Appendix A

Research Informed Consent

The Evaluation of the training course titled “Leadership Development and Change

Management for Nurse Executives in ASEAN Countries"

Researchers:

1. Associate Professor Dr.Boontip Siratarungsri, School of Nursing, Sukhothai Thammathirat Open University (STOU)

2. Assistant Professor Dr.Premruetai Noimuenwai, School of Nursing, STOU

3. Assistant Professor Dr.Aree Cheevakasemsook, School of Nursing, STOU

4. Dr.Pattaya Kaewsarn, School of Nursing, STOU

5. Associate Professor Dr.Somjai Putapitukpol, School of Nursing, STOU

Responsible Organization and Address: School of Nursing, Sukhothai Thammathirat Open University, Pakkred, Nonthaburi 11120, Email address: Aseanlcm2014@gmail.com; boontip.sir@stou.ac.th

You are being invited to participate in this research study because you are a participant in a pilot training project entitled "***Leadership Development and Change Management for Nurse Executives in ASEAN Countries"***. The mentioned project has been included in Sukhothai Thammathirat Open University (STOU)'s preparation plan, towards ASEAN Community in 2015 for the fiscal year 2014 (1 October 2013 - 30 September 2014). Implementation has been conducted in the form of research and development aiming at leadership development and change management for nurse executives in ASEAN countries as well as building ASEAN nurse executives' network thereafter.

Research is voluntary, and you may change your mind at any time. You do not have to participate in this research study. There will be no penalty to you if you decide not to participate, or if you start the study and decide to stop early. You can ask as many questions as you need to, before you decide to participate in this study or anytime during the study.

BACKGROUND

In the coming year 2015, ASEAN member countries will combine into ASEAN Community, building a regional society for their population that live altogether in a kinship manner in the same family. Nursing profession has been accelerated by ASEAN Community to combine together toward internationally top in the global quality service. Being fully aware the

significance of nursing personnel development, School of Nursing as one of Sukhothai Thammathirat Open University (STOU)'s schools that employs distance education therefore has cooperated with Singapore Nurses Association and Singapore General Hospital (the first Magnet Hospital in Asia) to organize a pilot training project entitled "***Leadership Development and Change Management for Nurse Executives in ASEAN Countries"***. This training project was designed for training nurse executives through ten online modules and a face-to-face intensive seminar.

PURPOSE

The objective of this study is to examine the achievement and satisfaction on the training course "Leadership Development and Change Management for Nurse Executives in ASEAN Countries".

PROCEDURES

If you are eligible and decide to participate in this study, your participation will involve answering questionnaires, surveys, and open-ended questions after participating in the pilot study entitled "Leadership Development and Change Management for Nurse Executives in ASEAN Countries" Additionally, an interview may be asked during the face-to-face intensive seminar.

RISKS

You may feel uncomfortable answering some of the questions in the surveys, questionnaires, and interview. If at any point you feel uncomfortable you may skip a question or stop participating all together without penalty.

BENEFITS

There are no direct benefits to you in joining the study. It is hoped that the information obtained will help the investigators learn more about the overall aspects of this training project that will be useful to improve the further distant training course for nurse executives.

ALTERNATIVES

Participation in this study is voluntary. Deciding not to participate will have no effect on the study.

COSTS/PAYMENTS

There are no costs or payments in joining the study.

INSTITUTIONAL DISCLAIMER STATEMENT

If you think you have been harmed as a result of participating in research at the Sukhothai Thammathirat Open University (STOU), you should contact School of Nursing, STOU.

CONFIDENTIALITY AND PRIVACY AUTHORIZATION

Efforts will be made to keep your personal information confidential. The researchers will only use and share information that is needed for the study. If the results of this study are published or presented in public, information that identifies you will be removed. If you decide not to sign the form, your information will not be included in the study.

Your permission to use and share your information remains in effect until the study is complete and the results are analyzed. After that time, researchers will remove your personal information from study records. However, the de-identified data can be used for secondary analyses.

Your permission to use and share your and the recipient's health information remains in effect until the study is complete and the results are analyzed. After that time, researchers will remove personal information from study records. However, the de-identified data can be used for secondary analyses.

QUESTIONS

Before you sign this form, Dr. Boontip Siritarungsri should answer all your questions. You can talk to the researchers if you have any more questions, suggestions, concerns or complaints after signing this form. If you have any questions regarding this study, you should immediately contact Dr. Boontip Siritarungsri+6686-886-5466 (Thailand). If you have any questions about your rights as a research subject, or if you want to talk with someone who is not involved in the study, you may call the Human Subjects Committee, School of Nursing, STOU at +662-504-8036. You may also write to Human Subjects Committee, School of Nursing, Sukhothai Thammathirat Open University, Pakkred, Nonthaburi 11120

SUBJECT RIGHTS AND WITHDRAWAL FROM THE STUDY

You may stop being in the study at any time. Your decision to stop will not prevent you from the study in this project. The entire study may be discontinued for any reason without your consent by the investigator conducting the study.

You have the right to cancel your permission for researchers to use your information. If you want to cancel your permission, please write to Dr. Boontip Siritarungsri +6686-886-5466. Her mailing address is School of Nursing, Sukhothai Thammathirat Open University, Pakkret, Nonthaburi 11120 Thailand. If you cancel permission to use your information, you will be withdrawn from the study. The research team will stop collecting any additional information about you.

_____

Print Name of Investigator Providing Informed Consent

_____

Signature of Investigator Providing Informed Consent Date

Research Consent Form

The Evaluation of the Online Training Course titled "Leadership Development and Change Management for Nurse Executives in ASEAN Countries"

On behalf of myself, I freely and voluntarily consent to participate in this research study. I acknowledge that I can withdraw or stop this consent anytime with no effect on the care or services I have received.

Associate Professor Dr. Boontip Siritarungsri, the research team leader has given me information about this research study. She has explained what will be done and how long it will take. She explained any inconvenience, discomfort or risks that may be experienced during this study. I acknowledge that I am being asked to participate in this study for myself. By signing this form, I have read the information and had my questions answered. The researchers are willing to answer any questions anytime throughout the study. They will keep my personal information confidential.

_____

Print Name of Participant

_____

Signature of Participant Date

Appendix B

Evaluation Form for the Online Training Course on

"Leadership Development and Change Management for Nurse Executives

in ASEAN Countries"

Sukhothai Thammathirat Open University

The evaluation form consisted of 3 parts as follows. Your help in evaluating this program would be much appreciated. Answering to this evaluation questionnaire will assist us in obtaining a more precise view on how to improve this nursing education online program to be more effective. Also, your information and recommendation will certainly strengthen ASEAN nurses community. Please complete the evaluation form and attach your scanned file at aseanlcm2014@gmail.com **by August 13, 2014.**

Part 1 General Information

1.1Age……years (full years)

1.2 Gender 1) Male 2) Female

1.3 Highest Education level 1) Bachelor degree 2) Master degree 3) Doctoral degree

1.4 What is your country? (Please identify)……....

1.5 What is your position in your organization? .....

1.6. Why did you interest in this program? (can answer more than one)

1) To improve specific leadership skills
2) To improve change management skills
3) To create an innovation for leadership development and change management
4) To increase my networks both national and international level
5) Others (Please identify)…….……

Part 2 LCM Course Evaluation

Please rate your opinions about the following items.

No.	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	**Course Developer and Distribution Models** 1.1 The validity of LCM course is developed by university mission and not for financial gain.					

No.	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	1.2 The LCM courses can be distributed for use on campus or through a single institution, through open public and through LCM website**.**					
2	**Scope and Scholarship** 2.1 LCM course orientation and syllabus are available to the participants as they enter the course.					
	2.2 Learning objectives are the goals that the participants should achieve in the course.					
	2.3 Instructional philosophy refers to the theories of learning that underlie the presentation of content, the kinds of activities and assessments created for the course, and the role of the instructor and the learner in the process of learning.					
	2.4 LCM course refers to the specific group of learners for whom the course curriculum has been designed.					
3.	**User Interface** 3.1LCM course progress indicator refers to any tool the learner is given in the course to track his or her progress through the course and his/her mastery of content.					
	3.2 Placement of elements and presentation consistency refer to the design of the course and the pages in the course that contain instructional elements (module). Modules are consistently organized and identified throughout the course. Presentation consistency refers to the format used to organize and display the content of each Module.					
	3.3 Playback control of Module refers to the ability of learners to manipulate the playback of media through clearly labeled controls, allowing learners to move at their own pace and direction.					
4.	**Course Features and Media Values** 4.1The Pedagogical features category lists the key instructional Modules provided by the course.					
	4.2 Media presentations enhance and/or extend the learning experience.					

No.	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	4.3 Text refers to the written material provided online for a course and the presentation of that textual material. Text is used effectively, be topic-related, and complement the Modules.					
	4.4 Course orientation (Module I) helps participants getting to know how to learning this course.					
	4.5 Modules were made by experts and well ordering.					
	4.6 Modules presentation is clear and inspired participants learning.					
	4.7 Modules content and presentation (Module 2-9) are useful and given knowledge and experiences to participants.					
	4.8 Module 10 is constructed by participants participation and presented best practice on "Leadership competencies for nurse executives in ASEAN countries".					
	4.9 Participants interaction with each Module content refers to the activities and assignments that they are required to complete and perhaps submit for attending face- to- face intensive seminar.					
5.	**Assessments and Support Materials** 5.1 Types of assessment include writing reflection on each Module and prepared assignments.					
	5.2 Assessment methods refer to the intended purpose, and outcome of course assessments, including assignment.					
	5.3 Feedback loop is icon "Knowledge Sharing" refers to content and feedback provided as part of the course, and not to functionality that may allow the instructor to add feedback content and references.					
6.	**Communication Tools and Interaction** 6.1 Course environment, LCM website, refers to the course management system or distribution mechanism through which a course is taken by a participant or administered by a facilitator.					

No.	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	6.2 The characteristics of LCM website are - attractive design, - appropriated communication tools - ease of use - accuracy of well document - currency of well contents - coverage of the web content					
	6.3 Communication tools, email address and LCM website are those tools and features that reside in the course environment that allow participants and participants or facilitators to interact with one another.					
7.	**Technology Requirements** 7.1 Course format refers to the delivery method for the course content and how it is accessed by the participants. A course can be delivered exclusively online, or DVD. Course formats can also include hybrid courses that utilize online delivery and the classroom (face-to-face intensive seminar).					
	7.2 This course requires only Window 7 or higher for operating systems, and Internet explorer 9 or Google chrome for browser.					

Note: The development of evaluation form of part 2 was based on ©2010 Monterey Institute for Technology and Education, from http://www.montereyinstitute.org/pdf/OCEP%20Evaluation%20Categories.pdf

Part 3 Further information

1. What are the strengths and weaknesses of this course and please identify?
   ……....
   ……
   ……
   ……
2. Focus on LCM website (http://www.stou.ac.th/lcm)

a. Please describe about the strengths and weaknesses of the LCM website?

……..
……..
……..
……..

b. From a, if you found the weaknesses, please suggest the way to improve it.

……..
……..
……..
……..

3. Focus on module contents (10 Modules)
   a. How many modules have you learnt?

   ……..

   b. From a, which module you like the best, and why do you like it?

   ……..
   ……..
   ……..
   ……..

4. Over all, how much have you received benefits from learning this course?

   ……..
   ……..
   ……..
   ……..

5. Upon completion of this training course, do you meet the objectives as earlier mentioned in Part 1? Which item?

……
……
……
……

Thank you very much for your valuable time to help us in our course evaluation.

Appendix C
Research tool verified by 3 experts

1. Professor Dr.Chutima Sacchanand
2. Associate Professor Dr.Srinual Satitwitayanan
3. Air Vice Marshal Supit Prasopsil

Appendix D

International Distance Training Program
"Leadership Development and Change Management for Nurse Executives in ASEAN Countries"

Background and Program Philosophy

The establishment of ASEAN Economic Community (AEC) in 2015 is the regional integration of 10 ASEAN country members namely Brunei, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam. As a result, the regional community has formed in harmonious brotherhood, living as one family, maintaining peace and political stability, building economic prosperity as well as well-living on the basis of equity and common benefit.

Nursing is considered one of the seven professions that reached ASEAN Mutual Recognition Arrangement on Nursing Services (MRA). Based on the mentioned MRA, nurses who meet required qualifications are eligible to register or apply for nursing license in other ASEAN countries. Therefore, it is an opportunity for Thai nurses and other ASEAN nationals to become AEC health providers both either in their country or other ASEAN countries responding to the increasing number of diverse clients from different cultures, different languages as well as different health problems. It seems the number will be rising day after day.

Obviously, many changes have emerged in the 21st century. To enter the AEC society in ASEAN culture, it is necessary for nurse administrators or nurse leaders to be equipped with leadership and change management capacities reflexively among globally changes. Also, to ensure providing efficiently healthcare services to multicultural population under diverse health conditions in ASEAN community, they must have knowledge, skills and positive attitudes toward changes. Leadership competent is thus required by them to efficiently handle changes in any changing circumstances.

Due to awareness of nursing professional development, School of Nursing at Sukhothai Thammathirat Open University (STOU) has thus developed a distance training program entitled *"Leadership Development and Change Management for Nurse Executives*

in ASEAN Countries (LCM)" aiming to enhance nursing competitiveness at ASEAN and international level. In this connection, the distance education pattern of Sukhothai Thammathirat Open University has been employed in English, the ASEAN official language, for this online training with the purpose to develop knowledge, skills and competency of nurse executives on leadership development and change management as a preparation to enter the AEC. Under academic cooperation by international experts from different fields, the mentioned course was developed in the form of research and development as well as academic services. The project was financially supported by the government budget in the fiscal year 2014. It was included in the strategic project for readiness to the AEC of STOU which is the first Open University that uses complete open distance learning system in Thailand. The course is well served in terms of leadership development and change management for administrators and leaders in the ASEAN community as a preparation for international competitiveness development under the concepts of developing education followed to the University's philosophy

Objectives

Main objectives: To develop leadership and change management for nurse executives and leaders in the ASEAN Countries through the use of distance learning system

Specific objectives:

1. To provide more knowledge for nurse executives and empower them with building up leadership competency as well as efficient change management
2. To develop nurse leaders' network among ASEAN Community
3. To enable project participants apply their knowledge for development of innovation in nursing administration
4. To respond the School of Nursing and University's strategies on teaching and learning at the international level.

Development and Quality Assurance of the Program: based on principle of the ASEAN University Network Quality Assurance (AUN-QA)

1. Supervision of Program Standard

1.1 A number of 4 full-time instructors responsible for the program. They are faculty members of School of Nursing, Study Area: Nursing Administration. All of them awarded doctoral degree from overseas whose qualifications are in line with the proposed course; 1 associate profession, 2 assistant professors and another instructor serving as facilitators for online learners. Attached CV in Annex 1.

1.2 Eight Modules are developed by 9 resource persons from 4 countries; 4 leaders and experts on nursing administration: 2 from Thailand, 1 from Australia and another from Singapore, 1 university administrator and domestic IT expert, 1 academic leader and expert in course development, 2 nurse practitioners in the USA, master degree graduates, Study Area: Nursing Administration from STOU School of Nursing and 1 management and leadership development instructor from France. Attached CV in Annex 2.

2. Program Development The program consists of two phase, Online Course and Face to Face Intensive Seminar.

2.1 Expected Learning Outcomes (ELO) or Competencies as follows:

1) To develop morality and ethics while learning together.

2) To enhance leadership and change management knowledge and skills.

3) To be able to utilize computer technology for knowledge sharing that would further lead to life-long learners.

4) To enable to apply the knowledge gained for development of innovation in nursing administration.

5) To act as a change agent in their own workplace or their own country for promoting well-being of ASEAN population.

6) To promote relationship and build up nurse executives/leaders ‘network in ASEAN community through learning activities.

2.2 Program Specification

Qualification:	LCM
Program title:	Certificate in Leadership and Change Management
Program Type:	4- month included online course and face to face intensive seminar
Award institution:	Sukhothai Thammathirat Open University (STOU)

Mode: STOU Distance learning

Entry requirements: Nurse Administrator or Nurse Leaders in ASEAN countries, including

1) Ability in English reading, writing, listening and speaking at good level, and Good IT knowledge, **or**

2) Recommendation letter from applicants' supervisor/manager/ chief/administrator to support participants' proficiencies in English and IT.

Certificate for: 1) online course or/and 2) face to face intensive seminar

2.3 Program Structure and Content

From the context of global changes, regional integration of different nations emerged such as EU and ASEAN community for regional collaboration and international competition. Leadership and management has become core competencies for Nurse in ASEAN Community, it has therefore led to new paradigm of leadership development from individually development turning to place emphasis on group development. A specific course based on ASEAN circumstance using STOU distance learning mode to promote leadership development aiming at learning process and inter-personal relationship. Apart from this, problem issues encountered by offices or organizations at national level would be addressed as useful lesson learned, particularly meet with the needs of expanding groups. In consequence, the online training course development entitled "Leadership Development and Change Management for Nurse Executives in ASEAN Countries" has thus included the below components to control over the changing context systematically with contents and patterns favorable to self-improvement for learners across different regional countries thoroughly and equally.

1) Components of the program

An innovative online training course consisted of 4 components: input, process, output, and outcome. It is demonstrated as Figure 1

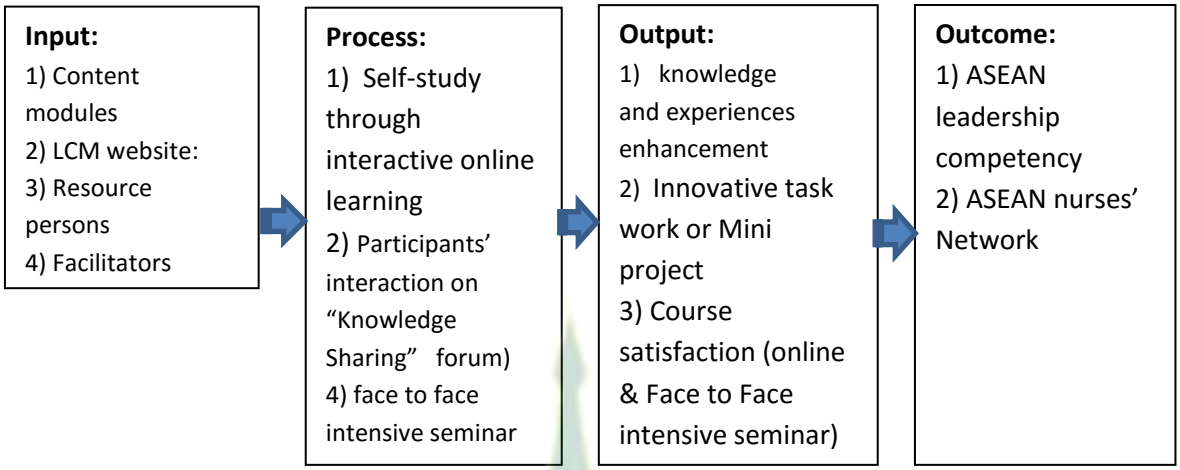

Figure 1 The components of LCM program

From Figure 1 illustrated as follows.

1.1) Input component: consists of ten content modules (Module 1-10), LCM website, resource persons, and facilitators. Modules were successfully developed by experts or resource persons from various fields, including nursing, education and management whose expertise matched the content modules. Each module lasted for 50 minutes. The first module is the orientation to the online course, the first module introduced LCM course team, LCM website, course schedule, and assignments enabling participants to appreciate what was required and how to progress through the modules. Modules 2-9 offered content relating to leadership and change management. Participants were challenged to utilize the knowledge and experiences gained and apply to their current work. As a result, participants is expected to analyze critically, synthesize information, and share their reflections related to what they have learned in a "Knowledge Sharing" forum after completing all the modules. Based on participants' views, Module 10 was jointly constructed presenting best practice on "Leadership Competencies" for Nurse Executives in ASEAN Countries. All ten modules were accessible via the LCM website.

A friendly-user, LCM website was created that enabled easy to access and use for participants. In cooperation with the LCM Team, the technology requirements, course format, and course environment were designed by a professional web designer. Course

format refers to delivery method for the course contents and how to access by participants. Only Window 7 or higher for operating systems, and Internet Explorer 9 or Google chrome required for the LCM website browser. Course environment refers to the course management system or mechanism through which a course is taken by a participant or administered by a facilitator. Furthermore, Feedback loop is an icon "Knowledge Sharing" on the website page refers to content and feedback provided as part of the course. Participants were encouraged by facilitators to study and share their reflections throughout the "Knowledge Sharing" forum.

1.2) Process component: consists of self-directed learning, participants' interaction on "Knowledge Sharing" forum, and a face to face intensive seminar. Participants are required to study and do pretest and post test in each module through the LCM website (http:// www.stou.ac.th/lcm). They were given username and password to login into "Knowledge Sharing" forum (as Figure 2) in order to reflect their opinions as well as participate with other participants in each module. Facilitators work as encourager and supporter for participants to meet their learning outcomes.

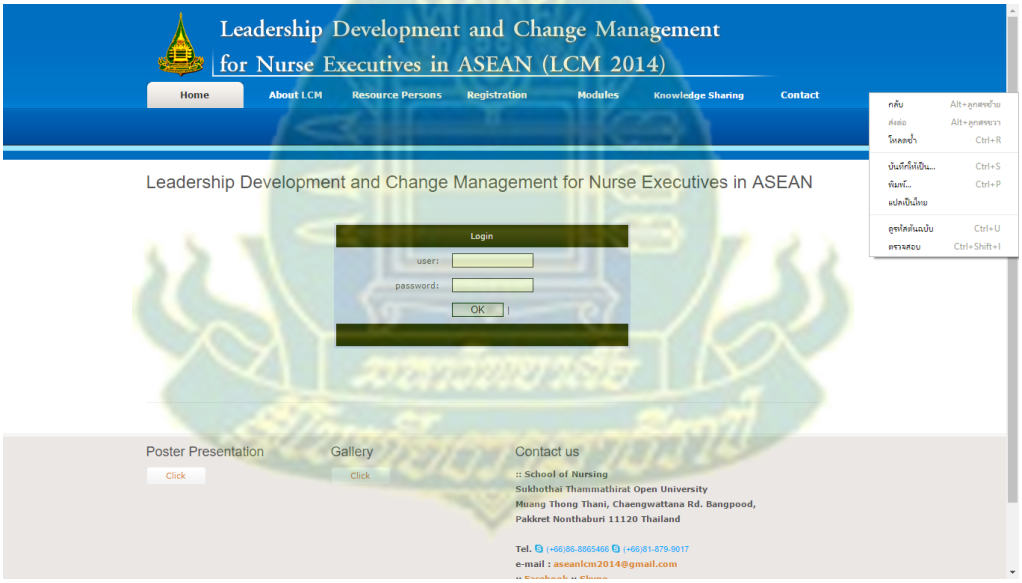

Figure 2 Login to "Knowledge Sharing" Forum by username and password

1.3) Output component*:* the enhancement of participants' knowledge and experiences as well as level of satisfaction with the online training course. The learning output included innovative task the mini project as part of a module of study. Participants is

required to prepare and submit assignments prior to attending the face-to-face intensive seminar in Thailand.

1.4) Outcome component : the results of the course; Module 10 entitled "Developing Leadership Competencies for Nurse Executives in ASEAN Community" was constructed by the participants who drew on their experiences on facilitating change within their organizations which was an activity embedded in the module ?. Finally, an innovative online training course was developed by participants as the learning outcome. Moreover, networking among ASEAN nurses was an expected outcome.

2.4 Online Classroom Development

LCM was developed as an online classroom, simply accessible and user-friendly designed particularly for ASEAN nurses and learners throughout the globe to study together. There are 4 core elements according to the standard of core elements of an open course set by Cyber University Project, the Commission of Higher Education, Ministry of Education's online course development specifications that comprised 3 following elements; (1) Video (2) Feedback and (3) Pear to Pear Learning (P2P Learning). For the School of Nursing's online learning course, one additional element was specially included to meet the expected learning outcome (ELO) of the ASEAN University Network (AUN) quality assurance.

2.4.1 Four elements of Online course as following:

(1) Online video instruction presents course contents in each subject via online. Module is called for each subject. (Further details will be elaborated)

(2) Evaluation and Reflection served as evaluation of knowledge and understanding acquired by learners after listening to Program Orientation and the rest 8 Modules (2-9). Each module has 5 questions for pre and post-test totally 40 questions with answers to reflect learners' knowledge after they completed each module. Moreover, learners are required to reflect benefit obtained from those modules and how they can successfully apply or implement for making up as well as using of the modules contents.

(3) Knowledge Sharing is a forum for learners to share their knowledge/ experience with other learners after participants completed each module, starting from

Module 1-9. Here, they are encouraged to share how they utilize the knowledge acquired from each module or apply in their workforce or national organizations.

(4) Creating a nursing innovation or mini project in their workforce or organizations in their country by applying knowledge obtained from 8 modules.

2.4.2 Program Content and Resource Persons in each module

Program content of 10 modules is presented in forms of (1) online video instruction, 15-40 minutes that based on the length of internet learning, and (2) module documents – module description and content. The title, description and resource persons of each module are demonstrated in Table 1.

Table 1 Modules /Titles, description and Resource Persons

Modules /Titles/ Description	Resource Persons
1. Program Orientation Meeting with LCM leader & team for program, Introducing to the online course, objectives, expected learning outcomes, learning strategy and how to manage yourself to complete the online course.	**Facilitators** 1. Assoc.Prof. Dr.Boontip Siritarungsri 2. Asst.Prof. Dr.Aree Cheevakasemsook 3. Asst.Prof. Dr.Premruetai Noimuenwai 4. Dr.Pattaya Kaewsarn
2. Overview of Leadership Development and Change Management Explaining basic notions of leadership development, changes, management, and teamwork; related issues; as well as learning leadership from experiences.	Assoc.Prof. Dr.David Crookall Management Institute, University de Nice Sophia Antipolis (UNSA), France
3. Leadership Development for Nurse Executives in ASEAN Characteristics of executive nurses and public health personnel, leadership styles and their effects,	Assoc.Prof. Dr.Tong-In Wongsothorn Former President & University Council Member of Sukhothai

Modules /Titles/ Description	Resource Persons
leadership development, and direction for further development are presented and discussed.	Thammathirat Open University
4. ICT for Health Executives in ASEAN Due to the increasing need for global nurse executives to manage and utilize information and communication technology (ICT) for improving their organizations and the health care system, building ICT competency for ASEAN nurses are essential issues to explain and discussed on this module.	Assoc.Prof. Dr.Chailerd Pichitpornchai President, Sukhothai Thammathirat Open University
5. Towards a New Paradigm of Nursing Leadership Development Global changes and health care systems and organizations, leadership skills and characteristics in the 21st century, and new paradigm of leadership development, and how to develop oneself to be a successful nurse leader to enhance excellence and sustainability in the organization .	Prof. Dr.Wipada Kunaviktikul Dean, School of Nursing Chiang Mai University
6. Developing and Providing Nursing Leadership Development Programs This module presents 3 international leadership training programs by international nursing leadership training providers that truly benefit nurses' competency. How to select the nursing leadership program suitable for them to improve their leadership potentials in the 21st century are presented.	Assoc.Prof. Dr.Suchitra Luangamonlert The 1st Vice President, Thailand Nursing and Midwifery Council
7. Change Management for Nursing Leaders: A Case Study giving presenter experiences to deal with change management and why change is necessary and how the changes is developed and	Prof. Dr.Karen Francis

Modules /Titles/ Description	Resource Persons
implemented. How to contribute and drive the process of change to lead organization success are also explored and discussed.	
8. Change Management for Transcultural Nursing Due to increasing multicultural population around the world, this is requires nurses to recognize and appreciate cultural similarities and cultural differences in health care values, beliefs, and customs. Change Management for Transcultural Nursing presented in this module is essential competency for ASEAN nurses to overcome the situation changed and living together with happiness and healthy.	Dr.Png Hong Hock Deputy Director, Nursing Department Singapore General Hospital
9. The Power of Change: Sharing Experiences Giving experiences of two successful nurse practitioners previously immigrated to the USA for their further progress in nursing professional. They explained difficulties encountered and how they finally achieved and awarded. This module 9 could be considered the best inspiration example for all nurses who need to improve their nursing professional capability in their career path.	1. Ms.Suwanna Suethanuwong Registered Nurse of The Year 2008 Martin Luther King : Multi Ambulatory Care Clinic (MLK-MACC) Los Angeles California, USA 2.Ms.Duangjai Chumprasit Nurse Practitioner of The Year 2012 Martin Luther King : Multi Ambulatory Care Clinic (MLK-MACC) Los Angeles California, USA
10. Program Conclusion and Evaluation	Assoc.Prof. Dr.Boontip Siritarungsri

2.5 Teaching and Learning Approach

The online training course is 4- month training course and divided into 2 phases: *Phase 1 Online Interactive Course* (asynchronous learning component) that composed of 10 content modules focusing on "leadership development and change management". The LCM website (http://www.stou.ac.th/lcm) was employed as communication and learning tools. *Phase 2 Face-to-Face Intensive Seminar* (synchronous learning component) emphasizes upon special lecture, group interaction for developing best practice on leadership competencies for nurse leaders in ASEAN countries as well as network development and nursing administration innovation development presentation.

The online course is conducted by three steps based on constructivism approach and followed by STOU School of Nursing philosophy, vision and mission as well as strategy as below:

Step 1: The development of the four - month online course on "Leadership Development and Change Management for Nurse Executives in ASEAN Countries" based on connectivism approach. 10 modules' content based on a clear taxonomy and specific criteria was designed and presented by resource persons from various fields whose expertise contributed in each module. Modules' content are provided visual distinction and consistency to specific types of information that enabled participants to simply learn step by step. The synchronous learning delivered by a course management system through the Internet is available at the LCM website. The website is utilized for support participants' learning and sharing their knowledge as well as valuable experiences.

The characteristic of such online course is an instructional science and art transferred knowledge through joint learning activities between participants and facilitators. Resource persons whose expertise in module contents of the training course or lectures play a vital role in providing information, guidance, screening overwhelmed online information/knowledge to participants or learners, and then integrate with practice that will accordingly bring about development of new body knowledge or innovation for nursing leadership and administration.

Step 2: All Participants will be recruited by program criteria. They have to attend the online course and conduct three activities as follows. *Firstly*, participants learning by

attending online modules, spent learning time within one module per week (Table 1). After participants made registrations, they were given username and password to login to study the online course. Before studying in each module, they must to do pretest and do post -test after completing each module. *Secondly*, they are required to share their knowledge and experiences in "Knowledge Sharing" forum in each module, encouraged and supported by facilitators. *Lastly*, each participant develops a mini innovative project or creative work task based on the course components. Participants who completed these three activities able to be attend with the face-to-face intensive seminar.

Step 3: The training program is evaluated by participants and facilitators.

Table 1 Online 4- month course schedule

Month	**May**				**June**					**July**						**August**	
Week	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**
Module/ Activity	M1/ M2	A2	M3	A2	M4	A2	M5	A2 &3	M6	A2 &3	M7	A2 &3	M8	A2 &3	M9	F2F	M10

Remarks

M (Module) refers to Module by self-study from M1-9 and M10 will be jointly constructed by learners in the second phase2, face to face intensive seminar
A (Activity) refers to activities during study week i.e. A2 refers to activity of Module 2 and so on.
F2F Refer to participation in Phase 2 activity, the face to face intensive seminar

2.6 Expected Learning Outcomes Map

Interactive online learning (Module)	ELO1	ELO2	ELO3	ELO4	ELO5	ELO6	Total
1	/		/				2
2	/	/	/	/	/	/	6
3	/	/	/	/	/	/	6
4	/	/	/	/	/	/	6
5	/	/	/	/	/	/	6
6	/	/	/	/	/	/	6
7	/	/	/	/	/	/	6
8	/	/	/	/	/	/	6
9	/			/	/		3
10	/	/	/	/	/	/	6
Face to face intensive seminar	/	/	/	/	/	/	6

2.7 Participants & Facilitators Evaluation

According to the ELO participant assessment, there are 2 following parts.

1) Interactive online course evaluation as follows.
    1.1) Knowledge and understanding of learners by quantitative assessment after listening to the program orientation and learning course contents in 8 Modules (Module 2-9), there are 5 questions posted for each module and totally 40 questions with the answers reflected to participants' learning outcomes.
    1.2) The use of computer technology for knowledge sharing that would enable them to be lifelong learners of quantitative and qualitative assessment by consideration from the frequency of interaction and sharing course contents throughout learners on Knowledge Sharing forum.
    1.3) Innovation development on nursing administration assessment that is presented in form of mini project, one project for one learner.
    1.4) Inter-personal relationship and building nurse executives' assessment among network in ASEAN community, including morality and ethics while learning together and creating well-being in their own country and in ASEAN community. Assessment from interaction in Knowledge Sharing forum and results from participation in the face-to-face intensive seminar.
    1.5) Assessment of the monitoring learning outcome of learners and people concerned in order to reflect leadership competency as change agent in their workplace or their own country.

2) Face to Face Intensive Seminar as follow:
    2.1) Innovation development on nursing administration assessment that is presented in form of group's achievement to be developed as Module 10.
    2.2) Assessment of the monitoring learning outcome of learners and people concerned in order to reflect leadership competency as change agent in their workplace or their own country.

Program Production

Program production is developed by (1) program team and (2) resource persons as follows.

1. Program Team:

1)	Associate Professor Dr. Boontip Siritarungsri	Chairperson / Editor
2)	Assistant Professor Dr. Aree Cheevakasemsook	Content Committee
3)	Assistant Professor Dr. Premruetai Noimuenwai	Content Committee
4)	Dr. Pattaya Kaewsarn	Content Committee and Deputy Editor
5)	Assistant Professor Dr. Kunchon Jeotee	Evaluation Committee
6)	Mr. Aekrat Wirotkul	Computer Technology Committee
7)	Mrs. Sukanya Phromphon	International Relations Officer
8)	Mrs. Rattip Phukkesorn	International Relations Officer
9)	Mrs. Wacharee Limungkoon	Committee and Secretary
10)	Ms. Srisaowaluk Suttiwong	Assistant Secretary

2. Resource persons:

As presented above in Table 1 of the sub topic 2.4.2 Course Content and Resource Persons in each module.