

A young woman with long brown hair, wearing glasses and a floral patterned top, is smiling and looking at a tablet device. The background is blurred, showing what appears to be a cafe or office setting with a white cup and saucer visible in the lower left corner.

Blackboard

Achieving Quality at the Organizational Level: Three Key Elements to Success

Dr Adrian Powell
Blackboard International Consulting Services

Introductions: Dr Adrian Powell

- Based in Sheffield, UK
- Joined Blackboard Dec 2010
- Role: Director of Platform Consulting, International
- *Important pieces of paper?*
 - BSc – Electronic and Electrical Engineering
 - PhD – III-V Semiconductor devices
 - Exec MBA – *Seemed like a good idea*
- Prior to Bb: 25 years in HE
 - Academic – Research, Teaching, Administration
 - Prof Services – Learning and Teaching Development



Blackboard Consulting

Global Impact

1,800+ Clients Served

Over 6,000+ Individual Projects

150 professionals + a global network of partners



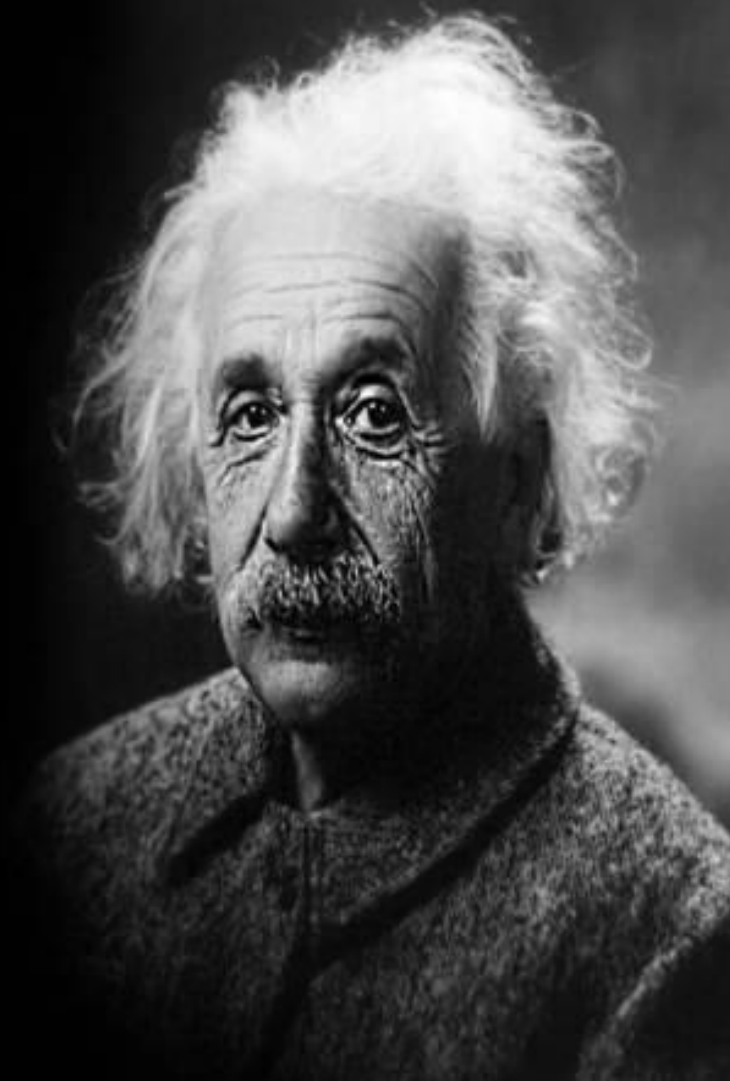
Representations of 'Quality'

- League table rankings
- Internationalisation of the curriculum
- Adoption of Learning Technologies
- New markets
- Student Experience
- Merging / Combining Institutions
- Personalised Learning
- International Student and/or staff numbers
- Research
- Recruitment
- Accessibility
- Student retention

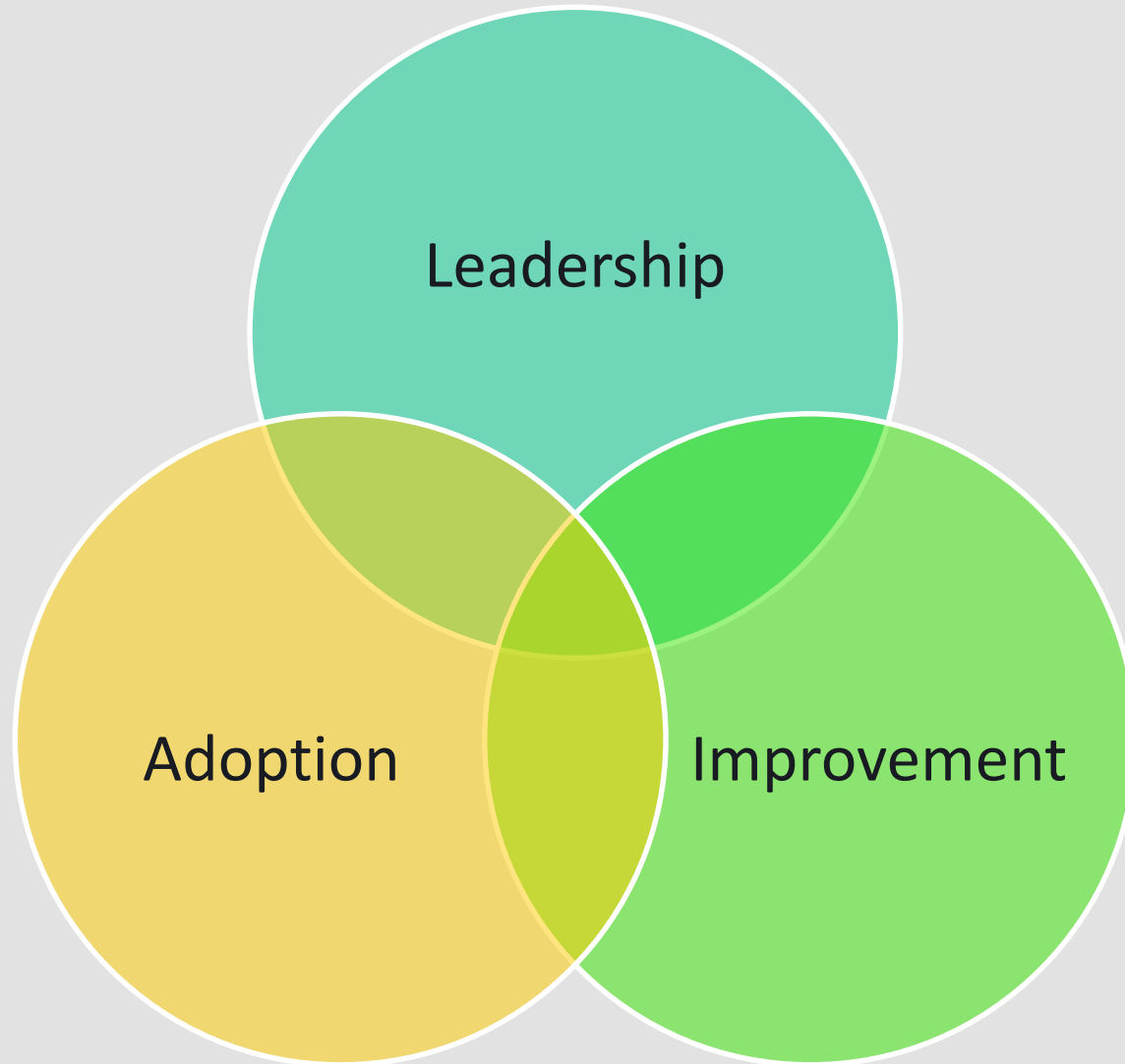


“Insanity: doing
the same thing
over and over
again and
expecting
different
results.”

Albert Einstein



Three Key Elements to Success



Leadership

- Vision
 - Strategy
 - Intended Outcomes
 - Responsive (Emergent Outcomes)
 - Communication
- Personal examples:
- Monument University (fictitious)
 - University of Sheffield



Becoming a Top 100 University

Located in Cardiff,
United Kingdom

Founded 1884

#182 - THE World
Ranking 2015-16

28,500 students



Way Forward: Education and Students - an ambitious programme of transformation within the institution

- “consistently be among the top 100 universities in the world and the top 20 in the UK”
- driving international and postgraduate recruitment,
- increasing international opportunities and
- improving overall student satisfaction

	Academic Engagement	Student Experience 2017	Student Data Lifecycle	Learning Technology Ecosystem
Aspirational		Anytime Anywhere	Graduation	Welsh Medium Learning Platform
		Global Learning, Global Experience		Academic Quality Mgmt Infrastructure
		Personalised Learning Pathways		
Functional	CPD for Academic Staff	Active Learning	Student Record Lifecycle	Academic Gateway
	Incentives and Engagement	Assessment and Feedback	SIMS Reporting	Student Productivity
	Recognition and Rewards	Cardiff Now	Recruitment Data Management	
Foundational	Learning Innovation and Support		Progression and Success Data	
			Core Student Record	Learning Central Platform
	Academic Engagement	Student Experience 2017	Student Data Lifecycle	Learning Technology Ecosystem

Setting up a Separate Online Business

Located in Nakuru,
Kenya

Founded 2002

Faith-based education
specialists

2,000 on-campus
students



Transition from traditional university into the digital domain to extend the reach of their particular academic portfolio and grow student numbers

Set up a separate Online Institute and explore the role of digital in the online and on-campus student journey – from enquiry to graduation

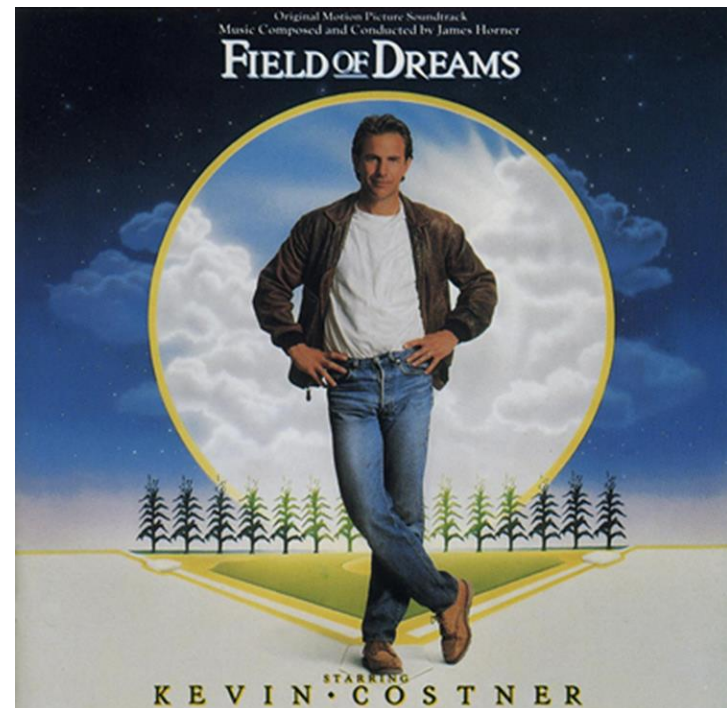
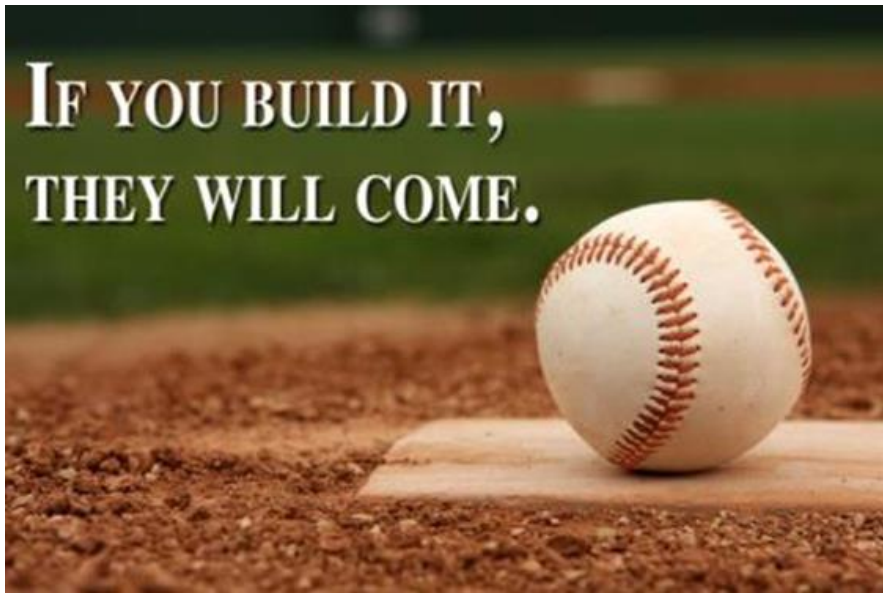


PLANNING & DEVELOPMENT	CURRICULUM & COURSES	ENABLING TECHNOLOGIES	MARKETING & RECRUITING	STUDENT SUPPORT
Vision & Strategy	Programme Design	Solution Design & Development	Market Research	Enrolment & Financial Aid Support
Opportunity & Capabilities Analysis	Academic Training & Development	Learning Management Systems & Partners	Brand & Marketing Strategy	Registration & Orientation Support
Business & Financial Modelling	Instructional Design	Social Learning & Collaboration	Creative Development	24X7 Help Desk
Operations Design & Reporting	Course Development & Delivery	Systems Integration	Promotion & Lead Generation	Retention & Student Success
Management & Governance	Academic Staff Support	Security & Compliance	Admissions Support & CRM	Career Placement

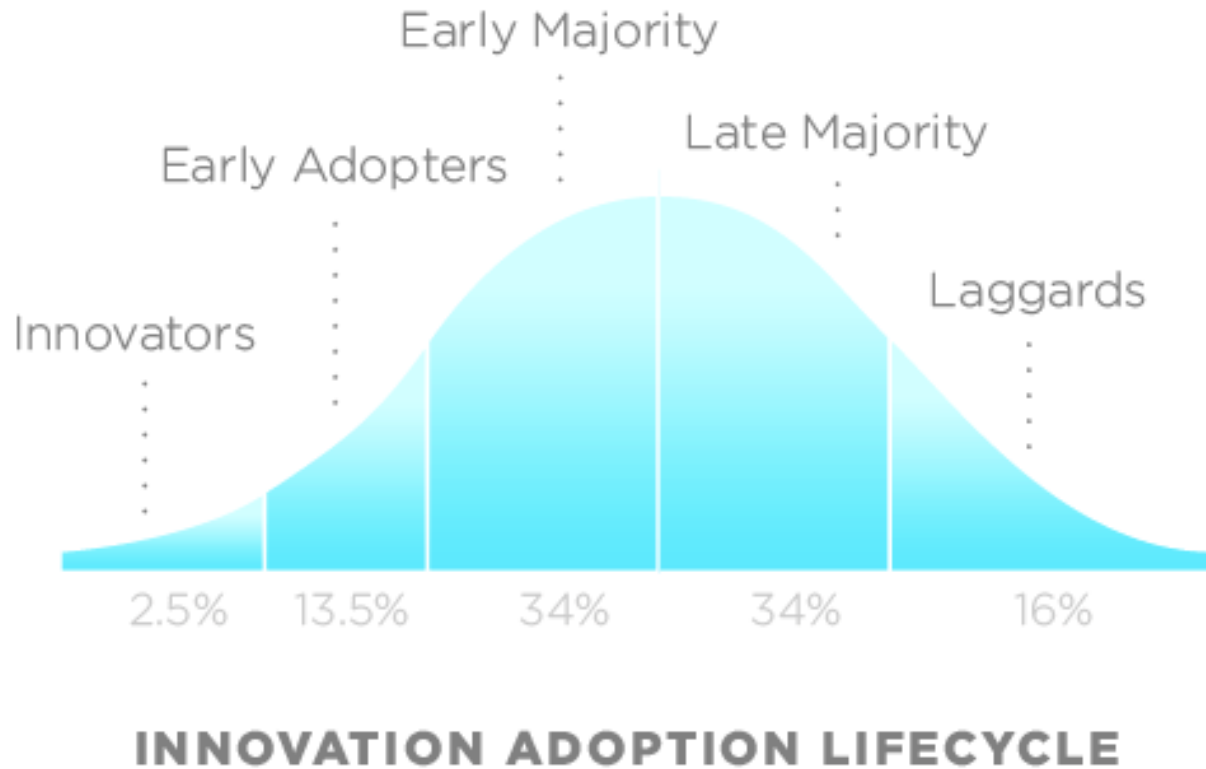
Adoption

- ‘Build it and they will come’

– Field of Dreams (1989)



Technology Adoption Lifecycle



Rodger's Bell Curve (1962)

Adoption

- Implementation plan
- Communications plan
- Policies and procedures
 - Aligned to institutional strategy
- KPIs
- Evaluation plan



One million engaged learners



Located in Perth,
Australia

Founded 1966

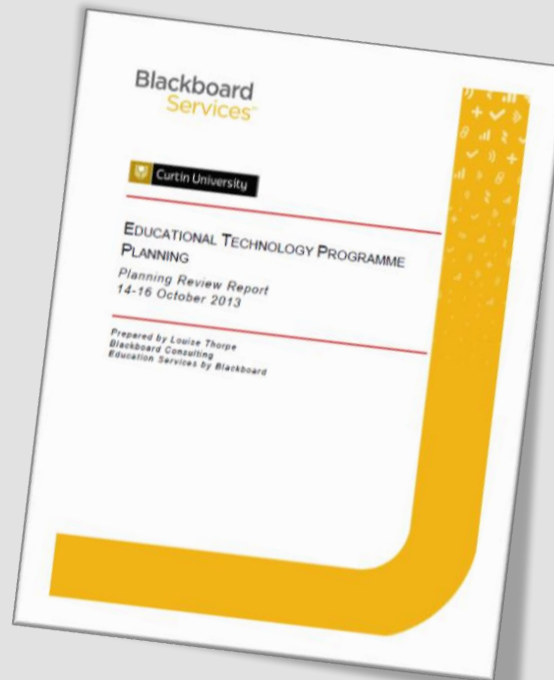
#401-500 - THE
World Ranking
2015-16

62,000 students



Transforming Learning @ Curtin incorporates 8 workstreams – learning technologies, data, learning spaces, curriculum design, retention and support, work-based learning. timetabling, leadership

Innovation of access, size and structure



Increasing the Blend – Hybrid by design

Head office –
Baltimore, USA

Founded 1999

Global network of 80
institutions

1 Million students



Desire to double in size (student numbers) in 5 years
All Laureate institutions to use Blackboard by 2017
Target is to have at least 25% of all teaching hours to be delivered online



Understand
pathways to
Global LMS
Standard

- New Schools
- Existing Schools



Support Schools
to adopt the
Global LMS
Standard

- Local Support
- Global Team

Learning Analytics Readiness Assessment

Headquarters – Bristol and London, UK

Jisc - the UK higher education, further education and skills sectors' not-for-profit organisation for digital services and solutions.



Jisc Effective Learning Analytics Initiative: Helping further and higher education organisations to analyse and understand their data.

Blackboard Consulting providing Institutional Readiness Assessment service to institutions on behalf of Jisc
Institutional readiness encompasses culture, policy, processes, systems and people

Oct-Dec15



UNIVERSITY OF EXETER

University of Strathclyde Glasgow

Edge Hill University

GCU Glasgow Caledonian University

Jan-Mar16



University of Reading

PRIFYSGOL ABERYSTWYTH UNIVERSITY

CITY UNIVERSITY LONDON

Abertay University

Improvement

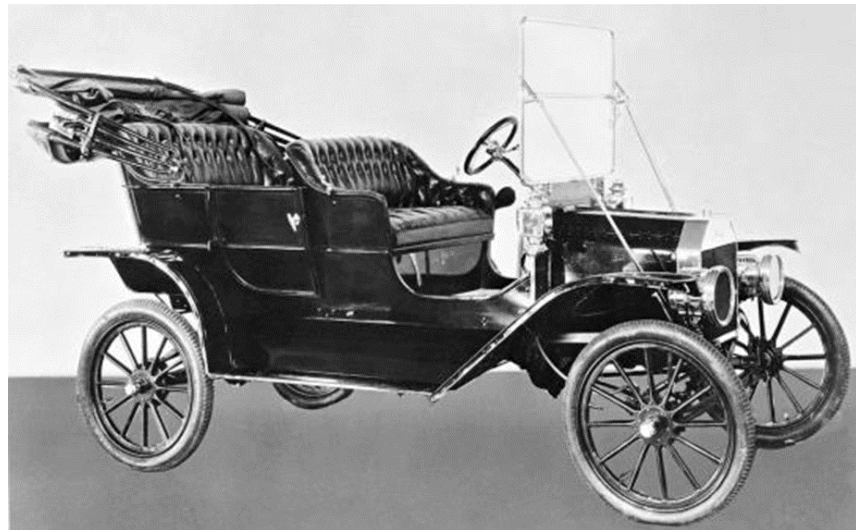
- Dynamic
- Mechanism for capturing and acting upon emergent outcomes
- Horizon scanning
- Business intelligence



Ford Motor Company

“If I asked people what they wanted they would have said a faster horse”

- Strength: Vision – a market for a durable mass market car
- 1908: First Production Model T



Ford Motor Company

“You can have any colour – so long as it is black”

- 1920 General Motors – identified that consumers wanted choice
- Ford – slow to adapt
- 1921 – 1926
- Ford’s market share dropped from 67% to 33%

Designing Process for Grades Journey

Located in Norwich,
United Kingdom

Founded 1963

#149 - THE World
Ranking 2015-16

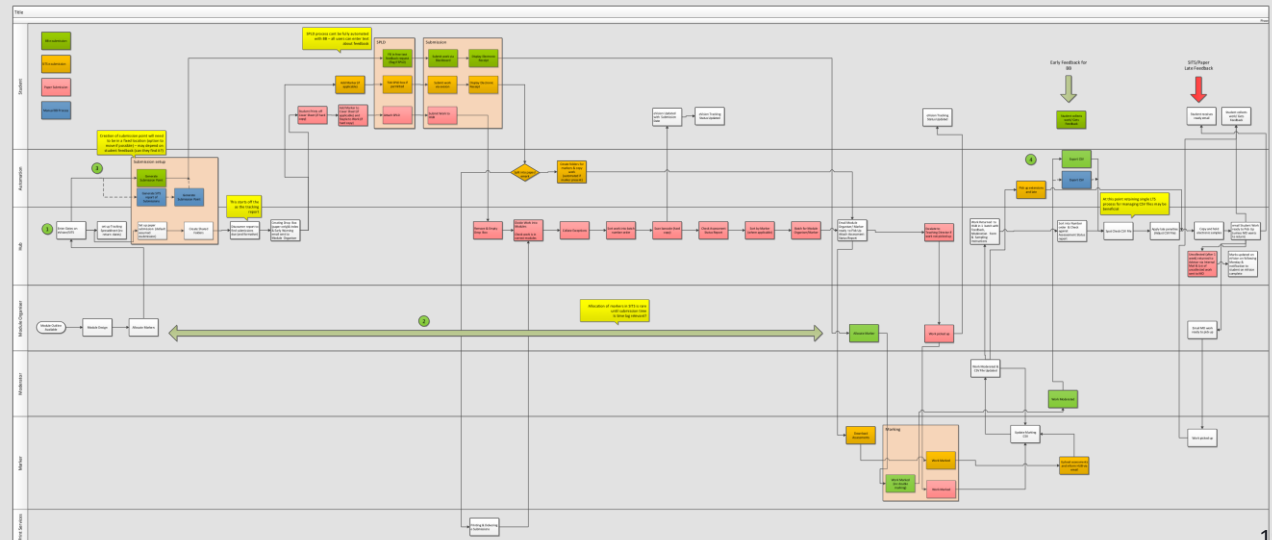
14,600 students



Assignment handling and grades journey lifecycle
Consider “as is” and “to be” workflow and process flow

Evaluate solution requirements – what can be done with core technologies, with extensions, by adapting processes

Objective : to provide an assessment experience for students and staff that is high quality, scalable, cost effective and encourages innovation



Learning Analytics for Retention

Located in Darwin,
Australia

Founded 1989

#251-300 - THE World
Ranking 2015-16

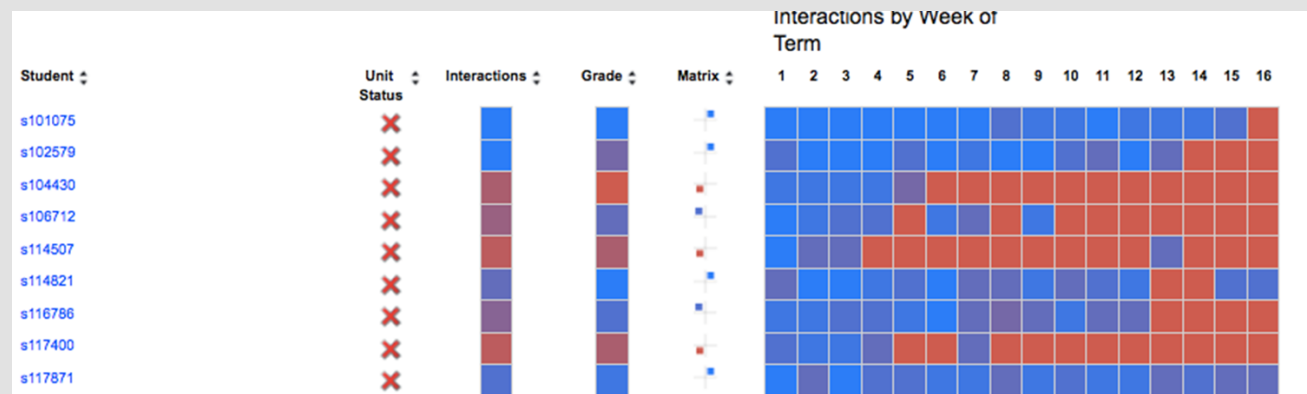
21,000 students

Institution wanted to explore whether the data it held could help

- Identify **at-risk** students & increase **student engagement**
- Find relationships between student activity and **success**
- Transform **data into information**

Using different data sources to build combined self-service reporting and using as part of course evaluation

Informed by an Australian Government funded research project
Learning Analytics: Assisting Universities in Student Retention



In Summary



- Leadership
 - Provider of vision / institutional steer
 - Communication
- Adoption
 - Value from investment
 - Facilitation of change
- Improvement
 - How can we do better?
 - Informed decision making

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