



# ANNUAL REPORT

— 2024/2025



## THE CITADEL

CENTER FOR EXCELLENCE AND  
INNOVATION IN TEACHING,  
LEARNING, AND DISTANCE  
EDUCATION



# Professional Team

## CEITL & DE Staff



**Jessica Higdon, Ed.D.**  
Assistant Provost for Teaching  
and Learning  
  
Director CEITL & DE



**Emily Carver, M.Ed.**  
Instructional Designer and  
Technologist II



**Stephanie Forsythe, M.Ed.**  
Instructional Designer and  
Technologist I



**Andrew Zutell, Ph.D.**  
Instructional Designer and  
Technologist I

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## Senior Faculty Fellows in Residence 2024–2025



**Dr. Antonia Bauman**  
Management and  
Entrepreneurship



**Dr. John Egan**  
Leadership Studies



**Dr. JuYoung (LJ) Lee**  
Health and Human  
Performance



**Dr. Tim Mays, P.E.**  
Civil and Environmental  
Engineering

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## Faculty Fellows for 2024–2025

**Cindy Bolt**

Accounting and Finance

**Dr. Ashley Bukay**

Nursing

**Dr. Patrice Capers**

Biology

**Dr. Simon Ghanat**

Civil and Environmental Engineering

**Andrea Gramling**

Biology

**Mary Ellen Huddleston**

Health and Human Performance

**Dr. Joelle Neulander**

History

**Dr. Suzanne Mabrouk**

Chemistry

**Dr. Jordana Navarro**

Criminal Justice

**Dr. Kwangho Park**

Health and Human Performance

**Dr. Silvia Roca- Martinez**

Modern Language

**Dr. Ryan Sacko**

Health and Human Performance

**Dr. Tracey Sigler**

Leadership Studies

**Dr. Kevin Skenes**

Mechanical Engineering

**Dr. Kim Subasic**

Nursing

**Dr. Breeanne Swart**

Mathematical Sciences

**Dr. Kimbo Yee**

Health and Human Performance

# Overview

The Center for Excellence and Innovation in Teaching, Learning and Distance Education (CEITL&DE) offers The Citadel community a source for introducing best practices in teaching and learning, instructional design, educational technology, the Scholarship of Teaching and Learning (SoLT), professional development opportunities, and other resources. The Center provides several programs and services designed to facilitate and improve face-to-face and online teaching practices. CEITL&DE had another solide year for the number of trainings offered along with the number of attendees. The following report will further highlight achievements as aligned with the centers' mission, vision, goals and outcomes.

## Mission



The mission of the Center for Excellence and Innovation in Teaching, Learning, and Distance Education is to engage and support faculty and staff to create and integrate transformative experiences to advance student learning at The Citadel.

## Vision



The CEITL&DE fosters an institutional culture of learning-centered and evidence-based practices to provide a model for world-class leadership in teaching and learning.

## Strategic Plan Goals and Outcomes

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# Goal 1

## Promote Excellence in Teaching and Learning

### Quality Online Teaching (QOT) Training



**2,395**

Total Attendees



**688**

Fully Trained Face-to-Face Faculty

Up from 549



**99%**

QOT Compliance



**393**

Fully Trained Online Faculty

Up from 287

The **Quality Online Teaching (QOT)** program currently equips faculty members with the essential knowledge and skills needed to design and develop effective face-to-face and online courses. This program consists of four 1-hour sessions:

#### Upcoming Program Restructure:

##### Citadel Teaching Foundations

This program is currently being restructured and will transition from synchronous Zoom sessions to asynchronous modules. This change is designed to better meet the diverse needs of our faculty. Moving forward, the program will be renamed Citadel Teaching Foundations and will consist of three core components:

1. Canvas Fundamentals
2. Best Practices of Assessment and Grading
3. Best Practices for Online and Hybrid Teaching

### CEITL&DE Professional Development Training Sessions



**130**

Sessions Offered



**2,353**

Total Attendees



**88**

QOT 1 Attendees



**65**

QOT 2 Attendees



**48**

QOT 3 Attendees



**89**

QOT 4 Attendees



# Faculty Fellow Mentoring Program



CEITL&DE's Faculty Fellow Mentoring program connects each new full-time faculty member with an experienced Faculty Fellow from outside their own department. Adjunct faculty are also welcome to participate. This program is designed to foster interdisciplinary collaboration and support professional development.

The mentorship typically involves regular meetings where the faculty member and their Faculty Fellow mentor can:

- Share experiences, challenges, and successes related to teaching, research, and professional development.
- Seek advice, guidance, and feedback on teaching strategies, curriculum development, scholarly activities, and more.
- Explore opportunities for interdisciplinary collaboration and networking.
- Access resources and support provided by CEITL&DE or other relevant departments.

## Monday Morning Mentor Programming

CEITL&DE enhances its professional development offerings with the Monday Morning Mentor program. Throughout the academic year, faculty members receive weekly access to 20-minute professional development packages. These sessions cover a variety of timely topics, with 15 offered in the Fall semester and 16 in the Spring semester. Each package includes an engaging online video, Microsoft PowerPoint handouts, a transcript, and other supplemental materials. All program materials are also conveniently available in the Faculty Resource Course.

### Sample of Monday Morning Mentor Sessions Offered



- How can I spark and sustain engagement in reluctant learners? (January 27, 2025)
- How can I create assignments that teach ethical AI literacy? (February 17, 2025)
- How can I alleviate student stress and anxiety in my class? (March 3, 2025)
- *Core Concepts of Quality Assessment* (April 7, 2025)
- How can I teach AI prompt engineering to my students? (April 21, 2025)

## Goal 2

### Enhance Faculty and Student Experience and Engagement

## New Faculty Orientation and Training

The New Faculty Orientation and Training Program helps new instructors navigate their first year at The Citadel and fosters a sense of community among faculty.

The program begins with initial training sessions in August before classes start. This is followed by monthly workshops throughout the year that cover a variety of relevant topics. Additionally, CEITL & DE offers to observe each new faculty member teach at least once during their first year, providing valuable feedback and support.

89

New Faculty  
& Adjuncts  
Trained from  
**25** Departments



## CidiLabs Design Plus

Thanks to a generous donation, The Citadel has purchased Cidi Labs DesignPLUS, a powerful course design tool now available in Canvas. DesignPLUS helps instructors build visually engaging, well-structured, and accessible online course content without needing advanced technical skills.



This tool was brought in to support growing faculty needs for streamlined course design and more user-friendly training experiences. One major benefit is that it's enabling our team to transition several key faculty development sessions from live Zoom meetings to high-quality asynchronous modules, making training more flexible and accessible for busy schedules.

With DesignPLUS, faculty can now create polished pages, consistent layouts, and organized modules that enhance the learning experience for students across all course modalities.

# New Technology Tools

## Khanmigo Teacher Tools

Khanmigo Teacher Tools—from Khan Academy—is now integrated directly into Canvas. This resource helps educators streamline lesson planning, assessment, and student support without leaving the LMS.



### With Khanmigo in Canvas, you can generate:

- Customized lesson plans aligned with course content
- Engaging discussion prompts to encourage deeper thinking
- Clear, detailed rubrics for transparent grading
- Exit tickets and checklists for quick formative assessment

## Harmonize – New Tool Pilot



- **Participation:** 25 faculty members participated in a semester-long pilot of Harmonize, a discussion and collaboration tool.
- **Purpose of the Pilot:** The pilot aimed to evaluate Harmonize as a potentially more dynamic alternative to traditional Canvas discussions.
- **Key Features Tested:** Multimedia-rich discussion posts, Real-time participation tracking, Visual discussion layouts
- **Faculty Feedback:** Largely positive with noted improvements in student engagement and platform usability
- **Outcome:** Despite favorable feedback, Harmonize was not adopted due to misalignment with current instructional needs and platform priorities.
- **Next Steps:** We thank the faculty who participated and shared insights. The Citadel remains committed to evaluating tools that enhance teaching and learning.

## Perusall – New Tool Coming This Fall



The Citadel is moving forward with full implementation of Perusall, a collaborative reading and annotation tool.

- **Why Perusall Was Chosen:** Strong faculty interest in improving: reading accountability, student engagement, and quality of discussion, particularly in hybrid and online courses
- **Key Features of Perusall:** Enables students to highlight, comment, and discuss readings directly within the document; promotes deeper engagement with course texts; transforms passive reading into an interactive, social learning experience
- **Instructor Support Tools:** Built-in analytics to help instructors track participation & Identify where students are struggling
- **Canvas Integration and Training:** Seamless integration with Canvas with training opportunities available soon
- **Looking Ahead:** Perusall is expected to enhance active learning and foster meaningful student interaction across disciplines.



## Goal 3

### Cultivate Climate of Innovation for Teaching and Learning

## Professional Reading Series

### Book Club

Faculty and Staff From  
**18** Departments  
Participated



Fall 2024



**17**

Spring 2025



**14**

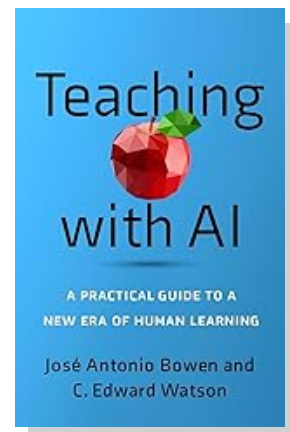
The Professional Reading Series emphasizes that effective, student-centered teaching and learning requires a twofold commitment. It promotes not only continuously improving and assessing daily instructional practices, but also dedicating time to reading and reflecting on pedagogical best practices and emerging educational technologies. This series is open to all faculty and staff.

### Fall 2024 and Spring 2025

*Teaching with AI: A Practical Guide to a New Era of Human Learning*

C. Edward Watson and Jose Antonio Bowen's *Teaching with AI* is an essential guide for educators navigating the impact of Artificial Intelligence on learning.

This #1 Best Seller provides practical strategies for integrating AI effectively into the classroom, addressing crucial topics like academic integrity and advanced assessment. The authors emphasize the continued importance of critical thinking in an AI-driven world. This book promises to spark insightful discussions on the future of education and preparing students for a rapidly evolving landscape.



## Canvas Resource Courses

**Faculty  
Resource  
Course**



**677**

**2,330**

### Resource Courses

Spaces for departmental, student & resource sharing

**202**

### Sandboxes

Spaces for developing course materials

**Student  
Resource  
Course**



**9,440**

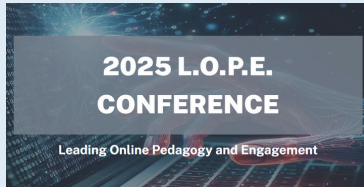
**28**

### Professional Development Courses

**14**

### Placement Courses

## CEITL&DE Conference and Panel Presentations



### **Leading Online Pedagogy and Engagement Conference (LOPE)**

AI Literacy and Faculty Development:  
A Multi-Faceted Approach at The Citadel  
May 8, 2025 | Hosted by Grand Canyon University



### **Instructional Technology Council (ITC)**

*Insights into High-Quality Course Design  
for Higher Education*  
March 2–5, 2025 | Charleston, South Carolina



### **Canvas by Instructure**

*Making an Impact: A Panel Webinar*  
February 29, 2024 | Hosted by Canvas



### **International Workshop on Artificial Intelligence and Education (WAIE)**

Artificial Intelligence for Literacy Educators: How  
Demystifying AI Influences Literacy Teachers'  
Instructional Planning  
September 28–30, 2024 | Tokyo, Japan

# Goal 4

## Advance Citadel Online

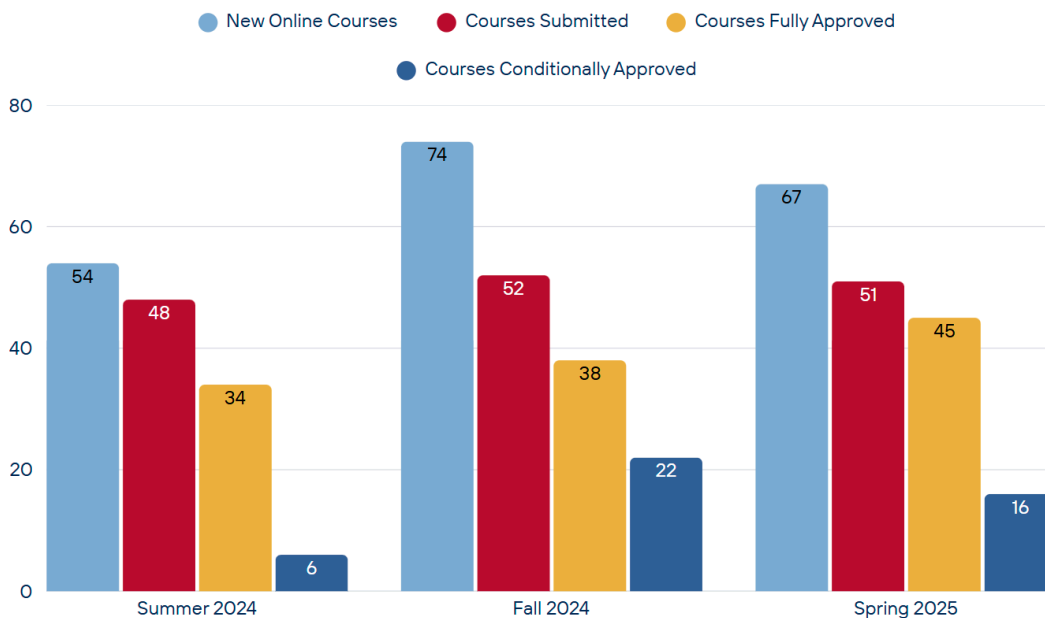
### Citadel Online Course Reviews

Quality Matters (QM) is a research-based, faculty-centered, peer-review model dedicated to the continuous improvement of online and hybrid courses. It utilizes various rubrics, with the Higher Education Rubric, 7th Edition, featuring 44 specific review standards that serve as a widely recognized benchmark for online course design. With over 100,000 education professionals engaged in its community and more than 1,300 member institutions globally, Quality Matters continues to be a leading force in assuring quality in digital learning.



To ensure the quality of online courses, our review process asks faculty members to take a few key steps. First, courses must be fully built within Canvas. Faculty then complete a brief survey outlining their course's learning outcomes, structure, and organization. Finally, they submit a parity table that details the instructional contact hours for their course.

The CEITL&DE staff and Faculty Fellows in Residence then use the Quality Matters rubric to assess each course's design. Our goal is for every online course submitted for review to meet 100% of these rubric standards. However, we are still working to improve faculty participation in completing the entire review process.





## Canvas LMS Management

**Total  
Canvas  
Users**

  
**5,005**

**369,565** Assignment  
Participations

**194,332** Discussion  
Participations

**Total  
Canvas  
Courses**

  
**16,800+**

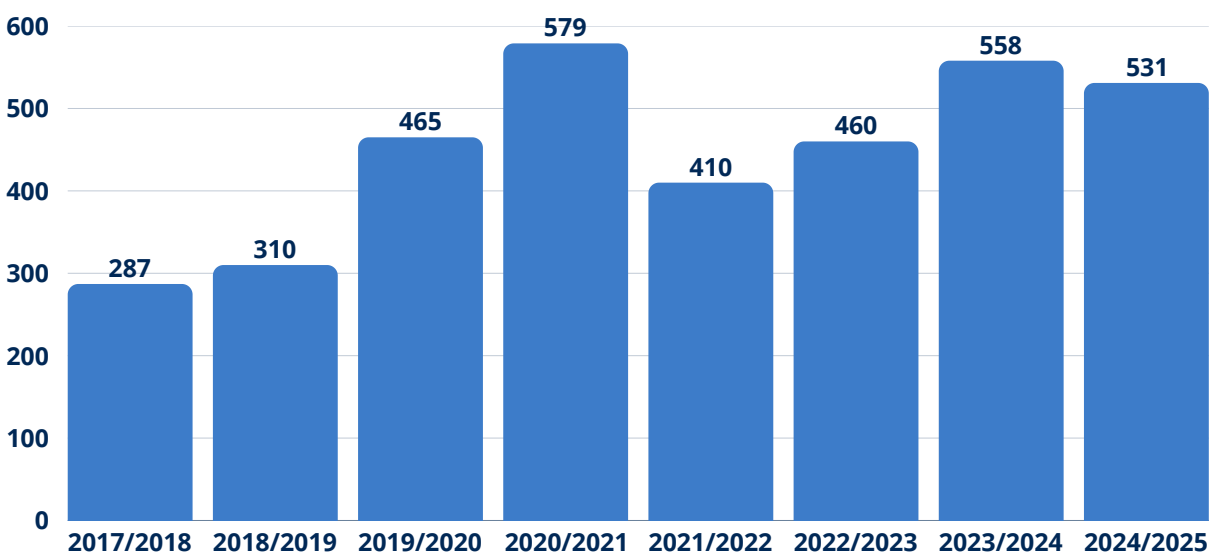
**390,188** Quiz  
Participations

**2.554** Million Page Views

Canvas, The Citadel's Learning Management System (LMS), continues to be an indispensable resource across campus. The accompanying graph illustrates the growth in online courses hosted within The Citadel's LMS since the 2017-2018 academic year. This data includes a variety of course delivery methods, specifically online synchronous, online asynchronous, hybrid, and hi-flex formats.

### Online, Hybrid, and Hi-Flex Classes

2017-2025



# Canvas Impact Dashboard

## In-App Messaging

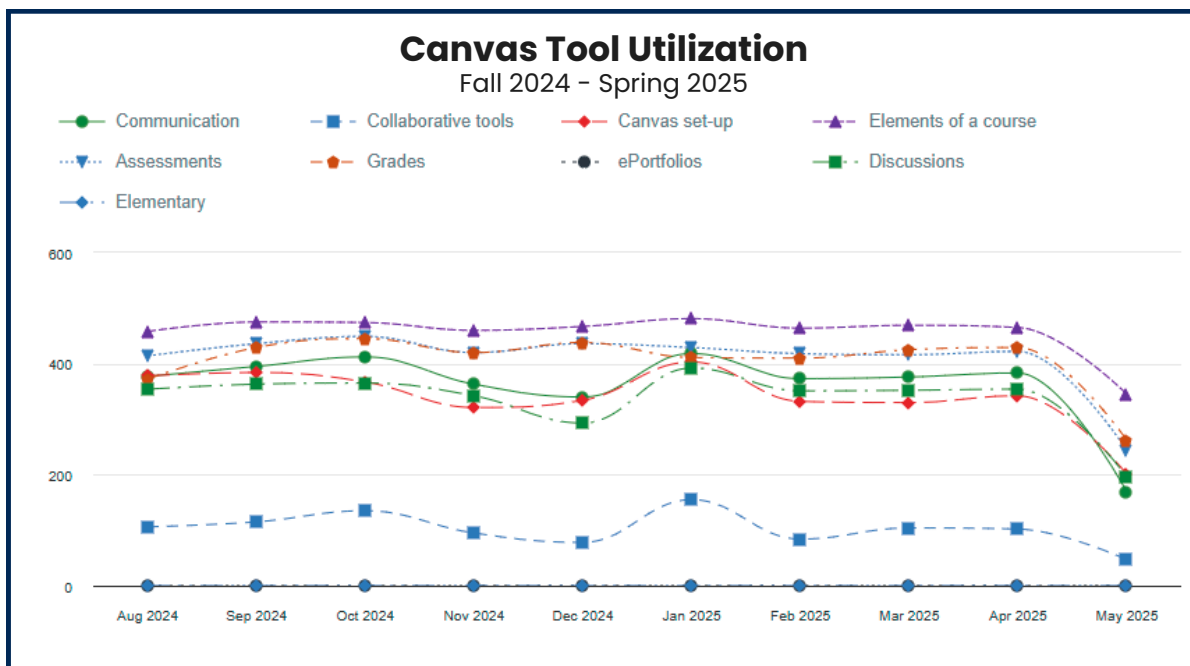
In-app messaging lets CEITL&DE send tailored messages directly within the application. This means users receive role-specific information, directions, and guidance that's customized for them.

## Usage Dashboards & Adoption Analytics

The Impact Dashboard's reporting tools provide clear insights into how deeply students and teachers are using Canvas. These usage dashboards and adoption analytics show which features are being used and identify individuals who might need extra support.

The chart to the right reflects the percentage of instructors during the Fall 2024 and Spring 2025 semester that have used the selected tools.

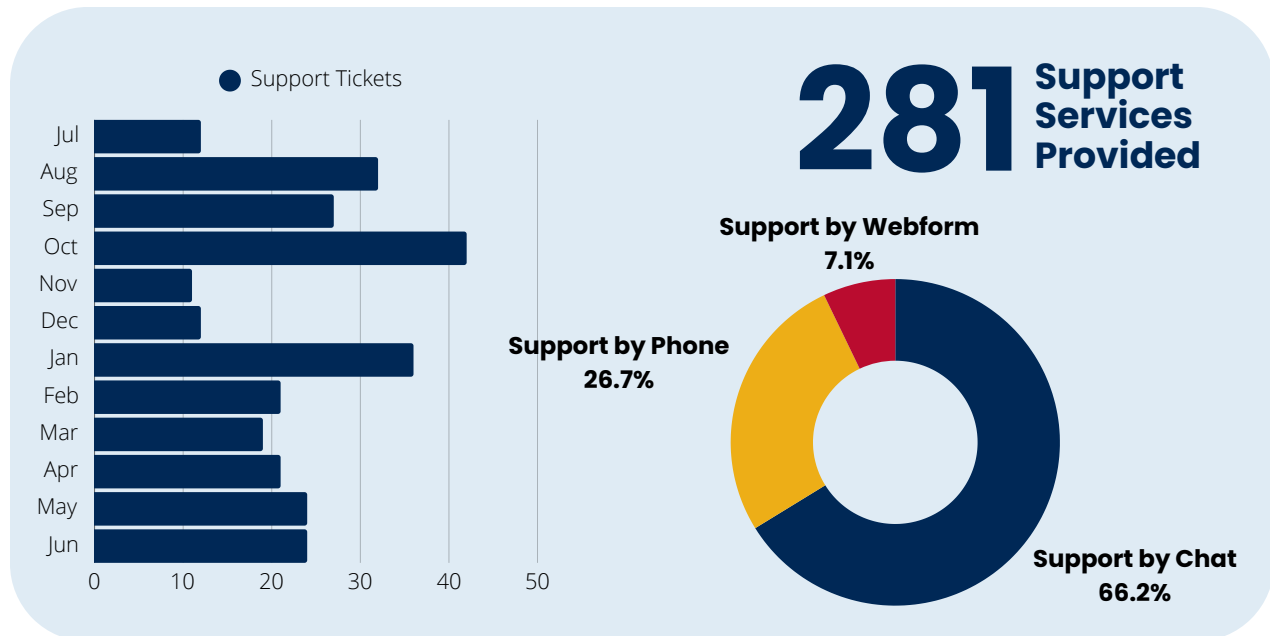
Canvas Tool Utilization Fall 2024 – Spring 2025	
Tool Utilized	Adoption Rate
Elements of a Course	97.21%
Canvas Set-up	89.82%
Communication	89.16%
Assessments	88.67%
Grades	85.55%
Discussions	85.22%
Collaborative Tools	59.68%



The chart above reflects the number of instructors during the Fall 2024 and Spring 2025 semesters that have used each tool.

## 24/7 Canvas Support

### Faculty, Staff, and Student Support Tickets



### Zoom

Throughout the past year, Zoom remained a crucial tool for maintaining connections across campus. Faculty, staff, and students extensively relied on it for a wide range of activities, including livestreaming classes, recording lectures, facilitating office hours, coordinating study groups, conducting meetings, and hosting interviews.

Beyond these applications, the use of Zoom Webinars continued to increase significantly. These served as valuable platforms for various campus events, such as educational seminars, training sessions, and other significant gatherings, reflecting a broader trend of expanding virtual engagement in higher education.

#### Zoom Webinars

Zoom Webinars **99**  
Meeting Minutes **113,500+**  
Webinar Participants **1,200+**

**Zoom Meetings Held**

**17,200+**

**Faculty, Staff, & Student**

**1,400+**

**2.7M+** Zoom Meeting Minutes

**6,300+** Meeting Participants

**11,800+** Meeting Call-in Minutes



# Goal 5

## Extend Scale of Offerings and Resources

### Advanced Online Teaching Certificate

Faculty members that complete all 8 training sessions below will earn an Advanced Online Teaching certificate from CEITL&DE along with a Badgr Badge.

- QOT 1: Canvas Fundamentals
- QOT 2: Best Practices in Teaching
- QOT 3: Best Practices in Curriculum Mapping
- QOT4: Best Practices in Assessment and Grading
- Canvas Advanced: Assignments and Discussions
- Canvas Advanced: Quizzes
- Canvas Advanced: Studio
- Canvas Advanced: Analytics



**71** Faculty earned their Advanced Online Teaching Certificate

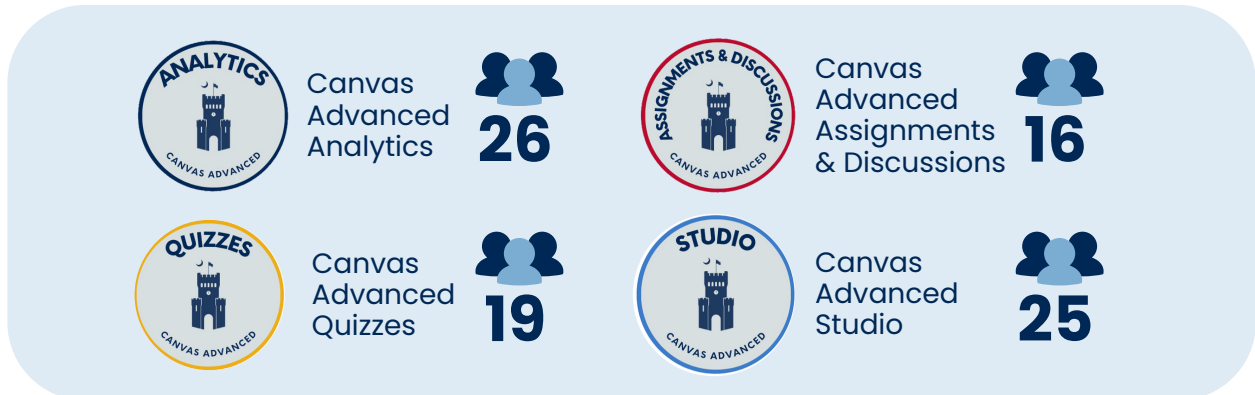
### Co-Sponsored Training Offered

- AI and the Honor Court- offered twice with the Honor Court cadets and advisors
- Canvas training for new incoming cadets with the Office of the Commandant
- CSI Canvas training with Student Affairs and Academic Services
- High Impact Practices: Delivering on the Promise training with the Associate Provost for Research
- Canvas training for International students- offered every semester with the Center for International and Special Programs
- Intro to AI and Prompt Engineering for the Baker School of Business

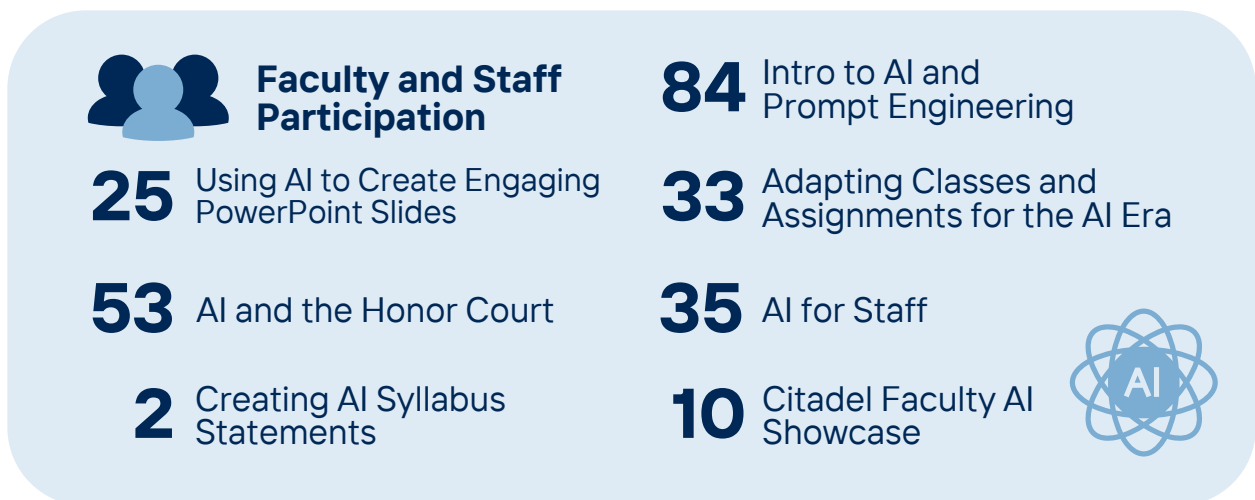


## CEITL&DE Training Offerings

### Canvas Advanced Trainings



### Generative AI Based Trainings



### Academic Integrity Based Trainings

- 35** **Respondus LockDown Browser and Respondus Monitor** form an online proctoring system for administering secure quizzes and tests. The LockDown Browser creates a controlled testing environment by preventing students from printing, copying, or accessing other applications. Respondus Monitor enhances this by recording students via webcam during the exam. Instructors can then review reports and video footage to ensure academic integrity.
- 42** **Turnitin: Similarity and AI Detection** is a comprehensive service used to identify potential plagiarism and AI-generated content. It works by comparing submitted documents against a vast database of academic publications, internet sources, and previously submitted papers, as well as by analyzing text for characteristics of AI authorship. While it helps ensure academic integrity, our campus has encountered questions regarding the accuracy of its AI detection feature.

# Other Training Offered

Name of Training	Participants
Course Design Institute- Course Design and Structure	15
Course Design Institute- Course Vision and Learning Outcomes	8
Course Design Institute- Curating Instructional Materials	10
Course Design Institute- Planning Assessments	15
Course Modality Training	47
Creating Annual Reports Using Canva	10
Creating Authentic Assessments	1
CSI New Cadet Canvas Training	279
Designing Accessible Canvas Courses to Boost Student Success	2
Enhancing Instruction with Khanmigo Teacher Tools in Canvas	5
Harmonize: New Tool Pilot	11
High Impact Practices: Delivering on a Promise	37
Integrating Student Reflection into the Classroom	15
Interactive Tools	8
International Student Canvas Training	11
Intro to Using Canva	22
Livestreaming with Canvas, Zoom, and SWIVL	25
New Cadet Canvas Training	769
New Semester Checklist	18
Parity Table Made Easy	4
Streamlining Course Design: Implementing CidiLabs DesignPlus in Canvas	10
Syllabus Prep	7



# Looking Forward



For the 2025–2026 academic year, CEITL & DE will continue to facilitate and support teaching and learning initiatives at The Citadel. A key focus will be the rebranding and asynchronous delivery of our required instructor training, now known as Citadel Teaching Foundations. This shift aims to provide more flexible and accessible professional development for our faculty.

With the ongoing demand for online and hybrid instruction, we will continue our thorough online course review process and strong faculty training programs. We'll also enhance our support by creating more inclusive online student orientations and virtual community-building initiatives, aiming to foster a stronger sense of belonging and improve student success in these flexible learning environments.

Our commitment extends to providing high-quality development opportunities for faculty, staff, and students, tailored to meet their evolving needs. We will sustain and enhance our programming while integrating new and emerging technologies into our offerings. Specifically, the Center will expand its training sessions for faculty and staff on generative Artificial Intelligence (AI) and academic integrity solutions.

Striving for excellence across all endeavors, we will continue to foster an environment that encourages faculty and staff to explore evidence-based learning strategies. Our goal is to improve the accessibility of instruction in online, hybrid, and face-to-face formats. By promoting the adoption of best practices, we aim to create a dynamic learning environment that empowers our academic community to excel.