



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

**AGENDA**  
**Task Force on Strategic Planning for Online Education**  
**Via Conference Call**  
**Dial-in number 1-800-308-9936, and passcode 816044**  
**3:00 p.m.**  
**May 26, 2015**

1. **Call to Order and Opening Remarks** **Chair John Hitt**
  
2. **Approval, Committee Meeting Minutes** **Chair Hitt**  
April 29, 2015
  
3. **Updates/Discussion**
  - a. **Workgroup on Access** **President Rosenberg**
  - b. **Workgroup on Quality** **Dr. Shawn Felton**
  - c. **Workgroup on Affordability** **Dr. Pam Northrup**
  
4. **Public Comment** **Chair Hitt**
  
6. **Concluding Remarks and Adjournment** **Chair Hitt**

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
TASK FORCE ON STRATEGIC PLANNING FOR ONLINE EDUCATION  
MEETING VIA CONFERENCE CALL  
APRIL 29, 2015

1. Call to Order

Chair Hitt convened the meeting at 11:01 a.m. on April 29, 2015, with the following members present: Ms. Marcella David, Dr. Shawn Felton, President Fuchs, President Genshaft, Dr. Sally McRorie, Dr. Pam Northrup, Dr. Gary Perry, and President Rosenberg. A quorum was established. Dr. Earle Traynham joined the meeting at 11:03.

2. Approval of Committee Meeting Minutes

Chair Hitt moved that the Committee approve the minutes of the meeting held on March 18, 2015, as presented, and the members concurred.

3. Opening Remarks

Chair Hitt asked Dr. Nancy McKee to review the schedule for future meetings.

Dr. McKee stated that the Committee has a conference call scheduled on May 26, 2015. On June 16, 2015, the Committee will have a face-to-face meeting in Tampa from 9:00 a.m. – 12:00 p.m. She said that Jack Wilson, former president of the University of Massachusetts, and Brit Kirwan, chancellor of the University System of Maryland, will attend the June meeting to share their thoughts on strategic planning. She also said that on June 30, 2015, the workgroup papers are due to her. She noted that a writer would be hired by the Board of Governors to consolidate the papers into one cohesive draft strategic plan.

Dr. McKee announced that there will be another face-to-face meeting in Gainesville on September 2, 2015, from 9:00 a.m.-12:00 p.m., which will be an opportunity to discuss the draft strategic plan. On November 4<sup>th</sup>, 2015, the Board of Governors Innovation and Online Committee will workshop the strategic plan with the Task Force.

Chair Hitt said that for the June 16<sup>th</sup> meeting, Dr. Wilson will join the meeting in person and Dr. Kirwan will join through Skype. He said that if anyone has any questions for either of the speakers, please send them to Dr. McKee.

4. Affordability

Dr. Pam Northrup explained that the workgroup is looking at strategies to reduce costs to students and, furthermore, to achieve efficiencies that will reduce costs to institutions in the system. She conveyed that the workgroup has done a scan of initiatives that already support

affordability in Florida. She mentioned that the Florida Virtual Campus and Complete Florida are both examples of sharing and collaboration.

She said that the workgroup scanned the nation specifically for a business model redesign and reduced cost to students through resource sharing. She said that other efforts are underway, such as the Board of Governors' data request for fully online programs in the state and the data request to capture all tuition and fees that each institution charges for both in-state and out-of-state students.

She said that other reports have been completed in the past 2-3 years, such as the one by the Task Force on Postsecondary Online Education in Florida, and the workgroup plans to use those recommendations as viewed through these three areas.

Dr. Northrup said that the workgroup will also make recommendations around shared services, as well as development of an experimental site that can help provide prototypes and tests to assist institutions in making good decisions based on how well policies are working and whether they are innovating. The workgroup is continuing to investigate distance learning fees charged at individual institutions to better define how they are being used. She recommended building a protocol to explain the differences in distance learning fees among institutions.

The Board of Governors is surveying institutions to determine degree programs that are fully online. The inventory will make it easier to see which programs are currently not online, but should be. The workgroup will look at prior learning assessments and e-textbooks as strategies to reduce the price for students.

Dr. Northrup said the workgroup is looking at competency based education. She sees the opportunity to potentially share and build an incubator program to help see what works and what does not work well.

## 5. Quality

Dr. Felton said that Dr. Victoria Brown, with assistance from others, created a survey to send to institutions to determine ways in which they were addressing quality. Dr. Felton said that the workgroup identified the need to get the culture of quality moving forward.

The workgroup is in the early phases of drafting broad goals. He said that Dr. McKee shared the State University System's 2025 Strategic Plan, which allowed them to look more globally.

At the next conference call, the workgroup will look at academic integrity more closely, as well as the quality of programs and course offerings and the quality of the administration of the institution's online program. He said they also need to look at the "Research" piece.

6. Access

President Rosenberg shared two metrics for the task force to consider: projected online FTE for undergraduate and graduate programs for the State University System and Florida College System and the total number of fully online undergraduate and graduate degrees projected to be offered by 2025 for both systems. He knows they will get a projection based on current university work plans from Board of Governors staff and they will also need to figure out the projected FTE for state colleges to create a metric goal for the SUS.

The second measure involves the total number of fully online undergraduate and graduate degrees projected to be offered by 2025 for both systems. He said that fully online might be defined as one where all courses required for a degree are offered online and students are not required to go on campus. They will request that both systems' institutions send the workgroup a projected list of fully online degrees. He said that feedback includes whether universities should require undergraduates to take a minimum requirement of courses online. He also asked if both the SUS and Florida College System should be collaborating to develop a virtual state university. He said that the workgroup will spend more time on best practices available in a couple of states.

7. Concluding Remarks and Adjournment

Chair Hitt said that there will be a blurring of focus between the workgroups. He commended the group on their reports and asked if anyone had a public comment. There were none.

President Rosenberg raised a question concerning how the playing field is structured, whether there is one set of metrics for all institutions or a different set depending on what the mandates are. He would like more details before the workgroup comes up with concrete recommendations related to access. He asked if there were different accountability tracks for institutions. Chair Hitt asked President Rosenberg to work on the question with Dr. McKee for possible discussion at the next Task Force meeting.

Chair Hitt adjourned the meeting at 11:31 a.m.

---

John Hitt, Chair

---

Nancy C. McKee

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Task Force for Strategic Planning for Online Education  
May 26, 2015**

**SUBJECT: Updates/Discussion**

---

**PROPOSED TASK FORCE ACTION**

For information and/or discussion

**BACKGROUND INFORMATION**

Leads of the three Workgroups (Access, Affordability, and Quality) will give brief updates on activities since the March 18 Task Force meeting. If feedback is needed from the Task Force in order for a Workgroup to move forward on an issue, questions may be posed for discussion.

---

**Supporting Documentation Included:** Access Workgroup: Draft Enrollment Projections

**Facilitators/Presenters:** Chair John Hitt and Workgroup Leads (President Rosenberg, Dr. Shawn Felton, and Dr. Pam Northrup)

## Task Force on Strategic Planning for Online Education

### Access Workgroup

#### Enrollment Target

The Workgroup has discussed using Student Credit Hours (SCH) to establish a goal for enrollments in distance learning (DL) courses. To assist in that discussion, three methodologies have been modeled to provide a spread of possible out-year goals based on different assumptions.

METHODS	DESCRIPTION OF BOG PROJECTIONS
<b>LOW</b>	Distance Learning Student Credit Hours grow at the same rate as overall enrollment after 2016-17.
<b>MID</b>	Annual increase after 2016-17 is half of the 2010-14 trend for distance learning growth [Undergrad = 1.0%; Graduate = 0.67%].
<b>HIGH</b>	Annual increase after 2016-17 is based on the 2010-14 trend for distance learning growth [Undergrad = 2.0%; Graduate = 1.3%].
<b>NOTES</b>	All three methods are driven by the total planned enrollments as reported in the 2015 University Work Plans - this explains the FTE enrollment increase after 2016-17 for the 'LOW' models. The projected annual growth rates for Distance Learning are then applied to each university and summed as a System total.

- A simple metric would be to track the percentage of all student credit hours that are delivered via Online Education.

METHODS	DL ANNUAL GROWTH (beyond overall growth)	ACTUAL DATA				UNIVERSITY WORKPLANS			BOG PROJECTIONS							
		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
<b>UNDERGRADUATE</b>																
<b>LOW</b>	0%	14%	16%	18%	20%	22%	23%	24%	24%	24%	24%	24%	24%	24%	24%	24%
<b>MID</b>	1.0%	.	.	.	.	.	.	.	25%	26%	27%	28%	29%	30%	31%	32%
<b>HIGH</b>	2.0%	.	.	.	.	.	.	.	26%	28%	30%	32%	34%	36%	38%	40%

## Task Force on Strategic Planning for Online Education

### Access Workgroup

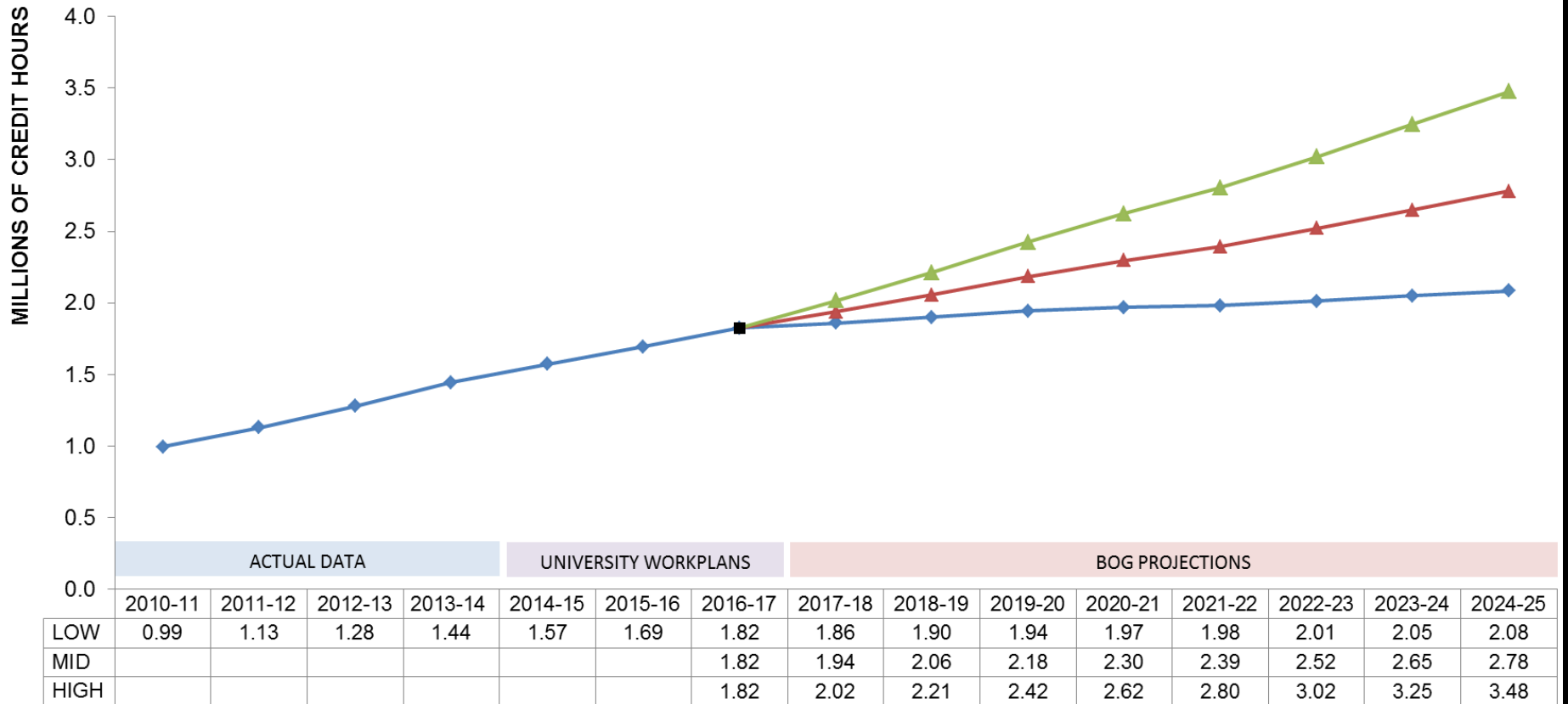
GRADUATE																
<b>LOW</b>	0%	14%	14%	18%	18%	20%	22%	24%	24%	24%	24%	24%	24%	24%	24%	24%
<b>MID</b>	0.67%	.	.	.	.	.	.	.	25%	25%	26%	27%	27%	28%	29%	29%
<b>HIGH</b>	1.3%	.	.	.	.	.	.	.	25%	27%	28%	29%	31%	32%	33%	34%

- Another possible metric is focused on the actual number of Student Credit Hours that are delivered via Online Education.

METHODS	ANNUAL GROWTH	ACTUAL DATA				UNIVERSITY WORKPLANS			BOG PROJECTIONS							
		2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
<b>UNDERGRADUATE</b> (Millions of SCH)																
<b>LOW</b>	0%	0.99	1.13	1.28	1.44	1.57	1.69	1.82	1.86	1.90	1.94	1.97	1.98	2.01	2.05	2.08
<b>MID</b>	1.0%	.	.	.	.	.	.	1.82	1.94	2.06	2.18	2.30	2.39	2.52	2.65	2.78
<b>HIGH</b>	2.0%	.	.	.	.	.	.	1.82	2.02	2.21	2.42	2.62	2.80	3.02	3.25	3.48
<b>GRADUATE</b> (Thousands of SCH)																
<b>LOW</b>	0%	213	211	266	281	308	356	396	400	404	408	416	416	420	428	432
<b>MID</b>	0.67%	.	.	.	.	.	.	396	408	424	444	460	472	492	508	528
<b>HIGH</b>	1.3%	.	.	.	.	.	.	396	420	444	476	500	524	556	584	616

**Task Force on Strategic Planning for Online Education**  
*Access Workgroup*

**HISTORICAL & PROJECTED  
 UNDERGRADUATE DISTANCE LEARNING CREDIT HOURS**





**Task Force on Strategic Planning for Online Education**  
*Access Workgroup*

**HISTORICAL & PROJECTED  
 GRADUATE DISTANCE LEARNING CREDIT HOURS**

