

E-learning and higher education: understanding and supporting organisational change

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The e-Learning Maturity Model (eMM) provides a quality improvement framework based on the Capability Maturity Model (CMM) and SPICE (Software Process Improvement and Capability determination). This project applied the eMM in an analysis of four different institution types: a University, Wananga, Private provider (PTE) and a Polytechnic. Contextualised with detailed interviews with a range of staff, the eMM assessments have been used to stimulate, support and measure organisational change in these three organisations over a three year period. The project commenced with a baseline eMM assessment used to generate an initial capability report. The organisations were then supported through a process of change using the information in their reports. The project completed with a further assessment. This data has been used to identify key change factors and publish case studies illustrating how institutions of different types and contexts can successfully change and improve their e-learning activities. Five factors were identified as significant influences on the ability of organisations to change in response to technology in the current political and educational landscape of the New Zealand tertiary sector, and these will be presented along with information from the case studies illustrating their impact in different contexts.