Advisory Board for the Institute for Online Learning

Agenda and Meeting Materials
June 5, 2014

via Telephone Conference Call
Dial-in Number: 888-670-3525
Participant Code: 144 275 1317 #

AGENDA
Advisory Board for the Institute for Online Learning

By Telephone Conference Call
Dial-in Number: 888-670-3525; Participant Code: 144 275 1317 #

June 5, 2014
9:30 a.m. – 11:00 a.m. or upon adjournment

Vice Chair: Mr. Carlos Alfonso
Members: Mr. Ernie Friend, Mr. Ned Lautenbach, Dr. John Watret

1. **Call to Order and Opening Remarks**   **Vice Chair Carlos Alfonso**

2. **Minutes of Meeting held April 30, 2014**   **Vice Chair Alfonso**

3. **Update on Search for Executive Director of UF Online**   **Vice Chair Alfonso**

4. **Annual Report for UF Online**   **Vice Chair Alfonso**

5. **Operating Procedures**   **Vice Chair Alfonso**

6. **Election of Officers**   **Vice Chair Alfonso**

7. **Appointment of Advisory Board's Executive Director**   **Vice Chair Alfonso**

8. **Concluding Remarks and Adjournment**   **Vice Chair Alfonso**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
June 5, 2014

SUBJECT: Approval of Minutes of April 30, 2014, Meeting

PROPOSED ADVISORY BOARD ACTION

Approval of summary minutes of the meeting held in Gainesville, Florida, on April 30, 2014.

BACKGROUND INFORMATION

Advisory Board members will review and approve the summary minutes of the meeting held at the University of Florida in Gainesville on April 30, 2014.

Supporting Documentation Included: Summary Minutes for April 30, 2014

Facilitators/Presenters: Vice Chair Carlos Alfonso

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
ADVISORY BOARD FOR THE INSTITUTE FOR ONLINE LEARNING
MEETING
APRIL 30, 2014

1. Call to Order

    Vice Chair Carlos Alfonso convened the meeting at 10:30 a.m. on April 30, 2014, with the following members present: Ernie Friend, Ned Lautenbach and Dr. John Watret. A quorum was established.

2. Approval of Minutes

    Mr. Lautenbach moved that minutes be approved from the January 24, 2014, meeting of the Advisory Board. Mr. Friend seconded the motion and it passed unanimously.

3. Opening Remarks

    Vice Chair Alfonso welcomed the board members and introduced new board member Ned Lautenbach, who serves as Vice Chairman of the Innovation and Online Committee for the Florida Board of Governors. He also welcomed University of Florida Trustee Dave Thomas.

    Vice Chair Alfonso thanked Dr. Andy McCollough, Associate Provost for Teaching and Technology, for hosting the meeting at the University of Florida.

4. Executive Director of UF Online

    Vice Chair Alfonso asked Dr. McCollough to provide the Advisory Board with an update on the search for a new Executive Director of UF Online. Dr. McCollough said that a search firm had been hired, Parker Executive Search, and a Search Committee had been appointed. Vice Chair Alfonso suggested that, taking into consideration the experiences of the last search, the University of Florida reevaluate the job description, reporting structure and qualifications required for the position.

    Dr. Watret recommended that the title of Executive Director be changed to Dean.

5. Organizational Structure

    Dr. McCollough said the University of Florida is considering a change to the organizational structure originally proposed in the business plan. The new structure would consolidate all online programs, including undergraduate degree programs, graduate degree programs and flexible courses, under Distance Online. Coursera, not-for-credit courses and conferences would be organized together under Continuing Outreach. Finance, administration, information technology, faculty development, quality assurance and research would be service units to Distance Online and Continuing Outreach. All units would report to

Associate Provost for Distance and Continuing Education who reports to the Provost for Academic Affairs.

Consolidation may require new space to accommodate the operations. The university has identified 6,000 square feet that would be available for this purpose. Currently, the university is using around 50,000 square feet throughout the campus, but it is all space that is also being used for other purposes.

6. Majors

Dr. McCollough introduced Dr. Brian Harfe, Dean of the College of Liberal Arts & Sciences, who provided a status report on the online baccalaureate degree programs.

Five undergraduate degree programs were launched in spring 2014: Business Administration, Criminology & Law, Environmental Management, Health Education & Behavior and Sports Management.

The next five undergraduate degree programs to go online are Biology, Psychology, Telecommunications Media & Society, Computer Science and Geology. Psychology and Biology have the highest demand. Computer Science replaced Mechanical Engineering in the original plan. Geology was selected because 3-D printing allows labs to be conducted online and graduates have strong post-graduate success. In the third and fourth year, the goal is to add six programs each year. Since the plan was approved, Geography has been added to the offering for year three.

All programs will accept first-time-in-college students beginning in the fall of 2014 and all programs will accept transfer students beginning in fall 2015.

Mr. Lautenbach asked about assigning faculty and if they had capacity to grow online education. Dr. Harfe said assigning both faculty and advisors to teach the courses is a major part of the work and the institution has faculty to meet the growth.

Dr. Watret asked if faculty is paid supplements for teaching online courses (off-load). Mr. Harfe said faculty is currently being paid supplements to teach online courses, but the plan is to make teaching online courses part of their job requirements (in-load).

Mr. Friend asked if faculty would need to be located in Gainesville. Dr. Harfe said faculty can be located anywhere.

Vice Chair Alfonso and Mr. Lautenbach said they believe the lessons learned at the University of Florida should be shared across the system.

Dr. Harfe said UF Online has the potential for double majors and minors.

7. Course Production

   Dr. Harfe provided a status report on course production. In the spring, the University of Florida offered 78 courses, including 29 general education courses. The College of Liberal Arts and Sciences offered 40 of the courses. Fewer courses are offered online in the summer. More than 80% of the courses are offered in Canvas; remaining courses are being migrated to Canvas.

   Dr. McCollough said UF was actively pursuing licensing of general education courses.

   Mr. Lautenbach asked how difficult it is to migrate to a new learning management system. Mr. Eldayrie said changing the technology is not difficult, but training faculty and fostering a change in the culture is the challenge. It takes about a year to make the full transition. He also said a common repository would be helpful.

   Vice Chair Alfonso asked if Canvas provides an opportunity for more interactivity and personalized learning. Mr. Eldayrie said Canvas has functionality that will improve the learning environment.

8. Faculty Development

   Dr. Harfe provided a status report on faculty development. The Faculty Institute is required for faculty who want to teach online and the Teaching Assistant Institute is required for teaching assistants who teach online.

   Mr. Lautenbach asked what is taught in the Institute. Dr. Harfe said the Teaching Assistant Institute teaches teaching assistants the differences between teaching in person and online, such as the need to respond to emails in a timely manner, the modularization of the content, and the use of low stakes and more frequent assessments as opposed to eight weeks of instruction followed by a high stakes test. The course also teaches how to ensure students in the online environment remain engaged.

   Mr. Lautenbach asked if there are standard response times. Dr. Harfe said the programs and courses determine response times. In his course, emails had to receive a response within two days and assignments turned in on Sunday were graded by Thursday.

   Dr. Watret asked about the interaction between the faculty and the teaching assistants. Dr. Harfe said faculty decide how often to meet. In his course, he was one of four teaching assistants with 88 students and they met with the professor once a week in person to discuss problems and progress.

9. Information Technology Support

Dr. McCollough introduced Elias Eldayrie, Vice President and Chief Information Officer, who provided a status report on implementation of improvements in information technology for the UF Online.

Mr. Eldayrie indicated that his office worked with instructional designers and faculty to build the new courses. They trained faculty on new tools and technologies. They provided online students with virtual access to a computer lab with a variety of licensed software. They expanded technological support and helpdesk to 24/7 for online students. They adopted a new learning management system called Canvas and updated the email system for online students.

Vice Chair Alfonso asked if they are tracking faculty-to-student contacts. Mr. Eldayrie said Canvas provides analytics to run reports on student engagement and learning. He also said Canvas is working to develop more adaptive and personalized tools.

Mr. Friend asked if there is a course in data analytics. Mr. Eldayrie said there was a residential course, but not an online course.

Mr. Eldayrie said software vendors are shifting from single or bulk licenses to a subscription model and they continue to work through those complex contracting issues.

Dr. Harfe said the Geology program is currently using the 3D printer in the library, but is considering purchasing 3D printers.

10. Online Orientation

Dr. McCollough introduced Dr. Dave Kratzer, Vice President of Student Services, who introduced Ms. Jaime Gresley and Mr. Kris Klann to provide a status report on student services.

Ms. Gresley gave a status report on the online orientation. The online orientation is provided through Canvas. The online orientation has four modules, ten videos and more than 50 pages of information on academic and student services. Modules are designed in a linear fashion.

Vice Chair Alfonso asked if this information is provided to residential students. Ms. Gresley said the same information is provided in a different format.

Mr. Friend asked if the orientation is mandatory. Ms. Gresley said the orientation is mandatory, and Mr. Klann follows up with students who pause at some point in the process. She added that students must pass a test at the end in order to finish the orientation. Students in the face-to-face orientation cover the same material, but assignments are completed in a workbook.

Mr. Lautenbach asked how students get an ID card. Mr. Klann said students submit their applications, which are then verified in a video conference.

Ms. Gresley said about 120 students have completed the orientation, which was launched in the spring. At the end of the orientation, 94% of those students registered for classes compared to 98% of students who register for classes at the end of the face-to-face orientation.

11. Therapist Assisted Online

Dr. Sherry Benton, Director of the Counseling & Wellness Center, provided an overview of Therapist Assisted Online.

Therapist Assisted Online is an online, interactive tool that is used, in conjunction with a therapist, to treat anxiety among students at the University of Florida. The tool was piloted in fall 2013. The seven-week interactive programs include videos, weekly exercises and a weekly video conference with a counselor.

The online system is more effective than counselors alone.

Mr. Lautenbach asked how they know it is successful. Dr. Benton said the results are based on a survey tool called Behavior Health Measure-20.

Mr. Friend asked why it is more successful. Dr. Benton said students are more engaged because the therapist can see whether they completed their exercises.

Mr. Friend asked if it was available commercially. Dr. Benton said they are bringing the tool to market.

Dr. Benton said the program helps three times as many students at half the cost with outcomes that were twice as good.

12. Marketing, Recruitment & Retention

Dr. McCollough introduced representatives from Pearson Learning to give a status report on the marketing, recruitment and retention efforts. Pearson Learning is responsible for marketing and student acquisition.

Under marketing, Pearson is responsible for building the brand, web strategy, go-to-market planning and execution, and ongoing optimization. The marketing strategy is to build awareness of the brand and individual program offerings.

The University of Florida brand is well known. The focus of marketing is raising awareness of academic excellence. Early data indicates that the market is looking for specific programs so the strategy is adjusting based on that research. Requests for information are handled by Pearson, but students can apply directly to University of Florida without going through Pearson.

Dr. Watret asked if the request for information was driven primarily by the web or whether they offered other modes of contact. Pearson said most of the traffic was coming from the web but they also had a dedicated call center for phone inquiries.

The message is "Be Greater. Be a Gator." Pearson redesigned the web experience, maximized search engine marketing and developed branding materials for print and web advertising.

Dr. Watret asked if Pearson was buying leads. Pearson said they were not buying leads.

Mr. Lautenbach asked how much Pearson is being paid. Pearson is being paid based on a percentage of tuition.

Dave Thomas asked who is responsible for earned media. Dr. Evans said University Relations is responsible for press efforts.

Radio ads are being aired in Orlando, Jacksonville, San Diego, Atlanta and Norfolk. Pearson is also managing social media websites.

Dr. Watret asked why radio and not television. Pearson said radio has been successful in entering a market and testing messages over time. Television is more expensive but may become a more viable option in the future as the portfolio of programs grows.

Resources are allocated in-state and out-of-state to achieve the enrollment goals. Out-of-state leads represented 44% in the first quarter while in-state leads represented 50% in the second quarter.

Pearson has exceeded most benchmarks. Although the number of enrolled students is 69% of the goal, Pearson is expected to achieve the benchmark when summer enrollments are completed.

Mr. Lautenbach asked why students who are admitted do not enroll and if it is possible to determine if they went to another online school. Dr. Evans said cost is the number one reason why students who are admitted do not enroll. She said UF checks a national clearinghouse to see if applicants went to another institution.

Mr. Lautenbach suggested a simple survey. Pearson said they would conduct a non-enroll survey. They also said 75% of those admitted in the spring enrolled.

Dr. Watret asked about the profile of the 225 applicants who were admitted. Pearson said they were transfer students because they did not accept freshmen in the spring.

Mr. Lautenbach asked what percent of those who are accepted in residential programs enroll. Dr. Evans said 56% of freshman who are accepted enroll in the residential programs.

Mr. Lautenbach asked how many students are expected next year. Pearson said they expect 196 new students for fall term which would be 800 to 1000 total students.

Dr. Watret asked the timeframe for the benchmarks. Pearson said benchmarks are measured on the academic year.

Pearson operates a call center to provide student support and retention. Pearson does not provide academic advising, but coaches and supports students in any other way, often referring the student to specific offices at the university. Pearson monitors how often students log into a course and whether they are completing assignments.

Mr. Friend asked how they receive information about student engagement. Pearson said they receive information from the learning management system. Mr. Eldayrie said they send and receive information about student learning to develop analytics.

Dr. Watret asked what is done to improve retention. Pearson reaches out to students on the phone and students are usually receptive because they know their program coach.

Vice Chair Alfonso said retention data will be available in the next few weeks.

The university is also targeting virtual high schools.

Dr. McCollough said they are considering a 2+2 program for students who would have been accepted but the university lacked space for them. Those students would be accepted to UF Online for the first two years and then be allowed to transfer to the residential program for the last two years to complete their degree.

13. Admissions & Enrollment

Dr. Zina Evans, Vice President of Enrollment Management and Associate Provost, provided a status report on admissions and enrollment.

University of Florida has a one-stop-shop with four staff dedicated to processing applications for online students. Pearson Learning manages a call center with 16 staff dedicated to assisting students with recruitment, enrollment, and retention.

UF Online has had nearly 11,000 requests for information, 1193 transfer applicants and 114 freshman applicants. The greatest interest is coming from California, New York and Texas, as well as Florida's bordering states including Georgia. Of those requests, 63% have been from Florida residents. The majority are primarily completers. Almost one third of transfer students have already earned an associate degree.

Mr. Lautenbach asked how the demographics compare to residential programs. Dr. Evans said UF receives approximately 30,000 applications for first-time-in-college students and about 3,000 applications for transfer students per year for residential programs.

The most popular majors are Business Administration, Criminology & Law, and Health Education. They have received interest from all 50 states. International interest is growing. Applicants are also applying closer to the deadline.

Mr. Friend asked if the university stays in touch with students, if prerequisites are the reason for denial. Dr. Evans said UF is looking at conditional approval for situations like this.

The profile of the student is similar to the profile of the residential students. The majority of students will fall in the middle.

The university is considering three sessions within the fall and spring terms, including one 16-week term and two 8-week terms within the current semester timeframe.

Dr. Watret asked if the start and end dates for 16-week term and two 8-week terms are the same as the full semester to comply with financial aid requirements. Dr. Evans said start and end dates align for that reason.

Mr. Lautenbach asked if credits will transfer from online courses taken at another Florida institution. Dr. Evans said articulation agreements facilitate the transfer of students from one institution to another. In this situation, these students would be considered transient. Students must request approval for the credit and the process is the same for online and residential programs.

Mr. Lautenbach asked if they needed to do more in this area to facilitate the process. Dr. McKee said there is a common application for transient students already available through the Florida Virtual Campus.

Mr. Friend said, by state law, institutions are required to accept credit for courses with the same course number from other Florida public institutions.

Dr. Evans said students have to earn at least 25% of their credits from the institution where they will earn their degree.

Mr. Friend asked if online students will be invited to graduation ceremonies at the university. Dr. McCollough said students will be invited to participate in the commencement ceremony on campus. Dr. Evans said the commencement ceremony is also online.

14. <u>Finances & Tuition</u>

Mr. Matt Fajack, Vice President and Chief Financial Officer, provided a status report on the finances and tuition.

Revenue projections are aligned with the plan, although there were more in-state students and fewer out-of-state students.

In non-recurring costs, the university has incurred $1,483,594 in expenses. While expenditures are under budget now, more bills are coming in.

More courses were developed than originally planned, but many of them were low cost courses. The courses that require higher production, such as labs with computer simulations, have yet to be developed.

The university has been determining how much some expenditures should be borne by the online programs and how much by the university as a whole, which may also lower costs compared to the budget.

For recurring costs, delivery is on track but may end up slightly over budget because more courses were taught. Overall, the expectation is that recurring costs will come in close to budget.

Dr. McCollough said actual costs will align better to the budget when compared during a full fiscal year; this cost/budget comparison is only a partial year.

This year, faculty were paid a flat fee of $12,000 for a course, regardless of enrollment. The plan is to transition to $60 per student payment after the first two years.

Dr. McCollough said they are moving to a revenue-driven model so demand will drive payments to the colleges. Courses without demand will not be financially sustainable.

Vice Chair Alfonso said they should put employment statistics online to encourage students into majors with good postsecondary success.

The university is evaluating different tuition models, including block tuition, guaranteed or "frozen" tuition and a rebate. The university needs to better understand student trends to develop a model that will incentivize completion.

15. Concluding Remarks and Adjournment

Vice Chair Alfonso asked the group to review and provide feedback to Dr. Nancy McKee on the job description for the UF Online. He would like to have a comment list ready for the Search Committee to consider the next time it meets. Mr. Lautenbach suggested not limiting the search to academics, and Dr. Watret mentioned again that the title of "Dean" should be considered.

 He also asked the group to review and provide feedback to Dr. McKee on the operational procedures for the Advisory Board. They will be voted on in June.

Vice Chair Alfonso said he felt the implementation of UF Online remains on time and on budget. While the situation with the Executive Director was a disappointment, it has not impacted the implementation.

Vice Chair Alfonso adjourned the meeting at 3:00 pm.

_____
Carlos J. Alfonso, Vice Chair

_____
Nancy C. McKee, Interim Executive Director

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
June 5, 2014

SUBJECT: Update on Search for Executive Director of UF Online

___

PROPOSED ADVISORY BOARD ACTION

For Information

BACKGROUND INFORMATION

During the April 30, 2014, meeting of the Advisory Board, Vice Chair Alfonso requested that Advisory Board members give suggestions for the search process to Dr. Nancy McKee. Dr. McKee submitted the compiled suggestions to the Vice Chair, who forwarded them to the Chair of the Search Committee, Dr. John Kraft. The suggestions and their subsequent dispositions were:

- The search should not be limited to academics.

    (Dr. Kraft indicated that the intent is to consider academics and nonacademics for the position, and Dr. Joe Glover informed the search firm that the Search Committee "would like to see a robust pool, including non-academic professionals.")

- Changing one sentence in the job ad might increase the possibility of more people applying for the position: "The successful candidate will have experience in higher education as faculty and administrator as well as knowledge and proven managerial competence in online pedagogy and technology" should be changed to "The successful candidate will have experience in successfully managing large online programs and working with other departments and teams in creating new content."

    (Dr. Kraft indicated this change would not be difficult. Dr. Glover, who agreed the language could help increase the pool of applicants, said he would instruct the search firm to use the change in future advertisements and communications with potential candidates.)

- The position title should be changed to "Dean," rather than "Executive Director," in order to attract a more qualified applicant. Because the position is an academic administrative position, "Dean" would better fit the position requirements.

> (Dr. Kraft said the title change was beyond the scope of the Search Committee and asked that Dr. Glover respond. Dr. Glover indicated that, "Within the UF administrative structure, though, the title of 'Dean' really does not fit this position. 'Executive Director' is a recognized and prestigious title in university administration and should serve to attract a pool of highly qualified candidates.")

At the Advisory Board's meeting on June 5, the Advisory Board will be updated on the search for an Executive Director of UF Online.

Supporting Documentation Included: None

Facilitators/Presenters: Vice Chair Carlos Alfonso

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
June 5, 2014

SUBJECT: Annual Report for UF Online

PROPOSED ADVISORY BOARD ACTION

For Approval, contingent upon data being updated to incorporate June statistics and end-of-year financial performance.

BACKGROUND INFORMATION

The attached draft annual report reflects the plans, milestones, and status of UF Online's implementation during its first year of existence.

Supporting Documentation Included: Draft Annual Report for UF Online

Facilitators/Presenters: Vice Chair Carlos Alfonso

Annual Report on UF Online
by the Advisory Board for the Institute for Online Learning
June 2014

Executive Summary

Under Florida law, the Advisory Board for the Institute for Online Learning is required to monitor, evaluate and report on the implementation of the plan developed by the University of Florida to offer fully online baccalaureate degrees at an affordable cost. Based on a review of the data and information provided by the University of Florida, the Advisory Board has found that the implementation is on track, on time and on budget.

About the Legislation

Senate Bill 1076, signed into law in April 2013, established 12 standards for academic and research excellence to define preeminent public universities in Florida. The law directed the public postsecondary institution that achieves all 12 of the standards to develop and implement a plan to expand its offering of high quality, fully online baccalaureate degrees at an affordable cost. In June 2013, the Florida Board of Governors verified that the University of Florida was the only qualifying institution.

Under the law, the University of Florida is required to:
- Offer fully online baccalaureate degree programs beginning in January 2014,
- Accept qualified full-time, first-time-in-college students into fully online baccalaureate degree programs,
- Maintain the same rigorous criteria for admissions for fully online students,
- Apply the existing policy for accepting college credits of fully online students,
- Provide an online curriculum that is as rigorous as the on-campus curriculum,
- Offer multiple opportunities throughout the year for fully online students to enroll,

- Offer convenient locations for fully online students to fulfill requirements for site-based instruction, such as laboratories and clinical training, and
- Establish tuition at no more than 75% of residential tuition and include innovative pricing approaches.

About the Advisory Board

Senate Bill 1076 required the Board of Governors to convene an Advisory Board of five members to support development of a comprehensive plan to expand the offering of fully online baccalaureate degree programs. Specifically, the Advisory Board is required to:

- Offer expert advice, as requested by the university, in the development and implementation of a business plan to expand the offering of high quality, fully online baccalaureate degree programs.
- Advise the Board of Governors on the release of funding to the university upon approval by the Board of Governors of the plan developed by the university.
- Monitor, evaluate and report on the implementation of the plan to the Board of Governors, the Governor, the President of the Senate and the Speaker of the House of Representatives.

The Advisory Board is comprised of:

- The chair of the Board of Governors or the chair's permanent designee,
- A member with expertise in online learning, appointed by the Board of Governors,
- A member with expertise in global marketing, appointed by the Governor,
- A member with expertise in cloud virtualization, appointed by the President of the Senate, and
- A member with expertise in disruptive innovation, appointed by the Speaker of the House of Representatives.

Initial members of the Advisory Board were:

- John Rood, Florida Board of Governors Chairman of the Strategic Planning Committee, who served as the designee of the Chair of the Florida Board of Governors.
- Carlos Alfonso, former Chairman of the University of Florida Board of Trustees and founder and Chief Executive Officer of Alfonso Architects, who was appointed by the Speaker of the House Will Weatherford.
- Dr. John Watret, Chancellor of Embry-Riddle Worldwide, who was appointed by the Florida Board of Governors.
- Ernie Friend, Director of Academic Systems at Florida State College at Jacksonville, who was appointed by Senate President Don Gaetz.

The Advisory Board elected John Rood as Chair and Carlos Alfonso as Vice Chair, and appointed Dr. Nancy McKee, Board of Governors Associate Vice Chancellor, as Interim Executive Director.

In December 2013, John Rood resigned from the Florida Board of Governors and Vice Chair Carlos Alfonso assumed the responsibilities of chair.

In April 2014, Ned Lautenbach, Chairman of the Innovation and Online Committee for the Florida Board of Governors, joined the Advisory Board, replacing John Rood as the designee of the Chair of the Board of Governors.

Major Milestones of the Advisory Board

June 2013: The Florida Board of Governors designated the University of Florida as the qualifying postsecondary institution for the Institute for Online Learning.

August 2013: The Florida Board of Governors convened the Advisory Board.

August and

September 2013:   The Advisory Board provided feedback on the draft plans to the University of Florida during multiple meetings and conference calls.

September 16, 2013: The Advisory Board unanimously voted to recommend the final plan to the Florida Board of Governors.

September 27, 2013: The Board of Governors approved the University of Florida's plan.

December 2013:   The Advisory Board reviewed data and conducted a conference call with the University of Florida about the status of implementation.

January 31, 2014:   The Advisory Board issued a progress report indicating the project was on track, on time and on budget.

April 2014:   The Advisory Board reviewed data and conducted an onsite meeting with the University of Florida about the status of implementation.

June 2014:   The Advisory Board approved the annual report for UF Online, indicating the project remains on track, on time and on budget..

Highlights of the Approved Plan

Under the approved comprehensive business plan, the University of Florida will:
- Establish five fully online baccalaureate degree programs by January 2014,
- Expand the offering of online baccalaureate degrees to 35 by 2019, adding five new programs annually,
- Produce 40 general education courses by Fall 2014, 22 of which will be available in January 2014,

- Introduce a new learning management system to improve analytics on student learning,
- Provide extensive training for faculty and teaching assistants,
- Invest in support services to ensure success of online students,
- Provide 24/7 information technology support,
- Implement a comprehensive program to recruit and retain students,
- Launch a marketing plan to brand University of Florida Online,
- Implement pilot programs to explore innovations in learning, including adaptive learning, modular terms, social learning, mobile learning, personalized pathways and competency-based learning,
- Implement pilot programs to explore innovations in tuition structure, including block tuition, annual tuition, and differential tuition by degree, hours enrolled and grade/ grade improvement,
- Establish a budgeting model that reduces cost-per-pupil as enrollment grows.

Status of Implementation

Organizational Structure

The approved business plan established UF Online under the Provost for Academic Affairs. This centralized office is responsible for production and management of courses, coordination of student retention services, faculty development for online education and quality assurance. Faculty within the colleges control content, deliver instruction and award credit. Divisions, including information technology, enrollment management, student services and undergraduate affairs, provide services.

The plan called for UF Online to be led by an Executive Director. After a nationwide search, the university hired Dr. Betty Phillips, former provost of Arizona State University. Dr. Phillips served in the post from January 1, 2014, to March 1, 2014, when she decided to return to her research in personalized learning.

The University of Florida is currently reevaluating the original organizational structure. The new structure would consolidate all online degree programs, including undergraduate, graduate and flex course programs, under the centralized office. The partnership with Coursera, conferences and not-for-credit courses, would also be managed under the centralized office. The new organizational structure also includes a research institute.

The University of Florida is also reevaluating the job description of the Executive Director based on the new organizational structure.

Since the legislation was enacted, the implementation has been led by Associate Provost Dr. Andy McCollough with a team of University leaders, faculty and creative professionals.

Despite challenges finalizing the organizational structure, the University of Florida has successfully implemented the plan to launch UF Online on time and under budget.

Online Degrees

The original plan called for the University of Florida to launch 35 degree programs online by academic year 2018-2019.

The University of Florida successfully launched five fully online baccalaureate degree programs in January 2014. The degree programs are a Bachelor of Arts in Business Administration, Bachelor of Science in Health Education & Behavior, Bachelor of Science in Sport Management, Bachelor of Arts in Criminology & Law, and Bachelor of Science in Interdisciplinary Studies – Environmental Management in Agriculture & Natural Resources. These baccalaureate programs were existing 2+2 completion programs which offered upper division courses for students with an Associate Degree. Some adjustments have been made to the plan for degree programs in future years, which are detailed in the chart below.

2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Business Administration	Biology	Industrial Engineering	Civil Engineering	Chemical Engineering	Food Science & Human Nutrition
Sports Management	Psychology	Accounting	Public Relations	Journalism	Economics
Criminology & Law	Telecommuni-cations	Sociology	Elementary Education	Architecture	Electrical & Computer Engineering
Health Education	Geology ~~Mechanical Engineering~~	Nursing ~~Microbiology& Cell Science~~	Microbiology& Cell Science ~~Chemistry~~	~~Computer Science~~	Animal Science
Environmental Management	Computer Science ~~Nursing~~	Political Science ~~Physiology & Kinesiology~~	Physiology & Kinesiology ~~Health Science~~	~~Political Science~~	History
		Geography	Mechanical Engineering		

Two new degree programs were added to the plan. Geology will be offered beginning in 2014-2015 and Geography will be offered beginning in the 2015-2016 academic year.

UF Online is on track to add five new baccalaureate degree programs for the 2014-2015 school year. Those programs include Biology, Psychology and Telecommunications Media and Society. Nursing and Mechanical Engineering, which were in the original plan, were replaced by Computer Science and Geology.

Biology and Psychology are the most popular degree programs on campus. The launch of Computer Science was accelerated by three years based on student demand and workforce needs. Geology was added because graduates have a high rate of success in the job market and challenges with laboratories were overcome with the innovative use of 3D printing to replicate rocks used for experiments.

The planned launch of several degree programs has been adjusted:
- Political Science moves up two years, from 2017-2018 to 2015-2016;

- Nursing moves back one year, from 2014-2015 to 2015-2016;
- Microbiology & Cell Science and Physiology & Kinesiology move back one year, from 2015-2016 to 2016-2017; and
- Mechanical Engineering moves back two years, from 2014-2015 to 2016-2017.

Two programs in the original plan – Chemistry and Health Science both contemplated for launch in 2016 – 2017 – are being reevaluated for delivery in later years.

Changes to the selection of online degree programs are based on student demand, workforce demand, and ability to deliver an online program comparable to an on-campus program.

Course Production

UF Online has produced 78 new or redesigned courses, which is significantly more than the 48 courses proposed in the plan. The offering includes 30 general education courses and 48 upper division courses for degree programs. Of the total, 33 were existing courses in the 2+2 degree completion program that were redesigned to improve the student learning experience.

The University of Florida is producing an additional 22 online courses for launch in Fall 2014, including seven in Psychology, four each in Biology, Telecommunications and Computer Science, and three in Geology.

The average cost to develop and produce a three-credit course is $21,000, which is well below the average cost of $36,500 estimated in the plan. However, it should be noted that the cost for courses will increase as more features are added during the next year. Additionally, the average cost of courses is expected to rise next year with the production of new lab and STEM courses which typically cost more to develop.

Faculty/Teaching Assistant Development

The University of Florida hosted a conference on online learning on December 4, 2013. More than 300 members of the faculty participated in the event, which included presentations, panel discussions and collaborative workshops.

UF Online requires faculty to complete the Faculty Institute, which is an online, 8-10 hour, self-paced course on online teaching. Previously, the training was optional.

The University of Florida Online launched a new Teaching Assistant Institute which is required professional development for teaching assistants before supporting an online course. The professional development program teaches assistants how to provide a high quality learning experience in an online environment, including managing content modules, the importance of timely responses to students, and the use of more frequent low stakes assessments to maintain student engagement and progress.

Student Affairs

The University of Florida launched an online orientation for students enrolling in the fully online, four-year baccalaureate programs. The orientation consists of four modules, ten videos and more than 50 pages of information. To apply for their student identification cards, students must earn an 80% or higher on a quiz at the end of orientation. The University of Florida authenticates student identity using video conferencing.

Approximately 120 students have completed the online orientation to date. At the end of orientation, 94% of students registered for classes, close to the 98% rate of students who register for classes after the face-to-face orientation.

Information Technology

UF Online has made significant improvements in its information technology infrastructure and support services, including:

- Converting 80% of the online courses to a new learning management system, Canvas;
- Training faculty to use the new learning management system;
- Creating a virtual computer lab where fully online students can access licensed software for free;
- Providing fully online students with Microsoft Office 365;
- Expanding helpdesk services to provide 24/7 technological support; and
- Updating the email system for fully online students.

The university continues to work through complex contracting issues which are the result of a shift in the software industry from bulk or per license purchasing to subscription based models.

Marketing, Recruitment and Retention

The University of Florida partnered with Pearson Learning to provide marketing and recruitment of fully online students. Pearson also provides support services to engage and retain students.

Pearson Learning manages a call center located in Orlando with 16 staff dedicated to recruitment, enrollment, and retention for UF Online.

Pearson redesigned the website and developed branding with an integrated message used across multiple mediums: "Be Better. Be a Gator." Pearson is managing social media and optimizing search engine marketing. Radio ads are being broadcast in Orlando, Jacksonville, San Diego, Atlanta and Norfolk media markets.

Pearson is on track to meet or exceed benchmarks for performance.

Enrollment

In spring 2014, UF Online had enrolled 596 students, including 94 new transfer students and 502 students who were migrated from existing online 2+2 completion programs.

University of Florida established a "one-stop-shop" with four full-time employees dedicated to processing applications for online students.

As of April 30, 2013, the University of Florida Online had received more than 11,000 requests for information from prospective students. Nearly two-thirds of prospective students were Florida residents. The greatest interest from outside the state came from California, Georgia, New York and Texas.

Of the pool of prospective students, 25% were first-time-in-college students and 75% were transfer students. Of the transfer students, 32% had already attained an Associate Degree. Degree programs in Business, Criminology and Health Education continue to garner the highest interest of prospective students.

As of April 30, 2013, the University of Florida had received 839 applications for the fully online four year baccalaureate programs, including 104 applications from first-time-in-college students and 735 applications from transfer students, for the 2014-2015 academic year. For first-time-in-college applicants, 15 were admitted, 29 were denied and 60 were under review. For transfer applicants, 113 were admitted, 154 were denied and 468 were under review.

UF Online is evaluating the ability to offer three sessions, including one 16-week session and two 8-week sessions, within the semester.

Tuition

The University is exploring innovative approaches for setting tuition to incentivize acceleration and completion, including block tuition, guarantee fixed tuition and a graduation rebate program.

Revenue and Budget

As of April 30, 2014, UF Online has exceeded projected revenues and remains well under budget for 2013-2014.

The migration of students from the 2+2 completion programs into UF Online caused a significant increase in the revenue from initial projections. These students received the reduced tuition and fees required under the law, providing them with a significant cut in their costs.

Revenue	2013-2014 Projection	2013-2014 Actual	Actual as a Percent of Projection
Tuition			
In-State	$ 115,840	$ 549,511	474%
Out-of-State	$ 159,840	$ 32,186	20%
Financial Aid	$ (7,352)		0%
Subtotal	**$ 268,328**	**$ 581,697**	**217%**
Fees			
Technology	$ 7,352	$ 23,142	315%
Capital Improvement Trust Fund	$ 9,467	$ 35,537	375%
Financial Aid	$ 7,352	$ 34,601	471%
Subtotal	**$ 24,171**	**$ 93,280**	**386%**
State Subsidy	**$ 15,000,000**	**$ 15,000,000**	**100%**
Total	**$ 15,292,499**	**$ 15,674,977**	**103%**

The cost of enrollment management increased due to start-up marketing expenses. The cost of overhead, facilities operations, library and student services primarily increased due to the migration of students in the 2+2 completion programs to UF Online. While additional expenses will be paid through the end of the fiscal year, the total cost is expected to remain under budget.

Expenses	2013-2014 Budget	2013-2014 Expenditures	Expenditures as a Percent of the Budget
Non-Recurring Expenses			
Initial Production	$ 1,044,000	$ 552,802	53%
Upgrades	$ -	$ -	
Equipment	$ 500,000	$ 51,609	10%
Enrollment Management & Marketing	$ 600,000	$ 678,332	113%
Student Services	$ 400,000	$ 178,897	45%
Technology	$ 1,000,000	$ 21,955	2%
Facilities Debt Service	$ -	$ -	
Overhead	$ 189,274	$ 189,274	100%
Subtotal	**$ 3,733,274**	**$ 1,672,869**	**45%**
Recurring Expenses			
Delivery	$ 570,000	$ 425,663	75%
Direct Administration	$ 520,000	$ 244,150	47%
Enrollment Management & Marketing	$ 449,169	$ -	0%
P3	$ 3,641,408	$ 3,500,000	96%
Overhead	$ 75,826	$ 81,836	108%
Technology	$ 1,197,471	$ 23,051	2%
Facilities Operations	$ 31,798	$ 34,318	108%
Library	$ 16,663	$ 17,984	108%
Student Services	$ 29,352	$ 31,678	108%
Subtotal	**$ 6,531,687**	**$ 4,358,680**	**67%**
Total	**$ 10,264,961**	**$ 6,031,549**	**59%**

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
June 5, 2014

SUBJECT: Operating Procedures

PROPOSED ADVISORY BOARD ACTION

For Approval.

BACKGROUND INFORMATION

To assist the Advisory Board in its development as an organization, draft Operating Procedures are attached for review and approval.

One issue that the Advisory Board needs to discuss is the length of the terms to be served by the Chair and Vice Chair. During its meeting on August 7, 2013, the Advisory Board approved a two-year term of office for both positions. The draft Operating Procedures reflects a one-year term to begin on July 1 each year.

Supporting Documentation Included: Draft Operating Procedures

Facilitators/Presenters: Vice Chair Carlos Alfonso

OPERATING PROCEDURES OF
THE ADVISORY BOARD FOR UF ONLINE

ARTICLE I.   NAME

The Advisory Board is to be known as the "Advisory Board for UF Online."

ARTICLE II.   AUTHORITY AND RESPONSIBILITY

The Advisory Board is vested with all of the powers, duties and authority specified in law and such other powers, duties, and authorities as may be designated by the Board of Governors.

ARTICLE III.   MEMBERSHIP OF THE ADVISORY BOARD

The Advisory Board is comprised of five members appointed pursuant to s. 1001.7065(4)(c), Florida Statutes:

1. The chair of the Board of Governors or the chair's permanent designee.
2. A member with expertise in online learning, appointed by the Board of Governors.
3. A member with expertise in global marketing, appointed by the Governor.
4. A member with expertise in cloud virtualization, appointed by the President of the Senate.
5. A member with expertise in disruptive innovation, appointed by the Speaker of the House of Representatives.

In the event of a vacancy of a member by whatever cause, the vacancy shall be filled by the mechanism whereby the position was originally filled.

ARTICLE IV.   OFFICERS OF THE ADVISORY BOARD AND THE EXECUTIVE DIRECTOR

Section A.   Officers

The officers of the Advisory Board shall consist of the Chair and Vice Chair.

Section B.   Selection of Officers and Term of Office

The Chair and Vice Chair shall be elected by a majority vote of the Board at a meeting held during the month of June each year. The term of office shall commence on the first day of July each year.

Section C.   Vacancy in Office

In the event of a vacancy in the office of the Chair, the Vice Chair shall assume the position of Chair and shall serve out the remainder of the Chair's term of office. In the event of a vacancy in the office of the Vice Chair, the Advisory Board shall hold a special election as soon as practicable to select a successor who shall serve out the remainder of the Vice Chair's term of office.

Section D.   Chair

(1) The Chair shall preside at all meetings of the Advisory Board and shall have the authority to call any regular, special or emergency meetings of the Advisory Board.

(2) The Chair shall appoint the members of all standing and ad hoc committees of the Advisory Board and select the chairs of such committees.

(3) The Chair is authorized to execute all instruments and documents approved or issued by the Advisory Board or as delegated by the Advisory Board.

(4) The Chair shall serve as the official spokesperson of the Advisory Board.

Section E.   Vice Chair

The Vice Chair shall perform the duties of the Chair and have the same power and authority in the absence or disability of the Chair.

Section F.   Executive Director

(1) Upon recommendation of the Chancellor of the State University System, the Advisory Board shall appoint an Executive Director.

(2) The Executive Director is the chief executive officer of the Advisory Board. The Executive Director shall perform all such duties as necessary to assist with the Advisory Board's implementation of its duties and responsibilities. The Executive Director is responsible for the prompt and effective execution of all Advisory Board policies, guidelines, and resolutions.

(3) The Executive Director shall serve as the Advisory Board's liaison for communications with employees of the Board of Governors, the University of Florida, the Legislature, the Governor's Office, other state entities, and the public.

(4) The Executive Director shall keep the Advisory Board informed of all issues affecting or that may affect UF Online and make such recommendations to the Advisory Board for the development of any new policies or guidelines and any amendments to existing policies or guidelines.

(5) The Executive Director shall attend and participate in all meetings of the Advisory Board and its committees, and prepare and submit such reports as may be required by the Advisory Board, the Chancellor of the Board of Governors, the Board of Governors, by law, or as deemed necessary by the Executive Director.

Section G.   Corporate Secretary

(1) Upon recommendation of the Chancellor of the State University System, the Chair shall designate a Corporate Secretary.

(2) The Corporate Secretary shall serve at the pleasure of the Advisory Board and shall:

   (a) Maintain an accurate record of the proceedings of the Advisory Board;

   (b) Have custody of all official records and documents of the Advisory Board; and

   (c) Notice all meetings of the Advisory Board as required by applicable law.

ARTICLE V.   MEETINGS OF THE ADVISORY BOARD

Section A.   Regular Meetings

There shall be no fewer than two regular meetings per year which shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section B. Special Meetings

The Chair may convene special meetings, including workshops or retreats, of the Advisory Board as deemed appropriate. Such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section C. Emergency Meetings

The Chair may convene a meeting of the Advisory Board for the purpose of acting on emergency matters affecting UF Online. Such meetings shall be open to the public and the Advisory Board shall provide such notice of the meeting as is reasonable under the circumstances.

Section D. Use of Technology

Any meeting of the Advisory Board may be conducted through a telephone conference call or by any other technological means. Any such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

Section E. Agenda

The Chair, in consultation with the Executive Director, shall approve items to be placed on the agenda for each Advisory Board meeting. Any member may request items to be placed on the agenda for discussion or action at a meeting, subject to approval by the Advisory Board. All agenda items and supporting documentation must be submitted to the Executive Director with sufficient time for distribution to the Advisory Board members at least seven days in advance of the meeting where the item will be considered.

Section F. Quorum and Voting

A majority of the members of the Advisory Board must be present to constitute a quorum to transact official business. The decision of the majority of members in attendance and voting on an issue shall prevail, unless otherwise provided herein. In the event of a tie vote, the vote of the Chair shall be the deciding vote on the issue. The vote upon any resolution, motion or other matter may be by voice vote, but the Chair may require a roll call vote if deemed appropriate. A member may abstain from voting only under those circumstances prescribed by law. Voting by proxy or by mail is not permitted.

Section G.   Minutes

Minutes of the meetings of the Advisory Board shall be kept by the Corporate Secretary who shall file and preserve all minutes, agendas and agenda materials, notices, resolutions, and other documents pertaining to the business and proceedings of the Advisory Board. Records of the meetings, including any video or audio recordings, are public records subject to Chapter 119, Florida Statutes.

Section H.   Appearances before the Advisory Board

Individuals or groups who desire to appear before the Advisory Board to initiate a subject within the Advisory Board's jurisdiction shall submit a request specifying the matter on which they wish to be heard to the Corporate Secretary, 325 West Gaines Street, Tallahassee, FL 32399. The Chair, in consultation with the Executive Director, will determine whether the item will be considered and, if so, the timing of when such item will be placed on the agenda. The Chair may place time limits on any presentation and the number of speakers permitted to present the item.

Section I.   Parliamentary Rules

When not in conflict with any of the Advisory Board's Operating Procedures, policy, or state law, Robert's Rules of Order shall be utilized as a guide in conducting the meetings of the Advisory Board.

ARTICLE VI.   COMMITTEES

Section A.   Purpose

The Chair shall have the authority to establish standing and ad hoc committees of the Advisory Board. Standing and ad hoc committees of the Advisory Board shall consider matters that are encompassed within the subject matters assigned to each committee and make recommendations to the Advisory Board.   Unless specifically delegated or otherwise provided by Advisory Board policy, authority to act on all matters related to its statutory responsibilities for UF Online is reserved to the Advisory Board.

Section B.   Membership and Quorum

The Chair of the Advisory Board shall have the authority to appoint and remove members of each committee, and select committee chairs. A majority of

committee members present at a committee meeting constitutes quorum for purposes of committee business.

ARTICLE VII.   CONFLICT OF INTEREST

Members of the Advisory Board shall adhere to the provisions of the Code of Ethics for Public Officers in Chapter 112, Part III, Florida Statutes.

ARTICLE VIII.   AMENDMENT OR SUSPENSION OF PROCEDURES

Section A.   Amendments

The Advisory Board's Operating Procedures may be amended or repealed by a majority vote of the members present at any regular meeting, provided there is a quorum and that such proposed amendment or repeal has been publicly noticed prior to the meeting at which the proposed action is to be taken.

Section B.   Suspension of Operating Procedures

Any provision of the Advisory Board's Operating Procedures may be suspended by a majority vote of the members present in considering any matter to come before the Advisory Board, provided there is a quorum.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
June 5, 2014

SUBJECT: Election of Officers

PROPOSED ADVISORY BOARD ACTION

Election of Chair and Vice Chair for a one-year term beginning July 1, 2014, and ending June 30, 2015.

BACKGROUND INFORMATION

In accordance with the Advisory Board's Operating Procedures, if they are approved, a Chair and Vice Chair are to be elected by majority vote of the Board at a meeting held during the month of June each year, with the term of office commencing on the first day of July each year.

Supporting Documentation Included: None

Facilitators/Presenters: Vice Chair Carlos Alfonso

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
June 5, 2014

SUBJECT: **Appointment of Advisory Board's Executive Director**

PROPOSED ADVISORY BOARD ACTION

Appointment of an Executive Director for the Advisory Board

BACKGROUND INFORMATION

Section 1001.7065(4)(e), Florida Statutes, requires the Advisory Board to appoint its executive director by majority vote. During the Advisory Board's August 7, 2013, conference call meeting, Chancellor Frank Brogan recommended that Dr. Nancy McKee, Associate Vice Chancellor for the Board of Governors, serve as Interim Executive Director for the Advisory Board. The Advisory Board concurred with that recommendation.

The Advisory Board's Operating Procedures state that "Upon recommendation of the Chancellor of the State University System, the Advisory Board shall appoint an Executive Director." Vice Chair Alfonso will consult with Chancellor Criser prior to the Advisory Board's June 5, 2014, meeting to obtain his recommendation for consideration by the Advisory Board.

Supporting Documentation Included: None

Facilitators/Presenters: Vice Chair Carlos Alfonso