

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
INNOVATION AND ONLINE COMMITTEE  
MARCH 19, 2014

1. Call to Order and Opening Remarks

Chair Ned Lautenbach convened the meeting at 4:53 p.m. on March 19, 2014, with the following members present: Chair Ned Lautenbach, Vice Chair Ed Morton, Dick Beard, Manoj Chopra, Dean Colson, Tom Kuntz, Pam Stewart and Norm Tripp. A quorum was established.

2. Minutes

Mr. Tripp moved that the Committee approve the minutes of the meeting held on January 15, 2014, as presented. Mr. Colson seconded the motion. The members concurred.

3. Presentation on Complete Florida by Dr. Pam Northrup, University of West Florida

Chair Lautenbach introduced Dr. Pam Northrup, Associate Provost at the University of West Florida, to provide an update on Complete Florida, a statewide program launched in 2013 to recruit and retain adults to degree completion, streamline admissions and registration, reduce cost, and connect adults to careers. Dr. Northrup stated that the University of West Florida is the lead institution and is working with 11 public and private institutions in the university and college systems to implement the initiative. She said that the Florida Virtual Campus and the Board of Governors staff have been strong partners, as well as staff from the Florida College System, the Department of Economic Opportunity, and Dantes.

Dr. Northrup stated that Complete Florida has four strategies for success:

1. **Target Audience:** Complete Florida has a target audience of 2.2 million adults in the state who have some college, but no degree. Veterans, 33% of whom have some college, but no degree, are a priority.
2. **Targeted Curriculum:** Complete Florida's partner institutions have identified 50 existing, fully online associates and baccalaureate degree programs that are aligned with the job market and employment opportunities in the state.
3. **Partner Services:** As the lead institution, University of West Florida is providing statewide marketing, streamlining the application process, developing concierge-based student advising services, developing accelerated models, and connecting students to internships and jobs. Partner institutions will provide local marketing, admit and enroll students, deliver courses, and award degrees.
4. **Adult Student Experience:** Based on interviews and research, adult learners want a different experience than first-time-in-college freshmen. Complete Florida has identified key areas to improve the adult learning experience, including:

- a. A common marketplace to learn about degree options and job opportunities.
- b. A streamlined process for admission, such as readmission, conditional admission and a common application.
- c. The ability to accelerate completion, such as prior learning assessments, competency-based courses, and multiple start times – from six to ten opportunities – throughout the year. There will also be developmental Massive Open Online Courses (MOOCs) for those students who need them.
- d. A personalized experience, such as one coach (conciierge) per student and a statewide military coach.
- e. Support for finding jobs.

Dr. Northrup reiterated that Florida Virtual Campus has been a strong partner. FLVC offers many student services and has connections across the state which have facilitated implementation of the initiative.

Complete Florida launched in Spring 2014 with two programs – an Interdisciplinary Information Technology degree program and an RN to BSN degree program – at the University of West Florida. She said that all fifty programs will be up and running in the Fall of 2014.

Performance measures include entry attributes (number of credit hours and good standing), enrollment by institution, military and veteran participation, financial aid receipts, persistence, time to degree, graduation, and employment.

The goal for annual enrollment is 10,000 in five years and 20,000 in ten years. Institutions are providing capacity data to UWF to ensure appropriate distribution of students across Florida.

Vice Chair Morton asked if Complete Florida had reached out to the business community in an organized, methodical way. He pointed to a recent report by the Lumina Foundation which indicated a disconnect in perception between academia and the business community. According to a Gallup poll in the report, 85% of academia thought postsecondary education was doing a good job while just 11% of business executives thought the same thing. Dr. Northrup responded that the University of West Florida has one person dedicated to working with the business community across Florida and plans to expand that effort in the future.

Mr. Huizienga suggested reiterating the goal of degree completion throughout documentation of the program.

#### 4. Presentation on UF Online by Dr. Joe Glover, University of Florida

Chair Lautenbach introduced Dr. Joe Glover, Provost and Senior Vice President of Academic Affairs at the University of Florida, to provide an update on UF Online, an initiative launched in January 2014 to offer fully online, four-year baccalaureate degree programs.

Dr. Glover reported that Betty Phillips, who had served as Executive Director of UF Online since January, has since left the position to return to her research on personalized learning in Arizona. Dr. Glover assured the Board that her departure has not impacted implementation of the initiative which has been underway with a dedicated team of faculty, administrators, and staff since last summer. A search for a new Executive Director will be conducted.

Dr. Glover provided an overview of the organizational structure of UF Online, which includes an executive director and three associate directors, one for each of its core activities – course production, course management and student engagement. Dr. Glover emphasized the importance of student engagement to the success of online education. A separate Quality Assurance Group oversees all activities to ensure the degree programs meet high academic, production, and state-of-the-art technology standards.

Because of the tight timeline for implementation, UF Online entered into a partnership with Pearson Learning, which has extensive experience and expertise in online learning in postsecondary education. Pearson will provide the following services: Market research, marketing services, enrollment management support services, persistence/retention programs, proprietary digital content, on-demand student support, and joint research and support. Dr. Glover said there is an enormous need for research in online education, particularly with adaptive learning, and Pearson will be a partner in that effort.

He said that of the 583 students enrolled in UF Online, 296 are male and 287 female; 197 are full-time and 386 part-time; 539 are Florida residents; and 551 students are enrolled in upper division courses and 32 students in lower division courses. The majority of students – 401 – are enrolled in general business, while 65 students are enrolled in criminology, 62 in sports management, 43 in health education and behavior, and 12 in environmental management.

Dr. Glover said this is an enterprise being conducted by the entire University. The University of Florida builds online degree programs with existing faculty and there is wide participation throughout the university. The College of Agriculture offers 12 courses, the College of Architecture offers 4 courses, College of Business Administration offers 16 courses, the College of Fine Arts offers 2 courses, College Health and Human Performance offers 24 courses, and the College of Liberal Arts and Life Sciences offers 37 courses. An additional 26 new courses will begin this summer and 53 new courses will be added in the fall.

Mr. Levine asked if the curriculum is the same for both the residential and online degree programs. Dr. Glover said the degrees, faculty, and curriculum are the same for the degree programs offered both on campus and online. He also said that everything they are developing in the online programs has been useful to residential instruction, and vice versa.

Mr. Chopra asked if UF Online is providing additional training and resources for faculty. Dr. Glover said faculty who want to teach an online course are required to participate in a course in academic technology and pedagogy.

UF Online currently has 616 applications for summer and fall of 2014, including 92 freshmen and 524 transfer students. Another 470 applications are in various stages of completion.

Chair Mori Hosseini asked whether employability of graduates was a factor in determining online degree programs. Dr. Glover said the first set of degree programs were already available online, but future decisions about selecting a degree program for online delivery will be based on demand from students and employment opportunities for graduates.

Vice Chair Morton asked if there were concerns about the financial feasibility of the program because of the emphasis on out-of-state tuition in the business plan. Also, he observed that Pearson

constitutes 50% - 60% of the budget. Dr. Glover explained that Pearson is being paid a flat, decreasing fee in the first few years as the program is being developed but will be paid per student enrollment in future years. He also said that there is a substantial out-of-state and international market that Pearson is charged with pursuing.

He said that the University of Florida will add five degree programs next year – telecommunications, computer science, nursing, biology and psychology – and will continue to add five degree programs annually, up to 35. In ten years, the University of Florida anticipates annual enrollment of 24,000 students. Additionally, the University plans to expand availability of general education courses to university and college students throughout the state and dual enrollment courses to high school students throughout the state.

Dr. Glover explained that the strategies for success include vigorous recruitment, particularly with the freshmen market, development of high quality online student services that connect students to the University of Florida experience, high quality production values, energetic retention, coaching and tutoring through their partner Pearson, and leveraging of the University of Florida brand using both Pearson Learning and 160/90.

He said that primary challenges are marketing and recruitment of freshmen, student engagement, availability and development of analytic tools to track persistence and progress, and delivery of laboratories.

Performance measures include meeting the goals in the business plan, retention, appropriate progress to degree, student engagement and satisfaction, post-graduate employment, and employer satisfaction.

Dr. Glover identified potential areas of partnership with the Board of Governors. He suggested that UF Online could offer general education courses to students throughout the system which would reduce duplication in production. He also said research might be another area for partnership.

Mr. Levine asked if the University of Florida was looking at opportunities for patents, particularly regarding technology. Dr. Glover said the online learning tools and systems developed by the University would be proprietary intellectual property that could be commercialized and brought to market. One focus of the research will be personalized and adaptive learning. All of the research can be used to benefit the system.

Chair Lautenbach asked if the University had a proposal for research in online learning. Dr. Glover said he expects to develop a detailed research agenda over the next year. Chair Lautenbach indicated the Committee would like to see it.

In response to a question by Dr. Chopra, Dr. Glover indicated the University was not contemplating self-paced courses to accelerate time to degree.

Mr. Tripp asked if other universities would be included in the research plan. Dr. Glover said the University of Florida is collaborating with national organizations and would welcome collaboration with other state universities.

##### 5. Presentation on Implementation of the Postsecondary Task Force Report by Dr. Nancy McKee

Chair Lautenbach introduced Dr. Nancy McKee, Associate Vice Chancellor of the Board of Governors, to provide an update on the implementation of recommendations of the Task Force on Postsecondary Online Education in Florida.

Dr. McKee reported that implementation of all recommendations are on track.

Participating entities have agreed to the draft clarification of their roles and responsibilities and, as part of the Board's overall strategic planning efforts, Board staff have scheduled an internal meeting to begin discussions related to enrollment goals.

In a joint letter, Chancellor Criser and Chancellor Randy Hanna of the Florida College System asked the Board of Directors of the Florida Virtual Campus to develop strategies for developing a common online marketplace, coordinating the selection of an opt-in common learning management system, enhancing and expanding the online learning resources repository, and developing an effective practices repository. These issues are on the agenda of the FLVC Board of Directors' next quarterly meeting on April 30.

The Department of Economic Opportunity is developing webinars to train institutional staff in using enhanced labor market data to improve development and delivery of online programs. The webinars will be available this summer, and Board staff and Florida College System staff will work with institutions to ensure their staffs are aware of this training opportunity. The Department of Economic Opportunity has also offered to provide face-to-face training.

The legislative budget request was amended to include \$250,000 for the development of MOOCs.

Board staff and Florida College System staff have discussed the process for selecting a lead institution for the development of MOOCs and a lead institution for the establishment of a statewide faculty development center. Additionally, Board staff have met with staff of the Florida Virtual Campus and the Florida College System to start discussing data collection.

## 6. Concluding Remarks and Adjournment

Chair Lautenbach said the Innovation and Online Committee will have a workshop to learn about current and planned online education at the universities on May 8 at Florida Gulf Coast University. Chair Lautenbach adjourned the meeting at 5:56 pm.

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Ned Lautenbach, Chair

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Nancy C. McKee, Associate Vice Chancellor