

Substantive Change Proposal
Change in Mode of Delivery of Courses

Skyline College

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Introduction

Skyline College targeted key general education areas in the degree requirements in order to increase students' opportunities and access to degrees and certificates. Online courses such as MUS. 204: Music History and MUS. 275: History of Jazz were developed and offered to meet the Humanities requirements. MATH 200: Probability and Statistics was developed and offered to meet the analytical-thinking component of the Language and Rationality section. ENGL 100: Composition and ENGL 165: Critical Thinking and Advanced Composition were developed and offered to meet the composition, communication and analytical-thinking requirements of the Language and Rationality section. As a result of these focused efforts, students may now meet more than 50 percent of the requirements online for 14 associate degree programs and 18 certificate programs at Skyline College.

Associate Degree Programs

- Accounting
- Administrative Assistant
- Business Administration
- Business Information Systems
- Computer Information Specialist
- International Trade
- Legal Administrative Assistant
- Marketing
- Medical Transcriptionist

- Office Assistant
- Office Information Systems
- Paralegal, Legal Assistant
- Retail Management
- Web Developer

Certificate Programs

- Accounting
- Accounting Computer Specialist
- Administrative Assistant
- Business Administration
- Business Information Systems
- Computer Information Specialist
- General Supervision
- Global Business Practices
- Import & Export
- International Business
- International Trade
- Legal Aspects of International Business
- Legal Administrative Assistant
- Marketing
- Medical Office Assistant

- Office Assistant
- Office Information Systems
- Web Developer

A very small percentage of the college FTES is in online instruction (1.9% of the total FTES). Of the online courses offered, the demand is typically high and the classes appropriately fill. In response to needs articulated by business and industry, the International Trade program has developed online classes. Enrollment in the program was dwindling and has enjoyed a healthy comeback as a result of online course offerings.

Evidence: <http://www.SMCCCD.edu/accounts/skyaccred/Standard%20IIA%208-07.pdf>

Evidence:

http://www.SMCCCD.edu/accounts/skyline/Schedules_pdf/Skyline%20Fall%202008%20Class%20Schedule_telecourse_online.pdf

Relationship to Mission

The mission of Skyline College includes a commitment to being a comprehensive community college that is student centered. Within the mission, Skyline is committed to providing student centered programs and services that, among many academic ideals, prepares students to be proficient users of technology. Skyline's mission includes the provision of innovative instruction and services and support of a rich tapestry of diverse learners through excellent academic programs and services and the use of advanced technology. Skyline College engaged in extensive and integrated mission-related planning processes to develop an increased number of online programs and services.

Evidence: <http://www.SMCCCD.edu/accounts/skypro/planning/Mission-Vision-Values-Goals-Strategies-07.pdf>

Rationale for Change

Needs Assessment. As part of a district-wide Distance Education Advisory Committee, Skyline College representatives reviewed statewide distance education participation and performance data in relationship to San Mateo County Community College District (SMCCCD) data. This review revealed that SMCCCD enrolled students in online education at 2.3%, well below the statewide level. Additionally, a review of the surrounding colleges' distance education offerings revealed that of the colleges in the District's surrounding area (Bay Ten Districts), SMCCCD generated only 1.9% of its full time equivalent student (FTES) through distance education, compared to Foothill CCD at 15.3% , West Valley CCD at 8.4%, Ohlone CCD at 7.1% and the statewide average at 6.8%. A Fall 2008 District-wide Needs Assessment substantiated the perspective that many students prefer to take distance education courses as a means of accessing education in the county. The course modality preference for the county was 17% for online education. In 2006, 2.3% of our students enrolled in distance education courses exclusively.

Evidence: <http://www.SMCCCD.edu/accounts/SMCCCD/departments/educationservices/deac/deac-SMCCCD%20Distance%20Education%20Status%20and%20Guidelines.pdf>Planning

Process

Skyline College was strategic and deliberate in planning the availability of online instruction and services. The planning was integrated throughout college processes. This planning included:

1. Facilitated by the Director of Planning, Research and Institutional Effectiveness, the *Educational Master Planning* process incorporated planning to expand distance

education programs and services to meet the demand/need for access and diverse teaching and learning styles.

2. Chaired by the Vice President of Instruction, the *Instructional Leadership Team* (ILT) is made up of the Academic Division Deans, Dean of Counseling, Dean of Enrollment Services, and the Academic Senate President. The ILT is regularly scheduled throughout the year to address instructional matters and related student services issues.
3. A college-wide planning process for “*Expanding FTES*” throughout the institution included increasing access to distance education instruction and services. The plan was adopted by the ILT, Academic Senate, and Institutional Planning Committee. It was presented for communication to the Management Council, the College Council, Cabinet and the Curriculum Committee.

Skyline College reviewed its existing online courses and services and found that most of the online courses were offerings in the Business Division, particularly in the areas of Computer Applications and Office Technology. Courses such as Photoshop, Microsoft Word and Excel are examples. Skyline College also offered other courses such as Accounting, Economics, Math and Library Sciences. This is not an exhaustive list, but it represents the types of courses available. Skyline College, as did its sister colleges across the district, considered where students would be able to meet general education requirements with online instruction and where there are gaps. In considering the various sections of the general education requirements, Skyline College worked with faculty to develop additional offerings in key areas. With the addition of a few general education courses, it became possible that students could complete more than 50% of their

requirements online because the general education requirements comprise such a large portion of Associate Degrees and some certificates.

Evidence:

<http://www.SMCCCD.edu/accounts/skypro/Ed%20Facilities%20Master%20Plan%2006/Skyline%20Education%20Plan%20Report%20vr3.pdf>

Resource Assessment

Admissions and Registration. Online registration is available to all students through WebSMART, a student, faculty and staff Web resource for viewing college data. Continuing students are assigned registration dates for the first three weeks of registration. After that time, registration is open to all students. Students may perform all aspects of registration online – initial registration, drops or adds, withdrawal, select variable unit levels of enrollment, and select a grade option for a class. Each student’s class schedule, containing the most current location, time and instructor information, is available at any time. Students may print their schedules from the Web.

Students may check their registration status, add or drop classes, select variable units, display their class schedule, purchase their parking permit and display or pay their student fees online. Students may take care of many administrative needs related to their accounts online. They can view holds on their records, display their grades for a term and request or check on the status of an official transcript. They can also view an unofficial transcript. Students may review their fees and view enrollment verification information. Additionally, they may view their account statements and payment history online.

Evidence: https://websmart.smccd.edu/prod/twbkwbis.P_GenMenu?name=bmenu.P_RegMnu

Evidence: http://www.cccapply.org/applications/CCCApply/apply/Skyline_College.html

Evidence: https://websmart.smccd.edu/prod/twbkwbis.P_GenMenu?name=bmenu.P_AdminMnu

Evidence: https://websmart.smccd.edu/prod/twbkwbis.P_GenMenu?name=bmenu.P_ARMnu

Financial Aid. Students access the primary Financial Aid application, the FAFSA, online. A separate Board of Governors' Fee Waiver online application is also available. By completing the FAFSA application, students are automatically applying for the Board of Governors' Fee Waiver, state grants and federal grants. At any time, students may check the status of their financial aid application, ascertain if further documentation is needed, or learn of any awards they may receive online.

Evidence: https://websmart.smccd.edu/prod/twbkwbis.P_GenMenu?name=bmenu.P_FAAppStuMnu

If a student is new and desires an onsite appointment, s/he may make an appointment online for any student service using online resources.

Evidence: https://websmart.smccd.edu/prod/bzsksrvc.P_ServiceLinks

Bookstore. Students are able to access the Skyline College Bookstore online. They can purchase their books, supplies and other college merchandise online. Additionally, students may purchase computers (Dell and Apple) online through the Bookstore and benefit from educational discounts. Textbooks are available for pre-order online before they are available in the Bookstore. Faculty also have online resources, including connections with publishers, requests for desk copies, computer loan-to-own programs, etc. Students may shop twenty-four hours a day, seven days a week online at the Skyline College Bookstore.

Evidence: <http://bookstore.skylinecollege.edu/home.aspx>

Self Assessment for Online Learning. Students may take a self assessment to determine if online learning is the type of learning in which they would be able to engage and be successful. After answering questions, students are given a numerical score. Depending upon the range in which they score, they are advised as to whether they would be good candidates for online

learning based upon the answers provided. However, no student is prevented from enrolling in an online course based on the self assessment.

Evidence: <http://online.SMCCCD.edu/index.learn?action=quiz>

Counseling. Electronic Counseling Services (ECS) provide students with the ability to access counseling services utilizing the Internet, email, fax, telephone, voicemail, and in- person appointments when necessary. Although any student may use electronic counseling services, ECS is particularly helpful to students who may find it difficult to make counseling appointments at times convenient for them. ECS includes the full range of counseling services with the exception of psychological services. Examples of the services available are a) schedule planning, b) Student Education Plan preparation, c) career planning, d) assistance with Associate Degree petitions, e) progress reviews, f) general education status checks, g) transfer information, h) certificate completion checks, i) assistance with transcripts, and j) educational problem solving.

Evidence: <http://www.skylinecollege.edu/sts/ecs.html#anchor215558>

Orientation. Online students may access the mandatory matriculation orientation online. The orientation is presented in a lesson format. Students are advised that they will need an attached printer to print out the certificate of completion. Students may take the orientation lessons at their own pace. Quizzes are given along the way and the score is printed on the certificate. Students scoring below an 80% may receive a recommendation to attend an in-person counseling session; otherwise they may access online Counseling services.

Evidence: <http://www.skylinecollege.edu/sts/orientation.html>

Skyline Library. An array of online resources and services that support the distance education student are offered. These include:

1. Remote access to an extensive collection of periodical and reference subscription databases covering the social sciences, humanities, natural sciences, law and business.
Evidence: <http://www.skylinecollege.edu/library/remotedbases.html>
2. Remote access to the full range of book and periodical holdings, audio-visual materials, and online database subscriptions of the Peninsula Library System (PLS), a consortium of thirty-four public and community college libraries in San Mateo County.
Evidence: <http://catalog.plsinfo.org/search/>
3. Remote access to several full-text digital book collections, including the PLS Digital Book Library, NetLibrary, and the American Council of Learned Societies Humanities eBook collection.
Evidence: <http://skylinecollege.edu/library/findbooks.html>
4. Online tutorials written by Skyline librarians on finding, evaluating and citing sources.
Evidence: <http://skylinecollege.edu/library/evaluate.html>
<http://www.skylinecollege.edu/library/citing.html>
5. More than 75 online research guides (“pathfinders”) offering research tips for courses and subjects taught at Skyline College.
Evidence: <http://www.skylinecollege.edu/library/FacCritThinkAssign.html>
<http://skylinecollege.edu/library/classlinks.html>
6. Online “Ask a Librarian” Reference Service (“E-Reference”).
Evidence: <http://skylinecollege.edu/library/asklibrarian.html>

7. A one-unit online information competency class (LSCI 100: Introduction to Information Research).

Evidence: <http://www.skylinecollege.edu/library/L100/>

8. A free online periodical article delivery service, for articles not available in Skyline Library subscription databases.

Evidence: <http://www.smccd.net/accounts/skylib/ads/>

Anticipated Results

Skyline College anticipates increased enrollment in online education. We do expect that some students will be interested in completing their program online; however, we expect that the greater likelihood is that students will behave in a way that is well documented in the district and they will take both online and onsite courses. Only one degree on the campus has its major courses available online, International Trade. The availability of this degree online was specifically sought through a federal Department of Education grant with the aim of increasing access to International Trade instruction. As a result of increasing the availability of online courses, we intend greater access and completion of courses, degrees and certificates through this additional modality.

Preparation Process

Skyline College worked with its sister colleges at the district level to develop an overall vision and strategic plan for distance education. A steering committee was created at the district level. Faculty, administration and staff representatives from throughout the college participated. Three Task Groups were formed to address various aspects of the planning process:

1. Course Offerings – Faculty and staff considered the existing offerings and what was necessary to increase access to degrees and certificates online. The group established the definitions for online versus hybrid instruction. They reviewed curriculum approval processes to ensure online instruction met the same high standards for curriculum approval as does onsite instruction. The group also made recommendations regarding the issues of intellectual property rights on matters that are outside of the bargaining processes.
2. Resources—Faculty and staff addressed issues related to the availability of online resources to support online students. Such resources available include admissions, registration, faculty and staff development, tutorials, library resources, and learning center resources.
3. Technology—Faculty and staff considered various platforms and service level agreements for district-wide support. Faculty currently teaching online classes were surveyed for their feedback. Vendors for eCollege and Blackboard (Websmart CT) presented information related to a uniform platform. The task group also considered the open source (moodle) currently in use by many faculty. A recommendation was made to support both eCollege and Websmart (moodle) as a platform for offering online instruction.

Evidence:

http://www.SMCCCD.edu/accounts/SMCCCD/departments/educationservices/deac/files/deac_VisionPlanningFinal.pdf

Faculty Development. A comprehensive faculty development initiative was launched to ensure faculty had access to opportunities to develop and strengthen their skills in providing

online instruction and services. The goal of the initiative, Structured Training for Online Teaching, was to encourage faculty who are interested in distance education and connect them to professional development opportunities. The program has been offered for two cycles. Faculty interested in offering online courses were encouraged to attend and stipends were provided for participation. This professional development opportunity resulted in faculty developing or modifying online courses or services. The professional development workshops include:

- a. Orientation to Professional Development Program
- b. Mentoring
- c. Accessibility Training
- d. Center for Teaching and Learning (CTL) topics (Podcasting, iTunes University)
- e. Self-paced Online Skills
- f. Web Access – platform
- g. eCollege –platform
- h. Picture, Graphics, Acquisition and Management
- i. Power Point Taken to the Next Level
- j. Keynote – alternative to Power Point
- k. Online Research: Copyright/Fair Use – What You Need to Know
- l. Online Socialization – How Students Interact

Evidence:

<http://www.SMCCCD.edu/accounts/SMCCCD/departments/educationservices/deac/files/DEAC%20Minutes%2020080222.pdf>

Adequate Resources

Faculty, Staff, Administration. Skyline College and SMCCCD have a cadre of qualified faculty, staff and administrators supporting the development and implementation of online instruction. At the district level, the equivalent of 1 full-time equivalent staff member supports both platforms of offerings. One-half FTE is located at the college site to support training and support and one-half FTE is located at the campus to provide technological liaison between the college and the Information Technology Services Department (ITS) at the district level.

ITS provides the programming services as required to support both course management systems (CMS). ITS provides on-campus support and training for online instruction through the CTL and technology liaison. Finally, one FTE assigned to the Vice Chancellor's office at the district level provides support for eCollege.

Equipment. ITS is committed to supporting Skyline College's mission to utilize technology to provide online, hybrid and online supplemental instruction. The District currently funds the two course management systems (CMS) and support. The server hosting, maintenance and support for both platforms is outsourced.

Moodlerooms – hosts one set of our online courses and tools that are based on Moodle. With regard to the technical environment, Moodlerooms has built a world class datacenter using current best practices for maximizing operational effectiveness and security. All computing servers are the latest enterprise server technology from Sun Microsystems with a mix of Sun Fire 'Niagara' and 'Galaxy' servers. Moodlerooms also makes use of Sun StorageTek Storage Area Network (SAN) technologies. Specifically the servers in the data center consist of the following models:

- Sun Fire 4100 x64
- Sun Fire 4200 x64
- Sun Fire 4600 x64
- Sun Fire T2000 Niagara



Figure 1

Every server has the Sun 'Lights Out' facility for remote monitoring and management.

The Sun Fire 'Niagara' servers are optimized for highly scalable multi-threaded applications such as Web servers and application servers. The 'Galaxy' line of servers utilize four-way AMD Opteron based architectures for maximum compute power and density.

Moodlerooms hosts Moodle instances running on an optimized version of the 'Cool Stack' for both architecture platforms. The 'Cool Stack' is a variant of the commonly used Open Source Apache, MySQL and PHP (AMP) platform that has been compiled with performance settings specifically for the Solaris 10 operating system.

Moodlerooms runs MySQL 5 enterprise with a Platinum support contract from MySQL. Each database is a trusted build from MySQL optimized for Solaris 10 and is deployed into zones for independent management and fail-over. The Sun Fire Servers are networked in a cross-patch style with failover switches for redundancy. All network traffic is handled using Virtual Private Networks (VPN) for security and efficiency.

eCollege – hosts SaaS (software as a service). eCollege's hosting infrastructure provides a reliable, scalable and stable solution that ensures an online program is available when busy students are ready to learn. Infrastructure standard features are 1) security, 2) reliability and 3) availability.

Security is provided by two fully-secured datacenters, SSL and SFTP encryption, multiple firewall protection, a secure facility with power backups, intrusion detection, and quarterly security risk assessments. Reliability is provided with scalable storage space options; daily system backups; five redundant Tier-1 ISPs; scalable, Microsoft N-tier architecture; offsite disaster recovery system; constant data and content snapshots; daily, weekly and monthly tape backups; and scalable storage space options on multiple, highly redundant storage tiers. Availability is provided ensuring 99.97% minimum system availability, 24/7/365 system health and performance monitoring, 24/7/365 customer support , multiple VLANs, bandwidth on 1000 Mbps technology, and scalable storage space options on multiple, highly redundant storage tiers.

Online Platform Support Services. Students have access to support services and tutorials connected to the online platform of their class. Both eCollege and WebAccess platforms have access to tutorials on the use of the platforms. Additionally, support services are available by phone, Web and email at all times except federal holidays. SMCCCD is currently in the second year of a 5-year contract with eCollege. SMCCCD is in the second year of a three year agreement with Moodlerooms to provide server hosting, maintenance and support. Another vendor, AELearn, provides phone and online support for students and faculty 24 hours per day, seven days a week. Additional technical support is provided by ITS. Training is provided by the Center for Teaching and Learning (CTL), primarily through their 83 online training modules. The modules are complemented with onsite workshops.

In addition to hosting the server, eCollege provides student and faculty support. SMCCCD provides administrative support for eCollege and the CTL coordinates eCollege

training. Skyline College currently supports 25 online or hybrid courses with eCollege and 70 online or hybrid courses with Moodle (WebAccess)

Monitoring Achievement of Intended Outcomes

To monitor achievement of our intended outcomes, Skyline College will conduct analysis on the following outcomes:

- Online enrollment
- Retention in online courses
- Success rates in online courses
- Attainment of superordinate student goals such as certificate completion and degree completion

Skyline College's Planning, Research & Institutional Effectiveness (PRIE) Office will conduct annual analyses of online courses/degrees to ensure that the goals are being met. In addition, as Skyline's Student Learning Outcomes Advisory Committee (SLOAC) continues to implement student learning outcome assessment paradigms, we will utilize this lens to also address online courses/ degrees and make necessary revisions to the curriculum and the related online pedagogical foundations.

Evidence of Approvals

Online instruction is treated in the same manner as onsite instruction. Courses go through the curriculum process including scrutiny using the Technology Mediated Instruction form that requires certification of academic requirements and resource support. Online instruction is

submitted to the Board of Trustees annually along with onsite instruction. The board also approves all technology and service contracts that support online instruction. Online instruction is included in the instructional and student services budgets for faculty salaries, instructional equipment, student support services, and matriculation components. Samples of Board approvals can be provided if needed.

Eligibility Requirements

Skyline College continues to meet the eligibility requirements as documented in our recent Self Study Report.

Evidence: <http://www.SMCCCD.edu/accounts/skyaccred/accreditation/eligibility%208-07.pdf>

Accreditation Standards Fulfilled

The addition of some general education online courses does not change Skyline College's ability to continue to meet the standards. Online instruction must meet the same curriculum processes, Carnegie unit requirement, faculty assignment qualifications, support resources, student services support, and assignment/content requirements as onsite instruction.

Additionally, the curriculum process treats online instruction as another modality of instruction.

Therefore, the student learning outcomes, assessment plans, program review processes and academic revision and renewal processes are applied to online instruction and services in the same way as onsite instruction and services. Further description and evidence is provided

beginning on page 4 of Skyline's recently submitted Self Study Report.

Evidence: <http://www.SMCCCD.edu/accounts/skyaccred/Standard%20IIA%208-07.pdf>