STATE UNIVERSITY SYSTEM OF FLORIDA

AGENDA

STEERING COMMITTEE
Innovation and Online Education
Virtual Meeting
February 9, 2022
2:00 p.m. – 3:00 p.m.

Chair: Bret Danilowicz; Vice Chair: Ken Furton
Members: Ellenberg, Glover, McKee (non-voting), Rieger, Wilcox

1. **Call to Order and Opening Remarks** **Provost Bret Danilowicz, Chair**

2. **Approval of Minutes** **Chair Danilowicz**
   Minutes, Steering Committee, December 1, 2021
   Minutes, Steering Committee, December 7, 2021

3. **Preparing for a Post-Pandemic World in the SUS:** **Chair Danilowicz**
   Next Steps **Chancellor Marshall Criser**

4. **Concluding Remarks and Adjournment** **Chair Danilowicz**

SUBJECT: Approval of Minutes

PROPOSED STEERING COMMITTEE ACTION

Consider approval of the minutes of the Steering Committee meetings held on December 1, 2021, and December 7, 2021.

BACKGROUND INFORMATION

Committee members will review and consider approval of the minutes of the meetings held on December 1, 2021, and December 7, 2021.

Supporting Documentation Included: Steering Committee Minutes, December 1, 2021 and December 7, 2021

Facilitators/Presenters: Chair Danilowicz

MINUTES
STEERING COMMITTEE FOR INNOVATION AND ONLINE EDUCATION
VIRTUAL MEETING
DECEMBER 01, 2021

1. **Call to Order and Opening Remarks**

Chair Bret Danilowicz convened the meeting at 9:03 a.m. on December 1, 2021, with the following members present: Provosts George Ellenberg, Ken Furton, Joe Glover and Ralph Wilcox; Robby Fuselier (representing Provost Sally McRorie); and Associate Vice Chancellor Nancy McKee (non-voting)

FGCU Provost Mark Rieger and NCF Provost Suzanne Sherman were also in attendance.

The following Implementation Committee members and/or workgroup chairs were in attendance: Michele Horton (UWF); David Jaeger (FGCU); Deb Miller (UNF); Andy McCollough (UF); Kelvin Thompson (UCF); Cindy DeLuca (USF); Julie Golden-Botti (FAU); Evangelia Prevolis (FIU); Franzetta Fitz (FAMU); and Tom Cavanagh (UCF)

Chair Danilowicz announced that the Chancellor had reappointed Provosts Furton, Glover, and him for new terms, and that Provost Rieger was appointed to complete Provost McRorie's term, beginning in January 2022.

2. **Approval of Minutes**

Provost Glover moved approval of the Minutes of the Steering Committee meeting held on October 5, 2021. Provost Ellenberg seconded the motion and members concurred unanimously.

3. **Proposed Updates to the 2025 Strategic Plan for Online Education**

Dr. Nancy McKee presented proposed updates to the 2025 Strategic Plan for Online Education. The Committee accepted the proposals as presented, with the following exceptions:

- On slide 14, Faculty Awards, the term "courses" was removed so the tactic would read "Create a statewide award system for exceptional online teaching."
- On slide 15, the term "appropriate" was added to the Student Support Services tactic so that it would read, "Using the Student Services Scorecard or a similar process, universities will ensure that online students, including online students with disabilities, have access to appropriate services equivalent to those used by campus-based students."
- On slide 21, Online Programs/Majors, continue having a "TBD" and obtain more data before developing a performance indicator and goal for this issue.

4. **Cost of Online Education**

Regarding the cost of online education, Dr. Cindy DeLuca said that she anticipated the cost workgroup could get something to provosts for talking points by December 10.

5. **Concluding Remarks and Adjournment**

Chair Danilowicz indicated that, if time permits, members should send their comments and edits for the post-pandemic report to Nancy McKee and him prior to the December 7 meeting.

He adjourned the meeting at 10:03 a.m.

MINUTES
STEERING COMMITTEE FOR INNOVATION AND ONLINE EDUCATION
VIRTUAL MEETING
DECEMBER 07, 2021

1. Call to Order and Opening Remarks

Chair Bret Danilowicz convened the meeting at 1:06 p.m. on December 7, 2021, with the following members present: Provosts George Ellenberg, Ken Furton (joined at 1:08), Joe Glover; Robby Fuselier (representing Provost Sally McRorie); and Associate Vice Chancellor Nancy McKee (non-voting)

FAMU Provost Maurice Edington and UCF Interim Provost Michael Johnson were also in attendance.

The following Implementation Committee members and/or workgroup chairs were in attendance: Michele Horton (UWF); David Jaeger (FGCU); Deb Miller (UNF); Andy McCollough (UF); Evangelia Prevolis (FIU); Mariam Manzur-Leiva (NCF); Julie Golden-Botti (FAU); Franzetta Fitz (FAMU); and Tom Cavanagh (UCF).

2. DRAFT Report on Preparing for a Post-Pandemic World in the State University System

Committee members agreed to the revisions to the initial draft report as listed below:

- In the Delivering a Quality Student Experience section:
    o Recommendation #1. In the Action Steps, the Vice Presidents for Student Services should share best practices, rather than establish minimum standards for services.
    o Recommendation #2. Need to re-word the recommendation to focus on the process of sharing counseling support.
    o Recommendation # 5. The report should encourage universities to consider requiring student health insurance, rather than explore the benefits of the SUS requiring student health insurance.
- In the Creation of New Knowledge and its Application section:
    o Recommendations #1 and #4: Rather than having #1 as a separate recommendation, merge it with #4, then place #4 as the first recommendation in this section.
    o Recommendation #2: Rather than "examine" statewide restrictions on the use of carryforward funds, CAFA should "seek solutions." Recognize discussions with key stakeholders.
    o Recommendation #3: Add details about which programs are included for professional development.
- Engagement with Communities
    o Do not mention experiences of individual institutions in the report. On page 15, rather than mention FAMU, just refer to "extension services."
    o Do not mention remote technologies by name, such as Zoom.
- Operating an Efficient Enterprise
    o On page 19, add "isolation" to the bullet "The impact of stress, grief, and open-ended uncertainties on employee morale and well-being."

3. Concluding Remarks and Adjournment

Chair Danilowicz announced that he and Nancy McKee would get the revised draft distributed to members by Friday, December 10. Comments should be submitted by December 15. He is looking for endorsements of the revised draft.

Chair Danilowicz adjourned the meeting at 1:52 p.m.

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Dr. Bret Danilowicz, Chair

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Dr. Nancy McKee, Associate Vice Chancellor

STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE
Innovation and Online Education
February 9, 2022

SUBJECT: Preparing for a Post-Pandemic World in the SUS: Next Steps

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PROPOSED STEERING COMMITTEE ACTION

Discussion and Approval

BACKGROUND INFORMATION

With Chancellor Marshall Criser, Committee members will determine Next Steps regarding implementing recommendations in the report "Preparing for a Post-Pandemic World in the SUS," which was presented to the Board's Innovation and Online Committee on January 26, 2022.

In response to Chair Lamb's request that the Steering Committee select a few recommendations to focus on from an efficiencies standpoint in the next 6-12 months, eight of the attached recommendations have been highlighted as a starting point for the Committee's discussion. Should any of the highlighted recommendations be removed from the short-term list or replaced with other recommendations? Are revisions needed for any of their related Action Steps?

In addition, Chair Lamb suggested that the Steering Committee look at data needed to make decisions; Governor Self suggested the Committee look at long-term academic resilience; and Governor Haddock suggested that any best practices that evolved at an institution be shared across the system.

Supporting Documentation Included: Recommendations from the report *Preparing for a Post-Pandemic World in the State University System*

Facilitators/Presenters: Chair Danilowicz and Chancellor Criser

Preparing for a Post-Pandemic World in the State University System

Recommendations

Delivering a Quality Student Experience

Initiatives to Address in the Short-term (within 12 months)

1. **Recommendation:** Expand and sustain digital services for student outreach and engagement across all university units, including but not limited to mental health and substance abuse tele-counseling, career services, and library support.

    Action Steps:
    Vice Presidents for Student Services:
    - Expand needed digital services for student outreach and engagement;
    - Monitor the availability of digital services for students using the Florida Online Student Services Scorecard;
    - Share best practices for services among SUS institutions. Collaborate across the System on the effectiveness of services and the changing needs of students.

2. **Recommendation:** Develop strategies, standards, and training associated with best practices in multi-modal (i.e. Flex) instruction and student resources to support faculty, staff, and student success.

    Action Steps:
    Innovation and Online Education Implementation Committee:
    - Develop, maintain, and disseminate shareable resources for faculty and staff related to best practices in multi-modal (i.e. Flex) instruction;

    Distance Learning Research Consortium:
    - Explore student learning, grades, and progression into future courses and disseminate findings to the Implementation Committee and SUS Provosts.

Initiatives to Address in the Long-term

1. **Recommendation:** Develop a mechanism for SUS staff to share counseling support at other institutions in times of crisis.

    Action Steps:
    Health Center Directors:

- Propose policies and procedures that would allow SUS staff to provide supplementary telecounseling support at other SUS institutions.

2. **Recommendation:** Address sustainability of financial support associated with federal relief funding, which was necessary to 1) increase the extent of IT resources and software in classrooms and teaching laboratories, although it does not cover the cost of a refreshment cycle, and 2) provide loaner laptops, hotspots, webcams, and other IT support to students without access to the necessary infrastructure for off-campus learning.

   Action Steps:
   Provosts and Vice Presidents of Administration:
   - Identify sources of funding that can be used to support refreshment of the IT infrastructure in expanded classrooms and teaching laboratories.
   - To ensure that equitable access to the SUS is maintained, identify sources of funding that can be used to allow for ongoing support of students in need of additional IT essential to their use of remote modalities.
   - Create links to external resources for students to access financial support from employer education benefits and internships, state-funded workforce development resources, and other community services.

3. **Recommendation:** Encourage institutions to consider requiring students to have health insurance in order to ensure every student has the opportunity to receive the physical and mental health support they need to be successful as a student.

   Action Steps:
   Vice Presidents for Student Affairs:
   - Document the benefits to students from institutions that currently require student health insurance, their lessons learned, and best practices that have emerged as a potential model for SUS institutions.
   - As supported by the documentation, formulate a recommendation for consideration by institutional leadership.

Creation of New Knowledge and Its Application

Initiatives to Address in the Short-term (within 12 months)

1. **Recommendation:** Develop and deliver system-wide professional development programs for faculty, student researchers, and technical staff utilizing digital platforms to enhance their skills in grant writing, equipment use, and other skills transferrable across institutions. This should be an ongoing effort given the rapidly changing technology available to researchers.

Action Step:
Vice Presidents of Research:

- Develop and deliver system-wide professional development programs utilizing digital platforms.

Initiatives to Address in the Long-term

1. **Recommendation:** Identify opportunities, then build and support statewide, interdisciplinary research communities, networks, and clusters with a focus on grand challenges and global problems affecting Florida. The SUS ExpertNet should be updated accordingly (https://expertnet.org/index.cfm?fuseaction=home.home).

    Action Step:
    Vice Presidents of Research:

    - Identify opportunities for grand challenges and global problems affecting Florida;
    - Build and support statewide, interdisciplinary research communities, networks, and clusters to create an experts list for critical and/or time-sensitive topics.
    - Organize disease and modelling groups composed of experts existing within the SUS, so if requested, they are prepared to inform statewide response and policy.

2. **Recommendation**: Identify investment needs in a system-wide shared technology, research tools, and instrumentation (including remote access to core facilities) to expand SUS research competitiveness (e.g., high-performance computing), productivity, and data protection (i.e., cybersecurity,). This will also support the resiliency of research operations to future disruptive events.

    Action Steps:
    Vice Presidents of Research and Chief Information Officers:

    - Jointly identify investment needs in system-wide shared technology, research tools, and instrumentation
    - Prioritize the repurposing of vacated "back office" space (due to remote work) to expand research facilities

    Council of Administrative and Financial Affairs

    - In concert with plans being discussed with key stakeholders, seek solutions to statewide restrictions on the use of carryforward fund reserves to support universities' nimble response to research needs.

Engagement with Our Communities

Initiatives to Address in the Short-term (within 12 months)

N/A

Initiatives to Address in the Long-term

1. **Recommendation**: Given the proven effectiveness of the use of remote modalities in medical school operations, further expand their use.
   Action Steps:
   Deans of Medical Schools:
   - Use remote interviews for MD and residency programs to create a more diverse pool of applicants
   - Continue/increase use of remote meetings to increase participation by clinically based faculty and staff and save commuting time for more mission-driven effort
   - Expand use of remote guest lectureships for critical, timely, and highest-quality professional development

2. **Recommendation:** Create additional partnerships to assist displaced workers and underserved members of the community; conduct community trainings and webinars; and work with academic colleges to develop and deliver new curricula for professional certifications. Action steps could include:
   Action Steps:
   Continuing Education Directors and Extension Directors:
   - Create a deep partnership with Career Source to assist displaced workers seeking to start new careers in different fields.
   - Conduct trainings and webinars in collaboration with local and regional Chambers of Commerce.
   - Leverage partnership with online training providers to offer free online courses to faculty, students, staff, and community members regularly.
   - Identify programs that will help underserved members of the community to improve their opportunities to find sustainable employment.
   - Work internally with academic colleges to develop and deliver new curricula for professional certifications.

3. **Recommendation:** Create a statewide committee that includes the SUS, Florida College System, Career and Technical Education schools, CareerSource Florida, Enterprise Florida, and industry representatives to determine what qualifies as a micro-credential,

how it will be recognized in specific industries, and how it can be used across all the demographics that are served by continuing education units.

Action Steps:

Continuing Education Directors:

- Develop a project proposal for consideration by the Board of Governors.

Operating an Efficient Enterprise

Initiatives to Address in the Short-term (within 12 months)

1. **Recommendation:** Each university should update policies and practices to support in-person, fully remote, and/or hybrid work and instruction options based on department service needs and demand.

    Action Steps:

    Human Resources Directors:
    - Update policies and practices to support all work modalities and instruction options
    - Ongoing assessment of the productivity of employees in order to remain agile and competitive as a workforce
    - Share best practices in strengthening IT infrastructure and training to maximize employee productivity.

2. **Recommendation:** Develop and disseminate shared-SUS remote-instruction resources, including optimized technology standards for remote and Flex instruction such as for STEM laboratory classes, faculty and staff development, and outcomes of course modalities involving remote learning.

    Action Steps:

    Innovation and Online Implementation Committee:
    - Develop and disseminate shared-SUS remote-instruction resources, including optimized technology standards for remote and Flex instruction, through TOPKit, the Innovation Summit, the Distance Learning Research Consortium, and other SUS resources.

3. **Recommendation:** The SUS should continue to leverage volume contract savings on software and technology to create efficiencies across institutions.

    Action Steps:

    Chief Information Officers and Purchasing Directors (Shared Services Committee):

- Identify and pursue leveraging volume contract savings on software and technology to create efficiencies and cost savings across institutions.

4. **Recommendation:** In concert with plans being discussed with key stakeholders, explore easing statewide restrictions on the use of carryforward fund reserves permanently to enable a nimble response to research and student financial needs by universities.

    Action Steps:
    Chief Financial Officers:
    - Evaluate regulatory and statutory statewide restrictions on the use of carryforward fund reserves
    - Propose recommendations to the Board of Governors.

Initiatives to Address in the Long-term

1. **Recommendation:** Develop recommendations for when and how to implement emergency aid for SUS students when the effort is not directed by the Federal Government.

    Action Steps:
    Financial Aid Directors:
    - Document circumstances under which students have been given emergency aid, lessons learned, and best practices.
    - Recommend when and how to implement system-wide emergency aid for students.

Planning for Additional Post-Pandemic Analyses

It would be prudent for the SUS to determine what additional data beyond that collected for SUS accountability reports should be collected and analyzed to provide strategic guidance on performance improvement in a post-pandemic Florida.

For Short-term Initiatives: Summary of Action Steps by Council/Committee/Group

Vice Presidents for Student Services:
- Expand needed digital services for student outreach and engagement;
- Monitor the availability of digital services for students using the Florida Online Student Services Scorecard;
- Share best practices for services among SUS institutions. Collaborate across the System on the effectiveness of services and the changing needs of students.

Implementation Committee:
- Develop, maintain, and disseminate shareable resources for faculty and staff related to best practices in multi-modal (i.e. Flex) instruction;
- Develop and disseminate shared-SUS remote-instruction resources, including optimized technology standards for remote and Flex instruction, through TOPKit, the Innovation Summit, the Distance Learning Research Consortium, and other SUS resources.

Distance Learning Research Consortium:
- Explore student learning, grades, and progression into future courses and disseminate findings to the Implementation Committee and SUS Provosts.

Vice Presidents of Research:
- Develop and deliver system-wide professional development programs utilizing digital platforms.

Human Resources Directors:
- Update policies and practices to support all work modalities and instruction options
- Ongoing assessment of the productivity of employees in order to remain agile and competitive as a workforce
- Share best practices in strengthening IT infrastructure and training to maximize employee productivity.

Chief Information Officers and Purchasing Directors *(i.e., Shared Services):*
- Identify and pursue leveraging volume contract savings on software and technology to create efficiencies and cost savings across institutions.

Chief Financial Officers:
- Evaluate regulatory and statutory statewide restrictions on the use of carryforward fund reserves. Propose recommendations to the Board of Governors.

Steering Committee
- Determine what additional data beyond that collected for SUS accountability reports should be collected and analyzed to provide strategic guidance on performance improvement in a post-pandemic Florida.