



AGENDA

STEERING COMMITTEE for Implementation of the 2025 Strategic Plan for Online Education and for Advising the Board of Governors Innovation and Online Committee regarding Planning for a Post-Pandemic World in the SUS

**Virtual Meeting
October 5, 2021
1:00 p.m. – 3:00 p.m.**

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

- 1. Call to Order and Opening Remarks** **Provost Bret Danilowicz, Chair**
- 2. Approval of Minutes** **Chair Danilowicz**
Minutes, Steering Committee, August 3, 2021
- 3. Post-Pandemic World: Extension Services** **Dr. Thomas Obreza**
UF/IFAS Interim Dean for Extension
Vonda H. Richardson
FAMU Cooperative Extension Program
- 4. Status Report/Discussion: Post-Pandemic Report**
 - a. Delivering a Quality Student Experience** **Provost George Ellenberg**
 - b. Creation of New Knowledge and Its Application** **Provost Ralph Wilcox**
 - c. Engagement with Our Communities** **Provost Joe Glover**
 - d. Operating an Efficient Enterprise** **Provost Ken Furton**
 - e. Revision of the SUS BOG Online Goals** **Chair Danilowicz**
- 5. Proposed Updates: 2025 Strategic Plan for Online Ed.** **Dr. Nancy McKee**
Board of Governors
- 6. Concluding Remarks and Adjournment** **Chair Danilowicz**

**STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE
SUS 2025 Strategic Plan for Online Education
October 5, 2021**

SUBJECT: Approval of Minutes

PROPOSED STEERING COMMITTEE ACTION

Consider approval of the minutes of the Steering Committee meeting held on August 3, 2021.

BACKGROUND INFORMATION

Committee members will review and consider approval of the minutes of the meetings held on August 3, 2021.

Supporting Documentation Included: Steering Committee Minutes, August 3, 2021

Facilitators/Presenters: Chair Danilowicz

MINUTES
STEERING COMMITTEE FOR THE
IMPLEMENTATION OF THE 2025 STRATEGIC PLAN FOR ONLINE EDUCATION
AND FOR ADVISING THE BOARD OF GOVERNORS INNOVATION AND ONLINE COMMITTEE REGARDING
PLANNING FOR A POST-PANDEMIC WORLD IN THE SUS

VIRTUAL MEETING
AUGUST 3, 2021

1. Call to Order and Opening Remarks

Chair Bret Danilowicz convened the meeting at 4:00 p.m. on June 30, 2021, with the following members present: George Ellenberg, Kevin Coughlin, Jr. (representing Ken Furton), Joe Glover (joining at 4:05), Robby Fuselier (representing Sally McRorie), and Nancy McKee (non-voting).

UNF Provost Michael Johnson was also in attendance.

The following Implementation Committee members were in attendance: Deb Miller (UNF); Andy McCollough (UF), Cindy DeLuca (USF), Julie Golden-Botti (FAU), and Tom Cavanagh (UCF).

2. Approval of Minutes

Provost Ellenberg moved approval of the Minutes of the Steering Committee meeting held on June 30, 2021. Provost Wilcox seconded the motion and members concurred unanimously.

3. Continuing Education in a Post-Pandemic World

Dr. Sean Armstrong said that his remarks represent the input from the continuing education units of FAU, FIU, FSU, UCF, UF, USF, and UWF.

He said that as state unemployment numbers soared, the continuing education units provided opportunities to help accelerate residents' return to work.

Dr. Armstrong provided three themes that highlight changes each of the continuing education units implemented during the pandemic to assist their respective residents in transition:

- Agility: How they adapted resources not previously available to their units to confront the following challenges:
 - Because they are self-supporting units, the chief concern was replacing lost revenue and maintaining continuity of operations.
 - Although they had planned to shift to more online offerings eventually, the pandemic accelerated this move.
 - Training instructors was a challenge, specifically in using Learning Management Systems, Zoom, Microsoft TEAMS, and or Skype for Business. Most instructors are experts in the industry – not in instructional design.
- Innovation – How they creatively met students where they were:
 - FAU created a Hospitality and Tourism Management certificate that had over 80,000 participants.
 - FIU partnered with the City of North Miami to provide on-demand COVID-19 Contact Tracing training.

- FSU Campus Reimagined staff provided support for the university COVID dashboard and developed web-based enrollment for testing and vaccinations.
- UCF and Cengage offered 10 professional development courses free of charge to the Central Florida community, which totaled just over 11,000 registrations. Many of the courses were selected because they fulfill demonstrated employer needs.
- UF and Coursera partnered to launch the UF COVID Access Free Education (Café) program which made the full catalog of Coursera courses available to UF students, teachers around the state of Florida, and anyone in the workforce.
- UNF Expanded delivery boundaries for high demand distance courses around the world by leveraging its local relationship with the Army and Navy Corps of Engineers.
- USF Continuing Education partnered with the Muma College of Business to offer certificates in Post Crisis Leadership with 35K participants and in Diversity, Equity, and Inclusion which had 165k Participants .
- UWF utilized Zoom to create synchronous courses for its Leisure Learning 55+ community to allow them to continue their educational journeys and engage with their peers.
- Collaboration and Best practices – Continue to create more meaningful partnerships through:
 - 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 regularly offer free online courses to faculty, students, staff, and community members.
 - Identify programs that will help underserved members of our community improve their opportunities to find sustainable employment.
 - Work internally with academic colleges to develop and deliver new curricula for professional certifications.

Dr. Armstrong said that the continuing education leader's recommendation deals with micro-credentialing, which is filling the gap between formal degrees and emerging skills that are needed in order to be successful in the workplace. He said the group recommended creating a state-wide committee that includes SUS, Florida College System, CTE 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.

Chair Danilowicz asked if the micro-credentials would be credit or non-credit. Dr. Armstrong said the continuing education leaders had not gotten that far with their discussions, but did feel the micro-credentials should be State-designated.

Dr. Coughlin asked if any thought had been given to extracting skill sets from academic programs and Dr. Armstrong said the discussions had not gotten that far yet.

4. Themes and Goals for the Post-Pandemic Report

Chair Danilowicz presented the “straw outline” for the report, saying he tried to align sections of the report with Dr. Wilcox’s presentations to the Innovation and Online Committee. Dr. Wilcox said it was a great framework as long as they can remain agile as they go along.

Dr. McKee presented the project timeline. Dr. Glover asked if the report could be presented to the Innovation and Online Committee in January instead of November, because the timing of writing the sections coincides with the start of school. Chair Danilowicz said that workload associated with the COVID resurgence has been unprecedented, and Provost Wilcox stated that there may still be lessons learned during the Fall term, as well as new best practices developed. Chair Danilowicz asked Dr. McKee to see if the presentation date could be moved to the Innovation and Online Committee’s January meeting.

Dr. Wilcox asked if it could be a digital document with hyperlinks embedded and Dr. McKee said she thought Board members would be fine with that approach. Chair Danilowicz said he envisioned recommendations would be included in the various sections, and Dr. Glover suggested also having a section that included all recommendations. Dr. Ellenberg asked about the length of the document and Provost Wilcox suggested a focus on brevity. Dr. McKee suggested having an Executive Summary that could include recommendations. Chair Danilowicz said he would draft the Executive Summary.

5. Tactics in the 2025 Strategic Plan for Online Education

Dr. McKee reminded the Committee that she had presented to them in February – and to the Innovation and Online Committee in March - the results of a review conducted by the Implementation Committee of tactics in the Strategic Plan for Online Education to determine if they should go forward in the post-pandemic world. The Implementation Committee had recommendations regarding 10 of the 49 tactics in the Plan. Two of the tactics had implementation plans approved by the Innovation and Online Committee, but changes have been made in those plans. Approval of recommended changes had not been requested of the IOC in March, with the thought that it would be more appropriate to wait until the post-pandemic discussions had been concluded by the Steering Committee, in case other changes were needed. The Board’s General Counsel recommended that the tactics be taken to the IOC and that a motion be drafted that would provide flexibility for the implementation of the tactics. That way, it would not be necessary to take to the Committee a request for approval each time revisions were made. Dr. McKee said she could make the presentation to the IOC in November and would draft a motion to bring to the Steering Committee to review prior to the presentation.

6. Concluding Remarks and Adjournment

Chair Danilowicz stated that the Committee’s next meeting would be on October 5. He adjourned the meeting at 4:47 p.m.

**STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE
SUS 2025 Strategic Plan for Online Education
October 5, 2021**

SUBJECT: The Post-COVID World in the State University System: Extension Services

PROPOSED STEERING COMMITTEE ACTION

For Discussion

BACKGROUND INFORMATION

Dr. Thomas Obreza, UF/IFAS Interim Dean for Extension, and Vonda H. Richardson, FAMU Cooperative Extension Program Director, have been invited to jointly give a presentation on extension services in a post-pandemic world in the SUS.

To help prepare for the discussion with provosts, they were provided the following questions and asked to focus on the delivery of extension services:

- Is the SUS response going to be a return to the status quo or adapting to sustained change? How do we build excellence and greater resilience for the future?
- What potential opportunities has the global pandemic revealed across the SUS and how successful have we been in addressing them over the past nine months?
- What are the most significant “lessons learned” with relevance to higher education? What “best practices” have emerged across the SUS that we may wish to share and adopt?
- What might the post-COVID “new normal” look like for higher education in Florida, and what innovations are most likely going to gain traction and sustain in the mid- to long-term?
- How can the 12 SUS institutions collaborate most effectively in anticipation of a potential paradigm shift in higher education?

Chair Danilowicz will present the outcomes of the discussion to the Board of Governors Innovation and Online Committee at its November meeting.

Supporting Documentation Included: None

Facilitators/Presenters: Dr. Obreza and Ms. Richardson

**STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE**
October 5, 2021

SUBJECT: Status Report/Discussion: Post-Pandemic Report

PROPOSED STEERING COMMITTEE ACTION

For Discussion

BACKGROUND INFORMATION

The October 5 meeting will provide an opportunity for the Committee to discuss any challenging topics that provosts have encountered in drafting their respective sections of the post-pandemic report, as well as any potential recommendations they are considering:

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|---|--------------------------|
| • Delivering a Quality Student Experience | Provost George Ellenberg |
| • Creation of New Knowledge and Its Application | Provost Ralph Wilcox |
| • Engagement with Our Communities | Provost Joe Glover |
| • Operating an Efficient Enterprise | Provost Ken Furton |
| • Revision of the SUS BOG Online Goals | Chair Danilowicz |

The final report will be discussed and approved at the Committee's December 7 meeting and will be presented to the Board's Innovation and Online Committee at its January meeting.

Supporting Documentation Included: 7/29/2021 Straw Outline of the Report

Facilitator/Presenter: Chair Danilowicz

‘Straw’ Outline of Planning for a Post-Pandemic World in the SUS

Sections: Each section would briefly outlay what has been changed by the pandemic and make specific recommendations of actionable changes that are still needed to appropriately drive improvement. Given the committee’s ‘Key Questions’, the following questions should additionally be answered within the narrative within each section:

- What inherent limitations and potential opportunities has the global pandemic revealed across the SUS and how successful have we been in addressing them over the past year?
- What might the post-COVID “new normal” look like for higher education in Florida, and what innovations are most likely going to gain traction and sustain in the mid- to long-term?
- Are there specific recommendations to help the 12 SUS institutions collaborate more effectively post-pandemic?

Summary of Charge and Process Followed

Writers- Lead Writer **Danilowicz**, Support McKee, **Wilcox**

Delivering a Quality Student Experience

Primary Sources: Student Health Services, Dean of Students, Medical School Deans, Public Health Deans, SUS Counseling Directors, Collegiate Recreation, Council on Equal Opportunity and Diversity, Council on Diversity and Inclusion, Admission Directors, Disability Services, Housing, Florida Career Consortium, Student Government Association, Chief Information Officers, Financial Aid Directors, Advisory Council of Faculty Senates, Implementation Committee, Academic Coordination Group

Writers- Lead Writer **Ellenberg**, Support **Danilowicz**, Cavanaugh (UCF), Fuselier (FSU), Golden-Botti (FAU), Horton (UWF), Manzur-Leiva (NCF)

Creation of New Knowledge and Its Application

Primary Sources: Chief Information Officers, Vice Presidents of Research, Medical School Deans, Public Health Deans, Chief Information Officers

Should additionally consider: Undergraduate Research

Writers- Lead Writer **Wilcox**, Support **Glover**, **McRorie**, DeLuca (USF)

Engagement with Our Communities

Primary Sources: Continuing Education, Medical School Deans, Public Health Deans

Should additionally consider: Extension, Community Engagement

Writers- Lead Writer **Glover**, Support **Ellenberg**, McCollough (UF), Fitz (FAMU)

Operating an Efficient Enterprise

Primary Sources: Council of Administrative and Financial Affairs, Athletics and Auxiliaries, Emergency Managers, Police Chiefs, Human Resource Directors, Chief Information Officers, Admissions Directors, Council on Equal Opportunity and Diversity, Disability Services, Implementation Committee, Academic Coordination Group

Writers- Lead Writer **Furton**, Support, **McRorie**, Dvorske (Poly), Jaeger (FGCU), Miller (UNF), Prevolis (FIU)

Revision of the SUS BoG Online Goals

Adapt the 40% ‘online’ goal to better match new realities of student demand and modalities

Writers- Lead Writer **Danilowicz**, Support **Furton**, McKee, Golden-Botti (FAU)

**STATE UNIVERSITY SYSTEM OF FLORIDA
STEERING COMMITTEE**
October 5, 2021

SUBJECT: Proposed Updates: 2025 Strategic Plan for Online Education

PROPOSED STEERING COMMITTEE ACTION

For Discussion

BACKGROUND INFORMATION

When the 2025 Strategic Plan for Online Education was adopted in November 2015, one of the performance indicators for access was “Percentage of academic degree programs in the Board of Governors Academic Program Inventory that have at least one major offered fully online.” At the October 2019 Innovation and Online Committee meeting, Dr. McKee presented several updates of the performance indicators and goals that had been recommended by the Steering Committee. For this one, the recommendation was “TBD” to allow time for an in-depth review of the issue.

Dr. McKee will demonstrate the Inventory of Online Programs, propose a performance indicator, and provide data to inform a decision by the Steering Committee:

Proposed Performance Indicator for Discussion: ____% of online programs/majors in Programs of Strategic Emphasis

NOTE: As of 9/23/2021:

- 62% of the total online programs/majors (309 of 498) are in PSE;
- 71% of online grad programs/majors (236 of 331) are in PSE; and
- 44% of UG online programs/majors (73 of 167) are in PSE

Supporting Documentation Included: None

Facilitator/Presenter: Dr. Nancy McKee