

# Advisor, Broker, Consultant:

## Distributed leadership roles that steer rapid learning technology adoption



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Presentation link: [j.mp/altc21ucl](https://j.mp/altc21ucl)

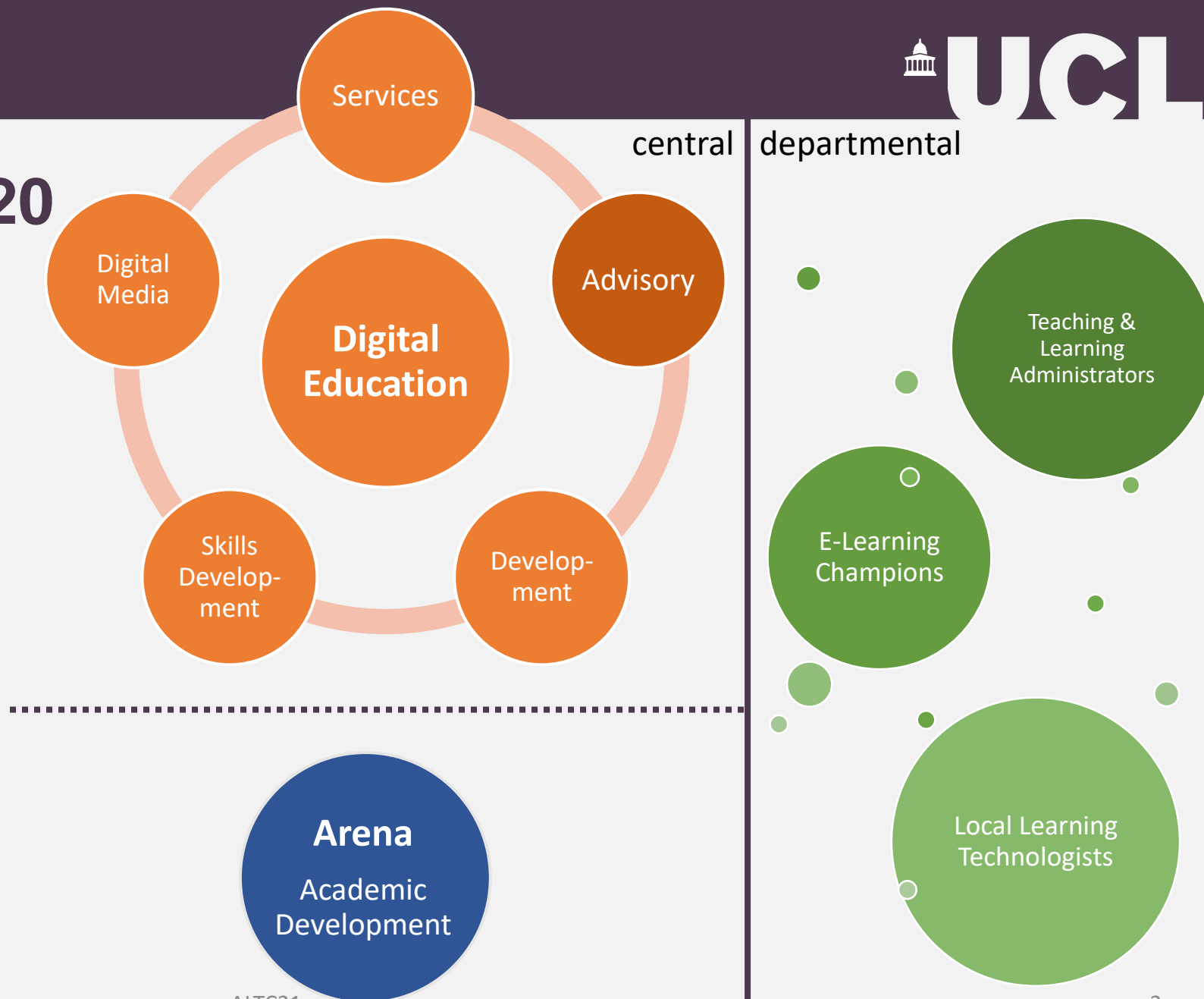
## Overview

1. Starting Point: Pre Pandemic
2. Emerging Roles: Pandemic Pivot
3. Analysis & Reflection: Winter 20/21
4. Four Role Profiles
5. Career Opportunities
6. Conclusion



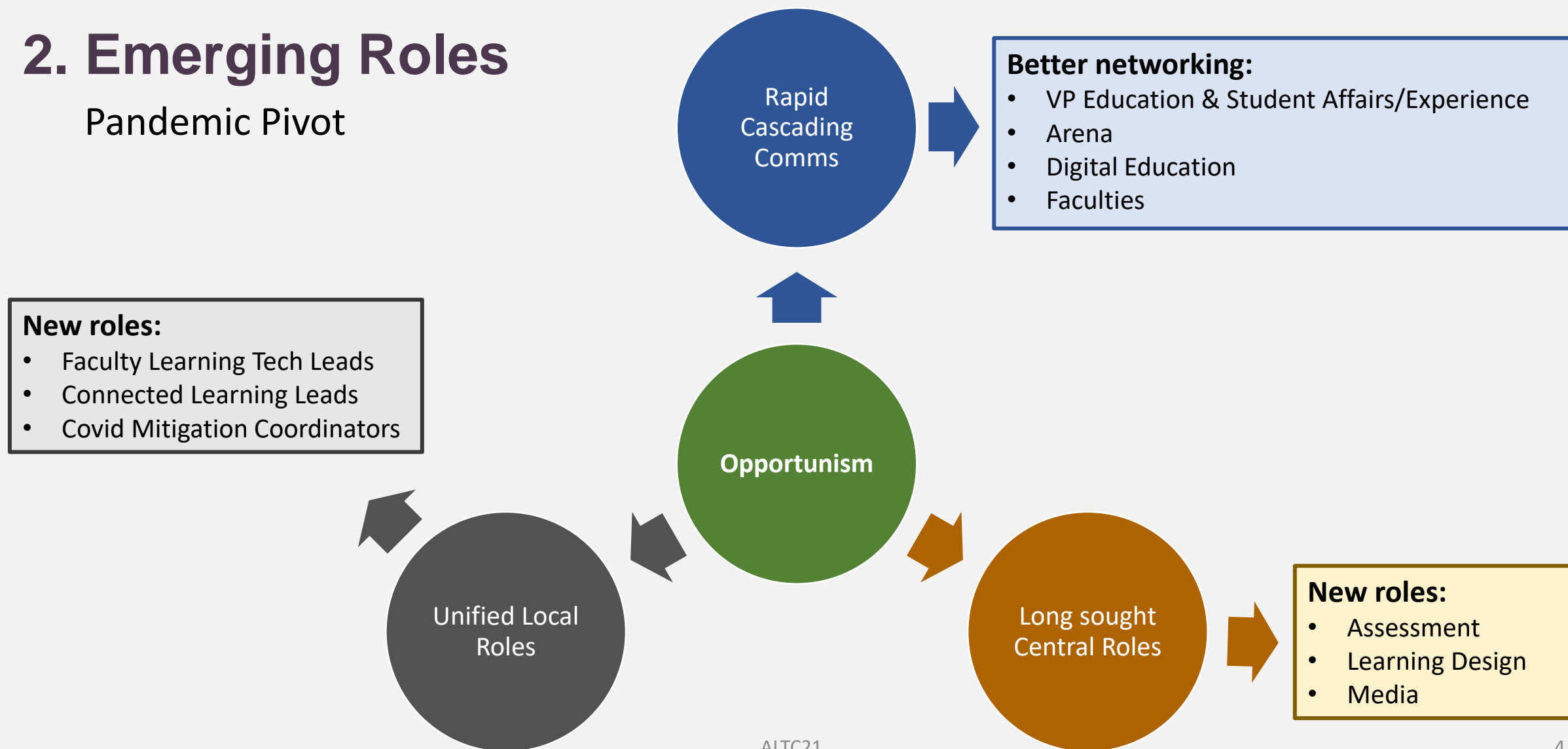
# 1. Starting Point: 2020

- Pre Pandemic
- Not starting from scratch
- Not an “online” institution



## 2. Emerging Roles

### Pandemic Pivot



## 3. Analysis & Reflection

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

- ~ winter lockdown
- Review and reflection on roles and tasks

Analysis framework details:

- [2021 Sway Presentation](#)
- [2021 Faculty Example](#)
- [ALTC 2018: Big change, little change \(Gramp, Neumann, et al\)](#)

Areas based on:  
Garrison, R & Kanuka, H (2004), Blended Learning: Uncovering its transformative potential in HE, *TIHE*, 7 (2), 95-105.

## 4. Four Role Profiles

## Focus Groups



Arena

Leadership in Teaching



Digital Education Advisor

Leadership on Policy Implementation



Faculty Learning Technology Lead

Leadership in Faculties



Connected Learning Lead

Leadership in Departments

## 4a. Focus Group: Arena



### Main remit:

- Support development of teaching practice

### Leadership remit:

- Large-scale changes to teaching practice

### Key tips for digital learning:

- Trust your students and listen to them
- Connect on a human level: humanise education

## 4b. Focus Group: Digital Education Advisor



### Main remit:

- Advise on pedagogic use of digital technology

### Leadership remit:

- Embed good practice and organisational policies institution-wide

### Key tips for digital learning:

- Number course content/activities and specify expected durations for each activity
- Be mindful of overprovision



## 4c. Focus Group: Faculty Learning Technology Lead



### Main remit:

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

### Leadership remit:

- Steer adoption of digital education within a faculty

### Key tips for digital learning:

- If you don't know, ask – your job is to be an academic, not a technologist
- Simplify – people often don't want choice, but the appropriate action for their context
- Follow a model or shared approach, and move slowly up after the first simple steps
- Videos don't need high production value, focus on good structure and what you can do well

## 4d. Focus Group: Connected Learning Lead



### Main remit:

- Conduit between academic staff and strategy, documents and resources

### Leadership remit:

- Interpret organisational guidelines to develop and promote localised approaches

### Key tips for digital learning:

- Find out what students think and strive for consistency within a department
- Make students part of creating the learning experience
- Don't ignore the past, leverage experience when onboarding new tutors
- Find what works for you, and show students that you care

## 4. Focus Groups: Summary

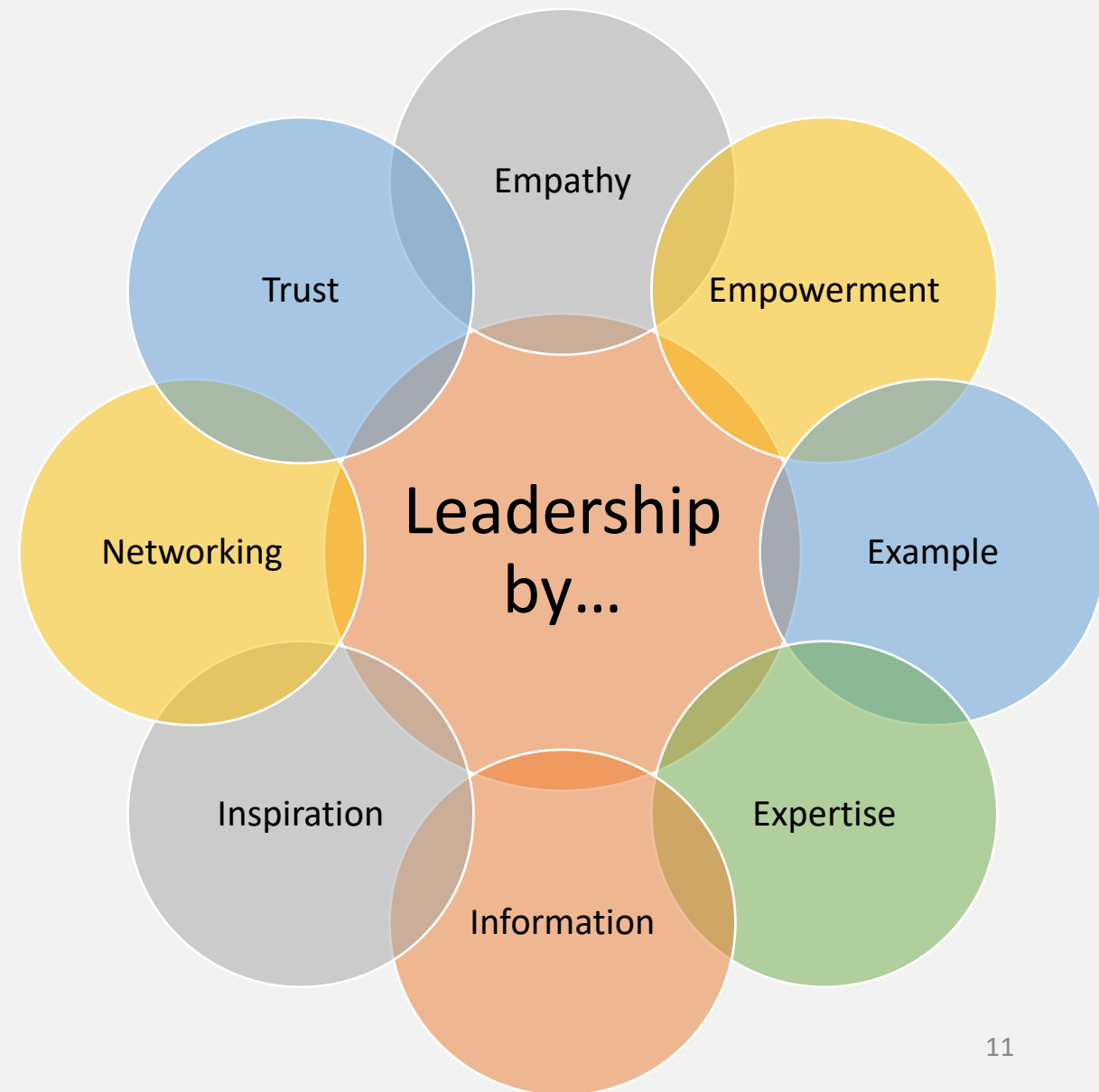
All groups flagged the importance of:

Networking

Co-ordination

Even technology talk focused on:

People



# 5. Career Opportunities



Arena

Educational/Academic Development  
eg SEDA



Digital Education Advisor

Learning Technologist  
eg ALT



Faculty Learning Technology Lead

Discipline-focused Learning Technologist  
eg ALT



Connected Learning Lead

Discipline-specific Academics  
eg Advance HE

Digital Education leadership is not an exclusive domain of the learning technology profession

## 6. Conclusion I



### **Analyse your organisation / faculty / department**

10 area framework helps identify gaps

Gap analysis helps identify areas for distributed leadership



### **Interview your distributed leaders**

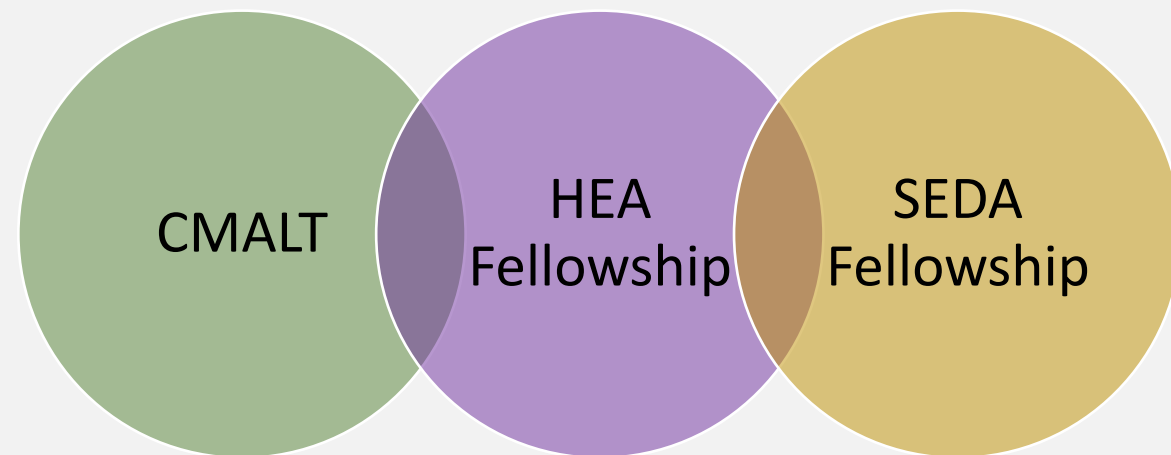
Informs potential leadership training & development

Interviews can be CPD & networking if run as panel discussion

Activities worth doing

## 6. Conclusion II

Leadership correlates with aspects of



Distributed leadership provides a structure to adapt continually.

**Change won't stop!**

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Focus group videos available at:

<https://reflect.ucl.ac.uk/education-conference-2021/2021/04/06/78/>

Presentation link: [j.mp/altc21ucl](https://j.mp/altc21ucl)