[EVERY ONLINE COURSE A QUALITY COURSE-3 YEAR PLAN]

Using the Quality Matters rubric and other resources, this implementation plan will guide us to cultivate attention to quality in online course design. The plan involves a three-year period from July 2013 to July 2016.
Introduction

New Mexico State University is “a comprehensive research, land-grant university excelling in teaching, research and public service that fuels the economy and prepares students to be productive citizens” (NMSU Home Page). The vision statement for our quality initiative is “Every course a quality course.” As such, focus on quality in online courses offers the following implementation plan:

- Design and present regularly-scheduled professional development based on Quality Matters™ standards.
- Provide Quality Matters™ awareness presentations to NMSU academic colleges.
- Establish and maintain ongoing communication with Quality Matters™ support groups across the NMSU System.
- Support 100 (approximately 10%) of the NMSU-Las Cruces faculty/staff to complete the Quality Matters™ Applying the Quality Matters™ Rubric workshop by 2016.
- Provide flexible review options to those who wish to use the Quality Matters™ rubric and annotations on their own.
- Get 50 (approximately 5%) of the NMSU-Las Cruces faculty/staff to become certified Quality Matters™ Peer Reviewers by 2016.
- Get 50 (approximately 5%) NMSU-Las Cruces online courses formally reviewed using Quality Matters™ by 2016.
- Get 100 (approximately 10%) NMSU-Las Cruces online courses informally reviewed using Quality Matters™ by 2016.
- Apply Quality Matters™ standards to online courses in an online Masters degree program by 2016.

Online Course Improvement Program Overview

The Online Course Improvement Program (OCIP) provides professional development for New Mexico State University faculty across the NMSU system focusing on improving the quality of online teaching and learning. It expands on services currently available through the NMSU Teaching Academy and Instructional Innovation and Quality units. The OCIP program is funded by student technology fees and the Course Delivery Fee. OCIP is committed to implementing the Quality Matters™ standards for the design of online and/or hybrid courses, and we are systematically building and evaluating our courses based on these rigorous, research-based standards. The Quality Matters™ standards assure that the online components of these courses promote learner engagement and provide students with tools and information they need to be successful learners. More information regarding Quality Matters™ may be found at www.qmprogram.org.

The goals of OCIP are:
- Assist faculty in enhanced web course design and delivery while reducing student’s textbook cost.
- Provide faculty instructional design services with a framework that supports peer interaction.
- Facilitate participation in national digital content consortium and relevant communities.
Online Course Improvement Program (OCIP)

- Develop a scalable, customized professional development model with Quality Matters™ as the foundational material
- Encourage best practices for online learning based on the Quality Matters™ Rubric.
- Create and support a culture of quality for online courses taught at NMSU using the Quality Matters™ rubric.

NMSU at Las Cruces currently supports blended and fully online courses. In Fall 2013, there were 1984 online courses designated as published and 1044 unique faculty; In Spring 2013, there were 1923 online courses designated as published and 996 unique faculty; Summer 2013, 401 online courses with 311 unique online instructors. This implementation plan describes a 3-year plan for three different areas of quality online teaching: Professional development, peer reviews, and a Master’s online program.

Part 1: Governance for QM Implementation

Institution Name: New Mexico State University
Initiation Date: Aug 2013 to July 2016
Plan Manager: Susie Bussmann, Director of Instructional Innovation & Quality;
QM Coordinator: Sharon Lalla
Contact Information: slalla@nmsu.edu

Part 2: QM Implementation Goals

Goals are tied to individual activities and are listed in italics throughout this section.

2.1 Professional Development

Goal: Design and present monthly professional development based on Quality Matters™ standards.

The Online Course Improvement Program (OCIP) offers professional development for NMSU faculty focusing on improving the quality of online teaching and learning. Professional development workshops designed around the QM standards are presented year round. These workshops focus on design, technology, and pedagogy for online courses and are available to all faculty, staff, and graduate students system wide. Instructor-led and hybrid formats are often available. Additionally, OCIP offers a suite of resources to support faculty who teach online.

OCIP provides NMSU faculty with the following professional development services:

- Providing NMSU faculty with a minimum of forty course offerings (webinars and f2f) each year.
  - Offerings are based on the standards from the Quality Matters™ Rubric.
  - Co-hosting with NMSU Teaching Academy monthly “Let’s Talk Online Teaching” workshops.
  - Offering workshops and webinars concerning online teaching and learning from our memberships including Quality Matters™, Online Learning Consortium (formerly Sloan-C) and EDUCAUSE.

See Part 5: Professional Development for more details.
2.2 Quality Matters™ Peer Review Program

As an institutional member of the Quality Matters™ (QM) program, which is nationally recognized for its peer-based approach to quality assurance and continuous improvement of online course design, we have various peer review opportunities using the QM rubric. The purpose of the QM Peer Review program is to share the Quality Matters™ peer-based approach with NMSU–Las Cruces faculty to improve their online courses. The program includes goals for QM awareness, QM formal training, QM certifications, and QM informal and formal peer reviews.

2.2.1 Quality Matters™ Awareness

Awareness about our quality initiative in online course design is essential if we are to change the culture about quality. This begins by making colleges, departments, and faculty aware of the QM Peer Review program and its options for getting started with QM. We will be promoting the peer review program within the colleges and share best practices with support personnel across the NMSU system.

2.2.1.1. QM Awareness at NMSU–Las Cruces

Goal: Provide QM awareness presentations to NMSU academic colleges

Six academic colleges comprise NMSU at Las Cruces. These colleges include: Arts and Science, Education, Engineering, Agricultural Consumer & Environmental Sciences, Health and Social Services, and Business. We will contact colleges and departments to offer short presentations to colleges and departments who wish to learn more about Quality Matters™ and peer review options.

2.2.1.2. QM Across the NMSU System

Goal: Establish and maintain ongoing communication with Quality Matters™ support groups across the NMSU system.

The NMSU System consists of five college campuses: NMSU – Las Cruces, Dona Ana Community College, Alamogordo Community College, Carlsbad Community College, and Grants Community College. Each college is developing their own Quality Matters™ implementation plan for their online courses. To maximize on effective and efficient practices, NMSU – Las Cruces will coordinate communication efforts with these support groups regarding Quality Matters™ across the university system. Regular meetings are conducted, a wiki has been created to share ideas/resources, and group activities are encouraged.

2.2.2. Quality Matters™ Formal Training

Goal: Support 100 (approximately 10%) of the NMSU–Las Cruces faculty/staff to complete the Quality Matters™ Applying the Quality Matters™ Rubric workshop by 2016

Quality Matters™ offers formal training to certify institutional representatives so that they can conduct Quality Matters™ training at their own institutions. Once a representative successfully completes the Facilitator training certification, he/she can conduct the Applying the QM Rubric workshop at his or her institution which is normally valued at $200 per person. The workshop will be offered face-to-face or as a two-week online course. The APPR workshop is an initial certification that prepares faculty to learn the QM rubric, apply the rubric to course samples, and create constructive recommendations as a reviewer. This workshop will be scheduled two times each year and as requested by the six academic colleges.
2.2.3. Quality Matters™ Peer Reviews

Several types of reviews are conducted at NMSU: Self-evaluation, peer review, informal, and subscriber-managed formal reviews:

2.2.3.1. Self-Evaluation and Peer Reviews

*Goal: Provide flexible review options to those who wish to use the QM rubric and annotations on their own*

*Self Evaluation.* As a licensed subscriber of the Quality Matters™ program, NMSU-Las Cruces has access to MYQM which includes a self-evaluation tool. Faculty can use the self-evaluation tool to review their own courses prior to redesigning their own courses. Faculty can also use the NMSU annotated QM rubric to self-evaluate their course design.

*Peer Reviews.* Faculty can use the NMSU annotated rubric or the QM annotated rubric to conduct their own peer reviews.

2.2.3.2. Online Course Reviews

*Goal: Get 50 (approximately 5%) NMSU-Las Cruces online courses formally reviewed using the Quality Matters™ rubric by 2016*

*Formal Reviews.* In a formal review, a peer review team consists of three QM Certified Peer Reviewers. One of the peer reviewers at the institution must be a certified Master Reviewer who coordinates the peer review. One additional peer reviewer is selected from the NMSU-Las Cruces pool of peer reviewers. The third peer reviewer must be a QM certified peer reviewer from another university and is often the content expert. The review team will provide formal feedback about the course. Full reviews usually take 3-5 weeks from the start of the review. Courses that meet the QM standards for quality online course design will receive national QM recognition. Courses that do not meet the QM standards requirements can continue revising their courses for up to twenty weeks and under the mentorship of the master reviewer.

Courses are usually nominated by the Quality Matters™ staff at NMSU-Las Cruces based on the readiness of the online course for a formal review. Most courses will be nominated after having participated in professional development programs such as the 1Year+ program.

Courses that meet QM standards in a formal QM review are recognized by Quality Matters™ and posted on their website by institution. In addition, the faculty developer is given a certification mark that indicates that the course has met Quality Matters™ review standards.

Stipends for these formal reviews are paid for by OCIP. Certifications required to successfully conduct formal QM reviews include: Master Reviewers and Peer Reviewers. Current staff support include two master reviewers and five certified peer reviewers. We will seek faculty who qualify and wish to become certified Master Reviewers to increase the number of formal reviews we can conduct. We will also seek faculty who wish to become certified Peer Reviewers. See the following section for the certified peer reviewer plan.
Goal: Get 100 (approximately 10%) NMSU-Las Cruces online course informally reviewed using the Quality Matters™ rubric by 2016

Informal Reviews through MyQM. A QM official informal review is a somewhat formal review made by a certified QM Peer Reviewer through MyQM. A certified QM Peer Reviewer, usually from his/her own college, reviews the course using the tools in MYQM and provides results and recommendations to the course developer through MYQM so that he/she can continue to improve his/her course design.

Informal Reviews through OCIP Programs. Faculty members apply for two OCIP year-long programs called One-Year-Plus and New2Online each year. Each program requires that an informal review of the online course by a certified QM peer reviewer be conducted. QM standards must be met using the 85% standard prior to completion of the program. The Summer Course Development Camp requires faculty to do a self review of their courses prior to completion of the camp.

2.2.4. QM Certified Peer Reviewers

Goal: Get 50 (approximately 5%) of the NMSU-Las Cruces faculty/staff to become certified Quality Matters™ Peer Reviewers by 2016

Experienced online instructors are eligible to become certified QM Peer Reviewers and Master Reviewers.

2.2.4.1. QM Peer Reviewers
The experience faculty developers gain from becoming a QM Certified Peer Reviewer offers several advantages:

- Online course design improvements
- Faculty-centered online course reviews at NMSU and at other universities nationwide, which can be included in your promotion and tenure packets.
- Each formal QM review pays faculty a $150 stipend.
- Faculty can participate in future QM mentoring programs at NMSU.

2.2.4.2. QM Master Reviewers
The experience faculty developers gain from becoming a QM Certified Master Reviewer offers several additional advantages:

- Leadership role in the formal review process.
- Each formal QM review pays the master reviewer a $350 stipend.

To become a QM Certified Peer Reviewer or Master Reviewer, the faculty developer must apply for this opportunity. Once selected, the faculty developer must take two courses: Applying the QM Rubric followed by the Peer Reviewer Course. After successfully completing the two courses, the online instructor becomes a QM Certified Peer Reviewer. QM Certified Peer Reviewers can become certified Master Reviewers after successfully participating in two QM formal reviews.

Tuition for these certifications are paid for by OCIP. Peer reviewers must be certified to become Quality Matters™ Master Reviewers. We will seek faculty who qualify and wish to become certified Peer Reviewers to 1) increase the number of formal reviews conducted, and 2) to expand knowledge about the Quality Matters™ rubric in online course design.
2.3. QM in an Online Programs

*Goal: Apply Quality Matters™ standards to online courses in an online Masters degree program by 2016.*

Since participation in QM activities is voluntary at NMSU, we hope to elicit at least one online master’s program to have all of their courses informally and formally reviewed using the QM rubric. It is hoped that once they see the value of quality course design by taking our course offerings, viewing QM recognized courses as samples, and getting courses informally reviewed, one program will elect to participate in the process fully.

**Part 3. Engagement**

New Mexico State University at Las Cruces, NM, is committed to using the Quality Matters™ standards as a framework for quality online course design but there are no mandates re course quality or professional development. Our faculty work best by viewing sample courses, attending selective workshops, given multiple options, offered stipends, etc. At NMSU-Las Cruces were have a website, a presentation to show departments what we offer, a peer review brochure, and a peer review program with the ultimate goal of getting courses formally QM recognized.

We are marketing our services through various channels:

- Regularly scheduled offerings each month revolving around the Quality Matter’s essential standards.
- Invitations to apply for our 1-Year-Plus or New2Online programs.
- Emails to Deans and Department Heads to conduct a short presentation about what we are doing to address quality of online courses at Las Cruces.
- Offerings of local APPQMR workshop training twice a year; additional trainings will be offered to departments as requested.
- Emails inviting previous 1-Year-Plus faculty who might be interested in becoming a certified QM Reviewer.
- Email inviting previous 1-Year-Plus faculty who might be interested in getting their courses formally reviewed.

**Part 4. Rubric Use**

☒ Course Evaluation

☒ Course Development

☐ Course Maintenance

☐ Other: Explain.

Two of our programs, One-Year-Plus and New2Online, require some form of informal reviews of online course design prior to completion of the program. Our regularly scheduled workshops use the rubric to guide workshop objectives to give faculty an opportunity to develop their content in doable chunks. Our Peer Review program solicits faculty who wish to become certified peer reviewers and who can pay it forward by conducting subscriber-managed formal reviews.
Part 5. Professional Development

OCIP provides NMSU faculty with the following professional development services:

- Providing NMSU faculty with a minimum of forty course offerings (webinars and f2f) each year.
  - Offerings are based on the standards from the Quality Matters™ Rubric.
  - Co-hosting with NMSU Teaching Academy a monthly "Let's Talk Online Teaching" workshops.
  - Offering workshops and webinars concerning online teaching and learning from our memberships including Quality Matters™, Online learning Consortium (formerly Sloan-C), and EDUCAUSE.
- Providing conference stipends for faculty to explore online teaching and learning.
- Maintaining an Online Course Improvement Program Resource Center that offers a variety of opportunities and resources for course improvement (https://ocipresources.pbworks.com)
- One-Year-Plus Fellowships (includes $2000 stipend)
- New2Online Mentoring to New Faculty (includes $1000 stipend)

Learning Management System Training & Quality Matters™

The LMS used at NMSU system-wide is Canvas. The Academic Technology subunit in the Instructional Innovation and Quality organization provides Canvas training for the LMS, Respondus, course evaluations, and Soft Chalk. All staff in the Academic Technologies subunit take the Quality Matters™ Applying the QM Rubric workshop in order to guide their workshop development.

One-Year-Plus Fellowship (1Yr +) Fellows

The One-Year-Plus Fellowship (1Yr +) is a 16-month program that provides an in-depth experience for a small cohort of NMSU faculty. This program assists faculty in improving the quality of their online courses using the Quality Matters™ rubric, reducing the cost of materials in their courses, and helping faculty become more effective online teachers.

New2Online Program for New Faculty

The New2Online Program is a 16-month in-depth learning experience for a small cohort of NMSU faculty or instructors. This program assists faculty and instructors in learning how to move their current courses to an online format. The cohort of participants will learn how to use Canvas as their learning management system, design an online course following Quality Matters™ best practices, establish content on Canvas, and participate in self-selected professional development.

Summer Course Development Camp

The summer course development camp solicits faculty who wish to work on blended or online course design in the summer. A number of deliverables are expected such as a getting started unit, a learning objectives map, and an accessible syllabus. Completion of the program requires a self review using the QM Rubric.
Peer Coaching for Online Teaching

The Teaching Academy offers a Peer Coaching event in which teachers work in pairs to learn how to observe each other’s teaching and give specific, concrete suggestions for change. Partners will exchange syllabi, visit each other’s classes, and interview each other’s students using a specific protocol. Later, teammates meet to share the students’ comments as well as their own observations and expertise. Partners also write letters for each other to be included in the “evidence for effective teaching” section under “evidence from other professionals.” The protocol involves assessing a peer’s syllabus and teaching using a classroom observation rubric and an online syllabus rubric that was guided by a number of resources including the Quality Matters™ rubric.

Additional Resources

- University subscription to Quality Matters™
- Web resources through OCIP Resource Center https://ocipresources.pbworks.com
- Instructional consultants for one-on-one assistance with course design
- Technology and LMS support through Academic Technology
- Teaching Academy events

Part 6. Course Reviews

Course reviews are optional and can be formal or informal reviews. Informal reviews are required through several of our professional development programs. Informal reviews are usually conducted by certified peer reviews and mentoring occurs to assist faculty as needed to meet the QM standards. Courses that will be selected for course review will have already been informally reviewed by a certified peer reviewer. Each faculty member would have completed a formal program such as the One-Year-Plus or the New2Online where QM is introduced and assistance is directed to guide faculty to improve their online courses.

Part 7. Budget and Staffing

An Instructional Consultant Lead will be devoted to coordinating Quality Matters™ reviews (informal and formal), conducting official Quality Matters™ workshops, performing master reviewer activities, marketing the peer review program, and coordinating communication across the NMSU system regarding Quality Matters™. Additional Instructional Consultants will perform master reviewer activities, participate in peer reviews, and conduct official Quality Matters™ workshops as needed. Faculty will be invited to become QM certified peer reviewers to enlarge the pool of certified peer reviewers and master reviewers.

An Instructional Consultant Lead was reassigned in November 2013 to expand the support system for faculty teaching blended and online courses. The Instructional Consultant Lead who coordinates professional development will be consulted to define a plan that will be developed to ensure that faculty are trained on the use of technology, course design, and pedagogy for online courses. The Instructional Consultant Lead who coordinates Quality Matters™ activities will be consulted to develop a plan for informal and/or formal Quality Matters™ reviews.

Additional information regarding staff and budget follows:
Online Course Improvement Program (OCIP)

New Mexico State University, 2013

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<td>4 Instructional Consultants (3.5 FTE)</td>
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<td>1 Quality Matters™ Coordinator (.75 FTE)</td>
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