APRU Distance Learning and Internet Conference 2003

Anne Forster: The University of Sydney
The Human Dimension:
Working together on distance learning projects

- Globalisation and the challenges of partnerships
- Characteristics of research-intensive universities
- Resistance to distance learning and ICT adoption
  - Undermining or liberating at the personal level
- The new economies of learning and teaching
- The planning process for distance and elearning projects
The Planning Process for Distance & eLearning

TARGET
ALIGN
DESIGN
CONNECT

Learners
Institution
Environment
Infrastructure
① Target the learners

- Characteristics of the learners:
  : Prior Learning
  : Learning Styles

- Their context(s) demographics / needs

- the competitive environment
  i.e. Market analysis and segmentation
2. Align strategically with the institution

- MISSION
- GOALS
- CORE VALUES
③ Design the Learning experience/environment

- Curriculum / Learning resources
- Interactions / Activities / Assessments
- Accreditation / Quality assurance
- Support services:
  - Academic
  - Library
  - Technical
  - Remedial
  - Social/Health and well-being
  - Identity/Brand
Connect and align with the infrastructure

- Leadership
- Structure and governance (internal and external)
- Investment/Resources
- Partnerships & People
  -- the broader team: academic & professional
  -- professional development and training
  -- rewards/incentives
- Administration
- Technology and Communication
- Continuous improvement and evaluation
- Promotion, marketing and scholarship
Ageing and Aged Care: A world-wide concern

★ **Innovation:**
Creative design and educational technology to target the social, health and economic impacts of Australia's ageing population.

★ **University wide investment strategy:**
An initiative of the Vice-Chancellor’s strategic development fund.

★ **Multi-faculty/interdisciplinary enhancement:**
Creative interdisciplinary responses to professional associations, government and industry that complement existing University resources.

★ **Pooling of learning resources:**
Units of study and learning resources will be designed for multiple purposes.

★ **Academic governance:**
Governed by senior academics, led by a world renowned researcher and coordinated by the Vice-Chancellor’s Special Projects Office.
Start Up Processes

Concept development
Pilot: StudyAge Online

Inventory of resources

Business case development

Communications plan

Fora/Road Show
Identify & generate creative responses

Governance:
Working group

External advisory group

Marketing and promotion

Design & development
Personal Perspectives

- Teachers
- Course developers
- Administrators
- Policy & Planners
- Learners
The Teacher’s Perspective

Curriculum
Interaction/Activities
Assessment
Delivery
Lifelong Learning

Anxiety, Resistance
Professional development
Time release
Balancing research & new workloads
Incentives/leadership

Curriculum

Interaction/Activities

Assessment

Delivery

Graduation
Continuing Professional Education

Community Building
Alumni
The Course Developers’ Perspective

**Workload: demand high**

Engagement at the start up or the fix up

A service provider or a team member

Incentives/rewards

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**Product Identification**

Initiation

Design

Development

Production

Delivery
Recognising the value chain: integration and coordination

Identifying the target audience: Customer/sales

Characteristics and needs: Marketing research

Deciding promotion: Information and advice

Application and Enrolment Procedures: Recruitment

The learning program policy and rules: Delivery

Lifelong learning: CRM: Success/Community/Alumni/CPE
Policy, Planning and Quality Infrastructure

- Quality Systems
- Faculty Planning
- Management Strategy
- IT Systems
- Support and Administration Services
- Financial Management and Investment
- New Business Management

Committees, Committees, Committees and the Over-committed
“It’s the total experience”
Innovation & Technology in Education Ventures

- A managed investment strategy
- University-wide, inter-faculty
- Building capability in ICT enabled T&L
- Business & project management
- Commercial, post-graduate, distributed, global
The iTEV Project: Context Model

Controls

Managing an investment strategy

Inputs \rightarrow Enablers \rightarrow Outputs

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### Inputs

- Research
  - Disciplinary
  - Pedagogical
  - Market
- Curriculum design
- IP and brand of U Sydney
- ICT Expertise
- Investment
Controls

- Quality Assurance processes and standards
- Project Management processes
- Business processes
- Monitoring key indicators

Inputs → Managing an investment strategy ← Outputs

Enablers

Monitoring key indicators
iTEV Processes

Enablers

Human
- Entrepreneurial Academics
- Professional and Specialists

Technology
- ICT
- Infrastructure
- Services

Controls

Managing an investment strategy

Inputs

Outputs
Outputs

- Quality learning experience for students worldwide
- New revenue streams
- Enhanced reputation
- Capacity to innovate with learning technologies
iTEV: Context Model

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Technology
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Veterinary Science

Interactive distance education for animal health professionals offering awards in VPHM:

- Graduate Certificate
- Graduate Diploma
- Masters

- Commenced in February 2003
- A flexible program delivered by distance education with residential intensive blocks (3-5 days in length)
- Specifically designed to equip professionals for current and future employment in the national and international arena
International Partnerships

- The Global University Alliance
  - George Washington, UniSA, AUT, Rochester, RMIT, Derby, Glamorgan,

- UBC-ITESM Masters in Distance Education & Technology

- Oldenburg-Maryland Masters in Distance Education
National Partnerships

- Open Learning Australia (OLA), 19 Australian Universities
  - [http://www.ola.edu.au](http://www.ola.edu.au)

- Collaboration for Online Higher Education Research (COHERE), 8 Canadian Universities
  - [http://www.cohere.ca](http://www.cohere.ca)

  - “to improve access...and to integrate online learning with our research culture and values”
Critical Success Factors

- Trust, relationship, mutual benefit of people
- Harmonisation and coherence of programs
- Quality Assurance of processes and experience
- Leadership and governance with recognition and rewards
- Patience for the time it takes for good design
- Students who want the offerings and enjoy the experience
- Reflection and value through the scholarship of teaching