



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Task Force for Strategic Planning of Online Education
Via Conference Call
Dial-in number 1-800-308-9936, and passcode 816044
February 20, 2015
8:30 a.m.

1. **Call to Order and Opening Remarks** **Chair John Hitt**

2. **Approval, Committee Meeting Minutes** **Chair Hitt**
Minutes, December 18, 2014
Minutes, January 21, 2015

3. **Status Reports from Workgroups**
 - a. **Quality** **Dr. Shawn Felton**

 - b. **Access** **President Mark Rosenberg/
President Jim Henningsen**

 - c. **Affordability** **Dr. Pam Northrup**

4. **Concluding Remarks and Adjournment** **Chair Hitt**

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Task Force for Strategic Planning for Online Education
February 20, 2015**

SUBJECT: Approval of Minutes of Meeting held December 18, 2014, and January 21, 2015

PROPOSED TASK FORCE ACTION

Approval

BACKGROUND INFORMATION

Task Force members will review and approve the minutes of the meeting held via conference call on December 18, 2014, and the meeting held at the University of North Florida on January 21, 2015.

Supporting Documentation Included: Minutes: December 18, 2014, and January 21, 2015

Facilitators/Presenters: Chair John Hitt

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
TASK FORCE FOR STRATEGIC PLANNING FOR ONLINE EDUCATION
MEETING VIA CONFERENCE CALL
DECEMBER 18, 2014

1. Call to Order

Chair John Hitt convened the meeting at 10:00 a.m. on December 18, 2014, with the following members present: Harrison DuBosar, Dr. Shawn Felton, Dr. Judy Genshaft, Dr. Pam Northrup, Dr. Mark Rosenberg, and Dr. Earle Traynham. A quorum was established.

2. Opening Statement

Chair Hitt stated that the task force is to develop a strategic plan for online education for consideration by the Innovation and Online Committee. He recognized Governor Ned Lautenbach, who stated the task force is to set the goals and chart the course for online education in the State University System.

Chair Hitt reminded members that the task force would be operating in the sunshine and any questions regarding compliance may be directed to Vikki Shirley, the Board of Governors General Counsel, or institutional general counsels. He said that staff had created a web page for the task force, which is located on the bottom right corner of the Board of Governors home page. All task force materials and agenda packets will be located on the task force's web page.

3. Updates

Dr. Nancy McKee indicated that the following materials will be included in the task force's January agenda packet: a summary of distance education enrollment included in institutional work plans for the next three years; pages that address distance education in the 2013-14 Accountability Report; recommendations of the Task Force for Postsecondary Online Education; minutes from the meeting of the Workgroup on Metrics for Online Education; and related legislative budget requests. Chair Hitt asked members to contact Dr. McKee if they want to include other materials in the agenda packet.

Chair Hitt proposed monthly meetings via phone and face-to-face meetings during Board of Governor meetings, with the next one being in Jacksonville in January 2015. He also asked members to think about people on their own campuses who can assist and share in the work. He said that Dr. Joel Hartman of his staff is already willing to help in committee work.

Dr. McKee indicated that the Board Office is willing to hire a writer to draft the report for the task force.

Chair Hitt indicated that the system does need a plan that determines strategies which are

needed to reach agreed-upon goals. He said that an inventory of what institutions do and an understanding of available resources and what the system is trying to accomplish can help institutions collaborate to develop high quality innovative materials and courses that will be an asset to the state and produce the educated citizenry and workforce that is needed. If the task force focuses on quality, access, and affordability, a good plan can be developed for the system.

He said that he and Joel Hartman would contact Jack Wilson, the former chancellor of the UMASS system, and Britt Kirwin to see if they would be available to share ideas with the task force. He asked that members let him know if there are other potential speakers that should be invited to speak.

Dr. McKee indicated that the Innovation and Online Committee members have expressed interest in having the final report by the end of 2015; the earlier, the better. Chair Hitt said that when the task force better defines the breadth and depth of the report, a more definitive timeline can be developed, but that the task force should be able to complete its work earlier than the end of 2015.

4. Concluding Remarks and Adjournment

Chair Hitt indicated that time and location of the meeting in Jacksonville would be shared with the group as soon as that information is available. The meeting was adjourned at 10:22 a.m.

John Hitt, Chair

Nancy C. McKee

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
TASK FORCE FOR STRATEGIC PLANNING FOR ONLINE EDUCATION
UNIVERSITY OF NORTH FLORIDA
JACKSONVILLE, FL
JANUARY 21, 2015

1. Call to Order

Chair John Hitt convened the meeting at 10:02 a.m. on January 21, 2015, with the following members present: President Judy Bense, Dr. Shawn Felton, President Kent Fuchs, President Judy Genshaft, President Jim Henningsen, Dr. Pam Northrup, Dr. Gary Perry, President Mark Rosenberg, and Dr. Earle Traynham. A quorum was established. Dr. Rodner Wright joined the meeting at 10:08.

2. Opening Statement

Chair of the Board of Governors Innovation and Online Committee Ned Lautenbach thanked the members for serving on the Task Force and stated that the State University System and Florida College system have made great progress in online education and many of the state's institutions are leaders in the country. He indicated that it was now time to step back and consider where the System should be in 2025, including number of students; online degrees; quality metrics; and cost.

Chair Hitt stated that the Task Force would do well to organize its work around the three primary elements in the charge to the Task Force - Quality, Access, and Affordability. He said his sense was that the system was making great progress, but had not articulated goals or strategies for online education.

3. Background Information:

Dr. Nancy McKee presented the following data from the 2013-14 Accountability Report and 2014-15 System Summary of University Work Plans:

- The percentage of course sections delivered through distance learning had increased from 9% in 2011-12 to 12% in 2013-14.
- The percentage of headcounts enrolled only in distance learning courses had increased from 7% in 2011-12 to 9% in 2013-14.
- Approximately 30,000 students were enrolled in only distance learning courses in 2013-14.
- The percentage of students enrolled in some (but not only) distance learning courses had increased from 37% in 2011-12 to 45% in 2013-14.
- A total of 54% of students in 2013-14 had taken at least one distance learning course, using Florida's statutory definition of distance learning - at least 80% of the direct instruction of the courses is delivered using some form of technology when the

- student and instructor are separated by time or space, or both.
- Florida was second in the country in terms of distance learning headcount, using data from the Integrated Postsecondary Education Data System (IPEDS). She said IPEDS defines distance learning as content that is delivered 100% via distance education, while Florida uses 80%.
 - The percentage of full-time-equivalent (FTE) students in distance learning in SUS Educational and General courses increased from 15% in 2011-12 to 20% in 2013-14. Educational and General courses and programs are state-funded. She explained that some universities provide some of their distance learning courses and programs through continuing education; such courses and programs are not eligible for state funding. Dr. McKee said in the SUS, 40 credit hours equals one FTE, while in the Florida College System, 30 credit hours equals one FTE. Any comparisons of the two systems would require a conversion in the calculation of FTE to ensure apple-to-apple comparisons.
 - The System Summary of University Annual Work Plans revealed that the system is expected to increase the percentage of undergraduate FTE in distance learning courses from 18% in 2012-13 to 24% in 2016-17, and from 17% in graduate FTE in 2012-13 to 23% in 2016-17.

Dr. McKee stated that at the February 2013 meeting of the Board of Governors, the Board directed the Chancellor to create a task force to determine ways in which services and online degree programs could be better coordinated to ensure state and student needs were met in a cost-efficient and effective manner. The Task Force for Postsecondary Online Education in Florida was chaired by Dr. Joel Hartman, University of Central Florida, and its membership included representatives from universities, institutions in the Florida College System, private sector institutions, the Florida Virtual Campus, and the Department of Economic Opportunity. She presented the findings and recommendations of the Task Force and explained the implementation status of the recommendations.

One of the recommendations of the Task Force for Postsecondary Online Education in Florida concerned data collection. In response to that recommendation, Dr. McKee indicated that the Board of Governors Office had created a Workgroup on Metrics for Online Education, which had met once so far and had recommended that, if the SUS Strategic Plan could contain only one metric related to online education, it should be based on credit hours. She stated that FTEs were calculated from credit hours and were reflective of the magnitude of activity in online education. She said the Workgroup had felt that one metric could not represent all of the diverse activities that are referred to as “online education” and discussed other metrics related to access, quality, and cost. She mentioned that the state does not have a definition of an “online program.” Once a definition has been established and an inventory created, a process for keeping the inventory up to date will need to be developed.

Dr. McKee explained that the Board’s 2015-16 Legislative Budget Request included a request for funds for faculty development for online education. Through a competitive procurement process, UCF was selected as the lead institution to provide training using a train-the-trainer approach for staff at both universities and colleges.

Dr. Northrup explained the Board's 2015-16 Legislative Budget Request for creating a student-centered online services environment, saying that the Florida Virtual Campus would be a hub for services related to distance learning. The concept is to have a one-stop shop for many services.

Dr. McKee referred members to the Complete Florida cost report, then explained the three recommendations in the letter Chancellor Criser and Chancellor Hanna sent to the chairs of the legislative appropriations committees, as required by Florida statutes. The first recommendation was to allow flexibility in the assessment and payment of fees not directly benefitting students who enroll fully in distance learning coursework. Task Force members discussed the recommendation, and Chair Hitt stated that his sense was that no one wanted to charge fees to students for services they cannot get, but this issue had a lot of complexities that need to be worked out.

Dr. McKee said the second recommendation was to research the potential for charging fixed or block tuition for competency-based programs. Dr. Northrup said the University of West Florida, Broward College, and Florida State College in Jacksonville are the public institutions in the state that are moving forward with competency-based education. She explained funding models for competency-based education used by some other institutions in the country.

The third recommendation was to plan for the development and delivery of shared distance learning programs for Complete Florida. Dr. Northrup stated that Complete Florida institutions have only had conversations about shared programs at this point and have not gone forward with developing them. She said the State of Georgia had a shared programs model that Complete Florida had reviewed closely.

4. Next Steps:

Chair Hitt indicated the work of the Task Force would be completed by the end of the year, if not earlier. Members self-organized into three workgroups:

Access: President Rosenberg (contact person), President Henningsen, and Dr. Traynham
Affordability: Dr. Northrup (contact person), President Bense and President Genshaft
Quality: Dr. Felton (contact person), Dr. Perry, and Dr. Wright

Chair Hitt said the next face-to-face meeting would be in March, with an interim report in February via a conference call, unless the Board has a face-to-face meeting in February, in which case the Task Force could meet face-to-face then, as well.

Chair Hitt said he would contact Jack Wilson to speak at a future Task Force meeting.

He encouraged the Affordability Workgroup to consider collaborative ventures, as well as both cost and price. Governor Lautenbach asked if fees could be considered by the Affordability Workgroup and Chair Hitt said yes.

Chair Hitt said that by the next meeting, the Workgroups need to show progress on their topics, then the Task Force will need to talk about the real Strategic Plan, establishing targets for

enrollment at both the graduate and undergraduate levels. He said members should think about how information is collected and the trajectories the universities are on.

President Rosenberg asked if UF Online would be included in the Strategic Plan. Chair Hitt said that UF Online is a part of the System and would need to be included in the Plan.

4. Concluding Remarks and Adjournment

The meeting was adjourned at 11:18 a.m.

John Hitt, Chair

Nancy C. McKee

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Task Force for Strategic Planning for Online Education
February 20, 2015**

SUBJECT: Status Reports of Workgroups

PROPOSED TASK FORCE ACTION

For information

BACKGROUND INFORMATION

At the January 21, 2015, meeting of the Task Force, three workgroups were formed (Access, Affordability, Quality), and each workgroup is scheduled to have a conference call prior to the Task Force's call on February 20:

- **February 12, 2015** - 2:00 p.m. - 3:00 p.m. Conference Call of Workgroup on Access. Dial-in Number: 1-888-670-3525. Participant Code: 288 760 1174 #
- **February 13, 2015** - 10:00 a.m. - 11:00 a.m Conference Call of Workgroup on Quality. Dial-in Number: 1-888-670-3525. Participant Code: 144 275 1317 #
- **February 13, 2015** - 4:30 p.m. - 5:30 p.m. Conference Call of Workgroup on Affordability. Dial-in Number: 1-888-670-3525. Participant Code: 677 341 5398 #

Each workgroup has been encouraged to consider innovative approaches to addressing its respective topics, including those that might require changes to statutes, regulations, and established processes.

During the Task Force meeting on February 20, each workgroup will give a status report on the following areas:

1. An outline of primary issues to be considered by the workgroup;
2. Initial list of suggested goals, outcomes, and/or strategies for the state;
3. Further areas of investigation, including additional information that may be needed.

Supporting Documentation Included: None

Facilitators/Presenters: Chair John Hitt and Workgroup Leads