



The Knowledge Economy and Corporate eLearning: Current & Upcoming Developments in the U.S. Market

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Notes

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The Current State of Elearning

What's Working and What's Not

On January 10 and 11, 2001, the Silicon Valley World Internet Center produced at two-day Think Tank Session entitled, "The Knowledge Economy and Corporate eLearning: Current and Upcoming Developments in the U.S. Market."

To investigate the current state of eLearning, what is working and what is not, the group broke into three

discussion groups which reported out to the whole.

One group looked at content, structure and enabling technologies; a second group, at technology and infrastructure for eLearning; and the third investigated methodology, pedagogy and culture of current eLearning approaches.

The following pages contain tables showing the information that came from the groups' discussions.

Table 1 A-- Technology and Infrastructure

Technology and Infrastructure	
Working	Not Working
<ul style="list-style-type: none"> • eLearning can be effectively used to focus on business effectiveness & measured with metrics geographically diverse. • Modularized programs exist to provide "Lego" learning. • Networks support catalogs of information from suppliers combined for the end-user. 	<ul style="list-style-type: none"> • Support for Just-in-Time Learning • It's more complicated than we think to make the technology work.

Table 1 B -- Technology and Infrastructure

Internet versus Intranet Delivery	
Working	Not Working
<ul style="list-style-type: none"> • Two-track learning systems with with delivery inside the company on a T1 line or to the home via the 56k modem. • Scalable delivery via DSL/Cable/ISDN. • Remote Hosting Solutions outside the firewall. • Security Domains • Separate Views for different levels of security. • Employees and vendors with special numbers can access data. 	<ul style="list-style-type: none"> • Intranet bandwidth & capacity • Remote users can't access all eLearning resources. • Firewall issues. • Value network integrating data.

Table 1 C -- Technology and Infrastructure

Personal Computer-Based versus Net-Based	
Working	Not Working
<ul style="list-style-type: none"> • Both are working. • PC-Based is media rich. • Archival downloading of programs. • eBooks. • Modular. 	<ul style="list-style-type: none"> • PC-Based distribution problem. • PC-Based does not have access to growing and changing knowledge base. • PC-Based doesn't track outside the system. • PC-Based can't control the version the employee has access to. Does he/she have the latest version on his/her PC?

Table 1 D -- Technology and Infrastructure

Audio/Video	
Working	Not Working
<ul style="list-style-type: none"> • Audio is working. • Video engages the learner. • Hybrids work. 	<ul style="list-style-type: none"> • Video is limited by bandwidth and access. • Searching capability not available with video. • Audio suffers from bandwidth latency.

Table 1 E -- Technology and Infrastructure

Wireless	
Working	Not Working
<ul style="list-style-type: none"> • Wireless LAN for Just-in-Time learning. • xml for content repository 	<ul style="list-style-type: none"> • Wireless, in general, not robust enough yet for learning, although it is working well for general communications.

Table 2 A-- Methodology, Pedagogy & Culture

Adult Learning Styles & Structuring of eLearning Systems	
Working	Not Working
<ul style="list-style-type: none"> • Social Architecture. • Synchronous learning platforms • Instant messaging 	<ul style="list-style-type: none"> • Magic bullet. • Linear design approach. • Assessing learning styles. • Capture and access to information.

Table 2 B-- Methodology, Pedagogy & Culture

Assessment & Measurement	
<p>Working</p> <ul style="list-style-type: none"> • One-time assessment for hiring and contracting 	<p>Not Working</p> <ul style="list-style-type: none"> • Continuously pre-assessing the learner's needs. (Explain to me in the way I can hear.) • Not recognizing training/learning is an asset & needs to be managed like an investment portfolio.

Table 2 C-- Methodology, Pedagogy & Culture

Culture & Impediments	
<p>Working</p> <ul style="list-style-type: none"> • Business pressures in [learning's] favor. • Multiple, blended modalities of learning. • Learning experts are exploring this issue. 	<p>Not Working</p> <ul style="list-style-type: none"> • Teacher-centric vs. peer environment. • Reward and incentive • Defining new norms for the desktop environment.

Table 2 C-- Methodology, Pedagogy & Culture

Resources & Frameworks	
<p>Working</p> <ul style="list-style-type: none"> • Access to world-wide resources. • Synchronized access to mentors and subject-matter experts. 	<p>Not Working</p> <ul style="list-style-type: none"> • Automated self assessment systems. • Designing for instruction vs. learning and performance sharing.

Table 3 A-- Content, Structure & Enabling Technology

Self-Paced vs. fixed offerings; Group Exercises vs. Spontaneous Get Togethers	
<p>Working</p> <ul style="list-style-type: none"> • Facilitating the transfer of knowledge within a community. • Projects work which meet the business case. • Tools to facilitate the look & feel (XML). 	<p>Not Working</p> <ul style="list-style-type: none"> • Long, "custom" courses. • Measurement of completion rates. • Knowing the learner and background, skills and capability. • Engaging learners at all levels.

Table 3 B-- Content, Structure & Enabling Technology

Object-Orientation & Standards	
Working	Not Working
<ul style="list-style-type: none"> • Standards. • Learning objects and management. • AICC - Airlines. • SCORM - Military • LRN "Learnativity.com". 	<ul style="list-style-type: none"> • Multiple standards. • Too much "objectizing."

Table 3 C-- Content, Structure & Enabling Technology

eLearning Management Systems	
Working	Not Working
<ul style="list-style-type: none"> • Tracking content -- lots of learner data. • Docent. • SABA. • SmartForce. • MindLever. 	<ul style="list-style-type: none"> • 300 learning management system vendors. • Interoperability standard. • Portability and specificity

Table 4 - Lessons Learned

Lessons Learned
<ul style="list-style-type: none"> • Some problems can be helped by technology, some cannot. • The industry suffers from an absence of standards. • There is no one solution, for instance, self-service vs. more performance of a group. • Cultural issues are difficult to change. • Driven by pedagogy (I am the teacher, you are the student). When we know we need more androgogy. • Still haven't resolved the measurement issue.