



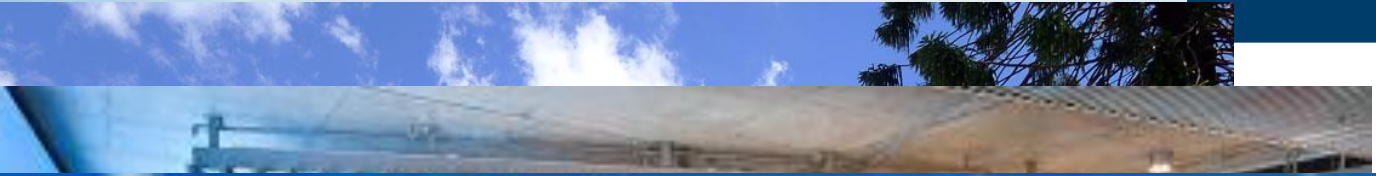
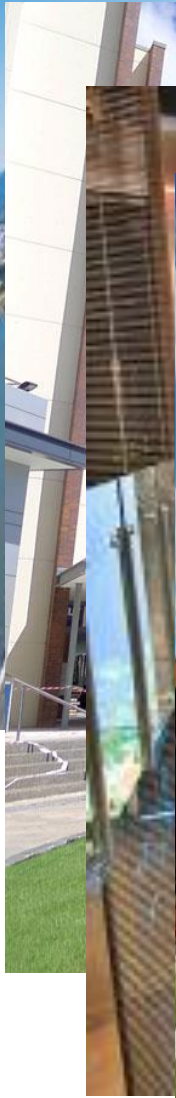
# (senior) leadership and ePortfolio

success factors for sustainability and maturity

**Kim Hauville**  
**Manager, eLearning Technology Services**

# A bit about QUT....

- Queensland University of Technology
- 46,000 students
- 5000 staff
- 3 campuses
  
- ePortfolio programme has it's home in eLearning Services



# Overview of ePortfolio at QUT

- Started in 2002
- Full implementation by 2004
- Enhancement projects
- Full service for approximately 8 years
- Planned Flexibility Service Model

# Some numbers...

- 32017 current students who have created an ePortfolio
- Number of new ePortfolios by year:
  - 2015: 10364
  - 2014: 11562
  - 2013: 11026
  - 2012: 15435
  - 2011: 4360
  - 2010: 6493

# So why is leadership important

## Senior Leaders

- Sponsor the activity
- Have the purse strings
- Play the politics
- Make the strategic connections
- ??



# What does the literature say about ePortfolio and Leadership

# Why explore ePortfolio leadership

- Our proposition is that like all initiatives ePortfolio needs senior leadership support for success
  - Critical success factors
  - Sustained practiced
  - Broad uptake – institution-wide



# First stage research

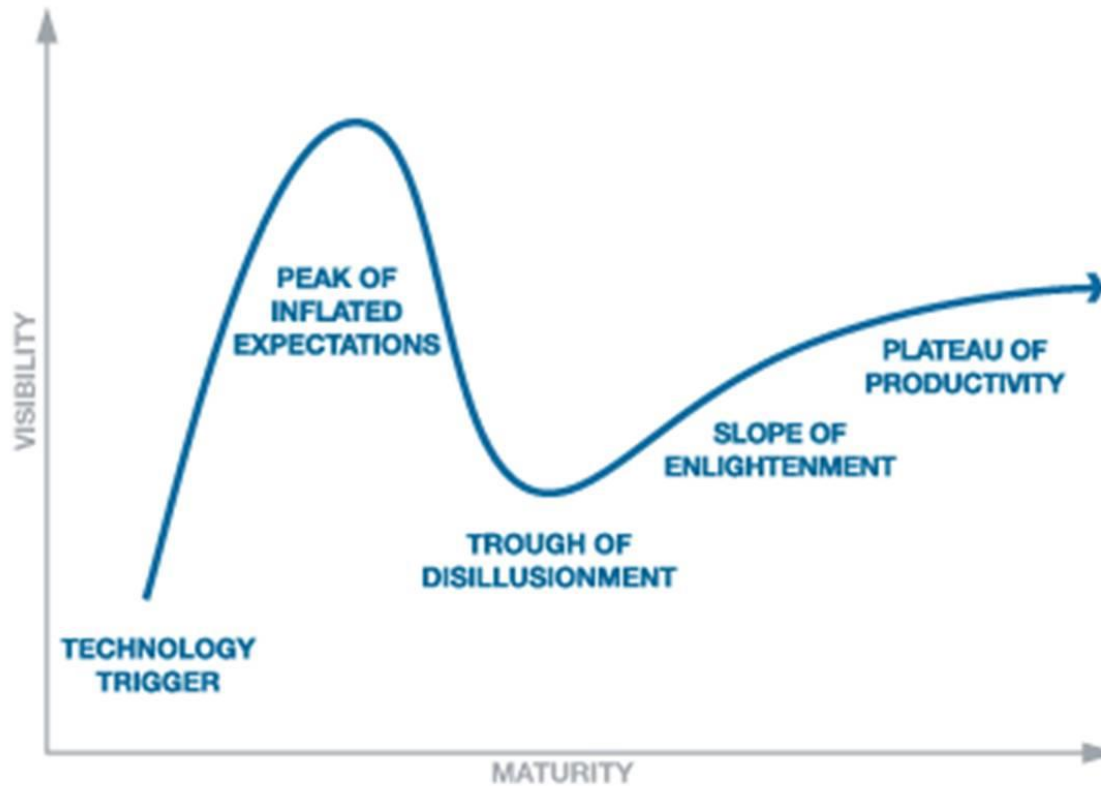
- Define the education technology journey
- Framework for understanding leadership
- How to examine these in combination to support critical success factors

# Critical Success Factors

- Purposefully embedded
- Unit and course based ePortfolio task must be assessed
- Academics must be supported
- Convey measures of positive impact on students
- Positive and consistent senior leadership
  - And this underpins the 4 above!

And these may differ based on context and institutional factors such as culture and practice....

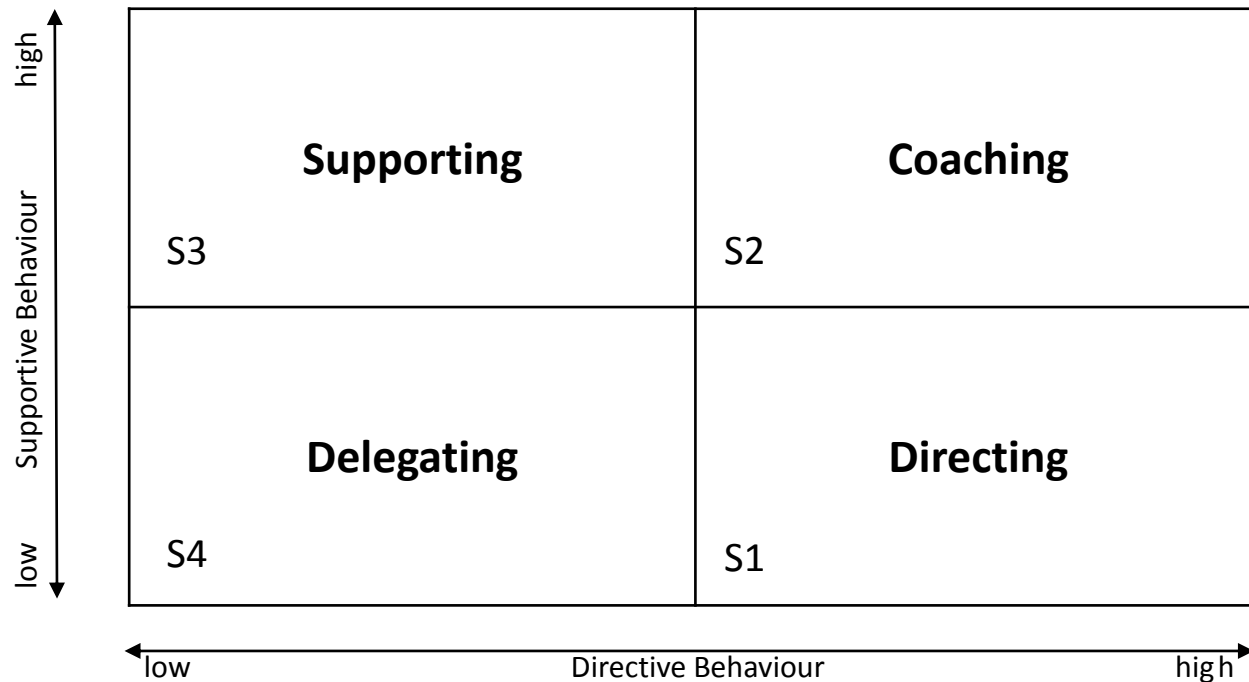
# Technology lifecycle - adapted



# Leadership characteristics and technology lifecycle

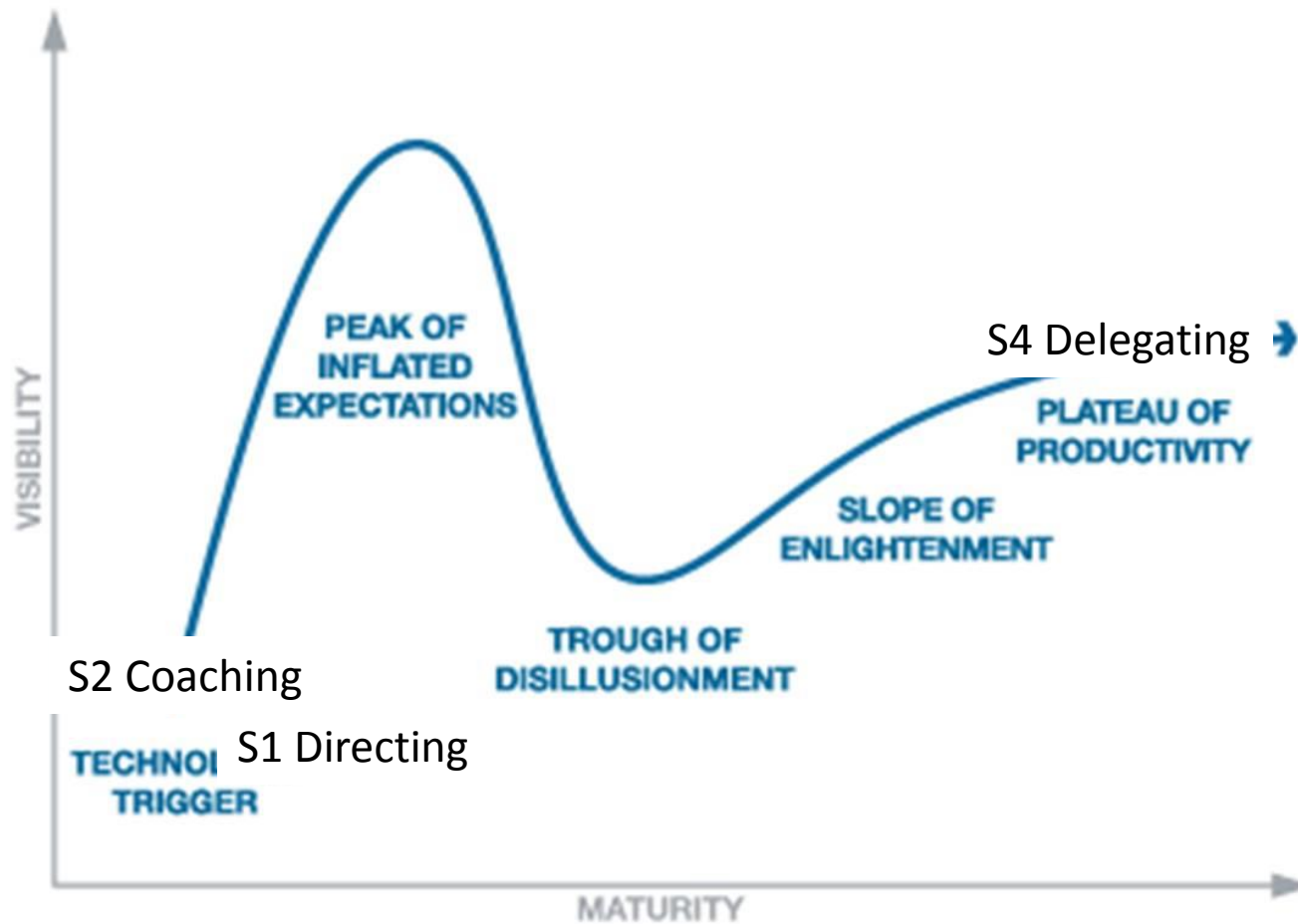
- What leadership model could describe the leadership characteristics needed over that lifecycle?
  - Situational leadership framework?
- Can those leadership characteristics be evidenced by research?
- What is hidden that might be made visible through this research?

# Situational Leadership Framework



High Competence High Commitment	High Competence Variable Commitment	Some Competence Low Commitment	Low Competence Low Commitment
D4	D3	D2	D1

# Combining the two



# Influencing factors

- Organisational culture
- Initiatives and strategies in play
- Leadership changes
- Skills and abilities of team members
- Networks and relationships across the institutions
- And there may be more.....

# Approach to researching these ideas

- Start at home
  - And then Australian context
- Surveying, interviewing, case studies
  - Still hard to evidence success and limited on evidence of personal success
- Theme analysis





**Thank you!**