

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
INNOVATION AND ONLINE COMMITTEE  
FLORIDA INTERNATIONAL UNIVERSITY  
MIAMI, FL  
November 4, 2015

1. Call to Order

Chair Lautenbach convened the meeting at 10:19 a.m. on November 4, 2015, with the following members present: Governors Ed Morton, Dick Beard, Dean Colson, Wendy Link, Katherine Robinson, Pam Stewart, and Norman Tripp. A quorum was established. Other Board members present were Governors Matthew Carter, Patricia Frost, Tonnette Graham, H. Wayne Huizenga, and Alan Levine.

2. Approval of Committee Meeting Minutes

Governor Tripp moved that the committee approve the minutes of the meeting held on September 2, 2015, as presented. Governor Colson seconded the motion, and the members concurred.

3. Draft Strategic Plan for Online Education

Chair Lautenbach said that one year ago the Committee approved the creation of a Task Force to draft a Strategic Plan for Online Education for our consideration. He stated that the underlying premise was that a strategic plan was needed to guide the development of online education in the State University System, including the Board's development of policies and legislative budget requests.

Chair Lautenbach indicated that the Task Force was subsequently created and consisted of 13 people:

- Five university presidents
- One college president
- Four provosts
- One faculty representative
- One student representative
- One representative from the Florida Virtual Campus and Complete Florida

These Task Force members met either as a full group or as workgroups for a total of 22 times, with several meetings lasting up to three hours each. He said that Task Force members would present the goals, strategies, tactics, and performance metrics they are recommending for the Committee's consideration and approval.

President John Hitt, who chaired the Task Force, said that Florida is already a leader in distance learning, second only to Texas in the number of students enrolled in distance learning courses. In 2013-14, more than half of SUS students enrolled in distance learning courses, and 20% of student credit hours were generated in distance learning courses. He said the Plan presents all three elements of the proverbial iron triangle - quality, access, and affordability. He said the Task Force would be presenting a framework that will unite the System's talents and resources to expand opportunities for the citizens of Florida.

Dr. Shawn Felton, who chaired the Quality Workgroup of the Task Force, presented the two Quality goals in the Plan:

- The State University will create a culture of quality for online education.
- The State University System will provide a foundation for quality online education.

Matt Acevedo, Senior Instructional Designer at Florida International University, demonstrated a course that had met the standards of Quality Matters and won the Blackboard Exemplary Course Award.

Mr. Felton explained tactics that were recommended to ensure a culture of quality existed throughout the System: recognizing quality courses in the Florida Virtual Campus distance learning catalog, creating an award system for exceptional online courses, ensuring implementation of a quality rubric for all universities offering online courses, and comparing the success of online students with the success of students in primarily classroom courses. He emphasized the importance of professional development, research in online education, and an infrastructure to support the development and delivery of online education.

Dr. Andy McCollough, Associate Provost at the University of Florida, presented a demonstration of one of the student services available online at UF. He said online student services are critical for the success of students in the online environment.

President Mark Rosenberg, who chaired the Access Workgroup of the Task Force, presented the three Access goals:

- The State University System will increase access to and participation in online education.

- The State University System will create an environment favorable to the growth of online education.
- The State University System will harness the power of online education to help meet the economic development needs of the state.

He mentioned that credits in online education would have to double to meet the online enrollment goals in 2025. He said the Task Force had developed a number of tactics to help meet the goals. He mentioned the need to create an inventory of online programs, increase 2+2 collaboration, have aggressive statewide marketing, be attentive to the University of Florida's mandate for online education, obtain funding needed to expand online education, encourage innovations, pursue changes to the regulatory environment, be responsive to community needs, and ensure the use of need and demand data when considering programs for online education.

Governor Colson asked if the enrollment goal was aspirational or was there a demand for that level of online enrollment. Dr. Traynham said it was in part an ambitious goal and that as universities get better at offering online courses, they anticipate a greater demand for online classes from residential students.

Provost David noted that some students would not have the technology needed to take online courses, and President Rosenberg stated that the digital divide was real.

President Hitt said that 38% of UCF's credit hours are offered online and if the university's current online students took all their courses face-to-face, the university would need an additional two million square feet, according to the Board's formula for space allocation.

President Genshaft said many of the online students were military who get transferred out of state. President Bense noted that they do not anticipate a decline in face-to-face students, but, instead, there will be a new market for online enrollments. Governor Morton stated that online education opens opportunities for adults for second-career learning that they have not had before this point. Governor Levine stated that the marketplace will determine what the system has to do, making it necessary to be nimble.

Dr. Pam Northrup, who chaired the Affordability Workgroup of the Task Force, explained the four Affordability goals:

- The State University System will enhance shared services to support online program development and delivery costs.
- The State University System will reduce the costs of educational materials for students.

- The State University System will adopt innovative instructional models to create instructional efficiencies.
- The State University System will determine the costs of online education campus-by-campus.

Dr. Northrup demonstrated services and resources available to the SUS and Florida College System institutions through the Florida Virtual Campus. She said that, to the extent possible, the tactics included in the Affordability section emphasize “sharing.” She explained each of the strategies in the Plan: enhancing shared support services for online students, developing a common toolset for online course design and delivery, developing a statewide model for the use of eTextbooks and other open educational resources, implementing innovative instructional models, updating system-wide definitions of online education terms, and developing a model that captures each institution’s online education revenues and expenditures.

Governor Beard moved to recommend to the full Board the approval of the State University System’s *2025 Strategic Plan for Online Education*. Governor Link seconded the motion and members concurred.

#### 6. Concluding Remarks and Adjournment

Chair Lautenbach said that when the Board approved the *2025 System Strategic Plan*, it was with a distance learning/online education performance metric and goal that said, “To Be Determined: Recommendation from the Innovation and Online Committee Forthcoming.” He stated that the *Strategic Plan for Online Education* which the Committee just approved, had numerous performance indicators and goals in it. In January, one item on the agenda will be a discussion of which metric the Committee would recommend to the Strategic Planning Committee for inclusion in the Board’s SUS Strategic Plan.

He adjourned the meeting at 1:49 p.m.