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2012-2013 Delphi Center Progress



“The Delphi Center folks help me to figure out how best to mesh the real world with the academic world. Delphi Center courses always give me good ideas that are immediately usable in my classroom.”

– Instructional Consultation Client

Letter from the Executive Director



It is my pleasure to report that the Delphi Center for Teaching and Learning expanded learning opportunities for university faculty, staff and students, as well as the Louisville community in the 2012-2013 fiscal year through innovative programming and outstanding customer service. Annual offerings like the Celebration of Teaching and Learning boast an increased attendance over previous years and workshop offerings continue to expand, as is the case with the university's Lifelong Learning online course offerings. Ideas to Action continues to deepen, broaden and inform our campus conversation on critical thinking by organizing and sponsoring events featuring renown critical thinking experts. Online learning continues to grow in double digits as we increase enrollment in courses and add new programs. Additionally, Blackboard usage by faculty and students rises incrementally each year.

Partnerships with and support for university departments and faculty continue to be a priority for the Delphi Center. We now offer customized technology training through one-on-one consultations, virtual trainings, or face-face classes for departments. Whether through one-on-one consultations offered by Teaching and Learning, or the continued success with the Professional Development unit's University Business Training program, the Delphi Center strives to offer the university community leadership and expertise that will enhance learning and productivity. Our award-winning Event and Conference Services unit provides rental space and registration services to the university and community as well.

In an effort to provide the highest quality learning opportunities and superior customer service, Delphi Center staff members seek out opportunities to further research and scholarship efforts, review best practices, learn from peers and colleagues, and share their own experiences and expertise with others. This year, staff members offered over 15 presentations at conferences and meetings, and contributed to numerous publications and reports.

I invite you to review this annual report to take a closer look at the contributions and achievements of the Delphi Center during the 2012-2013 fiscal year.

Best regards,

A handwritten signature in black ink that reads "Gale S. Rhodes".

Gale S. Rhodes, Ed.D.

Associate University Provost and Executive Director
Delphi Center for Teaching and Learning

About Us

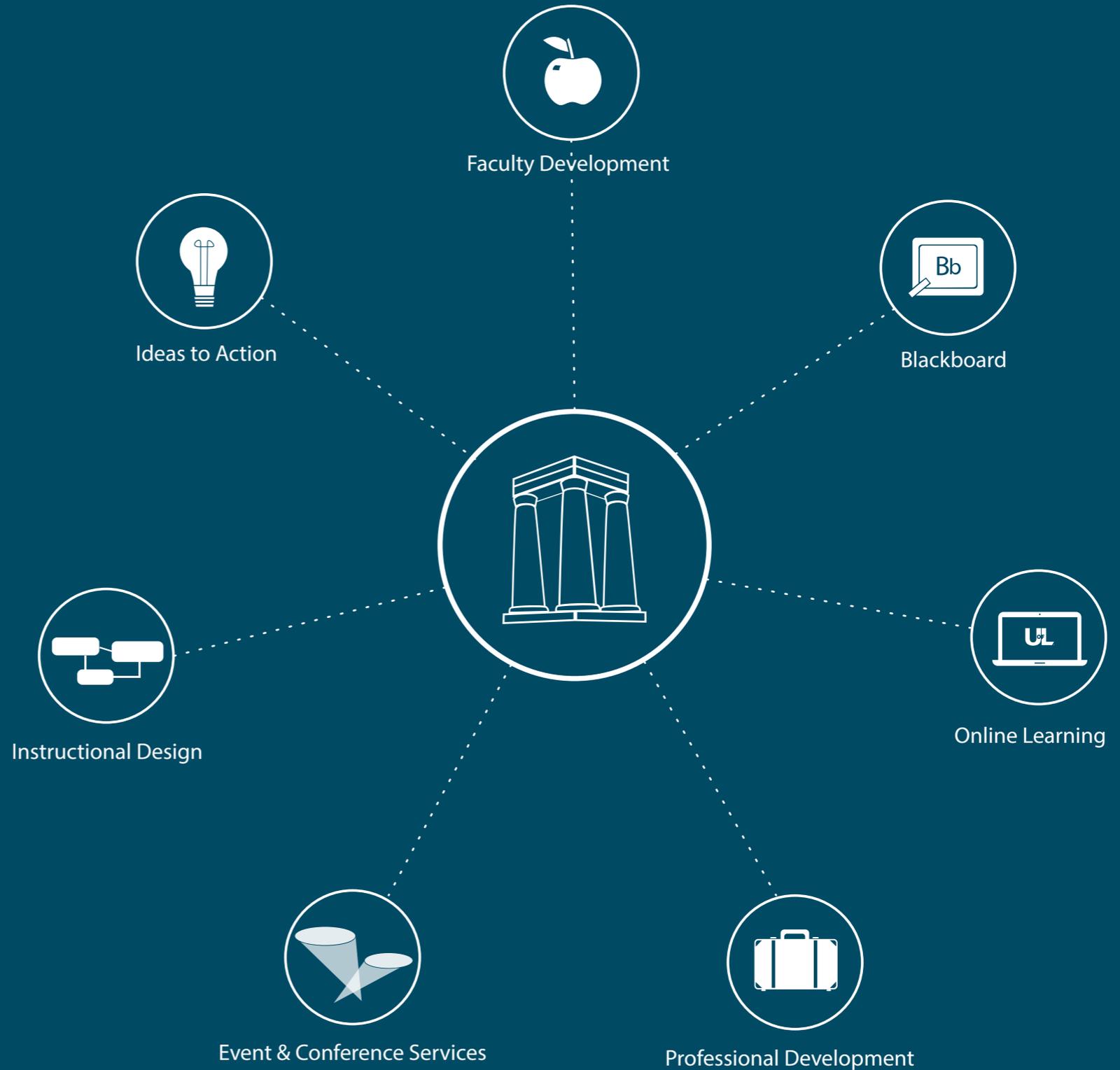
Located on all three campuses, the Delphi Center is dedicated to promoting teaching and learning excellence in the university, community and beyond. The Delphi Center provides programming, learning opportunities and other resources to university faculty, staff and community members that encourage excellence in teaching and foster a spirit of learning.

Mission Statement

The Delphi Center's forward-thinking educational programs, annual strategic goals, and commitment to excellence in teaching and learning are driven by its mission statement:

The Delphi Center for Teaching and Learning at the University of Louisville provides excellent, responsive and innovative services and programs to enhance teaching and learning for faculty, students, staff and the community.

We deliver expertise, leadership and resources to become the first-choice partner for fostering educational excellence.



The Delphi Center Advisory Board

Chaired by the Delphi Center's executive director, the Advisory Board is comprised of invited faculty representatives from several colleges and schools of the university, the assistant/associate directors of the Delphi Center for Teaching and Learning, and other members of the university community.

Board members assist the Delphi Center in the following important ways:

- Serve as advocates and liaisons with their colleges and schools to further the Delphi Center's mission;
- Work with Delphi staff to identify and help prioritize major teaching and learning initiatives, technology in the classroom, and online learning needs and opportunities across campuses;
- Assist with long-term strategic planning for the Delphi Center and its role within the university; and
- Actively participate in at least one Delphi Center program or event per semester each academic year.

2012-2013 Advisory Board Members

Representative	College or Unit
Gay Baughman	School of Dentistry
Kathleen Bean	School of Law
Kristen Brown	Delphi Center for Teaching and Learning
Marie Kendall Brown	Delphi Center for Teaching and Learning
Mike Day	J.B. Speed School of Engineering
Steve Dwinnells	Delphi Center for Teaching and Learning
Anna Faul	Kent School of Social Work
Ann Herd	College of Education and Human Development
Mark Kasselhut	Delphi Center for Teaching and Learning
Buddy LaForge	College of Business
Richard Lewine	College of Arts and Sciences
Diane M Nichols	University Libraries
Seow-Chin Ong	School of Music
Patty Payette	Delphi Center for Teaching and Learning
Gale Rhodes	Delphi Center for Teaching and Learning
Ann Shaw	School of Medicine
Mary Sheridan	College of Arts and Sciences
Richard Wilson	School of Public Health and Information Sciences
Charles Zimmerman	College of Arts and Sciences

Delphi Center Units



Faculty Development

Dr. Marie Kendall Brown

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From the annual Celebration of Teaching and Learning conference to the Dine and Discover workshop series and Part-time Faculty Institute, the Delphi Center offers an array of faculty development programs designed to help faculty members learn new skills, technologies or pedagogical methods. The Faculty Development unit also designs customized workshop sessions for departments and facilitates two of the university's teaching award programs.



Instructional Design

Aimee Greene

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louisville.edu/delphi



To support faculty in the integration of technology into their courses, the Delphi Center offers training on Blackboard, classroom response systems, social media, podcasting and other instructional design technologies, in addition to instructional design services and workshops on designing effective online courses.



Blackboard Support

Mark Kasselhut

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louisville.edu/delphi/blackboard



The Delphi Center is responsible for the administration of and technical support for Blackboard, the university's learning management system. This includes providing technical and functional support for faculty and staff using Blackboard and associated applications.

Delphi Center Units



Ideas to Action (i2a)

Dr. Patty Payette

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Ideas to Action is the university's Quality Enhancement Plan (QEP) to promote the infusion of critical thinking, culminating undergraduate experiences (CUEs) and community engagement into the undergraduate curriculum as part of the re-accreditation process with the Southern Association of Schools and Colleges (SACS). In collaboration with undergraduate faculty and staff, i2a provides consultations and programs to support the goals of i2a inside and outside of the classroom.



Online Learning

Kristen Brown

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The Online Learning team assists departments with developing online programs, student recruiting, marketing and advertising campaigns as well as prospective student inquiries, coordinating support for enrolled online students, and managing state and federal regulatory requirements. Online Learning partners with 16 UofL online programs housed within five academic units. The team also maintains data regarding online courses, prospective student inquiries and student enrollment.



Professional Development

Virginia Denny

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The Delphi Center's Professional Development team works cooperatively with the Louisville business community to develop employees with its award-winning seminars, certificate programs and customized learning solutions. The team also provides training and certification to university employees through the University Business Training program and SuccessfUL Supervisor Series.

Delphi Center Units



Event and Conference Services

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With more than 16,200 square feet and 14 rooms of modern, renovated space, UofL's Event and Conference Service Center at Shelby Campus can host groups of up to 500 people for single or multi-day meetings, conferences, social events, wedding ceremonies or receptions.



Lifelong Learning

louisville.edu/lifelonglearning



The university's Lifelong Learning program offers fun and affordable learning experiences taught by excellent instructors. From GRE or GMAT preparation to wine appreciation, photography and golf, classes are offered to enhance lifestyles. With over 30 in-person courses and 300 online courses, learners are sure to find the experiences they are seeking.

Unit Reports



“The Part-time Faculty Learning Community has certainly played a significant role in refining my practices and in my growth as a teacher. I am now able to recognize my own use of metacognitive skills, something I was not actively aware of prior to participating in the PT-FLC.”

—John Ritz, School of Music

Faculty Development

The Faculty Development unit provides pedagogical support and guidance to UofL faculty. Opportunities for faculty learning and guidance are offered through a wide range of programs like the annual Celebration of Teaching and Learning, a lunchtime Dine and Discover series, the Part-time Faculty Institute, faculty learning communities, reading circles, special events and individual instructional consultations.

The 2012-2013 Dine and Discover series provided faculty with the opportunity to learn from and interact with one another around a central topic. Session topics included best practices in course redesign, mentoring, evaluating student writing and more. In all, 136 faculty members attended sessions over the course of nine programs.

Designed to meet the professional development needs of part-time faculty, the Faculty Development unit offers the Part-time Faculty Institute and a Part-time Faculty Learning Community (PT-FLC). The 2012-2013 Part-time Faculty Institute focused on “How Learning Works: Exploring Research-based Principles for Smart Teaching.” The six, two-hour sessions were attended by 137 faculty members, the largest number of successful institute completions in the history of the program. Members of the yearlong PT-FLC participated in structured cohort activities central to the topic of “Bridging the Gap: Connecting How Students Learn with Practical Classroom Teaching Strategies.”

Faculty Development provided additional opportunities for faculty including three Scholarship of Teaching and Learning (SOTL) reading circles attended by 35 faculty members and the launch of a Teaching and Learning blog pilot with nearly 50 faculty and staff participants. The unit oversees two award programs for faculty including the annual Faculty Favorites recognition program that received nominations for 202 faculty members from 368 students as well as and the Provost’s newly re-envisioned Paul Weber Award for Departmental Excellence in Teaching.



42 program sessions



1,029 program attendees



39 one-on-one consultations



24% increase in Celebration attendance over previous year



1 blog launched



2 awards administered

Partnerships and Collaborations

The Faculty Development unit collaborates with departments and individuals throughout the year to enhance learning opportunities for faculty and staff. Collaborations include the launch of a new Digital Pedagogy Faculty Learning Community in partnership with English Professor Mary Sheridan and the Delphi Center’s Instructional Design unit. For the fifth year the Delphi Center and the School of Interdisciplinary and Graduate Studies (SIGS) co-sponsored the Graduate Teaching Assistant (GTA) Academy, with 30 GTAs attending this year’s program.

Highlight: 2013 Celebration of Teaching and Learning

The annual Celebration of Teaching and Learning grew to attract over 200 faculty, staff and graduate teaching assistants, a 24 percent increase over the prior year’s conference. Themed “Teaching in Harmony with the Brain: Applying Learning Science in Today’s Classroom and Beyond,” the 2013 conference featured speakers Terry Doyle, author, educational consultant and professor of reading at Ferris State University, as well as Ben Motz, director of pedagogy at Indiana University. Pre-workshops by Terry Doyle attracted another 100 attendees.

The HSC-Delphi Faculty Development partnership is comprised of representatives from Medicine, Nursing, Dentistry, Public Health and Information Sciences, and the Delphi Center. The partnership produced two events in 2012-2013, reaching 160 faculty members on the HSC campus.

Additional partnerships included monthly faculty development workshops with the School of Public Health and Information Sciences and a partnership with the J.B. Speed School of Engineering’s Department of Engineering Fundamentals aimed to increase faculty knowledge around course redesign models.

“I think this is one of the best Teaching and Learning conferences I’ve attended since I started at the University in 2006.”

—2013 Celebration Attendee



227 program sessions



428 program attendees



52 one-on-one consultations



Instructional Design

Fiscal Year 2012-13 saw the Instructional Design team make several significant strides in its faculty development programming efforts. Annual offerings include Delphi U, a weeklong course in which faculty learn how to design, develop, deliver and assess online courses. Delphi U Level II is a daylong workshop and is the next step for those who have attended Delphi U and completed and taught at least one online course. Teaching with Technology classes provide training for faculty on technology applications including Blackboard functions and third party applications. These offerings continue to draw solid numbers of faculty members – Delphi U (46); Delphi U Level II (44); and Teaching with Technology (221 classes offered with 308 attendees).

Partnerships and Collaborations

The Instructional Design team maintains ongoing partnerships that provide faculty with the resources they need to incorporate technology into their pedagogical methods. The team partnered with the Kent School of Social Work to produce one-on-one consultations, group presentations and ongoing training for faculty members. A collaboration with the Digital Media Suite, English Professor Mary Sheridan and the Faculty Development unit, produced the Digital Pedagogy Faculty Learning Community, comprised of eight faculty members.

Highlight: The Survivor’s Guide to Teaching Online

A new pilot program was launched called “The Survivor’s Guide for Teaching Online” which is a condensed, flexible and nimble workshop that can be delivered directly to a given academic unit. The program began as a condensed version of the weeklong Delphi U program designed as a boot camp to prepare faculty for designing, delivering and assessing online courses. “The Survivor’s Guide” was delivered to ten faculty members in the Industrial Engineering Department, which was focused on the development of the Masters of Engineering in Engineering Management (MEEM), and eight members in the School of Music during the pilot session. Because of its success, several units will be partnering with Instructional Design to offer the program in the coming academic year.

“Delphi Center Faculty and Staff are wonderful. Thanks for your excellent modeling of Best Practices in Teaching.”

—2013 Delphi U participant



1 Blackboard Upgrade



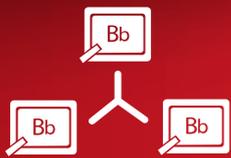
18 What's New in Blackboard classes



163 Twitter followers



152 Tech support tickets



1,795 Blackboard support tickets



Blackboard Support

The Delphi Center's Blackboard unit continues to improve Blackboard functionality by upgrading the learning system each year, and by adding and updating third party applications that add to the richness of the learning management system.

In order to better inform users in the unfortunate event of a Blackboard outage, a Twitter account was established so that users can get updates regarding upgrades, issues and outages. This feed is also populated on a web page that appears to users when Blackboard is unavailable. Mass email notification processes were established in order to email faculty and students in the case of a catastrophic failure.

In order to better track technical and Blackboard support calls and requests, a new ticketing system, Spiceworks, was implemented in February 2013. This system captures tickets for technical support issues handled by the Tier One staff and all incoming calls, emails and walk-in requests by faculty and staff regarding Blackboard support.

Partnerships and Collaborations

In addition to working closely with IT as the Blackboard learning management system is upgraded, the Blackboard unit initiated projects with the library to direct users to content relevant to a specific course in Blackboard. The team also worked with IT Next Gen to provide an easy-to-use web front end to IT's enterprise flash server that can be utilized for video storage for Delphi and all university users. This will provide an easy access solution for those who choose to use video in their Blackboard courses.

Highlight: Blackboard Upgrade

Blackboard was upgraded to Service Pack 9 on December 19, 2012. The upgrade was introduced in a timely and efficient manor, and many new features were introduced. The Delphi Center's Blackboard team worked closely with IT and Blackboard to address any performance issues that resulted from the upgrade, and usage remained steady from 76 percent in fall 2012 to 74 percent in spring 2013.



15 program sessions



1,944 program attendees



53 new courses approved for CUE

“[Dr. Halpern] provided a larger framework for critical thinking that shows that the Paul-Elder framework is part of a bigger topic.”

–Dr. Diane Halpern workshop attendee



Ideas to Action (i2a)

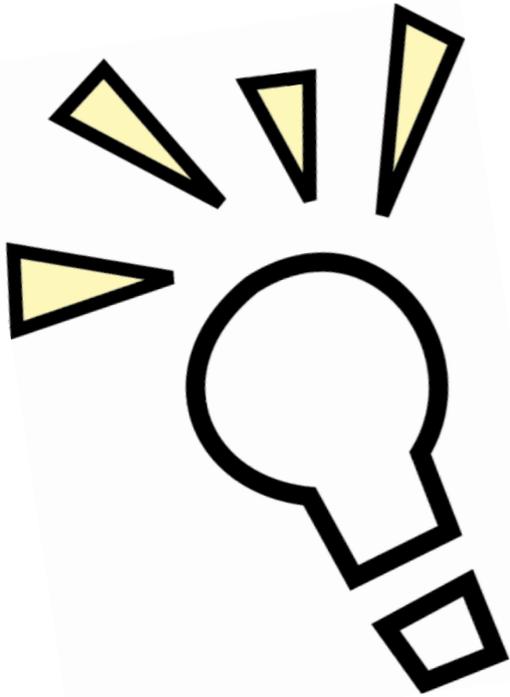
Ideas to Action serves as the university’s Quality Enhancement Plan (QEP) to enhance the undergraduate experience by guiding students to build core critical thinking skills. This foundation supports students’ completion of a culminating undergraduate experience (CUE) prior to graduation. In the 2012-2013 academic year, a committee convened to organize and write the Fifth Year QEP Impact Report for SACS, reporting the impact of i2a on the university over the past five years.

As a result of i2a efforts and gradual adoption of i2a concepts into all undergraduate programs, UofL expects to have full integration of i2a in curricula by 2017. To increase the knowledge and adoption of these concepts throughout the university, i2a offers programs to faculty including an i2a Part-time Faculty Cohort, the annual i2a Institute, special events and speakers, as well as collaborations with university departments.

Special events offered by i2a during 2012-2013 included two half-day workshops; one featured Dr. Diane Halpern and was attended by 61 individuals, and the other was organized in partnership with the Office of the Vice President for Community Engagement and the Division of Undergraduate Affairs and Enrollment Management to host speaker Dr. Barbara Holland. Dr. Holland provided a faculty workshop titled “Engaged Scholarship: Your Teaching, Research and Service Reconsidered,” and a workshop for department chairs titled, “Leading the Engaged Department: How Leaders can Foster the Culture of Community Engagement.”

Partnerships and Collaborations

The i2a team partnered with the Office of Admissions to enhance the office’s programs by putting the i2a tools and goals in front of prospective and new students and their parents. In addition, the team continued its collaborations with the Office of First Year Initiatives (FYI) by hosting a lecture by the author of the 2012-2013 Book-in-Common, Wes Moore. Over 1,000 faculty, staff and students attended the lecture.



A collaboration with the Office of Academic Planning and Accountability resulted in a daylong workshop on student learning objectives facilitated by national scholar Dr. Jillian Kinzie.

Ideas to Action, the Office of the Executive Vice President for Research and Innovation, and the Office of Community Engagement and Civic Engagement, Leadership and Service together sponsored the annual Research and Creative Activity Showcase. Projects and programs at the showcase which involved some aspect of i2a were labeled with a graphic identifier of Ideas to Action.

Highlight: **2013 i2a Institute**

In May 2013, the i2a staff hosted the Fifth Annual i2a Institute. This year's Institute focused on sharing impact and expanding the showcasing and networking opportunities among faculty and staff participants. It offered ten well-crafted presentations by UofL faculty and staff and 12 poster presentations, and featured faculty and student panels and keynote speakers. Attendees included faculty and staff from UofL and 28 participants from schools and colleges in the region.

“Once the idea of the Paul Elder Elements of Reasoning was introduced and the students could visually see where their questions were located on the wall chart, much more specific and relevant comments and questions were elicited.”

– *i2a Part-time faculty cohort participant*



16 online programs



12% increase in number of online students



7,000 prospective student inquiries



1,000 applications



Online Learning

Online Learning experienced a strong year in building infrastructure and establishing partnerships on campus. The team focused on defining, refining and documenting processes and establishing expectations with external academic partners and vendors. Program growth continued with the successful launch of the Master of Science in Social Work online degree and the kick-off of the Master of Engineering in Engineering Management online degree. To date, the university markets 16 online programs, although 40 additional programs are more than 50 percent online.

The online team managed over 7,000 prospective student inquiries, an increase of approximately 130 percent from the previous year. This growth resulted in an increased number of applications to online programs from approximately 450 in FY12 to over 1,000 in FY13. In addition, the number of online students at UofL increased from 894 in FY12 to 1,002 in FY13 - an increase of 12%.

Partnerships and Collaborations

The Online Learning team partners with 16 academic programs to offer and promote online degrees and certificates. Of these 16 programs, seven contribute to a marketing budget and collaborate with Online Learning to develop marketing plans to reach enrollment goals.

For fiscal year 2012-2013, the Online Learning team collaborated with the J.B. Speed School of Engineering to launch a new online program from the Industrial Engineering department. Promotions for the online Master of Engineering in Engineering Management (MEEM) began in 2013 and the online degree launched in fall 2013. By the end of FY13, the MEEM program had 231 inquiries and 42 applicants. Final enrollments will be reported in FY14.

Highlight: Master of Science in Social Work Online

In 2012, Online Learning partnered with the Kent School of Social Work to successfully launch the online Master of Science in Social Work (MSSW). In addition to managing the program's marketing campaigns and assisting with the enrollment management for their inaugural cohort, the team assisted with the planning of their first online orientation. The Kent School reached their enrollment goal by welcoming 25 new students to its program in fall 2012, representing 14 states from around the country. At the close of FY13, the MSSW program had 142 applicants, though final enrollments will be reported in FY14.

“Our college and online program team are so impressed by the Online Learning team’s ability to collaborate, create, and get results. We consider them a wonderful partner.”

–Sherry Duffy, Associate Director for Community Relations, Organizational Leadership & Learning, University of Louisville

 29 seminars

 416 Program participants

 90 certificates earned

 176 UBT graduates

 18 SuccessfUL Supervisor graduates

“We want our employees to learn how to be better managers, and UofL’s professional development seminars help teach those necessary skills.”

–Professional Development client

Professional Development

The Professional Development team provides full-service consulting and strategic learning services that include blended learning solutions, corporate universities, customized in-house certificate programs, needs assessment and coaching services, and award-winning university certification programs. This year, the team experienced an expansion of service offerings and growth in its portfolio of clients.

The addition of virtual, instructor-led training components, executive leadership development and coaching round out the team’s Customized Learning Solution offerings. The team also added learning system design work, along with evaluation administration, analysis and summary reporting, to billable services.

Open-enrollment seminars and four certificate programs are offered throughout the year. The team retired the Purchasing Certificate Program in December 2012, but continues to sell out the Project Management Certificate Program, offered twice a year.

Partnerships and Collaborations

The delivery of University Business Training (UBT) and SuccessfUL Supervisor Series provides high-value return and meets a critical university need. The success of these programs prompted the Provost to request that the team create a Business Best Practices Series for University leaders. The design and development of the new program continued throughout FY13, and the program is scheduled to pilot in fall 2013.

Highlight: **Customized Learning Solutions**

The Professional Development team expanded the portfolio of customized learning services, increasing the number of clients and the scope of many existing projects. In-house, customized Project Management Certificate Programs have become a staple of the team’s offerings. The team has responded to client requests and met the demand for programming by expanding the project management instructor team, and through creative delivery formats.



418 Events



25,715 guests



30 conferences



2 awards earned

Event and Conference Services

The Event and Conference Services unit provides event space and logistics for meetings, conferences, social events, weddings and more. The unit oversees venues in two buildings on Shelby Campus, Founders Union and Burhans Hall. The team expanded facilities to include a second ballroom and a large renovated classroom space, as well as introducing new registration services for meetings and conferences. For their efforts throughout the year to provide excellent customer service, the team was awarded the One-Stop-Shop certification by ACCED-I and the Best of Weddings award for 2013 by TheKnot.com.

In an effort to maximize resources, the team focused on outlining a sales process to develop and retain potential clients. Additionally, benchmarking research and customer surveys were conducted to evaluate venue offerings and pricing to ensure that service exceeded customer expectations. When asked if they would recommend the venue to a friend or colleague, 98.7 percent of responders indicated that they would do so.

Partnerships and Collaborations

A network of internal and external partners enables the Event and Conference Services team to introduce facilities to new customers while providing assistance and expertise to many university departments. The team remains active in local and regional business groups and chambers of commerce, and partners with the Louisville Wedding Network to promote wedding and social event offerings. Many university departments have become dependent on the team at Shelby Campus for event space and services. The Autism Training Center, for instance, holds an annual conference at the Founders Union Building each year.

Highlight: **Renovation**

The Event and Conference Services unit introduced a new ballroom in 2013, located in Burhans Hall. The room involved the renovation of three existing rooms to accommodate the new ballroom/meeting room, and features attached space for food and beverage services. The team began booking events in the new space in March 2013 and scheduled 39 events over 50 days through June 2013.



76 classes



1,059 enrollments



75% increase in
online enrollments



Lifelong Learning

Lifelong Learning programming began in 1977 with a total of four offerings. Since then, the classes offered and customers served have grown substantially. Over 75 classes attracting over 1,000 adult learners are offered each year. Popular classes include wine appreciation, photography, golf and GRE preparation. Class options also include over 300 online courses.

New in-person courses included Facebook 101, introducing new users to the popular social networking site. Additionally, the sold-out Exploring the Waterways of Metro Louisville class offered participants the chance to earn an American Canoe Association certification while exploring some of Jefferson county's 790 miles of streams and rivers.

Highlight: Lifelong Learning Online

Now in its second year, the Lifelong Learning team offers increased options for online learning. Over 300 online courses are offered in over 10 categories. Customers find the classes convenient, since they can be completed at home. The team promoted the online classes more aggressively this year, resulting in a 75 percent increase in enrollments over the previous fiscal year.

“All instructors were knowledgeable, experienced, and passionate about our waterways. They were extremely adept at adapting content to our group whose members ranged from novice paddlers to our sole expert canoeist!”

–Paul Dorroh, Exploring the Waterways of Metro Louisville attendee

University Contributions, Research and Scholarship

Presentations

Cosgrove, R. & Payette, P. (2012). *Bringing it Home: Critical Thinking at the Institution Level*. Invited featured session at the International Conference on Critical Thinking.

Dwinnells, S., Hatfield, D., Leake, L., Greene, A. (May, 2013). *Birds of a Feather: Instructional Designers*. Kentucky Innovations Conference (KIC) in Lexington, KY.

Fuller, R. (May, 2013). *The Care and Feeding of Faculty Learning Communities*. Kentucky Innovations Conference (KIC) in Lexington, KY.

Gilchrist, C. & Bays, C. (2102). *Demystifying faculty involvement in program-level student learning outcomes assessment*. Poster presentation at the 2012 Assessment Institute.

Gupta, N. (2013). Webinar on Faculty Learning Communities for Kentucky Campus Compact.

Helm, M., Rodems, M. R., Hector, A. (March, 2013). *Graduate Student Professional Development: Inspiring and Integrative Models of Success*. College Student Educators International (ACPA) in Las Vegas, NV.

Payette, P. (2012). *Lights, Camera, Ideas to Action: supporting digital assignment design*. Concurrent session for the POD Network conference.

Payette, P. (2012). *Principles of Practice for QEP Implementation: Managing Process, Connecting People, Documenting Change*. Invited workshop for the SACS Summer Institute on Quality Enhancement and Accreditation.

Payette, P. (2013). *What Happens After the Workshop? Making Critical Thinking Stick at Your Institution*. Invited panel presentation at the Faculty Institute at Clemson University.

Ross, E. (2013). *Improving Student Cognitive and Metacognitive Skills*. Faculty development workshop and invited presentation at North Carolina Agriculture and Technology State University.

Ross, E. (2013). *Helping Students Develop Critical Thinking and Decision Making Skills*. Student Workshop and invited presentation at North Carolina Agriculture and Technology State University.

Ross, E. (2012). *Using Instructional Technologies to develop and enhance students' critical thinking skills*. Invited workshop presentation at Thomas More College.

Ross, E. (2012). *Using the Elements of Thought in a Digital Media Assignment to foster the development of the Intellectual Traits*. Invited concurrent session at the 32nd International Conference on Critical Thinking.

Ross, E. & Cox, F. (2012). *Working Together Works: Partnering for Progress*. Paper given at the Coalition of Urban and Metropolitan Universities conference.

Rodems, M. R. (May, 2013). *Social Media 101: Ideas and Tips for Starting a Blog*. Kentucky Innovations Conference (KIC) in Lexington, KY.

Publications

Leist, C., Woolwine, M., & Bays, C. (2012) *Assessing undergraduate students' critical reading skills using a reading prompt and critical thinking scoring rubric*. *Journal of College Reading and Learning*, 43 (1), 1-24.

Ralston, P. & Bays, C. (2013, In press). *Enhancing critical thinking across the undergraduate experience: An exemplar from engineering*. *American Journal of Engineering Education*, 4 (2).

Ross, E., & Cox, F.M. (2013). *Partnering with a Homeless Shelter to Provide Authentic Community Involvement*. In D.W. Rausch & E.K. Crawford (EDs.), *Metropolitan Universities: An International Forum*.

Van Zyl, R., Bays, C. & Gilchrist, C. (2013, In press). *Validation of critical thinking inventories*. *INQUIRY: Critical Thinking Across the Disciplines*, 28 (2).