

Quality Matters 3 Year Implementation Plan

“Every course a quality course”

2016-2019
New Mexico State University
Las Cruces Campus
Instructional Innovation & Quality

This plan will focus on quality in online course design using the Quality Matters™ Rubric and best practices in the design and delivery of online learning. The plan involves a three-year period from July 2016-June 2019.

Introduction

New Mexico State University Las Cruces campus is "... a comprehensive research institution of higher education dedicated to teaching, research, and service at the undergraduate and graduate levels" (<http://www.nmsu.edu>). The vision statement for our quality initiative is "Every course a quality course." As such, the 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 online faculty/staff to complete the Quality Matters™ Applying the Quality Matters™ Rubric workshop by 2019.
- Provide flexible review options to those who wish to use the Quality Matters™ rubric and annotations on their own.
- Certify an additional 50 (approximately 5%) NMSU-Las Cruces online faculty/staff as Quality Matters™ Peer Reviewers by 2019.
- Certify an additional 12 (approximately 2%) Master Reviewers by 2019
- Formally review 36 (approximately 3%) NMSU-Las Cruces online courses using Quality Matters™ by 2019.
- Informally review 100 (approximately 10%) NMSU-Las Cruces online courses using Quality Matters™ by 2019.
- Informally review a NMSU Master's degree online program using Quality Matters™ by 2019. (These courses are included in the noted goal above of 100 informally reviewed courses.)

Online Course Improvement Program Overview

The Online Course Improvement Program (OCIP, <http://ocip.nmu.edu>) provides professional development for New Mexico State University Las Cruces faculty 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 the Course Delivery Fee.

OCIP is committed to implementing the Quality Matters™ standards for the design of online and/or hybrid courses where the building and evaluating of these courses is based on these rigorous, research-based standards. The Quality Matters™ standards assure that the online components of 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.
- Provide faculty instructional design services with a framework that supports peer interaction and encourages best practices for online learning.
- Facilitate participation in national digital content consortium and relevant communities.
- Increase efficiency and effectiveness of course content while fostering a culture of quality for online courses.
- Develop a scalable, customized professional development model.

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 Quality Matters™ Implementation

Institution Name: New Mexico State University

Initiation Date: Aug 2016 to July 2019

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Part 2: Quality Matters™ 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.

OCIP offers professional development for NMSU faculty focusing on improving the quality of online teaching and learning. Professional development workshops designed around the Quality Matters™ 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 (<http://ocipresources.pbworks.com>).

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™ and eLearning Guild.

See *Part 5: Professional Development* for more details.

2.2 Quality Matters™ Peer Review Program

As an institutional member of the Quality Matters™ 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 Quality Matters™ Rubric. The purpose of the Quality Matters™ 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 Quality Matters™ awareness, Quality Matters™ formal training, Quality Matters™ certifications, and Quality Matters™ 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 Quality Matters™ Peer Review program and its options for getting started with Quality Matters™. We will promote the peer review program within the colleges and share best practices with support personnel across the NMSU system.

2.2.1.1. Quality Matters™ Awareness at NMSU-Las Cruces

Goal: Provide Quality Matters™ awareness presentations to NMSU academic colleges

Six academic colleges comprise NMSU at Las Cruces. These colleges include: Arts and Sciences, Education, Engineering, Agricultural Consumer & Environmental Sciences, Health and Social Services, and Business. We will offer short presentations to colleges and departments who wish to learn more about Quality Matters™ and peer review options. This plan will cover 100 courses offered across the six colleges on the Las Cruces New Mexico State University campus.

2.2.1.2. Quality Matters™ 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. Three of the campuses (Las Cruces, Dona Ana, and Carlsbad) are under the NMSU Quality Matters™ System Subscription and two have separate Quality Matters™ subscriptions (Alamogordo & Grants). Each college has their own Quality Matters™ implementation plan for their campus. To maximize on effective and efficient practices, NMSU – Las Cruces will coordinate communication efforts across the university system regarding Quality Matters™.

Regular meetings will be 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 teaching online/hybrid courses to complete the Quality Matters™ Applying the Quality Matters™ Rubric workshop by 2019.

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 Quality Matters™ 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 APPQMR workshop is an initial certification that prepares faculty to learn the Quality Matters™ Rubric, apply the rubric to course samples, and create constructive recommendations as a reviewer. This workshop will be scheduled at a minimum four 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 including self-evaluation, peer review, informal review, and subscriber-managed formal review.

2.2.3.1. Self-Evaluation and Peer Reviews

Goal: Provide flexible review options to those who wish to use the Quality Matters™ 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 Quality Matters™ rubric to self evaluate their course design.

Peer Reviews: Faculty can use the NMSU annotated rubric or the Quality Matters™ annotated rubric to conduct their own peer reviews.

2.2.3.2. Online Course Reviews

Goal: Formally review 36 (approximately 3%) NMSU-Las Cruces online courses using Quality Matters™ by 2019.

Formal Reviews. In a formal review, a peer review team consists of three Quality Matters™ 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 Quality Matters™ 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 Quality Matters™ standards for quality online course design will receive national Quality Matters™ recognition. Courses that do not meet the Quality Matters™ standards requirements can continue to be revised for up to twenty weeks by the faculty developer who is under the mentorship of the master reviewer in order to meet Quality Matters™ expectations.

Courses are usually nominated by the faculty developer and or the OCIP staff at NMSU-Las Cruces based on the readiness of the online course for a formal review. Most courses will be nominated after the faculty developer has participated in professional development programs such as the 1Year+ Fellowship.

Courses that meet Quality Matters™ standards in a formal Quality Matters™ 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 by OCIP. Certifications required to successfully conduct formal Quality Matters™ reviews include Master Reviewers and Peer Reviewers. Current staff support includes three 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: Informally review 100 (approximately 10%) NMSU-Las Cruces online courses using Quality Matters™ by 2019.

A Quality Matters™ official informal review is a somewhat formal review made by a certified Quality Matters™ Peer Reviewer through MyQM. A certified Quality Matters™ 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 1Yr+ Fellowship and New2Online Program each year. The 1Y+ Fellowship requires that an informal review of the online course by a certified Quality Matters™ peer reviewer be conducted. Quality Matters™ standards must be met using the 85% standard prior to completion of the program. The Summer Course Development Institute requires faculty to meet an informal review using Quality Matters.

2.2.4. Quality Matters™ Certified Peer Reviewers

Goal: Certify 50 (approximately 5%) NMSU-Las Cruces faculty/staff as Quality Matters™ Peer Reviewers and certify 12 (approximately 2%) NMSU-Las Cruces faculty/staff as Master Reviewers by 2019.

Experienced online instructors are eligible to become certified Quality Matters™ Peer Reviewers and Master Reviewers.

2.2.4.1. Quality Matters™ Peer Reviewers

The experience faculty developers gain from becoming a Quality Matters™ 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 a promotion and tenure packet.
- Each formal Quality Matters™ review pays faculty a \$150 stipend.
- Faculty can participate in future Quality Matters™ mentoring programs at NMSU.

2.2.4.2. Quality Matters™ Master Reviewers

The experience faculty developers gain from becoming a Quality Matters™ Certified Master Reviewer offers several additional advantages:

- Leadership role in the formal review process.
- Each formal Quality Matters™ review pays the master reviewer a \$350 stipend.

To become a Quality Matters™ 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 Quality Matters™ Rubric followed by the Peer Reviewer Course. After successfully completing the two courses, the online instructor becomes a Quality Matters™ Certified Peer Reviewer. Quality Matters™ Certified Peer Reviewers can become certified Master Reviewers after successfully participating in two Quality Matters™ formal reviews and completing the Master Reviewer Course.

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. Quality Matters™ in an Online Programs

Goal: Apply Quality Matters™ standards to online courses in an online master's degree program by 2019.

Since participation in Quality Matters™ activities is voluntary at NMSU, our goal is to elicit at least one online master's program to have all of their courses informally and formally reviewed using the Quality Matters™ rubric. It is our expectation that once they see the value of quality course design by taking our course offerings, viewing Quality Matters™ 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 focused on 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 we have a website, a Quality Matters™ presentation to show departments demonstrating what we offer, a peer review brochure, and a peer review program with the ultimate goal of getting courses formally Quality Matters™ recognized.

We also engage the six colleges at NMSU through representation on the OCIP Advisory Board. One representative from each college serves on the board and offers guidance concerning online education, professional development offerings, faculty engagement, reporting, and participates in research projects,. The OCIP Advisory Board also selects the annual "Leading the Way" recipient and participates in our yearly Instructional Innovation and Quality Recognition Celebration. The OCIP Advisory Board meets three times per year with the members of the OCIP team.

We market our services through various channels such as the NMSU Hotline, faculty listserv, Teaching Academy listserv, Canvas learning management landing page, Deans' and Associate Academic Deans' meetings, and @NMSUOCIP Twitter. Promotional announcements include:

- Regularly scheduled offerings each month revolving around the Quality Matter's essential standards.
- Invitation to apply to 1-Year-Plus Fellowship or New2Online Program.
- 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 Quality Matters™ Reviewer.
- Emails 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.

Our three professional development offerings, One-Year-Plus Fellowship, New2Online Program, and Summer Online Course Development Institute require some form of informal review 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 40 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.
 - Maintaining an OCIP Resource Center that offers a variety of opportunities and resources for course improvement
- One-Year-Plus Fellowships (includes a \$2000 stipend).
- New2Online Program that includes mentoring to new faculty (includes a \$1000 stipend).
- Course Development Summer Institute (includes a \$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, Adobe Connect, Respondus, EvaluationKit, and iClickers. All staff in the Academic Technologies subunit take the Quality Matters™ Applying the Quality Matters™ 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 10-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 Online Course Development Institute

The Summer Online Course Development Institute 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 meeting an informal review using the Quality Matters™ Rubric.

Additional Resources

- System subscription to Quality Matters™
- Web resources through OCIP Resource Center
- Instructional Consultants for one-on-one assistance with course design
- Technology and LMS support through Academic Technology
- Teaching Academy professional development 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 conducted by certified peer reviews and mentoring occurs to assist faculty as needed to meet the Quality Matters™ standards. Courses that will be selected for formal course review will have already been informally reviewed by a certified peer reviewer.

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, mentor faculty, and conduct official Quality Matters™ workshops as needed. Faculty will be invited to become Quality Matters™ certified peer reviewers to enlarge the pool of certified peer reviewers and master reviewers.

Additional information regarding staff and budget follows.

Staff	3.75 FTE	
1 Director (.25 FTE)		These are the staff members directly supporting faculty professional development based on Quality Matters™ .
3 Instructional Consultants (2.5 FTE)		
1 Quality Matters™ Coordinator (.5 FTE)		
Professional Development Fund		
Quality Matters™ Subscription	\$5,500	This represents the portion of the budget directly supporting implementation of Quality Matters™ on NMSU-Las Cruces campus.
Quality Matters™ Tuition & Stipends	\$15,000	
Faculty Professional Development Stipends	\$60,000	
OCIP Operating Expenses	\$20,000	
Total	\$100,500	