



STATE  
UNIVERSITY  
SYSTEM  
*of* FLORIDA  
Board of Governors

# Advisory Board for UF Online

Agenda and Meeting Materials  
May 11, 2015

Conference Call  
3:00 p.m.



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

## AGENDA

### Advisory Board for UF Online

#### Conference Call

Dial-in: 1-888-670-3525; Passcode: 144 275 1317#

May 11, 2015

3:00 p.m. - 4:30 p.m. or upon adjournment

Chair: Mr. Carlos Alfonso

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

1. Call to Order and Opening Remarks Chair Carlos Alfonso
2. Approval of Minutes of Meeting held November 20, 2014 Chair Alfonso
3. Introduction of Ms. Evangeline (Evie) Cummings,  
Assistant Provost and Director of UF Online Dr. Andy McCollough  
Associate Provost,  
University of Florida
4. 2015 Legislative Session Issues Related to  
UF Online Ms. Linda Collins  
UF Governmental Operations
5. Pathways to Campus Enrollment (PaCE) Dr. McCollough
6. Status of Implementation of UF Online  
Business Plan Dr. McCollough
7. Preparation of 2014-15 Annual Report Chair Alfonso
8. Public Comment Chair Alfonso
9. Concluding Remarks and Adjournment Chair Alfonso

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for UF Online  
May 11, 2015**

**SUBJECT: Approval of Minutes of November 20, 2014, Meeting**

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**PROPOSED ADVISORY BOARD ACTION**

Approval of summary minutes of the meeting held on November 20, 2014.

**BACKGROUND INFORMATION**

Advisory Board members will review and approve the summary minutes of the meeting held on November 20, 2014.

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**Supporting Documentation Included:** Summary Minutes for November 20, 2014

**Facilitators/Presenters:** Chair Carlos Alfonso

MINUTES  
STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
ADVISORY BOARD FOR THE INSTITUTE FOR ONLINE LEARNING  
MEETING  
UNIVERSITY OF FLORIDA  
GAINESVILLE, FLORIDA  
NOVEMBER 20, 2014

1. Call to Order

Chair Carlos Alfonso convened the meeting at 10:32 a.m. on November 20, 2014, with the following members present: Ernie Friend and Dr. John Watret. A quorum was established.

2. Minutes

Dr. Watret made a motion to approve the minutes from the June 5, 2014, meeting at the University of Florida. Mr. Friend seconded the motion. The members concurred and the minutes were approved.

3. Search for Executive Director of the University of Florida Online Update

Dr. Andy McCollough gave an update on the search for a new Executive Director for the University of Florida Online. After an unsuccessful search for a qualified candidate terminated in late June, Dr. McCollough stated that UF reconstituted the Search Committee, rewrote the job description, changed the title to Assistant Provost and Director of UF Online, and placed greater emphasis on managerial skills. The search closed at the end of October and the Search Committee is ready to begin interviews of four applicants. He anticipates the final offer being made and accepted by January 1, 2015.

4. Status of Implementation of UF Online

a. Organization

Dr. McCollough stated that organizational functions to consolidate the online credit programs in undergraduate and graduate programs will be shifted to the Assistant Provost of Distance Learning and Director of UF Online. Additionally, the Institute for Online Learning has three eminent scholars who will conduct research. Institute staff expect to identify best practices and share them throughout the system so the benefits are statewide. The Assistant Provost and Director of UF Online will report to the Associate Provost of Teaching and Technology and then to the Provost.

b. Marketing, Recruiting, and Retention

Ms. Elsa Burns, Managing Director at Pearson Embanet, stated that she leads a team responsible for overseas operations and support services for UF Online. She said that at first

the marketing strategy was focused on the UF brand and is now focused on programs offered online. They were also interested in first time in college (FTIC) students and are optimizing new channels to gather information from that population.

Core services provided include consultative coaching, recruitment management, communications, and wrap-around student support services.

## 5. Enrollment Management Team

Dr. Zina Evans indicated that UF admissions officers also recruit for UF Online. UF is investigating suggesting UF Online for those students who meet admissions criteria, but would not be admitted due to a lack of capacity on the Gainesville campus.

### a. UF Online OneStop

Ms. Melissa Robinson, the Associate Director of the UF Online OneStop Center, said that OneStop is responsible for processing applications, determining Florida residency, calculating GPA, and sending data to get admissions decisions. The student also has a financial advisor online. The goal is for a student to make one phone call, rather than having to make multiple calls. She explained that UF OneStop is only for students in UF Online programs.

Ms. Robinson said that UF OneStop is physically located in Criser Hall and is open 7:00 am-7:00 p.m. Monday through Thursday and 8:00 a.m. to 5:00 p.m. on Fridays, with extended hours during peak periods. Ms. Burns stated that Pearson's call center will remain in Orlando, but will work with UF as collaboratively as possible. Pearson's plan is to come to UF when necessary.

### a. Admissions

Tammy Aagard, the Associate Vice President for Enrollment Management, stated that UF is looking at rolling admissions, and flexibility has been added to the admissions process. She said that the application fee will be available for one year, which will allow students to defer admissions for up to one year. Students will start their courses at the beginning of the semester, as resident students do.

### b. Fall Enrollment Data

Stephen Pritz, Assistant Vice President for Enrollment Management and University Registrar, reported that UF Online had 892 students enrolled in fall 2014. The College of Business is the most popular program, but the other programs are growing as well. Comparing summer to fall, there is an overall 93% persistence rate, which means students will take at least one course the following semester. He said that various calendar models are being reviewed to see what the options are for entry points. Ms. Burns indicated that UF Online students are typically older than residential students, ranging from 24 to 35 years old. Mr. Pritz said he would provide the Advisory Board with actual numbers related to student ages.

## 6. Program Development

Dr. Brian Harfe, Associate Director, UF Online, stated that UF Online was launched with only five majors, and they were all 2+2: Business Administration, Criminology and Law, Environmental Management, Health Education and Behavior, and Sport Management. The second five majors were launched in fall 2014: Biology, Geology, Psychology, Telecommunication Media and Society, and Computer Science. For fall 2015, five more majors are planned to be launched: Sociology, Geography, Nursing, Computer Engineering, and Anthropology. For fall 2016, they are planning to launch Microbiology and Cell Science, Accounting, Mechanical Engineering, Civil Engineering, Finance, and Elementary Education. He said that UF wants to have up to 35 majors in UF Online. By next fall, all majors will be accepting first-time in college and transfer students.

The first lab is Chemistry for science majors and it will help with the development of labs in engineering programs, which have not been completely worked out.

## 7. Course Production

Jennifer Smith, Director of Development and Course Production for UF Online, said that UF would give a demonstration to the Advisory Board of a course that was produced for UF Online and meets general education requirements for students.

Ms. Smith stated that UF Online had 45 courses offered in the spring of 2014; by the summer of 2015, 169 courses will be available. The majority of the courses are program core requirements. The average production cost for a three-credit course in 2012-13 was \$17,687, and the projected cost for 2014-15 is \$20,625. The 2014-15 cost is projected to be higher because courses needed to go up quickly for the term. The cost is projected to rise again next year, because of increased production for STEM courses, such as chemistry, calculus and physics.

Dr. Vasudha Narayanan, who teaches an online course called REL 3191, Death and Afterlife, explained her approach for keeping online students engaged.

Ms. Smith indicated that no Pearson courses are on UF Online, but some Pearson materials are being used.

## 8. Information Technology

Dr. Fedro Zazueta, Director of Academic Technology, said that UF has the capacity to produce 80-100 courses per year, depending on their complexity. The Help Desk is open 24/7 except for holidays, and faculty support hours have been extended to evenings and weekends. He remarked that this is an important expansion that has benefitted the entire university. Training for faculty is a major focus. Computer labs are heavily used because students need to have access to software like GIS, database management systems, and statistical software.

Mr. Dave Gruber indicated that UF Online required new or modified business processes.

Dr. Zazueta said that major future areas of focus include improving faculty training, external service integration, creating a learning repository, and analytics.

#### 9. Academic Advising

Glenn Kepic, Associate Director of the Academic Advising Center, said that UF Online uses an assigned advisor model to ensure students have the same advisor throughout their time at UF. Students have a mandatory advising session before first term registration. By then, they would have already been talking to an enrollment coach and program coach, taken an online orientation, and received an ID. He explained that all of these steps would occur before the beginning of classes. Pearson would be making phone calls to move them along.

He said that advisors are available by phone, email, and video, and there is regular communication between the advising community and Pearson. Mr. Kepic said that they continue to enhance advising websites with video presentations addressing important academic information. Departments are also planning to hold receptions on campus prior to commencement for graduates of UF Online and their families.

#### 10. Student Affairs & The Career Resource Center

Dr. Jeanna Mastrodicasa, Assistant Vice President for Student Affairs, explained that some student initiatives for UF Online include links to online orientations, the disability resource center, the First Year Florida class, workshop success video series, and other student engagement opportunities.

Dr. Heather White, Director of the Career Resource Center, said that the Career Resource Center provides web-based resources and materials for students, such as virtual mock interviews, career fairs, information sessions and workshops, career planning, and assistance in finding a full-time job or internship.

#### 11. Student Voices

Mr. Tom Summerford, Assistant Director, UF Online, said that the university measures performance by conducting faculty evaluations. Evaluations of UF Online faculty were compared with UF residential faculty and the responses were found to be about the same. Students are successfully connecting with UF. He introduced a recent graduate of UF Online, Ms. Liza Zagnoli, to comment on her experiences.

#### 12. Financial Performance

Mr. Greg Dubois, Office of the Chief Financial Officer, presented actual vs. budgeted revenue and costs, stating that UF focused resources on production and marketing during the first year. Dr. McCollough said that UF Online must serve in-state students and at the same time make the content and delivery available to the out-of-state students. The competitors involved in the national market include Arizona State University and Penn State University.

### 13. Online Learning Institute

Dr. Carole Beal, Professor of Education who directs the Online Learning Institute, explained that the point of the institute is to study how online learning works and how to better teach online courses. Those results will be integrated into UF Online.

At the moment, they have been focused on writing grant proposals from the U.S. Department of Education, National Institute of Health, and other entities for such research activities as studying personalized learning, civility of discourse in online courses, education neuroscience, and brain-based learning analytics.

Dr. Beal also plans to share best practices with campus and state communities.

### 14. New Developments and Challenges

Dr. McCollough said UF is planning on building a lab for Dr. Beal and her staff. He also stated that they are seriously considering a building in Innovation Square. UF Online would get one of the floors in the building.

Dr. Harfe explained the Pathway to Campus Enrollment (PaCE) program, and Dr. McCollough said UF Online was pursuing educational partnerships with the military and private companies.

Dr. McCollough said that challenges include the need for fees that are not included in the legislation for UF Online, such as fees for e-texts, assuring academic integrity in distance learning, balancing expanded access and admissions qualifications, and separating UF Online from UF in reporting data to the Integrated Postsecondary Education Data System (IPEDS). Dr. Evans proposed providing a one-year exception to the 6-C admissions rule that requires students to take the SAT. She stated that the 6-C rules prevent creative ways to approach admissions. Chair Alfonso suggested that she provide some examples to the Board of Governors.

### 15. Operating Procedures

Dr. McKee said that the Board of Governors operating procedures state that officers have two-year terms with the option of being reelected for one additional two-year term. Chair Alfonso stated that the term year for UF Online officers officially started in 2014. Dr. McKee said that the Board of Governors terms begin on even-numbered years. Mr. Friend moved to change the term length for Advisory Board officers from one year to two, with terms beginning in even-numbered years. Dr. Watret seconded the motion. Members concurred and the motion was approved.

### 16. Concluding Remarks and Adjournment

Chair Alfonso stated that he had met with President Kent Fuchs, who is excited to get involved with this initiative. He also stated that he would send a letter to request that the



Governor make his appointment to the Advisory Board. He said that in May he would like UF Online to give a presentation to the Council of 100's Higher Education Committee. The meeting was adjourned at 3:17 p.m.

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Carlos Alfonso, Chair

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Nancy C. McKee, Executive Director

DRAFT

STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for UF Online  
May 11, 2015

**SUBJECT: Introduction of Ms. Evangeline (Evie) Cummings**

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**PROPOSED ADVISORY BOARD ACTION**

For information.

**BACKGROUND INFORMATION**

Ms. Evangeline (Evie) Cummings will assume the position of Assistant Provost and Director of UF Online on July 1, 2015.

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**Supporting Documentation Included:** Ms. Cummings resume

**Facilitators/Presenters:** Dr. Andy McCollough

# EVANGELINE J. T. CUMMINGS

427 New Jersey Ave SE, Washington, DC 20003

Cell: (202) 329-0983, Home Phone: (202) 547-2553, Office Phone: (202) 564-1728, ejtcummings@yahoo.com

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## EDUCATION

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**M.S., Environmental Science and Policy** **December 1998**

Johns Hopkins University, Whiting School of Engineering,  
Department of Geography and Environmental Engineering **Baltimore, MD**

**B.A., Political Science (and Certificate, International Relations)** **May 1997**

University of Florida, College of Liberal Arts and Sciences,  
Department of Political Science, **Gainesville, FL**

## PROFESSIONAL EXPERIENCE

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**July 1999 – Present** **U.S. Environmental Protection Agency** **Washington, DC**

Jan 2008 - Present

Director, Strategic Management Division,  
*Currently: Supervisory Program Analyst, GS-15 Step 7*  
Office of Strategic Environmental Management, Office of Policy, Office  
of the Administrator (OA)

I currently:

- Supervise and organize the work of staff, develop capable staff, enforce disciplinary procedures and effectively appraise employee performance.
- Facilitate teams and work groups in the resolution of issues and realization of goals and objectives.
- Exercise leadership in a team-based management environment.
- Research and collect data to make sound recommendations for program policies and procedures.
- Encourage and foster customer service focus, employee development and empowerment, commitment to environmental preservation and sustainable development, integrity, professionalism and responsibility at all organizational levels.
- Communicate effectively, both orally and in writing, including public speaking and preparing written reports and memoranda.
- Establish and maintain effective working relationships with co-workers and senior EPA and non-EPA officials.

My responsibilities include:

- Responsible for providing leadership in the implementation of programmatic goals for strategic management of EPA in support of the EPA Administrator and Deputy Administrator / Chief Operating Officer and in doing so, exercises authority and skill in formulating program policies and objectives.
- Lead coordination and deployment of the U.S. EPA Administrator's four cross-agency strategies – Working Toward a Sustainable Future, Promoting a New Era of Partnerships, Making a Visible Difference in Communities and Ensuring EPA is a High Performing Organization. In doing so, I work with

heads of each strategy and the heads of each major EPA organization to ensure meaningful strategies, plans for annual action, targets/measures to track completion, feedback mechanisms and forums for leadership troubleshooting, means of celebrating/awarding successes and final reporting on results to the White House on a quarterly and annual basis.

- Lead a cross-agency team to support the Deputy Administrator in designing, convening and supporting EPA's premier internal governance council for all 27 highest ranking non-politically-appointed offices, entitled the *Executive Management Council (EMC)*, convened three times annually;
- Lead a team to support the Deputy Administrator in designing, convening, and identifying critical discussion topics for "Program Update" meetings between the Agency's senior leadership and the National Program Managers, headquarters programs, Regional Offices; convened every 5 weeks with 9 national leaders of EPA's major organizations with the EPA Deputy Administrator;
- Promotes strategic management practices to enhance Agency effectiveness through program analysis and the development and deployment of other management strategies (e.g., innovative performance measurement, strategic planning, and action plan development) that enhance productivity and improve the effectiveness of Agency programs and priorities.

Leads the division's internal operations, including:

- Exercises authority to set long-range work plans and schedules for internal or contract work; assures implementation of goals and objectives, manages the division budget and determines the best approach or solution for resolving budget issues.
- Provides authoritative and procedural expertise to the Office Director to assist in the development of office operational plans and internal policies and procedures.
- Leads a multi-functional team with a variety of technical expertise to deliver on programmatic goals and objectives.
- Plans for long-range staffing needs and skill requirements. Oversees development and implementation of division project plans; communicates program goals, policies and priorities, ensures meeting of division goals and objectives.
- Exercises responsibility over staff members, making assignments, and determining responsibilities and priorities, evaluation of employee performance, recommending appropriate incentives, initiation corrective actions, assuring safety practices, keeping employees informed of management and personnel policies.
- Represents the Division with organizations across OP and AO; other EPA organizations; Federal and States agencies; and national organizations. Delivers effective oral presentations and briefings to EPA and non-EPA audiences.

**Jan 2007 - Dec 2007**

**Special Assistant to EPA Chief Information Officer (CIO) and Assistant Administrator (AA) for Environmental Information, Molly O'Neill (senate confirmed appointee)**

- As principal senior advisor to CIO and OEI AA, provided advice and guidance on policy development, planning coordination and a variety of other matters and assignments. Identified problem areas, developed and recommended solutions and specific policies related to urgent and sensitive operation or programmatic areas of interest.

- Supervised the preparation of congressional materials including testimony, memoranda and overall hearing prep.
- Oversaw operations within the CIO's Immediate Office including the coordination of assignments and responsibilities among secretaries and schedulers to ensure efficient and sound front office operations, including work to ensure timely review and processing of critical paperwork essential to the CIO, and identifying other tools or approaches necessary to enhance the performance of the Assistant Administrator's Immediate Office.
- Served as OEI Communications Director, which involved reviewing and editing communication materials on technical topics prepared for a non-technical audience and engaging with OPA and press.
- Served (11/07 – 12/08) as Agency Co-Chair, EPA Good Guidance Policy Group a follow-up effort regarding EPA ongoing implementation of the OMB Bulletin for Agency Good Guidance Practice.
- (Contact Supervisor: Yes, Supervisor's Name: Molly O'Neill, Supervisor's Phone: 703/953-4319)

**Sept 2006 – Dec 2006**

**Special Assistant to Acting Deputy CIO and Acting Principal Deputy Assistant Administrator for Environmental Information, Craig Hooks**

As principal senior advisor to Acting OEI DAA provided advice and guidance on policy development, planning coordination and a variety of other matters and assignments. Identified problem areas, developed and recommended solutions and specific policies related to urgent and sensitive operation or programmatic areas of interest. Supervised the preparation of congressional materials including testimony, memoranda and overall hearing prep. (Contact Supervisor: Yes, Supervisor's Name: Craig Hooks, Supervisor's Phone: 202-564-4600)

**June 2006 – Aug 2006**

**Senior Advisor to the Assistant Administrator, Immediate Office, OEI**

*Jan 2006 – June 2006*

*Maternity Leave*

**Sept 2004 – Dec 2005**

**Special Assistant to EPA CIO and AA for Environmental Information, Kimberly T. Nelson (senate confirmed appointee)**

Oversaw operations within the Chief Information Officer's Immediate Office. This included coordinating assignments and responsibilities among secretaries, coordinating assignments and responsibilities and providing advice to the junior special assistants including two speech-writers, ensuring timely processing of critical paperwork essential to the CIO, and identifying other tools or approaches necessary to enhance the performance of the Assistant Administrator's Immediate Office. (Contact supervisor: Yes; Supervisor's name: Kim Nelson, Microsoft Corporation, VA)

Specific Accomplishments:

- Developed and oversaw the implementation of a national roll-out strategy for a proposed regulation including a key notification to top Congressional leadership.
- Worked collaboratively with top political leadership at EPA and other federal agencies to ensure the successful finalization and release of a regulatory proposal and a congressional notification.
- Provided independent analysis and advice in the form of briefings and updates for senior EPA political leadership including confidential duties as

assigned (including prepping political officials for confirmation hearings and hearings on other matters of interest to the House and Senate)

- Supported political leadership during interviews with national radio/paper press including NPR, USA Today, Wall Street Journal, and NY Times.
- Reviewed, developed, edited and finalized briefing materials for the EPA Administrator, Deputy Administrator and Chief of Staff

**Mar 2004 – Aug 2004**

**Staff lead, Toxics Release Inventory (TRI) Burden Reduction Team, TRI Program Division, Office of Environmental Information (OEI)**

***And, Special Assistant to the Director, TRI Program Division, OEI***

- Experience leading a cross-Agency team of diverse background and expertise to develop and refine options for a highly controversial and visible regulations strategy
- Experience conducting analysis of regulatory implications including the impact of existing regulations on reporting behavior and national release trends for Lead and Lead Compounds and providing such analysis to House staffers in response to their request. The Agency currently relies upon this analysis for subsequent requests on this recurring topic of interest by congressional staff.
- Experience developing regulations with a team including economic and legal strategy discussions
- Experience developing and conducting numerous effective oral presentations and briefings to non-EPA stakeholders including State, Tribal and Non-governmental representatives on contentious, regulatory TRI topics.
- Experience providing advice and support for the TRI Director to ensure smooth operations and sound planning of Division activities to help TRI advance its programmatic mission.
- (Contact Supervisor: Yes, Supervisor's Name: Mike Petruska, 443-370-1973)

**Nov 1999 – Apr 2004**

**Staff, Analytical Products Branch, Environmental Analysis Division, Office of Information Analysis and Access, OEI**

Duties included:

- US EPA lead for development and national Agency implementation of the EPA Information Quality Guidelines as required by the Data Quality Act of 2001, which included two roles as (1) Chair, national Information Quality Guidelines (IQG) policy development workgroup and later (2) Lead, National IQG policy development and implementation.
  - o Lead the development of a national policy and public involvement strategy of a controversial nature with an Agency-wide workgroup from across the country (implementing the Data Quality Act of 2001 and subsequent OMB directives on Information Quality)
  - o Worked with multiple federal agencies on policy strategies regarding with highly controversial and visible topics
  - o Represented EPA in direct negotiation of policy options with senior government officials
  - o Read and summarized extensive public comments on complex regulatory and policy options and subsequently providing analysis of public sentiment and recommended options with national implications for top EPA leadership decision and direction.
  - o Demonstrated the ability to think and work at a strategic level, while recognizing and addressing the specific and local needs of policy

implementers

- o Demonstrated the ability to develop strategically-oriented policy with the organization's multiple stakeholders
- o Developed an Agency-level policy that aligned with external legislation and reflected the state-of-the-art in the technical area for which the policy was being written

Duties from Nov 99 – Nov 01 included:

- Working as part of the Information Product Quality Team to develop and later publish findings of a national study (see Publications) of EPA experiences to date on disseminating various types of technical information to the public in order to advise senior leadership on sensitive policy matters regarding how EPA provides complex information to the public of known, sufficient quality and context. (Contact Supervisor: Yes, Supervisor's Name: Barry Nussbaum, Supervisor's Phone: 202-566-1493)

**July 1999 – October 1999 Staff, Center for Environmental Information and Statistics, Integrated Analysis, Interpretation and Assessment Division, Office of Policy, Planning, and Evaluation**

Duties included:

- Identifying policy issues, evaluating technical and scientific information, and recommending action items for management on issues related to enhancing environmental data and information
- Representing CEIS on national workgroups including development of Agency Data Standards and the development of the first Information Products Bulletin (<http://www.epa.gov/ipb>)
- Experience in working effectively with teams as a member of a team (Contact Supervisor: Yes, Supervisor's Name: Wendy Cleland-Hamnet, Supervisor's Phone: 202-564-3810)

**Feb 1998 – Aug 98**

**Environmental Site Assessor and Compliance Auditor, PMT and Associates, Inc. Timonium, MD**

Assessment duties included:

- Conducting land-use record searches; assessing and documenting current geological and hydrological conditions; visually interpreting and classifying relevant site conditions; collecting well water samples for subsurface (Phase II) investigations and interviewing workers and property managers/owners on-site

Auditing duties included:

- Interviewing company owners on-site, reviewing all pertinent documents (permits, etc.), and conducting site survey to ensure compliance with state and local requirements. (Contact Supervisor: Yes, Supervisor's Name: Paul Thompson, Supervisor's Phone: 4105619660)

## **TRAINING**

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- EPA Leadership Development Institute - Successful Leaders Program (SLP): Part I EPA Excellence in Supervision April 11-13, 2011, Chicago, IL
- EPA Leadership Development Institute - Successful Leaders Program (SLP): Part II: EPA Excellence in Supervision, July 23-25, 2011, Chicago, IL
- Federal Budgeting for Non-Budgeting Personnel, USDA Grad School course, June 3-5, 2008

- Leadership for a Democratic Society, Federal Executive Institute, Charlottesville, VA, the month of February 2008
- Leadership Skills for Non-Supervisors/Managers, Western Management Development Center, Office of Personnel Management (OPM), Denver, CO (September 28 – October 3, 2003)
- Experience providing training to hundreds of EPA staff and management on a national policy initiative including appropriate implementation and how best to integrate policy considerations into regulatory development. (Information Quality Guidelines training)

## **PUBLICATIONS**

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- U.S. EPA, Science Policy Council. A Summary of General Assessment Factors for Evaluating the Quality of Scientific and Technical Information, EPA 100/B-03/001. Washington, DC: EPA, June 2003. <http://www.epa.gov/osp/spc/2polprog.htm>
- US EPA, Office of Environmental Information. Guidelines for Ensuring and Maximizing the Quality, Objectivity, Utility, and Integrity of Information Disseminated by the Environmental Protection Agency. EPA/260R-02-008. Washington, DC: EPA, December 2002. <http://www.epa.gov/oei/qualityguidelines>
- Tsbiris, Evangeline. The OEI Best Practices Series for Analytical Information Products, Technical Papers of the 20TH Annual Conference on Managing Environmental Quality Systems, St Louis, MO, April 2-6, 2001. <http://www.epa.gov/quality/qs-docs/20qa-papers.pdf>
- Tsbiris, Evangeline, Information Quality Guidelines. Proceedings for the 21st EPA Annual Quality Conference, Phoenix, AZ, April 8-11, 2002. <http://www.epa.gov/quality/qs-docs/21qa-papers.pdf>
- US EPA, Lessons Learned for Designing, Developing, and Disseminating Environmental Information Products. EPA-260R-00-001. November 2001. [http://www.epa.gov/oei/pdf/OIAA\\_Lessons-learned.pdf](http://www.epa.gov/oei/pdf/OIAA_Lessons-learned.pdf)
- Tsbiris, Evangeline. Economic Valuations of Environmental Resources: Need for Ethical Considerations. Conference Proceedings for the Tenth International Conference on Philosophy and Ecology. International Association for Greek Philosophy. Samos, Greece. August 23-28, 1998.

## **AWARDS**

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- EPA Bronze Medal - National Executive Leadership Development Conference Team -2014
- EPA Bronze Medal – Advocating Lean at EPA 2014
- Superior Accomplishment Time off Award, December 2012, in recognition of Evangeline’s leadership and support for of EPA’s Executive Management Council, Change Leadership and Strategy Committee
- OPEI ORPM Quality Step Increase, FY09
- CIO Innovation Award for work on the Puget Sound Information Challenge, July 2008.
- Superior Accomplishment Recognition Award for coordinating and facilitating the TRI Burden Reduction congressional notification and proposal of the TRI Burden Reduction rulemaking (September 2005)
- Time-Off Award for outstanding efforts in coordinating the final Agency review and communications materials for the TRI Phase II Burden Reduction proposed rule issued in October 2005.
- Superior Accomplishment Recognition Award for outstanding contributions to the improvements in day-to-day operations in the OEI Immediate Office. (March 2005)
- EPA Bronze Medal for Commendable Service for the development and implementation of the Information Quality Guidelines (October 2003)
- EPA Bronze Medal for Commendable Service for participation on EPA Science Policy Council “Assessment Factors” workgroup (September 2003)
- Peer award from the Office of the Chief Financial Officer (OCFO) for “Exemplary interoffice assistance and cooperation in developing the OCFO Information Quality Guidelines Implementation guidance” (July 2003)
- Superior Accomplishment Recognition Award for lead role in implementing the EPA Information Quality Guidelines. (October 2002 – Jan 31, 2003)
- Time-Off award for leading the Agency thru the Final Agency Review to produce the final EPA Information Quality Guidelines. (July 2002)
- Superior Accomplishment Recognition Award for efforts in initiating, coordinating and delivering the draft Information Quality Guidelines. (Nov 2001- April 30, 2002)



- EPA Bronze Medal for Commendable Service, Information Product Quality Team (development of Lessons Learned document) (February 2001)

STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for UF Online  
May 11, 2015

**SUBJECT: 2015 Legislative Session Issues Related to UF Online**

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**PROPOSED ADVISORY BOARD ACTION**

For information.

**BACKGROUND INFORMATION**

The Advisory Board will be informed of 2015 legislative actions that will directly affect UF Online.

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**Supporting Documentation Included:** None

**Facilitators/Presenters:** UF Governmental Operations Staff

STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for UF Online  
May 11, 2015

**SUBJECT: Pathways to Campus Enrollment (PaCE)**

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**PROPOSED ADVISORY BOARD ACTION**

For information.

**BACKGROUND INFORMATION**

As stated on UF's Admissions web site (<http://www.admissions.ufl.edu/pace/faq.html>):

The UF Pathway to Campus Enrollment (UF PaCE) provides additional opportunities for UF to offer admission to qualified freshman applicants with considerable academic potential and demonstrated scholastic success. Students selected for UF PaCE will enroll in UF Online as a degree-seeking student for a minimum of two semesters and complete at least 15 credit hours online. After earning a total of 60 credits and meeting program requirements, students may submit a transition form to move from online learning to a guaranteed place on the UF residential campus.

When students received admissions letters for the PaCE program, they and their parents had many questions. Dr. McCollough will explain the program and the impact it is having on enrollment in UF Online.

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**Supporting Documentation Included:** Pathway to Campus Enrollment

**Facilitators/Presenters:** Dr. Andy McCollough

# Pathway to Campus Enrollment

APRIL 1, 2015

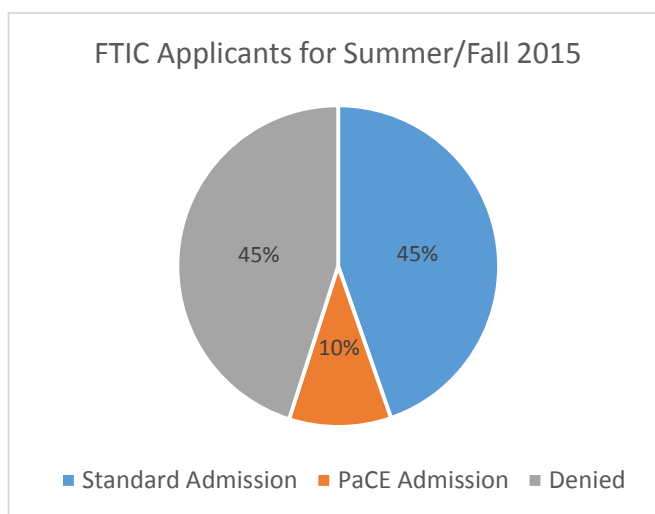
## Introduction

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Beginning with the freshman class of 2015, a new program was introduced aimed at increasing access to a UF Online education. The program is called the Pathway to Campus Enrollment (PaCE). Every year UF denies admission to many qualified students because there is not sufficient capacity for them at the lower division. Given the significant capacity available through UF Online, we can now accommodate these students for the first 60 hours of their undergraduate education via online classes. Many of the students who previously would have been denied admission, have been offered the opportunity to begin their education through UF Online. Once they reach their upper division coursework, they can transition to face-to-face courses on campus in majors with available upper division capacity, in order to complete their degree and graduate.

Through PaCE we have been able to offer admission to over 3,000 additional applicants. This represents an increase of 22% in the size of our admitted pool, and thanks to this new program UF has been able to offer admission to 55% of total applicants, rather than to 45%.

The PaCE program has been greeted with considerable interest and enthusiasm. We have been working hard to answer questions from students and parents and to explain the value of this offer. It is too soon to know how many applicants will accept their offers to enroll at UF through PaCE, but we feel certain that this program will become an important tool in our efforts to expand access to a UF education to qualified students this year and for years to come.



## Overview

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The PaCE route to the UF degree is a route already available to any UF Online student with two modifications/additions.

1. The students who are offered UF Online enrollment via the PaCE program have revealed their interest in UF by their application for admission to the resident program. While any qualified student could apply for admission to UF Online as a FTIC, in the case of the PaCE student, UF interest has already been identified and will not have to be cultivated.
2. The students offered UF Online enrollment via the PaCE program will be guaranteed admission to one of the resident majors specified, assuming appropriate tracking. The non-PaCE UF Online FTIC can apply for any of these specified majors and while admission, given proper tracking, is likely, there is no guarantee. The PaCE/UF Online student and the UF Online student are alike in their other post 60 hour options. They may apply for transfer to any resident major (no guarantee) or they can continue in UF Online in one of the majors in that program

# Majors

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The majors which have been included in PaCE have been chosen based on two important criteria:

1. **Availability online of lower division tracking courses**

It is important that students admitted through PaCE are able to remain on track for their chosen major while taking general education and lower division courses through UF Online. Given the catalog of courses available through UF Online and lower division requirements of majors, we eliminated those majors for which students would not be able to remain on track for graduation. We consulted with academic advisors from all of the colleges to determine which majors met this criterion.

2. **Capacity on campus for additional students at the upper division**

Some majors on campus (e.g. Psychology) are over-subscribed. At times departments find it difficult to serve all of the students who want to pursue some of these majors. Since PaCE will bring additional students to UF, we did not want to over-burden departments who already are struggling to handle all of their students. As a result we only include majors in PaCE which will be able to accommodate the additional students once they transition to campus. Additionally while the primary goal of PaCE is increase access to a UF education, an ancillary goal is to boost enrollment in under-subscribed majors. Deans, Associate Deans, and department chairs from the colleges helped to identify which majors met this criterion.

Based on these two criteria, we included around 50 on-campus majors (more if you count each distinct specialization) in the list available to students admitted through PaCE. To view the most up-to-date list of these majors, visit <http://www.admissions.ufl.edu/pace/majors.html>. In addition to the 50+ on-campus majors, PaCE students can also elect to pursue one of the majors offered through UF Online. By the end of the 2015-2016 academic year, we plan to have 15 majors in UF Online. The list of majors currently available in UF Online is available at <http://ufonline.ufl.edu/degrees/>.

Obviously not every major offered at UF is available to students admitted through PaCE. As described below, the students who have received a PaCE admissions offer indicated on their applications that they are interested in a major available in PaCE. So with appropriate academic advising, we believe that students who have been offered PaCE should be able to enroll in a major which aligns with their academic goals.

## Admission Offer Selection Process

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There were several factors which determined if a student received a PaCE offer of admission.

1. Application submitted by the November 1, 2014 priority deadline
2. Denied admission to campus and Innovation Academy
3. Not a non-resident alien
4. High school GPA of 3.4 or higher
5. Chose a major on their application which matches one of the PaCE majors or indicated that they were undecided
6. Considered admissible after a holistic evaluation of the application

If an applicant met the criteria listed above, they were offered admission to UF through PaCE. As this program matures, these criteria will likely continue to evolve.

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for UF Online  
May 11, 2015**

**SUBJECT: Status of Implementation of UF Online Business Plan**

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**PROPOSED ADVISORY BOARD ACTION**

For information

**BACKGROUND INFORMATION**

The University of Florida will provide an update on the implementation of the UF Online Business Plan, which will include, but not be limited to, updates on the following issues:

- Applications/ Acceptances/ Enrollments
- Revenue/ Expenditures
- Adjustments to the business plan

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**Supporting Documentation Included:** None

**Facilitators/Presenters:** Dr. McCollough

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for UF Online  
May 11, 2015**

**SUBJECT: Preparation of 2014-15 Annual Report**

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**PROPOSED ADVISORY BOARD ACTION**

For approval

**BACKGROUND INFORMATION**

Section 1001.7065, Florida Statutes, requires the Advisory Board to “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.”

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**Supporting Documentation Included:** None

**Facilitators/Presenters:** Chair Alfonso

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for UF Online  
May 11, 2014**

**SUBJECT: Public Comment**

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**PROPOSED ADVISORY BOARD ACTION**

For information.

**BACKGROUND INFORMATION**

Section 286.0114(2), Florida Statutes, provides that:

Members of the public shall be given a reasonable opportunity to be heard on a proposition before a board or commission. The opportunity to be heard need not occur at the same meeting at which the board or commission takes official action on the proposition if the opportunity occurs at a meeting that is during the decisionmaking process and is within reasonable proximity in time before the meeting at which the board or commission takes the official action. This section does not prohibit a board or commission from maintaining orderly conduct or proper decorum in a public meeting. The opportunity to be heard is subject to rules or policies adopted by the board or commission...

Article V, Section H of the Advisory Board's Operating Procedures provides that:

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.

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**Supporting Documentation Included:** None

**Facilitators/Presenters:** Chair Alfonso