

ADVISORY BOARD | University of Florida Online

AGENDA

UF Online Advisory Board Conference Call

April 17, 2019

2:00 pm – 3:00 pm

Dial in: 1-888-585-9008. Conference Room Number: 305-002-533 #

1. Call to Order and Opening Remarks Chair Ed Morton
2. Approval of Minutes: Chair Morton
 - a. April 4, 2018 Meeting Minutes
 - b. October 17, 2018 Meeting Minutes
3. Election of Chair and Vice Chair Chair Morton
4. Public Comments Chair Morton
5. Updates: Ms. Evie Cummings,
UF Online
 - a. STEMpowered Faculty Symposium
 - b. Employer Pathways Program Expansion
 - c. STEM Labs for Online Students
 - d. New Partnerships
 - e. Textbooks/Labs for Online Students
 - f. Employer Pathways Program Expansion
 - g. Upcoming UF Online/IFAS Extension Pilots 2019-2020
 - h. Intercollegiate Athletics Committee Partnership
 - i. EM Application Deadlines
 - j. PaCE Increase
 - k. Seminole State/UF Online Roadmap for Collaboration
 - l. Student Experience
 - m. Spring Commencement
 - n. Radar
6. Closing Remarks and Adjournment Chair Morton

ADVISORY BOARD FOR UF ONLINE

April 17, 2019

SUBJECT: Minutes for April 4, 2018 and October 17, 2018 Meetings

PROPOSED ADVISORY BOARD ACTION

For Approval

AUTHORITY FOR ADVISORY BOARD ACTION

Section 1001.7065(4), Florida Statutes

BACKGROUND INFORMATION

On October 17, 2018, the two members of the Advisory Board who were present at the time of the vote reviewed and approved the minutes of the meeting held on April 4, 2018; however, a majority of Board members is needed to establish a quorum. Because of a lack of a quorum at the time of the vote, the minutes will need to be reviewed and considered for approval at the April 17, 2019, meeting.

In addition, the minutes of the October 17, 2018, meeting at the University of Florida will need to be reviewed and considered for approval at the April 17, 2019, meeting.

Supporting Documentation Included: Minutes, April 4, 2018 and October 17, 2018

Facilitators/Presenters: Chair Ed Morton

MINUTES

ADVISORY BOARD FOR UF ONLINE UNIVERSITY OF FLORIDA GAINESVILLE, FL Conference Call April 4, 2018

1. Call to Order

Chair Carlos Alfonso convened the conference call meeting at 10:03 a.m. on April 4, 2018 with the following members present: Mr. Ernie Friend, Mr. Ed Morton and Dr. John Watret. A quorum was established.

2. Approval of Committee Meeting Minutes

The Board approved the summary minutes of the meeting held on October 17, 2017, as presented.

3. Public Comment

There were no public comments.

4. Election of Vice Chair

Dr. Watret nominated Mr. Morton to serve as Vice Chair of the Advisory Board and Chair Alfonso seconded the motion. The motion was unanimously passed by the Board. Mr. Morton will serve out the remainder of the Vice Chair's term of office, which will be until November 1, 2018.

5. UF Online Updates

UF Online Director Ms. Evie Cummings provided an update of program activities. Additional professional staff have been hired, including a new deputy director and operations officer. Plans are to employ a dedicated budget officer for the UF Online program. Staff is working on the finalization of a contract to partner with Guild to deliver online courses more broadly and affordably. Ms. Cummings reported that there continues to be efforts to expand STEM labs for online students. UF Online is planning to host a STEM conference in October for interested SUS faculty and staff.

Executive Director Dr. Nancy McKee provided a timeline for the development and approval of the UF Online Business Plan 2019-2024. Plans are for the new plan to be approved by the Advisory Board in October and approved by the UF Board of Trustees

in December. The Board of Governors will take action on the 2019-24 Plan at its January 2019 meeting.

6. Approaching UF Online's Next Chapter

Ms. Cummings presented a status report on how the UF Online program has expanded and matured and discussed the future direction of the program. She said that the program continues to focus on student readiness to excel in online education and its overall applicant denial rate is 60 percent. Both program enrollments and program graduates have continued to increase. Transfers from state colleges have increased 17 percent and out-of-state students now comprise 14 percent of program enrollments.

UF Online is challenged by the lower student fees which are mandated. Further, the fact that its students are primarily part-time, upper division students from Florida has resulted in lower program revenues. Ms. Cummings reported that there have been significant costs to build student support services, to continue the curriculum mapping process, and to maintain faculty hiring and support.

Ms. Cummings reported that many program initiatives have been highly successful, including a dedicated advisor model and student engagement program, a focus on STEM courses and labs, and an effective in-state and out-of-state marketing campaign. The program has found that some of its online courses have become a significant asset to the residential campus academic program.

Ms. Cummings emphasized that the UF Online student clientele continues to be fluid and dynamic and research on program delivery must continue to ensure that the program is meeting the needs of its students.

7. Proposed Conceptual Framework, 2019-2024

Ms. Cummings discussed a conceptual framework for the 2019-2024 Business Plan and stated that, within its core values and management practices, the program will remain steadfast in pursuit of its current program goals. Online education continues to be in a transformative state and there is a need to remain nimble and sensitive to changes in student wants and needs. As the program's operational and financial models continue to mature, the Board can assist in identifying the program's best trajectory to reach its stated goals and serve its growing enrollment with high quality educational experiences.

Ms. Cummings said that plans to expand degree program offerings in the next five years will be thoughtful and deliberative. Marketing strategies will continue to evolve by targeting specific markets and potential partnerships. She identified overarching goals for the 2019-2024 Plan, including: robust student learning, wide program design and

delivery, an enriching student experience, student support, smart recruitment, and sustainable program expansion.

8. Advisory Board Input

Board members expressed appreciation for the work, commitment, and agility of the UF Online faculty and staff. They recognize the dynamic nature of the delivery of online programs and believe that UF Online remains on the right track for the next five years.

Ms. Cummings confirmed that UF Online is the most affordable program nationally in the delivery of online programs. She said that the existing revenue model will be a challenge to efforts to expand the program in the next five years. It remains critical that most of the program revenues be directed to the academic program core. New strategies such as variable tuition rates, expanded credential offerings, and more intensive marketing may be warranted. While the program continues to commit marketing funds to out-of-state students, Ms. Cummings does not recommend lowering out-of-state tuition fees.

The Board discussed funding constraints for the UF Online program and identified the need for additional revenue via dedicated funds or other legislative action that will enable the program to build from the strengths that are now in place. Chair Alfonso stated that there is a need for renewed discussion at the state level regarding the funding model for UF Online and strategies to boost program revenue.

9. Concluding Remarks and Adjournment

Chair Alfonso adjourned the meeting at 11:20 a.m.

Carlos Alfonso, Chair

Dr. Jon Rogers, Executive Director

MINUTES

ADVISORY BOARD FOR UF ONLINE

EMERSON ALUMNI HALL
UNIVERSITY OF FLORIDA
GAINESVILLE, FL
October 17, 2018

Call to Order

Chair Ed Morton convened the meeting at 10:00 a.m. on October 17, 2018. The following members were present: Mr. Ernie Friend (joined the meeting at 10:17 a.m.) and Dr. John Watret. A quorum was established upon Mr. Friend's arrival.

Approval of Committee Meeting Minutes

Chair Morton moved the approval of the summary minutes of the April 4, 2018, meeting, and Dr. Watret seconded the motion. The motion was unanimously passed by the Advisory Board members present.

Public Comment

Dr. Rogers reported that no requests were received to provide public comment.

Election of Chair

Dr. Watret nominated Chair Morton to serve as Chair of the Advisory Board for the November 1, 2018 - October 31, 2020 term, and Mr. Morton seconded that motion. The motion was unanimously passed by the Board members present.

Election of Vice Chair

Mr. Morton nominated Dr. Watret to serve as Vice Chair of the Advisory Board for the November 1, 2018 - October 31, 2020 term and the motion was unanimously passed by the Board members present.

UF Online 2017-18 Annual Report

Ms. Evie Cummings, Assistant Provost and UF Online Director, introduced the presentation by providing an overview of the positioning of UF Online within the University of Florida (UF), a nationally recognized public research university. She said that UF continues to distinguish itself for its high quality and affordability and for its far-reaching emphasis on excellence in academics, arts, athletics, research, innovation, and service.

She indicated that following enabling legislation in 2013, UF Online was launched in early 2014 and was guided in its development by a comprehensive business plan for 2013-2018 that was approved by the Board of Governors. Legislation directed an annual appropriation of \$5 million for the UF Online program. The program was further directed to charge online students 75 percent of the campus tuition rate.

During this period of development, UF Online expanded and now enrolls approximately 3,000 students and offers 20 full online bachelor's degrees and 36 pathways to earn these degrees. Ms. Cummings reported that a growing number of residential undergraduate students are taking online courses. Key components of UF Online include:

- A commitment to quality, selectivity, and rigor.
- All online students are taught by campus faculty, served by campus teams.
- Each online student has a dedicated advisor to ensure flexible, custom pathways.
- Learning pathways are nested in the "UF Plaza," a student virtual campus, with campus-based support and out-reaching connections programs.
- Provides high quality, multi-media course production, including STEM courses and labs.
- Student fees include an optional fee package for activities and services, transportation, athletics, and health services.

For the 2017-2018 academic year, Ms. Cummings reported on the following points of emphasis:

- Selective admissions policies, with over 20% growth, including non-Florida resident growth.
- Expansion of the Center for Online Innovation and Production, including in-house teams for marketing, recruitment, enrollment, academic advising, and student success/engagement. Currently, the academic advising ratio is 250 students to one faculty member.
- Expansion of academic capacity, new offerings and pathways.
- Surpassing 1,000 graduates; celebrating the first PaCE graduates.
- Launch of the student Connections program to foster student community.
- Established the New Employer Pathways program via partnerships with Discover, Walmart, and Walt Disney. UF Online has proactively responded to an emerging national trend for employers to add educational benefits to employee compensation and is partnering with national corporations to provide online undergraduate degree programs for employees.

UF Online faculty and staff – Evie Cummings, Tammy Aagard, Joleen Cannon, Glenn Kepic, Dr. Crystal Marull, Dr. Monika Oli, and Eric Ryan - provided an overview of the following administrative and educational components of the UF Online program:

- Admissions and Enrollment Trends – The UF Online hybrid model, the Pathway to Campus Enrollment (PaCE) program, was explained. The PaCE program is an enrollment planning tool that enables UF Online to expand its enrollment.

Qualified applicants are invited to complete their first 60 hours online with a guaranteed transfer to campus for the upper division. Focused recruitment and outreach is a priority for UF Online, using advanced technology tools while retaining a human touch.

- Academic Advising and Curriculum – The UF Online model maintains a 250:1 advising ratio. Advisors are well-trained in the characteristics and the needs of adult learners and also act as career coaches for their advisees.

Of the 20 current major degree programs, the BA in Educational Sciences program was established exclusively for UF Online and serves as a gateway to the College of Education.

- Course Innovation and Production – The UF Online Center for Online Innovation and Production was discussed as a resource for faculty and instructional designers. The emphasis is on collaboration, innovation, and support. The Center averages 40 online courses a semester, with an average four-month time frame per course production.

- Academic Innovation - UF Online faculty discussed an expanding emphasis on STEM degree programs and the effective delivery via online education, particularly a microbiology & cell science program. Innovative strategies of teaching labs online were explained, such as a hybrid immersion “boot camp” for microbiology labs. Chemistry labs will be a statewide focus and will be led by UF Online faculty.

As an example of academic language innovations at UF Online, the coordinator of the online Spanish program provided an overview of her innovative program and the challenges of teaching a language online. Extensive collaboration in course design occurs and native-speaker coaches and experiential learning experiences are emphasized.

- Student Marketing and Experience Enhancements – UF Online staff described initiatives of the sales force staff that focus on student recruitment, case management, and the UF Online Plaza and are designed to provide a consistent educational experience for every student. The Plaza was originally designed as a social media site to allow students to communicate with each other. This resource has now been expanded to allow access to a variety of university academic and student support services.

Mr. Ernie Friend moved that the Advisory Board approve the UF Online 2017-18 Annual Report, and Dr. Watret seconded the motion. The motion was approved unanimously by the Advisory Board.

UF Online Business Plan 2019-2024

Ms. Cummings presented the 2019-24 Business Plan and explained plans to strategically expand the UF Online degree programs. Moving forward, Ms. Cummings identified five goals and strategies for UF Online for 2019-2024:

1. Robust student learning via UF Online.
2. Smart design, production, and delivery of academic programs.
3. Enriching and supported online student experiences.
4. Strategic Marketing and Recruitment.
5. Smart Growth and Data-driven Operations.

In the next five years, program priorities will include: investing in and empowering exemplary faculty, expanding programs to meet workforce needs, enhancing academic and student support services, expanding the employer pathway program, and maintaining relentless cost containment in all areas. Regarding program growth, Ms. Cummings said that national, state, and regional data will be used to identify gaps in the workforce and to determine need for new programs.

Student support and enrichment will be emphasized. A goal is to reduce the student-to-advisor ratio to 100-to-1 and to increase the role of advisor to career coaches and life coaches. Chair Morton added that advising can be significantly improved via big data analytics.

Ms. Cummings discussed plans that will include greater access to and use of reliable data, continue to improve course quality, increase access to campus services for online students, and prioritize academic integrity. Chair Morton stated that academic integrity is essential in online programs and must be maintained. He added that online programs can provide a significant opportunity for innovation in degree program length, program delivery, and degree attainment. Ms. Cummings reviewed a Logic Model for the next five years that will display the progression of UF Online during the term of the new business plan.

Following further discussion, Dr. Watret moved that the Advisory Board approve the UF Online Business Plan for 2019-2024, and Mr. Friend seconded the motion. The Advisory Board unanimously approved the motion.

Chair Morton adjourned the meeting at 2:00 p.m.

Ed Morton, Chair

Dr. Jon Rogers, Executive Director

ADVISORY BOARD FOR UF ONLINE

October 17, 2018

SUBJECT: Election of Chair and Vice Chair of Advisory Board

PROPOSED ADVISORY BOARD ACTION

Elect Chair and Vice Chair of Advisory Board for the term ending October 31, 2020.

BACKGROUND INFORMATION

Article IV, Section B. of the Operating Procedures of the Advisory Board for UF Online states:

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

An election was held at the Advisory Board meeting on October 17, 2018, with two of the appointed members present at the time of the vote; however, a majority of Board members is needed to establish a quorum. Because of a lack of a quorum at the time of the vote, the election will need to be re-held at the April 17, 2019, meeting.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Ed Morton

ADVISORY BOARD FOR UF ONLINE

April 17, 2019

SUBJECT: Public Comment

PROPOSED ADVISORY BOARD ACTION

For Information.

BACKGROUND INFORMATION

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

Section H. Appearances before the Advisory Board

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

Supporting Documentation Included: None

Facilitators/Presenters: Chair Ed Morton

Advisory Board for UF Online

April 17, 2019

SUBJECT: Updates

PROPOSED ADVISORY BOARD ACTION

For Information

AUTHORITY FOR ADVISORY BOARD ACTION

Section 1001.7065(4), Florida Statutes

BACKGROUND INFORMATION

Ms. Evie Cummings, Assistant Provost and Director of UF Online, will provide updates regarding several issues:

1. STEMpowered Faculty Symposium – October 23-24, 2018
 - a. Over 170 attendees spanning 13 institutions; two full days of presentations
 - b. Several expressed interest in holding future conferences, alternating SUS campuses
2. New Partnerships
 - a. IFAS Extension Pilots 2019-2020
 - b. Intercollegiate Athletics Committee Partnership
 - c. Seminole State College
3. Textbooks/Labs for Online Students
 - a. Textbooks – Open Educational Resources (OER)
 - b. STEM Labs for Online Students – Chemistry Lab Bootcamp Pilot on track
 - June 3-14, 2019
 - Reception June 13, 2019 (from 5pm-8pm)
4. Employer Pathways Program Expansion
 - a. Disney has expanded to 13 degrees total
Expansion includes the following nine (9):
 - BA in Criminology
 - BA in Biology
 - BS in Computer Science
 - BS in Environmental Management
 - BS in Nursing

- BA in Psychology
 - BS in Microbiology and Cell Science
 - BA in Education Sciences
 - BA in Digital Arts (for upper-level transfers)
- b. Disney Expos
- 5. Student Experience
 - a. UF Online Student Ambassadors
 - b. Spring Commencement
Graduation Reception – May 3, 2019
- 6. Radar
 - a. EM Application Deadlines
 - b. PaCE Increase

Supporting Documentation Included: SUS Chemistry Lab Bootcamp Workgroup

Facilitators/Presenters: Ms. Evie Cummings

SUS Chemistry Lab Bootcamp Workgroup

University	Name	Title
FAU	Julie Golden	Instructional Designer, Center for eLearning
	Dr. Ozlem Yavuz-Petrowski	Laboratory Director in Chemistry & Biochemistry
FGCU	Dr. Diane Marks	Instructional Designer, Department of e-Learning & Academic Web
	Rachel Campbell	Instructor, Chemistry
FIU	Maikel Alendy	Instructional Designer
	Dr. Palmer Graves	University Lecturer, Chemistry
FPU	Rob Green	Assistant Professor of Chemistry
FSU	Dr. Stephanie Dillon	Director, Freshman Chemistry Laboratories
NCF	Dr. Mathis Hodge	Associate in Chemistry
	Dr. Katherine Walstrom	Associate Professor of Biochemistry
UCF	Dr. Erin Saitta	Lecturer, Chemistry
	Dr. Baiyun Chen	Instructional Designer
UF	Evie Cummings	Assistant Provost and Director of UF Online
	Melanie Veige	Senior Lecturer, Director of General Chemistry
	Joleen Cannon	Director, Center for Online Innovation and Production,
	Emma Brady	Senior STEM Instructional Designer
	Selcuk Dogan	STEM Instructional Designer
UNF	Melissa Bush	Associate Lecturer, Department of Chemistry
	Kevin Hulen	Assistant Director, Quality and Assessment, UNF Online
USF	Dr. Jhon Figueroa	Safety Coordinator and UG Lab Manager, Dept. of Chemistry
	Chad Garcia	Instructional Design Project Manager, Innovative Education
UWF	Dr. Karen Barnes	Lecturer, Analytical, Dept. of Chemistry
	Jenae Burkart	Instructional Designer, Hal Marcus College of Science and Engineering