2020-2021
ANNUAL REPORT

DELPHI CENTER FOR TEACHING & LEARNING
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Due to a shift in university reporting, this report covers programs, initiatives and services offered from July 1, 2020 to December 31, 2021.
LETTER FROM THE INTERIM ASSOCIATE PROVOSTS

Colleagues:

When we stepped into our roles as Interim Directors of the Delphi Center in July 2021, we knew that we faced difficult challenges ahead. The COVID-19 pandemic was still creating hurdles to instruction and we had big shoes to fill with the retirement of Vice Provost and Executive Director Gale Rhodes. Yet we had reason to hope, too.

We have felt fully supported by a strong Delphi team who embodied resilience and agility with every hurdle we encountered. Our Instructional Design & Technology and Blackboard Learning & Technology teams were awarded the COVID-19 Heroes award from the Employee Success Center for their efforts to pivot during the pandemic. They also introduced 17 new online trainings and continued to offer expanded Blackboard support for faculty as they moved to hybrid instruction.

We continued to interact with passionate faculty who show up for their students every day, whether on campus or online. Over 300 faculty participated in the 2021 Celebration of Teaching and Learning, which was offered online for the first time with a very fitting theme: Community of Care. Plus, in its inaugural year, the TILL Teaching Innovation Award received 22 applications from instructors implementing innovative teaching methods in their courses to meet changing student needs.

We also had hope because our students, despite unprecedented challenges, still want to learn. Online student enrollment increased by 41% in fall 2020, and then again by 22% in fall 2021. These students were supported by our exceptional enrollment services team, which responded to over 17,000 inquiries over the course of the year.

With a great team like the Delphi Center, it’s easy to be even more hopeful as we forge ahead. These are just a few examples of the exceptional ways our colleagues are working to advance the university’s strategic goals. We invite you to read more from each unit in the pages ahead.

Best regards,

Kristen Brown
Interim Associate Provost,
Online Learning & Technology
Delphi Center for Teaching & Learning

Marie Kendall Brown, Ph.D.
Interim Associate Provost,
Teaching & Innovation
Delphi Center for Teaching & Learning
With a presence on each of the university’s campuses, the Delphi Center for Teaching and Learning 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.

The Delphi Center is made up of the following units, or areas of focus: Faculty Development, Teaching Innovation Learning Lab (TILL), Instructional Design & Technology, Blackboard & Learning Technology, Online Learning, Quality Enhancement Plan (QEP), Online Military Programs, and Event and Conference Services.

**MISSION STATEMENT**

The Delphi Center’s forward-thinking programs serve a diverse audience with one common goal: to promote academic and professional growth through education. Delphi’s commitment to excellence in teaching and learning is 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 HAS BEEN PIVOTAL IN MY CAREER! I AM BEYOND GRATEFUL – FROM THE WORKSHOPS TO THE TILL, AND RECENTLY, THE INTEGRATION OF THE PROGRAM I USE FOR VIRTUAL LABS INTO BLACKBOARD. I COULDN’T HAVE DONE ANYTHING WITHOUT THE DELPHI CENTER’S SUPPORT. I HONESTLY THINK THAT THERE ARE VERY FEW UNIVERSITIES WORLDWIDE THAT HAVE THIS KIND OF HIGH-QUALITY SUPPORT FOR TEACHING. YOU ARE ALL AMAZING!**"

— Daniela Terson de Paleville, Ph.D.,
Associate Professor, Department of Health and Sport Sciences
The Advisory Board is comprised of invited faculty representatives from colleges and schools across the university, the assistant/associate directors of the Delphi Center 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 with the university; and
- Actively participate in at least one Delphi Center program or event per semester each academic year.

Librarian Amber Willenborg, advisor Jessica Newton, and faculty member Dr. JoAnne Sweeny teach an in-person section of the FYF seminar.
FACULTY DEVELOPMENT

ABOUT FACULTY DEVELOPMENT
The Faculty Development unit provides pedagogical support to UofL faculty. Program offerings include the annual Celebration of Teaching and Learning, The Deans’ Forum on Educational Excellence, Seminar on Teaching for New Faculty, faculty learning communities, reading circles, and special events offered in collaboration with other university units. The programs are designed to help faculty members learn new pedagogical skills, investigate instructional technologies and enhance their teaching effectiveness. The Faculty Development unit also manages the day-to-day operations of the TILL and oversees the Digital Media Suite (DMS), a specialized computer lab that supports faculty, students and staff in digital media production.

HIGHLIGHTS

332 Celebration attendees
750 Faculty served

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SUPPORTING UOFL’S STRATEGIC GOALS

Action L1.A3: 
Inspire a student-centered culture by improving the efficiency and user-experience of our systems and the faculty and staff’s responsible ownership of student success.

Action L1.A3.2:
Faculty and staff development opportunities highlight the university’s identity, vision and values.

Action L1.A3.3:
Faculty collectively committed to improve quality of instruction and high-impact teaching practices.
In 2021, the Faculty Development group hosted the Celebration of Teaching and Learning conference entirely online with a record 332 faculty, staff and graduate students attending. The online conference, themed Community of Care, featured Dr. Beverly Daniel Tatum in a moderated conversation with President Neeli Bendapudi. Four concurrent time blocks accommodated 19 concurrent sessions and nine poster presentations. In addition, the Delphi Center’s Instructional Design & Technology and Blackboard & Learning Technology teams provided just-in-time support for faculty throughout the day.

The Digital Media Suite (DMS) joined the ranks of the Faculty Development team this year, supporting instructors and students in digital media assignments. The DMS also supports the Adobe Creative Campus initiative by offering numerous training opportunities for faculty, staff and students. The 2021 Adobe Day of Discovery hosted by the DMS highlighted the work UofL instructors are doing to incorporate digital literacy and media production in their courses and brought external Adobe experts to share best practices in using digital media for instruction. The DMS was instrumental in launching three faculty learning communities over the past year and received funding from Adobe to support faculty in these programs.
TEACHING INNOVATION LEARNING LAB

ABOUT THE TEACHING INNOVATION LEARNING LAB
The Teaching Innovation Learning Lab (TILL) is a space for faculty-driven exploration and testing of innovative teaching methods that will drive success for the 21st century student. The TILL’s physical space in Ekstrom Library includes a technology-rich active learning classroom, three collaborate rooms, a conference room, and a recording studio. The TILL sponsors a wide range of educational development programs for UofL faculty such as faculty learning communities, teaching opportunities in the classroom, educational technology showcases and open houses, and a quarterly newsletter.

louisville.edu/till

HIGHLIGHTS

700 students participated in the Tools for Acing Courses modules

13 faculty implemented the Tools for Acing Courses modules

4 Teaching Innovation Awards awarded

SUPPORTING UOFL’S STRATEGIC GOALS

**Action L1.A2:** Improve retention and persistence to graduation to ensure progress towards equal outcomes for underrepresented, underprepared, low-income student subpopulations.

**Action L1.A3:** Inspire a student-centered culture by improving the efficiency and user-experience of our systems and the faculty and staff’s responsible ownership of student success.

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Though the TILL continued to welcome instructors and students to active learning experiences in the TILL Classroom throughout the pandemic, its primary influence was through programs that could be implemented remotely. The team produced the “Tools for Acing Courses (and life!)” modules with internationally known metacognitive learning expert, Dr. Saundra McGuire. The modules taught students a number of metacognitive learning strategies and encouraged them to practice the strategies over a one-month period. In spring of 2021, 13 faculty (teaching 15 courses to 700 students) launched the modules in their courses. The team tracked gains in student confidence and increases in course grades through an IRB-approved research study using survey and student course data.

To share successful teaching innovations and celebrate faculty using innovative instructional practices, the TILL launched the quarterly “TILL Talk” newsletter in fall 2020. It is a quarterly publication that brings new ideas for teaching innovation to UofL faculty. Each edition focuses on a different topic, such as faculty classroom tech tools and podcasting. Additionally, the TILL Teaching Innovation Award debuted in spring 2021. The award recognizes faculty who demonstrate a commitment to student engagement and learning through one or more innovative teaching practices. In its inaugural year, 22 competitive applications were received for the award and four winners were selected.
INSTRUCTIONAL DESIGN & TECHNOLOGY

ABOUT INSTRUCTIONAL DESIGN & TECHNOLOGY
The Instructional Design & Technology team offers training and assistance to help faculty integrate technology into their online, blended or face-to-face courses. The team’s services include providing support for Blackboard, classroom response systems, social media, audio/video creation, and other instructional design technologies.

louisville.edu/delphi  louisville.edu/digitalmediasuite

HIGHLIGHTS

14 Delphi Certifications awarded
17 new training sessions delivered
23 NSA Cybersecurity Workforce modules created

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SUPPORTING UOFL’S STRATEGIC GOALS

Action L1.A3.T2:
Improve faculty development opportunities using instructional design technology.

AWARDS

2021 WCET Outstanding Work Award
Awarded by the WICHE Cooperative for Educational Technologies for outstanding work during the COVID-19 pandemic.

UofL COVID-19 Heroes
Given by the UofL Employee Success Center to individuals and teams who made a difference during the COVID-19 pandemic.
The Instructional Design & Technology team continued to support faculty in teaching online and hybrid courses throughout the pandemic. As instructors became more familiar with online course environments, the team shifted training and resources to helping faculty “level up” their skills and improve student outcomes through programs such as the Delphi Certification and supplemental online trainings.

The Delphi Certified designation is applied to online courses that have met the rigor of the Quality Matters (QM) course design process and rubric. There are eight general QM Standards that are used in the course review process. This year, 14 Delphi Certifications were awarded. Additionally, the team offered 17 new online training sessions and developed new print and video resources to support the needs of faculty teaching in online and hybrid environments.

A subgroup of the Instructional Design & Technology team served as the Instructional Designers for the NSA Cybersecurity Workforce Certificate grant housed in the Digital Transformation Center. The team was responsible for creating 23 content modules which were then reviewed by industry experts.
BLACKBOARD & LEARNING TECHNOLOGY

ABOUT BLACKBOARD & LEARNING TECHNOLOGY
The Blackboard & Learning Technology team provides ongoing technology support for faculty, students and staff. The department is responsible for continuously improving Blackboard functionality through system upgrades and installing and maintaining third-party applications that enhance the university-wide learning management system. The team also supports the technical needs of all Delphi Center units, including the UofL Conference Center on ShelbyHurst Campus.

HIGHLIGHTS

46% increase in support calls
99.99% uptime for Blackboard
10+ new applications integrated with Blackboard

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SUPPORTING UOFL’S STRATEGIC GOALS

Action L1.A1.5:
Online and adult learners prioritized in the development of course and program offerings.

AWARDS

2021 WCET Outstanding Work Award
Awarded by the WICHE Cooperative for Educational Technologies for outstanding work during the COVID-19 pandemic.

UofL COVID-19 Heroes
Given by the UofL Employee Success Center to individuals and teams who made a difference during the COVID-19 pandemic.

louisville.edu/blackboard
The Blackboard & Learning Technology team faced extraordinary challenges as they continued to serve the university community throughout the COVID-19 pandemic. Despite a 46% increase in support requests, the team maintained 99.99% uptime for Blackboard, the university’s learning management system. The team continued to utilize processes established at the start of the pandemic to offer extended faculty and staff support and successfully processed 80% of support tickets within 48 hours.

The team also created a student “early warning system” in the form of an access/usage dashboard for Blackboard. This new tool was requested by the Student Success Center and allows users to proactively reach students who need support. The tool was rolled out to 11 college student success offices in October 2021 to identify potential red flags in student participation and improve student retention.
ONLINE LEARNING

ABOUT ONLINE LEARNING
The Online Learning team assists departments with developing online programs, creating and executing marketing and advertising campaigns, answering prospective student inquiries, coordinating support for enrolled online students, and managing state and federal regulatory requirements pertaining to online education.

HIGHLIGHTS

- **41%** increase in total online enrollments
- **16** new programs launched
- **17k** prospective students assisted

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SUPPORTING UOFL’S STRATEGIC GOALS

**Action L1.A1.5:**
Online and adult learners prioritized in the development of course and program offerings.

AWARDS

2021 UPCEA Crisis Management Marketing Award
This award recognizes an outstanding organization that demonstrated the ability to pivot their marketing and implement new plans during COVID-19.

PRESENTATIONS

Online students are the fastest growing population at UofL, with online program enrollment increasing by 41% in fall 2020 compared to the same time in 2019 and then again by 22% in fall 2021. The Online Learning team launched 16 online programs in 2020-2021 — a new record for UofL — including the institution’s first online doctoral program, the Doctor of Social Work, launched in partnership with the Kent School of Social Work and Family Studies. Additionally, the team started development on several upcoming programs, including a new online Bachelor’s in General Studies degree with the College of Arts & Sciences and an online MS in Electrical Engineering with the J.B. Speed School of Engineering.

Working through challenges of video production during the pandemic, the team created a new TV ad featuring students working remotely on their degrees. The ad was created based on student priorities identified by prospective and enrolled online students in a focus group. The ad won the highest honors from the University Professional and Continuing Education Association (UPCEA) for their 2021 Crisis Management marketing campaign award.

The team continued to provide top-notch customer service to prospective online students by refining processes to be more responsive to inquiries as they came in. The Enrollment Services team responded to 87% of inquiries within one business day — up from 75% from the previous year — and achieved an average satisfaction rate of 91% from prospective students.
ONLINE MILITARY PROGRAMS

ABOUT ONLINE MILITARY PROGRAMS
The University of Louisville is a military-friendly school that recognizes the unique challenges and circumstances faced by members of the armed forces and strives to provide the support and flexibility military-connected students need. Almost 20% of the students enrolled in UofL’s online programs as well as nearly 7% of the university’s enrolled students are military-connected. The Online Military Programs unit exists to support military-connected students, establish partnerships with military organizations and to provide online degree programs to service members. The director also has responsibility to the Office of the President to lead institutional efforts involving the military.

HIGHLIGHTS

10%  
150  
20  

scholarship reduction offered to Federal Academic Alliance (FAA) members  
FAA inquiries  
FAA enrollments

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SUPPORTING UOFL’S STRATEGIC GOALS

Action L1.A1.5:  
Online and adult learners prioritized in the development of course and program offerings.

Action I2.A3.T1:  
Business and industry partnerships increase annually and expand in scope of activities and engagements.
UofL became one of 22 Federal Academic Alliance (FAA) member institutions in June 2021. This membership grants approximately 2 million federal employees a 10% tuition scholarship at the university. Since becoming a member institution, the university has received 150 FAA inquiries and 20 enrollments in online programs.

To further support UofL’s military-connected students, new relationships were cultivated throughout the year. Working with the Commander and President of Air University, UofL is in the process of creating a Transfer Articulation Agreement to award up to five enlisted Air Force courses undergraduate credit in the Organizational Leadership and Learning bachelor’s program (BSOLL). When executed, it will lead to an enrollment increase of approximately 30-40 students per semester for BSOLL. Additionally, the partnership is working to expand the McConnell Center’s Strategic Broadening Seminar to include members of Air University beginning with the fall 2022 session.
QUALITY ENHANCEMENT PLAN (QEP)

ABOUT QUALITY ENHANCEMENT PLAN (QEP)

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires member institutions to develop a practical, university-wide quality enhancement plan (QEP) to improve student learning. The QEP must be an innovative, five-year project developed with campus-wide input that centers upon enhancing student learning and/or the environment to support student learning. UofL’s current QEP, Find Your Fit, is centered upon the design and implementation of a new seminar aimed at undecided or pre-unit students, which offers innovative academic and personal inquiry activities to strengthen and align students’ academic goals, personal interests and career direction. Find Your Fit launched in fall of 2017.

HIGHLIGHTS

- 3 seminar formats offered: asynchronous, hybrid, face-to-face
- 71% of seminar participants declared a major within a year

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SUPPORTING UOFL’S STRATEGIC GOALS

Action L1.A2: Improve retention and persistence to graduation to ensure progress towards equal outcomes for underrepresented, underprepared, low-income student subpopulations.

Action L1.A3: Inspire a student-centered culture by improving the efficiency and user-experience of our systems and the faculty and staff’s responsible ownership of student success.
UofL’s Quality Enhancement Plan (QEP), Find Your Fit (FYF), offers a three-credit elective seminar for a particular subset of undergraduate students who need support in strengthening their sense of social and academic belonging; boosting their major and career discernment and decision-making skills; and developing self-regulation and independent inquiry skills. During the COVID-19 pandemic, the program successfully shifted the FYF seminar to hybrid and online formats to continue to meet these needs. Additionally, the team offered streamlined sections of the FYF seminar in spring and fall 2021 semesters in order to strengthen the role of the faculty member on the instructional team and use personnel resources more efficiently. Data gathered after implementing this shift indicates this has been successful delivery for students.

This year, the QEP team analyzed how priority students (those identified as under-represented, under-financed and/or under-prepared) have persisted at UofL after taking the FYF seminar. Data gathered suggests that priority students are persisting at the same rate in relation to the entire FYF cohort and that the FYF intervention may be contributing to closing the “success gap” between priority students and the general undergraduate student populations.
EVENT AND CONFERENCE SERVICES

ABOUT EVENT AND CONFERENCE SERVICES
The Event and Conference Services team coordinates short- and long-term rentals at the 19,000-square-foot UofL Conference Center at ShelbyHurst Campus, which features 14 fully equipped rooms and can host groups of up to 500 for single- or multiple-day conferences, trainings, corporate meetings, and social events. The team also offers event planning and management services, including attendee and vendor registration services as well as registration staffing and materials.

HIGHLIGHTS

4.97/5 average customer service rating
272 events hosted
103 organizations served

SUPPORTING UOFL’S STRATEGIC GOALS

Action i3.A1: Bringing people to campus.

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Throughout the COVID-19 pandemic, the Event and Conference Services team adapted to rapidly changing health guidelines and precautions to continue to host on-site events safely. During 2020-2021, the team hosted 272 events for 103 separate companies or organizations, including everything from corporate training to community events. Clients included Louisville Metro Council recycling days and mayor’s public forums, a Kentucky Speaker of the House regional roundtable, Saint Matthews Chamber of Commerce meetings, Sullivan University commencement ceremonies, JCPS events for both students and teachers, and the Denny Crum Scholarship Foundation “Run for the L of It.”

Despite the challenges brought on by the pandemic, the team maintained high levels of customer service in their dedication to make events easy for clients. Post-event customer satisfaction surveys indicated an average customer rating of 4.95 out of 5 for Overall Facility and 4.97 out of 5 for Quality of Customer Service.