![icde logo]

SYNOPSIS OF SURVEY OF PARTICIPANTS

Maxim Jean-Louis
President –
Chief Executive Officer
Contact North | Contact Nord

Kamal B. Gunaherath
Senior Professor of
Chemistry & Deputy
Vice-Chancellor
The Open University of Sri Lanka

IN ADVANCE OF THE
21 NOVEMBER 2016 REGIONAL FORUM
ICDE PRESIDENTS' SUMMIT 2016

A New Era of Leadership & Quality

The Business of Open & Distance Learning 2020

Sydney, Australia
Hosted by Charles Sturt University

Synopsis of the ICDE Regional Forum Survey for Participants

In preparation for the ICDE Regional Forum in Sydney, Australia on 21 November 2016, a short pre-conference survey was sent to all participants to solicit their views on key questions to inform the discussion at the Forum.

The survey included three substantive questions and six questions dealing with the profile of the survey respondents.

The full text of the questions and responses to each question is attached as Appendix A.

Who Responded

Twenty-eight ICDE members responded to the survey with about equal proportions coming from institutions with fewer than 10,000 students, those with between 10,000 and 25,000 students, those with 25,000 - 50,000 students, and institutions with more than 50,000 students. The majority of responses are from dual-mode research and teaching universities.

While this is not a representative sample of all Forum participants, the survey results do provide a starting point and framework for discussion at the Forum.

1. Challenges to Strategic Management

In the first of three substantive questions, respondents were asked to identify the most significant challenges they face in terms of strategic management of their institutions by ranking twelve different options.

The top five responses include:

1) Securing stable financial support for the strategic plan from government and/or investors.

2) Developing and supporting technology to support teaching, learning and research.

3) Recruitment and retention by students across all programs.

4) Ensuring quality across all of our programs and courses.

5) Completion rates of students across all our programs.

Finance, technology, quality and student success continue to be the dominant challenges for institutions.

At the other end of the spectrum, the issues receiving the lowest rankings as challenges, perhaps indicating a higher level of success and achievement of goals, include:

1) Keeping up with the demands of employers and the market for the graduates from our programs.

2) Measuring learning outcomes.

3) Access to broadband technologies.

4) Responding to demands for more accountability and transparency.

5) Student engagement and satisfaction.

It is interesting to note three of these 'lesser challenges' relate to outcomes and accountability.

2. Rating the Opportunities

Respondents were next asked to identify the top opportunities for strategic development of their institutions by rating ten different opportunities.

The top three responses include:

1. Rethinking the design of programs and courses to provide for greater flexibility for students.

2. Launching new programs which are closely related to the skills agenda of my country.

3. Strengthening the skills of faculty to engage students and improve learning outcomes.

This ranking suggests those responding see significant change to what and how students learn as key to their institutional future.

Strengthening research and making greater use of Open Educational Resources (OER) were rated close to these top three. Respondents also offered written additions to this list, with partnerships listed repeatedly as being of critical importance.

Factors related to assessment, such as modular courses with assessment on demand and learning analytics, received lower ratings, as did changing organizational structures to focus on teaching and learning.

3. Strategic Priorities

The final question was open-ended, asking respondents to list their strategic priorities for the next five years.

Responses include factors such as:

- Improving sustainability and growing revenue through enrollment and increased funding.

- Improving quality in design and learning through such initiatives as building a sustainable quality assurance policy framework, focusing on interactive online courses, creating an OER hub, and building a community of practitioners.

- Strengthening faculty skills for improved program design, research, student engagement, and learning outcomes.

- Working towards educational equality with flexible resources, especially for the disadvantaged segment of population.

- Promoting sound academic scholarship, research and community engagement.

- Investing in technology to make teaching and learning more engaging and produce quality outcomes.

Improving quality, financial sustainability, and research capacity were most often cited priorities.

Conclusion

Consistent themes run through the responses, clearly indicating that, although finance continues to dominate institutional concerns, students – both their registration and graduation – shape the thinking. The points around technology, faculty development, quality assurance, and program development all have strong ties to student success.

The intent of the survey is to provide context and background for the 21 November 2016 ICDE Regional Forum, providing a focus for conversation and discussion.

Appendix A
Survey Questions and Results

Question 1

For each of the following items, indicate how significant a challenge the item is for the strategic management of your institution. We are using a 7-point scale where 1 is "not a significant challenge" and 7 is "a key and major strategic challenge".

Answer Choices	1	2	3	4	5	6	7	Total
Access to broadband technologies	22.22% 6	18.52% 5	11.11% 3	7.41% 2	11.11% 3	11.11% 3	18.52% 5	27
Completion rates of students across all our programs	7.14% 2	10.71% 3	17.86% 5	10.71% 3	14.29% 4	21.43% 6	17.86% 5	28
Developing and supporting appropriate technology to support teaching, learning and research	7.41% 2	11.11% 3	11.11% 3	11.11% 3	7.41% 2	25.93% 7	25.93% 7	27
Ensuring quality across all our programs and courses	3.70% 1	14.81% 4	18.52% 5	7.41% 2	11.11% 3	22.22% 6	22.22% 6	27
Keeping up with the demands of employers and the market for graduates from our programs	0.00% 0	11.11% 3	25.93% 7	25.93% 7	22.22% 6	7.41% 2	7.41% 2	27
Maintaining revenues from student fees and charges	7.41% 2	3.70% 1	18.52% 5	18.52% 5	18.52% 5	22.22% 6	11.11% 3	27
Measuring learning outcomes	10.71% 3	17.86% 5	21.43% 6	14.29% 4	7.14% 2	7.14% 2	21.43% 6	28
Recruitment and retention of qualified students	7.14% 2	10.71% 3	14.29% 4	10.71% 3	17.86% 5	21.43% 6	17.86% 5	28
Responding to demands for more accountability and transparency	10.71% 3	14.29% 4	17.86% 5	14.29% 4	32.14% 9	0.00% 0	10.71% 3	28
Securing and retaining skilled and qualified faculty	0.00% 0	11.11% 3	25.93% 7	14.81% 4	22.22% 6	7.41% 2	18.52% 5	27
Securing stable financial support for the strategic plan from government and/ or investors	7.14% 2	10.71% 3	3.57% 1	10.71% 3	32.14% 9	17.86% 5	17.86% 5	28
Student engagement and satisfaction	3.70% 1	3.70% 1	22.22% 6	25.93% 7	7.41% 2	11.11% 3	25.93% 7	27
Other Challenges (please specify below)	21.43% 3	7.14% 1	0.00% 0	14.29% 2	14.29% 2	7.14% 1	35.71% 5	14

Question 2

Now for questions about the opportunities for the strategic development of your institution. Please rank each item – allocating a number from 1 (top opportunity) to 6 (least important opportunity for my institution).

Answer Choices	1	2	3	4	5	6	Total
Changing the organizational structure of my institution to focus more resources on teaching and learning	18.52% 5	11.11% 3	33.33% 9	11.11% 3	18.52% 5	7.41% 2	27
Changing the way we assess students to permit modular courses and assessment on demand	19.23% 5	7.69% 2	34.62% 9	3.85% 1	34.62% 9	0.00% 0	26
Improving retention and completion rates through the use of analytics	17.86% 5	14.29% 4	35.71% 10	25.00% 7	7.14% 2	0.00% 0	28
Investing in technology to transform teaching and learning	25.00% 7	10.71% 3	32.14% 9	14.29% 4	10.71% 3	7.14% 2	28
Launching new programs which are closely related to the skills agenda in my country	15.38% 4	30.77% 8	19.23% 5	15.38% 4	15.38% 4	3.85% 1	26
Making greater use of open educational resources (OER)	17.86% 5	21.43% 6	17.86% 5	10.71% 3	17.86% 5	14.29% 4	28
Rethinking the design of programs and courses to provide for greater flexibility for students	32.14% 9	14.29% 4	25.00% 7	10.71% 3	17.86% 5	0.00% 0	28
Securing new non-government funds	23.08% 6	11.54% 3	11.54% 3	15.38% 4	34.62% 9	3.85% 1	26
Strengthening the skills of faculty to engage students and improve learning outcomes	15.38% 4	30.77% 8	23.08% 6	7.69% 2	19.23% 5	3.85% 1	26
Strengthening research	25.00% 7	14.29% 4	25.00% 7	17.86% 5	7.14% 2	10.71% 3	28
Other (please specify below)	25.00% 3	0.00% 0	16.67% 2	8.33% 1	25.00% 3	25.00% 3	12

Other Responses:

- Partnerships

- Progressing implementation of open boundary courses based on OERu. That is courses available for free through OERu offered in parallel with full-tuition courses at partner institutes

- Establishing international partnerships

- Establishing more collaborative efforts locally, nationally, regionally and globally

- Understanding what are the best tools to implement

Question 3

If you wish to do so, please comment about your strategic priorities for the next 5 years – what do you intend to focus on in the period 2017-2021?

- International Accreditation Ranking

- Our strategic plan for the period 2017-2020, is to attach greater importance of quality of ODL, and to further promote educational equality; striving to provide high-quality, flexible educational resources for the general public, especially those disadvantaged members of society

- Recruit more members and help retain what we already have

- Technology enabled teaching and learning Financial Sustainability Patentable research

- Progressing OER open online courses for the 2nd year of undergraduate study

- No idea. We have few priorities other than getting out of debt and increasing enrollments

- Redesign programs and courses to provide greater flexibility for students 2) Investing in technology to make teaching and learning more engaging 3) Aligning programs to the skills requirement of my country 4) Changing student assessment to permit modular courses and assessment on demand 5) Strengthening the skills of faculty to create programs, to engage students, and to improve learning outcomes 6) Increasing credibility of online and distance education 7) Securing new funds

- Al-Mustafa Open University has prioritized teaching religious, inter-religious studies

- Sustainability and leveraging opportunities for the future

- Building a sustainable QA policy framework, capacity building for staff in research, creation of an OER hub, building a community of practitioners

- Promoting sound academic scholarship, research and community engagement for throughput and responsible citizenship 2. Ensure good governance and sustainability of the institution 3. Promote ICT development to support academic and operational needs

- Conduct a teaching and learning reform through improving the quality of bidirectional online courses

- Building a solid research base that will support learning and teaching

Question 4

What kind of institution do you represent?

Answer Choices	Responses
Community College	3.57% 1
Polytechnic	0.00% 0
Research and Teaching University	82.14% 23
Teaching University	7.14% 2
Technical Institution	3.57% 1
Other Responses (please specify)	3.57% 1
Total	28

Question 5

What is your role in the institution you represent?

Answer Choices	Responses
Chief Financial Officer	0.00% 0
Dean	3.57% 1
Deputy Vice-Chancellor	7.14% 2
Faculty Member	25.00% 7
Provost	3.57% 1
Vice-Chancellor / President / CEO	21.43% 6
Vice President Academic	7.14% 2
Other Responses (please specify)	35.71% 10
Total Respondents	28

Other Responses

- Director
- Senior Lecturer in Educational Technology
- director of scientific international cooperation office
- Learning and Teaching Director
- Executive Director
- Project Director
- Director of learning and teaching support unit
- President Emeritus
- Head of School
- Director of Distance Learning

Question 6

How many students does your institution provide courses and programs to each year?

Answer Choices	Responses
Less than 2,500	14.29% 4
Between 2,500 and 5,000	3.57% 1
Between 5,000 and 10,000	7.14% 2
Between 10,000 and 25,000	21.43% 6
Between 25,000 and 50,000	25.00% 7
Between 50,000 and 100,000	7.14% 2
Between 100,000 and 250,000	10.71% 3
Over 250,000	10.71% 3
Total Respondents	28

Question 7

Is your institution:

Answer Choices	Responses
A campus-based institution – offering courses / programs primarily through classroom instruction (included blended learning)	7.14% 2
A dual mode institution – offering courses / programs both in classrooms and online / distance education	57.14% 16
An online institution – offering courses / programs primarily online	25.00% 7
A distance teaching institution – offering courses through print, radio and/or television with some support using teleconferencing	17.86% 5
Total Respondents	28

Question 8

Which kinds of programs do you offer at your institution? (Select all that apply).

Answer Choices	Responses
Applied Doctoral Programs	32.14% 9
Applied Masters Degrees	42.86% 12
Applied Undergraduate Degrees	46.43% 13
Apprenticeships	7.14% 2
College Certificates	17.86% 5
College Diplomas	21.43% 6
Extension Courses	21.43% 6
Masters Degrees	75.00% 21
PhD Programs	60.71% 17
Skills Certificates	32.14% 9
Undergraduate Degrees	85.71% 24
Total Respondents	28

Question 9

In which disciplines do you offer these qualifications? (Select all that apply).

Answer Choices	Responses
Arts and Humanities	85.71% 24
Business	92.86% 26
Design and Creative Industries	32.14% 9
Engineering	50.00% 14
Science	67.86% 19
Social sciences	78.57% 22
Technology	71.43% 20
Total Respondents	28