
EXECUTIVE OVERVIEW *(Continued)*

2

Appendix
(Summary of the University of Jos eLearning Strategy, 2012)

For eLearning to be able to work for UniJos, it must become part and parcel of the way the University does things. It must become part of the University's culture. A number of initiatives have been rolled out at the University as standalone, department driven, disjoint projects that are not centrally co-ordinated by an overall University plan. The need to align all these initiatives cannot be over emphasised.

The strategic level objectives of this plan have been defined as follows:

1. **Establishment of eLearning function:** Establish an eLearning Directorate, under the office of the Vice Chancellor, with skeleton staffing by March 2012. Full staffing of this department to be completed by December 2012.
2. **Online programs:** To produce till completion at least 2 complete programs per faculty which are available online with appropriate interactivity, having been quality assured and in a state where they can be offered as distance learning programs. The two (2) programs should have been piloted as distance education programs, as complete elearning modules or through flexible and blended approaches.
3. **Accessibility and Flexibility:** To provide relevant online presence through good infrastructure, interactive content packaged in different accessible form and a powerful web portal.
4. **Relevance:** To design market driven courses that meet the needs of industry stakeholders by market analysis and frequently updated and relevant content
5. **Technology:** To use technology and support services so that learners will have high reliability services in terms of adequate bandwidth and minimal downtimes with high response times
6. **Human Resource Objective:** To ensure that 450 lecturers across the University have been trained on eLearning and content development technologies for the next three (3) years. The human resource function would also ensure that appropriate training has been offered to technical back office staff and multimedia content designers.

The guiding principles for this Strategy are that:

1. E-learning implementation at the University should enhance the learning experience for students by providing flexibility, more interactive and constructive

EXECUTIVE OVERVIEW *(Continued)*

2

learning, new interdisciplinary and approaches, and new opportunities for preparing for classroom activities and for reinforcing learning.

2. Educational rather than technical considerations will guide the use of e-learning, and desired learning outcomes will determine the appropriate choice of technology.
3. E-learning provision is an element of UniJos' competitive edge because students increasingly expect e-learning to be a standard feature of their educational experiences.
4. If it is to continue to provide the progressive, high quality learning experience, UniJos must take advantage of the opportunities offered and address the local challenges posed by e-learning.
5. The core function of the University will remain and shall be teaching, learning, research and community service. The University will, where applicable, outsource noncore services that tie it down to costly implementations in favour of implementations that are inline with its core functions as specified.
6. The eLearning implementation at the University of Jos must encompass all stakeholders defined as: Students, Lecturers, Industry, Parents, Administration (Management & Non teaching staff), Government (Ministry, NUC), Professional Bodies and the Community at large.

2.2 Key Strategic Plan highlights

In order to achieve these objectives and respond to the challenges, UniJos must implement an eLearning strategy, the highlights and key elements of which are:

1. To train 450 lecturers on pedagogy, digital content development and publishing in the new eLearning paradigm. The University will also train the eLearning function staff members in accordance with their required roles.
2. For the next three (3) years, each faculty to develop 2 programs as eLearning courses to be piloted as part of the University distance learning program. All lecturers at the University should be encouraged to use technology in delivering their courses in the classroom. None of the 450 trained lecturers will give students learning materials in any other form other than electronically at the end of this period. Efforts will be made to provide progressive training to all lecturers, to the effect that eventually all lecturers in the University will be equipped to provide digital learning materials to students.

EXECUTIVE OVERVIEW *(Continued)*

2

3. An appropriate business model will be developed, marketed and branded to deliver the eLearning programs as distance education program to ensure that in the long term, it will be able to generate funds to significantly supplement the institutional investment and thus ensure financial sustainability of the eLearning initiative.
4. The use of Open Educational Resources and copyleft teaching materials to be a core part of the way the University develops its teaching and learning materials
5. An appropriate reward and recognition system to be in place to encourage the University teaching staff to develop and deliver their courses in eLearning mode. This will be achieved either through the development of complete eLearning courses or through flexible and blended learning approaches.
6. To reconstitute ICT to fully support the eLearning function with more emphasis placed on supporting end users to acquire their own computing devices (instead of university putting up labs), use of outsourced cloud computing hosted services (to guarantee 99.99% availability and reduce dependency on existing power infrastructure which currently is inadequate) and provision of end user connectivity using alternative energy driven community wireless networks.

2.3 Timescales

The timescales and key milestones for implementation of the strategy are as follows:

1. The strategy covers key information needs for the next three years;
2. Implementation to be phased using seven key release states;
 - a) Release 1-Establishing the eLearning function and the implementation of initial infrastructure and activities. This will require also migrating existing ICT systems to cloud services and establishing the necessary policy framework to manage the eLearning function. By December 2012.
 - b) Release 2-Capacity building and establishment of 2 state of the art multimedia labs. All the required staff members will be trained and equipped with relevant skills for their roles in eLearning. By December 2013
 - c) Release 3-Content Development and Publication activities. All courses will be developed supported by the established eLearning function. By December 2013.
 - d) Release 4-End user computing and connectivity. ICT will establish wireless community networks and increase Local Area and Wide Area Network connectivity. By December 2013.

EXECUTIVE OVERVIEW *(Continued)*

2

- e) Release 5-Faculty Programs. All the programs developed will be rolled out as eLearning pilots. This means that they will be test-run with students and evaluated before they are eventually marketed to the wider public. By December 2014.
- f) Release 6-Monitoring and Evaluation. To be done throughout the project life time. External evaluators will progressively work with, and train University staff to conduct monitoring and evaluation that meets global standards.

2.4 Strategy Risks

In implementing this strategy within the timescales recommended, the following risks need to be considered and managed;

- commitment of management to the strategy;
- changes in organisational structure at the University;
- willingness and attitude of UniJos staff to accept the levels of change required;
- ability of UniJos to absorb the amount of organisational, process and technological change;
- availability of resources to work on strategic activities; and
- ownership of the strategy and systems by UniJos and all its stakeholders.