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## **HOW TO MOBILIZE YOUR FACULTY WORKFORCE** by **Jan Snijders** and **Eky Fioole**

Avans University of Applied Sciences offers an inspiring rich learning and teaching environment, Xplora. In obtaining a higher level of eLearning, we focus not only on management commitment but also on the mobilization of a creative 'faculty workforce'. Our presentation is based on the implementation process and its results.

Mobilizing 'faculty workforce' is a critical success factor in obtaining a higher level of eLearning, as a successful virtual part of the rich learning and teaching environment. Not only from the perspective of commitment, but also to generate working and appreciated eLearning applications. Our great challenge was to achieve this in a context in which faculty members already experienced a massive workload and lack of time.

Avans University of Applied Sciences has 18 faculties in three locations: Breda, Tilburg and 's Hertogenbosch. We offer 20.000 students and 2000 staff-members an effective and inspiring rich learning- and teaching environment, based on a social constructivist view. The objective of Avans University is to prepare our students for their professional future and to encourage them on self-development, knowledge exchange and mutual cooperation.

Realizing that Avans University needs to be prepared to facilitate the 'net-generation', explicit goals are formulated to obtain a higher level of eLearning. In 2010 students and staff members are effectively supported in their learning processes by a rich set of eLearning facilities in such a way that:

- students and staff members experience no difference in the availability of IT-facilities on or off campus
- eLearning facilities are part of the default set of IT-facilities
- the social function of campus is getting more and more important (school as a meeting place)
- the expertise of staff members is used in an effective and efficient way to support the learning of students

Management commitment is crucial in achieving this. Innovative projects are part of a project management program, which also contains projects to enhance the generic eLearning in academies. Individual staff members are familiar with ways in which eLearning can be used, good practices, possibilities for support and are therefore a key factor. Private initiatives are rewarded in grassroots projects, but also in programs to further develop expertise and professionalism.

On different locations Avans organises roadshows, in which good/worst practices are demonstrated and expertise is shared so other staff members are stimulated to use more advanced techniques in eLearning. The roadshows are supported by an active Community of Practice in which learning technologists, teachers and students participate by using Wiki's, weblogs, a virtual showroom, relevant links and documents on learning.

In our presentation we will focus on the implementation process, the results and the evaluation of these programs for developing expertise and professionalism.