Sustaining E-learning Innovations: What are the Success Factors for Australian Organisations?

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Aims and method

What is the evidence around how Australian RTOs are sustaining e-learning?

Going forward, what factors might guide the achievement of more sustainable e-learning innovations in the future?

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http://www.biojobblog.com/tags/competitiveness/
• Literature review
• Meta-analysis of Framework funded projects
• Ten Vinettes
  • GippsTAFE, Queensland Ambulance Service, Tabor Adelaide, North Coast Institute of TAFE, Challenger Institute of Technology, Tasmanian Polytechnic, The Federal Group, SunWater, Byron Region Community College, Filterfab

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Organisational readiness

- The Novice
- The Sporadic User
- The Developing User
- The Established User
- The Embedded User
- The Innovator

http://www.gamesprays.com/spray/warning-noobs-ahead/
http://chemistscorner.com/to-be-an-innovative-chemist-you-have-to-ask-questions/
<table>
<thead>
<tr>
<th>Organisation</th>
<th>Maturity</th>
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<td>GippsTAFE, VIC</td>
<td>Innovator</td>
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<td>Ambulance Service, QLD</td>
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<td>Tabor, SA</td>
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• Strategy
• Senior leadership
• Business case
• Resourcing
• Champions
• People supports
• Technological supports
Strategy

• Being strategic
  ➢ Adopting a longer term view around e-learning
  ➢ being strategic about the use of new technologies.

• A specific stand-alone e-learning strategy
  ➢ the lack of an e-learning strategy had held back their embedding and sustaining of e-learning.

• 55% of RTOs still do not address e-learning in their business strategy (65% small, 53% medium) and 39% have no e-learning strategy (Framework 2010)
Senior leadership

• Leadership support from the top is critical.
• Leaders are show their support in many different ways, depending of what is required in a particular situation.

This finding is not surprising given that the role of senior leaders is to make the key decisions around organisational strategy, and major funding programs and appropriate people and organisational structures to deliver on those strategic objectives.
Business Case

- Key driver to initiating and for sustaining e-learning in the for-profit businesses, especially around cost savings.
- The business case is typically around training required to meet needs around compliance.
- Central to their business cases is the regional nature of their campuses, and savings in staff and learner time and greater cost effectiveness.
Resourcing

• Need for ‘safe spaces’ for staff to innovate – this includes funds, time and access to expertise to experiment.
• Framework funds and internal resourcing provided staff in these organisations such safe places and more latitude to be creative and innovative.
• Outside funding permitted more risk taking and more support from within the organisation for trialling cutting edge technologies.

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Champions

• Internal champions vital in raising the levels of awareness about e-learning.
• Champions come from the Framework and other external consultants.
• Particular type of expert is required - a professional who has a combination of both teaching and IT expert.
• Champions undertake a range of roles and supports.
People supports

- People supports are critical for sustaining e-learning and different organisations establish this support in different ways.
- Four different models at work for providing people supports.
A central unit provides expertise to teachers throughout the organisation to facilitate e-learning.

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Central unit works with internal e-champions in units of the organisation

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Technological supports

• Split between innovators and embedded users
• Innovators are well resourced around the hard and software support.
• Major risk that key staff with mix of IT, teaching and people skills would leave.
• Smaller organisations tend to rely upon tech and support from external consultants.

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http://www.savagechickens.com/2006/12/tech-support.html
Key messages – General

• Critical drivers in sustaining e-learning
  ➢ the roles of senior leadership support
  ➢ organisational strategy
  ➢ a dedicated e-learning strategy
  ➢ a strong business case of the benefits to learners, staff and industry partners.

• Major barriers to sustaining e-learning
  ➢ lack of a strategic plan
  ➢ a lack of resourcing
  ➢ a lack of access to IT expertise or support.

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Moving forward

- Funding
- Professional development of experts and champions
- Large public providers - there is a need to better understand what is helping and hindering their embedding and sustaining of e-learning
- Private providers - questions around why private providers are not as strongly involved in seeking and winning multiple sets of Framework funding
- Sharing knowledge and expertise
- Continuing to support e-learning networks
- Continuing to support the VET practitioner
- Commission research
- Complete a national survey of e-maturity levels in our VET organisations
Video

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