

10.2.2026

Author

KEZAR, Adrianna (HOLCOMBE, Elizabeth M.)

Title

Barriers to organizational learning in a multi-institutional initiative / Adriana J. Kezar ; Elizabeth M. Holcombe

Publication year

2020

Source/Footnote

In: Higher education. - 79 (2020) 6, S. 1119 - 1138

Inventory number

49438

Keywords

Hochschule : Verwaltung allgemein ; Hochschule : Verfassung und Selbstverwaltung ; Hochschule : Idee und Aufgabe

Abstract

As colleges and universities strive to change and improve, organizational learning has emerged as an important tool to facilitate change. At the same time, foundations and funders are increasingly promoting scaled change through projects that bring multiple institutions together to learn from one another. However, to date, there is little research on organizational learning in multi-institutional change initiatives or the unique challenges of promoting learning in cross-institutional settings. This paper focuses on one such effort, the AAU STEM Initiative, and outlines barriers to organizational learning that can result when national organizations attempt to facilitate learning among sets of college campuses. (HRK / Abstract übernommen)