

Implementing Learning Technology in the Schools

Eight Lessons from the Corporate World

Marc J. Rosenberg, Ph.D.

eTech Ohio
Columbus, February 14, 2007

marc rosenberg

& ASSOCIATES

www.marcrossenberg.com

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Marc J. Rosenberg

Dr. Marc J. Rosenberg is an elected member of his local community's Board of Education. In his spare time, he is a leading management consultant, speaker and educator in the fields of training, organizational learning, e-learning, knowledge management and performance improvement. He is the author of the best-selling book, *E-Learning: Strategies for Delivering Knowledge in the Digital Age* (McGraw-Hill).

His new book, *Beyond E-Learning: Approaches and Technologies to Enhance Organizational Knowledge, Learning and Performance*, is published by Pfeiffer.

Marc is a past president of the International Society for Performance Improvement (ISPI), and holds a Ph.D. in instructional design, plus degrees in communications and marketing. He also holds the Certified Performance Technologist (CPT) designation from ISPI. Dr. Rosenberg has spoken at The White House, keynoted numerous professional and business conferences, authored more than 40 articles and book chapters in the field, and is a frequently quoted expert in major business and trade publications.

More information about Marc is available at www.marcrossenberg.com.



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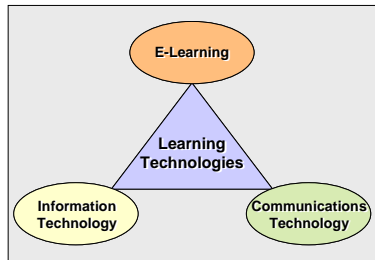
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Even the best learning technology solutions fail when poorly implemented



"The whole view of technology in education in the 1990s was tied up with the dot-com bubble. Promises got way ahead of the reality. What's going on now is no different than what's going on in corporations in terms of the re-evaluation of technology investment. In some cases, the implementation was done well, and it's had a big impact. In other cases, the implementation has left a lot to be desired."

John Bailey
Director of Education Technology
U.S. Department of Education
Public Schools: Why Johnny Can't Blog
Evan Hansen, CNET News.com 11/12/03
<http://news.com.com/2009-1023-5103805.html>

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Eight lessons from the corporate world



Lesson 1

If you invest only in technology, you will fail.

Lesson 2

Educators are terrible at managing technology.

Lesson 3

Don't kill the classroom.

Lesson 4

Redesign learning for new media.

Lesson 5

Information is as important as instruction.

Lesson 6

Value comes from access, ease-of-use and personalization.

Lesson 7

Awareness is not enough.

Lesson 8

A long-term, strategic view is essential.

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Lesson
1

If you invest only in technology, you will fail*

* But if you wait until the technology is perfect, you'll never get anything done.



Corporations are littered with \$millions invested in technology, often with nothing left to create valued content or help people buy in.

Results

- Technology investments overwhelm actions and accomplishments.
- Technology sits idle while you struggle to create or deliver enough good content.
- You begin to believe that investing in technology is, in fact, a strategy.

Too Much Technology

- No money left for curriculum development.
- Professional development lags technology capabilities.
- Updating the technology drives future decisions.



Too Little Technology

- Inability to distribute curriculum to schools (and homes).
- Poor user experience.
- Cannot take advantage of state-of-the-art design.
- Infrastructure could crash.

Lesson
1

If you invest only in technology, you will fail*

* But if you wait until the technology is perfect, you'll never get anything done.

Recommendations for Schools

- ✓ See technology as an *enabler*.
- ✓ Have a district technology plan.
- ✓ Distinguish between learning technology and infrastructure.
- ✓ Focus on content and curriculum design.
- ✓ Consider outsourcing.
- ✓ Think big, start small, scale fast.

Lesson 2

Educators are terrible at managing technology*

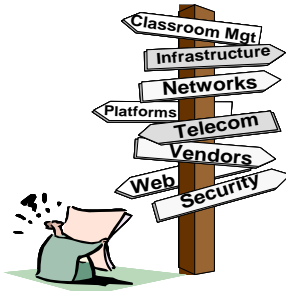
* Too much pining for the next big thing.



Corporate training groups like to think they are masters of technology, but, in reality, they are rank amateurs.

Results

- Learning programs drag down the network.
- The learning experience becomes a horror story.
- Trainers begin to emulate kids in a toy store.



Lesson 2

Educators are terrible at managing technology*

* Too much pining for the next big thing.

Recommendations for Schools

- ✓ Be sure you have the right support before you begin.
- ✓ Learn the language, and the requirements of I.T.
- ✓ Create a learning technology coordinator position.
- ✓ Manage the vendor pressure.
- ✓ Plan for technology migration.

Lesson 3

Don't kill the classroom*

* It's still the most important venue for learning.



For awhile, it seemed like everything was going "e." Corporations were ready to blow up the classrooms.

Results

- The wrong stuff was transitioned to e-learning.
- Learning suffered and costs skyrocketed.
- Lots of "shovelware."



Graphic created by Bob Soule

New Roles for the Classroom

FROM:

- Lecturing facts.
- Individual learning.
- Single instructional methodology.
- Teacher as sage on the stage.



TO:

- Facilitating discovery.
- Team collaboration.
- Multiple instructional methodologies.
- Teacher as guide on the side.

Lesson 3

Don't kill the classroom*

* It's still the most important venue for learning.

Recommendations for Schools

- ✓ Develop a process for deciding what goes online...and what doesn't.
- ✓ Rethink the *role* of the classroom.
- ✓ Don't just put lectures online; redesign learning for the new media.

Lesson
4

Redesign learning for new media*

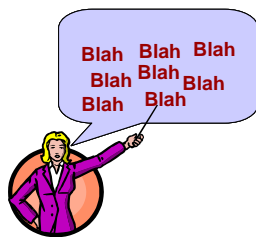
* When it comes to new media, our kids are way ahead of us.



Most corporate e-learning is pretty bad – boring, confusing and lacking of any redeeming pedagogical value.

Results

- Courses perceived as a complete waste of time.
- Businesses threw lots of good money after bad, thinking that since cool technology was being used, it must be good.
- “Anyone can do it” was proven wrong.
- Employees voted on the value of e-learning “with their feet.”



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Lesson
4

Redesign learning for new media*

* When it comes to new media, our kids are way ahead of us.

Recommendations for Schools

- ✓ Spend the time needed to find the programs that are right for you.
- ✓ Collaborative learning is enhanced by technology.
- ✓ Interactivity: the “secret sauce” of effective e-learning.
- ✓ Blend technology-based learning in with classroom learning.

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Lesson 5

Information is as important as instruction*

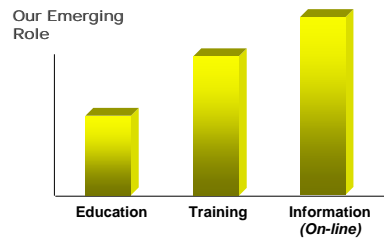
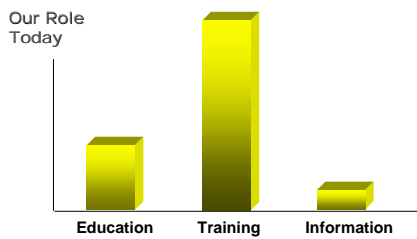
* Sometimes, more so.



Instead of creating quality information that was easy to find and use, corporations relied on training as compensation for bad documentation.

Results

- Employees forgot how to find information on their own.
- Training costs and training time soared.
- Courses became very fact-based.
- New innovations in online information access were delayed.



Lesson 5

Information is as important as instruction*

* Sometimes, more so.

Recommendations for Schools

- ✓ Online databases and research tools are invaluable.
- ✓ Integrate physical and virtual libraries.
- ✓ Help students become information navigators, technology-literate learners and new knowledge producers.

Lesson 6

Value comes from access, ease-of-use and personalization*

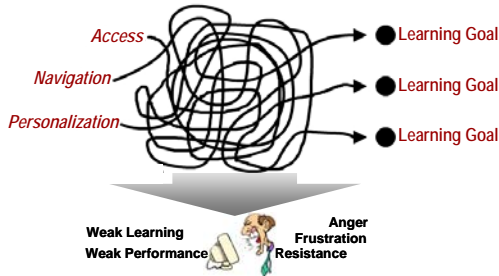
* Just in time, just enough, just for me.



In the rush to push content, corporations sometimes forget that the experience is just as important.

Results

- Gaining access became a nightmare as security overwhelmed usability.
- Using technology became very painful.
- The wrong content went to the wrong people.



Lesson 6

Value comes from access, ease-of-use and personalization*

* Just in time, just enough, just for me.

Recommendations for Schools

✓ Strive for easy access when and where learners expect it.	✓ Conduct user tests and system tests to verify a satisfactory user experience.
✓ Personalize the content as much as possible.	✓ Provide continuous support.

**Lesson
7**

Awareness is not enough*

* You must win their hearts and minds.

Just because you're told something is good, it doesn't mean you believe it. Marketing alone is not enough.



Results

- Short-term behavior change, long-term resistance. "When will this be over so we can get back to the way we used to do things?"
- New skills, attitudes did not stick.
- Much harder to do it right the next time.
- Loss of executive support.

▪ Marketing: themes and branding	Awareness
▪ Events	Awareness
▪ Newsletters	Understanding
▪ Informal meetings	Understanding
▪ Policy	Understanding
▪ Website	Understanding
▪ Frequently asked questions	Understanding
▪ Training, demonstrations	Understanding
▪ Success Stories	Preference
▪ Leadership presentations and involvement	Preference
▪ Supervisor presentations, coaching	Preference
▪ Testimonials	Preference

Evangelize!

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**Lesson
7**

Awareness is not enough*

* You must win their hearts and minds.

Recommendations for Schools

- ✓ Change flows one way – downhill.
- ✓ Strive for preference.
- ✓ Don't confuse resistance and inability.
- ✓ Professional development and support is essential.
- ✓ Don't forget the *all* stakeholders, especially parents.

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Lesson 8

A long-term, strategic view is essential*

* Learning technology is an investment, not an expense.

Corporations often went from fad to fad – a rollercoaster ride of commitment.



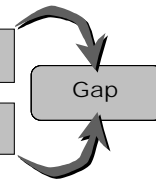
Results

- Some technologies were never deployed.
- Costs rose dramatically.
- Leaders were never on board.
- Never achieved “critical mass.”

Where are you right now?

- ✓ Current State of Technology
 - ✓ Community Support
 - ✓ Staff Readiness
 - ✓ Other Priorities

Current State Assessment



Future State Vision

- ✓ District Goals
- ✓ State Requirements
- ✓ Success Criteria
- ✓ Best Practices

What do you want to be?

Strategy

- ✓ What will Change and What Won't
- ✓ Resource Requirements
- ✓ Leadership Alignment
- ✓ Timeline and Milestones

Lesson 8

A long-term, strategic view is essential*

* Learning technology is an investment, not an expense.

Recommendations for Schools

- ✓ Plan for learning technology investment over the long-term.
- ✓ Establish steady investment levels.
- ✓ Technology usage is more important than technology assets.
- ✓ Define success criteria.
- ✓ Think *strategically*.

Eight questions to answer



question
1

Do we have the right balance of technology assets?

question
2

Do we have people who really know what they're doing and can see this through?

question
3

How will we integrate with classroom learning?

question
4

Have we really harnessed the power of the technology for true interactive learning?

question
5

Are we enabling students to be information savvy?

question
6

Are our solutions easy to use and geared to the needs of our students?

question
7

Do we have buy-in for what we are doing – from everyone?

question
8

Have we thought through the big picture? How will we know we are successful?

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Thank You!



For more information, contact:

Marc Rosenberg
marc@marcrosenberg.com
www.marcrosenberg.com



marc rosenberg

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www.marcrosenberg.com

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