

LOS RIOS ONLINE EDUCATION CONSORTIUM

REVISED DRAFT



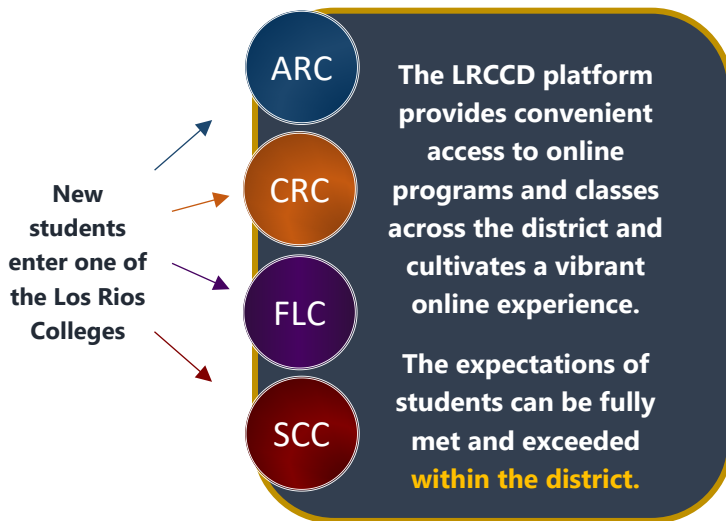


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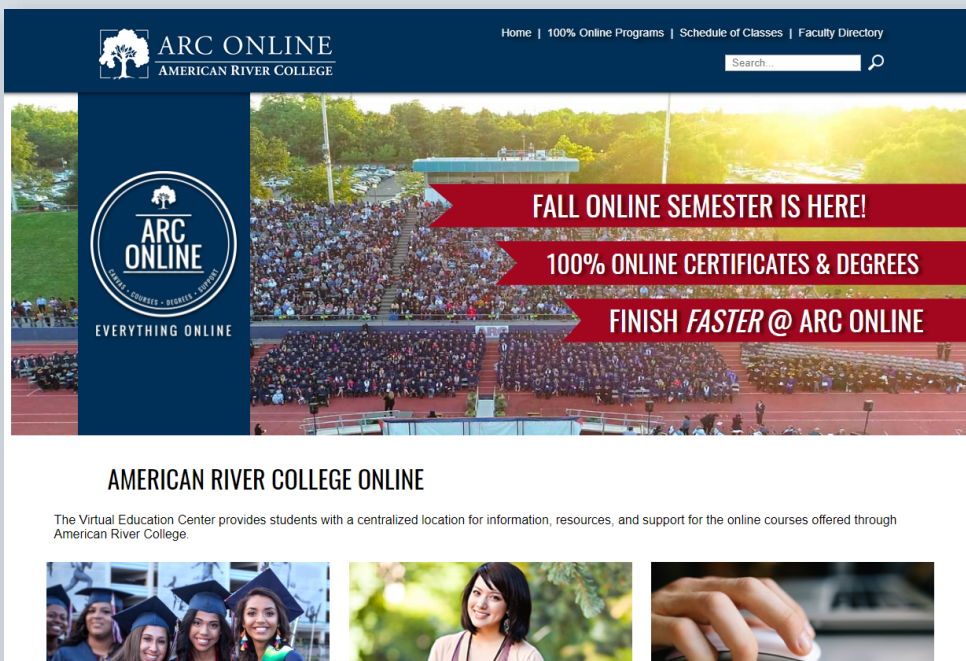
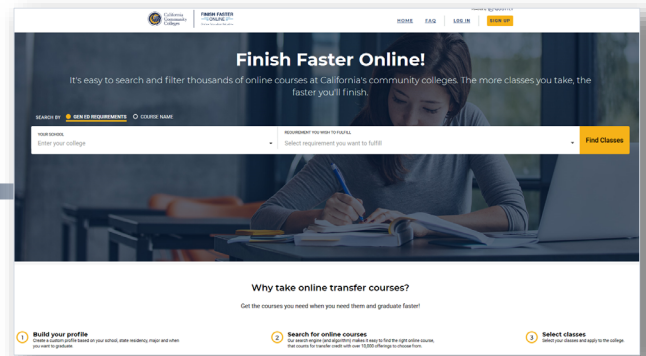


Similar to the system-wide Online Education Initiative, Los Rios is embarking on a coordinated effort to become the regional leader in online education by creating a seamless experience that maximizes opportunities for students to easily enroll in online programs and courses and engage with a high-quality, intentionally supportive virtual education ecosystem that fosters timely completion. American River College is serving as the incubator for this effort with support from District Office Information Technology staff.

OUR VISION



External students who access a Los Rios class via the OEI are attracted to take additional classes within the district because of the high quality of the experience.



Browse for yourself ... the future is already emerging at <https://vec.arc.losrios.edu/>

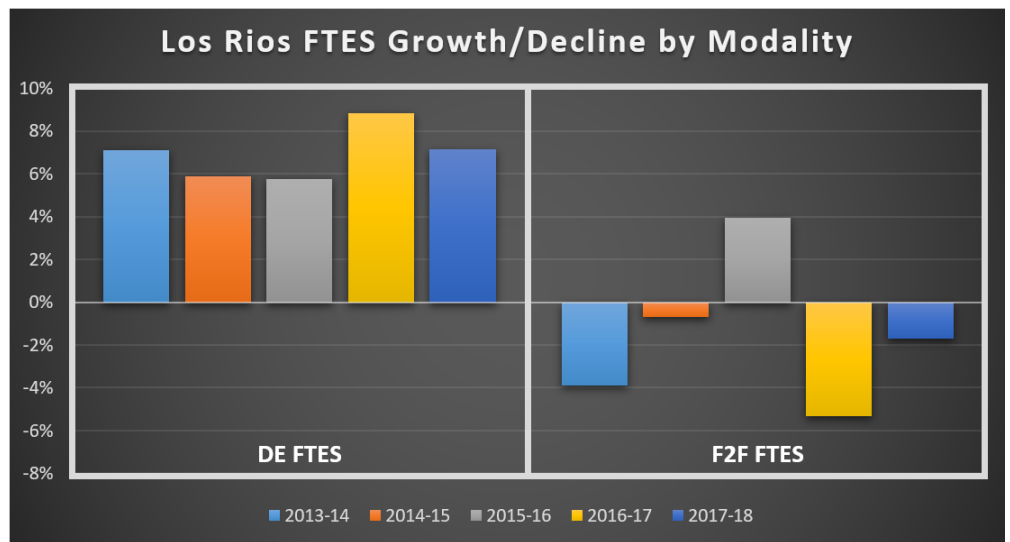


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The historical approach to online education in Los Rios must change in order to prepare students for a rapidly evolving labor market. As the online education environment becomes increasingly competitive and technology-progressive, Los Rios must innovate to remain relevant and become the first choice for students who are seeking high-quality online learning experiences. Online learning can provide a practical platform for training working learners and others, but only if the experience mirrors the modern technologies that students utilize throughout life and work.

GROWTH OPPORTUNITY

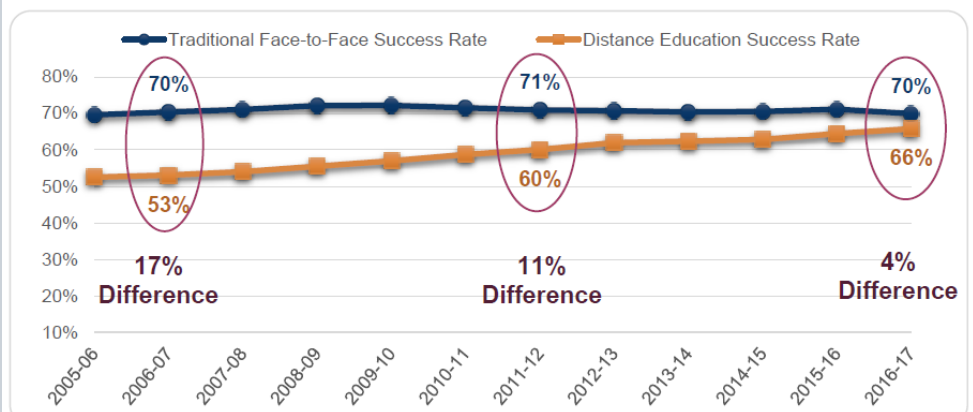
Enrollment in Los Rios online courses continues to increase despite overall stagnant enrollment across the district.



Data Source: CCCC Data Mart

ENABLING STUDENT ACCESS AND SUCCESS

Figure 5. Success Rates between Distance Education and Traditional Face-to-Face Credit and Noncredit Courses 2005-16



Source: 2017 Distance Education Report, California Community College Chancellor's Office

According to a 2017 report, the gap in system-wide outcomes between online and face-to-face courses is rapidly closing.

Technological and other innovations (such as multiple entry points and competency-based models) promise to reduce barriers that currently prevent many individuals from accessing education. Newer technologies are altering the world of work requiring employees to continually “up-skill” to remain competitive in their current roles as well as advance in their careers. Online education offers a solution for these non-traditional learners.



LOS RIOS ONLINE EDUCATION CONSORTIUM

REALIZING THE VISION

PROGRAM DEVELOPMENT, DELIVERY, AND LEARNER SUPPORT

- Course articulation across the district
- Collaborative pathway development
- Collaborative cohort pathway offerings
- Coordinated course rotation across colleges to ensure students can find courses within district
- Flexible learning paths (e.g., multiple start dates)
- Course quality via local review process
- Zero textbook cost courses
- Subsidized student computers/internet access
- Online counseling and educational planning
- Comprehensive online support services (e.g., tutoring, financial aid)
- Expanded support hours
- Competency-based model development
- Prior learning assessment

TRAINING AND PROFESSIONAL GROWTH

- Regional hub for professional development
- Train-the-trainer model
- Opportunities for faculty and support staff addressing:
 - Accessibility
 - Online teaching
 - Course design/OEI rubric alignment
 - Online learning support
 - Equity and culturally responsible teaching
 - Virtual customer service/technical support
 - Techniques for converting courses to accelerated schedules (e.g., 4-week, 6-week)
- Online instructor community
- Access to CVC-OEI training resources (@ONE)

ECOSYSTEM DEVELOPMENT

- Search functionality (e.g., search by GE area)
- Faculty directory
- Pathway planner
- Seamless online student experience (registration, payment, transaction history, enrollment history)
- Integration of CVC-OEI tools and services
- Personalized user experience
- Success hub: student success resources
- Online social community/targeted messaging
- Course ranking/badging
- Ecosystem end user testing
- System architecture that enables cross-enrollment and retention of OEI students

CONSORTIUM SYNERGY

- Los Rios policies, regulations, and processes that enable consortium efforts
- Efficient business practices that support virtual students and remote employees
- Agile governance structure for collaborative processes
- Advocacy for system-wide regulatory relief
- Incentives for adopting consortium-supported best practices (e.g., alignment to OEI rubric)
- District course review process
- Marketing/communication (internal and external)
- Research (effectiveness, equity, opportunities)
- Lead/early adopter in OEI initiatives
- Website and ecosystem integration
- Consortium feedback mechanisms

FOCUS AREAS



LOS RIOS ONLINE EDUCATION CONSORTIUM

REALIZING THE VISION

DISTRICT-LEVEL EFFORTS

District-level coordination is needed to support:

- Course articulation across colleges
- Collaborative pathway development and cohort pathway offerings across colleges
- District-wide professional development, training, and communication
- Integration with the web site conversion and other Los Rios initiatives
- Review and recommendations related to Los Rios policies, regulations, or processes
- High-quality OEI presence
- System-level advocacy

COLLEGE-LEVEL EFFORTS

All four colleges will need to:

- Identify a college lead faculty to be involved starting in Spring 2019
- Identify one or more key contacts for counseling and online student services
- Determine how the college will create online pathways for existing degrees and certificates
- Plan for developing future online programs that align with labor market and student demand
- Participate in ecosystem demonstration, testing, and feedback opportunities
- Share information and promote college-level communication

FINANCIAL RESOURCES

Needs for 2018-19

- Leadership capacity (backfill for ARC dean)
- Reassigned time for lead faculty involvement during spring semester (.20+ FTE per college)
- Ecosystem technical integration resources (estimated at 1.0+ FTE)
- Resources to develop online pathways and course offerings (estimated at 1.5-2.5 FTE):
 - instructional design support
 - pool of adjunct peer online course reviewers
 - faculty online pathways liaison to analyze proposed pathways to identify and resolve gaps in online offerings across the district
- Consulting support (approximately \$50K-75K)
- Faculty incentives for online course remediation and development

Anticipated Needs for Future Years

- Convening space for district-wide trainings and regional gatherings
- New faculty positions (e.g. universal design for learning experts)
- Staffing for a shared call center/chat/remote support function that can operate extended hours
- Technology (e.g., interactive virtual labs)
- support from District Office Information Technology staff to accommodate new practices in existing systems (i.e., PeopleSoft)
- Regional marketing campaign
- Subsidized student computers/internet access
- Participation incentives
- Other items to be determined

COMMITMENT



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PRIOR TO LAUNCH (DESIGN AND DEVELOPMENT PHASE)

- **Rapid Development Team (RDT)** – This small team will explore, design, and develop tools and technologies for districtwide adoption using an agile, iterative process that enables quick response to a changing environment. American River College is serving as the incubator for the design and development phase. The RDT is comprised of individuals from ARC, the District Office (technical assistance), and consulting support.
- **OEC Instruction and Support Services Workgroup** – Each college will participate in the OEC by providing input to the Rapid Development Team as requested, surfacing college-level interests, participating in concept testing, and offering timely feedback to the RDT on a regular basis. Participants from the colleges are also charged with monitoring and reporting on related work at their home colleges to ensure college-level efforts align with consortium efforts. The Instruction and Support Services Workgroup should include representatives from instruction (1 per college) and online support services (1 per college) and two district representatives. To provide continuity, the Instruction and Support Services Workgroup will be facilitated by the Dean of the ARC Virtual Education Center, who also serves as the lead for the Rapid Development Team, for the duration of the design and development phase.
- **Faculty Leadership** – Each college will designate a faculty lead to be involved with consortium efforts. There is also an interest in designating a districtwide faculty online pathways liaison to analyze proposed pathways to identify and resolve gaps in online offerings across the district. These individuals would remain in close communication with both the college- and district-level Academic Senates.
- **Executive Sponsors** – The executive sponsors will champion the effort to secure appropriate resources, ensure viability, communicate the vision, and assist if needed with conflict resolution. The sponsors will be comprised of ARC's President (responsible for incubator) and the Vice-Chancellor of Education and Technology (responsible for districtwide online education).

POST-IMPLEMENTATION (2020-21 AND BEYOND)

- **OEC Instruction and Support Services Workgroup** – The workgroup will continue to meet on a regular basis to promote ongoing enhancement of Los Rios online education including, but not limited to, the ecosystem. The group's charge will require ongoing responsiveness to evolving student needs to enable Los Rios to be both a high-quality and competitive provider of online education.
- **TBD** – The method of supporting post-implementation maintenance of the tools and technologies is to be determined. Regardless of how this support is provided, any method will include sufficient resources to not only maintain the ecosystem, but to assess and respond to change orders for future development.

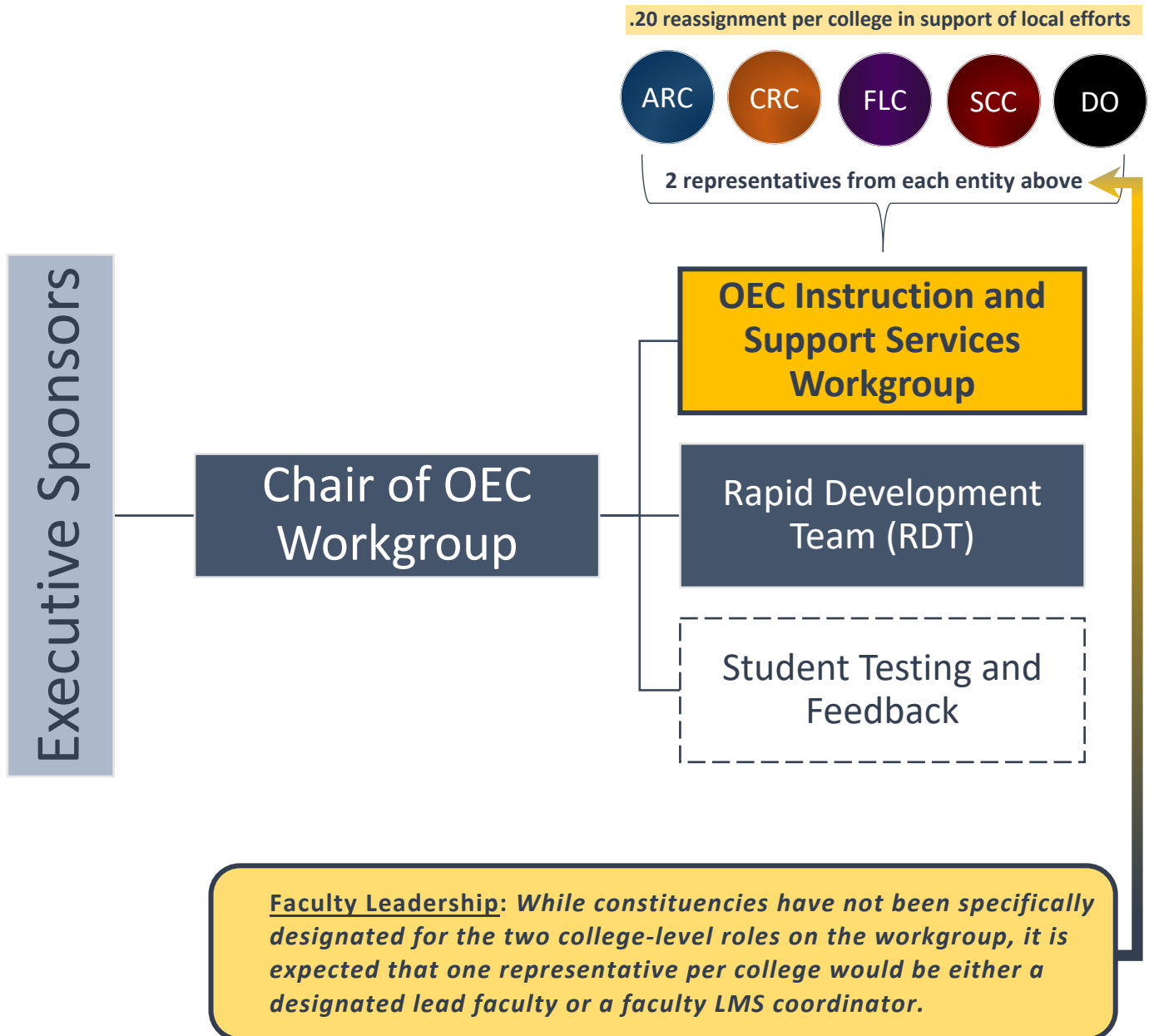
COLLABORATION MODEL



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REALIZING THE VISION

PRIOR TO LAUNCH (DESIGN AND DEVELOPMENT PHASE)



COLLABORATION MODEL



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REALIZING THE VISION

	Category	Activities	ARC Incubator	Each College	Consortium
PROGRAM DEVELOPMENT, DELIVERY, AND LEARNER SUPPORT	Preparation	<ul style="list-style-type: none"> Determine college-level processes and plan approach for considering online program development, delivery, and learner support Identify faculty lead and consortium representatives 		X	
	Program Development	<ul style="list-style-type: none"> Assess existing programs for gaps in online offerings Identify top candidates for new fully online programs based on labor market demand 		X	Possibly supported by districtwide liaison
	Program Delivery	<ul style="list-style-type: none"> Explore alternate models and innovative practices Curate information for potential ecosystem development and consortium consideration 	X		
	Learner Support	<ul style="list-style-type: none"> Assess existing academic and student support mechanisms for gaps in online support Report gaps to ARC incubator/consortium for potential inclusion in ecosystem development or other solutions 		X	
TRAINING AND PROFESSIONAL GROWTH	Planning and Development	<ul style="list-style-type: none"> Identify gaps in existing training and professional development offerings related to online education Develop training modules, materials, and other resources Develop infrastructure and schedule of offerings (i.e., on-demand resources, course review process, and associated training) 	X		
	Training and Growth Offerings	<ul style="list-style-type: none"> Continue current offerings including Online Teaching Institute, OEI Rubric Academy, Accessible Course Creation Academy (to be expanded in Year 2) Participate in available Los Rios offerings or CVC-OEI Online Network of Education (@ONE) workshops 		X	
ECOSYSTEM DEVELOPMENT	Ecosystem Innovation and Development	<ul style="list-style-type: none"> Design and develop the Los Rios online education ecosystem including, but not limited to: <ul style="list-style-type: none"> Seamless online student experience Student success integration Personalized user experience Flexible learning paths Initial efforts towards integration with new web site 	X		
CONSORTIUM SYNERGY	Consortium Structure	<ul style="list-style-type: none"> Develop an agile consortium governance model for collaboration that enables rapid responsiveness and iterative enhancement of Los Rios online education 			X
	Synergistic Activities	<ul style="list-style-type: none"> Analyze existing Los Rios policies, regulations, and business processes for opportunities to reduce barriers and increase efficiencies Support efforts towards districtwide course articulation, collaborative pathways, and coordinated course rotation Develop incentive model to promote usage of consortium-adopted best practices Respond to requests for input on ecosystem development 			X

2018-19 ACTIVITIES



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	2018-19	2019-20	2020-21
PROGRAM DEVELOPMENT, DELIVERY, AND LEARNER SUPPORT	<p>Assessment and exploration:</p> <ul style="list-style-type: none"> Existing programs and services Top candidates for new fully online programs Alternate models and innovative practices <p>Preparation:</p> <ul style="list-style-type: none"> Determine processes Plan approach 	<p>Develop:</p> <ul style="list-style-type: none"> Online pathways for existing programs New fully online programs Comprehensive online academic and support services Alternate models (e.g., competency-based learning integration) 	<p>Launch developed online pathways, new fully online programs, and alternate models</p> <p>Launch comprehensive online academic and student support services</p> <p>Ongoing involvement of all four colleges in pathway development</p>
TRAINING AND PROFESSIONAL GROWTH	<p>Planning and development:</p> <ul style="list-style-type: none"> Identify gaps in existing offerings Develop training modules, materials, and other resources Develop infrastructure and schedule of offerings including on-demand resources 	<p>Pilot full suite of online training opportunities and professional development offerings</p> <p>Assess and refine offerings</p> <p>Launch online instructor community</p> <p>Ongoing alignment with OEI</p>	<p>Regional Center of Excellence for Online Education</p>
ECOSYSTEM DEVELOPMENT	<p>Innovation and development:</p> <ul style="list-style-type: none"> Seamless online student experience Student success integration Personalized user experience Flexible learning paths Integration with new web site 	<p>Pilot proven concepts at ARC</p> <p>User testing and feedback</p> <p>Ecosystem refinement</p>	<p>Implement ecosystem districtwide</p> <p>Post-launch assessment</p>
CONSORTIUM SYNERGY	<p>Structural development:</p> <ul style="list-style-type: none"> Develop agile governance model for collaboration Analyze existing policies, regulations, and business processes Develop incentive model 	<p>Provides venue to:</p> <ul style="list-style-type: none"> Adjust local policies, regulations, and processes as needed Support collaborative pathways and scheduling Offer incentives <p>Regional marketing campaign</p> <p>Advocacy for system-wide regulatory relief</p>	<p>Leader in the OEI</p>

ROADMAP