8th International **ILIAS Conference** In Budapest, Hungary
November 12 and 13, 2009

Workshop 7:
Strategic Implementation of e-Learning

Qualitus

Dr. Jens Breuer | Budapest | Nov. 13, 2009

Business Activities of Qualitus GmbH

Qualitus

- Strategy Consultancy
- Implementation of e-learning
- Conception and realisation of trainings
- Compliance Management
- Evaluation of e-learning activities
- Research & development

CONSULTING

- Training for e-tutors, e-authors and blended learning designers
- In-house training for ILIAS users
- ILIAS manuals

TRAINING

TECHNOLOGY & SUPPORT

- Software and Hosting Services
- Integration in the IT-infrastructure (single signon, LDAP etc.)
- Migration Services
- Support Services
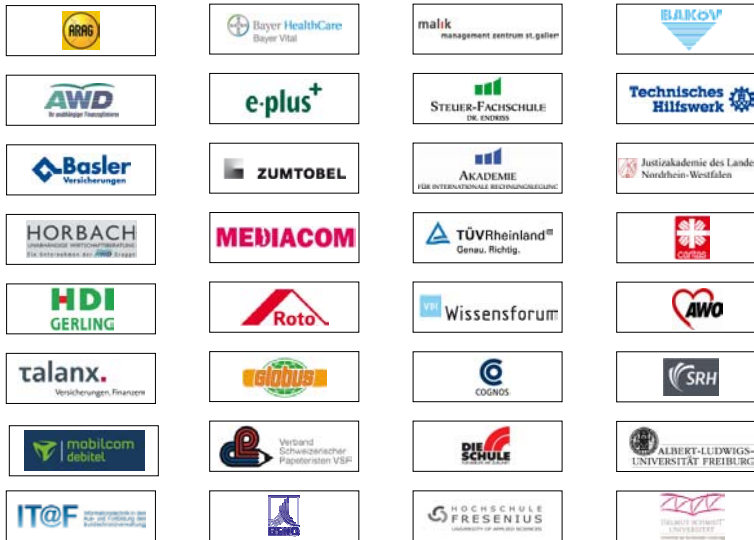- Programming of software adaptations

CONTENT

- Development of customer-specific web-based trainings
- Coaching for professional experts preparing contents for e-learning
- Supplying existing e-learning contents

Selection of Implementation Projects (ILIAS)

What we will not do today….

- Develop a customized strategy for each of your institutions
- Develop a detailed roadmap with solutions for step-by-step implementation of e-Learning in each of your institutions

But: What you may expect….

- Presentation of a framework of dimensions and issues that have to be considered when implementing e-Learning
- Knowledge about success factors and critical aspects for implementing e-Learning
- Development of rough ideas for these dimensions, aspects and factors, grouped by types of institutions:
  - Business companies
  - Public sector
  - Universities

Teamwork

Dimensions of e-Learning Implementation

- Strategic dimension
- Economical dimension
- Didactical dimension
- Technical dimension
- Organizational dimension
- Cultural dimension

(Dieter Euler, Sabine Seufert, University of St. Gallen, Swiss Centre for Innovations in Learning)

7 Steps to a Successful Implementation of e-Learning

Strategic decision for e-learning

IT integration of the e-learning technology into the existing software infrastructure

Content topic that makes qualification measure necessary for a target group of sufficient size

Customised didactical scenarios

Well-trained personal (e.g. trainers, users)

Professional services (internal / external)

Organisational framework / Culture (involvement of relevant stakeholders in good time, learning locations, learning periods etc.)

Strategy (Examples)

Focus of innovation		Inside: Existing target groups	Outside: New target groups
	Change: Developing new ideas	**Reform strategy** ■ Enhancing qualification offers ■ Developing the culture of teaching and learning proactively	**Marketing strategy** ■ Scouting out marketing potentials ■ Developing business concepts
	Optimization: Improving existing ideas	**Professionalization strategy** ■ Improving the quality of teaching ■ Improving educational management	**Adaptation strategy** ■ Transition to flexible teaching structures ■ Individualising qualification offers

Direction of innovation

Euler / Seufert 2005

Technology (Examples)

- Integration of e-Learning technologies in IT infrastructures and maintenance processes
  - Single-Sign-On
  - Existing user databases
- Securing system quality and stability
- Establishment of technology standards

Economics (Examples)

- Funding basic infrastructure
- Making use of cooperation potentials
- Re-using content / sharing content with other (external) institutions
- Coordination of content development (make or buy)
- Conducting strategy and project controlling

Didactics: a) Didactical Scenarios (Examples)

- Development of didactical minimum standards
- Using methods that fit
- Finding pedagogical added values / benefits
- Blending processes

Warming-Up (online) → Face-to-face training → Application (Online) → Face-to-face training

Didactics: b) Content (Examples)

- Use existing materials (content) first and / or „Highlight" a specific topic
- Find a qualification measure necessary for a target group of sufficient size
- Find an area of content that is limited in terms of space and topic, e.g., in Germany:
  "Allgemeines Gleichbehandlungsgesetz"

Well-trained Staff (Examples)

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- Competence support for lecturers / trainers and for service center staff
- Provide lecturers / trainers with assistance in didactical structuring at the learning management system
- Train the trainers in using the learning management system
- Provide help / support for learners

Professional Services (Examples)

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- Launching an e-Learning competence center for didactical and technical support of lecturers / trainers and for technical support of learners
- Considering external service providers
- Establishing decentral support structures

- Manage all stakeholders as early as possible
- Giving stakeholders an understanding of the e-Learning project
- Decide about pilot projects
- Take general conditions for sustainability into account
- Discuss handling of results of examinations
- Support internal and external cooperation by e-Learning
- Define incentive mechanisms

Teamwork!

Please…

- form groups by types of institutions
- work on these dimensions
- complete these dimensions if necessary
- find other examples or discuss the given examples
- decide on the possibility of applying these examples
- and always: have your own institution in mind!

Teamwork

- Appoint someone to keep discussions on track!
- Decide whether you want to discuss all steps or focus on 2 or 3 steps!
- Fix your results (ppt., chart)!
- Decide which elements you want to present (timeframe for presentation: 10 minutes)!
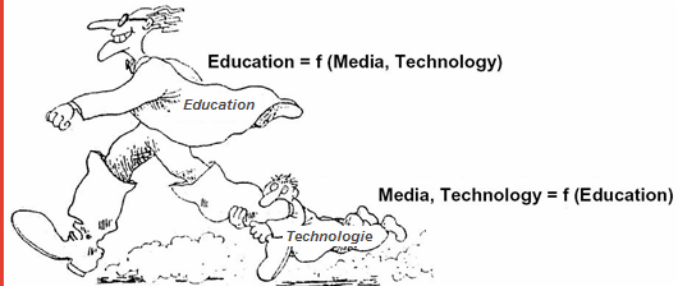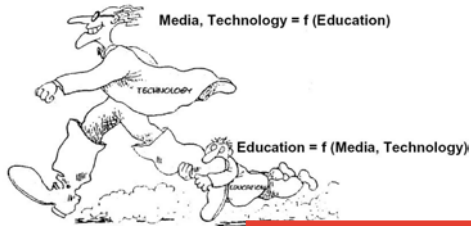- Present your results!

Conclusion: Don't Forget the Users! (1)

- Implementation of e-Learning is a task of the **change management process**
- Providing technology does not lead automatically to its use!
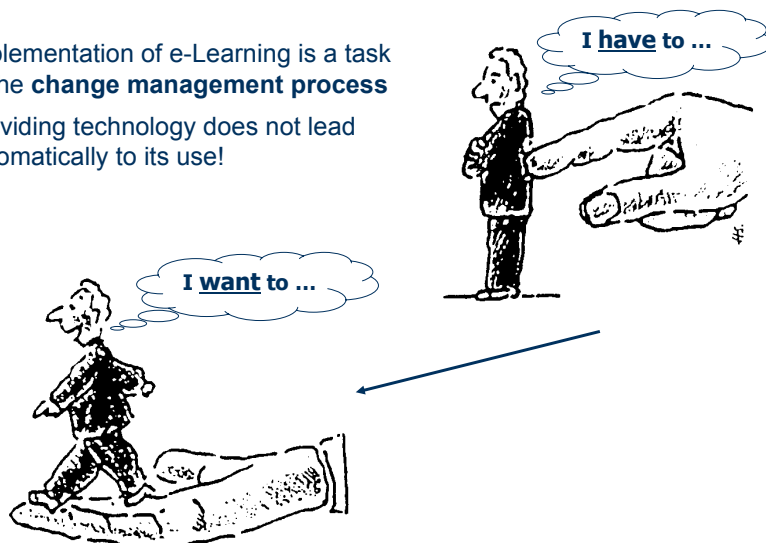
Conclusion: Don't Forget the Users! (2)

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