









Educational Research Department
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The Game

Start

- Traditional learners
 - 18-25 years
 - No/limited professional experience
 - Full time students
- Traditional curriculum
 - F2F courses
 - PBL learning approach
- Low use of technologies
 - Blackboard as content management

The Goal

- "Create an online or blended learning environment for "full time or part-time students"
- Stay true to learning philosophy



Rules of the Game

RULES

- collaboration between all schools of the university
- 3 years
- Bottom-up management
- No guidelines, targets etc.





Outcome

- 34 hybrid/blended/online courses were offered
- 809 learners took part from 21 countries
- Participants satisfaction: 72.5 %
- Teacher inspiration guide to build online/blended courses
- Uncovered gaps:
 - Technological infrastructure
 - Policy changes



3 Examples

Online PBL Course

Blended PBL Course

Hybrid PBL Course

| | Case 1: A hybrid | Case 2: A blended | Case 3: Online PBL |
|--|-----------------------|------------------------|------------------------|
| | course | course | |
| Instructional Implications for fostering learner engagement | | | |
| Understanding your | increasing interest | geographical | geographical |
| learner | and attention | flexibility; | flexibility; different |
| | through varying | availability of tools; | preferences for how |
| | methods | combining learning | to collaborate |
| | | with other demands | |
| Role as facilitator | guiding the | structure group | passive support on |
| | meaningful use of | discussions | demand for group; |
| | the tool | | provider of |
| | | | collaborative tools |
| Intentional course | no connection | tool use created | enabling |
| design | between pedagogy | learning experience | collaboration online |
| | and tool choice | not possible | in a full PBL setting |
| | | otherwise | |
| Change management implications for implementing hybrid, blended and online PBL courses | | | |
| Focus on Collaboration | limited collaboration | enthusiastic team | one change agent |
| | with (external) | designing content, | manages to create an |
| | course designers and | format and tool use | informal network |
| | technical experts | with support from | strong enough to |
| | | central project team | support his course |
| | | | development |

INSTITUTE OF BRILLIANT FAILURES

Failures & their reasons



- Part-time PhD support courses for law professionals
 - Lack of participants & teacher time
- Interactive lectures (SMS2Vote)
 - Multiple choice questions not tied to course goals
- Blended MBA
 - Lack of interests from the teachers



Institutional Implications

- Embrace risk and accept failure
- Bottom-up project members should be self-selected
- Entrepreneurial spirit at all levels (board to project members)
- Collaboration between faculties and hierarchy



Concluding remarks

- Yes, bottom-up may be slower, but
 - √ less resistance to change
 - ✓ Diverse experiences
 - ✓ Collaboration between different schools



Questions?

More information about

Supporting Learner Engagement through Problem-Based Learning: Institutional and Instructional Implications

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- Publications:
 - "Unleashing the creative potential of faculty to create blended learning" in Internet and Higher Education
 - "Problem-based learning in hybrid, blended and online courses: Instructional and change management implications for supporting learning engagement" in *Increasing student engagement and retention in e-Learning environments: Web 2.0 and Blended learning technologies*