WCET 28th Annual Meeting
October 12-14, 2016 in Minneapolis, MN

10/12/2016

7:30 am - 6:00 pm

WCET Registration and Information
Registration, 4th Floor

SAN Meeting for SAN Members only (invited event) Wednesday, October 12th.
Please select this box if you plan to attend
Ballroom 3-4
Facilitator: Marianne Boeke, Senior Associate, NCHEMS
Facilitator: Cheryl Dowd, Director, SAN, WCET
This session is reserved for WCET State Authorization Network (SAN) Coordinators. Beginning with a gathering on Tuesday night, participants will create the personal relationships that build the network. The SAN meeting will include special guest presentations. The coordinators will also identify priorities for activities to be placed in the SAN statement of work for the coming year. Breakfast and lunch provided on Wednesday.

Creating & Diffusing Online Instructional & Institutional Practices From Data & Evidence
Excelsior + Lafayette
Facilitator: Rachel Cusatis, Instrumentation Innovator - Research, National Research Center for Distance Education and Technological Advancements (DETA)
Facilitator: Tanya Joosten, Director, eLearning Research and Development, University of Wisconsin-Milwaukee

The session is round table brainstorming discussions that takes finding from a cross-institutional study (10+ institutions) on distance education (blended, online, and CBE) and challenges the participants on determining how to interpret these findings, turn them into practice, and develop diffusion processes across the institution. We often hear people discuss data-driven decisions or evidence-based practices, yet many times the data and evidence that is driving our decisions and our practices within our educational institutions lacks the rigor of empirical research. The DETA Research Center spent two years designing research models and conducting rigorous research in higher ed across a dozen institutions (2-year and 4-year) to help us identify effective instructional and institutional practices in blended and online courses and programs. The research models including guides to research, survey instrumentation packet, data codebooks, shared definitions, and operationalizations of variables were shared in the DETA Research Toolkit. The data from student surveys and institutionally warehoused data allowed us to gather empirical findings as to what actually works for the students, in particularly underrepresented students, rather than administrators, instructors, or instructional support staff deciding on anecdotal, experience, or assumptions based on partial or inaccurate data. This sessions brings those cross-institutional findings in blended and online learning and ask the participants -- what do we do next? It is round table brainstorming discussions that takes these finding from this large on distance education (blended, online, and competency-based education) and challenges the participants on determining how to interpret these findings, turn them into practice, and develop diffusion processes across the institution. Results alone are useless. • Let’s talk about how to interpret these results and determine what they mean for us and our institutions. • Let’s talk about whether or not we can turn these results into practices in our organizations, and if so, what practices would we develop. • Let's talk about how we would diffuse these innovative practices across our institutions for students, instructors and faculty, support staff, and administrators.

Preconference workshops are free for WCET Members and $75.00 for non.
E-learning Consortia Workshop – Learning from Each Other, Working Together
St. Croix 1
Facilitator: Kevin Corcoran, Executive Director, Connecticut Distance Learning Consortium
Facilitator: Tricia Donovan, Executive Director, eCampusAlberta
Facilitator: Carol Gould, Executive Director, Great Plains Interactive Distance Education Alliance
Facilitator: Russ Poulin, Director, Policy and Analysis, WCET
Facilitator: Sue Maes, Co-director, Institute for Academic Alliances at Kansas State

Are you leading or actively participating in a multi-institutional partnership that shares academics, student support services, or technical services? If yes, this workshop is designed for you to learn from others and design new ways to cooperate across institution or across consortia. The session will begin with sharing of lessons learned in the development, operation, and evolution of successful (and maybe some not-as-successful) consortia. You will participate in small group discussions on innovations being implemented from other consortia. We will also identify projects on which consortia could partner or work collectively. Bring your ideas!

Optimizing Student Success Should Be Your Institution’s #1 Strategy
Grays + Wayzata
Speaker: Linda Baer, Senior Fellow, Civitas Learning
Speaker: Lisa Foss, Associate Vice President and Associate Provost for Strategy, Planning and Effectiveness, St. Cloud University
Speaker: Don Norris, President and Founder, Strategic Initiatives

Many institutions have substantially enhanced student success through a variety of data-supported best practices and interventions. By leveraging predictive and prescriptive analytics, leading institutions are demonstrating the capacity to optimize student success. Data analytics has matured to the point where many institutions have developed effective initiatives for collecting and analyzing data and are moving towards effective strategies for student success. Attend this interactive workshop to learn how to enhance and eventually optimize student success. Data analytics experts Don Norris and Linda Baer will guide attendees through the process of: • Assessing the current state of student success through case studies and reflection on their on institutional strategies. • Connecting the student success dots at their institution (who to include, key metrics, strategies). • Learning about the seven dimensions of student success. • Developing a roadmap for optimizing student success. This workshop will be hands-on and collaborative, bring your experiences and ideas. Attendees will receive a copy of the white paper "What Every Leader Needs to Know about Student Success Analytics."

Preconference workshops are free to members and $75 for non.
Workshop slides
WCET Academic Leadership Forum (by Invitation)
The WCET Academic Leadership Forum is an invitational meeting of chief academic officers. The Academic Leadership Forum provides academic leaders with a peer-to-peer opportunity to network and discuss issues of common interest and concern.

**Opening Keynote: Iteration and Innovation in Education**
Ballrooms 1-2
Speaker: Jaime Casap, Chief Education Evangelist, Google, Inc

As the world gets more connected, it also gets more complex. We now operate on a global scale and our job in education is to help learners develop the knowledge, skills, and abilities they will need to thrive in this new environment. We are preparing them to solve global problems we haven’t defined yet, using technology that hasn’t been invented, in roles that do not exist. To thrive in this new era, learners need to know how to learn, engage, create, collaborate, communicate, and to think critically. We need to continually iterate and innovate education in pursuit of making it a powerful, effective, and engaging learning experience.

View the recorded session.

**How Open Educational Resources are Being Used and Implemented (Part I)**
Ballroom 3-4
Moderator: TJ Bliss, Program Officer, Hewlett
Speaker: Matthew Cooper, Associate Provost, Thomas Edison State University
Speaker: Dave Ernst, Chief Information Officer, College of Education and Human Development, University of Minnesota
Speaker: James Glapa-Grossklag, Dean, Educational Technology, Learning Resources and Distance Learning, College of the Canyons
Speaker: Eszti Major-Rohrer, Director of Products and Services; CURATE, Ed Map
Speaker: Tanya Spilovoy, Director, Distance Education and State Authorization, North Dakota University System

Open content and resources are taking hold as a key step to improving access and affordability in higher education. Students who withdraw from college often cite that the cost of textbooks and materials are a significant barrier. In response, institutions are,
increasingly, adopting open content and resources as one way to improve course materials’ accessibility, affordability, and efficacy. How are institutions across the U.S. implementing open content and improving student success and completion? Open content initiatives range from course-based to full degrees that utilize open educational resources. In the first part of this two-part, in-depth session, several institutions — representing varying stages of implementing their initiatives — will share their stories.

- Thomas Edison State University and Ed Map — TESU’s partner for its OER initiative — will discuss the logistical and cultural challenges of implementing OER. They will also share perspectives on the changing nature and use of course materials, barriers in moving away from traditional models, and strategies for curating content.
- Learn about the Open Textbook Network housed within the University of Minnesota, an alliance of higher education institutions committed to improving access, affordability, and academic success through the use of open textbooks.
- Hear about the progress College of the Canyons is making offering students a zero total cost degree by the fall of 2017. The ZTC will be offered in Sociology, and the degree utilizes model curriculum for the state, which provides guaranteed pathways between community colleges and California State Universities.
- The North Dakota University system will also illuminate the challenges and opportunities of a state-wide OER initiative, which is now in its second year.

In the second part of this session, audience member will be invited to join colleagues who are at a similar stage of OER adoption and implementation initiatives in facilitated roundtable discussions.

This two part session will span two concurrent session blocks and include presentation and roundtable discussion.

2:15 pm - 3:00 pm

Adaptive Technology to Increase Recruitment, Readiness, and Retention
Deer Lake
Moderator: Deborah White, Director of Distance Education, The University of Michigan-Flint
Speaker: Scott Beckett, Distinguished Lecturer, Jacksonville State University
Speaker: Ahrash Bissell, EdReady Project Director, The NROC Project
Speaker: Courtney Peppers-Owen, Director of Learning Services, Jacksonville State University

Income inequality aggravated by unequal educational opportunity directs minorities and students from impoverished backgrounds into remedial math courses, costing them time
and money and contributing to attrition. Partnering with The NROC Project, Jacksonville State University has developed a new approach to address math readiness for these students.

Students take JSU EdReady Math Placement upon acceptance and receive individualized study resources. Once students practice all topics to mastery, they place directly into college-level math. In fall 2015, students who were placed into MS 112 College Algebra using EdReady had a 91% (n=336) pass rate vs a 71% (n=334) pass rate for students who were placed using traditional means.

Students unable to master all topics take Fast Forward Algebra, which combines basic and intermediate algebra into one semester and flips the classroom using EdReady. Students watch lectures online before class and spend class time practicing topics to mastery. Accelerating the time frame for remediation places students into college-level math more quickly, saving time and financial aid. In 2014-2015, students passed Fast Forward Algebra at higher rates (64-77%) compared to students in previous years (44-48%).

This session will focus on adaptive online learning with students who are entering a university setting as well as the best practices for blended learning in a remedial math classroom. Results from this scalable, integrated model will be shared.

Presentation case study.

2:15 pm - 3:00 pm

Growth Opportunities in Higher Education: Degrees and Alternate Pathways
St. Croix 1
Moderator: Debby Knotts, Executive Director, Strategic Initiatives, Extended Learning, University of New Mexico
Speaker: Andrew Magda, Manager of Market Research, The Learning House, Inc.

Online education was once on the cutting edge of educational technology, but that is no longer the case. Badges, bootcamps, and nanodegrees continue to gain prominence, and during the past several years, the number of students and providers in the online education space has grown dramatically. According to Eduventures, more than 3.5 million students are projected to study online in 2016 alone. In this presentation Andrew J. Magda, Manager of Market Research at The Learning House, Inc., will share results from his recent research report, “Growth Opportunities in Higher Education: Degrees and Alternate Pathways.” Find out which degrees and alternative pathways students are primed for growth, and learn how your university can position itself to reach tomorrow’s student.
2:15 pm - 3:00 pm

Levers, Dials, and Switches: The UCF Online Student Performance Dashboard
Minnesota
Moderator: Russ Adkins, CEO, Russ Adkins, Inc., Higher Education Consulting
Speaker: Thomas Cavanagh, Associate Vice President of Distributed Learning, University of Central Florida

University of Central Florida has developed an online student performance dashboard that draws upon LMS data to present a visually-appealing tool for student planning and success. Students are shown their status, assigned a goal for improvement, and given the ability to easily prepare a plan for achieving it. This session will describe the dashboard project, demonstrate its functionality, and share the results of a Spring 2016 pilot.

2:15 pm - 3:00 pm

Managing Online Accessibility: A Tale of Two Institutions
Pine/Cedar/Birch/Maple
Moderator: Jennifer Brock, Vice President of Academic Affairs, Bryan University
Speaker: Anne Honaker, Senior Instructional Designer, Western Kentucky University
Speaker: John Raible, Instructional Designer, University of Central Florida
Speaker: Julie Uranis, Director, Distance Learning and Continuing & Professional Development, Western Kentucky University

Learn about two institution’s innovative big-picture approaches to ensuring accessibility in online courses. Western Kentucky University’s Distance Learning unit engaged in a holistic review of the accessibility efforts for online learners and developed a process to support online course accessibility. By reviewing accessibility requirements, identifying current efforts, and developing processes to support accessibility efforts, the Distance Learning team was then able to develop a database that houses all data pertaining to various accessibility efforts. By improving and enhancing operations around accessibility WKU has the ability prioritize courses based several criteria, and expedite requests based on student needs and faculty preferences. The Center for Distributed Learning is the central agent for distance learning at the University of Central Florida. CDL partners with their Student Accessibility Services office to ensure online course accessibility. An important issue at UCF is scaling immediate need accommodations. UCF will discuss how they are combining several innovative technological solutions to address scale.

2:15 pm - 3:00 pm

The Goldilocks Test: Finding the “Just Right” Student Authentication System
Prefunction Terrace

Presentation slides.
In response to current federal regulations that require the authentication of online students, the University of Missouri-Kansas City (UMKC) spent the past year evaluating possible solutions offered by three separate vendors: Examity, ProctorU, and BioSig-ID. The primary goal of the authentication project was to identify an approach that allowed authentication to occur not only when students were engaged in an online assessment activity such as an exam but at multiple points within an online course. The ideal solution would be an authentication system that requires a student to authenticate at random points throughout a class and at a frequency that would not disrupt the natural flow of the course or learning activity. Each of the solutions offered by the vendors was piloted separately and proved useful in understanding the scope of student verification. Feedback from faculty, students, and administrators was instrumental in evaluating these tools, informing the development of institutional policies, and surfacing essential features. Key attributes of an ideal system include security and accuracy; scalability; ease of use; integration with the LMS; and cost-effectiveness. This presentation will tell the story of how one university is navigating the student authentication landscape to evaluate and identify a system that is “just right” for its institutional infrastructure and culture.

Presentation slides.
enabling the design of successful courses for online students. The panel is organized around four prompts: what you do and why, success stories, enduring challenges, and what you wish you’d known a few years ago. The insights shared will be valuable to anyone designing online courses, as well as those building their institution’s course design capability. Please bring your questions for this panel of experienced professionals.

Presentation slides.

2:15 pm - 3:00 pm

Traveling the CBE Faculty Path: New Ways of Teaching at Three Colleges
Elk Lake
Moderator: Brooks Doherty, Department Dean, Rasmussen College
Speaker: Curtis Newbold, Assistant Professor, Communication, Westminster College
Speaker: Christine Seifert, Associate Professor or Communication, Westminster College

Teaching and learning in competency-based education (CBE) can look different from one institution – even from one student – to the next. It “can occur in a wide variety of forms and settings, and students can receive regular support and encouragement along the way” (C-BEN, 2016). As such, the journeys of college faculty who are leading CBE efforts around the nation have been replete with both rewards and challenges. This panel session features faculty and administrators from two colleges helping to lead the emergence of competency-based teaching and learning in the United States: Westminster College in Utah and Rasmussen College in Minnesota. Both institutions offer different CBE experiences by program, modality, mentoring, and credential level; however, the common panel story of building new and effective faculty models to support responsible CBE innovation in will benefit institutions who are considering alternative pathways to traditional higher learning.

2:15 pm - 3:00 pm

WCET/ State Authorization Network (SAN) Health Sciences Task Force Update
Crystal Lake
Moderator: Evan Smith, State Regulations Compliance Coordinator, University of Missouri, Mizzou Online
Speaker: Ronald Brownie, Director, Online & Continuing Education, Northern State University
Speaker: Kenneth Heard, III, Director, Department of State Authorization, Office of the Associate Vice Chancellor for Academic Affairs, The University of Mississippi Medical Center

SAN member only session – Presenters will provide a task force update on the collection of professional licensure board contact information and best practices for institutions to
provide notifications and disclosures to current and prospective students about programs leading to professional licensure.

How Open Educational Resources are Being Used and Implemented (Part II)
Ballroom 3-4
Moderator: TJ Bliss, Program Officer, Hewlett
Speaker: Matthew Cooper, Associate Provost, Thomas Edison State University
Speaker: Dave Ernst, Chief Information Officer, College of Education and Human Development, University of Minnesota
Speaker: James Glapa-Grossklag, Dean, Educational Technology, Learning Resources and Distance Learning, College of the Canyons
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**Brainstorming Working Session: The Price and Cost of Distance Education**

Minnesota
Facilitator: Joan Bouillon, Director of Regulatory Compliance, Pearson
Facilitator: Russ Poulin, Director, Policy and Analysis, WCET
Facilitator: Reed Scull, Associated Dean and Director, University of Wyoming Outreach School

Students, higher education administrators, policy-makers, and the press all focus on the price (what a student pays) and cost (funds expended by institutions) for distance education. It seems that price and cost often suffer conflation. Come and join a WCET panel presenting the preliminary results of a survey tool dedicated to distance education price and cost including examples of the policy impact in a few states. This interactive session will be an open discussion with the audience sharing and brainstorming ways to address these financial issues. The audience will be asked for input on how to educate the public on the rationale behind current price and cost levels.

**Change is Hard. Manage it Well.**

St. Croix 2
Moderator: Cali Morrison, Director, Alternative Learning, American Public University System
Speaker: Luke Dowden, Director, Distance Learning, University of Louisiana at Lafayette
Speaker: Cristi Ford, Acting Associate Vice Provost and Directory, CILSS, University of Maryland University College
Speaker: Pat James, Executive Director, California Community Colleges' Online Education Initiative

Great ideas abound - the hard part is leading the change process in order for them to become a reality. A survey of WCET members leadership development needs revealed that change management is a desired growth area at all levels of leadership. Join this discussion to hear stories from the trenches and effective strategies for managing change in complex systems -- without going crazy in the process.

**Creating New Paradigms with Institution-Wide Analytics at UMUC**

Prefunction Terrace
Moderator: Brenda Perea, Instructional Design Project Manager for Special Project Grants, Colorado Community College System
Speaker: Beth Mulherrin, Assistant Vice Provost for Student Success, University of Maryland University College
Since 2010, UMUC has undergone a cultural transformation driven by an institution-wide commitment to evidence based decision making. The UMUC Office of Analytics' leadership, platform and approach, served as a catalyst during this evolution. After much success within UMUC, the university created a new company, HelioCampus, in 2015. HelioCampus leverages the technology platform and process model created by the Office of Analytics to enable institutional analytics beyond UMUC.

HelioCampus continues to serve as a change agent within UMUC by providing institutional leaders and stakeholders greater visibility into the connections between disparate data and ongoing opportunities for institutional improvement. This approach helps to facilitate collaboration among different units by not just providing data but presenting data in a meaningful context, such as by specific student segments, an academic program, or critical moments in the student lifecycle.

Learn more about the platform, process, and approach that has resulted in a culture of cross-functional collaboration within UMUC to improve outcomes through analytics. This presentation will also share a framework for identifying opportunities for improvement, coordinating intervention efforts, and systematically evaluating initiatives.

3:15 pm - 4:15 pm

Game Change: The Theory, Practice and Possibilities of Competency-based Education
Deer Lake
Moderator: Fred Hurst, Vice President, Institutional Advancement , Western Governors University
Speaker: Van Davis, Associate Vice President, Higher Education Policy & Research, Blackboard, Inc.
Speaker: Karen Yoshino, Principal Strategist, Enterprise Consulting, Blackboard, Inc.

Now that the debate over the quality of e-learning has died down, CBE is arguably becoming the next game changer in higher education. It’s the next thing that will push educators to see their work through a different lens. It has the potential to bring clarity to all of the catchy but heretofore undefined goals of higher education: student success, personalized learning, outcomes-based, transparency, accountability, and many more. That said, building and sustaining a high quality competency-based education program can be simultaneously exhilarating and daunting. It requires engaging multiple stakeholders from across your campus and community and touches every piece of an institution. This presentation will include: how CBE animates theory that’s been around for decades, gives definition to well-intentioned shibboleths in higher education, the
implications for changes in our work as educators, and the promise of dispelling criticism of accountability, affordability, access, and preparing the nation’s workforce. The presentation will cover the necessary pieces of successful program development and a tool to help institutions design and plan for CBE. Special attention will be placed on lessons learned from a number of institutions developing CBE as well as the change management practices necessary for sustaining innovation.

Presentation slides.

State Authorization Reciprocity Agreement (SARA): Myths and Tall Tales
Pine/Cedar/Birch/Maple
Moderator: Mary Larson, Director, S-SARA, Southern Regional Education Board
Speaker: Sandra Doran, Director, New England State Authorization Reciprocity Agreement, New England Board of Higher Education
Speaker: Marshall Hill, Executive Director, National Council for State Authorization Reciprocity Agreements
Speaker: John Lopez, SARA Director, WICHE
Speaker: Jenny Parks, SARA Director, Midwestern Higher Education Compact

How familiar are you with SARA? NC-SARA and the regional compact directors will dispel some of the frequent statements about SARA that are absolutely incorrect! Test your knowledge. What is the status of the new national reciprocal plan for state authorization ‘SARA’? How? When? And what next for your institution? For the region? For states in other regions? How does it impact SREB’s Electronic Campus Regional Reciprocity Agreement? Using a Q & A format, an update on the status of the State Authorization Reciprocity Agreement and the impact it has on the complex and rapidly changing landscape of state authorization in distance education will be provided. Real questions from the past six months will be used to dispel SARA myths. What is the difference between SARA, SECRRA, and SREB? Which one is going away?

All Things Adaptive Learning
Elk Lake
Facilitator: Niki Bray, WCET Adaptive Learning Fellow, WCET, University of Memphis

In this roundtable discussion, WCET Adaptive Learning Fellow, Niki Bray, will lead a discussion on all things adaptive learning, from what it is to how to get started and who is doing what across the field. Come meet Niki and discuss adaptive learning.

A Testing Evolution: Building an Institutional Assessment Strategic Plan
Minnesota
Facilitator: Kevin Shanley, Director, eLearning, Utah State University
Facilitator: Robert Wagner, Executive Vice Provost & Dean, Utah State University
As online learning tools become a part of mainstream instruction, institutions are challenged to address assessments in new ways. Proctored online exams once reserved for fully online or distance students are now becoming more prevalent in traditional courses. Paper-based exams in crowded lecture halls are being challenged by students who expect better alternatives through technology. Competency-based programs require faculty to evaluate their assessment strategies and develop ways to demonstrate prior knowledge. Online programs generate students located all over world, causing institutions to scale assessment policies beyond their traditional campus(es). Institutions can address these and other critical areas more effectively by formulating an Institutional Assessment Strategic Plan to develop assessment technologies, policies and best practices. The strategic plan includes identifying the critical actors and institutional systems that are vital to success; and, educating faculty on assessment options and designs to ensure that learning objectives are met. In this session we will discuss how to develop an Institutional Assessment Strategic Plan using examples from a large public university, while also drawing on experiences from a variety of institutional sizes and types represented by attendees. The interactive session will help institutions to identify various assessment strategies, the impacts to campus service organizations, and assessment best practices.

Presentation slides.

4:30 pm - 5:30 pm

Brief Update on Newly Released Teacher Preg Regs
Ballroom 3-4
Speaker: Sophia McArdle, Policy Analyst, Department of Education

The new teacher prep regulations (regarding institutions and other entities that prepare new teachers) were announced today, October 12. Sophia McArdle will give some highlights of what was released and answer a few questions.

Meet and Greet with WCET
Windows Terrace
Mollie McGill, Director, Programs and Membership, WCET

Come meet the friendly WCET team and enjoy some light appetizers. If this is your first WCET Annual Meeting or if your organization is not a WCET member, you won't want to miss this session which will help you navigate the program, connect with others, and understand more about WCET.

Canary in a Coalmine? Course Reviews as an Indicator of Accessibility Gaps
St. Croix 1
Facilitator: Ritchie Boyd, Principal Strategist, Enterprise Consulting, Blackboard, Inc
Facilitator: Scott Ready, Director - Customer Relations, Enterprise Consulting, Blackboard, Inc.
Online and technology-mediated learning continues to merge into the mainstream of higher education, yet uniformly implemented policies and guidelines for course quality and accessibility features may not exist at an institution, or if they do exist may be unevenly applied. There may exist a tension between an institutional need for consistency across courses and issues of faculty training and support, or what may be perceived as academic freedom. The result may be a patchwork of course designs at best, or loss of student engagement at worst.

Working within the context of quality course design and accessibility, this discussion will provide participants with the opportunity to compare their knowledge (or notions) of course design with well known and established processes and rubrics. Participants will be able to reflect on various aspects of good (and poor) course design, and have an opportunity to review and discuss different design aspects of a course themselves, both for quality as well as accessibility. Considerations for identifying the attributes of highly accessible courses, which benefit all learners, will be an additional focus of this session.

4:30 pm - 5:30 pm
Through the Looking Glass: Virtual and Augmented Reality
Pine/Cedar/Birch/Maple
Facilitator: Dave Dannenberg, Director, Academic Innovations and eLearning, University of Alaska Anchorage

Technology changes faster than we can keep up. It seems that every week a new, must-have tool is released which promises to fix all of education’s shortcomings. Augmented and virtual reality are two technologies that have recently received a lot of attention. While they are not new, with the release of Pokémon Go they seem to have finally hit the mainstream media and captivated millions of people. So the question is, “How can we, as educators, use them in our classrooms?”

Presentation slides.

4:30 pm - 5:30 pm
When Innovation and Reality Collide
St. Croix 2
Facilitator: Kim Siegenthaler, Director, Mizzou Online, University of Missouri

Push innovations such as competency-based learning, micro-credentialing, MOOC, bootcamp, free college, 2-year to 4-year college pathways, academic coaching, adaptive learning, badges, stackable degrees, and industry partnerships together with accreditation, institutional policy, culture, federal and state laws. Add media hype and vendor promises. Stir in enrollment goals and budget cuts. Spin around three times and walk a straight line to strategic planning. Dizzy yet? Join us for conversation around navigating the landscape of continuous change.

5:30 pm - 6:30 pm
Welcome Reception
Atrium/Ballroom
Join your colleagues on the opening night of the Annual Meeting! Meet and mingle with other attendees while enjoying complimentary hors d'oeuvres and a cash bar.