

## Center for Excellence in Teaching and Learning Strategic Plan (2021-2026)

**Mission:** The mission of CETL is to support faculty members' personal growth in ways that advance social justice and racial equity. We help faculty develop effective teaching practices and support their ongoing professional development.

### **Core Values:**

**Accessibility:** We believe that everyone should have access to growth opportunities. We strive to create programs that account for the breadth of faculty experiences. We acknowledge that teaching practices are not neutral and endorse teaching approaches that enable every student to use college to achieve their goals.

**Collaboration:** We recognize that we are often at our best when we work together. We harness the power of exchange to fuel faculty learning and relationship building, driven by the desire for a connected collegial community.

**Reflection:** We see introspection as essential to deepening our understanding of professional contexts and practices. We utilize personal exploration to promote faculty development, including inviting contemplation on our relationships to language, identity, privilege, and power.

**Evidence:** We value insights into learning derived from academic research. We use the scholarship of teaching and learning to develop our programs, and we help faculty contribute to this body of knowledge.

**Enrichment:** We honor the human need for learning and challenge across a lifetime. We help faculty take the next step in their continuing preparation and study.

### Summary of broad unit and placement within the university

The Center for Excellence in Teaching and Learning (CETL) serves the essential need of investing in faculty to strengthen the university as a whole. It reflects the university's belief in faculty growth, productivity, and connection as a vehicle to produce high-quality instruction and career satisfaction. Since the fall of 2002, CETL has assisted faculty in areas such as student engagement, course design, learning outcome development, and overall instructional improvement. Participants find teaching support and resources through consultations, certificates, teaching observations, workshops, and other activities.

### Programs of Excellence:

Faculty Fellows

Teaching for Justice and Equity

Writing Across the Curriculum

Peer Faculty Consultations

[Process for Development of Strategic Plan](#)

In July 2021, CETL staff worked with the Vice President for Faculty Affairs to craft a new vision for the Center for Excellence in Teaching and Learning. The aim of the revision was to align with Equity 2030 and better meet the university’s faculty development needs. The mission, values, and strategic priorities of the Center were defined as part of this process.

Timeline	
Initial draft completed	August 2, 2021
VP for Faculty Affairs review	August 15, 2021
CETL Advisory Committee review	September 2021
Open Campus Forum	October 2021

Fall 2021

CETL staff shared the strategic plan, mission, and values with the CETL Advisory Committee for review and approval. The plan was then shared with the campus community.

2021 CETL Staff	
Beth Beschorner	Associate Director for Equity Initiatives
Brooke Burk	Director
Heather Camp	Associate Director for Writing Across the Curriculum
Hannah Radcliff-Hoy	Program Coordinator
Emily Wang	Office Coordinator

2021 CETL Advisory Board Members		
Name	Unit	Appointment
Kellian Clink	Library and Unaffiliated	IFO
vacant	Social and Behavioral Sciences	IFO
Jason Kaufman	Education	IFO
Bethann Lavoie	Science, Engineering and Technology	IFO
Scott LeGere	Arts & Humanities	IFO
Manav Mendonca	Student Government	
Daniel Moen	Allied Health and Nursing	IFO
vacant	Business	

[Summary of Goals, Objectives, and Action Steps](#)

1. Elevate the status of teacher learning and performance at the university.
2. Develop CETL into the leading site for ongoing non-instructional faculty development within the university.
3. Support faculty in developing equitable, anti-racist curricula and instructional practices.
4. Support faculty ownership of and facility with teaching writing in their disciplines.

5. Facilitate the exploration, application, and production of research on teaching.
6. Build strong partnership with other units on campus to support faculty learning and growth.

Goal 1: Elevate the status of teacher learning and performance at the university.

Objective	Action Step	Target for Action	Evidence of Accomplishment/ Achievement	Required Resources: Time, Financial, etc.	Person(s) Responsible	Estimated Time Frame & Completion
<p><b>1.</b> Help faculty and administrators see instructional faculty development as a career endeavor.</p>	<p>Create programs that support teachers' development across the career span.</p>	<p>AY 21-22: Engage in focus groups with campus administration and faculty about ways to support instructional faculty throughout their career.</p> <p>AY 22-23: Develop 1-2 long-term programming supports for mid and later career faculty.</p> <p>AY 23-24: Offer programming and evaluate.</p> <p>Utilize evaluation to make programmatic changes.</p> <p>AY 24-25: Offer revised programs and 1 additional program as needed.</p> <p>AY 25-26: Offer revised programs and evaluate</p>	<p>AY 22-21: Completion of 4-5 focus groups (3-4 faculty, 1 administration)</p> <p>AY 22-23: Programming description and learning outcomes; marketing plan</p> <p>AY 23-24: Attendance rates of 6-10 faculty per program; positive program evaluation scores</p> <p>AY 24-25: Attendance rates of 6-10 faculty per program; positive program evaluation scores</p> <p>AY 25-26: Attendance rates of 6-10 faculty per program; positive program evaluation scores</p>	<p>AY 21-22: Time – 25 hours for facilitation, analysis, and findings review</p> <p>AY 22-23: 10-12 hours of program design and marketing</p> <p>AY 23-24: 10-12 hours of program implementation; potential compensation for faculty facilitator (1-2 duty days)</p> <p>AY 24-25: 10-12 hours of program implementation; potential compensation for faculty facilitator (1-2 duty days)</p> <p>AY 25-26: 10-12 hours of program implementation; potential compensation for faculty facilitator (1-2 duty days)</p>	<p>AY 21-22: CETL Director</p> <p>AY 22-23: CETL Director; CETL Ass. Directors; Program Coordinator</p> <p>AY 23-24: CETL Director; CETL Ass. Directors; Program Coordinator</p> <p>AY 24-25: CETL Director; CETL Ass. Directors; Program Coordinator</p> <p>AY 25-26: CETL Director; CETL Ass. Directors; Program Coordinator</p>	<p>AY 21-22: 2 months</p> <p>AY 22-23: 2 months</p> <p>AY 23-24: Full academic year</p> <p>AY 24-25: Full academic year</p> <p>AY 25-26: Full academic year</p>

<p><b>2. Help faculty and administrators see instructional faculty development as a career endeavor.</b></p>	<p>Review programs and make needed changes to ensure offerings meet the mission and values.</p>	<p>AY 21-22: Review data on collected since 2016 to determine effectiveness of faculty development and teaching programming.</p> <p>Review program offerings, attendances, and alignment with revised mission and vision.</p> <p>AY 22-23: Create a process for reviewing and selecting programming proposals.</p> <p>Meet with Assessment Coordinator to review alternative assessment planning for CETL.</p> <p>AY 23-24: Revise, update, and/or adopt an appropriate assessment plan for CETL.</p> <p>AY 24-25: Utilize appropriate assessment plan to review center offerings.</p> <p>Report findings and provide programmatic recommendations.</p> <p>AY 25-26: Develop and/revise programming to meet assessment plan findings.</p>	<p>AY 21-22: Data analysis with key findings listed</p> <p>Findings page with information on trends and alignment.</p> <p>AY 22-23: Review form and plan for tracking requests and submissions</p> <p>Detailed meetings for assessment plan for subsequent years</p> <p>AY 23-24: Notification of plan adoption. Final report for administration</p> <p>AY 24-25: Document that clearly connects the assessment plan to specific program offerings.</p> <p>AY 25-26: Document that clearly connects the assessment plan to specific program offerings that notes changes from the previous year.</p>	<p>AY 21-22: 15 hours for data analysis and review of previous programs</p> <p>AY 22-23: 15-20 hours for meetings, review, and form development</p> <p>AY 23-24: 10 hours for report development</p> <p>AY 24-25: 10-12 hours for document development</p> <p>AY 25-26: 15 hours for document development and review</p>	<p>AY 21-22: CETL Director; Office Admin</p> <p>AY 22-23: CETL Director</p> <p>AY 23-24: CETL Director</p> <p>AY 24-25: CETL Director</p> <p>AY 25-26: CETL Director</p>	<p>AY 21-22: 1 month</p> <p>AY 22-23: 1 semester</p> <p>AY 23-24: 1 semester</p> <p>AY 24-25: 1 semester</p> <p>AY 25-26: Academic year</p>
--------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------

<p><b>3. Help faculty and administrators see faculty development as a career endeavor.</b></p>	<p>Enhance CETL marketing and outreach to the campus community</p>	<p>AY 21-22: Review and revise 2020 market plan. Create a plan for reaching new people through stronger department connections.</p> <p>AY 22-23: Revise marketing plan for the AY23.</p> <p>AY 23-24: Implement marketing plan for AY 23.</p> <p>AY 24-25: Evaluate marketing plan success. Create new marketing plan for next 2 years.</p> <p>AY 25-26: Implement marketing plan and evaluate success.</p>	<p>AY 21-22: Review plan and assign tasks to CETL staff; development of marketing materials; creation of a schedule for communicating with departments</p> <p>AY 22-23: Submission of a new marketing plan to staff and advisory board</p> <p>AY 23-24: Development of materials for marketing; tracking number of people reached and impact of the efforts</p> <p>AY 24-25: Inclusion of marketing questions on yearly evaluation form; Review and reporting of marketing data; Development of a new document with specific action steps defined.</p> <p>AY 25-26: Document development; action steps defined; evaluation of marketing results</p>	<p>AY 21-22: 15-30 hours</p> <p>AY 22-23: 10-12 hours</p> <p>AY 23-24: 5 hours weekly</p> <p>AY 24-25: 20 hours</p> <p>AY 25-26: 30 hours</p>	<p>AY 21-22: Program Coordinator; CETL Assoc. Director for Equity Initiatives</p> <p>AY 22-23: Program Coordinator; CETL Assoc. Director for Equity Initiatives; CETL Director; Assoc. Direct, WAC</p> <p>AY 23-24: Program Coordinator; CETL Assoc. Director for Equity Initiatives; CETL Director; Assoc. Direct, WAC</p> <p>AY 24-25: Program Coordinator; CETL Assoc. Director for Equity Initiatives; CETL Director; Assoc. Direct, WAC</p> <p>AY 25-26: Program Coordinator; CETL Assoc. Director for Equity Initiatives; CETL Director; Assoc. Direct, WAC</p>	<p>AY 21-22: 1 semester</p> <p>AY 22-23: 1 semester</p> <p>AY 23-24: Academic year</p> <p>AY 24-25: 1 academic year</p> <p>AY 25-26: 1 academic year</p>
------------------------------------------------------------------------------------------------	--------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------

<p>4. Help faculty and administrators see instructional faculty development as a career endeavor.</p>	<p>Identify obstacles to engaging in faculty development and develop programming and processes that work to overcome these barriers.</p>	<p>AY 21-22: Meet with Advisory Board and campus leadership to discuss programmatic changes needed for engagement in teaching and learning professional development.</p> <p>Create a plan for reaching new people through stronger department connections</p> <p>AY 22-23: Meet with Faculty Development Committee and RASP to discuss potential partnerships for teaching-focused professional development</p> <p>AY 23-24: Meet with FIG/Sabbatical Committee to discuss potential partnerships for teaching-focused professional development.</p> <p>AY 24-25: Create a proposal for campus review to incentivize</p>	<p>AY 21-22: Create tool and system for gathering feedback from faculty related to barriers.</p> <p>Use data to create a plan to connect better with departments.</p> <p>AY 22-23: Meeting schedules documented and action steps; clearly identified and planned faculty development programming</p> <p>AY 23-24: Meeting schedules documented and action steps; clearly identified and planned faculty development programming</p> <p>AY 24-25: Proposal draft for CETL review</p>	<p>AY 21-22: 20 hours</p> <p>AY 22-23: 50 hours</p> <p>AY 23-24: 10 hours</p> <p>AY 24-25: 20 hours; potential for duty days</p>	<p>AY 21-22: CETL Director; Program coordinator; CETL admin</p> <p>AY 22-23: CETL Director; Assoc. Director for Equity; Assoc. Director for WAC</p> <p>AY 23-24: CETL Director</p> <p>AY 24-25: CETL Director; Program Coordinator;</p>	<p>AY 21-22: 1 academic year</p> <p>AY 22-23: 1 semester</p> <p>AY 23-24: 1 academic year</p> <p>AY 24-25: 1 academic year</p>
-------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------

		<p>and support teaching-focused professional development.</p> <p>AY 25-26: Share proposal with campus community for consideration.</p>	<p>AY 25-26: Scheduled presentation and plan to distribute information</p>	<p>AY 25-26: 10 hours</p>	<p>CETL Assoc Directors for Equity, WAC</p> <p>AY 25-26: CETL Director; Program Coordinator; CETL Assocs Director for Equity, WAC</p>	<p>AY 25-26: 1 academic year</p>
--	--	----------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------	---------------------------	---------------------------------------------------------------------------------------------------------------------------------------	----------------------------------



Objective	Action Step	Target for Action	Evidence of Accomplishment/ Achievement	Required Resources: Time, Financial, etc.	Person(s) Responsible	Estimated Time Frame & Completion
-----------	-------------	-------------------	--------------------------------------------	----------------------------------------------	-----------------------	--------------------------------------

<p>1. Recognize and reward teaching across campus</p>	<p>Establish awards for teaching on campus</p>	<p>AY 21-22: Develop a draft of awards, criteria, budget, and nomination and review process.</p> <p>AY 22-23: Present proposal to Academic Affairs, FA, and Faculty Development Committee for review and consideration.</p> <p>AY 23-24: Initiate first year of campus-wide teaching awards.</p> <p>Evaluate process and awards and implement needed changes.</p> <p>AY 24-25: Continue award process and evaluation.</p> <p>AY 25-26: Continue award process and evaluation.</p>	<p>AY 21-22: Drafted document that includes awards, amount to be received, and process for application, review, and awarding.</p> <p>AY 22-23: Prepared powerpoint presentation</p> <p>AY 23-24: Development or connection with a review committee; collection and review hosting a ceremony; evaluation of the process</p> <p>AY 24-25: Evaluation of the process</p> <p>AY 25-26: Evaluation of the process</p>	<p>AY 21-22: 10-515 hours</p> <p>AY 22-23: 15 hours</p> <p>AY 23-24: 20 hours; \$3000</p> <p>AY 24-25: 20 hours; \$3000</p> <p>AY 25-26: 20 hours; \$3000</p>	<p>AY 21-22: CETL Director; Program Coordinator; CETL admin</p> <p>AY 22-23: CETL Director</p> <p>AY 23-24: Award Committee; CETL Director</p> <p>AY 24-25: Award Committee; CETL Director</p> <p>AY 25-26: Award Committee; CETL Director</p>	<p>AY 21-22: 1 academic year</p> <p>AY 22-23: 1 academic year</p> <p>AY 23-24: 1 academic year</p> <p>AY 24-25: 1 academic year</p> <p>AY 25-26: 1 academic year</p>
-------------------------------------------------------	------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------

	Create a variety of online teaching models to support a consistent experience for students.	AY 21-22: Share compiled data and Barriers to Teaching Document with campus community and gather feedback.	AY 21-22: Tool and process for collecting feedback from students; document defining various teaching modalities	AY 21-22: 30-35 hours	AY 21-22: CETL Director; CETL Advisory Board	AY 21-22: 1 academic year
		Gather data from students on learning expectations.				
		Gather definitions of various online teaching modalities.				
		AY 22-23: Create a variety of online and hybrid teaching models for campus review	AY 22-23: Document outlining definitions and models	AY 22-23: 15 hours	AY 22-23: CETL Director; CETL Advisory Board	AY 22-23: 1 semester
		AY 23-24: Gather feedback on models.	AY 23-24: Tool and place for soliciting feedback; program drafts to support faculty	AY 23-24: 20 hours	AY 23-24: CETL Director; CETL Advisory Board; Program Coordinator	AY 23-24: 1 academic year
		Create programming and resources to support teaching models.				
		AY 24-25: Offer programming and evaluate impact.	AY 24-25: Program evaluations; research reports disseminating project results	AY 24-25: 40 hours; \$3000	AY 24-25: CETL Director; CETL Advisory Board; Program Coordinator; campus faculty	AY 24-25: 1 academic year
Facilitate SoTL projects to evaluate student learning impact						
AY 25-26: Share results with campus	AY 25-26: Presentations as the Scholars at Work program	AY 25-26: 5 hours	AY 25-26: campus faculty	AY 25-26: 1 semester		

Goal 2: Develop CETL into the leading site for ongoing faculty development within the university.

Objective	Action Step	Action Plan	Evidence of Accomplishment/Achievement	Required Resources: Time, Financial, etc.	Person(s) Responsible	Estimated Time Frame & Completion
<p><b>1.</b> Offer a robust slate of programs that supports faculty members' holistic and ongoing development as professionals in the university.</p>	<p>Use research to shape faculty development programming.</p>	<p>AY 21-22: Survey faculty development approaches at other institutions.</p> <p>Gather information about supporting faculty of different ranks.</p> <p>Review data from CETL Needs Assessment.</p> <p>Determine if additional data is needed.</p> <p>Develop tools for assessing current programs.</p>	<p>AY 22-21: Completed survey with results; compiled report from various data sources; tool for assessing programs</p>	<p>AY 21-22: 50 hours</p>	<p>AY 21-22: Assoc Director, WAC; Program Coordinator</p>	<p>AY 21-22: academic year</p>
		<p>AY 22-23: Use feedback to revise programs.</p> <p>Implement programs.</p> <p>Gather feedback on programs.</p>	<p>AY 22-23: Evaluation tool and results</p>	<p>AY 22-23: 50 hours</p>	<p>AY 22-23: CETL Director; Assoc. Director, WAC; Assoc. Director, Equity; Program Coordinator</p>	<p>AY 22-23: academic year</p>
		<p>AY 23-24: Use feedback to revise programs.</p> <p>Implement programs.</p>	<p>AY 23-24: Program attendance; evaluation results</p>	<p>AY 23-24: 50 hours</p>	<p>AY 23-24: CETL Director; Assoc. Director, WAC; Assoc.</p>	<p>AY 23-24: academic year</p>

		<p>Gather feedback on programs.</p> <p>AY 24-25: Use feedback to revise programs.</p> <p>Implement programs.</p> <p>Gather feedback on programs.</p> <p>AY 25-26:</p>	<p>AY 24-25: Program attendance; evaluation results</p> <p>AY 25-26:</p>	<p>AY 24-25: 50 hours</p> <p>AY 25-26:</p>	<p>Director, Equity; Program Coordinator</p> <p>AY 24-25: CETL Director; Assoc. Director, WAC; Assoc. Director, Equity; Program Coordinator</p> <p>AY 25-26:</p>	<p>AY 24-25: academic year</p> <p>AY 25-26</p>
--	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------	--------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------

<p>2. Offer a robust slate of programs that support faculty members' holistic and ongoing development as professionals in the university.</p>	<p>Offer <b>signature programs</b> that support faculty members' professional development.</p>	<p>AY 21-22: Examine mentoring models.</p> <p>Propose a mentoring program.</p> <p>Examine administrative leadership development models. Propose a program.</p> <p>AY 22-23: Explore other potential signature programs.</p> <p>Implement approved programming.</p> <p>Gather feedback on programs.</p> <p>AY 23-24: Use feedback to revise programs.</p> <p>Implement programs.</p> <p>Gather feedback on programs</p> <p>AY 24-25: Use feedback to revise programs.</p> <p>Implement programs.</p> <p>Gather feedback on programs</p> <p>AY 25-26:</p>	<p>AY 22-21: Program proposal draft.</p> <p>AY 22-23: Report detailing recommendations for signature program.</p> <p>Report detailing program feedback.</p> <p>AY 23-24: Program schedule; evaluation results; report detailing evaluation results</p> <p>AY 24-25: Program schedule; evaluation results; report detailing evaluation results</p> <p>AY 25-26:</p>	<p>AY 21-22: 30 hours; \$40,000</p> <p>AY 22-23: 30 hours; \$40,000</p> <p>AY 23-24: 50 hours; \$40,000</p> <p>AY 24-25: 50 hours; \$40,000</p> <p>AY 25-26:</p>	<p>AY 21-22: Assoc Director, WAC; Program Coordinator</p> <p>AY 22-23: Assoc Director, WAC; Program Coordinator</p> <p>AY 23-24: Assoc Director, WAC; Program Coordinator</p> <p>AY 24-25: Assoc Director, WAC; Program Coordinator</p> <p>AY 25-26:</p>	<p>AY 21-22: academic year</p> <p>AY 22-23: academic year</p> <p>AY 23-24: academic year</p> <p>AY 24-25: academic year</p> <p>AY 25-26</p>
-----------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------

<p>3. Offer a robust slate of programs that supports faculty members' holistic and ongoing development as professionals in the university.</p>	<p>Offer programs that support faculty members' <b>scholarly writing productivity</b>.</p>	<p>AY 21-22: Develop, synchronize, lead, and assess current faculty writing support models.</p> <p>Assess programs.</p> <p>AY 22-23: Use feedback to revise programs.</p> <p>Develop additional offerings, as needed.</p> <p>Implement programs.</p> <p>Gather feedback on programs.</p> <p>AY 23-24: Use feedback to revise programs.</p> <p>Implement programs.</p> <p>Gather feedback on programs.</p> <p>AY 24-25: Use feedback to revise programs.</p> <p>Implement programs.</p> <p>Gather feedback on programs.</p> <p>AY 25-26:</p>	<p>AY 22-21: Report detailing offerings and findings; assessment tool</p> <p>AY 22-23: Evaluation report from programs</p> <p>AY 23-24: Evaluation report from programs</p> <p>AY 24-25: Evaluation report from programs</p> <p>AY 25-26:</p>	<p>AY 21-22: 20 hours; \$2000</p> <p>AY 22-23: 50 hours; \$2000</p> <p>AY 23-24: 50 hours; \$2000</p> <p>AY 24-25: 50 hours; \$2000</p> <p>AY 25-26:</p>	<p>AY 21-22: Assoc Director, WAC; Program Coordinator</p> <p>AY 22-23: Assoc Director, WAC; Program Coordinator</p> <p>AY 23-24: Assoc Director, WAC; Program Coordinator</p> <p>AY 24-25: Assoc Director, WAC; Program Coordinator</p> <p>AY 25-26:</p>	<p>AY 21-22: academic year</p> <p>AY 22-23: academic year</p> <p>AY 23-24: academic year</p> <p>AY 24-25: academic year</p> <p>AY 25-26</p>
------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------

<p>4. Offer a robust slate of programs that supports faculty members' holistic and ongoing development as professionals in the university.</p>	<p>Offer a set of faculty development activities that speaks to the current moment and recognizes <b>faculty needs across the career span.</b></p>	<p>AY 21-22: Research, develop, lead, and assess faculty development activities.</p> <p>AY 22-23: Use feedback to revise programs.</p> <p>Develop additional offerings, as needed.</p> <p>Implement programs.</p> <p>Gather feedback on programs.</p> <p>AY 23-24: Use feedback to revise programs.</p> <p>Implement programs.</p> <p>Gather feedback on programs.</p> <p>AY 24-25: Use feedback to revise programs.</p> <p>Implement programs.</p> <p>Gather feedback on programs.</p> <p>AY 25-26:</p>	<p>AY 22-21: Program offering schedule</p> <p>AY 22-23: Program offering schedule; Evaluation results</p> <p>AY 23-24: Program offering schedule; Evaluation results</p> <p>AY 24-25: Program offering schedule; Evaluation results</p> <p>AY 25-26:</p>	<p>AY 21-22: 50 hours; \$2000</p> <p>AY 22-23: 50 hours; \$2000</p> <p>AY 23-24: 50 hours; \$2000</p> <p>AY 24-25: 50 hours; \$2000</p> <p>AY 25-26:</p>	<p>AY 21-22: Assoc Director, WAC; Program Coordinator</p> <p>AY 22-23: Assoc Director, WAC; Program Coordinator</p> <p>AY 23-24: Assoc Director, WAC; Program Coordinator</p> <p>AY 24-25: Assoc Director, WAC; Program Coordinator</p> <p>AY 25-26:</p>	<p>AY 21-22: academic year</p> <p>AY 22-23: academic year</p> <p>AY 23-24: academic year</p> <p>AY 24-25: academic year</p> <p>AY 25-26</p>
------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------



<p>Explore tactics for communicating CETL's faculty development emphasis.</p>	<p>Explore tactics for communicating CETL's faculty development emphasis.</p>	<p>AY 21-22: Meet with Integrated marketing to discuss marketing strategies.</p> <p>Work on marketing materials with Graphics office.</p> <p>Coordinate with Faculty Development Committee</p> <p>Pilot materials</p> <p>AY 22-23: Evolve marketing strategies based on broader context.</p> <p>AY 23-24: Evolve marketing strategies based on broader context.</p> <p>AY 24-25: Evolve marketing strategies based on broader context</p> <p>AY 25-26:</p>	<p>AY 22-21: Marketing materials, print and digital</p> <p>AY 22-23: Evaluation results; modified documents</p> <p>AY 23-24: Evaluation results; modified documents</p> <p>AY 24-25: Evaluation results; modified documents</p> <p>AY 25-26:</p>	<p>AY 21-22: 20 hours; \$2000</p> <p>AY 22-23: 15 hours</p> <p>AY 23-24: 15 hours</p> <p>AY 24-25: 15 hours</p> <p>AY 25-26:</p>	<p>AY 21-22: Assoc Director, WAC; Program Coordinator</p> <p>AY 22-23: Assoc Director, WAC; Program Coordinator</p> <p>AY 23-24: Assoc Director, WAC; Program Coordinator</p> <p>AY 24-25: Assoc Director, WAC; Program Coordinator</p> <p>AY 25-26:</p>	<p>AY 21-22: academic year</p> <p>AY 22-23: academic year</p> <p>AY 23-24: academic year</p> <p>AY 24-25: academic year</p> <p>AY 25-26</p>
-------------------------------------------------------------------------------	-------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------

Goal 3: Support faculty in developing equitable, anti-racist curricula and instructional practices.

Objective	Action Step	Action Plan	Evidence of Accomplishment/ Achievement	Required Resources: Time, Financial, etc.	Person(s) Responsible	Estimated Time Frame & Completion	
<p><b>1.</b> Institute a process that equips faculty with discipline-specific, socially just teaching practices.</p>	<p>Develop programming that supports departments to analyze their policies and practices using a racial equity and social justice lens.</p>	<p>AY 21-22: Conduct a needs assessment</p>	<p>AY 21-22: Completed needs assessment with results; compiled report from various data sources; plan for assessing programs; results from action assessment program</p>	<p>AY 21-22: 125 hours; \$20,000</p>	<p>AY 21-22: Assoc Director, WAC; Program Coordinator</p>	<p>AY 21-22: academic year</p>	
		<p>Initiate a sustainable, large-scale program that develops faculty expertise in writing instruction and antiracist teaching.</p>	<p>AY 22-23: Develop additional programs</p>	<p>AY 22-23: 125 hours; \$20,000</p>	<p>AY 22-23: CETL Director; Assoc. Director, WAC; Assoc. Director, Equity; Program Coordinator</p>	<p>AY 22-23: academic year</p>	
		<p>AY 22-23: Use results of needs assessment to develop additional programming</p>	<p>Develop and revise process and materials based on pilot.</p>	<p>AY 23-24: Program attendance; evaluation results</p>	<p>AY 23-24: 125 hours; \$20,000</p>	<p>AY 23-24: CETL Director; Assoc. Director, WAC; Assoc. Director, Equity; Program Coordinator</p>	<p>AY 23-24: academic year</p>
		<p>Expand programming to estimated full capacity.</p>	<p>AY 23-24: Offer programming and gather data from participating departments for program improvement.</p>	<p>AY 24-25: Offer programming and gather</p>	<p>AY 24-25: Offer programming and gather</p>	<p>AY 24-25: 125 hours; \$20,000</p>	<p>AY 24-25: CETL Director; Assoc.</p>

		<p>data from participating departments for program improvement.</p> <p>AY 25-26: Offer programming and gather data from participating departments for program improvement.</p>	<p>AY 24-25: Program attendance; evaluation results</p> <p>AY 25-26: Program attendance; evaluation results</p>	<p>AY 24-25: 125 hours; \$20,000</p> <p>AY 25-26: 125 hours; \$20,000</p>	<p>Director, WAC; Assoc. Director, Equity; Program Coordinator</p> <p>AY 25-26: CETL Director; Assoc. Director, WAC; Assoc. Director, Equity; Program Coordinator</p>	<p>AY 25-26: academic year</p>
--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------

Advocate for antiracist, equity-focused teaching and learning across campus	Create a process for gathering student feedback on their learning experiences each academic year to inform decision-making.	AY 21-22: Develop a plan and research questions for survey and focus group data gathering.  Implement data collection process.  Analyze data	AY 22-21: Report detailing offerings and findings; assessment tool	AY 21-22: 20 hours; \$2000	AY 21-22: Assoc Director, Equity	AY 21-22: academic year
		AY 22-23: Share data results with campus community. Use data results to inform CETL programming for AY23-24.  Implement data collection.  Analyze data.	AY 22-23: Evaluation report from programs	AY 22-23: 50 hours; \$2000	AY 22-23: Assoc Director, Equity	AY 22-23: academic year
		AY 23-24: Share data results with campus community. Use data results to inform CETL programming for AY24-25.  Implement data collection.  Analyze data.	AY 23-24: Evaluation report from programs	AY 23-24: 50 hours; \$2000	AY 23-24: Assoc Director, Equity	AY 23-24: academic year
		AY 24-25: Share data results with campus community. Use data results to inform CETL	AY 24-25: Evaluation report from programs	AY 24-25: 50 hours; \$2000	AY 24-25: Assoc Director, Equity	AY 24-25: academic year

		<p>programming for AY25-26.</p> <p>Implement data collection.</p> <p>Analyze data</p> <p>AY 25-26: Evaluate data collection progress.</p> <p>Examine data results and changes and trends over time</p>	AY 25-26:	AY 25-26:	AY 25-26: Assoc Director, Equity	AY 25-26
--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------	-----------	----------------------------------	----------

Goal 4: Support faculty ownership of and facility with teaching writing in their disciplines.

Objective	Action Step	Action Plan	Evidence of Accomplishment/ Achievement	Required Resources: Time, Financial, etc.	Person(s) Responsible	Estimated Time Frame & Completion
<p><b>1.</b> Collaborate closely with the CETL Director to work out relationships and practices between offices</p>	<p>Consider the ways that programs, processes, web presence, and marketing materials can be adapted to promote the goals of both offices.</p>	<p>AY 21-22: Offer WAC programs through CETL.</p>	<p>AY 21-22: A strong slate of WAC program offerings; synchronization between WAC and CETL in marketing, payment processing, scheduling, and other program concerns.</p>	<p>AY 21-22: 50 hours</p>	<p>AY 21-22: Assoc. Dir, WAC; CETL Dir</p>	<p>AY 21-22: academic year</p>
		<p>AY 22-23: Work with the university's Graphic Designers to identify ways to represent both offices.</p>	<p>AY 22-23: A fresh, compact, and comprehensive identity for the Center.</p>	<p>AY 22-23: 50 hours</p>	<p>AY 22-23: Assoc. Dir, WAC; CETL Dir</p>	<p>AY 22-23: academic year</p>
		<p>AY 23-24: Redesign the website to fully represent the program integration.</p>	<p>AY 23-24: An easy-to-navigate website that represents the central facets of CETL.</p>	<p>AY 23-24: 50 hours</p>	<p>AY 23-24: Assoc. Dir, WAC; CETL Dir</p>	<p>AY 23-24: academic year</p>
		<p>AY 24-25: Evaluate the ways that the merger has helped/hurt the programs and institute adjustments.</p>	<p>AY 24-25: Succinct report summarizing evaluation.</p>	<p>AY 24-25: 50 hours</p>	<p>AY 24-25: Assoc. Dir, WAC; CETL Dir</p>	<p>AY 24-25: academic year</p>
		<p>AY 25-26: Pilot new programs, processes, and advertising in light of perceived weaknesses.</p>	<p>AY 25-26: Revised programs, processes, and/or advertising that compensate for weaknesses.</p>	<p>AY 25-26: 50 hours</p>	<p>AY 25-26: Assoc. Dir, WAC; CETL Dir</p>	<p>AY 25-26: academic year</p>

2. Advance policies, processes, and programming that promotes excellence in writing instruction at the university.	Act on the WAC Program Review recommendations of the Writing Advisory Committee.	AY 21-22: Submit a proposal to: revise the “two different disciplines” requirement, change learning outcomes into certification requirements, institute a course cap adopt a recertification process	AY 22-21: Concrete proposals that have been vetted by the Writing Advisory Committee, Common Curriculum Committee, and other stakeholders.	AY 21-22: 50 hours	AY 21-22: Assoc. Dir, WAC; Writing Advisory Committee	AY 21-22: academic year
		AY 22-23: Continue to advance policy changes	AY 22-23: Proposal progress through stakeholder review; actual policy changes.	AY 22-23: 50 hours	AY 22-23: Assoc. Dir, WAC; Writing Advisory Committee	AY 22-23: academic year
		AY 23-24: Begin recertification process; evaluate process	AY 23-24: Reports documenting departments’ progress through the recertification process.	AY 23-24: 50 hours	AY 23-24: Assoc. Dir, WAC; Writing Advisory Committee	AY 23-24: academic year
		AY 24-25: Revise and implement recertification process	AY 24-25: Reports reflecting changes to the recertification process and documenting departments’ progress through the process.	AY 24-25: 50 hours	AY 24-25: Assoc. Dir, WAC; Writing Advisory Committee	AY 24-25: academic year
		AY 25-26: Maintain/expand recertification process	AY 25-26: Same as AY 23-24.	AY 25-26: 50 hours	AY 25-26: Assoc. Dir, WAC; Writing Advisory Committee	AY 25-26: academic year

Advance policies, processes, and programming that promotes excellence in writing instruction at the university.	Offer programs that enable faculty to continue developing as writing instructors.	AY 21-22: Offer Master Classes on timely writing instruction-related topics	AY 21-22: Master Class documents; faculty satisfaction surveys	AY 21-22: 50 hours; \$3000	AY 21-22: Assoc. Dir, WAC; Writing Advisory Committee	AY 21-22: academic year
		AY 22-23: Offer Master Classes on timely writing instruction-related topics	AY 22-23: Master Class documents; faculty satisfaction surveys	AY 22-23: 50 hours; \$3000	AY 22-23: Assoc. Dir, WAC; Writing Advisory Committee	AY 22-23: academic year
		AY 23-24: Evaluate model for supporting faculty members' development as writing instructors	AY 23-24: Concise report summarizing evaluation and next steps	AY 23-24: 50 hours; \$3000	AY 23-24: Assoc. Dir, WAC; Writing Advisory Committee	AY 23-24: academic year
		AY 24-25: Implement new or existing model of faculty development for writing instructors	AY 24-25: Program documents; faculty satisfaction surveys	AY 24-25: 50 hours; \$3000	AY 24-25: Assoc. Dir, WAC; Writing Advisory Committee	AY 24-25: academic year
		AY 25-26: Same as AY 24-25	AY 25-26: Same as AY 24-25	AY 25-26: 50 hours; \$3000	AY 25-26: Assoc. Dir, WAC; Writing Advisory Committee	AY 25-26: academic year
Goal 5: Facilitate the exploration, application, and production of research on teaching.						
Objective	Action Step	Action Plan	Evidence of Accomplishment/Achievement	Required Resources: Time, Financial, etc.	Person(s) Responsible	Estimated Time Frame & Completion



<p><b>1. Promote a stronger use of the scholarship of teaching and learning across campus.</b></p>	<p>Create long-term goals for the Scholars at Work Conference.</p>	<p>AY 21-22: Evaluate SAW conference '21.</p> <p>Develop report with results.</p> <p>Review goals of SAW.</p>	<p>AY 22-21: Completed survey with results</p>	<p>AY 21-22: 50 hours; \$3000</p>	<p>AY 21-22: Program Coordinator; Advisory Board; CETL Director</p>	<p>AY 21-22: academic year</p>
		<p>AY 22-23: Revise SAW goals based on data collected in AY 21-22.</p> <p>Re-launch SAW '23.</p>	<p>AY 22-23: Evaluation tool and results</p>	<p>AY 22-23: 50 hours; \$3000</p>	<p>AY 22-23: Program Coordinator; Advisory Board; CETL Director</p>	<p>AY 22-23: academic year</p>
		<p>AY 23-24: Offer programming and gather data from participating departments for program improvement.</p>	<p>AY 23-24: Program attendance; evaluation results</p>	<p>AY 23-24: 50 hours; \$3000</p>	<p>AY 23-24: Program Coordinator; Advisory Board; CETL Director</p>	<p>AY 23-24: academic year</p>
		<p>AY 24-25: Implement SAW in fall 2023.</p> <p>Evaluate goal achievement.</p>	<p>AY 24-25: Program attendance; evaluation results</p>	<p>AY 24-25: 50 hours; \$3000</p>	<p>AY 24-25: Program Coordinator; Advisory Board; CETL Director</p>	<p>AY 24-25: academic year</p>
		<p>AY 25-26: Determine future of SAW.</p>	<p>AY 25-26: Formal report compiling data from 21-24</p>	<p>AY 25-26:</p>	<p>AY 25-26: CETL Director; Assoc. Director, WAC; Assoc. Director, Equity; Program Coordinator</p>	<p>AY 25-26</p>

2. Promote a stronger use of the scholarship of teaching and learning across campus.	Create avenues to share research on teaching and learning that support Equity 2030 goals	AY 21-22: Assist Faculty Fellows research teams in identifying outlets to publish and share research.	AY 22-21: Document list of outlets.	AY 21-22: 20 hours	AY 21-22: Director	AY 21-22: academic year	
		AY 22-23: Review data gathered from Strategic Goal 3 to determine department support needed.	AY 22-23: Formalized collaboration	AY 22-23: 20 hours	AY 22-23: Director	AY 22-23: academic year	
		Develop a collaboration with the College of Education to inform future SoTL projects and inform program development.					
		AY 23-24: Create a plan or program to support SoTL projects designed to evaluate progress toward Equity 2030 goal.	AY 23-24: Program proposal for SoTL work	AY 23-24: 50 hours; \$25,000	AY 23-24: Assoc Director, Equity; Director	AY 23-24: academic year	
		AY 24-25: Implement and evaluate program.	AY 24-25: Report detailing program results	AY 24-25: 50 hours; \$10,000	AY 24-25: Director; Advisory Board; Assoc Director, Equity	AY 24-25: academic year	
		AY 25-26: Revise, implement and evaluate program.	AY 25-26: Report detailing program results	AY 25-26: AY 24-25: 50 hours; \$10,000	AY 25-26: Director; Advisory Board; Assoc Director, Equity	AY 25-26: academic year	

<p>Create a program to support faculty to conduct research on the scholarship of teaching and learning.</p>	<p>Identify funding sources to support scholarship of teaching and learning research to measure Equity 2030 goals</p>	<p>AY 21-22:</p> <p>AY 22-23: Meet with RASP to discuss possibilities for research funding</p> <p>AY 23-24: Create a plan or program to support SoTL projects designed to evaluate progress toward Equity 2030 goals.</p> <p>AY 24-25: Implement plan to communicate SoTL funding opportunities.</p> <p>Create programming to support project development.</p> <p>AY 25-26: Utilize the scholarship of teaching and learning to measure progress toward Equity 2030 goals.</p> <p>Evaluate program goals</p>	<p>AY 22-21:</p> <p>AY 22-23: Meeting minutes and action items</p> <p>AY 23-24: Program proposal</p> <p>AY 24-25: Communication tool; program proposal</p> <p>AY 25-26: Formal campus report documenting research findings</p>	<p>AY 21-22:</p> <p>AY 22-23: 20 hours</p> <p>AY 23-24: 20 hours</p> <p>AY 24-25: 50 hours; \$10000</p> <p>AY 25-26: 50 hours;</p>	<p>AY 21-22:</p> <p>AY 22-23: Director</p> <p>AY 23-24: Director</p> <p>AY 24-25: Director</p> <p>AY 25-26: Director</p>	<p>AY 21-22:</p> <p>AY 22-23: academic year</p> <p>AY 23-24: academic year</p> <p>AY 24-25: academic year</p> <p>AY 25-26: academic year</p>
-------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------

Create a program to support faculty to conduct research on the scholarship of teaching and learning.	Develop a program to support individual and group projects on the scholarship of teaching and learning	AY21-22: Evaluate Faculty Fellows program ability to support individual and group SoTL projects	AY 22-21: Program evaluation results	AY 21-22: 5 hours	AY 21-22: Director	AY 21-22: spring semester
		AY 22-23: Create a program draft to support faculty engagement in SoTL	AY 22-23: SoTL program proposal	AY 22-23: 20 hours;	AY 22-23: Director	AY 22-23: academic year
		AY23-24: Implement program	AY 23-24: Program attendance	AY 23-24: 20 hours; \$10000	AY 23-24: Director	AY 23-24: academic year
		AY24-25: Evaluate program	AY 24-25: Program assessment report	AY 24-25: 50 hours;	AY 24-25: Director	AY 24-25: academic year
		AY25-26: Revise and implement program	AY 25-26: report documenting findings and changes	AY 25-26: 50 hours;	AY 25-26: Director	AY 25-26: academic year
<b>Goal 6: Build strong partnerships with other units on campus to support faculty learning and growth.</b>						
Objective	Action step	Action Plan	Evidence of Accomplishment/Achievement	Required Resources: Time, Financial, etc.	Person(s) Responsible	Estimated Time Frame & Completion

<p>1. Create collaborative programming with units across campus to expand learning opportunities and reach.</p>	<p>Identify yearly priorities for programming collaboration</p>	<p>AY 21-22: Review current list of committee participation across campus and the MinnState System. Review progress toward strategic goals 1-5 to determine gaps.</p>	<p>AY 21-22: List of committee participation; Meeting minutes reflecting review of progress.</p>	<p>AY 21-22: 5 hours</p>	<p>AY 21-22: All CETL staff</p>	<p>AY 21-22: academic year</p>
		<p>AY 22-23: Establish priorities and collaboration needs.</p>	<p>AY 22-23: List of priorities and possibilities for collaborative efforts.</p>	<p>AY 22-23: 5 hours; \$10,000</p>	<p>AY 22-23: All CETL staff</p>	<p>AY 22-23: academic year</p>
		<p>AY 23-24: Review collaboration impact and success. Review progress toward strategic goals 1-5 to determine gaps in partnerships limiting goal completion.</p>	<p>AY 23-24: Analysis of impact and success of 22-23 programming; Meeting minutes reflecting review of progress toward strategic goals</p>	<p>AY 23-24: 15 hours</p>	<p>AY 23-24: All CETL staff</p>	<p>AY 23-24: academic year</p>
		<p>AY 24-25: Review collaboration impact and success.</p>	<p>AY 24-25: Analysis of impact and success of 23-24 programming</p>	<p>AY 24-25: 10 hours</p>	<p>AY 24-25: All CETL staff</p>	<p>AY 24-25: academic year</p>
		<p>AY 25-26: Establish priorities and collaboration needs for the following year.</p>	<p>AY 25-26: Meeting minutes reflecting review of progress toward strategic goals to establish priorities for collaboration</p>	<p>AY 25-26: 5 hours; \$10,000</p>	<p>AY 25-26: All CETL staff</p>	<p>AY 25-26</p>

--	--	--	--	--	--	--

2. Create collaborative programming with units across campus to expand learning opportunities and reach.	Establish a process for determining program funding and partnerships.	AY 21-22: Review progress toward strategic goals 1-5 to determine gaps in partnerships limiting goal completion.	AY 22-21: Meeting minutes reflecting review of progress.	AY 21-22: 2 hours	AY 21-22: All CETL staff	AY 21-22: Academic year
		AY 22-23: Identify top goal priorities for the next three fiscal years.	AY 22-23: List of priorities; Grant applications; Evidence of applying for other additional funds	AY 22-23: 15 hours	AY 22-23: All CETL staff	AY 22-23: Academic year
		Seek funding opportunities.				
		AY 23-24: Review funding success and priorities for the following year.	AY 23-24: Meeting minutes reflecting review of funding success and list of priorities.	AY 23-24: 2 hours	AY 23-24: All CETL staff	AY 23-24: Academic year
		Seek funding opportunities.				
		AY 24-25: Review funding success and priorities for the following year.	AY 24-25: Meeting minutes reflecting review of funding success and list of priorities.	AY 24-25: 2 hours	AY 24-25: All CETL staff	AY 24-25: Academic year
		Seek funding opportunities.				
		AY 25-26:	AY 25-26:	AY 25-26:	AY 25-26:	AY 25-26

<p>3. Develop shared resources to support teaching and faculty development.</p>	<p>Connect with campus units to support Equity 2030 initiatives.</p>	<p>AY 22-23: Review campus plan for achieving Equity 2030 goals.</p> <p>AY 23-24: Determine areas where CETL will support goals.</p> <p>Determine partnerships needed for CETL support.</p> <p>AY 24-25: Create a plan for reviewing and connecting with campus partnerships to review programs toward 2030 goals.</p> <p>AY 25-26: Implement and revise plan as needed</p>	<p>AY 22-23: Meeting minutes reflecting discussion</p> <p>AY 23-24: Evidence of CETL supporting Equity 2030 Initiatives through shared resources</p> <p>AY 24-25: Evidence of meetings with campus partners that reflect analysis of work toward Equity 2030</p> <p>AY 25-26: Evidence of meetings and actions with campus partners that reflect analysis of work toward Equity 2030</p>	<p>AY 22-23: 5 hours</p> <p>AY 23-24: 5 hours; Funds for Action Assessment Project; Funds for Racial Equity Advocate</p> <p>AY 24-25: 20 hours</p> <p>AY 25-26: 20 hours</p>	<p>AY 22-23: Assoc Director, Equity</p> <p>AY 23-24: Director; Assoc Director, Equity</p> <p>AY 24-25: Assoc Director, Equity</p> <p>AY 25-26: Director; Assoc Director, Equity</p>	<p>AY 22-23: Academic year</p> <p>AY 23-24: Academic year</p> <p>AY 24-25: Academic year</p> <p>AY 25-26: Academic year</p>
---------------------------------------------------------------------------------	----------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------



5. Review technology needed to support teaching practices across campus	Create a process for gathering feedback from faculty on teaching technology needs.	AY 21-22: Meet with IT committees and teams to discuss goal.	AY 21-22: Meeting minutes	AY 21-22: 10 hours	AY 21-22: Director; Assoc Director, Equity	AY 21-22: Academic year
		AY 22-23: Draft a proposal/plan for gathering feedback and reviewing faculty needs.	AY 22-23: Development of a tool[s] to collect data from faculty	AY 22-23: 25 hours	AY 22-23: Director; Assoc Director, Equity	AY 22-23: Academic year
		AY 23-24: Implement plan for reviewing technology use and related faculty development.	AY 23-24: Implementation of tool[s] to collect data from faculty	AY 23-24: 15 hours	AY 23-24: Director; Assoc Director, Equity	AY 23-24: Academic year
		AY 24-25: Evaluate needs and plan effectiveness. Revise plan and implement.  Share data with IT Solutions and Academic Affairs.	AY 24-25: Revised implementation of data collection	AY 24-25: 15 hours	AY 24-25: Director; Assoc Director, Equity	AY 24-25: Academic year
		AY 25-26: Evaluate use of plan for future technology conversations.	AY 25-26: Meeting minutes reflecting discussion	AY 25-26: 5 hours	AY 25-26: Director; Assoc Director, Equity	AY 25-26: Academic year

