

# Sustaining e-learning

## **Presentation by Kaye Bowman**

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# Innovations

- ***Purpose***

Produce new products/services to better meet customers' needs & create additional value/wealth

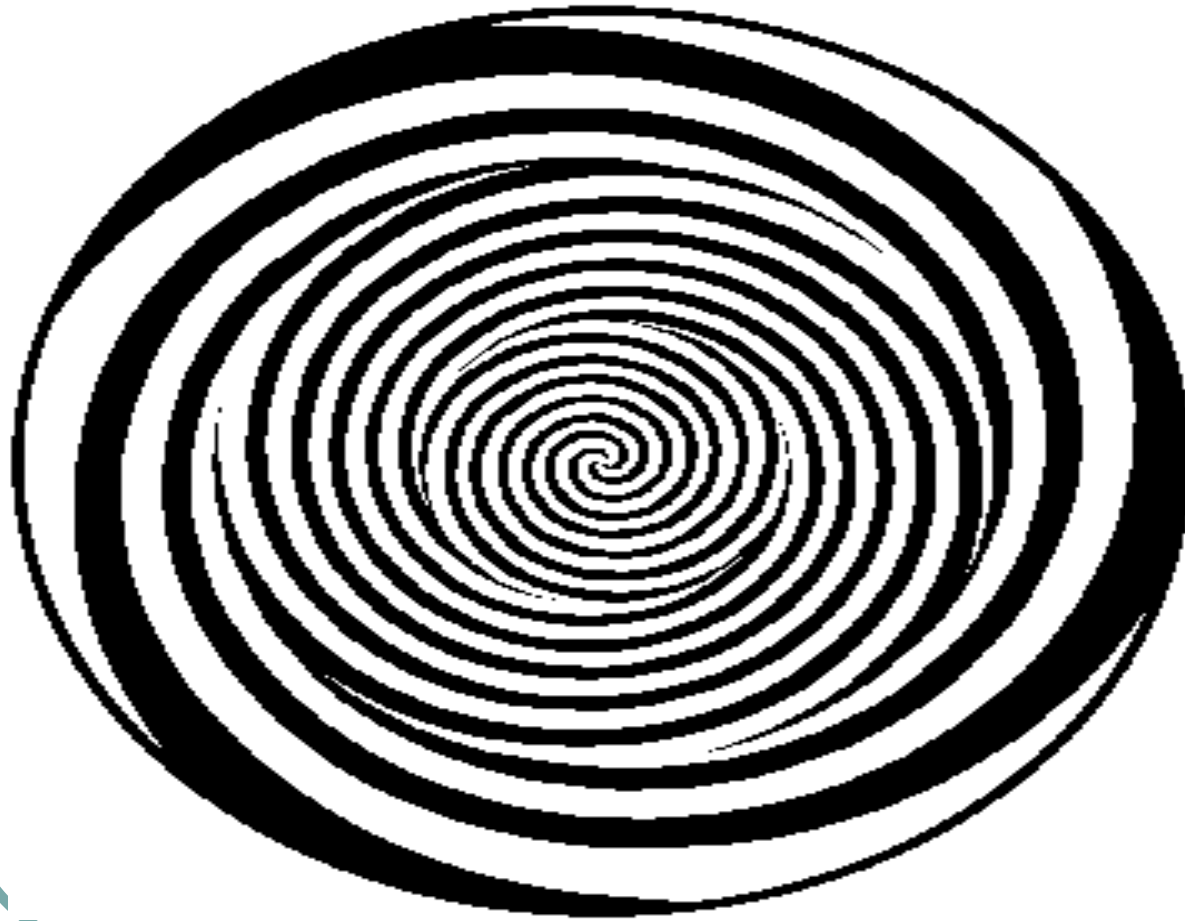
- ***Process***

Decision to engage (adoption)

- spread the word (diffusion)
- do the new (implement)
- embed the new into core practice (integrate)

- ***Sustaining -to achieve continuous innovation***

# Sustaining innovations



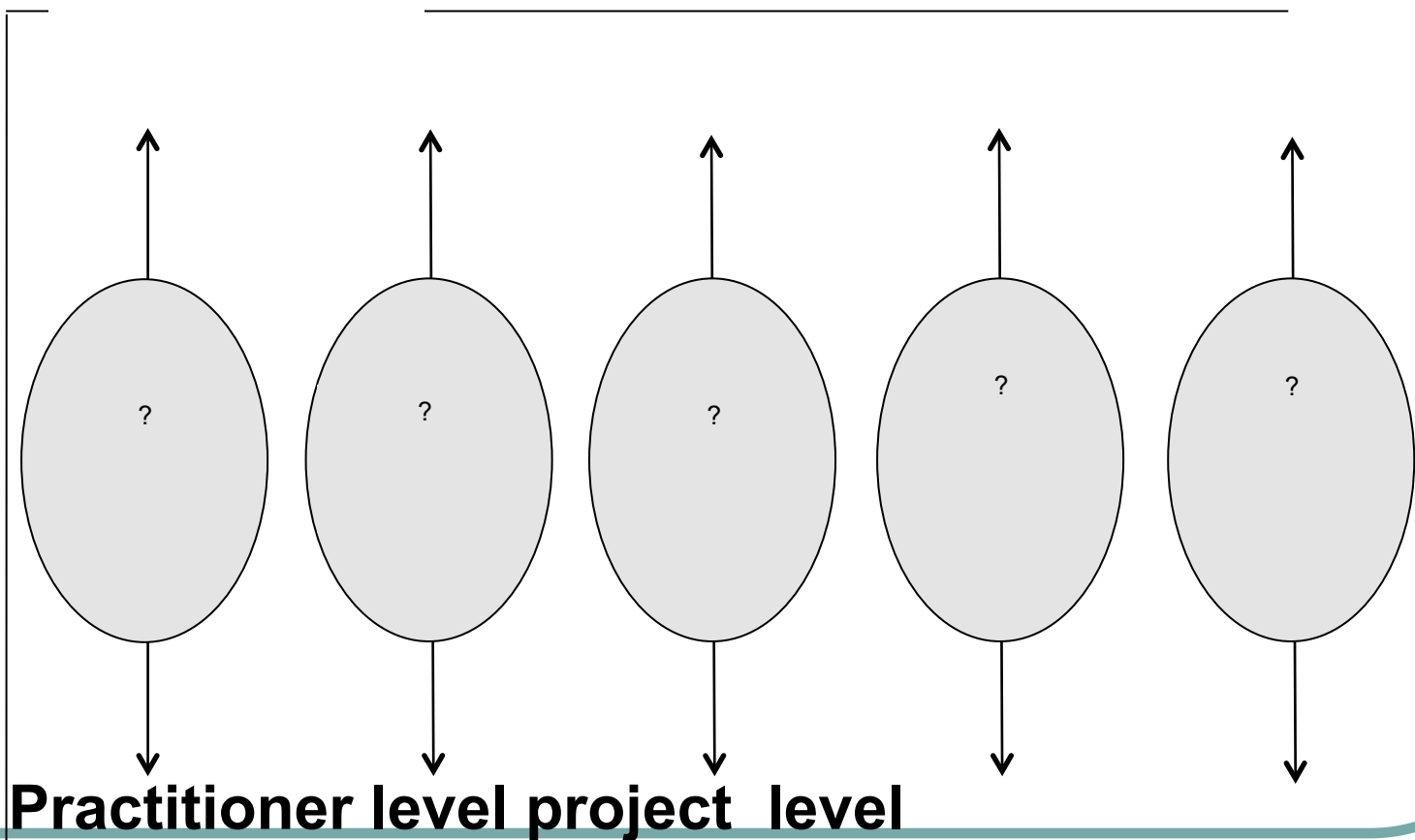
Ever repeating  
cycles of  
innovation

New idea adopt  
>diffuse> Embed-  
New idea>adopt>  
Diffuse>Embed etc

Requires  
system of  
interconnected  
elements  
across the  
organisation

# Elements that sustain an innovation

- **Management Organisation level**



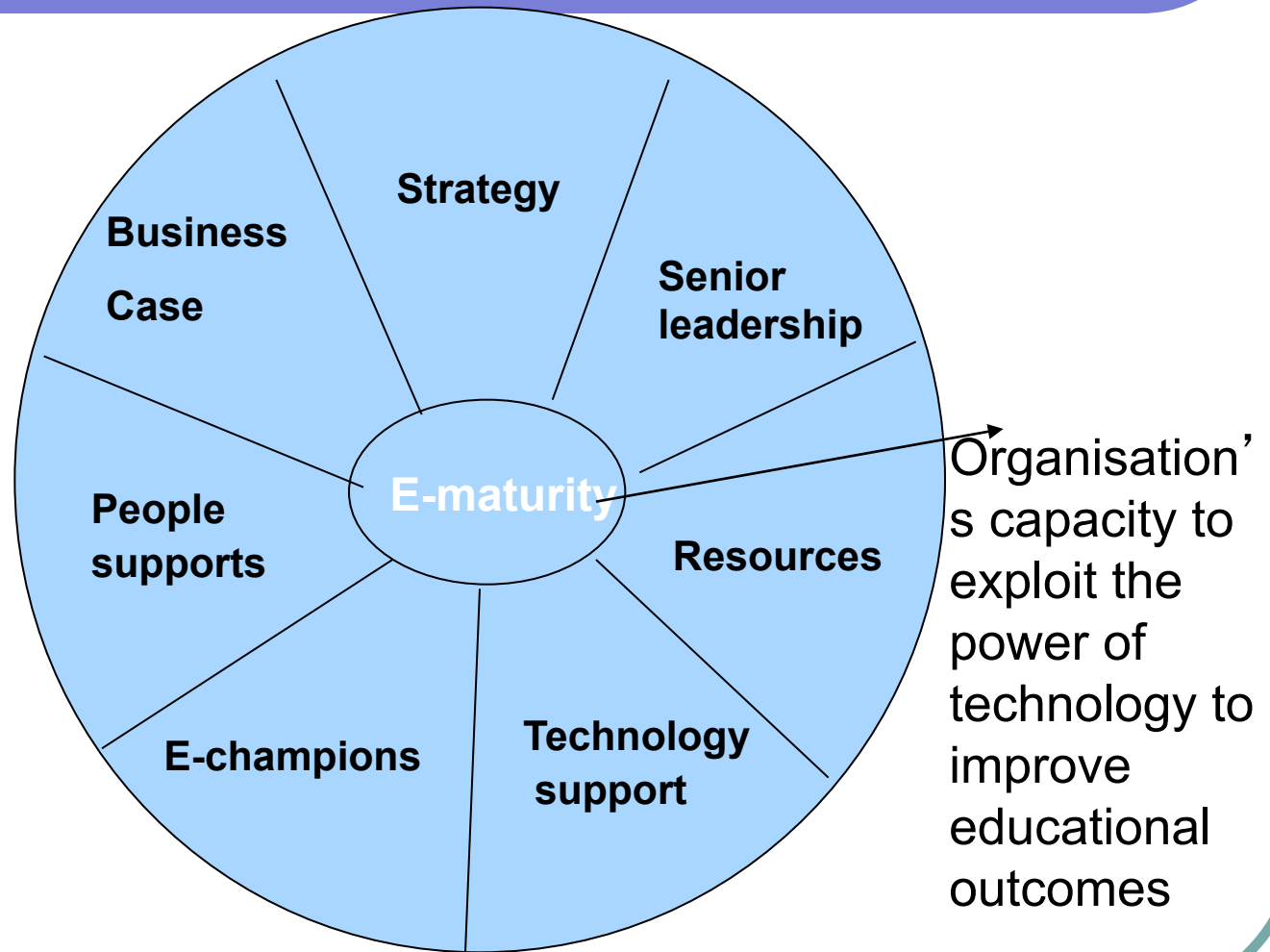
# Elements sustaining e-learning

Jasinski 2006	Resources/ Infrastructure People/ Policies/ Learning Evaluation/ Support (RIPPLES)
Berge & Giles 2008	Strategic plan /Leadership/ Technology infrastructure/ Instructional design/ Competent staff
Sheehy & Associates 2006	Funds/ leadership and strategy/learning management system/ e-learning resources and platform systems/online learning support team/ e- learning champions
ACODE 2008	Policy and governance/ Planning/ Infrastructure/ Pedagogical application/ Staff development & support/ Student training and support
BECTA 2008 & 2010	Management & planning/ Human resources Technology/ Learning resources/Learner support Teacher support

# Sustaining e-learning-our elements

Seven  
element  
diagnostic  
tool used in  
Framework  
research

Callan &  
Bowman 2010



# E-maturity-what is your organisation?

**Novice user** - know very little of e-learning -ad hoc usage

**Sporadic User** - in some departments or courses

**Developing User** - coordinating use of e-learning

**Established User** - e-learning is across the company and transforming teaching and learning

**Embedded User** -e-learning is part of the culture/ in everyday use.

**Innovator** – embedded user and thought leaders & experimenters

# Models for sustaining e-learning

- There are many ways in which the seven factors can operate
- There is no one right way
- It is the correct ‘fit’ for the organization which is critical to successful change

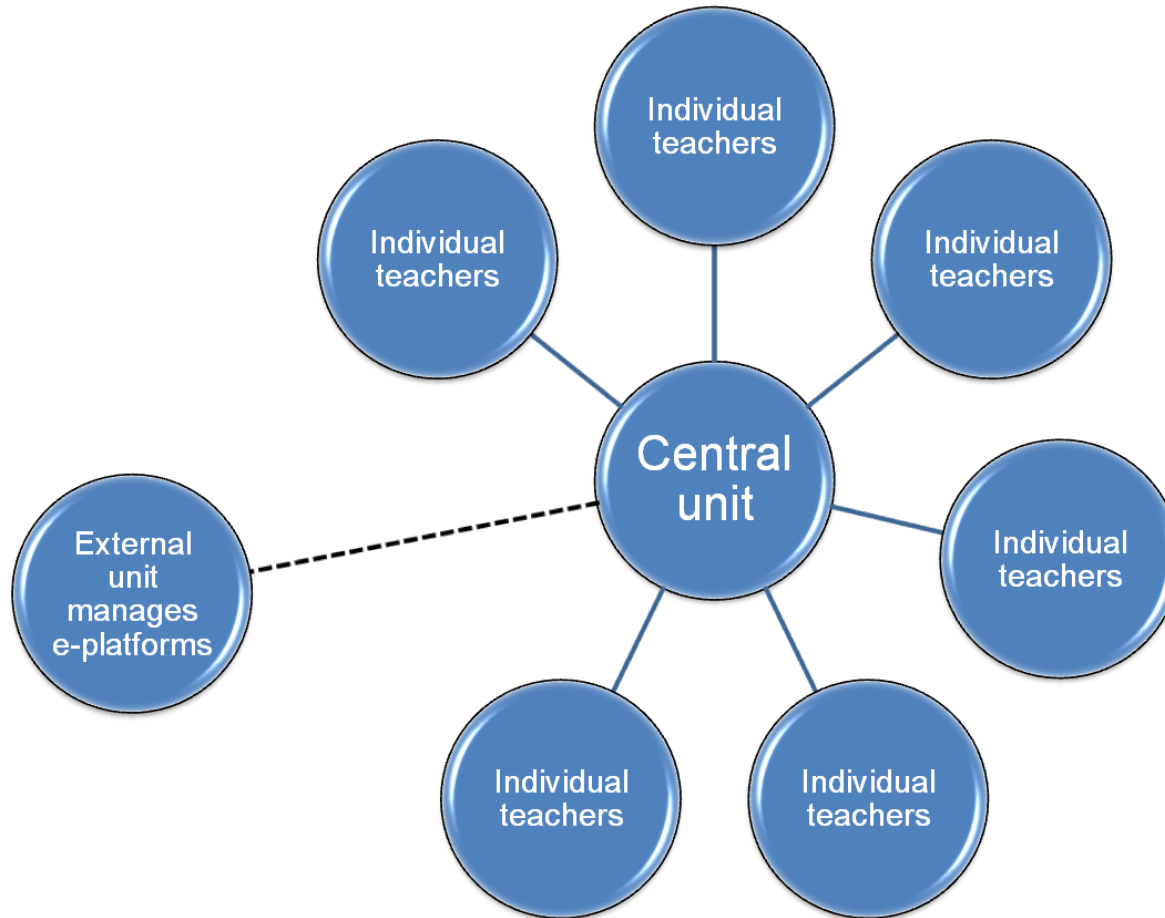
(Lorsch & Lawrence, 1970).



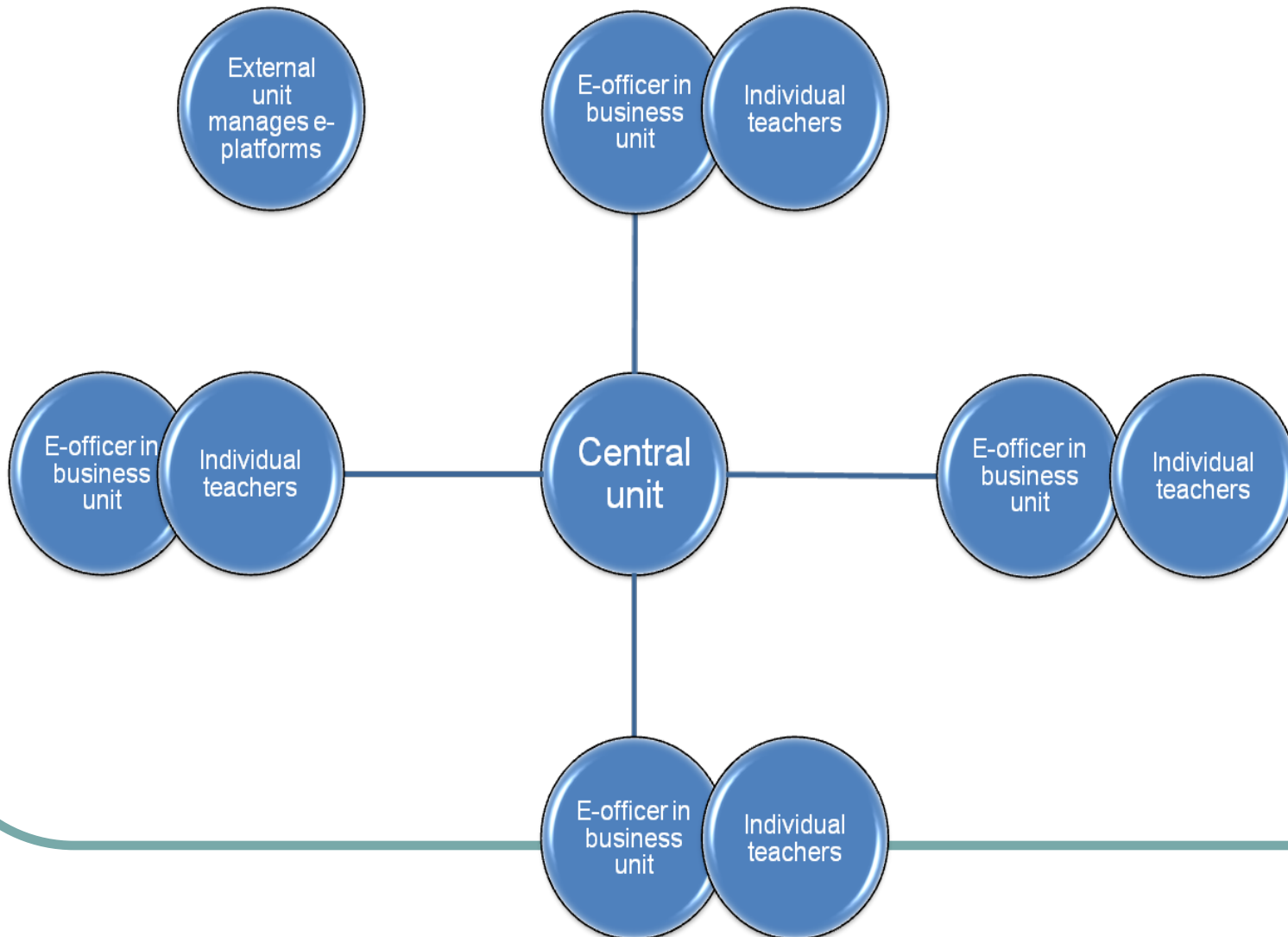
# E-maturity of 10 case organizations and year started e-learning

GippsTAFE Vic	Innovator	1998
Qld Ambulance Service Qld	Embedded	2004
Tabor College SA	Embedded	2006
North Coast Institute of TAFE NSW	Established	2006
Challenger Institute of Technology WA	Established	1999
Tasmanian Polytechnic	Developing	1999
Federal Group Tas	Developing	2007
SunWater, Qld	Developing	2005
Byron Region Community College, NSW	Sporadic (for sustainability)	2007
Filterfab, SA	Sporadic (OHS)	2005

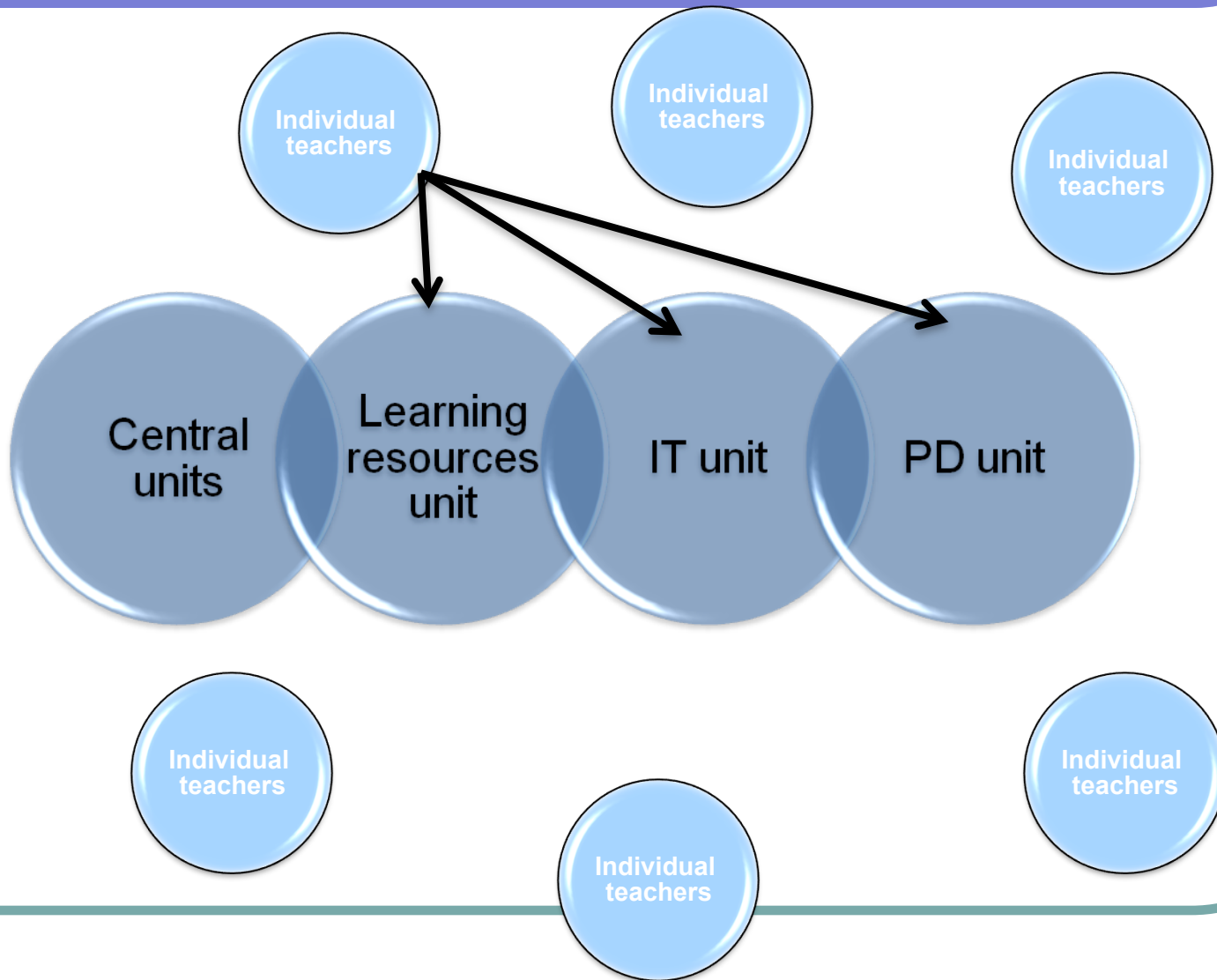
# A central unit model



# Central with business unit champions



# Decentralized model-teacher driven

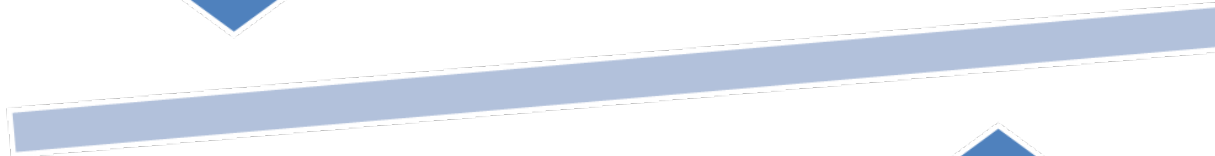


# Internal and external model



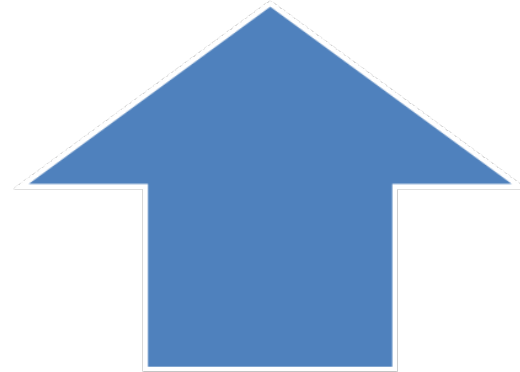
## Internal

- Internal e-learning champions/mentors
- Internal e-technology



## External

- LMS of external agent
- External e-learning expertise



For more

## **Sustaining E-learning Innovations: A *review of the evidence and future directions***

*Benchmarking and Research  
Australian Flexible Learning Framework*

### **Support documents**

- *Literature review*
- *Meta-analysis of Framework funded projects*
- *Vignettes on organisations*