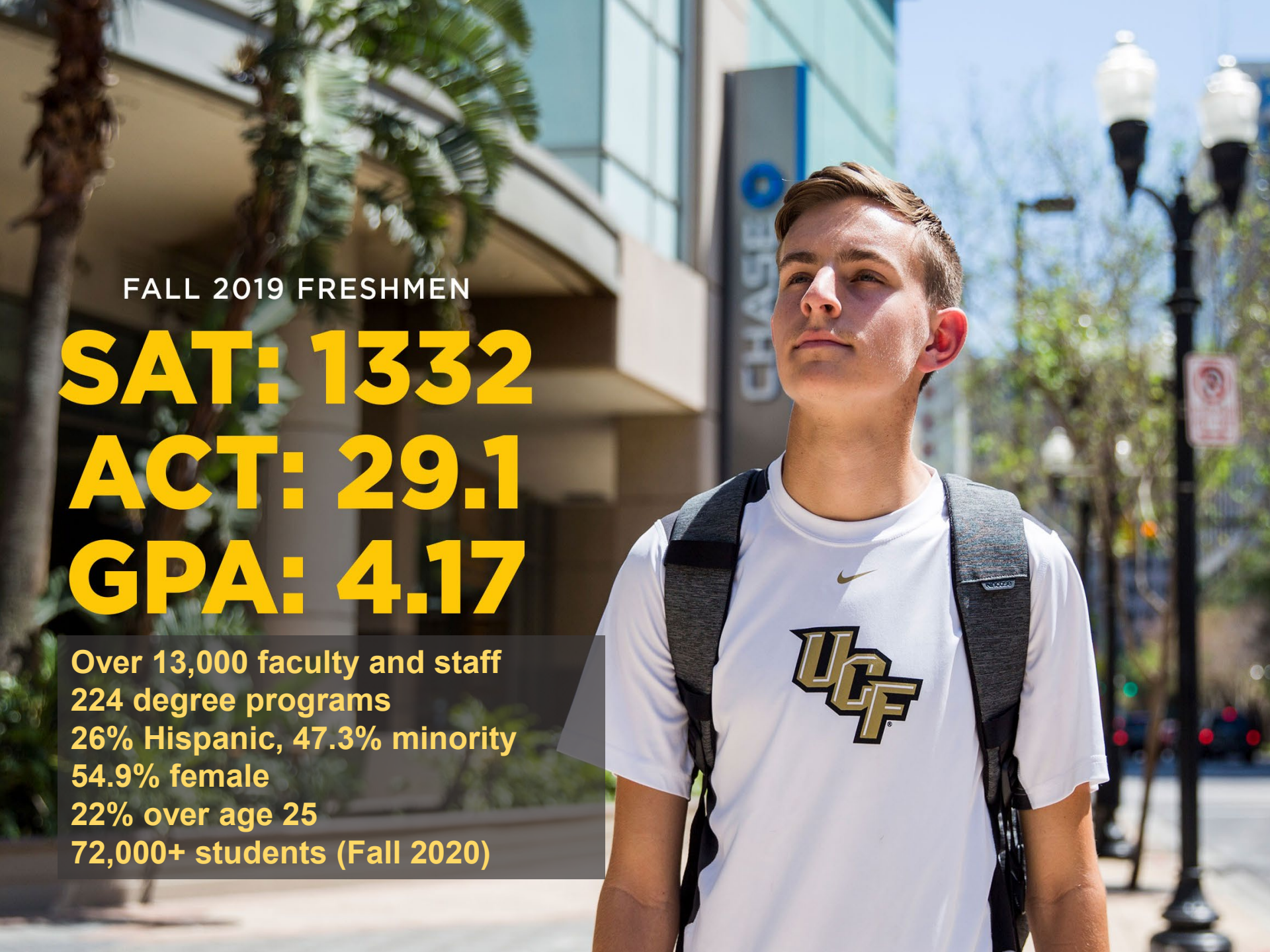# Digital Learning and the Transformation of the Academic Enterprise

Breaking the Iron Triangle

Thomas Cavanagh, Ph.D.
Vice Provost for Digital Learning
University of Central Florida

UCF

FALL 2019 FRESHMEN

SAT: 1332
ACT: 29.1
GPA: 4.17

Over 13,000 faculty and staff
224 degree programs
26% Hispanic, 47.3% minority
54.9% female
22% over age 25
72,000+ students (Fall 2020)

Digital Learning

160 staff:
Faculty, A&P, USPS, OPS

Center for Distributed Learning
- Design and production of online/blended courses
- Webcourses@UCF Support for all students/faculty
- Pegasus Innovation Lab
- Faculty Multimedia Center

UCF Online
- Delivery and support of 100+ fully online programs via virtual campus
- Marketing and recruitment
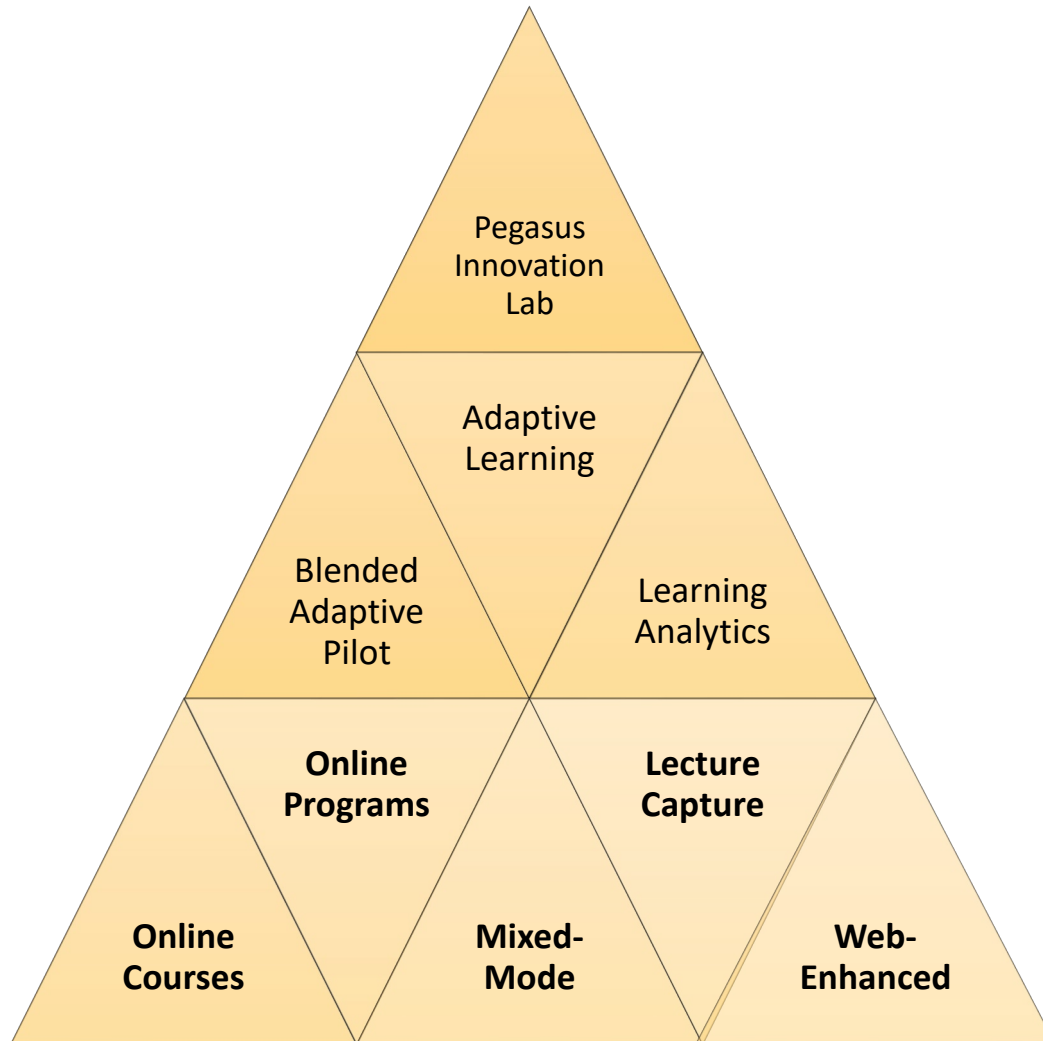- Student success coaching and support

Continuing Education
- Non-credit programs, in-class and online
- Market rate and self-supporting graduate academic programs
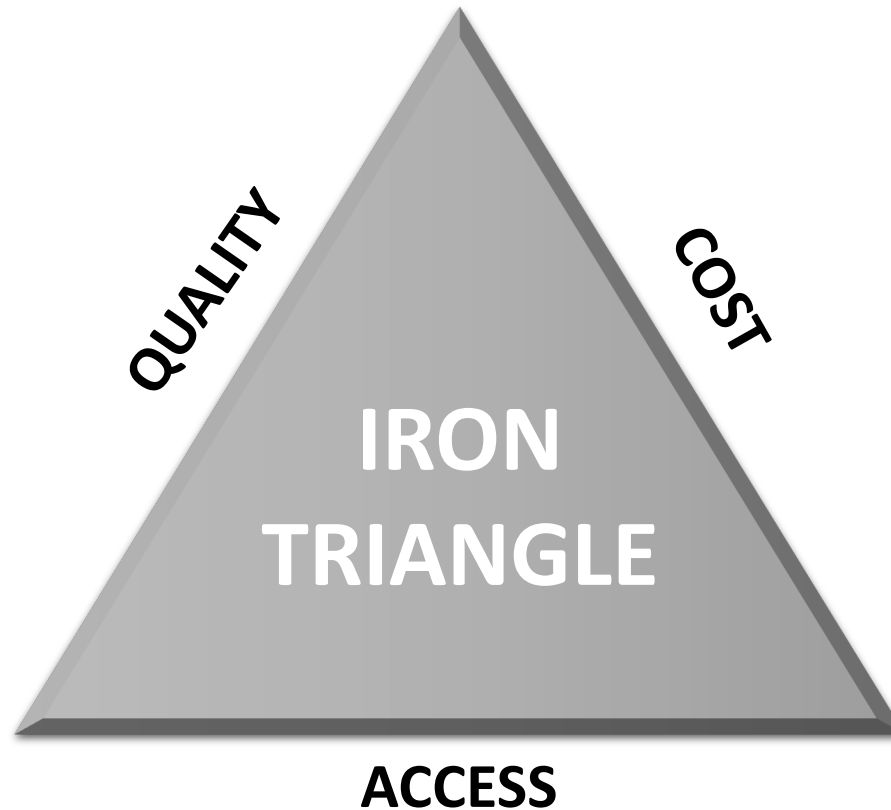
Mobile Strategy & Innovation
- UCF Mobile app and related mobile initiatives

Online Learning at UCF

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The Iron Triangle

IRON TRIANGLE

QUALITY

COST

ACCESS

Immerwahr, Johnson, & Gasbarra, 2008
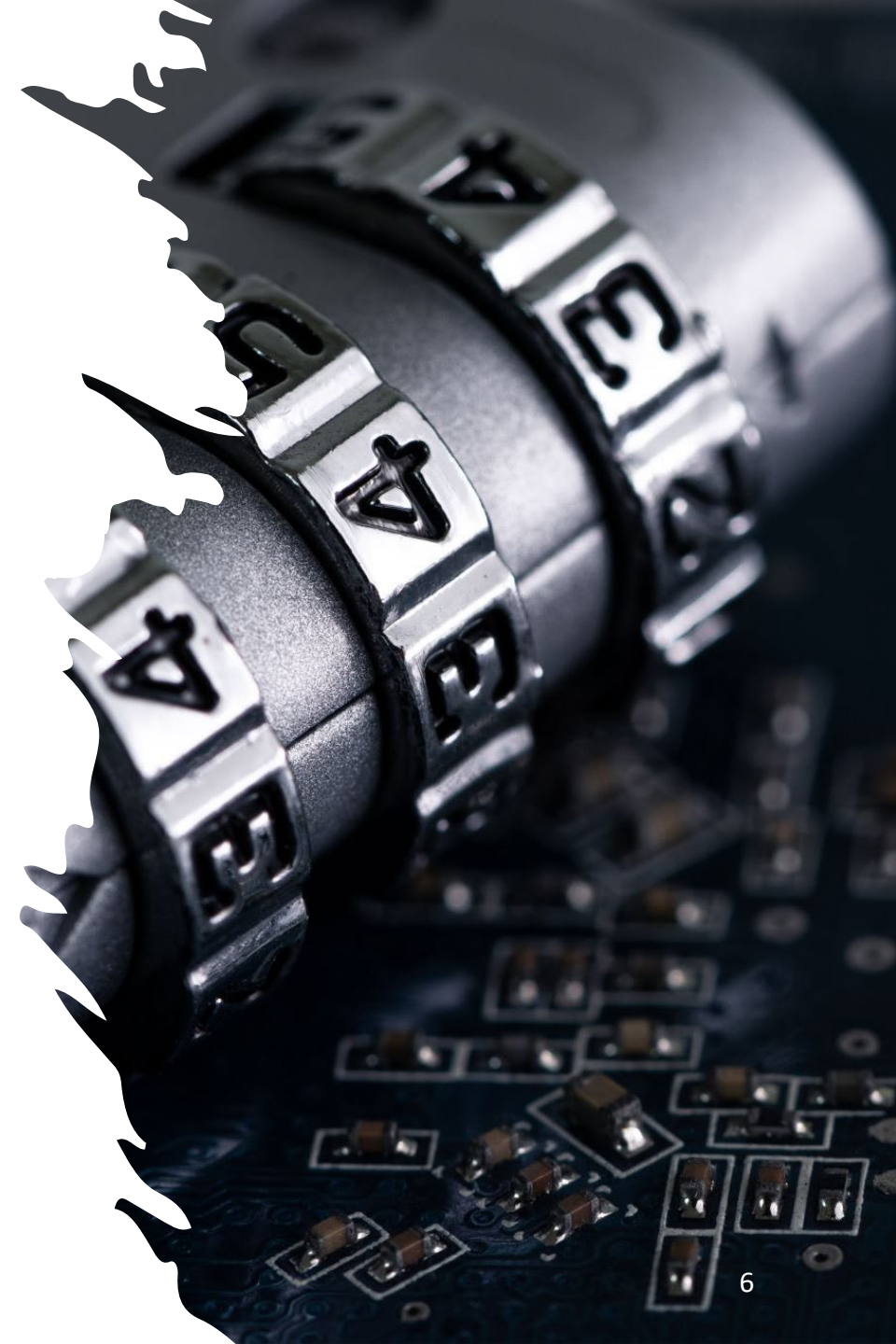
ACCESS

Academic Year 2019-20

- **49.4%** total university SCH online and blended
  - **33%** fully online SCH

86.6% OF ALL UCF STUDENTS TOOK **AT LEAST ONE ONLINE OR BLENDED COURSE**

89.5% OF ALL UNDER-GRADUATES

68.9% OF ALL GRADUATE STUDENTS

74.9% OF ALL UCF STUDENTS TOOK **AT LEAST ONE FULLY ONLINE COURSE**

77.8% OF ALL UNDER-GRADUATES

57.7% OF ALL GRADUATE STUDENTS

Academic Year 2019-20

Colleges over 50% digital SCH

- Hospitality
    - **80.6%** | 42.1% online only
- Community Innovation & Ed
    - **72.6%** | 58.8% online only
- Nursing
    - **68.3%** | 54.2% online only
- School of Communication
    - **68.8%** | 44.9% online only
- Business
    - **58.4%** | 10.5% online only
- Arts and Humanities
    - **57.2%** | 45.9% online only
- Undergrad Studies
    - **53.8%** | 46.3% online only

Colleges over 25% digital SCH

- Health Professions & Sciences
    - **43.9%** | 33% online only
- Sciences
    - **36.3%** | 28.4% online only
- Graduate Studies
    - **39.5%** | 14.5% online only
- Engineering & Comp Sci
    - **25.8%** | 18.1% online only

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UCF Today: 72,000+ Students

Modality SCH Growth

SCH

- 1,491,810
- 1,506,249
- 1,551,138
- 1,594,734
- 1,653,088
- 1,727,133
- 1,759,886
- 1,847,556

2013–2014 2014–2015 2015–2016 2016–2017 2017–2018 2018–2019 2019–2020 2020–2021
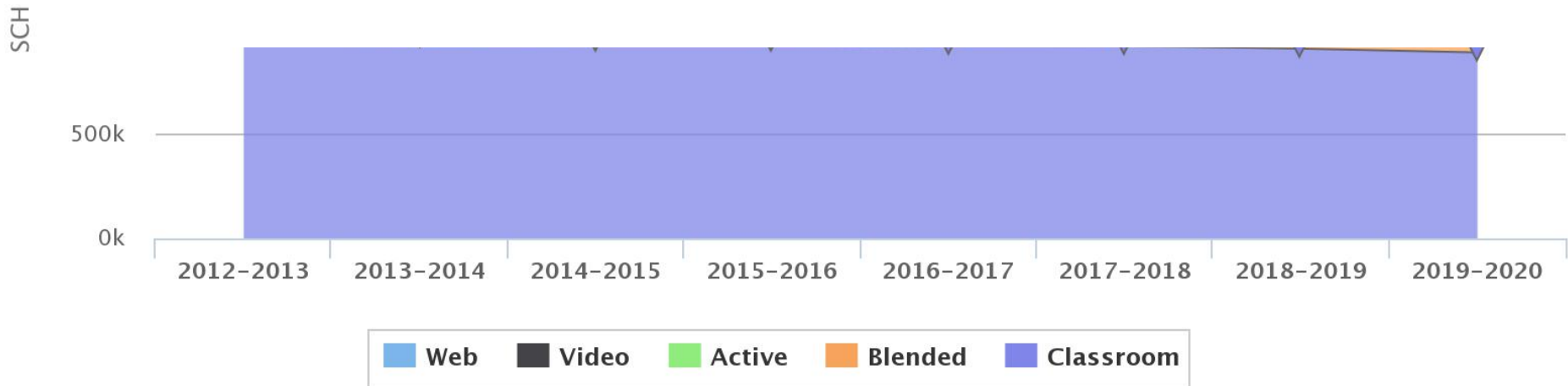
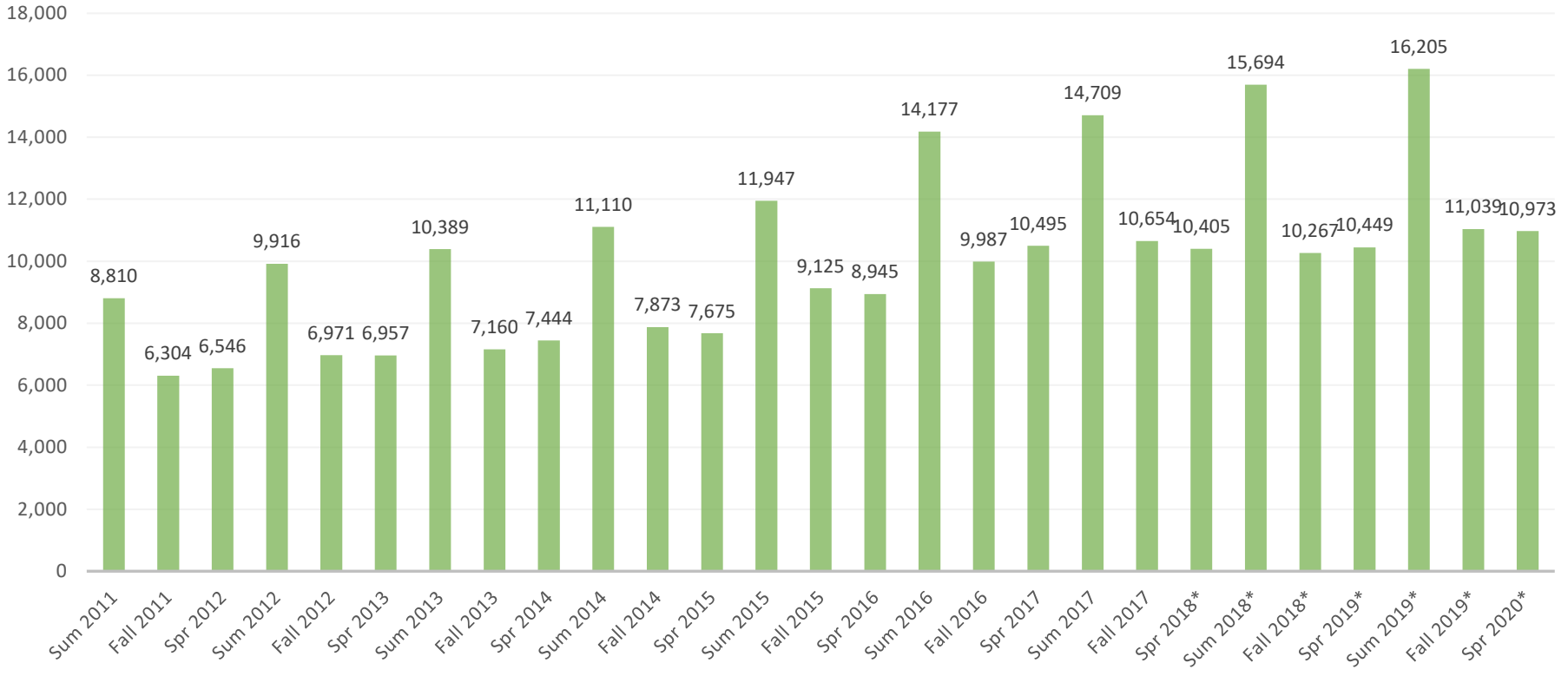Legend: Web · Video · Active · Blended · Classroom · V1
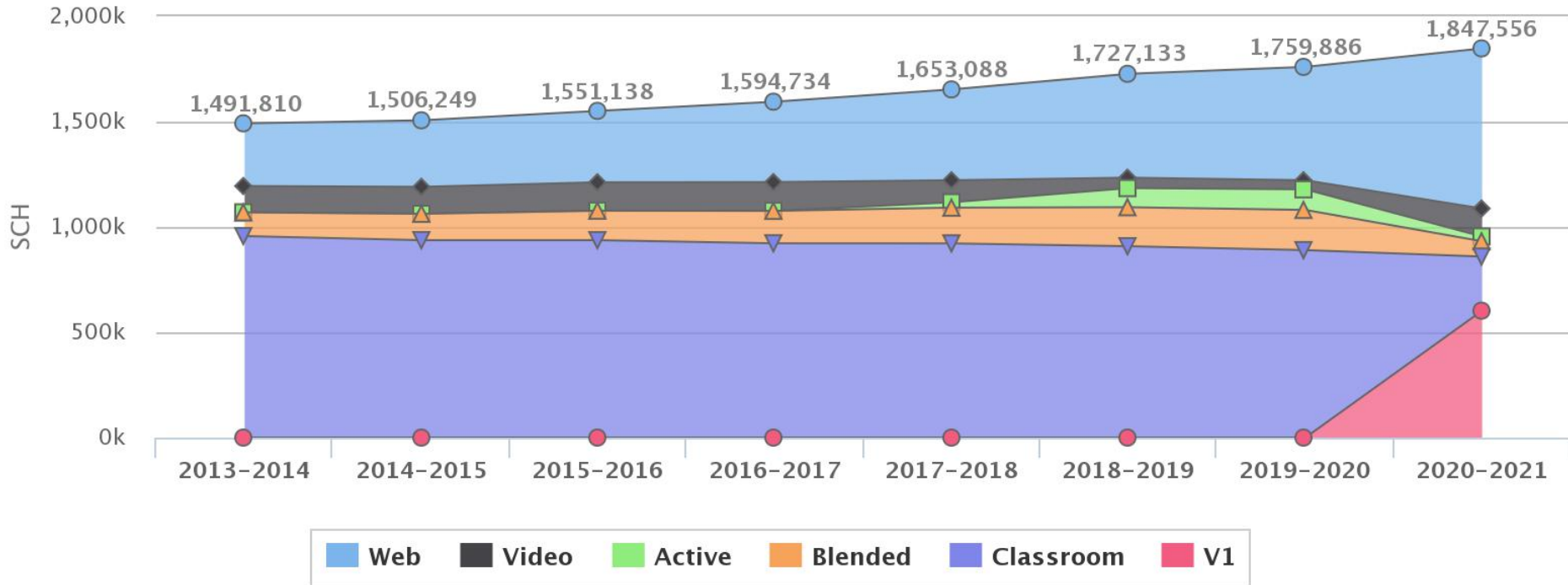
UCF Today:

Modality SCH Growth

Without Digital Learning: 44,000 students

Online Exclusive Headcount by Semester

*Terms associated with significant redesign of Business courses from online lecture capture to blended/active

Fall 2009 Final Student Headcount (w/Rosen)

"Live" Main Campus Students
45,988

"Live" Rosen Campus Students
2,531

Counts Not Included in Diagram
Regional & Rosen: 8
Main, Regional, & Rosen: 6
Web, Regional, & Rosen: 2
Main, Web, Regional, & Rosen: 5
(all add to less than 0.1% of total)

827
1.6%

782
1.5%

697
1.3%

204
0.4%

33,988
63.5%

8,593
16.1%

3,637
6.8%

Web Students
14,543

375
0.7%

1,030
1.9%

1,497
2.8%

1,886
3.6%

"Live" Regional Students
4,809
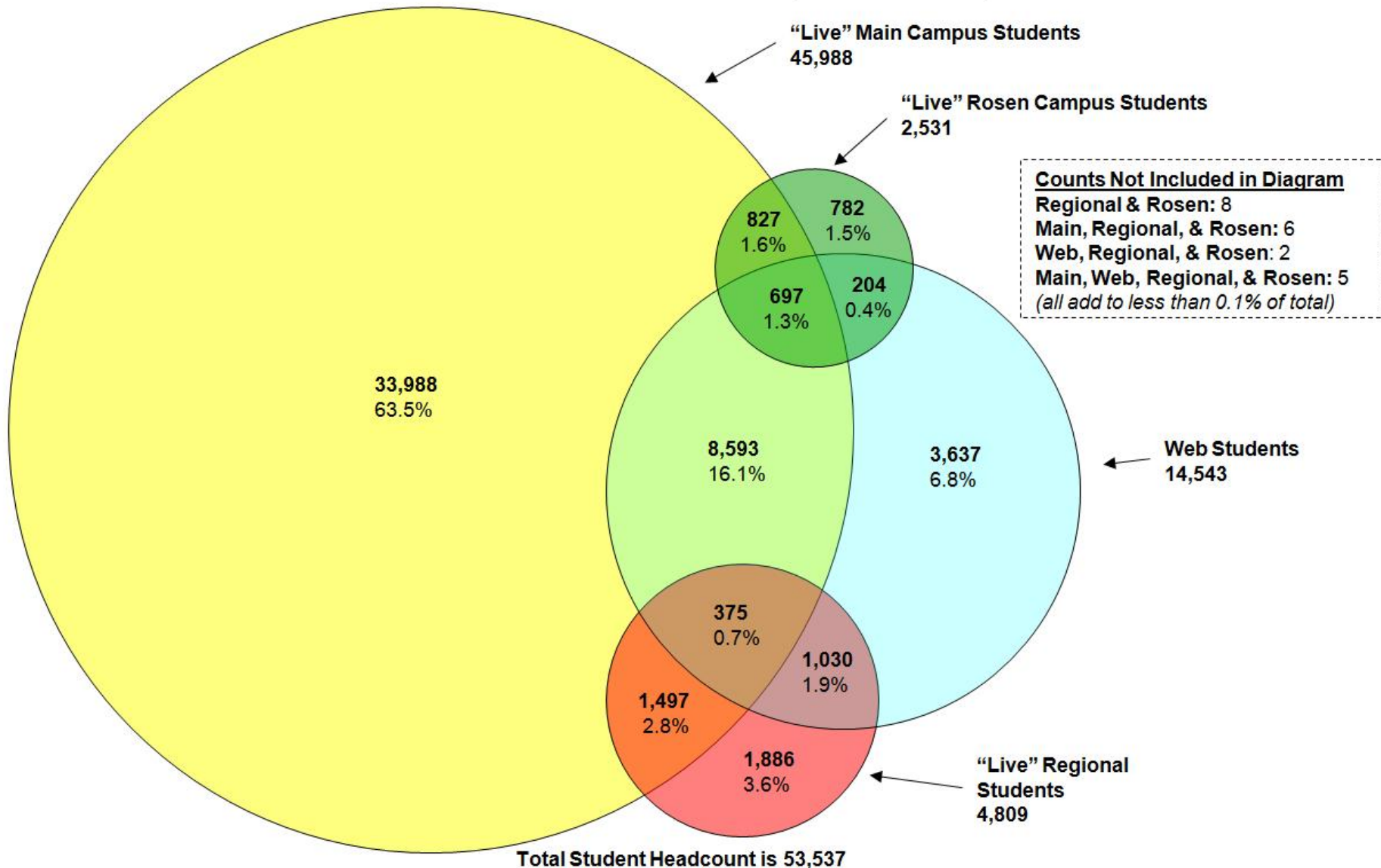
Total Student Headcount is 53,537

Note: Circle size is proportional but the overlapping regions are not and are for demonstration purposes only. Figures are from Prelim Student Data Course File.

Fall 2019 Student Headcount

"Live" Main Campus Students
55,033

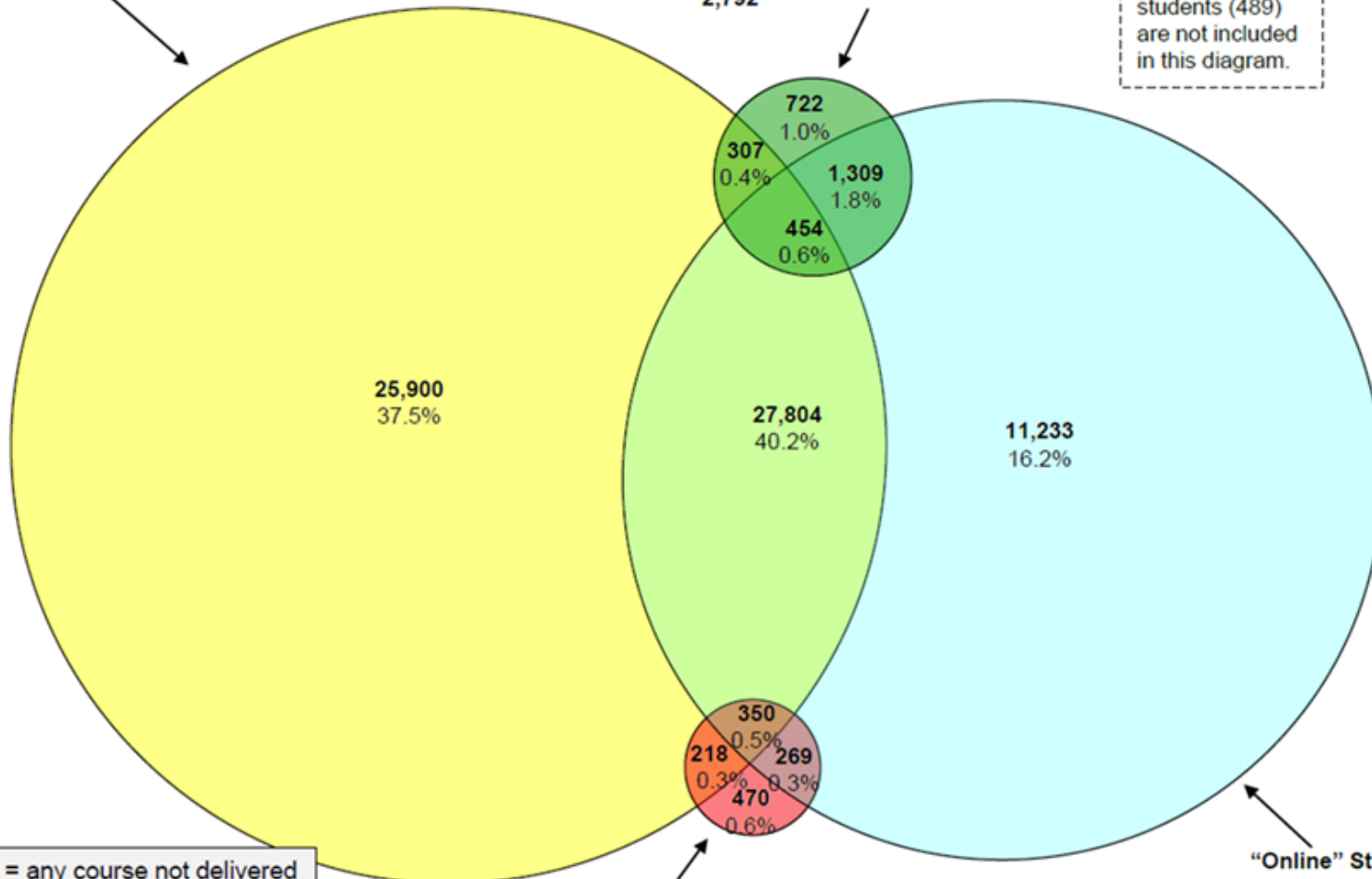"Live" Rosen Campus Students
2,792

Note: Medical students (489) are not included in this diagram.

722
1.0%

307
0.4%

1,309
1.8%

454
0.6%

25,900
37.5%

27,804
40.2%

11,233
16.2%

350
0.5%

218
0.3%

269
0.3%

470
0.6%

Live = any course not delivered online
Online = WW, RV, and V modalities

"Live" Regional Students
1,307

"Online" Students
41,419

Total Student Headcount is 69,525 (including medical)

Note: Circle size is proportional but the overlapping regions are not and are for demonstration purposes only. Totals may differ slightly due to rounding.

UCF Online Growth Trends

New vs. Returning UCF Online by Ter

- 4,545
- 3,822
- 2,556
- 862
- 657
- 840
- 1,000
- 1,101
- 60
- 50

Spring 2016 · Spring 2017 · Spring 2018 · Spring 2019 · Spring 2020

New · Returning
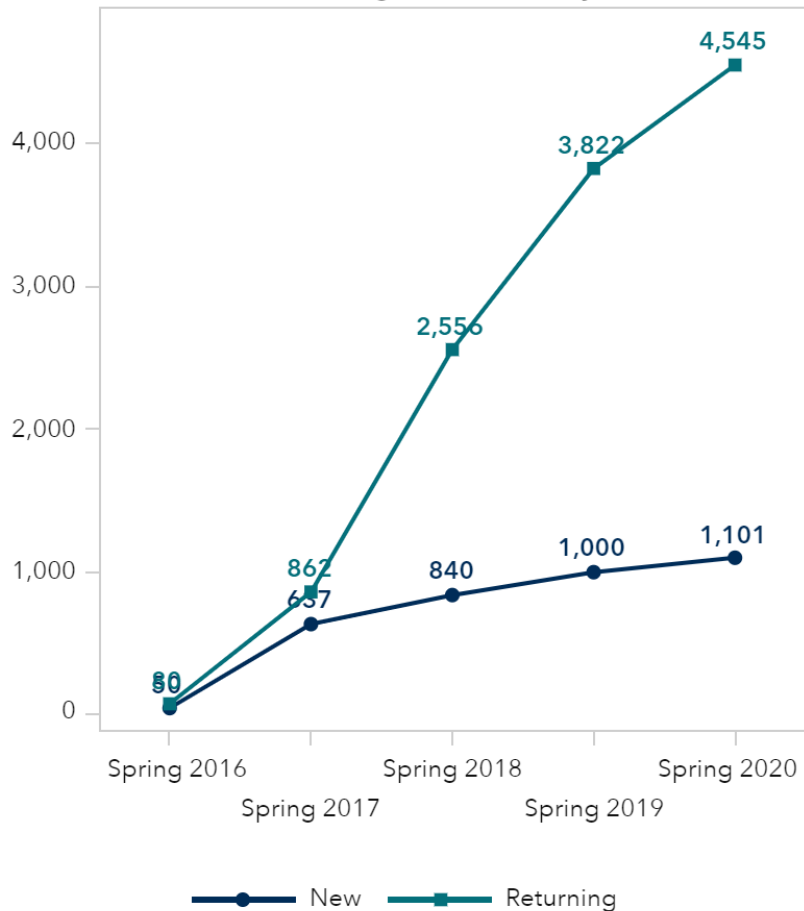
UCF Online Unduplicated Headcount by Career and Ter

- 130
- 1,499
- 3,396
- 4,822
- 5,646

Spring 2016 · Spring 2017 · Spring 2018 · Spring 2019 · Spring 2020

Undergraduate · Graduate
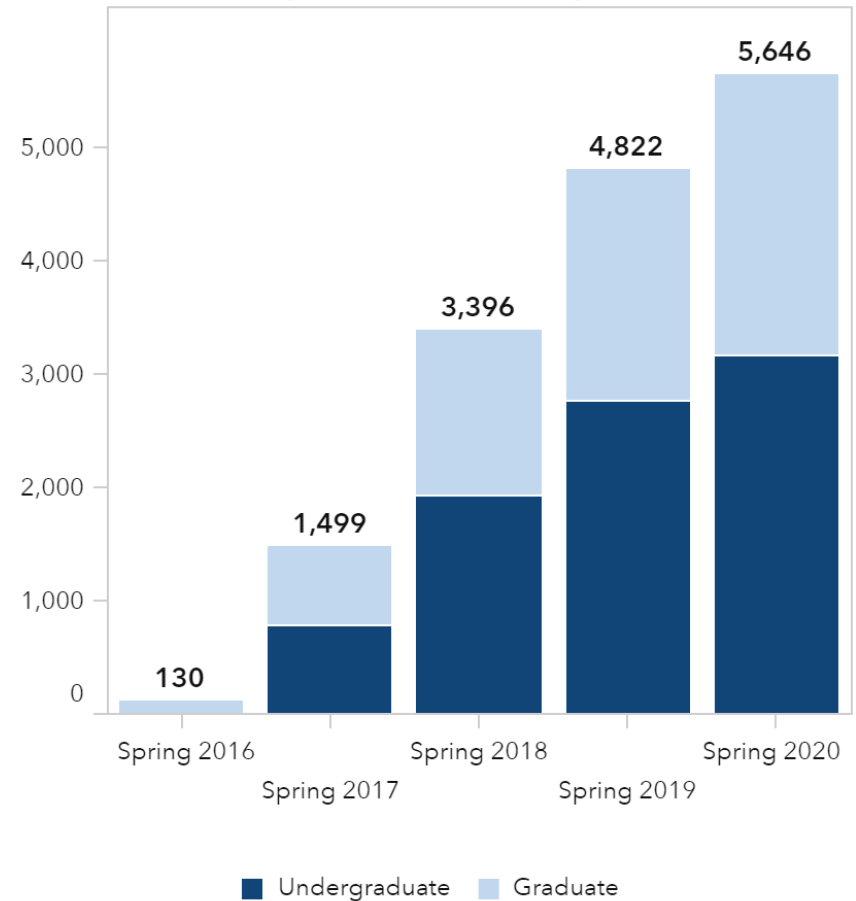
UCF Online Enrollment

- Fall 2020: 6,730

UCF Online Location

Pie chart:
- 46% Central Florida (black)
- 45% Other Florida (yellow)
- 9% Out of State (green)
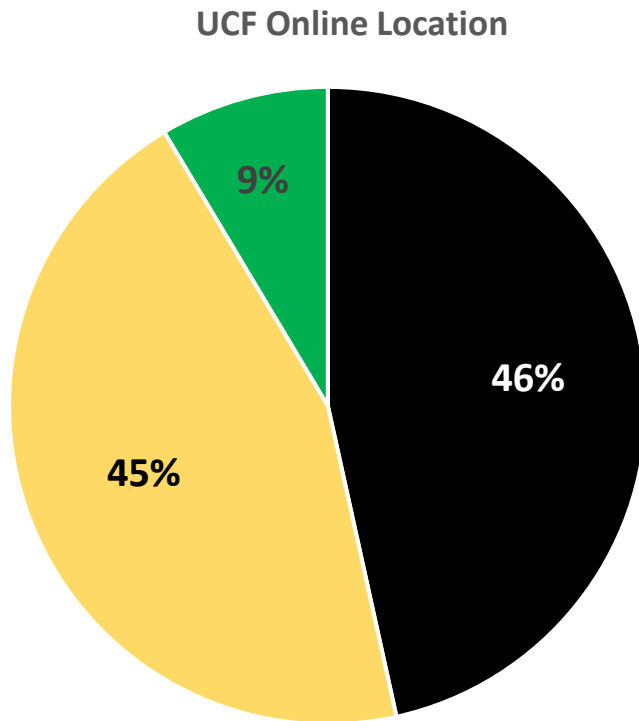
■ Central Florida   ■ Other Florida   ■ Out of State

FLORIDA REACH *(AY 19-20)*

- 500+
- 300-500
- 200-300
- 100-200
- < 100
- 0
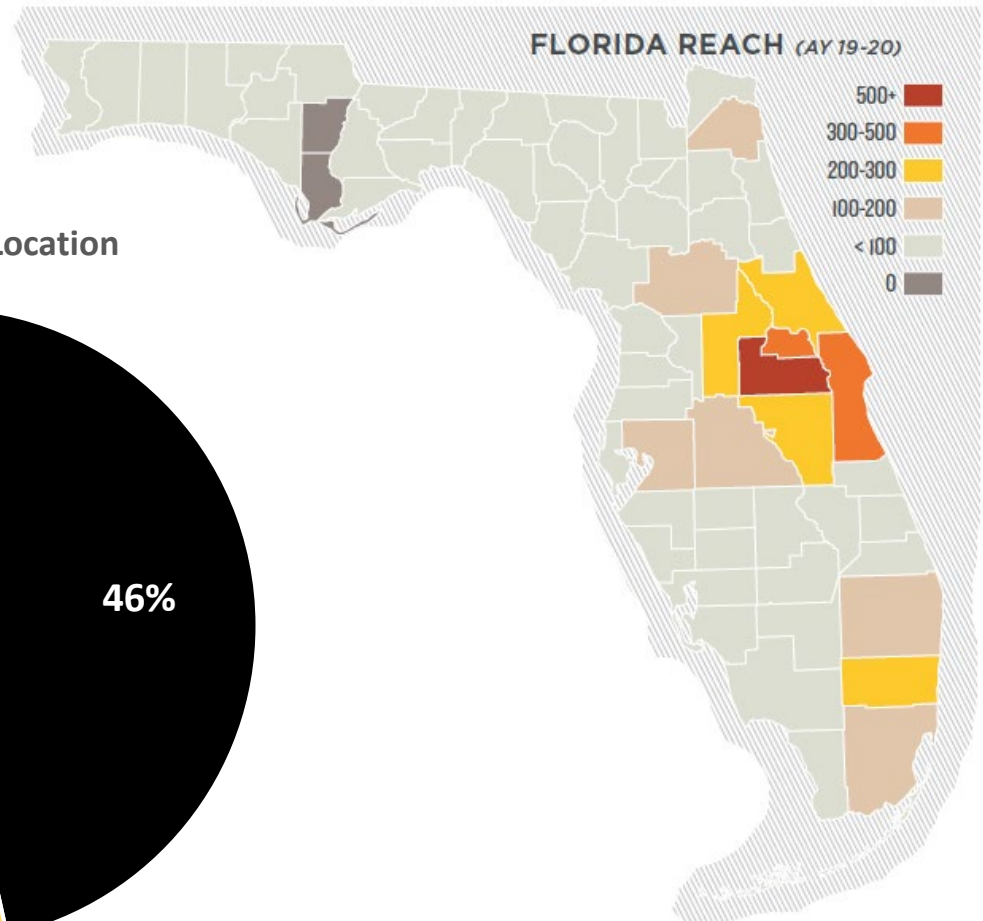
UCF Online Demographics

UCF Online Student Demographics

	<17	17-29	30-39	40+	
UCF Online GR		44.43%	30.75%	24.82%	100.00%
UCF Online UG		60.18%	25.85%	13.94%	100.00%

Legend: ■ <17 ■ 17-29 □ 30-39 ■ 40+

UCF Online Student Demographics

	Female	Male	
UCF Online GR	73.39%	26.61%	100.00%
UCF Online UG	77.44%	22.56%	100.00%

Legend: ■ Female ■ Male
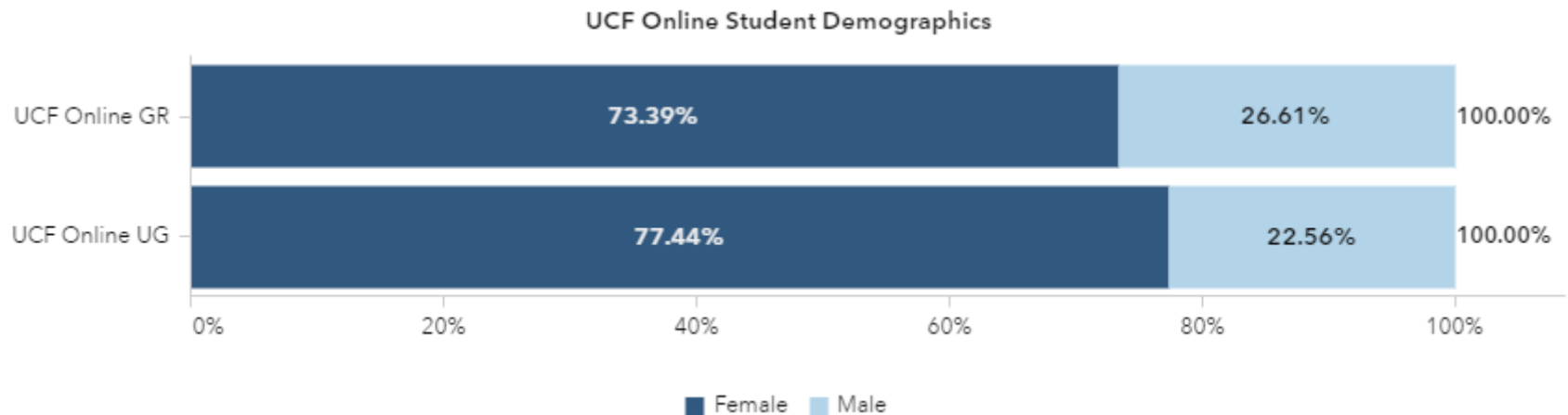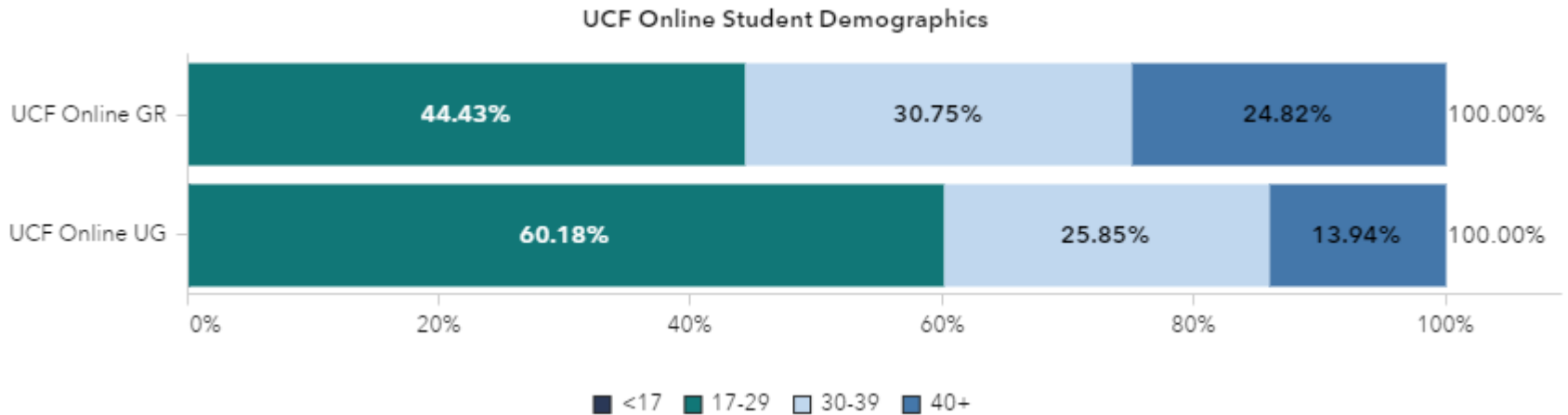
QUALITY

Student Success

STUDENT SUCCESS (A, B, OR C GRADE)   *AY 18-19*

- 89% F2F
- 92% BLENDED
- 91% FULLY ONLINE

Student Withdrawal

STUDENT WITHDRAWAL *AY 18-19*

- 4% F2F
- 3% BLENDED
- 4% FULLY ONLINE
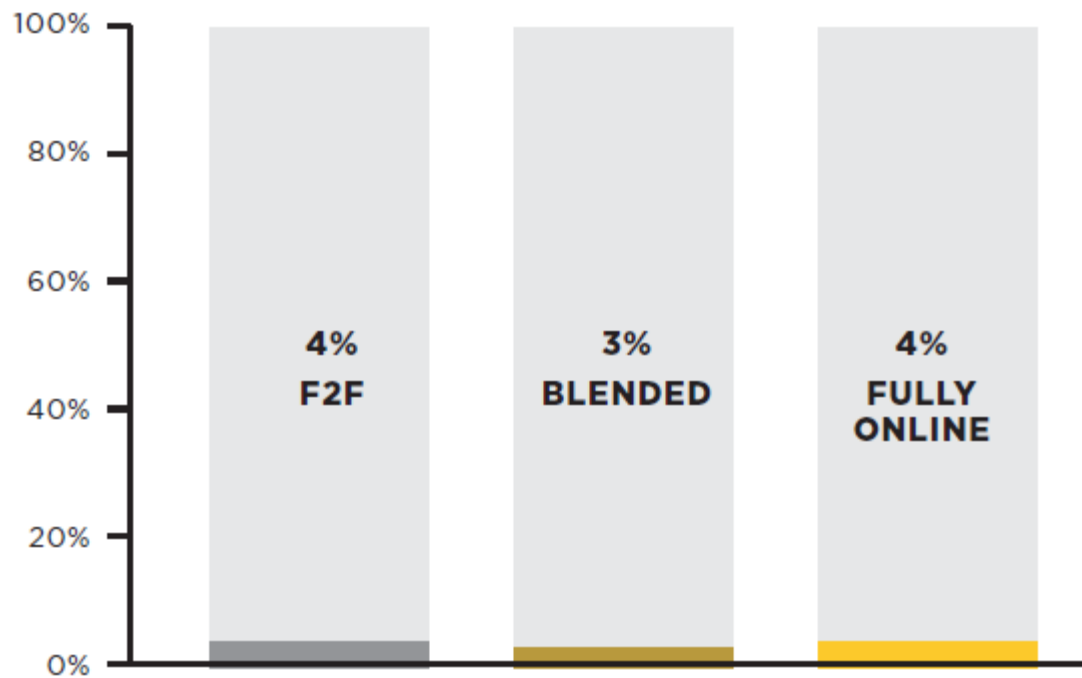
Overall "Excellent" Student Ratings

N = 1,431,907

Blended Learning	57%
Fully Online	55%
Face-to-Face	53%
Video (fully online)	47%
Video (blended)	45%

– Dziuban & Moskal, 2017

UCF Online vs. Non-UCF Online

Grades

Transfer Student Grade Distribution: UCF Online and Non-UCF Online

	A	B	C	D	F	
UCF Online	52.34%	31.28%	11.17%			100.00%
Non-UCF Online	42.82%	32.87%	16.30%			100.00%
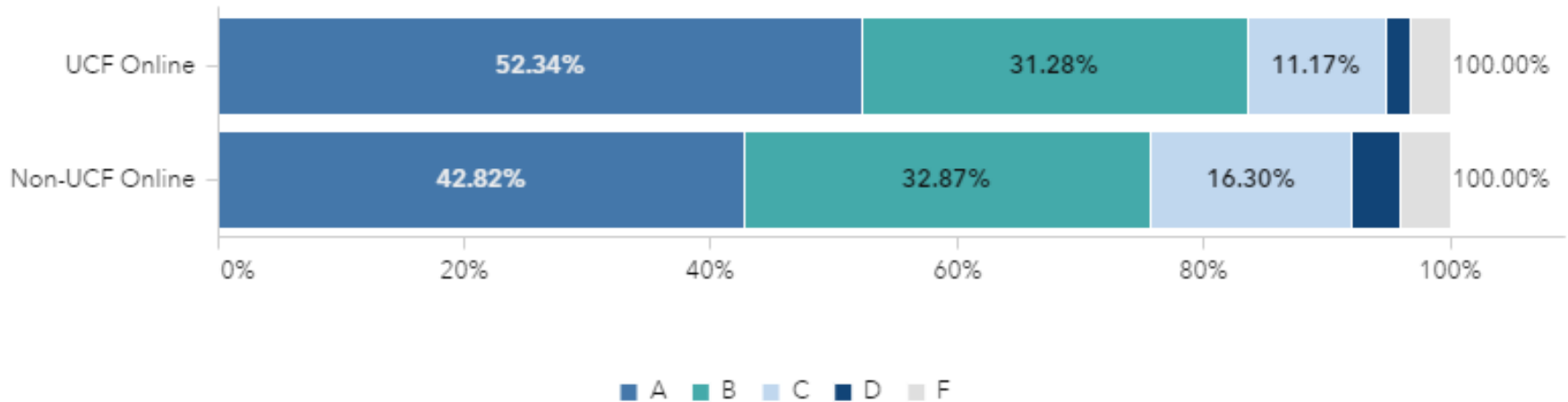
UCF Online Success Measures

89.6%

UCF ONLINE TRANSFER COURSE SUCCESS RATE

Compared to non-UCF Online transfer course success rate of **86.3%**

2018-19 Academic Year

THE AVERAGE GPA UPON ONLINE DEGREE COMPLETION BY CAREER IS

3.12

Compared to non-UCF Online average GPA of **2.88**

2017-18 Academic Year

80.6%

UCF ONLINE YEAR 1 RETENTION RATE

Compared to non-UCF Online transfers (fully online) year 1 retention rate of **67.5%**

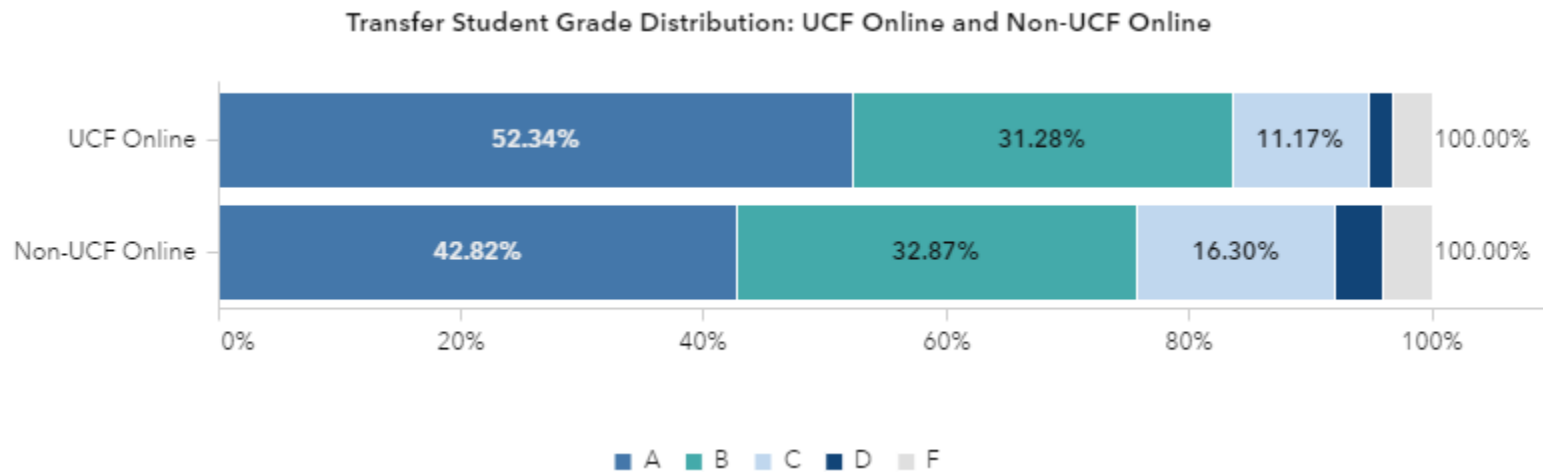*2017-18 Academic Year*

UCF ONLINE PERSISTENCE RATES

74.4%

Compared to non-UCF Online (fully online) persistence rates of **58.2%**

2017-18 Academic Year

UCF Online vs. Non-UCF Online

Grades

Transfer Student Grade Distribution: UCF Online and Non-UCF Online

UCF Online: 52.34% | 31.28% | 11.17% | 100.00%

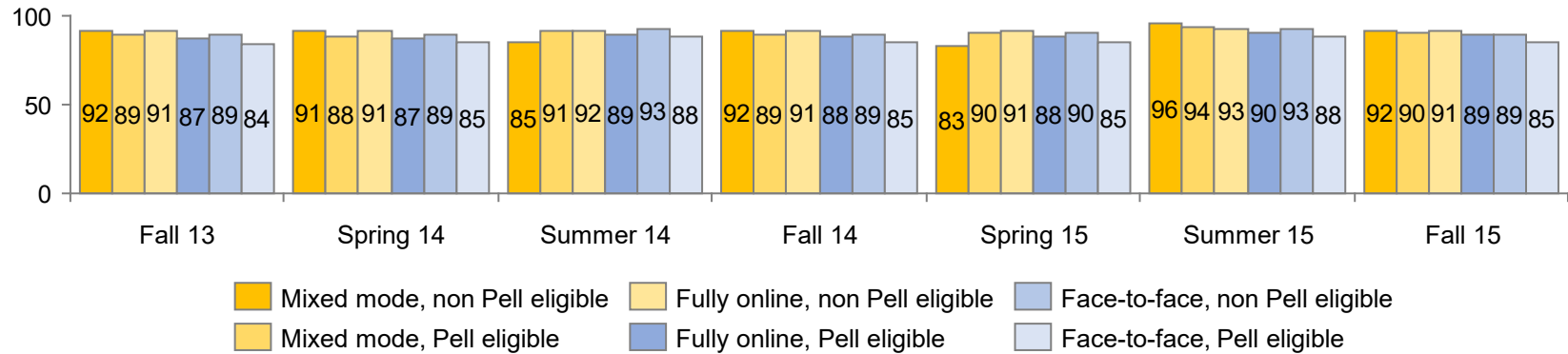Non-UCF Online: 42.82% | 32.87% | 16.30% | 100.00%

Legend: A B C D F

Achievement gaps are smaller for Pell and minority students in mixed modality & online courses
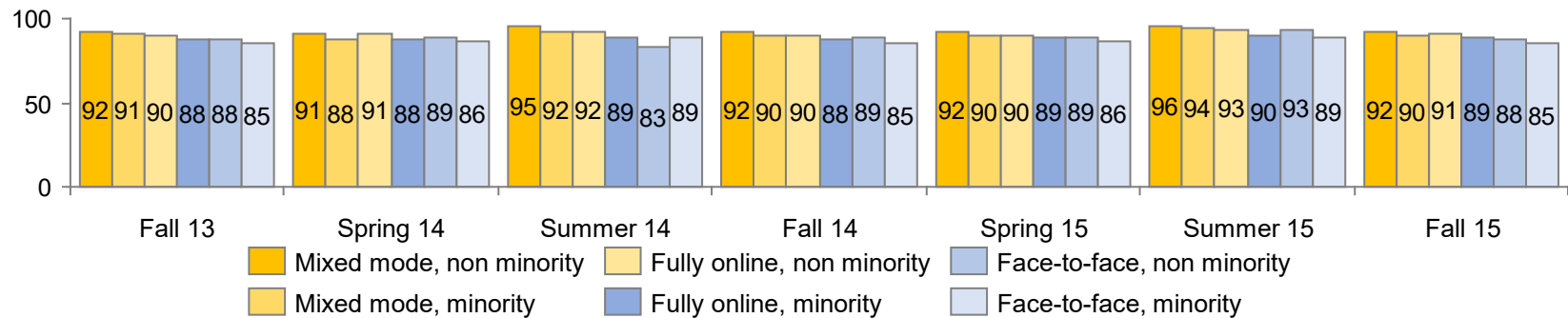
Generally, mixed & online courses have slightly smaller achievement gap for Pell vs. face-to-face

% of students receiving A, B or C grades in the course

	Fall 13	Spring 14	Summer 14	Fall 14	Spring 15	Summer 15	Fall 15
Mixed mode, non Pell eligible	92	91	85	92	83	96	92
Mixed mode, Pell eligible	89	88	91	89	90	94	90
Fully online, non Pell eligible	91	91	92	91	91	93	91
Fully online, Pell eligible	87	87	89	88	88	90	89
Face-to-face, non Pell eligible	89	89	93	89	90	93	89
Face-to-face, Pell eligible	84	85	88	85	85	88	85

...and slightly smaller achievement gap for minorities[1] vs. face-to-face

% of students receiving A, B or C grades in the course

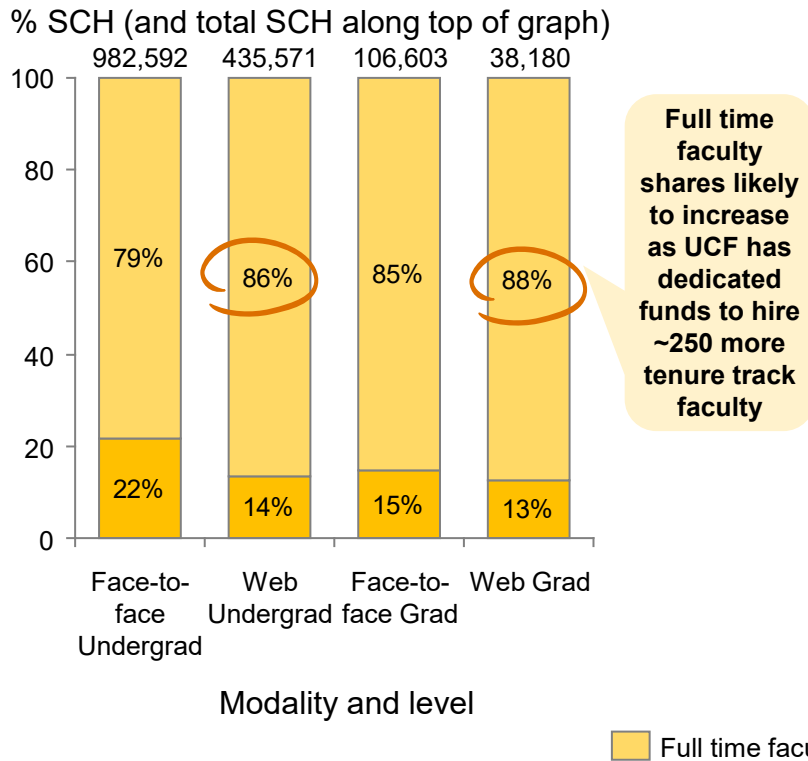|	Fall 13	Spring 14	Summer 14	Fall 14	Spring 15	Summer 15	Fall 15
Mixed mode, non minority	92	91	95	92	92	96	92
Mixed mode, minority	91	88	92	90	90	94	90
Fully online, non minority	90	91	92	90	90	93	91
Fully online, minority	88	88	89	88	89	90	89
Face-to-face, non minority	88	89	83	89	89	93	88
Face-to-face, minority	85	86	89	85	86	89	85

1. Minority includes American Indian/Alaskan Native, Asian, Black/African American, Hispanic, Latino, Multi-racial, Native Hawaiian/Other Pacific Islander. Note: Data shows course-level success rates by modality, split by demographics. Students are not exclusively in one modality, and may be taking courses across different modalities and changing that mix each term, so it is not possible to make connections between demographics and modality outcomes.
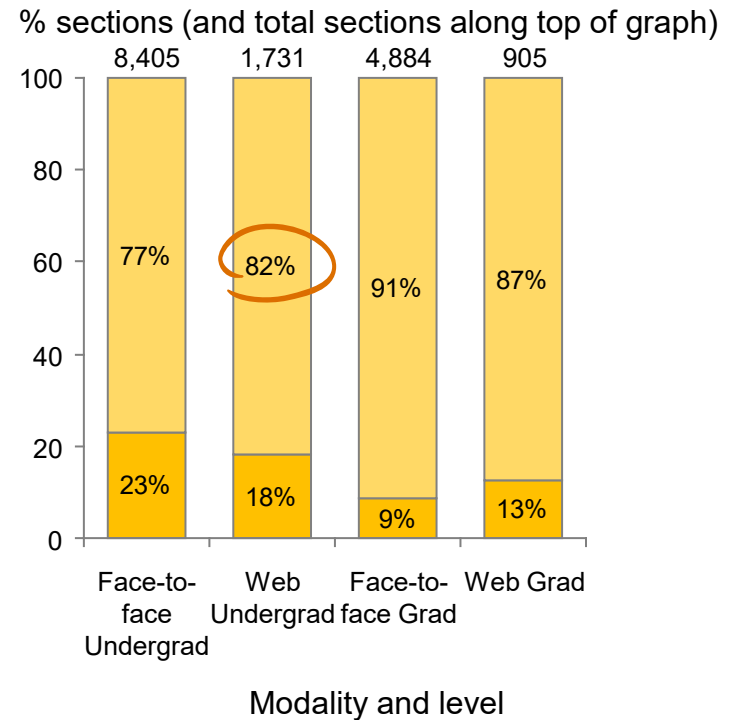Source: Data shared by UCF Research Initiative for Teaching Effectiveness (RITE) unit, BCG analysis

# Full-time faculty teaching % of online SCH comparable to or higher than % for face-to-face…

Share of <u>SCH</u> in each modality[1] taught by faculty vs. adjuncts or GTAs, AY15-16

% SCH (and total SCH along top of graph)

	982,592	435,571	106,603	38,180
Full time faculty	79%	86%	85%	88%
Adjunct or GTA	22%	14%	15%	13%

Face-to-face Undergrad | Web Undergrad | Face-to-face Grad | Web Grad

Modality and level

> **Full time faculty shares likely to increase as UCF has dedicated funds to hire ~250 more tenure track faculty**

Share of <u>sections</u> in each modality[1] taught by faculty vs. adjuncts or GTAs, AY15-16

% sections (and total sections along top of graph)

	8,405	1,731	4,884	905
Full time faculty	77%	82%	91%	87%
Adjunct or GTA	23%	18%	9%	13%

Face-to-face Undergrad | Web Undergrad | Face-to-face Grad | Web Grad

Modality and level

☐ Full time faculty ☐ Adjunct or GTA

1. For this analysis, figures provided use the same modality definitions as are used for monitoring compliance with regional accreditation standards; mixed-modality courses are considered among the face-to-face activity since there is a physical presence expectation that requires physical resources not required for fully online courses. Note: All figures shown are for AY15-16 (Summer, Fall, Spring). Source: UCF Office of Academic Affairs, UCF interviews, BCG analysis
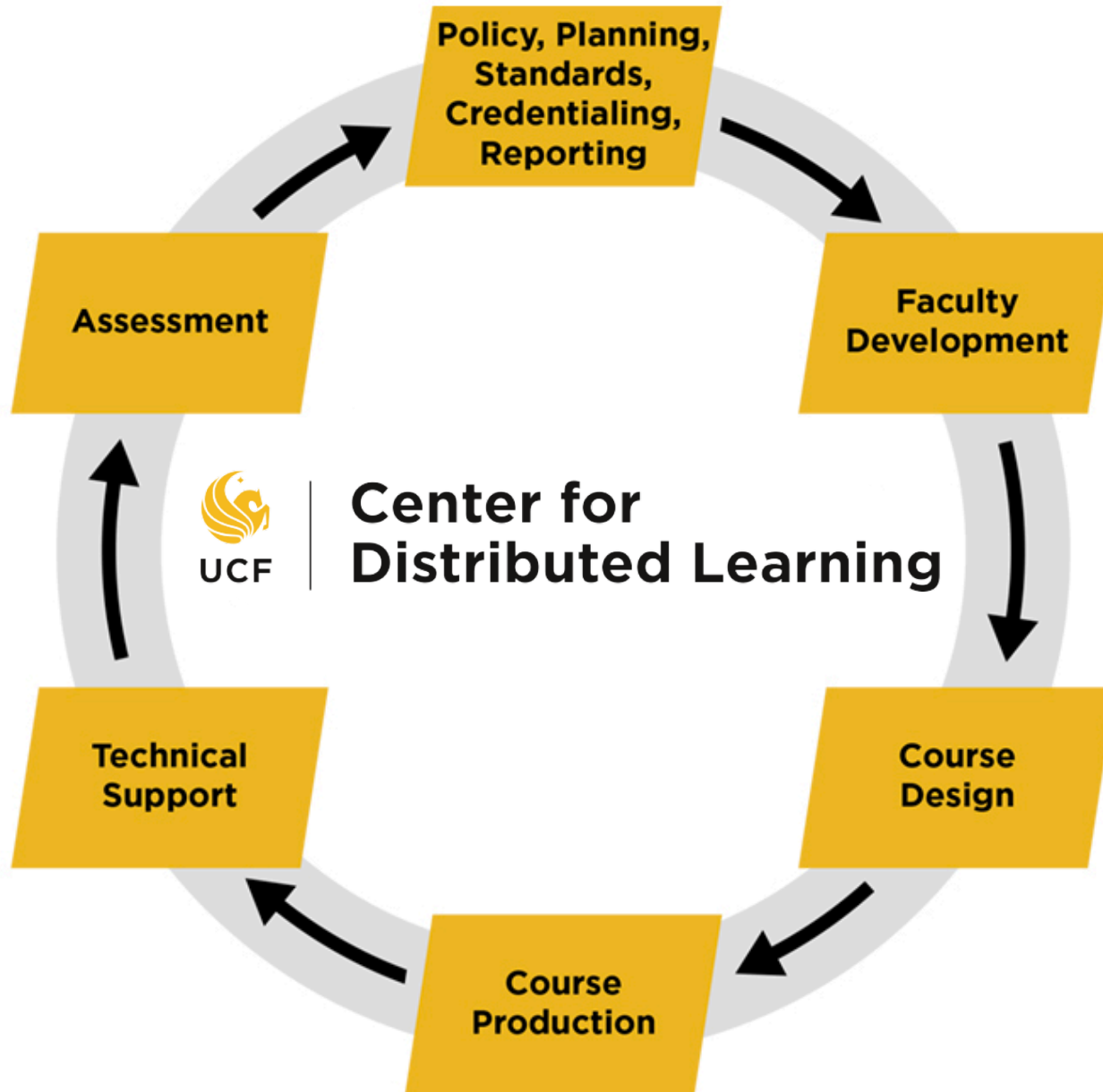
Faculty Development

Faculty Development

80 HOURS OF PROFESSIONAL DEVELOPMENT REQUIRED **to design and teach original courses**

35 HOURS OF PROFESSIONAL DEVELOPMENT REQUIRED **to teach existing courses**

80% are full-time faculty members

UCF

IDL6543 Overview

Week 0	Getting Started	on id
Week 1	Navigating the Online Environment	f2f
Week 2	Content in the Online Environment	on
Week 3	Designing Interactive Course Activities	on id
Week 4	Effective Online Assessments	on
Week 5	Enhancing Course with CDL Services	f2f
Week 6	Designing with Social Media in Mind	on id
Week 7	Managing Your Online Course	on
Week 8	Technical Support, Scholarship & Peer Review	f2f id
Week 9	Production Week	on
Week 10	IDL Showcase	f2f

on Online Content   **id** ID Consultation   **f2f** Face to Face Meetings

COST

$192 M

$7.2 M

Online % and Speed to Graduation (FTIC Full-time)

SPEED TO GRADUATION

FALL 2016 ENTERING COHORT YEAR

FCS TRANSFER STUDENTS	<20% ONLINE	50% ONLINE	100% ONLINE
	3.4 YEARS	3.1 YEARS	2.4 YEARS

MASTERS STUDENTS	<20% ONLINE	50% ONLINE	100% ONLINE
	2.7 YEARS	2.3 YEARS	2.3 YEARS

POST-COVID-19 Considerations

- 200,000+ SCH to 700,000+ SCH

- 300+ faculty trained in summer 2020

- Future of synchronous learning

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