

# Educational Programs Committee Meeting

Oct 14, 2020 9:00 AM - 10:00 AM EDT

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UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Educational Programs Committee  
Virtual Meeting  
October 14, 2020, 9:00-10:00 a.m.**

**Livestream:**

<https://ucf.webex.com/ucf/onstage/g.php?MTID=e9fad901541ee53dbafd22e17689542d9>

**Conference call number: 1-408-418-9388, access code: 132 372 8242 #**

**REVISED AGENDA**

- |   |  |
|---|--|
| 1. Call to order                          | Kenneth Bradley, <i>Chair, Educational Programs Committee</i>  |
| 2. Roll Call                              | Gwen Ransom, <i>Executive Assistant<br/>Office of the Provost</i>  |
| 3. Minutes of the August 12, 2020 meeting | Chair Bradley  |
| 4. Reports                                | Chair Bradley  |
| Discussion                                | Inspirational Spotlight<br><i>Joseph Harrington, Trustee, Educational Programs Committee</i>   |
| Discussion                                | Provost Update<br><i>Michael Johnson, Interim Provost and Vice President for Academic Affairs</i>  |
| 5. New Business                           | Chair Bradley  |
| INFO-1                                    | 2021-22 Undergraduate Admissions Tests<br><i>Michael Johnson</i><br><i>Gordon Chavis, Associate Vice President,<br/>Enrollment Services</i>  |
| INFO-2                                    | Graduate Admissions Tests – Regulation Update<br><i>Michael Johnson</i><br><i>Elizabeth A. Klonoff, Ph.D., ABPP, Vice President<br/>for Research and Dean of the College of Graduate Studies</i> |

INFO-3

Digital Learning Course Redesign Initiative  
*Thomas Cavanagh, Vice Provost for Digital  
Learning*

**6. Adjournment**

Chair Bradley



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Educational Programs Committee  
August 12, 2020  
Virtual Meeting  
MINUTES**

**CALL TO ORDER**

Trustee Kenneth Bradley, chair of the Educational Programs Committee, called the meeting to order at 2:12 p.m. Committee members Vice-Chair Caryl McAlpin, Trustee Joseph Harrington, and Trustee Sabrina La Rosa were present. Board of Trustees Chair Beverly Seay and Trustee David Walsh were also in attendance.

**MEETING MINUTES**

The June 17, 2020, meeting minutes were submitted for approval. The motion to approve was made by Vice-Chair McAlpin, and Trustee Harrington seconded. The committee unanimously approved the minutes as written.

**REPORTS**

**Inspirational Spotlight**

Vice-Chair McAlpin reflected on the person who has been most inspirational to her. She spoke about her father and all the great life gifts that he bestowed on the entire family.

**Provost Update**

Interim Provost Michael Johnson provided the provost update, beginning with the fall return-to-school plans and efforts to navigate the COVID-19 pandemic as safely and carefully as possible. Provost Johnson presented the plan for a return to a degree of on-campus teaching based on two priorities: providing a high-quality educational experience for students, including a campus academic community, and protecting the well-being of students, faculty, and staff. The university has concentrated on providing those courses on campus that are most needed to be taught face-to-face for graduation.

He also underscored that offering an on-campus experience is important to the academic success of first-year students. He noted that the library, student spaces, food services, and other services that students may need will be open, and in some cases, with limited hours. With this opening will be the requirement to wear facial coverings and maintain physical distancing throughout campus.

Because of the requirements of physical distancing, Johnson explained that there would be a relatively small number of on-campus courses. Around a quarter of sections will have an on-campus component, these are necessarily smaller classes with fewer students spread out in larger rooms. It also means a smaller fraction of student credit hours will be generated from face-to-face courses. This fall, about 11 percent of student credit hours will be delivered face-to-face compared to 70 percent in an ordinary semester. About a fourth of the students will have at least one on-campus class, compared to 81 percent in a typical semester. To look at this another way, typically the busiest class hours have around 18,500 students in classrooms, this fall that number will be approximately 3,300.

Johnson explained that UCF invested more than \$5 million in infrastructure and safety measures in preparation for the fall return of students, faculty, and staff to campus. These include installing 1,200 touchless hand-sanitizing stations; providing free facial coverings for all students, faculty, and staff; upgrading filters in HVAC systems; additional classroom cleaning; and providing more than 500 Plexiglas panels in classrooms and other key areas.

He also provided information on the campaign underway to help students understand the importance of wearing face coverings and practicing physical distancing and hand washing. We will make certain faculty understand that noncompliant students should be told to leave classrooms. We are prepared to use the disciplinary process if need be to help people understand how critical their behavior is in this process and to limit the spread of the COVID-19.

Interim Provost Johnson went on to outline other topics related fall return to campus, including:

- Student registration is trending just above the same date last year (2.3 percent, with a record number of FTIC students for now). There is a chance that more students than typical will change their plans. This will be known at the September 4, 2020, due date for tuition payment.
- Task forces have prepared recommendations for faculty, including new syllabus language, to help manage classes this fall.
- Faculty are asked to be prepared to accommodate students who fall ill or who will need to be isolated. Faculty members have also been asked to be familiar with and understand some of the technological solutions provided by the Center for Distributed Learning.
- The Faculty Senate recently surveyed faculty to gauge their thoughts about the fall semester. There is considerable discomfort; for example, when asked whether they felt comfortable returning to campus this fall, more than 60 percent of respondents strongly or somewhat disagreed. Their chief concerns were exposure to COVID and potentially infecting others.

The Provost recognizes faculty with high-risk conditions may request for accommodations to assure their safety. He said UCF must also fulfill its responsibility to student success: We know that an on-campus experience is critical to student success. Johnson said he did not believe it is possible for UCF to base on-campus teaching entirely on faculty preference, and still fulfill its responsibility to advance student success.

He summarized his remarks on fall planning by emphasizing that the university's plans are contingent upon what happens with health conditions, of course. If case numbers grow beyond what we can handle – if the testing or tracing systems, or the hospitals – become unable to meet demand, then we are prepared to pivot teaching more courses online or going fully remote. Flexibility is key.

Provost Johnson concluded his update sharing other university news:

- UCF broke the \$200 million mark in research funding for the first time in school history, collecting \$204 million. This excludes CARES Act funding.
- This marks the fourth year in a row that we have set a new school record for research funding. Congratulations to our faculty, Vice President for Research Liz Klonoff, and the staff supporting our researchers for this outstanding achievement.

Trustee Joseph Harrington was recognized. In the past week, the Faculty Senate met to discuss the campus re-opening plan. Trustee Harrington presented the findings of a recent faculty survey, Faculty Senate committee research on the pandemic, and concerns the faculty had regarding returning to campus.

Trustee Harrington relayed the faculty's desire for the following:

- That faculty be able to choose their teaching modality (in-person, virtual etc.),
- That faster identification of positive COVID-19 cases be available, and
- That testing results should take no longer than two days as stated in the contract with the testing company.

Trustee Harrington then moved that the Committee and the Board instruct the administration to work with the faculty to develop a credible, science-based set of criteria that would compel us to go to online instruction to protect the Central Florida as well as our own community without limiting the option to go online by our own judgment.

Trustee McAlpin seconded the motion for discussion.

Chair Bradley iterated all parties – students, faculty, staff and administration – have the same goal: to provide the best education in the safest way possible for everyone. Chair Bradley asked Trustee Harrington about the faculty participation in the re-opening plan approved by the Board of Trustees in June. What has changed for the faculty since then? Trustee Harrington responded faculty had been involved in those plans and had requested that closing criteria be developed and that more aggressive testing be done. Since that time, the pandemic had reached new levels in Florida, causing more concern. Chair Bradley asked several other questions, which both Trustee Harrington and Provost Johnson responded.

Provost Johnson discussed the ongoing dialogue the faculty and administration have had to address faculty concerns about in-person education.

Trustee David Walsh was recognized by the chair and asked: "Based on the criteria suggested; what time and place will return be appropriate?"

A specific question was discussed: If a faculty member has received a fall class assignment to teach in-person but now has personal health or family concerns, what accommodation can be made? Provost Johnson discussed the dual need to help keep faculty safe and for students to receive the courses in the way they have registered for them. A process has been created for faculty to ask the provost directly for adjustments due to health and safety concerns. This process has been reviewed by Human Resources and the General Counsel's Office, along with being reviewed for its agreement with the faculty contract. This process so far has been utilized by fewer than 15 faculty members. The provost is personally working with concerned faculty.

President Alexander Cartwright and Provost Johnson added that the current path for the fall could be revised dependent on circumstances. Keeping students and faculty safe are the utmost concern.

General Counsel Scott Cole said since the UCF reopening plan has already been approved by the Board of Governors, additional information could be required before approving the motion.

Chair Beverly Seay encouraged all parties to get together to resolve the issue at the administrative level.

After further discussion, Vice-Chair McAlpin withdrew her second. The motion subsequently failed for lack of a second.

## **NEW BUSINESS**

### **2020 SUS Textbook and Instructional Material Affordability Annual Report (EPC-1)**

Dr. Theodorea Berry, along with Dr. Melody Bowdon, submitted this annual approval item to the committee. House Bill 7019 passed during the 2016 Legislative Session and was signed into law by Governor Scott on April 14, 2016 (Chapter 2016-236, Laws of Florida). An amendment to Section 1004.085 regarding textbook and instructional materials affordability requires each university to submit an annual report by September 30 of each year to the chancellor of the State University System.

The report addresses the following:

- (1) required and recommended textbooks and instructional materials for general education courses;
  - (2) specific initiatives of the university designed to reduce the costs of textbooks and instructional materials,
  - (3) university policies for the posting of textbooks and instructional materials.
- Proposed University Regulation UCF-2.032 Textbook Affordability is pending approval by the Board of Trustees.

Approval of this regulation will initiate a change to the number of days for textbook adoption from 45 to 60 days.

Trustee Harrington motioned to approve, and Trustee LaRosa seconded. The committee unanimously approved 2020 SUS Textbook and Instructional Material Affordability Annual Report.

### **Potential establishment of UCF Geospace Research Program (EPC-2)**

This item was presented to the committee by Dr. Elizabeth Klonoff and; it was also an information item for Finance and Facilities committee meeting. Dr. Klonoff explained to the committee that this is an opportunity for UCF to bring in a worldwide leading research group in Geospace Studies and enhance our planetary sciences and space research efforts at the University of Central Florida. According to Klonoff, approval of this item would allow UCF to work in California and collaborate, collaborating with SRI International (formally Stanford Research Institute), a nonprofit California corporation founded by Stanford University in 1946.

Trustee McAlpin motioned to approve, and Trustee Harrington seconded. The committee unanimously approved the potential establishment of UCF Geospace Research Program.

### **Discussion Item: Emerging Issue: Develop a Work Plan for Faculty Mix and Student-Faculty Ratio Exploration.**

Chair Seay charged the Educational Programs Committee with studying the faculty mix, student-faculty ratio, awarding of tenure, and tenure with hire issue. These are critical issues given our status as an R1 research institution. The discussion was designed to frame the issue for both the committee and staff and determine the direction and cadence of our review.

Chair Bradley presented this discussion item. Provost Johnson shared the complexity along with importance of the topic. The Provost's team stands ready to support this worthy discussion.

Chair Bradley and Provost Johnson suggested studying this topic along with bringing recommendations will require significant EPC committee time. Initially, data along with benchmarks will be presented. Chair Bradley stated there could be the need for a "retreat" meeting of the committee members to devote time to review the topic and explore key issues as the committee seeks ways to best focus on this issue to advance the university. Members of the; Faculty Senate, college deans, and others from the campus community will be included in the discussion.

FY21 Educational Programs Committee Annual Plan (INFO-1)

Due to time constraints, Chair Bradley submitted this item for discussion and review. He asked the committee to present any ideas to the provost and committee staff, to aide in this annual plan being robust.

Academic Program Development Process (INFO-2)

Due to time constraints, it was suggested that this information item can be read and reviewed independently.

**ADJOURNMENT**

Chair Bradley adjourned the Educational Programs Committee meeting on August 12, 2020, at 3:36 p.m.

Reviewed by:

|                                       |       |
|---------------------------------------|-------|
| _____                                 | _____ |
| Kenneth Bradley                       | Date  |
| Chair, Educational Programs Committee |       |

Submitted by:

|                               |       |
|-------------------------------|-------|
| _____                         | _____ |
| Janet Owen                    | Date  |
| Associate Corporate Secretary |       |



☒ **Information**      ☐ **Information for upcoming action**      ☐ **Action**

**Meeting Date for Upcoming Action:**

## Information only

1. Currently, 1.1 million fewer students nationally, and nearly 44,000 fewer students in the state of Florida, have been able to take the SAT this year versus this time last year (College Board data, April 2020).
2. The impact of COVID-19 has caused many test centers across Florida and the nation to cancel test administrations due to safety concerns raised by students and parents.
3. Given the lack of ability for a significant number of students to take a test this year, on August 4, Provost Wilcox of USF, supported the submission of a recommendation by the SUS Admissions Deans, asking the BOG for a one year temporary relief of Florida Reg 6.002 that requires an SAT or ACT score for admission to the SUS schools.
4. On September 23, Inside Higher Education announced that 183,000 of the 334,000 students registered to take the SAT on September 26 will not be able to take the test (55%). They also reported that 154,000 of the 363,000 registered to take the SAT or the SAT Subject Tests on October 3 would be unable to do so (42%).
5. As of September 23, UCF applications and prospect test submissions:
  - a. FTIC
    - i. Summer applications: -46.2%
    - ii. Fall applications: -37.4%
  - b. Transfers
    - i. Summer applications: +4.6%
    - ii. Fall applications: -12.1%
  - c. Test scores received from prospects
    - i. ACT: -5.1%
    - ii. SAT: -38.8%
  - d. Prospects received for 2021 versus 2020 and are receiving communications/marketing efforts:
    - i. 197,755 versus 171,394; +26,361 or +15.4% (very encouraging)

Current Standardized Testing Landscape nationwide and in Florida – evolving weekly:

| <b>SAT</b>                                | <b>ACT</b>                              |
|---|---|
| March 14, 2020 – partial cancellation     | April 4, 2020 – full cancellation       |
| May 2, 2020 – full cancellation           | June 13, 2020 – 80,000 tests            |
| June 6, 2020 – full cancellation          | July 18, 2020 – partial cancellation    |
| August 29, 2020 – partial cancellation    | September 14, 2020 – unknown            |
| September 26, 2020 – partial cancellation | October 10, 2020 – partial cancellation |
| Status of future dates – unknown          | Status of future dates - unknown        |

**Recommended Action:**

N/A

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Authority for Board of Trustees Action:**

N/A

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**Contract Reviewed/Approved by General Counsel** ☐ N/A ☒

**Committee Chair or Chair of the Board has approved adding this item to the agenda** ☒

**Submitted by:**

Gordon Chavis

Associate Vice President, Enrollment Services

**Supporting Documentation:**

Attachment A – Applications and Tests Trends

**Facilitators/Presenters:**

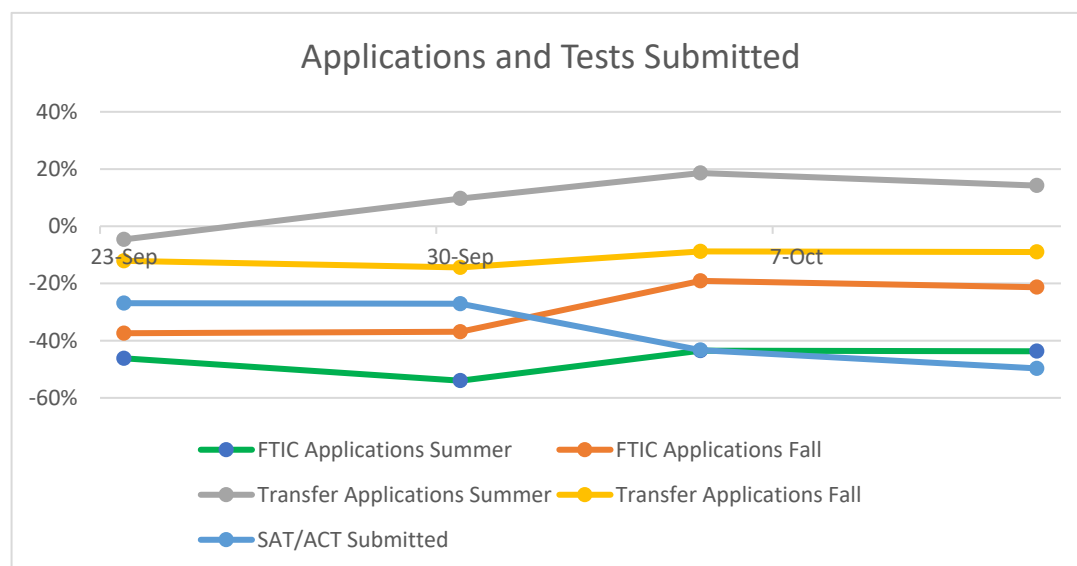
Michael Johnson

Interim Provost and Vice President for Academic Affairs



New Student Application Trends  
Enrollment Services-SDES  
Undergraduate Admissions

| Date   | FTIC Applications Summer | FTIC Applications Fall | Transfer Applications Summer | Transfer Applications Fall | SAT/ACT Submitted |
|--------|--------------------------|------------------------|------------------------------|----------------------------|-------------------|
| 23-Sep | -46%                     | -37%                   | -5%                          | -12%                       | -27%              |
| 30-Sep | -54%                     | -37%                   | 10%                          | -14%                       | -27%              |
| 5-Oct  | -44%                     | -19%                   | 19%                          | -9%                        | -43%              |
| 12-Oct | -44%                     | -21%                   | 14%                          | -9%                        | -50%              |



**UCF BOARD OF TRUSTEES**  
**Agenda Item Summary**  
**EDUCATIONAL PROGRAMS COMMITTEE**  
**October 14, 2020**

**Title:** Graduate Admissions Tests – Regulation Update

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☒ **Information**                      ☐ **Information for upcoming action**                      ☐ **Action**  
**Meeting Date for Upcoming**  
**Action:** \_\_\_\_\_

**Purpose and Issues to be Considered:**

Information only

**Background Information:**

In response to the global pandemic, one academic area that has been particularly impacted has been standardized educational testing, including tests that are administered nationally such as the SAT and GRE. Lockdowns and closures have made testing centers less available. While there is an emerging methodology to take these tests at home, the technical requirements that must be used to ensure that cheating does not occur limits many students' access to this test taking modality. These concerns are even greater for international students, who often have very limited sites in which the tests can be taken. In response to these concerns, many universities have elected to waive the requirement for incoming students to take the GRE. UCF regulations require the GRE of all incoming doctoral students; it is at the program's discretion for incoming master's students.

UCF is requesting updates to UCF-2.003 Admission of Graduate Students through the Governance Committee to make the GRE for doctoral students optional for Spring, Summer, and Fall 2021. Some programs may still wish to require it, and those programs would be allowed to continue to do so. However, for those programs that wish to waive the GRE for the coming year, passage of the regulation modification would allow that. Most SUS schools with whom UCF competes for students have already elected to waive the requirement. UCF would be at a competitive disadvantage in terms of attracting top quality students if programs did not have similar flexibility.

**Recommended Action:**

N/A

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Authority for Board of Trustees Action:**

No action required. UCF-2.003 Admission of Graduate Students will be addressed in Governance Committee

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**Contract Reviewed/Approved by General Counsel** ☐ N/A ☒

**Committee Chair or Chair of the Board has approved adding this item to the agenda** ☒

**Submitted by:**

Elizabeth A. Klonoff, Ph.D., ABPP

Vice President for Research and Dean of the College of Graduate Studies

**Supporting Documentation:**

N/A

**Facilitators/Presenters:**

Michael Johnson

Interim Provost and Vice President for Academic Affairs

**UCF BOARD OF TRUSTEES**  
**Agenda Item Summary**  
**EDUCATIONAL PROGRAMS COMMITTEE**  
**October 14, 2020**

**Title:** Digital Learning Course Redesign Initiative (DLCRI) Project Update

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☒ **Information**                      ☐ **Information for upcoming action**                      ☐ **Action**

**Meeting Date for Upcoming**

**Action:** \_\_\_\_\_

**Purpose and Issues to be Considered:**

Information only

**Background Information:**

The Board of Trustees funded a three-year strategic course redesign initiative that began in January 2018. The project has specific objectives related to the use of digital tools, online and blended learning, adaptive learning, and active learning. This is a periodic status update as requested by the BOT when funding was committed.

**Recommended Action:**

N/A

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Authority for Board of Trustees Action:**

No action required. Original authorization provided by the Board of Trustees during the Board Retreat on November 8, 2017.

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**Contract Reviewed/Approved by General Counsel**   ☐ N/A   ☒

**Committee Chair or Chair of the Board has approved adding this item to the agenda**   ☒

**Submitted and Facilitated by:**

Thomas Cavanagh

Vice Provost for Digital Learning

**Supporting Documentation:**

Attachment A: DLCRI BOT Presentation

Attachment B: Board Retreat Meeting Minutes 11-8-17

Attachment A

# Digital Learning Course Redesign Initiative

**Thomas Cavanagh**  
Vice Provost for Digital Learning

October 14, 2020



# Promises Exceeded

| Goal  | Current                           | End of FY 20-21                        |
|---|-----------------------------------|--|
| Transform <b>100</b> Courses  | <b>96</b> Courses Redesigned      | <b>154</b> Courses Redesigned          |
| Train up to <b>120</b> Faculty  | <b>75</b> Faculty Trained*        | <b>&gt; 80</b> Faculty Trained         |
| Impact up to <b>50,000</b> Enrollments  | <b>81,305</b> Student Enrollments | <b>&gt; 90,000</b> Student Enrollments |
| Partner with at least <b>5</b> Colleges                                       | <b>9</b> Colleges Engaged         | <b>9</b> Colleges Engaged              |
| Transform <b>8</b> Classrooms into Technology-enhanced Active Learning Spaces | <b>8</b> Classrooms in CB1        | <b>8</b> Classrooms in CB1             |

\* Does not include 300+ faculty trained through Essentials of Online Teaching due to COVID





# Spring 2020 Evaluation Overview: Undergraduate CRI courses

- Spring 2020 was COVID impacted – all migrated to remote instruction at spring break
- 70% of redesigned courses maintained or gained in student success (A, B, C grade)
- 90% of Realizeit adaptive courses maintained or gained in student success
- 74% of all courses had success rates of 90% or higher





# Adaptive Success Stories

- Pam Thomas  
BSC 2010C: Biology I
- Anne Prucha & Kacie Tartt  
SPN 1120 & 1122: Spanish  
Language and Civilization I & II
- Archana Dubey  
PHY 2053: College Physics I



# Pandemic Success Stories



“...it was very easy to switch immediately (to) online teaching” ~ Dr. Alla Kourova, Modern Languages and Literature (CAH)

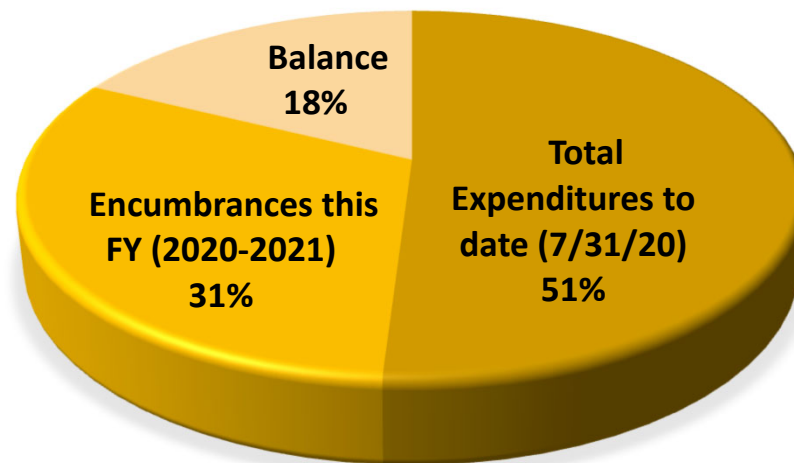
“I was much better trained and primed to be able to continue the course with minimal changes.”  
~ Dr. Christa Diercksen, Biology (COS)



# Budget

|                  |  |
|------------------|--|
| \$4,000,000      | Original Budget for DL CRI (2018-2020) |
| \$2,039,826      | Total Expenditures to date (7/31/20)   |
| \$1,253,326      | Encumbrances this FY (2020-2021)       |
| <b>\$706,847</b> | <b>Balance</b>                         |

| Funding Type | Amount Remaining |
|--------------|------------------|
| E&G (BOT)    | \$427,924        |
| AUX (DDL)    | \$278,923        |
| <b>TOTAL</b> | <b>\$706,847</b> |



# Project Continuation Plan

New focus: Strategically recruited team projects

- Continue the project to use all allocated funds (full \$4M)
- Focused on quality at scale
- 4-5 members with a Lead Faculty
- Assigned instructional designers and course assistants
- Cohorts within 3 tracks:
  - Personalized Adaptive Learning (PAL)
  - Program Level Redesign
  - Post-COVID Redesign
- Plan for digital learning course redesign ongoing sustainability
  - Assumes DL Fee increase



# Discussion





UNIVERSITY OF CENTRAL FLORIDA

**MINUTES**  
**University of Central Florida**  
**Board of Trustees**  
November 8, 2017  
1:30 p.m.  
*FAIRWINDS* Alumni Center

Chairman Marchena called the meeting of the Board of Trustees to order at 1:45 p.m. in the *FAIRWINDS* Alumni Center on the UCF Orlando campus.

Marchena called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell determined that a quorum was present.

The following board members attended the meeting: Chairman Marcos Marchena, Kenneth Bradley, Clarence Brown, Joseph Conte, Nicholas Larkins, John Lord, Alex Martins, Beverly Seay, William Self, David Walsh, and William Yeargin.

**WELCOME**

President John C. Hitt welcomed the trustees and guests to the November 8 meeting of the UCF Board of Trustees.

**INTRODUCTION**

Marchena noted the strength of the UCF online program and asked the trustees to consider supporting its expansion and refinement.

**STATE LEVEL CONTEXT**

Board of Governors member Ned Lautenbach provided copies of “The State University System 2025 Strategic Plan for Online Education.”

**DIGITAL VS DISTANCE**

Provost Dale Whittaker noted that UCF’s online program has been driven by student demand, that UCF has intentionally invested in faculty development to ensure excellence, and that digital learning has allowed the university to serve more students and serve them better.

## **ONLINE AND ADAPTIVE CONTEXT**

Tom Cavanagh, associate vice president, discussed the advantages of online education: access, quality, and affordability. He discussed the emergence of adaptive learning and noted its ability to advance student learning. Following a discussion among the board members, the following resolution was unanimously adopted.

- **BOT-1. Development of Online, Blended, and Adaptive-Learning Courses.** Over the next three years, the university will create 50 new online or blended courses and 50 adaptive-learning courses. Professional development training will be provided to approximately 120 faculty members from a minimum of five colleges and departments. Eight technology-enhanced, active-learning classrooms will be built. A budget of \$4 million was recommended. Updates on the progress of this initiative will be given to the UCF Board of Trustees at least four times a year.

## **ADJOURNMENT**

Marchena adjourned the board meeting at 3:00 p.m.

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
John C. Hitt  
Corporate Secretary