

GETTING BETTER AT GETTING BETTER

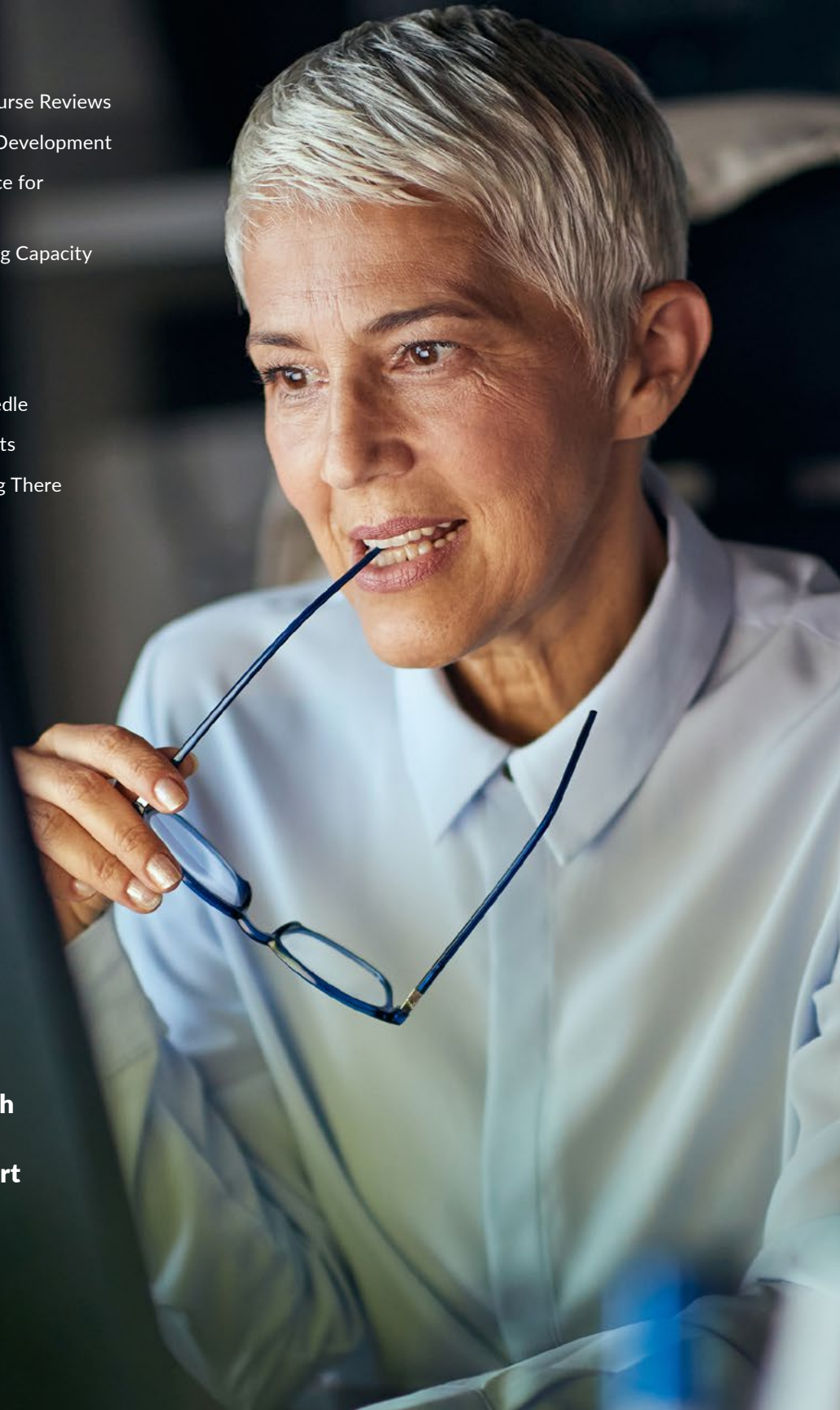
2022 QM COMMUNITY IN REVIEW



qualitymatters.org

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“I love this conference — such a great community. High standards, but lots of support to reach them.”

SHANNON RIGGS, OREGON STATE UNIVERSITY E-CAMPUS



MAKING STRIDES TOWARD THE “NEW POSSIBLE”

Looking back on recent years in education — for all their turbulence and innovations, triumphs and instability — one major lesson stands out.

It’s the one that you, our community, helped teach the world: that online learning isn’t merely a stand-in for “real education,” but a viable modality in its own right — just as important as face-to-face learning and, in many cases, presenting major advantages.

What was once considered a “failure” has become a cornerstone for millions of students, many of whom now favor online academic experiences. A [2022 Educause survey](#) revealed that the number of students who prefer courses that are mostly or completely online has risen 220% since early March of 2020.

Across borders, grade levels, languages, and disciplines, students everywhere are asking for the convenience and flexibility that comes with digital learning — and it’s incumbent upon us to provide it. What better way is there to demonstrate the relevance of education than to rise up to meet such a clear demand?

“I am so happy that I received the opportunity to take a QM course this summer and then participate in this formal review process. What an incredible experience — I have learned so much about how to create a truly effective and student-centered online course and received wonderful suggestions from my QM reviewer.”

PAMELA REGAN, CALIFORNIA STATE UNIVERSITY, LOS ANGELES



continued

PROFESSIONAL DEVELOPMENT PARTICIPATION HIGHLIGHTS



1,548

Designing Your Online Course



1,570

Improving Your Online Course



6,604

Applying the Quality Matters Rubric (Higher Ed & K-12)



12,297

Attended Free Webinars

19,826

Participated in facilitated and assessed QM professional development



415

Introduction to Quality Matters



461

Teaching Online: An Introduction to Online Delivery

“I cannot begin to tell you how QM professional development has changed my course, not only in terms of its design but how I approach and organize my course content. It’s truly amazing what the QM professional development workshops have done for my course and for me as an instructor.”

MARGARITA ORTIZ, MIAMI DADE COLLEGE

QM-CERTIFIED PEER REVIEWERS

3,610

with 764 certified in 2022

QM-CERTIFIED MASTER REVIEWERS

765

with 198 certified in 2022

QM-CERTIFIED FACILITATORS

746

with 92 certified in 2022

“Having worked through a review, I recognize opportunities to positively impact instructional content and processes in classes I am involved with, focusing first on a ‘flagship’ class to serve as a benchmark.”

STEVEN COOKE, AMERICAN PUBLIC UNIVERSITY SYSTEM (WV)

Stronger Together

As we near the 20th anniversary of the FIPSE grant that led to the creation of QM, our members are creating, building and innovating more than ever before to address this demand. In this report, you’ll find many encouraging facts and figures that show how far we’ve come together and why it makes a difference. You’ll learn how QM Standards are being applied to Sanskrit courses for the first time ever and how educators around the world and across disciplines are completing QM workshops in various modalities. You’ll hear about how a publisher uses QM Reviews to measure their courses against state standards and how member institutions in one region “swap” reviews and reviewers in the spirit of partnership.

The common thread tying all these innovations together? The resilient, inspiring community you’ve built with your peers.

Leading the Field

Thanks to your efforts, the broader education community is catching up to the new paradigm: 99% of respondents to the [CHLOE 7 Survey](#) expressed confidence that, by 2025, the typical student experience at their institutions will involve at least some online learning elements. It’s clear from figures like these that the future of education is online, and it’s the educators that make up this community who will lead the way in this digital transformation.

Getting Better at Getting Better

Despite how far we’ve come, there is still a negative perception of online learning in some circles. That’s why it’s up to us to prove to the world that we are, as Dr. MJ Bishop said in her QM Connect 2022 [keynote address](#), “getting better at getting better.” For online learning in 2022, this meant a refocusing of our efforts on educational quality — something to which no group in the world was more committed than the QM community. Just two years after we [celebrated our 10,000th course review](#), QM members conducted 1,100 reviews in 2022 alone. When others questioned whether online learning was sustainable, you continually answered the call, acting as beacons at the forefront of the movement toward long-lasting course quality in digital education.

Toward the New Frontier

While the last few years were about sowing the seeds for a quality-oriented future, experimenting with bold and fresh ideas, the future will be about reaping the fruits of those labors. We must reexamine where we’ve been, consider all the significant takeaways and move forward with a strong plan. It won’t be easy, but in 2022, this community demonstrated that it’s more than equal to the task — ready to move beyond the new normal to explore the new possible and build a sustainable future worthy of the learners we serve.

OFFICIAL COURSE REVIEW ACTIVITY

1,421

Courses Certified

114

Courses Re-Certified

MEMBERSHIP ACTIVITY

193

Total New Institution Members

410

New Individual Members



94%

Renewal Rate (Institutional Members)



MEMBER MOMENTUM

As the stakes continue to grow for online learning, our members stepped up, proudly demonstrating their dedication and the promise it holds for the future. The members highlighted here exemplify how engaging with the levers of quality assurance helps achieve both organizational and community goals of improving learning environments for those we serve.

K-12 Education

Virtual Arkansas

Virtual Arkansas has continued its noteworthy efforts toward quality assurance for its learners in grades 7-12. The institution achieved certification for 65 of its blended CTE courses, many

of which are conducted in-person – demonstrating that robust quality assurance practices can be applied across modalities to yield positive results. Their accomplishments build on the outstanding work that earned them the 2020 [QM Making a Difference for Students Award](#) for Outstanding Impact by a K-12 Organization.

Sanskrita Bharati SAFL Program

It's always thrilling when institutions apply QM Standards to courses with non-English material, and Samskritam (aka Sanskrit) has now joined this growing list of languages! Samskrita Bharati's SAFL (Samskritam As a Foreign Language) program is a three-year online education program for 8-12 grade students endeavoring to learn Samskritam (aka Sanskrit). So far, six of the institution's courses have met QM Standards to earn certification.

Center for Talented Youth/Johns Hopkins University

In 2022, Baltimore's Center for Talented Youth (CTY) made a splash by successfully completing its first batch of QM Official Reviews. As one of the premier programs serving gifted and talented students, CTY's six QM-certified courses were specifically designed to challenge and inspire students performing above grade level. As a program of Johns Hopkins University, CTY also represents a unique crossover between K-12 and higher education.

K-12 Publishers

Edmentum

Edmentum took a big swing for quality in K-12 curriculum, with 72 courses

meeting QM Standards in 2022. Of these, 38 were alternate versions submitted in order to meet the state standards of California, Illinois, Indiana, Louisiana, Maryland, Oklahoma, Pennsylvania, and Texas – setting a record for the largest number of states for which any publisher has submitted alternate versions in our history, and impressively using QM Reviews to evaluate compliance with diverse state standards.

Pearson

With more than 40 reviews submitted as part of the Texas Virtual School Network review process, Pearson proved its deep investment in the young learners of the Lone Star State. As one of the nation's largest curriculum publishers, Pearson's commitment to QA supports thousands of learners and their teachers.

Higher Education

University of Toledo

The Ohio QM community's innovative "barter" system – a partnership through which the state's 64 QM member institutions "swap" reviews and reviewers – drove success for the University of Toledo, with many of the QM-Certified Peer Reviewers and Master Reviewers for the 22 courses the University submitted for Official Review (initial and recertification) hailing from the Ohio QM Consortium. This community-minded approach and steadfast dedication to quality assurance also helped the university achieve the 2022 [Making a Difference for Students Award](#) for Outstanding Impact by a U.S. Higher Education Organization.

Monroe County Community College

Monroe County Community College's QM journey began with five dedicated virtual workshop sessions in summer 2022, culminating in the institution becoming a QM member later in the year. Monroe staff completed the [Measurable, Precise, Consistent & Clear Objectives workshop](#) – a great way for faculty to analyze and improve course-level and module/unit level objectives in a short amount of time.

Singapore Institute of Management PTE Ltd.

The Singapore Institute of Management (SIM) showed up for quality in 2022 by having 96 faculty and staff register for multiple QM workshops, including the [Designing Your Online Course](#), [Teaching Online: an Introduction to Online Delivery](#), [Designing Your Blended Course](#), and [Teaching Online Certificate](#) workshops. We look forward to seeing where SIM goes next as it continues to make impressive strides toward improving digital learning for the students of Singapore.

North Carolina Community College System

Five institutions from the North Carolina Community College System ([Mitchell CC](#), [College of The Albemarle](#), [Fayetteville Technical CC](#), [Cape Fear CC](#) and [Central Piedmont CC](#)) demonstrated a united front in committing to learner success, with educators completing a wide variety of workshops in 2022. These included the new [Best Practices for Online Learning: A Roadmap to Quality](#) webinar, which was developed by QM's Vice President of Innovation & Research, Dr. Bethany Simunich, specifically for Mitchell's faculty development day.

Washington State

Thanks to the incredible work of enthusiastic internal champions at institutions across the state, Washington's

robust QM system continued to thrive throughout the year. Two colleges led the charge toward quality in 2022: [Bellevue College](#), offering 15 system-wide [virtual](#)

[Improving Your Online Course](#) workshops that attracted nearly 300 participants, and [Clark College](#), submitting 25 courses for Official Review.

ACHIEVEMENTS WITH OFFICIAL COURSE REVIEWS

When member institutions submit their courses for Official Review, they're doing more than just ensuring the quality of their offerings. They're declaring to the world that they care about creating environments where all learners can thrive.

Members With 50+ Certified Courses

1. Florida International University
2. Central New Mexico Community College
3. Texas A&M International University
4. Pearson Virtual Schools
5. Virtual Arkansas
6. University of Southern Indiana
7. Edmentum/Apex Learning

Western States

Make way for the West – [California State University East Bay](#), [New Mexico State University-Alamogordo](#) and [Austin Community College District](#) all demonstrated their investment in learner experience, with each submitting more than 20 Course Reviews in 2022.

ACHIEVEMENTS IN PROFESSIONAL DEVELOPMENT

When institutions engage with QM's professional development offerings, they set the stage for better course reviews, increased faculty participation and stronger outcomes for learners. Of the many institutions that deepened their dedication to professional development in 2022, three stand out in particular for their above-and-beyond efforts:

[Southern California University of Health Sciences](#), whose group of 60 faculty completed the [Teaching Online: an Introduction to Online Delivery](#) and [Designing Your Online Course](#) workshops, in addition to two dedicated sessions of the [Synchronous Online Teaching](#) virtual workshop, which drew 38 participants.

[Vance Virtual Village Academy](#), which saw 36 K-12 educators complete a handful of QM workshops.

[Low Country Virtual](#), with more than a dozen faculty and staff completing the [Introduction to Quality Matters](#) and [Applying the Quality Matters K-12 Rubric](#) workshops, respectively.

SUPPORTING ONLINE TEACHING

The seven workshops of QM's [Teaching Online Certificate](#) (TOC) are designed to help educators achieve newfound skills and confidence in their digital course delivery. In 2022, both the higher education and K-12 communities took advantage of this opportunity – with great results. In higher education, these included [Norfolk State University](#), who registered 347 faculty in TOC workshops (with several earning the certificate for completing all seven) and [Mississippi Gulf Coast Community College](#), who registered 388 and had 80 faculty complete all seven TOC workshops between 2021 and 2022. This year also saw an increase in statewide investment in the TOC at the K-12 level, with [Wyoming](#) and [South Dakota](#) continuing to provide funding and incentives for educators who pursue the certificate.



659

Completed Teaching Online Certificate (7 workshops)

QM CONFERENCES: MAKING SPACE FOR LEARNING & COMMUNITY

Enthusiastic individuals from across the world of education continued to gather at QM conferences in 2022 in the spirit of community, inspiration and innovation for our learners.

✓ Research Online Conference, February 17

The QM community hit the ground running in 2022 at the Research Online Conference (ROC). As we entered the new year, we looked to research to shine a light on where we've been, what we might learn from it, and how we might use that knowledge to create a better future for our learners. The ROC once again represented a gathering place for our community to share these insights, take stock and set a plan for the coming year.

Participants from more than 385 institutions and organizations across the globe learned about the latest findings on topics relevant to quality assurance and digital learning. They came away with both powerful research insights and practical new ideas ready to be put to use in their work. As Kate Richardson of Springfield College said about the conference, "it's very strong at merging current research with solid examples of successful applications."

✓ QM Connect, November 6–8

QM Connect, the focal annual event for our community, was back in full force — and in person — for the first time since 2019.

Across three days (plus a day of pre-conference workshops) in beautiful Tucson, faculty, administrators, instructional designers and advocates explored the theme of *Expanding Possibilities*, challenging participants to envision what the future of digital learning might look like and what they might do to help get us all get there together — a.k.a. their #QMmoonshot.

Through keynote addresses, panels and breakout sessions like *Thinking Bigger*

✓ Quality in Action, April 29

The second annual Quality in Action conference convened higher education professionals to exchange practical, immediately usable ideas and techniques. Participants in "boots-on-the-ground" positions — instructors and instructional designers — from 132 institutions/organizations presented on topics such as:

- [Creating transformative online communities](#)
- [Increasing instructional interactivity](#)
- [Establishing and managing an online quality framework](#)

Other presentations, such as the keynote delivered by Dr. Tanya Joosten, Senior Research Scientist at DETA, spoke to the imperative of instilling equity — not just in quality course design and delivery, but in reshaping the educational system at large.

[and Getting Better at Learning Experience Design and Digital Transformation](#), [Course Design Considerations for Inclusion and Representation](#) and [Getting Better at Getting Better: The Role of Change Management in Quality Assurance](#), presenters explored and discussed how quality assurance and digital education must expand, change and evolve in order to meet learners where they are. At the QM awards luncheons, the community also celebrated educators and institutions who have helped shape this new line of thinking with awards for their commitment to quality assurance and the learners they serve.

The conference's programming painted a picture of a community changing the face of education for the better, and participants

✓ Q-Up for Digital Quality, September 23

Digital learning is now accepted as a critical component of K-12 education, and its footprint is expanding rapidly. As the K-12 contingent of the QM community continues to grow, so do the innovations and best practices generated by this group. In its second year, Q-Up for Digital Quality once again proved that primary and secondary educators are ready to rise up and meet the moment in digital learning.

Highlighting unique solutions to common issues like [student connection and rapport](#) and [insightful perspectives from diverse roles](#) across the QM ecosystem, presenters delivered an abundance of actionable advice to participants from 87 institutions and organizations spanning the world of K-12 education.

exemplified this spirit, forging new relationships and engaging in discussions outside of their comfort zones and home institutions.

Dr. Steven Crawford was one of the valiant "QM Explorers" (alongside Penny Ralston-Berg, James "JJ" Johnson and Eddie Andreo) whose astronaut-costumed presence at the event brought both joy and a reminder of the responsibility we have to "think big" for our learners. "Beyond impressed with the pride, purpose, passion and professionalism at #QMConnect," said Heather Braatz on Twitter. "So grateful to have met the most amazing people in education. We continue to make the world a better place through quality and camaraderie!"



QM AROUND THE WORLD: BUILDING CAPACITY AND MOMENTUM

In 2022, the QM team went further than ever before, deepening our presence and impact in the digital learning space, spreading the mission of quality assurance, and opening global dialogs around pivotal questions about the future. Delivering over 60 presentations at more than 50 US and international events, QM had a seat at the table for some of the most important gatherings in the education field.

Advocating for a Better Future

Dr. Deb Adair, QM's Chief Executive Officer and INQAAHE President, once again embarked on a worldwide journey to share her expertise with educators and influencers. Whether appearing as the keynote speaker at the Innovating Through Post-Pandemic High Impact Research Conference or participating in a panel for the UNESCO World Higher Education Conference, Dr. Adair's advocacy and thought leadership continued to establish her and QM as experts in the field.

The central theme of her conference work in 2022 was clear: it's time to examine lessons learned during the pandemic and use them to build a future worthy of our learners. Dr. Adair shared her vision through panels such as *Quality Assurance in Time of Crisis* at the MENA Higher Education Leadership Forum and *New Dimensions and Innovative Applications of External Quality Assurance for the Post-Pandemic Era* at the EURIE Education Summit.

Demonstrating Global Leadership

QM's VP, Member Services & Global Partnerships, Dr. Yaping Gao, presented 15 times at conferences hosted by entities and institutions in Tokyo, Berlin, South Africa, Singapore, Pakistan and more, and served as a facilitator, consultant, moderator, or chair at eight additional events. Dr. Gao's background and experience in instructional design and online education informed presentations like *Ensuring Academic Quality and Student Success in Digital Learning*; *Using Research-Supported Standards and Practices to Improve Quality and Support Institutional Accreditation*; and *Establishing Social, Cognitive and Teaching Presence*.

Dr. Gao further collaborated on presentations with Dr. Deb Adair and board member (and Oregon State University E-Campus Executive Director) Shannon Riggs for conferences in Vietnam, the United Arab Emirates and Kenya, helping to bring QM's framework for quality assurance to new and broader educational communities.

Expanding Quality for Young Learners

QM's K-12 footprint grew substantially this year, with K-12 Program Director Christine Voelker appearing 21 times to represent QM's community of educators. Her presentations on the QM K-12 Rubric, the National Standards for Quality Online Learning and QA practices overall helped further solidify the presence of quality assurance efforts in primary and secondary education. This included a major presence at the Digital Learning Annual Conference (DLAC), where she contributed to four sessions and presented a poster. As K-12 interest in QA expands, Voelker continues to advocate for best practices that benefit learners of all ages, backgrounds and needs.

Letting Research Guide the Way

The leader of QM's Research and Innovation Department, QM's VP of Innovation and Research, Dr. Bethany Simunich, also continued to represent QM and scholarly work on quality assurance, presenting seven times in 2022. Across both domestic and international engagements, Dr. Simunich shared her insights into post-pandemic education with audiences far and wide. At three conferences, she shared the findings of the CHLOE 7 Report, for which she served as Co-Director. Alongside Dr. Gao and Christine Voelker, she also appeared on the *Silver Lining for Learning* podcast, discussing Quality Matters in Online Education & Digital Learning.



IMPACT & OUTREACH

As the needs of learners shift, novel challenges emerge — as do fresh innovations that pave the way for success. Through new partnerships, new initiatives and new progress in all areas of our work, QM worked to address the needs of the present and prepare for the future.

QM Higher Ed Rubric, Seventh Edition

In 2023, QM will release the [seventh edition](#) of the Higher Education Rubric in the 20 years since the FIPSE grant that led to the establishment of Quality Matters. Each iteration has represented a major step forward in the approach toward quality assurance in digital learning — incorporating new ideas, addressing emerging issues and meeting the moment to serve the ever-changing needs of learners. In that tradition, the Seventh Edition will include updates to focus on issues of accessibility, belonging and inclusion, helping our community create digital learning environments focused on course design that supports learner success.

Accreditation

Accreditation is one of the most vital tools we have for ensuring quality in education — but standards can vary across regions, systems and disciplines. That’s why QM collaborates with accreditation bodies to build alignment

and cohesion. In April, Dr. Deb Adair and Dr. Yaping Gao co-presented with one of the largest institutional accreditors in the U.S., the [Middle States Commission on Higher Education](#) (MSCHE), at an [online panel event](#). Alongside two MSCHE representatives, they discussed the commonalities shared by the two organizations and how peer reviewers might consider QM’s framework for QA when conducting evaluations of compliance with MSCHE standards. In November, Drs. Adair and Gao reframed this topic for an even broader application in their QM Connect workshop, *Using QM Implementation as Evidence for Institutional Accreditation*.

QM Councils

Three councils continued to provide important perspectives on various elements of QM’s work in 2022. The [Quality Matters Academic Advisory Council](#) (QMAAC), [QM K-12 Advisory Council](#) and [QM International Strategy Council](#) (ISC) all provide valuable insights and recommendations based on current trends and needs within the digital education community. These volunteer groups, composed of dedicated experts in the field of online learning, each play a crucial role in shaping the direction of QM’s mission to promote quality assurance for digital learning.

QM Instructional Designers Association

The Quality Matters Instructional Design Association (QM IDA) continued to serve as a hub for new frontiers in quality assurance for instructional design. Throughout the year, the QM IDA participated in a variety of events and

initiatives oriented toward professional development and networking, including:

- Monthly Twitter Chats, which illuminate different topics related to instructional design
- Instructional Designers Learning Exchange (IDLE) webinars, which allow members to share their innovations and insights
- Coffee Talks, where members are able to discuss issues and ideas in a synchronous online meetup
- A pre-conference workshop and a member meeting at QM Connect
- The QM IDA Listserv, where members shared job postings and other helpful messages

These events helped members stay current with the latest trends and best practices in QA while fostering a sense of community — all reasons why QM IDA members remain at the forefront of the instructional design field.

QM Board of Directors

2022 was an important year for the QM Board of Directors, whose 2021 strategic planning work set the groundwork for the launch of QM’s new [Quality360](#) agenda — one which broadens our perspective on quality digital learning and refocuses our efforts toward implementation. The board also welcomed two new directors, who brought expertise in online learning leadership, institutional research and organizational transformation — Shannon Riggs, Executive Director at Oregon State University eCampus and Dr. Jonathan Gagliardi, Vice President for Economic Mobility and Social Impact at Northern Arizona University.

K-12

QM’s K-12 department greatly expanded both the depth and breadth of QM’s footprint in online learning. Perhaps most significantly, we welcomed the Commonwealth of Kentucky into our community with 28 affiliate districts signing on to incorporate QM’s quality assurance practices into their courses. In Texas, Christine Voelker, QM’s K-12 Program Director, testified before the Texas Commission on Virtual Education, where she shared how QM’s quality assurance process can make a difference in student achievement in online learning environments. We also teamed up with Western Governors University to provide an opportunity for select alumni to

become QM-Certified K-12 Reviewers — an agreement which led 20 Texas-certified teachers to become QM-Certified Course Reviewers. Finally, QM collaborated on 12 “Standards in Practice” documents released as supplemental resources to support the [National Standards for Quality Online Courses, Programs, and Teaching](#) (NSQ), as part of our ongoing partnership on the NSQ initiative.

International


QM’s global family grew tremendously in 2022 with the addition of more than 40 new international member institutions from 15 countries: UAE, Lebanon, India, South Africa, Singapore, Dominican

Republic, Qatar, Australia, Spain, Canada, Chile, Saudi Arabia, UK, Paraguay, and Jordan. QM is in active conversation with Mexico’s [Monterrey Tec](#) to establish a partnership with the goal of adapting selected QM professional development into Spanish in order to open new doors to quality for educators in Latin America and the Caribbean region. Monterrey Tec, who previously led the project of translating and verifying the HE Rubric, Sixth Edition into Spanish in collaboration with 9 other institutions in 2021, also became the second member institution to win the QM Award for Outstanding Impact by a Non-U.S. Higher Education Organization. Congratulations, Monterrey Tec!




2022 QM AWARD WINNERS


The [QM Awards](#) celebrate individuals and institutions that exemplify QM’s focus on student success — demonstrating an unwavering commitment to course quality.




Ron Legon Leadership Award for Quality Digital Education: Dr. Enoch Park
Presented jointly by MarylandOnline (MOL) and Quality Matters




Making a Difference for Students – Outstanding Impact by an Individual in Higher Education: Erin Blauvelt, Clarkson University




Making a Difference for Students – Outstanding Impact by a U.S. Higher Education Organization: University of Toledo (OH)



Making a Difference for Students – Outstanding Impact by a K-12 Organization or Individual: North Carolina Virtual Public School



Making a Difference for Students – Outstanding Impact by a Non-U.S. Higher Education Organization: Instituto Tecnológico de Estudios Superiores de Monterrey



The Directors' Award for Exceptional Service: Amy M. Grincewicz, Kent State University

QM RESEARCH: MOVING THE NEEDLE

As the world moved away from emergency distance learning in 2022, QM's Innovation and Research department, along with the QM community, moved quickly to take stock of the state of online learning. This was a banner year for important research initiatives, which produced a number of significant papers, articles, presentations and more.

White Paper and Research Webinar on Inclusion

The release of *Course Design Considerations for Inclusion and Representation*, a highly anticipated white paper by, Drs. Racheal Brooks and Siobahn Day Grady of North Carolina Central University, provided the QM community with expertise and action plans for important course design considerations, including:



- Exploring and applying evidence-based best practices for developing and sustaining universally accessible online environments
- Incorporating tactics to amplify student voice and validate learners' diverse ways of knowing in the course development process
- Implementing multi-dimensional course design practices, such as collaborative learning and alignment of course content, as well as strategies for engaging with the lived experiences of learners

To further illuminate these topics, they then conducted a [QM Research Webinar of the same name](#). Participants learned new approaches for designing courses that support all learners. As one attendee noted, "My takeaway is that I must continue to advocate for a culture of caring by meeting my students where they are. That starts definitely in course creation and providing experiential learning."

CHLOE 7

The Changing Landscape of Online Education (CHLOE) Project, a collaboration between QM and Eduventures, continued with a seventh survey and report in 2022. **CHLOE 7: Tracking Online Learning from Mainstream Acceptance to Universal Adoption** included a number of noteworthy findings in its overview of online learning in higher education. Of particular note is the fact that a large majority of chief online officers predict that, by 2025, most higher education learner experiences will include online learning. The CHLOE 7 Report has been downloaded more than 2,300 times and was the impetus for 20 articles and podcasts, including a [mention in the New York Times](#).



Publishing

QM's Vice President of Innovation & Research Dr. Bethany Simunich kept busy in 2022, collaborating with QM Research Colleagues as well as members of QM's staff and community on numerous publications to advance the field of quality assurance in online learning. These included:

- [Creating a Culture of Online Quality: The People, Policies, and Processes that Facilitate Institutional Change for Online Course Quality Assurance](#) in the *American Journal of Distance Education*
- [The Business of Online Quality: Design approaches and change management considerations for online MBA programs](#), a chapter in *Quality in Online Programs, Approaches and Practices in Higher Education*

- [The Future is Flexible: What the 2022 CHLOE Survey reveals about student demand for online courses](#), an article for the *Academe* blog

Guide to Digital Accessibility

Providing accessible online learning is a continuing challenge — one that the QM community is determined to address. In this spirit, QM worked with co-editors Rae Mancilla, Ed.D., and Barbara Frey, D.Ed., and Stylus Publishing on the [Guide to Digital Accessibility: Policies, Practices, and Professional Development](#), to be released in spring 2023. Composed of chapters written by members of the QM community, the book explores the many ways in which instructors and staff have implemented accessibility at their institutions. The result is a timely and practical guide for the current moment that reflects the expertise of our community and gives educators useful practices they can implement in their work.



The QM Research Colleagues

The [QM Research Colleagues](#) continued their ongoing work to drive quality in online learning through a number of initiatives. From presentations at the QM Research Online Conference and QM Connect to collaboration on several of the aforementioned written works, the team brought timely insights to the QM community. The QM Research Colleagues worked closely with Dr. Simunich to further research on topics such as quality assurance implementation, inclusive online course design and synchronous online learning.



"There's something for everyone, at every level. I really like the sense of collegiality and community and understanding that others have similar struggles and triumphs. I came away with a lot of ideas about how to improve supporting faculty in their course improvement efforts."

ARLENE MENDOZA-MORAN, NORTH CAROLINA STATE UNIVERSITY AT RALEIGH

INDUSTRY PARTICIPATION HIGHLIGHTS

Partnering with other organizations dedicated to student success strengthens our community. In 2022, QM continued to collaborate with leading industry organizations to help strengthen our professional development offerings, share new insights and innovative practices from the community, develop quality guidelines for online course sharing and showcase quality to the world. These include:

- [Academe](#)
- [Academic Partnerships](#)
- [CourseArc](#)
- [Coursetune](#)
- [Engageli](#)
- [Instructure Canvas](#)
- [PlayPosit](#)
- [ReadSpeaker](#)
- [SoftChalk](#)

When other organizations focus on the pursuit of quality in online learning, QM's staff is there to help. In 2022, Dr. Deb Adair continued to serve as the President of [The International Network of Quality Assurance Agencies in Higher Education \(INQAAHE\)](#). Brenda Boyd, VP of Program Services, completed her tenure on the steering committee of the [WICHE Cooperative for Educational Technologies \(WCET\)](#). Dr. Yaping Gao served her 3rd term as a Focal Point on Quality in the [International Council for Open and Distance Education \(ICDE\) Quality Network](#), representing the North America region. Finally, Christine Voelker worked toward new frontiers as Project Manager of the

[NSQOL \(National Standards for Quality in Online Learning\)](#), a partnership between QM, the [Digital Learning Collaborative \(DLC\)](#) and [Virtual Learning Leadership Alliance \(VLLA\)](#), and as an advisor to the work of the [Center on Inclusive Technology & Education Systems \(CITES\)](#) at CAST.



MAKING QUALITY MATTER: GETTING THERE WITH A QUALITY360 APPROACH

Message from Dr. Deb Adair, QM CEO



A name like Quality Matters — a declarative statement of a universal truth — has a simple appeal; one that makes it easy to use as a headline

but much tougher to evidence in practice. And yet, that's just what we must do if we hope to build momentum toward the goal of widespread implementation of quality assurance practices. All of us who are working hard to create quality digital learning experiences for our students have to move beyond the ability to achieve quality — to be able to demonstrate *why* it matters.

We need to be able to use quality as a differentiator and align our quality assurance practices to the achievement of goals, whether these goals are tied to the student learning experience, student outcomes, completion or retention, or enrollment. Making quality matter requires the identification and measurement of desirable outcomes and an implementation process for quality assurance that is designed with the outcomes in mind.

The QM Community is well acquainted with the idea of designing with the end in mind. This is, after all, the foundation of instructional design. We need to apply that same discipline, that same approach, to our implementation of quality assurance and improvement practices — and this is exactly what QM is pursuing with our Quality360 approach to navigating the institutional landscape.

One can, in fact, draw a connection between improved student learning

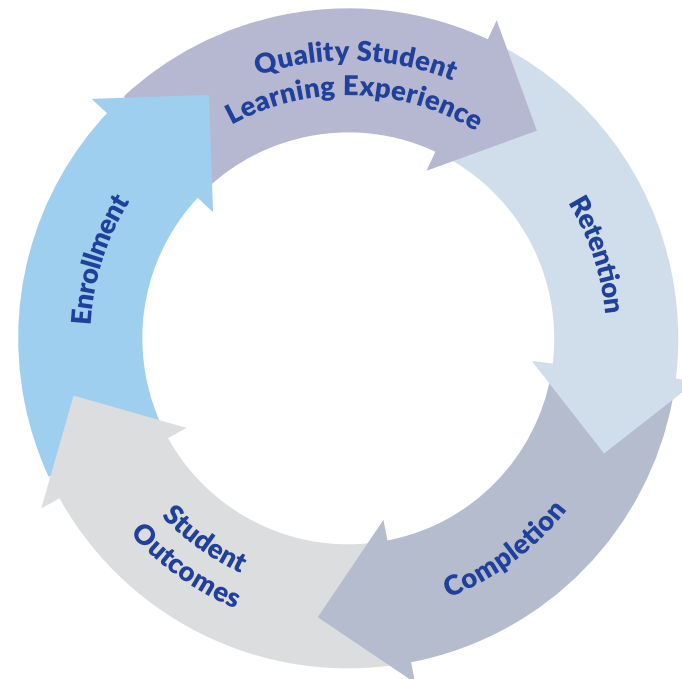
experiences and completion, and retention, and even enrollment. It requires alignment — another concept the QM Community embraces — between goals, metrics, data variables, data collection, analysis, evaluation, and reporting. This alignment, however, requires navigation across established institutional staffing structures, communication systems, policies, resources, and processes. It's harder than it looks to develop a plan for quality assurance that can evidence the difference that quality student learning can make.

Looking ahead, this is our challenge as a community: the more we can demonstrate the difference quality makes, the more momentum for positive change we will have. If we think less about developing a culture of quality as an end goal, and instead about creating a virtuous circle, we will have created a continuous improvement process and a quality culture that is self-perpetuating. In this model, improved student learning isn't the end point. It continues forward to impact completion, which, in turn, leads to improvement in both retention and student outcomes, which can drive new enrollment and provide quality learning opportunities for more students.

Because responsibilities focused on these outcomes rest in different units and levels within an institution, creating this virtuous circle demands boundary-spanning

thinking and organizational change. Most of all, it requires a clear vision of the entire landscape and an understanding about the levers for this change. Here is where QM will focus in the coming year(s) — working with institutions to develop and implement quality assurance plans linked to institutional goals in ways that demonstrate impact.

QM is bringing a Quality360 approach to this work, building on a framework that considers institutional landscapes and outlines how quality initiatives can be effectively advanced within complex institutional infrastructures. It starts, as mentioned above, with the end in mind. So let's think a little bigger, and a little broader, about the outcomes we want to achieve. It's time we "open the aperture" to see a broader perspective on the quality of the student learning experience and implement practices that actively demonstrate the ongoing instrumentality of our work toward the outcomes that matter. QM is ready to help.



1,600+ QM MEMBER INSTITUTIONS/ORGANIZATIONS

As of February, 2023



QM STAFF ACROSS THE USA

Quality Matters is a non-profit organization based in Maryland whose employees work virtually from points across the United States.

West

- Nevada
- New Mexico
- Oregon
- Texas
- Washington

Midwest

- Illinois
- Michigan
- Missouri
- Ohio

East & South

- Connecticut
- Florida
- Kentucky
- Maryland
- Pennsylvania
- South Carolina
- Tennessee

QM's Board of Directors is dedicated to providing the guidance and support that will stimulate the further expansion of services from Quality Matters, its reach and influence. In partnership with QM staff, its aim is to build a world-class organization.

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