ONLINE MEETING TOOLKIT

How to create effective online events

CIMEA

This document stems from the need of transposing online two international events foreseen in the framework of the EU co-funded project Thematic Peer Group on the implementation of the Lisbon Recognition Convention in EHEA countries (TPG-LRC). The project is aimed at fostering the implementation of the Bologna process focusing on recognition of qualifications and the LRC and, among the others, supported the organization of the third meeting of the Thematic Peer Group B on the Lisbon Recognition Convention and the seminar on "Recognition and information provision in the time of COVID-19: the role of higher education institutions". The organization of the two online events required motivation and effort to find effective solutions to reshape the content of the meetings in order to better fit the online modality, address the challenges for effective capacity building and policy making, manage conflicts, create networking opportunities and develop brainstorming techniques for decision making. To overcome these issues, it was decided to ask for the support of experts in the field of technologies for teaching and learning who could provide the theoretical basis to create an effective online meeting. This toolkit has been published with the purpose of sharing the knowledge acquired in the framework of the TPG-LRC project.

Authors

LUMSA University, Rome, Italy
Irene Culcasi, Maria Cinque

CIMEA, Rome, Italy
Luca Lantero, Chiara Finocchietti, Elisa Petrucci

Co-funded by the
Erasmus+ Programme
of the European Union

Table of contents

Executive summary

An online congress is the digital transposition, at a distance, of a face-to-face event. Organising conferences online means moving the contents traditionally displayed in a conference room in a different way, in which the speakers make their presentations connected from their own location (home office, etc.) or from a single site: the participants, on the other hand, connect from their own headquarters.

Half of all meetings (53%) today already include remote participants. And this number is more than likely to increase. Over three quarters (77%) state that video will be standard in meetings within the next three years, with India (94%) and China (91%) leading the charge. **During the COVID-19 pandemic most of the congresses were transformed into online events, webinars, online conferences and similar forms of digital interactions[1].**

But moving the event to a digital location is not only choosing a platform and sending an invitation: it requires a paradigm shift in how the event is conceived.

As the popularity of remote meetings continues to grow, it becomes increasingly crucial for organisations to have a conferencing solution that everyone can work with, a solution that is conducive to enabling meetings that are both efficient and effective[2].

The **goals** of toolkit are the following:
1. to clarify and offer definitions of the different terms, specifically the technical ones;
2. to improve the efficiency and enhance the effectiveness of online meetings;
3. more generally, to offer a contribution to increase the quality of online meetings, both from a technical point of view (platform and tools, use of time, clarity in the technical terms used, etc.) and from the point of view of effectiveness (foster constructive dialogue, manage conflicts, support collective thought and intelligence mechanisms that could be the most affected by online meetings, etc.).

The **focus** is on:
- contents;
- networking activities;
- interactive tools.

The toolkit includes a brief introduction and an overview of the challenges that the organisers of online events might meet, particularly in terms of capacity building and policy making. The following paragraphs focus on the different steps and tools needed to organise an online event and on how to engage the audience, in both synchronous and asynchronous sessions, considering the different personalities of participants. Furthermore, in the following sections we give practical advice concerning the choice of the platform, of video conferencing tools, of tools to collect contributions and feedback from participants (forms and surveys) and, last but not least, on tips to manage breaks and to foster conviviality. Weaknesses and strengths of online conferences are examined in the last part.

[1] *Remote meetings are the future*, published on *Barco*, 04/12/2019.
[2] Ibid.

Introduction and objectives of the toolkit

During the COVID-19 pandemic most of the congresses were transformed into online events, webinars, online conferences and similar forms of digital interactions.

Coordinating and planning an online event means transforming all the interchanges that normally take place face-to-face into digital interactions. It also involves moving the contents usually presented in a conference room onto an online platform and shaping the interaction in a different manner, since the speakers are connected from their own home or workplace.

In this situation there are different **challenges** that not only concern technical issues:

- **how to support dialogue, collaboration, shared planning?** Online meetings, by necessity short, can be very efficient in terms of time management and decisions to be taken (shorter and faster, and useful for decision making), but they can be a more slippery ground in terms of effectiveness, above all in reference to collective intelligence, design thinking, and everything that requires more dialogue and less assertive logic.
- How to bridge the gap between efficiency and effectiveness?
- How to manage a meeting in which **non-verbal communication**, such as the language of gestures and body, **is less or not present?**
- **How to manage conflicts and mediation**, in a space where it is easier to think in assertive terms (yes/no, in agreement/disagreement) than in terms of reasoning and processing?
- How to manage the **quality of relationships**, which also has an impact on the effectiveness of the thinking and reasoning carried out during the meeting, not having the traditional non-formal meeting times available (coffee break, lunch or 10 minutes of informal chat after the end of the meeting)? Is it possible to create these social spaces also online, and if so, how?
- Linked to this, experience highlights that it is easier to manage an online meeting with people who already know each other and who are used to working together, while **it may be less simple to effectively set up collaboration with a group of people who have not had the opportunity to get to know each other previously**. How to facilitate dialogue in such situations?

This toolkit is addressed to coordinators, researchers, employers of different kinds of organisations (national authorities, higher education institutions, companies, NGOs etc.) and anyone who needs to create an online event or conference.

This toolkit will get you started: you can read it from top to bottom or you can just focus on specific aspects.

The main objective of this toolkit is to provide a step-by-step guide to what you can do to set up your online congress. It stemmed from the need of shifting from the face to face to the online modality two online events foreseen in the framework of the EU co-funded project Thematic Peer Group on the implementation of the Lisbon Recognition Convention in EHEA countries (TPG-LRC).

The information in this toolkit represented the building blocks to developing online events and the case of the TPG-LRC project[3] is presented as a case study.

---

[3] For further information: *www.cimea.it*

THE TPG-LRC PROJECT - SWITCHING THE PARADIGM FROM FACE TO FACE TO ONLINE MEETING

The COVID-19 outbreak pushed us to rethink the way we are used to conduct meetings and to share knowledge with our partners and colleagues. In the framework of the TPG-LRC project we had to organise two different events: the third meeting of the Thematic Peer Group B on the Lisbon Recognition Convention (TPG B meeting) and the Seminar on recognition and information provision in the time of COVID-19: the role of higher education institution[5]. The first was an institutional meeting involving representatives from 37 different countries aimed at supporting the implementation of the Lisbon Recognition Convention at national level with a peer support approach, with a focus on the impact of the outbreak of COVID-19 on such implementation. The second was an open seminar with more than 300 participants focused on information provision with the objective of strengthening the ability of higher education institutions to provide transparent information in line with the provisions of the Lisbon Recognition Convention, also with the view of supporting different stakeholders involved in the recognition process in responding to the COVID-19 outbreak.
The organisation of the 2 events was supported by the Erasmus plus co-funded project TPG-LRC. The organisation of two events with such a different aim and target gave us the opportunity to carry out the indications described in this toolkit in different ways.
The information below stems from our direct experience and our debriefing after the meetings.

Choosing format and methodology
As described in this toolkit, an effective online meeting needs to be short and focused. This means that the goals need to be clearly defined and the agenda built around one main item.
1. The main purpose of the TPG B meeting was to gather input from participants. We decided to use a "working group format" to have an effective discussion and to give all the possibility to share experiences and comments. So, what we needed was to allow the informative and active participation of our attendees. In this case, we used asynchronous sessions to share selected materials (background documents, guiding questions, bibliography and sitography of reference) to lay the ground for the discussion and to boost proactive participation.
2. The seminar on information provision was aimed at spreading information on a specific topic to a large audience. We needed to shake-up the seminar format to encourage participants' engagement, attention and interest. For this purpose, we mixed up presentations, conversation between moderator and panelists and videos. To allow the participation of all the panelists we intended to involve, we also used the pre-recorded presentation of the speaker being in a different time zone. Finally, to overcome language barriers and facilitate the correct understanding of the information provided, the moderator used virtual background to display the keywords related to the questions to the speakers during the panel interview.

Involving speakers and facilitators
Presenting online or facilitating remote workshops requires getting familiar with the format and technical tools of the meeting. Having this in mind, we decided to set up individual meetings with the speakers before the events.

[5] For more information: *www.ehea.info*

1. For the TPG meeting we needed to manage the working groups. We identified one moderator and assistant moderator for each working group and set up individual meetings with them to share guidelines for conducting the groups. They were informed about the aim of the group, their role and tasks as moderators and provided with a bullet outline of the session. Moreover, they tested the tool chosen to collect feedback from participants.

2. Before the seminar on information provision, individual meetings with the panelists were arranged to inform them about the format of the seminar, the form that Q&A would have taken, as well as to test the platform and the tools for remote working. This also gave the speakers the chance to prepare and use polls to capture participants' opinions/questions.

Choosing the platform and the tools for remote working

As mentioned in this document, online platforms are evolving fast and several offer high service quality. The choice of the platform was based on the analysis of our key needs. First of all, especially in the case of the TPG B meeting, we needed to be as inclusive as possible: access had to be granted to all participants. Therefore, we looked for platforms that enable access via browser. Moreover, we took into consideration that we intended to use breakout sessions, give participants the chance to chat both publicly and individually, use backgrounds, launch videos, use polls and control the participants' microphone and video camera.

As regards the tools for remote working, for the working groups we used Padlet to take notes during the session and write down the ideas expressed by the participants. The Padlet board was visible to the participants in each "room" and then displayed in the plenary session to help the reporting from the working groups.

During the seminar, the polling feature integrated in the platform was used to both engage the audience and gather inputs from participants.

Involving participants

Participants were invited via email (using different/selected mailing lists) and the seminar, open to general public, was also promoted on social networks. Registered participants received relevant materials as well as practical information and housekeeping. To encourage networking before the Seminar on information provision we created a social wall inviting participants to get in touch with fellow attendees and speakers by uploading their picture, role, institution and a comment.

Running the meeting

The team composed of the moderator, the host and co-hosts and the chat monitoring proved to be effective to guarantee the smooth running of both the TPG B meeting and the seminar. Having well defined roles was also crucial to manage unexpected events. A separate group of the team in a chat app worked well to ensure quick communication among the team members.

Follow up

Reference materials were shared after the meetings. For the TPG B meeting the Padlet boards were used together with the minutes of the meeting. Referring to the seminar, we sent a follow up email including presentations, documents and worksheets. Moreover, excerpts from the seminar were made available. For this purpose, we asked all panelists and moderators to sign a specific privacy statement before the seminar.

How to create online events

agenda and contents

Organising an online congress means rethinking the user experience based on these questions:

1. What are the goals of the meeting?
2. What do participants want?
3. What do they expect as opposed to what they are used to?
4. How will they welcome the differences between the face-to-face congress and the new version of the online congress?

With the answers to these questions, it is possible to move on to the design phase, trying to adapt the old structure to the new model, redesigning the activity diagram.

Thinking of contents and productivity, some ways of making online meetings more fruitful and effective are described below[6]:

1. have a clear and well-communicated agenda;
2. appoint a meeting moderator;
3. prepare your system in advance and ask all the participants to do the same;
4. set time limit;
5. minimise distractions;
6. conclude with clear action items (i.e. identify an action item, assign it to one individual and agree on a deadline);
7. share meeting notes.

[6] *7 Powerful Tips for Highly Productive Online Meetings*, published on *Business.com*, 06/04/2020.

Activity Diagram
How to create online events

01 Define the objectives of the meeting/event
- target audience
- outcomes

02 Create an agenda
- timetables
- contents of plenary and parallel sessions and possible workshops or round tables

03 Contact moderators and speakers

04 Choose the platform

05 Define modalities of participation and engagement of participants
- gamification and engagement systems

06 Contact IT technicians

07 Open a call (if necessary) relating to contributions to be submitted

08 Communicate the event
- how to register
- access to digital materials

09 Manage registrations and distribute the participants in the sessions

10 Technical test for each speaker/moderator

11 Send the final programme
- instructions and directions
- intervention agenda
- access links and relevant documentation

12 Event start

13 Intervention sessions management

14 Follow up management and access to online conference materials

Furthermore, it is crucial to appoint the different roles in the organisational staff. Especially for meetings with a number of participants greater than 30, these 3 key roles should be covered:

- **Moderator**

  It is important that there is a coordinating figure, who can be the moderator/facilitator/chair of the entire meeting, who has a complete and synthetic overview of the structure of the meeting, the role of each panelist and the contents to be delivered to ensure the smooth and effective conduct of the meeting. For long meetings divided into several sessions, you can also have moderators for each session. The moderator leads the discussion, welcomes participants, makes housekeeping announcements, presents the panelists and manages the Q&A sessions.

- **Chat monitoring**

  In meetings with a high number of participants, i.e. from 50 upwards, it may be useful to have one or more support people who check the messages in chat and give support to the moderator, to keep the order of the presentations, collect the questions formulated in chat, etc. Among others, the person monitoring the chat replies in the public dashboard to the questions that can be useful for all the participants or in private to the ones that refer to more specific issues.

- **Producer/host**

  The person who manages the platform and ensures the smooth and timely transition between the different items of the meeting. The producer needs to know very well the structure of the meeting as well as the platform and preferably participate in the individual meetings with panelists and facilitators. The producer/host is the "director" of the event and he/she should not be involved in any specific parts of the meeting nor in the delivery of contents.

The team can be in contact with each other via a private chat on the platform, if this is possible, or via a mobile messaging service (which can be recommended if you are afraid of confusing private chat and public chat on the platform).

Synchronous versus asynchronous sessions

In synchronous sessions, all participants meet together at a specific time to discuss design problems and contribute ideas.

The asynchronous session does not occur at a specific time but instead allows each participant to view and contribute to a shared digital space (document, message thread, or other tools) whenever they choose, over a longer period of time.

Both structures have their benefits and drawbacks[7].

Synchronous sessions
Rapid and effective sharing of ideas
Focused attention
Team building

Asynchronous sessions
No scheduling problems
Time for ideas to incubate
Equal possibilities of contribution

[7] Harley A. & Moran K., *Remote Ideation: Synchronous vs. Asynchronous*, published on *Nielsen Norman Group*, 27/07/2019.

Synchronous sessions

The advantages of synchronous sessions are:

- **Rapid and effective sharing of ideas**
  Synchronous connectivity encourages fast back-and-forth conversations as well as drawing on the insights of all the participants easily.
- **Focused attention**
  Since there is a fixed time period – the duration of the agreed-upon meeting – participants would focus on the mission, so synchronous meetings can get results in a short time.
- **Team building**
  Mutual contact between colleagues promotes camaraderie and thereby encourages the sharing of ideas within a remote team.

The disadvantages are:

- **Scheduling**
  It might be very difficult to identify a time where all the participants are ready to collaborate as the team is scattered around various time zones and participants have a number of workloads.
- **Turn-taking and discussion**
  Online synchronous gatherings can be plagued by unpleasant cases of several individuals unintentionally beginning to talk at the same time (followed by a lengthy pause, and several requests to "go ahead") and poor exchange triggered by group-dynamic problems.
- **Difficulty choosing the correct tool**
  Applications that go beyond sharing the screen of one user or broadcasting webcams of individuals, and at the same time enable the exchange of multiple concept draftings may be difficult to locate.

Asynchronous sessions

The simplest method of asynchronous communication is e-mailing or sending text messages. External asynchronous exchange of ideas may exist via a message thread, a collaborative document (e.g. a Google Doc), a virtual shared whiteboard or another ideation tool, and team members view and contribute to this space according to their own schedules.

The advantages of asynchronous sessions are:

- **No scheduling problems**
  People can contribute and share their ideas at any time they want (even being in different time zones).
- **Time for ideas to incubate**
  People have more time to think through their ideas and to develop them and this can help to boost creativity.
- **Equal possibilities of contribution**
  In synchronous sessions some people might dominate, preventing their colleagues from expressing their opinions, while in asynchronous sessions everybody can post his/her ideas.

The disadvantages are:

- **Fewer chances for team building**
  Individuals will not get an opportunity to communicate with one another personally, and interactions will take longer to develop.
- **Less commitment and focus**
  Over days or weeks, people might quickly lose interest and confidence in new projects.
- **More time spent catching up**
  People will need to spend time getting back up-to-speed each time they revisit the shared space, reading through anything that has been contributed since their last visit to the digital area; sometimes they might get "lost", particularly if the number of people involved and the number of ideas is high.

In synthesis, asynchronous remote ideation generally allows people to generate ideas whenever convenient, but synchronous sessions produce quicker results and stronger team building. To combine the advantages of both methods, the best option is to "mix" them, using synchronous meetings at the beginning and/or at the end of a period of asynchronous work. For example, it is useful to organise a synchronous kick-off meeting to discuss an issue and possibly capture some initial ideas from the team, and then share a document or thread for people to asynchronously contribute additional ideas for a certain period after that meeting. On the other hand, after gathering the team's ideas asynchronously, for a few days, you can then follow up with a synchronous session of brainstorming.

Platforms for online conferences

how to choose

In this section we will talk about some platforms to conduct webinars or to manage online meetings available right now. We will see the features, advantages and disadvantages of each platform, as well as a brief explanation of the purpose for which each platform is best suited. **The right platform for you obviously depends on your specific needs.** The options listed can be explored further by activating the free trials, where applicable. The selection of platform is not definitive, as others can be added. Furthermore, the landscape of digital platforms is changing very rapidly, so always check the most updated information. It is worth mentioning that **the choice of the platform is completely arbitrary and is based on our experience** (see Table 1: Comparative overview of platforms for online meetings).

Zoom

Zoom is a videoconferencing tool for online meetings, training and dedicated webinar solutions. As a video conferencing platform, Zoom is a feature-rich platform. As a webinar tool it is well suited to live broadcasts, especially if you have a large panel of speakers waiting for their turn to speak.

Some Zoom functions:
- Interactive: up to 100 interactive video participants per webinar (extendable for a fee).
- Integration: it can broadcast your webinars on Facebook Live and YouTube.
- Control: mutes/activates the audio of the participants, for full control over the meetings.
- Engage: surveys, questions and answers and live chat.
- Subtitles: Provide text subtitles to a hearing-impaired audience or people using deactivated devices.
- Practical: participants can join from almost every device, including desktop, mobile, Zoom
- Rooms and Zoom Conference Room Connectors.
- Multi language support: 9 languages - Chinese (simplified), Chinese (traditional), English French, German, Japanese, Portuguese, Russian and Spanish.

Some limitations of Zoom: it is not an inexpensive platform and has 1GB of memory in the cloud, which is very little especially if you need to save your webinar recordings locally.

Zoom is recommended for situations that need an all-in-one video conferencing tool that includes live webinar broadcasting.

Cisco WebEx

WebEX combines a wider range of features for organising meetings, events, training sessions, interactive presentations and team collaboration. This software has two products dedicated to webinars: Cisco Webex Events and Cisco Webex Webcasting. The two products have more or less the same features; the real difference consists in the number of participants, which on Webcasting can be up to 40,000.

Some WebEx functionalities:
- Webinar and videoconferencing: this make it possible to host a wide range of live events, meetings and training sessions.
- Interactive: surveys, questions and answers and live chat.
- Chat and brainstorming tools: interactive whiteboard and other collaboration tools.

- File sharing: ability to share files and apps for a better workflow.
- Recall: automated calls inviting people to join your webinar.
- Multi language support: 9 languages - Chinese, English, French, German, Italian, Japanese, Korean, Portuguese and Spanish.

WebEx is recommended for situations that require a single, powerful video communication system without marketing functionality.

GoToWebinar

GoToWebinar is a platform that allows you to stream live webinars and send recordings to participants when finished.

Some GoToWebinar functionalities:
- Live webinar: host live webinars and share recordings with participants later.
- Custom landing pages: encourage people to sign up for your webinars.
- Email notifications: to remind people of your webinar event.
- Engage: you can use live chat, surveys and send files to the audience during your webinar (the only limit is that you cannot administer more than 5 surveys for one event).
- Analytics: reports and analysis on webinar performance.
- Multi language support: 6 languages - Chinese, English, French, German, Italian and Spanish.

Some limits of Gotowebinar: it is a solid platform but includes fewer features than others. The process of acquiring an attendee is long because he/she has to register before attending. Furthermore, you have to download a plug-in extension in order to sync with your personal calendar. Another issue is the restrictions foreseen by its packages. For example, with the starting plan, there is a limit of 100 participants per webinar and prices increase if you want to increase the limit.

GoToWebinar is recommended for mid-size organisers that only need live webinar hosting.

Demio

Demio is a webinar platforms where you can find all the features you need to deliver a complete event. Unlike many webinar platforms, which offer automated or live webinars, Demio offers both, plus an option for hybrid mixes of pre-recorded and live recordings.

Some Demo functionalities:
- "Stay registered": allow people to register once for a series of webinars in progress.
- Video quality: streaming in HD.
- File sharing: upload the slides and files you want to share with your audience directly to the platform. This way you do not need to share the screen and participants do not see the documents on your desktop.
- Private chat: users have the ability to send private messages to event coordinators or public messages visible to all.
- Interactive: it offers room engagement tools.
- Custom registration page: to keep the look & feel of your brand.
- Live replays: automate your webinar replays to make lead generation.
- Analytics: deepen the results of your webinar.

○ Multi language support: 9 languages - Dutch, English, French, German, Italian, Norwegian, Russian, Spanish and Swedish.

The only limitation is that it is the most expensive platform listed.

Demio is recommended for those interested in providing complete events.

BlueJeans

BlueJeans Events is a platform for video conferencing, and it can host a very large audience. This software provides a fairly stable experience for up to 15,000 people connected simultaneously. An asset of the BlueJeans platform is the use of cloud technology: the platform does not need to be installed on a local server but uses the servers of the company that provides the service. Cloud technology has many advantages such as: cost savings (you do not need to buy hardware or software to host or operate the platform), data security (the cloud provides greater security for your data and those of your users), and weightless recordings (video files are hosted in the cloud, with no memory limits).

Some BlueJeans functionalities:

○ Integration: possibility to broadcast on Facebook in HD quality.

○ Engage: it provides the basic tools for a webinar such as chat, question and answer and surveys.

○ Universal access: you can access it from any device connected to the internet.

○ Marketing: thanks to its integration with Marketo, you can automate your marketing activities.

○ Audio quality: Bluejeans Events collaborates with Dolby Voice®, a technology that enables participants to communicate with clean, interference-free sound quality.

○ Controls: during the live broadcast you can manage everything yourself, although using a director is always the best thing.

○ Analytics: deepen the results of your webinar.

○ Multi language support: 4 languages - English, French, German and Spanish.

One limit is that BlueJeans platform currently supports only 4 languages.

BlueJeans is recommended for those who want to organise online events by conducting live broadcasts in a simple and clean way, both from a technical and organisational point of view.

Microsoft Teams

Microsoft Teams is considered one of the best collaborative platforms. It is a technological solution that allows you to increase efficiency without increasing costs. Among the characteristics that allow Teams to be an element of strategic savings for the company is its "scalability". Microsoft Teams is in fact a product in continuous evolution that adds, in a single environment, more and more apps and better integration. From Office 365 suite apps to partner apps (such as Trello, SurveyMonkey, InVision, etc.). In total, it can integrate more than 150 third-party applications, boosting business productivity.

Some Microsoft Team functionalities:

○ File sharing: you can share files and documents, such as Word, Excel and PowerPoint presentations.

○ Chat: chats can be individual or group. The deep integration of Skype videos into the application

will offer popular social features, such as adding custom emoji and meme to discussions. You can also create tabs to match each specific project activity. This allows you to organise everything more carefully, for optimal management of each chat and meeting carried out.

- Hub: Teams offers a shared workspace for various Microsoft Office applications including PowerPoint, Word, Excel, Planner, OneNote, SharePoint, Delve and Power BI.
- Cloud and security: Premium versions include 1TB or unlimited cloud storage, other productivity-enhancing apps and advanced security systems.
- Multi language support: 36 languages - Arabic, Bulgarian, Catalan, Chinese (Simplified), Chinese (Traditional), Croatian, Czech, Danish, Dutch, English, Estonian, Finnish, French, German, Greek, Hebrew, Hungarian, Indonesian, Italian, Japanese, Korean, Lithuanian and Norwegian.

One limitation of Microsoft Teams is that it does not have the waiting room for participants that join early and the grid view.

Microsoft Teams is recommended for organisers that are looking for a flexible solution that covers everyone's needs given the amount of functionality and integrated apps it has. Teams offers enormous potential for collaboration, timing, sharing, etc.

Google Meet

Google Meet is Google's online platform for organising online video meetings, virtual lessons and much more. Google Meet is really simple and easy to understand even though there are fewer functionalities than other platforms. Some functionalities:

- Video: it offers the option to customise your video settings; you can lower the sending and receiving resolution and set the Standard 360 p definition instead of the High Definition 720 p.
- Engage: it provides the basic tools for a webinar such as chat and the option to share the screen.
- Accessibility: you can start a video call from a browser or mobile device using the free Hangouts Meet app, available for iOS and Android.
- Participants: there is the possibility to stream video to up to 100,000 viewers within one domain.
- Captions: you can activate the speaker's simultaneous transcription function. In principle, you could follow what is said without sound, but the transcription is not flawless.
- Recording: it is possible to record video meetings and save them directly to Google Drive.
- Multi language support: only English can be closed captioned in hangout meetings.

Some limitations of Google Meet: the meeting can only end when the last participant leaves the meeting and the platform does not have a waiting room.

Google Meet is recommended for organisers that are looking for a basic and simple solution.

The platforms have been presented according to the functionality currently available. The presented overview

	ZOOM	CISCO WEBEX	GOTOWEBINAR
Pricing	Free basic plan	Free basic plan	NO free basic plan
Screen sharing	☆	☆	☆
Lenght session limit	40 minutes (no limit with edu account)	24 hours	NO limit
Mobile app	★	★	★
Participants basic plan	100	250	100
Live stream	PAID ONLY	PAID ONLY	PAID ONLY (with GoToWebcas)
Record	☆ to computer	PAID ONLY	PAID ONLY
Breakout rooms	☆	☆	★ (with GoToMeeting)
Join without account	☆	☆	☆
Multilanguage support	☆ 9 languages	☆ 9 languages	☆ 6 languages
Witheboard tools	★	☆	☆ (with GoToMeeting)
Limitations	○ Only 1GB of memory in the cloud ○ Security problems	○ Support for proprietary devices only	○ The process of getting an attendee is long and this leads to loss of partecipants
Point of strength	Quality video	Role based user access	Multiple types of reports for detailed analytics of a session
Recommended for	Realities that need an all-in-one video conferencing tool that includes live webinar broadcasting	Realities that want a single powerful video comunication system without marketing functionality	Mid-sized realities that only need live webinar hosting

Table 1: Comparative overview of platforms for online meetings

may quickly change due to the constant updating and improvement of the mentioned platforms.

DEMIO	BLUEJEANS	MICROSOFT TEAMS	GOOGLE MEET
NO free basic plan	NO free basic plan	Free basic plan	Free until Sept 30
☆	☆	☆	☆
3 hours	2 hours	24 hours	60 minutes
☆	☆	☆	☆
50	25	250	250
PAID ONLY	PAID ONLY	☆ up to 10k viewers	☆ up to 100k viewers
PAID ONLY	PAID ONLY	PAID ONLY	☆ to computer
☆	☆	✕	✕
☆	☆	☆	☆
☆ 9 languages	☆ 4 languages	☆ 36 languages	☆ 1 languages
☆	☆	☆	☆
○ Is the most expensive tool listed	○ Currently supports only 4 languages	○ No waiting room for participant that join early ○ No grid view	○The meeting will only end when the last one leave the meeting ○ No waiting room
Option for hybrid webinar of prerecorded and live recordings	Advanced meeting security features	Many functions	Easy to use
Small to medium-sized realities interested in providing complete events	Realities interested in organizing online events by conducting live broadcasts in a simple and clean way, both from a technical and organizational point of view	Realities interested in a flexible solution that covers everyone's needs given the amount of functionality and integrated apps it has	Realities that are looking for a basic and simple solution

Engaging
the audience

practical advice
and participatory
methodologies

Online meeting participation

In order to organise online conferences that keep attention high and stimulate interest, it is essential to work on participation. There are different levels of participation:

1. **Proactive participation**
   The user asks questions, raises issues for reflection, presents points of view.
2. **Active participation**
   The user is attentive, listens, asks some questions.
3. **Reactive participation**
   The user follows but asks questions only if solicited, reacts with difficulty to inputs.
4. **Passive participation**
   The user does not answer, does not write, does not ask questions.
5. **Absent participation**
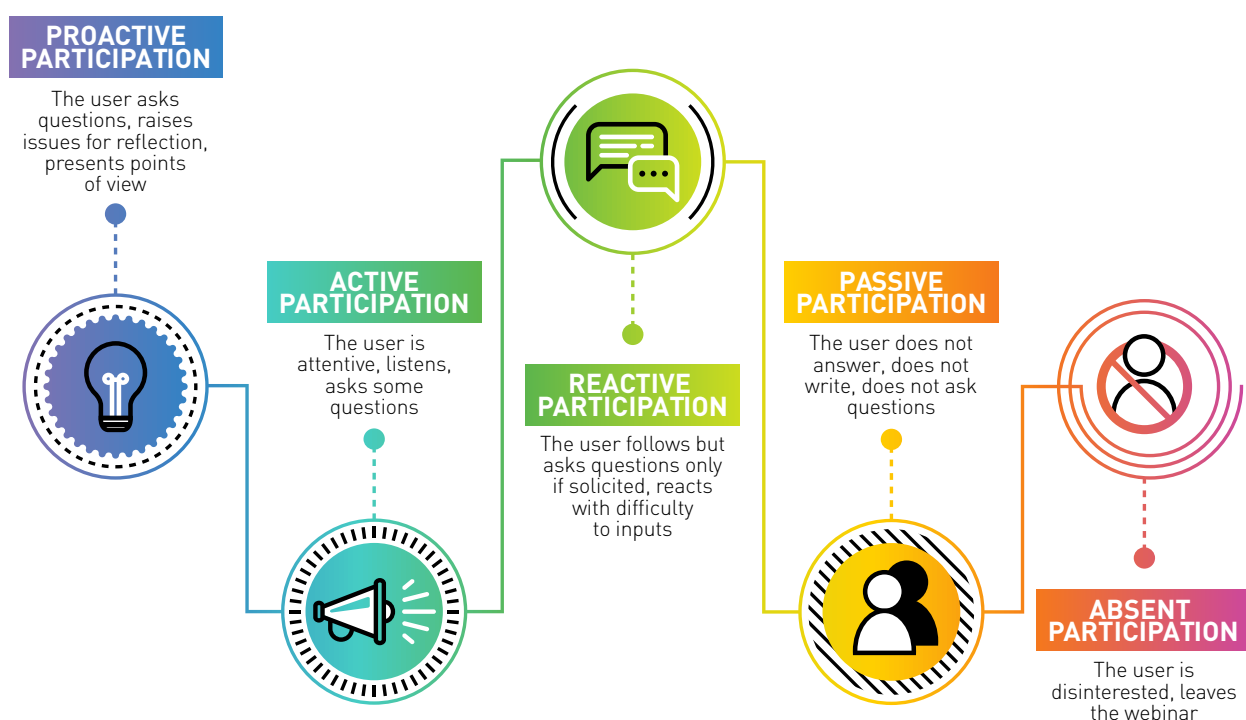   The user is disinterested, leaves the webinar.

Fig. 1: level of participation in online meetings

Some indications to achieve the participation of levels 1 and 2 (proactive and active participation):

1. In the welcoming phase, it is important to create a serene atmosphere and predispose the participants to an attitude of openness and trust. It is also important to help participants become familiar with the technology. You can spend a few minutes on ice-breaking activities.

2. In the start-up phase, it is recommended to explain the interactive structure of the event (not everyone is familiar with the technology and many might have scruples in taking the initiative). It is important to explain how to use the chat, how to raise hands, how to activate the microphone or webcam, how to respond to surveys. Clarifying in a simple way what participants can and cannot do is very important.

3. In the central phase of the online conference, the visual material must be high-quality. Very little text, engaging images. Simplicity, elegance, essentiality. If the conference includes an online round table discussion, it might be useful to follow some basic rules:
   ○ look for simplicity, not complexity.
   ○ Do not go beyond 4-5 speakers for each hour of the event. The ideal would be to have 2-3.
   ○ Keeping time: the more speakers involved, more time management problems may arise.
   ○ Leave buffers empty, like coffee breaks: they will allow you to catch up on any long time issues.
   ○ Training and organising speakers.
   ○ Send information material to the speakers, with indications and checklists to be respected.
   ○ Evaluate whether to carry out a test for each speaker before the event.
   In this central phase, it is also important to define the moments dedicated to questions. This will help to maintain attention and active participation. It is even necessary to think of more concrete moments of activation: let the participants do something, maybe dividing them into groups. Working actively can be a good way to build formal relationships during a virtual meeting. Working groups and World Cafè are two examples of activities.

4. During the online conference but especially in its final phase it is important to ask for feedback. You can ask for it in many ways: with a survey, with a chat answer, with an emoticon. A moment of exchange should be created where interaction is facilitated.

Ideal types of participants in online meetings

Some ideal types of participants in online meetings are described below. These are characters whose features have been slightly accentuated, and perhaps have become a little caricatured, but can serve as a ¨mirror¨ to understand the different roles, providing us with a less conventional way of self-assessment of our way of participating in the meeting with the aim of improving our attitude in the direction of contributing to an effective, concrete and result-oriented dialogue.

- **The constructive**
Useful and effective, looks at the objectives of the meeting and tries to contribute to the creation of thought and to achieve the expected results.

- **The dynamic**
Fast and accustomed to the times and modes of digital, brings ideas and input to stimulate debate, has ideas and listens to those of others, is not afraid to change position as a result of the discussion if he/she thinks it is right.

- **The lobbyist**
Is interested in obtaining results that go in the direction of supporting his/her position and that of the institution/organisation/group he/she represents.

- **The polemic/critical**
Always critical of the positions expressed, he/she can introduce controversy, but he/she can also promote a healthy critical attitude that contributes to the discussion to improve and move forward in the elaboration.

- **The narcissus**
The only objective is to express concepts or ideas that bring him/her the appreciation of the participants, without any real interest in the effectiveness of the work done.

- **The gregarious**
He/she tends not to intervene during the meeting, waits to understand the course of the discussion and simply tends to position him/herself with the majority or the "strongest" group in the meeting, generally expressing his/her consent in the chat.

- **The "efficiencyist" (formalist)**
Interested in the form rather than the substance, for him/her the important thing is to respect the timing, to follow the agenda of the meeting covering all the foreseen points, without caring about the quality and substance of the discussion, which he/she is willing to truncate and/or postpone in the name of formal respect for the timing and the points initially foreseen.

- **The aggressive**
Tends to intervene in a very assertive way when not aggressive, in a context in which due to the speed of the time imposed the characteristics of the online meeting do not make all participants feel comfortable, inhibiting even more the discussion. He/she tends to favour opposition rather than reasoning through dialogue.

- **The multi-tasking**
Participates in two or three meetings at the same time, in the meantime watching for and replying to emails. He/she usually fails to make a contribution to the meeting because he/she is busy on several fronts.

- **The indifferent**
Participates in the meeting because he/she has to, without any real interest. He/she does not make a real contribution and is disinterested in the outcomes of the meeting.

Video conference tools, engagement, forms and surveys, design tools

5

In order to ensure both audience participation and an overall opinion on the event, it is good to prepare some tools to collect contributions and feedback from participants. For this objective, surveys are a tool to be explored in depth. Surveys can be used for several purposes: to slow down the rhythm during the conference, to get people involved, to know their opinion, to reactivate attention, to convey a message. Surveys should be used sparingly. They take a certain time. Many participants prefer, instead, to go deeper into the topic in which they are participating. A good idea is to keep the results visible only to you so that you can engage with the participants in predicting the results.

In this section we will describe some survey tools. As specified for the platforms, the choice of the tool is completely arbitrary and is based on our experience.

Some survey tools are:

Mentimeter
Mentimeter is an online platform (www.mentimeter.com) that allows you to ask a question easily and, within a minute or two, have aggregated responses from every participant. Your audience uses their smartphones to connect to the presentation where they can answer questions. You can also use it to add polls, quizzes, images, gifs, and more to your presentation. The interesting aspect of this platform is the possibility to visualise their responses in real-time and to create a fun and interactive experience. Once your Mentimeter presentation is over, it is possible to share and export your results for further analysis and even compare data over time to measure the progress of your audience.
For which purposes of the online conference is Mentimeter appropriate?
- Create a pre-workshop questionnaire by sending a survey to the participants in advance. Show it live at the conference to let everyone see and discuss the results.
- Break the ice by asking the audience how they are.
- Help your audience get to know each other by asking them which job they do and visualise it in a Word Cloud; or using an interactive onboarding template.
- Understand what is important for your audience before you start a discussion about the topic of the conference.
- Ask the audience what they will take away from the discussion.
- See what your audience wants to learn.
- Collect the audience's thoughts and visualise it in a Word Cloud.
- Vote on a draft proposal.
- Prioritise meeting issues.
- Collect an engagement self-assessment by letting the audience reflect individually and then discuss the results in groups.
- Create a post-event feedback survey.

Quizizz
Quizizz is a useful platform to create quizzes and tests with open or closed answers (www.quizizz.com). It gives you the possibility to set a time limit for each answer. In addition, after answering one

question, before moving on to the next, the participant can immediately check the correctness of the answer. The person in charge of the quiz/test can view the test statistics during the real-time execution and, once finished, obtain, as feedback, the percentage of correct answers, the question that got the most wrong answers and the answer that took the most time. In the same way, each participant can view personal statistics on their device, such as the percentage of correct answers, average time, and longer response time.

The quiz can also be presented as a timed game. The main steps to make and play a quiz are:

- Choice the typology among those provided (question sets).
- Create your own quiz and customise it (upload images, time setting, public or private, description, difficulty level, etc.).
- Play using the code provided, participants connect to Quizizz, type the code, and play using their device.
- Present the final report with all the results of each participant for each question.

During the quiz, the participants' personal device is used as a remote control to answer the questions displayed on the quiz manager's screen that projects it in the videoconference.

Padlet

Padlet is a web app for PCs, tablets, and smartphones that can be defined as a virtual wall to note, assemble, collaborate. The Padlet can, therefore, be used to save ideas or digital content about a topic (such as a virtual notepad), for brainstorming or cooperative learning. Through the "privacy" option, each virtual wall created can remain visible only to those who create it or be visible to others and, in this case, we can choose whether to give visitors the opportunity to write something or just to view it.

There are several possibilities to adapt the wall to the needs of users: it is possible to insert a title, a description set in the background, change the structure; it is also possible to share it through the most popular social media (Facebook, Twitter, Pinterest, Linkedin, Google+, Tumblr) and export it as pdf, png, Excel, etc.

Google Docs

Google Docs is a Google tool that acts as a collaboration tool for editing documents in real-time. Documents can be shared, opened, and edited by multiple concurrent users and visitors can see the changes character by character while other contributors are making them. Users cannot receive notifications about changes, but the application can notify users when a comment or discussion is created or when a response is received, in order to facilitate collaboration.

The interesting aspect of this tool is that it offers the possibility to define different roles for those who share the document: view, comment, edit. One limitation of this tool is that individual documents may not exceed 1 GB in size and embedded images may not exceed 2 MB each.
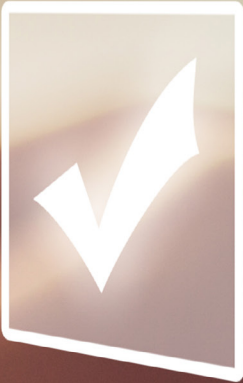
How to
manage breaks

Providing for breaks is the right way not to distress participants even in online conferences and to help socialising and networking. It is necessary to find new social rituals that can help to create informal interactions. Here, a few tips for incorporating virtual coffee breaks into your online conference (breaks can also be creatively orchestrated):

o establish some ground rules. For example, implement some general etiquette: turn phones off, stop checking emails, etc.

o Keep it small or break into groups. One of the benefits of coffee breaks is that they allow people, especially introverts, to open up more than they would in larger, structured meetings. In virtual coffee breaks, try to cultivate the same intimate atmosphere by keeping groups small: maximum 8-10 people.

o Whatever platform is used, recommend using the grid view option so that participants can see everyone at the same time.

o Suggest bringing your own beverage. This is a great opportunity for getting to know each other. What kind of drinks do your colleagues like? What's the story behind that mug? You'd be surprised what can be learned from simply eating and drinking something together.

o Use icebreakers. Icebreakers are quick questions that help get the conversation started and let you learn something about each other. For example: what are you eating and drinking – and why? What is your favorite coffee treat? If you want to make the coffee break more informal other icebreaker questions may be: when you were a kid, what did you want to be when you grew up? How has your morning routine changed because of working from home? What weird habit(s) have you picked up from being in quarantine? What's the coolest thing you're working on right now? What was your first job? What's the best thing that has happened to you this week? Do you have a side hustle or a hobby? What's the first thing you wanted to do when the quarantine ended?

o Get creative. Try watching a video together and talking about it. Try a recipe exchange. Talk about your favourite movies, books, or music. Try a quiz.

Another way to organise a coffee break is to set it up as a Forum for showing gratitude. This means structuring breaks where some time is allocated to a gratitude session, wherein people extend gratitude to their colleagues for the thing they are grateful for their counterpart doing. Having virtual coffee is not that hard. We just need a little creativity, a good internet connection, a decent webcam, a beverage, and some icebreakers and games to play.

Online meetings
and data protection

The organisation of an online event implies the collection of personal data from attendees to manage the list of contacts and registration forms as well as to distribute reference materials, videos and publications. This means the need to be compliant with data privacy and, more specifically, with the General Data Protection Regulation (GDPR), the European Regulation (2016/679) that came into force in 2018 and mandates the rules for personal data protection. The main aim of the GDPR is to provide a set of standardised data protection laws across all the member countries. The GDPR gives individuals the right to access and control their personal data and to ensure they have transparent information about why the data is collected and how it will be stored and used. This should make it easier for EU citizens to understand how their data is being used, and also raise any complaints, if necessary.

This paragraph does not want to be an exhaustive guide on how the GDPR applies to online events, rather to provide some key elements that cannot be left out of consideration. It is intended to convey general information only and should only be used as a starting point in your understanding of issues relating to GDPR[8].

Online events are affected by the GDPR in three main phases:
1) participant registration, 2) event execution and 3) follow up and distribution of contents.

Participant registration

This is the most crucial phase since participants are asked to provide personal data such as name, email address, institution, etc. Prior to collecting their personal data, participants must be provided with accessible and understandable information about the processing associated with their data.
It is mandatory to indicate the information indicated below:
- the purpose for collecting the data and that it will be:
  - processed in such a way that it is "adequate", "relevant" and "limited" to what is necessary for
  - the purpose of the event;
  - stored for a limited time;
  - treated confidentially.
- The Data Protection Officer (DPO), designated by the institution in charge of the organisation of the on-line event, who is responsible for monitoring how personal data is processed and to inform and advise employees who process personal data about their obligations.
- The legal basis and the type of data collected (you shall list specifically the data you are going to ask for from the individual). If the event is video recorded for dissemination/awareness purposes,

---

include this information.

- Methodology of processing, including the right not to be subject to a decision that is based solely on automated processing (you might want to specify that the data will not be processed using methods that involve automated decision-making or profiling procedures).
- The obligatory or optional nature of providing data.
- Location of the processing and communication to other organisations/individuals.
- The measures applied for transferring the data to a country outside the EU, if relevant.
- Right to access and to data portability: participants can ask you to return their personal data or to transmit them to another company.
- Right to correct and right to object: participants have the right to have their data rectified or completed.
- Right to erasure: in some cases, participants may ask for their data to be erased.

Remember that you cannot collect any data before providing participants with this information: consent must be obtained beforehand and cannot be forced. The GDPR applies strict rules for processing data based on consent. The purpose of these rules is to ensure that the individual understands what he or she is consenting to. This means that consent should be freely given, specific, informed and unambiguous by way of a request presented in clear and plain language. Consent should be given by an affirmative act, such as checking a box online or signing a form.

When someone consents to the processing of their personal data, you can only process the data for the purposes for which consent was given. You must also give them the opportunity to withdraw their consent.

Event execution

When participants join the online event, they are asked to accept the privacy policy of the chosen online platform indicating the way of collecting, using and distributing data.

In case an event is recorded, all participants have to be informed in the registration phase (see paragraph above). Furthermore, they are notified when the recording starts and can access the privacy notice. If a participant does not want to be video recorded, she/he is free to close the video camera. If the recording is needed for internal purposes only, the privacy and security controls offered by the majority of the online platforms provide participants with information.

Follow up and distribution of contents

If photo, video and audio recording are needed for dissemination purposes, panelists must be informed that the data processed relating to video content of their contribution, subject to recording, will be treated in order to prepare a video to be used as a dissemination tool and where the video will be published (i.e. websites, social networks, distributed to project partners, etc.). Therefore, you must provide panelists with both the information listed above concerning the registration phase and the one related to the video recording[9].

---

[9] For further general information on Data protection under GDPR (for Europe):
https://europa.eu/youreurope/business/dealing-with-customers/data-protection/data-protection-gdpr/index_en.htm

Weaknesses and strengths of online conferences

8

Among the challenges of videoconferencing for virtual teams, some have been highlighted in previous studies[10] that took into account different issues, from the simplest ones (that might depend on the organisation or on technology), to the most complex ones, depending on human interaction:

- differences in time zones that may clash with scheduled video conferencing schedules.
- Slow internet connections may cause a huge problem when trying to establish a connection or during a communication process.
- Cultural barriers, i.e. online communication is much more difficult between people from different cultural backgrounds.
- Non-verbal cues, i.e. to be coherent and understand what the other's intended information is, both verbal and non-verbal cues must be well known.
- Lack of collegiality since, as reported by many virtual team members, there is not enough time to build even a formal relationship during their virtual meetings.
- Lack of trust in virtual team members that makes it very difficult to build rapport.
- Difficult decision-making processes that often result from failure to express ideas or opinions in virtual teams and, definitely, from the previous issue, the lack of trust.

The organisation of an online conference involves facing some issues.
First of all, the networking component: online it is more difficult to manage the informal conversation in front of a cup of coffee or between presentations. Of course, there are strategies to overcome some aspects, but the face-to-face component is completely different.
A second aspect concerns the complexity of the event: the management of online conferences requires analysis, planning, the application of aspects that do not appear in the traditional event organisation: testing, connection, audio/video quality, interaction, agenda online management are just some of the aspects to be considered in the organisation of digital conferences.
Another aspect regards the feeling of community. This is a very important social element and it is one of the main reasons why events, meetings, and conferences are organised: people want to feel part of something, affiliated to common sense. Usually, in conferences that take place face-to-face, this feeling of community is cultivated during informal socialising activities such as concerts, performances, social dinners, that are difficult to replicate online.

[10] Sources: *The 10 most common issues in online meetings explained*, published on *Demodesk*; *8 Common Challenges of Video Conferencing for Virtual Teams*, published on *ezTalks*.

There are, however, many aspects that allow us to reread online congresses in a potentially positive way:

○ **cutting costs**
A digital conference can cost much less than a traditional conference, both for those who organise it and for those who attend.

○ **Convenience**
Everyone can access without moving from their own location, saving time.

○ **Flexibility**
It is easier to get confirmation from a speaker if he/she does not have to add travel and transfers.

○ **Visibility and participation**
The people who can participate online are usually more than those who can participate face-to-face, precisely because of the fewer impediments.

○ **Organisation**
Although online conferences have their own inherent difficulties in organisation, they remain simpler than a traditional event.

○ **Innovation and experimentation**
Organising an online conference allows you to experiment with new ways of providing content, managing interaction, and involvement.

○ **Uniqueness**
If an organisation or a company has always managed meetings and events face-to-face, the online mode represents a strong moment of discontinuity and break with the schemes. This aspect could represent a fundamental element of innovation.

Conclusions and golden rules

This document outlines some guidelines that apply to all meetings, but focuses in particular on bigger events (conferences, congress) and meetings between different organisations and institutions, nationally and internationally.

○ **Start from the end**
   Have clear ideas on what the goals and the objectives of the meeting are. It will be easier to decide participants, topics, agenda, methodology of the meeting, etc.

○ **Keep it simple (and short)**
   The level of attention of online meetings decreases quickly. To avoid the TV show effect, it is important to have short meetings, or in longer meetings to have short sessions (e.g. with a break every 90 minutes).

○ **Reduce meetings as much as possible**
   Keep only the truly essential ones.

○ **Good preparation is crucial**
   Circulate a clear agenda with explicit goals for each point of discussion and all the relevant materials well in advance. Have scoping and concept papers, objectives and methodology of the meeting well-defined and explained to participants, so that they are well aware of what their role is and how they can contribute to the discussion.

○ **Let participants get to know each other**
   Depending on the objective and format of the meeting (e.g. webinar, e-conference, e-meeting, etc) it could be relevant and useful for the effectiveness of the meeting that participants get to know others. This could be addressed in several ways, from the traditional list of participants, to the creation of a common workspace for participants (e.g. yammer, a social wall on Padlet, or other). A short presentation round at the beginning (1-3 min max, depending on the duration of the meeting) may be useful to create empathy and ̈break the ice ̈.

○ **Visual communication**
   For meetings, it can be useful to have a graphical view of the work being done. For this goal,

tools that allow you to write in a shared and easy-to-follow way the development of reasoning and the decisions that are made (e.g. a simple shared document, a Padlet, a concept map, etc.) can be helpful. This can also serve as a shared minute of the meeting, which will then allow you to keep track and verify that the decisions taken are carried out. For webinars it may be useful to have a "televisual" language, i.e. to break sessions and discussions, intersperse with video when possible, use the virtual background for example to display the keywords, concepts that are being expressed, or questions to the speakers, etc.

○ **Geography matters**
Midday in Rome it is early morning in Toronto and evening in Sidney. In international meetings, define your target audience and keep into account time zones to set the timing of your event. If you think of international meetings, open to participants from different parts of the world, you should choose the time that allow more participation of people in different time zones. Furthermore, it may be useful, if you like, to put the time in the different time zones involved in the agenda, to help people connect at the correct time.

○ **Engage your audience**
Use as far as possible participatory methodologies, break-out sessions, tools for interaction to keep people active in the conversation.

○ **Choose fit-for-purpose tools**
According to your needs, choose the most suitable platform and the online tools (e.g. to be more institutional, or more interactive, etc.).

○ **Protect privacy of participants**
Make participants aware of videorecording, data collection, etc.

○ **Innovate**
Moving online is a unique opportunity to rethink and redesign the way you communicate and interact, do not lose the opportunity to innovate and make your meetings more effective, and also to develop digital skills as a crucial transversal ones.

References

Barco:
https://www.barco.com/en/clickshare/news/Remote-meetings-are-the-future?ccmp-gn=T-00001723&gclid=CjwKCAjwrvv3BRAJEiwAhwOdM2v8MFJcxYDbw1adTnMzEooaooE5kHOy-zrxC4cl2ZpC5itQFcw2E7BoCc44QAvD_BwE

Business:
https://www.business.com/articles/7-powerful-tips-for-highly-productive-online-meetings/

CIMEA:
http://www.cimea.it/en/progetti/spazio-europeo-dellistruzione-superiore.aspx

Collaboration Super Powers:
https://www.collaborationsuperpowers.com/194-how-to-host-a-virtual-coffee-fika/

European Higher Education Area and Bologna Process:
http://www.ehea.info/page-peer-group-B-LRC

European Union:
https://europa.eu/youreurope/business/dealing-with-customers/data-protection/data-protection-gdpr/index_en.htm

ezTalks:
https://www.eztalks.com/video-conference/8-common-challenges-of-video-conferencing-for-virtual-teams.html

JotForm:
https://www.jotform.com/blog/virtual-coffee-breaks/

Lineup:
https://www.lineup.com/newsroom/25-fun-ideas-for-your-next-virtual-coffee-break/

Nielsen Norman Group:
https://www.nngroup.com/articles/synchronous-asynchronous-ideation/

People matters:
https://www.peoplematters.in/article/employee-engagement/the-solution-to-running-a-re-mote-only-workplace-17103

Webinarpro:
https://www.webinarpro.it/2017/04/engagement-webinar-coinvolgere-convertire-partecipanti/
https://www.webinarpro.it/2020/03/organizzare-riunioni-online/

[All the articles have been accessed on 01/10/2020]

Further reading

This toolkit is focused on the organisation of online events. But if you want advice on best practices and how to manage your work online, you may be interested in some of these other current guides:

Articles
- Bates T., *Advice to those about to teach online because of the corona-virus*
- Bown J., *Tricks and tools for better working from home*, published on BBC, 10/03/2020
- Bruff D., *Resources for Just-in-Time Online Teaching*
- Davis V., *16 Free Resources for Schools Who are Closing Due to Coronavirus*
- LeBlanc Flanagan M.C., *Video Tools: A review of tools for meeting online*
- Morris K., *Resources For Teaching Online Due To School Closures*, published on The Edublogger, 27/04/2020
- Pontefract D., *Remote Leadership Toolkit*
- Remotive, *Remote Work Survival Guide*
- Spencer J., *7 Big Ideas as You Shift Toward Online Teaching*
- Technonline Contact North, *How to Use Zoom Videoconferencing to Teach Online Effectively*
- Weller M., *Online Pivot – some Open University resources*
- Werdmüller B., *How I Work Remotely*, 10/03/2020

Audiovisual resources
- Barr J., *Working From Home? Here's How AWS Can Help*
- Cormier D., *Online learning in a hurry*
- Rossi V., *Fast switch to e-learning videos series for teachers*

Documents
- Duke Kunshan University, *Four Weeks In: 10 Lessons from Teaching Online at Duke Kunshan University*
- Google, *Distance Learning specific resource and course for Educators*
- Olatunde E., *Remote Work Playbook*
- The iDEA Book: Educational Research and Practical Examples for Distinctive Course Design is available *here*
- UK GOV., *Examples of teaching practice during coronavirus (COVID-19)*
- UNESCO, *Handbook on Facilitating Flexible Learning During Educational Disruption*, 16/03/2020
- WebCourseworks: *Virtual Events for Associations: Your Guide to Going Digital*

Websites resources box
- *Amazing Educational Resources*
- *European SchoolNet*
- ISTE & EdSurge, *Free Tech For Learning*
- ISTE and EdSurge, *Learning Keeps Going*
- Educause, *Typology of Free Web-based Learning Technologies*
- Langwitch, *Remote Learning - It's Happening*
- Learning Policy Institute: *Resources*
- Malamed C., *Best Resources For Creating Live Virtual Training Right Now*
- Sakai, *Tips for Hosting a Successful Online Conference*
- The Online Learning Collective: *discussion and resources*
- UPCEA, *COVID-19 resources for higher education*
- USFCA, *Faculty resources*, *Student Resources*, *Teaching with Zoom*

Others
- *Connected Courses* is a collaborative network of faculty in higher education developing online, open courses that embody the principles of *connected learning* and the values of the *open web*. [This course ran in 2014 but there's a wealth of useful stuff in there still]
- *Directory of Learning & Performance Tools*, Jane Hart, *Centre for Learning & Performance Technologies*, UK
- Overview of emerging country-level response to providing educational continuity under COVID-19: *Best practice in pedagogy for remote teaching*
- *SUNY's Exploring Emerging Technologies for Lifelong Learning and Success* #EmTechMOOC is a Coursera-based MOOC targeted to lifelong learning needs to keep pace with technology change, which works together with EmtechWIKI - a socially curated collection of emerging technology tools, tutorials, and resources
- *Remote Teaching Resources for Business Continuity* - 400+ links to university continuity web sites
- Torrey Trust and Fred Zinn, *Preparing for Remote/Online Teaching in the Fall and Building a PLN* Class Activity

[All the online resources have been accessed on 01/10/2020]