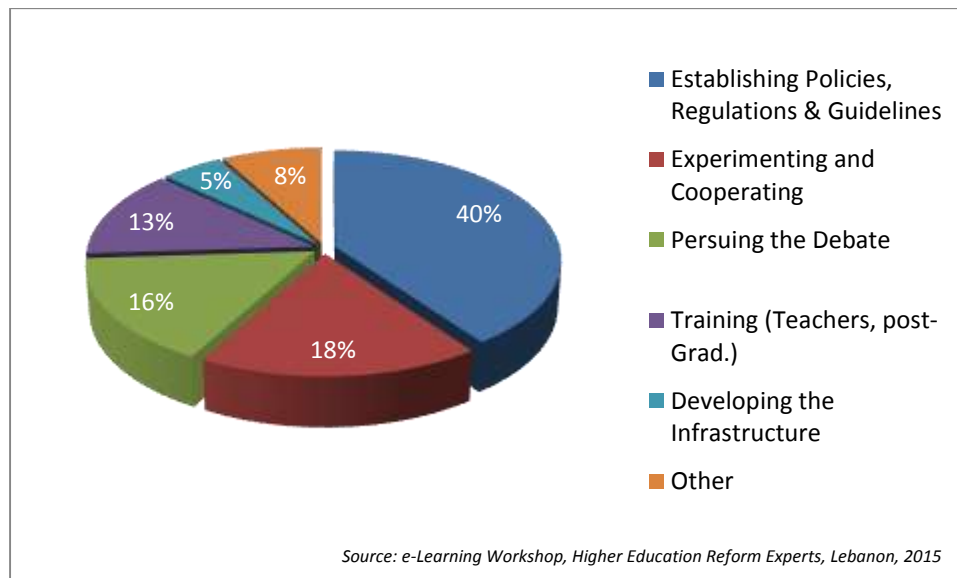


**e-Learning Workshop**  
**Recommendations' Summary**  
**NDU, May 28, 2015**

The main recommendations of the 1<sup>st</sup> e-learning workshop organized by the Higher Education Reforms Experts (HEREs) in collaboration with the General Directorate of Higher Education, in Lebanon, are summarized in the following graph:



**Fig. 1 – Chart of the Recommendations**

These figures are based on 101 recommendations expressed by 32 participants from 83 registered colleagues working in 25 institutions.

Your participation in this event was very fruitful. We will be happy to cooperate together in future sessions to modernize our Higher Education programmes, institutions and systems.

## **Recommendations**

*by Participants*

To accomplish the best possible outcomes of this workshop and identify the personal recommendations, the participants were kindly asked to give up to three recommendations that they would make for the development and acceptance of e-learning in Lebanon.

**32 participants have responded. These recommendations are the following:**

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1.1 Quality Assurance and Accreditation is a must for the recognition of e-learning ;

1.1.1 Methodology of learning and teaching

1.2 Starting with online continuous education of Lifelong learning (renew of certification)

1.2.1 Formation des enseignants/chercheurs

1.3 Create a task force to prepare the next step

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2.1 National Policy: Develop National policies, regulations and guidelines

2.1.1 Quality assurance standards for e-learning

2.1.2 Quality assurance standard indicators

2.2 Blended learning: We recommend to adopt e-learning using hybrid model (Blended learning up to 50% & 50% Face-to-Face)

2.3 Multiple Campuses: It is useful to use this model, especially in case of university with multiple campuses locations.

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3.1 At the Ministry level: Establish a national Task Force to follow-up in the objective to prepare a digital learning law project.

3.2 At the Higher Education Institutions level: Start to experiment digital learning and especially Blended learning (a mix between face-to-face teaching and online learning)

3.2.1 Create a common terminology

3.2.2 Promote Best practices

3.3 All stakeholders level: Prepare quality assurance e-learning/digital learning standards

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4.1 Continuation of the debate

4.1.1 Task Force / working group at national level

4.1.2 Consultation of the university sector : seminars, workshops

4.2 Set the goal of developing national & institutional strategies – a road map- and revisit goals & achievements

4.3 At national & international level: provide scope for trying out different approaches

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5.1 Establish a task force to proceed further

5.2 Blended environment is the most suitable choice at the moment

5.3 Use new technologies as a support to the learning process

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6.1 E-learning is a subset of learning and thus quality assurance and enhancement should be embedded in the e-learning process

6.2 Gradual introduction of e-learning courses ;

6.2.1 Example: start with pre-requisites or non-credit bearing courses and build the human and technical infrastructure

6.3 Learn from the experiences of others, analyze their context and amend standards to ... the Lebanese context.

6.4 Establish a sub-committee for policies (and consequently laws); a coordination between institutions of higher education and the ministry.

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7.1 Mettre une stratégie nationale sur le e-learning et des stratégies au niveau de chaque établissement d'enseignement supérieur qui s'inscrivent dans le cadre de la stratégie nationale ;

7.2 Mettre en place un observatoire national pour superviser guider et évaluer

7.3 Développer les ressources pédagogiques e-learning et les mettre à disposition des étudiants comme supports d'enseignement et d'apprentissage

7.4 Intégrer le e-learning dans des UE choisies (adaptées), en particulier au niveau des thèmes visant à faire acquérir chez les élèves (étudiants/apprenants) des compétences transversales (recherche, communication, préprofessionnel, ...)

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8.1 Establish a Consortium of university faculty members across Lebanon to work on devising a blue print for action, for clearing implementation under the auspices of MEHE

8.2 Continue at the level of the MEHE, the current debate in order to have clarity and clear practices on the role of e-learning in the higher education landscape

8.3 Keep this momentum going

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9.1 Autoriser l'e-learning pour les adultes pour tous les niveaux.

9.2 Exclure la formation initiale du e-learning

9.3 Elaborer, au ministère, les critères bien clairs pour l'e-learning. Lequel sera reconnu et lequel ne sera pas reconnu. Elaborer des critères d'assurance qualité pour l'e-learning.

9.4 Favoriser et encourager l'e-learning pour le life long learning et la formation continue.

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10.1 J'aurai aimé que les conférences malgré leur intérêt soient réduites – ce qui aurait laissé le temps à un débat plus fructueux

10.2 Enseignement au présentiel – Enseignement en ligne. Vérification des deux modes. Présenter le nombre maximum de modules acceptables en ligne en fonction des spécialités

10.3 Profiter de la présence de toutes les personnes responsables au ministère pour qu'elles puissent enregistrer nos demandes et répondre à nos attentes.

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11.1 We need a round table to discuss e-learning incorporation in Lebanese universities

11.2 We need regulation for accepting e-degree that are given abroad at the ministry

11.3 We need to include students in future debate

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12.1 Publication of recommendations related to policies to be adopted by universities in Lebanon in order to foster e-Learning.

12.2 Publication of Newsletter Memos related to best practices to adapt e-Learning in curricula.

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13.1 To adopt clear guidelines & regulations for blended learning based on less than 50% e-Learning, as well as quality assurance policies.

13.2 It would be recommended to allow certain courses (like language courses) to be more than 70% e-Learning within a curriculum.

13.3 Encourage the joint ventures of universities (multiple Universities) to develop common courses as this would be more resource efficient.

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14.1 Discuss the need of online learning and the possible added value. Why should it be pursued?

14.2 Discuss the readiness of institutions as well as national infra-structure to support online learning.

14.3 When discussing online learning do we mean live scheme or recorded material what is the impact on teachers and their jobs?

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15.1 Take into considerations the Lebanese dimensions, environment & culture

15.2 Recommended for continuous educations and post graduate studies. Students already acquired the basic know-how, mature, and self-motivated.

15.3 Start to introduce it at early stage of educations i.e. elementary, intermediate & secondary.

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16.1 To write guidelines for e-Learning in Lebanon. These guidelines should be written by peers

16.2 The MHE should get involved with e-Learning and launch activities enhance quality e-Learning.

16.3 To consider e-Learning in Lebanon not as an issue for the future but a very urgent issue in educations that needs to be taken care of now.

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17.1 More meetings and sessions like today's meeting

17.2 Workshops on assessment and validation of e-Learning

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18.1 Mandatory Training for university teachers on Moodle or similar platform and e-Learning

18.2 Include a training on e-Learning at the Centre for Educational Research and Development

18.3 Develop an assessment and evaluation tool for online programs (by MEHE)

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19.1 Laisser une plus grande place pour le débat et moins des présentations

19.2 Meilleure diffusion à l'avenir pour attirer plus de public

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20.1 Seminars are not enough. I would like to recommend organizing massive online courses and intensive courses for instructors in order to prepare them to start integrating "e-Learning" in their courses.

20.2 Universities should look for more cooperation and collaborations with international academic institutions. We can learn from their experiences and success.

20.3 Integrating e-Learning during the last 2 years at school is very important in order to introduce students to such learning programs.

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21.1 Find an e-Learning committee responsible for spreading e-Learning as pedagogy and technology in education in Lebanon.

21.2 Push schools / universities to start using e-Learning systems to upload content and resources as a first step.

21.3 Create some instructional courses on the national level with guest access that teaches some social / daily topics.

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22.1 Organize several workshops to discuss more and more the presented ideas and to initiate a common platform of work.

22.2 Putting a long term plan to introduce e-Learning in universities, starting from merging between online and face to face (hybrid) and then plan to make some courses online (75 to 100%).

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23.1 Develop National policies, regulations and guidelines

23.2 Develop Quality assurance standards for e-learning

23.2.1 Develop Quality assurance standard indicators

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24.1 It's a long process; more studies must be done on the percentage of e-Learning in many fields/sectors of education. Less than 50% in Lebanon could be useful.



24.2 Affording to students a good access to internet connection in all regions of Lebanon.

24.3 Ministry of education should provide a detailed plan to enhance performance of e-Learning to both teachers & students.

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25.1 Move to digital Learning not to e-Learning

25.2 Law project that considers the intellectual property rights and other factors related to the digital learning

25.3 The teachers learning of digital competences supporting their exploitations of the digital learning.

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26.1 Les intervenants sont assez nombreux et ils n'ont pas respectés le temps et je pense qu'ils n'ont pas eu assez de temps pour affiner leur contenu. Pour cela, augmenter le temps de chaque intervenant pour conclure dans des bonnes conditions.

26.2 Il était intéressant de présenter les différents problèmes qu'on peut rencontrer mais je pense qu'on aurait dû séparer le débat suivant les cycles d'apprentissage (undergraduate, graduate et post-graduate,...)

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27.1 Inventer ou organiser un programme (e-Learning) complet et Clair avec un réseau fort et continue.

27.2 Former les formateurs.

27.3 Commencer à appliquer l'enseignement à distance pour certain cours encourager les visio-conférences qui permettent de garder les interactions et les discussions.

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28.1 Mettre en place une infrastructure adéquate qui permet l'enseignement à distance (technique + bande passante) + problèmes de réseaux.

28.2 Assurer la propriété intellectuelle : c'est très facile de reproduire à grande échelle un cours téléchargeable sur internet.

28.3 S'assurer qui a passé l'examen: le problème de l'enseignement à distance est de s'assurer qui passe l'examen. Je propose que l'examen se passe toujours dans l'établissement et non pas en ligne.

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29.1 Inviting Ministry representatives to collect data from various experiences such as those presented to gather enough data for a pilot study under developed policies. Documenting results for future applications.

29.2 We need to design general guidelines for implementing a blended learning and full online e-Learning programs that would be accredited by the ministry. Our definitions of terms need to be unified and clear.

29.3 We need to conduct follow up sessions with instructors conducting such programs to continue annual development of general guidelines and policies for an accredited e-Learning program.

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30.1 Higher Education Department of MEHE to create a think-tank that should elaborate a concept note / white/ Green paper with regard to the added value of e-Learning in HEI of Lebanon.

30.2 MEHE to develop, based on the think-tank, recommendations, and a national policy for the implementation of e-Learning in both face to face, as well as online learning environments. The policy should tackle issues such as:

- Added value of e-Learning for learning
- Pedagogy of e-Learning
- Capacity developments needs and possible strategic suggestions
- Monitoring and evaluation strategies

30.3 Based on the MEHE Policy, an e-Learning framework for Lebanon can then be developed.

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31.1 Extend the length of the workshop while keeping the same agenda. This will allow more participation / discussion and questions without pressure. 8:30 – 5:30 p.m.

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32.1 Poursuivre cet atelier par d'autres séminaires et ateliers au niveau national et en collaboration avec l'Association des Universités du Liban pour promouvoir la culture du e-learning.

32.2 Organiser un colloque au niveau national

32.3 Inviter les universités du Liban à collaborer avec le ministère de l'éducation et de l'enseignement supérieur afin de mettre un plan d'action commun.

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