The E-xcellence methodology (e-xcellence@eadtu.eu) facilitates higher education institutions in reviewing the quality of their e-learning offerings, supported by benchmarks, guiding resources and external assessors.

An analysis of E-xcellence reviews at nineteen higher education institutions was undertaken, in order to identify the most challenging aspects of e-learning provision for the institutions. The analysis revealed the E-xcellence benchmarks that were considered the most problematic in self-assessments, or which attracted the most planned actions for improvement.

This profiling exercise indicated that the main challenges were:

- developing e-learning strategy
- building online academic communities for students
- managing staff workload.

There was also a strong focus on increasing the interactivity of learning materials. In contrast, the provision of reliable IT systems and hardware was unproblematic.
the area of Student Support, with the exception of Social media, were judged unproblematic.

Considering the data from the institutions’ roadmaps for improvement reveals both similarities and differences to the pattern shown in the self-assessments. Some benchmarks feature similarly: E-learning strategy, Workload management and Academic communities are seen as problematic in self-assessments, and are also identified in many institutions’ roadmaps for improvement. However, other benchmarks differ on the two measures. For example, the largest number of roadmap actions was for Interactivity although this benchmark was not commonly judged problematic in the self-assessments. Also there were relatively high numbers of planned actions for some of the Student Support benchmarks, even though most of these were judged unproblematic in the self-assessments.

Discussion

Based on data from the institutions’ self-assessments and roadmaps, the analysis identified several key issues that institutions find challenging when implementing e-learning. These are: e-learning strategy; staff workload; academic community; and, to some extent, interactivity. The analysis has also shown that the more practical and technical aspects, such as providing information for students, and technical infrastructure, are relatively unproblematic. It is encouraging that these ‘building blocks’ of quality e-learning are in place.

Comparing the two sources of data (self-assessments and roadmaps) raises further considerations about the issues identified and the E-xcellence process itself. One might assume that benchmarks that are frequently scored as problematic in self-assessments would lead to planned actions listed in the roadmap. To a large extent this is the pattern seen. However, the two sets of data are not entirely consistent. Notably, there were a large number of roadmap actions for Interactivity even though this benchmark was not highlighted as problematic in self-assessments.

Perhaps institutions find it relatively straightforward to include actions in their roadmap that have already had some work done on them, and are thus not scored as particularly problematic in self-assessments. One example is Interactivity. Improvements here are core concerns for many e-learning practitioners, who wish to improve quality by moving away from e-learning as transmissive content delivery; however, current provision may not be seen as particularly problematic. There could also be issues highlighted as problematic in self-assessments where no plans have yet solidified that can be committed to a roadmap. Social media may be one example; institutions may have held back from planning major actions in this fast-moving area. More worrying would be to see evidence of issues frequently assessed as problematic, but for which few improvement actions are planned; there is little evidence of this in the current data.
Conclusion

An E-xcellence self-assessment and review is an opportunity for an institution to take stock of its e-learning provision, recognise its strengths and weaknesses, and plan actions that will enhance its quality of provision. Looking at evidence from past E-xcellence reviews suggests that HEIs introducing e-learning have faced particular challenges in:

- developing an institutional strategy for e-learning
- building online academic communities for students
- managing staff workload.

Many HEIs are also planning actions to improve the interactivity of their learning resources.

This picture of the issues that have proved to be challenging for HEIs moving into e-learning should be of value to other HEIs, and also to educational policy makers.

![Figure 1: Count of institutions judging individual benchmarks as problematic in self-assessments](image)