

Laredo College  
Center of Teaching Excellence & Learning



Development Roadmap



# 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:** the 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	<p>The CTEL is crafting a mission, vision, and goals, and it is making a first attempt with aligning to Laredo College’s mission.</p> <p>Furthermore, the CTEL will work to align its goals with 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-foci: (1) <b>Instruction</b>- course design (learner-centered), assessing learning, student engagement, and technology tools for teaching; and (2) <b>Student Learning</b> – teaching specific student populations and</p>	<p>The CTEL will have an articulated mission, vision, and goals to ensure that alignment with LC’s strategic plan is clear. Specific goals on how to improve teaching strategies and best practices will be clear</p> <p>The CTEL’s initial process will be documented and measured for effectiveness and alignment.</p>	<p>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.</p>

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

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

	<p>Enhancement Plan (QEP) for Laredo College.</p>	<p>The CTEL director/staff will provide guidance on the selection of instructional technologies, learning spaces, and resources that support teaching and learning. A key collaborator with CTEL will be the Instructional Technology Center as the development of the next-generation classrooms begins to emerge.</p>	<p>Other possible collaborations may include student academic support, recruitment, and other service support units.</p> <p>CTEL director/staff are involved in decisions that influence the selection of instructional technologies, learning spaces, and resources that support teaching and learning.</p> <p>Plans continue to convert all campus classrooms into the next generation classrooms.</p>
<p><b>OPERATIONAL PROCEDURES AND ARCHIVES</b></p>	<p>The CTEL is developing guidelines for the Center's operation. Data collection will initiate to ensure data-driven decisions (surveys).</p>	<p>The CTEL has established some operational guidelines. Data will be collected to ensure that decisions are data-driven and essentially help guide development.</p>	<p>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.</p>

## 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.

	<b>BEGINNING/DEVELOPING YEAR 1</b>	<b>PROFICIENT/FUNCTIONING YEAR 2</b>	<b>ACCOMPLISHED/EXEMPLARY YEAR 3 AND BEYOND</b>
<b>BUDGET</b>	<p>For the 1<sup>st</sup> year, funding for the CTEL is largely obtained from HEERF grant.</p>	<p>The CTEL has an institutional budget, although it may fluctuate from year to year.</p> <p>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.</p> <p>Budget may be supplemented by one-time campus allocations and/or external grants.</p>	<p>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 allow for long-term planning, continued staffing, and growth. The CTEL’s budget is sufficient without external funding sources, however, CTEL may still secure funds from external grants.</p>
<b>LOCATION &amp; SPACE</b>	<p>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.</p> <p>Technical resources may be limited.</p>	<p>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 opportunities, the Dean of Academic Innovation &amp; Technology will begin the process of acquiring a location at the South Campus.</p> <p>The CTEL unit is inviting and adequately resourced but may</p>	<p>The CTEL is in a location that is easily located and accessible, with ample office space for staff. The center also includes workplaces 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 spaces configured with technology.</p>

		<p>still have some limitations in order to meet the demands and needs of all faculty.</p>	<p>Pedagogical principles and practices drive space design, including educational technology implementation.</p> <p>The CTEL has two locations, one at the Ft. McIntosh campus and one at the South Campus.</p>
<p><b>STAFFING</b></p>	<p>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 &amp; Technology.</p> <p>Year 2 goal is to hire a CTEL director.</p>	<p>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.</p> <p>Lead faculty continue to collaborate and be actively involved in the continued development of the program/services.</p>	<p>The CTEL has a dedicated staff that includes a full-time director and assistant. Staffing is substantial and may also include instructional/technology consultants and faculty partners. Staff could be either full-time or part-time.</p>
<p><b>ONLINE RESOURCES</b></p>	<p>The CTEL's website is currently under development. The Dean of Academic Innovation &amp; Technology along with the lead faculty are currently discussing information that should be included on the website.</p> <p>Basic information should include the center's location,</p>	<p>The CTEL's website is functional, however, the center may expand its online presence through social media, and some instructional resources and program materials may be made available online.</p> <p>On-demand workshop offerings continue to grow and are made available to faculty through the</p>	<p>The CTEL significantly extends its reach through a dynamic online presence. The website is current and easy to navigate. Instructional resources and program materials are online and may include asynchronous webinars, workshops, and training, electronic newsletters, blogs, and links to other print and visual materials.</p>



	<p>contact information, and services.</p> <p>Link Online Professional Development Portal. (Lead faculty have been given access and have been provided some training to the online training portal).</p>	<p>Online Professional Development Portal.</p>	<p>On-demand workshop offerings continue to grow and are made available to faculty through the Online Professional Development Portal.</p>
<p><b>COMMUNICATION &amp; REPUTATION</b></p>	<p>The CTEL faculty along with the Dean of Academic Innovation &amp; Technology is currently developing a marketing plan.</p> <p>Communication will be largely accomplished through flyers, word of mouth, and emails.</p> <p>The CTEL is currently developing a needs assessment (faculty survey) to better understand the diverse interest and needs of faculty across departments.</p>	<p>Regular communication is offered to faculty via social media, email, website, and newsletters.</p> <p>The CTEL begins to develop a reputation for providing programs/services that are responsive to instructor needs and requests.</p> <p>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.</p>	<p>The CTEL provides proactive and timely outreach via email, social media, website, newsletters, and blogs.</p> <p>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.</p> <p>The CTEL is well attended and perceived as open and available to all faculty.</p>

## PROGRAMS AND SERVICES

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

	<b>BEGINNING/DEVELOPING YEAR 1</b>	<b>PROFICIENT/FUNCTIONING YEAR 2</b>	<b>ACCOMPLISHED/EXEMPLARY YEAR 3 AND BEYOND</b>
<b>SCOPE</b>	<p>Programs and services are responsive to the expressed needs but initially not fully aligned with the mission and goals of Laredo College.</p> <p>Programs/services are limited in variety but scaleable.</p>	<p>Programs and services are responsive to expressed needs of many faculty and are aligned with the mission and goals. Programs/services continue to expand and increase in scalability.</p>	<p>Programs and services are responsive to and advance needs and initiatives as defined by the institution, are aligned with the College’s mission and goals and are grounded in the literature on teaching and learning, and educational development.</p> <p>A diverse array of programs and service opportunities are designed to reach all Laredo College faculty.</p>
<b>TARGET AUDIENCE</b>	<p>The CTEL programs and services work to reach faculty from disciplines, programs, and departments.</p>	<p>The CTEL program/services continue to expand to reach faculty from all disciplines, programs, and departments.</p>	<p>The CTEL collaborates with all departments, disciplines, and programs. The center continuously disseminates online resources and scholarly communication on teaching and learning to maintain awareness of new and innovative topics to keep faculty informed.</p>
<b>CONTENT</b>	<p>The CTEL program/services address topics in teaching effectiveness, and/or specific technologies.</p>	<p>The CTEL staff addresses curriculum and learner-centered design for professional development that is all-</p>	<p>The CTEL offers a programmatic approach that provides a continuous professional development model for faculty as</p>

	<p>The development of on-demand short self-paced workshops and 2-minute mentor videos will begin in Fall 2021 and Spring 2022.</p> <p>Lead faculty have been given access and have been provided training to the online training portal where online workshops will be hosted.</p>	<p>inclusive, motivating, and effective learning activities and assignments that incorporate best practices for teaching pedagogy across different modalities and disciplines.</p> <p>Larger scale professional development is created and delivered through different modalities.</p>	<p>learners, offering targeted, motivating, and inclusive instruction that supports faculty growth. Programming addresses strategic campus needs.</p>
<p><b>APPROACH</b></p>	<p>The CTEL programs and services disseminate 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.</p> <p>The center may also rely on outsourced professional development services/workshops for its first year.</p>	<p>The CTEL offers an array of original 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 disseminate content and professional development in teaching and learning. There is strong support through the implementation of workshops both face-to-face and online.</p>	<p>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 opportunities where faculty could earn certificates of completion, badges, and recognition.</p> <p>The CTEL strongly supports the faculty's professional growth.</p>
	<p>The CTEL reaches a small fraction of faculty and</p>	<p>The CTEL reach continues to grow and is able to offer</p>	<p>The CTEL reaches a large amount of instructors. Participation is</p>

<p><b>REACH</b></p>	<p>strategically thinks about ways to incentivize participation.</p>	<p>modest incentives to select faculty to encourage and recognize engagement in CTCL-related initiatives.</p>	<p>strategically distributed across the different departments and disciplines as well as throughout the Ft. McIntosh and South campuses to serve critical institutional initiatives.</p> <p>Incentives for participating instructors might include stipends, conference registrations/opportunities that have an impact on teaching and learning.</p>
<p><b>IMPACT</b></p>	<p>The CTCL will collect data on the number of faculty who complete professional development through the program/services. The program/services will be evaluated for their usefulness and satisfaction. Some of the assessment resources will include administering the Digital Connections Campus Climate Survey on Technology, the Community College Survey of Student Engagement (CCSSE), assessing campus technology infrastructure, and creating a Digital Connections Effectiveness Surveys, as well</p>	<p>The CTCL 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.</p> <p>The same survey instruments used in Year 1 will be used for Year 2, with additions as necessary.</p> <p>The CTCL will use this evidence to improve the program/services.</p>	<p>The CTCL collects evidence of program outcomes on student learning and/or institutional culture of teaching. The center engages is the scholarship of educational development that can inform and enhance the CTCL's programs and services through presentations and publications.</p> <p>The same survey instruments used in Years 1 and 2 will be used for Year 3, with additions as necessary.</p>

as the assessment of digital technologies. These surveys align with the goals of QEP and will prevent duplication of 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.