

A high-angle photograph of a man with grey hair and glasses, wearing a light blue button-down shirt, sitting at a wooden desk. He is focused on his work, with his hands on a silver laptop keyboard. To his left is a smartphone, and to his right is a pen and a small notebook. The background shows a blurred office environment with a wall outlet.

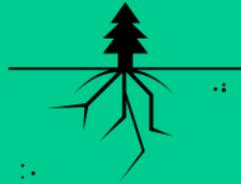
Blackboard

Capturing the Opportunity for Hybrid & Online Learning

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Overview of Online & Hybrid Education

Table Exercise

1. The participants at your table are part of a single office, department or agency.
2. You collectively have the responsibility for shaping staff development within the organization.
3. Each table is assigned one of three possible scenarios.
4. Read the scenario and then at your table, determine the first two or three things that you'd do to get the ball rolling to address the goals of the scenario.

Table Exercise Scenarios

Scenario 1: Leadership Change

The head of staff development has decided to retire. To date, program-focused learning is offered face-to-face in a classroom context with supplemental and optional training offered online. In the last five years, the agency has experienced a high rate of turnover, especially among its newest employees, and agency department heads are reluctant to set aside the time for face-to-face training. A different approach to staff development is desired.

Where would you start?

Scenario 2: Online Everywhere

Online learning has grown organically within the agency. A small team decided to go online and *viola!*, online learning was born. Since then, other agency departments have added online courses (and the infrastructure to deliver them), but not too many programmatic offerings. It appears that most staff are taking the online courses for convenience. Outcomes and investment are question at the agency level. Something needs to be done.

Where would you start?

Scenario 3: Budget Issues

With funding dropping, the head of the agency has given an edict that online learning needs to be integrated into staff development as soon as possible. Because she sees online learning as a means to reduce cost, she'd like to replace most if not all training and staff development with e-learning. Last week she told you to "get all this stuff figured out," and be ready to roll by next fall. You have a small staff who are already stretched to the max and on a thin budget.

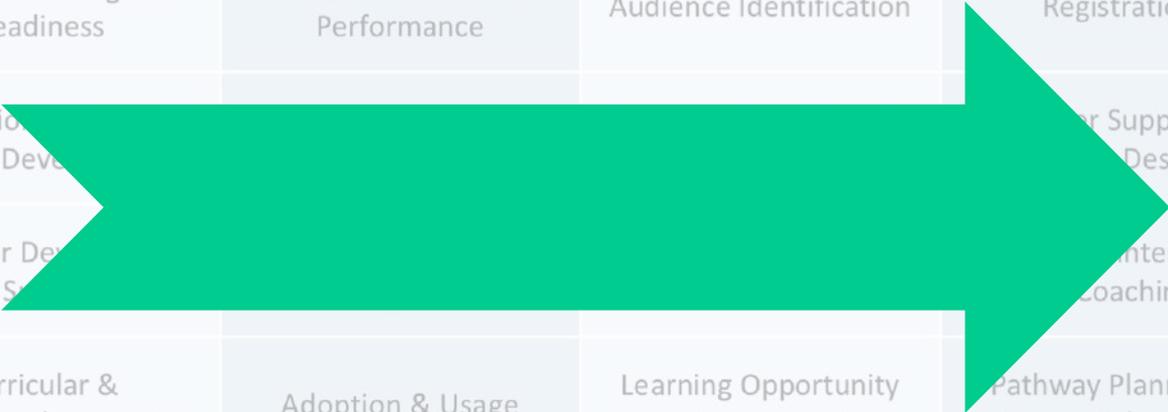
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Blackboard Quality Learning Matrix *for Business & Government*

Organizational Planning	Educational Practice	Technology Ecosystem	Learner Opportunities	Learner Success
Vision & Strategy	Curricular Design & Readiness	Platform Balance & Performance	Audience Identification	Registration
Management & Governance	Instructional Design & Course Development	Identities, Roles & Access	Learner Awareness & Opportunity Positioning	Learner Support & Help Desk
Program Development	Instructor Development & Support	Process & Data Integration	Marketing & Learner Identification	Risk Alerts, Intervention & Coaching
Business Model	Curricular & Instructional Innovation	Adoption & Usage	Learning Opportunity Management	Pathway Planning & Course Scheduling
Analytics & KPIs	Assessment & Measurement	Operations & Service Delivery	Metrics & Reporting	Career Connections

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