

Innovation Project Title: *Development and Implementation of the Strategic Plan for Distance Learning at Glendale Community College*

Submitted by: Julie Waskow and Sheryl Benavides

on behalf of the eCourse Committee

Executive Summary

The eCourses Strategic Plan at Glendale Community College represents a collaborative effort contributing to efficiency of distance learning, quality of education and successful execution of strategic goals. The design of this plan will serve as a model for collaboration for similar future endeavors across the district.

Description

The development of a strategic plan may not sound innovative, but often, plans are developed without considering history and proper "cross campus" input prior to implementation. The eCourses Strategic Plan provides guidelines, course management goals, and strategies within the context of the changing environment of distance education. It sets the direction for development of eCourses, eCourses faculty communication throughout the College, supporting technologies, faculty development, student readiness, and student and faculty distance-learning services. The eCourses Strategic Plan is framed within the overall mission of Glendale Community College to address the higher education needs for our community, through a diverse and innovative course delivery approach, thereby helping more students achieve their educational goals.

This carefully structured plan includes input from faculty in all departments, appropriate staff, department chairs, administration and faculty senate. The plan itself demonstrates an innovative approach to creating new tools, policies and procedures by including voices from across the campus. Furthermore, the plan contributes to cost effectiveness for the college by increasing quality awareness and streamlining procedures relating to eCourse design, delivery and management that will be explained in this nomination.

By way of introduction, the twelve goals defined in the eCourses Strategic Plan are listed on the next page. Where appropriate in the description areas, the goals are referenced as well.

Twelve Strategic Goals

Goal #1: Establish appropriate procedures for faculty to follow to ensure the integrity and quality delivery of eCourses at Glendale Community College.

Goal #2: Establish appropriate organizational structure to ensure successful delivery of eCourses through Glendale Community College.

Goal #3: Develop a fully functional Web site with Web access that provides clear and easy access and resources for eCourses faculty and students.

Goal #4: Implement a quality assurance system to guide design, implementation, and delivery of eCourses.

Goal #5: Promote the growth of quality eCourses by providing adequate compensation and e-learning quality standards for new course development and course review.

Goal #6: Provide faculty training opportunities to help faculty work more effectively with technology in eCourses environments.

Goal #7: Ensure that online student services are consistent with face-to-face student services.

Goal #8: Promote continued, consistent eCourses pay structures with face-to-face pay structures at Glendale Community College.

Goal #9: Empower students to make wise eCourses decisions.

Goal #10: Develop instruments for evaluating eCourses adjunct and probationary residential faculty (course design and delivery).

Goal #11: Develop instruments to evaluate students' eCourses experiences at Glendale Community College.

Goal #12: Establish the eCourses identity throughout the College with appropriate marketing material.

Criteria for Nomination

Quality

Goal #1: Establish appropriate procedures for faculty to follow to ensure the integrity and quality delivery of eCourses at Glendale Community College.

- **COMPLETED:** Strategic plan, training requirements, faculty/course evaluation tools, student surveys/evaluation tools (course-level and institutional-level), and peer review process based on Quality Matters/GCC Gold Standards for online teaching and learning

Goal #4: Implement a quality assurance system to guide design, implementation, and delivery of eCourses.

- **COMPLETED: Quality Matters-Based Training: required starting Summer I 2010** (Instructional Design Using Quality Matters, Teaching, Online Using Quality Matters, Other Considerations for Teaching Online Using Quality Matters)
- **COMPLETED: GCC Gold eCourse Review Rubric; reviewer qualifications set and reviewers recruited; courses collected for pilot review process**
 - **IN PROCESS:** reviews set to begin week of February 16, 2010

Goal #10: Develop instruments for evaluating eCourses adjunct and probationary residential faculty (course design and delivery).

- **COMPLETED:** Faculty/Course Evaluation instrument developed (Spring 2009)
 - **IN PROCESS:** Instrument piloted by four different departments between Spring 2009-Spring 2010
- **COMPLETED:** Student Evaluation instrument developed
 - **IN PROCESS:** Instrument piloted by four different departments Fall 09 through Spring 2010

Goal #11: Develop instruments to evaluate students' eCourses experiences at Glendale Community College.

- **COMPLETED:** Student Evaluation of eCourse and Instructor instrument (as part of Adjunct and Probationary Faculty Evaluation process)
 - **IN PROCESS:** Instrument piloted Fall 2009 through Spring 2010 in six or more departments
- **COMPLETED: Student eCourse Experience Survey** (developed by College Research Services) ; Piloted by CRS, Fall 2009
 - eCourse supervisor/1 contact per dept – representatives

Efficiency

Goal #4: Implement a quality assurance system to guide design, implementation, and delivery of eCourses.

Goal #2: Establish appropriate organizational structure to ensure successful delivery of eCourses through Glendale Community College.

- The eCourse Committee is a Faculty Committee assignment. Each department on campus that offers eCourses has a representative to serve as an eCourses Supervisor

Goal #6: Provide faculty training opportunities to help faculty work more effectively with technology in eCourses environments.

- Clear guides and systems reduces confusion among faculty interested in teaching eCourses and increases interest
- Guide/map of plans to improve/common ground strategy for consistent growth and quality controls and students

Cost Effectiveness

Goal #4: Implement a quality assurance system to guide design, implementation, and delivery of eCourses.

Goal #2: Establish appropriate organizational structure to ensure successful delivery of eCourses through Glendale Community College.

- The eCourse Committee is a Faculty Committee assignment. Each department on campus that offers eCourses has a representative to serve as an eCourses Supervisor
- Improved quality of courses results in increased retention with online students
- Using Glendale Community College in-house resources
- Increased eCourse enrollment contributes to overall campus course delivery cost effectiveness

Replication

- Plan itself can be replicated as a whole
- Strategy for creating the plan could be replicated / single-point contact
- Organizational structure easily replicated
- Gold Standard training easily replicated

Creativity

The Strategic Plan building process centered on collaboration between the eCourses committee/faculty, Faculty Senate reps, Department Chairs, College Research Services, and administrators:

- Initial draft of Strategic Plan was created from minutes/notes from eCourses meetings/eCourses faculty input spanning last (5) years
- One-on-one meetings with Department Chairs to determine eCourses-related needs, frustrations, and recommendations
- Chair feedback was built into rough draft of plan
- This updated draft was delivered to members of Senate for feedback/concerns
- All feedback, questions, concerns were captured in a database for consideration and inclusion (in rare cases feedback could not be incorporated because of potential violations of college policy or the RFP)
- eCourses Rep met with VPAA once each month to review updates to plan to ensure ongoing administrative input and support
- Draft was updated with Senate feedback and issued to all Department Chairs of departments offering eCourses
- All Chair feedback/recommendations were incorporated
- This draft was given to the VPAA for review and approval
- Final draft was issued to Department Chairs with recommendations as to how they could help implement the plan starting as early as the first week of accountability (January 2010)
- It is understood by all parties involved that this plan must be updated and revised each semester to keep it current with the college's progress/challenges according to the plan

Timeliness

- Pilots conducted in variety of areas over past two years in various depts.
- Adopting best practices based on those pilots and strategic plan
- With the growing trend and demand for distance education, this plan quickly translated ideas into actions

Learning

- Karen Russo/Julie Waskow as the GCC Quality Matters reps to MCLI have shared the strategic plan model with QM reps from our sister colleges (both strategy for creation of plan and the structure of the plan itself) and the bases of our internal review process. This sharing is ongoing.

Collaboration

Goal #2: Establish appropriate organizational structure to ensure successful delivery of eCourses through Glendale Community College.

- Faculty, Staff, Department Chairs, Faculty Senate members, College Research Services, and administrators collaborated to brainstorm, create, and finalize components of the plan and the measurement of success; See *Creativity* component above and communication sample rubric on the following page.

eCourse Strategic Plan Feedback/Communication Tracking

Section of Strategic Plan	Page	Comment/Recommended Edit	Adopted	Reason for Adoption or not	Reader/Contributor
Appendix F/Training Req	25	"states CIS236 is required or equivalent through TED. What about someone who has had significant exposure to eCourses outside of this class and TED or created eCourses elsewhere?"	YES	Checklist has been revised to allow for more variety of experience and training	Susan Campbell
Strategic Goals	4	Goals could be consolidated: current goal 2, 4, 5 all overlap	NO	Goals were originally consolidated but the team felt it important to focus on specific sub goals in the plan.	Steve Kadel
Goal #9	11	Under "Empower students to make wise eCourses decisions" -- ADD: Provide clear definitions and descriptions of eCourse options to students. Be sure students understand the different eLearning options (e.g. SL enhanced, hybrid, online, self-paced, etc.)"	YES	Appears under Goal 12; however, this is important enough to state here as well.	Mary Jane Onnen, Chair-English
Faculty Eval Tool	19	"Add email as a feedback tool"	YES	Done	Mary Jane Onnen, Chair-English
Goal #4	9	Under "Assign QM faculty to each NEW eCourses faculty" -- who is NEW?"	YES	Julie will clarify that new refers to anyone new to teaching online; the assignment of QM faculty was struck from the plan.	Pam Joraanstad, Asst. Chair-Communications/World Languages

The following Glendale Community College employees contributed to the Strategic Plan:

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Sue Murry, Faculty, Business and Information Technology

Lea Neibarger, Faculty, Computer Science/Mathematics

Carlos Nunez, Department Chair / Faculty, Technology and Consumer Sciences

Mary Jane Onnen, Department Chair, English/Reading/Journalism

Alicia Ottenberg, Faculty, Business and Information Technology

JoAnn Pell, Faculty, Fitness and Wellness

Debbie Pool, Department Chair, Fall 09 / Faculty, Nursing

Karen Russo, Manager, Training and Employee Development

Karen Schwalm, Faculty, English (Retired)

Bill Stewart, Faculty, Business and Information Technology

Tim Sylvester, Faculty, Business and Information Technology

James Waugh, Institutional Research Analyst

Julie Waskow, Department Chair / Faculty, Religious Studies