



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
Task Force on Strategic Planning for Online Education
Marshall Student Center, Room 3700
University of South Florida
Tampa, FL
9:00 a.m. - 12:00 noon or upon adjournment
June 16, 2015

- | | | |
|----|--|---------------------|
| 1. | Call to Order and Opening Remarks | Chair John Hitt |
| 2. | Approval, Task Force Meeting Minutes
May 26, 2015 | Chair Hitt |
| 3. | Strategic Planning for Online Education | Chair Hitt |
| | a. Dr. Jack Wilson | |
| | b. Dr. Brit Kirwan | |
| | c. Comments/Q&A | |
| 4. | Updates/Discussion | Chair Hitt |
| | a. Workgroup on Access | President Rosenberg |
| | b. Workgroup on Affordability | Dr. Pam Northrup |
| | c. Workgroup on Quality | Dr. Shawn Felton |
| 5. | Milestones for Completing the Strategic Plan | Dr. Nancy McKee |
| 6. | Public Comment | Chair Hitt |
| 7. | Concluding Remarks and Adjournment | Chair Hitt |

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Task Force for Strategic Planning for Online Education
June 16, 2015**

SUBJECT: Approval of Minutes of Meeting held May 26, 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 May 26, 2015.

Supporting Documentation Included: Minutes: May 26, 2015

Facilitators/Presenters: Chair John Hitt

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
TASK FORCE ON STRATEGIC PLANNING FOR ONLINE EDUCATION
MEETING VIA CONFERENCE CALL
May 26, 2015

1. Call to Order

Chair Hitt convened the meeting at 3:01 p.m. on May 26, 2015, with the following members present: President Judy Bense, President Kent Fuchs, Dr. Pam Northrup, Dr. Sally McRorie, Dr. Gary Perry, President Rosenberg, and Dr. Earle Traynham. A quorum was established. Governor Ned Lautenbach was also in attendance.

2. Approval of Committee Meeting Minutes

Dr. Perry moved that the Committee approve the minutes of the meeting held on April 29, 2015, as presented. Dr. Traynham seconded the motion, and the members concurred.

3. Access

President Mark Rosenberg reported that the workgroup is recommending setting SUS enrollment targets for online student credit hours as a percentage of total projected student credit hours. The Board of Governors provided reports that used total planned enrollment as reported in the 2015 work plans. The workgroup recommends that annual increases in online student credit hours be based on the 2014 trend for distance learning growth, which will result in 40% of total projected student credit hours in 2024-25 being delivered online at the undergraduate level and about 34% at the graduate level. This increase comes from students enrolled in fully online degree programs and students taking individual courses online. This is the direction the workgroup plans to take, if the task force approves.

Regarding strategies, the workgroup believes that a variety of fully online degrees should be offered and is considering recommending that at least one fully online degree be offered in most 2 digit CIP codes by at least one university. He reported that the Board of Governors is getting data on fully online degrees currently offered. The workgroup also wants to address key operational issues for fully online degree programs, such as how to ensure retention of fully online degree students, how to provide for robust marketing and recruiting services for fully online degrees, and how to provide equivalent services for those students. Questions were raised that need to be addressed regarding both place-bound students and fully online degree students, including how to ensure sufficient faculty training, how to offer courses that can be completed in short periods of time, such as 6-8 weeks, how to increase productivity in course development and delivery through competency-based courses, adaptive learning and academic coaches.

The workgroup discussed issues of funding regarding enrollment targets. He said that institutions would need funding for additional faculty. He said the workgroup needs to find

out if there will be different levels of funding for developing, designing, and delivering of distance learning courses and also will there be additional recruiting and marketing costs that will need to be funded for fully online degrees.

The workgroup has not come up with a conclusion regarding whether place-bound and in-residence students need a minimum number of credit hours online similar to the summer requirement of nine credit hours. President Rosenberg stated that the workgroup is close to completing its specific recommendations and will be ready in accordance to the timeline.

Chair Hitt agreed that the percentage of credit hours offered online is a good measure of institutional engagement with distance learning and recommended that a target also be set using the actual number of credit hours in distance learning.

4. Quality

Dr. Perry reported that the workgroup has reviewed metrics that constitute a measure of quality. He said that most institutions in the state use the Quality Matters rubric, so the group plans to return with an enhanced version of that rubric.

The workgroup now has the results of the survey of universities and colleges, which will be incorporated into the report.

Dr. Perry said that survey results show differences in the ways universities and colleges offered professional development services. Universities rely more on departments to monitor quality, whereas colleges treat it as an institutional commitment. Dr. Perry said that the reason could be that online programs appear to be an addition to the mission of the universities since students take one or two classes rather than entire degree programs. Colleges see it as a critical part of their mission, which is reflected in technology support given to their faculty.

Dr. Perry stated that the 2025 goals and objectives are still under development. The goals include one for creating a culture of quality for online programs. One objective is to create a statewide awards system for online courses that are of exceptional quality. Other objectives and strategies include creating a coding system that allows coding for Quality Matters courses, and expanding support for professional development. The workgroup is also recommending creating online technology showcases for online faculty to share instructional strategies.

The second goal is to strengthen quality online courses through several objectives and strategies, which include conducting and sharing research about distance learning by creating a statewide distance learning research consortium, developing a vehicle to share best practices occurring in all institutions, ensuring the infrastructure is available to support online education, and determining licenses that could be obtained to improve the quality of the infrastructure. The group also recommends making online resources available for increased student success and creating a repository to share best practices.

He acknowledged Dr. Victoria Brown for her work.

5. Affordability

Dr. Pam Northrup said that the Affordability Workgroup has continued working on refining specific goals and strategies around three primary areas. She stated that similar issues are being discussed in other workgroups, but she plans to address them through a lens of affordability.

She explained that the workgroup focused on shared services from the beginning of their discussions. Members have discussed enhancing current institutional services, specifically student shared services for online students, and course development and design. The cost study identified costs associated with distance learning.

There are some costs that could be shared. Related to service sharing is the development of a common tool set that can enhance existing tool sets and minimize the cost of distance learning without reducing quality. She stated that the course catalog exists through Florida Virtual Campus and can be expanded. She also said that a best practices repository was also talked about and recommended in the report from the Task Force for Online Postsecondary Education in Florida. She explained that the concept of shared services, recommended by that task force, talked about an online marketplace where people could share services, tips, best practices, and even courses in which students could participate.

The workgroup is also looking at shared programs that are in high demand and have the capability of maintaining quality and creating efficiencies. She recommends looking at the Georgia e-major program for new niche areas to come together more quickly.

Another topic involves competency-based programs in areas of high demand in order to maintain quality and efficiency through an innovative model. She explained that quality is a huge component of the new design process for nontraditional learners to allow them to accelerate through degree programs and complete them more quickly.

The workgroup is also developing a recommendation for an experimental incubator project that could support emerging technologies and innovations. An early Parthenon report talked about lead institutions using different models to try to implement pilot programs. She also mentioned that distance learning fees were not a major area of focus, but they do plan on working on fees and expanding protocols on fees to address questions of variability of costs.

She concluded by suggesting that the task force develop a sustainability process so that institutions do not have to consistently ask the Legislature for funds.

6. Concluding Remarks and Adjournment

Chair Hitt opened the floor for public comment. There was none.

He mentioned that any questions directed at Dr. Wilson or Dr. Kirwan should be forwarded to him or Dr. McKee so the speakers may have them in advance of the June meeting.

Dr. McKee stated that the next face-to-face meeting is on June 16th, 2015, from 9:00 a.m.-12:00 noon at the University of South Florida and she will be sending an email with details about the meeting. Chair Hitt adjourned the meeting at 3:28 p.m.

John Hitt, Chair

Nancy C. McKee

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Task Force on Strategic Planning for Online Education
June 16, 2015**

SUBJECT: Strategic Planning for Online Education

PROPOSED TASK FORCE ACTION

For Discussion

BACKGROUND INFORMATION

Two nationally renowned leaders in academia, Dr. Jack Wilson and Dr. Brit Kirwan, will be sharing their thoughts and advice on strategic planning for online education. Brief biographies of both speakers are included in the agenda packet.

Supporting Documentation Included:	Biographies for Dr. Wilson and Dr. Kirwan
Facilitators/Presenters:	Chair Hitt, Dr. Wilson, Dr. Kirwan

Jack Wilson

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Expertise

Technological Entrepreneurship; Innovation; Research Commercialization; Governance, Structure, and Finance of the Research University; Educational Innovation, Online Education, and Technology in Higher Education.

Biosketch

Jack M. Wilson, Ph.D., is president emeritus of the University of Massachusetts and distinguished professor of Higher Education, Emerging Technologies and Innovation.

He serves on the board of the UMass Memorial Medical Center. He is the chair of the Department of Education's FIPSE Advisory Board and also past-chair of the New England Defense Technology Initiative. He served as the Chair of the national Commission on Innovation Competitiveness and Economic Prosperity (CICEP) which created several national reports on the role of research universities and economic development. He was the founding Chair of the Massachusetts Green High Performance Computing Center –a joint venture of the University, MIT, Harvard, Boston University, Northeastern, EMC, CISCO, and other smaller partners. He served on the National Security Higher Education Advisory Board to

Homeland Security, the FBI, and the CIA in order to address issues of research compliance, cyber-security, deemed exports, and student access.

He serves on the Advanced Cyber Security Center (ACSC) board, and is currently chairing a joint University-Industry task force on research collaboration involving the new England research universities and leading new England industries. He also chairs the Mass Tech Collaborative Advisory Board to the Innovation Institute which advises the Massachusetts Governor's Office on the distribution of matching capital to public and private universities to encourage the formation of high-tech clusters for economic development.

Wilson is a former professor of physics and served at nearly every level of academic administration from department chair to provost. Before coming to the University of Massachusetts, he was the J. Erik Jonsson '22 Distinguished Professor of Physics, Engineering Science, Information Technology, and Management at RPI. He is a private sector entrepreneur who founded the ILinc Corp –which he sold in 2000. He is a Fellow of the American Physical Society and has received many awards for his work in technology in education, higher education policy, and technology driven economic development.

Wilson established the Jack M. Wilson Presidential Scholarship Fund with a gift of an insurance policy worth \$1,775,000,-and augmented with other funds raised. The total value of the scholarship fund at his retirement as president in July of 2011 was over \$2.1 million.

In addition to his duties at the University, Wilson served as interim president of the Edward M. Kennedy Institute for the United States Senate in 2011-2012.

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UNIVERSITY SYSTEM OF MARYLAND

Kirwan to Step Down June 30

Chancellor William E. Kirwan Biography



William E. Kirwan, chancellor of the University System of Maryland since August 1, 2002, is a nationally recognized authority on critical issues shaping the higher education landscape. He served as president of Ohio State University for four years (1998-2002) and president of the University of Maryland, College Park for 10 years (1988-1998). Prior to his presidency, he was a member of the University of Maryland faculty for 24 years.

A respected academic leader, Dr. Kirwan is a sought-after speaker on a wide range of topics, including access and affordability, cost containment, diversity, innovation, higher education's role in economic development, and academic transformation. Along with his national and international presentations on key issues, Dr. Kirwan has authored many articles on issues in higher education and has been profiled and cited in academic and mainstream publications. In March 2013, he delivered the prestigious Robert H. Atwell Lecture at the 95th annual meeting of the American Council on Education.

Currently, Dr. Kirwan chairs the National Research Council Board of Higher Education and Workforce and co-chairs the Knight Commission on Intercollegiate Athletics. He also serves on the Business-Higher Education Forum.

In Maryland, Dr. Kirwan is a member of the boards of the Maryland Chamber of Commerce, Greater Baltimore Committee, Economic Alliance of Greater Baltimore, Maryland Business Roundtable for Education, and other organizations.

Among Dr. Kirwan's many honors is the 2010 TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence. Considered one of the nation's top higher education honors, this award recognizes leadership and commitment to higher education and contributions to the greater good.

In 2009, he received the Carnegie Corporation Leadership Award, which included a \$500,000 grant to fund USM academic priorities. The prestigious award recognizes higher education leaders who have demonstrated a commitment to excellence in several areas, including undergraduate education (teaching and research) and outreach to communities.

Among his several recent honors and awards are the:

- 2015 Lifetime Achievement Award in Education, Tech Council of Maryland
- 2014 Champion of Children Award, Maryland State Department of Education

- 2014 Regional Visionary Award, Greater Baltimore Committee
- 2012 Public Service Award, Maryland Chamber of Commerce

In 2007, Dr. Kirwan became the 16th recipient of the Maryland House of Delegates Speakers' Medallion in recognition of his service to the House and to the State of Maryland. He also received the Maryland Senate's First Citizen Award in 1998, in recognition of his commitment and service to the state.

Other awards include the 2008 Reginald H. Jones Distinguished Service Award from the National Action Council for Minorities in Engineering (NACME). The award honors individuals who have made significant contributions to increasing the representation of minorities in STEM (science, technology, engineering, and math) careers.

In 2002, Dr. Kirwan was elected to the American Academy of Arts and Sciences. He is a member of several honorary and professional societies, including Phi Beta Kappa, Phi Kappa Phi, the American Mathematical Society, and the Mathematical Association of America. A prolific scholar, he is co-editor of the book *Advances in Complex Analysis* and has published many articles on mathematical research.

Dr. Kirwan received his bachelor's degree in mathematics from the University of Kentucky and his master's and doctoral degrees in mathematics from Rutgers, The State University of New Jersey, in 1962 and 1964 respectively.

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Task Force on Strategic Planning for Online Education
June 16, 2015

SUBJECT: Updates/Discussion

PROPOSED TASK FORCE ACTION

For Discussion

BACKGROUND INFORMATION

The Task Force's three workgroups (Access, Affordability, and Quality) will have 20-30 minutes each to present information and solicit feedback from the full Task Force.

Supporting Documentation Included:

To be provided prior to or during meeting

Facilitators/Presenters:

Chair Hitt, President Rosenberg, Dr. Pam Northrup, Dr. Shawn Felton

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Task Force on Strategic Planning for Online Education
June 16, 2015**

SUBJECT: Milestones for Completing the Strategic Plan

PROPOSED TASK FORCE ACTION

For Information

BACKGROUND INFORMATION

June 30, 2015	Workgroup papers due to Nancy McKee
September 2, 2015	Task Force will discuss/revise draft Strategic Plan
November 4, 2015	Task Force will workshop its draft Plan with the Board of Governors Innovation and Online Committee

Supporting Documentation Included: None

Facilitators/Presenters: Dr. Nancy McKee