



Phase I: Research & Proposal

2 Months October 2023 - November 2023

1. Identify core issues with the current employee learning and development (L&D) process
 - a. Compile employee and leadership feedback on the L&D process
 - b. Review historical trends and results from the L&D process
 - c. Determine opportunities to promote employee choice, ownership, and voice through authentic learning (COVA) (Harapnuik, 2018)
2. Research
 - a. Develop an [innovation proposal](#) to resolve core issues in the L&D process and integrate (COVA)
 - b. Complete [literature review](#) identifying further research and data to support innovation proposal
3. Obtain approval to proceed with the innovation proposal
 - a. Present innovation proposal to key leadership decision makers Lawrence McGhee and Michelle Miller
4. Gain departmental support
 - a. Announce the approved innovation proposal to the Student Finance Team
 - b. Gain support and volunteer commitment to participate in the project

Phase II: Planning & Preparation

1 Month December 2023

1. Create a COVA-based learning experience for onboarding Financial Aid Advisors (FAA)
 - a. Identify all learning objectives required in onboarding the FAA position

- b. Identify opportunities to integrate COVA in the employee's L&D
2. Construct the blended learning environment architecture (Horn et al., 2015)
 - a. Assign which learning activities are transferred into Canvas, the learning management system (LMS)
 - b. Assign which learning activities are completed live or in person with the trainer
3. Create the training schedule to onboard the FAA
 - a. Determine the time allocation needed for each learning objective
 - b. Build the training schedule using the assigned training activities and time allocation needed for each learning objective

Phase III: Canvas Production Period

9 Months January 2024 - September 2024

1. Construct Canvas-based learning. 36 learning objectives have components to be housed in Canvas. The production schedule will be as follows per each learning objective:
 - a. Monday: Pre-Production
 - i. Draft content and activities on the training topic and schedule recorded sessions as needed
 - b. Tuesday: Production
 - i. Perform recorded sessions as applicable
 - ii. Construct learning activities as applicable
 - iii. Create and update standard operation procedures (SOP) content as applicable
 - c. Wednesday and Thursday: Post-Production
 - i. Edit any recorded sessions
 - ii. Finalize content
 - d. Friday: Canvas Publication
 - i. Publish produced content in Canvas
2. Feedback throughout production
 - a. Review progress every Friday with the Financial Aid Advising leadership team
 - b. Receive feedback and make adjustments to content as needed

Phase IV: Testing & Pilot

12 Months March 2024 - March 2025

1. Implement the blended learning onboarding program for the FAA position as a pilot
 - a. Record the following data on all trainees:
 - i. Pace and progress during the onboarding period
 - ii. Experience and feedback
 1. Do they feel motivated in their new position?
 2. Do they feel equipped and competent to complete their responsibilities?
 3. Was the learning experience enjoyable and fun?

- iii. Assessment scores
 - iv. Scorecard assessments after training
 - v. Retention rates
 - b. Record the following data from all direct managers (DM) of their new direct reports (DR):
 - i. The overall smoothness of their DR's transition after the training program
 - ii. Any gaps of knowledge or skills observed with their DR after the training program
 - iii. Feedback on general adjustments that may be needed to improve the delivery of the blending learning onboarding program for the FAA position
2. Complete adjustments as needed every 3 months
 - a. Update adjustments according to data trends and overall feedback
 - b. Continue recording data and compare the impact of adjustments every 3 months

Phase V: Results & Next Steps

1 Month April 2025

1. Deliver data results to the Student Finance leadership team
 - a. Compile and interpret data results from the pilot period
 - b. Create PowerPoint presentation for the Student Finance leadership team with data interpretations
2. Present the data findings to the Student Finance leadership team
 - a. Present PowerPoint presentation to the Student Finance leadership team
 - b. Determine with the Student Finance leadership team if the application of the blended learning model:
 - i. Should stay in pilot with the FAA position and continue to make revisions and adjustments
 - ii. Should be finalized for the FAA position and move into piloting the blended learning model with another Student Finance position

References

Harapnuik, D. (2018, July 14). COVA. *It's About Learning*. November 23, 2023, https://www.harapnuik.org/?page_id=6991

Horn, M. B., Staker, H., & Christensen, C. M. (2015). *Blended: Using disruptive innovation to improve schools*. Jossey-Bass.