

Distributed Leadership in Digital Learning:

Agile Adjustments • Brisk Breakthroughs • Controlled Chaos

Tim Neumann

tim.neumann@ucl.ac.uk

[@tim_neumann](https://twitter.com/tim_neumann)

Rich Osborne

r.osborne@ucl.ac.uk

[@richosborne](https://twitter.com/richosborne)

Abbi Shaw

abigail.shaw@ucl.ac.uk

[@thisaeshaw](https://twitter.com/thisaeshaw)

University College London

Presentation link: bit.ly/altc23ucl



Overview

Prequel

Distributed Leadership
in Digital Learning

Conclusion



Agile
Adjustments

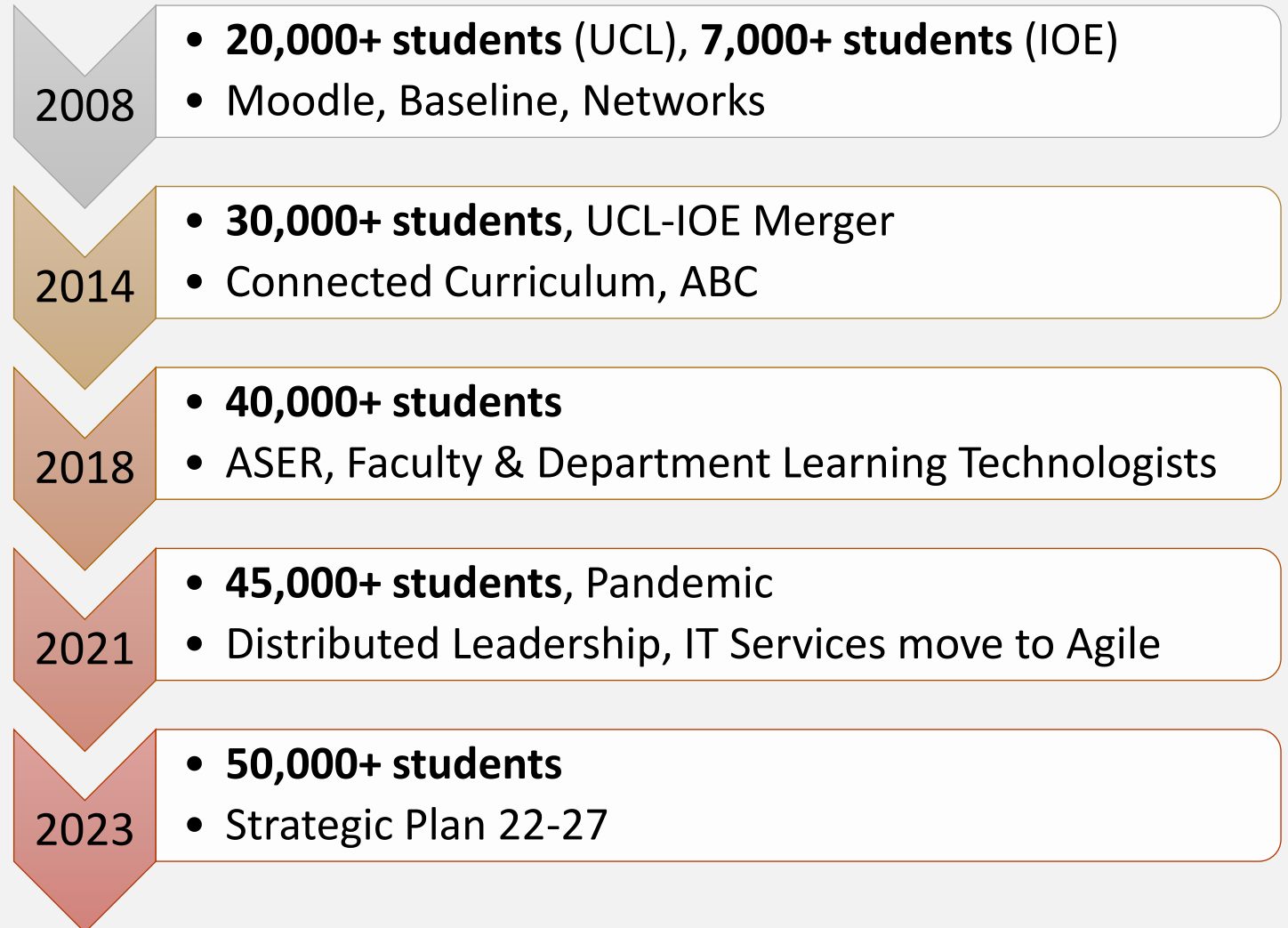
Brisk
Breakthroughs

Controlled
Chaos

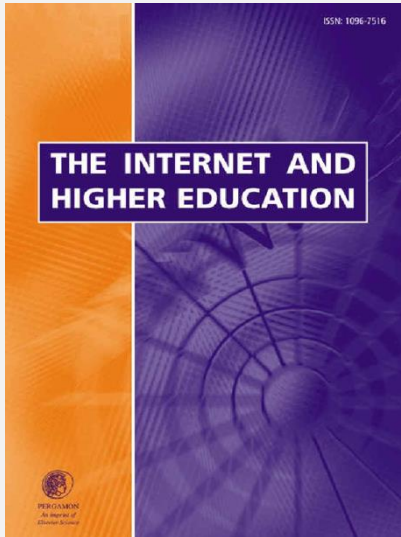


Potted History

- UCL's growth
- Selected key developments



Systematic Reflection on Digital Learning Adoption



Garrison, D Randy & Kanuka, Heather (2004)

[Blended learning: Uncovering its transformative potential in HE](#)

TIHE, 7 (2), 95-105.

Adaptation of success factors for blended learning to a reflective framework to keep track of digital learning initiatives.

Digital Learning adoption success factors

Adapted from Garrison & Kanuka (2004)

Area	Description
1 Policy	Clear institutional direction and policy
2 Awareness	Frame potential, increase awareness, commitment
3 Contact	Single point of support, QA & project management
4 Funds	Innovation fund to support and incentivise transformations
5 Infrastructure	Reliable and accessible technology infrastructure
6 Exemplars	Strategic prototype projects for exceptionally successful exemplars of effective learning
7 Training	Formal design support available through multiple formats
8 Evaluation	Systematic evaluation of satisfaction and success of teaching, learning, technology & administration
9 Think Tank	Task group to address issues, challenges & opportunities
10 Community	Group to communicate and recommend new directions to the University community



[Sway
Presentation](#)

2018: Big Change, Little Change

Jess Gramp & Tim Neumann et al, ALT-C 2018

Area	Current Activities
1 Policy	Baseline & Baseline+, UCL Education Strategy
2 Awareness	Multi-channel communication including print, roadshows, and stalls
3 Contact	Digital Education Team: Central team cascading down to local levels
4 Funds	E-Learning Development Grants & funding from other units (Enterprise, ChangeMaker)
5 Infrastructure	Majority of Digital Education budget goes to infrastructure
6 Exemplars	Teaching & Learning Case Study portal
7 Training	Skills Development team, Advisory team & local LTs, ABC LD project
8 Evaluation	Annual surveys, ACode, TechQual+
9 Think Tank	Digital Education Development Team
10 Community	E-Learning Champions, TA Network, SIGs

2021: Advisor, Broker, Consultant

Tim Neumann, Leo Havemann & Clive Young, ALT-C 2021

Area	Current Activities
1 Policy	Education Strategy, Operating Models, Connected Learning Baseline
2 Awareness	Town Halls, Bulletins, Staff News, Intranet, Drop-Ins, Demos
3 Contact	Service Desk, Faculty Tutor, Faculty LT Lead, Connected Learning Lead, Arena Lecturer
4 Funds	Emergency Covid Funds, Online PGTAs, ChangeMaker, Content Development Assistants
5 Infrastructure	Soft- & Hardware upgrades, new tools, own tools (Learning Designer, CHART)
6 Exemplars	Connected Learning Exemplars, T&L Case Study Portal, Video Walk-Throughs
7 Training	Arena Guides, Digital Education Guides, Connected Learning Essentials, Workshops eg ABC
8 Quality Assurance	Internal Quality Reviews, Annual Student Evaluations & Surveys, Benchmarks, HEA Fellowship
9 Think Tank	Digital Education Futures, UCL Knowledge Lab, Working Groups, SIGs
10 Community	Connected Learning Networks, Education & APT Conferences, Faculty Tutor Forum



[Watch ALT-C Recording](#)

2023: Distributed Leadership in Digital Education

Today

Area	Current Activities
1 Policy	UCL Strategic Plan 2022-27, Connected Learning Baseline
2 Awareness	Town Halls, Staff News, Intranet, Digital Education Blog, Digital Assessment Blog
3 Contact	IT Helpdesk, Faculty/Dept Tutor, Faculty LT Lead, Arena Liaison, Library Liaison
4 Funds	PGTAs, ChangeMaker, Enterprise
5 Infrastructure	Estates, ISD, Microsoft 365, Learning Technologies (commercial, open source & homegrown)
6 Exemplars	Connected Learning Exemplars, T&L Case Study Portal, MicroCPD
7 Training	Arena Guides & Training, Digital Education Guides & Training, local
8 Quality Assurance	Internal Quality Reviews, PMAP, HEA Fellowship
9 Think Tank	UCL Knowledge Lab, Working Groups
10 Community	Education & APT Conferences, Faculty Tutor Forum, TA Network, FLTL/DigiEd Meetings

Conclusion from 2021



Analyse your organisation / faculty / department

10 area framework helps
identify gaps

Gap analysis helps identify
areas for distributed leadership



Interview your distributed leaders

Informs potential leadership training
& development

Interviews can be CPD & networking
if run as panel discussion

Activities worth doing

Faculty Learning Technology Lead



Main remit:

- Co-ordinate stakeholders involved in Digital Learning within a faculty and beyond

Leadership remit:

- Steer adoption of Digital Learning within a faculty

How the role operates:

- Depends on Faculty: team leader, networker, manager, developer, lone wolf, ...
- High levels of autonomy & flexibility

Who are we?

	Tim Neumann	Rich Osborne	Abbi Shaw
Faculty	IOE, UCL's Faculty of Education and Society	Faculty of Mathematical & Physical Sciences	Faculty of Arts & Humanities
Contract	Academic	Professional Services	Professional Services
Manager	Faculty Tutor	Faculty Tutor	Faculty Director of Operations
Manages	0.5 FTE LT	none	none



Agile
Adjustments



Brisk
Breakthroughs

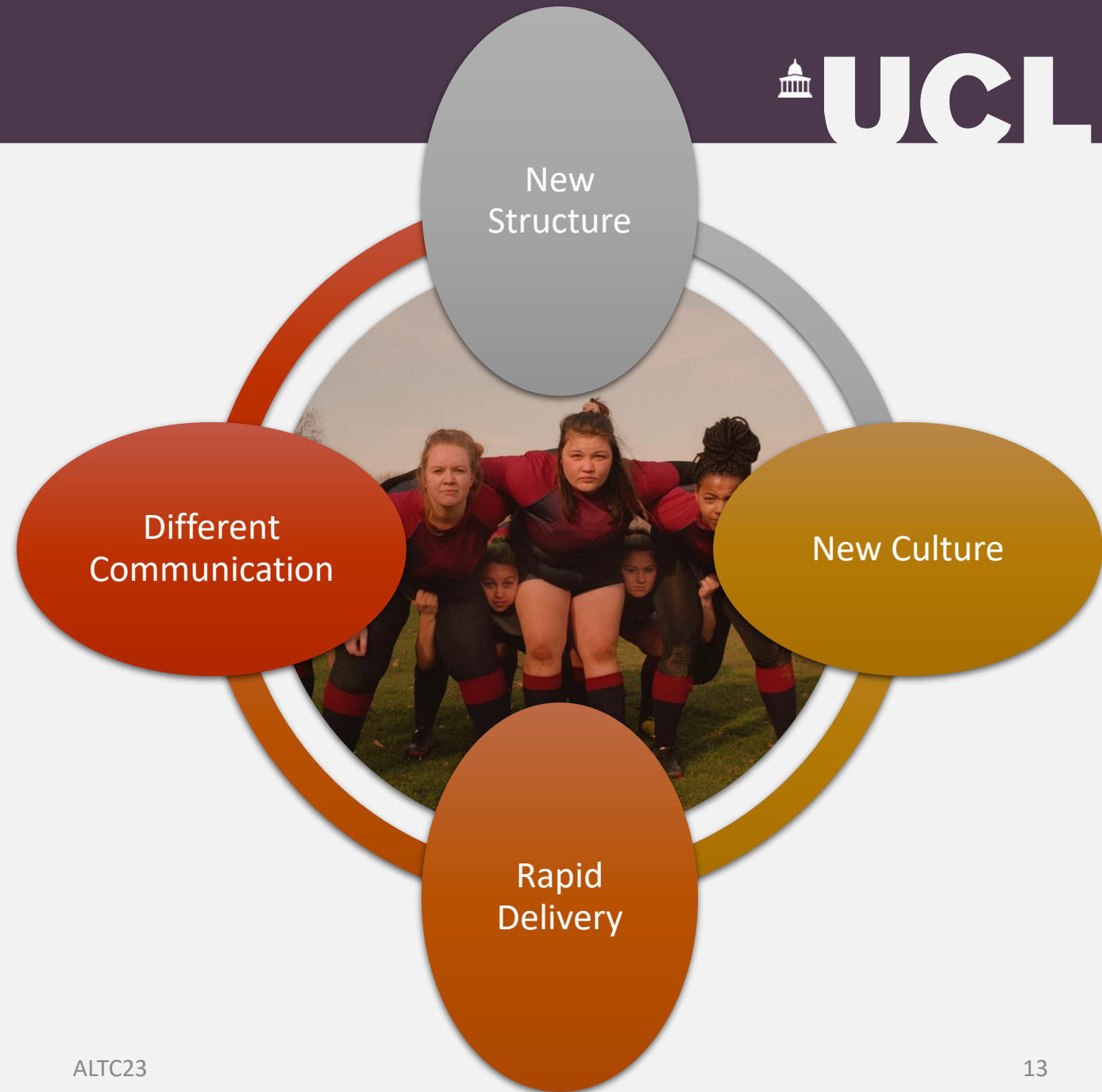


Controlled
Chaos

UCL ISD moved to Agile

- Agile culture confined to ISD (Information Services Division)

Who manages the interface between Agile and non-Agile parts of the organisation?



Interfacing with an Agile central division

What needs to be managed

Language & Translation

Time & Framing

Expectations

Responsive actions

How it can be managed

Awareness

Training

Exemplars

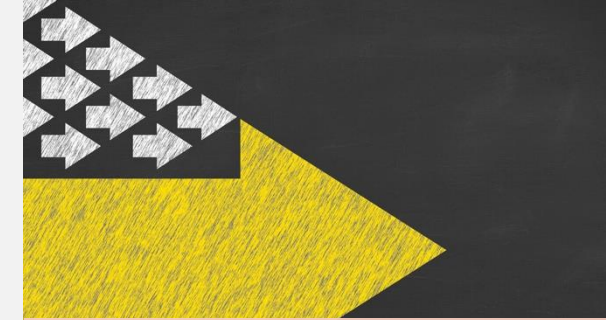
Ultra-Dynamic Environment

- **Rapid developments are overlapping.**
E.g. accessibility, assessment, AI, new goals, grand challenges, policy, smaller budgets, ...

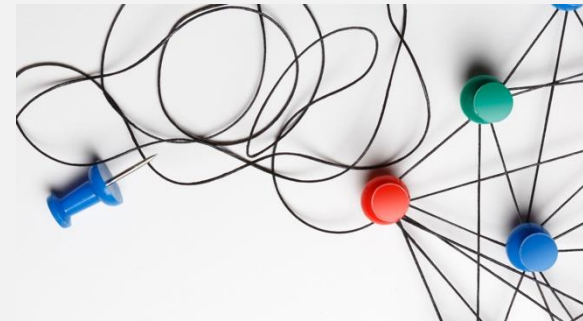
Who aligns local practice timely with flexibly moving goalposts due to simultaneous changes?



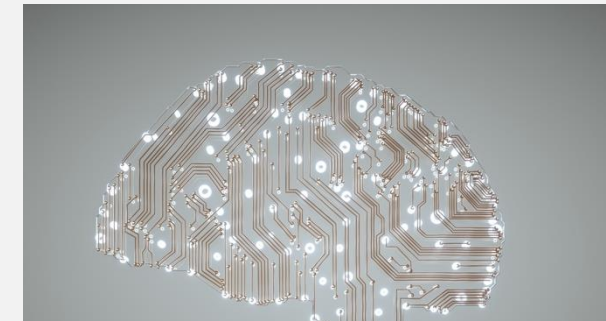
Significant investment during Pandemic



New Senior Leadership



Major policy and strategy overhaul



Artificial Intelligence

Reacting to internal and external influences

What needs to be managed

Pace of Adoption

Budget Pressures

Faculty-Centre Relation

Local Goals

How it can be managed

Must / Could / Should

Community

Local Policy

Change is Diverse

- Practice varies even at local level, causing very different student experiences.

Who brings people together across contexts and co-ordinates expectations of various stakeholders?



Handling different speeds of progress

What needs to be managed

Scale

Consistency

Relationships

Organisational Structure

How it can be managed

Quality Assurance

Contacts & Networks

Think Tank

Faculty Learning Technology Leads as Distributed Leaders

Why do we need this role?



UCL FLTIs know what other people don't know

Operational Context

Faculty and central services

To optimise and manage resources

Digital Understanding

Complexities of technology & pedagogy

To enhance teaching and learning experiences

Local Capabilities

Skills & expertise within Faculty

To co-ordinate priorities, workload, and budgets

Multiple Cultures

Digital identities and attitudes

To manage local expectations and potential

People

Key experts local and beyond

To identify opportunities, synergies and solutions

Conclusion 3

Tim Neumann

tim.neumann@ucl.ac.uk

[@tim_neumann](https://twitter.com/tim_neumann)

Rich Osborne

r.osborne@ucl.ac.uk

[@richosborne](https://twitter.com/richosborne)

Abbi Shaw

abigail.shaw@ucl.ac.uk

[@thisaeshaw](https://twitter.com/thisaeshaw)



bit.ly/altc23ucl

