The adoption of IT and eLearning: Ad Hoc or Managed Evolution

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Dominique Giguère and **Jed DeCory**, Currents Group Inc.

Kristi Harrison, Centennial College

Lori Nemeth, Fanshawe College

Introductions

- Who's who
- Expectations from the session

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Agenda

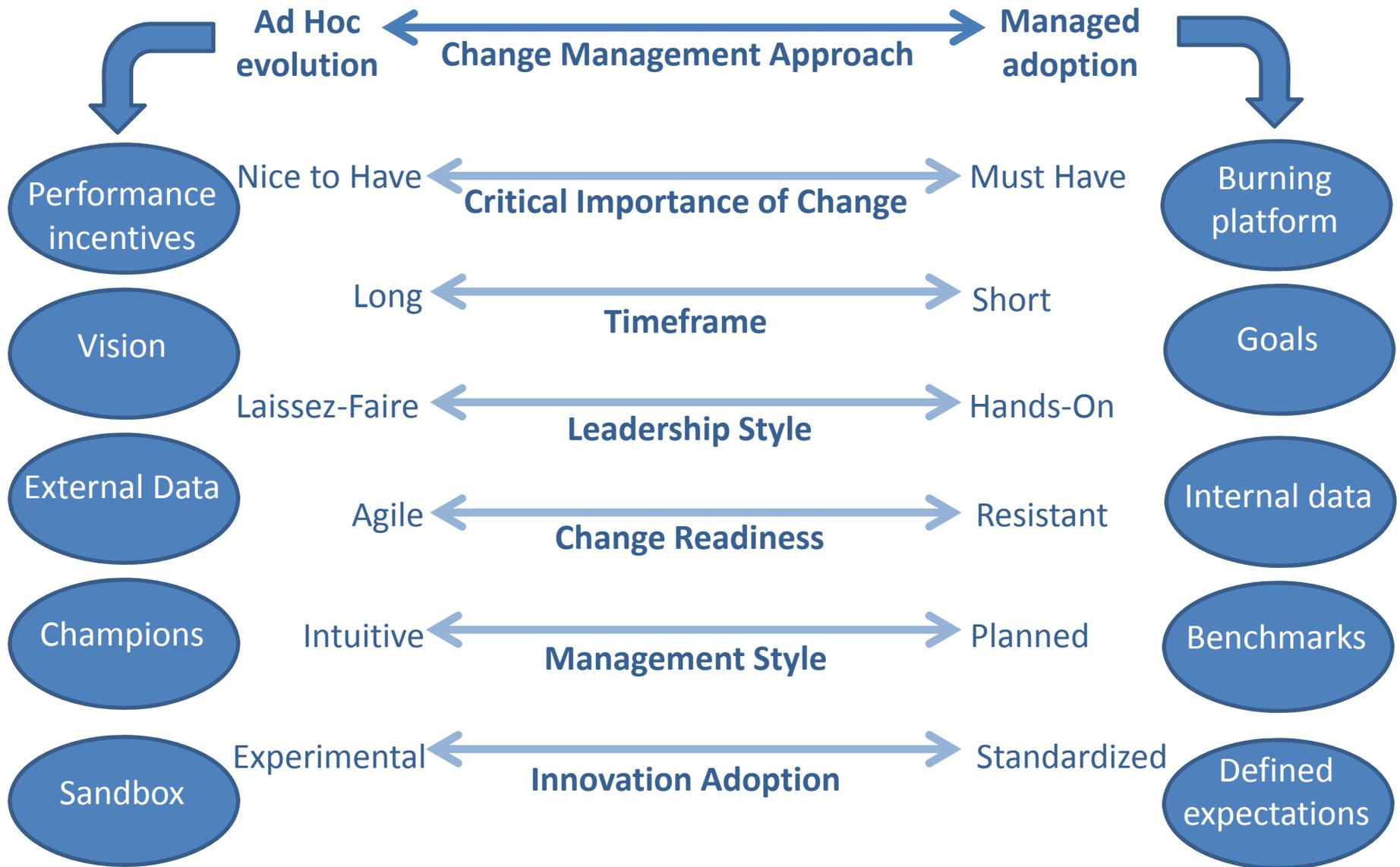- Framework and Tool
- Fanshawe's story
- Centennial's story
- Deconstructing the stories
- Discussion and questions
- Conclusion and take aways

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The adoption of IT and eLearning: Framework

- Selecting your change management approach on the ad hoc vs. managed adoption continuum
  - All strategies have value and potential
  - The key is to select the best fit for your context and your goals

Ad Hoc evolution ←——————————————→ **Managed adoption**

Change Management Approach

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Change Management Approach: Selection Tool

Ad Hoc evolution ← **Change Management Approach** → **Managed adoption**

Nice to Have ← **Critical Importance of Change** → Must Have

Long ← **Timeframe** → Short

Laissez-Faire ← **Leadership Style** → Hands-On

Agile ← **Change Readiness** → Resistant

Intuitive ← **Management Style** → Planned

Experimental ← **Innovation Adoption** → Standardized

Performance incentives

Vision

External Data

Champions

Sandbox

Burning platform

Goals

Internal data

Benchmarks

Defined expectations

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Fanshawe's Story: Improving IT Training

Initial Question and Presenting Problem

- Training providers: **OD&L, CAE, LSS, ITS**
- …and then also: **ITY, BUS, LLS, COM, ARD, BLD, HLT, HUM, MAN, THS….**
- …and: **OXF, JNA, STE, HR, LIB, SSA, ……**
- some training **ad hoc**, **formal, informal**, some training **mandatory**
- Requires **self identification** of need for learning

…**GAPs, Duplication, Confusion**

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Fanshawe's Project Approach and Process

Inventory the current state

Envision the future state

Describe the gap

Design solutions

In scope

Training for enterprise-wide software and mobile devices

Out of scope

Training for the remaining hundreds of software titles

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Fanshawe's Story: Findings

- The **ad hoc training** structure isn't working
- Vision for IT Training included the words:
  - **Relevant** and in the context of my job. **Why** use it?
  - Adds **value** for student and employee performance
  - **Aligned** with priorities and department need
  - Provides clear **maps/pathways** for learning
  - **Accessible**, **coordinated**, **just-in-time**

Indicates desire for clearer expectations of IT use and more infrastructure for training - **managed evolution**

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Fanshawe's Story: Findings

Managed … but not always…

"E-Learning strategy needed to provide clear path for staff"

"Facilitate technology as a core differentiator"

"Allow time and space to explore what we don't know – playground"

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Fanshawe's Story: Recommendations

Develop and communicate IT **usage strategy** including e-Learning strategy

Establish and communicate **minimum** expectations of IT use for groups of employees

Anchor IT training on these expectations; **improve** access, coordination, design and delivery

Evolve **structures** and **processes** for integration

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Fanshawe's Story: Work to Date

E-Learning Team – Cross-College senior managers developing high-level strategy.

- Building on the strengths of early, experimental approach

IT Training Project – Cross- College representation to improve access, coordination, design and delivery

- Training development checklist
- Training inventory and matrix

IT Training Coordinator

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Fanshawe's Story: Lessons Learned

- Positioning on the continuum influenced by culture – difficult to move from status quo

- Change effort requires a strong, compelling reason to move and common sense of urgency

- Need to be in the right place on the continuum to meet strategic need. Initial placement and movement on the continuum should be intentional

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Fanshawe's Approach

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eLearning Vision

Applicant study Env. Scan

Sandbox

Student demand Enrolment

Training & Support

Internal audit

Desired outcomes

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Centennial's Story

- Initial question and presenting problem
  - We need to **examine** and **articulate** the **role of technology** in **enhancing learning and teaching** at our College
  - This was committed to in our **strategic college plan**, and as recommended by our **PQAPA audit** panel

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Centennial's Story

- ## Project approach and process
  - The Office of Academic Excellence initiated an extensive and integrated **consultation** and **strategy development** process, beginning in November 2009

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Centennial's Story

- Findings and Recommendations
  - **Without** clearly articulated **definitions** and expectations for the use of technology in teaching and learning, we could expect **ambiguity, fear, inconsistent application, resistance, under-utilization and missed opportunities**
  - **E-Learning** needed to be **defined** for the college community

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Centennial's story

- Findings and Recommendations *(continued)*
  - A process for assessing the appropriate **criteria for technology use** and specification of modes of delivery and specific tools was required

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Centennial's Story
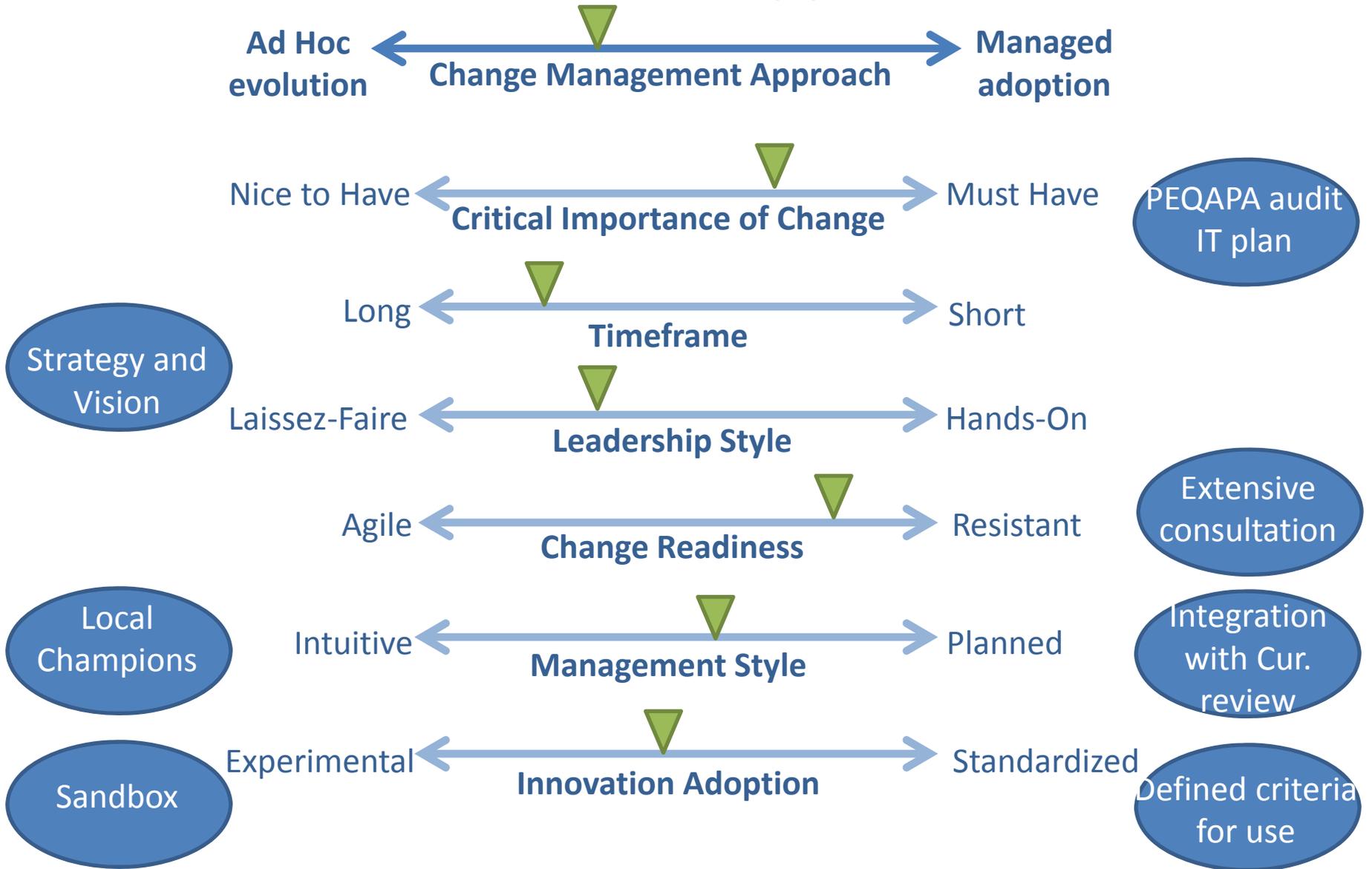
- ## Work to-date

  - Coincidently, a **Strategic Technology Plan** was developed by IT with Academic input, and an **E-Learning Strategy/framework** was developed by the Academic Division with IT and service area input

  - A **new LMS** was implemented collaboratively and very successfully, between IT and AE while both pieces of planning work were fully developed

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Centennial's Story

- ## Lessons learned
  - Faculty members felt **technology use might compromise** their **IP** and **job security**
  - **Clarity** was needed and **welcomed**
  - Once understood, a group of **champions emerged**, with strongest participation by engaged faculty members

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Centennial's Approach

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PEQAPA audit IT plan

Strategy and Vision

Extensive consultation

Local Champions

Integration with Cur. review

Sandbox

Defined criteria for use

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Discussion and Questions

- What change management approach would be best suited for your college?

- What are your questions or concerns?

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Conclusion and Take Aways

- ## What are our collective take aways from this session?

  - Use of a change approach is beneficial
  - Be cautious in making assumptions about level of comfort with technology, among faculty and staff, and students
  - Enhancing teaching and learning should always be the focus
  - There are lots of similarities among colleges = more collaboration would be beneficial
  - Affirmation for the need to consider change management. A planned approach helps
  - The stories were helpful

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Conclusion and Take Aways - Continued

- What are our collective take aways from this session?

  - Issues are similar among employee groups (ie not just faculty)
  - Need to find out what the fears are and what the comfort level is
  - Colleges are similar and unique: common model, but customized approach works
  - Need to raise awareness
  - Improved integration decreases redundancy of efforts
  - Involving the right people with the right motivation = good results
  - Strive to achieve clarity
  - Provide support

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Conclusion and Take Aways - Continued

- What are our collective take aways from this session?

  - The culture of the college will definitely influence the approach that should be taken
  - Ensure a good level of engagement at all times
  - **Clarity** is really important
  - It is a struggle for everyone
  - Support + a sense of humour + long timeframe helps
  - The focus on **enhanced learning** is heartening
  - The framework presented is an eye-opening tool
  - Use of framework requires data

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Continued Collaboration & Support

Don't hesitate to reach out!

dominique@currentsgroup.com

jed@currentsgroup.com

kharrison@centennialcollege.ca

lnemeth@fanshawec.ca

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