E-learning experiences

Managing change

By

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Outline of presentation

- Benefits and motivation for E-learning
  - Administrator and faculty perspectives
- Content development and quality assurance
  - Managing change?
- Total cost of e-learning
  - Access costs for students/faculty; Infrastructure costs for institutions
- What have we learned?
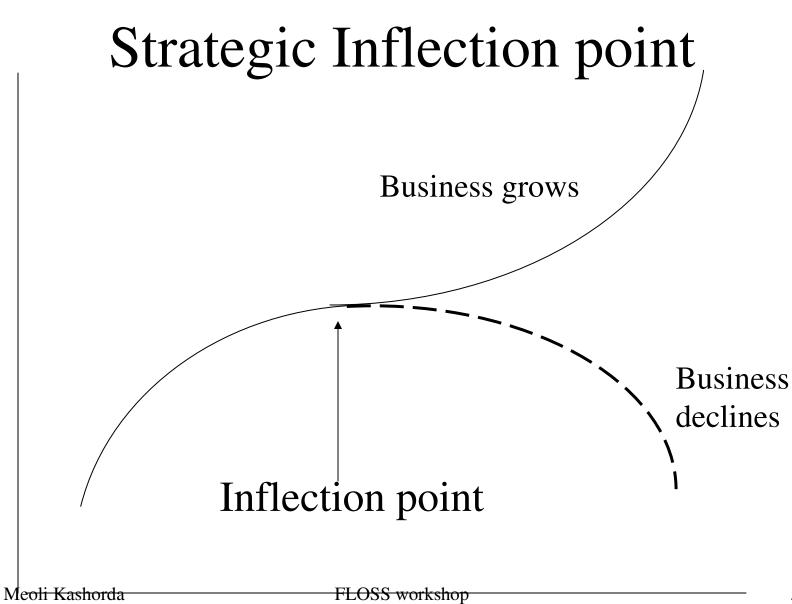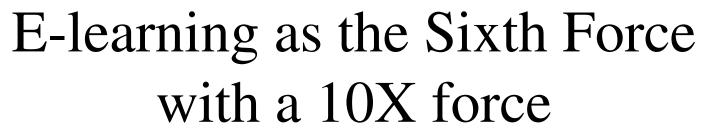 - It is a change management issue not a technological one!
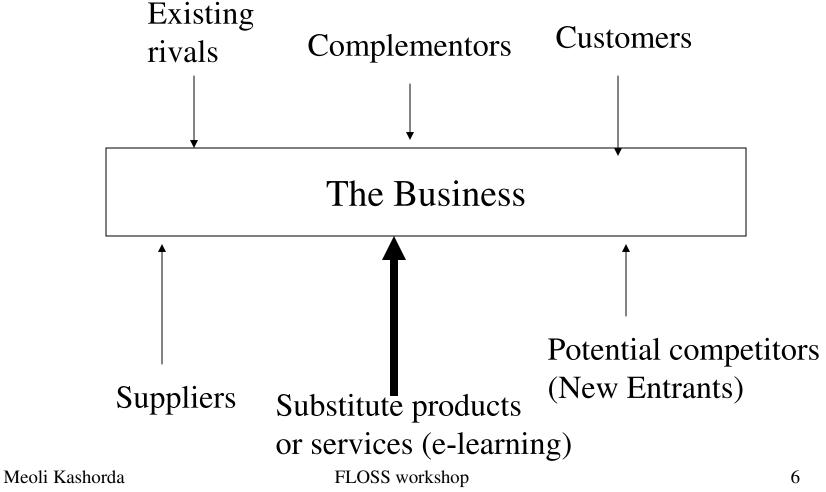
Happiness Index

$$H = \frac{A}{E}$$

Where H = Happiness
A = Achievement
E = Expectation

Reasons for e-learning

- To increase effectiveness and efficiency of teaching and learning
- Ease of quality control and peer learning
    - See the MIT Open CourseWare project
    - Coaching and mentoring junior lecturers?
- To serve the learning needs of graduate and working students
    - Over 80% full-time employees
- E-learning as a strategic inflection point in global higher education

Strategic Inflection point

Business grows

Business
declines

Inflection point

E-learning as the Sixth Force with a 10X force

Existing rivals

Complementors

Customers

The Business

Suppliers

Substitute products or services (e-learning)

Potential competitors (New Entrants)

Effective and efficient teaching

- There is an acute shortage of business and IT faculty in all Kenyan Universities
  - Large classes + e-learning cost-effective
- Improved testing, assessment, and evaluation methods
  - Efficiency of the process significant for faculty with increasing workload.

IT and effective learning environments

- To improve quality of learning resources
  - ability to create, maintain, and deliver learning resources which are current, consistent and readily available

- Improved communications
  - students/student, student/faculty, student/administration

- Effective integration of on-line library resources and the e-learning environment

Introducing E-learning @ USIU

- Adopted the life-cycle approach to developing the e-learning content with following phases:
  - Initiation, development, implementation, and operations and maintenance phases
- Initiation phase = pilot project phase
  - Get buy in from faculty, admin, and test technology
- E-learning content development contracts crucial
  - Compensation and Intellectual Property issues must be addressed very early!
  - Address quality assurance issues in contract

Introducing E-learning @ Strathmore

- All lecturers encouraged to use e-learning platform to post classroom notes and assignments
  - Peer training workshops
  - Platform support and template
- No e-learning content development contracts
  - Quality assurance issues to be addressed later
  - Informal learning outcomes assessment

E-learning quality assurance process?

- What method will be adopted for content-development?

- E-learning content and delivery must be subjected to the same quality assurance process as regular courses
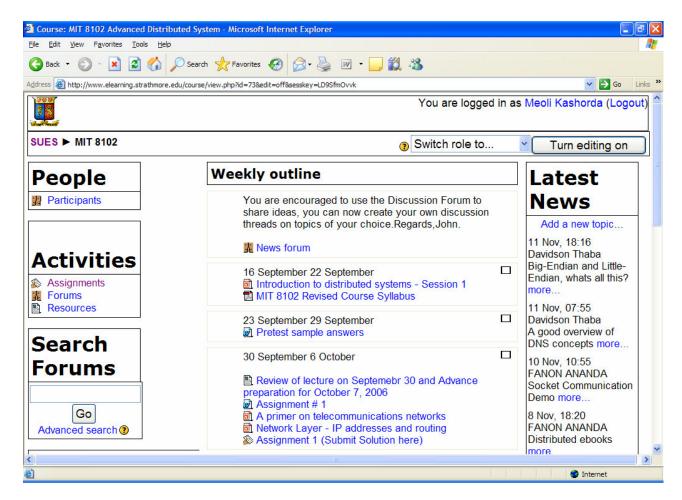 - Learning outcomes are the same; delivery different.

Setting up IT Infrastructure@Strathmore

- Networked campus with institutional access to Internet?
  - Well-equipped teaching labs and student workrooms with extended opening hours
- Internet bandwidth is expensive in Kenya
  - For the students and for university
- Students and faculty need off-campus access to e-learning resources
  - E.g., access to Internet databases such as EBSCOHost
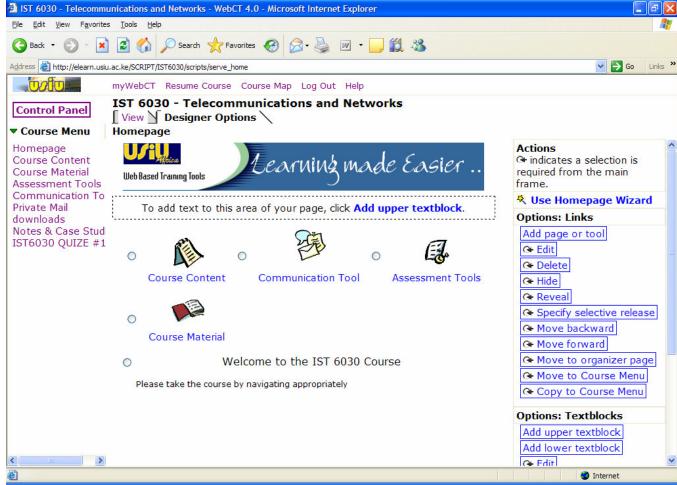
IT Infrastructure at Bilgi in Turkey in 2003

- Networked campus with access to Internet 22 Mbs. – 2 Mbs. allocated to e-MBA program

- Totally automated LMS - no campus delivery except for orientation and final exams

- 8500 journals in 15 databases, 20000 e-books available for remote access

- Well-equipped teaching labs and student workrooms – extended hours

- Software library for teaching and developer staff

Moodle @ Strathmore

WebCT@USIU

Cost of e-learning for a student or faculty

- Off-campus cost per student for analog dial-up Internet access (about 2 hrs/day) $475 per term

- Off-campus ADSL access per student per term (unlimited time)?
  - **Campus lab access cost significantly lower**
  - **Lab access fee? Laptop access to SBS wireless LAN?**

- Off-campus Mobile Internet access?
  - Cost in terms of Ksh/MB good for students

What have we learning about developing e-learning content?

- Allow time for learning
  - Train faculty
  - If possible, let each faculty take an e-learning course
  - Provide cheap and high-speed access to Internet for faculty
- **It is a change management issue**
  - **Are the faculty motivated to adopt e-learning?**
  - **Junior faculty adopt e-learning much faster than the senior faculty!**
- E-learning should be a long-term goal
  - First two years, get faculty and infrastructure up to speed
  - E-learning supplements classroom experience

Effective Organizational Change

$$\Delta = \mathbf{D} \times \mathbf{V} \times \mathbf{P}$$

Dissatisfaction

Vision for future

Practical next steps

What did we learn about introducing E-learning (cont.)

- A well-developed Intranet is crucial for success in training and developing on-line materials
  - On-campus E-learning labs necessary in our environment

- Graduate students DEMAND e-learning
  - Internet access problems notwithstanding

- Greater focus on quality assurance necessary from start!

THE END

THANK YOU