

Leadership for Change in a Time of Openness

Sustainable visions, Innovative strategies and Creative business models

This year, the ICDE Standing Conference of Presidents meeting will focus on themes and networking that will support senior management in leading on their change agenda.

Context

- Societal needs
- Costs and cuts
- Students' expectations
- Technology and
- Open Educational Resources

are all driving forces for the change agenda for post-secondary education:

- The demand for higher education means globally building 4 conventional universities with 30,000 students each every week for the next 12 years.
- The expectations for higher education to create personal and societal economic growth are high and increasing. At the same time 650 million youths are neither working nor studying.
- The rising cost of higher education and increasing levels of debt students and families are incurring represents a trillion dollars in the US alone.
- Open and online education has the potential to lower the costs, some claim by 70 – 80%. Access to technology and the Internet revolutionize the opportunities for learning. By 2020, 70 – 80% of the global population is expected to have internet access, up from 35% today.
- Technology facilitates Infrastructure 2.0: eInfrastructure, Science 2.0: eScience, Campus 2.0: eCampus, Education 2.0: Open and online education.
- At the same time, automation pushes people out of jobs, and more education is needed to re-educate people for highly skilled jobs.
- Open Educational Resources, OER, promise the opportunity for the first time in human history to enable everyone to attain all the education they desire, but Open Educational Practices struggle to take off. The current models for higher education don't favour an open educational culture. They don't give incentives for OER or Open Access. In short, are not optimized for Open Knowledge.
- Students increasingly demand flexibility in education, so they can enjoy high quality education anytime, anywhere at low cost, but still the current paradigm of higher education delivers on-campus lectures.

The way ahead

For many higher education institutions, an important issue today is how to move from campus-oriented education into a campus and online education concept, a blended learning concept. For

others, the issue is more to revamp strategies and leadership for a more open and online focused learner agenda.

The development path for higher education institutions is not straightforward, the course ahead is for many unclear and the awareness and knowledge of success factors for the change agenda are not well developed.

Themes

Leadership for Change in a Time of Openness is the main theme addressing this situation at the 2013 ICDE Standing Conference of Presidents meeting.

The meeting will discuss sustainable visions, innovative strategies and creative business models to meet the challenges ahead.

Key themes to be addressed:

Opening up education. The European Commission will present its new initiative for Europe, and the importance of leadership for change. How can regions and governments in other parts of the world be inspired by the European example?

20 years past the first SCOP: What has changed and how have evolved institutional leadership in the ODL world? What are the challenges ahead for the next 20 years?

Institutional change in a time of disruptive innovation. A case-study of the Universidade Aberta, Portugal.

Hands-on innovative leadership in open, distance and online education.

Opening up universities: institutional change to meet societal needs and challenges. What is the change agenda in Africa?

The introduction of open and online education is facilitating a change agenda for more sustainable quality education (and research) to lower costs. What issues are on the change agenda in the different regions of the world? And how does top-management face the change agenda in their region? Are there joint lessons to be drawn?

On a policy level, what are the key issues for government and in the shared arena for governments and senior management in higher education?

What is the role of global and regional associations in the new open, distance and e-learning scenario?

Raising public awareness on open, distance and e-learning social relevance: what are the issues? And what global/regional actions should be taken?

Participating Presidents, Vice Chancellors and Rectors of ICDE member and non-member institutions will also have the opportunity to meet with peers from around the world in a confidential, in-camera setting, to exchange views, in the dedicated presidents' meeting. Vice-Presidents, Pro-Vice Chancellors and Vice-Rectors formally representing and replacing the President, Vice-Chancellor or Rector may attend.

Pre- SCOP Meeting Program

Wednesday 27th November 2013	
<i>Venue: Palácio Ceia (old XVIIth century palace - headquarters of UAb)</i>	
09:30 – 16:30	EDEN Executive Committee Meeting (closed meeting)
15:00 - 18:00	<p>UNESCO OER Chairs Open Day (attendance requires special registration due to limited number of seats)</p> <p>[Chairs: Rory McGreal, Fred Mulder and António Teixeira]</p> <p>The session will be highly interactive and will focus on the theme <i>Open(ing up) Education: OCW, OER, and MOOCs / context and perspectives.</i></p> <p>Other parallel initiatives</p>
16:30 – 18:00	Registration
17:00 – 18:00	ICDE and EDEN Executive Committees meeting
18:30 - 20:30	<p>Pre-Meeting Reception at the Lisbon City Hall</p> <p>Transfer to the welcome reception will be provided from the main entrance of the venue, Palácio Ceia at 18:00.</p>

Conference Program

Thursday 28th November 2013	
<i>Venue: Communications Museum Auditorium</i>	
09:00 - 09:30	Registration
09:30 - 10:00	SCOP 2013 Official Opening (Welcome Addresses by Portuguese Minister of Education, ICDE President, UAb Rector and EDEN President)
10:00 - 10:30	Keynote Speaker I Pierre Mairesse – European Commission Director DG EAC [Chair: Maxim Jean-Louis] <i>European Commission's presentation of the new Opening Up Education initiative and the importance of leadership for change.</i>
10:30 - 10:45	Q&A
10:45 - 11:15	Coffee Break
11:15 - 11:45	Keynote Speaker II Tony Bates [Chair: Mandla S. Makhanya] <i>20 years later SCOP returns to Lisbon: What has changed and how has institutional leadership evolved in the ODL world?</i>
11:45 - 12:00	Q&A
12:00 - 13:00	UAb Session on Institutional Change [Chairs: Tony Bates and António Teixeira] The session will focus on how the Portuguese open university addressed the need for disruptive change in the period 2006-09, by designing an integrated innovation programme. Presentations will depict the programme design criteria and the implementation context and process. Additionally, it will be discussed how UAb is again responding to the need for disruptive change presented by the challenge of digital open education and the MOOC phenomena. The new initiative iMOOC, which introduced the first institutional pedagogical model for MOOCs in the world will be presented with its basic notion of coherent disruption. A debate on the lessons learned will be organized exploring the feedback from actors.
13:00 - 13:15	Group Photograph (All SCOP 2013 Participants) A group photo will be taken and published on the SCOP website as well as on the ICDE, UAb and EDEN websites. A 'making-of' video of the group photo will also be produced by UAb and disseminated through social media.

Thursday 28th November 2013	
<i>Venue: Communications Museum Auditorium and Atrium of the Future space</i>	
13:15 - 14:30	Lunch
14:30 - 15:00	Meeting and exchange space for participants All conference delegates can meet and interact freely.
15:00 - 15:20	<p>Hands-on Innovative Leadership Workshop in Open and Distance Education (Presentation of Topics and Projects Overview) [Chair: Belinda Tynan]</p> <p>Institutional leaders are invited to join thematic working groups where they'll openly discuss issues regarding the introduction and implementation of institutional innovative practices with top experts representing 12 leading research projects and initiatives in the field of open, distance and eLearning from all regions. The projects have been preselected by the regional associations, associate members of ICDE and the local organizing committee.</p> <p>The workshop will be organized as a cracker-barrel session. Each working group will have representatives from three research projects. Conference delegates will have to change tables after 45 minutes and attend 2 working groups. During this period, food and beverages will be served.</p>
15:30 - 17:00	<p>Hands-on Innovative Leadership Workshop in ODE Working Group A [Facilitator: Airina Volungevčienė]</p> <p>Projects OpenupEd (leader: European Association of Distance Teaching Universities - EADTU), Oportunidad (leader: Università degli Studi Guglielmo Marconi), OER studies in Asia: a cross-national project and follow-up initiatives & UCI initiative on open training for science, mathematics, engineering and technology education, SMET (University of California at Irvine)</p>
	<p>Working Group B [Facilitator: Deborah Arnold]</p> <p>Projects UBICamp (leader: University of Oviedo), Virqual (leader: University of Porto) & Innovative Approaches to Internationalization at the UOC (Open University of Catalonia - UOC)</p>
	<p>Working Group C [Facilitator: Lisa Marie Blashke]</p> <p>Projects SEQUENT (leaders: EADTU; European Foundation for Quality in eLearning - EFQUEL; European Association for Quality Assurance in Higher Education, ENQA), TEL Innovation at UOC & ABED Certification in Distance Learning (Brazilian Association for Distance Education)</p>
	<p>Working Group D [Facilitator: Costas Tsolakidis]</p> <p>Projects EMPOWER (leader: EADTU), VISIR (leader: Menon Network) & Innovation Management at UOC</p>
17:15 - 17:45	<p>Hands-on Innovative Leadership Workshop in ODE (Summary of Working Groups by facilitators) [Chair: Belinda Tynan]</p>
Social Program	
18:00 - 20:00	<p>Tour of the Fado Museum Buses will leave the conference venue at 18:00.</p>

Friday 29th November 2013

Venue: Communications Museum Auditorium

09:00 - 09:30	<p>Introduction and Re-cap</p> <p>[Coordinators: Lina Morgado, Ene Koitla and Sandra Kucina]</p> <p>A group of doctoral and masters students from UAb will prepare and present a summary of the key ideas & moments from the previous day</p>
09:30 - 10:00	<p>Keynote Speaker III Bakary Diallo – Rector of the African Virtual University</p> <p>[Chair: Alan Tait]</p> <p><i>Opening up Universities: institutional change to meet societal needs and challenges.</i></p>
10:00 - 10:15	Q&A
10:15 - 11:00	<p>ICDE-EDEN Fellows Panel Discussion on Leadership for Change I</p> <p>[Chairs: Ingeborg Bo and Don Olcott]</p> <p>Speakers: Alan Bruce, Maxim Jean-Louis, Fabio Nascimbeni, Kam Cheong Li</p> <p>The panel discussion will be based on a preparatory debate held at a special ICDE-EDEN Fellows workshop organized at the EDEN 2013 Annual Conference in Oslo. The introduction of open and online education is facilitating a change agenda for more sustainable quality education (and research) to lower costs. What issues are on the change agenda?</p>
11:00 - 11:30	Coffee Break
11:30 - 12:15	<p>ICDE-EDEN Fellows Panel Discussion on Leadership for Change II</p> <p>[Chairs: Morten Flate Paulsen and Meg Benke]</p> <p>Speakers: Mansoor Al Awar, Santiago Acosta, Larry Cooperman, Christian-Andreas Schumann</p> <p>How does the top-management face the change agenda in their region? Are there joint lessons learned to take home?</p>
12:15 - 13:00	<p>ICDE Policy Forum (co-organized by ICDE and UNESCO)</p> <p>[Chairs: Gard Titlestad, Paulina Gonzáles-Pose, Indrajit Banerjee and Mandla Makhanya]</p> <p>The Policy Forum will be dedicated to the theme "Directions and challenges for government and institutions when post-secondary education moves into the MOOC territory: public policies and institutional strategies in the digital learning age".</p> <p>Expectations and structure of the Forum</p> <p>Opening Remarks by UNESCO and ICDE</p> <p>Discussions in small groups – a few short interventions from the participants. These discussions will take place as buzz groups, followed up with short interventions with key issues/conclusions from the buzz groups in plenary.</p>

Friday 29th November 2013	
<i>Venue: Communications Museum Auditorium and Atrium of the Future space</i>	
13:00 - 14:30	Lunch
14:30 – 16:00	<p>Continuation of ICDE Policy Forum (co-organized with UNESCO)</p> <p>Short interventions on the issues that could become part of a shared, collaborative agenda, and possible recommendations on the way forward. Discussions in small groups.</p> <p>Invited: Organisation for Economic Co-operation and Development – OECD; The European Commission; The African Union Commission (tbc) Southeast Asian Ministers of Education Organization – SEAMEO (tbc) UNESCO; International Association of Universities - IAU Open Courseware Consortium; European Distance and E-learning Network – EDEN; European Association of Distance Teaching Universities – EADTU; European Foundation for the Quality in E-learning – EFQUEL; African Council for Distance Education – ACDE; Sloan Consortium; Middle East eLearning Association; Asian Association of Open Universities – AAOU; International Council for Open and Distance Learning - ICDE</p>
16:00 - 16:30	Coffee Break
16:30 - 18:00	<p>Continuation of ICDE Policy Forum (co-organized with UNESCO)</p> <p>Short interventions on the issues that could be a part of a shared, collaborative agenda, and possible recommendations on the way forward. A few interventions from technology providers, private sector funding bodies. Discussions in small groups.</p>
18:00 – 18:20	<p>Continuation of ICDE Policy Forum (co-organized with UNESCO) Summary and conclusions</p> <p>Summary of a possible joint agenda for change.</p>
18:20 – 18:30	<p>Continuation of ICDE Policy Forum (co-organized with UNESCO) Summary and conclusions</p> <p>Closing remarks by the Co-chairs.</p>
	<p>Media Opportunity and Video Statements</p> <p>A Media Team from UAb will record a number of short video interviews with conference delegates during the afternoon in order to later upload these to YouTube.</p>
<i>Venue: The Archive Room at the City Hall building (monument from the XIXth century)</i>	
20:00 - 23:00	<p>SCOP Dinner with Fado show</p> <p>Transfer to the dinner venue will be provided. Information on the meeting place and time will be posted later. During dinner, the ICDE Individual Prize of Excellence will be presented to EDEN Fellow Don Olcott, Professor of Educational Leadership and Open and Distance Learning at the University of Maryland University College.</p>

Saturday 30st November 2013	
<i>Venue: Communications Museum Auditorium and additional room</i>	
09:00 - 11:00 09:30 - 11:00	Closed Session for Presidents, Vice Chancellors and Rectors of ICDE member and non-member institutions (Vice-Presidents, Pro-Vice Chancellors and Vice-Rectors formally representing and replacing the President, Vice-Chancellor or Rector may also attend). Program for Non-President/Rectors Participants Workshop 1 [chairs: András Szűcs and Frederic M. Litto] – <i>The Role of Regional Associations in a new Open, Distance and e-Learning scenario: challenges and opportunities</i>
11:00 - 11:30	Coffee Break
11:30 - 12:30 11:30 - 12:30	Continuation of Closed Session for Presidents, Vice Chancellors and Rectors Program for Non-President/Rectors Participants Workshop 2 [chairs: António Teixeira and Don Olcott] – <i>Raising Public Awareness on Open, Distance and e-Learning Social Relevance: what global/regional actions to take?</i>
12:30 - 13:00	Reports from Working Groups and the Presidents, Vice Chancellors and Rectors meeting
13:00 - 13:30	SCOP 2013 Official Closing and Announcement of SCOP 2014 Addresses by ICDE President and host institution for SCOP 2014. UAb Rector awards ICDE President and EDEN President with UAb 25 th anniversary celebration medal. During the session, the Global Study Portal will be launched.
13:30 - 14:30	Light Farewell Lunch
Social Program	
14:30 - 18:30	Tour of Sintra (optional not included in the fee)