

North Georgia College & State University

Instructional Delivery Plan

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References: *USG Board of Regents Policy Manual: Section 303.03, Academic Affairs, Instruction Offered Externally*

See <http://www.usg.edu/regents/policymanual/300.phtml>.

USG Board of Regents Academic Affairs Handbook: Section 2.12, Off-Campus Instruction

See <http://www.usg.edu/academics/handbook/section2/>.

Part I: Plans for Change, New and Discontinued Sites and Programs

Complete summary information for all **NEW** external programs that your institution plans to offer within the next 3-5 years or plans to **DISCONTINUE** within that time period.

Off-campus Programs

Off-campus Programs employ face-to-face instruction and interaction between instructor and students in an environment external to the institution's primary campus.

Use these codes to enter information for each site.

Field	Entry or code
Site Name	Name of location
Type of site	OC = Off campus center H = Host campus consortium I = Instructional Site CS = Contract Site
Site continuation plans	EC = Continuing Site ET = Existing site; plan to terminate N = New or planned
Degree Program	Name of degree program
Program Status	A = Plan to add D = Plan to discontinue

Off-campus Programs (new or to be discontinued)

Site Name	Site Type OC, H, I, CS	Site Cont. Plans EC, ET, N	Degree Program	Program Status A, D
North Metro Technical College	CS	ET	Associates of Science in Nursing	D
University Center at Gainesville State College	H	EC	Bachelor of Science in Early Childhood Education	D
Forsyth County Campus	OC	N	Master of Science in Nursing Education	A
Forsyth County Campus	OC	N	Master of Science Family Nurse Practitioner	A
Forsyth County Campus	OC	N	Master of Education in Music	A
Forsyth County Campus	OC	N	Master of Business Administration	A
West Forsyth High School	CS	N	Math and Science Post-Baccalaureate and MEd	A
Alpharetta City Schools	CS	N	Master of Education in Teacher/School Leadership	A
Union County Schools	CS	N	Master of Education in Early Childhood Education	A
Stephens County Schools	CS	N	Master of Education in Early Childhood Education	A

Atlanta Public Schools	CS	N	Math and Science Post-Baccalaureate and MEd	A
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Distance Education Programs

In **Distance Education Programs**, the majority of courses required to earn the degree are delivered through one or more forms of distance technology, and the instructor of record and the student(s) are separated by time and/or geographic location.

Enter information for programs that are **FULLY** distance, **OTHER** distance education programs, and alternate delivery formats.

FULLY Distance Education Programs (new or to be discontinued)

Program Name	Primary Technologies				
	Internet	Interactive Video	CD-ROM	Videotape	Other
Master of Arts in History—NEW	X	X			
Master of Arts in Teaching—NEW	X				
Master of Science in International Affairs—NEW	X				
Master of Science in Leadership Studies—NEW	X				
Military Education Initiative—NEW	X				

OTHER Distance Education Programs (new or to be discontinued)

Program Name	Primary Technologies				
	Internet	Interactive Video	CD-ROM	Videotape	Other
Master of Science in Public Administration—NEW	X				
eCore	X				

Alternate Delivery Formats

In **Alternate Delivery Formats**, delivery deviates from traditional, degree programs offered by single institutions; used in conjunction with either off-campus or distance education programs. Examples include Collaborative Degrees and Dual Degrees.

Collaborative Degrees: Online degrees in which faculty from more than one institution join together to develop and deliver instruction. Each institution offers degree, and student receives degree from one institution, e.g., WebBSIT; WebMBA.

Collaborative Degrees (new or to be discontinued)	Collaborating Institutions

Dual Degrees: Institutions partner to offer degrees with other institutions. Student receives degrees from both institutions.

Dual Degrees (new or to be discontinued)	Partner Institutions

Other Alternate Delivery Formats: Other configurations in which institution offer degrees externally.

Briefly describe the type of arrangement and the degrees offered in any other alternate formats that your institution has developed.

Other Alternate Delivery Formats	Degrees (new or to be discontinued)

Part II: Current Sites and Programs

Complete summary information for all **CURRENT** external programs that your institution offers.

Off-campus Programs

Use these codes to enter information for each site.

Field	Entry or code
Site Name	Name of location
Type of site	OC = Off campus center H = Host campus consortium I = Instructional Site CS = Contract Site
Site continuation plans	EC = Continuing Site ET = Existing site; plan to terminate N = New or planned
Degree Program	Name of degree program
Program Status	A = Plan to add D = Plan to discontinue

Current Off-campus Programs

Site Name	Site Type OC, H, I, CS	Site Cont. Plans EC, ET, N	Degree Program	Program Status A, D
University Center at Gainesville State College	H	EC	Bachelor of Science in Business	
University Center at Gainesville State College	H	EC	Bachelor of Science in Early Childhood Education	D
University Center at Gainesville State College	H	EC	Associate of Science in Nursing	
University Center at Gainesville State College	H	EC	Educational Specialist in Teacher Leadership	
Lanier Technical College in Forsyth County	CS	EC	Associate of Science in Nursing	
North Forsyth High School	IS	EC	Educational Specialist in Teacher Leadership	
North Metro Technical College	CS	ET	Associate of Science in Nursing	

Distance Education Programs

Enter information for current Distance Education programs that are **FULLY** distance, **OTHER** distance education programs, and alternate delivery formats.

Current FULLY Distance Education Programs

Program Name	Primary Technologies				
	Internet	Interactive Video	CD-ROM	Videotape	Other

OTHER Current Distance Education Programs

Program Name	Primary Technologies				
	Internet	Interactive Video	CD-ROM	Videotape	Other
Baltimore/Education Recertification Courses	X				X
ESOL Endorsement Courses	X				
Reading Endorsement Courses	X				
Gifted Endorsement Courses	X				X
RN to BSN Courses	X				

Current Alternate Delivery Formats

In **Alternate Delivery Formats**, delivery deviates from traditional, degree programs offered by single institutions; used in conjunction with either off-campus or distance education programs. Examples include Collaborative Degrees and Dual Degrees.

Collaborative Degrees: Online degrees in which faculty from more than one institution join together to develop and deliver instruction. Each institution offers degree, and student receives degree from one institution, e.g., WebBSIT; WebMBA.

Current Collaborative Degrees	Collaborating Institutions
Doctorate of Physical Therapy	Medical College of Georgia and Armstrong Atlantic State University

Dual Degrees: Institutions partner to offer degrees with other institutions. Student receives degrees from both institutions.

Current Dual Degrees	Partner Institutions

Other Alternate Delivery Formats: Other configurations in which institution offer degrees externally.

Briefly describe the type of arrangement and the degrees currently offered in any other alternate formats that your institution has developed.

Other Alternate Delivery Formats	Current Degrees

Part III: Academic Programs and Delivery Methods

A. Strategic Plan

Describe your institution's strategic plan to offer external instruction for the next three years. Identify disciplines, degree levels, delivery methods, and resource investments. Describe how these programs advance the mission of the institution.

Discipline	Degree Level	Off-Campus Location	Distance Education Modality	Resource Investment
Core Courses—e-Core	Undergraduate		Online	none
All—Military Education Initiative for USG, NGCSU as lead institution	Undergraduate and Graduate		Online	\$20,000 for travel
Business	Master of Business Administration	Forsyth County		4 faculty members and \$200,000/year for three years in new state strategic allocations
Education	Post-bac and Master of Education to become Master of Arts in Teaching		Online	Part of the USG initiative
Education	Master of Science in Music Education	Forsyth County		Partnership with County for facilities and 1 faculty member
Education	Master add-on for Leadership	Alpharetta		1 faculty member
Education	Master of Education	Blairsville		.5 faculty member
Education	Master of Education	Stephens County		.5 faculty member
Education	Post-bac/MEd to become Master of Arts in Teaching	Forsyth County		none
Education	Post-bac/MEd to become Master of Arts in Teaching	Atlanta Public Schools (in collaboration with Georgia State University)		none
International Affairs	Master of Science of International Affairs		Online	2 faculty member
Public Administration	Master of Public Administration		Partially Online	2 faculty member
Leadership Studies	Master of Arts in Leadership Studies		Online	1 faculty member

All of these programs are consistent with and advance the current mission of the institution:

North Georgia College & State University develops and educates leaders through strong liberal arts, pre-professional, professional, and graduate programs. North Georgia College & State University is proud to be designated by the Board of Regents of the University System of Georgia and by the Georgia General Assembly as the Military College of Georgia and distinguished as a leadership institution of Georgia.

North Georgia College & State University provides an environment of academic excellence that develops leaders who respect all people, maintain high ethical standards, continue intellectual and personal growth, and serve the community, the state, the nation, and the world.

Additionally, these programs are consistent with our Strategic Plan as it is being revised, which will organize our strategies around four leadership themes, two of which are innovation in teaching and learning and contributing to regional development.

These programs will provide high-quality programs to our service area, based on the foundations the University has established through close military association, strong partnerships with other USG institutions as well as Lanier Technical College, and existing graduate and undergraduate programs. Our commitment to high-quality pedagogy in our online programs will transform our pedagogy in face-to-face delivered courses, both on the main campus and at off-campus sites.

B. Local, Regional, State Needs, and Student Demand

Document local, regional, and/or state needs and student demand for programs.

The North Georgia region has expanded tremendously over the past decade demographically and economically. Current forecasts indicate that the growth trend will continue, producing escalating demands for education at both the undergraduate and graduate levels. Specifically, a survey conducted by NGCSU in Forsyth County in 2003 indicated interest in graduate programs in Health, Education, and Business. The Forsyth County Envision 2030 process documents a unified community desire for a public university that offers lifelong learning opportunities, including four-year, post-baccalaureate, and continuing education programs. Ongoing conversations with our regional school administrators indicate the demand for high-quality programs to produce teachers, recertify teachers, and advance teachers into leadership positions. Our involvement goes beyond the local and regional to the state, national, and international levels with the Military Education Initiative. Meetings with Defense Language Institute personnel, members of the Council of College and Military Educators, and DANTES indicate that, given that the southeastern United States in general and Georgia in particular contains such a high density of military personnel and installations and that a large percentage of the military population serving in the United States and abroad is drawn from this same geographic area, a coordinated system engagement in this effort represents not only a high payoff investment of system resources, but a significant civic duty as well. NGCSU will serve as the lead institution in a USG Military Education Initiative, and has recently submitted its vision statement to the BOR.

Additional information on Forsyth County:

Current and projected population demographics	Current (2005, estimated): 140,393 Growth rate of population (2000-2005): 39.7% Percentage of population under 18: 27.3% Projected growth rate of K-12 students: 13%
Economic indicators	Median home value (2005) \$247,400 Median household income (2003) \$72,945
Education base	High school graduates, persons age 25+ (2000) 85.7% Bachelor's degree or higher, persons age 25+ (2000) 34.6%
Supporting infrastructure	Combined commitment of Cumming/Forsyth County Chamber of Commerce, the Board of Education, and a number of select community leaders.
Provide appropriate data and other evidence to	Limited competition from other USG and private

establish the sustainability of the facility for the projected lifecycle of the investment	institutions, growing population as Atlanta population center moves northward, and increasing income per capita and per household all indicate a continued demand for higher education at the baccalaureate, post-baccalaureate, and continuing education.
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C. New Facilities Investments, Locations, Acquisition and Operating Costs, Financing, Other Commitments

If any of the plans for these offerings include using new facilities or new technologies, explain how the institution plans to address associated costs.

New facilities investments are projected for Forsyth County. However, the campus will be distributed between the new facilities and partnering facilities. For instance the MEd and proposed MAT will be at existing Forsyth County Schools sites. The following is for a building to provide for needs for the next five years, accommodating 500 students, if used for day, night, and weekend classes:

Size and scope of facilities needed	10,360 s.f. with 50 parking spaces, on 3 acres, consisting of five classrooms, office space, library/commons space, restrooms, and other support space.
Projected acquisition and operating costs	????
Projected source(s) of financing	????
Other anticipated commitments, necessary to implement the plan	Donation or lease of land by community.

D. New Technology Investments

Provide information about projected lifespan of new technology, value, and improved learning outcomes.

A mobile computer lab will be needed to provide internet connectivity to all classrooms in Forsyth County.

There will be no new software; WebCT/VISTA will be used.

Part IV: Infrastructure and Services

This section addresses the elements of program delivery that ensure that quality is maintained and is organized into the following categories:

- Infrastructure and Services Common to All External Programs
- Infrastructure and Services Unique to Off-campus Programs
- Infrastructure and Services Unique to Distance Education

Outline information about infrastructure and services that are common to all external programs and not dependent upon delivery format. Briefly site actual process, policy, procedure, or practice for all components.

Infrastructure and Services Common to All External Programs

B. Curriculum and Instruction	
Educational content and student outcomes	Regardless of delivery format, all educational content is held to rigorous standards, under the immediate direction of department head and dean for reviewing quality of existing courses, faculty, and resources within a larger system involving oversight by the Academic Activities Committee, the VPAA, and professional and regional accrediting agencies. The department head, dean, Academic Activities Committee or Graduate Council (depending on level of course), and VPAA are responsible for academic standards for all new educational content.
Appropriate technology	Department Heads and Deans work with the Department of Information and Instructional Technology, the Center of Teaching and Learning Excellence, and the University Technology Committee.
Instructional materials	Faculty within a department work with their department heads and deans to determine quality.
C. Faculty	
Training, professional development, and support	All NGCSU faculty participate in annual evaluation to assess professional development needs. Funding is available at the department and school level for faculty development strategic to instructional delivery, including development and teaching of all courses.
Credentialing requirements, ratios, and processes	All NGCSU faculty must meet the same credentialing requirements to meet standards set by SACS and individual professional program expectations. The combination of full-time, part-time, and adjunct faculty is determined by department head and dean for each individual program, preserving NGCSU's commitment to a high ratio of full-time faculty to students.
Evaluations	All NGCSU faculty are evaluated in similar ways, using policies that reward faculty for work that is strategic to the mission of the institution.
D. Student Support	
Library services	Website, including GALILEO
Learning support and tutoring	Not applicable to program offerings
Advising	Faculty members
Counseling	To be developed online
Disability services	To be developed online

Career guidance	To be developed online
Bookstore	Travel to external campuses To be developed online
Testing and evaluation	Individual faculty members
Technical support	Helpdesk available by phone and email
Curriculum, course & degree requirements	Website; Undergraduate and graduate bulletins are available online, as are plans of study; Faculty provide academic advisement
Costs and payment policies	Website
Faculty/student interaction	Website, email communication, WebCT/VISTA
Communications	Website and email communication
• Course information	Website and email communication
• Access to resources	Website and email communication
E. Administrative, Fiscal, and Operational Support	
Cross-department planning and coordination	The Leadership Council and the Deans' Council meet regularly to plan all distance education and off-campus programming. The Director of Graduate Studies and External Programs also assists in coordinating the programming, communicating regularly with the Vice President for Academic Affairs, Deans, Department Heads, Program Coordinators, and Directors.
Operational plan	Department of Information and Instructional Technology works with the University Technology Committee, Center of Teaching and Learning Excellence, and Leadership Council to determine and provide adequate services.
Budget	As with all other instruction, programs are begun only with adequate support. All students are ensured appropriate opportunity to complete degree requirements should a program be terminated. Because many of our programs will follow a cohort model, the resource considerations will be addressed before each cohort begins. This ensures that there will be sufficient resources to allow for cohort completion.
F. Other	
Compliance with law and policy	NGCSU's Intellectual Property Policy, approved March 22, 2006, ensures compliance.
Security	Department of Information and Instructional Technology ensures secure transmission.
Contracts, licenses, and policies	Review by Department of Information and Instructional Technology
Safety	At its off-campus sites, NGCSU coordinates with existing security providers and contracts for extra services as needed.
G. Evaluation and Assessment	
Evaluation methods	Department oversight assesses student learning, employing surveys tailored to assessing issues related to external instruction. For the MEd and MAT programs, all assessment and program evaluations are part of the School of Education

	Assessment required for NCATE accreditation.
Data collection and reporting	Individual departments are responsible for the process, and it is reported as part of the institution's assessment mechanism.
Retention and participation	Each semester both the Board of Regents (BOR) and NGCSU's Office of Institutional Effectiveness (IE) provide information regarding enrollment and student characteristics. This information is scrutinized by the Director of External Programs and Enrollment Management Services.
Program review	The quality of off-site instruction is maintained at the institutional level through the same procedures and standards applicable to on-site programs; annual assessment, accreditation reviews and comprehensive program reviews.

Infrastructure and Services Unique to Off-campus Programs

Outline information about infrastructure and services unique to off-campus programs. Site actual process, policy, procedure, or practice for each component.

If there are differences by specific location in the way services are rendered, discuss them. However, if services are managed in a uniform way, then address all off-campus programs together.

B. Curriculum and Instruction	Site(s): Degree(s):
Educational content and student outcomes	Addressed in common to all section
Appropriate technology	Addressed in common to all section
Instructional materials	Addressed in common to all section
C. Faculty	Site(s): Degree(s):
Training, professional development, and support	Addressed in common to all section
Credentialing requirements, ratios, and processes	External program faculty, in general, also teach on campus, bringing them regularly in policy, decision-making, and planning processes.
Evaluations	Addressed in common to all section
D. Student Support	Site(s): Degree(s):
Library services	Off-site librarian to guarantee access and materials delivery
Learning support and tutoring	Addressed in common to all section
Advising	Addressed in common to all section
Counseling	Addressed in common to all section
Disability services	Addressed in common to all section
Career guidance	Addressed in common to all section
Bookstore	University Center at Gainesville State College utilizes the GSC Bookstore; North Forsyth High School hosts representatives from NGCSU for the first two nights of classes; Lanier Technical College in Forsyth County utilizes Lanier Tech Bookstore
Testing and evaluation	Addressed in common to all section
Technical support	University Center at Gainesville State College utilizes the GSC Information Technology staff; North Forsyth High School utilizes the Forsyth County Schools Information Technology staff; Lanier Technical College in Forsyth County utilizes Lanier Tech Information Technology staff
Curriculum, course & degree requirements	Addressed in common to all section
Costs and payment policies	Addressed in common to all section
Faculty/student interaction	Additionally, off-site faculty hold office hours

Communications	Addressed in common to all section
• Course information	Addressed in common to all section
• Access to resources	Addressed in common to all section
E. Administrative, Fiscal, and Operational Support	Site(s): Degree(s):
Cross-department planning and coordination	Addressed in common to all section
Operational plan	Addressed in common to all section
Budget	Addressed in common to all section
F. Other	Site(s): Degree(s):
Compliance with law and policy	Addressed in common to all section
Security	Addressed in common to all section
Contracts, licenses, and policies	Addressed in common to all section
Safety	At its off-campus sites, NGCSU coordinates with existing security providers and contracts for extra services as needed.
G. Evaluation and Assessment	Site(s): Degree(s):
Evaluation methods	Addressed in common to all section
Data collection and reporting	Addressed in common to all section
Retention and participation	Addressed in common to all section
Program review	Addressed in common to all section

Infrastructure and Services Unique to Distance Education

Outline information about infrastructure and services unique to distance education. Briefly site actual process, policy, procedure, or practice for each component.

If there are differences tied to specific technologies or to specific academic programs, address them individually. Otherwise, explanation can address all distance education programs.

B. Curriculum and Instruction	All DE programs? ___ Specific Technologies: Specific Degree(s):
Educational content and student outcomes	Addressed in common to all section
Appropriate technology	Addressed in common to all section
Instructional materials	Addressed in common to all section
C. Faculty	All DE programs? ___ Specific Technologies: Specific Degree(s): Education
Training, professional development, and support	Distance education faculty who use online delivery complete an annual training session to ensure program and course compatibility.
Credentialing requirements, ratios, and processes	Addressed in common to all section
Evaluations	Addressed in common to all section
D. Student Support	All DE programs? ___ Specific Technologies: Specific Degree(s):
Library services	Addressed in common to all section
Learning support and tutoring	Addressed in common to all section
Advising	Addressed in common to all section
Counseling	Addressed in common to all section
Disability services	Addressed in common to all section
Career guidance	Addressed in common to all section
Bookstore	Addressed in common to all section
Testing and evaluation	Addressed in common to all section
Technical support	Addressed in common to all section
Curriculum, course & degree requirements	Addressed in common to all section
Costs and payment policies	Addressed in common to all section
Faculty/student interaction	Addressed in common to all section
Communications	Addressed in common to all section
• Course information	Addressed in common to all section
• Access to resources	Addressed in common to all section

E. Administrative, Fiscal, and Operational Support	All DE programs? ___ Specific Technologies: Specific Degree(s):
Cross-department planning and coordination	Addressed in common to all section
Operational plan	Addressed in common to all section
Budget	Addressed in common to all section
F. Other	All DE programs? ___ Specific Technologies: Specific Degree(s):
Compliance with law and policy	Addressed in common to all section
Security	Addressed in common to all section
Contracts, licenses, and policies	Addressed in common to all section
Safety	Addressed in common to all section
G. Evaluation and Assessment	All DE programs? ___ Specific Technologies: Specific Degree(s):
Evaluation methods	Addressed in common to all section
Data collection and reporting	Addressed in common to all section
Retention and participation	Addressed in common to all section
Program review	Addressed in common to all section