### The Blackboard Quality Learning Matrix™

**Build, sustain and grow quality learning experiences**

<table>
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<tr>
<th>Institutional Planning</th>
<th>Academic Practice</th>
<th>Technology Ecosystem</th>
<th>Recruiting &amp; Enrollment</th>
<th>Student Success</th>
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<td>Management &amp; Governance Model</td>
<td>Instructional Design &amp; Course Development</td>
<td>Identities, Roles &amp; Access</td>
<td>Brand Positioning</td>
<td>IT Help Desk</td>
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<td>Program Development</td>
<td>Faculty Development &amp; Support</td>
<td>Process &amp; Data Integration</td>
<td>Marketing &amp; Lead Generation</td>
<td>Risk Alerts, Intervention &amp; Coaching</td>
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<tr>
<td>Business Model</td>
<td>Curricular &amp; Instructional Innovation</td>
<td>Adoption &amp; Usage</td>
<td>Enrollment Management</td>
<td>Pathway Planning &amp; Course Scheduling</td>
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<td>Analytics &amp; KPIs</td>
<td>Assessment &amp; Measurement</td>
<td>Operations &amp; Service Delivery</td>
<td>Metrics &amp; Reporting</td>
<td>Employer Connections</td>
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Education involves more than courses – it blends vision and strategy with learning and teaching, and the processes, technologies, systems and services that enable quality learning experiences and student success.

Blackboard’s Quality Learning Matrix captures the essential elements of technology-enabled education and maps them across five key categories: Institutional Planning, Academic Practice, Technology Ecosystem, Recruiting & Enrollment, and Student Success. This matrix provides an actionable foundation on which an institution can build, sustain and grow quality programs.