

CELT Strategic Planning Process

External Review and Self-Study, November 2017

In fall 2017, CELT prepared a 25-page self-study and hosted two external reviewers: Chantal Levesque-Bristol, Ph.D., Director of Center for Instructional Excellence, Purdue University, Indiana and Gina Frey, Ph.D., Executive Director the Teaching Center, Washington University in St. Louis, Missouri. During their two-day visit, they met with members of the Provost's Administrative Team, the CELT staff, CELT Advisory Board members, CELT grantees and awardees, Deans and Associate Deans, graduate students and post-docs, and coordinators of CELT programming. In their report, dated January 5, 2018, the following were key recommendations:

- "Develop a 5-year strategic plan to fulfill the Vision of the center and provide an integrative narrative to communicate the strategic plan to the university community."
- "Fully integrate the components of the Center...so that the 'online learning innovation hub' [is] synergistically working together with CELT."
- "Re-think the composition of the Director and Associate Director positions."
- "Develop a comprehensive faculty-development program that offers programs and opportunities....using multi-strategy, evidence-based approaches."
- "Develop a strategy to become an innovator in teaching and learning. Select 3-5 key areas to focus on.....[such as] course design and fuller integration of the 'online learning innovation hub'"
- "Develop 1-2 year strategic marketing and education plans."

Stakeholder Survey, June 2018

In June 2018, the Center for Excellence in Learning and Teaching (CELT) invited a total of $n=955$ stakeholders to complete a short survey in Qualtrics about the importance of and satisfaction with CELT programs, resources, and services. The stakeholders invited to participate included: administrators; CELT Advisory Board members from 2017-2018; CELT staff; Other; and users of CELT services: defined as any user of any CELT service from 2016 to 2018. The response rate for this survey was 18%.

An ad-hoc volunteer CELT strategic planning committee comprised of Holly Bender, Laura Bestler, Sara Marcketti, and Amy Ward met three times to determine the survey goals and questions (meeting 1); to review the aggregated survey data to review the results of the survey and agree upon thematic categories of the survey (meeting 2); and review the final executive summary report (meeting 3).

Global opportunities identified in the survey included:

Need for better integration of services

As for CELT's activities, there are several, but they all remain in their silos. There doesn't seem to be any synergy between the different programs. (Administrator)

Need for assessment and evaluation

We need expertise on campus about assessing learning and impact of courses and programs and CELT seems like a great place to house such expertise. (Administrator)

Enhancing approachability

Serve staff as well as faculty. Many programs seem to focus on faculty and improving instruction. However, little is available for continuous improvement efforts and skill building for staff members. During these times when positions are cut and we need to cover more tasks efficiencies need to be shared. (User of CELT services)

Outreach

CELT has so many valuable resources, but I still feel that it is underutilized. This type of Center is much less helpful and less developed at other universities - we are so lucky to have it! CELT has helped me to improve as an instructor and as a researcher. The staff and volunteers are always nice and eager to serve others. (User of CELT services)

Focus

Right now, there's confusion as to CELT's mission and operations. We don't know what exactly CELT does and who to go to for help. CELT is a great resource and is valuable. (Administrator)

Communication

Add new options along with the ones you've offered in the past. Advertising them at the beginning or before semesters means I can sign up and add them to the calendar right away instead of forgetting or not hearing about them when I get busy. (User of CELT services)

Retreat and Development of Strategic Directions, August-December 2018

On August 7, the CELT staff held a retreat facilitated by former ISU-human resources specialist Don Broshar. Using the self-study, external review, and stakeholder survey, the CELT staff discussed the overall goals and dreams of CELT to determine the strategic direction for the near future.

- During the retreat, four goals were identified:
 - Strategic thinking/planning
 - Communication (both internal and external)
 - Evidence-based programming
 - Funding opportunities
- Four sub-committees of CELT staff were created to work on these goals. The sub-committees were informed to align their ideas with Iowa State University's 2017-2022 Strategic Priorities: **Goal 1:** Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century. **Goal 2:** Enhance the university's research profile by conducting high impact research that addresses the grand challenges of the 21st century. **Goal 3:** Improve the quality of life for all Iowans through services and programs dedicated to economic development and the promotion of healthy communities, people, and environments. **Goal 4:** Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the university and each other.
- The strategic planning sub-committees were instructed to consider the following critical questions:
 1. How is CELT strategically advancing the university's progress toward achieving the vision?
 2. To which of the university's strategic priorities can CELT make particularly strong contributions?
 3. Which of the university's strategic priorities are underdeveloped within CELT? What is the plan to explore and change that?
 4. How does your plan relate to CELT's most recent program review? What insights from

- that review have informed your plan?
5. What goals, objectives or projects from Iowa State's strategic plan remain relevant to your CELT's field of responsibility and to our new strategic vision? How can these be implemented? or refreshed? Or do they need to be abandoned?
- During the fall semester, the committees met routinely and developed "Strategic Planning Action Matrix" documents which were presented to the original CELT strategic planning committee (Bender, Bestler, Marcketti, and Ward). Once vetted, the ideas were presented by the sub-committee chairs at the monthly CELT staff meetings.
 - Key outcomes accomplished by the four strategic planning sub-committees:
 - Strategic thinking/planning
 - Document how each of CELT's current offerings and opportunities relates to the ISU Strategic Plan.
 - Quantify the students impacted by each CELT program, workshop, and service.
 - Investigate means to measure the impact of one-to-one consultations on the campus community.
 - Advertise and hire faculty fellows focused on key areas: 1) development of a Teaching and Learning Academy and 2) Scholarship of Teaching and Learning (SoTL) Scholars program administration and assessment within the teaching and learning environment.
 - Embrace staff with teaching positions: invite staff member to join the CELT Advisory Board, intentionally promote programming to staff with teaching positions.
 - Communication (both internal and external)
 - Develop a one-sentence mission statement: "Partnering with educators to advance student-centered learning at Iowa State University."
 - Re-design a one-page advertisement to promote CELT's programs, resources, and services. View [CELT's Teaching at Iowa State University \(PDF\)](http://bit.ly/2rec1G2) (<http://bit.ly/2rec1G2>)
 - Identify areas of collaboration between CELT staff. One example is a planned program featuring an instructional designer, faculty member, and two CELT staff members representing Quality Matters and the Course Design Institute.
 - Director meets with the Associate Dean responsible for education in each college to promote CELT's strategic work, key programs, and seek input on college needs.
 - #CyThx initiative launched with CELT, ISU Learning Communities, Office of Multicultural Student Affairs, and Student Government. #Cythx provides a way for ISU students, both undergraduate and graduate, to directly thank someone on campus that makes them feel like a valued member of the ISU community. View the [#CyThx at Iowa State University website](http://bit.ly/2Iz9ZSa) (<http://bit.ly/2Iz9ZSa>).
 - Evidence-based programming
 - Develop and grow a Quality Matters Learning Community
 - Promote Quality Matters standards for on-line courses
 - Develop and host an annual intensive four-day Course Design Institute
 - Create annual Canvas conference
 - Participate with the Regents Institutions in an Engaged Faculty Institute with a focus on developing faculty knowledge and creation of service learning opportunities within their classrooms.
 - Funding opportunities
 - This sub-committee halted work while the other sub-committees worked on the overall vision for CELT.

- Additional opportunities to be addressed by CELT are drawn from the External Review, stakeholder survey, and CELT retreat including:
 - Develop a comprehensive professional development program using multi-strategy, evidence-based approaches
 - Increased collaboration amongst CELT staff
 - Work with ITS to develop a plan such that the technical support and faculty-development work seamlessly together to enhance the teaching and learning environment (Note: ITS is re-building their classroom technology team)
 - Promote inter-CELT collaboration by combining the staff from both office locations into one facility
 - Develop a unified CELT brand that includes email signatures, e-newsletters, email messaging, that promotes a cohesive CELT presence.