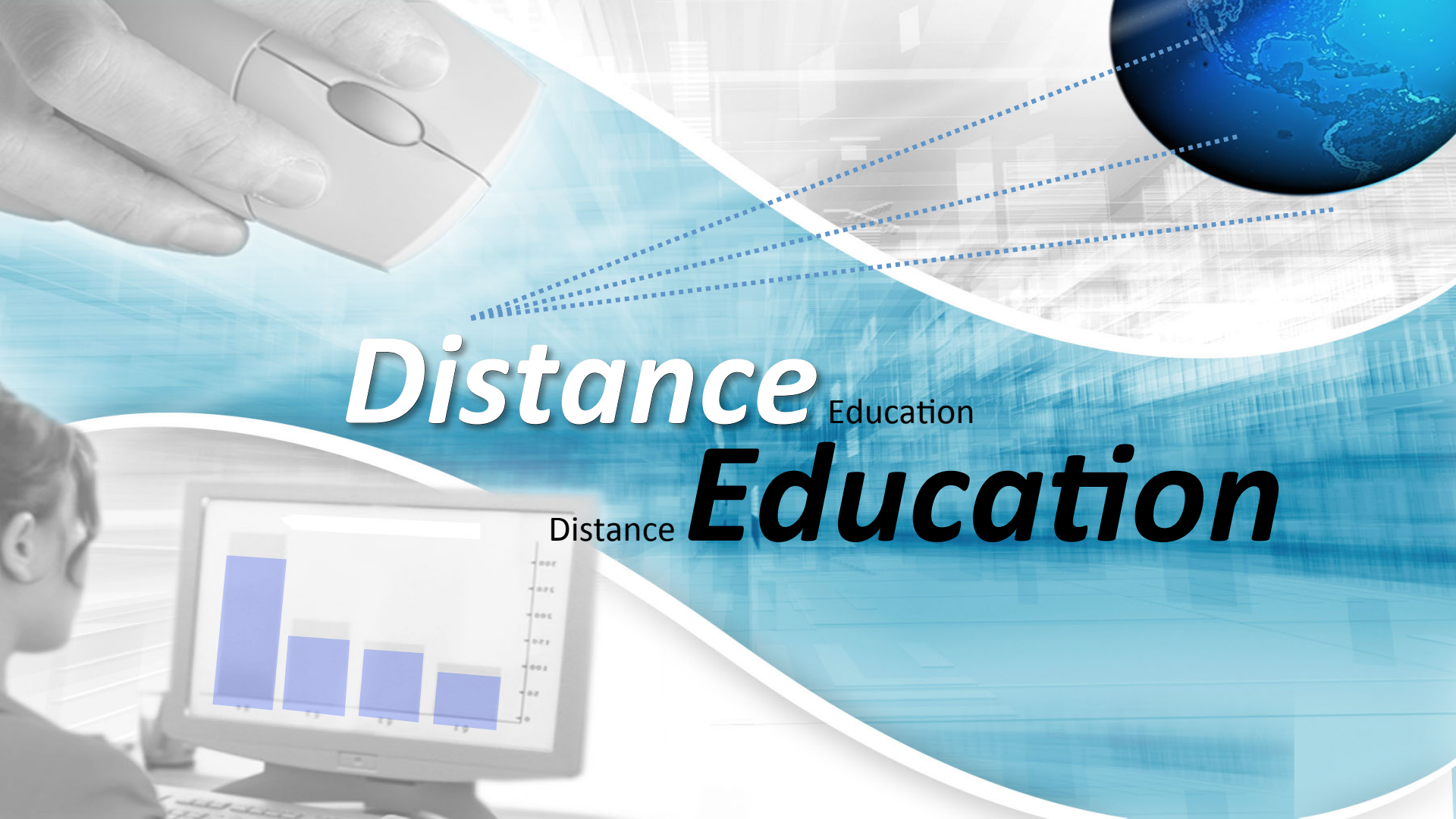




Pathways to Elevating Quality

Quality Matters
2018



Distance Education

Distance ***Education***

Distance education used to be about the distance.

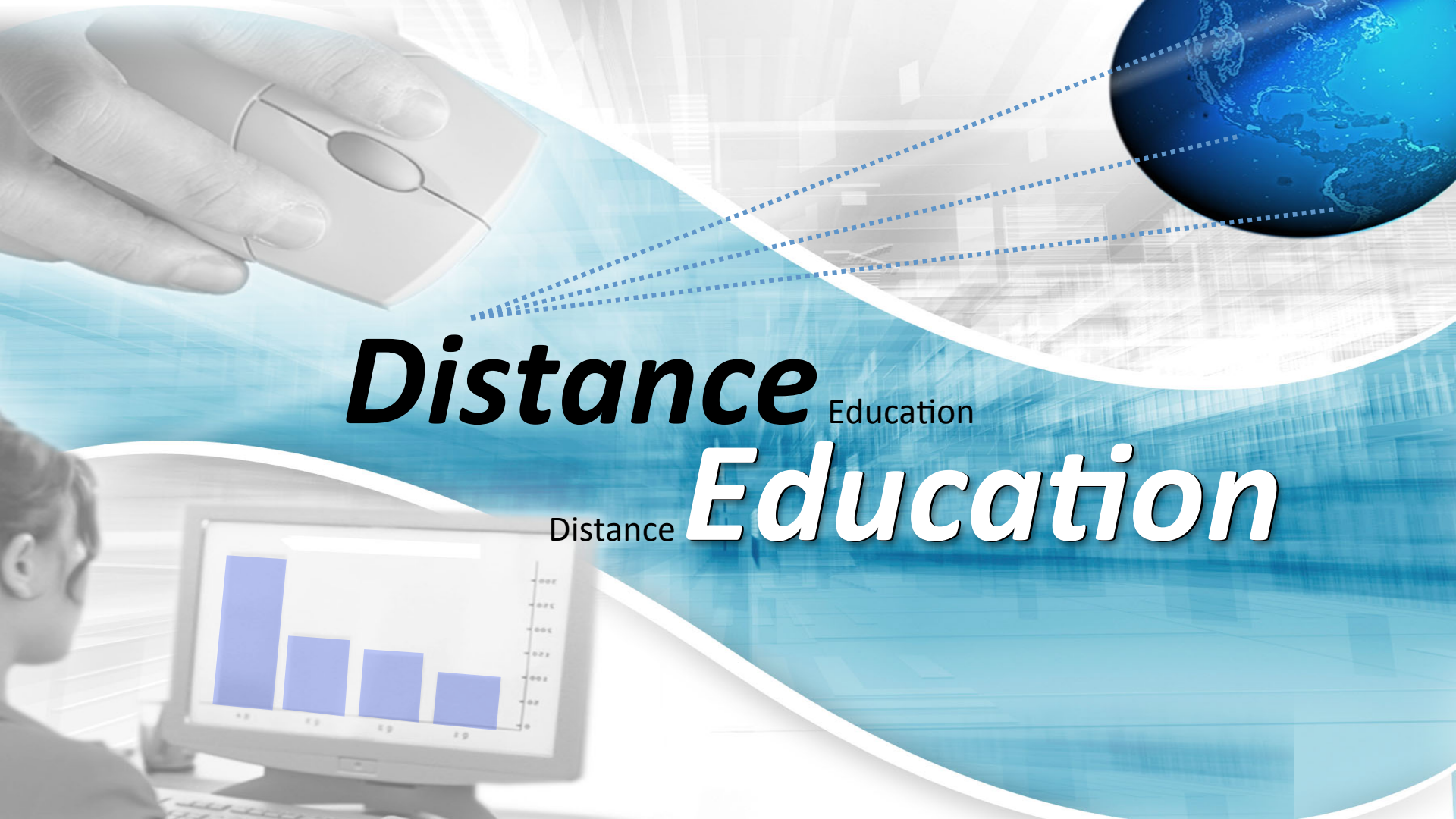


1700s

1800s


1900s

2000s



Distance Education

Distance ***Education***

- 
1. Recognize trends impacting online education.
 2. Articulate competencies for college leaders within a change framework.
 3. Identify eight steps for transformational change.
 4. Articulate why transformational efforts fail.
 5. Utilize tools and techniques to support transformational change.

Blended is Best

EDUCATION NEWS

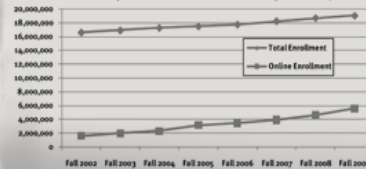
ONLINE EDUCATION

CLASS DIFFERENCES: ONLINE EDUCATION IN THE US

How Many Students are Learning Online?

For the seventh consecutive year the number of students taking at least one online course continued to expand at a rate far in excess of the growth of overall higher education enrollments. The most recent estimate, for fall 2009, shows an increase of twenty-one percent over fall 2008 to a total of 5.6 million online students. The growth from 1.6 million students taking at least one online course in fall 2002 to the 5.6 million

Total and Online Enrollment in Degree-granting Postsecondary Institutions – Fall 2002 through Fall 2009



Total and Online Enrollment in Degree-granting Postsecondary Institutions – Fall 2002 through Fall 2009

Total Enrollment	Annual Growth Rate Total Enrollment	Students Taking at Least One Online Course	Annual Growth Rate Online Enrollment	Online Enrollment as a Percent of Total Enrollment
19.0	0.2%	5.6	21.1%	29.5%


TRACKING THE IMPACT OF e-LEARNING AT COMMUNITY COLLEGES (ITC)

2010 DISTANCE EDUCATION SURVEY RESULTS

TRENDS IN e-LEARNING: TRACKING THE IMPACT OF e-LEARNING AT COMMUNITY COLLEGES



Lieberman, M.
April 2018, Inside Higher Ed

A decorative header at the top of the slide, featuring a teal background with a yellow and white wavy line separating it from the main content area.

“Three of the four studied institutions that offer courses in both face-to-face and online formats found that students received higher grades when they mixed both modalities in their course schedule than when they took only online or only face-to-face courses.”

“...led the report to affirm theories of a ‘digital learning paradox,’ which suggests that students in some cases perform slightly worse in online classes than face-to-face, but they are more likely to stick with online courses and graduate than they would with face-to-face courses.”

Four Expectations for Online Education in 2018

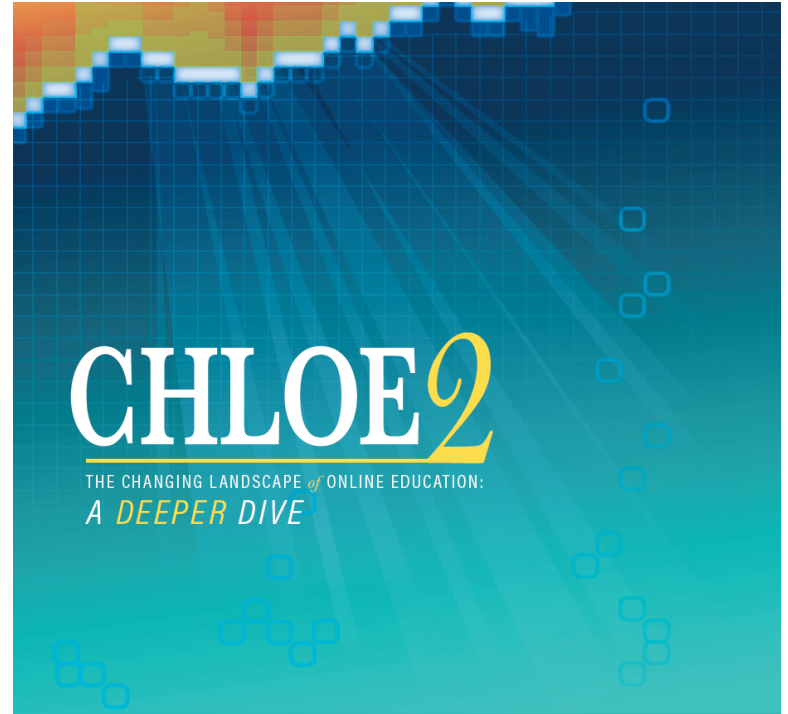


Friedman, J.
Jan. 2018, US News and World Report

Four expectations

1. Continued overall enrollment growth
2. Use of more modern technologies in courses
3. More health-related online degrees and courses
4. A greater push to teach specific job skills

The Changing Landscape of Online Education



THE CHANGING LANDSCAPE OF ONLINE EDUCATION (CHLOE) 2: A DEEPER DIVE
Quality Matters & Eduventures Survey of Chief Online Officers, 2018

Ron Legon, Ph.D.
*Senior Advisor for Knowledge Initiatives,
Executive Director Emeritus, Quality Matters*

Richard Garrett
Chief Research Officer, Eduventures Research



What is CHLOE?

- Partnership between QM and Eduventures
- An annual survey of **chief online officers** (180 in 2017)
- Focused on online program
 - Enrollment and program growth
 - Governance
 - Practices & Policies
 - Resource Generation & Allocation
 - Tech and Teaching Innovation
 - Quality Assurance

Mainstreaming online education

- Part of the regular budgeting process – not dependent on year-to-year funding decisions
- Online student and faculty support services available
- Technical support provided or contracted
- Policy – tailored to the needs of online education
- Strategic planning – online development is factored in
- Leadership – a regular responsibility of one or more line officers

2017 Annual eLearning Education Survey



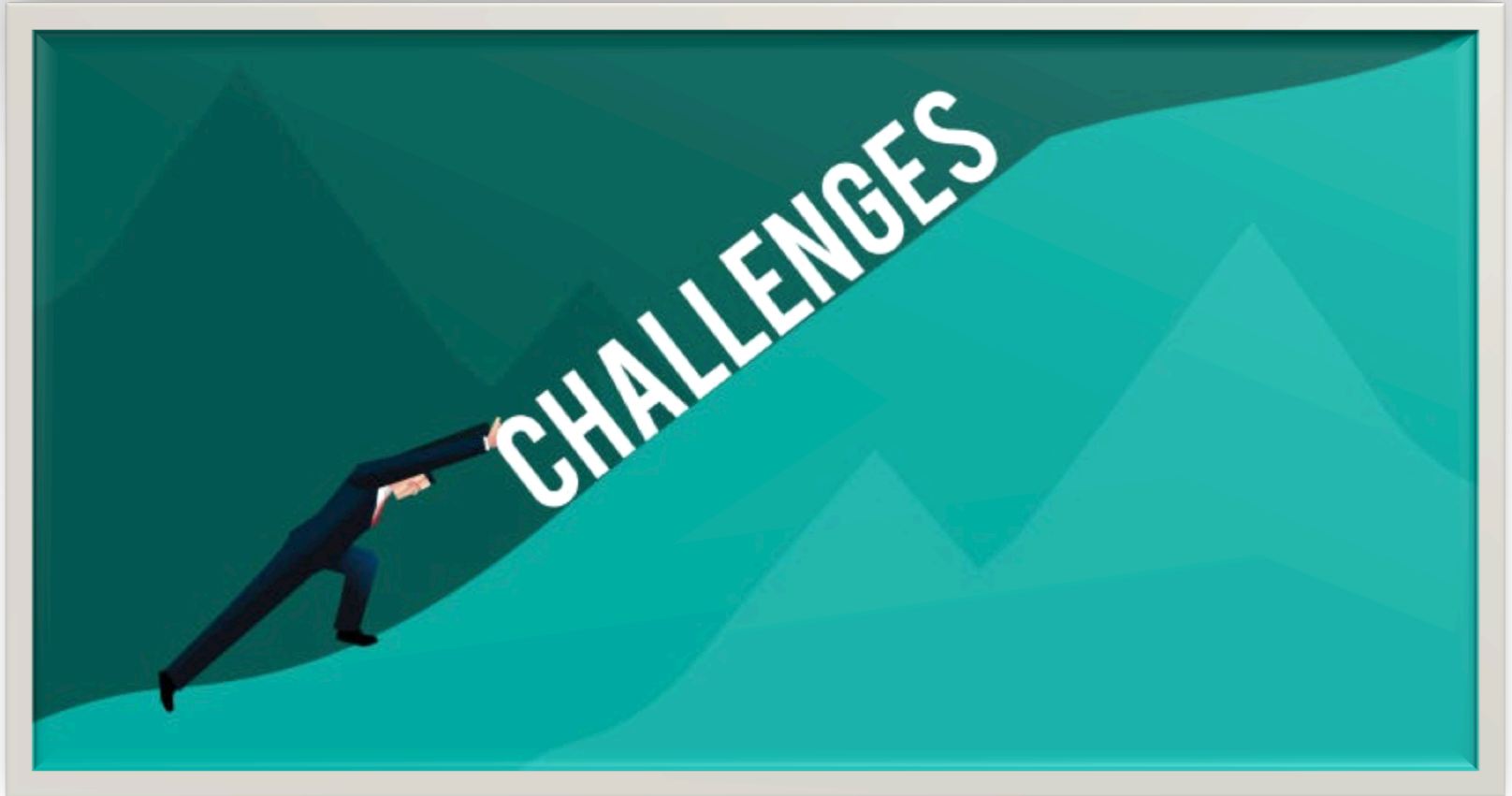
March 20, 2018

Top 3

- Administrative
- Related to students
- Related to faculty



Administrative challenges



- ① Adequate services for distance learning students
- ② Space for training and technical assistance
- ③ Accessibility and universal design

Related to students

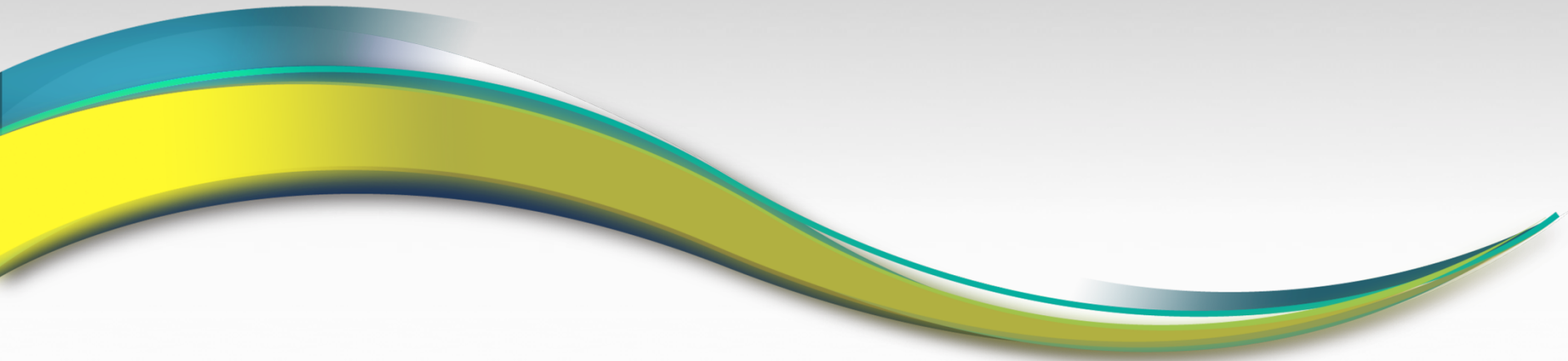


- ① Orientation and student readiness for online learning
- ② Assessing student learning and performance in online environment
- ③ Providing equivalent virtual student services

Related to faculty



- ① Engaging faculty in the development of online pedagogy
- ② Evaluation of faculty
- ③ Training



Lead with wisdom

- Select a quote that resonates with your views on leadership.
- Share the reasons for the selection with a colleague.



Competencies

*American
Association of
Community
Colleges*

Organizational strategy

*Finance, research, and
resource management*

Communication


Collaboration

College advocacy

Organizational strategy

“An effective ... leader promotes the success of all students, strategically improves the quality of the institution, and sustains the ... mission based on knowledge of the organization, its environment, and future trends.”


AACC Competencies for Community College Leaders



“Have courage. Be willing to make the changes necessary to transform the culture of the institution to one focused solely on student access and success.”

AACC Competencies for Community College Leaders

p. 6



“Have a forward-looking philosophy and be prepared for change. Understand the institutional process for taking risks to improve the student experience; be willing to take risks based on research and data.”

AACC Competencies for Community College Leaders

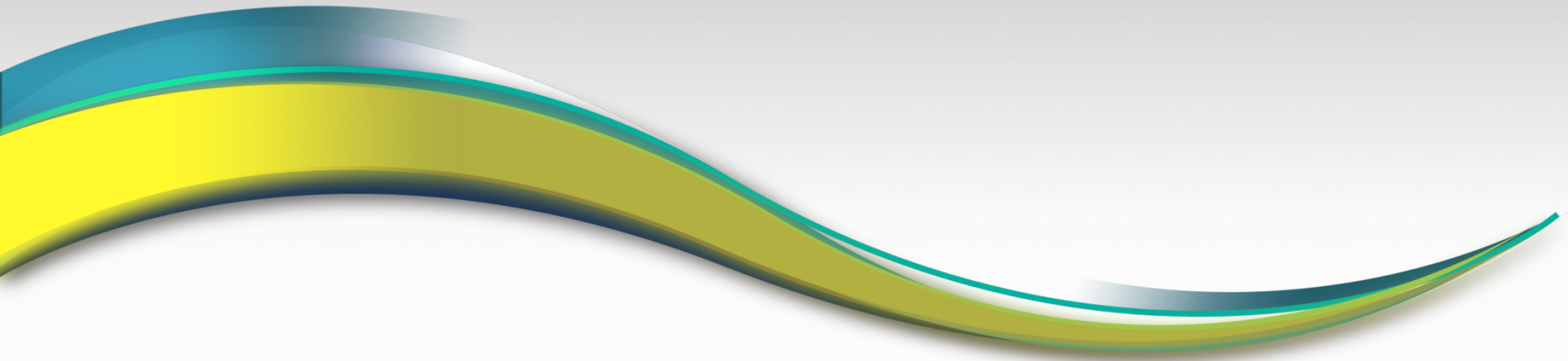
p. 7



“Realize that it is important to take calculated risks and to communicate to the college community the rationale for taking those risks.”

AACC Competencies for Community College Leaders

p. 7



Change Leadership

Anticipates, analyzes, acts, and affirms

The Four A's

- Change leadership *anticipates*. It is visionary and forward-looking and avoids reactionary thinking.
- Change leadership constantly *analyzes* both the internal and external environment to gather reliable data upon which to make decisions; it engages in strategic and tactical planning to make the most of the moment.

The Four A's

- Change leadership *acts*; with a vision and a plan, with accurate and current data; action is collaborative and inclusive.
- Change leadership *affirms*; it is not enough to have a vision, a plan, and action. Once action is implemented, attention is given to reflection, to review, and to sustaining change.

Activity

GLOW

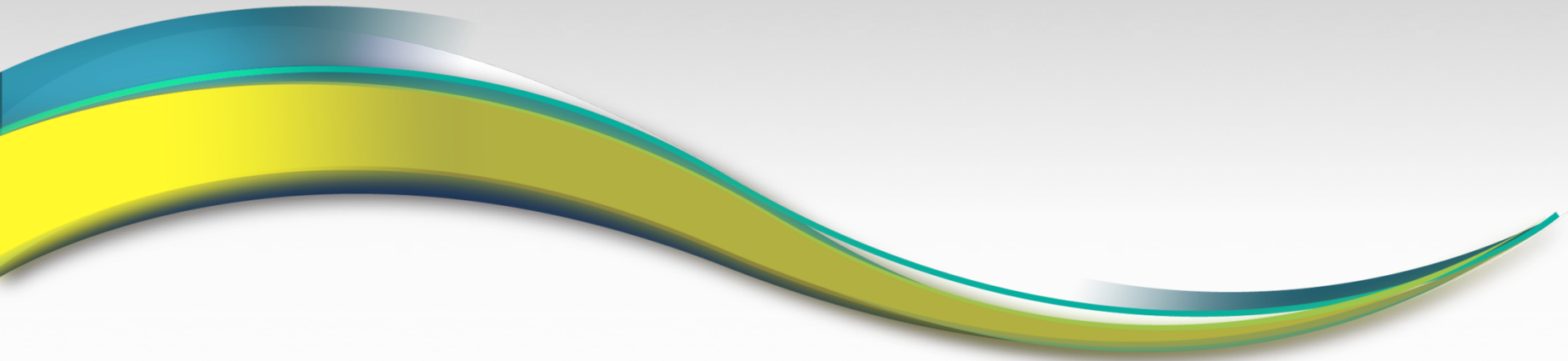
GROW

Leaders...

- Set a clear and consistent vision;
- Are pro-active in preparing the organization for the future;
- Are visible and engaged;
- Walk the talk;
- Trust and encourage;
- Work alongside staff to encourage teamwork.

Leaders...

- Communicate what they are trying to accomplish;
- Align the day-to-day work that everyone is doing with strategy;
- Prioritize projects, products, and services; and
- Measure and monitor progress towards strategic targets.



Pathways to elevating quality



Five types of thinkers

Adapted from Tom Paterson's *Living the Life You were Meant to Live*



Thinking Wavelengths

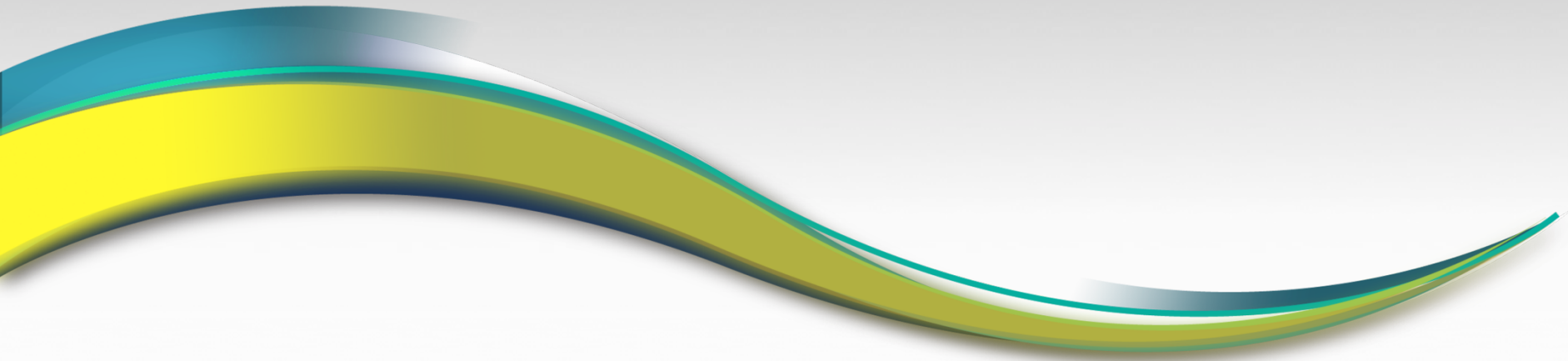
Grinders, minders, keepers, finders, and theorists

Five types of thinkers

- **Grinders** are detail-minded doers. They plow through work, and lots of it, one step at a time.
- **Minders** know how to skillfully “mind the store” by solving problems and keeping a small group focused on a task.
- **Keepers** are a blend of strategic and operational. They are organized, can deal with variables and change, and work well with people.

Five types of thinkers

- ***Finders*** are entrepreneurial. They love change and seize opportunities.
- ***Theorists*** (also called conceivers) love the big picture ideas. They are bright and articulate but struggle with execution.



Eight steps to transforming your organization

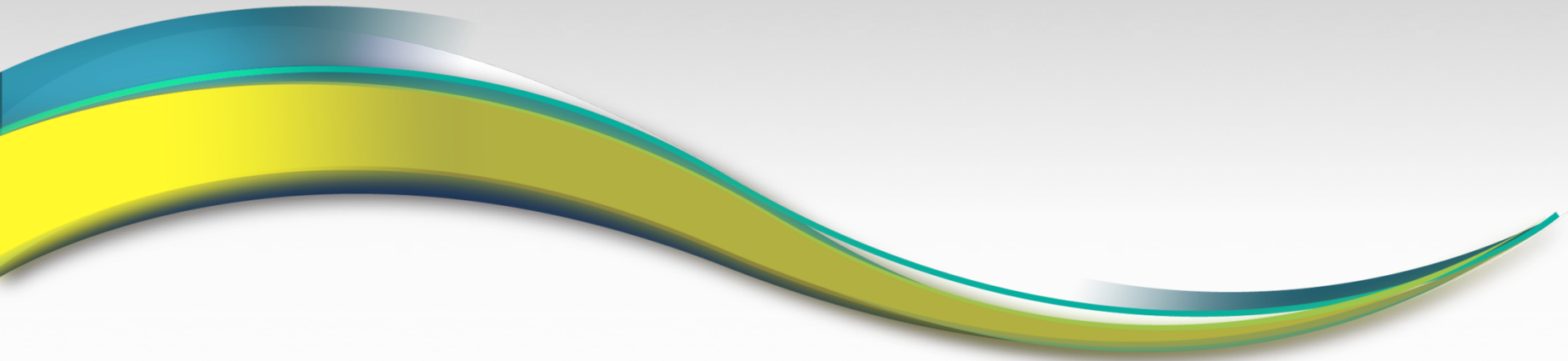
JOHN KOTTER



Index card activity

Eight steps

- Establish a sense of urgency
- Form a powerful guiding coalition
- Create a vision
- Communicate the vision
- Empower others to act on the vision
- Plan for and create short-term wins
- Consolidate improvements and produce still more change
- Institutionalize new approaches



Why transform efforts fail

JOHN KOTTER

Eight steps

- Establish a sense of urgency
- Form a powerful guiding coalition
- Create a vision
- Communicate the vision
- Empower others to act on the vision
- Plan for and create short-term wins
- Consolidate improvements and produce still more change
- Institutionalize new approaches



Completion by Design



<http://knowledgecenter.completionbydesign.org/content/phase>

Funded by the Bill & Melinda Gates Foundation

Guided Pathways



Pathways

The Pathways Model

“An integrated, institution-wide approach to student success based on intentionally designed, clear, coherent and structured educational experiences, informed by available evidence, that guide each student effectively and efficiently from her/his point of entry through to attainment of high-quality postsecondary credentials and careers with value in the labor market.”

*Community College Research Center and the
AACC Pathways Project*

So, how will
I lead
change?



Evaluating quality...*Student Success*



