Fashion Institute of Technology
Center for Excellence in Teaching

Faculty Development Annual Report 2019-2020

FACULTY DEVELOPMENT, including Center for Excellence in Teaching (CET) and Faculty Development Grants and Awards (FDGA), July 1, 2019 – June 25, 2020

Submitted by Elaine Maldonado on June 30, 2020

CHAPTER I- UNIT PROFILE

Mission Statement
With the goal of improving teaching and student learning through professional development, the FIT Faculty Development Program, anchored by the Center for Excellence in Teaching (CET), supports faculty in the development, use and assessment of effective instructional and curricular strategies. The Faculty Development program provides support for teaching innovation and seeks to foster a community of shared teaching practice. CET also works with faculty to explore new academic technologies and integrate pedagogically sound technology into the classroom.

"You cannot teach today the same way you did yesterday to prepare students for tomorrow." John Dewey

Key Functions and Overview

Key functions

Promote excellence in teaching
Provide effective faculty development activities
Increase participation in faculty development
Support adjunct faculty
Manage Chancellors Awards for Excellence (faculty) and Distinguished Professorships
Manage Faculty Development Grants and Awards program
Foster faculty technology skills with regard to teaching
Provide in-lab and online faculty teaching resources
Provide 24/7 lab access
Manage New Faculty Orientation for Academic Affairs and CBA teaching intervention

Faculty Development/Center for Excellence in Teaching

Overview

The Faculty Development (FD) Program includes the Center for Excellence in Teaching (CET) and the Faculty Development Grants and Awards (FDGA) program. Professor Elaine Maldonado is the Director of Faculty Development and CET. She reports to Dr. Yasemin Jones, AVP, Academic Affairs. Professor Jeffrey Riman is the CET's coordinator and instructional designer. He reports to Elaine Maldonado. Celia Baez is the associate coordinator for both the CET and FDGA Program and for 2019-2020, Daniel Persaud and Anbar Azam served as part-time technical aides for the CET lab.

Program activities that include workshops, seminars and roundtables promote faculty development and excellence in teaching across the disciplines. Consultations with faculty are conducted in the B502 lab, however, activities are held at locations throughout the campus. Grant-funded activities expand the scope of selected CET programming.

Information on faculty development activities and CET services are disseminated via the CET website (www.fitnyc.edu/cet), Google calendar, FIT Direct, FIT portal, listservs, paper advertisements, plasma displays, posters, presentations at Deans Council, department and chairs' meetings and at college-wide events such as Convocation, new faculty events and at Faculty Senate meetings. SUNY professional development opportunities, as well as national and international professional development opportunities are disseminated to faculty via CET listserv.

The program website (http://www.fitnyc.edu/cet) is always being updated and enriched. It includes the Online Adjunct Orientation, teaching/learning resources, monthly calendars, videos of FIT master teachers in the classroom, event presentations and recordings, workshop artifacts, grant reports, tutorials and a wide range of internal and external links. One page is dedicated to the Faculty Development Grants and Awards program, which provides professional development funding to faculty; Another page is dedicated to the SUNY Chancellor's Awards. Faculty Development annual reports and annual survey results are posted, as well as program descriptions and CET contact information. Due to the pandemic, remote teaching resources have been added.

The director manages the Academic Affairs New Faculty Orientation and the online Adjunct Orientation and related new full-time faculty activities that include program planning, resources/materials development, campus introduction and tour, receptions and informal mentoring for tenure and promotion.

Faculty Development Grants and Awards (FDGA) is FIT's funding program for faculty development and covers research, scholarship and creative activities, as well as travel to professional conferences (to attend or present papers), industry practicums and the facilitation of campus seminars and projects. The addition of SUNY PDC "points" (cash equivalent) enables faculty to participate in SUNY training workshops. Managed by the Director, the FDGA Committee makes recommendations on faculty funding to the Office of Academic Affairs. For the 2019-2020 academic year, the committee included Lana Bittman, Ann Cantrell, Su Ku, Emre Ozsoz, Erica Moretti, Kyunghee Pyun, Erika Rohrbach and Joseph Staluppi.

Faculty who receive awards through this program are listed on the FDGA webpage and project descriptions, when applicable, are summarized and posted. Faculty are invited to present their research findings and/or experiences at CET events. The director works closely with faculty who are developing research/creative projects. A recent publication highlighting completed 2016-2018 FDGA-funded research, scholarship and creative activity was distributed at fall 2019 Convocation. Publications are posted on the CET web.

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Selected via faculty governance election process, FDGA Committee forms the core of the local review committee for the SUNY Chancellor's Awards for Excellence. Committee make-up is tailored, when necessary, to meet SUNY criteria for Professional Service, Librarianship or Adjunct Teaching.

CHAPTER II: Summary of unit activities and progress on 2019-2020 goals

Summary of unit activities and progress on 2019-2020 goals

Pandemic Impact

The pandemic had an unrelenting impact on the work of faculty development and the CET. Beginning the week of March 16, CET faculty and staff, including part-time tech aides, began working from home. The CET/B502 lab was closed because groups of more than ten were congregating in the small space. This was a hardship for faculty who did not have home computer access. Communications with Security and Information Technology provided lab usage reports while staff worked remotely. Security does not have a metal key to the CET. As a result, the door could not be locked, and faculty could access B502 anytime. Although some faculty came to campus to use the CET lab, the numbers were very minimal.

Staff member Celia Baez was provided with VPN access so that she could continue routine work with Accounts Payable, Budget, Purchasing and providing data for reporting. CET faculty and staff were not issued College equipment and, as a result, they were obliged to use private equipment to continue with College business at home.

The pandemic caused the cancellations of the following faculty development activities: All-day Adjunct Summer Institute with guest speaker Yolanda Sealy-Ruiz , half-day Designing with Music VR event with guest musician Dan Tepfer and a wine/cheese reception for new full-time faculty (with AA) that had been scheduled for May. Faculty-to-faculty workshops were canceled in cases where facilitators preferred to postpone. Also canceled were: All on-site faculty consultations and large group events through summer 2020. As a result of the pandemic, a percentage of the CET budget, normally fully spent, went unused.

Faculty Development Grants and Award Committee met remotely and approved faculty funding for virtual activities. However, travel was banned through summer 2020, as per college policy. Those who had expended money before the ban were reimbursed for the monetary outlay. As a result of the pandemic, a percentage of the FDGA budget, normally fully spent, went unused.

OTPS purchase orders were canceled. Funds were removed from the 11673 budget and, as a result, orders for office supplies, printing supplies and small electronic upgrades were canceled.

CET activities were transferred to the online environment. These included: Blackboard and Blackboard related training; Selected non-Blackboard workshops; Meetings and drop-in faculty help hours with director and coordinator; Website work, including new pages dedicated to remote teaching and recordings of online workshops; Selected CET workshops; CET meetings; Website and CET lab monitoring; Faculty Development Grants and Awards meetings; Awards to faculty to attend conferences, conduct research, etc. were limited to virtual activities from March 2020 through June 30, 2020.

Throughout the spring 2020 semester, the CET offered Blackboard (Bb) and other technology-centric workshops in collaboration with the Office of Online Learning to address faculty remote teaching needs. Close to 1,800 faculty enrollments were recorded. The CET offered an additional Teaching with Technology Certificate program, in addition its normal summer workshop schedule, and over 100 unique faculty enrolled. A faculty-compensated, self-regulated Bb training program with Online Learning began in June. Using Calendly for scheduling, CET coordinator Jeffrey consulted with faculty every day, throughout the day, on teaching with technology matters. In order to provide faculty with a chance to

reflect on the spring 2020 semester, a faculty roundtable is planned for September 10, 2020.

Special Initiatives

CET facilitated two major 2019-2020 events in efforts to promote inclusion, diversity, and equity in the classroom. The first, *Promoting Respect in Your Classroom,* was conducted in October with guest speaker Dr. Yolanda Sealey-Ruiz. The second, *Building an Inclusive Learning Community,* based on a presentation given at other SUNY campuses, was presented by Dr. Ron Milon. Both events were heavily attended and excellent faculty feedback was received http://www.fitnyc.edu/cet/events/cet_diversity.php. A third event, *Teaching for a Democratic Society: Politics, Inclusion and Diversity,* also with Dr. Sealey Ruiz, was scheduled for May 28 Adjunct Summer Institute. However, this event was canceled due to the pandemic.

The CET facilitated the Academic Affairs two-day new full-time faculty orientation on August 20 and 21, 2019, for 17 new full-time faculty. A total of 97 participants took part in the two-day event.

CET provided the Office of College Relations, in response to a Vogue Business inquiry, information on ten years of faculty development that promoted inclusion and equity in the classroom. Faculty forums had covered topics related to neurodiversity, gender, race and ethnicity, international education, disability and ESL.

Due to the pandemic, the CET 2019-2020 schedule was defined by technology and remote teaching sessions. Extensive spring 2020 Blackboard training was conducted in collaboration with the Office of Online Learning. A second training collaboration was launched on June 22. An additional CET Teaching with technology certificate program was facilitated in June with four times the normal attendance.

The director, jointly with CET coordinator and Online Learning director, will present at the SUNY faculty developers conference in October on their best practices workshop for teaching three, four or six-hour classes remotely.

As in past years, the CET facilitated a wide range of faculty development opportunities in response to specific faculty needs. These included sessions on OER, COIL, curriculum development, classroom practice and strategies, digital syllabus (Concourse), promoting an inclusive classroom, ordering textbooks with Barnes and Noble, library resources, innumerable tech-centric sessions, remote teaching and rubrics.

The director submitted a $25,000 Perkins Vatea proposal to provide industry level technology training to FIT's AAS faculty. Workshops will combine tech training with best classroom practice. A new resource page for materials created in this project will be added the CET Teaching with Technology webpage.

Thanks to Academic Affairs funding, much needed equipment was secured for the CET lab. These included industry quality scanner, new Cintiq, replacement copy machine, workstation video cameras, Alienware computer and headsets for VR, one MacBook and a shredder for the lab. Items have been delivered to CET or are being held in Receiving.

New publications were purchased for the CET mini-library: Teaching at Its Best (additional copies), Linda Nilson; Taking College Teaching Seriously, Norman Eng; Museum Objects: Health and Healing, Brenda Cowan; *Bloom's Taxonomy* guidebooks, Scholarly Teacher;

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A subscription to the online scheduling tool, Calendly, was purchased to streamline faculty tech appointments with the coordinator. It was operational beginning on June 1, 2020.

Metrics

Between July 1, 2019 and June 25, 2020:

- CET conducted a wide range of surveys and faculty feedback activities.
- A total of 75 CET faculty development activities (including remote teaching workshops) were facilitated between July 1, 2019 and June 30, 2020, with a total of 1,222 attendees. Of this number, 21 sessions related to Blackboard/remote teaching, with 261 faculty, were facilitated collaboratively with Online Learning. Please see attached list of activities and sample flyers.
- The director and coordinator conducted approximately 10 individual consultations with faculty per week. Beginning with the campus closure, the coordinator often conducted as many as 10 consultations per day.

Additional program metrics reported by CET coordinator for 2019-2020

- CET lab usage: FIT Lab stats does not report on B502 computer usage all the time. If computer terminals are not checked regularly and reported to IT, data is not reliable. This has been reported multiple times.
- CET website recorded 10,823 entrances using Google Analytics.
- Online Adjunct Orientation recorded 536 entrances using Google Analytics.
- Concourse syllabi templates: In fall 2019, 699 Concourse syllabi templates were in use. As of June, 2020, 1127 templates are being used - a increase of 428 templates.
- Calendly online meeting scheduler was launched on June 1, 2020. From June 1 through June 29, faculty used Calendly to schedule 22 tech meetings with the coordinator.

Faculty Development Grants and Awards

FDGA OTPS budget for 2019-20 was $89, 563 (includes supplemental $10,000 AA research funds). Between September 2019 and May 2020, FDGA Committee met six times and recommended funding for 66 faculty for conference travel, research, creative activities and industry practicums for a total of $ 70, 968. Of this total, $3,299 of these funds were approved for FY 2020-21 (July-September). Note: Due to the pandemic, 11 faculty canceled their plans and canceled funding reverted to the 671 budget account.

FDGA stipend budget for 2019-2020 was $8,730. Due to the pandemic, no faculty Adjunct Summer Institute or practicum stipends were paid.

SUNY Chancellor's Awards

Materials to elicit Chancellor's Award nominations were disseminated at fall 2019 Convocation for full-time faculty and at winter 2020 Convocation for adjunct faculty. Follow-up emails were sent by Human Resources to the entire FIT community. The following adjunct faculty received Excellence in Teaching Awards in February 2020: Marvin Clawson, Deborah Hernandez, Nicholas Barrett and Reginald Rogers (2019-2020). There were no adjunct nominations for the 2020-2021 academic year.

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The SUNY Chancellor's Awards Committee, with the FDGA Committee as its core, met once and recommended Chancellor's Awards for full-time faculty, Mario Valero and Theanne Schiros. The Distinguished Professorship Selection Committee did not meet in 2019-2020.

Faculty/Staff Accomplishments

Professor Elaine Maldonado, Director, Faculty Development and CET: Served on Faculty Senate Sabbaticals and Release Time Committee; Emerging Technologies Committee and FRS Advisory Group; Chair, New Faculty Orientation Committee; Consultant to Faculty Senate IT Committee; Member, OER Task Force; Chair, Benita Moore T&P Committee; Managed CBA faculty intervention; Managed (including writing summaries) for multiple cycles of Chancellor's Awards process; Met individually with tenure/promotion candidates; Presentation accepted for SUNY Faculty Developers Conference, October 2020; Submitted 2020-21 Perkins faculty development grant proposal for $25,000.

Professor Jeffrey Riman, CET Coordinator: Chair, FACT 2 Council; Chair, Faculty Senate IT Committee; Member, FRS Advisory Group; Serving on ADA Compliance Committee; Lynda.com, administrator; Adjunct instructor at Parsons; During 2019-20, the coordinator spent 200 hours (+/-) on FACT 2 activities; His FACT 2 term ended on July 1, 2020 (He served FACT 2 for 12 years.); Accepted as co-presenter for October 2020 SUNY faculty developers conference.

Celia Baez, Associate Coordinator: Student Chabad Club advisor; Transferred CET record keeping to online environment; Using VPN system for at home work; Coordinates FDGA and SUNY Chancellor's Awards.

Assessment Methods

The faculty development program relies on a range of metrics in order to assess its outcomes and design future strategies. The following assessment tools are used:

1. Yearly faculty online survey (http://www.fitnyc.edu/cet/about.php)

2. Teaching with technology reflective teaching portfolios (http://www.fitnyc.edu/cet/teaching-with-tech.php)

3. Google Analytics for CET web usage

4. Reflective teaching portfolios for self-evaluative teaching development (http://www.fitnyc.edu/cet/teaching-with-tech.php)

5. Built-in Concourse usage tools to track digital syllabus usage

6. Miscellaneous event surveys. See attachments.

7. On-site attendance and attendance extracted from remote meeting platforms

CHAPTER III- NEXT YEAR'S GOALS AND PLANNING

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FACULTY DEVELOPMENT GOALS AND TARGETS				
Goals	**Proposed activities for 2019-2020**	**Outcomes for 2019-2020**	**Proposed activities for 2020-2021**	**Outcomes for 2020-2021**
Promote excellence in teaching	Schedule events based on faculty surveys	CET scheduling took into account the responses to faculty surveys; Results included Teaching 3, 4 or 6-hour Classes Remotely, copyright, handling hot topics in the classroom, ordering textbooks, etc.	Introduce new pedagogical events, including sessions on teaching remotely and best practices for integrating "hot topics" into classroom discussions; Disseminate readings on education and web sites such as Scholarly Teacher and BOK Center Newsletter	
	Conduct events on the scholarship of teaching/learning	Events on teaching research/strategies such as Flipped Classroom and Classroom Strategies that Work! were heavily enrolled.	Invite James Lang to lead Adjunct Institute 2021 (Small Teaching) Facilitate roundtable to reflect on spring 2020;	
	Conduct events on classroom civility and inclusion	Events with Office of Diversity and Inclusion and Yolanda Sealy Ruiz were conducted; See activities list.	Include best teaching practices component in Perkins proposal Reschedule inclusive classroom event with Sealy-Ruiz, budget permitting;	

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	Facilitate sessions on topics such as syllabus creation, critical thinking, active learning, classroom management, writing for learning, tips for teaching, etc.	Curriculum sessions conducted with Faculty Senate and AA, as well as sessions on classroom strategies, tips for teaching, etc. See activities list.	
	Conduct two sessions of *It's Your First Day of Class!*, focusing on new faculty needs	Two well-attended sessions are promoted through HR and with chairs;	Continue to expand web, especially with remote teaching resources and Perkins project; Advertise web resources more regularly; Continue First Day of Class sessions;
	Conduct OER training sessions; Explore Lynda.com as an OER option	These sessions were conducted with Library OER liaison: See activities list;	Explore OER- COIL collaborations; Continue to expand CET library;
	Increase use of concourse digital syllabus	Concourse use has grown from 669 templates in fall 2019 to 1127 templates in spring 2020;	Transfer all Concourse responsibility, except for faculty training, to AA; Explore Concourse calendar options;
	Edit Concourse syllabus template Bb calendar to include Bb calendar	Concourse does not yet have a calendar.	
	Edit/update CET website teaching resources	Website substantially expanded, including recordings of remote workshops	Explore new studio class video;
		New books were purchased.	

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	Expand CET Library	See narrative for full listing.		
Increase participation in faculty development activities	Launch SUNY Workplace teaching exchange	Faculty Xchange created	Launch FIT Faculty Xchange in fall 2020.	
	Test digital attendance recording	Due to the pandemic and remote workshops, all attendance is reported digitally; Calendy on-line scheduling tool purchased;	Continue with digital attendance taking; Conduct more sessions with FRS;	
	Conduct partnership activities with diverse college units, including Writing Studio	Partnership activities conducted with Library, Office of Diversity and Inclusion, Online Learning, International education and Writing Studio; Bb training program with Online Learning due to pandemic; See activities list.	Continue with high-attendance remote events and sessions. Follow-up email practice to continue; Continue partnership events;	
	Schedule more late-day events	More late day activities were scheduled; An upcoming example is It's Your First Day of Class! at 4:30 pm on August 26.	Continue scheduling selected late day sessions;	
	Follow-up on faculty "no-shows" at events	Follow-up emails are sent; Fewer no-shows at on campus events;	Conduct reflective session on spring 2020 semester; Resolve non-faculty participants in remote events;	
	Conduct online workshops	Being done out of necessity; Pandemic made this obligatory for all workshops; Done.	Selected sessions will be conducted remotely post-pandemic;	
	Promote event announcements at Convocation; Provide	Events announced at Faculty Senate, Deans Council, Convocation and		

	handouts and posters at Convocation	FIT Direct;	
Serve adjunct faculty and promote inclusion	Expand Online Adjunct Orientation with new resources, including Faculty Xchange	Orientation is used heavily at the beginning of semesters; Visits are tracked;	Promote Adjunct Orientation via HR, chairs and email; Faculty Xchange to be launched fall 2020.	
	Conduct Adjunct Summer Institute in spring 2020, *Teaching for a Democratic Society: Politics, Inclusion and Diversity*	Canceled due to the pandemic.	Reschedule Sealy-Ruiz event if possible; Possible adjunct Institute with James Lang (or equivalent) on the topic of TEACHING	
	Disseminate Adjunct Orientation at other SUNYs; Conduct outreach to HR and deans	SUNY conference proposal submitted on different topic due to pandemic; Substituted: Presentation on remotely teaching 3, 4 or 6- hour classes	Disseminate adjunct resources; Compensate adjuncts for tech training;	
	Advertise SUNY Chancellor's award opportunity for adjunct faculty; clarify campus guidelines	No adjunct nominations received for 2020-2021	Advertise Chancellor's Awards more heavily;	
	Continue with ADA compliance activities	Coordinator is a member of compliance committee; CET videos closed captioned;	Explore ADA compliance beyond closed captioning;	
	Post new Writing Studio video on Adjunct	Done	Explore possibility of new teaching in studio video	

	Orientation		
Seek/follow-up funded research projects, conference presentations and publications	Apply for NEA grant in partnership with Writing Studio, preferably on the topic of "listening" as key to learning	Pandemic thwarted NEA plans; Alternative Perkins abstract submitted for funding to train faculty on new industry software with follow-up pedagogy;	Facilitate Perkins project, pending State Education decision; Revisit NEA grant on listening as key to learning; Strengthen CET presence on SUNY Workplace;	
	Director and/or coordinator attend and/or present at professional gatherings	Meetings held about possible IITG grant in collaboration with Maritime regarding the development of 3D learning environments; Presentation accepted to SUNY professional developers conference, October 2020;	Present at SUNY conference, 2020-21	
Support faculty growth, including research, scholarship and creative pursuits	Update FDGA application guidelines	Will be updated in July 2020;	Updates to continue based on committee recommendations;	

Faculty Development/Center for Excellence in Teaching

	Publish new brochure on FDGA-funded faculty activities 2016-2018; Distribute at Convocation fall 2020	New research brochure created and distributed at fall 2019 Convocation	New brochure to be published in summer 2021	
	Schedule F2F sessions focused on funded faculty research, scholarship and creative activities	Sessions cancelled due to pandemic	Session with Keith Ellenbogen and others to be rescheduled;	
	Provide tenure guidelines to new faculty	Tenure guidelines created; Outreach and meetings conducted with tenure candidates	T&P outreach to be continued as per AA	
	Conduct outreach to tenure candidates Facilitate tenure and promotion workshops	Workshop facilitated with Faculty Services;	As per need;	
	Maximize New Faculty Orientation Committee to address issues such as mentoring and non-classroom faculty professional development	Mentoring video created with R. Sackin and posted on web;	Support mentoring conducted at department level;	
	Co-facilitate faculty grants/research sessions with Library, Jacqueline Jenkins and Grants Office;	Grants conduct workshops independently	Reach out to Grants Office;	

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Increase faculty technology skills	Schedule January Teaching with Technology certificate program	January TWT and extra summer 2020 program conducted; Perkins tech training proposal submitted;	Facilitate Perkins industry tech training program for faculty; Designing with Music scheduled for October 2020;	
	Conduct technology introduction at new faculty orientation	Program was too intense to accommodate additional training	Create teaching with technology resource page (Perkins)	
	Provide FIT technology introduction at First Day of Class! Sessions	Bb introduction provided;	Continue Bb training collaboration with Online Learning; Continue with TWT certificate program; Continue with tech-centric workshops;	
	Refresh lab computer image Conduct workshops on Voicethread, Lynda.com, Bb Grade Book, Adobe, AR and VR, etc.	Image refreshed summer 2020; Meetings with IT re: Leo Stream; Collaborative tech training with Online Learning due to pandemic;	Continue to promote Concourse syllabus template; Seek remote access to CET lab for faculty; Director will serve as IT Committee consultant and will remain on ETC.	
	Conduct emerging tech workshops with FRS	Designing with Music collaboration canceled due to pandemic and to be rescheduled for fall, 2020	Introduce new software options such as Mural; Explore 3D classroom Online	

	Director will continue to serve as IT Committee consultant and Emerging Technology Committee (ETC); Coordinator will continue to serve on IT Committee	Coordinator served on IT Committee; Director is consultant to committee	
	Meet with IT leadership; Purchase AR/VR equipment;	Meetings held as needed; Equipment secured with AA funds (see listing below);	Meetings held as needed; Expand/update AR/VR equipment, pending budget;	
Improve physical plant and upgrade security in CET	Re-institute tracking system for printing in CET lab	Waiting for IT	Wait for IT	
	Monitor Labstats and Google Analytics more closely	Check weekly due to system failures	Will continue to monitor weekly	
	Add Security presentation to New Faculty Orientation	Faculty unhappy with lack of depth in Security presentation.	New faculty Orientation 2020 unlikely	
	Mat/frame new event posters	One or two reframed.	Continue with framing project	
	Test/upgrade security equipment such as door lock, security camera and audio warning equipment	On hold due to pandemic. New equipment purchased: Scanner, upgraded Cintiq, VR computer/headsets, lab shredder, coordinator computer and new copy machine;	Hopeful to restart upgrading; Will replace plants and other items neglected during pandemic;	

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Integrate Assessment	Yearly survey, conducted December-February	Yearly surveys posted;	Revisit design of yearly survey;	
	Follow-up assessment both qualitative and quantitative (online and paper) on key activities; Ask how faculty participation may have changed teaching practice?	Ongoing surveys for selected CET activities (quantitative and qualitative) Assessment available via link for Middle States review; Surveys ask how faculty new ideas into teaching; Outstanding reflective teaching portfolios a posted;	Complete Middle States reporting; Continue with assessment program;	
	Continue with Teaching with Technology teaching reflection requirement (published on CET web)	See CET web for faculty reflections;	Continue with TWT program;	
	Report statistics bimonthly to AA: #CET web hits, #workshops offered, faculty attendance, #active Concourse templates lab usage, materials purchased, # faculty funding requests;	Data reported bi-monthly;	Continue to report data bi-monthly; Develop improved end of year reporting process;	

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	Include goals/targets charts in future annual reports	Not requested, but this chart serves as an excellent closing the loop tool; G&T chart submitted with 2019-20 annual report	Continue with Goals and Targets document going forward.	

Attachments

a. Event listing
b. Web analytics
c. Selected event flyers
d. Selected assessment surveys