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Towards Scalable and Sustainable Implementation of E-learning Processes in Higher Education

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This paper addresses the problem of scalable and sustainable implementation of e-Learning activities of champions. The main question arising from the problem is: Which activities of champions implementing e-Learning processes influence scalability and sustainability? The paper identifies and describes the characteristics and activities of champions in relation to scalability and sustainability. In addition, the rationale and motivation stem from the problem and assumption that champions are engaged in e-Learning implementation processes in Higher Educational Institutions, but lack institutional support and policies that directly or indirectly hamper scalable and sustainable efforts. The conceptual framework underpinning this paper is guided by three models. The first model addresses Critical Success Factors (CSF), Higher Educational Institutions could consider to base decision making and strategic thinking about e-Learning. The second model aligns e-Learning policies and infrastructure with the institutional training culture and the third model highlights aspects to consider for creating a sustainable e-Learning environment. The paper follows a qualitative research design through the use of semi-structured interviews with champions and policy level staff as well as document analysis. The main findings highlight particular characteristics and activities of champions implementing e-Learning processes in Higher Educational Institutions. However, specific reference is made to various institutional support structures and considerations that must be in place in order for champions to implement their activities successfully. The significance of this paper lies in proposing a synthesised toolkit reflecting the characteristics, qualities, mindsets and attitudes aligned according to activities of champions in relation to those activities that could affect scalability and sustainability.