

An aerial photograph of the Yale University campus in New Haven, Connecticut, taken at sunset. The image shows a dense cluster of historic stone buildings with Gothic architectural features, including pointed arches and tall spires. The sky is a mix of orange, yellow, and pink, with the sun low on the horizon. In the foreground, there are lush green trees and a paved area with some people walking. The overall scene is a mix of historic architecture and natural beauty.

# STRATEGIC PLAN

2025 - 2028

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**Yale Poorvu Center**  
*for Teaching and Learning*














## **A Vision for the Future**

*A better world through teaching and learning*

This is a pivotal moment for the Poorvu Center as we launch into our second decade promoting educational excellence across Yale and beyond. Through the Center's collaborative teams, we engage with faculty across Yale to support their teaching and pedagogical development while working with students to prepare them for success, both in and out of the classroom. As we look ahead to our next decade, we strive to bring recognition to Yale as the research university most committed to teaching and learning. We will do this through a comprehensive new strategic plan that will guide our work over the next few years.



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## **Dear Friends and Colleagues,** *Strategic Plan 2025 – 2028*

This moment marks a time of great anticipation at the Poorvu Center for Teaching and Learning. In 2024, we recognized a decade of achievement with the celebration of our tenth anniversary. This milestone allowed us to come together to reflect on our accomplishments, the goals we have yet to achieve, and our dreams for the future.

Over the last decade, our team has been called to lead the university through moments of intense change that have forever altered the landscape of higher education. With a collaborative spirit, we supported students and faculty through significant educational shifts, including the rising demand for online programming and the emergence of generative AI, while remaining a reassuring ally. Our unwavering commitment to student success and ability to engage in complex conversations have earned us the trust of students, faculty, and colleagues across the university.

As we embark on this three-year strategic plan, we face new challenges confronting our university community and peers in higher education. We are prepared for this moment and well-positioned to advance our mission by serving as a model for student-centered, equitable teaching. Together, we are ready to demonstrate our critical role in creating a better world through teaching and learning.

With deep gratitude to the many people who contributed to the creation of this plan, we present the Poorvu Center for Teaching and Learning 2025 – 2028 Strategic Plan.

### ***Jennifer Frederick***

Associate Provost for Academic Initiatives  
Executive Director, Poorvu Center

### ***Lucas Swineford***

Executive Director, Digital Education  
Poorvu Center







# INTRODUCTION

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This 2025 – 2028 strategic plan is the culmination of thoughtful insights from students, faculty, and partners across Yale. Throughout the strategic planning process, we evaluated every area of our Center. Instructors, students, university leaders, administrators, and staff were actively engaged in the process, and their valuable feedback played a crucial role in shaping this plan.

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Poorvu Center strengths highlighted in the results of a community survey and external review include the following:

- Provides a supportive community
- Offers comprehensive programs
- Operates in a collaborative and agile manner
- Engages a cutting-edge approach to teaching and learning
- Demonstrates a strong record of success

To maintain excellence as a center for teaching and learning, we must consistently reflect on and assess our programs to ensure they align with the evolving needs of our faculty and students. Our 2025 – 2028 strategic plan includes several areas of focus, including:

- Deepening our relationships with students, instructors, and academic units across Yale
- Enhancing the visibility of our programs and resources
- Tracking emerging trends in higher education to remain nimble and proactive
- Gathering and analyzing data to help guide our work and evaluate success
- Cultivating a strong internal culture

The excellent Poorvu Center team is equipped to accomplish this ambitious work.













## BACKGROUND

In 2014, a vision was set for Yale's Center for Teaching and Learning (CTL) to be a collaborative environment for students and faculty to share information, knowledge, and resources – while also learning from one another. The CTL integrated programs and services for faculty, postdoctoral scholars, graduate, and undergraduate students in a “one-stop shop.”

In 2017, the CTL was officially named the Poorvu Center for Teaching and Learning in recognition of a generous gift from William Poorvu '56, his wife Lia Poorvu, and their children, Alison Poorvu Jaffe '81 and Jonathan Poorvu '84. This legacy gift was a testament to the Center's impact, both within the University and beyond.

While our work was founded on the ideals of access and connection, we have amplified and extended this effort by learning alongside our peers and providing pedagogical guidance to help integrate thoughtful conversations throughout learning spaces on campus.

“We – more specifically, you - are literally changing the University. [...] the Poorvu Center will continue to be the primary resource for the support of faculty pedagogy, student learning, and digital education on campus.”

*Scott Strobel, Provost of Yale University, Henry Ford II Professor of Molecular Biophysics & Biochemistry (In remarks to Poorvu Center staff in 2019)*

## OUR FOUNDATION *and PURPOSE*

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### **Mission**

Yale's Poorvu Center for Teaching and Learning promotes equitable, engaged teaching, supports people's agency in their learning, and makes education more reflective, collaborative, and public.

### **Vision**

A better world through teaching and learning.

### **North Star**

The Poorvu Center will propel Yale to be recognized as the research university most committed to teaching and learning.















## GUIDING PRINCIPLES

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### *The Poorvu Center...*

- Supports teachers and learners of all backgrounds and abilities and helps develop practices that promote inclusive teaching and learning.
- Values research-based decisions about teaching and learning, and partners with instructors, departments, and programs to collect, review, and integrate meaningful assessment.
- Encourages collaboration in all our activities.
- Promotes public conversations about teaching and learning across all Yale communities.
- Responds to instructors' visions and students' needs, and fosters experiments in pedagogy, technology, and student support.
- Welcomes the Yale community and visitors into our space to advance teaching and learning excellence.
- Promotes the sharing of intellectual culture within the Poorvu Center, across Yale, and beyond.
- Continually reflects on our guiding principles in the context of a changing external environment, to remain nimble and proactive.

## KEY STRATEGIES

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- I Enhance the Poorvu Center's cohesiveness by advancing shared Center goals and cross-team collaboration.
- II Intentionally gather, analyze, and reflect on data in all forms – including external trends – to inform the Center's priorities, evaluate impact, and proactively lead the University in matters related to teaching and learning on campus and beyond.
- III Maintain a steadfast commitment to equity through the Center's internal operations and external engagements.

# FIVE *strategic* GOALS



# Comprehensive Offerings

1

**GOAL: We will provide forward-thinking teaching and learning programs and services to remain a dependable resource and valuable partner for all within the Yale community and beyond.**

*As a comprehensive unit, the Poorvu Center offers an integrated approach to support faculty and students alike. We support faculty's teaching and pedagogical development; help prepare all students to thrive academically; manage sophisticated educational technology while ensuring ease of use for instructors and learners; and develop rich educational programming that strengthens our residential programs and broadens access to Yale's teaching around the world. The Poorvu Center will continue to be a trusted resource by remaining adaptable to emerging trends.*

## **Strategies**

- 1 Develop coordinated methods for identifying and assessing our community's needs and Yale's priorities to determine programs and services.
- 2 Train our student workers so that they feel integrated into the broader Poorvu Center mission and suite of programs.
- 3 Guide faculty in adapting to changes in learning habits, making education more flexible and accessible.
- 4 Facilitate peer-to-peer faculty programming and platforms to share approaches and promote collaboration.
- 5 Integrate residential and online education to enhance the student learning experience.
- 6 Provide learners around the world with access to Yale's educational offerings, including online master's degrees, non-degree programs, and open courses.
- 7 Develop Poorvu North programming to enhance STEM teaching and learning.
- 8 Serve as a resource across the University to facilitate discussions about equitable teaching and learning strategies that support the needs of all students.
- 9 Develop and share resources for teaching and learning at Yale that will also be valuable to others.
- 10 Create clear pathways through Poorvu Center programs to help guide teachers and students in developing their teaching and learning skills.

## Reach & Visibility

# 2

**GOAL: Our reputation and impact will reach across the campus and around the world.**

*For over a decade, the Poorvu Center has been recognized as a leader for our commitment to teaching and learning excellence and reflection. We aim to share our expertise as a resource for colleagues and students at Yale, as well as with other leaders, centers, and faculty dedicated to teaching and learning across the nation. To achieve this, we will enhance the visibility of our work.*

### **Strategies**

- 1 Deepen existing partnerships and establish working relationships with every academic unit, across all roles – undergraduate and graduate students, postdoctoral scholars, and instructional and tenure-track faculty.
- 2 Develop and implement a communications strategy to raise the Center's overall profile, increase faculty awareness of our student support resources and programs, and showcase the Poorvu Center's impact on the world.
- 3 Determine the narratives that best illustrate the Poorvu Center's impact and will guide our communications strategy and data collection.
- 4 Develop a process to maintain the Center's website so that all users easily connect with our programs and services.
- 5 Present and publish our work at national and regional conferences.
- 6 Convene and lead conversations with colleagues across Yale who are engaged in teaching and learning, beyond students and faculty (e.g. librarians, Yale Alumni Association)
- 7 Use our reputation to advance equitable principles and practices that support the community of higher education.





# Collaboration

## 3

**GOAL: We will cultivate robust relationships with partners at and beyond Yale to advance excellent teaching and learning.**

*The Poorvu Center actively engages in local, regional, and national conferences and convenings, where our work is shared, discussed, and strengthened by feedback. We routinely provide keynote addresses and guest lectures while serving on educational committees and review boards. We maintain strong connections with our Ivy+ colleagues and other teaching centers to maintain a pulse on emerging trends in higher education, with a particular focus on teaching and learning practices. Our work is often referenced as models for communication, innovation, and expertise. We aim to evaluate our current collaborations and cultivate new partnerships both within and outside of Yale.*

### **Strategies**

- 1 Establish and apply criteria for evaluating and understanding partnership quality/level, needs and opportunities to ensure alignment with Poorvu Center's goals and priorities.
- 2 Foster work and learning with educators outside of Yale to establish joint programs and projects that support new teaching and learning strategies.
- 3 Offer internships and other opportunities for extended engagement with the Poorvu Center team.
- 4 Serve on committees and boards for teaching and learning-related efforts at Yale, nationally, and internationally.
- 5 Host conferences to share approaches to teaching and learning and collaborate on best practices.





## Data-Informed Strategies

# 4

**GOAL: We will effectively gather, analyze, and reflect on data in all forms to inform our internal operations and processes while deepening our impact.**

*At the Poorvu Center, we take a broad view of data, considering both qualitative and quantitative perspectives to capture the complexity of teaching and learning. We see data collection and assessment as an iterative and collaborative effort that informs decision-making, shapes curricula, and enhances learning experiences for students and educators. We emphasize alignment, equity, and practicality in gathering and using data to support educational design, and we focus on sustainability to ensure the assessment processes are realistic and responsive. Looking ahead, data and assessment will continue to play an increased role in understanding our priorities and impact.*

### Strategies

- 1 Assess the Center's internal processes for collecting, analyzing, and storing data while determining opportunities for alignment and standardization.
- 2 Use data-driven insights from our work with faculty and students to project future demands for the Center's programs and plan for growth.
- 3 Build an internal culture that prioritizes data collection, assessment, reflection, and action.
- 4 Establish processes for revealing and tracking emerging trends that affect teaching and learning in higher education and identify potential needs and opportunities.
- 5 Share our findings with Yale decision-makers.
- 6 Participate in data communities across the university to ensure the prominence of teaching and learning.
- 7 Clarify arrangements with other Yale units (Office of Institutional Research, ITS, Office of Strategic Analysis, Provost's Office/Research) so that the needs of all parties are met and that the work is complementary. Signify Poorvu as the primary steward of appropriate data sets.



# Organizational Systems & Culture

## 5

**GOAL: We will cultivate an internal culture grounded in clear structures, efficient operations, and thoughtful leadership where all staff feel welcome, engaged, and equipped to thrive.**

*As an integrated Center supporting a range of constituencies across various initiatives, we also recognize a unified identity as one team. As a cohesive unit, we proudly uphold our shared community values: embracing difference, respecting failure, and growing together. To expand the reach of our programs and remain a trusted partner for all students and instructors at Yale, we need to feel supported and equipped to do our best work.*

### **Strategies**

- 1 Clarify the Poorvu Center's organizational structure and establish consistent processes.
- 2 Develop opportunities to pilot projects for cross-collaboration among the Center's teams to increase the Poorvu Center's impact and foster teamwork.
- 3 Build structures for and reward habits of reflection across the Poorvu Center, within teams, and individually to encourage strategic decision-making and personal well-being.
- 4 Ensure that every staff member is part of at least one cross-team effort (e.g. intra-Poorvu committees, new discipline-specific cross-team interest groups).
- 5 Provide resources, support systems, and ethical guidance to foster experimentation with systems and technology in ways that align with our goals and improve our ability to achieve our mission.
- 6 Set individual and Center-wide goals that advance our steadfast commitment to equity.
- 7 Maintain a commitment to excellence while respecting a healthy and equitable workload and balance for all.
- 8 Integrate mentorship and skill development into student jobs to ensure they serve as meaningful professional experiences.
- 9 Continue our commitment to professional development and career pathways.
- 10 Develop Center-wide funding strategy for future growth and sustainability.







## *The **Poorvu Center** Team*

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## **Yale Poorvu Center** *for Teaching and Learning*



### **Poorvu Center**

301 York St., New Haven, CT 06511

### **Poorvu North**

Kline Tower, 219 Prospect St., New Haven

### **Teaching Studios**

135 College St., New Haven

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**Cover Photo:** *Paul Coco*