Yale
Poorvu Center

The 10th Anniversary Report

Poorvu Center *for* Teaching *and* Learning

10 YEARS Poorvu Center *2014 - 2024* and Beyond
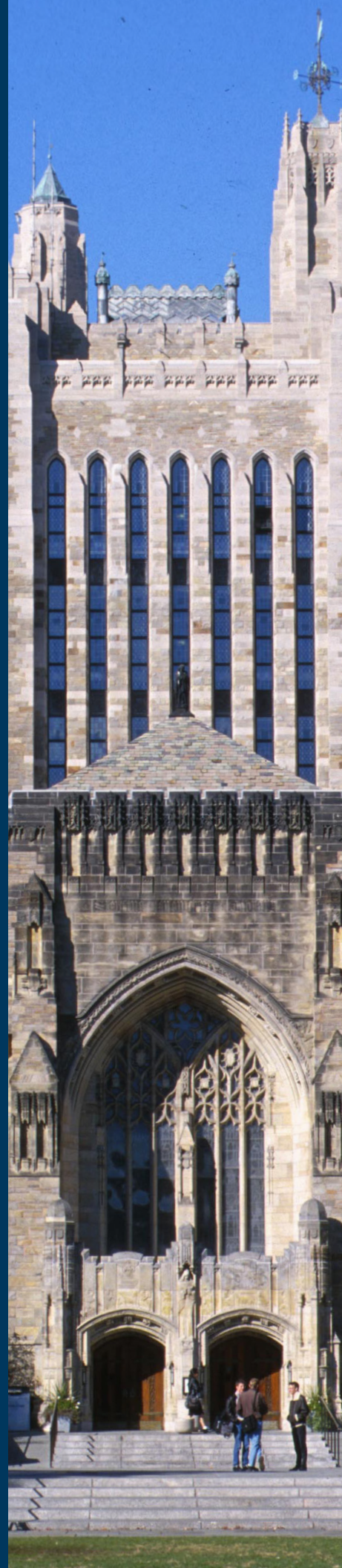
2024 New Faculty Orientation

"

Poorvu has made it possible, through coaching, individual intense support, technical assistance, and supreme patience for me to continue teaching in a world where technology and formats with which I was not familiar and had to learn could have called a halt to my academic teaching career. I cannot say enough about the wonderful support and help I received from competent caring individuals who were always available and very knowledgeable and caring.

Yale

Poorvu Center

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.

Greetings from the Poorvu Center!

This is a pivotal moment for the Poorvu Center for Teaching and Learning as we celebrate our tenth anniversary and enter our next decade. Since 2014, our team has transformed into a comprehensive Center ready to support our faculty's teaching and pedagogical development, and the students who inspire our work. Through the Center's collaborative teams and complementary expertise, we strive to equip our students to succeed, both in and out of the classroom. Equitable teaching and learning practices lie at the heart of our mission, and we are proud of our ongoing work to support students of all backgrounds and abilities, particularly first generation and low-income students.

Over the last ten years, the Poorvu Center has realized an exponential increase in the number of engagements with students and faculty on a year-over-year basis. For example, faculty engagements by the Teaching Development and Initiatives team rose from approximately 100 in 2015 to over 1,300 in 2024, while student tutoring for Science and Quantitative Reasoning increased from 2,000 sessions annually to over 20,000 each year. And our partnership with students extends beyond tutoring and support. Since the Center began, thousands of students have worked alongside Poorvu teams, influencing our programming and leading events. The Poorvu Center community is very much a part of their Yale experience, and we are grateful for their insightful contributions to our work.

Our first decade brought many changes. In 2020, life was altered abruptly with the onset of the COVID-19 public health emergency. The Poorvu Center team was called into action to support the Yale community's immediate transition to emergency remote teaching. Due to our faculty's flexibility, collaborative spirit, and willingness to employ creative strategies, we quickly transitioned the campus to this new format. Though a stressful period of uncertainty for all, the Center pulled together as a cohesive unit. That unity has remained, as did our ability to continue offering educational programming online across Yale, and to the broader global community. Since 2014, our team has partnered with faculty and leaders to bring Yale's educational excellence to the world through online offerings, including 70 free courses available as part of our commitment to making teaching and learning more public. We continue to collaborate with Yale faculty and leaders to share the success from these experiences and apply them to residential learning.

As we look ahead to our second decade, we are eager to carry forward our student-centered, equity-focused approach to teaching and learning – this approach is a unifying theme across the Center's distinct programs. We look forward to facilitating significant conversations about the responsible and ethical use of artificial intelligence as a teaching and learning tool throughout the University and beyond. The role of technology in education has long been a robust thread in our Center's daily work and we shoulder this new discussion with curiosity and deep reflection.

Together, we will strive to bring recognition to Yale as the research university most committed to teaching and learning, while working each day toward our ultimate vision – a better world through education.

Thank you for your continued support and partnership.

Jennifer Frederick
Executive Director, Poorvu Center for Teaching and Learning
Associate Provost of Academic Initiatives

Lucas Swineford
Executive Director, Digital Education, Poorvu Center for Teaching and Learning

In This Issue

Yale
Poorvu Center

"The Poorvu Center for Teaching and Learning honors the science and art of education. We provide a foundation, working space, collaboration, and expertise that enables strong and effective teaching and bolsters students' approaches to learning." **- Poorvu Center Staff**

A Guiding Vision

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.

"With a centralized location in the Sterling Library, we will have a home base where the CTL staff can come together in one place. It will also allow us to make teaching more visible and public. We want to create a welcoming space for everyone from the community to come and spend time, do readings, wait for appointments, or share ideas about learning and teaching."

*- **Jennifer Frederick**, Executive Director and Associate Provost for Academic Initiatives*

"Yale University should always be celebrated for our commitment to teaching at every level, in every classroom — in our undergraduate college, in graduate education, and in each of our professional schools."

*- **Peter Salovey**, 23rd President of Yale University, during his inaugural address*

A Dream Brought to Life

In 2017, Yale's Center for Teaching and Learning became 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 impact of the Center both within the University and beyond.

"This generous gift from the Poorvu family is a sign of confidence in the success of the Poorvu Center as a unified hub for teaching and learning. [The Poorvu family's] support enhances Yale's strength in innovative, interdisciplinary teaching. It advances my goal for Yale to be the global research University most committed to teaching and learning."

*- **Peter Salovey**, former Yale University President*

"We, more specifically, you, are literally changing the University. [...]What is certain is that 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, to Poorvu Center members in 2019*

What Students Are Saying

"All the resources are consolidated in the center in the physical space which makes it very accessible"

"The physical space of the Poorvu Center is public and collaborative"

"The wide variety of resources and sessions are extremely useful. This allows students to choose what fits them best."

The Poorvu Center is a "home base for managing on campus student educational resources"

Founding Principles to Guide our Work

The Poorvu Center for Teaching and Learning is guided by three core principles, which function together to establish an environment of collaboration, strategic thinking, and strong partnerships across the University:

· *Embracing difference.*
· *Respecting failure.*
· *Growing together.*

Over the past ten years, the Center has upheld these guiding principles to respond to complex challenges, both within the University and at the societal level, including the COVID-19 pandemic, the broadening of artificial intelligence (AI) in daily life, and tumultuous political divisions. In each case, the Poorvu Center was called to support the University in unique ways – and we succeeded.

"All faculty members and graduate student teaching assistants received information from the Poorvu Center for Teaching and Learning describing how to convert their courses to online instruction and to obtain assistance with the transition. Please reach out to the Poorvu Center as soon as possible if you need support."
-Peter Salovey, 23rd President of Yale University, 2013-2014, University-wide email on March 10th, 2020

"I encourage you to seek help and advice from the Poorvu Center and you can find detailed guidance and resources at the Educational Continuity Support page."
-Scott Strobel, Provost, to all instructors on March 11th, 2020

Navigating a Global Pandemic

In 2020, the pandemic shook hundreds of years of residential college educational tradition when students were sent home and required to log in to their courses remotely.

During this time of uncertainty, the Poorvu team was relied on to transition all classes across Yale to emergency remote instruction. In a matter of days, our Center's interdisciplinary infrastructure and the University's trust in our expertise allowed us to engineer a robust response that enabled faculty – many of whom had never engaged with online instruction – to bring their teaching, assessments, and mentorship online.

Our relationship with units, departments, faculty, and students deepened during this time. Faculty and students continue to integrate many of the skills they learned during the pandemic into their classes today, with the Poorvu Center by their side to continue offering assistance and guidance as needed.

During an unprecedented time, we all learned a great deal about the strength and creativity of our community – lessons that we will continue to carry forward.

Discussions Around Artificial Intelligence

Following our experience navigating the pandemic challenges, we faced yet another major disruption with the emergence of ChatGPT and the use of artificial intelligence (AI) more broadly in daily life.

The Center once again leaned on our values to provide our community space to wonder and problem-solve together through the facilitation of community conversations, webinars, press releases, and direct consultations. We collaborated with data scientists, philosophers, writers, and AI developers to explore, innovate, and often calm the waters of concern that AI has brought to higher education.

Our Center's approach to AI continues to be one of exploration as our leadership serves on the University-wide AI task force, which is elevating the conversation about the responsible and ethical integration of AI into the teaching and learning realms of this century.

Equity in Teaching and Learning

In light of rising social activism and political division, we have also committed our efforts toward supporting faculty and students through challenging conversations in the classroom. Since the Center's beginnings ten years ago, the local and global awareness of justice and equity has been brought to the forefront in significant ways.

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 into learning spaces on campus. The University-wide focus on "Belonging" has also created opportunities for additional conversations and collaborations to make teaching and learning at Yale accessible and welcoming for all students.

"By focusing on improving the way education is delivered and received, the Poorvu Center for Teaching and Learning plays a vital role in the academic community, ensuring that education remains a dynamic and accessible journey for all."
- Poorvu Center Staff

2014

Creation of the Center for Teaching and Learning

The CTL unified programs and services for faculty, postdocs, graduate and undergraduate students in a "one stop shop" with the strong leadership team of Scott Strobel, Jennifer Frederick, and Lucas Swineford.

Move to Hall of Graduate Studies

The CTL was initially housed in the Hall of Graduate Studies, now the Humanities Quadrangle located at 320 York Street.

Partnership with Coursera

The first four open Yale courses were launched through a new partnership with online course provider Coursera.

2015

Launch of Faculty Bulldog Days

Opening classes to other faculty across Yale to participate promotes the Center's mission of making teaching more public by creating opportunities to learn from one another.

Launch of Faculty Teaching Initiatives Team (now part of Teaching Development and Initiatives)

This team partners with faculty across Yale to provide course development and support, mentorship, and opportunities to explore their pedagogy in new ways.

Creation of Faculty Advisory Board

2016

Academic Strategies Program Launches

What is now known as the Office of Educational Opportunity began as a program to help students navigate college life and be successful, particularly first generation and low-income students.

Move to Canvas

Poorvu's Educational Technology teams help the campus community's transition to the Canvas learning management system.

2017

Move to Sterling Memorial Library

In 2017, the CTL relocated to a 24,000 square foot space within the Sterling Memorial Library located at 301 York Street – a move that brought the Center's "dedication to education physically and symbolically into the heart of the University," as described by Scott Strobel, Yale Provost.

Becoming the "Poorvu Center"

With the donation of a generous gift from William Poorvu '56, his wife Lia Poorvu, and their children Alison Poorvu Jaffe '81 and Jonathan Poorvu '84, the Center for Teaching and Learning became the Poorvu Center for Teaching and Learning.
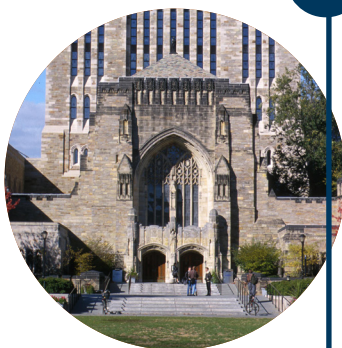
2018

Global launch of "The Science of Well-Being"

Following a Yale enrollment record surpassing 1200 students, Laurie Santos's course was brought to the world as a Coursera online course managed by Poorvu's Digital Education team. Since its launch, over 4,806,485 global learners have accessed this course through 2024.

2019

"Belonging at Yale"

This university-wide initiative aims to enhance diversity, support equity, and promote a welcoming environment of inclusion and respect for all. Every department across the university was called upon to develop an action plan in support of this initiative, including the Poorvu Center.

Educational Program Assessment Team Launches

This team drives data-driven projects and regularly publishes peer-reviewed journal articles in partnership with Yale faculty, students, and educators from across the nation to share best practices in teaching with the world.

Professional Certificate Program Developed for Financing and Deploying Clean Energy

Program developed in partnership between Poorvu Center's Digital Education team and the Schools of Environment and Management.

2020

Pandemic Response

The Poorvu Center helped move the University into emergency remote instruction and also navigate the safe return to residential teaching.

Scientific Institutes

A long-standing multi-million-dollar teaching grant centralized at the Poorvu Center transitioned to become the non-profit "National Institute on Scientific Teaching" to assist STEM faculty in developing and enhancing student-centered approaches to teaching

Scott Strobel appointed Provost of Yale University

Pericles Lewis appointed Vice President for Global Strategy and Vice Provost for Academic Initiatives

2021

Student Advisory Board Re-Launches

Collaborative effort among various Poorvu teams to gather students' insights into the policies and mission of the Poorvu Center.

Development of Academic Strategies Program

Online Executive Master of Public Health Program Launches

A partnership between Poorvu's Digital Education team and the Yale School of Public Health.

2022

Community Values Developed

Three values were developed to guide the Poorvu Center's work: embracing difference, respecting failure, growing together.

Jennifer Frederick appointed Associate Provost for Academic Initiatives

2023

Poorvu Center Expands

Following a new generous gift from William Poorvu '56, his wife Lia Poorvu, and their children Alison Poorvu Jaffe '81 and Jonathan Poorvu '84, the Poorvu Center expands programming to Yale's Kline Tower.

Emergence of AI

The Poorvu Center team is called upon to support AI's integration in the classroom while helping to lead discussions around its responsible and ethical use within Yale and beyond.

New Record Reached

Enrolled 10,000,000 global learners in various Coursera courses offered through Poorvu Center's Digital Education team.

2024

Poorvu Center Celebrates 10th Anniversary

Year-round programming developed to honor this milestone, while the Center crafts its first strategic plan to guide our work into the next decade and beyond.

10 YEARS
Poorvu Center

WHAT WE DO

1 HELP TEACHERS TEACH

2 HELP STUDENTS LEARN

3 SUPPORT BELONGING

4 EXPLORE EDUCATIONAL TECHNOLOGY

5 SHAPE EDUCATIONAL INITIATIVES

"A goal of this whole enterprise is to create a community around teaching. There is so much excellence here that becomes pocketed. We want to make teaching at Yale more public."

- Jennifer Frederick, Executive Director and Associate Provost for Academic Initiatives

Helping Teachers Teach

1

Faculty Support

Since 2014, thousands of Yale faculty have engaged with the Poorvu Center to reflect on their teaching and how they work with students. This number has steadily grown in the past ten years, with many instructors sustaining their collaboration with the Center with continued engagement. Growing from about 100 engagements in its first year to well over 1,000 engagements last year, faculty are demonstrating their thirst for community and expertise in teaching and learning on campus. We are grateful for our continued partnerships that allow us to meet this need. Over the years, we have iterated on and expanded our support for Yale instructors, while sustaining the heart of what draws educators into our work.

Expertise in Teaching & Learning

Our Teaching Development and Initiatives team partners with educators throughout campus to cultivate and expand effective and equitable teaching for all Yale students. These collaborations include learning communities, workshops on timely and specific topics, resources for and examples of teaching practices, funding opportunities for educational initiatives, and 1:1 professional teaching consultations.

Dynamic & Robust Offerings for Faculty

Course (Re)Design Institute - A three-day retreat dedicated to excellence in teaching, this annual event engages faculty in expert-led anchor workshops on foundational concepts in course design, facilitated peer-group sessions, and individual work time dedicated to supporting student learning in their courses.

New Faculty Orientation - In collaboration with the Provost Office, the Poorvu Center helps welcome each new cohort of faculty to their first year at Yale through a New Faculty Orientation. Faculty receive an overview of the many initiatives and resources across the University, including Poorvu Center led sessions on equitable pedagogy and teaching practices. This guidance is paired with discipline and role specific information to support faculty as they enter and enhance their career.

Pedagogical Partners - Undergraduate students take on the role of observer and consultant in a process in which both student and instructor embark on deep reflection about planning,

instruction, and assessment. Each semester, the Poorvu Center pairs off Yale College instructors and students. In addition to an orientation and check-ins from Poorvu staff, the student is mentored by a peer who previously completed the program.

Faculty Fellows Program - These fellowships are a year-long partnership where faculty partner with our teams to dedicate efforts to a project of their choosing that well represents the Poorvu Center's mission and complements our expertise.

2024 Exploration & Advancement of Innovating Teaching

Rosenkranz Awards grant up to $10,000 for significant teaching interventions that enhance student learning and are designed to promote sustainable, scalable ideas that cultivate effective student engagement in the classroom.

Instructional Enhancement Fund (IEF) awards up to $500 to instructors to support pedagogical opportunities and experiments.

Belonging at Yale grants are funded by the collaboration between the Poorvu Center and the Yale Center for the Study of Race, Indigeneity, and Transnational Migration (RITM). These funds support ambitious efforts from faculty to engage questions of diversity, equity, inclusion, and belonging to address issues of campus climate and/or institutional diversity.

Faculty Teaching Academy Awards recognize faculty new to teaching Yale undergraduates who have engaged in a range of teaching programs and activities as required by the Faculty Teaching Academy program.

Pedagogical Partner Awards recognize faculty who participated in the Pedagogical Partners program. Each award is to be used by faculty to purchase books or other teaching or research related expenses.

Seminar on Equity-Minded Teaching awards faculty who participated in this program. Faculty can use this award to support equitable teaching practices.

$483,520
Rosenkranz Awards granted
between 2015-2024

$135,000
Faculty Teaching Academy Awards
granted between 2019-2024

~$80,000
Instructional Enhancement Funds
awarded between 2017-2024

$12,000
Pedagogical Partnership Awards
provided between 2022-2024

$63,250
Belonging at Yale Grant Awards
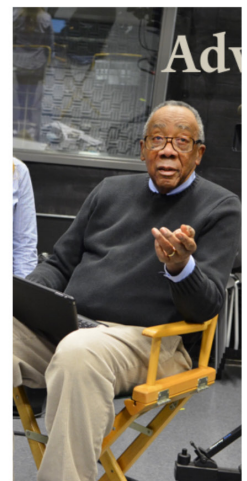given between 2020-2024

$29,600
Inclusive and Equitable Teaching
Seminar funds given between
2020-2024

2023-24 Engagements

5,720 engagements with Teaching Development
and Initiatives programs

17 pedagogical partnerships (A total of 74 since
the program's launch in 2020)

Graduate Student & Postdoctoral Scholar Support

The Teaching Development and Initiatives team within the Poorvu Center works in partnership with not only faculty across the University, but also graduate and postdoctoral students to support their teaching and pedagogical development. The programming offered by the Poorvu team helps prepare these students for a broad range of teaching and mentorship roles, both at Yale and beyond. The support found within this specialized community of learners also serves as a vital resource both during their educational journey and for years to come.

Signature Teaching Programs for Graduate Students and Postdoctoral Scholars

Teaching at Yale Day is an orientation for first-time instructors that provides information and guidance around active learning, equitable teaching, pedagogical transparency, and key resources for supporting students.

Certificate of College Teaching - This certificate involves 80+ hours of programming, which upon completion provides a recognizable credential, transferable skills, and a community of practice around teaching. Participants engage in workshops, perform and undergo teaching observations, participate in learning communities, and create a portfolio of teaching materials demonstrating their pedagogical values and commitments.

Workshops - Participants begin with a workshop in Fundamentals, which offers foundational skills and frameworks for teaching. Our Intermediate and Advanced teaching workshops offer participants the opportunity to explore a wide and vibrant set of topics, from antiracist teaching, to grading and rubrics, to mentoring in the lab.

Learning Communities - These communities demonstrate our joint commitment to structured reflection and close engagement with pedagogical scholarship. The four-session series take the form of in-depth, small-group conversation that encourage graduate and postdoctoral instructors to reflect on their positionality and the connection between their ethical commitments, disciplinary training, and classroom practice.

Classroom Observations - Participants continually attest that these observations provide some of the most helpful feedback they receive about teaching. Through the observations, staff and graduate teaching fellows meet with an

"The [McDougal Graduate Teaching] Fellows program became the most important part of my graduate school training. Not only did I learn about pedagogy as a field of active research, I also got the chance to hone my leadership skills and practice vulnerability, active listening, and creative problem solving. Most importantly, though, I discovered a community of others who, like me, care deeply about teaching. Our conversations have made me a much more reflective teacher–and a better human being."

- Yale Graduate Teaching Fellow

instructor to discuss their priorities, observe the class closely, and then share a formal report that serves both as a developmental resource and job market material.

Spring Teaching Forum - Our Spring Teaching Forum, brings together faculty, staff, and graduate/postdoctoral participants from across the disciplines to discuss emerging topics in teaching. This year's forum, which drew 71 participants, featured Derek Bruff speaking on the topic of Generative AI.

Academic Job Search Series - These staff-facilitated workshops support graduate students and postdocs on the job market, helping them frame their teaching experience and values while highlighting their unique intellectual and pedagogical contributions. The sessions encourage community in a major turning point in their careers, while prompting them to foreground the ethical commitments that drew them to the academy.

Associates in Teaching - This unique program allows graduate students to co-teach a class of their own design alongside a faculty member. As a result, they receive intensive mentoring around their teaching while also creating classes that expand the curricular offerings for Yale College students in innovative directions.

Helping Students Learn

2

Students bring life to the Poorvu Center. As our largest audience, students engage with us in many ways. They attend workshops and tutoring, serve on our advisory board, collaborate on projects, work as tutors and fellows in the Center, and use our space to study. Students inspire us and drive us towards continued innovation to best meet their needs. Their scope and depth of engagement with us demonstrates the need the Poorvu Center is meeting on campus.

Collectively, students spend thousands of hours with the Poorvu Center team every semester. Our teams offer writing support to graduate and undergraduate students, tutoring for STEM and Quantitative Reasoning (QR), resources to aide navigating life as a Yale student, and effective study strategies across all disciplines. Students also serve as excellent partners with the Poorvu team through their work as fellows and collaborators in a variety of areas.

Yale College Writing Center & Tutoring

Yale College students have access to a variety of resources to support their academic writing throughout the year. Residential College Writing Tutors are dedicated staff embedded in the residence halls where students live. The team is comprised of fourteen tutors, many of whom are professional writers, most have taught writing courses, and all have worked with Yale students for many years. The Writing Center is also staffed by a team of over 150 student Writing Partners who were selected for both their writing skills and their ability to talk about writing. During drop-in hours, students of any writing ability have the opportunity to meet with a Writing Partner to gain substantial advice about their papers regarding structure, analysis, and thesis development. Students may also sign up for weekly consultations with Writing Partners to benefit from continued and consistent support throughout the semester.

What Students are Saying

"[The Writing Tutor] was amazing in brainstorming and helping me start my essay. She provided substantial help and provided additional resources to help me continue the work on my own."

"I was very appreciative that he took the time to help me write a structural plan and run it through a couple of times with me. He asked me clarifying questions that together, helped us come up with a plan."

"Writing Partner did very well to quickly understand my vision for my paper and where my paper was falling short."

"She organized my thoughts in a way that I struggled to do during the planning process and overall made me feel a lot more confident about moving forward in writing my first paper!"

Working at the Poorvu Center was the "gem of my time at Yale."

"It's a cool way to share and know what others are doing, an interdisciplinary experience."

"Very lucky to be part of the process."

The Poorvu Center is "the best place for students to grow their writing skills" -*Student Advisory Board member*

"The biggest thing that has changed in the past ten years is the scale. We put these offerings together from scratch and now we are building on them." - *Graduate Writing team*

2022 - 2024 IMPACT

9,855 writing sessions serving 2,372 unique students

284 sessions to help students apply for fellowships, a new program this year

200+ students paired with weekly writing partners

152 Summer Session student sessions, record setting for the second year

80% of students felt very comfortable about making changes after meeting with their writing partner, with 99% feeling at least somewhat comfortable

80+ STEM and QR Tutors

18,600+ STEM & QR tutoring attendee engagements with 2,663 unique students

* Percentages and quotes are from program assessment review of writing center data from 2022-2024, Total sample of 2,571.

Tutoring for STEM and Quantitative Reasoning (QR)

Course-Based Peer Tutors. Course-Based Peer Tutors (CBPTs) are undergraduates assigned to tutor their peers in a course they have usually already taken. These tutors are available across dozens of classes and sections in areas such as math, chemistry, engineering, and economics. Students in these courses can meet with CBPTs for small group tutoring or 1:1 support for those who need additional time.

Small-group and 1:1 tutoring. Students who need additional support in courses without a Course-Based Peer Tutor (CBPT) or University Learning Assistant can seek this tutoring by speaking with their dean.

Drop-in Residential College Math and Science Tutors. Residential tutors work with Yale College undergraduates on a drop-in basis at residential colleges. Students can meet with a tutor to get help with a concept, assess and practice their understanding of course material, or discuss potential research or career opportunities. Tutors have specialized areas, though they can often help across multiple disciplines.

Combined, the Yale College Writing Center and STEM tutoring programs served ~50% of Yale College students
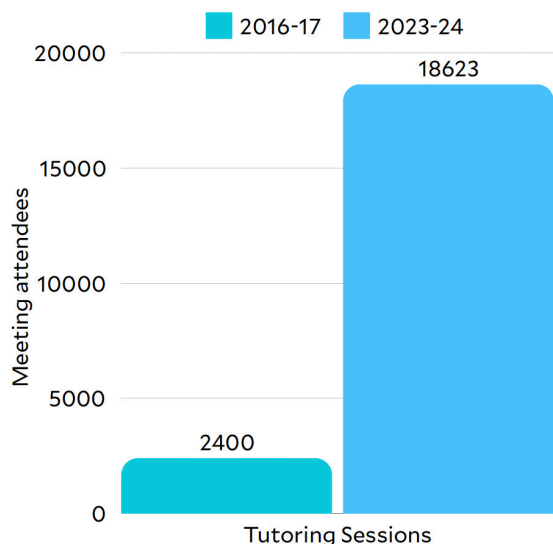
Above are attendee numbers showing the immense growth in demand and access to STEM and QR tutoring.

Office of Educational Opportunity (OEO)

The Yale Office of Educational Opportunity (OEO) was created in July 2023 to centralize resources, information, and peer mentorship that supports student success inside and outside the classroom. A partnership between Yale College and the Poorvu Center for Teaching and Learning, the program consists of four programs: Academic Strategies, FGLI (First Generation, Low-Income) Thrive, STEM Navigators, and Disability Peer Mentors.

The Yale Academic Strategies Program is the flagship program of the OEO. We help students learn how to navigate the "hidden curriculum" of Yale–that invisible set of underlying assumptions and expectations about how to do well as a student that are implicitly embedded in Yale's culture and are not taught in the classroom. By becoming aware of these implicit cultural-academic norms, students become empowered to take a new and more active kind of ownership over their own academic choices, and ultimately, to get the most out of their academic experience, no matter who they are or where they are in their educational journey. We give students the tools to do this through 1-1 mentoring sessions, group mentoring sessions, and interactive workshops with our amazing team of peer mentors.

OEO 2023-24

1,438 Workshop and Event Attendees
416   1:1 Mentoring Sessions
1,105 FGLI First Year Peer Group Meeting Attendance
372   Summer Workshop Attendance
186   Pathways Advising Meetings

First Year Scholars (FYS) 2024

93   Total FYS Students
372   Summer Workshop Attendance
186   Pathways Advising Meetings

Graduate Writing Lab

The Graduate Writing Lab (GWL) supports Graduate School of Arts and Sciences (GSAS) and professional school students with all aspects of writing and communication. This support is offered through five types of programming: 1) one-on-one writing consultations, 2) workshops and panels, 3) peer-review groups, 4) writing retreats and All Writes, and 5) public communications programs. While the GWL's full-time staff members lead some programming, most programs are administered by the Yale graduate students who make up our team of 42 Graduate Writing Lab Fellows.

Over the past three years, 97% of students who worked with the GWL said it was useful to their writing effort.
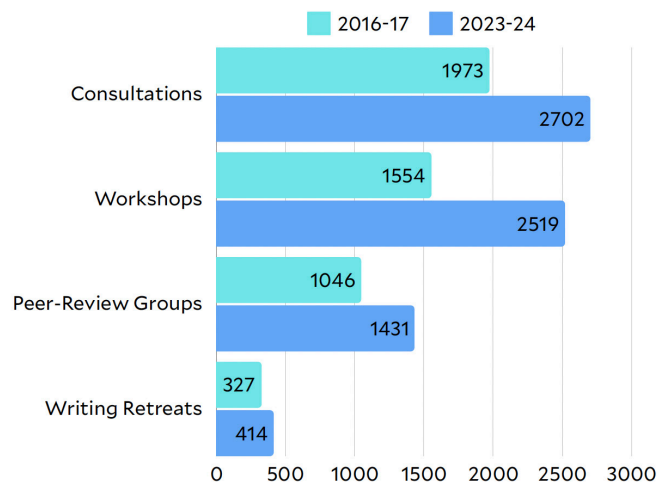
Student Testimonials

"The workshop was unlike any I had attended. This was very thorough and the advice that the two speakers gave us was very rich and helpful. It was general enough that we could customize using our own experience"

"I am so grateful for [the consultant's] guidance, encouragement, and insights. [The consultant] provided detailed, thoughtful feedback and was warm and supportive. Thank you!"

"[The consultant's] exceptional capabilities and professionalism represent a much-valued distinction that can significantly enhance the writing and scholarly endeavors of [their] clients and potential advisees at Yale."

"[The hosts] and all the panelists fostered a really welcoming and encouraging space and made me feel more empowered"

"What a great idea! It was so lovely to have a dedicated space to get work done with people. It seriously lifted my mood and made it so much easier to concentrate to have people around me that were also committed to working on their various writing projects. I'm so grateful that these retreats are offered to students! I will definitely be back!!"

Legend: ■ 2016-17 ■ 2023-24

- Consultations: 1973 / 2702
- Workshops: 1554 / 2519
- Peer-Review Groups: 1046 / 1431
- Writing Retreats: 327 / 414

(x-axis: 0, 500, 1000, 1500, 2000, 2500, 3000)

Above are attendee numbers showing the consistency and growth in our GWL programs over the years.

INDIVIDUAL WRITING CONSULTATIONS:

2,702

with 801 unique attendees

WRITING RETREATS & ALL WRITES:

414

attendees wrote for a total of 6,414 hours across 35 events

WORKSHOPS & PANELS:

129

with 1,421 unique attendees with a total attendance of 2,519

PEER REVIEW GROUPS:

52

with 160 unique attendees for a total of 1,431 meetings

Students as Partners

We partner with students to bring forward, elevate, and incorporate their voices through the Poorvu Center. Over 2,700 students have formally worked at the center between 2017 (when the center moved to the Sterling Library) to spring of 2024. Many more have contributed in countless ways to providing feedback and ideas to our programming and services. The Poovu Center would not thrive without their input and on-the-ground perspectives of what it is like to be a student at Yale.

Students at the Poorvu Center serve as Writing and STEM Tutors, Graduate Writing Lab Fellows, McDougal Graduate Teaching Fellows, GSAS Graduate Professional Experience Fellows, Research Assistants, Pedagogical Partners, and other related student work roles.

Most students employed by the Poorvu Center (58%) return to work with us for at least another semester – a high bar with the many on-campus opportunities available for students. In fact, students often return multiple times over, working with us for an average 2.7 semesters during their Yale tenure.

These students' Yale experiences are shaped, in part, by their work with us at the Poorvu Center. Through thoughtful and systematic assessment of our programming, feedback from our student advisory board members, and students returning to share their praise, we often hear about the impact the Center has made on their educational and professional journeys.

In a recent impact assessment involving interviews with graduate fellows, 100% of Poorvu Center "alums" reported that the experience had positive impacts on their educational, professional, and/or personal experience at Yale and beyond.

"A really wonderful community; being part of smart, competent, dedicated, and kind people who care about me. Especially the leadership is top-notch in terms of competence, passion, and [being] supportive."

- Student Testimonial

A few of the Poorvu Center's amazing team of student partners

Belonging at Yale

3

BE OPEN BE CURIOUS

Engage with new initiatives, connect with others, ask questions and listen with an open mind. Through learning and understanding, we foster an environment of welcome, inclusion, and respect-together.

Support and Belonging

Since 2020, the Poorvu Center for Teaching and Learning has fostered a commitment to Diversity, Equity, Inclusion, and Belonging (DEIB) through the implementation of a detailed plan to frame our work in the years ahead.

Professional and Personal Development of Inclusive Practice

Each team within the Center develops a minimum of one performance goal each year addressing a DEIB topic.

Diversity of the Yale Community

The Center will hold events to encourage community and improve the accessibility of our programs, resources, and physical spaces.

Communication, Transparency, and Accountability

Each team will share the results from their annual DEIB Performance goals and learn from each other in the pursuit of continual improvement.

"Poorvu for me is transformative in a lot of ways. I came [to Yale] feeling a bit isolated as the only woman in my cohort and didn't have a sense of community. Working at Poorvu, in addition to learning, really brought me my first welcoming community." - *Student Advisory Board member*

The entire Poorvu Center team contributes to a welcoming environment for faculty, staff, students, and each other. Whether it is through work supporting the Belonging Initiative Fund, inviting speakers with diverse voices to campus, or our Belonging Committee partnership with the Yale University Registrars Office, equity is foundational to our center.

Defining, Sharing, and Living Our Community Values
Embracing Difference, Respecting Failure, Growing Together

Our Poorvu Center Community Values Committee led us to identify values that define our shared work across the Center. These values and the collaborative method we used to generate them have been recognized at national conferences. At the individual level, each member of our staff is asked to define an annual goal centered on Belonging and how it applies to their work.

Excellence in Accessibility
We strive for all interactions to be accessible for those we work with. To ensure our events and resources are accessible, we partner with the student and staff accessibility offices and members of our Yale community who are willing to share their story. We are also continuously learning from our Educational Developer and Accessibility Specialist about how to consistently enact practices that allow all learners to flourish.

Building Communities
Building community through teaching and learning is a foundation of our work. The Poorvu Center partners with high schools and institutions of higher education to collaborate around pressing issues relevant to our work.

Poorvu staff partner with Pathways to Science to introduce middle and high school students to STEM at Yale. The team is also part of the IVY Plus consortium which meets regularly to share information and strategies to support student learning.

Welcoming and Sustaining Curiosity and Academic Pursuits on Campus
With our faculty and staff partners, we facilitate expert- and peer-led workshops of the Online Experiences for Yale Scholars

(ONEXYS), the Science, Technology and Research Scholars (STARS) program, and other mentoring programs. Our assessment work in these areas allows us to echo and elevate common trends in students' experiences as they navigate their Yale education. These themes are shared back with faculty and staff to help us all continue to curate a welcoming place for students.

Appreciating Our Local Context
As a global leader in educational excellence, we recognize our responsibility to give back to our local community. The University upholds this responsibility through several collaborations:

New Haven Promise - a college scholarship and career development program for New Haven public school students.

Yale Prison Education Initiative - brings for-credit Yale College courses to incarcerated students in Connecticut prisons.

STEM fair judges - a collaboration between Poorvu Center staff who serve as judges at the New Haven Science Fair each year.

Pathways to STEM

Provide assessment for inter-institutional programs to connect with near-by scholars and share access to collections and expertise

Explore Educational Technology

4

Our Educational Technology teams advance pedagogical excellence as they shape the use of technology in Yale Classrooms. They engage with faculty and staff to support and better understand the Canvas Learning Management System ecosystem and regularly partner with the University Registrar's Office and ITS.

Our team supports the University's use of Canvas and the tools that integrate within it. This role involves detailed coordination of course sites that serve as a touchpoint of communication, resources, and connections for educators and students at Yale and beyond. Our dedicated Poorvu Center staff routinely meet with faculty and course directors to collaborate, problem-solve, and innovate together. Additionally, our educational technology team is regarded beyond Yale as a model for asynchronous help resources.

We also support the integration of educational technology in the classroom such as video conferencing (Zoom), classroom recording and storage (Lecture Capture, Panopto), interactive polling (PollEverywhere) - while working to ensure that all classrooms throughout Yale are necessarily equipped to support this technology. We regularly assess data from our work to refine and improve our practices over time. Our efforts have culminated into a well-vetted portfolio of quality tools and products that are ready to to be integrated in the classroom without fear and concern about their use. These roles place us within University-wide conversations and decisions about data security to best protect faculty and student data now and in the future.

Our state-of-the-art Broadcast Studio helps distribute the impactful work of our University colleagues, both across our campus and beyond. Through YouTube@Yale Courses and a series of Podcasts, the expertise of Yale's esteemed faculty is shared with the world. Over the past ten years, we have seen use of educational technology grow, change, and blossom in ways that complement traditional teaching and allow faculty to innovate their courses and unleash their creativity in new ways.

The Poorvu Center's Educational Technology team has been instrumental in the rollout of artificial intelligence (AI) tools across the University. In the spring of 2024, the team ran a pilot on Canvas for a small group of faculty

Recorded Course Trends

Faculty are continuing to express, document, and share their instruction in new ways, including recording their teaching sessions.

to test the integration of AI into their coursework. The result of the pilot was the implementation of an existing tool, Ed-Discussions, into Canvas course platforms as a Question & Answer feature - allowing students to receive immediate answers to content or course-related questions at any time.

The Educational Technology team has also been involved in leading discussions with faculty and students around AI integration and its use across campus. During the summer of '24, the team led five (5) small "AI Office Hours" events for faculty to provide support and guidance related to AI integration ahead of the fall semester. In the fall '24, nine (9) "AI Info Sessions" were held for students, faculty, and staff to discuss AI as a tool for teaching and learning.

"We attach very personal meaning to the messages we send. We are wholly aware that our work is seen by and has influence on millions of people of all ages around the world." *- Doug Forbush, Broadcast team member*

"I am Ukrainian living now in evacuation in Poland. Professor Snyder's lectures give me more support than anything else. I don't really need pity or someone feeling sorry about my situation (which is not easy or nice so far), but I need this intellectual understanding of our civilization to be known and understood by the world. And this is exactly what Professor Snyder is doing for us." *- Ukrainian Citizen*

"Yale is a global institution and making the insights and expertise of our faculty available to global learners works directly in support of the university's mission. Through this online offering, people from all over the world can learn from Professor Snyder about the historical context for an important news event that is happening in real time." *- Lucas Swineford, Executive Director, Digital Education*

15 podcast series produced with an average of **50,000** listeners per month

YouTube in 2024

37,012 new subscribers
241 new videos uploaded
15 Livestreams

2,581,943
total views on YouTube
388,062
YouTube subscribers

220,000+ views to date of the 2024 DeVane lecture series ("Can It Happen Here Again? Yale, Slavery, and Legacies") on Yale Courses YouTube

In the Studio: A Student Recording Project
Students in Professor Jorge Méndez-Seijas's Latinx Digital Cultures course completed a midterm project interviewing members of the Latinx community at Yale. They used our recording studio space to create video clips from these interviews, focusing on topics discussed in class, including Spanish in the US, Latinx identity, and the Latinx community at Yale.

Professor Méndez-Seijas, the Spanish Language Program Director, remarked to us, "Our students loved working on these projects. We (professors and students) were extremely thankful for all the help we received."

Our Broadcast Studio produces the Yale Commencement Exercises annually in May; An event that covers three days of activities. Producing the event requires weeks of planning, set up, and brings together groups from The President's Office, ITS, Telecom, facilities, Conference and Events, OPAC, as well as both Yale and City of New Haven Police departments and more.

Using between 8-10 cameras and a crew of between 9-15 , we provide a livestream to a global audience while simultaneously providing IMAG (image magnification) to the audience numbering as many as 22,000 in Old Campus, Battell Chapel, and other location around the Yale community. The event is viewed live by family and friends of graduates, the media, and others around the world who are unable to attend.

With hundreds of events recorded, edited and shared across the globe, here are a few highlights of how we help share teaching and learning excellence with the world. By staying aligned with Yale's message, our Broadcast team finds itself in "a perpetual state of growth, change and adaptation" as to how to share this work with increasingly varied audiences.

"We work with faculty members to design an approach that will best meet their teaching goals. It's a discovery process, not a decision led by technology or platforms."
- *Lucas Swineford, Executive Director, Digital Education*

"Working with us will mean you can experiment with practices that allow people to try new things"
- *Educational Technology team member*

5,500+ Canvas course sites managed by the Poorvu Education Technology team in partnership with faculty and students in 2023-24

5,482 Canvas sites for degrees taught by 5,261 instructors for 33,147 students during the 2022 and 2023 years.

334 non-degree Canvas courses with 1,145 instructors and 24,565 learners. Together, these courses held 54,727 assignments, 78,878 discussion topics, 337,981 uploaded files, and 4,738 media records

There were also **4,487** Poll Everywhere activities

The digital education and technology teams handle thousands of requests each year and are known by faculty for their patience and ability to solve novel challenges

9,364,000 total views on YouTube
407,130 average views per lecture

One of the core missions of the Poorvu Center is to share Yale's educational excellence with the world - to make teaching and learning public. In 2022, Yale historian Timothy Snyder partnered with the Digital Education team within the Poorvu Center to make his lectures on "The Making of Modern Ukraine" available for free to the public via YouTube. Since its original debut, the course viewership stands at nearly 10 million. Ukrainian and Russian language translation is also available for the lectures.

Shape Educational Initiatives

5

Shaping Educational Initiatives

The Poorvu Center is uniquely positioned to connect, guide, and accelerate excellent and equitable education. The Educational Program Assessment team routinely presents at conferences across the United States and publishes peer-reviewed journal articles in partnership with Yale faculty and educators from across the nation to share best practices in teaching with the world. The team's impact is felt beyond the University, at both the national and global levels.

The Educational Program Assessment (EPA) team collaborates with Yale's Center for Faith and Culture (YCFC) on the Life Worth Living (LWL) initiative which nurtures a community of practice for faculty and grad students invested in undergraduate courses exploring questions of flourishing. In June 2024, fifty-two (52) LWL Fellows and facilitators gathered at the University of British Columbia for a retreat to experience the pedagogy from the student point of view. The retreat was followed by a series of seven weekly course development roundtables facilitated by EPA's Connie Steel, and YCFC's Matt Croasmun and Drew Collins. Fellows produced a portfolio of course materials for Life Worth Living courses customized to the contexts of their students, disciplines, and campuses, which faculty would take back to their home institutions.

Global Impact

Our Digital Education and Broadcast teams provide systematic support by partnering with expert faculty to provide access to Yale through free courses and professional certifications available to learners throughout the world. What began with a few courses being offered online has blossomed into interdisciplinary and comprehensive program offerings in many Yale professional schools. The demand for increased offerings arises organically from the demonstrated quality in what we offer and the relationships we continue to build across the university.

Today, millions of learners around the world engage with the content we share, and these offerings are enjoyed, with learners rating our courses higher than the Cousera averages.

Doing this work well requires trust from the faculty we work with that we will steward their ideas into the world. Our team takes this responsibility deeply and hears back from the instructors that this collaboration and development is among the "best" and "most important" work they have done.

National Impact

Each year, Poorvu Center staff are an active presence at national conference proceedings where our work is shared, discussed, and strengthened by feedback. We also give keynotes and guest lectures, serve on educational committees and review boards, and routinely connect with our Ivy+ colleagues and other teaching centers. Our work has been pointed to as a model for communication, innovation, and expertise. Examples include presentations, invited talks, keynotes, or peer-reviewed publications (indicated by *) through:

- AAC&U General Education Conference American
- Education Research Association American Evaluation
- Association American Society for Microbiology
- The Assessment Institute
- Biology Leadership Community Conference BMC
- Medical Education*
- City University of Hong Kong
- Connecticut Center for Teaching
- Enhancing Teaching and Learning Conference
- International Journal of STEM Education* Journal of
- Chemical Education*
- Journal of Microbiology and Biology Education*
- Life Sciences Education*
- New England Research Association PLOS-One*
- Professional Organizational Development Summer Institute on Scientific Teaching
- Transformational Dialogues*

Local Impact

We sit on various committees and task-forces at the University where we contirbute to large-scale policies regarding teaching and learning. Notably, we have a wide university impact through the smaller consults we routinely have with faculty who engage with hundreds of students year over year. We celebrate this effort and impact at both levels of engagement.

- AI Taskforce
- Anti-racism Taskforce
- Belonging Committee
- Belonging Survey Data Governance Committee
- Qualtrics Governance Committee
- And many more...

Data Reflection & Integration

We approach data collection with the rigor of established assessment approaches paired with the realistic expectation that data collection needs to be nimble enough to respect the integrity and context of educational programs. As such, we collaborate with instructors and program partners to prioritize embedded and responsive assessment approaches.

Our Educational Program Assessment team members apply their Collaborative Assessment Model (Bathgate & Claydon, 2021; 2024) in their work, which focuses on building effective evaluation partnerships upheld by aligned measures, actionable results, inclusive methods, and sustainable design.

Their mixed-method assessments balance "why" an educational program functions well, and "for whom," alongside the question of "whether or not" it functions as designed. Working with faculty across Yale College and the professional schools, the team encourages multiple modes of data collection to offer a more holistic narrative of the function and impact of the program on the communities across Yale.

Our assessment team also works with the wider Poorvu Center to build equitable and approachable data collection plans to better understand and communicate our own impact on campus.

The Collaborative Assessment Model (Bathgate & Claydon, 2021) characterizes the work of the Educational Program Assessment team at the Poorvu Center for Teaching and Learning. This model supports a range of responsive assessment approaches and frameworks along these guiding dimensions.
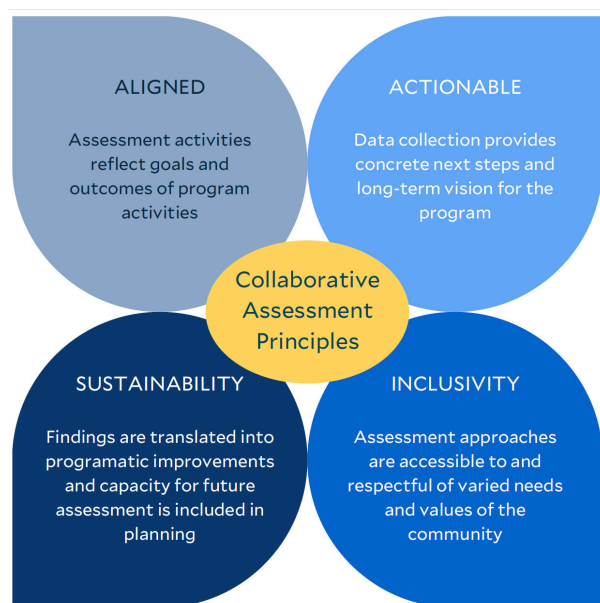
Examples of how we partner with the University to apply this approach and amplify educational assessment efforts

- Pursue questions about the Poorvu Center's impact on campus
- Provide guidance for unit leaders on data collection related to Belonging at Yale
- Serve on University-wide committees related to data topics and policies
- Collaborate with faculty to help articulate program assessment goals
- Plan for, collect, analyze, and report on educational data, including facilitating multi-modal assessment design projects
- Help translate educational program assessment findings for broader audiences
- Support faculty pursuing educational research design
- Mentor emerging professionals through applied educational assessment projects
- Serve as a hub for connecting data-collection efforts across people and areas
- Stay connected with other data-oriented offices at Yale to coordinate efforts
- Contribute to scholarly discussions about educational program assessment
- Work with our Digital Education team to incorporate meaningful assessment into non-degree certificate programs
- Consult with Ivy+ assessment teams to learn from and contribute to shared emerging trends in our work
- Share out educational program assessment findings across Yale audiences

TESTIMONIALS

"We really could not do this work without your guidance."

"Your presentation stood out for its innovation, applicability, and potential to advance the field of higher education assessment."

"I want to take this opportunity to thank you for your guidance and supervision during my fellowship. The experience was more than I could have expected and allowed me the freedom to explore data analysis and visualization. I also want to thank the entire Poorvu Center for sharing their wonderful work in the weekly meetings."

"My great thanks for how thoughtfully and thoroughly you put [the data report] together."

"I received this internship because of the work I did on your team."

ALIGNED
Assessment activities reflect goals and outcomes of program activities

ACTIONABLE
Data collection provides concrete next steps and long-term vision for the program

Collaborative Assessment Principles

SUSTAINABILITY
Findings are translated into programatic improvements and capacity for future assessment is included in planning

INCLUSIVITY
Assessment approaches are accessible to and respectful of varied needs and values of the community

Yale *Online*

Elevating Access to Teaching and Learning and Expanding Access to Educational Excellence from 2014-2024

↑95%
Growth in Yale Online's social media subscribers between Fall 2023 to Fall 2024 (8,379 followers)

↑29%
Increase in engagements (likes, shares, saves, clicks) that measure how active people are with Yale Online: 16,162 engagements

61,790
Video views of Yale Online social media content across platforms

⏮ ▶ ⏭

800,000
Impressions, or the number of times Yale Online content was displayed on a user's screen

8,898,774
Current learners of our Coursera courses receiving our e-blast messages

31,270
Subscribers to our Yale Online quarterly **newsletter**

"Every post comes with a compelling visual element that is on-brand and on-trend, while staying relevant to Yale Online's offerings."

-RDW audit of our Yale Online Media approach

82
Total online course offerings
(including Coursera individual courses, Non-Degree, and Degree Granting)

70
Free courses available through Coursera

12,852,676
Total course enrollments on Coursera

940,000
Average enrollment in each of the Top 10 most-attended Coursera courses

Top 10 Courses by Enrollment on Coursera

- The Science of Well-Being (4M)
- Financial Markets (2M)
- Introduction to Psychology (1.4M)
- Introduction to Negotiation (642K)
- Managing Emotions in Times of Stress (302K)
- Introduction to Classical Music (252K)
- Moral Foundations of Politics (234K)
- Everyday Parenting: The ABCs of Child Rearing (233K)
- A Law Student's Toolkit (172K)
- The Science of Well-Being for Teens (165K)

Since our partnership with online course provider Coursera in 2014, the number of learners connected through this platform has grown exponentially to nearly 9 million students around the world.

Over the past ten years, the Poorvu Center's Digital Education team, in partnership with University faculty and academic leadership, has managed or supported over 180 online offerings ranging from individual non-degree classes to degree granting programs. The majority of these offerings are available free of charge as part of our commitment to make learning more public while bringing Yale's educational excellence to the world.

A University Resource

The space within the Poorvu Center is a hub of interdisciplinary activity! In 2023-24, 192 requests were approved from a wide range of university community groups to use our space for a variety of purposes, including classes, events, meetings, brainstorming sessions, study groups, and more!

Student and Postdocs
Yale Affinity Groups
Nigerian Students Association Yale Young Global Scholars
Eli Whitney Student Society
Postdoctoral Association
Mellon/Bouchet Fellowship Program Saybrook College
Splash at Yale
Varsity Sailing Teams

Libraries and Museums
Women's Athletics Council
British Art Museum Peabody
Museum Sterling Memorial Library
Bass Library
Music Library
Beinecke Library

Faculty and Staff
President's Office
Diversity Office
Chaplain's Office
Deans Office
Alumni Fund
International Development
Conference and Event Services Team
Human Resources
IT Services

Office of Sustainability
Tsai Center for Innovative Thinking Yale New-Haven Teacher's Institute

The Poorvu Center for Teaching and Learning Team

How the work gets done

- **60** Professional Staff
- **5** Welcome Desk Students
- **8** Residential College Math & Science Tutors
- **126** Grad & Undergrad Academic Mentors
- **14** Student Advisory Board Members
- **19** Pedagogical Partners
- **242** Science & QR (33) & Course-Based Peer Tutors (209)
- **33** Math Feedback Student Workers
- **26** Grad & Professional Teaching Fellows
- **~140** Graduate and Undergraduate Writing Partners
- **192** Space reservations for Poorvu Center classrooms
- **5** Educational Program Assessment Graduate Fellows
- **14** Residential College Writing Tutors
- **42** Grad Writing Lab Fellows

We also had many other partners in this work, such as two Faculty Fellows, and four AI student ambassadors in 2023-2024

A University Resource
Poorvu Center
Sterling Memorial Library
301 York Street

Poorvu North
Kline Biology Tower
219 Prospect Street

Acknowledgements

To the faculty and staff across the University who have contributed to, extended, collaborated with, challenged, and celebrated our work: Thank you for enriching our Center.

To the students who work with us near and far: You inspire us to stay curious and strengthen our programs to help you succeed.

To the Poorvu Center team: Thank you for your dedication to excellence and investment to equity in higher education.

To the unseen effort and countless contributions to our work: Thank you!

Thank you to Wollner Design for their design creativity in the creation of this issue.