QUALITY MATTERS

# QM

qualitymatters.org

# Delivering on a Shared Promise

2016 QM COMMUNITY IN REVIEW

**COMMUNITY**

**COMMITMENT**

**IMPACT**

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## QUALITY MATTERS GIVES BACK

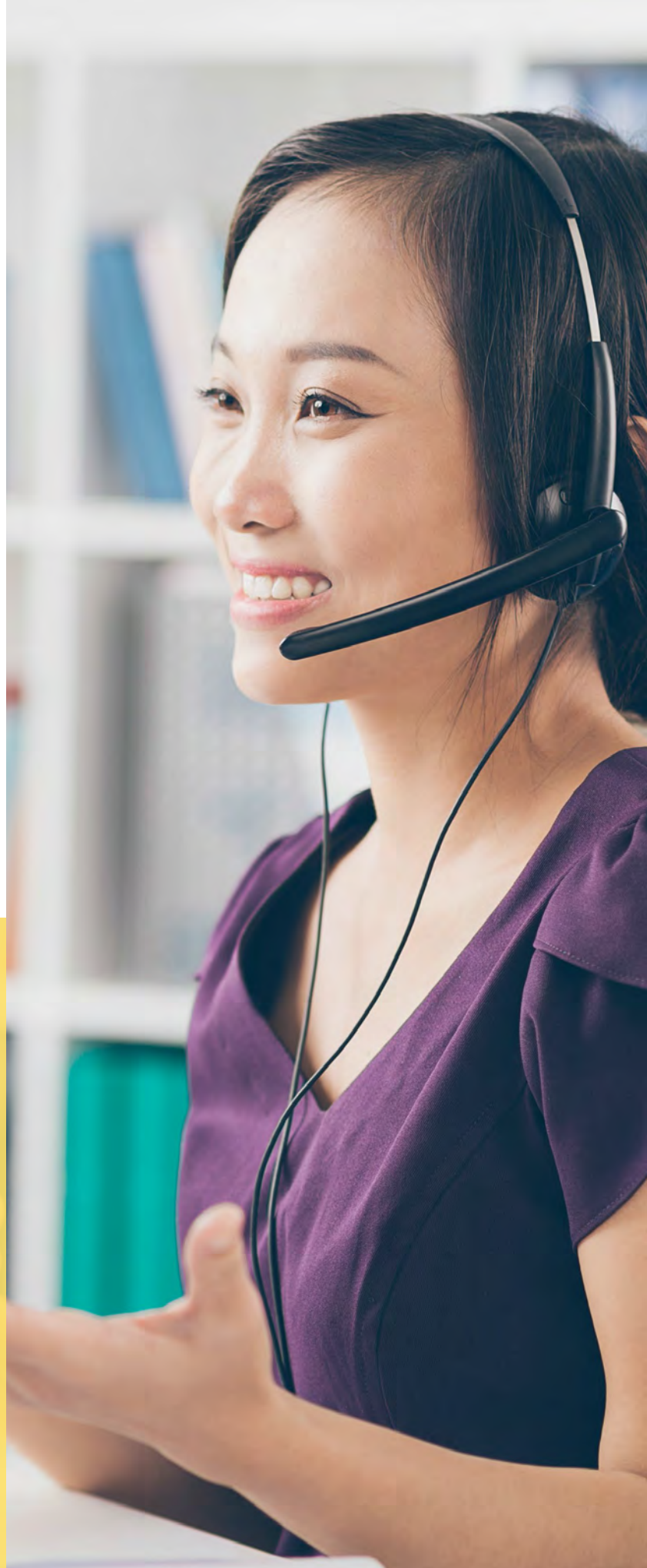### 320 books 📘

($3,700 in sales)

benefiting William Walker Elementary School, Portland, OR

## MEMBERS BECOMING QM CERTIFIED FACILITATORS

### 249 👥

(126 face-to-face and 123 online)

completed training to deliver the Applying the QM Rubric Workshop

# Online learning is changing.
# Online learners are changing.
# And Quality Matters is helping to guide that change.

Fueled by the rising awareness of the needs of contemporary learners, 2016 was a year of change.

Post-secondary education continued evolving at an amazing pace. Today, the fastest growing segment of learning consists of specialized coursework resulting in limited-focus credentials with names such as certificates, badges, nanodegrees, MicroMasters and more.

Many have an academic basis, but others are driven by the need to learn, refine and demonstrate proficiency in specific skill areas. Whereas a degree may tell an employer about educational attainment, "microcredentials" tell an employer about a candidate's specific skills in subject areas with names as varied and diverse as Android Development, Supply Chain Management, Business Analytics,

Event Planning, Digital Marketing, Robotics, Self Driving Car Engineer, VR Developer, Data Analyst.

Employers have questions, "What does this nanodegree mean? What does the candidate know? Will she or he be able to step in and begin producing? How do we know that the microcredential is worth the paper — or pixels — it's 'printed' on."

And educators have questions: "Should we offer academic credit for this learning experience?" Put another way, how is the quality of the course, and by extension, the quality of the candidate, assured?

We have the opportunity to shape the questions — and influence the answers — at the forefront of this burgeoning frontier.

"Quality Matters is so much more than a rubric. QM is a process that assures that an online degree program, course or credential that is "Quality Matters Certified" is distinguished by its quality across a number of critically important dimensions. QM is also a system of professional development that prepares educators not only to recognize quality, but also to develop learning experiences that assure student success. And as education evolves, so does Quality Matters. QM's participation in the EQUIP experiment involving alternative providers is a case in point."

**RUSS ADKINS, QM BOARD SECRETARY
AND CEO OF RUSS ADKINS, INC.**

## QUALITY ASSURANCE IS MORE IMPORTANT THAN EVER

Here are three ways in which we're leading the charge.

- **EQUIP (Educational Quality through Innovative Partnerships)**
  This experimental US Department of Education program helps oversee the use of federal financial aid for noncollege job training. It involves partnerships with eight traditional colleges each with a non-academic partner and a third-party who will work in a quality assurance role. Quality Matters was selected as one of the eight quality assurance organizations who will work in that role. Per QM's proposal to the Department of Higher Education, our specific task will be to "apply and adapt [our] Online Learner Success quality assurance framework to address the program's specific questions and assess the extent to which the program improves student outcomes such as credits earned, completion of the degree, time to and cost of degree compared to national benchmarks and student satisfaction."

- **CQAL (Collaborative for Quality in Alternative Learning)**
  Quality Matters is a charter member of CQAL, which recently released a report for comment indicating that a collection of organizations with experience in quality evaluation of college and non-college learning could work together to provide guidance on using existing frameworks for quality assurance review. From a "better business bureau" for recognizing new quality assurance agencies to a trade association of QA organizations working to represent interests, to a clearinghouse providing information about alternative providers and the entities that might review their quality.

- **Credential Engine**
  A new nonprofit, Credential Engine works to create and maintain a web-based Credential Registry that puts everyone on the same page. Quality Matters' Executive Director Deb Adair helps guide the process via the Quality Assurance Advisory Group. Credential Engine helps job seekers, workers and employers search for and compare credentials in a similar fashion as many of us use to compare flights or vacation rentals. In addition, Credential Engine promotes an open marketplace to build software apps to serve the needs of various affected groups.

So the central question is: How do we understand and assure quality in new forms of teaching and learning that are NOT directly expressed through traditional academic degree-issuing colleges? How do we support quality assurance for those learning opportunities, and learners, that do not fit into neat little boxes?

We don't necessarily have every answer…no one does yet…but at QM, we are asking the questions that will help find the answers, drive the research, and create solutions. We're not waiting for change to happen, we're pushing for change to happen.

It's going to be an exciting year in 2017!



"Study.com was looking for the gold standard in Quality Assurance when we requested QM as the QAE on this [EQUIP] project. QM's background and experience made the organization the best choice for this project and we are excited and pleased to work with QM."

**ADRIAN RIDNER, CEO AND CO-FOUNDER OF STUDY.COM**

# Extending Research and Impact

Research is at the foundation of all we do at Quality Matters. As we extend quality assurance beyond our traditional role and move toward new frontiers, supporting research on the use of QM and on the effects of quality assurance on the learning experience remains paramount. 2016 was a year for continuing our support of research and setting the stage for new studies. As always, we rely on our members and the QM Research community we are building to aid our efforts. Here are some noteworthy items from 2016:

## QM RESEARCH HIGHLIGHTS

- We supported the Teaching Competencies Literature Review project by William Diehl, Penn State University. This important project will further inform our validated Online Instructor Skills Set to which the QM Teaching Online Certificate is directly aligned.

- Two studies showing evidence of the impact of participating in QM Peer Reviews and QM Professional Development were conducted and presented. Data analysis of the QM Course Review exit survey highlights the broadscale impact of review participation on improvements to both online and face-to-face courses. A study done by researchers at the University of Pittsburgh explored the impact of QM Professional Development workshops and courses on faculty's pedagogical practices in online, face-to-face, and blended instructional modes.

  Both studies show that participating in QM impacts teaching across delivery formats.

- We commissioned a study on the inter-rater agreement analysis of 2014-2016 QM Course Review data. This data will be used by the Rubric Review Committee in preparation for Sixth Edition of the Higher Education Rubric.

- We are establishing a working group comprised of QM state system members to share strategies on data collection related to QM implementation and QA efforts.

## QM RESEARCH COLLEAGUES

**Barbara W. Altman, Ph.D.**, Texas A&M University - Central Texas

**Deborah Anne Banker, Ed.D.**, Tarleton State University

**Yan Ding, Ph.D.**, Fudan University

**Ericka Hollis, Ph.D.**, University of Kentucky

**Sharon Lalla, Ph.D.**, Luna Community College

**Elizabeth McMahon, MSEd**, Minnesota Online Quality Initiative

**Stella C. S. Porto, Ph.D.**, Inter-American Development Bank

**Kay Shattuck, D.Ed.**, QM Director of Research

**Bethany Simunich, Ph.D.**, Kent State University

## RESEARCH COLLEAGUES

Research Colleagues play a leading role in keeping our Rubric current and in writing and presenting on various topics. Some of the involvement of our RCs this year included:

• Presenting the ABCs of Research workshop at the *Distance Teaching & Learning Conference* in August 2016 at the University of Wisconsin-Madison.

• Help with reimagining the Research Toolkit and Research Information on our website to create a one-stop, all-encompassing home for all Quality Matters research topics.

## PUBLICATIONS AND SURVEYS

• The American Journal of Distance Education (AJDE), Vol. 29, Issue 3 is a special issue devoted solely to Quality Matters. Articles such as Internationalizing Quality Matters: The China Case, Measuring the Impact of the Quality Matters Rubric: A Discussion of Possibilities, Focusing Research on Quality Matters and more can be accessed from a subscribing research library.

• CHLOE: The Changing Landscape of Online Education is a survey by QM and Edventures, which examines the changing landscape of online education, provides this information to those who can use it, and helps those involved with online education place their institution within a broader context and possibly influence strategic decisions and organizational changes.
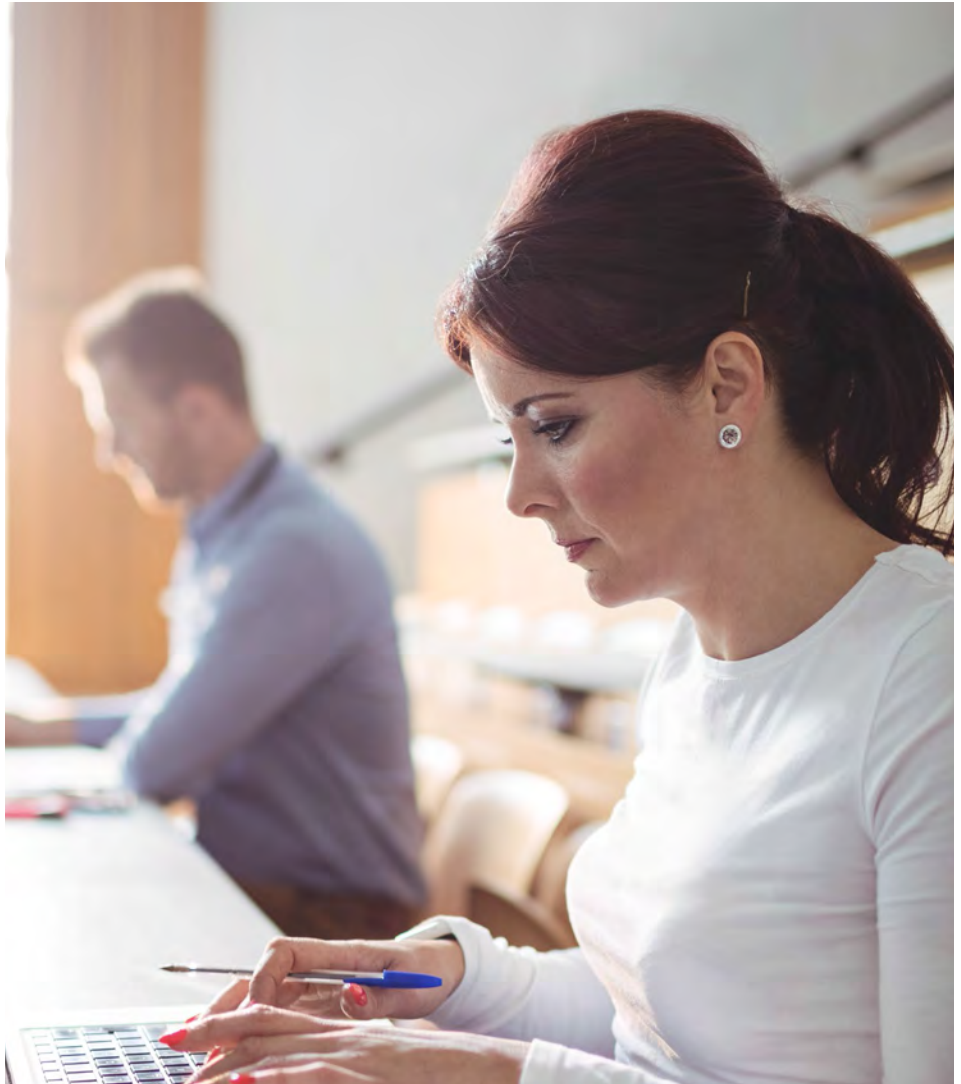
### EXPANDING QM'S INFLUENCE

Mentions of QM in Education Press:

571% INCREASE OVER 7 YEARS

| | | | | | | 40 |
|---|---|---|---|---|---|---|
| 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |

Articles in the QM Research Library:

333% INCREASE OVER 10 YEARS

| | | | 1,000 |
|---|---|---|---|
| 2006 | 2011 | 2015 | 2016 |
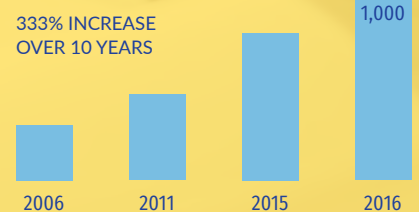
Number of external conferences where QM attended/presented:

💬 37

# Building Excellence Through 100% Course Certification

Calhoun Community College in Decatur, Alabama, is the largest two-year college in the Alabama Community College System with more than 10,000 students in 53 career/ certificate programs. Given the wide abilities, needs and goals of their students, Calhoun has chosen to have all of their online courses reviewed and certified by Quality Matters.

It's a huge step, but one that the college sees as vital in order to achieve the excellent student success, completion and retention outcomes they are seeking.

Like all major undertakings, this initiative began with a plan. And like all major accomplishments, this plan requires follow-through. In 2016 and early 2017, Calhoun is moving right along:

1  189 courses are QM Certified

2  Six Peer Reviewers certified so far in 2017

3  23 people took the Applying the Quality Matters Rubric (APPQMR) course…an impressive 13% of their 171 faculty members

Chris Alexander, Digital Media & Distance Learning Manager at Calhoun, presented "Our QM Partnership – To Boldly Go Where No Student Has Gone Before" at the 8th Annual QM Conference. He presented student success rates for courses that had made improvements to meet QM Course Design Standards. Rates from 2015 to 2016 had increased by 5% to 8% across more than 110 course sessions.

These achievements reflect a deep-seated commitment to quality seen throughout the organization. "Reviewing what is essentially all of our online courses at Calhoun will give the institution a complete picture of the quality of our online program and where there may exist areas for improvement," commented Calhoun President Dr. James Klauber.

To further help foster an environment of continuous improvement, Calhoun will have 18-20 faculty and staff from the college become certified QM Peer Reviewers. This certification will allow these individuals from the college to conduct internal course reviews while maintaining the spirit of the QM Course Review process.

Once the initial review process is complete, Calhoun will track student success, completion and retention data for all courses for five years. Any trends or issues discovered will be addressed through course redesign or refinement, with the assistance of faculty professional development by QM.

## QM AWARDS: MEMBERS MAKING A DIFFERENCE

These awards recognize excellence in the impact individuals and institutions have on the lives of their students and the furthering of online learning. Here are the winners of our 2016 Awards.

- **Outstanding Impact by an Individual in Higher Education:** Bethany Simunich, Kent State University

- **Outstanding Impact by a Higher Education Organization:** California State University Office of the Chancellor

- **Outstanding Impact by a K-12 Organization or Individual:** Florida Virtual School

- **Recognition: Outstanding Poster:** Sherrell Wheeler and Kim Gallagher, New Mexico State University Alamogordo

- **Directors' Award for Exceptional Service to Quality Matters:** JJ Johnson, Pierce College; Ray Lum, Drexel University; and Elizabeth McMahon, Minnesota Online Quality Initiative and Northland Community & Technical College

- **Ron Legon Leadership Award for Quality Assurance in Online Education:** Dr. Ron Legon

"Quality Matters is excited to play a role in this significant initiative…and to help support a culture of quality that Calhoun is creating," said Deb Adair, Executive Director of Quality Matters. "Building and revising courses based on a shared, consistent application of quality standards, and ensuring the involvement and training for faculty in the process, Calhoun will start to see the benefits for students and learn first-hand from their data on student success about the long term efficacy of the QM continuous improvement process."

## QM IMPACT: 2016

New Members:



■ **117** Organizations
■ **212** Individuals

### 94.3%
Renewal Rate

### 1,365
Official Course Reviews

### 358,830
Students Impacted

### 207
Master Reviewers Certified

### 1,391
Peer Course Reviewers Certified

## PROGRESS ON THE CONTINUUM OF EXCELLENCE

Achieving quality assurance throughout an online program or organization is anything but easy. Every year, QM Members chip away at the work required to build a culture of continuous improvement, meet QM Standards for Course Design and build quality assurance into the fabric of the organization. We don't have room to highlight the many achievements of those members who are using QM to its fullest, but here are a few examples:
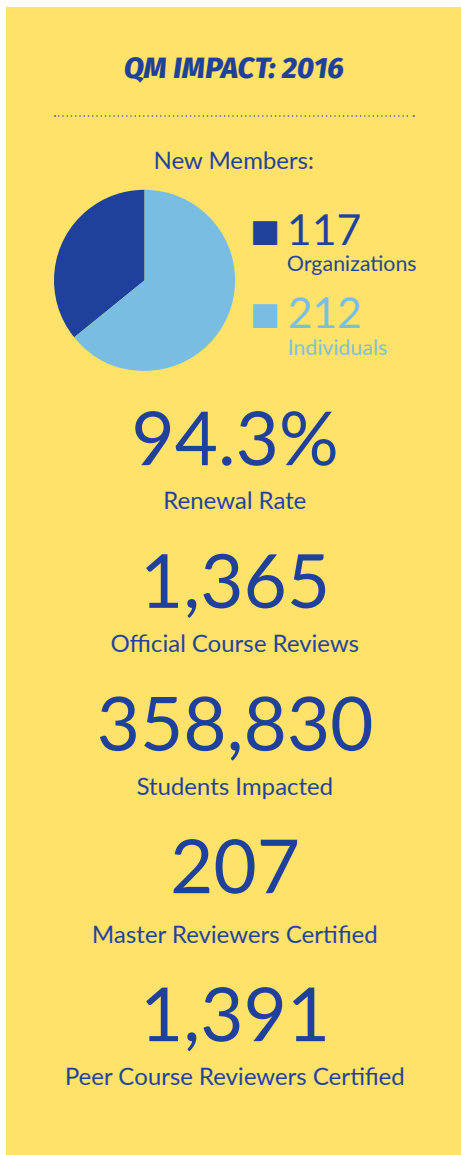
### Building quality assurance by supporting institutions…

QM System Members since 2008, affiliates of the Minnesota System (MOQI since 2012) have certified 443 courses through QM and Subscriber-Managed course reviews. Their 2016 achievements demonstrate commitment to quality assurance:

· 90 QM Certified courses
· 313 QM Professional Development courses taken by faculty/staff
· Beth McMahon, MOQI co-lead coordinator, received the QM Directors' Award

### Building quality assurance by supporting institutions…

A system subscriber since 2008 with 60 affiliates, the Ohio QM Consortium uses a unique "barter system" to help reduce costs of QM and Subscriber-Managed course reviews.

· 45 QM Certified courses in 2016
· 832 faculty/staff completed QM Professional Development

### Building support for QM with motivational incentives…

Having reached 50 certified courses in 2015, Riverland CC continued its work with 13 more courses certified in 2016. It offers QM workshops (9 delivered), monetary incentives, a QM "wall of fame", and mentors to maintain its QM momentum.

### Driving change and demonstrating Impact…

· 52 QM Certified courses in 2016
· 296 QM Certified courses total — second highest number of any QM member
· 2016 research report highlights the benefits to both students and faculty of taking and teaching a QM Certified online course.

### Supporting a culture of continuous improvement…

· 2 members earned the Teaching Online Certificate
· 11 courses QM Certified
· 6 QM workshops facilitated on campus (APPQMR and IYOC)

### Supporting a culture of continuous improvement…

· 15 QM K-12 Secondary Certified courses
· 65 staff completed QM Professional Development

# Creating Critical Mass in Readiness for Program Certification

Course reviews and certifications are a wonderful step in helping to deliver on your online promise. But beyond individual courses, Program Certification assures that your entire organization demonstrates a true commitment to online learning, improves programs through the process of qualifying for QM Certification, and uses the attainment of QM Certification to highlight the quality of your online programs to stakeholders.

## QM CALLED OUT SPECIFICALLY IN GROUNDBREAKING TEXAS REQUIREMENTS

A variety of factors combined to lead to an increased interest in QM Program Certification in 2016. Key among these was the Texas Administrative Code requirement, passed in 2016, that establishes guidelines for Educator Preparation Programs. In 6B of the requirements, "Program Design and Teaching Support Certification by Quality Matters," we are specifically named as one avenue for showing that coursework and training offered online meets the quality assurance standards that the Texas Board of Education finds acceptable.

## BEGINNING THE JOURNEY IN 2016

A new QM initiative in 2016, Program Certifications have received strong interest by a wide variety of organizations. Chamberlain College of Nursing initiated a Program Review in 2016, and a number of other organizations began the groundwork for either Program Certification Candidacy or formal Program Review including:

- TCS Education System (The Chicago School)
- Quinnipiac University
- University of North Carolina at Charlotte

Program Certifications draw upon the knowledge gained from reviewing several thousand courses from hundreds of institutions over more than a decade. Three certifications focus on inputs to the delivery of online programs: Online Program Design, Online Teaching Support and Online Learner Support. A fourth certification, Online Learner Success, is focused on program outcomes…querying whether learners are achieving levels of success greater than they might otherwise have accomplished.

Representing a rigorous third party review of data spanning three years, QM Program Certifications demonstrate that an organization is delivering on its online promise to students. A true value to any organization.

# Digital Credentials to Support Quality Teaching

**The Problem:** Due to growth and attrition, schools are finding they need to hire new instructors, and it can be challenging to know which instructors have the right online teaching competencies.

**The Solution:** An easily identifiable digital credential for online teachers that assures they have the knowledge mastery to succeed at online teaching.

QM's Teaching Online Certificate launched in 2016 as a way for higher ed and K-12 educators to demonstrate their knowledge mastery of online teaching. Upon successful completion of each of seven workshops, instructors receive a QM Digital Credential as evidence of their mastery of each teaching competency. Instructors who take the series develop the background knowledge needed for teaching online. The workshops provide both current and potential online instructors with the experience of learning online from the student's perspective.

In addition to presenting new material for online instructors, workshop sessions can serve as a refresh on material learned earlier in one's career. One participant mentioned, "I am really excited to take the 'Connecting Learning Theories to Your Teaching Strategies' workshop. It's been a long time since I've had a learning theory course and I'm looking forward to both a refresher and how to use these theories to improve my teaching."

Culminating in digital credentials, the TOC workshops are also aligned with QM's Online Instructor Skill Set. Workshops include:

- Gauging Your Technology Skills
- Evaluating Your Course Design
- Exploring Your Institution's Policies
- Orienting Your Online Learners
- Connecting Learning Theories to Your Teaching Strategies
- Creating Presence in Your Online Course
- Assessing Your Learners

Once earned, participants can post the digital credentials to social media such as Facebook and LinkedIn — like Katherine Adler (Member Spotlight) did when she earned her Teaching Online Certificate.

## MEMBER SPOTLIGHT: KATHERINE ADLER

Associate Dean, Academics and Assessment at
A.T. Still University's College of Graduate Health Studies

Dr. Adler is one of our "early adopters" in the QM Teaching Online Certificate and proudly displays her certifications on her LinkedIn Page. We recently spoke with her to glean her insights and advice for others considering the TOC.

**How did the TOC help you with learner engagement?** My institution is a 100% online school. With regards to engagement…The workshops really reinforced that we are doing the right things. Also, we have been promoting increased learner engagement but got pushback from faculty. The workshops helped me counter that pushback.

**What was your biggest takeaway from the TOC?** It helped me realize how we're in good shape due to the QM certification. The other thing was technology — it can't be stagnant — the technology that is available to learners keeps changing.

**Is there anything specific that you are going to change as a result of taking these workshops?** In response to my completion of the courses, we revamped our faculty orientation to better train and equip our faculty for teaching online. This will greatly improve student/instructor engagement.

**If you had one piece of advice or tip for educators who are trying to solve the same types of online learning problems that you are, what would it be?** Understanding the needs of the institution, faculty and students… and applying best practice is the only way to address any online learning issues. QM helps establish best practice … and helps to align the needs of all stakeholders.

**Who would you recommend the TOC for?** I think one of the things I have seen a lot is people think you can go from residential (face to face) to online and it's all good. It's not that easy. The online environment is very different. So anyone who is thinking about going to online should take this [series]. Even for people who have been teaching online for awhile this is important because technology is always changing.

# Out in the Field with People Who Believe that Quality Matters

Quality Matters is so much more than our workshops, certifications and rubrics. Quality Matters is a community of people dedicated to the success of learners and institutions.

Through QM and its community of more than 60,000 members and 1,000 institutions, our community elevates the focus and rigor of quality assurance for online learning. It is a belief in the power of not just doing something, but doing something well...then continuously working to make it even better.

That means getting out of our offices and getting into the community. So we did.
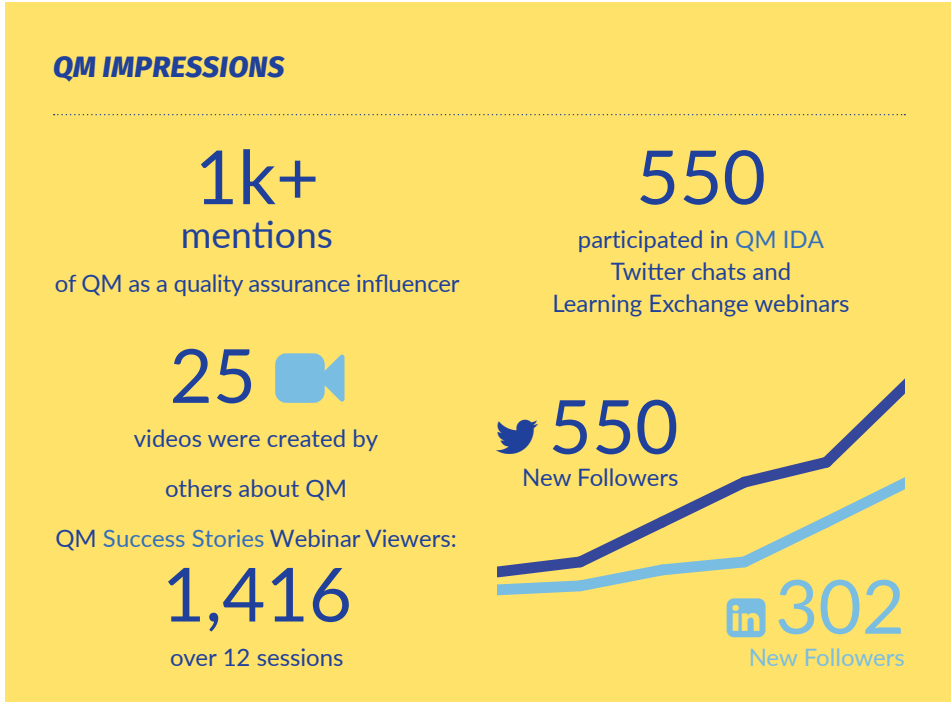
## QM REGIONAL CONFERENCE AND QM ANNUAL CONFERENCE

As wonderful as working virtually can be, sometimes you just need to get together with like-minded people and see what's going on in the world. What's working, what's not. To share ideas, to see what people really look like behind their online avatar. Our QM Conferences are a way to do that for all things Quality.

With record attendance of 666, our 2016 Annual Conference in Portland, Oregon, saw ample opportunities to make connections. So much so, that for 2017 and beyond, our annual conference will be renamed QM Connect to emphasize the main focus of the event. From educators and instructional designers to provosts and deans, the 2016 Annual Conference had vital, actionable

## QM IMPRESSIONS

### 1k+ mentions
of QM as a quality assurance influencer

### 550
participated in QM IDA Twitter chats and Learning Exchange webinars

### 25
videos were created by others about QM

QM Success Stories Webinar Viewers:

### 1,416
over 12 sessions

### 550
New Followers

### 302
New Followers

information for all areas of the online learning spectrum. Titles including *The Role of Quality in Promotion and Tenure, Course Review Snafus: Turning Issues into Solutions, Two Studies Reveal Impact of QM Across Delivery Formats*, and *What the research says: Finding pieces of the puzzle and putting it together* were among the 110 sessions, talks and panels at the conference.

## SPREADING THE WORD OF QUALITY AT CONFERENCES AND EVENTS

Organizations who love quality love QM and frequently use us to help spread the word — advancing the art and science of quality assurance. As such, QM is frequently invited to send ambassadors to speak or present at events throughout the country...and the world.

- **Brenda Boyd**, QM Director of Professional Development, was part of a panel discussion on *Roads Lead to Rome: 4 System Efforts in Higher Education Web Accessibility* at the 31st Annual International Technology and Persons with Disabilities Conference. She also presented a talk *Networking for Professional Development and Career Advancement* at the International Forum for Women in E-learning

- **Yaping Gao**, QM Senior Academic Director: Programs & Services, presented in Zhangye, Ganshu Province, China, on *Online Course Design, Review and Quality Assurance* at the 2016 Conference of Innovative Teaching and Learning: Connecting, Sharing and Developing

- **Deb Adair**, QM Executive Director, presented two talks at the 2016 WCET Conference: *21st Century Credentials: Can Higher Ed Regain The Trust Factor and The Growth of Alternative Providers: Competitors, Partners, or Both?*

- **Chris Voelker**, K-12 Program Director, offered two talks at iNACOL (International Association for K-12 Online Learning): *OER Vetting: Find the Right Open Content to Personalize Your Course!,* and *Designing Your Online Course*

## SHAPING POLICY AND FURTHERING THE CAUSE OF QUALITY

Seen as one of the true pioneers in the world of quality for online education, QM receives many requests to help shape policy and further the state of quality in education. In 2016, Deb Adair, Executive Director, was very visible throughout the country, with dozens of keynotes, invited presentations, speaking events, and conferences.

Deb accepted leadership opportunities with Credential Engine and the Presidents' Forum, and continued her leadership roles with WCET and NUTN. She was a keynote speaker at the Rutgers Online Learning Conference, and was chosen to represent the QAE perspective in the press conference announcing the EQUIP finalists. She met with the Department of Education to discuss innovation in quality assurance. She delivered the keynote at the ADEC Edfuture Conference, *Quality Online: An inter-Institutional Approach to Integrating and Advancing Quality Assurance*. She presented the keynote

address at the Berkeley College NDLW (National Distance Learning Week). And that's just a select few of her appearances and involvements.

In all, Deb was on the road or in the air for more than two dozen such events throughout 2016. Busy, yes. But for the cause of quality throughout the country, it's worth it.

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### *2016 QM CONFERENCES*

**8TH ANNUAL CONFERENCE:**

## 200
proposals

## 111
sessions

## 660+
participants came from

### 48 U.S. states
### 4 countries
### and Puerto Rico
representing

## 300 🏢

institutions

**QM REGIONAL CONFERENCE:**

## 65
proposals

## 30
sessions

## 185
participants came from

### 29 U.S. states
### and Canada
representing

## 103 🏢

institutions

**MESSAGE FROM THE EXECUTIVE DIRECTOR, DEB ADAIR**

# The Road Ahead

As you have seen within these pages, 2016 was a year of impressive achievement for Quality Matters. From the release of the updated Rubric Standards for K-12 Secondary and K-12 Publisher courses, to the launch of Program Certification and the Teaching Online Certificate, new recognitions and relationships, record numbers of courses receiving certification…everything we've done has been imagined with one purpose in mind: to help you, our members and the entire online learning community, deliver on your online promise.

And it's working! We hear feedback daily from educators, administrators, instructional designers, students and academic researchers who tell us of the impact that Quality Matters has on themselves and their organizations. Not just as a mechanism to evaluate quality on existing courses and platforms, but throughout the organization to successfully manage change. To build

quality into the design of courses, and to build quality into the organization.

While this raises the profile of QM in the education community, the real value is the uncommonly loyal, devoted community that has built around QM.

It's easy to see why, as each course review has become a dissemination mechanism for research-centered quality practice. There are four instructors who are making positive improvements in their other courses as a result of their participation in the review. The outcome is an exponential number of students being positively affected. We've become more of a movement, really. It's truly remarkable!

As we extend and evolve Quality Matters from a provider of rubrics, reviews, and professional development into an organization that leads the charge to set the standards for quality assurance and measurement in online learning and the emerging world of alternative learning and micro-credentials, we have

our community to thank. The depth and breadth of our experience throughout the online learning community gives us the experience, the knowledge… the credentials…to rightly take our leadership role in this new world.

As online learning further integrates into the mainstream, together we can work to extend the boundaries of what is possible. To focus on stabilizing online innovation, to move forward and support our members with us in the journey.

# QM MEMBER INSTITUTIONS/ORGANIZATIONS

**QUALITY MATTERS**
**QM**

**CANADA**
4 PROVINCES
39 SUBSCRIBING INSTITUTIONS

**UNITED STATES**
50 STATES + PUERTO RICO
1,000+ SUBSCRIBING INSTITUTIONS

**MEXICO**
1 SUBSCRIBING INSTITUTION

**CHINA**
1 SUBSCRIBING INSTITUTION

**JAPAN**
1 SUBSCRIBING INSTITUTION

**SAUDI ARABIA**
4 SUBSCRIBING INSTITUTIONS

**FIJI**
1 SUBSCRIBING INSTITUTION

**AUSTRALIA**
4 SUBSCRIBING INSTITUTIONS
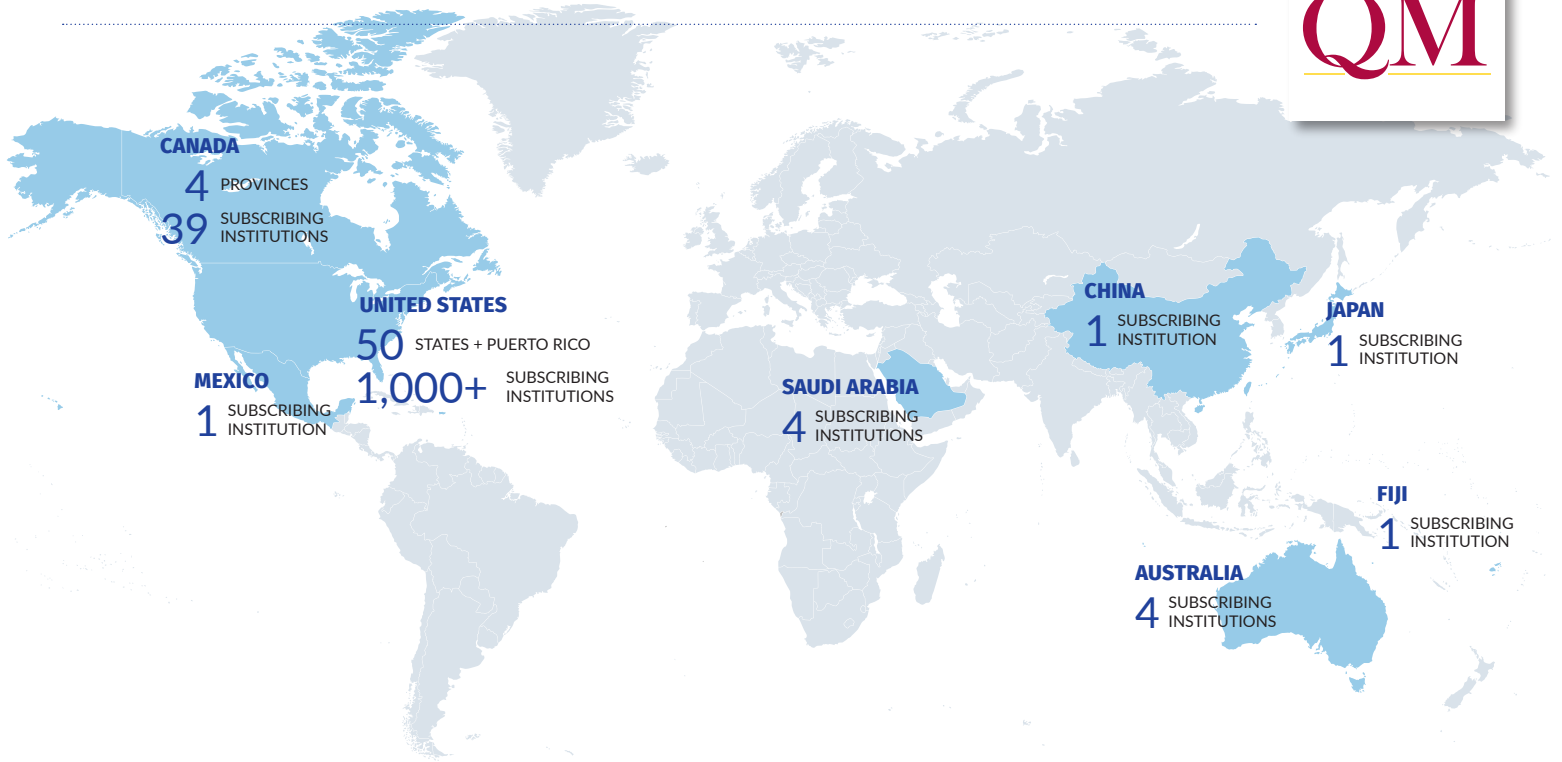
## QM STAFF ACROSS THE USA

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

| West | Midwest | East |
|------|---------|------|
| New Mexico | Illinois | Connecticut |
| Nevada | Indiana | Florida |
| Oregon | Kansas | Maryland |
| Washington | Michigan | |
| | Missouri | Pennsylvania |
| | Ohio | Tennessee |

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

The Quality Matters Academic Advisory Council (QMAAC), a standing committee, includes representatives of QM subscriber schools, QM senior staff and online and blended learning leaders who provide a national perspective, as well as guidance to and oversight of the programmatic directions and initiatives of Quality Matters.

## CONTACT US

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Quality Matters (QM) is an international non-profit organization that provides tools and professional development for quality assurance in online and blended learning. When you see the QM Certification Mark, it means that courses have successfully met QM Rubric Standards for Course Design in an official course review.