Academic Innovation & Technology Division

Center of Teaching Excellence & Learning Development Roadmap

The Center of Teaching Excellence & Learning (CTEL) Development Roadmap is outlined across three different levels. These include:

- **Beginning/Development**: an emerging level, representing evolving practice in educational development
- **Proficient/Functioning**: a competent level, representing skillful practice in educational development
- **Accomplished/Exemplary**: a desired level, representing best practices in educational development

The Development Roadmap also defines three broad domains of practice for the Center of Teaching Excellence & Learning that include the following: **1) Organizational Structure**, **2) Resource Allocation and Infrastructure**, and **3) Program and Services**.

ORGANIZATIONAL STRUCTURE

The organizational structure for the Center of Teaching Excellence & Learning (Center or CTEL) reveals institutional commitment to educational development, teaching, and student learning.

	BEGINNING/DEVELOPING YEAR 1	PROFICIENT/FUNCTIONING YEAR 2	ACCOMPLISHED/EXEMPLARY YEAR 3 AND BEYOND
MISSION, VISION, AND GOALS	The CTEL is crafting a mission, vision, and goals, and it is making a first attempt with aligning to Laredo College's mission. Furthermore, the CTEL will work to align it's goals to Laredo College's Strategic Plan. The main focus of the center will be to foster a community of faculty and staff devoted to improving teaching strategies and best practices and increasing student learning. Therefore there are two sub-focuses: (1) **Instruction**- course design (learner centered), assessing learning, student engagement, and technology tools for teaching; and (2) **Student Learning** – teaching specific student populations and	The CTEL will have an articulated mission, vision, and goals to ensure that alignment with LC's stategic plan is clear. Specific goals on how to improve teaching strategies and best practices will be clear The CTEL's initial process will be documented and measured for effectiveness and alignment.	The CTEL has an articulated mission that is connected to Laredo College's strategic plan and priorities, key goals that align with the mission, activities that enable the CTEL to reach these goals, and a comprehensive assessment and evaluation plan.

	equity, diversity, and inclusion.		
LEADERSHIP	The CTEL falls under the purview of the Academic Innovation & Technology Division and will be led by the Dean of Academic Innovation & Techology with the support of the College President and Provost/VP. The Dean along with the Provost identified qualified and experienced faculty who are committed to academic excellence and student success as well as a commitment to diversity and inclusion – Lead faculty have been identified and will have the following roles: lead, content creator/facilitator, liaison. A stipend will be paid to faculty.	The CTEL will continue under the purview of the Academic Innovation & Technology Division which is led by the Dean of Academic Innovation & Technology. Since the center is developed by faculty for faculty, lead faculty will continue to be an important part of the CTEL, however moving forward, hiring full time and/or part time staff will be considered. Initial qualifications and job descriptions are developed with a commitment for considering qualified candidates to join the CTEL team.	The CTEL continues under the Academic Innovation & Technology Division. Administration fully supports the endeavors and the vision of the CTEL and is committed to teaching excellence and learning and making it part of the overall culture at Laredo College. Lead Faculty continue to play a vital role.
STAFF EXPERTISE AND PREPARATION	Dean/staff/faculty are identified for the Center of Teaching Excellence and Learning. Dean/staff/faculty may be new to academic leadership	Hire a qualified director with experience in managing an academic center and/or program and that will directly impact educational development and student learning.	A director and instructional staff have been hired to continue with the goals of the center. Lead faculty continue to be instrumental in establishing the

	and/or educational development.	Lead faculty will continue as part of the staffing expertise for the CTEL.	culture of teaching excellence and learning across all disciplines.
INSTITUTIONAL PLACEMENT	A formal center and/or an individual charged with responsibility for educational development is emergent – The CTEL will be under the Academic Innovation & Technology Division and the Dean of Academic Innovation & Technology is responsible for the development of the center.	A formal center has been established and an individual (director) has been charged with the responsibility for the educational development of the program. The CTEL unit supports all faculty, and the director falls under the supervision of the Dean of Academic Innovation & Technology.	The Center of Teaching Excellence & Learning is now part of the culture of excellence at Laredo College. The CTEL is the principal educational/professional development unit on campus. The Director reports directly to the Dean of Academic Innovation & Technology who reports directly to the Provost/Vice President of Academic Affairs.
COLLABORATIONS	The CTEL is in its initial stages of identifying mission-aligned collaborators – Lead Faculty, eLearning & Instructional Innovation Center, Information Technology Department, and Instructional Technology Center. An important collaboration partner also includes working closely with the Quality Enhancement Plan (QEP) for Laredo College.	The CTEL continues to cultivate the LC mission-aligned collaborations across many other departments at Laredo College, including but not limited to the eLearning & Instructional Innovation Center, the Instructional Technology Center, the Information Technology Department and QEP to improve coordination and integration. The CTEL director/staff will provide guidance on the	The CTEL works extensively with the LC mission-aligned collaborating with units and departments to provide coordinated and integrated programs and services. Crucial collaboration exists between the CTEL and eLearning & Instructional Innovation Center, the Instructional Technology Center, the Information Technology Department and QEP. Other possible collaborations may include student academic support,

		selection of instructional technologies, learning spaces, and resources that support teaching and learning. A key collaborator with CTEL will be the Instructonal Technology Center as development of the next generation classrooms begins to emerge.	recruitment and other service support units. CTEL director/staff are involved in decisions that influence selection of instructional technologies, learning spaces, resources that support teaching and learning. Plans continue to convert all campus classrooms into the next generation classrooms.
OPERATIONAL PROCEDURES AND ARCHIVES	The CTEL is developing guidelines for the Center's operation. Data collection will initiate to ensure data driven decisions (surveys).	The CTEL has established some operational guidelines. Data will be collected to ensure that decisions are data driven and essentially help guide development.	The CTEL has robust guidelines and procedures for organizational operation. Mechanisms for data collection and analysis are in place and have been charted over time to determine impact. Records are digitally organized, archived, and regularly updated.

RESOURCE ALLOCATION AND INFRASTRUCTURE

The Center of Teaching Excellence & Learning (Center or CTEL) will be initially funded using Higher Education Emergency Relief Fund (HEERF) with the aspiration that an insitutional budget will be allocated to the center at some point.

BEGINNING/DEVELOPING YEAR 1	PROFICIENT/FUNCTIONING YEAR 2	ACCOMPLISHED/EXEMPLARY YEAR 3 AND BEYOND

BUDGET	For the 1ˢᵗ year, funding for the CTEL is largely obtained from HEERF grant.	The CTEL has an institutional budget, although it may fluctuate from year to year. Funds are available to support the professional development of Center staff. Include travel for impactful conferences such as the Teaching Professor Conference and other conferences identified by faculty and Dean. Budget may be supplimented by one-time campus allocations and/or external grants.	The CTEL's budget is proportional to the College's mission, vision, and strategic direction. The budget encompasses personnel costs, services, technologies, and supplies. Funds are available to support the professional development of the center's staff and allows for long-term planning, continued staffing, and growth. The CTEL's budget is sufficient without external funding sources, however the CTEL may still secure funds from external grants.
LOCATION & SPACE	The Center will be located in the Lewis Energy Academic Center, room 115. Until the CTEL is fully functional in LEAC 115, faculty will work from their LC office or any other designated area. Technical resources may be limited.	The CTEL has a dedicated space and can be easily located on campus. To ensure that faculty from both the Ft. McIntosh and the South Campus have the same opportunites, the Dean of Academic Innovaton & Technology will begin the process of acquiring a location at the South Campus. The CTEL unit is inviting and adequetely resourced but may still have some limitations in	The CTEL is in a location that is easily located and accessible, with ample office space for staff. The center also includes workpaces for faculty. The CTEL has a dedicated classroom, lab, and meeting/event space. The CTEL is welcoming, engaging, and has extensive resources. The CTEL features new spaces or repurposes existing space configured with technology. Pedagogical principles and practices drive space design,

		order to meet the demands and needs of all faculty.	including educational technology implementation. The CTEL has two locations, one at the Ft. McIntosh campus and one at the South Campus.
STAFFING	The CTEL will be led by faculty and will receive a stipend for their work. The CTEL will be overseen by the Dean of Academic Innovation & Technology. Year 2 goal is to hire a CTEL director.	The CTEL staff includes a director, although may be less than full-time. Staffing is relatively lean, however the goal moving into year 3 is to hire instructional staff. Lead faculty continue to collaborate and be actively involved in the continued development of the program/services.	The CTEL has dedicated staff that includes a full time director and assistant. Staffing is substantial and may also include instructional/technology consultants and facutly partners. Staff could be either full-time or part-time.
ONLINE RESOURCES	The CTEL's website is currently under development. Dean of Academic Innovation & Technology along with lead faculty are currently discussing information that should be included in the website. Basic information should include center's location, contact information, and services.	The CTEL's website is functional, however the center may expand their online presence through social media and some instructional resources and program materials may be made available online. On-demand workshop offerings continues to grow and made available to faculty through the	The CTEL significantly extends its reach through a dynamic online presence. The website is current and is easy to navigate. Instructional resources and program materials are online and may include asynchronous webinars, workshops, and trainings, electronic newsletters, blogs, and links to other print and visual materials.

		Online Professional Development Portal.	On-demand workshop offerings continues to grow and made available to faculty through the Online Professional Development Portal.
	Link Online Professional Development Portal. (Lead faculty have been given access and have been provided some training to the online training portal).		
COMMUNICATION & REPUTATION	The CTEL faculty along with the Dean of Academic Innovation & Technology are currently developing a marketing plan. Communication will be largely accomplished through flyers, word of mouth, and emails. The CTEL is currently developing a needs assessment (faculty survey) to better understand the diverse interest and needs of faculty across departments.	Regular communication is offered to faculty via social media, email, website, and newsletters. The CTEL begins to develop a reputation for providing programs/services that are responsive to instructor needs and requests. Some academic units may express more interest than others, however, the intent is to ensure that the CTEL offers programs/services for all faculty across LC.	The CTEL provides proactive and timely outreach via email, social media, website, newletters, and blogs. The CTEL has a strong reputation for programs/services highly responsive to the identified needs of faculty and increases awareness on campus through promotional materials. The CTEL is well attended and percieved as open and available to all faculty.

PROGRAMS AND SERVICES

The Center of Teaching Excellence & Learning (Center or CTEL) will develop evidence-based, mission focused programming based upon instructor, student, and campus needs.

	BEGINNING/DEVELOPING YEAR 1	PROFICIENT/FUNCTIONING YEAR 2	ACCOMPLISHED/EXEMPLARY YEAR 3 AND BEYOND
SCOPE	Programs and services are responsive to the expressed needs but initially not be fully aligned with the mission and goals of the Laredo College. Programs/services are limited in variety but scaleable.	Programs and services are responsive to expressed needs of many faculty and are aligned with mission and goals. Programs/services continue to expand and increase in scalablity.	Programs and services are responsive to and advance needs and initiatives as defined by the institution, and are aligned with the College's mission and goals, and are grounded in literature on teaching and learning, and educational development. A diverse array of programs and service opportunities are designed to reach all Laredo College faculty.
TARGET AUDIENCE	The CTEL programs and services work to reach faculty from disciplines, programs, and departments.	The CTEL program/services continues to expand to reach faculty from all disciplines, programs, and departments.	The CTEL collaborates with all departments, disciplines, and programs. The center continuously disseminates online resources and scholarly communicaton on teaching and learning to maintain awareness on new and innovative topics to keep faculty informed.
CONTENT	The CTEL program/services address topics in teaching effectiveness, and/or of specific technologies. The development of on-demand short self-paced work shops and 2-minute mentor	The CTEL staff address curriculum and learner-centered design for professional development that is all inclusive, motivating, and effective learning activities and assignments that incorporate best practices for teaching	The CTEL offers a programmatic approach that provides a continous professional development model for faculty as learners, offering targeted, motivating and inclusive instruction that supports faculty growth. Programming addresses strategic campus needs.

	videos will begin Fall 2021 and Spring 2022. Lead faculty have been given access and have been provided training to the online training portal where online workshops will be hosted.	pedagogy across different modalities and disciplines. Larger scale professional development is created and delivered through different modalites.	
APPROACH	The CTEL programs and services dissemiate minimal content related to teaching and learning and support implementation mainly through one-time workshops (online, hybrid, face-to-face), individual one-to-one consultations/mentoring, and online on-demand workshops. The center may also rely on outsourced professional development services/workshops for its first year.	The CTEL offers an array of origianl programs/services that include but are not limited to: individual consultations, discipline-specific/customized workshops, seminars in series, communities of practice, and institutional retreats that dissementate content and professional development in teaching and learning. There is a strong support through the implementation of workshops both face-to-face and online.	The CTEL offers long-term professional development designed according to the pedagogical best practices of teaching and learning. The center offers an array of original professional development opportunties where faculty could earn certificates of completion, badges, and recognition. The CTEL strongly supports faculty's professional growth.
REACH	The CTEL reaches a small fraction of facutly and strategically thinks about ways to incentivize participation.	The CTEL reach continues to grow and is able to offer modest incentives to select faculty to encourage and recognize engagement in CTEL related initiatives.	The CTEL reaches large amount of instructors. Participation is strategically distributed across the different departments and disciplines as well as throughout the Ft. McIntosh and South

			campuses to serve critical institutional initiatives. Incentives for participating instructors might include stipends, conference registrations/opportinities that have an impact on teaching and learning.
IMPACT	The CTEL will collect data on the number of faculty who complete professional development through the program/services. The program/services will be evaluated for its usefulness and satisfaction. Some of the assessment resources will include adminstering the Digital Connections Campus Climate Survey on Technology, the Community College Survey of Student Engagement (CCSSE), and assessing campus technology infrastructure, creating a Digital Connections Effectiveness Surveys, as well as the assessment of digital technologies. These survey align with the goals of QEP and will prevent duplication of	The CTEL collects evidence of program outcomes, which may include measurements of the impact on faculty's teaching beliefs/attitudes, implementation of teaching practices, adoption of best practices, and student success. Same survey instruments used in Year 1 will be used for Year 2, with additions as necessary. The CTEL will use this evidence to improve the program/services.	The CTEL collects evidence of program outcomes on student learning and/or institutional culture of teaching. The center engages is scholarship of educational development that can inform and enhance the CTEL's programs and services through presentations and publications. Same survey instruments used in Years 1 and 2 will be used for Year 3, with additions as necessary.

| | efforts as data is obtained and analyzed.

The data will be used for continual improvement, planning, resource allocation, and to inform and enhance the program/services. | | |
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