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Developing an inclusive eLearning Strategy: Building bridges between traditional silos



Overview

1. Context of CUHK
2. History of eLearning @ CUHK
3. Using data strategically
4. Overview of the eLearning Strategy



- **Traditional** comprehensive research university
- Founded in 1963
- ~20,000+ students (~10,000+ undergraduates, ~10,000- postgraduates), over 100,000 alumni
- ~2,000 teaching and research staff
- ~60 major undergraduate programmes
- ~45 doctoral, ~150 master's, ~25 MPhil-PhD, ~25 PG diploma programmes



Essence and detail ...

- Core principles are transferrable.
- Details? Maybe or maybe not ...



<http://www.mcescher.nl/Shopmain/Foto/Posters/e21.jpg>

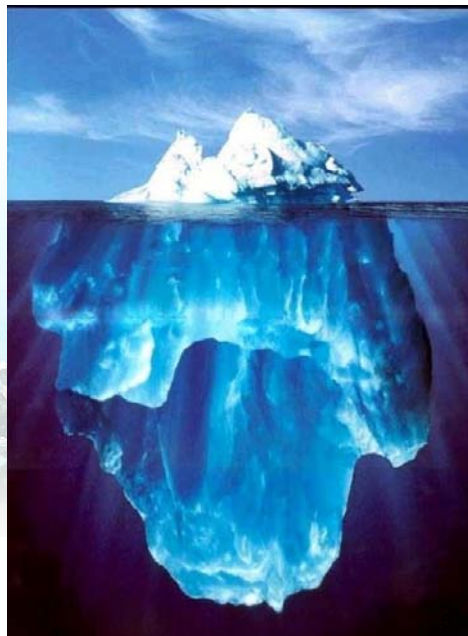




Our universities are changing!

... in deep and fundamental ways

<http://londoncoder.files.wordpress.com/2007/12/iceberg.jpg>



Who is our community?

Bilingualism and biculturalism

- Combining tradition and modernity
- Bringing together China and the West



Avoiding silos

- 8 faculties = at least 8 silos

UNLESS

- The overall picture is clear



<http://www.bupisa.com/imagenes/silos.jpg>



<http://goodworld.lightnet.co.uk/GoodHoloBase.JPG>



Year Event

- | | |
|------|---|
| 1999 | • Student IT Competence (SITC) programme |
| 2000 | • WebCT arrives |
| 2001 | • First internal courseware development grants (CDGs) |
| 2002 | • Mapping of CLEAR, ITSC and the Library |
| 2004 | • First institutional study of eLearning at CUHK |
| | • Teaching counts in promotion |
| 2005 | • Funding for the eLearning Service |
| 2006 | • Beginning of planning for the four-year undergraduate curriculum (2012). Double cohort in 2012. |
| | • QAC announced |
| | • University Grants Committee launches outcomes-based approaches (OBAs) to T&L |
| 2007 | • Second internal CDGs. Alongside external TDGs |
| | • Beginning of the 'Digital natives' project in HK |
| | • eLearning Liaison Persons (eLLPs) network |
| 2008 | • The first T&L quality audit in Hong Kong |
| | • eLearning Assistant (eLA) scheme |
| | • Fancy student information system |
| 2009 | • eLearning Strategy adopted |
| + | • Monitoring of eLearning plans for the 2012 curriculum |
| | • Framework for & project on ePortfolios |



Factor	Drivers for coordinated & supported eLearning		Drivers for laissez faire approach	
	Internal	External	Internal	External
1. Senior management	1I+. Evidence of institutional research 1I&E+. New student information system	1E+. External quality audit	1I-. Culture of a F2F university	1E-. Good external rankings
2. Time	2I+a. Changing student profile 2I+b. Ss as digital natives	2E+. Changing curriculum (2012)	2I-. University research life	2E-. Frenetic city
3. Ts' decisions about change	3I+a. Local support 3I+b. Change in promotion policy	3E+. OBAs to T&L in HK	3I-. Peer groups in depts (Research in T&L as too 'soft')	3E-. Benchmarking within the discipline

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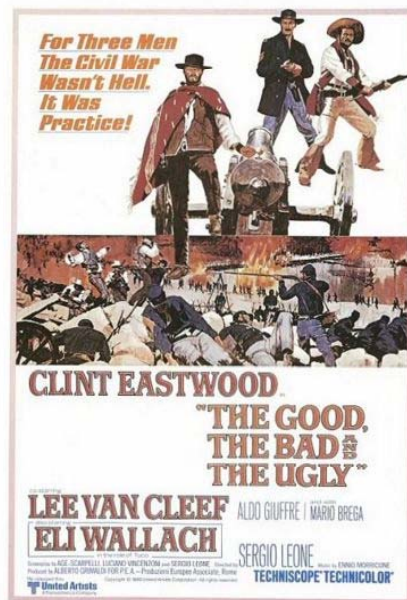
Sustainable eLearning

- **Efficiency** requires whole-institution planning based on evidence
- **Effectiveness** requires sound pedagogy and scholarly evaluation on local initiatives



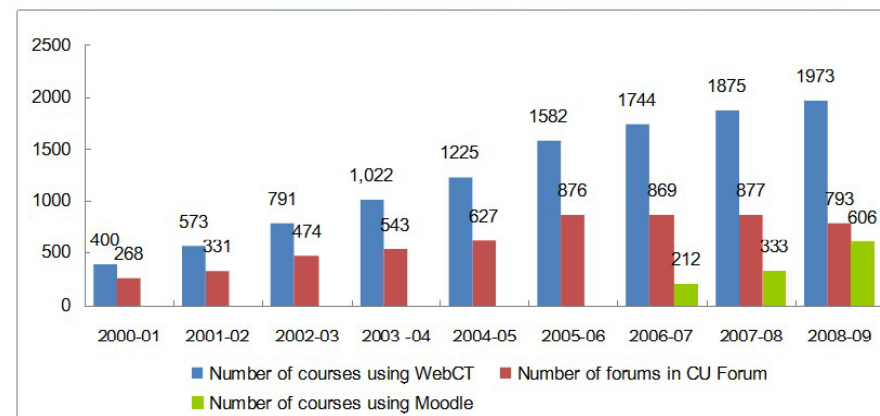
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Institutional data: Web logs



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Now 80+% Ug courses have a website



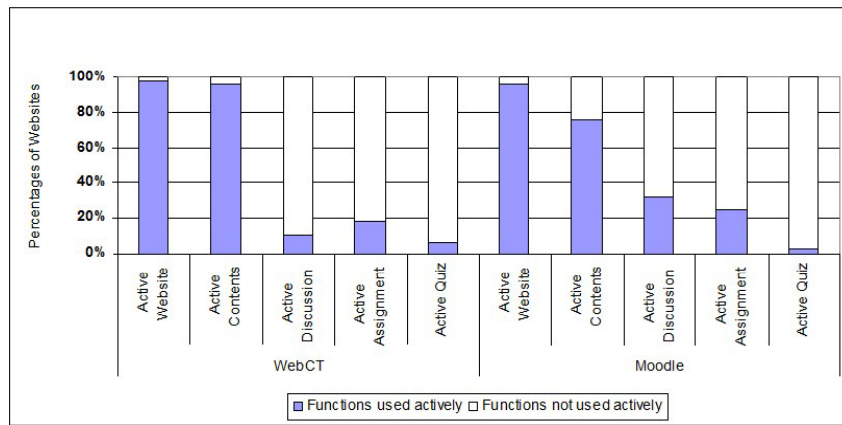
2008-09 data (All sections)

From <http://webct.cuhk.edu.hk:7080/webteaching/>

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The OK ...

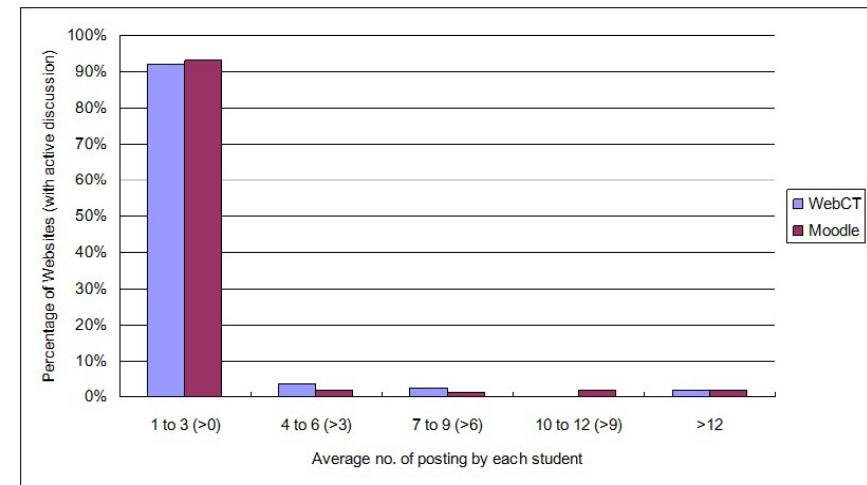


2008-09 data
(Log Report System)

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The bad ...

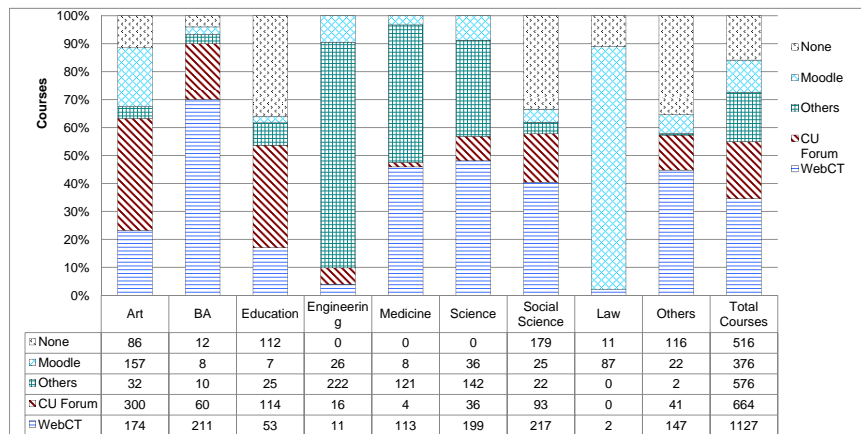


2008-09 data
(Log Report System)

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And the ugly ...



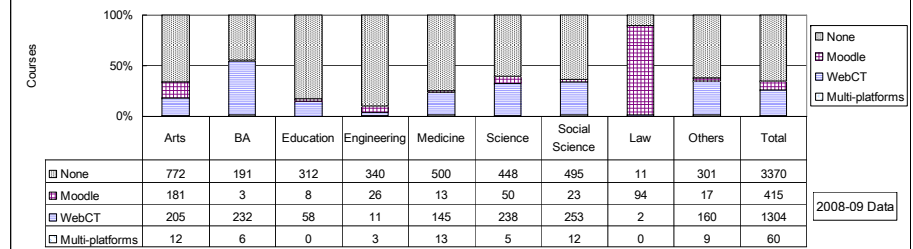
2008-09 data

So complex ... unnecessarily so ??

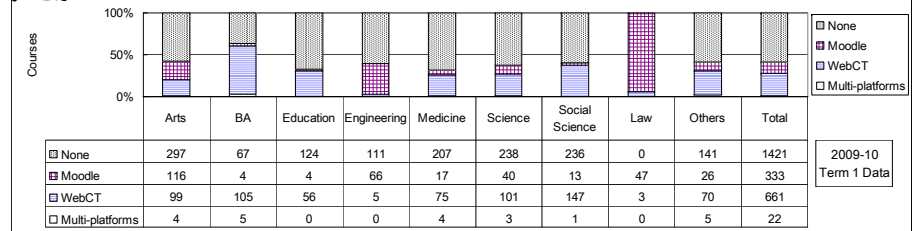


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So complex ... unnecessarily so ??



2008-09 Data

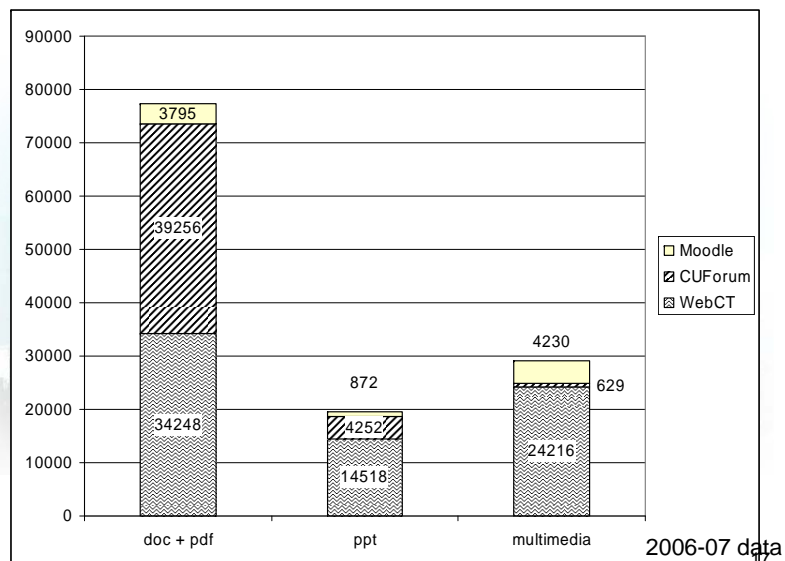


2009-10 Term 1 Data

Data from log report system – i.e. no 'CUForum' and 'others' categories

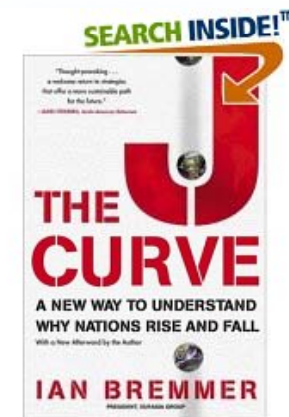
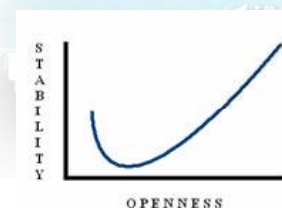
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And who knows ... ??



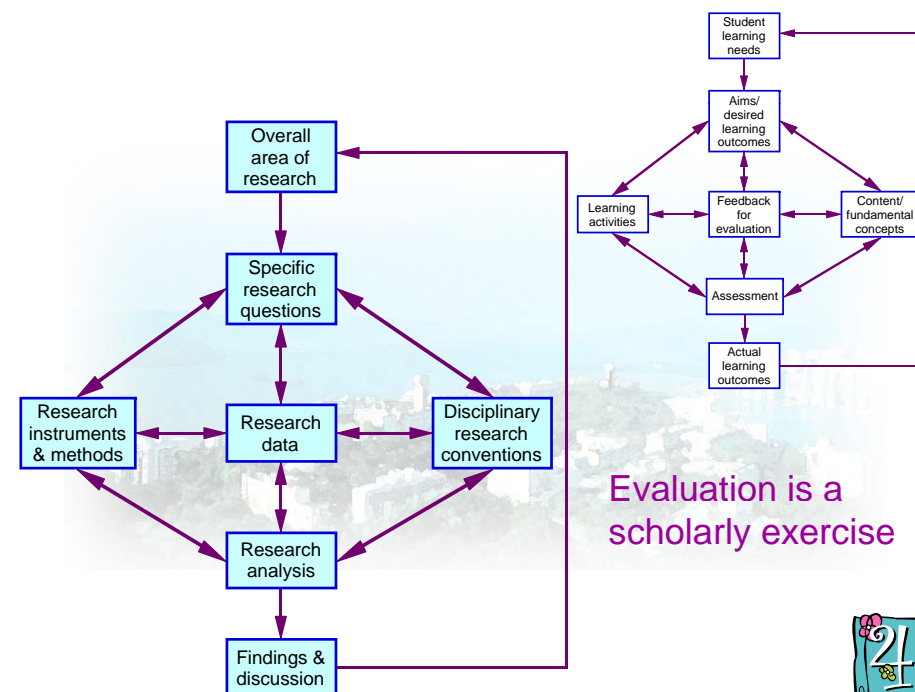
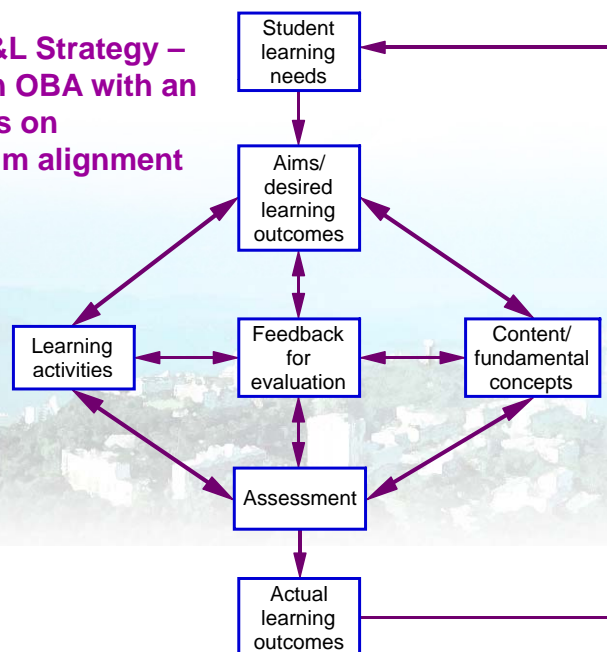
The J-curve

Things get worse before they get better!



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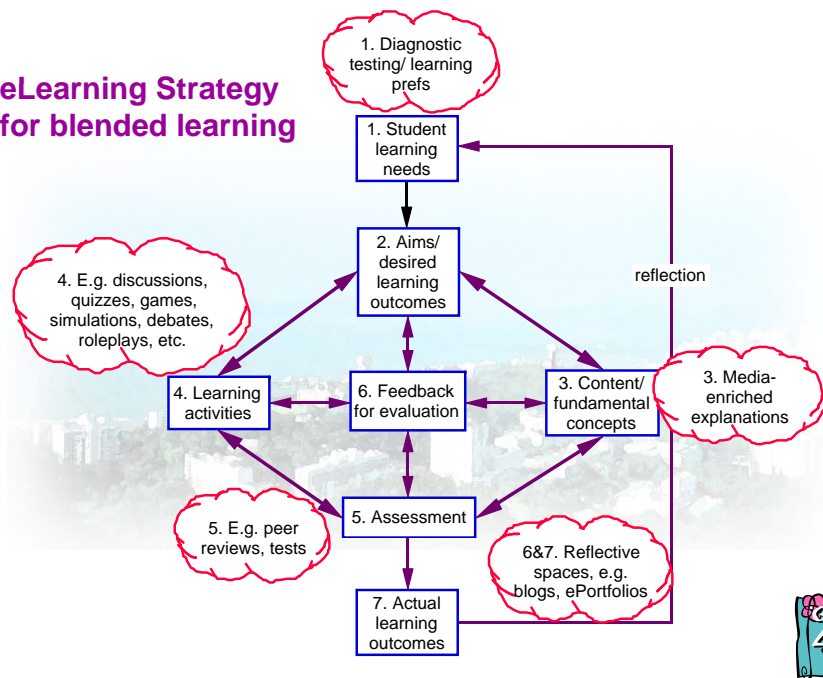
CUHK T&L Strategy – Focus on OBA with an emphasis on curriculum alignment



Evaluation is a scholarly exercise



eLearning Strategy for blended learning



Aims of CUHK eLearning Strategy

1. Clarify the role of eLearning in OBA
2. Research for planning infrastructure, e.g. University-wide eLearning systems
3. Educational design and technology in the four-year undergraduate curriculum
4. Staff training, support & collaboration strategies
5. Student induction to eLearning & student IT competence training
6. Benchmark eLearning at CUHK against ...



Action plan

- Under the auspices of the Academic IT Steering Committee
- Detailed action plan with responsible party against each item
- Key players are
 - Faculties
 - ITSC
 - Senate Committee on T&L (SCTL)
 - CLEAR
 - Library
 - Office of Student Affairs



Strategies

- | | |
|--|---|
| 1a Faculty OBA roadmaps (also 3a, 3e) | 3a Level of use of eLearning |
| 1b ELearning OBA webpage | 3b Courseware development |
| 1c Students' future career needs | 3c EAssessment |
| | 3d Formal & experiential learning – ePortfolios (also 2c) |
| | 3e QA for blended courses |
| 2a WiFi coverage | 4a Staff 'training': Ts & TAs |
| 2b New CUHK portal | 4b ELearning Assistants (eLAs) |
| 2c EPortfolio system & tools (also 3d) | 4c ELearning liaison persons (eLLPs) |
| 2d Review of eLearning platforms | 4d ELearning Expo |
| 2e Mobile technology | 4e ELearning newsletter |
| 2f Learning Object Repository | |
| 2g Video & audio servers | 5a Students' perspectives |
| 2g Learning spaces & teaching spaces (also 2a) | 5b Student IT competence |
| | 5c Information literacy |
| 6 ACODE 8 benchmarks | 5d Independent learning |





eLearning Service



■ Strategies used are:

- 1) revamp of the eLearning platforms
- 2) a range of support services
- 3) seminars and workshops
- 4) support for courseware development
- 5) promotion of eLearning
- 6) research on new strategies & technologies



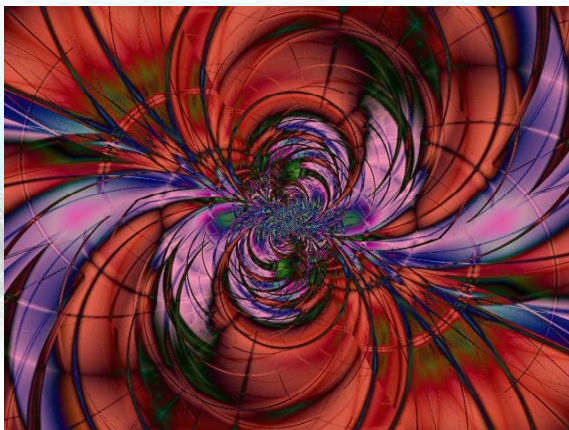
Community

- eLLPs – eLearning Liaison Persons network across departments

- EXPO event
<http://www.cuhk.edu.hk/eLearning/expo/>



Several aims ...
Several streams ...
Need for convergence



Thank You

