

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
INNOVATION AND ONLINE COMMITTEE  
UNIVERSITY OF NORTH FLORIDA  
JACKSONVILLE, FL  
March 28, 2018

1. Call to Order

Chair Ed Morton convened the meeting at 8:33 a.m. on March 28, 2018, with the following members present: Governors Ed Morton, Sydney Kitson (joined meeting at 8:36), Tim Cerio, Jay Patel, Kishane Patel, Norman Tripp, Gary Tyson, Darlene Jordan, and Zach Zachariah (joined meeting at 8:36). A quorum was established.

2. Approval of Committee Meeting Minutes

Governor Norman Tripp moved that the committee approve the minutes of the January 25, 2017 meeting, as presented. Governor Jordan seconded the motion, and the members concurred.

3. SUS 2017 Annual Report for Online Education

Dr. Nancy McKee, Associate Vice Chancellor of Innovation and Online Education, presented the 2017 Annual Report. Dr. McKee stated that Florida ranked second in the nation for the number of students enrolled in distance learning courses and that 26% of undergraduate credit hours were in distance learning courses, with four universities having a percentage over 30%. Sixty-nine percent of undergraduate students took at least one distance learning course in the 2016-2017 academic year, with 10% of undergraduate students taking only distance learning courses. Dr. McKee said that 27% of graduate credit hours were offered via distance learning and 49% of graduate students took at least one distance learning course. Data on distance learning students revealed the following: (1) Distance learning students were older than on-campus students, an average age of 28 for undergraduate and 34 for graduate; (2) a majority were female (65%); and (3) most taking only distance learning courses were Florida residents (96%). Dr. McKee presented system data which reflected that students who took some distance learning courses were likely to graduate faster and have a higher GPA than students who opted to take none.

State universities that offer distance learning were accepted to participate in the State Authorization Reciprocity Agreement (SARA). Dr. McKee stated that SARA will enable

these universities to provide distance learning courses in other states in a more coordinated process, with no additional fee requirements.

Dr. McKee provided an update for the common learning management system, Canvas. Currently, all state universities are using Canvas, as well as 18 state colleges.

Chair Morton noted that the data seems to show that online education has the potential to accelerate graduation rates in the SUS. He asked the Committee to consider the impact of online education on the need for facilities, the cost of textbooks/education materials, and opportunities for continuing education.

Governor Gary Tyson moved that the Committee approve the State University System 2017 Annual Report for Online Education for consideration by the full Board of Governors. Governor Jordan seconded the motion, and the members concurred.

#### 4. Institutional Plans for Online Education

##### University of Central Florida

Dr. Tom Cavanagh, UCF Vice Provost for Digital Learning, stated that UCF's primary focus has been access, faculty development, and innovation. To meet the growing distance learning demand, UCF Online was developed to cater specifically to fully online students. UCF has been able to educate 20,000 additional students by utilizing digital learning. A high majority of UCF online students continue to be Florida residents (93%).

UCF has established professional development programs that respond to the need for increased faculty and student support. Each faculty member developing an online course is required to complete a rigorous 80-hour professional development program in a blended format so faculty may consider the role of an online student.

Dr. Cavanagh affirmed that system-wide initiatives, including the Teaching Online Preparation TOPKit, the Open Educational Resources Project, and the Quality Initiative have had the biggest impact on UCF faculty and students. UCF continues to establish partnerships with Florida state colleges for UCF's Transfer Connect program.

UCF's online courses have grown organically into programs which ensure market viability. New online programs are driven by market research that considers job demand and new partnerships with employers are being established.

##### University of West Florida

Dr. Pam Northrup, UWF Vice President of Research and Strategic Innovation, stated that UWF has 26 fully online programs, most in areas of strategic emphasis. These

programs are concentrated in cybersecurity which is a field with strong employment opportunities.

UWF's online focus the past two years has been developing no-cost courses for students, preparing to launch Canvas, and online accessibility. Currently, emphasis is being placed on launching a graduate program on Information Technology and Cybersecurity and training and supporting online faculty around quality standards. Additional growth is expected in online enrollments due to a commitment to establish new programs with new areas of emphasis based on student and employer demand.

Dr. Northrup noted the impact of the system-wide initiatives in online education, including the Teaching Online Preparation Toolkit (TOPKit), Florida Virtual Campus initiatives, and Quality Matters. Three new UWF initiatives include serving adult learners via Complete Florida, the Global Online Innovation Initiative, and the UWF Innovation Network, which partners UWF with 53 businesses and industries in cybersecurity, advanced manufacturing, robotics, and intelligence systems.

#### University of Florida

Dr. Andy McCollough, UF Associate Provost for Teaching and Technology, stated that growth in UF distance learning enrollments is the result of new online programs, new online sections and certificates, increased efficiency, and a new working model. At UF, Florida residents make up 90% of undergraduate distance learning students and 50% of graduate distance learning students. Seventy-five percent of online distance education fits within the areas of strategic emphasis and the university's plan is to offer more programs in these areas.

Dr. McCollough reported that UF's biggest challenges in implementing a high-quality online program has been cost containment, consistent quality oversight, assessment, and the campus culture. He discussed two key issues: (1) extending online education to STEM disciplines with lab experiences, and (2) enhancing distance learning student engagement with campus students and faculty. Student engagement is being promoted through The Plaza and UF Connection. Innovative strategies are being implemented in quality oversight, data analytics, and e-texts.

Dr. McCollough stressed the continued need for consistency in learning management systems and cost savings. He said that UF has increased the scale, consolidation of facilities, course repository, and redundancy of content to help cover the additional cost of developing and delivering online courses.

#### Florida International University

Mr. Joseph Riquelme, Assistant Vice President of FIU Online, believes that growth in enrollments for FIU Online will stem from a greater availability of fully online degree programs. Currently, there are 78 fully online degree programs and 41 degree

programs are in strategic emphasis areas. Fifty-eight percent of FIU students take at least one online course. Research is being done to identify the skill gaps in the Miami-Dade and Broward county workforce and degree programs that will address the gaps.

Mr. Riquelme said that the system-wide initiative that has had the most impact is the High Quality initiative which has supported work to align the Quality Matters standards with FIU standards. At this point, 333 courses have been QM certified. The new “Panther Quality” initiative will reward faculty for taking a proposed distance learning course through a peer-review process and getting the course QM-certified according to essential standards.

FIU is now partnering with the UCF TOPKit program and is collaborating with other state universities in the use of open educational resources that will save students in education costs. In addition, FIU will be pursuing an innovative online artificial intelligence and learning virtual assistant initiative and an adaptive learning initiative that will adapt courses to the way each individual student learns with tools that help the faculty personalize the course.

Mr. Riquelme reported that FIU has awarded over 4,500 online degrees. He emphasized that there is a continuing need for faculty professional development that will include university incentives that focus on quality and faculty effort.

#### University of South Florida

Dr. Cindy DeLuca, USF Associate Vice President for Innovative Education, reported that USF’s online program continues to focus on partnering with faculty to produce innovative courses, integrating the latest multimedia content and technologies, adhering to research-based practices in design and delivery, and fostering student success. Growth in online enrollments is being guided by market research that identifies programs with a strong employment demand. Currently, 68% of online programs are aligned with programs of strategic emphasis. USF students taking online courses are primarily Florida residents (93%).

Challenges to implementing a high-quality online program include: dedicated faculty time for online course development, designing online STEM labs, recruiting and retaining highly skilled instructional designers, balancing the need to create new online offerings with the need to enhance existing courses, and ever-changing technologies. To combat these challenges, USF has increased the time to convert a course to online to two semesters, is working with the UF to create STEM labs, is creating a masters in digital design and learning with the opportunity for USF employment in the field, is developing a set of standards and rubrics for each online course, and is partnering with other universities to keep up with technology changes.

Dr. Deluca anticipates that the open educational resources initiative (with USF as the lead) will have a significant impact and reported that the Textbook Affordability Program has saved students over \$1 million. High Quality and TOPKit have also been very effective initiatives.

#### Florida Atlantic University

Dr. Vicki Brown, FAU Assistant Provost for eLearning, reported on new online programs and marketing that are triggering growth in distance learning enrollments. FAU now offers 40 online degree programs and over 17,000 students are taking at least one online course each semester. Currently, 75% of online degree programs fall under one of FAU's areas of strategic emphasis.

To maintain the academic integrity of online courses and improve technology, FAU is focusing on the development of the quality review of online courses, a quality assurance model for programs, and enhanced student services for online students that mirror the services available to on-campus students.

System-wide initiatives that are being implemented include: the online student service scorecard, multiple accelerated terms, 2 + 2 collaborations, statewide licensing, state awards for high quality courses, open educational resources, shared language programs, and a research consortium. In the next two years, FAU will be creating innovative strategies for online delivery, reducing textbook costs, and continuing to expand the online degrees offered. Innovative distance learning programs or services that FAU will be pursuing are simulations, 3D interactive learning, augmented reality, gaming, open textbook design, and refining the rapid design processes.

#### University of North Florida

Dr. Deb Miller, UNF Senior Director for the Center for Instruction and Research Technology, reported that student interest and the addition of fully online degree programs is triggering growth in distance learning enrollments. UNF currently offers eight fully online degree programs and three graduate certificate programs. There were approximately 1200 students enrolled in online courses last year, with less than 50 from outside of Florida. While continuing to promote its core values of small class size, high faculty to student interaction, and community engagement, UNF is focusing on efforts to identify tools and strategies to improve learning and extend access and provide greater faculty development and support. An innovative online doctorate in nursing practice was highlighted.

UNF has implemented optional quality course reviews and is focused on offering online programs in education, health, and STEM. Additionally, UNF is reviewing CIP code gaps for the local and state workforce for future online program development, such as computer science, information technology, and engineering. Moving forward,

UNF has prioritized expanding student services, OER, QM certifications, blended learning, and high need degree programs.

#### Florida Gulf Coast University

Dr. James Llorens, FGCU Provost and Vice President for Academic Affairs, reported that online course growth is expected to come from student success and demand and from facility constraints and lack of classroom space on campus. While continuing to implement its strategic plan recommendations, FGCU maintains a focus on quality, access, and affordability. Currently, 15 percent of FGCU's degree programs are offered either partially or fully online. Dr. Llorens stated that the university continues to be challenged by the financial resources available for online education, the limited online academic degree inventory, and the campus's distributed model for online delivery. FGCU's decision not to implement a distinctive distance learning fee was discussed.

To enhance the delivery of online courses, FGCU is implementing a competency-based initiative and a student success initiative and is utilizing the Florida Virtual Campus and FloridaShines. Goals include: improving the 4-year graduation rate, facilitating degree completion, centralizing online delivery structure, and promoting a proactive use of FloridaShines.

#### Florida State University

Robert J. Fuselier, Jr., FSU Director for the Office of Distance learning, discussed the addition of new online courses and programs that include expanding the catalog of online programs and course offerings, updating the university's distance learning technology, and increasing adoption of Quality Matters rubrics for course quality assessment. Mr. Fuselier reported that many online programs now align with the Board of Governors Areas of Strategic Emphasis, including 5 STEM programs, 3 health programs, 3 education programs, and one GAP program. FSU is focusing on increasing its online general education courses to improve its 4-year graduation rates.

Mr. Fuselier said that the Quality Work Group, Consortia Pricing, and Open Education Resources are system-wide initiatives that will have the biggest impact at FSU. The university is also pursuing the expansion of tutoring services for online students.

Mr. Fuselier discussed the challenges of funding adequacy and the standardization of quality assessment tools. These challenges are being addressed through additional Educational and General funding allocations and through changes in quality and course designs while increasing the use of QM standards and rubrics for online courses. FSU is projecting that by 2020 its online undergraduate enrollment will reach 18% and graduate enrollment will reach 17%.

### Florida A & M University

Franzetta Fitz, FAMU Director of the Office of Instructional Technology, reported that FAMU's online programs and courses align with state and national employment needs in the critical areas of Nursing and Public Health, Pharmacy, Allied Health, Public Health, and Education. Economic development needs are being addressed through a Master of Business Administration and initiatives in Information Technology, Biology, Mathematics, Engineering, Economics, Business and Marketing. Currently, FAMU is offering 250 online courses and is projecting that by 2020 its online FTE enrollment will reach 20 %.

Ms. Fitz said that FAMU continues to focus on increasing general education and course offerings, training faculty, providing quality student support services, and hiring additional instructional designers. Moving forward, the plan is to offer 100% of general education courses online, further develop undergraduate degree programs, increase graduate course offerings, enhance faculty development programs, develop a high-quality faculty peer review process, and hire design and support professionals.

Ms. Fitz said that system-wide initiatives having the biggest impact on FAMU are collaboration in evaluating, recommending and purchasing software and services to ensure cost efficiencies and effectiveness, participation in SARA, development and utilization of a scorecard, and FloridaShines. She added that the primary challenge is to secure permanent funding for faculty hiring, development, and support, the development and review of courses, accessibility compliance, and new technologies.

### Florida Polytechnic University

Dr. Terry Parker, Florida Polytechnic University Provost, reported that Florida Polytechnic does not currently offer online courses because institutional efforts have focused on building degree programs, building faculty capacity, improving curriculum, expanding degrees, and focusing on student outcomes and experiences. Instead of having an online presence with courses, Florida Polytechnic makes use of state online resources, including FloridaShines, the TOPKit program, an online library, Canvas, and other initiatives relating to specific online programs. Dr. Parker said that academic resources continue to be evaluated for consideration of the development of online courses and programs and he hopes to plan and implement online courses during 2019-2020.

### New College of Florida

Dr. Barbara Feldman, NCF Provost and Vice President for Academic Affairs, reported that a new initiative will create a task force to develop a plan to participate in the 2025 Strategic Plan for Online Education with a focus on faculty development programs, online course options, and collaboration between New College and other universities. Dr. Feldman said that there are plans to hire a Distance learning Coordinator in the coming year. She said that to identify, access, and implement high quality and

affordable online content, the College will take advantage of new faculty hires who have online experience and intend to maximize existing alliances with Cross College Alliance (CCA) in Southwest Florida, the Consortium for Innovative Environments in Learning (CIEL), and the Council of Public Liberal Arts Colleges (COPLAC).

Governor Tyson requested additional information at the June meeting on the Council of Public Liberal Arts Colleges to hear about how member institutions cooperate and collaborate on online education initiatives.

#### 6. Concluding Remarks and Adjournment

Governor Morton adjourned the meeting at 12:32 p.m.

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Edward Morton, Chair

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Nancy C. McKee, Ph.D.