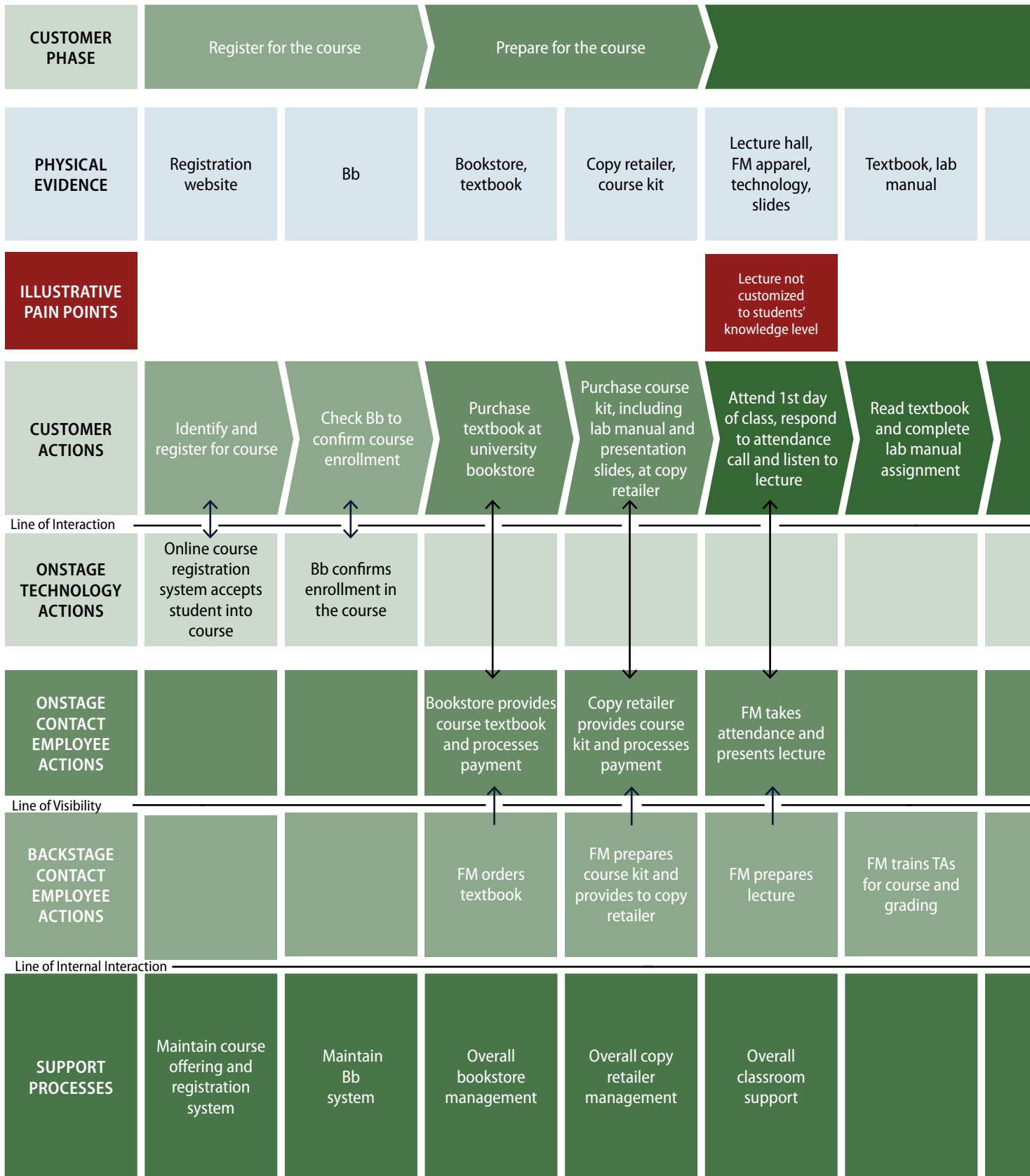
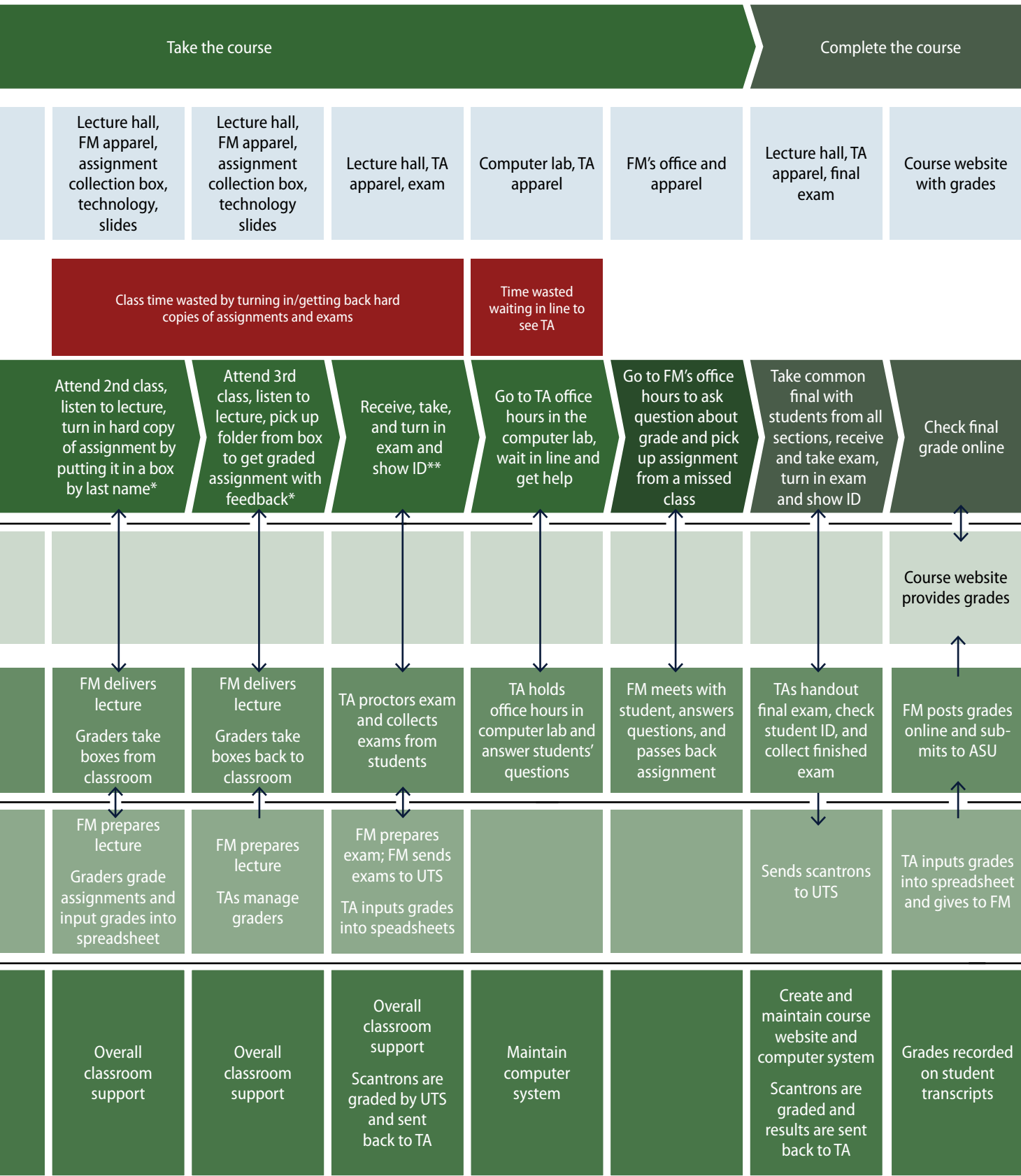


FIGURE 3A
Traditional, face-to-face course service blueprint

↕ Indicates interaction between customer and the organization's people and technology



Bb = Blackboard FM = Faculty member TA = Teaching assistant ULA = Undergraduate learning assistant UTS = University testing services
 Note: To minimize complexity, vertical arrows are not included for support processes.



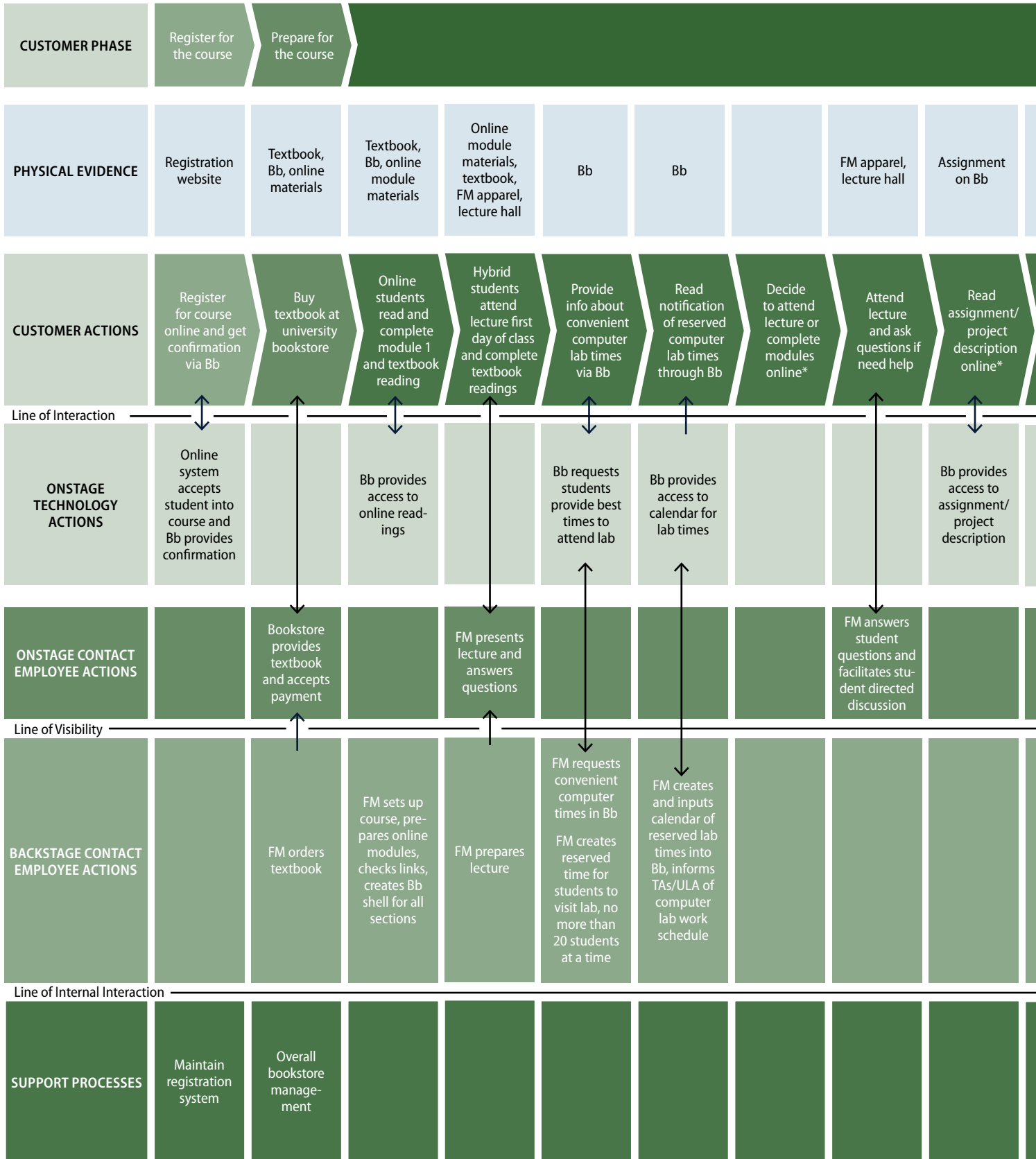
*Repeat process for 12 assignments during semester.

** Repeat for 3 inclass, non-final exams during semester.

FIGURE 3B

Redesign to an online and hybrid course service blueprint

↕ Indicates interaction between customer and the organization's people and technology



Bb = Blackboard FM = Faculty member TA = Teaching assistant ULA = Undergraduate learning assistant UTS = University testing services

Note: To minimize complexity, vertical arrows are not included for support processes.

Take the course Complete the course

Online tutorial, textbook	Assignment drop Box on Bb	Assignment feedback, Bb	Online exam, grade	Computer lab, TA/ULA apparel	Bb			Email, screen cast response	Assignment	Grades on Bb
---------------------------	---------------------------	-------------------------	--------------------	------------------------------	----	--	--	-----------------------------	------------	--------------

Look at online tutorials readings and conduct research*	Submit assignment/project on Bb*	Receive feedback from non-automated grading within 1 week*	Take online exam, submit, and receive grade*	Go to computer lab during reserved time to ask TA questions/get help	Check FAQ on Bb to find answer to question	Send course related question to FM via email	Read email and then screen cast response posted on discussion board	Finish each assignment at own pace no later than deadline	Check final grade
---	----------------------------------	--	--	--	--	--	---	---	-------------------

Bb provides access to links for tutorials	Bb receives and automatically grades aspects of assignment/project	Bb provides access to feedback from TAs	Bb provides access to exam, receives and grades it		Bb provides access to FAQ list		Bb provides access to discussion board		Bb provides access to grades
---	--	---	--	--	--------------------------------	--	--	--	------------------------------

				TA answers student questions					
--	--	--	--	------------------------------	--	--	--	--	--

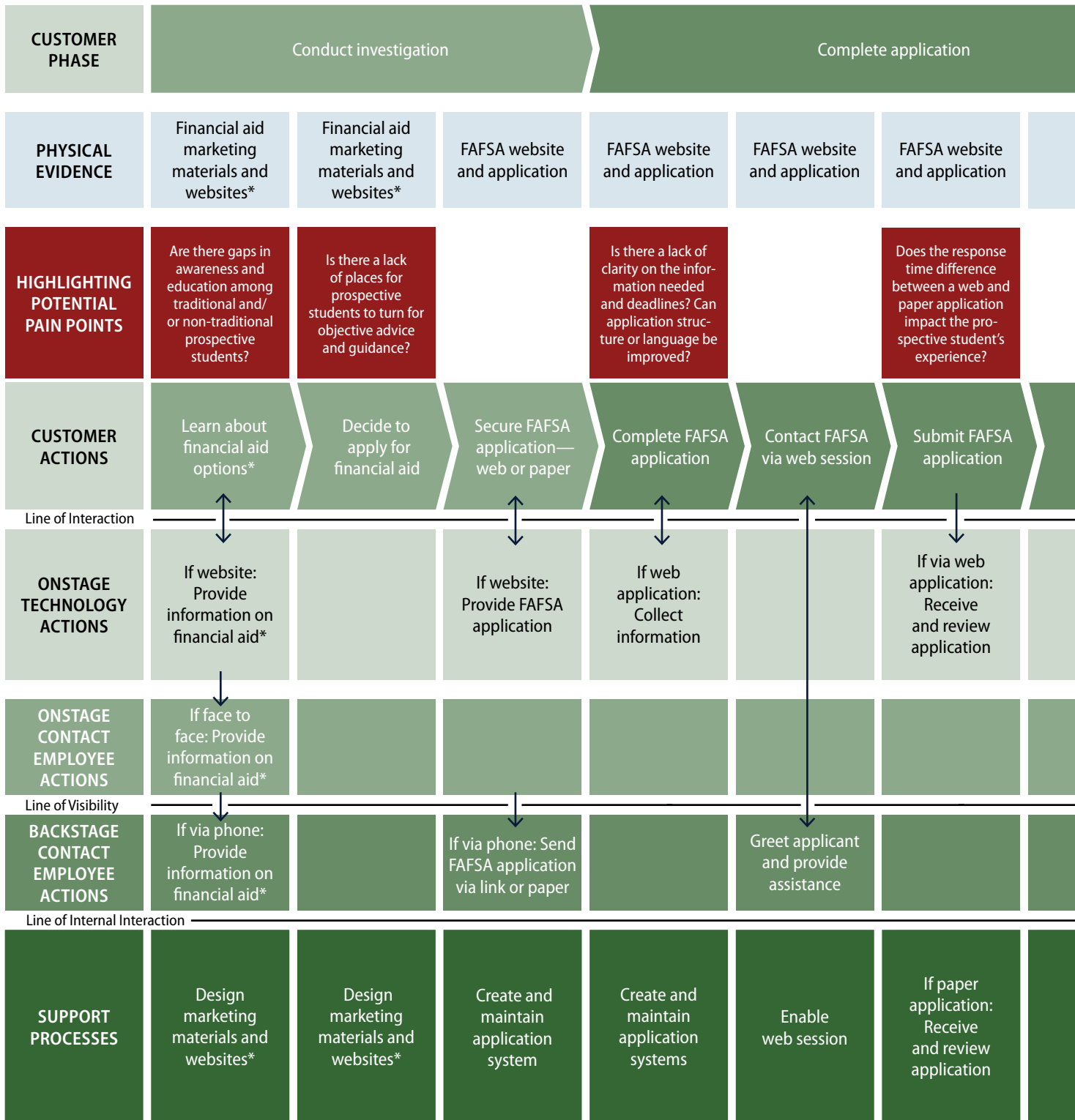
	TAs go through training, do all assignments. Receive grading rubric and manual, learn how to access and grade assignments	TA grades aspects of assignments not evaluated electronically, submit grade and feedback. FM does spot check of TA grading					FM reads question, develops screen cast response, posts on Bb discussion board, and sends email with link		Post grades on Bb
--	---	--	--	--	--	--	---	--	-------------------

	Undergraduate writes code enabling automatic grading of assignments, Maintain automatic grading system		Maintain computer systems						
--	--	--	---------------------------	--	--	--	--	--	--

*Multiple self-guided learning assignments, major projects, and online exams

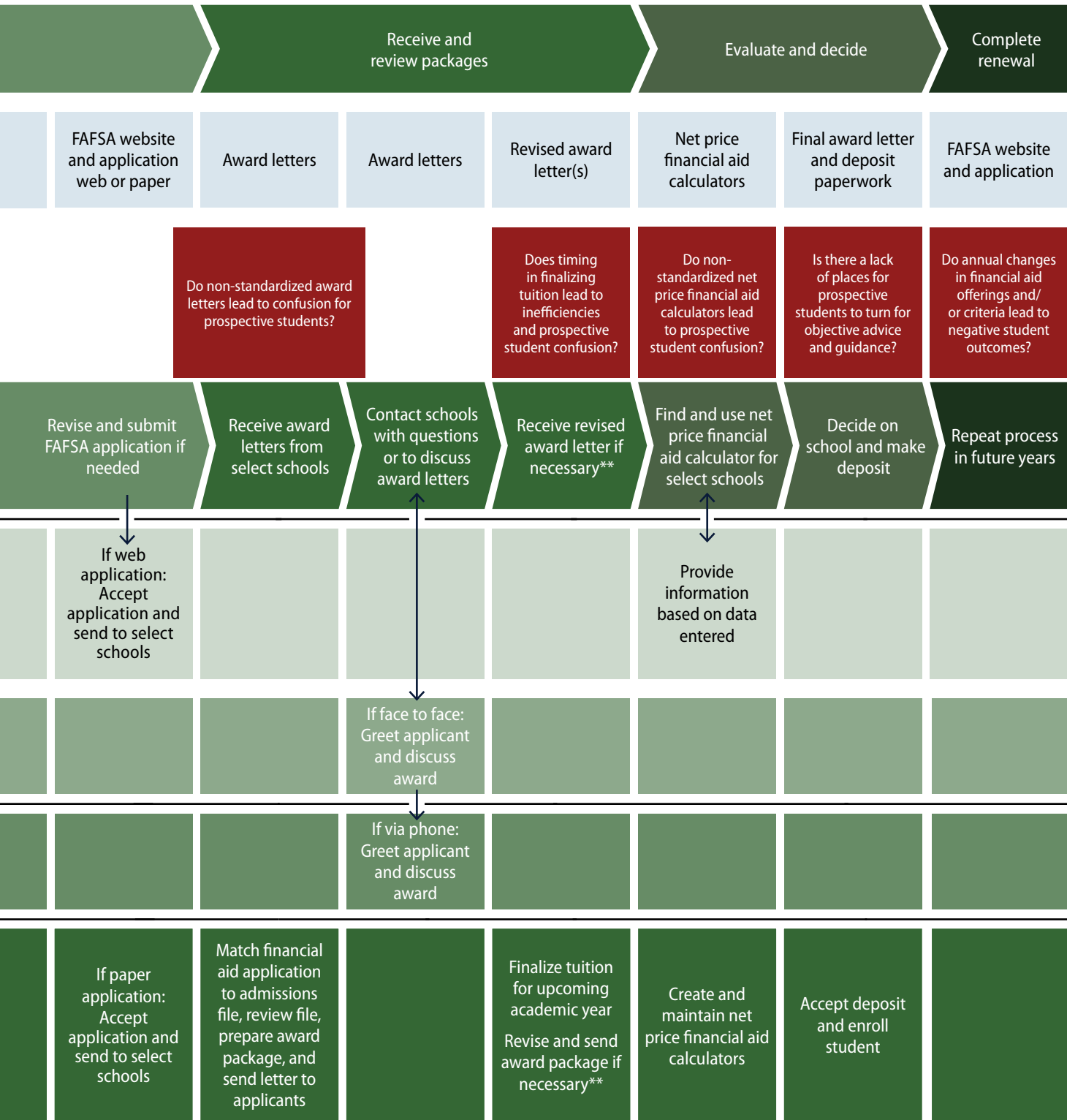
FIGURE 4
Financial aid process service blueprint

↕ Indicates interaction between customer and the organization's people and technology



*From high schools, universities, and other sources.

Note: Various support processes span the blueprint, including human resource and training management and database creation and maintenance. To minimize complexity, vertical arrows are not included for support processes.



**Due to discussion with schools' financial aid personnel or change in tuition after the original award letters were sent.