

STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

Advisory Board for the Institute for Online Learning

Agenda and Meeting Materials
December 13, 2013

Conference Call



STATE
UNIVERSITY
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of FLORIDA
Board of Governors

AGENDA
Advisory Board for the Institute for Online Learning

Conference Call
December 13, 2013
10:30 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 September 16, 2013** **Vice Chair Alfonso**
- 3. Status of Implementation of UF Online Plan** **Dr. Andy McCollough,**
Associate Provost
University of Florida
- 4. Concluding Remarks and Adjournment** **Vice Chair Alfonso**

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
December 13, 2013**

SUBJECT: Approval of Minutes of September 16, 2013, Meeting

PROPOSED ADVISORY BOARD ACTION

Approval of summary minutes of the meeting held via conference call on September 16, 2013.

BACKGROUND INFORMATION

Advisory Board members will review and approve the summary minutes of the meeting held via conference call on September 16, 2013.

Supporting Documentation Included: Summary Minutes for September 16, 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
SEPTEMBER 16, 2013

1. Call to Order and Opening Remarks

Chair John Rood convened the meeting at 10:05 a.m. on September 16, 2013, with the following members present: Mr. Carlos Alfonso, Mr. Ernie Friend, and Dr. John Watret. A quorum was established.

Chair Rood welcomed University of Florida Provost, Dr. Joe Glover, and Associate Provost, Dr. Andy McCullough. Chair Rood expressed appreciation for the response of the University of Florida to the comments made by the members of the Advisory Board, particularly those suggestions related to efficiencies and scalability.

2. Minutes

Mr. Alfonso moved that the Advisory Board approve the minutes of the meeting held on September 3, 2013, as presented. Dr. Watret seconded the motion and the members concurred.

3. University of Florida Plan

Chair Rood asked the University of Florida to present the revised plan and suggested that the focus of the presentation be on those areas that addressed efficiencies and scalability.

Dr. McCullough focused his presentation on the budget, which captured efficiencies and scalability. Before discussing the changes, he explained that the budget in the original agenda packet included only full-time students and the revised budget pages included both full-time and part-time students. Dr. McCullough focused on two significant changes in the plan:

1. The percentage of tuition provided to the private partner for recruitment will decrease as enrollment increases.
2. The percentage of tuition for general, administrative and facilities expenses will decrease as enrollment increases.

Chair Rood asked the members of the Advisory Board if they had questions or comments. Mr. Alfonso said the presentation had answered his questions. Mr. Friend expressed appreciation for the University of Florida negotiating a lower cost for recruitment by the private partner. Dr. Watret agreed that he was comfortable with the overall numbers.

There was some discussion about the difference in the cost of recruitment for in-state and out-of-state students. Dr. McCullough asked Matt Fajack, Chief Financial Officer of the University of Florida, to respond. Mr. Fajack explained that the University of Florida had experience with in-state recruitment

but less experience with out-of-state recruitment. Dr. Glover added that the cost of recruiting nationally is higher than the cost of in-state recruitment.

Dr. McCullough announced the selection of Dr. Elizabeth “Betty” Phillips as the Executive Director for the institute for online learning.

Chair Rood also expressed appreciation for the selection of the new name, University of Florida Online.

Hearing no other questions, Chair Rood concluded discussion. Chair Rood explained that the Advisory Board had already approved the plan pending the revisions that were just presented and asked that the Advisory Board consider recommending the revised plan to the Florida Board of Governors.

Mr. Alfonso made a motion to recommend the plan to the Florida Board of Governors. Dr. Watret seconded the motion. The motion passed unanimously.

Chair Rood thanked the University of Florida for their hard work and willingness to collaborate in development of the plan. Dr. McCullough expressed appreciation to the members of the Advisory Board for their contributions to the plan.

4. Performance Measures

Chair Rood asked Dr. Nancy McKee to provide an overview of the process. Dr. McKee explained that the performance measures were being presented to the Advisory Board for approval and, if approved, would be included as an appendix to the University of Florida’s plan and move forward to the Board of Governors.

Dr. McCullough explained that the performance measures were developed concurrently with the plan. The performance measures are:

1. The University of Florida Online will accept first-time, full-time students.

Dr. McCullough said the University will report on enrollment of first-time full-time and part-time students as well as transfer full-time and part-time students.

2. The University of Florida Online will have equivalent admissions criteria for online students.

Dr. McCullough said this will be a learning opportunity and the data will have to be closely evaluated in the future.

Mr. Friend asked whether the admissions criteria are the same for first-time-in-college students and transfer students. Dr. McCullough asked Zina Evans, Vice President for Enrollment Management, to respond. She said the admissions process for first-time-in-college students is different than the admissions process for transfer students. The process for freshmen is more holistic and considers test scores, grades, essays and other factors. The process for transfer students is driven, primarily, by the

courses already completed for the major and the success of the student in those courses. Ms. Evans said the process will be the same for online students.

3. The University of Florida Online will offer curriculum of equivalent rigor to on-campus degree programs.
4. The University of Florida Online will offer rolling enrollment or multiple opportunities for enrollment throughout the year.

Chair Rood expressed concern that the metric suggests just existing enrollment opportunities, including Fall, Spring and Summer semesters. Dr. McCullough said the University would be looking for additional enrollment opportunities.

Dr. Watret asked if the rolling enrollment and multiple entry points applied to entry into the program or entry into courses that could include differing course lengths. Dr. McCullough said the University is moving toward that model. Ms. Evans said the Summer semester already provides differing course lengths and may serve as a model.

5. The University of Florida will not require on-campus courses. However, for courses or programs that require clinical training or laboratories that cannot be delivered online, the university shall offer convenient locational options to the student, which may include, but are not limited to, the option to complete such requirements at a summer-in-residence on the university campus. The university may provide a network of sites at convenient locations and contract with commercial testing centers or identify other secure testing services for the purpose of proctoring assessments or testing.

Dr. McCullough said the University of Florida will be able to meet this requirement in Florida, but will need to work toward providing these opportunities for out-of-state students.

6. The University of Florida Online will apply the university's existing policy for accepting credits for both freshman applicants and transfer applicants.

Ms. Evans said the University of Florida will apply the same criteria for residential and online students.

Dr. Watret asked how credits would be handled for a student in an online program who transfers to a residential program. Ms. Evans said the credits would be considered University of Florida credits and not transfer credits.

7. The University of Florida Online will maintain student engagement for online students at the same level as residential students.

Dr. McCullough said UF Online will be using multiple tools, including national surveys, end-of-course student surveys and analytics from the learning management system, to measure engagement.

8. The University of Florida Online will ensure student retention of online students is comparable to online peer institutions.
9. The University of Florida Online will ensure the six-year graduation rate of online students is comparable to online peer institutions.

Dr. McCullough explained that the unique characteristics of online students are not comparable to residential students, which is why the metrics for retention and graduation are comparable to peer institutions rather than to resident students. Penn State and Maryland were identified as potential peer institutions.

Chair Rood asked about data that shows a difference in retention and graduation rates for online and residential students. Ms. Evans said online students are less likely to be full-time, all-the-time, unlike residential campus students who are full-time, all-the-time. She also said there was little literature about retention and graduation for full-time, first-time-in-college online students. Dr. McCullough said the data for retention and graduation rates should be separated by first-time-in-college students and transfer students to determine if there are different trends. Dr. Watret said online students at Embry Riddle Aeronautical University often start as full-time, but then shift to part-time. He also noted that graduate students, whether online or residential, finished their degree in the same amount of time. Dr. McCullough said graduate students at the University of Florida showed a similar pattern.

Chair Rood said he thought retention and graduation rates will rise as the program matures during the next decade and encouraged the University of Florida to provide the data to compare retention and graduation to peer institutions, as well as residential programs.

10. The University of Florida Online will increase the number of online baccalaureate degrees programs by five each year.

Dr. McCullough said that UF's plan was to add five baccalaureate programs each year until the University of Florida Online met the workforce needs and student demand.

At the conclusion of the presentation on the performance measures, Mr. Friend asked if the University of Florida measured the job placement rate of residential students and, if so, could a similar performance metric be added for online students. Dr. McCullough said this metric was measured for residential students and could be measured for online students as well. Mr. Friend said out-of-state data may not be available, but maybe a survey could be used for those graduates. Chair Rood said this was a good performance measure to add.

Chair Rood summarized the discussion, saying the performance measures were acceptable with three considerations: the addition of a measure to track employment success, revision of the measure for rolling enrollment, and reporting of data on retention and graduation rates for comparability between online and residential programs.

Dr. Watret made a motion to recommend the performance measures with those three caveats. Mr. Friend seconded the motion. The motion was adopted unanimously.

5. Concluding Remarks and Adjournment

Chair Rood indicated that the business plan would be taken to the Board of Governors' Strategic Planning Committee on September 27, then would go to the full Board.

Mr. Friend, Mr. Carlos and Dr. Watret thanked the University of Florida for their hard work and consideration of the feedback. Chair Rood thanked the members and Dr. McKee for their participation and Ms. Finn for her input and involvement.

Chair Rood asked Dr. McKee to schedule a telephonic meeting at the beginning of December so the Advisory Board could receive an update from the University of Florida regarding the implementation of the plan. He also requested that Dr. McKee ask legislative staff if the Advisory Board needed to present a final report or make a presentation to legislative committees at the beginning of next year. Chair Rood encouraged Dr. McCullough to continue to update Dr. McKee in the interim.

Having no further business, Chair Rood adjourned the meeting at 11:08 a.m.

Carlos Alfonso, Vice Chair

Dr. Nancy C. McKee, Interim Executive Director

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Advisory Board for the Institute for Online Learning
December 13, 2013**

SUBJECT: Status of Implementation of UF Online’s Business Plan

PROPOSED ADVISORY BOARD ACTION

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

BACKGROUND INFORMATION

At its September 16, 2013, meeting, the Advisory Board requested that a conference call be scheduled in December so it could receive a report on the status of the implementation of UF Online’s comprehensive business plan, which was approved by the Advisory Board on September 16 and by the Board of Governors on September 27.

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.” After discussion of the status report, the Advisory Board will consider approval of its transmittal to the BOG, Governor, President, and Speaker.

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

Facilitators/Presenters: Vice Chair Alfonso; UF Associate Provost
Andy McCollough

Status Report of the Advisory Board for the University of Florida Online December 2013

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 Vice Chairman of the Strategic Planning Committee, Carlos Alfonso, Dr. John Watret and Ernie Friend.

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 more than 40 general education courses by 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.

Status Report

This draft Status Report was prepared for presentation to the Advisory Board during their scheduled meeting on December 13, 2013.

1. 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 degrees 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.

Based on evaluation by faculty, five of the courses identified in the plan will not be produced for spring. These include two courses in the Health Education and Behaviors program, one in the Sport Management program and one in the Criminology and Law program. 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 A.

Five more programs are proposed for the 2014-2015 school year, including 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.

2. General Education Courses

The University of Florida has expanded the offering of general education and pre-requisite courses outlined in the approved plan. The plan called for the production 22 general education courses, including 12 courses that will be offered online for the first time.

The University of Florida is on track to offer 81 courses by January 2014, including 30 existing courses offered in the 2+2 completion programs and 51 new or redesigned courses.

Of the 51 new or redesigned courses currently in production, 24 are general education courses and 9 are courses that will be offered online for the first time. All 22 of the proposed courses will be offered with two additions, Introduction to Statistics and Rethinking Citizenship. After the launch of the courses, the production team will continue to enhance the courses with additional videos and interactive features.

Changes from proposed course 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.

Thus far, the average cost to develop and produce a three-credit course is \$11,310, 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.

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.

3. Professional 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.

The University of Florida is on track to ensure all faculty and teachers 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 Teacher's 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.

4. Student Affairs

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.

UF 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 UF Online students to determine the best programs to meet their interests and needs.

5. Information Technology

UF Online courses will make use of appropriate technologies in delivering courses. The Offices of Privacy and Security have vetted tools that will be used for the spring classes to ensure that student data is protected. These tools include:

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

UF Online students who begin classes in spring will receive 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.

UF WebApps are available to UF Online students at no additional cost. Available tools include: Microsoft Office Suite, Serif Design Suite, ArcGIS, AutoCAD as well as a .pdf editor.

6. Marketing

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 active 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 B.

The University of Florida recently signed a contract with Pearson Education to support its marketing and recruitment initiatives. Beginning in the second half of December, Pearson will begin to revitalize marketing efforts through search engine marketing. Early in January the new campaign built around the slogan “Be Greater. Be a Gator” will be launched. Pearson plans to exploit both regional and national digital channels and will refresh the search engine marketing to reflect the new campaign. By the end of January Pearson will begin to target other marketing channels such as radio both in-state and out-of-state. By March (possibly sooner) the primary website for UF Online will also be completely refreshed to reflect the new campaign.

7. Recruitment

The University of Florida Online received more than 3300 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, 18% were first-time-in-college students and 82% were potential transfer students. Of the transfer students, 36% had already attained an Associates Degree. Degree programs in Business, Criminology and Health Education garnered the highest interest of prospective students.

As of December 6, 2013, the University of Florida has received 616 applications for the fully online four year baccalaureate programs, including 457 applications for admission in January 2014, all of which are potential transfer students. Applications for the 2014-2015 school year include 48 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 and decisions on admissions for the January spring term are ongoing while final freshmen decisions will be made in February.

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

8. Tuition

The University of Florida is pursuing three innovative strategies for setting tuition that 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.

9. Budget

Non-Recurring Expenses	2013-2014 Budget	2013-2014 Expenditures	Expenditures as a Percent of Budget	Notes	Actual Cash Expenditures	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

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.

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

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	STA 2023 Introduction to Statistics
CHM 1083 Consumer Chemistry*	Offered	REL 3938 Death and Afterlife
GLY 1880 Earthquakes, Volcanoes and other Hazards*	Offered	URP 3001 Cities of the World
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	
ENC 1101 Introduction to College Writing	Offered	
ENC 1102 Introduction to Argument and Persuasion	Offered	

Appendix B



Marketing Communications

THE OFFICE OF UNIVERSITY RELATIONS

Communications Objectives

- Build targeted top-of-mind awareness
- Differentiate UF Online from competitors
- Promote value – “An online degree from UF is a degree from UF”
- Generate web traffic & phone inquiries
- Drive applications

Target Audiences

- First Time in College students
- Completers and transfer students
- Current and returning military
- Homeschooled students
- Parents of prospective students
- Guidance counselors
- International students

Buying Motives/Influences

- A highly-regarded, prestigious bachelors degree
- Becoming a Gator
- Ancillary benefits, such as top Career Resource Center
- Specific degree tracks offered

Target Markets

- Greater Miami Area
- Orlando
- Jacksonville
- Tampa/St Petersburg
- Out-of-state
- International

Marketing Partners

- 160over90

A full-service branding and advertising agency with extensive experience in both the private sector and a wide range of institutions in higher education.

- Pearson

The world's leading education company, with capabilities to manage the process from prospective student to successful graduate.

Communications Strategy

Media Mix – Digital & Broadcast

- Digital - Search (pay-per-click)
- Social (pay per response)
- Music (Pandora)
- Retargeting, including lookalike
- Radio - Targeted stations in key Florida markets

Communications Strategy

Website

- High quality, engaging presentation to differentiate UF Online
- Key benefits delivered quickly and clearly
- Logical process from landing to application
- <http://ufonline.ufl.edu/>

Communications Strategy

News, Public Relations & Social Media

- Sustain exposure and grow awareness through national and state media
- Focus on what makes UF Online unique in national media
- Focus on access, affordability and student services in Florida media
- Identify speaking/broadcast/interview opportunities for admissions officers

News Media Strategy

- Generate news coverage to communicate the opening of the admissions process
- Place op-ed by President Machen in major Florida newspapers
- Develop spotlight with video and links to more info for UF Home Page

Social Media Plan

- Tweets emphasizing attributes of the overall program and specific majors.
- Promote rollout through Facebook and Twitter
- Organize a Google hangout or other form of online chat with a professor who will be teaching in the online program

Creative Strategy

- Communicate value:
Leverage the power and size of The Gator Nation, the reputation of UF as an academic institution, and the appeal of becoming a Gator
- Target messaging to the appropriate audiences for individual degree offerings
- Anchor campaign with a website that is engaging, easy to navigate and moves the prospect from interest to application

Creative Execution: Digital

National Specific Headlines

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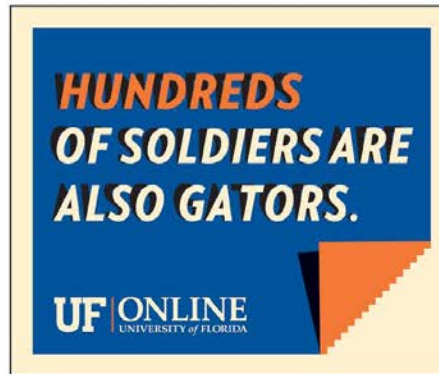
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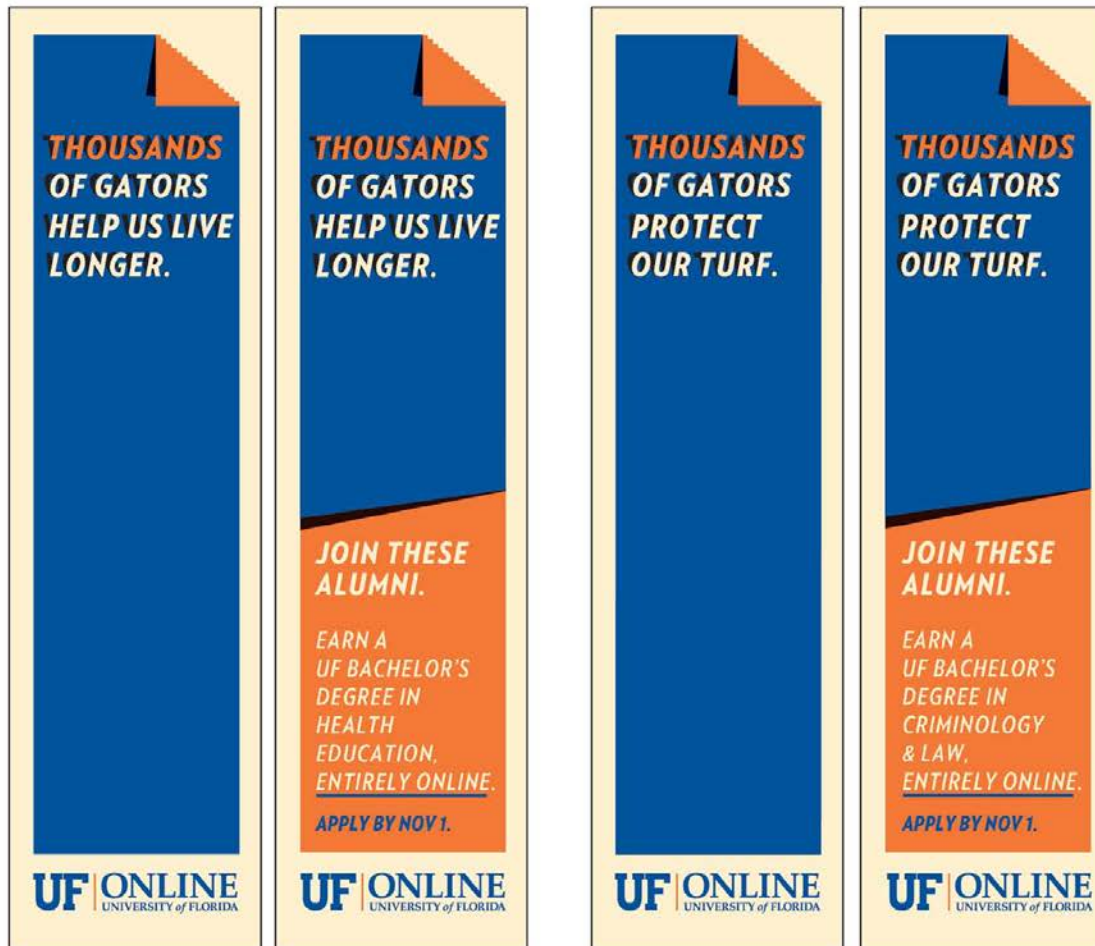
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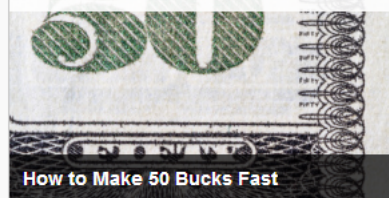
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No mid-Oct. paycheck for troops if government shuts down, lawmaker says

With one week to go before a potential partial government shutdown, a key Republican lawmaker is warning troops to be financially prepared for the possibility of not getting a mid-October paycheck.

Navy halts search for 2 missing airmen in Red Sea

The Navy says it has suspended the search for two missing airmen after a helicopter crash in the Red Sea. Three other crew members were rescued earlier.

DoD orders employees to prepare for shutdown
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University of West Florida

Location Pensacola, FL Undergrads 7,099 Tuition (in-state) \$19,120 (\$6,238) Admission Difficulty Average More statistics ...

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Newest

Post to the University of West Florida community

University of West Florida Parking was reviewed by InnerBeauty1212 4 days ago

A

The parking at the University is terrible. To get good parking, getting there early is a must! The tickets are outrageous and parking is limited. Parking is by far the school's worst quality.

Be the first to comment Share Subscribe Report

University of West Florida Campus Dining was reviewed by InnerBeauty1212 4 days ago

A

The campus dining at the University of West Florida is pretty good overall. The cafeteria has a variety of option such as a salad bar, a burger station, a pasta station, a sandwich station, plus two more stations that offer different options depending on

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How to Master Online Education

By Nicola McDonald, eHow Contributor



1



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Online education offers a convenient method for students to complete a degree. While traditional classroom settings demand that students report to a particular location or take classes at a specific time, online learning is facilitated by the computer and can be accessed from anywhere. Some colleges offer full online degree programs while others offer partial online study. Whichever you choose, it is essential to develop discipline to master an online education.



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Former Head of McGuffey Montessori School arrested on 20 counts of child pornography

Friday, OPD released a statement that the now former Head of the McGuffey Montessori School (previously the McGuffey Foundation School), 60 year old Alfred Allen, has been arrested on counts of child pornography. **FULL STORY**

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Car crash kills UC student, injures

Opinion | Putin's New York

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10 Degrees: Rangers flush with failure

While some teams are rising to the occasion, others like Texas are tanking in the playoff race.

[A's clinch second straight division crown](#) | [Sabathia done for season](#) | [Scoreboard](#)

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List of Live Soccer Games on US TV for September 23 to September 26

The final midweek of September is filled with live soccer action. Multiple leagues will be featured, as will a Champions League competition and other cup tournaments. Do not forget to check the ESPN3/Watch ESPN schedules. Those [Yahoo Contributor Network](#)



Woods and Stenson nominated for Player of Year award

(Reuters) - Tiger Woods, Adam Scott and Henrik Stenson are among the five nominees for the PGA Tour's Player of the Year, the tour said on Monday. British Opener winner Phil Mickelson and fellow American Matt Kuchar, who finished third on the money list, have also been nominated for the honor.

[Reuters](#)



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Scoreboard

MLB

Sunday **Monday** Tuesday

- Baltimore
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- Milwaukee
- Atlanta 7:10 PM EDT FSWL,SPSO

Leafs, Sabres game features line brawl, goalie fight, Kessel fight, 10-game

Mobile



Creative Execution

Radio

- Two :30 commercials – one student/one parent focused
- Student spot ran on “top 40” and hip hop stations
- Parent spot ran on contemporary & easy listening stations
- Four key markets: Jacksonville, Tampa/St. Pete, Orlando & Miami/South Palm Beach

Digital Campaign Analytics

Impressions/conversions

- Impressions: 61,000,000+
- Delivered clicks: 115,000
- Click-thru rate: 0.19%
- “Apply Today” page: 80%
- Total conversions: 6,000+

Campaign Analytics

Digital Media Results

Top 5 cities for visits:

1. Gainesville
2. Miami
3. Jacksonville
4. Tampa
5. Orlando

Top 10 states for visits:

1. Florida
2. California
3. Texas
4. New York
5. Georgia

Campaign Analytics

Percent of Demand by Program

- Business 40%
- Criminal Justice 14%
- Health Education 11%
- Psychology 9%
- Biology 9%
- Sports Management 7%
- Undetermined 6%
- Environmental Mgmt. 4%

Campaign Summary

- Overall campaign clickthru rate more than doubled the education benchmark
- Target impressions exceeded 61 million
- Target clicks: more than 62,000
- 59% of web traffic & 67% of RFI's from Florida
- 94% of visitors satisfied by degree offerings