“The Application of the *Iron Triangle Model* to Enhancing the Quality of Online Higher Education during the COVID-19 Pandemic”

Sir John Daniel

odlsirjohn@gmail.com

www.sirjohn.ca
The Challenge for Education

- ACCESS (wider)
- QUALITY (higher)
- COST (lower)
The Iron Triangle

ACCESS

COST

QUALITY
Independence and Interaction

Synchronicity and Asynchronicity
Distance Learning: a three-legged stool
The Challenge for Education

- ACCESS (wider)
- QUALITY (higher)
- COST (lower)
The Iron Triangle

ACCESS

COST

QUALITY
A Flexible Triangle

ACCESS

QUALITY

COST
The Iron Triangle

ACCESS

COST

QUALITY
The Iron Triangle

ACCESS

COST

QUALITY
The Iron Triangle

ACCESS

COST

QUALITY
“an insidious link between quality and exclusivity”
A Flexible Triangle

ACCESS

QUALITY

COST
The Challenge for Education

- ACCESS   (wider)
- QUALITY  (higher)
- COST     (lower)

...all at the same time!
Principles of Technology

• Division of labour
• Specialisation
• Economies of scale
• Machines and IT

Adam Smith
1723-1790
Payame Noor University
• 170,000+ students

The Open University
# BRITAIN’S TOP UNIVERSITIES

**Quality Rankings of Teaching**

<table>
<thead>
<tr>
<th>Rank</th>
<th>University</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CAMBRIDGE</td>
<td>96%</td>
</tr>
<tr>
<td>2</td>
<td>LOUGHBOROUGH</td>
<td>95%</td>
</tr>
<tr>
<td>3=</td>
<td>LONDON SCHOOL OF ECONOMICS</td>
<td>88%</td>
</tr>
<tr>
<td>3=</td>
<td>YORK</td>
<td>88%</td>
</tr>
<tr>
<td>5</td>
<td>THE OPEN UNIVERSITY</td>
<td>87%</td>
</tr>
<tr>
<td>6</td>
<td>OXFORD</td>
<td>86%</td>
</tr>
<tr>
<td>7</td>
<td>IMPERIAL COLLEGE</td>
<td>82%</td>
</tr>
<tr>
<td>8</td>
<td>UNIVERSITY COLLEGE LONDON</td>
<td>77%</td>
</tr>
<tr>
<td>9</td>
<td>ESSEX</td>
<td>77%</td>
</tr>
</tbody>
</table>

…and tops for student satisfaction
• Costs 60 - 80% of conventional
Independence and Interaction

Synchronicity and Asynchronicity
Sir George Williams University, Montreal, 1970
The Open University – United Kingdom
Open to:

People
Places
Methods
Ideas
Lord Walter Perry
Founding Vice-Chancellor
The Open University

Advice
- Pilot of 300

Decision
- Admit 25,000
A Flexible Triangle

ACCESS

QUALITY

COST
UKOU – BBC partnership

"Earning a degree by watching the telly"
UKOU – BBC partnership

Worldwide audience of billions
Tutorials

A regional network with thousands of tutors
Independence and Interaction
Independence and Interaction

Getting the Mixture Right
Interaction

a slippery concept
Correspondence Education

“A guided didactic conversation”

Borje Holmberg
Independence and Interaction
Synchronicity and Asynchronicity
Cambridge University: All lectures to be online-only until summer of 2021
M O O C – Every letter is negotiable!
A record 13.6 million visitors this year, up from 8.9 million the year before.
Independence and Interaction

Synchronicity and Asynchronicity
DISTANCE LEARNING

a three-legged stool

Student support
Admin/logistics
Learning materials

student
DISTANCE LEARNING

student

- Student support
- Admin/logistics
- Learning materials

a three-legged stool
Conducting a College through COVID-19:
The Evolving Leadership Challenge

Articles/presentation at [www.sirjohn.ca](http://www.sirjohn.ca)
DISTANCE LEARNING

a three-legged stool

Student support
Admin/logistics
Learning materials

student
STUDENT SUPPORT

- Academic
- Administrative
- Cultural
- Social
DISTANCE LEARNING

a three-legged stool

Student support
Admin/logistics
Learning materials

student
ADMINISTRATION & LOGISTICS

- Learning Management System
- Online options (ZOOM, etc.)
- Efficient registry
- Helplines and responses to e-mail
The Iron Triangle

ACCESS

COST

QUALITY
Independence and Interaction

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THANK YOU!