Purpose of the Workshop (90 mins)

- Interactively explore issues relating to key success factors, best practices within context of e-learning and virtual campuses
- Introduce models and a framework aimed at identifying and promoting best practice
- Hearing about and learning from your own experiences and work, and getting feedback and comments to issues explored in workshop
About Us

- **Mark Stansfield** - University of the West of Scotland
- **Antonio Cartelli** - University of Cassino
- **Athanassios Jimoyiannis** - University of Peloponnese
- **Hugo Magalhães** - Sociedade Portuguesa de Inovação
- **Katherine Maillet** - Institut National des Télécommunications
Promoting Best Practice in Virtual Campuses (PBP-VC) is a 2 year EACEA co-financed project (March 2007 - February 2009)

Aimed at providing a deeper understanding of key issues and critical success factors underlying implementation of Virtual Campuses (VCs)
Involves 5 partners:

- University of the West of Scotland (UK)
- University of Cassino (Italy)
- University of Peloponnese (Greece)
- Sociedade Portuguesa de Inovação (Portugal)
- Institut National des Telecommunications (France)
Introduction

A Virtual Campus within context of EACEA focuses on:

- Cooperation between Higher Education Institutions in field of e-learning
- Design of joint curricula development by several universities
- Agreements for evaluation, validation and recognition of acquired competencies
Background

As a result of EACEA workshops in 2004 and 2005 found there was a:

- General lack of awareness about other virtual campuses
- Lack of self-promotion/dissemination by virtual campuses
- Cross-cultural and linguistic barriers to communication
High Profile E-Learning/Virtual Campus Failures (Keegan et al., 2007):

- UK E-University (2000-2004) £50m
- Alliance for Lifelong Learning (2000-2006) $12m
- NKN: Norway (2000-2002) Eur7-14m
- Scottish Interactive University (2002-2007) £2.3m
PBP-VC project aimed at providing:

- A deeper understanding of key issues and success factors in virtual campuses
- A practical framework to help guide the process of creating best practice in virtual campuses
- Examples of best practice, case studies
- Raised awareness of how institutional transformation can be brought about
Involves working with key stakeholders (e.g., project coordinators, learning technologists, tutors, consultants) throughout EU and beyond

Much of relevant data and results from e-learning and virtual campus projects is scattered

Important issues and lessons might be seriously diminished

Urgent need to sharing of know-how in relation to e-learning and virtual campuses
PBP-VC

Towards development of Best Practice Framework

- Investigation into papers, reports, web-based content of EACEA virtual campus projects 2004-2006
- Conducted primary qualitative based research with stakeholders and decision-makers in several large-scale virtual campus project across Europe
### Key Enabler & Inhibitors

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<td>Clear and effective strategy for dissemination, promotion and commercialisation</td>
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<td>Engaging directly with key stakeholders in meeting real needs</td>
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Key Success Factors

- Strong leadership & coordination
- Clear vision
- Effective partnerships with stakeholders
- Effective teamwork
- Peer review
- Effective market research
- Clear/effective communication
- Regular evaluation
Key Success Factors

Virtual Campus Project Management Success

- Strong leadership & coordination
  - Clear vision
  - Effective teamwork
  - Peer review
  - Effective partnerships with stakeholders

- Effective market research
  - Clear/effective communication
  - Regular evaluation

Virtual Campus Project Success

- Guidance & support for staff & students
  - Appropriate & stimulating educational content
  - Managing diversity
  - Identifying appropriate technologies
  - User centred design
  - Effective training

- Accreditation
  - Involvement of external stakeholders
  - Adopt interoperability / technical standards
  - Intercultural dialogue
Key Success Factors

Virtual Campus Project Management

- Strong leadership & coordination
- Clear vision
- Effective partnerships with stakeholders
- Peer review
- Effective teamwork
- Clear/effective communication
- Regular evaluation

Virtual Campus Project Success

- Guidance & support for staff & students
- Appropriate & stimulating educational content
- Managing diversity
- Identifying appropriate technologies
- User centered design
- Effective training

Organisational Transformation Success

- Accreditation
- Involvement of external stakeholders
- Adopt interoperability / technical standards
- Intercultural dialogue

Embracing innovation

- Embracing e-learning environment
- Embedded marketing / promotion strategy
- Continued meeting of real needs
- Effective & transparent business model
- Planning for sustainability

- Adoption
- Interoperability / technical standards
- Planning for sustainability
- Involvement of external stakeholders
- Intercultural dialogue
- Embracing e-learning environment
- Embedded marketing / promotion strategy
- Continued meeting of real needs
- Effective & transparent business model
- Accreditation
- Managing diversity
- Identifying appropriate technologies
- User centered design
- Clear/effective communication
- Regular evaluation
- Strong leadership & coordination
- Effective partnerships with stakeholders
- Peer review
- Effective teamwork
- Clear vision
A number of initial key issues identified:

- Organisational
- Pedagogical
- Technological
- Learner/User
- Financial
- Sustainability
Organisational Issues

Organisational Issues Underpinning Best Practice

- Regular Evaluation
- Teamwork, Roles & Responsibilities
- Peer Review
- 'Bottom-Up' Approach
Organisational Issues

- Bureaucracy & Administration
- Regular Evaluation
- Teamwork, Roles & Responsibilities
- Peer Review
- ‘Bottom-Up’ Approach
- Senior Level Project Champion
- Teamwork, Roles & Responsibilities

ORGANISATIONAL ISSUES UNDERPINNING BEST PRACTICE
Organisational Issues

Underpinning Best Practice

- Intercultural Dialogue
- Bureaucracy & Administration
- Regular Evaluation
- Peer Review
- 'Bottom –Up' Approach
- Managing Diversity
- Language, Culture & Gender
- Teamwork, Roles & Responsibilities
- Multi -lingual Solutions
- Intercultural Dialogue
- Senior Level Project Champion
-Managing Diversity

Senior Level Project Champion

Teamwork, Roles & Responsibilities

Bureaucracy & Administration

Regular Evaluation

'Bottom –Up' Approach

Peer Review

Managing Diversity

Language, Culture & Gender

Multi -lingual Solutions

Intercultural Dialogue

Teamwork, Roles & Responsibilities

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Peer Review

Managing Diversity

Language, Culture & Gender

Multi -lingual Solutions

Intercultural Dialogue
Organisational Issues

Organisational Issues Underpinning Best Practice

- Clear Vision & Strong Leadership
- Pro-active Management Approach
- Effective Partnerships with all Stakeholders
- Teamwork, Roles & Responsibilities
- Bureaucracy & Administration
- Regular Evaluation
- Senior Level Project Champion
- Managing Diversity
- Language, Culture & Gender
- Multi-lingual Solutions
- Intercultural Dialogue
- ‘Bottom-Up’ Approach
- Peer Review
- ‘Bottom –Up’ Approach
- Project Management & Leadership
- Teamwork, Roles & Responsibilities
- Effective Partnerships with all Stakeholders
- Regular Evaluation
- Senior Level Project Champion
- Managing Diversity
- Language, Culture & Gender
- Multi-lingual Solutions
- Intercultural Dialogue
- ‘Bottom-Up’ Approach
- Peer Review
Organisational Issues - Guiding Principles

- Project partnership – well matched with diverse and complimentary skills
- Formal legally binding contract / agreement
- Clear and effective systems and lines of communication
- Clear and rigorous system of evaluation covering all important aspects
Organisational Issues - Guiding Principles

- Agreed set of procedures and principles that deal with potential areas of conflict
- Experienced and well coordinated leadership – pro-active management
- Sense of ‘team spirit’ and sense of identity to help motivate entire team
- Recognition and management of cultural diversity with clear inter-cultural dialogue
Organisational Issues - Guiding Principles

- Detailed and effective market research – determine full scope of local, national, and transnational markets and potential levels of income
- Formation of strong partnerships with internal and external stakeholders
Pedagogical Issues

User Centred Design

Appropriate Models & Approaches

Appropriate & Stimulating Content

PEDAGOGICAL ISSUES UNDERPINNING BEST PRACTICE
Pedagogical Issues

User Centred Design

Appropriate Models & Approaches

Appropriate & Stimulating Content

PEDAGOGICAL ISSUES UNDERPINNING BEST PRACTICE

Integration with Mainstream Programmes

Pro-active Management

Identifying New Trends

Embracing Innovation
Pedagogical Issues

PEDAGOGICAL ISSUES UNDERPINNING BEST PRACTICE

- User Centred Design
- Appropriate Models & Approaches
- Appropriate & Stimulating Content
- Embracing Innovation

- Identifying New Trends
- Pro-active Management
- Integration with Mainstream Programmes

- Clear Quality Standards
- Successful Piloting
- Standardisation
- Quality & Evaluation
Pedagogical Issues

PEDAGOGICAL ISSUES UNDERPINNING BEST PRACTICE

- Appropriate Models & Approaches
- Appropriate & Stimulating Content
- User Centred Design
- Intercultural Dialogue
- Support for Staff & Users/Students
- Clear Quality Standards
- Successful Piloting
- Quality & Evaluation
- Standardisation
- Identifying New Trends
- Embracing Innovation
- Integration with Mainstream Programmes
- Pro-active Management

- Successful Piloting
- Clear Quality Standards
- Standardisation
- Embracing Innovation
- Identifying New Trends
- Intercultural Dialogue
- Support for Staff & Users/Students
- Quality & Evaluation
Pedagogical Issues - Guiding Principles

- Course materials take into account background of learners
- Layout and structure of all materials is appropriate to subject and learner needs
- Course objectives, learning outcomes are clearly articulated
- Where appropriate a suitably qualified external assessor has been appointed
- A agreed set of formal quality standards and principles is produced and adhered to
Pedagogical Issues - Guiding Principles

- Provide learners with the opportunity to experience and appreciate other perspectives
- For group work there must be ‘group goals’ and ‘individual accountability’ for effective collaborative learning
- Ensure learning environment motivates, engages and challenges learner
- Provide feedback mechanisms to enable learners to be fully aware of their progress
Pedagogical Issues - Guiding Principles

- Provide support mechanisms for learners using coaching and scaffolding
- Be flexible to support different learning styles
- Encourage learners, and provide mechanisms for learners to articulate knowledge and reflect on their activities
- Provide an integrated assessment
- Where appropriate provide for content reuse/sharing across virtual campus
Technological Issues

Adoption of Open-Source Technologies

Appropriate Infrastructure & Standards

TECHNOLOGICAL ISSUES UNDERPINNING BEST PRACTICE

Cost Effectiveness

Systems Security
Technological Issues

TECHNOLOGICAL ISSUES UNDERPINNING BEST PRACTICE

- Cost Effectiveness
- Adoption of Open-Source Technologies
- Effective Training
- Systems Security
- Appropriate Infrastructure & Standards
- Support for Staff & Users/Students
- Maintenance Agreements in Place
- Effective Training
- Support for Staff & Users/Students
- Maintenance Agreements in Place

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Promoting Best Practice in Virtual Campuses
Technological Issues

TECHNOLOGICAL ISSUES UNDERPINNING BEST PRACTICE

- Cost Effectiveness
- Adoption of Open-Source Technologies
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- Identifying New Trends
- Maintenance Agreements in Place
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- Support for Staff & Users/Students
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Technological Issues

TECHNOLOGICAL ISSUES UNDERPINNING BEST PRACTICE

- Adoption of Open-Source Technologies
- Support for Staff & Users/Students
- Effective Training
- Identifying New Trends
- Maintenance Agreements in Place
- Embracing Innovation
- Integration with Mainstream Programmes
- Pro-active Management
- Appropriate Infrastructure & Standards
- Testing & Evaluation
- Rapid Application Development
- Systems Security
- Cost Effectiveness
- Clear Technology Requirements
- Effective Training
- Pro-active Management
- Support for Staff & Users/Students
Technological Issues - Guiding Principles

- Decisions on technology selection should be based on detailed investigation
- Technology adopted conforms to recognised standards (e.g., SCORM, IMS)
- Maintenance agreements have been finalised with suitable multilingual technical support
- Infrastructure and server will handle anticipated numbers
Technological Issues - Guiding Principles

- Virtual campus platform has been rigorously tested, with suitable security measures in place
- A User Centred design approach to development has been agreed and implemented
- Functionality and user interface are compatible with learning styles adopted
- Consideration is given to learners with special needs and learning challenges
Technological Issues - Guiding Principles

- Sufficient learner/user documentation and instruction guides are available
- Adequate contingency plans have been developed and tested
- Learner/users are informed of any special technology requirements
- Learners/users are directed to FAQs, technical and learner support
- Technology adopted is compatible with other support systems as far as possible and is cost effective
LEARNER/USER ISSUES UNDERPINNING BEST PRACTICE

- Clear & Effective Communication
- Enhancing Learning with Technology
- Feedback Mechanisms
- Guidelines for Online Participation
- Effective Training
- Intercultural Dialogue

Learner/User Issues
Learner/User Issues

- Effective Training
- Enhancing Learning with Technology
- Learner Experience
- Intercultural Dialogue
- Clear & Effective Communication
- Feedback Mechanisms
- Guidelines for Online Participation
- Virtual or Blended Learning Experience

LEARNER/USER ISSUES UNDERPINNING BEST PRACTICE
Learner/ User Issues

- Guidelines for Online Participation
- Feedback Mechanisms
- Clear & Effective Communication
- Enhancing Learning with Technology
- Learner Experience
- Intercultural Dialogue
- Effective Training
- Student/User Support
- Online Help
- Peer Support
- Virtual or Blended Learning Experience

Guidelines for Online Participation

LEARNER/USER ISSUES UNDERPINNING BEST PRACTICE
Learner/ User Issues - Guiding Principles

- Admin tool enable registering and monitoring of learners/users
- Learners receive clear explanations and guidance
- Availability of online and offline support is made clear
- Staff providing support have been suitably trained
- Learners have necessary access to course documentation, schedules etc
Learner/User Issues - Guiding Principles

- Support is provided to learners/users with special needs
- All learners are provided with adequate opportunities to provide feedback
- Procedures are in place to ensure that all learner/user entry requirements are met
- Learner/user tracking features are available
- All learner/users are informed of the virtual campus privacy policy
Financial Issues

Effective & Transparent Business Model

Appropriate Costing Methods

Direct Costs

Indirect Costs

FINANCIAL ISSUES UNDERPINNING BEST PRACTICE
Financial Issues

- Effective & Transparent Business Model
- Cost Benefit Analysis
- Financing Future Developments
- Tangible Benefits
- Intangible Benefits

- Appropriate Costing Methods
- Direct Costs
- Indirect Costs
- Cost Benefit Analysis
- Financing Future Developments
- Tangible Benefits
- Intangible Benefits
Financial Issues

- Effective & Transparent Business Model
- Cost Benefit Analysis
- Financing Future Developments
- Tangible Benefits
- Intangible Benefits
- Senior Level Project Champion
- Wider Institutional Context
- Appropriate Costing Methods
- Direct Costs
- Indirect Costs
- Risk Analysis

FINANCIAL ISSUES UNDERPINNING BEST PRACTICE
Financial Issues - Guiding Principles

- Appropriate costing methods have been adopted
- Appropriate sources of external and internal revenue streams have been identified
- Formal agreement in terms of how revenue is divided among partnership
- All financial documentation and reporting procedures are clearly understood
Financial Issues - Guiding Principles

- Detailed financial risk management is conducted at regular intervals
- Contingency plans have been agreed and developed in relation to addressing any mismanagement of malpractice across the virtual campus partnership
Sustainability Issues

- Embracing E-Learning Environment
- Involving Key External Decision-makers
- Accreditation
- Involving Stakeholders

SUSTAINABILITY ISSUES UNDERPINNING BEST PRACTICE
Sustainability Issues

- Involving Key External Decision-makers
- Embracing E-Learning Environment
- Identifying New Trends
- Meeting Real Needs
- Involving Stakeholders
- Continued Evaluation

SUSTAINABILITY ISSUES UNDERPINNING BEST PRACTICE
Sustainability Issues

- Embracing E-Learning Environment
- Meeting Real Needs
- Identifying New Trends
- Planning for Sustainability
- Accreditation
- Involving Stakeholders
- Continued Evaluation
- Involving Key External Decision-makers
- Effective & Realistic Business Model
Sustainability Issues

SUSTAINABILITY ISSUES UNDERPINNING BEST PRACTICE

- Involving Key External Decision-makers
- Accreditation
- Embracing E-Learning Environment
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- Identifying New Trends
- Meeting Real Needs
- Planning for Sustainability
- Effective Market Research
- Effective & Realistic Business Model
- Involving Stakeholders
- Marketing
- Embedded Strategies

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Promoting Best Practice in Virtual Campuses
Sustainability Issues

SUSTAINABILITY ISSUES UNDERPINNING BEST PRACTICE

- Identifying Best Practices
- Accreditation
- Involving Key External Decision-makers

- Embracing E-Learning Environment
- Continued Evaluation
- Identifying New Trends
- Meeting Real Needs
- Planning for Sustainability
- Effective & Realistic Business Model
- Effective Market Research
- Involving Stakeholders
- Dissemination
- Marketing
- Embedded Strategies

Involving Key External Decision-makers
Identifying Best Practices
Accreditation

Promoting Best Practice in Virtual Campuses

PBP-VC
Sustainability Issues

Identifying Best Practices

Embracing E-Learning Environment

Involving Stakeholders

Continued Evaluation

Identifying New Trends

Meeting Real Needs

Planning for Sustainability

Effective & Realistic Business Model

Dissemination

Marketing

Embedding Strategies

Developing Centre of Excellence

Involving Key External Decision-makers

Effective Market Research

Involving Stakeholders

Meeting Real Needs

Planning for Sustainability

Effective & Realistic Business Model

Dissemination

Marketing

Embedding Strategies

Developing Centre of Excellence

Involving Key External Decision-makers

Effective Market Research
A dissemination strategy has been developed targeting key internal and external stakeholders.

A marketing and communication plan has been developed aimed at generating interest and potential revenue.

Questionnaires and focus groups are used in reaching key stakeholders and target groups.
Sustainability Issues - Guiding Principles

- Ensure that all partners play a role in dissemination, marketing and commercialisation activities
- Issues of copyright, patents, ownership, confidentiality have been addressed
- Dissemination, marketing and commercialisation plans are regularly updated and refined as appropriate
Sustainability Issues - Guiding Principles

- An ability to identify best practices and new trends – developing a reputation as a ‘centre of excellence’
- Maximise potential for embracing best practices and innovation by applying them to more ‘mainstream’ activities
- Continued detailed market research to determine changes in demand and new markets
Levels of Maturity

Level 1 – Virtual Campus Panning & Development

- Heavy reliance upon external funding
- Developing pedagogical & technological infrastructure
- Developing plans for sustainability
Levels of Maturity

Level 1 – Virtual Campus Panning & Development
- Heavy reliance upon external funding
- Developing pedagogical & technological infrastructure
- Developing plans for sustainability

Level 2 – Virtual Campus Evaluation & Refinement
- Responding to user feedback & internal/external evaluation
- Refining plans for sustainability
Levels of Maturity

Level 1 – Virtual Campus Panning & Development
- Heavy reliance upon external funding
- Developing pedagogical & technological infrastructure
- Developing plans for sustainability

Level 2 – Virtual Campus Evaluation & Refinement
- Responding to user feedback & internal/external evaluation
- Implementing and refining plans for sustainability

Level 3 – Virtual Campus Integration
- Pedagogical & technological reusability/interoperability
- Evaluating and further refining plans for sustainability
- Developing centre of excellence
Levels of Maturity

Level 1 – Virtual Campus Panning & Development
- Heavy reliance upon external funding
- Developing pedagogical & technological infrastructure
- Developing plans for sustainability

Level 2 – Virtual Campus Evaluation & Refinement
- Responding to user feedback & internal/external evaluation
- Refining plans for sustainability

Level 3 – Virtual Campus Integration
- Pedagogical & technological reusability/interoperability
- Implementing plans for sustainability
- Developing centre of excellence

Level 4 – Organisational Transformation
- Greater financial self sustainability
- Widespread recognition & support
- Best practices embedded within wider organisational context

Phases of Virtual Campus Maturity
Next Steps

- Through primary research develop, test and refine a detailed framework identifying & promoting best practice
- Develop best practice case studies and use case scenarios
- Widely publicise results through conferences, workshops and papers
Next Steps

- PBP-VC team are confident that results will contribute to better understanding of best practice in virtual campuses.
- PBP-VC project is generating significant discussion and interest in virtual campuses not only at EU level but globally.
PBP-VC Project Team

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- **Jim Toland** – University of the West of Scotland
- **Andreas Meiszner** - Sociedade Portuguesa de Inovação

Further Information: mark.stansfield@uws.ac.uk
Thank You

- Thank you for your views and input – it is very much appreciated!