Infiltrate, Integrate, Intertwine: Effective Outcomes Through Embeddedness

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Mission

Provide leadership for eLearning activities, guidance and assistance to academic units exploring online courses and programs, and support for initiatives that offer faculty development and enable student success in eLearning.
Goal

Improve the ability of decision-makers, at all levels and across the institution, to make effective decisions about teaching and learning.
We help decision-makers to:

- anchor decisions in sufficient knowledge
- develop skills needed to pursue eLearning options
- form constructive attitudes about eLearning

We help decision-makers to:

- anchor decisions in sufficient knowledge
Understanding an organized body of information

Capability to perform a task

What drives or motivates behavior

Knowledge

Skills

Attitudes
Knowledge
Attitudes
Formal: Designed Instruction
Skills
Knowledge

Skills

Formal:
  - External
  - Designed

Informal:
  - Incidental
  - Self-Directed

Attitudes
Knowledge

Attitudes
Stipends, Awards, Food

Talks
Seminars
Demos

Training
Certificates

Skills

Informal:
Self-Directed
Incidental

External:
Designed

Formal:
Decision-makers act based on KSAs

- KSAs are influenced by both formal and informal elements
- Informal elements are more persistent and resilient than the formal elements
- Elements are interconnected

Takeaway
Embeddedness

- Communicate interdependent interests
- Intertwine
- Frame initiatives as connections
- Integrate
- Be consistently present
  - Intertwine
  - Frame initiatives as connections
  - Integrate
  - Be consistently present
Case: College Studies
Curriculum
Infiltrate Strategies:

- Join conversations early
- Attend gatherings and listen
- Identify decision-makers

Metrics:

- Participation in existing initiatives
- Opportunities identified
- Advice requested
- Invitations and call-outs

Be Consistently Present

- Attend forums and exploratory meetings
- Recognition of presence and contribution potential

Strategies:

- Attend gatherings and listen
- Identify decision-makers
- Invitations and call-outs
Integrate Strategies:

- Proactively contact others
- Link programming to other units
- Convene stakeholders
- Explore and share
- Convene stakeholders
- Reach and breadth of stakeholders
- Recognized partnerships
- eLearning adopted in core processes
- eLearning adopted in core processes
- eLearning adopted in core processes
- Reach and breadth of stakeholders

Frame Initiatives as Connections

CLA needs guided April
Resource repository

Metrics:

- eLearning adopted in core processes
- Reach and breadth of stakeholders
- Recognized partnerships
- eLearning adopted in core processes
- eLearning adopted in core processes
- Reach and breadth of stakeholders

Strategies:

Conclusions

Resource repository

Integrate
Intertwine

Strategies:
- Advocate for others
- Seek advice, rely on others
- Choose collaboration
- Create shared resources & processes

Metrics:
- New continuing roles
- Advocates and allies
- Emergent orgl structures

Communicate Interdependent Interests

Ongoing collaboration with other units (Charles Center and Libraries)

Regular COLL partner

William & Mary
Are you embedded?

- KSA Checklist
- Resource versus process improvements
- Plan for relational networks