2016-2017 ANNUAL REPORT

CENTER FOR EXCELLENCE IN TEACHING AND LEARNING

UNIVERSITY OF TEXAS-TYLER

The Center for Excellence in Teaching and Learning
The University of Texas at Tyler
FAC 2009
1300 University Drive
Tyler, TX 75009
https://www.uttyler.edu/cetl/
# Table of Contents

## Governance, Structure, and Personnel
- CETL Personnel 3
- The Academy of Distinguished Teachers and Faculty Fellows 4-5
- Faculty Learning Liaisons and Learning Communities 5-7
- CETL Mission 7
- Development and Location 8

## Programs and Activities
- Major Workshops and Associated Events 9-13
- Upcoming Workshops 14
- Celebrations and Showcases 15
- New Faculty Inductions 15
- Workshop Evaluations 15
- Teaching and Learning Awards 16-17
- Media and Communications 17
- Other CETL Events 17
Governance, Structure, and Personnel

The Center for Excellence in Teaching and Learning (CETL) at the University of Texas-Tyler (UTT) was officially launched in October 2016 and reports to the Provost’s Office. The Directorship is a half-time, tenured faculty position. The Director is expected to carry out research, instructional, and service activities in support of the CETL, her academic program, UTT, and the community. She is assisted by a full-time Administrative Assistant II, who provides all clerical support for the CETL in addition to part time assistance to the Faculty Senate, the Academy of Distinguished Teachers, and the Vice-Provost. Funding for the CETL salaries comes from the CETL budget. The CETL partners with The Academy of Distinguished Teachers, The Faculty Liaisons, The Faculty Senate, and The Office of Digital Learning.

The Academy of Distinguished Teachers serves as an advisory body to the CETL. The Academy is comprised of educators who have demonstrated leadership in education and are committed to improving learning across the university. The Academy encourages and helps to sustain pedagogical excellence at UT Tyler by serving as role models for their colleagues, fostering research on university teaching and learning, and advising the institution on teaching policies and practices. Additionally, The Academy helps to mentor new faculty.

Additionally, there are also four faculty liaisons in the areas of service learning, academic innovation, student research, and global awareness and diversity. These liaisons coordinate faculty learning communities (FLCs) in each of the four areas to expand opportunities on campus for both faculty and students. The CETL provides funding for each of the FLCs.

CETL Personnel

Director: Dr. Julie Delello, Associate Professor School of Education
Administrative Assistant II: Nicole Garvey
The Academy of Distinguished Teachers

Dr. Blake Bextine, Associate Professor of Biology
Dr. Shaun D. Black, Senior Lecturer of Biochemistry
Susan Doty, MBA, Senior Lecturer in Economics
Dr. Christy Graves, Associate Professor of Mathematics
Dr. Barbara Hart, Associate Professor of Criminal Justice
Dr. Neil Gray, Professor and Chair of Chemistry
Suzanne Pundt, M. S., Senior Lecturer, Anatomy and Physiology
Dr. Catherine Ross, Associate Professor of English
Cynthia Sherman, M.Ed. (President), Senior Lecturer of Education
Dr. Jason J. Smee, Associate Professor of Chemistry
Dr. Barbara Wooldridge, Professor of Marketing

Faculty Fellows

In 2014, The University of Texas at Tyler named seven inaugural faculty fellows who served the original Center for Teaching Excellence and Innovation. Through a commitment to teaching excellence and innovation, continued faculty development, student success and exceptional scholarship, the UT Tyler faculty fellows assisted the center in achieving its branded initiatives: academic innovation, data analytics, service learning and undergraduate research.
Figure 3. Inaugural Faculty Fellows

There were four fellows who served under the new CETL between 2016 and 2017. These included:

**Academic Innovation:** Dr. Barbara Ross Wooldridge, associate professor of marketing.

**Service Learning:** Dr. Nary Subramanian, assistant professor of computer science; and Dr. Colleen Marzilli, assistant professor of nursing.

**Undergraduate Research:** Dr. Christina Graves, assistant professor of mathematics.

**Faculty Learning Liaisons and Communities**
In 2017, the new Center for Excellence in Teaching and Learning (CETL) transformed the fellow opportunity and appointed faculty liaisons in order to work directly with interdisciplinary faculty learning communities (FLCs). Each liaison and FLC has a CETL sponsored budget. The following liaisons and FLCs are listed below along with their responsibilities.

Service-Learning Faculty Liaisons- Dr. Rochell McWhorter, Associate Professor of Human Resource Development (HRD); Dr. Jessica Rueter, Associate Professor, School of Education

Service Learning Faculty Learning Community (FLC)

The Service-Learning Faculty Learning Community (FLC) is an interdisciplinary cohort of faculty members who will engage in a collaborative, year-long program focusing on service-learning for teaching, learning, and as an avenue for scholarly work.

The Service Learning FLC is designed to:

- Promote and expand service-learning at the university.
- Increase understanding of current literature and research on service-learning and civic engagement.
- Support interdisciplinary faculty development in relation to service-learning.
- Benefit faculty through connections to community partners and membership in a university-wide academic service-learning network
- Plan and oversee service-learning initiatives (e.g. showcase, presentations, research, non-profit identification, course identification).

Student Research and Scholarship Liaison- Amy Hayes, Assistant Professor, Department of Psychology

Student Research Faculty Learning Community (FLC)

The Research and Scholarship Faculty Learning Community (FLC) is an interdisciplinary cohort of faculty members who will engage in a collaborative, year-long program focusing on research and scholarship as part of teaching and learning.

The FLC is designed to:

- Promote and expand faculty and student research and scholarship at the university.
- Providing new opportunities for faculty and/or students to collaborate in the production of research and scholarship.
- Promote the excellent scholarly work already produced by faculty and/or students.
- Plan and oversee research and scholarship initiatives (e.g. workshops, development grants, campus events, etc).

Global Awareness/Diversity Faculty Liaison- Dr. Colin Snider, Assistant Professor, History

Global Awareness and Diversity Faculty Learning Community (FLC)

The Global Awareness/Diversity Faculty Learning Community (FLC) is an interdisciplinary cohort
of faculty members who will engage in a collaborative, year-long program focusing on global awareness for teaching, learning, and as an avenue for scholarly work.

The Global Awareness and Diversity FLC is designed to:

- Promote and expand global awareness and diversity at the university.
- Increase understanding of current literature and research on global awareness and diversity.
- Support interdisciplinary faculty development in relation to global awareness and diversity.
- Plan and oversee global awareness and diversity initiatives (e.g. workshops, faculty development grants, campus events, etc.).

**Academic Innovation Faculty Liaison**- Dr. Danielle Bailey, Assistant Professor, Criminal Justice

**Academic Innovation Faculty Learning Community (FLC)**

The Academic Innovation Faculty Learning Community (FLC) is an interdisciplinary cohort of up to six faculty members, preferably one from each college, who will engage in a collaborative, year-long program focusing on Academic Innovation for teaching and learning.

The FLC is designed to:

- Promote and expand academic innovation at the university.
- Increase understanding of current literature and research on innovative teaching and learning.
- Support interdisciplinary faculty development in relation to academic innovation.
- Work with the Faculty Fellow on academic innovation initiatives (e.g. showcase, presentations, and research).

**CETL Mission**

- Provide high quality professional development which reflects best practices in teaching and learning.
- Create a campus culture in which excellent teaching is recognized, respected, and rewarded.
- Provide mentoring and confidential consultations to faculty about teaching and course design.
- Encourage innovative teaching practices through faculty incentives and awards.
- Introduce effective teaching practices and support to new faculty throughout the year.
- Create faculty learning communities (FLCs), which are interdisciplinary cohorts of faculty members who engage in collaborative, year-long programs focused on teaching, learning, and scholarly work.
Development and Location

The CETL open house was on October 6, 2016. The CETL is located in a newly renovated space on the second floor of the original fine arts center (FAC 2009). The CETL consists of two offices for the Director and Administrative Assistant, one smaller conference room used for the Faculty Senate, a larger conference room (seating for up to 10) with a large screen monitor and Zoom technology used for workshops and also for the Academy of Distinguished Teachers, and a central meeting area with couches, a large screen monitor, and Zoom capability for additional workshop space. The CETL has work tables, a computer, printer, and fax for faculty use.

Programs and Activities
The CETL is committed to providing high quality professional development opportunities. These include new faculty induction, teaching town hall events, workshops, showcases, and meetings involving both internal and external speakers over the course of the academic year. The majority of topics for workshops have been faculty requested. A summary of presentations and events is given in Table 1.
<table>
<thead>
<tr>
<th>Date</th>
<th>External Speaker</th>
<th>Title</th>
<th>Audience</th>
<th>Audience Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching Town Halls</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October 6, 2016</td>
<td>CETL Open House</td>
<td>Faculty and Instructional Staff</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>October 14, 2016</td>
<td>Dr. Rebecca Karoff, The University of Texas System Vice Chancellor for Academic Affairs.</td>
<td>Student Success Town Hall (Cosponsored with the Faculty Senate)</td>
<td>Faculty and Instructional Staff</td>
<td>28</td>
</tr>
<tr>
<td>November 28, 2016</td>
<td>Dr. Claire Major, Professor of Higher Education and Department Chair of Educational Leadership, Technology, and Policy Studies at The University of Alabama</td>
<td>Actively Engaging Students: A Panel Discussion</td>
<td>Faculty and Instructional Staff</td>
<td>23</td>
</tr>
<tr>
<td>January 26, 2017</td>
<td>Dean of Pharmacy Dr. Lane Brunner</td>
<td>Team Based Learning- A Teaching and Learning Workshop</td>
<td>Faculty and Instructional Staff</td>
<td>20</td>
</tr>
<tr>
<td>February 23, 2017</td>
<td>Dr. Christina Graves, Associate Professor Mathematics</td>
<td>Undergraduate Research: Encouraging Collaboration and Mentoring</td>
<td>Faculty and Instructional Staff</td>
<td>13</td>
</tr>
<tr>
<td>March 30, 2017</td>
<td>Ms. Laurie Green, Med, Western Reserve PBS</td>
<td>Millennial Students and Digital Distractions</td>
<td>Faculty and Instructional Staff</td>
<td>20</td>
</tr>
<tr>
<td>September 5, 2017</td>
<td>Dr. Tricia Gallant, Director of the UC San Diego Academic Integrity Office and International Center for Academic Integrity</td>
<td>Academic Integrity</td>
<td>Faculty and Instructional Staff</td>
<td>20</td>
</tr>
<tr>
<td>Date</td>
<td>Presenter</td>
<td>Topic</td>
<td>Audience</td>
<td>Pages</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------------------------------</td>
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<tr>
<td>October 31, 2017</td>
<td>Dr. Brent Iverson, Dean of the School of Undergraduate Studies at UT Austin</td>
<td>Innovative Ideas in Supersized Class</td>
<td>Faculty and Instructional Staff</td>
<td>21</td>
</tr>
<tr>
<td>December 12, 2017</td>
<td>Dr. Jean Mandernach, Executive Director of the Center for Innovation in Research and Teaching at Grand Canyon University</td>
<td>Dealing with Difficult Students in the Classroom</td>
<td>Faculty and Instructional Staff</td>
<td>19</td>
</tr>
<tr>
<td>Workshops</td>
<td></td>
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<tr>
<td>January 31, 2017</td>
<td>Dr. Emily Standridge, Dr. Stephanie Odom, Dr. Mark Sidey</td>
<td>Teaching With Writing Effectively and Efficiently</td>
<td>Faculty and Instructional Staff</td>
<td>9</td>
</tr>
<tr>
<td>February 7, 2017</td>
<td>Dr. Annamary Consalvo</td>
<td>Re-visioning research’s think-aloud protocol: Providing your students a window to witness (and contemplate) your expert disciplinary practices.</td>
<td>Faculty and Instructional Staff</td>
<td>12</td>
</tr>
<tr>
<td>February 14, 2017</td>
<td>Dr. Yanira Oliveras Ortiz</td>
<td>The UT Tyler Research Exchange: Conversations with Friends</td>
<td>Faculty and Instructional Staff</td>
<td>7</td>
</tr>
<tr>
<td>February 28, 2017</td>
<td>Dr. Kouider Mokhtari, Dr. Gina Doepker</td>
<td>Raising Students’ Metacognitive Awareness of Reading Strategies Helps Improve Their Reading Comprehension Performance</td>
<td>Faculty and Instructional Staff</td>
<td>15</td>
</tr>
<tr>
<td>March 3, 2017</td>
<td>Terra Gullings, MLIS, CA</td>
<td>Subscription, Interlibrary Loan, or Nothing: How to Ensure Global Access to Your Scholarly Works</td>
<td>Faculty and Instructional Staff</td>
<td>7</td>
</tr>
<tr>
<td>March 22, 2017</td>
<td>Dr. Frank Dykes, Dr. Jessica Reuter, &amp; Dr. Staci Zolkoski</td>
<td>The Inclusive Classroom: Implementing Universal Design for Learning in the College Classroom</td>
<td>Faculty and Instructional Staff</td>
<td>11</td>
</tr>
<tr>
<td>Date</td>
<td>Presenter(s)</td>
<td>Title</td>
<td>Audience</td>
<td>Notes</td>
</tr>
<tr>
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<tr>
<td>March 28, 2017</td>
<td>Dr. Julie Delello</td>
<td>Digital Storytelling Apertures: Mobile Green Screens and Beyond</td>
<td>Faculty and Instructional Staff</td>
<td>11</td>
</tr>
<tr>
<td>April 6, 2017</td>
<td>Gail Johnson, MBA</td>
<td>Changing the Culture: Teaching Students How to Brand Their Skills and Abilities</td>
<td>Faculty and Instructional Staff</td>
<td>8</td>
</tr>
<tr>
<td>April 19, 2017</td>
<td>Dr. Karlyn Adams-Wiggins</td>
<td>Enhancing Student Motivation</td>
<td>Faculty and Instructional Staff</td>
<td>11</td>
</tr>
<tr>
<td>April 20, 2017</td>
<td>Dr. Colleen Swain</td>
<td>Building a Better Syllabus</td>
<td>Faculty and Instructional Staff</td>
<td>Cancelled</td>
</tr>
<tr>
<td>September 7, 2017</td>
<td>Dr. Yanira Oliveras Ortiz</td>
<td>The UT Tyler Research Exchange: Conversations with Friends</td>
<td>Faculty and Instructional Staff</td>
<td>8</td>
</tr>
<tr>
<td>September 18, 2017</td>
<td>Tonya Gaddis, Assessment Coordinator; Michael Giordano, Assistant Director, Graduate Admissions</td>
<td>Qualtrics Beginner This course covers the basics of creating, distributing and viewing the results for a survey using Qualtrics software.</td>
<td>Faculty and Staff</td>
<td>7</td>
</tr>
<tr>
<td>September 17, 2017</td>
<td>Shea Elam-Henley M.Ed, Microsoft, Dallas, TX</td>
<td>Getting the most out of Office 365</td>
<td>Faculty and Instructional Staff</td>
<td>13</td>
</tr>
<tr>
<td>October 3, 2017</td>
<td>Tonya Gaddis, Assessment Coordinator; Michael Giordano, Assistant Director, Graduate Admissions</td>
<td>Qualtrics Beginner</td>
<td>Faculty and Instructional Staff</td>
<td>8</td>
</tr>
<tr>
<td>October 19, 2017</td>
<td>Tonya Gaddis, Assessment Coordinator; Michael Giordano, Assistant Director, Graduate Admissions</td>
<td>Qualtrics Beginner</td>
<td>Faculty and Instructional Staff</td>
<td>6</td>
</tr>
<tr>
<td>Date</td>
<td>Presenter(s)</td>
<td>Topic</td>
<td>Audience</td>
<td>Attendance</td>
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<tr>
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<tr>
<td>October 25, 2017</td>
<td>Tonya Gaddis, Assessment Coordinator; Michael Giordano, Assistant Director, Graduate Admissions</td>
<td>Qualtrics Advanced This course focused on some of the advanced building features and tools for surveys.</td>
<td>Faculty and Instructional Staff</td>
<td>3</td>
</tr>
<tr>
<td>November 1, 2017</td>
<td>Dr. Michael Wiggs</td>
<td>Ditching the Discussion Board for Video with Flipgrid</td>
<td>Faculty and Instructional Staff</td>
<td>14</td>
</tr>
<tr>
<td>January 22, 2018</td>
<td>Christine Forisha and Rebecca Fernandez</td>
<td>The Six Frameworks for Information Literacy</td>
<td>Faculty and Instructional Staff</td>
<td>7</td>
</tr>
<tr>
<td>February 1, 2018</td>
<td>Dr. Jay Howard, Professor of Sociology and Dean of the College of Liberal Arts and Sciences at Butler University</td>
<td>Why Won't They Talk? Using Discussion to Facilitate Learning (CETL sponsored event to the UT-Dallas campus)</td>
<td>Faculty and Staff</td>
<td>3</td>
</tr>
<tr>
<td>February 8, 2018</td>
<td>Terra Gullings, MLIS, CA and Dr. Kyle Gullings, DMA</td>
<td>Copyright Issues Got You Down? Updates from the Scholarly Communications Working Group and Open Educational Resources</td>
<td>Faculty and Instructional Staff</td>
<td>9</td>
</tr>
</tbody>
</table>

353
Figure 7. Workshop on Team Based Learning with Dr. Lane Brunner

Figure 8. Workshop on Teaching with Writing
Upcoming Spring Semester- 2018 Workshops

For the 2018 academic year, the CETL will sponsor at least 15 regular workshops for faculty and instructional staff including, among others, those on the following topics:

<table>
<thead>
<tr>
<th>Date</th>
<th>Speaker(s)</th>
<th>Topic</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 6, 2018</td>
<td>Dr. Julie Delello, Dr. Sooah Park</td>
<td>Touch Cast: Using Inexpensive Green Screens to Make Accessible Content and Learning</td>
<td>Faculty and Instructional Staff</td>
</tr>
<tr>
<td>March 22, 2018</td>
<td>Dr. Rochell McWhorter, Dr. Annmary Consalvo, Dr. Rick Helfers</td>
<td>Increasing Learning Outcomes for Online Students Using Real-Time Group Meetings</td>
<td>Faculty and Instructional Staff</td>
</tr>
<tr>
<td>March 21, 2018</td>
<td>Dr. Julie Delello, Dr. Annmary Consalvo, Dr. Rochell McWhorter, Gail Johnson, MBA, Laura Owens, Med.</td>
<td>Social Media Panel: Social Media Tools to Enhance Teaching and Learning</td>
<td>Faculty and Instructional Staff</td>
</tr>
<tr>
<td>April 4, 2017</td>
<td>Mariale Hardiman, EdD, Interim Dean, Johns Hopkins University</td>
<td>Brain-Targeted Teaching: Promoting Positive Emotions for Learning</td>
<td>Faculty and Instructional Staff</td>
</tr>
<tr>
<td>March 27, 2018</td>
<td>Jamie Whitley, Producer, Actor, Card 53</td>
<td>Incorporating Improv in Your Classroom</td>
<td>Faculty and Instructional Staff</td>
</tr>
<tr>
<td>April 11, 2018</td>
<td>Dr. Ramsey Musallam, Sacred Heart Cathedral Prep in San Francisco, TED Speaker</td>
<td>Student Engagement/Cultivating Curiosity</td>
<td>Faculty and Instructional Staff</td>
</tr>
<tr>
<td>May 3, 2018</td>
<td>Dr. Yanira Oliveras Ortiz</td>
<td>The UT Tyler Research Exchange: Conversations with Friends</td>
<td>Faculty and Instructional Staff</td>
</tr>
<tr>
<td>TBD</td>
<td></td>
<td>Student Resiliency (Cohosting with Counseling)</td>
<td></td>
</tr>
<tr>
<td>TBD</td>
<td></td>
<td>Formative and Summative Assessment Conference (Cohosting with Assessment Office)</td>
<td></td>
</tr>
</tbody>
</table>
Celebrations and Showcases

April 13, 2017

The Lyceum: Student Research Showcase

The Lyceum Conference, sponsored by the CETL and the Honors College, is a celebration of research at the University of Texas at Tyler. Undergraduate and graduate students will showcase their original research projects through posters and presentations.

April 27, 2017 and April 12, 2018

Celebration of Service-Learning

The Celebration of Service Learning event, sponsored by the CETL and The Department of Student Life and Leadership, recognizes the outstanding work of our students, faculty, and community partners. Students and faculty will showcase their service learning projects through posters and presentations.

February 14th, 2018

Celebration of Innovation in Teaching & Learning

The inaugural group of faculty who won the prestigious CETL 2017 Teaching Innovation Development Awards presented their classroom research and innovative ideas.

New Faculty Inductions/Workshops

August 22-23, 2016

- Navigating The University of Texas at Tyler (Presented by UTT Leadership and Staff)
- Teaching and Scholarship Resources (Presented by UTT Leadership and The Academy)
- Special Guest Workshop sponsored by The College of Education & Psychology
The Center for Excellence in Teaching & Learning
The East Texas Center for School Based Research & Instruction
at The University of Texas at Tyler
Shifts & Opportunities: Designing the Schools We Want; Dr. John Nash, Associate Professor Department of Educational Leadership Studies University of Kentucky

August 22, 2017

- Academic Supports (Presented by UTT Leadership)
- Student Supports
- Managing Your Classroom
- Teaching Presentations (Presented by The Academy)

Workshop Evaluations

A Qualtrics link is sent to all participants after each workshop, session, and induction program in order to evaluate the presenter and the overall program. Survey results are used to help schedule continuing professional develop needs. During the next academic year, the CETL will conduct a survey of all core instructors, with a focus on part time faculty/adjuncts, to determine pedagogical needs and preferences for future programs directed at this group.
Teaching and Learning Awards, 2017

Academic Innovation

The CETL conducted a competition for Academic Teaching and Learning Innovation Awards with the goals to 1) support the continuous improvement of instructors on campus, (2) support the implementation of teaching innovations, and (3) enhance student learning. The applications for the awards were deidentified and sent to a set of reviewers outside the CETL.

The CETL received 13 proposals from faculty and 6 were selected for funding at an average level of approximately $2,000 per project. Faculty who received the award were asked to complete a final report and present their innovative teaching examples at the Academic Innovation Showcase held on February 14, 2018.

The 2017 CETL Teaching and Learning Award recipients are listed by college with project description. Awardees receive a stipend and will be expected to publish their activities and outcomes at the conclusion of their projects:

BEN AND MAYTEE FISCH COLLEGE OF PHARMACY – Dr. Leanne Coyne, associate professor of pharmacy, conducted a study with her colleagues to determine how virtual reality platforms will enhance online project-based learning.

COLLEGE OF ARTS AND SCIENCES – Drs. Lindsey-Kay Lauderdale and Kassie Archer, assistant professors of mathematics, developed undergraduate research projects within the department. Dr. Sooah Park, visiting assistant professor of music, will implement the use of online platforms for video performances and instruction in applied music courses.

COLLEGE OF BUSINESS AND TECHNOLOGY – Dr. Rochell McWhorter, assistant professor of human resource development and technology, facilitated online information and technology students through Zoom videoconferencing and project-based learning.
COLLEGE OF ENGINEERING – Dr. Nelson Fumo, assistant professor of mechanical engineering, worked with students to develop a new prototype of a duct-mounted airflow measurement system within the mechanical engineering curriculum.

COLLEGE OF EDUCATION AND PSYCHOLOGY – Laura Owens, lecturer in psychology and counseling, used social media for service learning projects in the classroom.

The second round of Innovative Teaching and Learning Award are due in March of 2018.

Media and Communications

The CETL Webpage was revised in November of 2016 to include all of the offerings from the center including recorded sessions of the professional development opportunities. The site can be viewed at: https://www.uttyler.edu/cetl/index.php

A Facebook page and a Twitter feed with weekly postings of interest from the newsletter and scholarly news and articles was launched in January 2017.

A monthly newsletter from the Center was distributed for the first time in February of 2018. The newsletter contains regular features including a message from the director, upcoming events, and teaching tips. New faculty were given a printed workshop guide of all faculty development events sponsored by the CETL. All other faculty and instructional staff were sent electronic copies of the professional development catalog.

Other CETL Events

CETL Student Art Contest
The CETL sponsored a UT Tyler student art contest centered on the theme of teaching and learning. Any medium was acceptable - drawing, painting, photograph, graphic design, mixed media, sculpture, ceramic, etc. The winner of the contest had his or her artwork displayed in the Center for Excellence in Teaching and Learning for the 2016-2017 school year. In addition, student winners received a $250 scholarship towards tuition and fees for the spring 2017 semester.

The University of Texas at Dallas Professional Development Consortium
The CETL has teamed with the University of Texas at Dallas to be part of a consortium of university schools who attend bi-annual professional development opportunities within the Dallas-Fort Worth area. UTD has graciously shared information about their teaching center and faculty and staff from UT Tyler have met with staff at UTD and attended workshops.

Handbook of Resources
The CETL created and distributed a resource handbook for all new faculty to help orient them to the campus. This handbook was created with the support from multiple departments on campus and was made available online to all faculty and staff.