What e-Learning Leaders Need to Know

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Who am I?
Objectives

• Identify challenges for those who lead and manage online learning (OL) programs
• Discuss what leaders need to know to be successful at leading OL at their institutions
• Determine actions that leaders and managers can take to promote successful OL at their institutions
Challenges for Leaders

- Enrollment issues
- Wanting to expand access
- Online learning hype
- Faculty skepticism
- Aggressive online program management industry
Challenges for Leaders

• Many leaders do not come from background of educational technology, instructional design or distance education
Challenges for Leaders

• Lack of literature on leading and managing online learning
  – Focus on areas of faculty interest
  – One OL leadership conference (DLA) and one journal (OJDLA)
  – EDUCASE primarily for CIO
Online Program Differences
Weaker Online Programs

- Lack of shared vision
- Singular focus on rapid growth
  - Emphasize admissions
  - De-emphasis on infrastructure for online student success
- Policies and procedures favor legacy F2F culture
  - Online differs in teaching methods, course development, student services, infrastructure and support
Weaker Online Programs

• Multiple online departments within the same institution (silos)
• Online courses created in vacuum
• No central coordination of resources, training or oversight
• Not everyone is ready
  – May need additional planning and resource development
Stronger Online Programs

- They know why they are doing it
  - Online tied to institution’s mission
  - Strategic planning
- They have a story
  - What are our strengths?
  - What differentiates us from the rest?
- They assess institutional capacity
  - Can we do it all in-house?
  - Do we need an OPM?
  - If so, for what?
Stronger Online Programs

• They realize that online learners have unique needs
  – Analyze policies and procedures
  – Infrastructure of student services

• They centralize whenever possible and appropriate
  – Standards for development and QA
  – Master courses and templates
  – Instructional designers
  – Training, support and best practices
What e-Learning Leader Needs to Know

- Anthony Pina  
  - Sullivan University
- Victoria Lowell  
  - Purdue University
- Bruce Harris  
  - Dixie State University

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What e-Learning Leader Needs to Know

• 50 experts - 30 institutions
  – Administrators
  – Faculty
  – Instructional Designers

• All sectors
  – Large & small institutions
  – 2 and 4 year

• Association for Educational Communications & Technology (AECT)
What e-Learning Leader Needs to Know

- Decision making guidance
- What you need to know
- What you can do
- References
- Designed as a ready reference for leaders
  - Peer reviewed but not intended for scholars
What leaders need to know

• Leading innovation and change in organizations
• Centralized and decentralized approaches to online program management
• Establishing e-learning divisions and centers
• Technology infrastructure to support online learning
• Learning management systems
• Information literacy and libraries
What leaders need to know

• E-learning policies
• Copyright, fair use ad intellectual property,
• Open licensing
• Accreditation and regulations
• Motivating administrators and faculty
• Faculty development, evaluation, and online instructor competencies
What leaders need to know

- Managing course and program design development and evaluation
- Scaling online learning
- Marketing online programs
- Student services and retention of online students
- Leading e-learning in different settings
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