20 YEARS
1998-2018
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“The staff at CCCOnline always provides a high level of support and innovation for the community college system, including Red Rocks Community College. This support ensures that critical systems, like D2L, are running optimally for all CCCS institutions. Tina Parscal, Frank Vazquez, Kristin Rivedal, Eileen Clymo, and Steve Rothenberg were instrumental in navigating the selection of D2L Brightspace as the system-wide LMS in 2017. The combined knowledge, leadership and experience of these individuals provide strong support for the mission and goals of CCCS.”

Rebecca Woulfe
Vice President for Instruction and Provost
Arapahoe Community College

“CCCOnline was one of the first online consortia in the country and served as a model for other systems. This initiative represents some of the true innovation that comes out of Colorado and the Colorado Community College System.”

Dr. Michele Haney
President
Red Rocks Community College

“Online is convenient for me because I work part time and attend class in other course and I’m able to work on my course no matter what time of the day or night. I also like the fact my instructor Jeffrey Weide makes himself available as much as he can and definitely has quite the credentials to teach in this field.”

Roque Marquez Jr.
Student
Otero Junior College

“This is my first online school experience and I really appreciate how accessible my professors are, and the ability to interact with my peers like in a real classroom setting.”

Gabriela Elvir
Student
Arapahoe Community College

“I love that CCCOnline gives me the opportunity to attend college around my work schedule.”

Mellisa Florez
Student
Morgan Community College

“CCCOnline is probably the easiest course access program I’ve ever worked with. It’s user friendly, open 24/7, easy to access, and incredibly helpful. There are so many resource tools available for students and instructors. There’s always ways for students to be successful through CCCOnline.”

Cameron Ray Fall
Student
Community College of Aurora

“The amount of knowledge that I have obtained in the past seven years while working for CCCOnline has been tremendous. I look forward to many more years of growth with CCCOnline.”

Lacy J. Krakow
Mathematics Instructor
CCCOnline
EXECUTIVE SUMMARY

20 years of innovation and change. Online education in 1998 included dial-up broadband modems, high-cost, low-speed internet, floppy disks, and high-cost paper-bound textbooks (without a CD-ROM attached). Online classes were not able to support video or animation and chat rooms were all the rage. Ah, the good 'ole days.

Colorado Community Colleges Online (CCCOnline) was officially established in 1998 when the Colorado Community College System (CCCS) entered into a consortium agreement with each of the thirteen Colorado Community Colleges to provide online delivery of courses. CCCOnline educates students from each of the CCCS Colleges, thus expanding access and increasing course availability, particularly in our rural communities.

CCCOnline's predecessor was the Colorado Electronic Community College (CECC). In 1995, CECC delivered associate degree program using telecommunication, television, and video networks. Twenty years later, CCCOnline has grown in size, scope, and scale. It has expanded services for the colleges and contributed to the national conversation about excellence in online teaching and learning.

Today, CCCOnline serves students from the thirteen colleges in CCCS and Dawson Community College in Glendive, Montana. Online education provides access to learning so students, throughout the system, can pursue academic, professional, and life goals that fit with their busy schedules. At the inception of CCCOnline, CCCS embarked on an ambitious initiative of technology integration to deliver rigorous instruction and quality courses and programs at the time, place, pace, and location that the modern community college students requested: state of the art and at their doorstep.

Dr. Tina Parscal
Executive Director
Colorado Community Colleges Online
WHERE WE’VE BEEN

“Jonathan Fuller (right) and I were nominated for the 2008 STAR award for Government Efficiency Management for the financial aid online bookstore I used to manage. The photo is from the awards luncheon with Former CCCS President Dr. Nancy McCallin and Former Governor Bill Ritter. We did not win but it was still fun.”
Lisa Brown-Roberts
Student Retention Specialist

“This photo is of CCCOnline staff at a holiday party around 2005. Many of these folks still work for CCCOnline. I think that really speaks to the dedication we have to online learning.”
John Schmahl
Director of Student Services

“Former Manager Bob Norden was gifted with a unique insight into each of his employees. He didn’t hesitate to express his appreciation, resulting in our feeling valued and needed.”
Roxanne Manske
Manager of Enrollment Services

“This pic is of me, Joseph Foss, Jonathan Fuller, and Jonathan Sherrill about 12 years ago. The Sherrill family has done a lot for CCCOnline over the years. Chuck and his wife Jan were program chairs. Their son Jonathan worked as a data analyst/programmer and currently, his brother Justin is a valued member of my Academic Technology Team.”
Frank Vazquez
Director of Academic Technology

CCCONLINE HISTORY
1995 - Established by the State Legislature as Colorado Electronic College
1998 - CCCOnline offers first online course
1999 - Begins operating as CCCOnline
2000 - HLC authorizes colleges to offer online courses through CCCOnline
2004 - Colorado Legislature calls for unified LMS and Student Information System
2010 - Formalizes academic structure with Associate Deans and Instructional Dean
2011 - Becomes a Quality Matters ™ organization
2014 - Introduces first 6-week course
2018 - 20-Year Anniversary
CCCONLINE STUDENTS IN 2008

66% Were Female

Their average age was 29

54% Were Millennials

36% Were Gen X

Minority Students

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>American Indian or Alaskan Native</td>
<td>1.86%</td>
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<tr>
<td>Asian or Pacific Islander</td>
<td>3.37%</td>
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<tr>
<td>Black</td>
<td>5.91%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>10%</td>
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“CCCONline and its staff have been terrific advocates and partners to the Foundation for Colorado Community Colleges and our collective work to advance the Colorado Community College System.”

Adam Cermak
Executive Director
Foundation for Colorado Community Colleges

“I have already received 2 certifications while working towards my degree, because CCCOnline has given me the freedom to spend time with my family while working 40 hours a week.”

Jeremy Campbell
Student
Front Range Community College

“Every aspect of CCCOnline is designed to set their students up for success! Their instructors are amazing and connect with their students! It is a wonderful community that I am happy to be a part of for two years now!”

Addison Gibson
Student
Pikes Peak Community College

“I enjoy the flexibility, the communication and availability of educators. The LMS is easy to use and CCCOnline offers lots of help and helpful resources. I’ve had eight online courses with CCCOnline and haven’t had a single educator not do discussions, which help further understanding of the content.”

Rikki Dickinson
Student
Red Rocks Community College

“I have had the good fortune of working in several different positions for CCCOnline (Instructor, Lead Instructor, Teaching Excellence Auditor, and Chair). Through all of these work experiences, I have been continually impressed by the commitment and quality of the CCCOnline staff and instructors. It has been extremely rewarding for me to be associated with such an organisation.”

John Ragan
Instructor
CCCONline
Where We Are

In the early years, Colorado Community Colleges Online (CCCOnline) focused solely on technology and instructional design. That scope of work has grown to include creating quality courses that support multiple learning styles, embracing instructional methodologies that enhance learning, and providing wrap-around support services, such as library resources and tutoring. These focuses have brought the online learning experience at the Colorado Community College System (CCCS) from a distant singular experience to the collaborative learning students deserve.

CCCOnline's student-first philosophy supports the thirteen CCCS colleges as well as their students. Rural colleges are able to offer their students the same high-quality online learning that students at urban colleges receive. All CCCS students may enroll in CCCOnline's 15-, 10-, and 6-week sessions designed to work around their busy schedules and individual needs.

CCCOnline is a learning support system of which CCCS can be proud. I can't wait to see what they accomplish in the next 20 years.

Julie Ouska
CIO/ VP, Information Technology
Colorado Community College System

"Julie Ouska and I had the privilege to present Dr. Nancy McCallin with this plaque recognizing her unwavering support for online education during her tenure as the CCCS President. We established the Dr. Nancy McCallin Award in Online Teaching Excellence to honor her legacy."

Dr. Tina Parscal
Executive Director

"This year, I and several of my colleagues received an Instructional Excellence Award. I love working for an organization where passion for excellence is palpable. I am always inspired to do my best!"

Donna Wickham
Music Instructor

"Here, I'm sitting with colleagues at the CONNECT Conference check-in desk waiting for people to arrive. It was great to meet so many of our instructors that day!"

Melody Fan
Instructional Support Professional
OH, THE FUN WE’VE HAD!

By Roxanne Phillips, Program Chair for Accounting & Finance

I have been a Program Chair at CCCOnline since January of 2013. In that time, I have seen and been a part of many changes. With my background in business, I would say that CCCOnline has transitioned from the growth phase to the maturity phase in its life cycle.

During these five years, we have developed and implemented many processes to support instructors and program chairs.

- We have built a strong instructional design process that incorporates subject matter experts with experienced instructional designers, as well as our program chairs and associate deans. We have developed training and a master course template that provide a strong framework to guide this important part of our course development.
- We have invested in Quality Matters™ training for instructors, program chairs, and other employees. This training has allowed us to submit and receive the Quality Matters™ certification for many of our courses.
- We have implemented tools in several areas that provide guidance and establish roles, including JIRA for course development projects, HireTouch for hiring, and the KnowledgeBase (KB) database for every question an instructor or program chair may have about working at CCCOnline.
- Our Student Services department has standardized student surveys, gathering feedback from students at the mid-point and the end of our courses, and has provided an easy-to-use tool to review that important information.
- Our training department has delivered hundreds of hours of training to help instructors and program chairs.

These resources include the Program Chair Training and CCCOnline Policies, Procedures and Resources, courses that are available at any time and have provided self-service guidance on everything CCCOnline.

I’ve been fortunate to have been involved in two working teams at CCCOnline, both allowing me to bring my program chair perspective to the table and to benefit from learning the inner workings of different departments at CCCOnline. In many cases, our working teams include adjunct instructors, something I think clearly sends a message that we value our instructors’ experiences and input.

Beyond the processes and tools, the teamwork at CCCOnline stands out in my mind, and this is even more evident when I attend a program chair meeting.

Beyond the processes and tools, the teamwork at CCCOnline stands out in my mind, and this is even more evident when I attend a program chair meeting. These days, every department at CCCOnline is present at the meeting, to share what is going on in their world and to be available to answer questions, provide helpful tips for program chairs or instructors, and to solidify the message that we are all one team.

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**CCCONLINE STUDENTS IN 2018**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
<th>Age</th>
<th>Minority Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>66%</td>
<td>Are Female</td>
<td>27</td>
<td>American Indian or Alaskan Native: 2.28%</td>
</tr>
<tr>
<td>51%</td>
<td>Are Millenials</td>
<td></td>
<td>Asian or Pacific Islander: 5.55%</td>
</tr>
<tr>
<td>15%</td>
<td>Are Gen X</td>
<td></td>
<td>Black: 8.52%</td>
</tr>
<tr>
<td>17.99%</td>
<td>Minority Students</td>
<td></td>
<td>Hispanic: 17.99%</td>
</tr>
</tbody>
</table>
CCCONLINE STAFF

CCCONLINE would not be possible without the dedication of our staff.

ACADEMIC SERVICES

Academic Services is responsible for the curriculum alignment, course offerings, content development, and instruction at CONLINE. The department also oversees instructor evaluation, implementation of Quality Matters™ framework, subject matter expert selection, and resolution of any student issues or concerns. Academic Services serves as the liaison between CONLINE and the Academic departments and leadership at the thirteen CCCS colleges and Dawson Community College.

INSTRUCTIONAL DESIGN

The Instructional Design Department (ID Team), designs, develops, and maintains over 225 course shells. The ID Team collaborates with Subject Matter Experts (SMEs) to develop rich learning experiences for students throughout the Colorado Community College System. The team is highly skilled, innovative, and knowledgeable in the latest eLearning trends, theories, and technologies, as well as Open Educational Resources (OER) and web accessibility.

STUDENT SERVICES

Student Services is all about ensuring student success. The team provides overall support for Banner’s student management system and historical data relating to CONLINE students. The team performs equalization of student enrollment across all schools, and is responsible for analytics from D2L, monitors and acts on student retention statistics, processes and monitors enrollments, and facilitates the student complaint process. In addition, CONLINE Student Services provides outreach communication and web site management for the organization.
CENTER FOR ACADEMIC EXCELLENCE

The Center for Academic Excellence (CAE) was established at Colorado Community Colleges Online in 2013. Through its programs, initiatives, related endeavors, and activities, the CAE focuses on continuous improvement of student learning at CCCOnline through best practices in institutional processes and instructional techniques. It operates within the context of the CCCOnline vision to provide every student with the opportunity to learn and succeed.

BUSINESS SERVICES

Business Services is responsible for the purchasing, budgeting and financial operations of CCCOnline. The Department also oversees student course materials coordination including digital content and lab kits, contract administration and adjunct instructor contracts. Business Services acts as the liaison between CCCOnline and the system office Finance and HR Departments.

ACADEMIC TECHNOLOGY

Academic Technology (AT) facilitates the use of technology for teaching and learning at CCCOnline and the Colorado community colleges. Its services range from LMS support, oversight for the 24x7 Support Desk, digital accessibility, support of digital integrations, developing applications that meet educational process needs, application system support, and student and instructor support. The team is here to help as technology transforms the way we learn and think about instruction.

Online Library

- 30,000 Streaming videos
- Over 10,700 Databases that contain peer reviewed journals
- Over 160,000 An ebook collection with 160,000 e-book titles
- Delivery of over 7,400 lab kits a year to students

Number of LMS Logins

- 2011: 1,654,929
- 2013: 1,587,363
- 2015: 1,751,532
- 2017: 1,892,640

- 2011: Desire2EXCEL 2010 Innovation Award
- 2007: ELCC Technical Support Team of the Year

CCCOnline adjunct instructors taught over 9,000 credit hours in academic year 2018!
WHERE WE’RE GOING

For many Coloradans, access to higher education opportunities has been limited due to geography and real life challenges like work and family responsibilities. Pursuing a degree can be impossible if you live far from a campus, are employed during the day, or need to watch children when they are not in school. However, the emergence of online classes over the past twenty years has transformed traditional learning environments into global classrooms. With access to the internet, students can participate in comprehensive academic programs to further their career aspirations from anywhere. CCCOnline is dedicated to embracing the ever-changing nature of technology in a way that is both effective and affordable to our students.

For example, CCCOnline is creating more authentic learning experiences through virtual reality platforms, and we are a regional leader in the implementation of open educational resources (OER), saving thousands of students from the burden of textbook costs.

Internally, CCCOnline has made great strides in using data to provide relevant and effective services for today’s students. Our instructional designers are truly scientists and the architects of online higher education in Colorado.

I will continue to support CCCOnline’s commitment to driving innovation in online learning as it supports our 13 colleges and their students.

Joe Garcia
System President
Colorado Community College System

CCCONLINE’S FUTURE

We’ve got a lot up our sleeve for the future of online learning at CCCS. Among our plans, are:

VIRTUAL & AUGMENTED REALITY
For the future of course design at CCCOnline, we will explore the appropriate use of Virtual Reality (VR) and Augmented Reality (AR). This may result in incorporating adaptive learning and perhaps competency-based learning. We will build authentic learning experiences and develop more interactives and gamification learning designs.

OPEN EDUCATIONAL RESOURCES
We will continue to incorporate Open Educational Resources (OER) into our courses; we will build more of our own OER assets. The use of Learning Objects Repositories will increase and be used to share such assets. We will use more adaptive e-texts.

REAL-TIME DATA
In the future, we will have the ability to leverage the learning analytics and real-time data from our LMS to support student success, as well as for assessment purposes to make design decisions.

AGILE PROJECT METHODOLOGIES
We will use agile project methodologies and design thinking in our course development processes. The need for scalable course design will increase and the demand for trained, professional Instructional Designers will increase.
A CULTURE OF DISRUPTION

By Beth Davies-Stofka, Program Chair for Liberal Studies and College Prep

In a classic episode of “I Love Lucy,” Lucy and Ethel secure a job wrapping chocolate candies on a factory assembly line. The chocolate candies are on a conveyor belt, and Lucy and Ethel must wrap them while the conveyor belt continues to move. The situation hilariously escalates as the conveyor belt speeds up and the two friends can’t keep pace with the mounting number of chocolates. Lucy and Ethel resort to stuffing the candy in their blouses and mouths; anything to keep the line moving. This perfectly-executed routine never stops being funny.

Online education is growing so rapidly, that new technology comes to us as quickly as the chocolates. Innovation and change are part of the experience for CCCOnline. We have experienced a culture of disruption from new technology, to innovative learning methodologies, to the speed of the internet and changing regulations. I am impressed with how well CCCOnline has managed the endless stream of chocolates and selected the appropriate mix for our students.

...we want our students’ dreams to come true.

My fellow program chairs, and our hard-working leadership, staff, and instructors, are committing increased personal time and resources because we want our students’ dreams to come true. The direct contact between student and teacher is the heart and soul of education. It needs to be cultivated, like any other living thing.

Some years ago, American community colleges began increasing the use of open educational resources (OER) and online curricula such as the Khan Academy. This widespread change disrupted the textbook industry, causing traditional publishers to invest in developing digital solutions that reduce costs to students. CCCOnline joined the disruption economy, and now, our courses routinely use OER, digitally integrated publisher content, and resources provided by our robust library catalog.

Our proven track-record of disruption and execution is due in large part to leadership and investment. Will we now leverage our expertise to disrupt the industry's reliance on contingent labor? If any organization can do it, we can. And I believe we will.

See you in 20 years!