

E-Learning Decisions: Modes, Models and Strategies



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Government Online 2003

Ottawa, February 25, 2003



Modes

- Emerging trends and technologies
- Forms e-learning can take today
- Guidelines for the selection of the most appropriate delivery mode



Models

- Models for e-learning delivery in large organizations
- The advantages and disadvantages of each will be considered within a governmental context.



Strategies

- Finally, a series of strategies for e-learning adoption and implementation will be described
- These strategies will consider issues such as technical support, student motivation, content creation and distribution, and administration.



Modes: Emerging Trends

- Learning objects and related metadata
- Streaming media, multimedia, audio and video
- Mobile, contextual, and just-in-time learning



Modes: Forms of E-Learning

1. E-Learning as computer-based training delivered via the web (asynchronous)
2. E-learning as providing a new channel of communication in distance learning (mixed)
3. E-Learning as a new type of classroom instruction (synchronous)

<http://www.fastrak-consulting.co.uk/tactix/Features/basics.htm>



Modes: Selection Guidelines

1. Who is your audience? Do they need motivation? Are they already strong learners?
2. What is your content? Is it factual data, skills-based, conceptual?
3. What are your needs? Do you need to monitor, test, ensure compliance?



Models: Delivery Models

1. Centralized – a single resource unit handles all e-learning
2. Mixed – a blend of centralized resources and content provided by separate agencies
3. Distributed – both content and resources are provided by separate agencies



Models: Centralized

■ Advantages:

- Economies of scale
- Consistency of product (message, quality)

■ Disadvantages

- Inability to adapt to local, contextual needs
- Slow speed
- Overproduction of components



Models: Decentralized

■ Advantages

- Local, specialized content
- Smaller, fast to respond to needs
- Tailored production

■ Disadvantages

- Higher cost, ‘re-inventing the wheel’
- Inconsistent product, quality



Models: Mixed

■ Advantages

- Economies of scale where appropriate, flexible production otherwise
- Consistency of format, localized message

■ Disadvantages

- More difficult to manage – who is the ‘client’ and who is the ‘server’?



Strategies: A Corporate Model?

Corporate learning is different...

- It is command-driven – but government cannot compel citizens to learn
- It is driven by the bottom-line – but governments have multiple objectives
- It serves a target market (cherry-picking) – but a government must serve everyone



Strategies: Priority Areas

Target and fund key priorities

- Use an RFP process to solicit proposals
- Subject proposals to community review
- Require that proposals satisfy core criteria (demand for program, evidence of quality, certification as appropriate)

http://mlg-gam.ic.gc.ca/sites/acol-ccael/en/resources/R01_Anderson_Downes/



Strategies: Create Demand

A Participaction of learning

- Promote mental fitness in Canadians
- Public service learning as a role model
- Create incentives – tax breaks, performance bonuses – for evidence of learning
- Extend opportunities into other areas – learning *about* Canadian government



Strategies: Create Competence

Teaching learners to teach

- The government's best instructors are its own staff – they are the experts
- So: create a program to promote best teaching practices in public service
- Provide teaching support and resources (the government as a university)



Strategies: Support Services

A National Network of Support Services

- Teachers' resources, including:
 - Reports on current issues
 - Samples, templates
 - Instructional design and delivery tools
- Students' resources, including:
 - Courses, books, and other resources
 - Learning tracks, including certification



Strategies: Content Repositories

A National Learning Object Bank

- Create small and useful learning objects in a wide variety of government topics
- Use these learning objects in government sponsored online learning
- Make GOL learning objects available to all Canadian institutions



Strategies: Community

Putting GOL learning in the community

- Create learning centers in Canadian communities (piggy-back on CAP sites, Employment offices)
- Provide testing facilities, counselling, advice, support
- Use these centers for localized civil service learning as well (lead by example)



Concluding Remarks

- Select the right mode for the right learning and the right learner
- Employ a mixed model – centralized services, distributed content
- Deploy strategies that meet wider objectives, provide the resources needed, and base them in the community