From Enthusiasm to Strategy: 4 Critical Factors to Sustain the Development of Technology Enhanced Learning in Educational Organizations

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Overview

• Conclusion: 4 critical factors
• Outcomes: Paris Descartes & LSE
• How? RBVF (Analytical framework 1)
• BTW what is E-learning?
• Why? ANT (Analytical framework 2)
Conclusion: 4 Critical Factors

- Leadership
- Support
- Collaborative working practices
- User friendly technology
• **Working practices** *must* be collaborative as tech. design & implementation is complex and time consuming, as team work is a real challenge for teachers and academics,

• **Organization’s leadership** *must* take responsibility: defining the strategy, staff and resource provision, incl. staff consultation to support vision & mission
• **Technology** *must* be user-friendly, piloted and tested by teaching staff, supported by E-Learning specialists, “learning technologists”,

• **Support** is at the core of successful delivery... reciprocal, **across the institutions’ organizational / functional boundaries** between the different services: Library, IT services, registry, learning tech. and... faculties,
Paris Descartes University (France)

• VLE (Moodle)
• La Médiathèque: Online repository
• Les Carnets2: Portfolio / Social network
• Staff training and annual conference: Les Journées Numériques
London School of Economics (UK)

• VLE (Moodle)
• Student mentoring inner city schools pupils (Wimba voice boards)
• Art exhibition on Second Life “Déjà Vu” with Michel Herreria
• Digital Storytelling at degree level & in schools thanks to Columbia University colleagues
Resource-Based View of the Firm (RBVF)

...focuses on the firm’s resources and capabilities to understand business strategy and provide direction to strategy formulation.

Organizational context divided in 3 different levels: resources, capabilities and core capabilities.
Amit & Shoemaker (1993)

“Capabilities refer to a firm’s capacity to deploy Resources, usually in combination, using organizational processes, to effect a desired end [...] Unlike Resources, Capabilities are based on developing, carrying and exchanging information through the firm’s human capital”.
Basic learning processes in the core capabilities formation process
• 3 essential loops transform and translate **Resources** (ie World leading professors, IT software…) into **Core Capabilities** (ie MOOCs).

• Loop 1: the **Routinization** Loop is enacted by **Working Practices**.

• Loop 2: the **Capability** Loop is controlled by **Management Actions**.

• Loop 3: the **Strategic** Loop ensures that Core Capabilities are in line with the Organization’s values and mission.
TEL, E-Learning is…

…not just about technology and pedagogy. Also about schools, contexts, governments, curriculum, control, power, values, aims & objectives…

…complexity, interaction, agency and power…

• One theory, Actor Network Theory defines the “social” as everything!
Actor Network Theory

• Science & Tech Studies (STS) : Latour, Woolgar, Callon & Law…

• “people, machines, animals, texts, money, architectures…” = social

• Humans define themselves by the social situations they are in, by the social interactions they generate

• “People are who they are because they are nothing more than patterned networks of heterogeneous materials”
VLE, MOOCS... as Actor Network

- Complex web of connections and interactions: platform, learners, staff, laptops, videos, quizzes...
- Is it magic? Click of a mouse!
- Complexity “punctualised”, compressed to ultimate degree of accessibility and simplicity,
- VLE, MOOCS = “relatively stable network... one embodied in and performed by a range of durable materials” Law 1992