# Leading institutional change in digital education

## From emergency response to the foundations of strategic transformation

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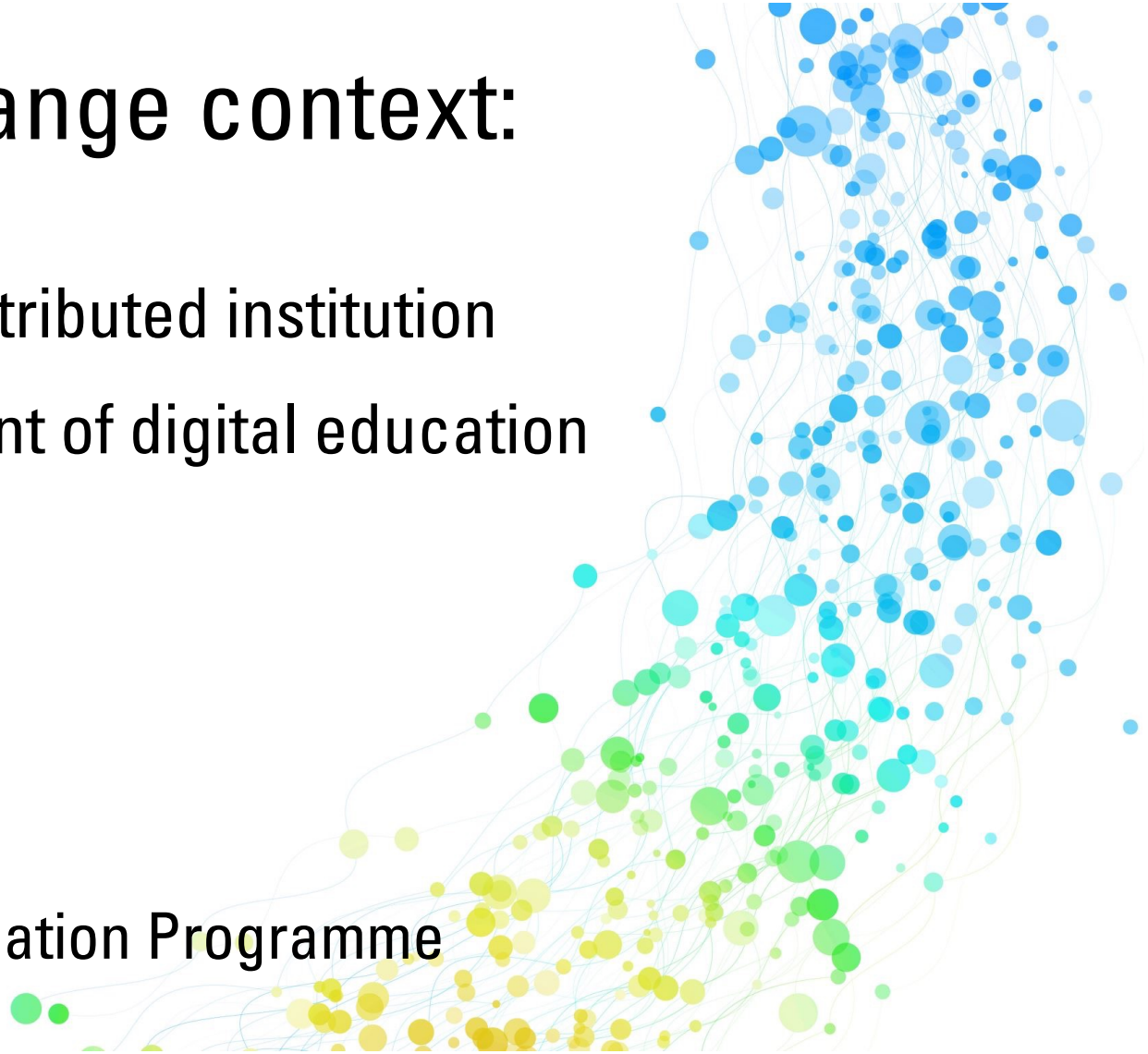
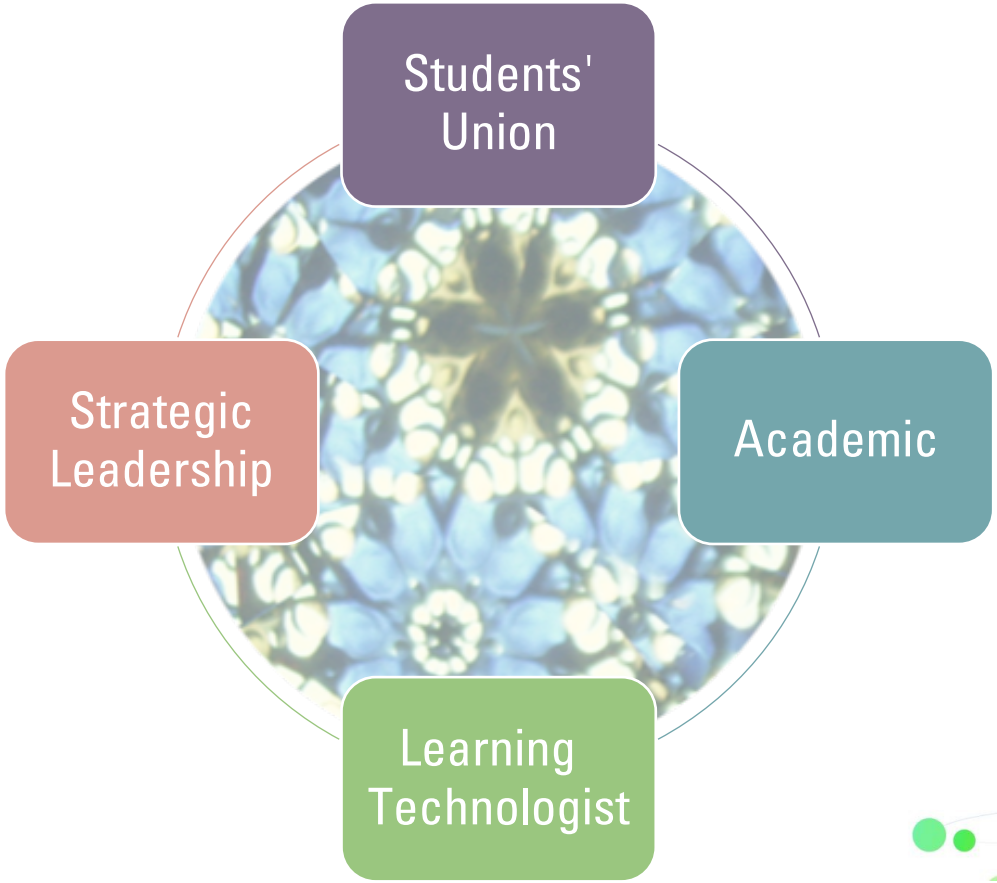
# Cardiff University – change context:

- Research intensive, highly distributed institution
- Localised, uneven development of digital education
- Disruption of status quo:
  - pandemic
  - new leadership
  - strategy revision
  - new approach  - Digital Education Programme



# Multi perspective reflection:



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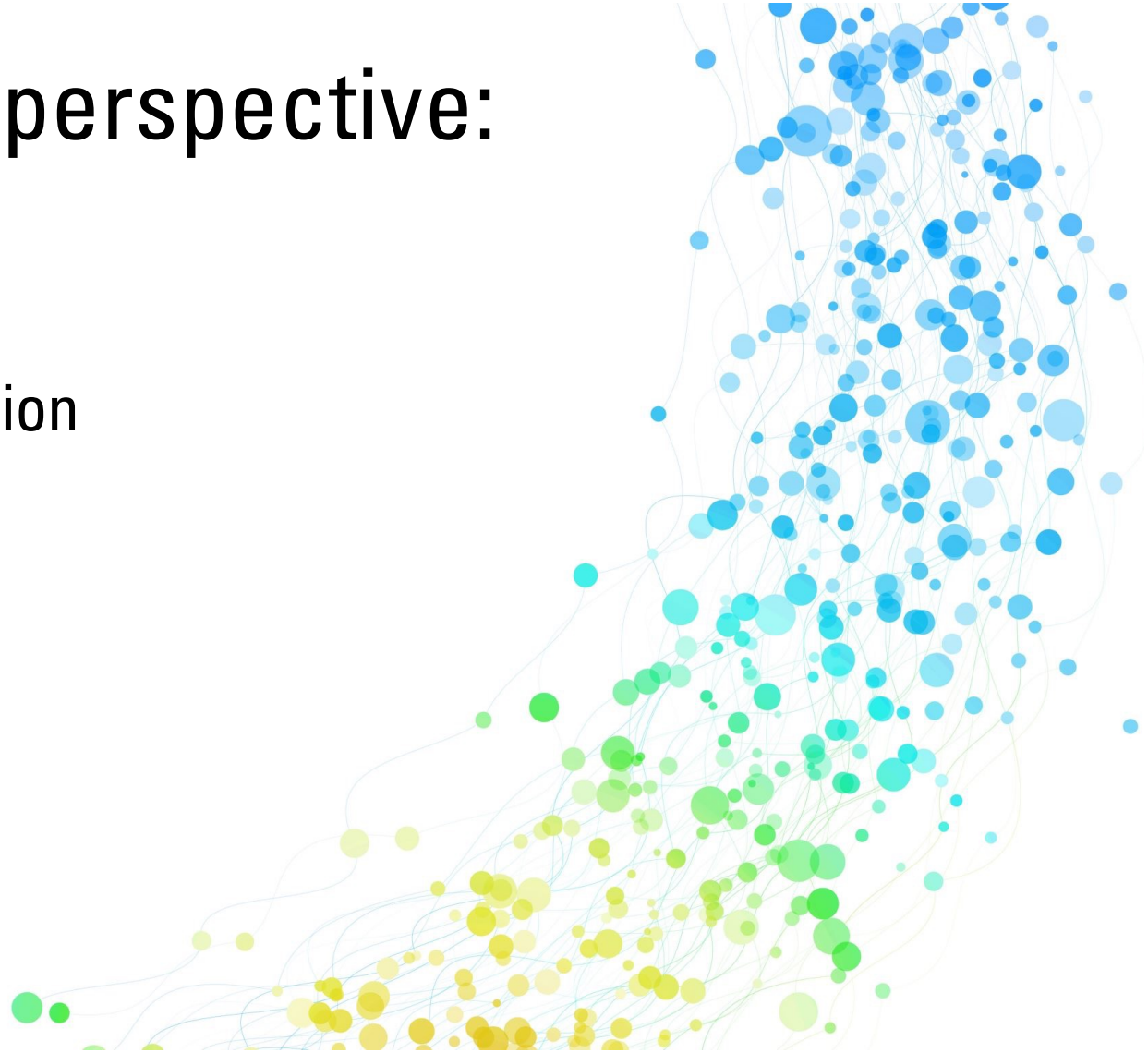
# Learning Technologist perspective:

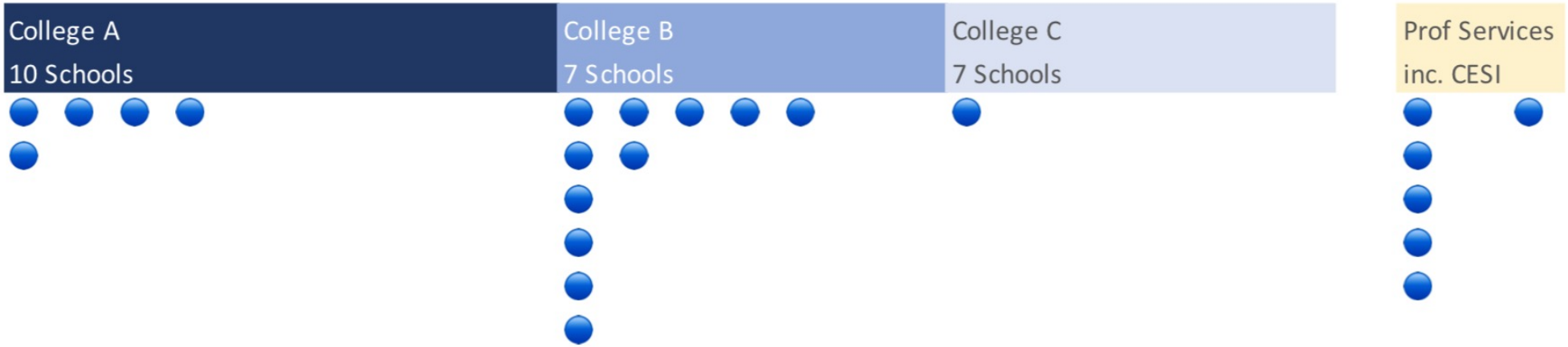
Change management challenge:

Restructure digital education provision

- Initial Covid response
- Restructure
- Challenges
- Change management process

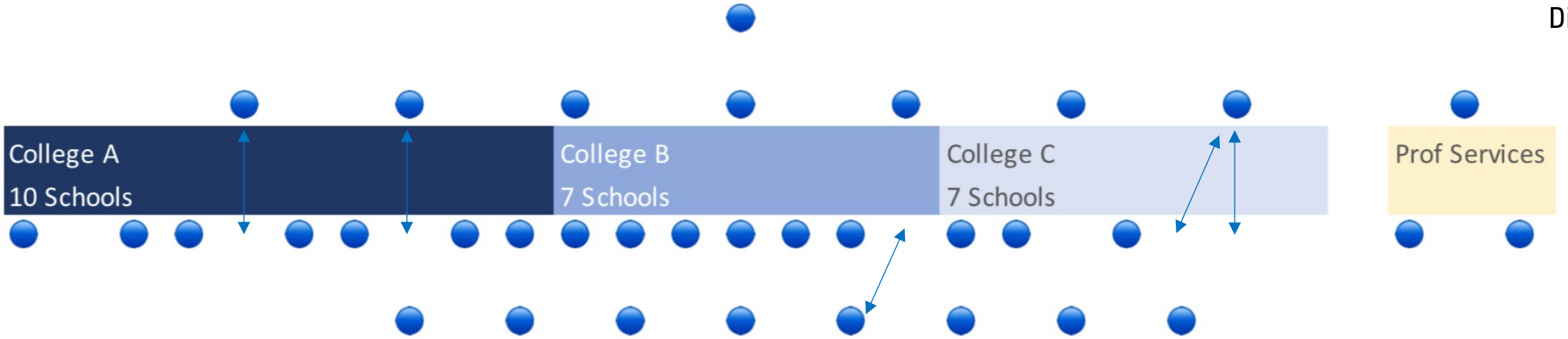


# Pre-covid distribution of Learning Technologists - Feb 2020




Learning Technology related staff

# Distribution of Learning Technologists - Feb 2021




Digital Education Manager

College Partners

School Partners

Support Hub

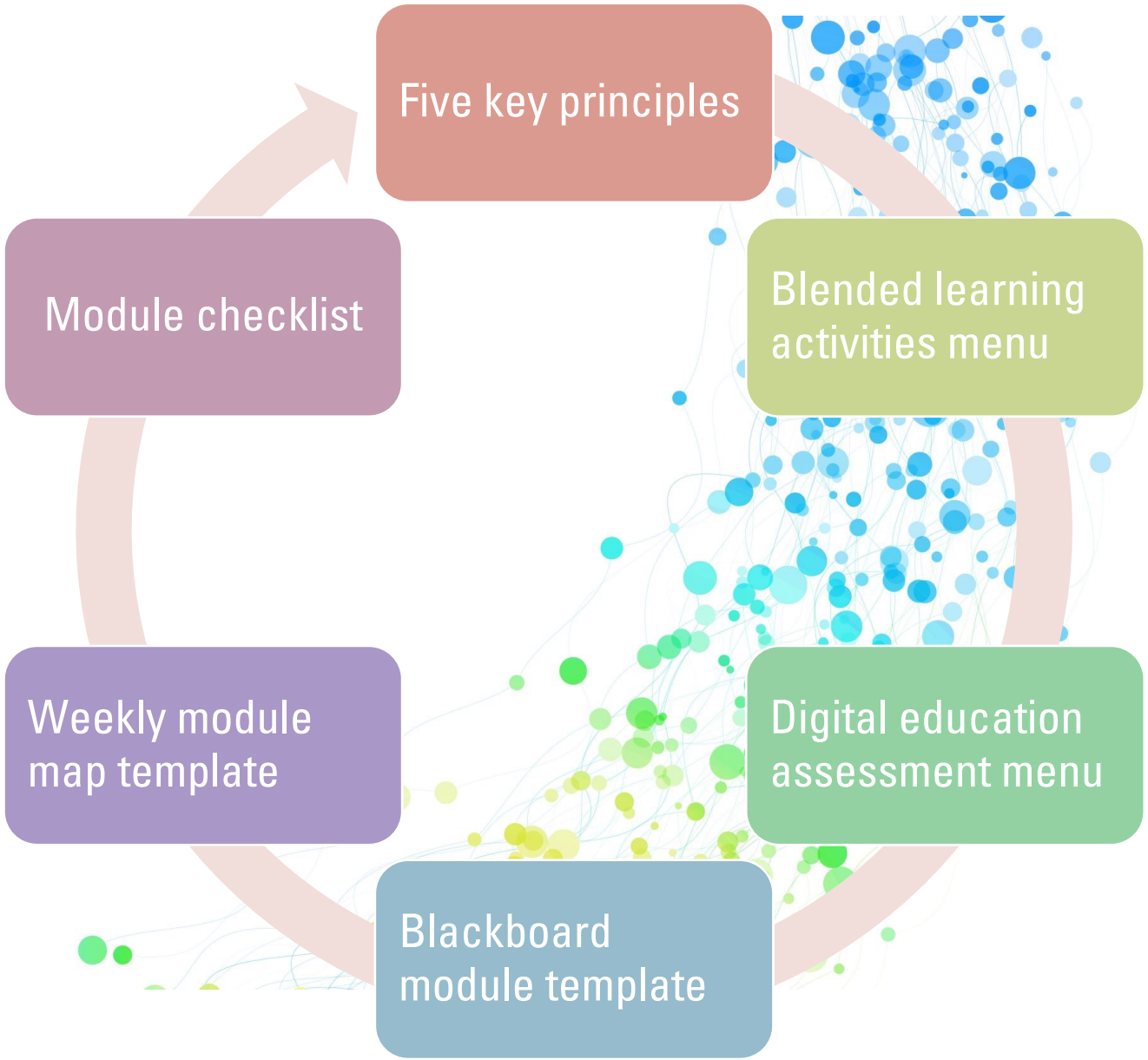
# Academic perspective:

- Digital Education Framework
  - Provided programme and module teams with guidance about design and delivery of courses in 2020/21
  - Ensure students experienced a core consistency to their education during this unique year.
- Shift to Blended learning and the return of students to campus
  - Blended Learning Framework – reworked the Digital Education Framework to the new 2021/22 context
  - Retaining the best practices and student experiences from the recent online experience, blend with the advantages of face to face
- What worked / didn't work?

# Bended Learning Framework

**5 Key Principles**

- Keep it simple
- Concentrate on what works in a blended context
- Provide clarity and structure
- Focus on quality
- Accessibility



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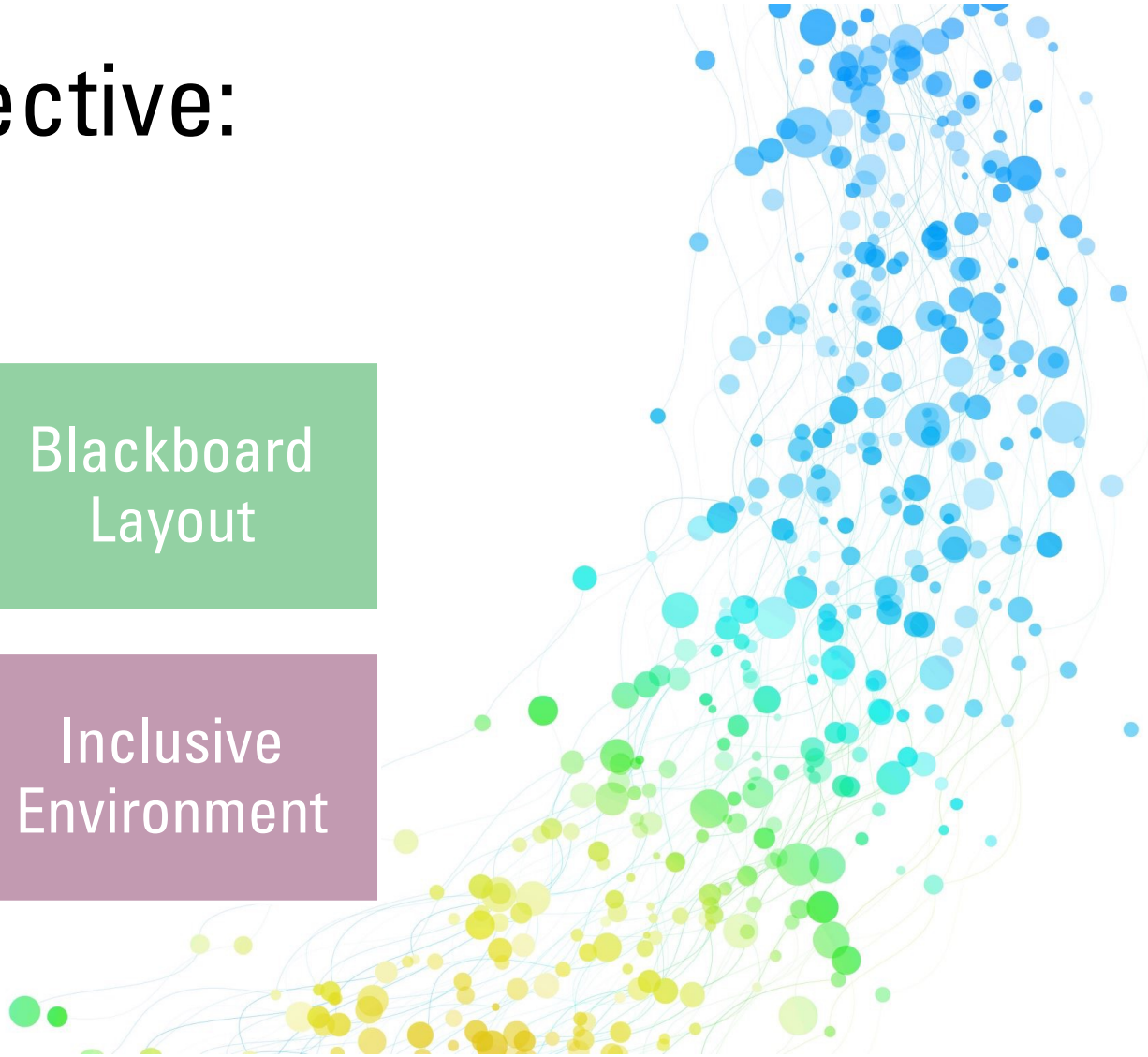
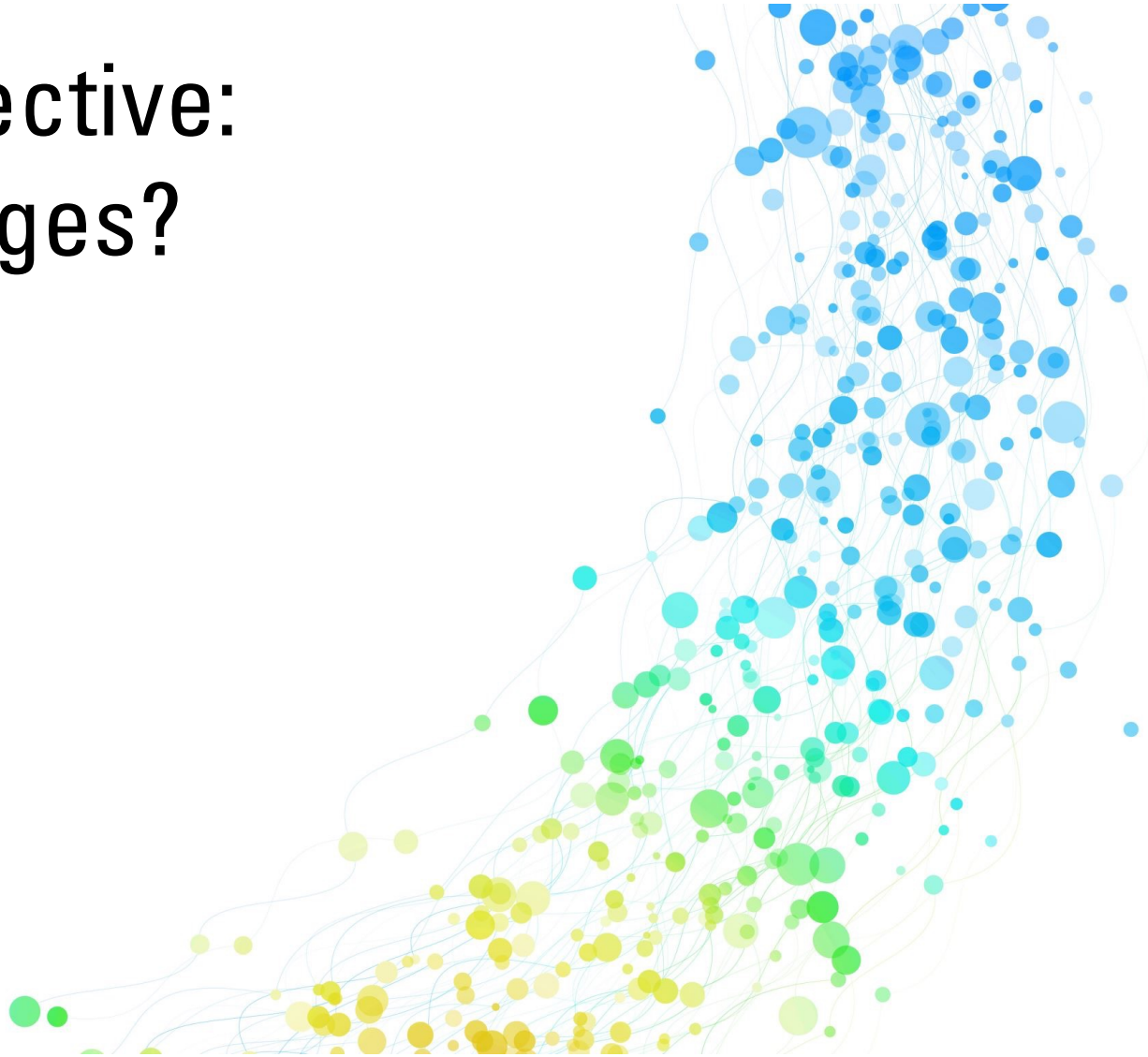
# Students' Union perspective: Positive feedback

- Module Maps
- Accessibility and flexibility
- Blackboard Layout
- Breakout rooms
- Drop Ins, Q+As and Town Halls
- Inclusive Environment



# Students' Union perspective: What were the challenges?

- Breakout Rooms
- Workload
- Camera Use
- Screen time

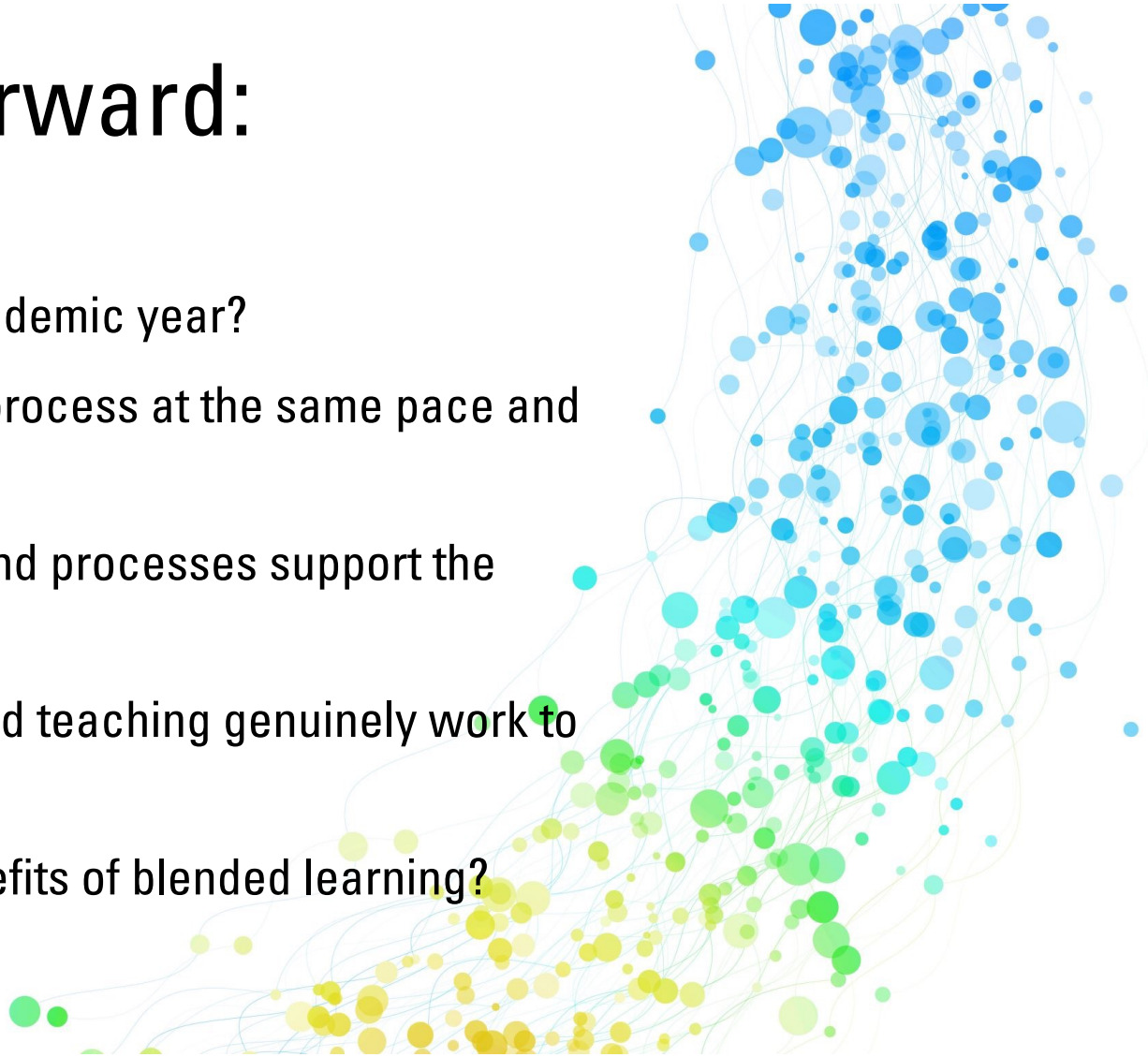


# Leadership perspective:

- Transition from emergency response to strategic focus and sustainable transformation
- Digital Education Roadmap:
  - review of digital learning ecosystem
  - development of online portfolio
  - CPD for staff involved in learning and teaching
- Maintaining collaborative approach:
  - Repositioning of Centre for Education, Support and Innovation as Learning and Teaching Academy
  - OU Online Teaching microcredential

# Key questions going forward:

- How do we sustain change through new academic year?
- How do we (can we?) continue the change process at the same pace and scale?
- How do we ensure governance structures and processes support the change and not constrain it?
- How do we ensure research and learning and teaching genuinely work to support each other?
- How do we convince all students of the benefits of blended learning?



# References:


- A Principled Approach to Online Learning
- Emily Nordmann et al PsyArXiv Preprints | 10 simple rules for supporting a temporary online pivot in higher education
- Working collaboratively to support digital education
- Not sure what to do about online teaching next year? Don't worry, help is on its way!
- The Prosci ADKAR Model