



COMMONWEALTH *of* LEARNING



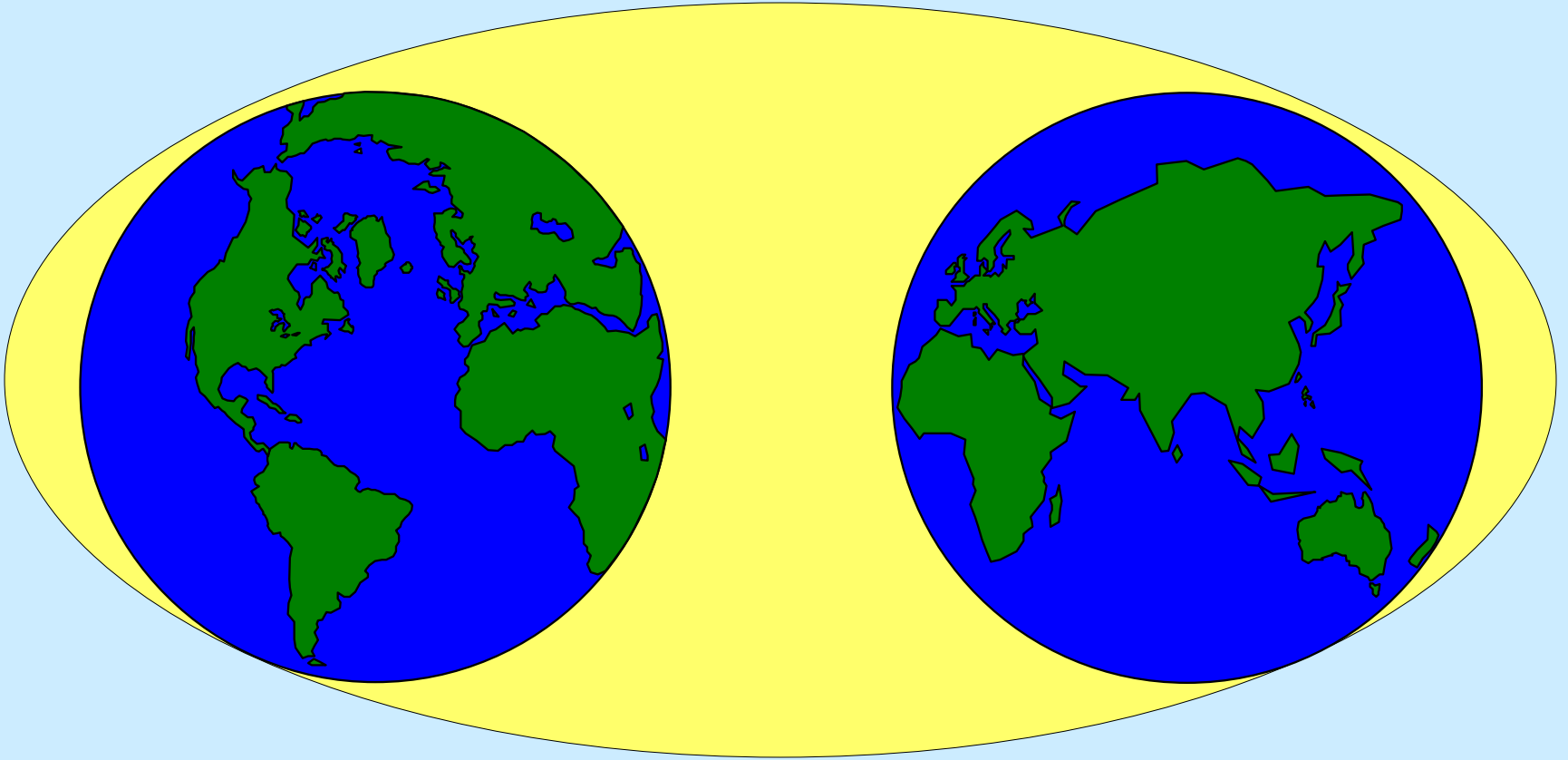
XIV International Conference on Technology and Distance Education

San Jose, Costa Rica
7 November 2008

Global Perspectives on University Policies and Management for Distance Education

Sir John Daniel
Commonwealth of Learning

A global perspective



PLAN

1. Aims

CONVERGENCE??

PLAN

1. Aims

2. Means

TECHNOLOGY

PLAN

1. Aims

2. Means

3. Policy

NATIONAL & INSTITUTIONAL

PLAN

1. Aims
2. Means
3. Policy
4. Management

PLAN

1. Aims

PLAN

1. Aims

OF DISTANCE EDUCATION?

PLAN

1. Aims

OF HIGHER EDUCATION

“The major global policy agenda for higher education today is to raise access in developing countries”

Age Participation Rates (APRs)

~50% in richer countries

<10% in poorer countries

1 Agenda item:

RAISE

**Age Participation Rates (APRs)
in developing countries (35%+)**

NOW!!

Ministers' Policy Agenda:

Access

Quality

Cost

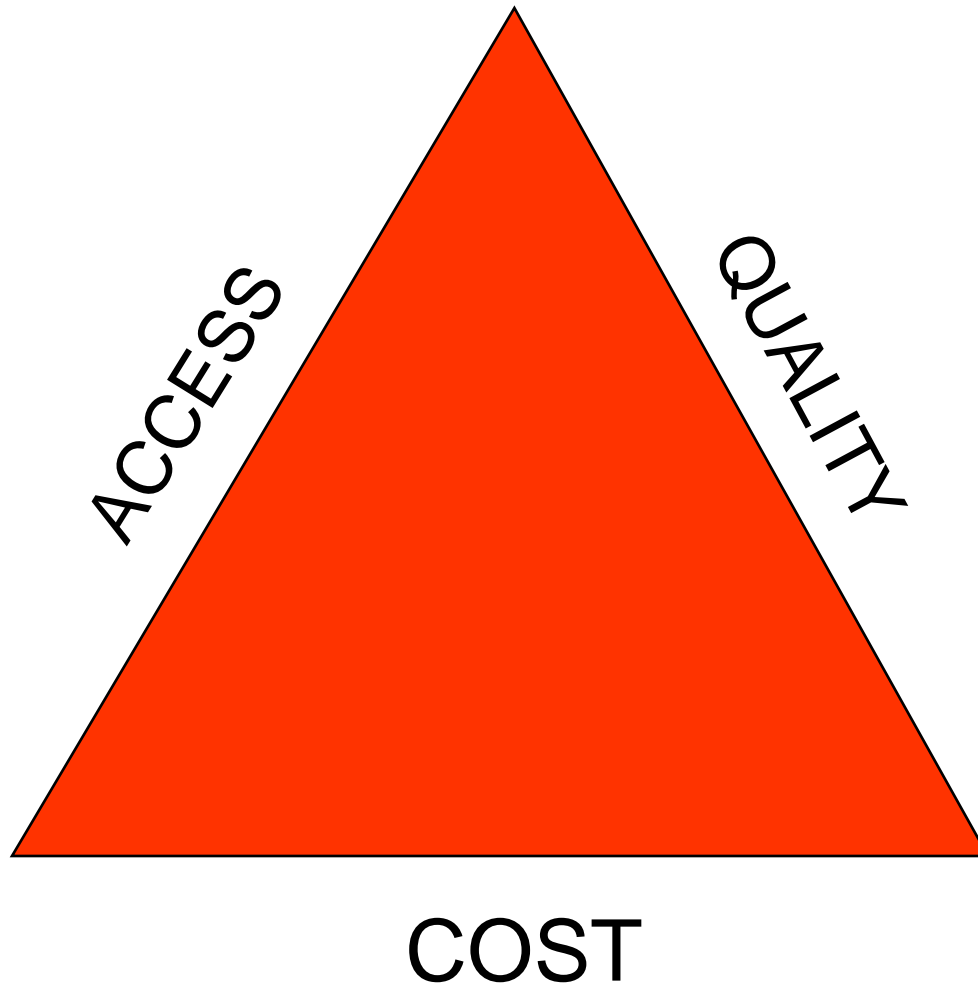
Ministers' Policy Agenda:

Access >>>> WIDE

Quality >>>> HIGH

Cost >>>> LOW

The Iron Triangle



“This iron triangle has been the bugbear of education throughout history. It has created an assumption in the public mind that quality and exclusivity must go together.”

**Students
are changing**

Students - common traits:

- want good credentials
- varied schedules
- mobile
- access to resource thru' technology
- face-to-face contact less important

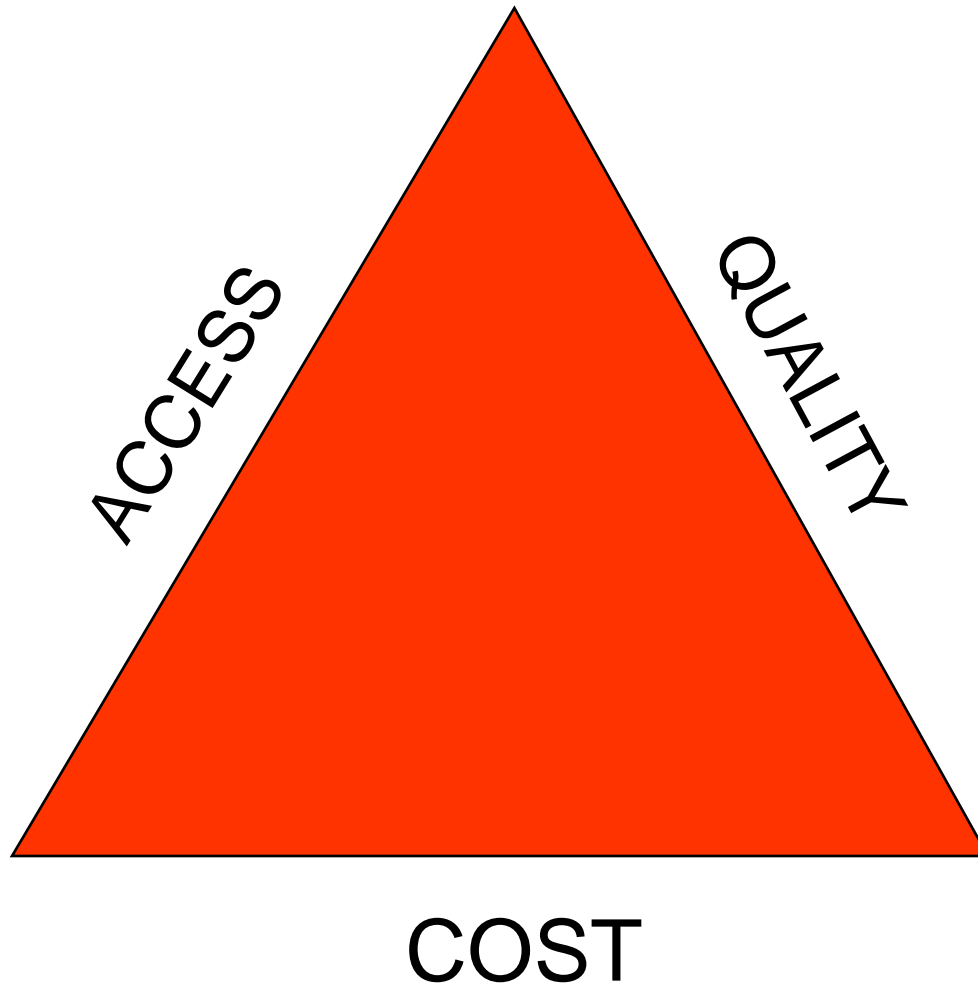
Students' Policy Agenda:

Access >>>> WIDE

Quality >>>> HIGH

Cost >>>> LOW

The Iron Triangle

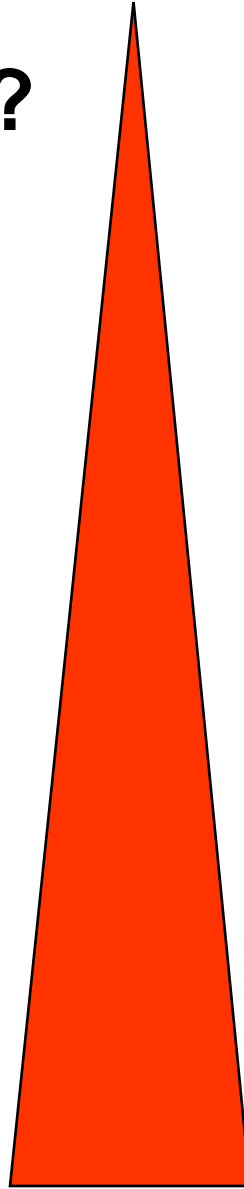


A flexible triangle?

ACCESS

QUALITY

COST



“the key principle

is

economies of scale”

Two types of
learning activities:

INDEPENDENT

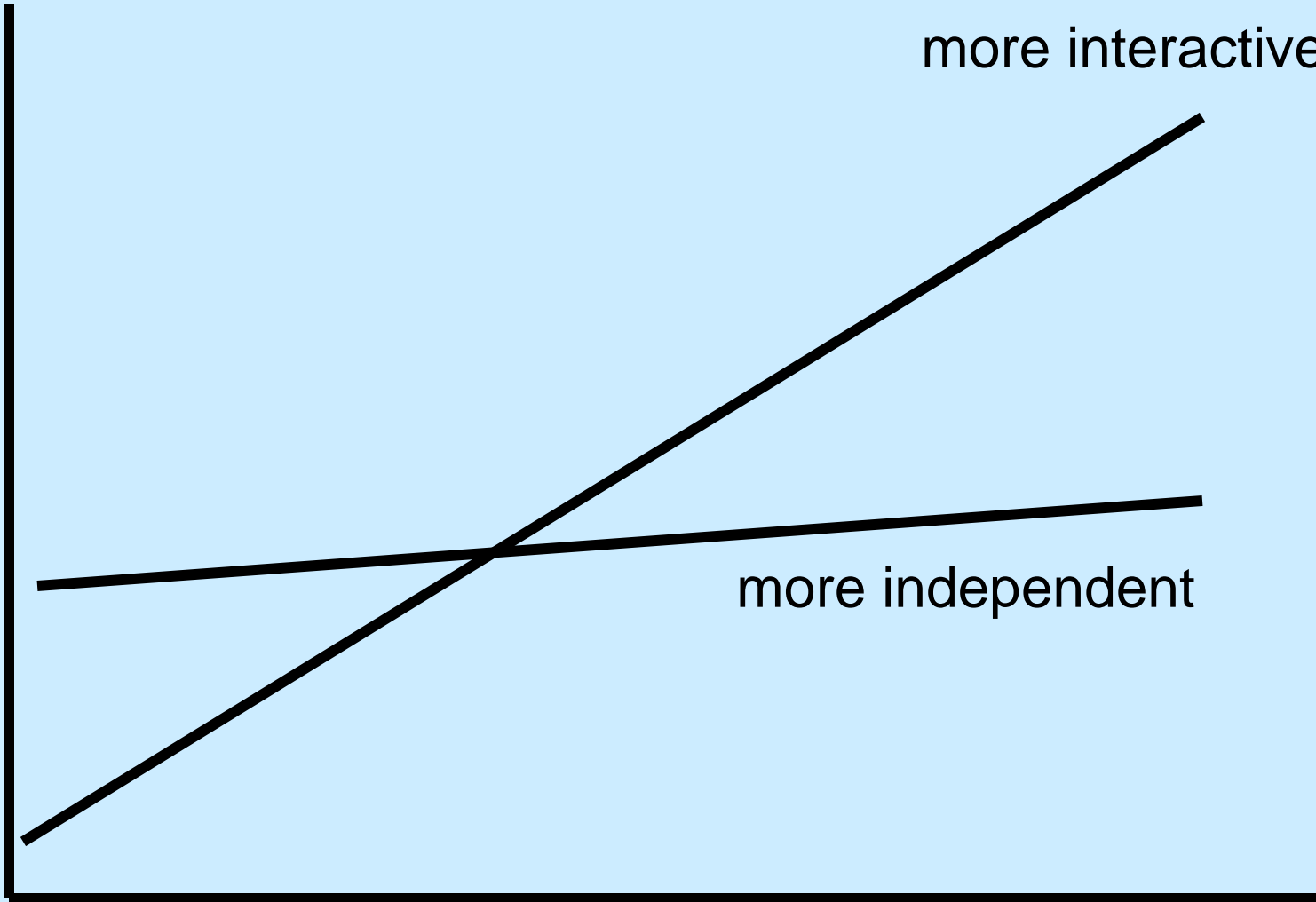
INTERACTIVE

Two types of
learning activities:

INDEPENDENT

(economies of scale)

Total cost

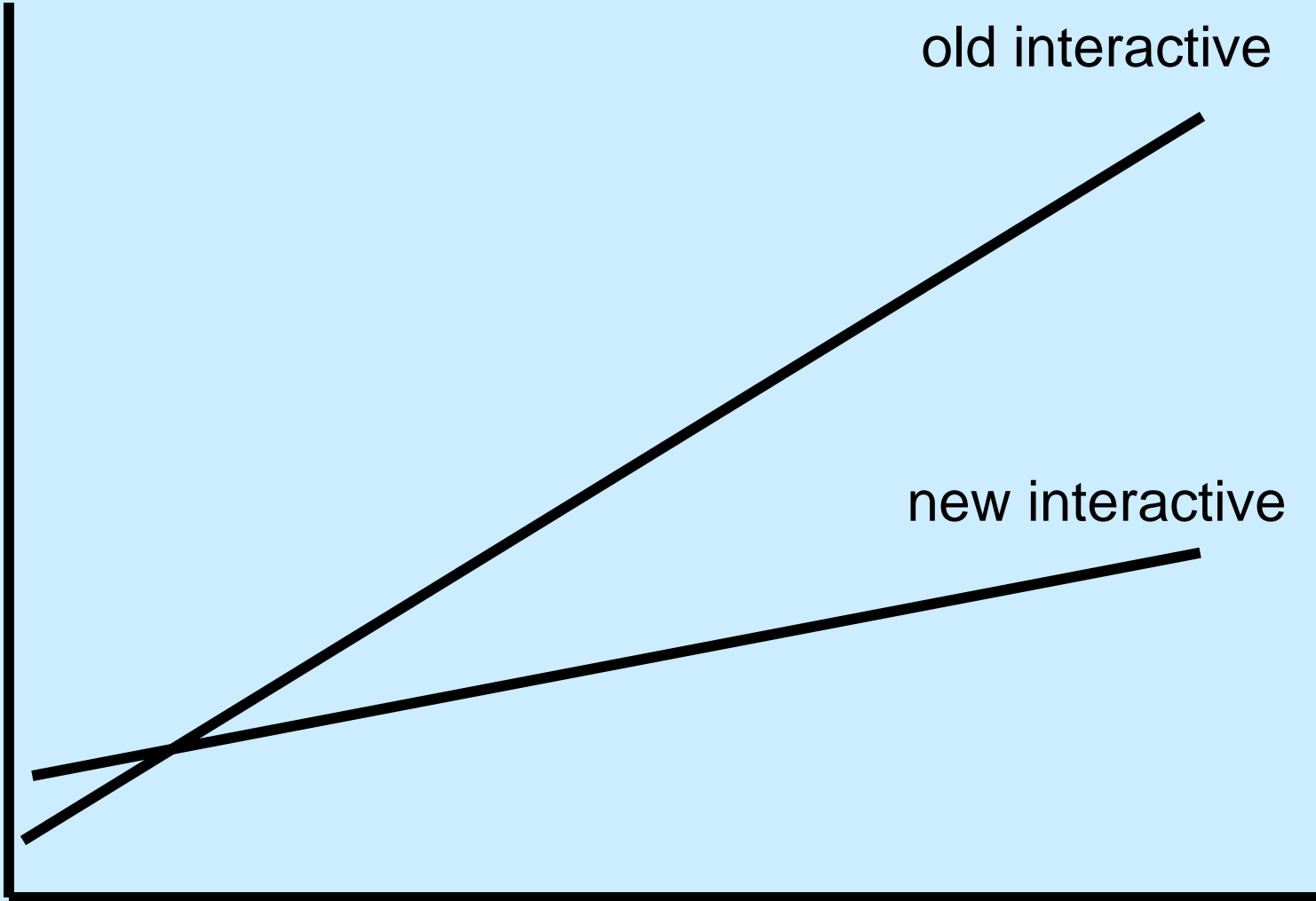


more interactive

more independent

Number of students

Total cost



old interactive

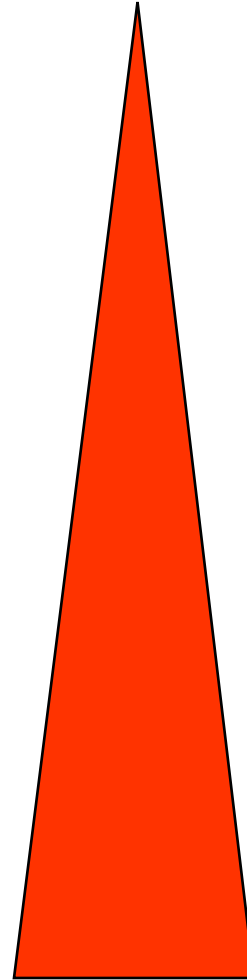
new interactive

Number of students

“students learn better
if they get immediate
answers to their
questions and rapid
feedback on their
work”

ACCESS

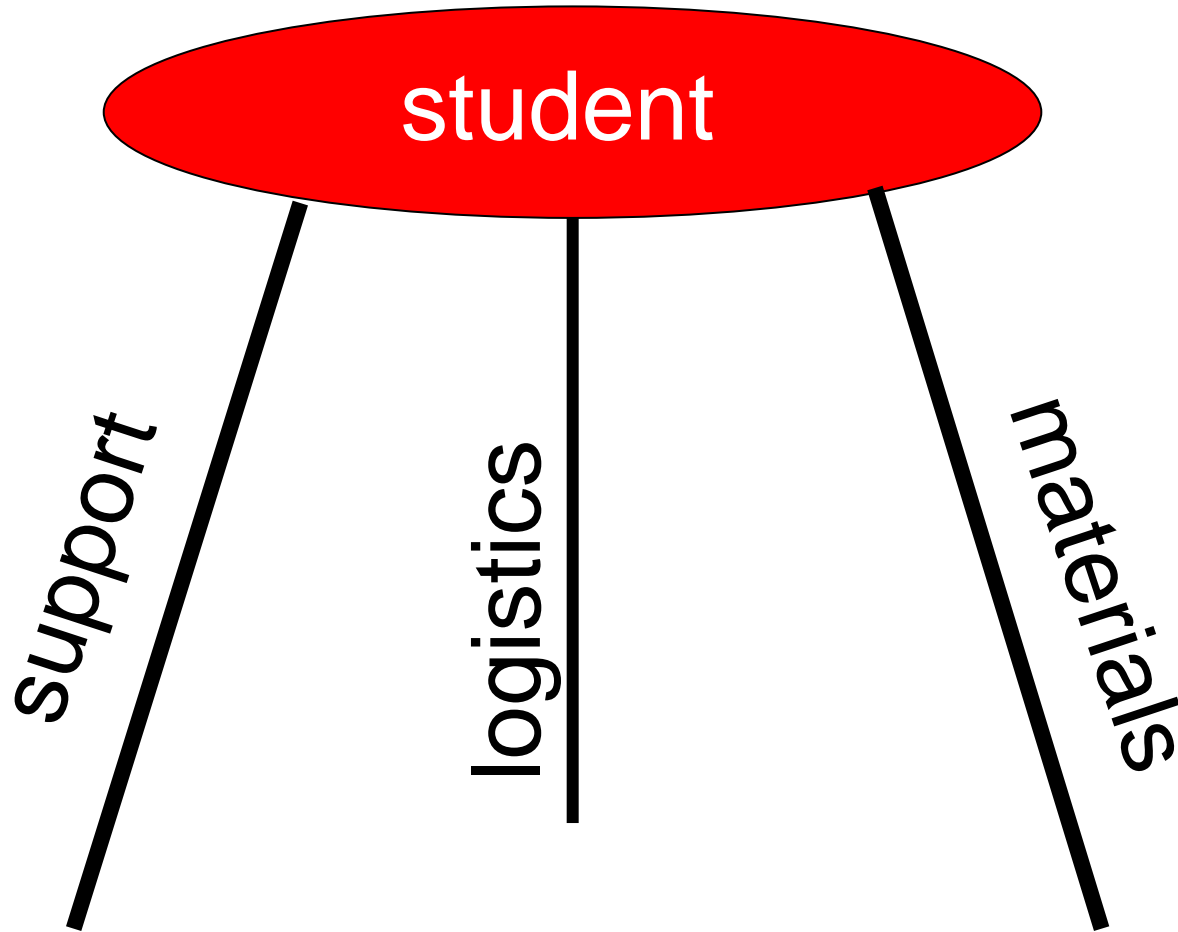
QUALITY



COST

“the fundamental
difference between
distance education and
conventional
approaches is that
distance education is
scalable”

DISTANCE LEARNING



a three-legged stool



The Open University

- 200,000 students
- Costs 60- 80% of conventional

“with proper training,
qualified part-time tutors
do a better job of
supporting students than
full-time staff because
they specialise in that
function”

Interactions in learning

(Meta-analysis by Bernard et al.)

Student <> Content

Student <> Student

Student <> Teacher

Interactions in learning

(Meta-analysis by Bernard et al.)

Student <> Content # 1

Student <> Student # 2

Student <> Teacher # 3

PLAN

1. Aims

“the purpose of distance education is to achieve the revolution of scalability and to make the iron triangle into an extendible triangle”

PLAN

1. Aims

2. Means

TECHNOLOGY

“technologies are getting better and better and cheaper and cheaper so they reinforce the advantages that distance education already had with the older media”



Find your friends on hi5



Constructivist theories

Student capabilities:

- communications skills,
- critical thinking,
- problem solving,
- ICT skills,
- initiative,
- flexibility
- independence
- teamwork

Objectivist practice

- knowledge defined by experts,
- learn, understand, reproduce,
- right answers,
- proper ways of thinking,
- correct, authoritative,
- well structured.



“no sense of hierarchy”



Find your friends on hi5



Knowledge Finder



“eLearning is not
a constructivist
approach to
learning in and of
itself”

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C.K. PRAHALAD
M.S. KRISHNAN

"[PRAHALAD IS] THE #1 MOST INFLUENTIAL MANAGEMENT
THINKER IN THE WORLD" —*TIMES* (LONDON)

the new age of
innovation



DRIVING CO-CREATED VALUE
THROUGH GLOBAL NETWORKS



Two Principles:

N=1

“Value is created by one consumer-co-created experience at a time”



Two Principles:

$N=1$

“Value is created by one consumer-co-created experience at a time”

$R=G$

“students have access to rich global resources”



Open Educational Resources

“The concept of OER describes educational resources that are freely available for use by educators and learners, without an accompanying need to pay royalties or licence fees. A broad spectrum of licensing frameworks is emerging to govern how OERs are licensed for use, some of which simply allow copying, others which make provision for users to adapt the resources that they use.”

OER Africa

The growing pool of OERs –
this
global intellectual commons
that is the
common wealth
of
humankind

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3. Policy

NATIONAL & INSTITUTIONAL

“putting in place a
foundation of
policy is
important”

For Governments:

Policy on distance education should be part of the wider national education policy.

For Governments:

Policy can include:

- Funding arrangements
- Quality Assurance
- National Infrastructure

For Institutions:

Policies to make ODL:

- Scalable
- High Quality
- Cost-effective



Policy and Standards

for

Student Support

For Institutions:

Policies in:

- Open universities
- Dual-mode universities

“A firm policy framework also helps to avoid the ever-present danger in dual-mode institutions, which is that the distance learning component of the institution comes to be seen as an operation of secondary importance and therefore of lower quality”



**UNIVERSIDAD TÉCNICA
PARTICULAR DE LOJA**
La Universidad Católica de Loja



PLAN

1. Aims
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LEADERSHIP

makes

a

DIFFERENCE

Research shows that a key determinant of the quality and impact of educational institutions is the quality of their leaders

STRATEGY

Ownership

HIGH

LOW

GOOD

1

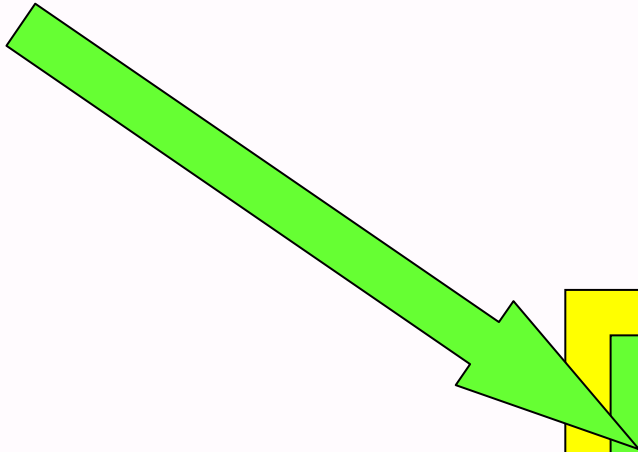
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Content

POOR

3

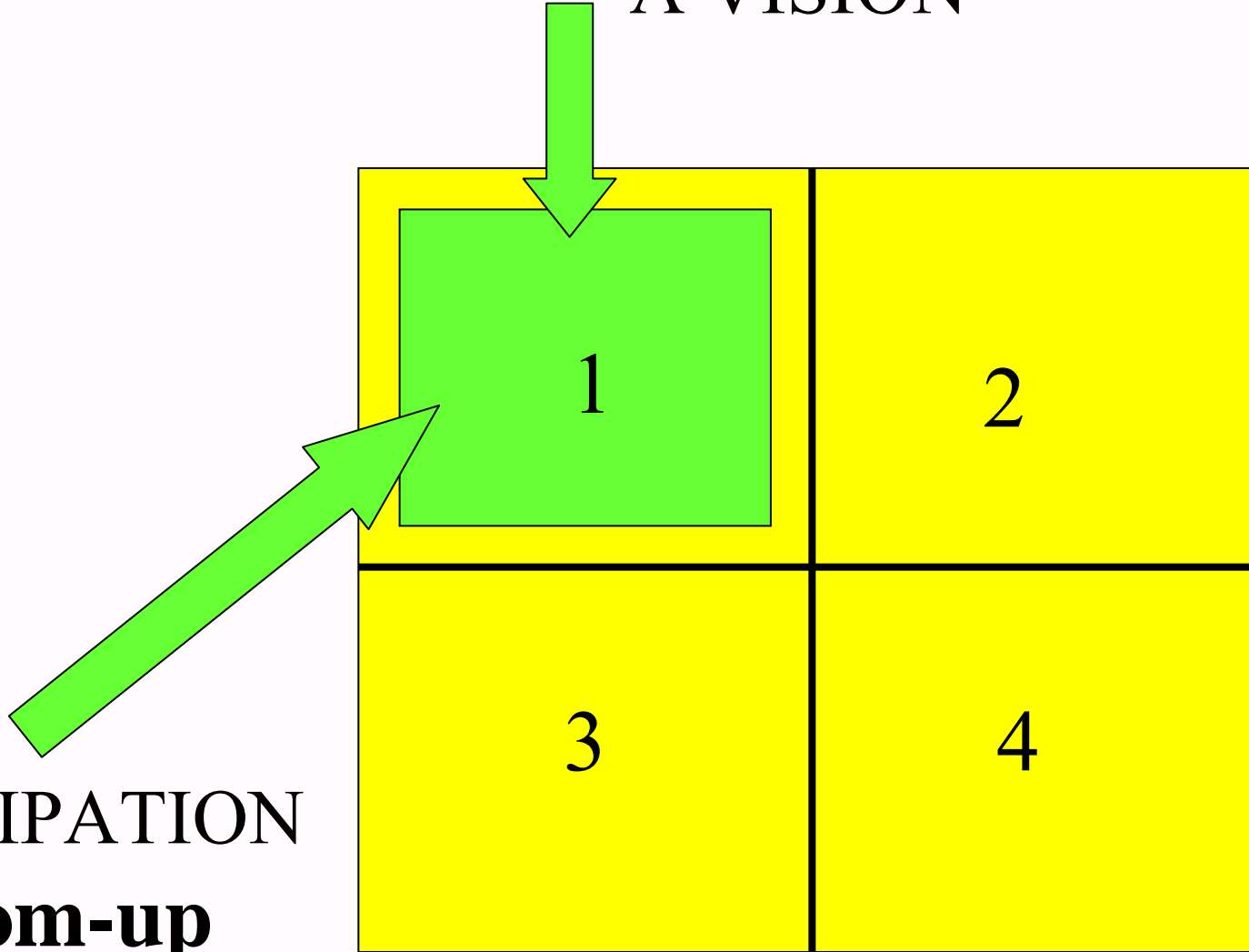
4



	1	2
	3	4

STRATEGY

Top down
A VISION



PARTICIPATION
Bottom-up

Professor Geoff PETERS



- 100,000 >>>> 200,000 students
- Financial strength

CULTURE

OF

QUALITY

- Lead by example
e.g. using technology yourself

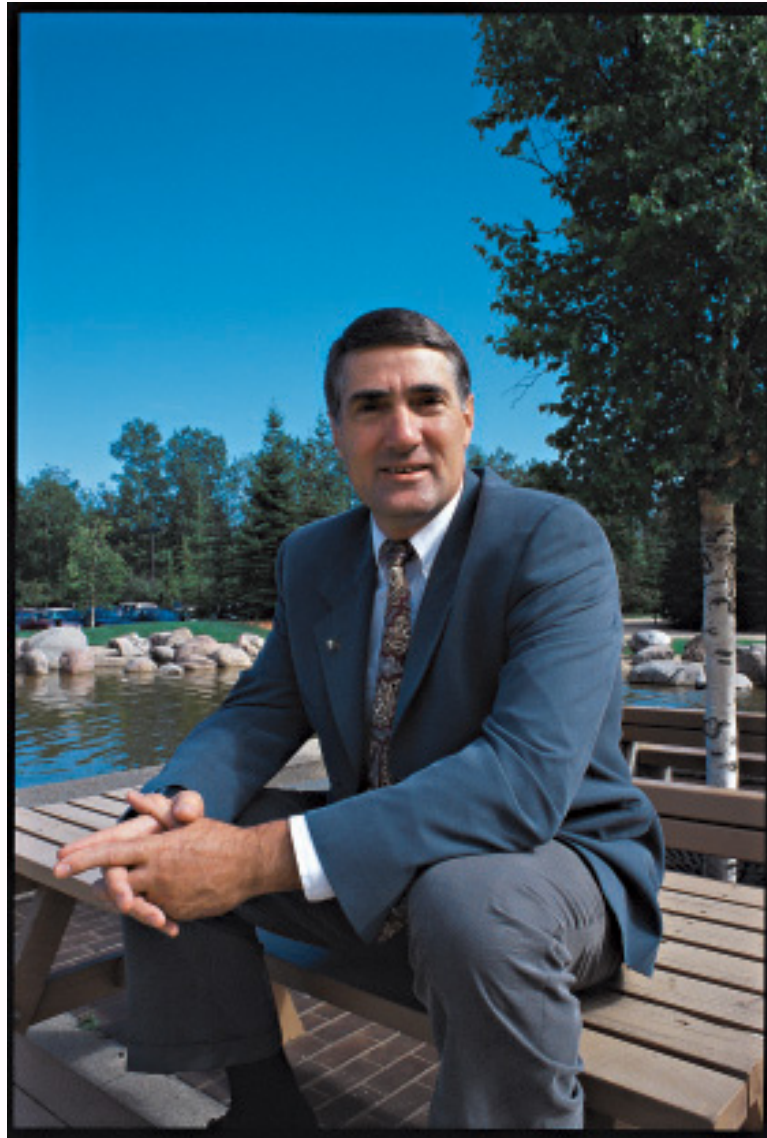
- Lead by example
e.g. using technology yourself
- Faith in the university
e.g. take courses yourself

- Lead by example
e.g. using technology yourself
- Faith in the university
e.g. take courses yourself
- Informed opportunism
e.g. find a niche

- **Government relations**

- take a long-term view

- defend legitimate academic autonomy



Professor Dominique ABRIOUX

Professor Dominique ABRIOUX

1. The primordial importance of relationships with governments
2. The importance of relationship building with other institutions
3. The double-edged-sword nature of inter-institutional collaboration
4. The importance of cultivating communities of students and alumni
5. The need to ensure that governance structures maximize institutional autonomy, credibility, and flexibility

Professor Dominique ABRIOUX

6. The importance of the academic staff for the university's reputation
7. The importance of increasing market share through product differentiation
8. The need to develop and entrench scalable models of programme development and delivery
9. **The importance of leadership.**

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“Distance education
has the potential to
create an educational
revolution by bringing
education of quality to
everyone at low cost”

“You are the people
who must have the
courage to drive that
revolution forward. It is
the most important
educational task of the
21st century”



THANK YOU



COMMONWEALTH *of* LEARNING

