STATE UNIVERSITY SYSTEM OF FLORIDA

AGENDA

ADVISORY BOARD FOR UF ONLINE

Conference Call
Dial-in 1-888-670-3525; Passcode 144 275 1317 #
April 4, 2018
10:00 a.m. – 12:00 p.m. or upon adjournment

Chair: Mr. Carlos Alfonso
Members: Mr. Ernie Friend, Mr. Ed Morton Dr. John Watret

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

2. **Approval of Minutes of Meeting held Oct. 2017**   **Chair Alfonso**

3. **Public Comment**   **Chair Alfonso**

4. **Election of Vice Chair**   **Chair Alfonso**

5. **UF Online Updates**   **Ms. Evangeline Cummings**

6. **Approaching UF Online's Next Chapter**   **Ms. Cummings**
   Taking Stock: UF Online Lessons Learned, 2014-2018
   Noteworthy Market Forces and Trends in the Field

7. **Proposed Conceptual Framework, 2019-2024**   **Ms. Cummings**
   UF Online Overarching Goals and Objectives, 2019-2024
   UF Online Business Plan Strategies and Priorities

8. **Advisory Board Input**   **Chair Alfonso**
   Conceptual Framework
   Business Plan Document Approach

9. **Concluding Remarks and Adjournment**   **Chair Alfonso**

STATE UNIVERSITY SYSTEM OF FLORIDA
Advisory Board for UF Online
April 4, 2018

SUBJECT: Approval of Minutes of October 17, 2017, Meeting

PROPOSED ADVISORY BOARD ACTION

Approval of summary minutes of the meeting held on October 17, 2017.

BACKGROUND INFORMATION

Advisory Board members will review and approve the summary minutes of the meeting held on October 17, 2017.

Supporting Documentation Included: Summary Minutes for October 17, 2017

Facilitators/Presenters: Chair Carlos Alfonso

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
ADVISORY BOARD FOR UF ONLINE
UNIVERSITY OF FLORIDA
GAINESVILLE, FL
October 17, 2017

1. <u>Call to Order</u>

Chair Carlos Alfonso convened the meeting at 10:07 a.m. on October 17, 2017, with the following members present: Vice Chair Ned Lautenbach (by phone), Mr. Ernie Friend, and Dr. John Watret. A quorum was established.

2. <u>Approval of Committee Meeting Minutes</u>

Dr. Watret moved that the committee approve the minutes of the meeting held on April 26, 2017, as presented. Mr. Friend seconded the motion, and the members concurred.

3. <u>Public Comment</u>

There were no public comments.

4. <u>UF Online Annual Report</u>

Ms. Evangeline (Evie) Cummings presented the 2017 UF Online Annual Report, stating that UF Online was:

- Meeting and exceeding enrollment projections overall;
- Making steady progress with out-of-state enrollments;
- Exceeding goals for adding academic pathways; and
- Supporting STEM Lab innovations for Biology and Physics labs.

She said that UF Online is currently in the second phase of its growth pathway. During 2016-17, UF Online continued to transition from its dependence on its vendor to being fully integrated into the university's operations.

Ms. Cummings stated that only 40% of applicants are admitted into UF Online, and by the end of summer 2017, over 950 students had graduated from twelve majors in six colleges. She said that over 50 new courses were created last year; the College of Journalism and Communications had launched a fully online degree program in Public Relations; and the College of Business had launched eight new online academic pathways for students. She stated that UF Online had launched the country's first fully

online campus for online undergraduates, the UF Online Plaza, where students can connect with their peers. She indicated that UF Online had implemented an optional fee package for students who wanted to engage in on-campus services and activities.

Mr. Friend moved approval of the annual report, Dr. Watret seconded the motion, and members concurred.

5. <u>UF Online STEM Focus</u>

Mr. Glenn Kepic indicated that there were 180 STEM courses in 29 departments in UF Online. He said these are available only to UF Online students.

Dr. Shawn Weatherford demonstrated his online Physics lab and Dr. Brian Harfe demonstrated his online Evolutionary Biology lab.

Ms. Cummings indicated that UF Online was trying to ensure that online labs were provided to students in the most cost-effective way, while allowing for nimbleness. She said that she is chairing a system-wide task force for STEM labs, and the task force will propose having a statewide forum for faculty communities to discuss how they are using these labs.

6. <u>UF Online Students' Perspectives</u>

Mr. Thomas Summerford indicated that UF Online was seeing enrollment patterns different from UF residential students. UF Online students are more likely to stop out, although if they stop out for more than one semester, they will have to be readmitted. Three students who had been or are enrolled at UF Online - Alexandra Melendi, Gregory Caudill, and Gregory Hellig - shared their experiences and reasons for enrolling.

7. <u>Looking Ahead for UF Online</u>

Ms. Cummings said that only 40% of applicants are accepted into UF Online and pathways need to be created for students to get qualified for admission. She said that other areas of focus will be academic integrity, marketing, maintaining affordability, and academic advising. Ms. Cummings said there needs to be a recalibration of expectations going forward.

Mr. Friend suggested that the SUS performance expectations be reviewed to see the areas in which UF Online could make a difference in the University of Florida's outcomes. He suggested letting students who do not qualify initially know they can attend college and maybe get in UF Online later as a transfer student. Dr. Watret suggested considering providing an option for a shorter term; he said that Embry

Riddle increased enrollments by using this approach. Dr. Nancy McKee suggested that UF Online participate in the SUS Admissions Tours to better connect with high school guidance counselors. Chair Alfonso suggested better marketing the PaCE program. Dr. Watret observed that online education is growing across Asia, and Ms. Cummings said that UF Online will start "dipping its toe" in the Asian market with the assistance of a marketing firm.

8. <u>Funding Model</u>

Ms. Cummings provided an update on the funding model. She said that funds arrive centrally at UF Online and are then allocated across campus. She has increased by 15% the amount distributed throughout campus; these funds are used for teaching, advising, student success, and instructional designers. She said that course production work has been centralized in a new center for online innovation, which allows for a more efficient use of UF Online funds.

8. <u>Path Forward</u>

For the April 2018 conference call meeting, Chair Alfonso suggested that UF Online review legislative language to see if any tweaks are needed, in addition to addressing the issues already discussed during today's meeting.

9. <u>Concluding Remarks and Adjournment</u>

Chair Alfonso adjourned the meeting at 2:35 p.m.

_____
Carlos Alfonso, Chair

_____
Nancy C. McKee, Executive Director

STATE UNIVERSITY SYSTEM OF FLORIDA

Advisory Board for UF Online

April 4, 2018

SUBJECT: Public Comment

PROPOSED ADVISORY BOARD ACTION

For information

BACKGROUND INFORMATION

Article V, Section H, of the Advisory Board for UF Online's Operating Procedures provides for public comment on propositions before the Advisory Board:

Section H. Appearances before the Advisory Board

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

Supporting Documentation Included: None

Facilitators/Presenters: Chair Carlos Alfonso

STATE UNIVERSITY SYSTEM OF FLORIDA
Advisory Board for UF Online
April 4, 2018

SUBJECT: Election of Vice Chair

PROPOSED ADVISORY BOARD ACTION

Elect Vice Chair

BACKGROUND INFORMATION

The position of Vice Chair has been vacant since Board of Governors Chair and former UF Online Advisory Board Vice Chair Ned Lautenbach appointed Governor Ed Morton as his designee on the Advisory Board on January 9, 2018.

Article IV, Section C of the UF Online Advisory Board's Operating Procedures addresses actions to be taken when a vacancy occurs in the office of Vice Chair:

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

At its April 4, 2018, meeting, the UF Online Advisory Board will select a Vice Chair to serve out the remainder of the Vice Chair's term of office, which will be until November 1, 2018. As provided in Article IV of the Advisory Board's Operating Procedures, elections will be held in October 2018 for both the Chair's and Vice Chair's offices:

> Section B.   Selection of Officers and Term of Office
>
> The Chair and Vice Chair shall be elected by a majority vote of the Board at a meeting held during the month of October of each even-numbered year. The term of office shall commence on the first day of November following the October election.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Alfonso

STATE UNIVERSITY SYSTEM OF FLORIDA
Advisory Board for UF Online
April 4, 2018

SUBJECT: **Developing the Next Business Plan**

PROPOSED ADVISORY BOARD ACTION

For Discussion and Guidance

BACKGROUND INFORMATION

The current Business Plan for UF Online is for the years 2013-2019. To have in place a business plan for 2019-20 and beyond, UF Online needs to bring to the Advisory Board a proposed plan for its review and approval at its October 2018 meeting. Guidance provided during the April 4, 2018, meeting will assist UF Online in drafting the plan.

Ms. Cummings will present the following issues for discussion by the Advisory Board:

Approaching UF Online's Next Chapter   **Ms. Cummings**
       Taking Stock: UF Online Lessons Learned, 2014-2018
       Noteworthy Market Forces and Trends in the Field

Proposed Conceptual Framework, 2019-2024   **Ms. Cummings**
       UF Online Overarching Goals and Objectives, 2019-2024
       UF Online Business Plan Strategies and Priorities

Supporting Documentation Included: None

Facilitators/Presenters: Chair Alfonso and Ms. Cummings

Continuing Our Steady Progress
UF Online 2019-2024

UF Online Advisory Board Call

April 4, 2018, 10:00am – Noon

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UF Online agenda items

- Brief Updates for the UF Online Advisory Board:
  - Hiring, Employer Partnership work, STEM Lab Effort

- Ushering In UF Online's Next Chapter
  - Taking Stock: UF Online Lessons Learned, 2014-2018
  - Noteworthy Market Forces and Trends in the Field

- Proposed Conceptual Framework, 2019-2024
  - UF Online Overarching Goals and Objectives
  - UF Online Business Plan Strategies and Priorities: What strategies should UF consider in light of our statutory constraints?

UF Online business plan timeline (N. McKee)

- April 2018:   Advisory Board Conference call
- Oct. 2018:   Advisory Board approves new plan
- Dec. 2018:   UF Board of Trustees approves new plan (December 6-7, 2018)
  - Note: Subsequent BOT meetings are March 28-29, 2019 and June 6-7, 2019
- Jan. 2019:   Board of Governors approves new plan (January 2019)
  - Note: Subsequent BOG meetings are March and June 2019
- Spring 2019:   UF Online gets processes in place to implement
- Fall 2019:   New plan goes into effect

Ushering In UF Online's Next Chapter

Part I

Taking Stock: UF Online Lessons Learned, 2014-2018
Noteworthy Market Forces and Trends in the Field

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12

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What makes UF Online …so special?
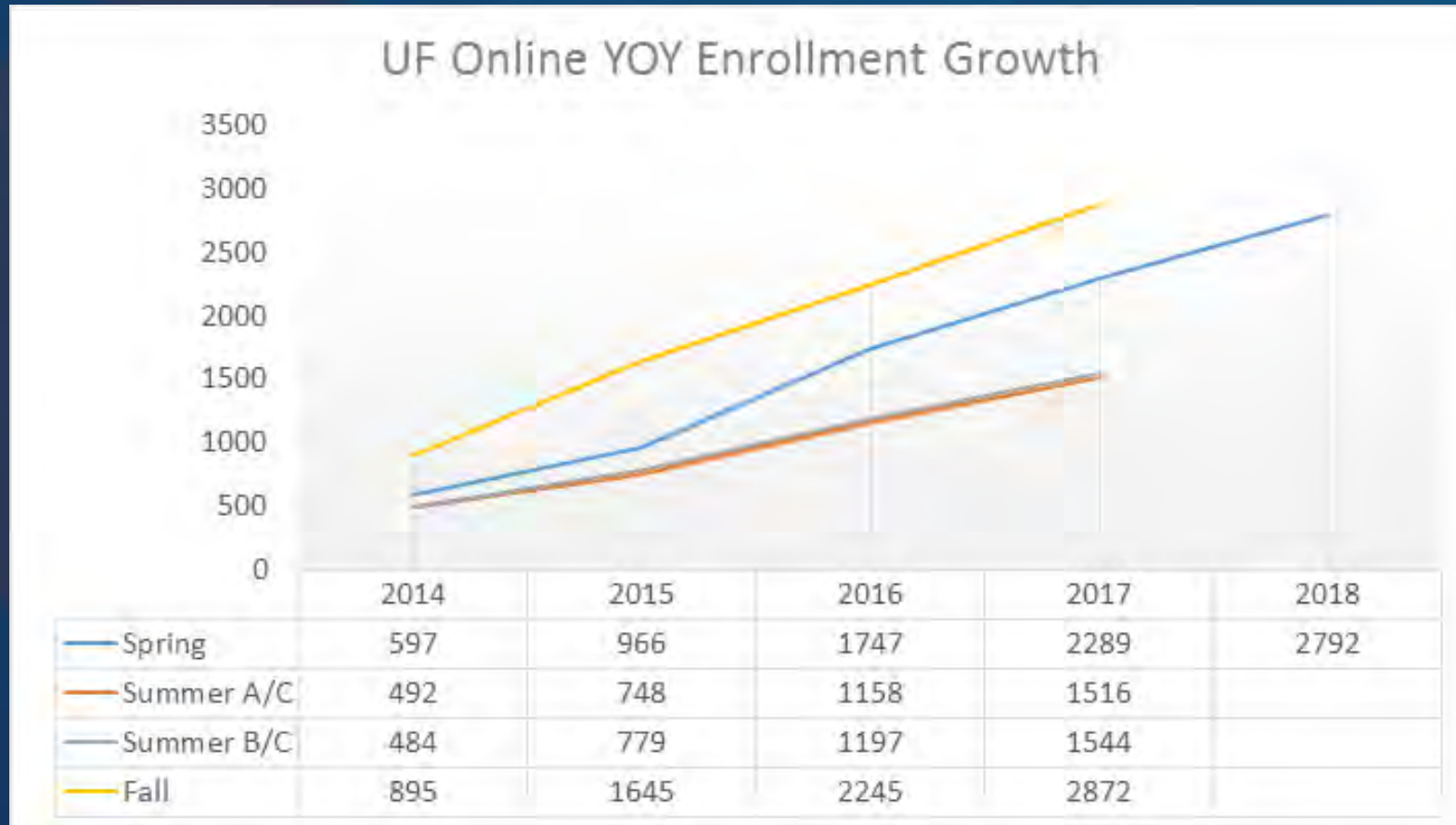*Highlights of what sets UF's online program apart*

- UF Online courses taught by the same faculty that teach on-campus
- Top academics including unique STEM offerings and innovations
- Undergraduate research opportunities for online students
- Online students join global *Gator Nation* and alumni network
- Affordable tuition, low fees, and students may customize activity fees
- Leading edge: serving online first time in college students, optional fees
- Virtual campus for all online students: UF Plaza
- Academic advisor for each student; minimum ratio of 1:250
- Talented in-house UF Online team with targeted, limited vendor support

UF ONLINE

Spring 2018 Enrollment

Up 21% YOY

Total UF Online Enrollment = 2792
- Up 503 in total headcounts from last year, which equates to 21.97% YOY enrollment growth
- 8.2% of total students are out of state
- 25% of total students are full time enrollment status

UF Online YOY Enrollment Growth

	2014	2015	2016	2017	2018
Spring	597	966	1747	2289	2792
Summer A/C	492	748	1158	1516	
Summer B/C	484	779	1197	1544	
Fall	895	1645	2245	2872	

Source: Division of Enrollment Management

UF ONLINE

UF Online Academics

Offering 26 distinct pathways to earn 19 bachelor's degrees fully online

Biology, B.A.	Business Administration, B.S.	Computer Science, B.S.
Criminology	Geology	Health Education & Behavior, B.S.
Nursing, B.S.N.	Psychology	Sport Management, B.S.
Communication Sciences & Disorders, B.H.S.	Anthropology	Environmental Management, B.S.
Public Relations	Telecommunication: Media and Society, B.S.	Microbiology and Cell Science, B.S.
Geography		Sociology

Fire & Emergency Services, B.S.

Chose from 3 B.S. degree tracks:

1. Fire Management
2. Emergency Management
3. Emergency Medical Services

Business Administration, B.A.

Chose from eight B.A. degree tracks:

1. Anthropology
2. Business and Economic Geography
3. Educational Studies
4. General Business
5. Geology
6. Mass Communication
7. Sociology
8. Sport Management

Minors

- Anthropology
- Business
- Accounting
- Geography
- Sociology
- Mass Communications

Pathway to Campus Enrollment (PaCE) majors

Hybrid Bachelors Degree: First year students start online, finish on campus

College of Agricultural & Life Sciences
- Agricultural Ed and Communication
- Agricultural Operations Management
- Botany
- Dietetics
- Entomology and Nematology
- Environmental Management
- Environmental Science (BA)
- Family, Youth and Community Sciences
- Food and Resource Economics
- Food Science
- Forest Resources and Conservation
- Horticultural Science
- Microbiology and Cell Science
- Natural Resource Conservation
- Nutritional Sciences
- Plant Science
- Wildlife Ecology and Conservation

College of Liberal Arts & Sciences
- African American Studies
- Anthropology
- Classical Studies
- Computer Science
- English
- Geography
- Geology (BS)
- History
- Linguistics
- Mathematics
- Philosophy
- Religion
- Sociology
- Spanish
- Statistics
- Sustainability Studies
- Women's Studies

College of Health & Human Performance
- Health Education and Behavior (BS)
- Sport Management (BS)
- Tourism, Events & Recreation Management

College of Business Administration
- General Studies (BABA)

College of Journalism & Communications
- Advertising
- Journalism
- Public Relations
- Telecommunication

College of the Arts
- Art (BFA; 7 tracks)
- Art History (BA)
- Digital Arts and Sciences (BA)
- General Theatre (BA)

College of Design, Construction & Planning
- Architecture
- Construction Management
- Interior Design
- Landscape Architecture
- Sustainability and the Built Environment

UF ONLINE

6

Our experience to date

- Success at rapid expansion with steady focus on selectivity
- Diverse offerings of high-quality bachelors degrees: from Sciences to Business
- Successful growth of the dedicated advisor model and student engagement program.
- Leadership in STEM courses and labs, nationally and with SUS-led initiatives for system benefit
- Marketing is costly but driving surge instate, out of state now 14%

UF Online Selectivity

While rapidly expanding, maintaining an focus on student readiness to excel.

- Overall denial rate of 60%
- Some majors at 72%, 80%

Academic results:

- UF Online enrollments increased by 34 percent in 2016-17 to 2,939.
- In December 2017, UF Online surpassed 1,000 graduates.

APPLIED:
2471

ADMITTED:
1141
46% Admit Rate

NEWLY ENROLLED:
943
83% Yield Rate

Spring 2018 New Students:
Transfers from Florida State Colleges Up 17%

Transfer (J) - Florida Public State Colleges/Florida Community Colleges		
2018		246
2017		210
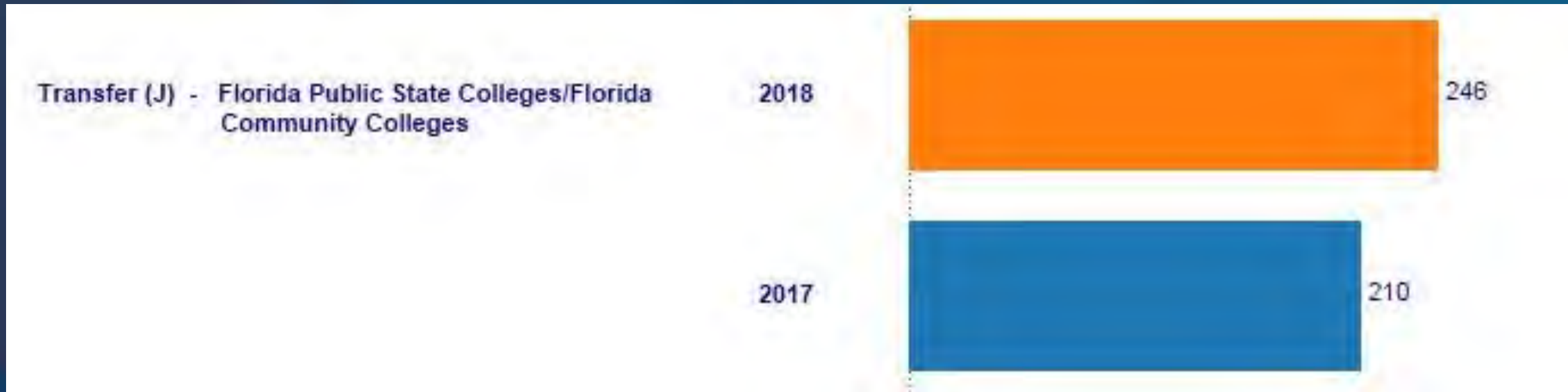
Spring 2018 New Students: 14% out of state

- 14.1% Out of State
- up from 11% last Spring
- While retargeting marketing to maximize in Florida spend

Residency
New Students

Non-Florida Resident
52
14.1%

Florida Resident
316
85.9%
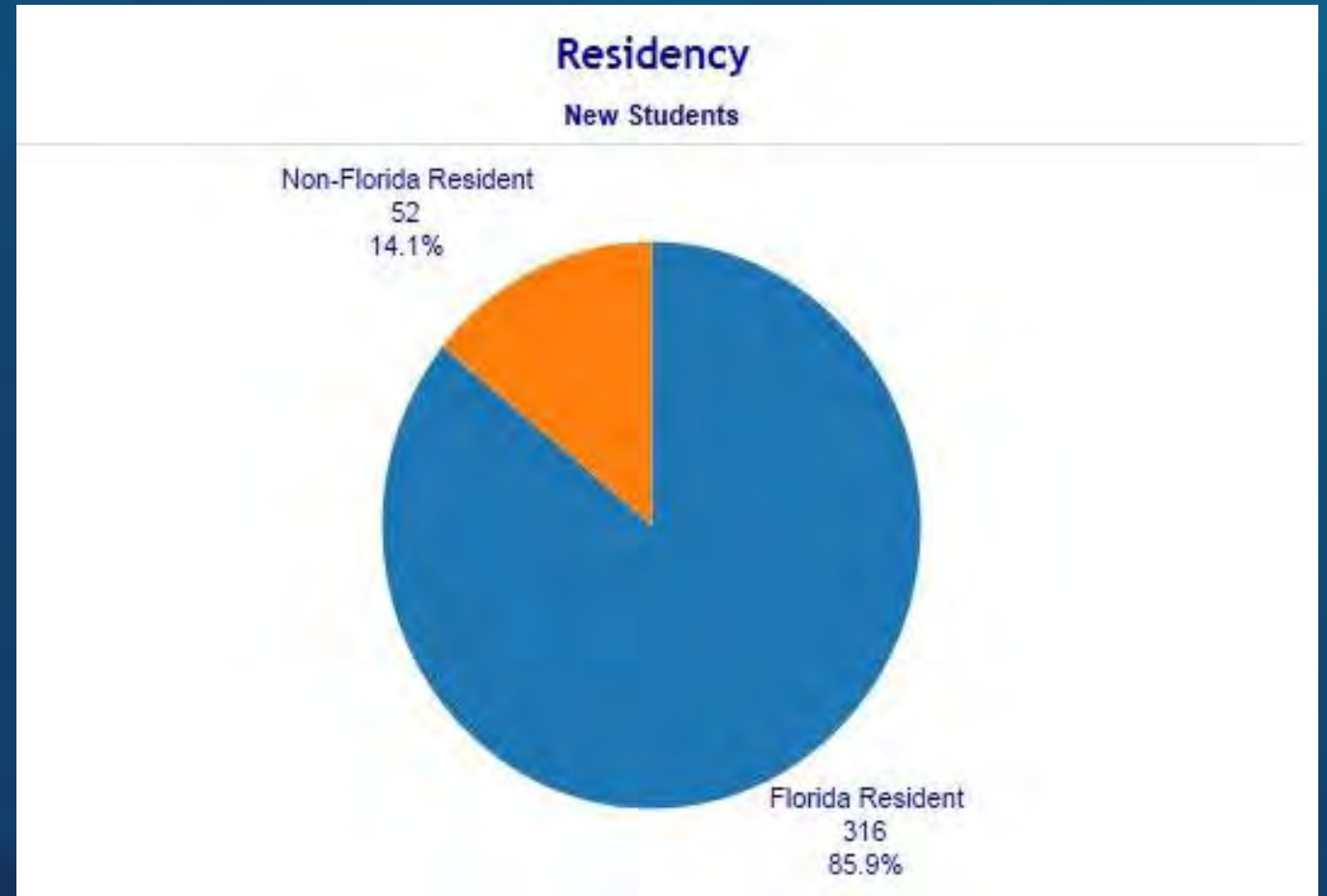
Majors By Start Date

	College Code	Major Code	Major Name (Degree)	Joined UF Online	141	148	151	158	161	168	171	178	181	PaCE Major	Major Count (181)
1	BA	IBA	Business Administration (BS)	141	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	564
2	LS	CJ	Criminology (BA)	141	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	182
3	AG	IS	Environmental Management (BS)	141	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	47
4	HH	HEB	Health Education & Behavior (BS)	141	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	120
5	HH	SPM	Sport Management (BS)	141	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	145
6	LS	BIO	Biology (BA)	148		Y	Y	Y	Y	Y	Y	Y	Y	N	63
7	LS	CSC	Computer Science (BS)	148		Y	Y	Y	Y	Y	Y	Y	Y	Y	156
8	LS	GY	Geology (BA)	148		Y	Y	Y	Y	Y	Y	Y	Y	Y	42
9	LS	PSY	Psychology (BA)	148		Y	Y	Y	Y	Y	Y	Y	Y	N	118
10	JM	TEL	Telecommunication: Media & Society (BS)	148		Y	Y	Y	Y	Y	Y	Y	Y	Y	111
11	LS	APY	Anthropology (BA)	158				Y	Y	Y	Y	Y	Y	Y	58
12	LS	GPY	Geography (BA)	158				Y	Y	Y	Y	Y	Y	Y	28
13	LS	SY	Sociology (BA)	158				Y	Y	Y	Y	Y	Y	Y	122
14	NR	NSG	Nursing (BS)	161					Y	Y	Y	Y	Y	N	166
15	JM	PR	Public Relations (PR)	168						Y	Y	Y	Y	Y	125
15	BA	GBA	Business Administration (BA)	171							Y	Y	Y	Y	201
17	BC	FES	Fire and Emergency Services (BS)	178								Y	Y	N	131
18	AG	MCB	Microbiology and Cell Science (BS)	178								Y	Y	Y	112
19	HP	CMS	Communication Sciences & Disorders (BS)	178*								Y	Y	N	0

*CMS joined UF Online fall 2017; however, only FTIC students will be admitted in UF Online until fall 2019. Beginning fall 2019 both FTIC and Transfer students will be admitted to CMS in UF Online.

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UF Online Graduates By Term

Term	College						Total
	AG	**BA**	**HH**	**JM**	**LS**	**NR**	
2014 Spring	1	40	16		2		**59**
2014 Summer		49	11		3		**63**
2014 Fall	1	58	15		7		**81**
2015 Spring	3	43	8		12		**66**
2015 Summer	1	39	18		5		**63**
2015 Fall	1	55	17		10		**83**
2016 Spring	3	42	24	1	20		**90**
2016 Summer		31	16	2	19	22	**90**
2016 Fall	5	43	18	5	19		**90**
2017 Spring	6	38	36	8	54		**142**
2017 Summer	4	25	25	2	28	42	**126**
2017 Fall	12	61	9	6	52		**140**
Total	**37**	**524**	**213**	**24**	**231**	**64**	**1093**

Proposed Conceptual Framework, 2019-2024

Part II

UF Online Overarching Goals and Objectives
UF Online Business Plan Strategies and Priorities

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23

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Proposed Conceptual Framework, 2019-2024

- Continue our work to deliver fully integrated undergraduate experiences for our students as part of the Gator Nation

- Maintain a Steady Focus on our Management Core Values
  - Boost Revenue, Cut Costs, Smart Investments and Leverage Partnerships

- Revisiting our Strategies, not our Overarching Goals or Framework

- Maturing our Operations and Financial models

- Yet remaining agile, aware and nimble as a program #SmartGrowth

Maintaining a Consistent Framework

- *Guided by Program Values*

- *Informed by Overarching 5-year Goals*

- *Fortified by Core Management Practices,*

  and able to deploy

- *Nimble Strategies* that work and continually improve during a transformative time in Higher Education
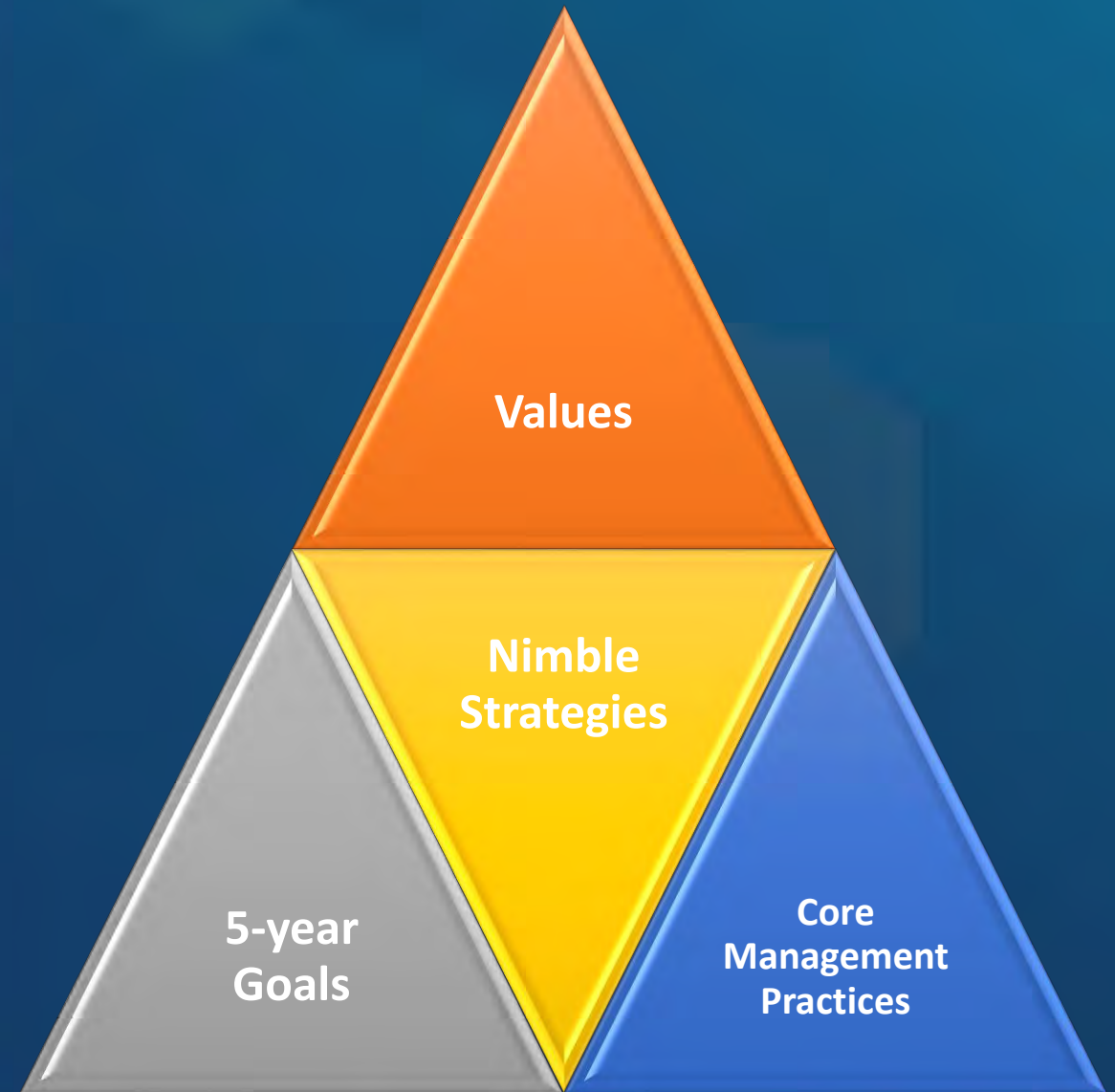
UF Online's continued success in delivering a transformative undergraduate experience

Core values to drive Sustainable Growth during a Transformative Time

- Academic rigor of high value
- Relevant academic offerings and pathways
- Dedicated support for every online student
- A rich and engaging student experience
- Adaptable and agile programs and services
- Thriving Partnerships
- Strategic Recruitment and Sound Operations

UF ONLINE

Conceptual Framework Example 1
Improving Strategies not Changing Goals

- Evolving our marketing and recruitment partnerships
  - Transfer Market (Complete Florida; Florida State Colleges)
  - Honors (Phi Theta Kappa Honors Society)
  - International Market (Global Educate)
  - Corporate Sector (Guild)
  - Military: (Complete Florida)

Conceptual Framework Example 2
Improving Strategies not Changing Goals

As we remain focused on **academic rigor of high value**, we tailor strategies to address each the seven main drivers of outcomes:

1. Learning Environment and Community

2. Amplified Learning Programs

3. Academic Advising

4. Academic Pathways

5. Quality courses and labs

6. Faculty Leaders and Mentors

7. Student Academic Work

UF Online Overarching Goals, 2019-2024

- Goal 1: Robust student learning
- Goal 2: Wise Design and Delivery of Academic Programs, Pathways
- Goal 3: An Enriching Student Experience
- Goal 4: Student Support to Drive Their Success
- Goal 5: Smart Recruitment of Future Gators
- Goal 6: Smart growth and sustainable expansion of operations

UF ONLINE

Discussion and Feedback.

UF Online Looking Ahead

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30