

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
INNOVATION AND ONLINE COMMITTEE
UNIVERSITY OF CENTRAL FLORIDA
ORLANDO, FL
November 9, 2017

1. Call to Order

Chair Ned Lautenbach convened the meeting at 8:34 a.m. on November 9, 2017, with the following members present: Governors Ed Morton, Sydney Kitson, Wendy Link, Jay Patel, Pam Stewart, Norman Tripp, Gary Tyson, and Zach Zachariah. A quorum was established.

2. Approval of Committee Meeting Minutes

Governor Link moved that the committee approve the minutes of the meeting held on August 30, 2017, as presented. Governor Tyson seconded the motion, and the members concurred.

3. Status of the Implementation of the 2025 Strategic Plan for Online Education

Chair Lautenbach said that the Innovation and Online Committee and the full Board approved the 2025 Strategic Plan for Online Education two years ago, in November 2015; no other state had addressed online education in this depth at the system level with a plan that not only set goals and strategies, but also included specific tactics to guide its implementation. He asked Dr. Nancy McKee to provide the status of the plan's implementation, beginning with why the Board approved the plan and including the structure that is in place to ensure initiatives are moving forward.

Dr. McKee said that when the plan was adopted in 2015, there had been an increase in student demand for distance learning courses; 24% of undergraduate student full-time equivalent (FTE) enrollments were in distance learning, up from 14% just five years earlier. Florida was ranked second in the country in the number of students enrolled in distance learning courses, behind only Texas. She said that it was noted that students who supplemented classroom courses with distance learning courses graduated faster than those who did not. She stated that there were already over 300 online programs in 2015-16. There was also a question about whether online courses were of the same quality as classroom courses.

Dr. McKee said that universities' work plans project that 29% of system undergraduate FTE will be in distance learning courses in 2019-20, up from 24% in 2015-16, and 28% of graduate FTE will be in distance learning courses in 2019-20, up from 25% in 2015-16. The 2025 Strategic Plan for Online Education included a stretch goal of 40% of undergraduate credit hours being in distance learning courses by 2025, with the current projection showing that 37% will be reached by that time.

Dr. McKee said the plan contained a total of 9 goals, 15 strategies, and 49 tactics in the areas of quality, access, and affordability. She said that a steering committee of provosts, chaired by UF Provost Joe Glover, oversees the process and provides guidance to the Implementation Committee, which has representatives from all universities in the system and is being chaired by USF's Dr. Cindy DeLuca. The Implementation Committee has several workgroups that have been assigned responsibility for specific tactics. Dr. McKee indicated that 108 people have served on these various committees and workgroups, which have met, in total, over 120 times so far. She said this total does not include meetings that members have held on their respective campuses to obtain input and feedback, nor does the total include meetings the workgroup chairs have held with other groups, such as librarians and Chief Information Officers.

Dr. McKee provided the following information regarding implementation of the 49 tactics in the plan:

Quality

- The Steering Committee has approved a process for ensuring each institution has a course review process that is based on a comparable and documentable set of standards. Training materials are being developed and will be included in a professional development workshop in 2018.
- The proposal for a competitive awards program for faculty who have been designated as having high quality courses has been approved and the details of that process are being worked out.
- The Florida Virtual Campus (FLVC) is expanding its database so it can reflect if a course has been designated quality or high quality.
- In the Annual Report for Online Education presented to the committee in March, data showed that students in online courses were performing as well as those in classroom courses. Eighty-nine percent of students in classroom courses made grades of A, B, or C, and 88% of students in courses offered fully at a distance earned grades of A, B, or C.
- The Professional Development Workgroup is chaired by Dr. DeLuca.
- FLVC is hosting the network for instructional designers.
- A professional development workshop was held last year for distance learning leaders and there are plans to hold one annually.

- The University of Central Florida has been designated the lead institution on the professional development issues and UCF staff are working with other institutions and FLVC to develop a toolkit.
- The Quality Workgroup is in the process of developing a standard process, training materials, and a communication plan for the designation of Quality and High Quality courses. That system will then be incorporated into the professional development toolkit. The integration is planned for spring 2018 and training in June 2018.
- A course certifying faculty to teach online has already been developed and is a part of the toolkit.
- A research consortium has been created with membership from each of the SUS institutions and is being led by the University of Florida.
- Research-based best practices will be integrated into the annual conference that is being planned by the group responsible for encouraging the implementation of innovative practices.
- In August, the Innovation and Online Committee approved the creation of a licensing committee and the requesting of funds in the legislative budget request for the creation and maintenance of a website to reduce duplication of effort and assist in the reduction of spending in technology procurement. FLVC and the Florida College System will be included in these discussions; it is anticipated that the SUS can obtain better prices from vendors if all groups work together.
- The Infrastructure Workgroup, led by FIU's Joseph Riquelme, created a scorecard that institutions can use to do a self-evaluation of their technology. The scorecard includes quality indicators for operations, support, security policies, and disaster recovery.
- The Student Services Workgroup, led by FAU's Dr. Vicki Brown, developed a scorecard for institutions to use to assess the services provided to their online students. It addresses services provided in admissions, financial aid, preenrollment advising, veteran services, career counseling, orientation, postenrollment services, library, technology support, and graduate student support. This scorecard has already received national attention.

Access

- The Plan mentions the need to offer a broad range of online programs. The Board's applications staff is developing a database for the inventory of online programs to assist universities as they are considering whether to place a program online.
- Regarding the tactic to increase 2 + 2 collaborations, there is a recognition of the work being done by the Board's 2 + 2 Committee. There is no desire to duplicate the work of that committee nor to go in a different direction. UF's Dr. Andy McCollough, who chairs the Online Programs Workgroup, has reached out to the

Board staff who works with the 2 + 2 Committee to begin conversations so they can work together on those issues.

- The group has not begun addressing the tactics related to statewide marketing, although there are plans to begin those conversations within the next few months.
- Evie Cummings, the Director of UF Online, has been leading a system-wide effort to evaluate options for deployment of STEM labs for online students.
- The Cost of Online Education report was presented to the Innovation and Online Committee a year ago. A cost model did not exist nationally, so the workgroup had to create a common methodology and accounting structure to use in the calculations of cost. UWF's Dr. Pam Northrup chaired the Affordability Workgroup and led the effort to determine costs and draft the report. This report has gained attention from other states that are trying to document costs.
- The Innovation and Online Committee, as well as the full Board, approved as part of the legislative budget request a request for funding of innovative projects.
- The Regulations Workgroup was created to review four Board regulations mentioned in the Strategic Plan for Online Education. The workgroup recommended amending two of them and reviewing the other two at a later point. Both of the ones recommended for amendments – Board Regulations 6.016 and 7.006 - may need to be reviewed from a broader perspective, one that goes beyond online education. Dr. Jan Ignash will begin conversations to see if that is the case for Board Regulation 6.016, and the Board's Executive Staff will have those conversations concerning Board Regulation 7.006.
- Regarding the tactic that addresses economic development, distance learning staff has reached out to the Board staff responsible for economic development, offering to provide information and assistance as needed.
- Dr. McCollough has reached out to the chair of the Academic Programs Coordinating Committee to determine if the review of programs being considered for placement online could be undertaken by that group or under the direction of that group. They are in the beginning stages of those conversations.
- The FloridaShines.org website offers a wealth of information for students, such as exploring colleges and universities, how to pay for college, taking a course at another school, conducting searches of libraries, etc.
- The Quality Workgroup and the Steering Committee approved the concept of negotiating a statewide license for Quality Matters. Institutions that have their own quality rubrics will have an opportunity to show that their own rubrics are comparable to Quality Matters. FLVC is in negotiations now for a statewide agreement with Quality Matters for those institutions that wish to use it.
- The University of Florida is leading the effort to develop a repository of Master Courses in collaboration with other institutions, which faculty throughout the system will be able to access in full or in part to assist in their course design.

- The SUS selected Canvas to be its opt-in, common learning management system. Eleven universities have decided to either continue using Canvas or change to Canvas; the remaining university is currently piloting Canvas.
- In August, the Innovation and Online Committee and the full Board approved a legislative budget request for e-textbooks and open educational resources. Funds will be used for a repository and catalog tool that will make it easier for both faculty and students to find materials and for students to be billed for materials they choose. The workgroup anticipates that licenses will be negotiated to lower the costs of e-textbooks and other educational materials.
- In terms of system-wide definitions, efforts were made in the development of the cost report and the inventory of online programs to ensure the use of common terms and definitions.

Dr. McKee said that of the 49 tactics, the workgroups are going full-steam ahead on 31, are in the initial stages on 11, and will soon begin conversations on the remaining seven.

Governor Kuntz acknowledged the incredible progress that had been made on implementing the Strategic Plan for Online Education.

Governor Tyson said he agreed with Governor Kuntz's remarks and thought two aspects of this work were exceptional: recognition that this is experimental, and best practices are being learned across the system. He said that would not be possible if data were not consistent across universities and asked how data could be summarized for use by this Board. Governor Tyson requested data showing how online courses differ by university, by level within each university (undergraduate/graduate), and between majors and non-majors.

Governor Lautenbach said the Committee should take pride in what has happened with this initiative, the incredible work that has been done, and the collaborative nature of the work.

4. Concluding Remarks and Adjournment

Chair Lautenbach said that he had directed Dr. McKee to schedule a workshop in the spring so the committee can determine the status of each university's online program.

Chair Lautenbach adjourned the meeting at 9:16 a.m.

Ned Lautenbach, Chair

Nancy C. McKee, Ph.D.