Appendix C: DETAILED DRIVERS OF THIS PLAN

Numerous internal and external drivers were considered in the development of this plan, based on several different sources. These drivers were kept in mind as the Online Education Plan task force developed goals.

MiraCosta institutional goals and learning outcomes and planning documents:

1. Increased use of data/evidence in decision making
2. Ongoing focus on improving access, retention, success, and equity
3. Provide "key core supports" to all students: orientation, assessment, planning/counseling/advising, and follow-up
4. Development of communities of learning and practice among both students and faculty
5. Increased identification and sharing of effective teaching practices among faculty, especially through establishing a Center for Teaching & Learning
6. Sustainability and fiscal responsibility
7. Collaboration with community to address workforce needs, provide out-of-classroom learning, and cultivate a college-going culture.

MiraCosta Closure of 2011-2014 Online Ed Plan document:

8. Need for continued development, coordinated scheduling, and increased awareness of MCC online courses, support services, and programs (possibly comprising a "4th site" for MiraCosta Online Education)
9. Need for clearer/improved procedures for assigning and evaluating online teaching
10. Obtain, analyze, and report key data about online student performance informing continuous improvement
11. Increasing integration of online education in the culture of the college as a whole
12. Increasing connection/collaboration of MiraCosta with external entities to support and enhance online education.

Existing and emerging distance education requirements from MiraCosta's AP 4105 as well as ACCJC, state, and federal regulations:

13. Planning, governing, and offering distance education in alignment with MiraCosta's mission and strategic plans
14. Planning and providing sufficient and sustainable staffing, budget, and technology resources to support online education
15. Ensuring frequency and quality of instructor interaction/contact with students
16. Preparing faculty and students to successfully participate in distance education
17. Increasing focus on distance education class quality assurance

18. Evaluating outcomes of distance education courses and programs in comparison with campus-based course outcomes to inform continuous improvement efforts
19. Heightened expectations for offering online student services comparable to those offered on campus
20. Ongoing and increasing emphasis on accessibility of instructional materials and tools
21. Increasing focus on preventing financial aid fraud, ensuring privacy, and supporting academic integrity in distance education
22. Obtaining authorization to offer distance education to residents of other states.

Emergent goals and resources of the [California Community College Online Education Initiative](#):

23. Increased availability of technologies and support services for online education
24. Development of a course evaluation rubric and faculty support resources
25. Lower barriers to California Community College students taking online classes from institutions other than their primary one.

Additional important education and technology trends identified by the OEP task force in concert with the MiraCosta Online Educators committee, while considering the vision and mission statements for Online Education:

26. Ongoing increasing interest in online classes and programs
27. Increased use of mobile devices and communication media besides email
28. Increased use of technology and blended course designs for on-ground courses
29. Emerging technologies based on analyzing "big data," including learning analytics and adaptive learning
30. Increasing costs of instructional materials and increasing alternatives in the form of digital resources, including open educational resources.

Appendix D: INSTITUTIONAL MISSION, GOALS, AND OBJECTIVES

Mission Statement

The MiraCosta Community College District mission is to provide superior educational opportunities and student-support services to a diverse population of learners with a focus on their success. MiraCosta offers associate degrees, university-transfer courses, career-and-technical education, certificate programs, basic-skills education, and lifelong-learning opportunities that strengthen the economic, cultural, social, and educational well-being of the communities it serves.

(Approved by the Board of Trustees February 19, 2014)

Institutional Goal I.   **MiraCosta Community College District will become a vanguard educational institution committed to innovation and researched best practices, broad access to higher education, and environmental sustainability.**

Institutional Objective I.1. Foster an inclusive community of learning and practice.

Institutional Objective I.2. Identify and implement best practices for promoting and increasing access to college programs and services.

Institutional Objective I.3. Integrate sustainability into the college environment, culture, and experience, and extend outreach to the communities we serve.

Institutional Goal II.   **MiraCosta Community College District will become the institution where each student has a high probability of achieving academic success.**

Institutional Objective II.1. Ensure educational planning tools, processes, and resources are contemporary and optimize student success.

Institutional Objective II.2. Foster an intellectual environment where faculty have regular access to and opportunities to engage in practices of teaching excellence.

Institutional Objective II.3. Utilize researched best practices and innovative strategies to develop and/or sustain communities of learning designed to produce equity in student outcomes.

Institutional Goal III. **MiraCosta Community College District will institutionalize effective planning processes through the systematic use of data to make decisions.**

Institutional Objective III.1. Advance our culture of evidence by maximizing the access to and use of data.

Institutional Objective III.2. Employ strategic collaboration throughout the institution to move from evidence to action.

Institutional Goal IV. **MiraCosta Community College District will demonstrate high standards of stewardship and fiscal prudence.**

Institutional Objective IV.1. Maintain budget practices that result in sustainable, balanced budgets and sufficient reserves.

Institutional Objective IV.2. Maintain a system of internal controls that results in unqualified audits.

Institutional Objective IV.3. Invest in and preserve assets (land and physical plant, technology and equipment) that serve district needs.

Institutional Goal V. **MiraCosta Community College District will be a conscientious community partner.**

Institutional Objective V.1. Collaborate and partner with employers and the business community to address global workforce needs and trends.

Institutional Objective V.2. Collaborate with community partners to create pathways for students that provide opportunities for learning and development outside of the classroom.

Institutional Objective V.3. Work with educational and community based partners to cultivate a "college-going culture" within the district's region and neighboring communities.

Appendix E: ADDITIONAL REFERENCES

A New Pedagogy is Emerging... and Online Learning is a Key Contributing Factor

Accessibility and Universal Design Resources

California Community Colleges Distance Education Report, October 2013

Community College Online

ITC Network Annual Distance Education Survey

Key Questions for Online Learning: Where Digital Living and Education Meet

Legislation and Policy

New Media Consortium Horizon Report 2015

Online Learning and Student Outcomes in California's Community Colleges

Online Learning Consortium Quality Scorecard 2014

Preparing Faculty to Teach Online

Title IV of the Higher Education Act Programs: Additional Safeguards Are Needed to Help Mitigate the Risks That Are Unique to the Distance Education Environment

Trends in Distance Education: What College Leaders Should Consider

WCET Resources: Federal Regulations

Why Online Programs Fail, and Five Things We Can Do About It