MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
INNOVATION AND ONLINE COMMITTEE
UNIVERSITY OF WEST FLORIDA
PENSACOLA, FLORIDA
SEPTEMBER 18, 2014

1.   Call to Order and Opening Remarks

Chair Ned Lautenbach convened the meeting at 8:34 a.m. on September 18, 2014, with
the following members present: Vice Chair Edward Morton; Dick Beard; Tom Kuntz;
Wendy Link; and Pam Stewart, who was present by phone. A quorum was established.
Dean Colson joined the meeting at 8:41a.m.; Dr. Katherine Robinson at 8:46a.m.; and
Norman Tripp at 8:44 a.m.

2.   Approval of the Committee Minutes

Mr. Beard moved that the Committee approve the minutes of the meetings held on June
9, 2014, and June 19, 2014, as presented. Ms. Link seconded the motion, and the
members concurred.

3.   Committee Initiatives

   a. Update:

      Chair Lautenbach explained that in June the committee agreed to focus on five
      priorities for exploration during the upcoming year. The Committee will still
      move forward with the other issues that have been discussed, such as the
      recommendations made by the Task Force on Online Postsecondary Education
      in Florida, but the primary focus will be on the five priorities.

      Chair Lautenbach recognized Dr. Nancy McKee to provide the Committee with
      a brief update on the five priority issues to ensure that progress is being made.

      Dr. McKee stated that the five issues the board approved for exploration in
      June were a common learning management system, faculty training for online
      education, quality metrics for online education, strategic planning, and online
      programs and courses.

Regarding the first issue, Dr. McKee stated that in January the task force recommended that an opt-in common learning management system be explored for use by both the Florida College System and the State University System. She stated that in June the committee heard from the Chief Information Officer from the University System of Georgia, who shared the system's experiences with having a common LMS. She indicated that faculty and students in the State University System are being surveyed on their use of LMSs, and Chief Information Officers in both the State University System and Florida College System are being surveyed to obtain technical and background information on their primary LMSs. The Board Office has hired a consultant who will compile and analyze the surveys, and those results will be presented to the committee in November.

Dr. McKee said that in January, the task force also recommended that a lead institution be selected to provide faculty development for institutions in both systems. Working with staff from the Florida College System, the Board Office went through a competitive procurement process to select a lead institution. The University of Central Florida submitted the winning proposal, which was contingent on funding being provided for this issue.

She explained that the task force also recommended that consistent data be collected to measure online courses and programs in terms of cost, quality, and access. She said that a workgroup has been created that consists of representatives from academic leadership, distance learning experts, and institutional research staff from both the Florida College System and the State University System. The workgroup's purpose is to recommend performance measures for the State University System and individual institutions, and for specific data that needs to be collected, including what the definitions of that data should be.

Dr. McKee indicated that strategic planning is another of the Committee's priorities. Chair Lautenbach stated that the Innovation and Online Committee will be recommending a system metric for consideration by the Strategic Planning Committee for inclusion in the system's Strategic Plan. The Innovation and Online Committee will also be conducting research by gathering data and having discussions to develop a strategic plan specifically for online education that will support and compliment the system Strategic Plan.

For the update on activities related to the fifth priority of the Committee, online program and course offerings, Dr. McKee stated that the task force also recommended that labor market data be enhanced to facilitate the identification and development of online programs that address Florida's workforce needs.

She stated that in the Academic and Student Affairs Committee meeting, Dr. Ignash had mentioned that a workshop on enhanced labor market data was held for institutional academic leaders in both systems, in collaboration with the Department of Economic Opportunity.

Board staff is also working with the Florida College System staff on rules and regulations for accepting credit for online courses that were taken prior to admission to postsecondary institutions.

b. Faculty Development for Online Education:

Chair Lautenbach recognized Dr. Tom Cavanagh for a presentation on Faculty Development for Online Education.

Dr. Cavanagh stated that the purpose of his presentation concerns the task force report recommendation number 9, which was to develop a statewide faculty development center for online learning that would use a "train the trainer" approach for those people around the state responsible for training faculty who teach online courses.

Dr. Cavanagh said that UCF's proposal addressed requirements in the Invitation to Negotiate. He stated that first, it was necessary to create an online faculty development toolkit as a resource. Second, five annual workshops will be hosted in Orlando to bring together practitioners and others from around the state for discussions and training on how to leverage the resources of the toolkit to meet the needs of online faculty development on their own campuses. There also will be an umbrella of a community of practice, which will encompass all these initiatives. The community will consist of practitioners and colleagues who can talk about emerging issues and facilitate identifying those issues to address them more efficiently. The total cost for the program will be about $441,000 over the five-year period.

Chair Lautenbach thanked Dr. Cavanagh and President Hitt for taking the lead and responding quickly on this project and indicated the budget request for this issue was for $198,008, of which $60,912 is recurring funds. Ms. Link moved to approve the 2015-16 Legislative Budget Request for Faculty Development for Online Education. Mr. Beard seconded the motion. After discussion, members concurred.

Mr. Morton requested that a report be brought to the committee reflecting participation by other institutions, once the program is implemented. Chair Lautenbach agreed to the request.

c. Student-Centered Online Services Environment:

Chair Lautenbach stated that the task force had also recommended that a common online marketplace be established to facilitate student access to Florida's postsecondary online learning opportunities and the services students need to support them in the process. He stated that the next budget request focuses on those student-centered services and recognized Dr. Pam Northrup for her presentation.

Dr. Northrup said that she is representing the Complete Florida Plus program, which is the former Florida Virtual Campus. The budget proposal is for building a personalized educational system for students that will resemble a common marketplace. Existing services will be integrated and made more personalized, targeted, user-friendly, responsive, and analytics-driven.

Mr. Morton asked if the data elements include some of the items that the Board is tracking, such as probability of employment over a year and average starting salary. Dr. North replied that they can be included. She stated that once this infrastructure is built, those direct questions could be leveraged to try to figure out how best to provide that information. Mr. Morton said that he would like Dr. Northrup to take into consideration those kinds of data points so that students are as fully informed as they can possibly be. Dr. Northrup said that she will pull together teams in the institutions to figure out what needs to be included.

Chair Lautenbach stated that the total funding being requested was $2,203,000, of which $703,000 is recurring.

Mr. Beard moved to approve the 2015-16 Legislative Budget Request for Student-Centered Online Services Environment. Ms. Link seconded the motion, and the members concurred. Mr. Morton requested a follow-up to determine what the final data elements are for the program. Chair Lautenbach indicated that the data elements would be shared as soon as they have been decided.

4. Complete Florida Plus Program Legislative Budget Request for Libraries

Chair Lautenbach stated that the next presentation covers two budget requests for libraries and recognized Dr. Glover, in his role as Chair of the Florida Virtual Campus Board of Directors, to present those issues.

a. Integrated Library System:

Dr. Glover stated that both of the LBRs stem from legislative expectations that are actually in statute. The first one is for a next generation integrated library system. The Legislature asked that there be established an integrated library management system with associated services that all public postsecondary education institution academic libraries shall use for purposes of acquiring, cataloging, circulating, and tracking library material. He emphasized that this system would serve the entire State University System and also the Florida College System. He said that the current system in use is outdated.

b. e-Resources:

Dr. Glover said that the next request is also in response to legislative expectations. He said that the Legislature expects that when the Florida Virtual Campus provides a basic set of library resources, it will make them accessible to both delivery systems. As the two systems grew over the years, they acquired different sets of base resources, but now there is a legislative expectation that they be standardized. If the resources are standardized without additional funds, current resources would have to be cut. If this requirement had been implemented last year, the system would have had to cut vital engineering resources for students. The primary purpose is to provide uniform access to STEM resources to postsecondary students in the State University System and Florida College System. This request is for $2.25 million, all recurring funds. In addition to STEM e-resources, this request includes $250,000 to provide Florida Polytechnic University access to the e-resources made available by the Florida Virtual Campus, and about a million dollars to standardize multimedia resources across both delivery systems.

Mr. Morton inquired about the recurring cost of $50,000 for the integrated library system. Dr. Glover said that the $4.5 million cost is to acquire and install the next generation library system. The $50,000 recurring is to license material that must be on the system itself. Mr. Morton asked if the savings have been quantified. Dr. Glover indicated that, while savings are anticipated, they have not been quantified at this time. Mr. Morton indicated that he wants to know how the savings will be used and how they are earned. He would like a follow-up. Chair Lautenbach indicated that savings would be captured and tracked.

Mr. Beard asked if the budget being requested is for both systems or only for the State University System. Dr. Glover said that it was his understanding that, with the statutory change, it will be the responsibility of FLVC, which will now

reside at the University of West Florida, to fund services for both the Florida College System and the State University System. Chair Lautenbach confirmed that the Legislative Budget Request is for funding services for both systems.

Chair Lautenbach indicated that the funding being requested was for $4,550,000 for the Integrated Library System, with $50,000 of that amount being recurring funds. Mr. Tripp moved to recommend funding for the 2015-2016 Legislative Budget Request for the Integrated Library System. Mr. Morton seconded the motion, and the members concurred.

Chair Lautenbach stated that $2,250,000 was being requested for e-resources, all of which are recurring funds. Of that amount, $1,050,000 will be for STEM e-resources, $250,000 to get Polytechnic on board, and $950,000 for multimedia resources. Mr. Tripp moved to recommend the 2015-2016 Legislative Budget Request for e-resources to the Budget and Finance Committee for consideration. Mr. Morton seconded the motion, and the members concurred.

5.   Council for Academic Vice Presidents' Legislative Budget Request for Shared Academic Resources

Chair Lautenbach recognized Dr. Glover to present the Council for Academic Vice Presidents' LBR for shared academic resources for the State University System.

Dr. Glover stated that this is a single LBR with three different components.   One addresses the State University System Press of Florida and asks for an investment in production of e-textbooks, e-books, and e-journals. The second is to fund the activities of the Florida Academic Repository, which is an effort to provide a high density library storage facility that will have various consequences and benefits. For example, it will de-duplicate library holdings, free up campus space; reduce per volume storage cost; and reduce acquisition costs. The third component is to assist the state universities in the funding of STEM e-journals, which are critical for graduate education and research. This process of collaboration reduces costs across the system. He said that this LBR will improve the scholarship and research commercialization of the system. It is a way to organize and collaborate for increased efficiencies.

Mr. Huizenga inquired about the savings for each university when the high density storage library is built. Dr. Glover said that, to his knowledge, there has not been a study on savings. He said that UF, like other universities, would either have had to request funds for a new library or use a technology solution. This proposal is the modern solution being implemented throughout the country and is cost efficient and moves the libraries to the technological era. Mr. Huizenga said he wants to redirect money to benefit students in other programs in need. Dr. Glover stated that he would

ask staff to do a study on operating cost savings and would bring it back to the committee. He also stated that Chris Kinsley will have more information about the new facility in October. Chair Lautenbach clarified that the budget request being discussed is for a temporary facility, not for the permanent one.

Chair Lautenbach said that there would be three motions for the issues presented. The first request is for $690,074 for the SUS Press of Florida, of which $266,074 is recurring. Of this amount, $330,000 for the Inventory and Asset Management System; $227,037 is for the Orange Grove Text Plus Editor; and $133,037 is for the scientific e-journals project. Mr. Tripp moved to recommend the 2015-2016 Legislative Budget Request for the SUS Press of Florida. Mr. Beard seconded the motion, and the members concurred.

Chair Lautenbach stated that the second budget request was for the Florida Academic Repository for a cost of $1,112,798 recurring funds through 2017-18. Mr. Tripp moved to recommend the 2015-2016 Legislative Budget Request for the Florida Academic Repository. Mr. Beard seconded the motion, and the members concurred.

Chair Lautenbach stated that the third budget request is for collaborative purchases of STEM graduate and research e-journals, which is a 3-year request for $1.7 million this year and the two years thereafter. Mr. Tripp moved to recommend the 2015-2016 Legislative Budget Request for Collaborative Purchases of STEM Graduate and Research e-Journals for the State University System to the Budget and Finance Committee for consideration. Mr. Beard seconded the motion, and the members concurred.

6. <u>Research in Online Education</u>

Chair Lautenbach stated that at future meetings, the committee will hear about research that universities are conducting related to online education. Today, UF staff will share their research agenda for online education.

Dr. Glover stated that UF has invested in research into online education. He mentioned that four positions will be dedicated to the UF Online Learning Institute to push the research agenda. Another critical component of the research program is Unizin, the independent entity formed by a consortium of universities. Unizin's three goals are to acquire a common learning management system; build or acquire a data repository to store digital learning objects; and build, acquire, and conduct research into learning analytics.

Dr. Glover introduced Dr. Carole Beal, who is the new Director of UF's Online Learning Institute. Dr. Beal indicated the areas of focus for the research will be accountability; the connection between students' expectations and the online learning experience; the

link between neuroscience and education, and the "sweet spot" between personalized learning and prescriptive learning.

7.   Concluding Remarks and Adjournment

Mr. Beard asked for a roadmap of how all these items fit together. Chair Lautenbach responded that the task force had made several recommendations that the committee was addressing; these would be brought back to the committee to show how these items, which have been addressed separately today, fit together.

Chair Lautenbach adjourned the meeting at 9:54 a.m.

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Ned Lautenbach, Chair

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Nancy C. McKee, Ph.D.
Associate Vice Chancellor