

# Regional Workshop on ICT Leadership in Higher Education



**Organised by:**



**CEMCA and OUSL**



**On**

**6 and 7 June 2014**

**At**

**Kandy, Sri Lanka**

## Introduction

Integrating ICTs in higher education is highly challenging. There are several factors for successful integration of ICTs in teaching and learning, strong leadership support and institutional commitment play significant role. Leadership has been regarded as a critical component in successful ICT integration in education (Kirkland and Sutch, 2009<sup>1</sup>). Distributed Leadership and shared responsibility are necessary to sustain any innovation and implementation of technology plan in higher education, the vision of leadership with reference to ICTs become important in taking initiatives and develop action plan for implementation. A successful ICT leader in education should be able to lead from the front not only to give vision, but also manage change and influence the major stakeholders to buy in. With this background, a Regional Workshop on ICT Leadership in Higher Education was organized by the Commonwealth Educational Media Centre for Asia (CEMCA), in association with the Open University of Sri Lanka at Kandy from 6-7 June 2014. CEMCA believes that Policy-Technology-Capacity are three pillars of any effective organization. While it provides capacity building support in technology related areas as a bottom-up approach to organizational effectiveness, in order to drive use of technology in higher education, it is engaged with institutional leaders for appropriate policy development. The first event was organized in India in February in 2013 for about 20 Vice Chancellors from Indian Universities.

## Objectives

The workshop intended to create awareness of ICT integration in teaching and learning. It sensitized the institutional leaders about the importance of developing technology master plan. The specific objectives of the workshop were to:

- Provide a platform for institutional leaders to discuss issues related to use of ICTs in teaching and learning in higher education;
- Assist the participant leaders to develop strategic plan and roadmap for ICT application in all activities of the university.

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<sup>1</sup> Kirkland, K., & Sutch, D. (2009). Overcoming the barriers to educational innovation, A literature Review. Bristol: Futurelab. Available at <http://prea2k30.risc.cnrs.fr/ressources/accesfichier/31>



## Participants

There were in total 20 participants for this workshop. They were Vice Chancellors of Sri Lanka Universities, Vice Chancellor of Bangladesh Open University, Directors of Directorates of Distance Education from India, Pro Vice Chancellor of Nalanda Open University, India and others. List of participants is at *Appendix-1*.

## Workshop Design

The two day workshop was designed with keynote speech, session presentations by external resource persons and Group Work. The detailed design is given at *Appendix-2*.

## Proceedings of the Workshop

### Inauguration

The inaugural session started with the national anthem of Sri Lanka. Dr. Shironica Karunanayake, Dean School of Education, Open University Sri Lanka welcomed the participants.



Dr Sanjaya Mishra, Director, CEMCA in his introductory remarks welcomed the Guests and the participants. He explained the objectives and activities of COL and CEMCA to the participants. Emphasizing the role of COL in Learning for Development, he described the theme of the two day workshop. He stated the need for appropriate policies to encourage the staff in universities to innovate and use appropriate technologies. While capacity building of the teachers and staff is essential, there is a need to also have a top down approach so that heads of institutions can visualise and implement change using technology. Recalling the last edition of the event held in India, he stated that two universities developed their OER policy after the workshop. He expected that this workshop would assist the Vice Chancellors and senior leaders to design their own policy rather than to wait for the government. He summed up his introductory remarks by thanking the Government of Sri Lanka for its support to the activities of Commonwealth of Learning and CEMCA, and especially to the participants and Mr. S. B. Dissanayake, the honourable Minister for Higher Education, Sri Lanka.

Guest of Honour of the inaugural session, Prof. Ranjith Senaratne, Vice Chairman, University Grants Commission, Sri Lanka, expressed his pleasure to be part of the workshop. He said that every sector is impacted by ICT. Social media has become very popular. Mobile Phones have spread in Sri Lanka. He talked about the GER which is at 17% in Sri Lanka and around 70-80 % in the developed countries. There is

a large disparity. Sri Lanka is committed to reduce this disparity. He emphasized that ICT must be applied in all areas of Higher Education like in teaching learning, in research, in administration etc. While traditional pedagogy has not changed, it is important to use virtual classrooms and satellites. He stated that Vice Chancellors have to take the role of visionaries and they should have sense of belongingness and ICT culture. Higher education institutions should play active role in student centred learning. He expected that this workshop will help the Vice Chancellors to develop a strategic plan for their university. Prof. Senarathne said that the UGC of Sri Lanka will help in building the capacities of personnel in higher education institutions.

The Chief Guest of the inaugural session was Honourable Minister of Higher Education Sri Lanka Mr. S. B. Dissanayake.



Text of the Speech of the Minister of Higher Education:

*I am pleased to be here with you today, as the Chief Guest, at the occasion of inaugurating the Workshop on ICT Leadership in Higher Education. Let me thank the organisers for their efficient organizational skills and commitment. Let me also thank the Commonwealth Education Media Centre for Asia, for its continuous support extended to the Open University of Sri Lanka.*

*Integrating Information and Communication Technologies (ICTs) in education is highly challenging, especially in the higher education sector. While there are several factors for successful integration of ICTs in teaching and learning, strong leadership support and institutional commitment play significant role. Leadership has been regarded as a critical component in successful ICT integration in education. While distributed leadership and shared responsibility are necessary, to sustain any innovation and implementation of technology plan, in higher education, the vision of leadership with reference to ICTs become important in taking initiatives, and develop action plan for implementation. A successful ICT leader in education should be able to lead from the front to not only give vision, but also to manage change and influence major stakeholders to buy in. With this background the present initiative intends to engage with the Vice Chancellors in Universities in Asia, over the three years, during the current plan.*

*As I understood the main objectives of this programme are to create awareness of ICT integration in teaching and learning, it will sensitize institutional leaders about the importance of developing technology master plan. Within this framework some of the more specific objectives of the programme, intend to address are to provide a platform for institutional leaders, to discuss issues related to use of ICTs in teaching, and learning in higher education; and assist the participant leaders to develop strategic plan and roadmap, for ICT application in all activities of the university. The expected outcomes of this deliberation as I was told, are for Universities to develop strategic plans for ICT use in teaching and learning, informed leadership in higher education institutions, and to drive implementation of technology plan, and integration of ICTs in teaching and learning in a more a systematic way. However let me caution you, on the use of ICT in higher education. Consider ICT as an enabling technique to speed up, and organize your educational programmes. Don't consider the ICT as your master, as my own conviction it is only a tool to assist you, but don't allow it to control you. The ultimate impact of the technology is that it should be able to sharpen the thinking process of the user in this event, the teachers and students of our university system.*

*Thank you.*

At the end of the inaugural session, Dr. Upali Sedere, Education Sector Specialist proposed a formal vote of thanks to the Minister and other guests.

Immediately after the Inaugural session, the Keynote speech was delivered by Prof. Uma Coomaraswamy. The session was chaired by Prof. Madhu Parhar.



The keynote address was on ICT as Change Agent for Higher Education. Prof. Uma in her address stated that the ICT has revolutionised how knowledge is communicated. ICT has expanded exponentially and touched all dimensions of the higher education. ICT forms the global force in changing the provision of learning opportunities. In her presentation Prof. Uma elaborated the following points:

- 21<sup>st</sup> Century Skills the learners need to learn
- How the world of Higher education is changing
- Integration of ICT in Higher Education
- How ICT changed the Institutions from Instruction to learning
- ICT as Change agents
- Impact of ICT in higher education
- Global trends in Educational ICT practices
- Need for organisational Change.

## **Session 1: ICT in Higher Education: Policy Perspective**

In this session Dr. Palitha Edirisingha from University of Leicester, UK, explored the role of policy in integrating ICT in higher education institutions. He analysed the key policy initiatives in the UK higher education sector and influence of these policies in guiding institutional approaches to integrating ICT for teaching, learning and research. He said that the participating leaders can analyse the lessons that can be drawn on from the national and institutional policy initiatives for their contexts. The objective of the session was to inform the participant leaders a number of resources and policy approaches that can be useful in developing their national and institutional policies. The session was chaired by Dr. Upali Sedere.



## **Session 2: Creating Environment for Sharing Educational and Research Resources**

In absence of Prof. V. Venkaiah, Vice Chancellor of Krishna University India, Dr. Sanjaya Mishra presented the session.

The session highlighted the developments in technology, particularly ICT which transformed the face of higher education system. OER and OA are two important concepts which are enabling institutions to increase access to educational and research resources. Various aspects related to sharing of educational and research

resources were presented in this session. The roles of organisations like UNESCO, and COL in promoting the distribution and use of resources were also highlighted in the session.

The session was chaired by Prof. Ranjith Senaratne and was followed by Question Answers. After lunch there was Group work. There were three Groups. They worked on the following two themes:

- ICT Policy in Higher Education
- Creating Environment for Sharing Educational and Research Resources.

## **Session Wise Report- Day 2**

### **Session 3: Developing Institutional Strategic Plan for Open Distance and e Learning.**

The speaker of session 3 was Dr. Som Naidu from Monash University Australia and chaired by Prof. M. A. Manan, Vice Chancellor Bangladesh Open University.

In this session Prof. Naidu highlighted Institutional Strategic Planning for Open, Distance and eLearning. He explained the three major components of the plan:

1. Defining Goals and Aspirations
2. Learning and Teaching Experience and
3. Implementation Plans.

In the first part of his presentation, he explained as how to go about articulating vision, mission and value position in relation to teaching and learning with technology.

In the second part he provided a template to the participants and asked them to identify actions against the strategic goals, lists the targets against each goal and action and to identify those who will be responsible for meeting those targets.

All the participants prepared the Strategic plan as per the template provided. Later each one presented a part of the plan which was moderated by Dr. Sanjaya Mishra.

**List of Participants**

**Sri Lanka**

1. Mr S.B. Dissanayake, Minister for Higher Education, Sri Lanka (Chief Guest)
2. Dr. N.L.A. Karunaratne, Vice Chancellor, University of Sri Jayawardenapura
3. Prof. Ananda Jayawardena, Vice Chancellor, University of Moratuwa
4. Prof. Vasanthy Arasaratnam, Vice Chancellor, University of Jaffna
5. Dr. Kiddnan Kobindarajah, Vice Chancellor, Eastern University of Sri Lanka
6. Prof. Ranjith Wijayawardane, Vice Chancellor, Rajarata University of Sri Lanka
7. Prof. Chandana Udawatte, Vice Chancellor, Sabaragamuwa University of Sri Lanka
8. Prof. S.B.J.A. Jayasekara, Vice Chancellor, Wayamba University of Sri Lanka
9. Prof. Ranjith Senarathne, Vice Chairman, University Grants Commission, Sri Lanka (Guest of honour)
10. Prof. Uma Coomaraswamy, Prof. Emeritus, OUSL (Keynote Speaker)
11. Dr. Upali Sedere, Education Sector Specialist, Former CEMCA Advisory Council Member.
12. Dr. Shironica Karunanayake, Dean, Faculty of Education, OUSL

**India**

13. Prof. Ram Prakash Upadhyaya, Pro Vice Chancellor, Nalanda Open University
14. Prof. K.R. Iqbal Ahmed, Director, Distance Education, Maulana Azad National Urdu University
15. Prof. Kandarpa Das, Director, IDOL, Gauhati University
16. Prof. Madhu Parhar, IGNOU (nominated by Higher Education evaluator)
17. Dr. Sanjaya Mishra, Director, CEMCA (Resource Person)

**Bangladesh**

18. Prof. M. A. Mannan, Vice Chancellor, Bangladesh Open University

**United Kingdom**

19. Dr. Palitha Edirisingha, University of Leicester (Resource Person)

**Australia**

20. Dr. Som Naidu, Monash University Affiliate (Resource Person)

**Schedule of Events**

**Regional Workshop on ICT Leadership in Higher Education**

***Organized by Commonwealth Educational Media Centre for Asia (CEMCA) and The Open University of Sri Lanka (OUSL)***

**Date:** 6 & 7 June 2014

**Venue:** Hotel Tourmaline, Kandy, Sri Lanka

<b>Day One – 6<sup>th</sup> June 2014</b>	
0830 – 0900	Registration
<b>Inaugural Session</b>	
0900 - 1000	National Anthem Traditional Lighting of the Oil Lamp
	Welcome Address by Dr. Shironica Karunanayake, Dean, Faculty of Education, Open University of Sri Lanka
	Introductory Remarks by Dr. Sanjaya Mishra Director, Commonwealth Educational Media Centre for Asia (CEMCA)
	Address by Guest of Honour, Prof. Ranjith Senarathne, Vice-Chairperson, University Grants Commission, Sri Lanka
	Address by Chief Guest Hon. S.B. Dissanayake Minister of Higher Education , Sri Lanka
	Vote of Thanks, Dr. Upali Sedere
<b>Keynote Speech: ICT as a Change Agent for Higher Education</b> Chair : Prof. Madhu Parhar, Professor of Distance Education, IGNOU	
1005 - 1045	Keynote Speaker: Emeritus Professor Uma Coomaraswamy Honorary Fellow, Commonwealth of Learning (COL)
1045 - 1130	Group Photo Refreshments
<b>Session 1 - ICT in Higher Education : Policy Perspectives</b> Chair : Dr. Upali Sedere, Education Sector Specialist	
1130 - 1215	Speaker: Dr. Palitha Edirisingha, University of Leicester, UK
1215 - 1245	Q & A Session

1245 - 1400	Lunch
<b>Session 2- Creating Environment for Sharing Educational and Research Resources</b>	
Chair : Prof. Ranjith Senaratne, Vice-Chairman, University Grants Commission, Sri Lanka	
1400 - 1445	Speaker: Prof.V. Venkaiah , Vice Chancellor, Krishna University , India
1445 – 1515	Q & A Session
1515 – 1615	Group Work : ICT Policy in Higher Education Creating Environment for Sharing Educational and Research Resources
1615 - 1700	Refreshments
1900 - 1930	Cultural Event
1930 - 2130	Dinner
End of Day One	
<b>Day Two – 7<sup>th</sup> June 2014</b>	
<b>Session 3 - Developing Institutional Strategic Plan for Open, Distance &amp; e-Learning</b>	
Chair: Prof. M.A. Mannan, Vice Chancellor, Bangladesh Open University	
0900 -0945	Speaker : Dr. Som Naidu, Monash University Affiliate, Australia
0945 - 1015	Q & A Session
1015 - 1045	Refreshments
1045 - 1215	Group Work : Developing e-Learning Strategy
1215 - 1330	Lunch
<b>Concluding Session</b>	
Chair: Dr Sanjaya Mishra, Director, CEMCA	
1330 - 1430	Reporting of the Group Work and Summary of the Working Group Reports
1430 - 1445	Take – away and Follow up : Dr. Sanjaya Mishra, Director, CEMCA
1445 - 1500	Concluding Remarks and Vote of Thanks Dr. Shironica Karunanake, University of Sri Lanka
1500 - 1530	Refreshments
End of Workshop	