not impair quality

- Resource Sharing for Faculty
- Shared & Innovative Programs
- Shared Infrastructure
- Sustainable Business Model

Scan of Initiatives to Support Affordability

In Florida

Florida Virtual Campus/Complete Florida Plus Program

- Shared Services for Students
 - o Common Course Catalog
 - o Open Educational Resources (Florida Orange Grove)
 - o Help Desk
 - o Transient Applications
 - o Transfer Process
 - o Streamlined admissions
 - o Career Readiness Tool
- Shared Services for Institutions
 - o Shared eResources
 - o Statewide Licensing
 - o Financial Aid Procedures
 - o Identification and evaluation of new technologies and instructional methods
 - o Library services (catalog and discovery tools, eResources, Integrated Library System, Digital Archives, statewide licensing)
- Shared Services for Parents/Students
 - o College comparisons
 - o Bright futures assessments

Complete Florida

- Partnership of institutions to support adult learners & military audience
 - o Centralized concierge-based coaching
 - o Centralized marketing/advertising

- Common Application for admission and tracking
- 54 degree programs from Florida's institutions matched to workforce need (already existed at institutions)
- Innovative Programs with experimental business model
 - Accelerated Fully Online
 - Competency
 - Prior Learning Assessment
- Centralized retention efforts

UF Online

- Focused effort to support high achieving students
- Reduction in tuition and fees
- Exceptional quality and brand

In the US

Business Model Redesign to Support Reduced Instructional Costs

- **National Center for Academic Transformation (NCAT)**
37% reduction in per student instructional costs & improved outcomes. (Notable: Virginia Tech Math Emporium)
- **Online Learning Initiative at Carnegie Mellon.** Intelligent tutoring, virtual labs, embedded assessments.
estimate that implementing similar interactive online tools in a hybrid setting could reduce instructor costs from 19% to 57%, depending on the teaching model used.
- **Indiana University and University of Minnesota** partnering with publishers.
Reduction in textbook costs by as much as 60%
- **Washington State Board for Community and Technical College System Open Course Library**
Open Course Library built around OERs, students in the system had already saved its students over \$1 million in textbook costs. The colleges anticipate that using OERs in a single high-enrollment English course will save \$4.7 million per year. (Washington State Board for Community and Technical Colleges, 2011)

Reduced Costs to Students through Resource Sharing

- **Georgia eCore.** Leverage standard operations by standardizing instructional design support, faculty training and shared academic services
USG estimates that in five years, the new program can achieve a per-student instructional cost of \$5,000, a little over half the current \$9,700 average at USG campuses. Correspondingly, student fees will be about 25% lower. (Board of Regents of the University System of Georgia, 2012)

Data Collection Efforts

- Distance Learning Fee Assessment in SUS
- Authority for Distance Learning Fee across US
- Discussions with UMASS Online, Open SUNY, UNC Online, University of Texas Online Consortium, Innovative Learning Technology Institute University of California System, Wisconsin Flexible Option

Issues and Strategies

Issues	Strategies	Work Underway
Reduction of PRICE to Students		
<p>DISTANCE LEARNING FEE Distance learning fee assessment is variable across SUS institutions in Florida</p>	<p>Define a Fully Online Program</p> <p>Better understand institution by institution Fees that directly support the online student and recommend collapsing fees for the FULLY ONLINE STUDENT</p>	<p>Complete Florida Cost Study</p> <p>BOG Workgroup on Metrics for Online Education</p> <p>Data collection underway on Tuition and Fee Assessments by Institution</p>
<p>SHARED SERVICES Duplication of student services for online students across institutions. In areas such as Tutoring Writing Labs Disability Services Call Centers/Help Desks Career Counseling Testing/Proctoring</p>	<p>Consider expanding the “online marketplace” for entire state, using statewide buying power rather than duplicating at each institution.</p>	<p>Marketplace was one of the recommendations in the Online Postsecondary Education Task Force</p> <p>The Florida Virtual Campus is rolling out student facing website called “Florida Shines”</p>
Reduction of COST to Institutions, Creating Efficiencies		
<p>SHARED SERVICES & EFFICIENCIES Duplication of faculty services for online learning across institutions. In areas such as: Quality Recognitions Course Design and Development Faculty Development State Repository of Online Adjuncts and Coaches</p>	<p>Consider expanding the “online marketplace” for entire state, using statewide buying power rather than duplicating at each institution.</p> <p>Invest in state level Quality Matters and coordinate internal and external reviewers for system</p> <p>Consider shared master courses in specific high demand areas</p> <p>Develop a database of qualified adjuncts/instructors to support additional course needs (ex: “Instructional Connections”)</p> <p>If FUNDED through LBR, UCF has been awarded funding to develop and implement statewide distance learning training</p>	<p>LBR for Training (awarded to UCF)</p> <p>The Florida Virtual Campus supports a quarterly members council meeting rep all public institutions in Florida</p> <p>Hosts symposia on hot topics</p>
<p>SHARED PROGRAMS INNOVATIVE PROGRAM MODEL TO REDUCE COSTS New program needs that are responsive to market demand</p>	<p>Consider expanding the “online marketplace” for entire state, using statewide buying power rather than duplicating at each institution</p>	<p>Marketplace was one of the recommendations in the Online Postsecondary Education Task Force</p>

<p>and highest quality using the strength and expertise of faculty from multiple institutions.</p> <p>Maintaining quality, reducing costs by implementing a different model.</p>	<p>Develop shared program (s) in areas of high demand or expense is too high to develop across multiple institutions</p> <p>Set price point for student at lower rate, manage program from single location and share revenue (policy needed)</p> <p>Use Open Educational Resources, Prior Learning Assessment and eTextbooks to further reduce price to student</p>	<p>eTextbook Committee is underway through Member Institutions of the FLVC (joint with Libraries and Distance Learning)</p>
<p>INNOVATIVE PROGRAM MODELS TO REDUCE COSTS</p> <p>Addressing cost without reducing quality for a specific population of learners that may have extensive experience and need to venue to “show” what they know</p>	<p>Complete Florida Competency-Based Educational partnership through member institutions to discover and test the model</p> <p>Develop competency-based programs in high demand areas primarily around adults and workforce needs</p> <p>Set price point for student at lower rate, manage program from single location and share revenue (state level policy needed)</p> <p>Set institutional policy and practices</p>	<p>In discussion with Lumina Foundation to support standing up a “Strategy Lab” in Florida for Competency-Based Education</p>
<p>SHARED INFRASTRUCTURE</p> <p>Varied strategies across campuses to support Online, heavily dependent on DL fee and existing campus-based resources</p> <p>No common platform currently. Whatever chosen must have the ability to connect to variety of institutional SIS ERP systems</p>	<p>Invest in a set of common tools to maximize cost efficiencies without reducing quality.</p> <p>Selection of common tools must support the ability to share across institutional infrastructure</p>	<p>Online Postsecondary Education Recommendation:</p> <p>FLVC Common Course Catalog Common Course Numbering Transient procedures (electronic)</p> <p>Complete Florida Common Application (underway)</p> <p>Plans for Shared LMS</p>
<p>EXPERIMENTAL INCUBATOR</p> <p>There are many variables to support new models of learning</p>	<p>Develop an experimental incubator (or sets of best practices projects around state)</p>	<p>Best Practices Repository is a recommendation of the Online Postsecondary</p>

<p>that reduce costs. Much research is needed and best practices generated to support wide scale adoption</p>	<p>to test the idea of reducing costs through innovative programs.</p> <p>Share best practices through a variety of events and place in “Best Practices Repository”</p>	<p>Education Taskforce</p> <p>Incubation happening across institutions</p> <ul style="list-style-type: none"> - UCF testing adaptive learning - Complete Florida testing competency - UF research within UF Online - FIU testing accelerated starts
<p>Distance learning has proven to be effective in Florida, must develop a sustainable model for state that ties together affordability measures</p>	<ul style="list-style-type: none"> - Master classes for high demand courses - Standardizing the DL fee (in some fashion) - Policies to reward institutions that participate in experimental programs - For shared program initiatives, policies to share revenue across the system for student tuition and fees - Collaboratively funded student services - Collaboratively funded institutional and faculty services - R&D Experimental Sites (maybe Centers of Excellence) - Investment in growth areas of distance learning - System wide funding for demonstration projects 	