



STATE  
UNIVERSITY  
SYSTEM  
*of* FLORIDA  
Board of Governors

# Advisory Board for the Institute for Online Learning

Agenda and Meeting Materials  
April 30, 2014

239 Tigert Hall  
University of Florida  
Gainesville, Florida



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

## AGENDA

### Advisory Board for the Institute for Online Learning

239 Tigert Hall

University of Florida

Gainesville, Florida

April 30, 2014

10:30 a.m. – 2:30 p.m. or upon adjournment

Vice Chair: Mr. Carlos Alfonso

Members: Mr. Ernie Friend, Mr. Ned Lautenbach, Dr. John Watret

1. Call to Order and Opening Remarks Vice Chair Carlos Alfonso
2. Approval of Minutes of Meeting held January 24, 2014 Vice Chair Alfonso
3. Search for Executive Director of UF Online Vice Chair Alfonso
4. Status of Implementation of UF Online Plan Dr. Andy McCollough  
Associate Provost,  
University of Florida
5. Operating Procedures Vice Chair Alfonso
6. Concluding Remarks and Adjournment Vice Chair Alfonso

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for the Institute for Online Learning  
April 30, 2014**

**SUBJECT:** Approval of Minutes of January 24, 2014, Meeting

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**PROPOSED ADVISORY BOARD ACTION**

Approval of summary minutes of the meeting held via conference call on January 24, 2014.

**BACKGROUND INFORMATION**

Advisory Board members will review and approve the summary minutes of the meeting held via conference call on January 24, 2014.

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**Supporting Documentation Included:** Summary Minutes for January 24, 2014

**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  
JANUARY 24, 2014

1. Call to Order and Opening Remarks

Vice Chair Carlos Alfonso convened the meeting at 10:03 a.m. on January 24, 2014, with the following members present: Mr. Ernie Friend and Dr. John Watret. A quorum was established.

Vice Chair Alfonso welcomed the members of the Advisory Board and University of Florida Associate Provost Andy McCullough to the meeting.

2. Minutes

Dr. Watret moved that the Advisory Board approve the minutes of the meeting held on December 13, 2013, as presented. Mr. Friend seconded the motion. The members concurred.

3. Progress Report

Vice Chair Alfonso asked Dr. Nancy McKee to provide an overview of proposed changes to the Progress Report. Dr. McKee summarized the edits and additions as follows:

- Two new sections were added, including an Executive Summary stating that the program is on track, on time, and on budget, and a section on Administration which highlights the hiring of Dr. Elizabeth Phillips as Executive Director of the UF Online.
- Some existing content was moved into new or different sections.
- Data were fine-tuned.

Vice Chair Alfonso stated that he was very satisfied with the progress of the project, particularly the data related to students and the hiring of Dr. Phillips as the Executive Director, and said he was looking forward to sharing the report with the Board of Governors. He then asked fellow board members for their thoughts.

Dr. Watret agreed with the comments of Vice Chair Alfonso. He asked why the cost of production increased from \$11,000 in the previous report to \$21,000 in this version. Dr. McCullough stated that the previous report only included the cost of production and the updated version included the cost of production as well as faculty compensation. Dr. Watret and Vice Chair Alfonso said the revised cost was still good news. Mr. Friend agreed, adding that the cost may be artificially low because the majority of production was revamping existing courses and that costs will likely rise when completely new courses are produced. Dr. McCullough concurred, adding that the courses to be produced in the future, such as laboratories, are likely to be more challenging to produce as well.

Mr. Friend observed that the University of Florida is halfway to its enrollment goal of 1300 students in 2015. Dr. McCullough stated that current enrollment was largely due to the migration of students in 2+2 completion programs into the four-year, fully online baccalaureate degree programs.

Mr. Friend asked if the University of Florida was offering multiple opportunities throughout the year for students to enroll in programs or courses. Dr. McCullough said the goal was to increase the opportunities for students to enroll in programs from three to six times during the year. He said students had to be accepted into UF Online in order to enroll in UF Online's courses.

Vice Chair Alfonso asked about the impact of marketing efforts. Dr. McCullough said the number of requests for information had doubled within the last month or so, and he expects that trend to continue.

Dr. McCullough said that Dr. Phillips was unable to participate in this call but will be taking the lead in working with the Advisory Board in the future.

Mr. Friend asked about the reaction, internally, to the proposed innovation strategies for tuition. Dr. McCullough said he did not anticipate issues within the University since similar incentive strategies for residential programs had been pursued in the past. He said he expected the Board of Trustees and Board of Governors to consider the incentives as well as the implications and viability of the proposed financial model.

Mr. Friend commented that efforts of the University will likely improve its ranking in the U.S. News and World Report's "Best Online Bachelor's Programs," particularly with regard to student services. The University of Florida tied Embry Riddle Aeronautical University in earning a 5<sup>th</sup> place rank in the national survey for 2014. Dr. McCullough said he expected the concerted effort by the University will improve the experience of fully online students, which would likely be reflected in the survey.

Vice Chair Alfonso recommended that the next meeting of the Advisory Board take place in Gainesville and directed Dr. McKee to find a date for that meeting.

Vice Chair Alfonso, Dr. Watret, and Mr. Friend commended Dr. McCullough and his team on the tremendous progress with the UF Online. Dr. McCullough thanked the Advisory Board for its contribution to the development and implementation of the plan.

Vice Chair Alfonso asked for a motion to approve the Progress Report for the Board of Governors. Dr. Watret made the motion and Mr. Friend seconded the motion. The motion passed.

Vice Chair Alfonso thanked the members and adjourned the meeting at 10:32 a.m.

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Carlos J. Alfonso, Vice Chair

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Nancy C. McKee, Interim Executive Director

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for the Institute for Online Learning  
April 30, 2014**

**SUBJECT: Search for Executive Director of UF Online**

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**PROPOSED ADVISORY BOARD ACTION**

For information

**BACKGROUND INFORMATION**

The University of Florida has begun the process for finding a replacement for former Executive Director Elizabeth Phillips. An update will be provided to the Advisory Board.

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**Supporting Documentation Included:** N/A

**Facilitators/Presenters:** Vice Chair Alfonso

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for the Institute for Online Learning  
April 30, 2014**

**SUBJECT: Status of Implementation of UF Online Plan**

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**PROPOSED ADVISORY BOARD ACTION**

For information

**BACKGROUND INFORMATION**

The University of Florida will provide an update on the implementation of the UF Online Business Plan, which will include, but not be limited to, updates on the following issues:

- Organization
- Programs
- Course Production
- Faculty Training
- Marketing
- Student Services
- Applications/Acceptances/ Enrollments
- Tuition Structure to be presented to Board of Trustees in June
- Research
- Primary Challenges
- Changes needed to business plan
- Performance Measures

The University of Florida will also present a demonstration of UF Online's student orientation.

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**Supporting Documentation Included:** N/A

**Facilitators/Presenters:** UF Associate Provost Andy McCollough

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
Advisory Board for the Institute for Online Learning  
April 30, 2014**

**SUBJECT: Operating Procedures**

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**PROPOSED ADVISORY BOARD ACTION**

For discussion.

**BACKGROUND INFORMATION**

To assist the Advisory Board in its development as an organization, draft Operating Procedures are attached for discussion.

After editing the attachment as directed by the Advisory Board during its April 30 meeting, the revised Operating Procedures will be brought to the Advisory Board at its next meeting for consideration and approval.

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**Supporting Documentation Included:** Draft Operating Procedures of the Advisory Board

**Facilitators/Presenters:** Vice Chair Alfonso



**OPERATING PROCEDURES OF  
THE ADVISORY BOARD FOR UF ONLINE**

**ARTICLE I. NAME**

The Advisory Board is to be known as the “Advisory Board for UF Online.”

**ARTICLE II. AUTHORITY AND RESPONSIBILITY**

The Advisory Board is vested with all of the powers, duties and authority specified in law and such other powers, duties, and authorities as may be designated by the Board of Governors.

**ARTICLE III. MEMBERSHIP OF THE ADVISORY BOARD**

The Advisory Board is comprised of five members appointed pursuant to s. 1001.7065(4)(c), Florida Statutes:

1. The chair of the Board of Governors or the chair’s permanent designee.
2. A member with expertise in online learning, appointed by the Board of Governors.
3. A member with expertise in global marketing, appointed by the Governor.
4. A member with expertise in cloud virtualization, appointed by the President of the Senate.
5. A member with expertise in disruptive innovation, appointed by the Speaker of the House of Representatives.

In the event of a vacancy of a member by whatever cause, the vacancy shall be filled by the mechanism whereby the position was originally filled.

**ARTICLE IV. OFFICERS OF THE ADVISORY BOARD AND THE EXECUTIVE DIRECTOR**

**Section A. Officers**

The officers of the Advisory Board shall consist of the Chair and Vice Chair.

## **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 June each year. The term of office shall commence on the first day of July each year.

## **Section C. Vacancy in Office**

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.

## **Section D. Chair**

- (1) The Chair shall preside at all meetings of the Advisory Board and shall have the authority to call any regular, special or emergency meetings of the Advisory Board.
- (2) The Chair shall appoint the members of all standing and ad hoc committees of the Advisory Board and select the chairs of such committees.
- (3) The Chair is authorized to execute all instruments and documents approved or issued by the Advisory Board or as delegated by the Advisory Board.
- (4) The Chair shall serve as the official spokesperson of the Advisory Board.

## **Section E. Vice Chair**

The Vice Chair shall perform the duties of the Chair and have the same power and authority in the absence or disability of the Chair.

## **Section F. Executive Director**

- (1) Upon recommendation of the Chancellor of the State University System, the Advisory Board shall appoint an Executive Director.
- (2) The Executive Director is the chief executive officer of the Advisory Board. The Executive Director shall perform all such duties as necessary to assist with the Advisory Board's implementation of its duties and responsibilities. The Executive Director is responsible for the prompt and effective execution of all Advisory Board policies, guidelines, and resolutions.

- (3) The Executive Director shall serve as the Advisory Board's liaison for communications with employees of the Board of Governors, the University of Florida, the Legislature, the Governor's Office, other state entities, and the public.
- (4) The Executive Director shall keep the Advisory Board informed of all issues affecting or that may affect UF Online and make such recommendations to the Advisory Board for the development of any new policies or guidelines and any amendments to existing policies or guidelines.
- (5) The Executive Director shall attend and participate in all meetings of the Advisory Board and its committees, and prepare and submit such reports as may be required by the Advisory Board, the Chancellor of the Board of Governors, the Board of Governors, by law, or as deemed necessary by the Executive Director.

#### **Section G. Corporate Secretary**

- (1) Upon recommendation of the Chancellor of the State University System, the Chair shall designate a Corporate Secretary.
- (2) The Corporate Secretary shall serve at the pleasure of the Advisory Board and shall:
  - (a) Maintain an accurate record of the proceedings of the Advisory Board;
  - (b) Have custody of all official records and documents of the Advisory Board; and
  - (c) Notice all meetings of the Advisory Board as required by applicable law.

### **ARTICLE V. MEETINGS OF THE ADVISORY BOARD**

#### **Section A. Regular Meetings**

There shall be no fewer than two regular meetings per year which shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

## **Section B. Special Meetings**

The Chair may convene special meetings, including workshops or retreats, of the Advisory Board as deemed appropriate. Such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

## **Section C. Emergency Meetings**

The Chair may convene a meeting of the Advisory Board for the purpose of acting on emergency matters affecting UF Online. Such meetings shall be open to the public and the Advisory Board shall provide such notice of the meeting as is reasonable under the circumstances.

## **Section D. Use of Technology**

Any meeting of the Advisory Board may be conducted through a telephone conference call or by any other technological means. Any such meetings shall be open and noticed to the public in accordance with the Article I, Section 24 of the Florida Constitution and the requirements of Chapter 286, Florida Statutes.

## **Section E. Agenda**

The Chair, in consultation with the Executive Director, shall approve items to be placed on the agenda for each Advisory Board meeting. Any member may request items to be placed on the agenda for discussion or action at a meeting, subject to approval by the Advisory Board. All agenda items and supporting documentation must be submitted to the Executive Director with sufficient time for distribution to the Advisory Board members at least seven days in advance of the meeting where the item will be considered.

## **Section F. Quorum and Voting**

A majority of the members of the Advisory Board must be present to constitute a quorum to transact official business. The decision of the majority of members in attendance and voting on an issue shall prevail, unless otherwise provided herein. In the event of a tie vote, the vote of the Chair shall be the deciding vote on the issue. The vote upon any resolution, motion or other matter may be by voice vote, but the Chair may require a roll call vote if deemed appropriate. A member may abstain from voting only under those circumstances prescribed by law. Voting by proxy or by mail is not permitted.

## **Section G. Minutes**

Minutes of the meetings of the Advisory Board shall be kept by the Corporate Secretary who shall file and preserve all minutes, agendas and agenda materials, notices, resolutions, and other documents pertaining to the business and proceedings of the Advisory Board. Records of the meetings, including any video or audio recordings, are public records subject to Chapter 119, Florida Statutes.

## **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.

## **Section I. Parliamentary Rules**

When not in conflict with any of the Advisory Board's Operating Procedures, policy, or state law, Robert's Rules of Order shall be utilized as a guide in conducting the meetings of the Advisory Board.

# **ARTICLE VI. COMMITTEES**

## **Section A. Purpose**

The Chair shall have the authority to establish standing and ad hoc committees of the Advisory Board. Standing and ad hoc committees of the Advisory Board shall consider matters that are encompassed within the subject matters assigned to each committee and make recommendations to the Advisory Board. Unless specifically delegated or otherwise provided by Advisory Board policy, authority to act on all matters related to its statutory responsibilities for UF Online is reserved to the Advisory Board.

## **Section B. Membership and Quorum**

The Chair of the Advisory Board shall have the authority to appoint and remove members of each committee, and select committee chairs. A majority of

committee members present at a committee meeting constitutes quorum for purposes of committee business.

## **ARTICLE VII. CONFLICT OF INTEREST**

Members of the Advisory Board shall adhere to the provisions of the Code of Ethics for Public Officers in Chapter 112, Part III, Florida Statutes.

## **ARTICLE VIII. AMENDMENT OR SUSPENSION OF PROCEDURES**

### **Section A. Amendments**

The Advisory Board's Operating Procedures may be amended or repealed by a majority vote of the members present at any regular meeting, provided there is a quorum and that such proposed amendment or repeal has been publicly noticed prior to the meeting at which the proposed action is to be taken.

### **Section B. Suspension of Operating Procedures**

Any provision of the Advisory Board's Operating Procedures may be suspended by a majority vote of the members present in considering any matter to come before the Advisory Board, provided there is a quorum.