



2021 2022

ANNUAL REPORT

UL of DELPHI CENTER FOR
TEACHING & LEARNING

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This annual report covers programs, initiatives and services offered from July 1, 2021 to June 30, 2022.



LETTER FROM THE VICE PROVOST

Colleagues:

On behalf of those who oversaw the Delphi Center (Interim Associate Provosts, Marie Kendall Brown and Kristen H. Brown) during the period covered by this Annual Report, I am pleased to share the fiscal 2022 accomplishments and hard work of this dedicated team. Since embarking on my journey with the Delphi Center in January 2023, I have been filled with admiration and pride for the exceptional work that has been accomplished. From the very beginning, I was drawn to the passion, dedication and drive that characterizes the Delphi Center – and the university as a whole. I am thankful for the superb leadership from the previous Executive Director and Interim Associate Provosts and am honored to have the opportunity to lead the Delphi Center forward.

In service to the university, the Delphi Center serves faculty, staff and students in a variety of meaningful ways. The Instructional Design & Technology team partnered with over 300 instructors to provide services, training and resources for effective courses that were held online, hybrid or in-person.

Our Quality Enhancement Plan, Find Your Fit, concluded its 5-year plan. At the heart of this QEP was a seminar designed to enhance the personal and academic success of second-year students. The unit will submit the QEP Fifth Year Impact Report to explore how the best practices of the seminar can be leveraged on campus.

The Teaching & Learning (T&L) unit organized their first hybrid Celebration of Teaching and Learning conference. This conference highlights strategies to ensure student success. The T&L team also created a new program for the university, Teaching Onboarding, for new instructors to UofL to be equipped for success and enter a welcoming environment. The TILL and DMS continue to provide substantial support through using their spaces for classes, as well as educational development programs and trainings.

The Delphi Center continues to innovate with the evolving needs of students and instructors. This year, the Blackboard & Learning Technology (BBLT) team purchased Virtual Reality (VR) headsets and offered faculty development workshops for how best to implement in course material. This will be an ongoing instructional tool for the university. The BBLT team also achieved 100% uptime for Blackboard this year.

The Online Learning team continues to serve the rapidly growing online student population. The team partnered with UofL schools to launch 3 new fully online programs. Despite budget challenges, the Online Learning team also increased inquiries by 18% and online enrollment by 6% for the university.

The Event and Conference Services (ECS) team hosted 300 events with a total attendance of over 100,000 people on campus for corporate training and community events. To better serve the needs of their customers, the ECS team also designed a new approved caterer model for customers with half of the new caterers being women- and/or minority-business owned. The team continued to provide exceptional customer service with post-event customer satisfaction surveys indicating an average rating 4.91 out of 5 for their quality of customer service.

Even though the accomplishments highlighted precede my time at UofL, I am delighted to present the Delphi Center annual report for fiscal year 2022. This report gleams light on just a few instances of the excellent work of each unit and their contributions to UofL students, colleagues, and the community. We are committed to building on past successes to further our support of UofL's strategic goals with an eye toward continuing this great work while growing the ecosystem of digital course sections at UofL to ensure flexible scheduling options, expanding access-oriented digital initiatives to recruit a wider variety of learners to UofL, and focusing UofL course design/teaching efforts to ensure maximum positive impact on students.

I invite you to read on.

Best regards,



KELVIN THOMPSON

Vice Provost for Online Strategy & Teaching Innovation
On behalf of the Delphi Center for Teaching & Learning

ABOUT THE DELPHI CENTER

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: Teaching & Learning, Instructional Design & Technology, Blackboard & Learning Technology, Online Learning, Quality Enhancement Plan (QEP) and Event & 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 IS THE GEM OF THIS CAMPUS. I LEARN SOMETHING FROM THE CENTER IN MY EVERY INTERACTION. THEY LIVE THEIR VALUES EVERY DAY. THEIR STAFF ARE GRACIOUS, TALENTED, RESPONSIVE AND SUPPORTIVE AT EVERY TURN. I SIMPLY TREASURE THIS CENTER AND ITS ROLE ON CAMPUS. ”

UOFL FACULTY MEMBER, 2022

DELPHI ADVISORY BOARD

The Advisory Board is comprised of invited faculty representatives from each of the colleges and schools at the University of Louisville, the assistant/associate directors of the Delphi Center for Teaching and Learning and other specified 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

2021-2022 BOARD MEMBERS

REPRESENTATIVE	COLLEGE/SCHOOL
Jennifer Anderson	Delphi Center
Marie Kendall Brown	Delphi Center
Crystal Collins-Camargo	Kent School of Social Work and Family Science
Cherie Dawson-Edwards	Office of the Provost
Rob Detmering	University Libraries
Mary DeLetter	School of Nursing
Alicia Dunlap	Delphi Center
Linda Fuselier	College of Arts and Sciences
Zac Goldman	College of Business
Aimee Greene	Delphi Center
Meg Hancock	College of Education and Human Development
Melanie Jacobs	School of Law
David Johnson	Public Health and Information Sciences
J.P. Mohsen	J.B. Speed School of Engineering
Patty Payette	Delphi Center
Gerard Rabalais	School of Medicine
Teresa Reed	School of Music
Brian Shumway	School of Dentistry

BLACKBOARD AND 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 Shelby Campus.

 louisville.edu/blackboard

100%

Uptime for
Blackboard

30

VR headsets and

50

Licenses

2

New Integrations
for Blackboard



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SUPPORTING UOFL'S STRATEGIC GOALS

Action L1:A2:

Increase and support non-traditional student populations including adult, commuter, online, transfer, international, etc.



Students using VR headsets for their class.



Shannon Putman training instructors how to use VR for their courses in the TILL.

The Blackboard & Learning Technology team strives to provide timely and high-quality technology support for faculty, students and staff at the university. From July 1, 2021 through June 30, 2022, the team achieved 100% uptime for Blackboard, the university's learning management system. The Blackboard team also worked with central university IT and an assigned PeopleSoft contractor to rewrite the integration between the Blackboard and PeopleSoft applications. The result is a full update daily. The team also started working with central IT for single sign-on integration with Microsoft to be implemented in fall 2022. This allows changes, adds, drops, withdrawals and enrollments for courses to be processed more frequently in the university than ever before.

The Blackboard team acquired 30 virtual reality (VR) headsets and 50 Engage licenses to use with the VR headsets. The Blackboard team hosted two VR workshops for faculty to learn about the equipment, as well as opportunities to use the VR to align with their course material. The team will work with the Teaching Innovation Learning Lab (TILL) to provide active learning and technical

support for classes to use VR in the TILL. This will provide the university with an opportunity for increased student engagement and active learning for a multitude of courses, which will support the university's goal of student retention.

“

Alicia, we really appreciate you finding the answers for us regarding the [Blackboard] course archive policy and SON considerations. I'm grateful for your quick response, and helpful information!

”

PAUL CLARK, SCHOOL OF NURSING (SON)

INSTRUCTIONAL DESIGN AND 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

17

Delphi
Certifications
Awarded

23

New Training
Sessions
Delivered

1,827

Consultations
with Faculty



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SUPPORTING UOFL'S STRATEGIC GOALS

Action W2:A1:

Prioritize faculty and staff retention by providing professional development opportunities.

Action L1:A2:

Increase and support non-traditional student populations including adult, commuter, online, transfer, international, etc.



Faculty and staff consult in the TILL.

This year, the Instructional Design & Technology team partnered with over 300 instructors for a total of 3,151 consultation hours. The team provides instructional design services, training and resources in support of effective online and hybrid courses and improving student outcomes through programs such as the Delphi Certification.

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. A new record of 17 Delphi Certifications were awarded to courses, including all core courses of UofL's online Master's in Business Administration program.

The Instructional Design & Technology team enhanced efforts toward diversity, equity and inclusion amid a rise in the integration of new technologies. The team developed an online module titled "Ensuring Equity in Online Classes Without Access to Internet." Additionally, the team participated in a panel discussion and presentation to address ethics within higher education technologies and artificial intelligence to university faculty and staff.

The team continues to serve as Instructional Designers in partnership with the Digital Transformation Center for the NSA Cybersecurity Workforce Certificate grant and was responsible for creating 36 new content modules reviewed by industry experts. Additionally, the team offered 23 new online training sessions using Course Production Partnership Services to support the needs of faculty teaching in online and hybrid environments.

“

I am so grateful for the help of Delphi Center staff! Marie Hagan has been a tremendous help to me in figuring out how to implement new teaching strategies and evaluation measures online.

”

UOFL FACULTY MEMBER, 2022

TEACHING AND LEARNING

ABOUT TEACHING & LEARNING

The Teaching & Learning unit provides pedagogical support to UofL instructors including faculty, staff and Graduate Teaching Assistants. Program offerings include the annual Celebration of Teaching and Learning, The Deans' Forum on Educational Excellence, faculty learning communities, reading circles, workshops, as well as special events offered in collaboration with other university units. The programs are designed to assist instructors as they learn new pedagogical skills, investigate instructional technologies and enhance their teaching effectiveness. The Teaching & Learning unit also oversees the Teaching Innovation Learning Lab (TILL) and the Digital Media Suite (DMS).



louisville.edu/delphi

louisville.edu/till

louisville.edu/digitalmediasuite

247

Celebration
Attendees

6

New Teaching
Onboarding
Modules
Created

454

TILL Classroom
Usage Hours

1,082

Instructors
& Students
Served in the
DMS



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MARIE KENDALL BROWN, PH.D.

Former Director
of Teaching & Learning



SUPPORTING UOFL'S STRATEGIC GOALS

Action W2:A1:

Prioritize faculty and staff retention by providing professional development opportunities.

Action L1:A2:

Increase and support non-traditional student populations including adult, commuter, online, transfer, international, etc.

Action L2:A1:

Every student will complete an engaged learning experience such as internship, community-based learning project, undergraduate research, creative activity presentation/performance, practicum, study abroad, service learning, etc.



Nominated faculty participants of the Deans' Forum program.



Dr. Peter Felten presents at the first-ever hybrid Celebration of Teaching and Learning conference in 2022.

The Teaching & Learning (T&L) unit's Celebration of Teaching and Learning conference provides an opportunity to highlight the university's values and visions for student success. The conference theme in 2022 was "Ripple Effect: The Lasting Impact of Relationship-Rich Education" and featured Dr. Peter Felten and four concurrent time blocks to accommodate 19 total sessions. Dr. Felten's engaging keynote presentation received a 4.49/5.0 average satisfactory rating from attendees. For the first time, the T&L unit provided the opportunity for Dr. Felten's session and an array of concurrent sessions to be hybrid, streaming online

for remote attendees. In total, there were 247 attendees in-person or online. T&L then provided the concurrent session materials and Dr. Felten's recording to the university community to continue the learning outcomes after the conference.

The T&L unit offers a multitude of robust programs to enhance the teaching and learning of university instructors. Teaching Onboarding was a new program launched in 2022. Based on faculty research and benchmarking work completed in 2021, the Teaching & Learning unit designed this program to provide a structured year-long onboarding experience for all new UofL instructors so that the new instructors are fully prepared, welcomed at all levels and confident at UofL. Teaching Onboarding is a multi-modal comprehensive series of workshops and six Blackboard modules alongside informal learning and reflection opportunities for participants. The just-in-time topics of the modules and workshops are in cadence with the academic semester. Crucial onboarding topics include a teaching checklist, student resources, instructor technology fundamentals, assignment design for equity, and more.

“

This is always a very kind and supportive event where we get to celebrate each other and ourselves as faculty. Thank you for doing this each year and for making our efforts to be better instructors feel seen.

”

UOFL FACULTY MEMBER, 2022

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, two 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 awards and a bi-annual newsletter.

In 2022, the T&L team authored a TILL Classroom Usage Report to document the multiple uses of the TILL classroom space. The report documented 454 hours of use over the year. Academic classes were the highest use category at 55%, the classroom was used for over 200 hours by other users. Other uses included educational development programs and trainings, academic unit meetings, administrative meetings and Delphi Center partnerships. The TILL continues to spearhead innovative teaching and learning opportunities, while supporting the many other needs of the Delphi Center and university.

The TILL shared successful teaching innovations and celebrated faculty using innovative instructional practices with its TILL Talk e-newsletter. It is a bi-annual publication that brings new ideas for teaching innovation to UofL faculty. Each edition focuses on a different topic, such as podcasting or immersive virtual reality in education. Additionally, the TILL Teaching Innovation Award was successful for its second year since its creation in 2021. The award recognizes faculty who demonstrate a commitment to student engagement and learning through one or more innovative teaching practices. Three individuals and one group submission were selected as the 2022 faculty winners.



A class using interactive tools within the TILL.



The TILL Teaching Innovation Award winners were (left to right) team Mikus Abolins-Abols, Jeffery Masters, Rachel Pigg and Natalie Christian, as well as Daniela Terson de Paleville, Danielle Franco and David Johnson.

DIGITAL MEDIA SUITE



A class using digital media tools in the DMS.

ABOUT THE DIGITAL MEDIA SUITE

The Digital Media Suite (DMS) is a specialized computer lab that focuses on the design, creation and production of digital video, sound, or image. The DMS also provides access to recording equipment and tutoring support. The DMS plays a key role in the Adobe Creative Campus initiative by offering numerous training opportunities for faculty, staff and students.

The DMS provides substantial support to faculty, staff and students. The DMS offered 77 instructional and development sessions for over 1,000 participants during fiscal year 2022. Session offerings included faculty development opportunities, software trainings and instructional sessions for classes. The DMS co-facilitated two Faculty Learning Communities and provided 26 stand-alone training sessions for incorporating media into faculty's instruction. The DMS provided support to an additional 60 faculty members through consultations or direct instruction for courses that utilized digital literacy skills. These courses came from 20 departments in 6 academic units and supported students from all class levels from 100 to 600.

The DMS plays an instrumental role in the university's partnership with Adobe. The university is an Adobe Creative Campus, which actively advances digital literacy skills throughout the curricula to give students an edge in the competitive modern workplace. The Adobe Day of Discovery, hosted by the DMS, highlights 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 2022 Adobe Day of Discovery brought in 42 faculty and graduate students.



New promotion material created for the DMS.

ONLINE LEARNING

ABOUT ONLINE LEARNING

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

 louisville.edu/online

930

Newly Enrolled
Online Students

3

Online Degrees
Launched

1

Online Certificate
Launched



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SUPPORTING UOFL'S STRATEGIC GOALS

Action L1:A2:

Increase and support non-traditional student populations including adult, commuter, online, transfer, international, etc.



Online students completing their programs with the schedule flexibility they need due to careers, families and other priorities.

The Online Learning team launched 4 new online programs this year to support the increasing demand for access to quality education for non-traditional, online student population. The team launched a Bachelor of Science in General Studies in partnership with the College of Arts & Sciences, a Master of Science in Health Professions Education in collaboration with the College of Education and Human Development and the School of Medicine, and a Master of Science in Electrical Engineering with the J.B. Speed School of Engineering. Additionally, the team developed a Graduate Certificate in Family Business Management & Advising, with the College of Business.

The unit was successful again in growing online program enrollment, this year by 6% compared to the previous year. The Online Learning team also successfully altered their marketing strategy to accommodate a reduced advertising budget. The team restructured to focus on market-driven programs, and as a result, generated 18% more prospective student inquiries than in the previous year.

The team also refined their information session communication and delivery strategy. Information sessions are virtual, program specific recruiting events coordinated by the Online Learning team, and hosted by the academic partner where a member of the program's team presents and answers questions from prospective students. Applications from information sessions more than doubled from the previous year, going from 93 to an astounding 220. Other general-purpose infosessions across multiple programs or areas of study have been coordinated and delivered by the online learning student recruiter.

This year, the Online Learning team migrated from Radius to Slate, the university's CRM system. By adjusting processes and consolidating systems, prospective online student inquiry response time was reduced by 2 hours. The online enrollment services team continues to provide a positive customer service experience by being responsive to the needs of new applicants and tailoring their messaging to ensure new online students receive a high-touch welcome and support from their initial inquiry through their completed application.

QUALITY ENHANCEMENT PLAN

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. This year UofL completed its Find Your Fit (FYF) initiative, after launching the QEP project in the fall of 2017. Aimed at helping undecided undergraduate students “find their fit” academically, the FYF program centered upon the design and implementation of a new seminar offering innovative academic and personal inquiry activities to strengthen and align students’ academic goals, personal interests and career direction while cultivating a sense of belonging on campus.

 louisville.edu/findyourfit

5

Campus
Department
Collaborators

82%

FYF retained
students

389

Student Enrolled



PATTY PAYETTE, PH.D.

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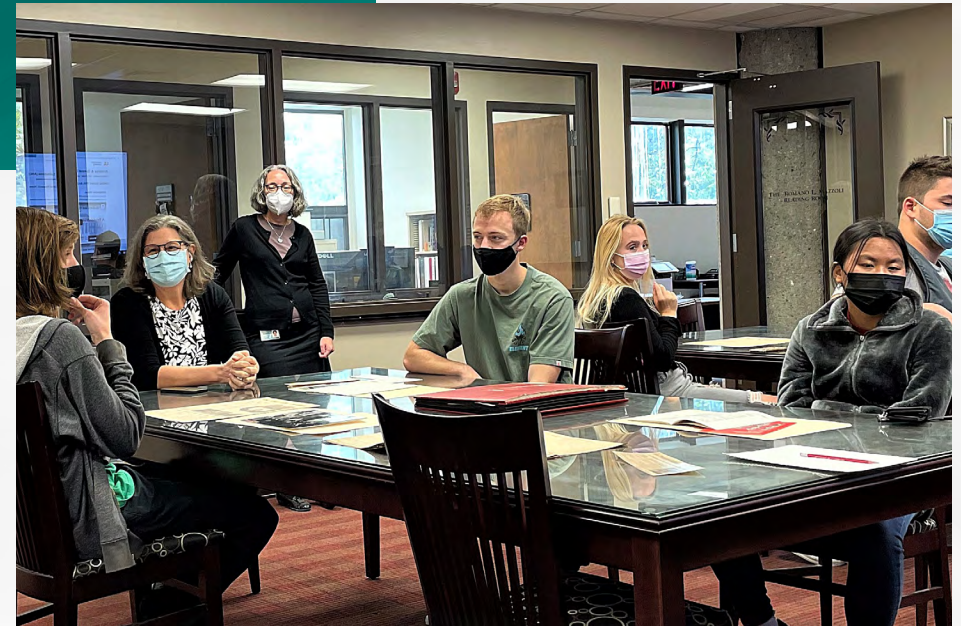
SUPPORTING UOFL'S STRATEGIC GOALS

Action L2:A2:

All students will be provided with the foundation of essential skills that each recognizes as translational to career, professional and life opportunities.



QEP staff members interact with FYF partners at the recognition event.



The UofL's Quality Enhancement Plan (QEP), Find Your Fit (FYF), offered three sections of its three-credit elective Seminar on Personal and Academic Inquiry (ECPY 302) in both fall 2021 and spring 2022; adjusting for the needs of the campus and project by allowing for asynchronous, hybrid and face-to-face delivery formats. FYF was designed to help exploratory students and those in transition between majors navigate their academic and career goals, the seminar offered a human-centric approach to increasing student success. During the academic year 2021-22, 82% of all FYF students persisted to the following academic semester.

This year, UofL celebrated the successful 5-year completion of FYF during a recognition event honoring the contributions of instructional teams to the QEP project. QEP staff members, FYF faculty, advisors, librarians and administrative leaders were recognized for their commitment to the program. This ceremony garnered coverage by UofL News and highlighted FYF's achievements in supporting student development and success.

In culmination of the FYF program, the QEP team conducted two focus groups with FYF instructional team members and campus partners to deepen understanding of what the next QEP could look like moving forward and to inform the QEP Impact Report. As a result, the team completed a draft of the QEP 5th Year Impact Report and received feedback from stakeholders to incorporate in the final draft.

“

This course was helpful to me to not only experience personal discovery, but it allowed me to discover my major and be excited about a potential future career path.”

FALL 2021 ECPY 302 STUDENT

EVENT AND CONFERENCE SERVICES

ABOUT EVENT AND CONFERENCE SERVICES

The Event and Conference Services team coordinates short- and long-term rentals at the 17,000-square-foot UofL Conference Center at Shelby Campus, which features 10 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.

 louisville.edu/conferenceservices

300

Events
Hosted

4.91/5

Average
Customer Service
Rating

143

Organizations
Served



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SUPPORTING UOFL'S STRATEGIC GOALS

Action C2:A1

Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) by leveraging clinician, faculty, staff, and student expertise and talent.



The ECS team members pose for a photo for their website.



The ECS team works with each customer to assist with their catering, decoration and presentation tech needs.

During 2021-2022, the Event and Conference Services team continued to adjust to rapidly changing health guidelines and successfully hosted 300 events for 143 separate organizations, for a total attendance of over 100,000 people. Clients included a wide range of Kentucky state agencies, JCPS, Louisville Metro Council, numerous companies and non-profit organizations from around the city, state and beyond, as well as UofL departments including the College of Business, University Advancement, Campus Housing, Office of the Provost, Kent School and more. Post-event customer satisfaction surveys indicated an average customer rating of 4.88 for the overall facility and 4.91 out of 5 for their quality of customer service.

To better serve the needs of their customers, the team launched a new catering model resulting in the onboarding of 6 new caterers. Half of the approved catering partners are women- and/or minority-owned businesses. The team also invested self-generated surplus funds by replacing AV equipment, purchasing catering supplies and making updates to the lobby, furniture and general building maintenance.

“

It's the perfect environment for learning and training. [I chose it because of] location, convenience, and I want to support my alma mater. I love U of L with all my heart, and if they have the means for me to allow my group to meet in their facilities, I will take advantage of that opportunity!

”

CUSTOMER FROM LOUISVILLE METRO PUBLIC WORKS

UNIVERSITY CONTRIBUTIONS AND RESEARCH



SUPPORTING UOFL'S STRATEGIC GOALS

Action C2:A1

Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) by leveraging clinician, faculty, staff, and student expertise and talent.

PRESENTATIONS

Case, B. (2021, October 21). Addressing Accessibility Using Adobe Acrobat Pro DC. Presented at the Kentucky Convergence Conference.

Hagan, M. (2021, October 21). Teaching Philosophy and Grading: Developing a Grading Plan that Supports Student Learning. Presented at the Kentucky Convergence Conference.

McDonald, D., Ford, T. (2021, October 21). EdTech Outside the Classroom: Using Perusall for Medical Journal Clubs. Presented at the Kentucky Convergence Conference.

Shaw, A. (2021, October 21). Making Shapely Courses: What Best Practices in Fiction Writing Can Tell Us About Instructional Design. Presented at the Kentucky Convergence Conference.

Zahrndt, J. (November 2021). Let's Get Annotating: Creating Annotated Lecture Videos. Presented at the KY Convergence Conference.

Zahrndt, R. & Johnson, D. (2021, October 21). Can Your Online Class Bend Well? Tips and Tricks for Designing Flexible Online Courses. Presented at the Kentucky Convergence Conference.

Gresham, M., Boswell, C., Anderson O., Laye M., & Smith-Sherwood D. (2021, October 25). Cultivating Capstone Conversations. Presented at the Assessment Institute, online.

LaGrow, N., Fencel, H., Kabrhel, A., Boswell, C., and Vespia, K. (November 2021). Inclusive Teaching in Natural and Applied Sciences Courses. Presented at the Growth, Understanding, Inclusion, Diversity and Equity (G.U.I.D.E.) Virtual Conference.

Locker, J. (2021). Newly Built LTI Tool to Show Course Enrollment Dates in Blackboard Courses. Presented to Blackboard Data Developers User Group.

Payette, P. (2021). QEP Impact Report: Best Practices, Lessons Learned, and Sticky Wickets. Presented at the SACSCOC Annual Meeting, online.

Boswell, C. & Bartell, D. (March 2022). Faculty Equity Orientation and Student Outcomes in a First Year Program. Presented at the 2022 AAC&U Diversity, Equity & Student Success Conference, New Orleans, LA.

Vespia, K., Boswell, C., Farley, K., & Christian, S. (April 2022). Embedded EDI Consultants and Interns: A Multidisciplinary Approach to Classroom Equity and Inclusion. Presented at the University of Wisconsin System OPID Teaching & Learning Conference, online.

PUBLICATIONS

Detmering, R., & Payette, P. (2021). Finding a New Fit for Student Success: Librarians as Agents of Teaching Innovation and Institutional Change. *Journal of Library Administration*, 61, 947-963.

2021-2022

ANNUAL REPORT



DELPHI CENTER FOR
TEACHING & LEARNING