

Preliminary Design Concept for a Collaborative Center for Teaching & Learning

Drafted for consideration during the 2021-2022 academic year by the Center for Teaching & Learning Task Force.

*NOTE: A draft of this design concept was presented to the Provost's Council, the Academic Senate, and to the UP faculty for feedback between December and February of 2022. Based on constructive feedback, and particular attention to concerns about time, resources, and funding, the task force recommended slowing down CTL development through a provisional year with guidelines and benchmarks described further in the CTL Task Force Report. This provisional year is to be guided by a Director for Teaching and Learning along with a consultative group of other relevant faculty and academic staff. This document provides pieces of the preliminary design concept developed through task force work, with an understanding that the prospective Director and consultative group should refine and update the design concept as appropriate to their work in 2022-2023. Their final design concept should be presented to the Academic Senate for endorsement by the end of the 2022-2023 academic year.

For reference, this document includes three pieces:

- A draft mission and vision statement, with an understanding that developing a clear vision for the CTL can facilitate decision making around what prospective programming and what aspects of the organizational concept take priority.
- A draft organizational concept to start thinking through relevant collaborators and liaisons to ensure the CTL creates efficiencies rather than duplicative efforts.
- A description of the role for a new Director of Teaching and Learning, with an understanding this role will evolve through the provisional year and through updating the vision, mission, and organizational concept.

Draft Mission and Vision Statement

The University of Portland's Center for Teaching and Learning fosters collaborative efforts to enhance the teaching and learning component of the University mission through cultivating excellent faculty teaching and through shepherding high impact learning initiatives. The vision builds off five pillars that are critical to teaching excellence and to the university mission:

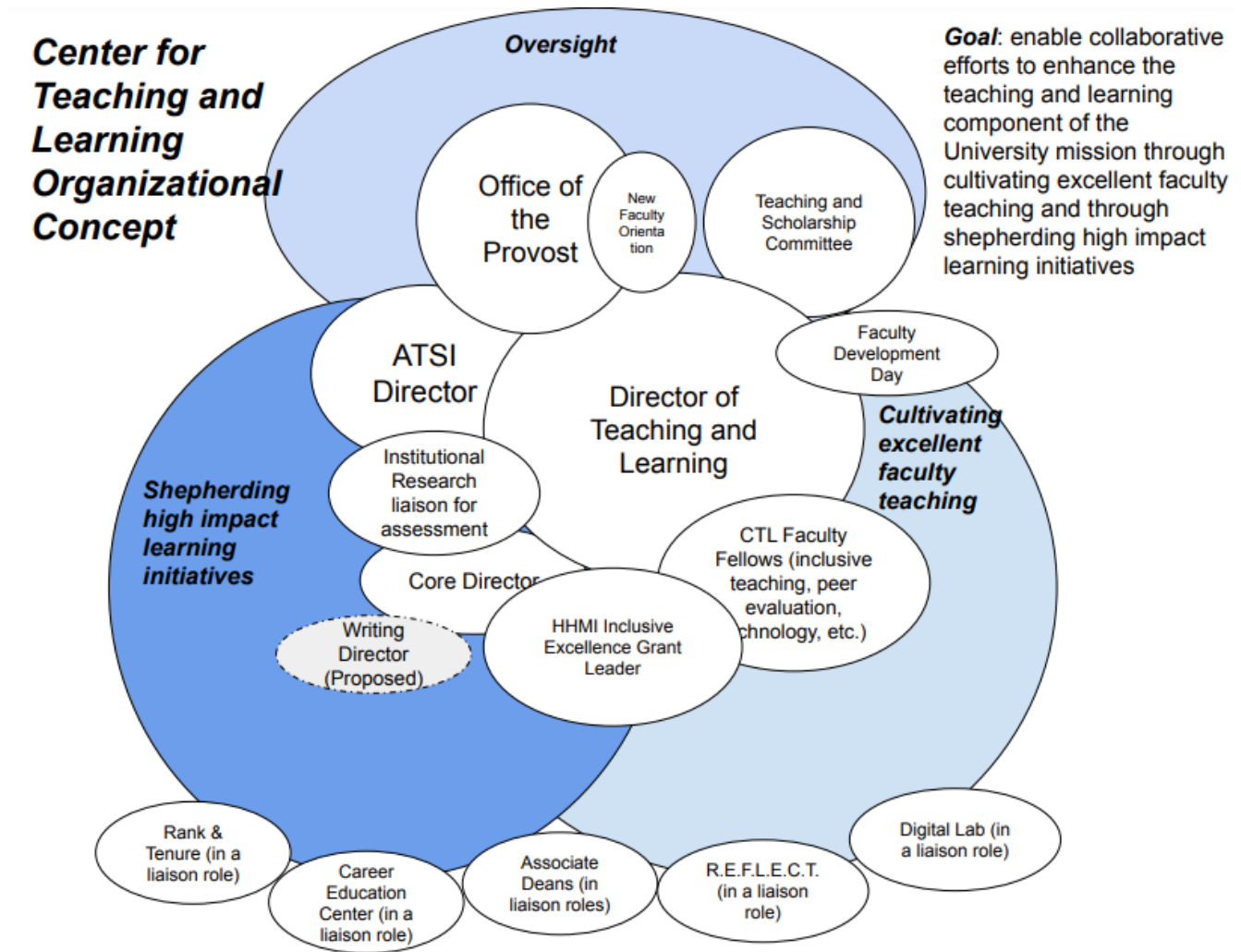
- Innovation in Teaching and Evidence-Based Practice
- Inclusive Education
- Assessment for Learning
- Curriculum Design and Implementation
- Teaching Technologies

To cultivate excellent faculty teaching, the Center will approach teaching as a practice that requires intentionality across an entire career as a reflective and iterative process. The CTL will support faculty in their work to become excellent teaching practitioners at all points of their careers. This includes providing opportunities for faculty to attend carefully to inclusive teaching excellence, to develop foundational skills in teaching, and to advance teaching practice as part of professional development.

To shepherd high impact learning initiatives, the Center will provide a hub for stakeholders from across campus to enhance a common vision for academic excellence as enacted in our classes. The CTL will provide opportunities for academic leaders to coordinate and share best practices for inclusive excellence, teaching with technology, teaching writing, using evidence-based practices, and enacting vibrant curricula. The vision is to enable shared initiatives that ensure efficient and meaningful action toward enhancing UP's teaching and learning mission.

To enact this mission, the Center for Teaching and Learning would have a collaborative leadership model between people that represent the five pillars, with the overall center direction being set by a Director of Teaching and Learning appointed from the regular faculty to renewable three year terms. Also, the Director of Teaching and Learning would lead a team of Faculty Fellows supporting the broad mission of the CTL, with specific tasks depending on priority initiatives. These Faculty Fellows would be supported with commensurate compensation in time and/or stipend support while continuing most regular teaching responsibilities. They would liaise with other members of the Center for Teaching and Learning leadership team and organizational structure as relevant (e.g., if there was a faculty fellow focused on teaching with technology, that fellow would work regularly with the ATSI director in addition to the Director of Teaching and Learning). As a general rule, at least one faculty fellow should be focused on inclusive teaching and the collection of fellows should include faculty from a mix of CAS, the Professional Schools, and the Library.

Draft Organizational Concept for a UP Center for Teaching and Learning



This conceptual chart represents a preliminary vision for a new Center that largely builds off existing people and initiatives by creating collaborative opportunities and removing silos. This vision involves a new Center with shared leadership (led by a Director of Teaching and Learning while including an ATSI Director, representation by Faculty Fellows, the Assessment Coordinator, the Core Director, and an HHMI Grant Team Leader) representing five pillars essential to high quality teaching and learning. The primary new pieces would be a Director of Teaching and Learning and a Center structure intended to galvanize efforts to enhance the teaching and learning components of UP's mission. The hope is to give faculty a clear place to go with all their ideas, needs, and opportunities relevant to the teaching pieces of our work, while giving UP a clear place to emphasize and enact the values it places on teaching and learning. The concept is efficient in primarily building off existing pieces, while being ambitious in devoting concerted attention across the University to our shared teaching and learning mission.

Description of the Role for a Director of Teaching and Learning

The success of a UP Center for Teaching & Learning depends on the creation of a new Director of Teaching and Learning position to be staffed by a regular UP faculty member (either tenure or non-tenure track) for a term of 3 years with the ability to renew. The Director position would have a 1-1 teaching load along with a stipend roughly equivalent to one month's salary for summer work. The Director would report to the Office of the Provost, while identifying priority initiatives through consultation with a CTL collaborative leadership group and CTL Faculty Fellows.

Specific duties of the Director for Teaching of Teaching and Learning would include:

- Work with stakeholders across campus to form a CTL leadership collective that will collaboratively help to identify annual priorities for teaching and learning initiatives moving forward
- During the provisional year the Director will be responsible for developing a vision for the CTL, explore long-term funding models, and communicating with campus constituencies to develop a sustainable long-term organizational concept for the Center
- Coordinate and support a team of Faculty Teaching Fellows, providing guidance and support for annual initiatives that strengthen the CTL's five pillars: Innovation in Teaching and Evidence-Based Practice; Inclusive Education; Assessment for Learning; Curriculum Design and Implementation; Teaching Technologies.
- Coordinate opportunities and support for faculty to engage in professional growth and development within the CTL's five pillars.
- Create programming, drawing primarily from local talent and ideas from campus (for luncheons, presentations, workshops, panels, demos), while offering occasional guest speakers on a variety of teaching & learning topics.
- Offer faculty consultation for problem-solving, team teaching, brainstorming just-in-time solutions, and other related pedagogical challenges.
- Foster best practices in evidence-based teaching and assessment techniques for teaching effectiveness, including building structures and incentives for peer evaluation of teaching.
- Explore methods for the UP mission to be engaged in the classroom regardless of course or discipline.
- Collaborate with the Committee on Teaching & Scholarship on professional development opportunities such as Faculty Development Day. Coordinate with the Provost's Office to support new faculty orientation.
- Solicit and develop teaching resources (including teaching tip blog posts, videos, recommendations, and related materials featured by the Teaching & Learning Collaborative).
- Curate a CTL space that forms a welcoming hub for faculty, including meeting space and a small library of teaching resources.
- Develop a faculty grant program allowing faculty opportunities for curriculum and instructional delivery design and innovation.