

Home > Journal > Social Sciences & Humanities > CE

[Indexing](#) [View Papers](#) [Aims & Scope](#) [Editorial Board](#) [Guideline](#) [Article Processing Charges](#)

CE > Vol.2 No.3, August 2011

OPEN ACCESS

## Findings from European Benchmarking Exercises on E-Learning: Value and Impact

PDF (Size: 238KB) PP. 208-219 DOI: 10.4236/ce.2011.23029

### Author(s)

Ebba Ossiannilsson

### ABSTRACT

Benchmarking is becoming a more and more commonly used method for quality assurance and enhancement in higher education today. The aim of this study was to explore the impact and value of benchmarking e-learning in universities. Two European benchmarking initiatives, E-xcellence+ through the European Association of Distance Teaching Universities [EADTU] and an e-learning benchmarking exercise through the European Centre for Strategic Management of Universities [ESMU], were studied using an exploratory multiple case study method and cross-case analysis of the findings. The findings indicated the value and impact of a variety of aspects of benchmarking e-learning on different levels, and stressed the need for a holistic and contextual approach as both benchmarking and e-learning are complex and comprehensive phenomena. This study also shows that benchmarking, in line with national and international quality boards/agencies, is a powerful tool for making improvements to teaching and learning in higher education.

### KEYWORDS

Benchmarking, Quality Enhancement, Critical Success Factors, E-Learning

### Cite this paper

Ossiannilsson, E. (2011). Findings from European Benchmarking Exercises on E-Learning: Value and Impact. *Creative Education*, 2, 208-219. doi: 10.4236/ce.2011.23029.

### References

- [1] Baccich, P. (2009a). Benchmarking e-Learning in United Kingdom universities—The methodologies. In T. Mayes, D. Morrison, H. Mellar, P. Bulen and M. Oliver (Eds.), *Transforming higher education through technology enhanced learning* (pp. 90-106). Bristol: The Higher Academy.
- [2] Baccich, P. (2009b). Benchmarking e-learning in United Kingdom universities: Lessons learned from and for the international context. *Proceedings of the 23rd ICDE World Conference on Open Learning and Distances Education Including the 2009 EADTU Annual Conference. M-ICDE Conference Flexible Education for All: Open- Global-Innovative*. Maastricht.
- [3] Bates, T. (2009). Re: Using technology to improve the cost-effectiveness of the academy. [Web log message]. URL (last checked 10 June 2011) <http://www.tonybates.ca/2009/10/10/using-technology-to-improve-the-cost-effectiveness-of-the-academy-part-1/>
- [4] Bates, T. (2010). Re: Strategic thinking about e-learning. [Web log message]. URL (last checked 10 June 2011) <http://www.tonybates.ca/2010/06/11/strategic-thinking-about-e-learning/>
- [5] Bonk, C. J. (2009). *The world is open: How web technology is revolutionizing education*. San Francisco, CA: Jossey-Bass, A Wiley Imprint.
- [6] Comba, V., Ossiannilsson, E., Landgren, L., Blok, R., Martiens, F. J., Kjaer, C., & Christensen, I.-M. (2010). A benchmarking exercise for quality blended learning. A challenge for European universities in the twentyfirst century. *Proceedings of EADTU Annual Conference, Zermatt*, 55-75.
- [7] Conole, G. (2010). Learning design: Making practice explicit. *ConnectED Conference 28 June, 2010*.

- [Open Special Issues](#)
- [Published Special Issues](#)
- [Special Issues Guideline](#)

[CE Subscription](#)

[Most popular papers in CE](#)

[About CE News](#)

[Frequently Asked Questions](#)

[Recommend to Peers](#)

[Recommend to Library](#)

[Contact Us](#)

Downloads: 166,683

Visits: 373,395

### Sponsors >>

[The Conference on Information Technology in Education \(CITE 2012\)](#)

- [8] Creswell, J. W., & Clarke, P. (2007). *Designing and conducting mixed methods research*. Thousand Oaks, CA: Sage Publications.
- [9] Ehlers, U.-D., & Pawlowski, J. (2006). Quality in European e-learning: An Introduction. In U.-D. Ehlers and J. Pawlowski (Eds.), *Handbook on quality and standardization in e-learning* (pp. 1-3). Berlin: Springer. doi: 10.1007/3-540-32788-6\_1
- [10] Ehlers, U.-D., & Schneckenberg, D. (2010). Introduction: Changing cultures in higher education. In U.-D. Ehlers and D. Schneckenberg (Eds.), *Changing cultures in higher education* (pp. 1-14). Berlin: Springer-Verlag. doi: 10.1007/978-3-642-03582-1\_1
- [11] European Commission (2009). *The Bologna process 2020—The European higher education area in the decade*. URL (last checked 10 June 2011) [http://portal.bolognaexperts.net/files/Leuven\\_Louvain-la-Neuve\\_Communique\\_April\\_2009.pdf](http://portal.bolognaexperts.net/files/Leuven_Louvain-la-Neuve_Communique_April_2009.pdf)
- [12] Elliott, J. G., Stemler, S. E., Sternberg, R. J., Grigorenko, E. L., & Hoffman, N. (2011). The socially skilled teacher and the development of tacit knowledge. *British Educational Research Journal*, 1, 83-104. doi: 10.1080/01411920903420016
- [13] Giger, P. (2010). *Conversation and figuration from the horizontality of the 2.0 decade*. Ph.D. Thesis, Karlskrona: Blekinge Institute of Technology.
- [14] H?m?inen, K., Jessen, A., Kaartinen-Koutaniemi, M., & Kristoffersen, D. (2003). *Benchmarking in the improvements of higher education*. Helsinki: ENQA [The European Association for Quality Assurance in Higher Education].
- [15] H?yrup, S. (2004). Reflection as a core process in organizational learning. *The Journal of Workplace Learning*, 8, 42-54.
- [16] Johnson, L., Smith, R., Willis, H., & Haywood, K. (2011). *The 2011 horizon report*. Austin, Texas: The New Media Consortium.
- [17] Johnson, M., & Seborg, D. (Eds.) (2007). *Benchmarking concepts: An introduction. Process control performance assessment benchmarking concepts: An introduction*. London: Springer.
- [18] McLoughlin, C., & Lee, M. J. W. (2008). The three P' s of pedagogy for the networked society: Personalization, participation and productivity. *International Journal of Teaching and Learning in Higher Education*, 1, 10-27.
- [19] Miles, M. B., & Huberman, M. A. (1994). *Qualitative data analysis*. Los Angeles, California: Sage Publications Inc.
- [20] Moriarty, J. P. (2008). *A theory of benchmarking*. Lincoln: Lincoln University.
- [21] Moriarty, J. P., & Smallman, C. (2009). En route to a theory on benchmarking. *Benchmarking: An International Journal*, 4, 484-503.
- [22] NAHE [The Swedish National Agency for Higher Education] (2008). *E-learning quality: Aspects and criteria*. Solna: H?gskoleverket.
- [23] Ossiannilsson, E. (2010). Benchmarking e-learning in higher education. Findings from EADTU' s Excellence+ project and ESMU' s benchmarking exercise in e-learning. In M. Soinila, & M. Stalter (Eds.), *Quality assurance of e-learning* (pp. 32-44). Helsinki: ENQA [The European Association for Quality Assurance in Higher Education].
- [24] Ossiannilsson, E. (in press). Benchmarking on e-learning in universities: Impacts and values, European perspectives. *International Journal of Management in Education*. Special Issue on Virtual University.
- [25] Ossiannilsson, E. (2011). European experiences on the e-xcellence benchmarking initiative by EADTU. In W. Aung (Ed.), *iNEER Special Volume: Innovations 2011—World innovations in engineering education and research*. Manuscript accepted for publication.
- [26] Ossiannilsson, E., & Landgren, L. (in press). Quality in e-learning—A conceptual framework based on experiences from three international benchmarking projects at Lund University, Sweden. *Journal of Computer Assisted Learning*, Special Issue on Quality in e-learning.
- [27] O' Reilly, T., & Batelle, J. (2009). *Web Squared: Web 2.0 Five Years On*. Special Report. URL (last

checked 10 June 2011) [http://assets.en.oreilly.com/1/event/28/web2009\\_websqared-whitepaper.pdf](http://assets.en.oreilly.com/1/event/28/web2009_websqared-whitepaper.pdf)

- [28] Re.ViCa. (2009). Bibliography of benchmarking. URL (last checked 10 June 2011) [http://www.virtualcampuses.eu/index.php/Bibliography\\_of\\_benchmarking](http://www.virtualcampuses.eu/index.php/Bibliography_of_benchmarking)
- [29] Sangra, A. (2008). Technologies in university: Models, problems and challenges. Ph.D. Thesis, Tarragona: Universitas Rovira i Virgili.
- [30] Soinila, M., & Stalter, M. (Eds.) (2010). Quality assurance of e-learning. Helsinki: ENQA [The European Association for Quality Assurance in Higher Education].
- [31] Schreurs, B. (Ed.) (2009). Critical success factors. Reviewing the virtual campus phenomenon. The rise of large-scale e-Learning initiatives worldwide (pp. 59-84). Leuven: EuroPACE ivzw
- [32] Siemens, G. (2005). Connectivism: A learning theory for the digital age. *International Journal of Instructional Technology & Distance Learning*, 1, URL (last checked 10 June 2011) [http://www.itdl.org/journal/jan\\_05/article01.htm..](http://www.itdl.org/journal/jan_05/article01.htm..)