

# 2023 Report to Our Community

A MarylandOnline update for the period January 1 through December 31, 2023



## MarylandOnline Roles Expertise

Under expertise, MOL's goal is to help MOL's member institutions excel in the practice of online education. The consortium incubates new products and services that leverage collaboration among members; promotes and delivers professional development for online faculty and administrators; and, through its online-focused leadership institute, prepares leaders in the field.

## Networking

Under networking, MOL's primary goal is to facilitate networking among stakeholders. The consortium addresses common challenges in online education by fostering the sharing of information, ideas, and resources among member institutions. Through direct services or access to information, members also benefit from MOL's collaborations with other online education organizations in Maryland and beyond.

## Advocacy

Under advocacy, MOL's goal is to champion excellence in online education through engagement with initiatives that support students and teachers. Some areas of focus—such as diversity, equity, and inclusion; academic integrity; and the quality and affordability of instructional materials—carry over from year to year. Others are emergent issues that come to the consortium's attention. On behalf of its members, MOL uses its influence publicly at the state and national levels to promote online education.

## From the Executive Director

*Greetings, and welcome to the 2023 edition of MarylandOnline's Report to Our Community. I want to take this moment to express, on behalf of the MarylandOnline (MOL) staff, our gratitude to our Board representatives and to our member institutions.*

*Thank you to all the people in the MOL network – Board representatives, MOLLI alumni, project managers, staff, and volunteers -- who are willing to roll up their sleeves and work together to find solutions in our complex world of digital education. The challenging environment for higher education is a little less daunting when you have supportive colleagues in the room.*

*We are proud of this organization and happy to share this report with you. Thank you for reading!*

**Wendy Gilbert**  
Executive Director, MarylandOnline





## 2023: Spotlight on Collaboration and Digital Formats

2023 will be looked back on as the year higher education, as well as nearly all

other spheres of human endeavor, first felt the impacts of generative artificial intelligence. As a digital tool, gen AI was especially relevant to online education, and we went through successive stages of realization about AI's implications for the teaching-learning process. Throughout the year MOL took soundings with its member schools on how AI was being used, gathering reports from early adopters on the frontier.

In 2023 [MarylandOnline](#) (MOL) met the goals for the second year of its three-year strategic plan, notably those focused on collaboration among our member institutions. We nurtured and grew two new collaborative projects, the MarylandOnline Exchange (MOL-X) and the Continuing and Professional Education Exchange (CPEX), and accomplished a reset with both our long-established MOL Seat Bank and the flagship MOL Leadership Institute (MOLLI).

In 2023 we noticed that in the aftermath of the pandemic's reshuffling of higher education, digital education had become multi-modal to an extent we could not have envisioned a few years ago. *Our 2023 MarylandOnline Annual Survey of Member Institutions' Online Enrollments and Course and Program Offerings* includes data on not only asynchronous online, which continues to be the dominant format, but also hybrid/blended, remote synchronous, and HyFlex.

MOL's annual report, formerly *Report to Our Presidents*, has been retitled *Report to Our Community* to signal our recognition of not only the presidents of our member institutions but also the many faculty, staff, and others who make up the community that supports and is served by MarylandOnline.

We hope you enjoy reading the updates provided by MOL's 19 member institutions and the brief summaries of our 2023 consortium activities.



## 2023 MOL Professional Development Webinars and Events

In 2023 MOL enhanced its professional development efforts with the addition of a virtual Professional Development Day. Held in August, the event included webinars on topics such as Diversity, Equity, and Inclusion (DEI), Social Media, AI, How to Hold Inclusive Meetings, How to Use Microsoft Forms, and an informational session on the state education department's "Blueprint for Maryland's Future." The day was capped by a keynote presentation by Prince George's Community College President Dr. Falecia D. Williams. The event was so well-received that MOL plans to hold another Professional Development Day in 2024.

Again in 2023, the Spring and Fall MOL Webinar Series were quite successful and well-attended, covering a variety of topics and including a range of new presenters. Topics included a Survey of Online Higher Education Trends, AI, Learner Engagement, How to Use Five-Minute Videos to Enhance Your Online Course, Microcredentials, Ungrading, Using Zoom to Provide Screencasting Feedback to Students, and Tips for Asian American and Hispanic Student Engagement in Online Classes. In addition to our regular Webinar Series, for the second year in a row, a few of our MOL member institutions opened special sections of their webinars for National Distance Learning Week.

To help with the planning of the new PD Day event and to keep the Webinar Series running smoothly, two significant additions were made to the Professional Development team. Carla Zeigler, Garrett College's MOL representative, volunteered to chair the Board's Professional Development Committee, and Marjorie Rawhouser (Anne Arundel Community College) was brought on in the contract role of Professional Development Coordinator. The contributions of Carla and Marjorie have elevated the entire Professional Development program.

Descriptions of each event in MOL's 2023 Fall and Spring Webinar Series and the Professional Development Day and National Distance Learning Week programs are included at the end of the report.



# MOL Course Sharing: Building New Pathways

*The MOL Continuing and Professional Education Exchange (CPEX) – A Noncredit Course-Sharing Platform*



In 2023 CPEX, the new MOL course-sharing platform for noncredit courses, was completed. Carroll Community College's entrepreneurship program began a pilot phase on the platform, in collaboration with Garrett College as the adopting school. Two new programs will join the pilot in 2024. Kelly Koermer and Shanna Kibler of Carroll continued to play an important role in developing the pilot, and Bronwyn Bates from Howard Community College joined the CPEX team at the end of the year.

With a membership that includes all 16 community colleges as well as three strong four-year institutions, MOL plans to build on CPEX by leading a much larger statewide collaboration around alternative credentials. MOL's strategic plan has been revised to include garnering the support of state entities and recruiting a project team for this initiative in the next year.

*The MOL Seat Bank – A Credit Course-Sharing Platform*



The credit course-sharing platform known as the Seat Bank, now in its third decade, underwent enhancements that included additional information to help the Site Administrators with course adoptions. Over 250 credits were shared for the fiscal year; most of those credits were from Teacher Education courses. In addition, World Languages faculty from two colleges added language courses to the platform.

# THE MOL Leadership Institute (MOLLI): A Year of Successes and Transition

*The 2023 Residential Program*



In June, at Historic Inns of Annapolis, MOLLI held its fifth Residential Program (RP) since 2017. The 18 participants, representing seven colleges in Maryland, spent four days in a retreat that has come to be described with three "i" words—immersive, intensive, and interactive. With an emphasis on group interactions, the 2023 cohort explored topics that ranged from leading change to ethical leadership to communicating up and down. The book *The Prepared Leader* (James and Wooten), assigned reading in advance, provided a framework for the week.

Lead co-facilitators of the RP were Doug Gray, MOLLI Director, and Shinta Hernandez, Dean of the Virtual Campus, Montgomery College. Included at the end of the report is the Agenda for the 2023 Residential Program. It shows an all-star lineup of featured presenters and contributions by a talented team of MOLLI RP alumni, who facilitated various sessions. A highlight of the RP was an opportunity for the participants to meet and hear from Maryland's Secretary of Higher Education, Dr. Sanjay Rai.



## 2023 Annual Team Projects



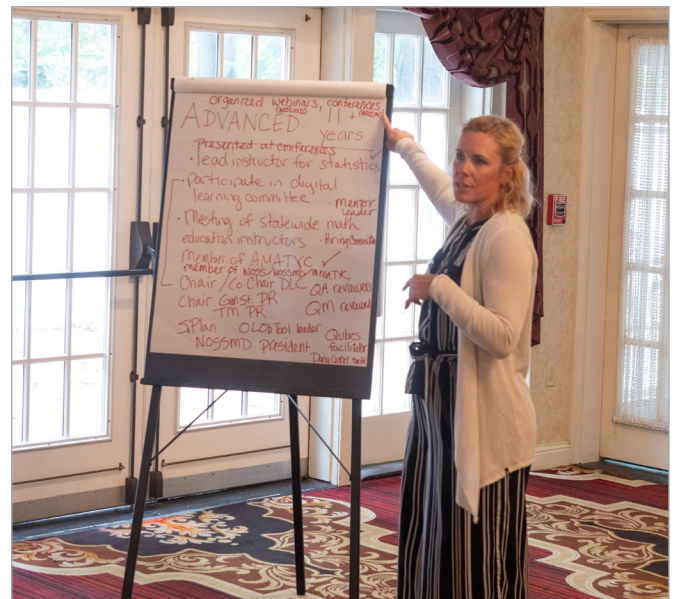
An integral feature of the RP is the Annual Team Project (ATP). It entails the formation of small groups whose members collectively formulate a topic during the residence week and, under the guidance of volunteer mentors, work together throughout the coming year on a collaborative project that advances online education.

Projects of past RP cohorts have focused on such topics as accessibility, diversity awareness, community formation, professional development, social media, and quality standards. Several teams have had the opportunity to present their work at conferences and in other forums.



The 2023 cohort organized itself into three teams to work on these topics: competencies for instructors in various digital modalities, digital literacy, and development of a comprehensive toolkit to help faculty navigate artificial intelligence. Lending management help is MOLLI's 2023-24 Project Team and Mentor Coordinator, Fred Stemple, Associate Professor, Garrett College. The teams will showcase their results for the MOL Board of Directors and other groups in 2024.

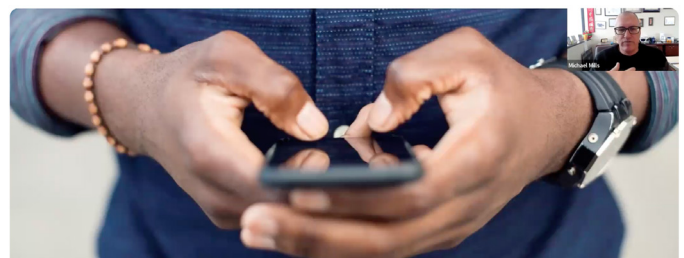
## 2023 MOLLI Webinars



In its professional development webinar series, MOL again offered a MOLLI-hosted webinar in both spring and fall of 2023. The webinars were organized and led by MOLLI contributor Larry Ragan and featured panels with presenters representing complementary areas of expertise.

MOLLI's April webinar, "Disruption in Higher Ed: The Impact of AI," explored the implications of how generative AI has begun to impact nearly all areas of higher education, including students, faculty, and administrative processes. Understanding, analyzing, and managing these impacts is a critical role for every leader in higher education today.

The October webinar, "Leading Through Times of Sea Change," focused on skills and strategies leaders need to steer their teams through large-scale institutional events such as changes in mission or technology platform and the advent of AI.



**Leading and Navigating the Digital Landscape,  
Artificial Intelligence and Online Education**

## A Leadership Transition, a New Award, and a New Website



2023 also saw the retirement of founding MOLL I Director Doug Gray, who is succeeded by Dr. Shinta Hernandez, appointed in September after an open search. In addition to her considerable credentials and experience as Dean of Montgomery College's Virtual Campus, Shinta is an alum of the 2019 MOLL I

Residential Program and first served as a co-facilitator in the 2021 RP.

To pay tribute to Doug's immense contributions to MOLL I as creator of the Institute and its inaugural Director, MOL established the Doug Gray MOLL I Leadership Award, to be presented at the conclusion of each RP to the cohort member chosen by peers as best exemplifying leadership qualities throughout the RP. The 2023 cohort elected two recipients, Robyn Alexander of Howard Community College and Suzette Spencer of Montgomery College. MOL and MOLL I leaders were on hand to present the awards to Robyn and Suzette. Shown below are, from left, MOL Board Chair Michael Mills, Suzette, Robyn, and MOLL I Director Doug Gray.



Under the expert leadership of MOLL I's 2023 Public Information Coordinator, Sarah Felber, Program Director, UMGC, we also transitioned MOLL I's website to a new platform. At the [new site](#) visitors are able to sign up for professional development events and access past events, and special features are included to serve Residential Program participants.

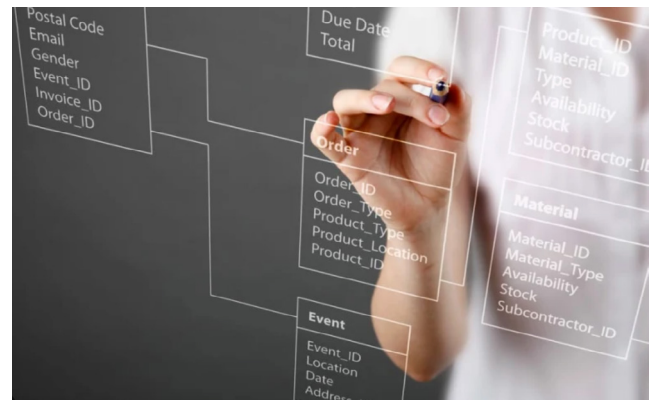
## DOLLI Matures as a Unique MOL Resource

MOL achieved two major goals in 2023 for its Database of Online Learning Information (DOLLI): updating the question set and reaching 100% participation by MOL member institutions, prompting us to adopt the informal title of DOLLI 2.0. DOLLI is a continuously updated repository for data on online learning policies and practices throughout MOL.



The team, led by DOLLI Director Diana Zilberman, reviewed and updated all of the sections and questions in the database. The "living" database includes over 200 separate questions covering 17 topics that the team reviewed for relevance, accuracy, and currency. Feedback from the database users was valuable in making updates and changes. In addition, the DOLLI Director continued providing one-on-one assistance to the database users from our member institutions. Her support led to all 19 of our member institutions completing most or all of the tables, making DOLLI a very current and robust source of information for our members.

Future plans focus on non-MOL institutions' use of the platform, the question set, or both. The DOLLI team will share a cloned portion of the site and a partial list of the questions with other consortia and systems and gather feedback regarding usability and desire for replication.



# Continuing Momentum for the MarylandOnline Exchange (MOL-X)

Launched in the first quarter of 2023, MOL-X is a MOL-curated platform that enables an efficient search for hiring officers at MOL member institutions to identify qualified part-time faculty for openings at their colleges. In turn, adjunct faculty can seek part-time teaching assignments by accessing the exchange and conducting a one-stop search for job openings at MOL colleges and universities.



The idea for the exchange began in 2021 with the MOL Board, several of whose representatives' colleges had experienced difficulty in locating adjunct faculty, especially for last-minute teaching assignments. Colleen Flewelling, Cecil College Board representative and MOL Vice President and Secretary, stepped up to chair the MOL-X Steering Committee and ably led us through the early planning stages as well as providing oversight as the exchange grows. In 2023 Dr. Diana Zilberman, former MOL Board officer and Director of our DOLLI project, was hired for the contract position of MOL-X Coordinator.

Once the site's protocols were established based on feedback from MOL Board representatives, our efforts focused on promoting the exchange to key stakeholders, including part-time faculty and MOL hiring professionals. The MOL-X Coordinator's attendance at the Maryland Consortium for Adjunct Faculty Professional Development conference in October at Frederick Community College generated a good deal of interest among faculty.

By the end of the year, 89 part-time faculty members had self-created accounts, and 22 hiring professionals had logged in to the site. As the exchange is now fully functional, we continue promoting the site within MOL colleges and universities, with the long-term goal of expanding MOL-X in the state and beyond.

# Supporting the MOL Board of Directors

The [MOL Board of Directors](#), made up of an appointed representative from each of the 19 member institutions, is very much a working board in addition to performing traditional governance roles. Between the four regularly scheduled Board meetings held each year, the Directors interact with one another in committee work and on the Basecamp online site.

Along with an area for official announcements, the site offers a Board Forum for ongoing informal conversations among Directors on topics of mutual interest. Typically, a representative from one institution will post a question in the Forum and receive responses from other institutions' representatives. At times during the year, MOL schedules a Board Coffee Chat on matters of special concern. In 2023 several representatives of the Board participated in two MOL-hosted Coffee Chats on the hot topic of generative artificial intelligence, comparing policies and uses at member schools.



# Highlights from MOL Member Institutions

MOL Board representatives report on developments related to online teaching and learning at their institutions during 2023, as well as individual achievements.

## Allegany College of Maryland

Juli Whetstone, MOL Board Representative



- The instructional design team continues to conduct internal Quality Matters course reviews to maintain quality assurance of eCourses. In 2023, 28 reviews were conducted, and of those, 20 courses were issued certificates for now meeting all standards. The new Seventh Edition of the Quality Matters rubric was used for the Fall 2023 semester.
- Nine new online courses were developed using the course template we made available to faculty last year. Over 50% of QM standards are met when faculty use this template.
- The Ed Tech services team installed six new flex classrooms with advanced streaming capabilities.
- The online LPN-to-RN program continues to grow and added five new states this year. It is now available in 14 states: Delaware, Florida, Kentucky, Maine, Maryland, New Hampshire, North Carolina, Ohio, Pennsylvania, South Carolina, Texas, Vermont, Virginia, and West Virginia.



## Anne Arundel Community College

Jennifer Bopp, MOL Board Representative



- AACC completed the [Middle States self-study](#) in 2023 and met each of the Standards for Accreditation. Highlighted strengths in online learning:
  - The college offers robust online services and programming for students including online, hybrid, online synchronous, and HyFlex courses.
  - The college provides flexibility for students to access services and extracurricular activities online or in person.
  - AACC continues to offer embedded librarians in courses, virtual advising, and the virtual writing center.
- Accessibility
  - The College expanded the accessible virtual desktop environment. All students have access to a virtual desktop containing both accessibility applications and various instructional applications (JAWS, ZoomText, Kurzweil, NVDA, Equatio, and more!).
  - Digital Accessibility – AACC provided departments reviews and guidelines based on the AACC Digital Accessibility Guidelines. The Pope Tech Digital Accessibility tool is embedded in Canvas.
- Learning
  - Summer Institute - The IDEA Lab partnered with the Office of Planning, Research, and Institutional Assessment (PRIA) to offer two days of professional development. Topics included accessibility, assessment in the era of ChatGPT, High-Impact Practices, The Mastery Project, and much more. The College received over 175 responses from session evaluations.

- New Building - The Florestano building 4th floor renovation located on AACC's West Campus was completed in Fall 2023. eLearning and Instructional Technology, Audio Video Technology, and Instructional Design are located together in this building.
- As of September 2023, Dr. Megan Myers is AACC's next Dean of Distance Education. She leads IIT's IDEA Lab team, with a focus on innovation, design, engagement, and accessibility. She succeeds Dr. Colleen Eisenbeiser, whose distinguished and outstanding 30+ year tenure at AACC concluded with her retirement in August 2023.
- The new IDEA Lab opened its doors at AACC in Fall 2023, offering a dynamic space for faculty to engage in professional development, collaborate on innovative projects, and access cutting-edge resources to enhance their teaching and learning practices.

*Key Features:*

- Professional Development: The IDEA Lab will host and co-facilitate training sessions, workshops, and learning communities on various topics, including AI in education, accessibility, and Work Smarter, Not Harder strategies.
- Innovation Hub: The lab provides dedicated spaces for faculty to experiment with new technologies, create high-quality multimedia content in the self-service media studio and audio/video recording studios, and explore research-based practices in the model synchronous classrooms.
- Drop-in Support: Faculty can readily access support through lunchtime AI faculty learning communities, hands-on workshops at different centers, drop-in help sessions, and equipment training.
- Collaboration and Partnerships: The IDEA Lab fosters collaboration and knowledge sharing among faculty through co-facilitation opportunities, peer support networks, and partnerships with various departments and centers.

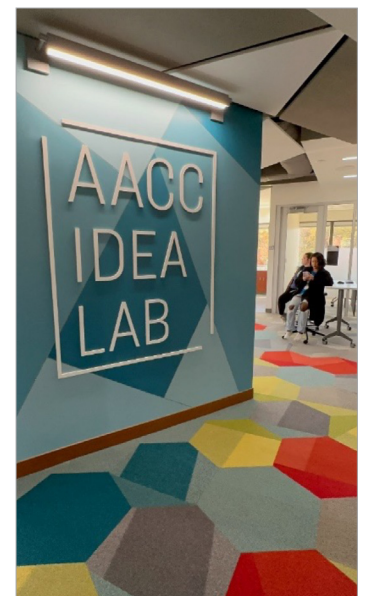
*Impact:*

The IDEA Lab is poised to:

- Empower faculty: by providing them with the tools, resources, and support they need to stay current with educational trends and experiment with innovative teaching methods.
- Enhance student learning: by enabling faculty to create engaging and high-quality learning experiences that cater to diverse needs and learning styles.
- Strengthen the campus community: by fostering collaboration, knowledge sharing, and a culture of continuous learning among faculty, staff, and students.

*Looking Ahead:*

- The IDEA Lab will continue to expand its offerings, refine its services based on faculty feedback, and build strong partnerships across the college to become a central hub for faculty development, innovation, and collaboration.





## Baltimore City Community College

Brian Terrill, MOL Board Representative



- 2023 saw the full implementation of the Ellucian Banner system as the College's replacement ERP solution, with work beginning on the new Ellucian Experience interface and Degree Works.
- In 2023, E-learning began creating pilot video content for micro-learning among faculty and creating content for more significant training initiatives. The lessons learned from these pilots are driving enhancements to the process, and in the future E-Learning will be rolling out video services to faculty for use in building course-specific video content.
- Faculty development was also a key initiative in 2023 for E-Learning at BCCC. Between orientation sessions of students and faculty, one-on-one in-depth sessions, and on-demand video training, the department was able to significantly increase the reach of critical training content.
- In Fall 2023, E-Learning launched an initiative to collaborate with faculty to build learning outcome data capture within the College's LMS for future integration with assessment tools. The work is ongoing, with a pilot of 54 courses set for Spring 2024.



## Carroll Community College

Michelle Kloss, MOL Board Representative



- Carroll offered its first HyFlex course, in Early Childhood Education, in Fall 2023. The HyFlex pilot went well and will continue into Spring 2024.
- The Digital Learning and Media Department offered 133 unique courses in the asynchronous online format, refreshed eight online courses, and made 10 courses digitally accessible.
- Andrea Gravelle, Director of Digital Learning and Media, worked with Carroll colleagues to develop a Digital Accessibility Assessment and Plan for the College, which will launch in 2024.
- Carroll assembled a Microcredential Review Committee to support the development and deployment of digital credentials across the College. A cross-disciplinary committee collaborated to create a new OER for DEIB (Diversity, Equity, Inclusion, and Belonging) credential.
- Carroll's Virtual Reality Lab hosted 215 users throughout the year.



## Cecil College

Colleen Flewelling, MOL Board Representative



- The College facilitated workshops and webinars on educational technologies including Canvas, Echo360, Turnitin, and AI applications in higher education.
- Cecil representatives presented on strategies for effective online teaching and collaborated with Montgomery College for Distance Learning Week, organized by USDLA (The United States Distance Learning Association).
- The College began the transition from Blackboard to Canvas. Canvas was selected based on Canvas' user experience, mobile accessibility, integrations, and analytics capabilities.
- Cecil launched a Canvas Champions initiative to support faculty during the LMS transition and enhance online teaching. Canvas Champions will provide LMS peer training and assistance.
- The College recertified the EGL 101 College Composition course through the Quality Matters peer review process, ensuring alignment with quality standards for online course design.
- Cecil increased the user base of Echo 360 by 28.1% since 2022. The number of Views of Videos saw a substantial increase of 53.4%. Additionally, there was a growth of 3.2% in Video Transcripts from 2022 to 2023.



## Chesapeake College

Chandra Gigliotti, MOL Board Representative



- The role of online learning for all modalities and constituents remains a key focus for Chesapeake College. There are few credit courses not using online content in some form. Continuing Education courses that started using online resources during the Covid pandemic remain so while others consider. Thus, 2023 saw Chesapeake College continue its efforts to support course quality and address growing student population segments..
  - Our e-Blueprint for Course Design Review saw the conclusion of HERRF-funded efforts to a broader long-term process. The e-Blueprint, developed by the College's Committee for Teaching and Learning (CTL), is like Quality Matters and OSCAR review rubrics. For the 2024 academic year 12 essential items were selected from the full 40 for faculty to conduct self-reviews. The self-reviews began in the Fall of 2023 with the goal of each full-time faculty member selecting and reviewing ONE course by the end of Spring break 2024. The planned next phase is to conduct full reviews using the dual peer review process developed under the HERRF funds. These reviews are expected to be completed over the next two years.
  - With the launch of the state of Maryland's Blueprint for Education, the College saw an immediate surge of Dual Enrollment students in the Fall 2023 term. Thirty-three percent of enrolled students were dual enrollment. Typically, over 80% of Dual Enrollment students successfully complete their courses. While the Dual Enrollment population grew, online enrollment remained at 50% of enrolled credits. This percentage has sparked conversations regarding how well this part of our population is prepared for the differences between higher education online learning and their high school online experiences.

- Other highlights for 2023 for which online is included in some manner:
  - Preparing for a March 2024 Middle States accreditation visit
  - Initial stages of developing the College’s NEXT Strategic Plan
  - Conducting the due diligence regarding adopting a proper AI policy
  - Including more online choices (internal and external) for Faculty Professional Development
  - Entering the third year of our USDA RLT (Rural Learning Technology) grant to establish a five-county distance learning network



## College of Southern Maryland

Stephanie Vehrs, MOL Board Representative



- CSM contracted out the Systems Administrator, LMS position to D2L and joined the Learning Administrator Manager (LAM) program. This program assigns a dedicated systems administrator from D2L to your institution, who then provides support to the LMS. So far, since joining this program, the LAM has assisted CSM with eliminating redundant roles in the LMS, provided insight on tools and troubleshooting problems in a timely manner, provided updates on upcoming changes to the LMS, provided support in rolling out new tools like the Learning Outcomes tool, and provided support in data retrieval.
- In January of 2023, Dr. Yolanda Wilson began her tenure as the new President for CSM. As one of her first initiatives, Dr. Wilson in collaboration with the Provost of the Division of Learning and Faculty Senate leadership, determined that a more balanced offering of 7- and 15-week courses would best meet the needs of CSM students. With that, the recommendation was made to offer more traditional 15-week class offerings starting in the Fall. The goal is to provide at least a 50/50 balance of 7-week and 15-week options to give students more choices.
- 100 licenses for Mentimeter were purchased to provide faculty with an accessible way to poll, quiz, and interact with their students both synchronously and asynchronously. Along with the procurement of the licenses, Mentimeter personnel have also provided CSM faculty with several synchronous training opportunities as well as additional resources such as the MentiAcademy and their support site. At this time, over 60 licenses are being occupied by faculty, with plans to give out more in the next year.
- In collaboration with DEIB efforts, the Director of Online Learning and the Distinguished Professor for Equity in Education presented on Blackboard Ally to CSM faculty to encourage them to evaluate their course content to ensure that it is accessible to students. An initial goal was set that all courses scoring less than 33% accessible would need to be remediated immediately. In addition, any piece of content scoring less than 33% would also need to be corrected. The overall goal is to see the current institutional accessibility score go from 86.2% to 90%.



# Community College of Baltimore County (CCBC)

Stephen Kabrhel, MOL Board Representative



- **New Customer Relationship Manager (CRM):** CCBC embarked on a meticulous process to select a new Customer Relationship Manager (CRM) vendor, recognizing the critical role it plays in streamlining communication and engagement. After an extensive evaluation, Element 451 emerged as the chosen vendor. Implementation of the new CRM commenced in mid-fall 2023, and the college anticipates rolling out a new inquiry form in February 2024, marking the first step forward in enhancing stakeholder interactions.
- **New CCBC Website:** Recognizing the need for a digital facelift, CCBC made a decisive move to replace its outdated SiteCore product with a modern website. Set to launch in mid-February, the new website is positioned as CCBC's Digital Front Door, providing a seamless and mobile-friendly experience. The integration with Google Search and the capability to tie marketing analytics to the website mark a leap forward in engaging with the college community and beyond.
- **Revision of Student Journey:** Understanding the importance of a cohesive and supportive student journey, CCBC is in the process of reenvisioning the entire student lifecycle. From identification and application to enrollment, registration, and ongoing holistic student supports, the college is leveraging technology to proactively address student needs and ensure a smooth and personalized experience. The investment in the CRM goes hand in hand with this new journey.
- **Adoption of Blackboard Ally:** CCBC purchased Ally from Anthology and is set to implement in the summer of 2024. Ally is a tool designed to enhance accessibility for faculty and staff, ensuring the creation of accessible content regardless of modality. This move underlines CCBC's commitment to inclusivity and diverse learning needs.
- **Adoption of Student Success Systems:** CCBC is integrating predictive analytic software developed by D2L into its Brightspace platform, aiming to leverage data-driven insights to enhance student success. Called S3, or Student Success System, this data will help provide analysis and data for the student support team CCBC is developing in their new student journey.
- **Adoption of Creator+ by D2L:** To enhance faculty and designer capabilities, CCBC also has introduced Creator+ by D2L into the LMS. This integration into the Brightspace platform facilitates quick checks and assessments, enables video creation within the Learning Management System (LMS), and incorporates an automatic captioning tool, eliminating the need the use of YouTube videos, which always come with advertisements.
- **CCBC Online Enrollment Trends:** In 2023 CCBC saw a 6% increase from 2022 in both online and blended credit enrollments as well as FTE. Students engaged in at least one online or blended class, and these classes now account for 63% of the college's overall headcount, showcasing the continuing importance of this modality to the college and to its students.
- **CCBC Online Tracking:** Currently, CCBC is actively tracking 589 fully online credit students, further emphasizing the college's commitment to providing quality online education opportunities to students in Baltimore and across the country. Forty-nine of these students come from states outside Maryland. The American Sign Language and Deaf Studies and Interpreter Preparation degrees have the most students from out-of-state, with 21 (including one student from Canada). Overall, General Studies and programs within the Human Services Counseling area saw the most students from all states, followed by accounting and business programs.



- **CCBC Online Partnerships:** In a strategic partnership with Acadeum, CCBC has positioned itself as a Teaching Institution, offering online class seats to students from other institutions who need these classes to stay on track in their educational journeys. This collaborative effort resulted in providing grades to 78 students from 16 colleges or universities, demonstrating CCBC's dedication to fostering modern-day academics.
- **MarylandOnline Seat Bank Collaboration:** CCBC is also primarily a teaching institution as part of the MarylandOnline Seat Bank. CCBC has provided 76 students from various community colleges the opportunity to continue their education journey without disruption. These students, spanning multiple disciplines, including teacher education, math, criminal justice, chemistry, physics, world languages, and communications, highlight the broad impact of CCBC's commitment to collaborative learning.
- **New Processes in Online Course Development and Quality Assurance:** CCBC introduced an inclusive design approach to its online and blended course development strategy. This approach starts with a programmatic or discipline view, but adds more elements, such as OER, marketing and future business needs, look and feel, etc. It is taking the QM Program review and expanding it. The process also gets away from requiring all faculty to get course development training. With a staff of instructional designers, faculty can be anywhere on a spectrum from subject matter expert only to full-fledged faculty designer. Faculty will now also be compensated fairly across all disciplines for their work, with multiple tiers of payment based on their participation. Funding now comes from the Department of Online Learning. With nearly 500 courses in development or redevelopment, this new process creates, as our President is wont to say, "21st-century programs for the 21st-century students for 21st-century jobs."
- **QA Re-envisioned:** In addition to the new development process, CCBC has also re-envisioned its quality assurance process, with a focus on efficiency and faculty support. Previously, CCBC followed the Quality Matters model of three reviewers. Besides trying to find faculty to participate, the process took nearly a year. Now the process involves a streamlined two-person team of a reviewer and a subject matter expert. Reviewers now receive \$200 stipends, and the process has shifted to a 12-week timeline, ensuring a more dynamic review of courses to maintain a five-year schedule.

## Frederick Community College

Jessica Young, MOL Board Representative



- FCC welcomed Dr. Anne P. Davis as the Provost and Vice President of Teaching, Learning, and Student Success.
- Dr. Renee Davis was elevated to the role of Associate Vice President, Center for Teaching and Learning after serving in an interim capacity.
- Jessica Young joined FCC as the Director, Online Learning and Instructional Innovation.
- 15 faculty completed the Quality Matters APPQMR workshop.
- 32 courses are currently QM-certified.
- Led by the Online Learning and Instructional Innovation team, FCC convened a committee with representation from every academic department to explore the use of Generative AI for teaching and learning.
- More than 75% of students at the college took at least one online or hybrid course.
- Fall 2023 enrollment in online courses increased 18.53% from Fall of 2022.



## Garrett College

Carla Zeigler, MOL Board Representative



- Winter and summer semester classes for 2023 were 100% online for the winter and 93.75% for the summer. Outdoor Leadership classes were face-to-face.
- The percent of course formats in the spring of 2023 were the following:
  - Hybrid-15.6%
  - Asynchronous-23.9%
  - Tri-Modal (HyFlex)-7.4%
- Online enrollment (including just asynchronous and tri-modal) in the spring of 2023 semester was at 23%.
- In the fall of 2023 the format percentages were:
  - Hybrid-12.1%
  - Asynchronous-15.2%
  - Tri-Modal (HyFlex)-7.4%
- Online enrollment (including just asynchronous and tri-modal) in the fall of 2023 semester was at 26.3%.
- The College also offered 6-8% of its 2023 classes to the dual-enrolled students at the local high schools. Some of them were completely online courses at 11.35%.



## Hagerstown Community College

Vidda Beache, MOL Board Representative

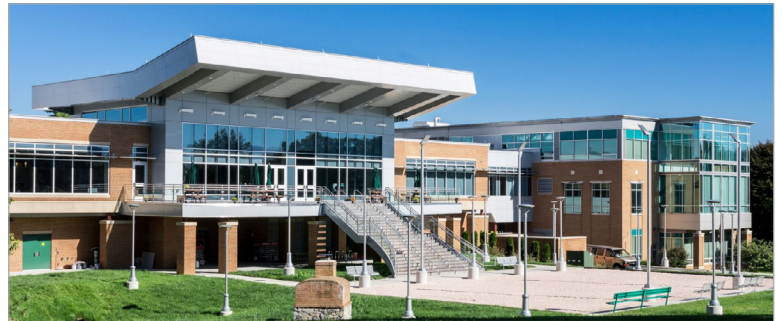


- RDG-095, Reading Strategies for College Success, became the College's first course to be officially certified by Quality Matters (QM). The following courses were also recently approved for QM certification:
  - GDT-143, Digital Layout/Prepress
  - IST-123, Diversity in a Technological Society
  - WEB-101, Web Design 1
  - EDU-114, The Developing Child

QM course certification is the culmination of a weeks-long peer review process for evaluating course design quality in online and hybrid courses. Course representatives receive fresh ideas from colleagues who are interested in their course and can offer specific feedback that can help to improve the quality of the course and create a more active learning experience for students.

- Distance Learning department at Hagerstown Community College coordinates the development of Master Classrooms to ensure quality and consistency in online and hybrid course design. Several faculty members have completed the creation and approval process for Master Classroom template courses in the following areas:
  - ENG-101E, English Composition for English Language Learners
  - ART 101, Introduction to Visual Arts
  - GDT 143, Digital Layout/Prepress, and GDT-215, Typography
  - IST-123, Diversity in a Technological Society
  - HIS-201 & HIS-202, United States History I and II
  - EDU-114, The Developing Child

- ADM-102, Introduction to PLCs
  - MAT-160, Pre-Calculus
  - MAT-090, Foundations of Algebra
  - ENG-112, Technical Writing I
  - HIM-102, Medical Terminology, HIM-201, Fundamentals of Health Information Management, and HIM-240, Health Information Management Capstone
- Eleven faculty members completed the Teaching in the Community College teaching workshop in 2023. Teaching in the Community College is a four-week, non-credit, professional development course designed for new and continuing instructors who want to build their skills in effective course design and teaching practice for traditional, online, or hybrid formats.
  - With the support of the Title III grant funding, the College revamped its new student orientation and moved it into the learning management system. The College also launched a brand new First Year Experience course, which is now available in both online and hybrid modalities.
  - The Teaching & Learning shared governance group updated the code of student conduct policy to address the use of artificial intelligence in all course modalities.



## Harford Community College

Melissa Harris, MOL Board Representative

- Harford Community College is working through a migration from Anthology Blackboard to D2L Brightspace for a Summer 2024 launch. The College is working toward a smooth transition with a robust communication plan and continuous outreach to the campus community.
- In support of a continuing focus on online course quality, 44 online courses completed the College's internal Quality Assurance (QA) review process in 2023. A portion of courses reviewed included those required for Quality Matters (QM) Program Certification, which HCC is currently undergoing for its online Business Administration degree. Two courses successfully completed the external Quality Matters review process, NURS112, taught by Sonia Galvan and ACCT 101, taught by Brian Lazarus.
- HCC also successfully participated in two Quality Matters program certifications. The Business Administration online degree program met standards for Online Program Design, which recognizes programs designed around measurable learning objectives or competencies. Design or revision of individual courses within the program aligns with program objectives, involves QM-Certified personnel, and is consistent with the relevant QM Rubric. The eLearning department and the Center for Excellence in Teaching and Learning met standards for Online Teaching Support, which recognizes programs that require all online faculty to undergo training in best practices for online course delivery, provide faculty with ongoing pedagogical support, encourage faculty professional development to increase their knowledge and skill in online teaching, emphasize instructor availability and feedback to learners, and collect and use feedback from learners to improve online teaching.



## Howard Community College

Jamie Bourne, MOL Board Representative



- **Staffing Enhancement:** The Center for Learning Excellence (CLE) expanded its team by hiring two new full-time learning designers, bringing the total to four. This strategic move aimed to bolster focus on course design specifically tailored for the online learning environment.
- **Departmental Restructuring:** In response to the evolving landscape of online education, the eLearning and Faculty Development departments were merged into the Center for Learning Excellence in 2022. The subsequent hiring of a new director marked a pivotal moment. Notably, the former assistant director of eLearning position is currently vacant, and efforts are ongoing to fill the role.
- **Standardization Efforts:** To enhance the uniformity of course design across HCC, the CLE actively promoted the adoption of the HCC Online Standard Course Design template. This initiative was facilitated through the development of revised courses, aiming to establish a consistent design framework for all HCC courses.
- **Faculty Development through Grants:** Leveraging the course development grant process, the CLE orchestrated faculty development via Immersive Course Design Workshops. This hands-on approach engaged faculty in reimagining their courses using backward design principles, aligning with the institution's commitment to continuous improvement in online learning experiences.
- **AI Exploration and Initiative:** The CLE organized an impactful AI Day of Learning, delving into the implications of artificial intelligence for staff, faculty, and students. Following this event, the Provost charged the CLE with leading a Task Force on AI. The task force's mission involves exploring AI's impact on policies and practices, offering recommendations, and spearheading a new series of professional development opportunities on AI usage. This initiative reflects HCC's commitment to staying at the forefront of educational technology.



## Montgomery College

Michael Mills, MOL Board Representative



- **Online Degrees and Certificates**
  - Montgomery College now offers 37 credit programs and certificates fully online, with one additional degree (psychology) and two additional certificates to be approved in early 2024. A non-credit certificate focusing on the workforce needs of the cannabis industry is scheduled to launch in Fall 2024.
  - There is an increase in the development and delivery of Quality Matters-infused Z-Common Courses, which are standardized fully online courses developed by a faculty team within the discipline. The courses reflect MC's standards for online teaching and incorporate the use of open educational resources (OER).
  - In Fall 2023, there was record student enrollment of 12,783 in Z courses, particularly in the fully online and remote courses. These Z courses incorporate OERs and/or do not have textbook costs. In that semester, there were 309 unique instructors and 174 unique courses. MC has saved students more than \$14 million in textbook costs since Spring 2017. There are now five Z degrees, all of which are also fully online degrees: Business, Communication, Criminal Justice, Early Childhood Education Technology, and General Studies.



■ **Professional Development**

- MC redesigned its Online Teaching program to enhance faculty readiness for online and blended course delivery. The program, starting in the third week of each semester and lasting seven weeks, guides participants through designing a course prototype that includes a syllabus, orientation, and a learning module, ready for teaching. This prototype must meet the Quality Matters Rubric's 23 essential standards for competency. Faculty must complete specific prerequisites and obtain departmental approval to participate. The redesign emphasizes the difference between live remote teaching and fully online courses, requiring careful planning for content delivery and student engagement.
- MC has integrated the HyFlex model with PowerTeaching strategies, providing a flexible and dynamic learning experience that caters to diverse student preferences. This innovative approach allows students to choose between in-person, synchronous online, or asynchronous online learning. Faculty have been trained in the PowerTeaching Cycle of Effective Instruction, which emphasizes active teaching, teamwork, assessment, and celebration, ensuring engagement across all formats. This initiative highlights the College's commitment to inclusive and engaging education, showcasing a successful adaptation of PowerTeaching within a HyFlex framework.
- The Montgomery College virtual campus continues to provide robust offerings for faculty to enhance their online teaching. In its second year, the eFaculty Fellowship for Dual Enrollment is designed to support full-time and part-time faculty with the knowledge and tools to transform the online and remote learning environments of the high school Dual Enrollment populations. The fellowship includes a collaboration with the Montgomery County Public Schools.

■ **Online Tutoring Service**

- Montgomery College offers an online tutoring service to students called Brainfuse, which can be accessed through Blackboard. This 24/7 service provides students with live, on-demand tutoring in a variety of disciplines. Data analytics show an increase in the usage of this service and high satisfaction levels since its implementation in Fall 2023.

■ **Digital Learning Center**

- The Digital Learning Center, a student-facing entity that helps students develop and expand their digital literacy skills, is experiencing a re-imagining that will allow the center to present a forward-looking vision of how the digital learning environment can improve student success. The center will redesign its offerings to meet the needs of students as the higher education landscape continues to evolve.

■ **Senior Vice President for Academic Affairs/College Provost**

- Dr. Deidre Price was named Senior Vice President for Academic Affairs/College Provost. Dr. Price came from Northwest Florida State College, where her strong interest in online learning led to her developing a virtual campus.

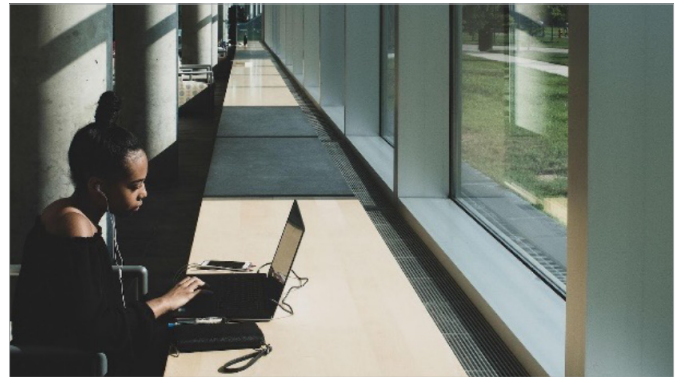


## Morgan State University

Cynthia Brown-LaVeist, MOL Board Representative



- Morgan State University currently offers more than 20 fully online programs. These include undergraduate, graduate, and doctoral degrees, and two post-baccalaureate certificates. In 2023, the [Chronicle of Higher Education's Insight Report, Expanding Online Programs: Costs and Opportunities](#) highlighted Morgan State University's holistic approach to serving diverse students from high school, career changers, degree completers, and others as they pursue online education.
- In Fall 2023, Morgan State launched the online Doctor of Social Work (DSW) and the online Master of Science (MS) in Applied Neuroscience programs. The DSW program prepares experienced Master of Social Work (MSW) practitioners for advanced social work practice and human service leadership with urban individuals, families, and communities <https://www.morgan.edu/socialwork/doctorate>. The MS in Applied Neuroscience program combines training in biomolecular neuroscience with an emphasis on health disparities research and neuroengineering/big data training approaches to prepare students to succeed in professional settings and/or in their matriculation into doctoral programs ([Program: Applied Neuroscience \(MS\)](#), [Program Information - Morgan State University - Acalog ACMS™](#)). The Morgan State Board of Regents also approved an online Bachelor of Science in Medical Laboratory Science and a PhD in Advanced Computing.
- Morgan State remains committed to delivering high-quality online programs. In Fall 2023, nearly 60 faculty completed the first two courses in the Association of College and University Educators' (ACUE) Effective Online Teaching Practices certificate. These courses were supported through the generous support of the Thurgood Marshall College Fund. Morgan Online continues to work to support faculty with Quality Matters training and the remaining courses in ACUE's certificate program. Collaboration with Morgan's Center for Innovative Instruction and Scholarship (CIIS) is allowing Morgan Online to explore additional training opportunities.



## Prince George's Community College

Nadine Edwards, MOL Board Representative



- As part of the online quality strategic project, the College focused on enhancing faculty development and training for online teaching. The College acquired the Canvas premium training package, engaging 117 faculty in more than 1000 workshop sessions across 20 topics. Additionally, the College revamped the OEPrep course, incorporating Quality Matters' "An Introduction to Online Delivery" along with Canvas First Day Ready and PGCC online teaching orientation. This effort resulted in 25+ online asynchronous sessions from March to December '23, with 125 faculty completing them, leading to an increase in faculty certification from 72% in Spring '23 to 93% in Fall '23. Notably, 90% of registered faculty completed the program, a substantial improvement from the prior FY 21 and 22 OEPrep program's 68% completion rate.
- In the pursuit of enhancing online programs, the College implemented two strategies for course rebuilding to reduce faculty time. First, PGCC hired an instructional design contract firm to rebuild 14 courses using existing content materials, collaborating with content expert faculty. This rebuild affected 15% of the total online asynchronous sections and resulted in improved student engagement and accessibility. The second strategy involved piloting CourseArc, a course module-

building software, allowing faculty to create engaging content and formative assessments in half the usual time. In Spring '23, 40 faculty members participated in training, leading to course improvements in student engagement and valuable feedback opportunities for students.

- As part of the digital accessibility strategic project, the College successfully implemented Ally for websites. This tool provides analytics for accessibility compliance and various alternative formats to ensure content availability based on individual visitor needs. Utilizing similar analytics to the Canvas Ally tool ensures a consistent approach to digital accessibility on both the website and the LMS for students.
- To address online student success, the College initiated a unit project led by the eLearning unit. This project utilizes LMS analytics and other data from online student support resources to ensure timely interventions during the semester. By providing this data to various campus stakeholders promptly, the aim is to reduce the DFW rate for online courses and ensure students have access to “just-in-time” resources when they are struggling.
- To better support faculty success, an instructional designer staff member was hired in Fall '23 in eLearning. Since onboarding, they have successfully revised the online instructional technology training program, ensuring faculty have a variety of webinars and workshops to support their online teaching.
- The College expanded fully online programming by receiving approval for two additional fully online programs, in Human Resource Management and Small Business Management. This addition brings the total to 7 degrees and 5 certificates.



## Stevenson University

Merrie Durmowicz, MOL Board Representative

- Stevenson University Online established partnerships with the Community Action Partnership in Lancaster, PA and Cecil County Public Schools.
- Stevenson University Online established an agreement with the Sheppard Pratt Health System, Inc. and enrolled the first cohort of students in the online RN to BS program.
- Articulation agreements were established with Community College of Baltimore County for the online Criminal Justice and Legal Studies undergraduate programs.
- Stevenson University received approval from the Maryland Higher Education Commission for an online National Board Teaching Professional Post-Baccalaureate Certificate, an online Master of Arts in Teaching: Early Childhood Education degree program, and an online Medical Laboratory Science Bachelor's Degree program for board-certified Medical Laboratory Technicians, building on the strengths of its campus-based and online clinical programs.
- In Fall 2023, Stevenson University Online introduced a new recruitment event, “Meet the Experts,” to provide an opportunity for prospective students to engage with Program Directors directly in personalized sessions.

**STEVENSON**  
UNIVERSITY



# University of Maryland Global Campus (UMGC)



Jarrett Carter, MOL Board Representative

- UMGC has been designated as a Minority-Serving Institution (MSI) by the U.S. Department of Education Office of Postsecondary Education.
- UMGC launched a partnership with technology firm Public Wireless to provide low-income students and alumni with no-cost wireless tablets linked to the internet.
- UMGC was awarded a \$462,000 grant to identify new models for closing the higher education equity gap and quickly scaling up innovative programs and pathways for underrepresented students to excel in class and in their communities. The funding is provided by the Bill & Melinda Gates Foundation.
- The UMGC cybersecurity competition team moved into third place in the Hack the Box rankings among U.S.-based teams in October and 22nd in the world. Later in the month, the team placed 2nd in the 15th annual Mid-Atlantic Gigabit Innovation Collaboratory Competition (MAGIC) Capture The Flag (CTF) event, which included university teams from around the world.
- Military Times, an independent news outlet focused on military and veteran information, ranked UMGC No. 1 among Online/Hybrid Institutions for 2023 for the support it gives veterans seeking higher education. It is the second consecutive year UMGC has been recognized for this honor.
- Cybersecurity Association of Maryland, Inc. (CAMI) awarded its Cybersecurity Diversity Trailblazer Award to University of Maryland Global Campus (UMGC) in recognition of the University's work to prepare an inclusive cyber workforce.
- In 2023, UMGC formed or renewed partnerships with a number of community colleges and organizations, including Wisconsin Technical College System, College of Southern Maryland, College of DuPage, Northwell Health, Metropolitan Community College, Interfima, Manhattan Community College, U.S. Department of Defense, Northern Virginia Community College, Armstrong World Industries, GetSet, and USO.
- UMGC's virtual learning environment, MARS (Multi-Dimensional Applied Relevant System), earned a gold award at the 2023 1EdTech Learning Impact Conference. MARS provides a seamless environment for students to access a remote Windows or Linux platform. By allowing them to cut, paste, and copy files between the MARS environment and their own desktops, an efficient user experience is created. As students, faculty, and staff interact with MARS, their engagement activity on the platform is analyzed and continuously enhanced with AI and machine-learning systems. Faculty members can "shadow" students simultaneously and assist with troublesome areas that might arise.
- UMGC launched a new Bachelor of Science and minor in Environmental Health & Safety.
- The Board of Commissioners of the International Accreditation Council for Business Education (IACBE) reaffirmed specialized business accreditation for the university's MBA program. IACBE also recognized the Doctor of Business Administration (DBA) program with first-time accreditation. Additionally, based on student feedback, UMGC launched an accelerated Master of Business Administration program that can now be completed in as little as 15 months.
- A team from the Master of Science in Data Analytics program at University of Maryland Global Campus (UMGC) emerged as one of 10 winners in the SAS Curiosity Cup, a global student analytics competition.



## Wor-Wic Community College

Kimi Lichty, MOL Board Representative

**WOR-WIC**  
COMMUNITY COLLEGE

- The college transitioned to full Blackboard Ultra Courses in fall 2023. Throughout 2022 and 2023, faculty participated in training and developed their courses utilizing the institutional templates that were developed to provide a consistent course structure to help students navigate and become familiar with the course environment and resources.
- An ADA task force was created to evaluate compliance with ADA/504 laws in accordance with the Department of Education's ongoing efforts to address barriers and online accessibility challenges.
- A new accelerated course schedule and revised academic calendar will begin in fall 2024. To assist with the needed changes in pedagogy and curriculum, Dr. Margery Ginsberg, an expert in cultural diversity and motivation, provided professional development and consultation. Faculty are currently working with the instructional designer to develop course templates for all modalities.
- In August 2023, a new Director of Learning Services, Dr. Brian Bergen-Aurand, was hired to provide administrative oversight of and assist with the effective design, development, and delivery of courses to ensure compliance, adherence to best practices, and utilization of appropriate technologies to enhance student learning.



## The MOL Staff

The MarylandOnline consortium is led by Wendy Gilbert, Executive Director, assisted by Julie Porosky Hamlin, Director; Jenny Fordham, Executive Coordinator; and Rhonda Tomlinson, Controller. Providing additional support on selected projects is David Wakefield, a former MOL staff member. Drs. Gilbert and Porosky Hamlin have been with MOL 20+ years.



**Dr. Gilbert** continues to oversee the MOL Seat Bank and DOLLI programs, as well as heading up the organization's strategic planning and supervising staff. In addition, she is leading the new CPEX and alternative credentials project for the organization. Dr. Gilbert serves on the Quality Matters (QM) Quality in Online Course Sharing Project advisory committee, the Center for Advancing Learning (CAL) advisory council (Anthology), the Maryland Distance Learning Association (MDLA) planning committee, and the Maryland Open Source Textbook (M.O.S.T.) advisory committee.

**Dr. Porosky Hamlin**, in addition to routine duties in support of the Executive Director and MOL projects, oversees MOLLI and serves as compliance officer and liaison with MOL's legal counsel. In 2023 she was an evaluator on an accreditation team for the New England Commission of Higher Education and was invited to join the CHLOE Advisory Panel of the Changing Landscape of Education (CHLOE) Project led by Quality Matters, Eduventures, and EDUCAUSE.

**Ms. Fordham** helps to schedule and staff professional development activities and events, manages databases and records, coordinates website development and maintenance, and provides graphic design support. In 2023 she added to her duties the oversight and administration of MOL's *Annual Survey of Member Institutions' Online Enrollments and Course and Program Offerings*.

**Ms. Tomlinson**, working with Dr. Gilbert, oversees the accounting operation and assists in the preparation of MOL's annual budget. She provides support to the MOL Treasurer and the Finance, Audit, and Budget (FAB) Committee of the Board, presenting financial reports at meetings for the FAB and full Board. She is MOL's liaison to external entities to fulfill any annual tax filing and audit requirements.



# 2023-2024 MarylandOnline Board Representatives

## **Allegany College of Maryland**

**Juli Whetstone**

Instructional Designer

## **Anne Arundel Community College**

**Jennifer Bopp**

Manager, Instructional Design

## **Baltimore City Community College**

**Brian Terrill**

Director of E-Learning and Instructional Technology

## **Carroll Community College**

**Michelle Kloss**

*(Vice Chair and Treasurer, MarylandOnline Board)*

Associate Provost of Assessment and Institutional Research

## **Cecil College**

**Colleen Flewelling**

*(Vice President and Secretary, MarylandOnline Board)*

Associate Dean of Academic Assessment and Development

## **Chesapeake College**

**Chandra Gigliotti**

Assistant Vice President for Innovation, Learning,  
& Effectiveness

## **College of Southern Maryland**

**Stephanie Vehrs**

Director of Online Learning

## **The Community College of Baltimore County**

**Stephen Kabrhel**

Dean, Online Learning

## **Frederick Community College**

**Jessica Young**

Director, Online Learning and Instructional Innovation

## **Garrett College**

**Carla Zeigler**

Coordinator of Distance Learning and Instructional Design,  
Director of Study Abroad

## **Hagerstown**

**Community College**

**Vidda Beache**

Dean of Distance Learning

## **Harford Community College**

**Melissa Harris**

Coordinator for eLearning

## **Howard Community College**

**Jamie B. Bourne**

Director, Center for Learning Excellence

## **Montgomery College**

**Michael Mills**

*(Chair, MarylandOnline Board)*

Vice President, E-learning, Innovation and Teaching  
Excellence (ELITE)

## **Morgan State University**

**Cynthia Brown-LaVeist**

*(President, MarylandOnline)*

Director, Morgan Online

## **Prince George's Community College**

**Nadine Edwards**

Director, eLearning Services

## **Stevenson University**

**Meredith C. Durmowicz**

Senior Associate Vice President,  
Academic Affairs & Research

## **University of Maryland Global Campus**

**Jarrett Carter**

Associate Vice President, Integrative Learning Design

## **Wor Wic Community College**

**Kimi Lichty**

Instructional Technologist

# 2023 Professional Development Webinars



professionaldevelopment  
marylandonline.org

info@marylandonline.org

## Spring 2023 Webinar Series

### February

#### **How To:** *Five Ways to Use Five-Minute Videos to Revolutionize Your Online Classroom*

**Thursday, February 23, 2023**

**10:00am to 11:00am**

You don't have to be a Hollywood star to revolutionize your online classroom with custom recorded videos. As instructors, we strive to ensure students feel connected to us, their classmates, and the content of their online class. This session will explore ways instructors can employ 5-minute (or less) videos to enhance curriculum as well as increase student engagement and participation. The presenter will highlight five examples of how instructors and students can use personally recorded videos to enhance the course experience: (1) course micro-lectures, (2) instructor video announcements, (3) video-based discussion responses, (4) video feedback for assignments, and (5) course navigation tutorials. As a bonus, creative ideas for video-based bonus assignments will also be included.

**Julianna Woite** (*Instructional Designer, D'Youville University*)

**Moderator: Carla Zeigler** (*Coordinator of Distance Learning and Instructional Design, Garrett College*)

This webinar has already taken place. You can find the recording at [MarylandOnline's YouTube Channel](#)

### March

#### **DEIB:** *Create a Culture of Purpose and Belonging That Leads to Engagement and Retention*

**Wednesday, March 15, 2023**

**2:00pm - 3:00pm**

Why do teachers leave, and what motivates them to stay? In this webinar training, we will discuss how you and your organization can create a DEI brand. In creating this brand, you will learn strategies and best practices for creating a culture of purpose and belonging that leads to engagement and retention. Walk away with tools, tips, and resources that will transform the trajectory of your school and district.

**Marsha Lynn Hudson** (*Professor of Literature, Wharton County Jr. College*)

**Moderator: Carla Zeigler** (*Coordinator of Distance Learning and Instructional Design, Garrett College*)

This webinar has already taken place. You can find the recording at [MarylandOnline's YouTube Channel](#)



## March

---

### Academic Focus: *A Survey of Trends: The EDUCAUSE Horizon Report*

Thursday, March 23, 2023

2:00pm - 3:00pm

For almost 20 years the annual *EDUCAUSE Horizon Report* has provided profiles the trends and key technologies and practices shaping the future of teaching and learning, and envisions a number of scenarios and implications for that future. Steven served on the 2021 and 2022 panels that developed the report and will review the trends that shaped the report and what they mean to us as educators.

**Steven Crawford** (*District Director, Maricopa Center for Learning and Innovation*)

**Moderator: Catherine Wilkerson** (*Instructional Technologist*)

This webinar has already taken place. You can find the recording at [MarylandOnline's YouTube Channel](#)

## April

---

### Academic Focus: *Academic Writing in the Age of AI*

Wednesday, April 5, 2023

2:00pm - 3:00pm

ChatGPT and other artificial intelligence (AI) language models have the potential to transform education. How can we balance the potential for innovation and the challenges to academic integrity in the teaching of writing across the disciplines? Join us to discuss the significance of AI in academic writing and strategies for embracing, detecting, or preventing students' use of AI-generated text.

**Stephen (Chip) Gladson** (*Professor of English and College-wide Coordinator of Writing in the Disciplines, Montgomery College*)

**Moderator: Michael Mills** (*Vice President, Office of E-Learning, Innovation and Teaching Excellence, Montgomery College*)

This webinar has already taken place. You can find the recording at [MarylandOnline's YouTube Channel](#)

### How To: *Bringing Learning Engineering Into Online Education*

Monday, April 17, 2023

10:00am to 11:00AM

There's learning analytics, learning sciences, and now learning engineering. What exactly is learning engineering, and how is it related to instructional design? Where is it applied in online learning? Learning engineering is a multidisciplinary process that applies the learning sciences, human-centered design, and data-informed decision-making in instructional design. This process is meant to be adaptable depending on the context, team, and resources available. This webinar will highlight the key components of learning engineering and its application to online learning.

**Karen Rege** (*Dean of Online Learning and Media Services, Community College of Philadelphia*)

**Jodi Lis** (*Senior Advisor, Health Workforce, Intrahealth International*)

**Moderator: Julie Porosky Hamlin** (*Director, MarylandOnline*)

This webinar has already taken place. You can find the recording at [MarylandOnline's YouTube Channel](#)

## April

### **Leadership:** *MarylandOnline Leadership Institute (MOLLI) - Ethical Leadership: From Theory to Practice*

**Tuesday, April 25, 2023**

**10:00am to 11:15AM**

Who could argue against ethical leadership in principle, but what happens when ethics become corrupted? The challenge for many leaders is translating a philosophy of ethical leadership into practice.

We broadly agree on the defining characteristics of an ethical leader. They include transparency in communications, personal integrity, holding true to one's values, respect for others, accepting responsibility, and holding team members accountable. But how are these characteristics put into practice in the workplace? Should one hold to ethical behavior when others do not? How does a leader express and convey their ethics within the workplace? How can a leader influence team and even institutional ethics? What are the repercussions of staying true to your ethics when others do not? Are there ethical challenges for leaders that are unique to the online education workplace?

Our panel of senior leaders will explore these and other aspects of ethical leadership in a thought-provoking session.

**Panelists:**

**Ali Eskandarian** (*Dean of Stevenson University Online and Vice Provost for Online Learning, Stevenson University*)

**Chandra Gigliotti** (*Associate Vice President for Innovation, Learning, and Effectiveness, Chesapeake College*)

**Colleen Eisenbeiser** (*Dean, IDEA Lab, Anne Arundel Community College*)

*Moderator: Lawrence C. Ragan* (*MOLLI Coordinator of Curriculum*)

*Chat Moderator: Richard Smith* (*Instructional Designer, Harford Community College*)

This webinar has already taken place.

You can find the recording at [MarylandOnline's YouTube Channel](#)

Sponsored by:





## Fall 2023 Webinar Series

### September

#### **DEIB:** *Tips for Asian American and Hispanic Student Engagement in Online Classes*

**Tuesday, September 12, 2023**

**10:00 - 11:00AM**

Montgomery College is a minority-serving institution, specifically AANAPISI and HSI. This interactive session will discuss tips for Asian American and Hispanic student engagement in online classes at MC.

**Hoa Nguyen** (*Chair of the Business department & Associate Professor of Economics, Montgomery College*)

**Glenda Hernandez Tittle** (*Director of Alternative Certification for Effective Teachers program, Montgomery College*)

**Moderator: Marjorie Rawhouser** (*Assistant Dean, Transfer Studies and Achieving College & Career Advancement, Anne Arundel Community College*)

This webinar has already taken place. You can find the recording at [MarylandOnline's YouTube Channel](#)

### October

#### **Academic Interest:** *Leveraging Microcredentials: Bridging the Talent Gap and Enhancing Student Employability*

**Thursday, October 12, 2023**

**10:00 - 11:00AM**

The current employment landscape presents an abundance of opportunities, yet many positions remain unfilled due to a shortage of qualified candidates possessing the necessary technical and behavioral skills. This session offers an in-depth examination of the most sought-after competencies in today's market. Additionally, we will showcase the microcredentials program at Montgomery College, a strategic initiative aimed at equipping students with validated credentials that enhance their employability. Incorporating microcredentials into academic and training programs offers a promising solution for educators and industry leaders. This approach not only addresses the talent gap but also enhances the quality and relevance of education and professional development.

**Christine Crefton** (*Project and Planning Analyst, Office of E-Learning, Innovation, and Teaching Excellence, Montgomery College*)

**Moderator: Kimi Lichty** (*Instructional Technologist, Wor-Wic Community College*)

To REGISTER: Click on [Leveraging Microcredentials: Bridging the Talent Gap & Enhancing Student Employability](#)

## **Leadership: MarylandOnline Leadership Institute (MOLLI) - Leading Through Times of Sea Change**

**Tuesday, October 24, 2023**

**10:00 - 11:15AM**

Change is a constant in all aspects of life. It presents most often as small, sometimes medium, and occasionally large events. Change at the larger scale, such as turnover in institutional leadership, technology platform, or institutional mission and direction, is less frequent but requires deft navigation and management. This webinar focuses on the leadership skills and strategies necessary to steer our institutions of higher ed through these events.

**Panelists:**

**Renee Davis** (*Associate Vice President, Center for Teaching & Learning, Frederick Community College*)

**Richard C. Kravevich** (*Vice President, Information and Instructional Technology (IIT), Anne Arundel Community College*)

**Moderator: Lawrence C. Ragan** (*MOLLI Coordinator of Curriculum*)



To REGISTER: Click on [MOLLI - Leading Through Times of Sea Change](#)

## **November**

### **How To: Using Zoom to Provide Screencasting Feedback to Students**

**Wednesday, November 8, 2023**

**10:00 - 11:00AM**

Screencasting has emerged in the scholarly literature as an effective method of providing clear and targeted feedback to students on their writing. Zoom has emerged as a tool for meetings and collaboration. This presentation will examine the use of Zoom to create screencasts for students on their writing. The presentation will mention other tools for screencasting as well.

**Andrew J. Cavanaugh** (*Collegiate Faculty, Writing Across the Curriculum, University of Maryland Global Campus*)

**Moderator: Catherine Wilkerson** (*Instructional Technologist, Carey Business School, Johns Hopkins University*)

To REGISTER: Click on [Using Zoom to Provide Screencasting Feedback to Students](#)

### **Academic Interest: The Benefits of Joining and Using MOL-X**

**Thursday, November 9, 2023**

**10:00 - 11:00AM**

In keeping with MOL's tradition of launching programs initiated by Board representatives, the MarylandOnline Exchange (MOL-X) project started as several colleges and universities identified the need to have a wider contact pool of qualified part-time faculty for their online courses. In addition to responding to this need of MOL institutions, MOL-X offers a platform where part-time faculty members can easily find job openings within MOL institutions. The webinar will demonstrate how MOL-X works and how both institutional hiring administrators and part-time faculty can use it.

**Diana Zilberman** (*Coordinator, MarylandOnline Exchange*)

**Moderator: Catherine Wilkerson** (*Instructional Technologist, Carey Business School, Johns Hopkins University*)

To REGISTER: Click on [The Benefits of Joining and Using MOL-X](#)

## December

---

### **Academic Interest:** *Ungrading: A Road to Equity*

**Thursday, December 7, 2023**

**10:00 - 11:00AM**

According to Peter Elbow, “Grading tends to undermine the climate for teaching and learning. Once we start grading their work, students are tempted to study or work for the grade rather than for learning.” Imagine rewriting the narrative of assessment to include student agency, where we tap into students’ intrinsic motivation to labor with a focus on the learning process rather than a graded product. Imagine creating courses as natural critical learning environments where students are encouraged to pursue meaningful questions, set and pursue personal learning goals/targets, take an active role in their assessment, and choose the evidence that best demonstrates their learning. Imagine courses in which narrative feedback and student reflections replace the transactional, inequitable nature of traditional grades. An interesting proposition, no? Join us as we explore the equity and freedom promised by ungrading!

**David Buck** (*Professor of English, Howard Community College*)

*Moderator: Nadine Edwards (Director, eLearning Services, Prince Georges Community College)*

To REGISTER Click on [Ungrading: A Road to Equity](#)



**CONCURRENT DISCUSSION SESSIONS**

Session descriptions on following pages

10:00am - 11:00am		
SPEAKER 1	SPEAKER 2	SPEAKER 3
<p><b>Social Media and Branding:                      Creating Your Personal                      Learning Network</b>                      Dr. Michael Mills  <a href="https://montgomerycollege.zoom.us/j/94075063419">https://montgomerycollege.zoom.us/j/94075063419</a></p>	<p><b>An Integrated Process                      to Address DEI Principles                      in Courses</b>                      Dr. Christina Sax  <a href="https://aacc-edu.zoom.us/j/98184457285?pwd=L21xS202RI-BHSjB4NVZoVDZUd2pmUT09">https://aacc-edu.zoom.us/j/98184457285?pwd=L21xS202RI-BHSjB4NVZoVDZUd2pmUT09</a></p>	<p><b>Learning with AI: Exploring                      the Space Between Dystopia                      and Utopia</b>                      Dr. Brian Arnold  <a href="https://us02web.zoom.us/j/87517868914">https://us02web.zoom.us/j/87517868914</a></p>

11:00am - 11:15am
<b>BREAK</b>

11:15 - 11:45am		
<b>CONCURRENT SPEED SESSIONS</b>		
<p>Join the Breakout Room of your choice.  <a href="https://montgomerycollege.zoom.us/j/97199637513">https://montgomerycollege.zoom.us/j/97199637513</a></p>		
ROOM 1	ROOM 2	ROOM 3
<p><b>Strategies to Foster Inclusive                      Committees and Meetings</b>                      Dr. Christina Sax</p>	<p><b>Unleash Survey Success with                      Microsoft Forms</b>                      Ms. Nadine W. Edwards</p>	<p><b>Maryland’s Blueprint for                      Learning - Rethinking High                      School &amp; Investing in the                      Next Generation</b>                      Dr. David Harper</p>

11:45am - 12:00pm
<b>BREAK</b>

12:00pm - 1:00pm
<b>FEATURED SPEAKER</b>
<p><b>Dr. Falecia D. Williams</b>                      President, Prince George’s Community College  <a href="https://aacc-edu.zoom.us/j/95167635888?pwd=NWFwWFRxVjVWbThpMFhKdkJmeHRSQT09">https://aacc-edu.zoom.us/j/95167635888?pwd=NWFwWFRxVjVWbThpMFhKdkJmeHRSQT09</a></p>

# National Distance Learning Week

## Webinar Series

November 8-9, 2023



professional  
development  
marylandonline.org

### Wednesday, November 8th – 10-11am

#### Using Zoom to Provide Screencasting Feedback to Students

Screencasting has emerged in the scholarly literature as an effective method of providing clear and targeted feedback to students on their writing. Zoom has emerged as a tool for meetings and collaboration. This presentation will examine the use of Zoom to create screencasts for students on their writing. The presentation will mention other tools for screencasting as well.

**Presenter:** Andrew J. Cavanaugh, (Collegiate Faculty, Writing Across the Curriculum, University of Maryland Global Campus)

**Moderator:** Catherine Wilkerson, Instructional Technologist, Carey Business School, Johns Hopkins University

To REGISTER: Click on [Using Zoom to Provide Screencasting Feedback to Students](#)

### Thursday, November 9th – 10-11am

#### The Benefits of Joining and Using MOL-X

In keeping with MOL's tradition of launching programs initiated by Board representatives, the MarylandOnline Exchange (MOL-X) project started as several colleges and universities identified the need to have a wider contact pool of qualified part-time faculty for their online courses. In addition to responding to this need of MOL institutions, MOL-X offers a platform where part-time faculty members can easily find job openings within MOL institutions. The webinar will demonstrate how MOL-X works and how both institutional hiring administrators and part-time faculty can use it.

**Presenter:** Diana Zilberman, Coordinator, MarylandOnline Exchange

**Moderator:** Catherine Wilkerson, Instructional Technologist, Carey Business School, Johns Hopkins University

To REGISTER: Click on [The Benefits of Joining and Using MOL-X](#)

### Wednesday, November 8th – 11am-12pm

#### Using Video to Engage the Online Student

Session participants will learn how to create effective and engaging online video content using the YuJa Enterprise Video Platform.

**Presenter:** Carrie Dorman, Instructional Technology and Innovation Specialist, Frederick Community College

**ZOOM:** <https://frederick-edu.zoom.us/j/87377734730>

### Thursday, November 9th – 11-11:30am

#### Getting Back on Track with Quality

The pandemic threw a wrench into all our processes. In this 30 minute session, we'll look at ways that Frederick Community College is working to not just return to a path to quality courses, but to get more involvement across the campus. Improving on the past by moving into the future. It takes a team!

**Presenter:** Doug Valentine, Instructional Designer, Frederick Community College

**ZOOM:** <https://frederick-edu.zoom.us/j/88037333807?pwd=YWhweHZFTXFDUXJibzZmL3ovYkVvdz09>

### Wednesday, November 8th – 12-1pm

#### Strategies for Effective Online Teaching Panel Discussion

This panel discussion aims to bring together experts in online education to share best practices, innovative techniques, AI in education, and practical strategies for creating engaging, inclusive, and effective online learning experiences.

**Presenter:** Faculty from Cecil College

**TEAMS:** [Teams Link](#)

### Thursday, November 9th – 2-3pm

#### Creating Interactive Virtual Exhibits for Student Learning and Engagement

Museums are institutions that invite inquiry, creativity, reflection, and diversity. Drawing on these values, an interactive virtual exhibit can provide students with an integrative and interactive learning experience and create opportunities for open pedagogy. During this workshop, participants will preview an example of an interactive virtual exhibit, play around in an exhibit, share perceptions of the experience, and plan an interactive exhibit of their own.

**Presenter:** Dr. Angela Lanier, Instructional Designer, Montgomery College

**ZOOM:** <https://montgomerycollege.zoom.us/j/96376275095>

# Agenda

## MOLLI 2023 Residential Program Agenda Monday, June 26 - Thursday, June 29



### MONDAY, JUNE 26

TIME	SESSION	TOPICS
1:00pm-1:20pm	<b>Ice breaker-Introductions</b> Leadership Spectrum Exercise -- Shinta Hernandez (MOLLI 2019), Montgomery College, Richard Smith (MOLLI 2019), Harford Community College	Introduction to the LSE and participant introductions
1:20pm-1:45pm	<b>MOLLI Welcome and Overview</b> – Doug Gray, MOLLI staff, Wendy Gilbert, MOL staff	Objectives and expected outcomes of MOLLI participation
1:45pm-2:15pm	<b>Leadership Construct</b> – Doug Gray	Establishing a common definition of leadership within the MOLLI context
2:15pm-2:40pm	<b>BREAK</b>	
2:40pm-3:00pm	<b>The Prepared Leader</b> – Shinta Hernandez	Review and discussion of The Prepared Leader and how it relates to MOLLI
3:00pm-4:00pm	<b>Should I stay, or should I go?</b> - Dionne Thorne (MOLLI 2017), Morgan University, Karen Rege, Community College of Philadelphia	How does one decide to change institutions? What are the benefits? What are the challenges? How do you know that an institution will be a good match for your values, your strengths, and your weaknesses?
4:00pm-5:00pm	<b>Annual Team Projects</b> – Shinta Hernandez, Isabel DeFeo (MOLLI 2021), Carroll Community College	Past MOLLI Annual Team Projects are featured as orientation and expectation setting for the MOLLI '23 cohort's team projects
5:30pm-6:00pm	<b>RECEPTION</b> , Piano accompaniment by Karen Rege	Drink tickets in MOLLI totes



## MONDAY, JUNE 26 (CONT.)

TIME	SESSION	TOPICS
6:00pm-7:30pm	<b>DINNER and Kick-off Presentation</b> – Dr. James D. Ball, President, Carroll Community College. Introduced by Michelle Kloss (MOLLI 2018), Carroll Community College	A 30-minute presentation, followed by questions from attendees

## TUESDAY, JUNE 27

TIME	SESSION	TOPICS
7:00am-8:00am	<b>Tour of Annapolis</b> – Dionne Thorne, Doug Gray	Highlights of the city in a 30–40 minute walking tour
7:30am-8:30am	<b>BREAKFAST</b>	
8:30am-10:00am	<b>Annual Team Project Formation Exercise</b> – Shinta Hernandez, Doug Gray, Fred Stemple	Establishing project titles and teams
10:00am-10:20am	<b>BREAK</b>	
10:20am-11:15am	<b>Leading From Where You Are</b> – Shinta Hernandez, Marjorie Rawhouser (MOLLI 2017), Anne Arundel Community College	Exploration of leadership opportunities and how to respond even when the role is undefined
11:15am-12:30pm	<b>Leadership of DEIB</b> – Dionne Thorne, Richard Smith	An exploration of the leadership challenges and opportunities as higher education addresses Diversity, Equity, Inclusion, and Belonging
12:30pm-1:45pm	<b>LUNCH</b> – Introduction to COOL by Dr. Michael Mills, Vice President, E-learning, Innovation, and Teaching Excellence (ELITE), Montgomery College and Chair, MOL Board. Introduced by Shinta Hernandez	Maryland Chief Officers of Online Learning Council – greeting and overview of this new community of practice

## TUESDAY, JUNE 27 (CONT.)

TIME	SESSION	TOPICS
1:45pm-2:45pm	<b>Strategies for Leadership Success</b> – Sarah Felber (MOLLI 2018), University of Maryland Global Campus, Fred Stemple, Garrett College	Development of strategies that can be employed throughout one's career to expand and support the leadership path
2:45pm-3:00pm	<b>BREAK</b>	
3:00pm-3:45pm	<b>Leading Change: the Only Constant</b> – Doug Gray	Exploring methods/strategies and techniques for leading change
3:45pm-4:45pm	<b>Communicating Up and Down!</b> – Doug Gray, Julie Porosky Hamlin	A case-based examination of communication approaches.
5:30pm-7:30pm	OPEN DINNER Night on the Town	Participants join for dinner at a choice of Annapolis restaurants

## WEDNESDAY, JUNE 28

TIME	SESSION	TOPICS
7:00am-8:30am	<b>BREAKFAST</b>	
8:30am-9:30am	<b>Ethical Leadership</b> – Doug Gray, Michelle Kloss	Exploration of ethical decision making by leaders in higher education
9:30am-10:30am	<b>Annual Team Project Formation Exercise</b> – Shinta Hernandez, Doug Gray, Fred Stemple	Further development of the ATPs, including definition of team responsibilities, timing, and outcomes
10:30am-10:50am	<b>BREAK</b>	
10:50am-12:00pm	<b>Leadership Spectrum Exercise</b> – Shinta Hernandez, Fred Stemple, Richard Smith	Personal reflection activity focused on the leadership path
12:00pm-1:15pm	<b>LUNCH</b> – Dr. Rhonda Spells-Fentry, Vice President, Data Science, Innovation, and Effectiveness, Prince George's Community College. Introduced by Wendy Gilbert	Presentation followed by questions from attendees

## WEDNESDAY, JUNE 28 (CONT.)

TIME	SESSION	TOPICS
1:15pm-2:00pm	<b>The Power of the Network</b> – Wendy Gilbert, Michael Mills	A review of local to global strategies for expanding and maintaining a network locally, regionally, and internationally
2:00pm-2:20pm	<b>BREAK</b>	
2:20pm-3:00pm	<b>The Prepared Leader Reflection</b> – Shinta Hernandez, Marjorie Rawhouser	Participant engagement (table talk using guided questions)
3:00pm-5:00pm	<b>ATP Mentor Meeting</b> – Shinta Hernandez, Fred Stemple	Mentors meet one another, decide on ATP project assignments, and discuss team engagement strategies
6:00pm – 8:00pm	<b>DINNER</b> – Dr. Sanjay Rai, Secretary, Maryland Higher Education Commission. Introduced by Michael Mills	Presentation followed by questions from the attendees

## THURSDAY, JUNE 29

TIME	SESSION	TOPICS
7:00am-8:30am	<b>BREAKFAST</b>	
8:30am-9:40am	<b>Annual Team Project Reports</b> – Shinta Hernandez, et al.	Each ATP presents planning and progress towards approaching project goals. Each team gets 10 minutes to present followed by 5 minutes for Q&A.
9:40am-10:00am	<b>BREAK</b>	
10:00am-11:15am	<b>Higher Education in the Information Age</b> – Gary Miller, Director Emeritus of the Penn State Global Campus. Introduced by Julie Porosky Hamlin	Higher education is now a generation into the Information Revolution. However, as journalist Thomas Friedman has written, while technological innovation can and does happen very quickly, it takes society a much longer time to respond. After three decades of innovations with technology, we need to ask ourselves: What aspects of this generation of innovation will find their way into the mainstream of higher education?  This presentation will examine several areas of innovation and how higher education is responding as it moves innovation into its mainstream.
11:15am-12:00pm	<b>MOLLI Summary</b> – Doug Gray, Wendy Gilbert	Take-aways and feedback – box lunches