STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors

Advisory Board for the Institute for Online Learning

Agenda and Meeting Materials
January 24, 2014

Conference Call

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

AGENDA
Advisory Board for the Institute for Online Learning

Conference Call
January 24, 2014
10:00 a.m.

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

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

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

2. **Approval of Minutes of Meeting held December 13, 2013**   Vice Chair Alfonso

3. **Status of Implementation of UF Online Plan**   Dr. Nancy McKee

4. **Concluding Remarks and Adjournment**   Vice Chair Alfonso

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
January 24, 2014

SUBJECT: Approval of Minutes of December 13, 2013, Meeting

PROPOSED ADVISORY BOARD ACTION

Approval of summary minutes of the meeting held via conference call on December 13, 2013.

BACKGROUND INFORMATION

Advisory Board members will review and approve the summary minutes of the meeting held via conference call on December 13, 2013.

Supporting Documentation Included: Summary Minutes for December 13, 2013

Facilitators/Presenters: Vice Chair Carlos Alfonso

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
ADVISORY BOARD FOR THE INSTITUTE FOR ONLINE LEARNING
CONFERENCE CALL
December 13, 2013

1. Call to Order and Opening Remarks

Vice Chair Carlos Alfonso convened the meeting at 10:30 a.m. on December 13, 2013, with the
following members present: Mr. Ernie Friend and Dr. John Watret. A quorum was established.

2. Minutes

Dr. Watret moved that the Advisory Board approve the minutes of the meeting held on September
16, 2013, as presented. Mr. Friend seconded the motion and the members concurred.

3. University of Florida Plan

Vice Chair Alfonso stated that the purpose of the call was to review the status of the implementation
plan for the University of Florida Online and noted that University of Florida Associate Provost, Dr.
Andy McCullough, would be updating data in the report provided to the Advisory Board in their
agenda packet.

Vice Chair Alfonso said the overall report was positive and noted that the cost of production for the
online courses was under budget. Dr. Watret added that the expenditures were about one-third of
projections. Mr. Friend suggested that costs may be below projections because several courses had
already been produced as part of the existing 2 + 2 completion degree programs. Vice Chair Alfonso
noted that the report did say the production costs were likely to increase in the future.

Dr. Watret noted that there was a change in the tuition and fees, $500 for non-residents and $129 for
residents, on the website.

Vice Chair noted that all of the applications for the first session were transfer students.

Vice Chair Alfonso welcomed University of Florida Associate Provost, Dr. Andy McCullough, to the
call. Zina Evans, Vice President for Enrollment Management, Matt Fajack, Chief Financial Officer,
Jennifer Smith, Manager of Instructional Design Services, Jeanna Mastrodicasa, Assistant Vice
President of Student Affairs, and TJ Sommerford, Assistant Director AP-Web and Data Services,
joined Dr. McCullough.

Dr. McCullough reviewed the status report.

1. Baccalaureate Degree Program

    The University of Florida is on track to launch the five programs proposed in the plan by the
    start of the Spring semester on January 6, 2014. Students in the 2 + 2 completion degree
    programs were transferred to the University of Florida Online, which brings the total to about

800 students. Production has already begun on two proposed online degree programs, Biology and Psychology, slated for launch in 2014-2015.

Dr. Watret asked if the University of Florida was on track to offer the degree program in Mechanical Engineering next year. Dr. McCullough stated that the University of Florida was considering replacing the Mechanical Engineering degree program with the Computer Science degree program because of workforce needs.

2. Spring 2014 Course Production

Dr. McCullough stated that the data for course production changed slightly (from 81 courses to 78 courses). Of those, 29 courses are general education courses. Dr. McCullough cautioned the Advisory Board that the low costs will rise as production continues, particularly with more complex courses such as labs.

Dr. McCullough said that University of Florida Online is using Canvas as their learning management system. Most of the courses, including all of the new courses, are offered on this new platform. Some courses in the 2 + 2 degree completion programs are still offers in Sakai. Dr. McCullough stated that the team was pleased with Canvas.

Dr. Watret asked about the ease of development of courses in Canvas. Ms. Smith stated that the development in Canvas has been easy, particularly with updates. She also stated that the integration of external tools was significantly better than Sakai.

Mr. Friend asked how lab courses were being developed. Dr. McCullough said they were considering lab-in-a-box and virtual simulations. Both Dr. McCullough and Mr. Friend recognized the challenges of fulfilling requirements for hands-on work. Dr. McCullough said he thought they had a solution for the Biology courses, but Chemistry posed a tougher challenge, one that was recognized by institutions across the country.

3. Institutional Research

Dr. McCullough said that the University of Florida was designated by the Task Force for Postsecondary Online Education in Florida as the center for research for online learning and teaching. He said the University of Florida would disseminate the results of their research to the entire system.

Dr. McCullough said the University of Florida ran a pilot for adaptive learning in an introductory Chemistry course. The conclusion was that adaptive learning improved outcomes.

4. P3 Services

Dr. McCullough said the University of Florida signed a contract with Pearson Education on November 20, 2013. Pearson has ramped up marketing efforts and offered products to improve the writing courses.

5. Organization

   Dr. McCullough stated that Dr. Betty Philips, the new executive director, will begin on January 1, 2014. He suggested a face-to-face meeting with her during the next meeting of the Advisory Board.

6. Professional Development

   Dr. McCullough said that the training for professors and teaching assistants is on track and incentives increased participation.

7. Student Affairs

   Jeanna Mastrodicasa, Assistant Vice President of Student Affairs, stated that the online orientation has been launched. Student Affairs is working on a weekly newsletter for online students to inform and engage the online students.

   Vice Chair Alfonso asked how long the online orientation was and asked if members could see the online orientation. Ms. Smith said the orientation was less than one hour and they could demo the orientation for members.

8. Information Technology

   Dr. McCullough said online students would receive Microsoft 365, an improvement over what is currently offered on campus. Residential students will eventually receive the upgrade as well.

   Dr. Watret asked if the Big Blue Button was used for all of the video conferencing, including during orientation, and whether the tool was integrated into Canvas. Dr. Smith said there were instances where students needed technical assistance during the initial conferences which provided an opportunity to train students before classes began. She also said the tool was integrated into Canvas.

9. Marketing

   Dr. McCullough said Pearson has taken over the marketing from 160over90. Pearson is doing national buys for advertising and developing a plan to improve web presence.

10. Recruitment

   Zina Evans, Vice President for Enrollment Management, provided an update on recruitment. The University of Florida Online has received more than 3600 requests for information. Two-thirds of students are Florida residents, with California, New York and Texas demonstrating the next highest level of interest. To date, 17% are first-time-in-college students, and 38% of transfer students have their Associates Degree. Business, Criminology and Health Education show the highest interest from prospective students.

The University has received 642 applications, including 49 first-time-in-college students. Transfer applications are under review by the colleges.

11. Tuition and Budget

Matt Fajack, Chief Financial Officer, stated that the University of Florida is preparing a proposal for three innovative tuition structures for the June meeting of the Board of Trustees. The potential structures are block tuition which sets a flat rate for 9/12 credit hours and progressive tuition which reduces the cost per credit hour as students take higher level courses. Mr. Fajack said a third proposal to offer a rebate for graduating within a certain number of years is unlikely to move forward.

Dr. Watret asked about the cost of non-residential students. Mr. Fajack said while the list price for courses was $500 per credit hour, the net cost to students would be $425 after scholarships and other discounts.

Mr. Friend asked for clarification on the block tuition. Mr. Fajack explained that students could pay for 9 or 12 credit hours but take as many classes above that as they wanted. Students taking less than the 9 or 12 credit hours would be charged the per credit hour tuition.

Mr. Fajack said cash expenditures were low because some departments had not yet billed for their activities. Mr. Fajack said he would need to consult with the new Executive Director about the cost of direct administration which may need to increase.

Vice Chair Alfonso asked Dr. McCullough to forward the final revisions to the Advisory Board. Dr. Nancy McKee suggested that a section on administration needed to be added. Mr. Friend suggested that the milestones chart in the report be included and referenced in an addendum to the progress report. Vice Chair Alfonso suggested revisions and approval take place via email.

Vice Chair Alfonso said the status report was positive and congratulated the University of Florida on their progress. Dr. Watret and Mr. Friend echoed those sentiments.

Dr. Watret made a motion to revise and approve the state report electronically. Mr. Friend seconded the motion. The motion passed unanimously.

Dr. Nancy McKee, Interim Executive Director for the Advisory Board, asked that all correspondence be directed to her to ensure compliance with the Sunshine laws.

Vice Chair Alfonso adjourned the meeting at 11:05.

STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
January 24, 2014

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

PROPOSED ADVISORY BOARD ACTION

For approval for transmittal to the Board of Governors, Governor, President of the Senate, and Speaker of the House

BACKGROUND INFORMATION

Section 1001.7065(4)(b)3, F.S., 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." During its December 13, 2013, meeting, the Advisory Board reviewed a draft report on the status of the implementation of UF Online's comprehensive business plan, which had been approved by the Advisory Board on September 16, 2013, and by the Board of Governors on September 27, 2013.

After discussion of the draft status report, the Advisory Board requested edits to be made and determined that it would approve the status report subsequent to those changes being made. If approved during the Advisory Board's January 24, 2014, meeting, the status report will be transmitted by the vice chair to the Board of Governors, Governor, President of the Senate, and Speaker of the House.

Changes to the draft report have been underlined.

Supporting Documentation Included: Status report on the implementation of UF Online's business plan

Facilitators/Presenters: Dr. Nancy McKee

Progress Report on the University of Florida Online

by the Advisory Board for the Institute for Online Learning

December 2013

Executive Summary

Under Florida law, the Advisory Board for the Institute for Online Learning is required to monitor, evaluate and report on the implementation of the plan developed by the University of Florida to offer fully online baccalaureate degrees at an affordable cost. Based on a review of the data and information provided by the University of Florida, the Advisory Board has found that the implementation is on track, on time and on budget.

The University of Florida Online will launch on January 6, 2014 with an offering of 78 online courses and five fully online baccalaureate degree programs. More than 600 students, including students enrolled in the existing 2+2 online completion programs and new transfer students, will be enrolled in the 2014 Spring semester. Applications from first-time-in-college students and transfer students for the 2014 Summer semester and 2014-2015 academic year are currently under review by the University of Florida.

Comment [O1]: New section.

Background

Senate Bill 1076, signed into law in April 2013, established 12 standards for academic and research excellence to define preeminent public universities in Florida. The law directed the public postsecondary institution that achieves all 12 of the standards to develop and implement a plan to expand the offering of high quality, fully online baccalaureate degrees at an affordable cost. In June 2013, the Florida Board of Governors designated the University of Florida as the qualifying postsecondary institution.

Under the law, the University of Florida is required to:

- Offer fully online baccalaureate degree programs beginning in January 2014,
- Accept full-time, first-time-in-college students into fully online baccalaureate degree programs,
- Maintain the same rigorous criteria for admissions for fully online students,
- Apply the existing policy for accepting college credits of fully online students,
- Provide an online curriculum that is as rigorous as the on-campus curriculum,
- Offer multiple opportunities throughout the year for fully online students to enroll,
- Offer convenient locations for fully online students to fulfill requirements for site-based instruction, such as laboratories and clinical training, and
- Establish tuition at no more than 75% of residential tuition and includes innovative pricing approaches.

The law also required the Board of Governors to convene an Advisory Board to support development and implementation of the plan. Convened in August, the Advisory Board included John Rood, Florida Board of Governors Chairman of the Strategic Planning Committee; Carlos Alfonso, former Chairman of the UF Board of Trustees and founder and Chief Executive Officer of Alfonso Architects; Dr. John Watrat, Chancellor of Embry-Riddle Worldwide; and Ernie Friend, Director of Academic Systems at Florida State College at Jacksonville.

The Advisory Board provided feedback on the draft plans to the University of Florida during multiple meetings and conference calls in August and September 2013. The Advisory Board recommended the final plan to the Florida Board of Governors on September 16, 2013. The Board of Governors approved the University of Florida's plan on September 27, 2013.

Under the approved plan, the University of Florida will:

- Establish five fully online baccalaureate degree programs by January 2014,
- Expand the offering of online baccalaureate degrees to 35 by 2019, adding five new programs annually,
- Produce 40 general education courses by Fall 2014, 22 of which will be available in January 2014,
- Introduce a new learning management system to improve analytics on student learning,

- Provide extensive training for faculty and teachers assistants,
- Invest in support services to ensure success of online students,
- Provide 24/7 information technology support,
- Implement a comprehensive program to recruit and retain students,
- Launch a marketing plan to brand University of Florida Online,
- Implement pilot programs to explore innovations in learning, including adaptive learning, modular terms, social learning, mobile learning, personalized pathways and competency-based learning,
- Implement pilot programs to explore innovations in tuition structure, including block tuition, annual tuition, and differential tuition by degree, hours enrolled and grade/ grade improvement,
- Establish a budgeting model that reduces cost-per-pupil as enrollment grows.

Snapshot of Progress

The University of Florida has achieved the major milestones defined in the comprehensive business plan (Appendix A).

Baccalaureate Degree Programs

The University of Florida is on track to launch five fully online baccalaureate degree programs in January 2014, which were identified in the plan. The degree programs are a Bachelor of Arts in Business Administration, Bachelor of Science in Health Education & Behavior, Bachelor of Science in Sport Management, Bachelor of Arts in Criminology & Law, and Bachelor of Science in Interdisciplinary Studies – Environmental Management in Agriculture & Natural Resources. These baccalaureate programs were existing 2+2 completion programs which offered upper division courses for students who had already gained an Associate Degree.

Five additional online baccalaureate degree programs are proposed for the 2014-2015 school year: Biology, Psychology, Mechanical Engineering, Telecommunications and Nursing. The

University of Florida is already promoting the availability of degree programs in Biology and Psychology, which are two of the most popular degrees offered.

Spring 2014 Course Production

> **Comment [O2]:** Section renamed, previously "General Education Courses."

The University of Florida Online is on track to offer 78 courses by January 2014, which is significantly more than the 48 courses proposed in the plan. The offering includes 33 existing courses in the 2+2 completion programs and 45 new or redesigned courses.

Of the 45 new or redesigned courses currently in production, 22 are general education courses and 9 are courses that will be offered online for the first time. All 22 of the proposed general education courses will be offered along with eight additional courses (Appendix B). After the launch of the courses, the production team will continue to enhance the courses with additional videos and interactive features.

Based on evaluation by faculty, five of the courses identified in the plan will not be produced for Spring. These include two courses in Health Education and Behaviors, one in Sport Management and one in Criminology and Law. Faculty identified an additional 32 courses that are needed to support the continuing 2 + 2 students during the Spring term. A comparison of the planned and offered courses can be found in Appendix B.

> **Comment [O3]:** Content moved from section above.

All of the new or redesigned courses are being produced for Canvas, a new course management system introduced this year as a part of the online expansion. To ensure continuity for current students, courses in the 2+2 completion programs will remain in Sakai, which has been the learning management system for the last five years.

Thus far, the average cost to develop and produce a three-credit course is $21,000, which is well below the average cost of $36,500 estimated in the plan. However, it should be noted that the cost for courses will increase as more features are added during the next year. Additionally, the average cost of courses is expected to rise next year with the production of new lab and STEM courses which traditionally cost more to develop.

Innovation Research

As outlined in the plan, the University of Florida is completing its pilot on adaptive learning which was conducted this semester. A comprehensive analysis of the data is planned for the Spring, but early results indicate the online tool increased time on task.

Faculty/Teaching Assistant Development

The University of Florida hosted a conference on online learning on December 4, 2013. More than 300 members of the faculty participated in the event, which included presentations, panel discussions and collaborative workshops.

As outlined in the plan, the University of Florida is on track to ensure all faculty and teaching assistants complete training in online instruction by the beginning of classes in January. The University of Florida accelerated payment of professional development compensation to encourage participation in Faculty Institute, an online, self-paced course with embedded assessments that can be completed in 8 to 10 hours. A new online training tool for teaching assistants was launched on December 9, 2013. Additionally, the College of Business is offering on-site, face-to-face training as an alternative to online training.

Student Affairs

As outlined in the plan, the University of Florida has launched an online orientation for students enrolling in the fully online, four-year baccalaureate programs. The module consists of information, videos and interactive questionnaires to prepare students for Gator Nation. The addition of video conferencing has also enhanced the experience of advising and registration, as well as allowed the efficient confirmation of identities for the UF Gator 1 Identification Card.

The University of Florida is developing a specialized edition of the Gator Times, a weekly newsletter for residential students, for fully online students, to inform, engage, and connect directly with the UF Online students.

Comment [O4]: New section.

Comment [O5]: Content moved from section above.

Comment [O6]: Section renamed from "Professional Development."

Additionally, University of Florida Online students can participate in numerous programs such as the Certified Gator Professional (an online module which helps students at all levels with their job and internship search, resume prep, networking, interviewing and professional development); view personal training videos through Recreational Sports' Trainer Time; and have access to counseling and personal support through the Counseling and Wellness Center, the Dean of Students Office, and the Disability Resource Center. Research will be conducted with University of Florida Online students to determine the best programs to meet their interests and needs.

Information Technology

University of Florida Online is using a variety of technologies to improve the learning experience for fully online students. The Offices of Privacy and Security have vetted tools to ensure student data is protected. These tools include:

- Canvas – course management system
- Sakai – course management system
- Qualtrics – polling and survey tool
- Big Blue Button – web conferencing and collaboration
- ExamSoft – exam management tools
- Grademark – grading tool
- iRubrics – rubric tool
- PeerMark – peer review
- Turnitin – antiplagiarism tool

The University of Florida Online will provide fully online students with Microsoft Office 365 accounts. Initially, this tool will provide e-mail and calendar. In the future, this service will include instant messaging and real-time video conferencing.

Additionally, UF WebApps, including Microsoft Office Suite, Serif Design Suite, ArcGIS, AutoCAD and a .pdf editor, will be available to fully online students at no additional cost.

Marketing

As outlined in the plan, the University of Florida focused its marketing efforts in 2013 on digital outreach, radio advertising and earned media.

The University of Florida ran 30- and 60-second advertisements on radio in four of the state's top media markets, including Miami, Tampa/St. Petersburg, Orlando and Jacksonville. The ads aired on a range of stations with musical genres, from Hip Hop to Top 40 to Contemporary, to target both students and parents.

The University of Florida also implemented a comprehensive Internet-based advertising campaign. Web ads appeared on a range of websites, including Yahoo Sports, U.S. News and World Report, and College Prowler, to target both students and parents. Ads on the Military Times also targeted members of the Armed Services. The web campaign was supported by Facebook and Twitter activity as well.

The University of Florida launched and continues to pursue multiple earned media opportunities with print and broadcast news outlets. See attached media impact summary in Appendix C.

The University of Florida recently signed a contract with Pearson Education to support its marketing and recruitment initiatives. By the end of December, Pearson will begin to revitalize marketing efforts. Early in January, a new marketing campaign built around the slogan "Be Greater. Be a Gator." will be launched. Pearson plans to utilize internet-based advertising on both national and regional levels and will refresh the search engine marketing to reflect the new campaign. By the end of January, Pearson will begin to target other marketing mediums such as in-state and out-of-state radio. By March, the primary website for the University of Florida Online will be completely refreshed to reflect the new campaign.

Recruitment

As of December 13, 2013, the University of Florida Online had received more than 3600 requests for information from prospective students. Two-thirds of prospective students were Florida residents and one-third were students from around the nation, with the highest interest coming from California, New York and Texas. Of the pool of prospective students, 17% were first-time-in-college students and 83% were potential transfer students. Of the transfer students, 38% had already attained an Associates Degree. Degree programs in Business, Criminology and Health Education garnered the highest interest of prospective students.

As of December 13, 2013, the University of Florida has received 642 applications for the fully online four year baccalaureate programs, including 460 applications for admission in January 2014, all of which are potential transfer students. Applications for the 2014-2015 school year include 49 first-time-in-college students and 111 transfer students. All degree programs have applicants, with the Bachelor of Arts in Business Administration attracting the most interest among both freshman and transfer students for a total of 321 applications. With 95 applications, the Bachelor of Arts in Criminology & Law drew the second highest interest for transfer students. Bachelor of Science in Health Education & Behavior and Bachelor of Science in Psychology saw the second highest demand among freshman applicants.

Student applications are currently under evaluation. Colleges are making decisions on transfer students for the January Spring term and decisions on freshmen students will be finalized in February.

The University of Florida is working with Pearson to develop a comprehensive plan for recruitment for the 2014-2015 school year.

Administration

The University of Florida hired Dr. Elizabeth Phillips to be Executive Director of the University of Florida Online. Previously, Dr. Phillips was the Senior Vice President and Provost of Arizona State University. Dr. Phillips starts on January 1, 2014 and reports directly to the Provost.

Comment [O7]: New section.

Tuition

The University of Florida is preparing a proposal for three innovative strategies originally outlined in the plan. These approaches for setting tuition incentivize acceleration and completion, including block tuition which sets a flat rate for 9/12 or more credit hours, progressive tuition which reduces the cost per credit hour as students near graduation, and a rebate, which rewards students upon early completion. Additionally, the University is exploring incentives for target audiences, such as discounts for active military.

The University of Florida plans to propose the incentive-based tuition structure at its Board of Trustees meeting in June.

Budget

Non-Recurring Expenses	2013-2014 Budget	2013-2014 Expenditures	Expenditures as a Percent of Budget	Notes	Actual Cash Expendiutres	Actual Cash Expenditures as a Percent of Budget
Initial Production	$ 1,044,000	772,180	74.0%	Includes commitment until fiscal yearend for production design personnel	87,200	8.4%
Upgrades	$ -					
Production Equipment	$ 500,000		0.0%			0.0%
Enrollment Management & Marketing	$ 600,000	382,535	63.8%		94,891	15.8%
Student Services	$ 400,000		0.0%			0.0%
Technology	$ 1,000,000	7,533	0.8%		31,537	3.2%
Overhead	$ 189,274	127,356	67.3%		38,106	20.1%
Total	**$ 3,733,274**	**$ 1,289,604**	**34.5%**		**$ 251,734**	**6.7%**
Recurring Expenses						
Delivery	$ 570,000		0.0%			0.0%
Enrollment Management & Marketing	$ 449,169		0.0%			0.0%
Direct Administration	$ 520,000	585,179	112.5%	Includes commitment until fiscal yearend for administrative personnel	71,241	13.7%
P3 Services	$ 3,641,642	1,750,000	48.1%			0.0%
Overhead	$ 75,826		0.0%			0.0%
Technology	$ 1,197,471		0.0%			0.0%
Facilities Operations	$ 31,798		0.0%			0.0%
Library	$ 16,663		0.0%			0.0%
Student Services	$ 29,352		0.0%			0.0%
Total	**$ 6,531,921**	**$ 2,335,179**	**35.8%**		**$ 71,241**	**1.1%**

Appendix A

TIMELINE – MAJOR MILESTONES

To begin operations by January 2014, a series of important milestones must be achieved on a timely basis. These milestones are shown in Figure 1.
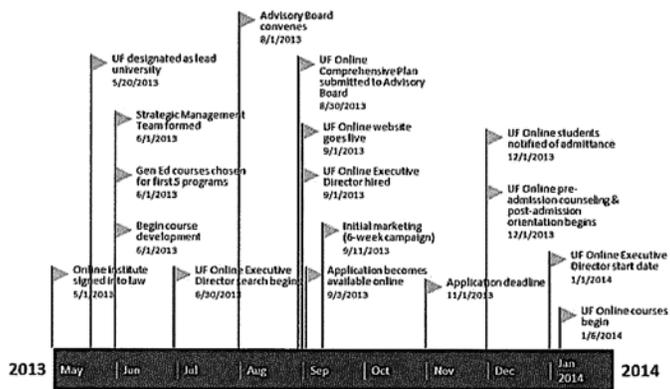

Figure 1: UF Online major milestones required to begin delivering courses in January 2014.

Appendix B

Course Changes from Proposed Plan

Changes from the course offerings detailed in the plan are outlined below. Departures from the plan were based upon the student needs as determined by the department. The majority of the additions listed were set up to accommodate students who were enrolled in the original 2 + 2 program who will continue as UF Online students.

General Education

Proposed Spring 2014		Additions to Proposed Offerings for Spring 2014
AMH 2020 American History since 1877	Offered	ANT 3520 Skeleton Keys: Introduction to Forensic Anthropology
ARC 1720 Architectural History	Offered	CLP 3144 Abnormal Psychology
ARH 2000 Art Appreciation	Offered	ECO 2013 Principles of Macroeconomics
AST 1002 Discovering the Universe	Offered	ECO 2023 Principles of Microeconomics
BSC 2009 Biological Sciences	Offered	IDS 2338 Rethinking Citizenship
BSC 2009L Biological Sciences Lab	Offered	SPC 2608 Introduction to Public Speaking
CHM 1025 Introduction to General Chemistry	Offered	REL 3938 Death and Afterlife
CHM 1083 Consumer Chemistry	Offered	URP 3001 Cities of the World
GLY 1880 Earthquakes, Volcanoes and other Hazards	Offered	
HUM 2305 What is the Good Life?	Offered	
MAC 1105 Basic College Algebra	Offered	
MAC 1147 Precalculus: Algebra and Trigonometry	Offered	
MAC 2233 Survey of Calculus I	Offered	
MGF 1106 Mathematics for Liberal Arts I	Offered	
MUL 2010 Introduction to Music Literature	Offered	
PHY 2020 Introduction to Principles of Physics	Offered	
PSY 2012 General Psychology	Offered	
REL 2121 American Religious History	Offered	
STA 2023 Introduction to Statistics	Offered	
SYG 2000 Principles of Sociology		
ENC 1101 Introduction to College Writing	Offered	
ENC 1102 Introduction to Argument and Persuasion	Offered	

Bachelor of Science in Environmental Management

Proposed Spring 2014		Additions to Proposed Offerings for Spring 2014
SPC 2608*	Offered	AEB 3133
ALS 3133	Offered	IPM 3022
ALS 3153	Not offered	SWS 2007
SWS 3022	Offered	SWS 4233
Elective	Offered	SWS 4244
		SWS 4932

*Also General Education Course

Bachelor of Science in Business Administration

Proposed Spring 2014		Additions to Proposed Offerings for Spring 2014
ECO 2013*	Offered	BUL 4310
ECO 2023*	Offered	ECO 3713
ACG 2021	Offered	GEB 3035
ACG 2071	Offered	GEB 3373
MAN 3025	Offered	MAN 4504
ISM3004	Offered	

*Also General Education Course

Bachelor of Science in Health Education & Behavior

Proposed Spring 2014		Additions to Proposed Offerings for Spring 2014	
HSC 3102	Offered	HSC 4133	HSC 3537
HSC 3032	Offered	HSC 4143	HSC 4579
MCB 2000	Not offered	HSC 4574	HSC4695
MCB 2000L	Not offered	APK 3400	HSC4713
SPC 2608*	Offered	GEB 4941	HSC4800
		HSC 3201	HSC4876

*Also General Education Course

Bachelor of Science in Sport Management

Proposed Spring 2014		Additions to Proposed Offerings for Spring 2014	
ACG 2021	Not Offered	LEI 2181	SPM 4948
SPC 2608	Offered	LEI 3921	
SPM 2000	Offered	SPM 3306	
Elective	Offered	SPM 4515	
SPM 3012	Offered	SPM 4905	
SPM 4104	Offered	SPM 4941C	

Bachelor of Arts in Criminology and Law

Proposed Spring 2014		Additions to Proposed Offerings for Spring 2014	
CJL 2000	Offered	ANT 3520*	
CCJ 3024	Offered	CLP 3144*	
CJL 3038	Offered	REL 3938*	
CCJ 3701	Not offered	URP 3001*	
CJE 3114	Offered		
CCJ 4930	Offered		

*Also General Education Course