Virtual Collaboration:

An Interactive Online Graduate Course for Working Professionals

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Creese Student Center, Behrakis G.Hall
3200 Chestnut Street
Philadelphia, PA

Presentation Objective:

◆ To provide an overview of the content, learning methods and collaborative technologies used to deliver an interactive e-learning course in the Organizational Dynamics Program at Upenn.

Agenda

◆ **Introduction and Opening Questions**

◆ **The Larger Context**

◆ **The Virtual Collaboration Course Demos**

- ◆ Content

- ◆ Learning Methods

- ◆ Tools

◆ **Q & A**

Introduction / Profile:

- Educator, Executive Coach, Consultant

- Long term interests in:
    - Global leadership development
    - Culturally complex collaboration
    - Virtual Organization Development

- In the last ten years, my professional work has focused on helping leaders and teams to:

    - Develop multi-cultural competencies
    - Master geographically dispersed collaboration
    - Humanize digital communication
    - Create online learning communities

Ana Reyes
Penn URL

Course Context: Typical Collaboration in our Globally Distributed Workplaces

"I work on seven different teams that average 9.2 members each from twelve different company offices on three different continents. I have four different bosses, two of whom I've never met personally and one that just set my salary for next year. I use a lot of technology to stay in touch."

Fortune 500 Middle Manager quoted in Reeves & Leighton Reed, Total Engagement: Harvard Bus. Press 2009, p.132

Course Context:
State of the Art

◆ Organizations in which VGC are perceived as a natural and appropriate means for accomplishing exceptional results.

◆ Teams that Build Bridges across time, space, technology, 'mindworlds' and organization.

◆ Individuals Who Engage in or Improvise new cultural forms of interaction.
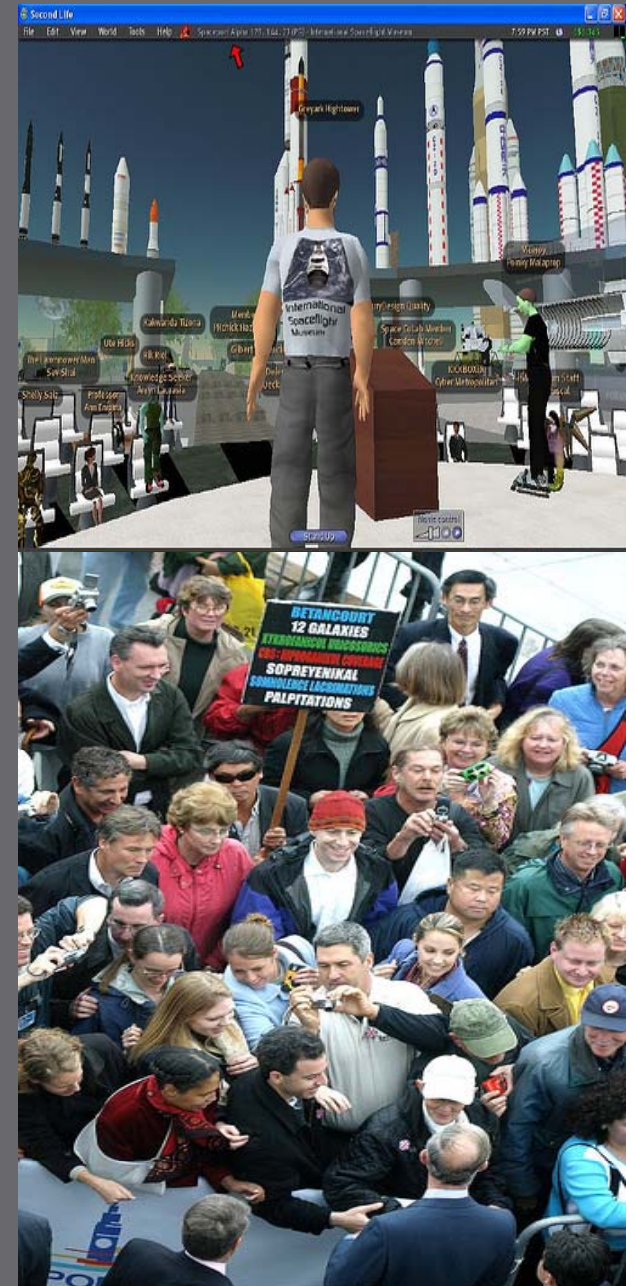
Course Design

Objectives:

1. To enhance participant understanding of virtual forms of human collaboration

2. To develop participant abilities to work jointly with others via electronic tools.

Geographically Distributed Grad Students:

◆ Full- time working professionals
◆ Tele-workers, virtual global team leaders and remote managers
◆ Adult learners challenged with virtual and global work

Course Design

Online Learning Methods:

♦ **Individual:** Online readings, videos & podcasts; blogging, wiki use, forum facilitation & paper writing assignments

♦ **Group:** Virtual learning community building and group project work; synchronous and asynchronous weekly class discussions, peer feedback

♦ **Hands-on:** Web 2.0 and 3D collaborative tool use experiences and debriefings

♦ **Real World:** Live case presentation and analysis

Course Design

Structure:

1. **Prep:** Pre-course assessments, tool learning assignments, personal learning plans and community profiles

2. Weekly virtual **class** meetings, lectures, discussions

3. Weekly individual **assignments**, collaborative student work using a suite of web 2.0 tools and 3D collaborative online spaces.

4. Multimedia course **content** is drawn from the social sciences, information systems, and business management literatures. Self and peer evaluation surveys and course reviews.

Course Design

Tool Infrastructure:

- The three types of _tools necessary for 'next generation collaboration'_, which is the ability to simulate natural social interaction online:

  - Meeting tools for interpersonal and group work;
  - Shared online spaces with social software;
  - Virtual Worlds for spontaneous interaction.

Evaluation:

Learning Journals; Discussion Participation and Facilitation; Team Presentation; Final Paper; Peer Surveys; Class Participation; Mid/Final Reviews

Course Design: Topic Flow

Online Class Time	Asynchronous Class Time	Assignments Due Prior to Class/Topic
Jan 19 - Class 1		Course Overview/Pre-Class Preparation
	Jan 19 - 26	Prep Assignments,
Jan 26 - Class 2		Building Community/Class Introductions
	Jan 26– Feb 2	Team Project Sign –ups, Online Discussion (OD) Facilitation
Feb 02 – Class 3		Virtual Collaboration
	Feb 03 – Feb 9	Project Proposals, OD
Feb 09 – Class 4		TMCCMC
	Feb 10- 16	Paper Proposal, OD
Feb 16 – Class 5		Teleplace - Live Case/Debrief of TMCC
	Feb 17 - 23	Project Plans, OD
Feb 23 – Class 6		Intercultural Interaction & Learning
	Feb 24 Mar 2	Final Paper outlines, evaluation surveys
Mar 02 - Class 7		Mid-Course Review, Reflection, Revision
	Mar 3 - 9	Project prep, OD

Course Design: Flow

2010 Spring Break - Mar 9 - 16 – no class

Mar 16 - Class 9		Virtual Global Team Leadership
	Mar 17– 23	Project Prep, OD
Mar 23 - Class 10		Virtual Global Teamwork
	Mar 25 – Mar 3	OD, Project Prep,
Mar 30 - Class 11		Managing Virtual Global Team Dynamics
	Mar 31 – Apr 6	OD, VLT Project Prep,
Apr 06 - Class 12		Networks & 3D Collaboration Communities
	Apr 07 – 13	OD, VLT Peer Evaluation Surveys
Apr 13 - Class 13		Student VLT Presentations
	Apr 14 -20	Peer Evaluation Surveys, FP Due
Apr 20 - Class 14		Course Debrief, Evaluation & Celebration

Class 1: Course Prep

◆ Course Overview

◆ Complete Pre-course Individual Assessments

◆ Create Participant Profiles for their Community

◆ Select Tool-Learning Buddies for Semester

◆ Complete Tool-Learning Assignments

◆ Optional Readings and Resources

◆ Tour of Browser Based 3D Course Site

Class 2: Ways to Build a Virtual Learning Community

Use Ice Breakers: Virtual Hammer

1. Create Multi-Media Profiles for Collaboration

2. Facilitate a Community Blog

3. Use 3D Collaboration Spaces for Spontaneous Interaction

Tool Infrastructure for Community Building in our Globally Distributed Class
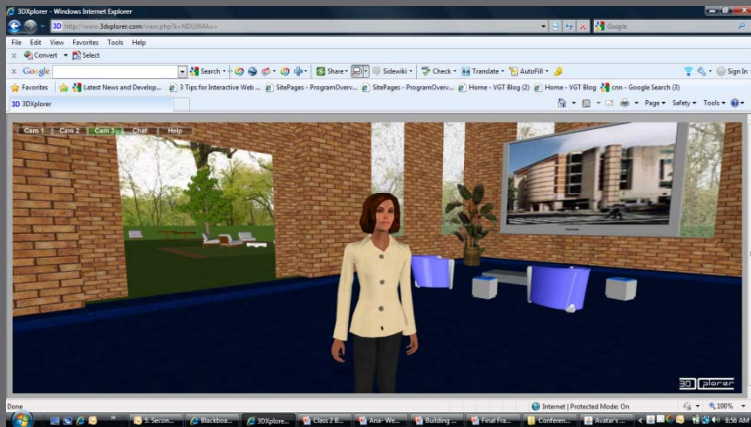
AR Avatar in Browser Based
3DXplorer
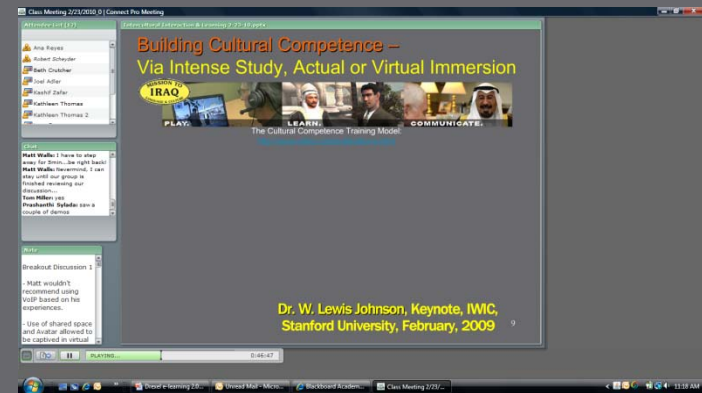
Class Meetings in Adobe Connect Pro

3D Project Team Room in Teleplace

BB & Social Text Web 2.0 Features

Example of Typical Class Flow:
Class 3: Cultivating Collaboration

1. Online Readings

2. Virtual Classroom Lecture and Discussion

3. Student Facilitated Online Forum Discussion

4. Collaborative Assignment in 3D Space:

3D Explorer Space
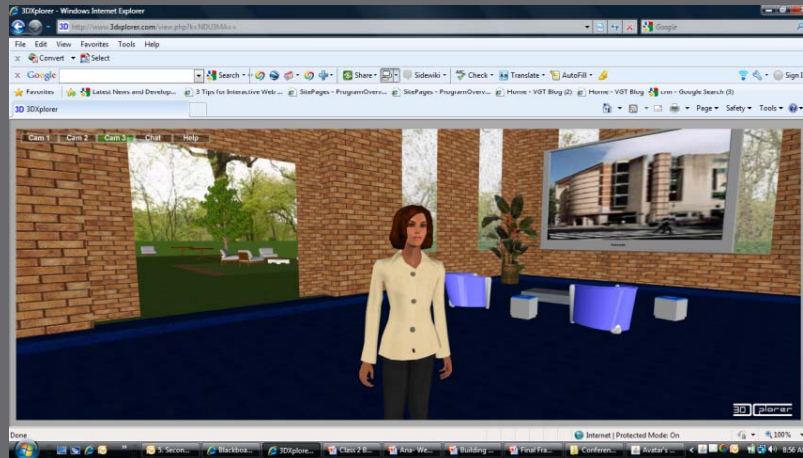
Example of Live Case & Analysis
Class 5: Mastering Tools

1. Online Readings and Discussion
2. Class: 3D Space Live Demo and Collective Analysis
3. Class Project Team Work in 3D space

Teleplace Video
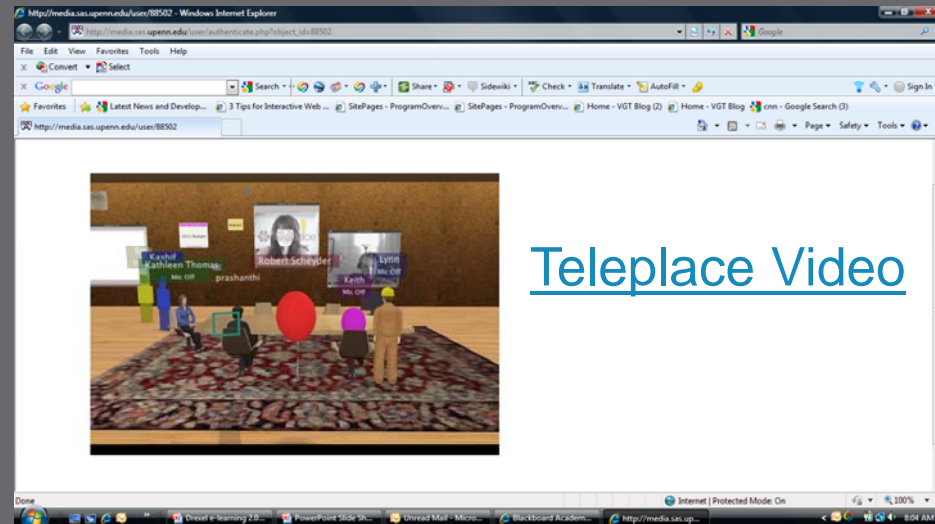
4. Tool Exploration Assignment
   Robin Good's 2009 Collaborative Tools Map

Example: Inter-Cultural Interaction & Learning Class

1. Online: Self-Assessments, Readings, Culture-Learning Tools & Discussion

2. Interactive Adobe Meeting Using Multimedia Desktop Sharing (see links)
3. Peer Coaching Assignment on Intercultural Work Challenges

Example - Class 8: Online Discussion on Virtual Global Team Leadership and Dynamics

Fictional Case Created by graduate Student Prashanthi Sylada to stimulate discussion on Virtual Multi-National Team Leadership Challenges using Voki Avatars.

Team Responses :
1. Lily
2. Matio
3. Matt
4. Simon
5. Rangeeta

Example - Class 11: Class Project Team Presentation on Virtual Networks and 3D Collaboration (2009)
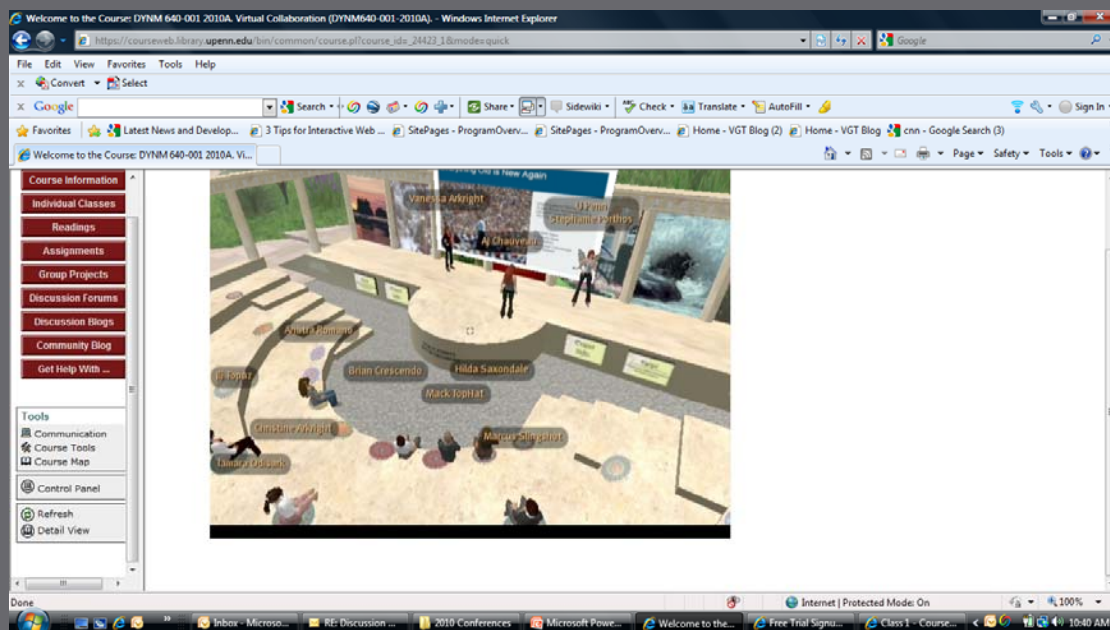
Video Clip from Team Presentation in Second Life

VLT Final Presentation:
Virtual Worlds &
Online Social Networks
April, 2009

Avastars VLT:
Stephanie Carmichael
John Werner
Vanessa Attah
Ada Bickert

Example EvaluationClass 7: Mid-Course Review, Reflection & Revision in our Second Life Classroom

1. Pre-Class Ice Breaker Activity

2. Class Discussion Question: How can we use Lessons Learned from the first half of the course to improve our experiences in the second half of the course?

3. Additional Evaluation Activities: Class Participation Peer Feedback Surveys, Discussion Forum Entry Dashboard, Grade Center)

Second Life Classroom on the Penn Island

BlackBoard WebSite Example: Partial Assignments Section

BlackBoard Grade Center Example

BB Site Use Statistics Spring, 2010 Semester: Measured in No. of Clicks

❶ Access / Application

Area ID	Hits	Percent
Announcements	2748	20.14%
Glossary	0	0%
Communications Area	83	0.61%
Tools Area	55	0.4%
Dropbox	6	0.04%
Messages	0	0%
Observer Tools	0	0%
Search	0	0%
My Scholar Home	0	0%
SafeAssign	0	0%
Collaboration	8	0.06%
Content Area	6744	49.42%
Roster	14	0.1%
Personal Information	11	0.08%
Wimba Voice Emails Extension	0	0%
Address Book	0	0%
Homepage	0	0%
The Electric Blackboard	0	0%
Podcast	0	0%
Calendar	0	0%
Groups	130	0.95%
Grade Center	573	4.2%
iTunesU Course Application	0	0%
Wimba Voice Announcements Extension	0	0%
Chalk Title Management	0	0%
Manual	0	0%
Staff Information	17	0.12%
Registration Block	0	0%
Wimba Voice Boards Extension	0	0%
Wimba Podcaster Extension	0	0%
Blog Tool	0	0%
Scholar Course Home	0	0%
Email	183	1.34%
Discussion Board	3009	22.05%

Total Hits   13646 = 100%

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Questions