



STATE UNIVERSITY SYSTEM OF FLORIDA

AGENDA

STEERING COMMITTEE
Innovation and Online Education
Virtual Meeting
August 24, 2022
2:00 p.m. – 3:00 p.m.

Chair: Joe Glover; Vice Chair: Michael Johnson
Members: Ellenberg, McKee (non-voting), Patterson, Rieger

1. **Call to Order and Opening Remarks** **Provost Joe Glover, Chair**
2. **Approval of Minutes** **Chair Glover**
Minutes, Steering Committee, May 26, 2022
3. **Preparing for a Post-Pandemic World in the SUS:
Presentation for the Board's September Innovation and
Online Committee Meeting**
 - **Shared Software Purchasing Plans** **Mary Banks**
*Chair, SUS Chief Information Officers
Florida Gulf Coast University*
4. **Funding of the Innovation Summit** **Dr. Tom Cavanagh**
*Vice Provost for Digital Learning
University of Central Florida*
5. **Performance Indicator and Goal for
Online Programs** **Dr. Nancy McKee**
Associate Vice Chancellor
6. **Florida Virtual Campus LBR** **Dr. McKee**
7. **Concluding Remarks and Adjournment** **Chair Glover**

STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE
Innovation and Online Education
August 24, 2022

SUBJECT: Approval of Minutes

PROPOSED STEERING COMMITTEE ACTION

Consider approval

BACKGROUND INFORMATION

Committee members will review and consider approval of the minutes of the meeting held May 26, 2022.

Supporting Documentation Included: Steering Committee Minutes, May 26, 2022

Facilitators/Presenters: Chair Glover

MINUTES
STEERING COMMITTEE FOR INNOVATION AND ONLINE EDUCATION
VIRTUAL MEETING
MAY 26, 2022

1. Call to Order and Opening Remarks

Chair Joe Glover convened the meeting at 9:01 a.m. on May 26, 2022, with the following members present: Provosts George Ellenberg, Michael Johnson, Karen Patterson, Mark Rieger (joined 9:07 a.m.), and Ralph Wilcox and Associate Vice Chancellor Nancy McKee (non-voting). A quorum was established.

The following invited guests and Implementation Committee members were in attendance: Provosts Elizabeth Bejar (FIU), James Clark (FSU), Suzanne Sherman (NCF), Terry Parker (Polytechnic) and Maurice Edington (FAMU); Implementation Committee members Tom Cavanagh (UCF), Michelle Horton (UWF); David Jaeger (FGCU), Deb Miller (UNF), Cindy DeLuca (USF), Julie Golden-Botti (FAU), Robby Fuselier (FSU), Tom Dvorske (Polytechnic), Evangelina Prevolis, and Mariam Manzur-Leiva (NCF); and guests Emma Perez, Michele Hawkins, Vice President Mitch Cordova (FGCU), Renisha Gibbs (FSU); Karen Cousins (UNF); Tammy McCaslin, and Ronald Henry (FAMU).

2. Approval of Minutes

Provost Wilcox moved approval of the minutes of the Steering Committee meeting held on March 3, 2022. Provost Patterson seconded the motion and members concurred unanimously.

3. Preparing for a Post-Pandemic World

a. Inter-SUS Tele-Counseling Support:

FGCU Vice President Mitch Cordova, chair of the Council for Student Affairs, shared with the Committee the information he planned to present to the Board's Innovation and Online Committee at its June meeting. He said the Counseling Center Directors and the Council for Student Affairs have been collaborating on the tele-counseling support initiative included in the report *Preparing for a Post-Pandemic World*. He said each university has reported on the technology to be used for tele-counseling and how it will be available to students from other institutions. At the June 27 Summit, Best Practices documents will be shared and adjustments made based on feedback. He said the Mutual Aid Agreement will be amended to include tele-counseling and the amendment will be reviewed by the general counsels.

b. Human Resources Policies on Work Modalities

FSU's Renisha Gibbs, Chair of the SUS Council of University Human Resources Executives, said many universities have already updated their policies on work modalities. For many, it's a work in progress. She said most differences in their policies are where approval lies; some are decentralized and some require HR approval. All allow flexibility. She said they are empowering leaders to make decisions, but are giving limits to stay within. Business operations cannot be disrupted.

4. Research Questions

Chair Glover requested that the research questions, which were developed as part of the effort for planning for a post-pandemic world, be posed to the Institutional Research Directors for discussion and

feedback to the Committee. Would some questions be better answered in case studies or should data be collected on a system basis? The questions may evolve after that discussion.

5. 2021 Annual Report for Online Education

Dr. McKee said that the 2021 Annual Report for Online Education would be presented to the Innovation and Online Committee in June and that data for some of the performance indicators would be collected for the first time during the 2022-23 year.

6. Concluding Remarks and Adjournment

The committee agreed that extra time was needed to review the draft revisions for Board Regulation 8.002. Provost Edington said he would reach out to Dr. Christy England with that request.

Chair Glover adjourned the meeting at 9:45 a.m.

DRAFT

**STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE
Innovation and Online Education
August 24, 2022**

SUBJECT: Preparing for a Post-Pandemic World in the SUS: Presentation for the Board's September Innovation and Online Committee Meeting

PROPOSED STEERING COMMITTEE ACTION

For Information/Discussion

BACKGROUND INFORMATION

Regarding implementation of the short-term recommendations in the report *Preparing for a Post-Pandemic World in the SUS*, Mary Banks, FGCU's Chief Information Officer who chairs the SUS CIOs, will present the CIOs' shared software purchasing plans to the Board's Innovation and Online Committee during its September meeting. In preparation for the IOC's meeting, Ms. Banks will present the plans to the Steering Committee for its feedback.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Glover and Ms. Banks

**STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE
Innovation and Online Education
August 24, 2022**

SUBJECT: Funding of Innovation Summit

PROPOSED STEERING COMMITTEE ACTION

Consideration of Approval

BACKGROUND INFORMATION

In response to the 2025 Strategic Plan for Online Education’s goals, strategies, and tactics encouraging research and innovations in online education in the SUS, the Steering Committee designated UCF to host the Innovation Summit annually in collaboration with other institutions in the System. Initial funding was provided by Complete Florida, and, with the demise of that program, Dr. Tom Cavanagh will present a request for the Summit to continue with funding provided by universities.

As approved by the Steering Committee, the 2025 Strategic Plan for Online Education also contains the following performance indicator and goal that directly addresses participation in the SUS Online Innovation Summit.

Performance Indicator	Goal
Number of institutions sharing research in online education	100% of SUS institutions share relevant research (proposed, underway or completed) by participating in the annual Florida Online Innovation Summit.

Supporting Documentation Included: Florida Online Innovation Summit

Facilitators/Presenters: Dr. Tom Cavanagh

STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE
Innovation and Online Education
August 24, 2022

SUBJECT: Performance Indicator and Goal for Online Programs

PROPOSED STEERING COMMITTEE ACTION

For Approval

BACKGROUND INFORMATION

The *2025 Strategic Plan for Online Education* reflects a “TBD” for the performance indicator and goal for online programs, and the Board’s Innovation and Online Committee is expecting a recommendation from the Steering Committee for its consideration. The attached document provides options for discussion by the Steering Committee. If a metric is approved, it would go to the IOC in November.

Supporting Documentation Included: Performance Indicator and Goal for Online Programs/Majors: Options for Consideration

Facilitators/Presenters: Chair Glover and Dr. McKee

Performance Indicator and Goal for Online Programs/Majors

Options for Consideration

OPTION 1

Performance Indicator: Online majors will be available in the SUS.

Goal: There will be 34% of approved Bachelors programs and 45% of approved Masters programs that have at least one major online in the SUS.

Level	CIPs with at least One Approved Program in the SUS*	CIPs with at Least One Online Major in the SUS*	
		Number	%
Bachelors	241	80	33.2%
Masters	272	121	44.5%
Specialist	11	4	36.4%
Research Doctorate	146	10	6.8%
Professional Doctorate	17	6	35.3%

* Inventory of Online Programs, 8/11/2022. Unduplicated count.

OPTION 2

Performance Indicator: Online majors in Programs of Strategic Emphasis will be available in the SUS.

Goal: There will be 45% of total online Bachelors programs, and 68% of total online Masters programs in the SUS with majors in Programs of Strategic Emphasis.

Level	University Online Majors in the SUS	Online Majors in Programs of Strategic Emphasis	
		Number	%
Bachelors	178	78	43.8%
Masters	333	226	67.9%
Specialist	4	3	75%
Research Doctorate	15	10	66.7%
Professional Doctorate	11	11	100%

* Inventory of Online Programs, 8/11/2022. Duplicated count.

**STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE
Innovation and Online Education
August 24, 2022**

SUBJECT: Florida Postsecondary Academic Library Network Legislative Budget Request

PROPOSED STEERING COMMITTEE ACTION

For information

BACKGROUND INFORMATION

Support services for libraries, distance learning, and student services are provided to the SUS and Florida College System institutions by the Florida Virtual Campus (FLVC), the organization that manages the Florida Postsecondary Academic Library Network established in s. 1006.73, Florida Statutes. The host entity for the organization is Northwest Regional Data Center (NWRDC), an auxiliary enterprise of Florida State University. Funding for FLVC and the Network is provided through the General Appropriations Act and is split between the Florida College System and the SUS.

NWRDC will present a legislative budget request for FLVC at the September meeting of the Board’s Innovation and Online Committee. The summary request is below, and details are attached for the Steering Committee’s information.

Issues	Board of Governors	State Board of Education	Total
2022-23 Base Budget	11,836,500	9,076,322	20,912,822
2023-24 E-resources requested increase	750,000	750,000	1,500,000
2023-24 General operations requested increase	835,347	835,347	1,670,694
2023-24 Total Proposed Budget	13,421,847	10,661,669	24,083,516
Total increase requested for 2023-24	1,585,347	1,585,347	3,170,694

Supporting Documentation Included: Florida Postsecondary Academic Library Network 2023-24 Legislative Budget Request

Facilitators/Presenters: Dr. McKee

**State University System
Education and General
2023-2024 Legislative Budget Request
Form I**

**Florida Postsecondary Academic Library Network
E-Resources**

University(s):	
Request Title:	Florida Postsecondary Academic Library Network E-Resources
Date Request Approved by University Board of Trustees:	N\A
Recurring Funds Requested:	\$750,000
Non-Recurring Funds Requested:	
Total Funds Requested:	\$750,000
Please check the request type below:	
Shared Services/System-Wide Request	<input checked="" type="checkbox"/>
Unique Request	<input type="checkbox"/>

I. Purpose -

Library Electronic Resources (E-Resources) -- \$750,000

NWRDC manages the Florida Postsecondary Academic Library Network for the SUS and the FCS. This request will allow libraries to keep current Electronic Resources (E-Resources) shared for all students and faculty across the two systems. This request is based upon recommendations from the university and college librarians of additional resources needed for programmatic content and associated services with some of those resources.

The total increase request for e-resources is \$1.5 million, to be split between SUS and FCS, at \$750,000 for each system. The E-Resources budget provides a statewide collection of library electronic resources, including scholarly journals, magazines, newspapers, academic streaming videos, research databases, e-books, etc. FLVC works with more than 40 different vendors to provide students and faculty with access to more than 400,000 electronic resources.

Since 2012, the FLVC e-resources budget has remained flat, while costs for e-resources have increased each year. Between 2013 and 2020, the cost for FLVC's e-resources subscriptions increased by an annual average of more than 3%. With a flat budget, these annual increases forced the Collections Management Committee, made up of librarians from across the SUS and FCS libraries, to make difficult decisions about which statewide e-resources to discontinue. Between 2013 and 2020, 45 e-resource collection subscriptions were cancelled, representing more than 2 million student searches in the last year that each resource was available.

In order to prevent additional e-resource cancellations, FLVC requests an increase to the e-resources budget of \$1.5 million. FLVC will use this amount over the next five years to cover anticipated inflationary increases in the subscriptions for existing e-resources collection.

If this is not funded, students at Florida's public institutions will not have access to updated and needed resources in all programs of study.

This request is for a \$750,000 increase for the State University System's (50%) share of the total requested e-resources increase of \$1.5 million.

II. Return on Investment

Library Electronic Resources (E-Resources) are used by students and faculty across all academic areas and programs of study at both the SUS and FCS. The FLVC E-Resources budget provides a statewide collection of library electronic resources, including scholarly journals, magazines, newspapers, academic streaming videos, research databases, e-books, etc. FLVC works with more than 40 different vendors to provide students and faculty with access to more than 400,000 electronic resources.

Student academic success depends on having access to high-quality, scholarly e-resources across all academic disciplines.

During FY 2021-22, college and university students, faculty, and staff performed more than 8 million searches and 6.5 million downloads of content from the statewide e-resources collection.

FLVC's centralized licensing of these E-Resources saves the state of Florida \$16 million per year compared to decentralized licensing.

**State University System
Education and General
2023-2024 Legislative Budget Request
Form I**

**Florida Postsecondary Academic Library Network
General Operations**

University(s):	
Request Title:	Florida Postsecondary Academic Library Network - General Operations
Date Request Approved by University Board of Trustees:	N\A
Recurring Funds Requested:	\$835,347
Non-Recurring Funds Requested:	
Total Funds Requested:	\$835,347
Please check the request type below:	
Shared Services/System-Wide Request	<input checked="" type="checkbox"/>
Unique Request	<input type="checkbox"/>

I. Purpose -

NWRDC-FLVC has managed the Florida Postsecondary Academic Library Network for the FCS and the SUS since December 2020 with no increase to budget. This request supports the Library Services and Distance Learning & Student Services divisions of NWRDC-FLVC. The total increase requested is \$1,670,694 to be split between SUS and FCS, \$835,347 each system. Major items this increase will fund include the following initiatives (numbers represent the combined SUS\FCS budget requests):

Florida Shines Mobile application - \$75,000

FloridaShines.org is Florida’s Student Hub of Innovative Educational Services, an information-rich website of free online tools and resources to help students and adult learners succeed in school, earn a college degree, and embark on a rewarding career. Among the many features available on FloridaShines.org are the ability to easily research and compare all public colleges and universities in Florida, search for courses, check progress to

graduation, and more. However, today's student prefers mobile applications instead of traditional web-based applications. This project will help modernize Florida Shines to meet the demands for today's students.

Staff salaries - \$335,786

NWRDC-FLVC does not receive funding for salary increases as state agencies do. While the budget has been flat for the two years since beginning to manage FPALN, NWRDC-FLVC has funded a 3% increase for 21\22 and a 5.5% increase for 22\23 out of budget efficiencies and salary savings from unfilled positions. As these positions are filled, we will not be able to continue funding current staffing levels. This plan also includes a 3% pool for 23/24.

Additional positions for Library Services - \$418,683

This budget initiative will fund additional staff positions to expand helpdesk coverage for existing services, increase our ability to manage the state's eResource subscriptions, and restore staff support for the digital asset management systems (FL-Islandora) for the 40 SUS\FCS institutions.

Cloud expansion - \$241,000

In support of Florida's Cloud First Initiative, NWRDC-FLVC will replace aging IT infrastructure with cloud services.

Open Education Resources (OER) Publishing Platform - \$92,082

This initiative will allow students to print copies of digital open education resources (OER) at a low cost. OER textbooks and instructional materials are typically provided to students in digital format. The 2022 FLVC Textbook Affordability Survey asked if having the option to purchase a low-cost paper copy of a textbook, in addition to digital access, was important, and students overwhelmingly responded positively. Of those responding to the survey, 82.4% wanted to have the option to purchase a paper copy at a lower cost. The Pressbooks platform would provide that low-cost print option to students.

Transformative Open Access to Florida Faculty Research and Scholarly Output Pilot Project - \$200,000

Faculty at Florida's universities and colleges publish results of their research and scholarly output in academic journals, where access typically limited to only authorized subscribers. Transformative

Open Access agreements with academic publishers allow for this research and scholarly output to be available to researchers and students globally at no cost. FLVC will use these funds as a pilot project to identify scholarly output from faculty and Florida's universities and colleges, and to work with scholarly publishers to pay Article Processing Charges (APCs) to enable research content to be freely open to all researchers.

Community Networking Platform - \$65,000

Funding will provide for more efficient communication among institutions representatives and constituent workgroups by creating an online community presence within the FLVC network. Members and other participants will be able to work on projects, assigned tasks, system-level initiatives, provide input on activities and share knowledge and resources more efficiently. The licensed platform will require less staff oversight and effort while providing expanded capabilities for sharing resources. The platform can be used by all FLVC constituent groups.

General expenses - \$242,144

As stated previously, NWRDC-FLVC has managed the FPALN for since December 2020 with no increase to budget. This budget request includes a 1% increase in general expenses to cover cost increases over the past two years.

II. Return on Investment

Florida Shines Mobile application – This allows us to modernize the Florida Shines environment to meet future demands and increase usage by our target audience. Without the mobile app, the Florida Shines environment will continue to age, losing its attractiveness to the modern student.

Staff salaries – In order to retain and attract the best employee talent, NWRDC-FLVC needs to remain competitive in its salary offerings. This budget request keeps NWRDC-FLVC in line with current state employee offerings.

Additional positions for Library Services – In order to provide adequate support for its mission, NWRDC-FLVC needs to restore

staffing levels similar to those before the migration of 2020. This budget proposal increases staff support in key targeted areas.

Cloud expansion - Replacing aging infrastructure with cloud services allows us to convert the budget from capital expenditures to operational expenses, reducing budgeting spikes due to one-time equipment costs.

Open Education Resources (OER) Publishing Platform - As stated above, this OER platform would provide that low cost print option to students.

Transformative Open Access to Florida Faculty Research and Scholarly Output Pilot Project - This project will enhance the rankings of Florida's universities and colleges by providing broader uses of the research output of faculty at all institutions. Faculty at Florida's universities and colleges publish results of their research and scholarly output in academic journals, which are typically behind paywalls, limiting access to only authorized subscribers. Transformative Open Access agreements with academic publishers allow for this research and scholarly output to be available to researchers and students globally at no cost. FLVC will use these funds as a pilot project to identify scholarly output from faculty and Florida's universities and colleges, and to work with scholarly publishers to pay Article Processing Charges (APCs) to enable research content to be freely open to all researchers.

Community Networking Platform - Over the last three years, operation and oversight of online programs and services has expanded significantly. In addition, policies and procedures around such activities and the federal regulatory environment have become more complex. While FLVC staff constantly monitor and advise constituents on such matters, the workload has increased significantly, and current one-way email and distribution list activities have not been able to efficiently allow for the necessary communication and collaboration among the college and university representatives and other constituent groups. The platform will allow college and university representatives and designated workgroups to collaborate with each other, quickly post responses to questions and receive more efficient and timely information on state policies, new initiatives, technology evaluations, contractual agreements, legislative issues or research of particular importance. The increased collaboration and communication offered will enhance the level of service FLVC can provide, reduce duplication

of effort and allow for more informed decision making at the college and university level.

III. Personnel – As mentioned above, this budget initiative will fund additional staff positions to expand helpdesk coverage for existing services, increase our ability to manage the state’s eResource subscriptions, and restore staff support for the digital asset management systems (FL-Islandora) for the 40 SUS\FCS institutions.

IV. Facilities -N\A