

Integrated Learning Strategy: University of Sydney 2010.

Introduction

In 2005 a review of eLearning at the University of Sydney was commissioned by the Pro-Vice Chancellor (Learning and Teaching). The resulting report by Professor Peter Goodyear, Peter Reimann and Dr Mary Jane Mahony made recommendations on the wider aspects of management of, and support for, the use of ICT in academic work. These recommendations are used to shape the future provision of ICTs to support learning and teaching at the University of Sydney.

In this paper we use the term *integrated learning* as an umbrella term encompassing all aspects of the student learning experience. As ICTs and eLearning are now so ubiquitous in the language and practices of learning and teaching, it is important that they are thought of as part of a greater whole. *Integrated learning* is used to reflect how pedagogy, curriculum, learning resources and environments work together in a seamless and integrated way to be responsive to student expectations and new developments in technology.

Purpose

The integrated strategy optimises the opportunities provided by eLearning to enhance student learning outcomes and the student experience. The framework upon which the strategy is based enables the integration of resources to improve the student experience and their learning.

This discussion paper and strategy operationalize Goal 5 *Enhance Learning in an Information Rich Environment* of the Learning and Teaching Plan 2007-2010 through

- The provision of learning environments which are ICT supported.
- Support for planning for informal learning environments
- Recognition that the attainment of Graduate Attributes must be reflected in the content of curriculum and student learning experiences
- Recognition of the nexus between research and teaching
- Management of knowledge, especially through repositories
- Supporting staff and students to learn and teach effectively in information rich environments
- Acknowledging the importance of L&T in a research intensive, campus based and graduate attributes compliant university
- Meeting student expectations about the use of ICTs to support their learning
- Acknowledging the investment of time and knowledge to support L&T with ICTs through a consistent workload formula
- Meeting the needs a student body with increasingly diverse needs through flexible delivery

Outcomes

- University of Sydney students will graduate with strong ICT enabled life long learning skills
- The University will be seen as an innovative and dynamic learning environment
- A more engaged student body
- Provision of flexible learning for students, many of whom are working full time.
- A clear faculty workload policy for learning and teaching in a blended learning environment.
- Clearly articulated plan to identify priorities for learning spaces in terms of size, number and equipment.

Integrated Learning Strategy

Objective	Outcome/KPI	Target	Responsibility
Establish new governance model to lead integrated learning in the University.	<ul style="list-style-type: none"> • Terms of reference and membership for Integrated Learning Committee approved, documented and communicated. • Activities and priorities for committee established and communicated. • Review of associated Committees completed. 	Mar 2007	Provost
Develop and implement a business model integrating virtual and physical learning environments.	<ul style="list-style-type: none"> • Communication plan established and communicated. • Business model developed in collaboration with stakeholders. • Business model endorsed by University Senior Management. • Business model implemented. 	Mar 2007	Integrated Learning Committee
		Jul 2007	Integrated Learning Committee
		Jul 2007	Integrated Learning Committee
		Dec 2007	Integrated Learning Committee
Develop and implement an operational plan for the integrated learning environment	<ul style="list-style-type: none"> • Data collected and stakeholders consulted. • Identification of strategies for planning, managing, supporting and sustaining an integrated learning environment completed. • Operational Plan developed, approved and communicated. • Operational Plan implemented. 	Mar 2007	Integrated Learning Committee
		Jun 2007	Integrated Learning Committee
		Sep 2007	Integrated Learning Committee
		Dec 2007 and ongoing	Integrated Learning Committee
Develop and implement information management plan	<ul style="list-style-type: none"> • Brief developed and communicated to eLearning Governance Committee. • Data collected and stakeholders (including ICT, Library) consulted. • Identification of strategies for supporting and sustaining information management, including a digital asset management strategy, completed. • Information Management Plan developed, approved and communicated. • Information Management Plan implemented. 	Mar 2007	Integrated Learning Committee
		Jun 2007	eLearning Governance Committee
		Sep 2007	eLearning Governance Committee
		Nov 2007	eLearning Governance Committee
		Jan 2008 and ongoing	eLearning Governance Committee
Develop and implement a management and support model for AV/ICT facilities in centrally-booked teaching spaces.	<ul style="list-style-type: none"> • Brief developed, membership of Working Party approved. 	Mar 2007	Integrated Learning Committee

Objective	Outcome/KPI	Target	Responsibility
	<ul style="list-style-type: none"> • Current standards for rooms with less than 70 spaces implemented in priority areas - in consultation with Faculty representatives; University ICT Centre; Campus Properties and Services and USyd eLearning. • Data collected and stakeholders consulted. • Identification of strategies for managing, supporting and sustaining AV/ICT Facilities completed. • AV/ICT Facilities Management Plan developed, approved and communicated. • AV/ICT Facilities Management Plan implemented. 	Feb 2007 Jun 2007 Aug 2007 Oct 2007 Feb 2008 and ongoing	Integrated Learning Committee AV/ICT Working Party Integrated Learning Committee AV/ICT Working Party Integrated Learning Committee AV/ICT Working Party Integrated Learning Committee AV/ICT Working Party
Develop and implement a management and support model for campus wireless access for the purposes of learning and access to the University intranet.	<ul style="list-style-type: none"> • Brief developed, membership of Working Party approved. • Data collected and stakeholders consulted. • Identification of strategies for managing, supporting and sustaining Wireless Facilities completed. • AV/ICT Facilities Management Plan developed, approved and communicated. • AV/ICT Facilities Management Plan implemented. 	Feb 2007 Feb 2007 Mar 2007 Jun 2007 Jul 2008 and ongoing	Integrated Learning Committee Integrated Learning Committee Wireless Working Party Integrated Learning Committee Wireless Working Party Integrated Learning Committee Wireless Working Party Integrated Learning Committee Wireless Working Party
Develop and implement a space effectiveness and management strategy for the Library and other learning spaces.	<ul style="list-style-type: none"> • Brief developed, membership of Working Party approved. • Data collected, learning spaces defined and stakeholders consulted. • Identification of strategies for managing, supporting and sustaining learning spaces completed. • Learning Spaces Management Plan developed, approved and communicated. • Learning Spaces Management Plan implemented. 	Feb 2007 Feb 2007 Mar 2007 May 2007 Jul 2007 and ongoing	Integrated Learning Committee and University Librarian Integrated Learning Committee Learning Spaces Working Party Integrated Learning Committee Learning Spaces Working Party Integrated Learning Committee Learning Spaces Working Party Integrated Learning Committee Learning Spaces Working Party
Develop and implement communication and staff development strategies to foster research,	<ul style="list-style-type: none"> • Applications for internal & external funding opportunities, awards, publications and grants such as Carrick Institute Grants promoted and supported. 	Ongoing	Faculties and Learning support units.

Objective	Outcome/KPI	Target	Responsibility
innovation and experimentation in integrated learning.	<ul style="list-style-type: none"> Outcomes of strategic funding projects and activities to support Learning and Teaching excellence (TIES, eLearning, Scholarship Index, TPI) reported by Faculties and communicated via the Learning and Teaching website and via seminars. 	Dec 2007	Integrated Learning Committee and Deputy Provost
Develop and implement a staff and student support model in the use of ICTs to enhance learning.	<ul style="list-style-type: none"> Business case developed for the financial support of students in the acquisition of technologies (eg notebooks) that are essential enablers to Learning. Targeted action-research collaborative projects identified and funded to explore and embed innovation. Number of staff who undertake these programs Staff satisfaction with these services Increase in student satisfaction as evident in university surveys 	Jul 2007 Jul 2007 Dec 2008 Dec 2008	CIO Director of the ITL Service providers (eg Video conferencing, AV/ICT, eLearning) Deans, Heads of School, ITL
Develop and communicate workload model that recognises the time investment in eLearning	<ul style="list-style-type: none"> Workload issues associated with eLearning investigated Workload guidelines developed and trialled. Consultation on workload implications and support of eLearning innovation completed. Communicate workload models to faculties 	May 2007 October 2007 Mar 2007 June 2007	Deans of Faculties Deans of Faculties Deans
Focus on PG programs (as a coherent whole rather than atomised units of study) for the application of the integrated learning strategy	<ul style="list-style-type: none"> Faculty Learning and Teaching Plans Learning and Teaching Goals enabled by eLearning Develop templates for course reviews and new course proposals that incorporate and integrated approach to virtual and on campus learning. 	By end of 2007 By end of 2007	Associate Dean (L&T) Dean of Graduate Studies PG coursework Studies Committee of Academic Board
Progressively rationalise Learning Management Systems across the University	<ul style="list-style-type: none"> WebCT and Blackboard merged in parallel with new joint platform release. 	By end 2009	Provost Deans

Appendix

Committees and Committee Structure

For a coherent approach to planning and communication, a united committee structure across all portfolios is required.

