

ANNUAL REPORT 2003-2004

Department of Curriculum and Instruction

Submitted by Ellen Vasu, Ph.D., Department Head

1. CHANGES IN SERVICE ENVIRONMENT

This year the Department of Curriculum and Instruction faced a number of challenges as it again began the year with impending budget cuts. Two faculty members underwent review for reappointment (successful), and one faculty member underwent review for promotion (successful). Other noteworthy activities are listed below:

- The College and departments underwent budget cuts and proposed budget cuts again this year: permanent cut (2.44%), 1X Cut (.61%), 1X Cash Reversion (1.59%, not enacted).
- ◆ Dr. Ruie Pritchard was selected as the Interim Associate Dean for Academic Affairs in the College of Education.
- ◆ Dr. Hiller Spires was selected as the Interim Director of the William and Ida Friday Center for Educational Innovation.
- ◆ Dr. Alan Reiman served as the College of Education's Assessment Coordinator.
- Three faculty members underwent the RPT process. Dr. Ed Sabornie was successfully promoted to full professor, and Dr. Billy O'Steen and Dr. Jane Steelman were reappointed as Assistant Professors.
- Dr. Adrienne Dixson resigned from her position as an Assistant Professor in the MSL program effective July 1, 2004.
- The department once again increased its offerings via distance education, DELTA.
- Krisztina Hovanyi joined our SPA staff as a ½ time Accounting Clerk IV working under Chris Terwilliger who was reclassified as an Accounting Technician II.

Three educational psychology faculty joined the department this year as Assistant Professors: Dr. Jason Osborne from the department of Educational Research, Leadership and Counselor Education and two newly hired educational psychology faculty members: Dr. Jessica DeCuir and Dr. John Nietfeld. As an educational psychologist, Dr. Sam Snyder, the Associate Dean for Research and Graduate Studies, now has C&I as his departmental affiliation.

2. COMPACT PLAN

The Department has six major initiatives within its compact. Significant progress on some initiatives is noted.

Initiatives Closely Linked to the William and Ida Friday Institute of Educational Innovation

1. Establish the Middle Grades Academy and a Non-formal Youth Development Leadership master's specialization in C&I [*See Section 8: Students, references to Middle Grades Academy*]
2. Establish in C&I a Graduate Degree Specialty in the Multicultural Studies of Education
3. Lead in Research and Development in Teaching and Learning with Geographic Information Systems (GIS) and Technology-Enabled Teaching Delivered Through Distance Education [*See Section 8: Students, references to increases in distance education offerings*]

Initiatives Based at the College of Education within Poe Hall

1. Lead in Business and Marketing Education Distance Teacher Education [*See Section 8: Students, references to Initial Licensure Program*]
2. Develop a Ph.D. Specialty in Special Education
3. Centralize the Coordination of All Field Placements of Teacher Education Students in the College of Teacher Education Students in the College

3. DIVERSITY

The Department continues to strive to increase the diversity of its faculty, students, staff, and curricula. The Department's current enrollment is approximately 13% minority and 84% women at the undergraduate level, 13% minority and 85% women at the graduate level, and has 15% minority and 60% women faculty.

4. INSTRUCTIONAL PROGRAM ADVANCES

Course changes are listed in **Table 1**.

Table 1: Changes in ECI Courses Offerings 2003-04		
Course Changes	Changes	Instructor
ECI 307 Teaching Writing Across the Curriculum	Electronic exchange between CCMS and NCSU students; NCSU students visit 6 area middle schools	Pope
ECI 430 Methods and Materials for Teaching Language Arts in the Middle Grades	Add service-learning component	O'Steen
ECI 515 Internet App & Web Page Design in K12 Settings	online	Steelman
ECI 518 Program and Staff Dev in IT	Online component	Steelman
ECI 530 Social Studies in the elementary Schools	Online WebCT website	Marshall
ECI 716 Design and Evaluation of Instructional Materials	Online	Foley
ECI 751 Methods and Materials for Learning Disabilities	Semester-long intervention; programs by graduate students with 1-2 K12 students	Osborne, S.
ECI 494 Senior Sem in Business and Marketing Ed	Development of online templates	O'Brien/Staff
ECI 569 SP PB in Business and Marketing Ed	Development of online templates	O'Brien/Staff
ECI 560 Prof Development in Business and Marketing Ed	Development of online templates	O'Brien/Staff
ECI 561 C&I in Business and Marketing Ed	Development of online templates	O'Brien/Staff
ECI 562 Business and Marketing Ed Program Management	Development of online templates	O'Brien/Staff
ECI 567 Internship in Business and Marketing Ed	Development of online templates	O'Brien/Staff
EDP 304 Intro to Educational Psychology	Senior Surf Interactive tutorial on Internet use for senior citizen centers	Osborne, J./Staff
New Formally Approved Courses		
EDP 304 Educational Psychology	Transferred to College	Osborne, J.
EDP 504 Advanced Educational Psychology	Transferred to College	Osborne, J.
EDP 560 Educational Testing and Measurement	Transferred to College	Osborne, J.
EDP 760 Quantitative Analysis in Education	Transferred to College	Osborne, J.
EDP(PSY) 476 Psychology of Adolescent Development	Cross-listed	DeCuir, J.
EDP(PSY) 582 Adolescent Development	Cross-listed	DeCuir, J.
Newly Developed Courses – Not formally approved		
EDP 590 Special Topics in Educational Psychology	Developed	Nietfeld
EDP 790 Special Topics in Educational Psychology	Developed	Nietfeld
Courses Moved from Psychology to Ed Psyc within C&I		
EDP 504 Advanced Educational Psychology		Osborne, J.
EDP 742 Applied Quantitative Analysis I		Osborne, J.
EDP 743 Applied Quantitative Analysis II		Osborne, J.
*Staff indicates the instructor is part-time or non-faculty		

In addition, the following instructional changes occurred this year:

- ◆ The educational psychology faculty developed an educational psychology focus within our Ph.D. program.
- ◆ Through the Compact Plan we are continuing to work with the Department of Youth Professional Development in the College of Agriculture and Life Sciences in the development of a *Non-formal Youth Development Leadership* master's focus in C&I. Courses were offered this year for the first time.
- ◆ Innovations in the undergraduate MSL program include the following:
 - Under the guidance of Dr. Carol Pope and Dr. Glenda Carter as Co-Chairs, the middle grades faculty from MST and C&I have continued their work throughout the year on the development of the Middle Grades Academy, a cross-disciplinary/cross-departmental undergraduate middle grades program. They have clarified their mission, goals, and vision and developed a Middle Grades Academy brochure. As a result of their work, the number of students in the MGA is steadily increasing.
 - Restructuring of the MSL application, admission and advising process as well as the development of assessment instruments (before, during, and after program completion) as a result of the Undergraduate Academic Program Review process.
 - Customization of TRACDAT
- ◆ Innovations in Business and Marketing Education include the following:
 - Separation of the Master's program in Business and Marketing Education and the Initial Licensure Program for lateral entry teachers in Business and Marketing Education
- ◆ NC Teach Program at NCSU and Lateral Entry:
 - Through Grant Holley's office, C&I faculty, MST faculty and clinical instructors began offering an NC Teach program of courses on NCSU's campus, and a program of courses for lateral entry teachers in WCPSS.

5. RESEARCH AND FACULTY RECOGNITION

Three C&I faculty hold positions as Editor, Consulting Editor, or Guest Editor for five peer-reviewed scholarly journals. The C&I faculty serve on the Editorial Boards of 17 prestigious peer-reviewed journals, and serve as manuscript reviewers on 13 which reveals their depth of scholarship. This is summarized in **Table 2**.

Journal	Name	Editorial Position
<i>Exceptionality</i>	Sabornie	Editor
<i>Behavioral Disorders</i>	Cullinan	Consulting Editor
<i>Education and Treatment of Children</i>	Cullinan	Consulting Editor
<i>Journal of Emotional and Behavioral Disorders</i>	Cullinan	Consulting Editor
<i>International Journal of Social Education.</i>	Beal and Cuper	Guest Editors
Journal	Editorial Board Member	
<i>Advancing Women in Leadership</i>	Dixon	
<i>Balanced Reading Instruction</i>	Fox	
<i>British Journal of Psychology</i>	Nietfeld	
<i>Contemporary Educational Psychology</i>	Nietfeld	
<i>English Education</i>	Pope	
<i>Reading Psychology</i>	Fox	
<i>Multicultural Perspectives</i>	Marshall	
<i>Journal of Emotional and Behavioral Disorders</i>	Osborne, S.	
<i>Journal of Attention Disorders</i>	Osborne, S.	
<i>Learning Disabilities Research and Practice</i>	Osborne, S.	
<i>Journal of Technology in Teacher Education</i>	Steelman	
<i>Practical Assessment, Research and Evaluation</i>	Osborne, J.	
<i>Remedial and Special Education</i>	Osborne, S.	
<i>Exceptionality</i>	Cullinan	
<i>Exceptionality</i>	Osborne, S.	
<i>Remedial and Special Education, Assessment for Effective Intervention</i>	Sabornie	
<i>Journal of Emotional and Behavioral Disorders</i>	Sabornie	
<i>Education and Training in Developmental Disabilities</i>	Sabornie	
<i>Assessment for Effective Intervention</i>	Sabornie	
<i>Journal of Emotional and Behavioral Disorders</i>	Sabornie	
<i>Exceptionality</i>	Spires	
<i>Journal of Reading Research & Instruction</i>	Spires	
Journal	Manuscript Reviewer	
<i>CITE Journal</i>	Alibrandi	
<i>Journal of Geography</i>	Alibrandi	
<i>Exceptionality</i>	Crossland	
<i>Contemporary Educational Psychology</i>	DeCuir	
<i>Educational Researcher</i>	DeCuir	
<i>Teacher's College Record</i>	Dixson	
<i>International Journal of Engineering Education</i>	O'Brien	
<i>Journal of Negro Education</i>	Dixson	
<i>AERA Journal</i>	Pritchard	
<i>North Carolina Journal of Teacher Education</i>	Pritchard	
<i>American Educational Research Journal</i>	Reiman	
<i>Journal of Educational Psychology</i>	Spires	
<i>Journal of Adolescent and Adult Literacy</i>	Spires	

A summary of faculty accomplishments in scholarship is presented in **Table 3**. This year faculty published **27** articles in peer-reviewed journals, 5 books, and 15 book chapters. In addition they have made **71** presentations or invited presentations around the nation and the world.

**Table 3: Faculty Scholarship
Department of Curriculum and Instruction 2003-04**

Publications		Other Scholarly Activities	
Peer-reviewed Published Articles	27	Presentations	67
Proceedings	10	Invited presentations	4
Books	5	Other (Reports, Manuals, CDs)	1
Book chapters	15		
Subtotal	57	Subtotal	73

This year our faculty submitted proposals and pre-proposals to external funding sources totaling approximately **\$22,983,809**, with awards so far totaling over **\$5 million**. Eleven requests are still pending. Last year C&I faculty submitted **10** proposals to external funding sources and this year submitted **24** proposals many in conjunction with faculty in other departments. Last year's external proposal submission requests from C&I faculty totaled approximately **\$7,224,146** and this year's requests totaled **\$22,983,809**. The grants and contracts included below are those that involved a C&I faculty member as a PI or Co-PI.

Grants and Contracts 2003-04 Department of Curriculum and Instruction				
CED PI/Co-PI	Sponsor	CED Share Request	Pending	CED Share Awarded
Vasu, Osborne, J.	DPI (via DOE)	431,574		431,574
Tzur, Marshall	NSF	3,655,832		3,655,837
Reiman, Holley, Clark	UNC-GA	50,886		128,615
Pritchard	National Writing Project	43,000		43,000
Crossland	NSF	97,836		245,370
Vasu	WCPSS	5,150		5,150
Vasu	WCPSS	5,150		5,150
Osborne, J., Vasu, Foley, Steelman, Grable	NC DPI	495,000		495,000
Sabornie	William T. Grant Foundation	311,355	311,355	
Pritchard	National Writing Project	5,000	5,000	
Tzur, Marshall	DOE	754,081	754,081	
Clark	NSF	35,686	35,686	
Sabornie	National Down Syndrome Society	102,874	102,874	
Spires, Jones, Carter, Berenson	UNC-CH (via NSF)	3,548,647	3,548,647	
White, (Foley is advisor)	National Council for the Social Studies	2,482	2,482	
Pritchard, Chen, Overstreet, Norwood, Fusarelli	DOE/Centers	9,000,000	9,000,000	
Nietfeld	NC DPI	38,749	38,749	
Penick, Alibrandi, Carter, Reiman, Spires, Vasu, Park	NSF/IGERT (pre-pending)	1,344,600	1,344,600	
Alibrandi, Clark, Foley, Carter, Grable, Gerler	NSF (pre- submitted full)	1,110,783	1,110,783	
Dixson	Spencer Foundation	34,993	0	0
Alibrandi, Clark, Foley, Carter, Grable, Gerler	NSF	1,154,948	0	0
Pope	Z. Smith Reynolds Foundation	256,431	0	0
Dixson, DeCuir	NSF (pre, did not submit full)	498,752	0	0
		22,983,809	16,254,257	5,009,696

Data from College Research Office

This year C&I faculty received \$201,828 in internal awards, as compared to last year's amount of \$19, 250.

Internal Funding Source	Request	Awarded
O'Brien – Direct Program Funding	\$100,000	\$100,000
Spires - Friday Institute Planning Grant, NCSU Provost Office	\$80,000	\$80,000
O'Brien DELTA	\$9,000	\$9,000
Foley – DELTA	\$8,828	\$8,628
Steelman – DELTA	\$7, 200	\$7, 200

Nietfeld – FRPD	\$4,000	\$4,000
Subtotal	\$201,828	\$201,828

6. EXTENSION

C&I faculty engaged in a variety of extension activities including serving as consultants for schools, on professional association councils or committees, or on advisory boards, board of directors, and scholarship committees for schools and school districts in the state; presenting workshops, and making presentations in schools around the State. Both the **Diagnostic Teaching Clinic** under the direction of Dr. Cathy Crossland, and **SUCCEED at Mentoring** (The Model Clinical Teaching Program under the direction of Dr. Alan Reiman, have large extension components and are housed with C&I. Some selected projects, products, and activities of the department are listed below:

- ◆ Dr. Marsha Alibrandi - Judge: North Carolina Geographic Alliance Geography Bee; North Carolina Museum of History Education Board; GIS Day at Martin Middle School; GIS Live: NCDPI webcast.
- ◆ Dr. Candy Beal – Help Yourself Yourself Program, Centennial Campus Middle School and Orange County; Member of the NC Art Museum Park Pond Education Through Art in Nature Task Force.
- ◆ Dr. Cathy Crossland - Director, Diagnostic Teaching Clinic - oversees the services provided to approximately 225 children and their families from Wake and surrounding counties.
- ◆ Dr. Jessica DeCuir - Triangle Urban League 21st Century Educator’s Award, judge.
- ◆ Dr. Adrienne Dixson - Education Advisory Board, North Carolina Museum of History
- ◆ Dr. Barbara Fox - Director of the NCSU Reading Clinic; Member, Wake County Public School System Task Force on Raising Achievement and Closing Gaps
- ◆ Dr. Terry O’Brien - NC DECA State Scholarship Committee, Advisory Board, School-to-Career Program, Wake County Public School System; Board of Directors, Computer Technology Academy, Apex High School
- ◆ Dr. Carol Pope - Board of Directors and Vice-Chair, Listen to Life.
- ◆ Dr. Ruie Pritchard - Capital Area Writing Project (CAWP) at NC State, awarded \$87,000 for the 2004-05 CAWP at NCSU.
- ◆ Alan Reiman – Executive Director, Succeed at Mentoring program.
- ◆ Dr. Ed Sabornie - provided expert consultation and guidance to attorneys in a special education-related lawsuit, *Williams v. Wakeman, Hood, and Charlotte-Mecklenburg Board of Education*.
- ◆ Dr. Hiller Spiers – facilitated the Centennial Campus Middle School *School Improvement Advisory Team* comprised of teachers, administrators and parents; served on the Contemporary Art Museum Board.
- ◆ Dr. Jane Steelman and Dr. Lisa Grable: Co-Directors of the *International Multimedia Mania Awards program* - sponsored by the International Society for Technology in Education (ISTE), Eugene, OR; SAS Institute, Cary, NC, and North Carolina State University.

The Diagnostic Teaching Clinic, Director – Dr. Cathy Crossland, Director

Housed within the Department of C&I, the DTC’s key activities this year were:

- ◆ Provided direct clinical services to 107 clients and families
- ◆ Provided internships for 2 graduate students in Special Education
- ◆ Provided weekly clinical demonstrations for ECI 581 course during fall and spring

Schools Served and # of Students Served

K-12		
A. B. Combs Elementary (1)	Green Hope High School (1)	North Johnson High School (1)
Apex High School (1)	Green Hope Middle School (1)	North Ridge Elementary (3)
Body of Christ Christian Acad (1)	Green Year Round Elementary (1)	Northwoods Elementary (1)
Briarcliff Elementary (1)	Heartwood Montessori (1)	Oak Grove Elementary (1)
Cardinal Gibbons (6)	Heritage Year Round Elem (1)	Oak Lane Elementary (1)
Carnage Middle School (1)	Holly Springs Middle (1)	Pleasant Union Elementary (2)
Carroll Middle (1)	Jones Dairy/Heritage Elem (1)	Ravnscroft (5)
Carvery Middle School (1)	Lacy Elementary (1)	Rocky Mount Academy (2)
Cary Academy (3)	Leadmine Elementary (1)	Salem Elementary (1)
Cary Christian School (1)	Leesville road elementary (1)	Seawell Elem, Chapel Hill (1)
Durant Road Elementary (3)	Leesville Road High (1)	St. Egbert's Catholic
Durant Road Middle (1)	Ligon GT Magnet (1)	Morehead City (1)
Exploris Middle (1)	Lowes Grove Middle (1)	St. Mary Magdalene (3)
Farmington Woods Elem (2)	Martin Middle (1)	St. Michael's the Archangel (1)
Garner Academy (1)	Millbrook elementary (2)	St. Timothy's-Hale (1)
Gentry Primary School, Coasts (1)	Morrisville Elementary (2)	The Cathedral School (1)
	Neuse Baptist Christian School (1)	The Goddard School (1)

The Raleigh Schl for Children (1)
 Tramway Elem, Lee County (2)
 Trinity Academy (1)
 Vandora Springs Elem (1)
 Wake Christian Academy (1)
 Wakefield Middle (1)
 Washington Magnet School (1)
 Weatherstone Elementary (1)

West Cary Middle (1)
 West Lee Middle, Sanford (1)
 Wildwood Forest Elem (1)
 Wiley Elementary (2)
 Word of God Christian Acad (1)
 Yates Mill Elem (1)
 Preschool (4)

Universities/Colleges
 NC State University (2)
 Peace (1)
 Barton-Wilson (1)
 Purdue (1)
 Other Adults (1)

SUCCEED at Mentoring (Model Clinical Teaching Program) –Dr. Alan Reiman, Executive Director

The SUCCEED program, housed within C&I, continues its commitment to leadership and innovation in theory, research, application, and technology-rich dissemination of promising practices in teacher personal and professional learning and development across the career span. Highlights of this year’s activities include:

- initiation of a U.S. Department of Education Teacher Quality Title-II grant in collaboration with Vance County School System to research the mentoring of lateral-entry teachers;
- initiation of a study examining MSL students’ ethical judgment and racial ethical sensitivity as it relates to conferencing with caregivers;
- completion of a CD entitled SUCCEED at Mentoring, Coaching and Supervision which completes the set of SUCCEED curriculum resource materials that represent the first product to come out of the Friday Institute for Innovation in Education;
- expansion of the Mentor Junction website;
- continuation of efforts to link professional programs and partnerships to graduate study;
- ongoing outreach to partner school systems.

7. FACULTY—HONORS, AWARDS AND RECOGNITION

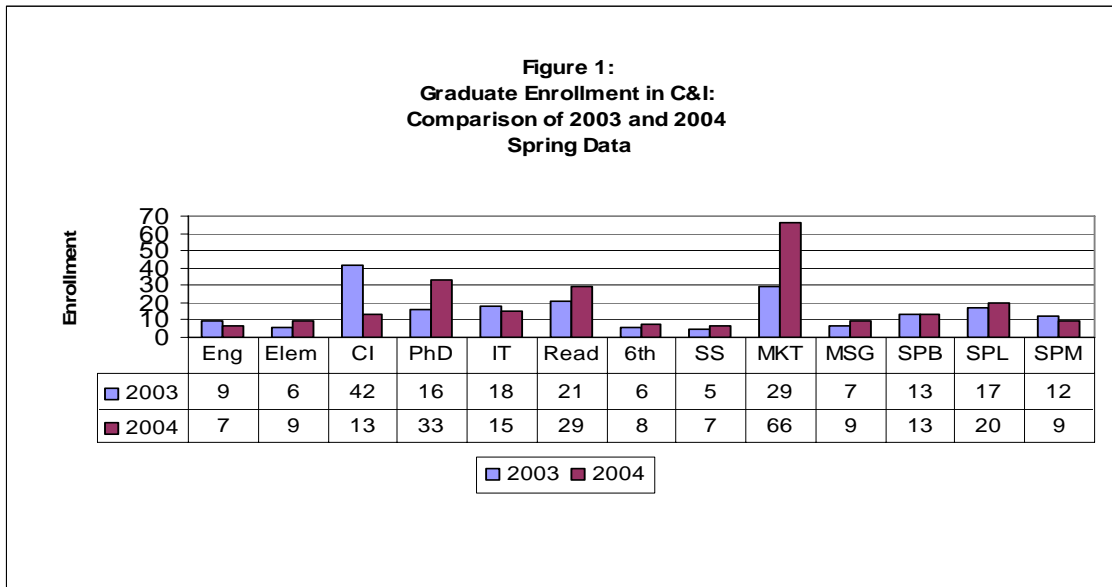
Selected faculty honors, awards and recognition are listed below.

- ◆ Dr. Candy Beal:
 - ◆ University, 2004 Alumni Distinguished Undergraduate Professor
 - ◆ 2004 Alumni Distinguished Undergraduate Professor, College of Education
 - ◆ 2004, Nominee, Barbara Soloman Advising Award, College of Education
- ◆ Dr. Jessica DeCuir:
 - ◆ Co-Chair, AERA’s Division C (Learning and Instruction, Section 6: Cognitive, Social and Motivational Processes.
- ◆ Dr. Alan Foley:
 - ◆ Appointed to AERA Division B Affirmative Action/Equity Committee
 - ◆ The World Wide Web Consortium (W3C) We Content Accessibility Guidelines (WCAG) Working Group.
- ◆ Dr. Patricia Marshall:
 - ◆ Appointed to a 3-year term to the National Advisory Board of the School of Education of Clark-Atlanta University.
 - ◆ National Association for Multicultural Education (National Executive Committee, National Secretary; Policy, Research & Standards Committee Member; Curriculum Evaluation Standards Committee Member; Publications Committee Member)
 - ◆ Association of Teacher Educators: Co-Chairperson, Multicultural Education SIG
 - ◆ National Council for the Social Studies: Co-Chairperson, Social Justice Research and Scholarship Committee
- ◆ Dr. Susan Osborne:
 - ◆ President Elect for the Division for Learning Disabilities, an 8,000 member professional organization.
- ◆ Dr. Billy O’Steen:
 - ◆ Outstanding Teacher Award, 2003-2004, College of Education
- ◆ Dr. Carol Pope:
 - ◆ 2004 CASE U.S. Professors of the Year Award Nominee, NC State University
 - ◆ Board of Governors’ Award for Teaching, College of Education, NC State University
 - ◆ National Council of Teachers of English Editorial Board
 - ◆ National Spokesperson for Technology and English language arts and teacher preparation, NCTE
- ◆ Dr. Ruie Pritchard:
 - ◆ 2004 College of Education nominee for Alumni Distinguished Research Award
 - ◆ National Staff Development Council, Best Published Research Article in Staff Development 2003

- ◆ National Council of Teachers of English, International Concerns Standing Committee; National Writing Project Research Review Board.
- ◆ Interim Associate Dean for Academic Affairs in the College of Education
- ◆ Dr. Amy Overbay, Dr. Lisa Grable and Dr. Ellen Vasu - outstanding paper award from the 2004 SITE Conference in Atlanta for Evidence-based Education: Postcards from the Edge.
- ◆ Dr. Alan Reiman:
 - ◆ College of Education Award for Outstanding Extension Service Award, 2003-04
 - ◆ University, 2004 Alumni Outstanding Extension and Outreach Award
- ◆ Dr. Hiller Spiers: selected as the Interim Director of the William and Ida Friday Center for Educational Innovation.

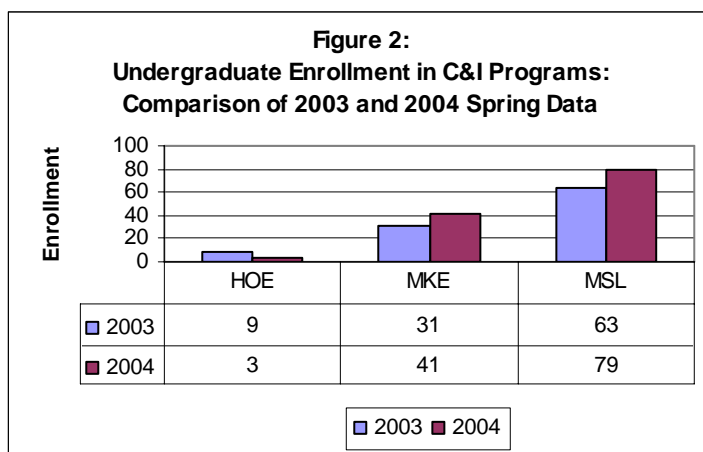
8. STUDENTS

As shown in **Figure 1**, enrollment in graduate programs in C&I has remained fairly stable from 2003 to 2004 across the majority of the programs based on Spring 03 and 04 enrollment data from NCSU Planning and Analysis (Spring 03, n = 201, Spring 04, n = 238). Two programs that grew by 100% or more were the PhD in C&I (16 to 33) and the master's in C&I with the Business and Marketing Education concentration (MKT) (29 to 66).

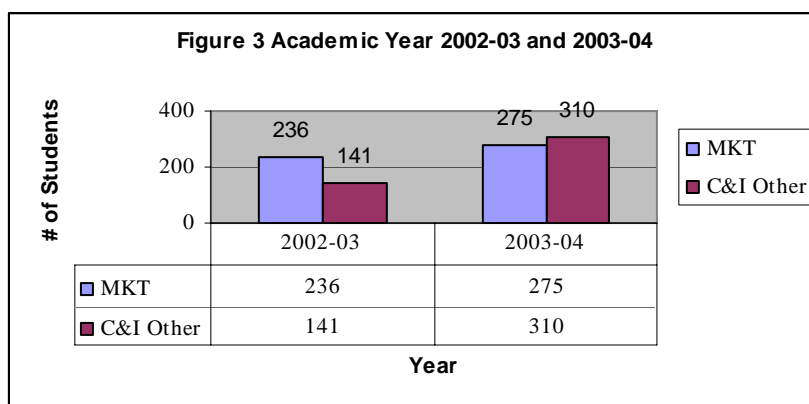


- ◆ Dr. Lisa Johnson received her doctorate in C&I with a focus in mentoring and supervision in May 2004 under the direction of Dr. Alan Reiman. She has accepted a position at Winthrop University in Rock Hill, S.C. as an Assistant Professor in the Center for Pedagogy in the College of Education.
- ◆ Dr. Judy Lambert, who received her doctorate in C&I with a focus in instructional technology in May 2004 under the direction of Dr. Ellen Vasu, was awarded the Peter Martorella Memorial Research 2004 Award, College of Education which was accompanied by a 5,000 award. She has accepted a position at the University of Toledo, as an Assistant Professor in the Department of Curriculum and Instruction, in Instructional Technology.

As shown in the **Figure 2**, the department undergraduate enrollments have increased (Spring 03, n = 103, Spring 04, n = 123): MKE by 32% and MSL by 19% thereby producing more teachers licensed in business and marketing education and middle grades language arts and social studies. (NOTE: the Health Occupation Education program stopped admitting students three years ago and was closed).



Overall distance ed enrollments in the department increased in 2003-04 as shown in **Figure 3** below, particularly in general courses in C&I.



9. FUND-RAISING

Three requests totaling over \$380,000 were submitted to foundations by departmental faculty this year.

10. ADMINISTRATION ACHIEVEMENTS

- ◆ Three new faculty members in educational psychology joined the department: Dr. Jessica DeCuir, Dr. John Nietfeld, and Dr. Jason Osborne bringing the total number of faculty to 20 (not including the department head).
- ◆ Dr. Ruie Pritchard was selected as the Interim Associate Dean for Academic Affairs in the College of Education.
- ◆ Dr. Hiller Spires was selected as the Interim Director of the William and Ida Friday Center for Educational Innovation.
- ◆ Krisztina Hovanyi joined our SPA staff as a ½ time Accounting Clerk IV working under Chris Terwilliger
- ◆ Chris Terwilliger's position was reclassified as an Accounting Technician II.

11. RECOMMENDATIONS AND CONCERNS FOR THE FUTURE

In looking at the potential budget shortages that the Department may face in next year, we must continue to find ways to better utilize our scarce resources. One goal we are coming closer to achieving is reaching a minimum of 2-3 faculty members in each program area. In the MKT master's this is being achieved through DELTA funding, but it is not clear how this non-permanent solution will impact the program in the long run. As detailed in our Compact, in order to maintain our programmatic viability for NCATE and NCDPI, it is essential that we have an additional faculty member in the area of curriculum design, development and instructional supervision with practical experience in the areas of middle school and/ or curriculum integration. Also, in order to strengthen our graduate program in IT and social studies education it is essential that we have a faculty member in GIS as described in the College and Departmental Compacts. Faculty are committed to building a collaborative research agenda and are becoming aggressive in seeking external funding to support our research and graduate programs.