



COLLEGE OF EDUCATION AND ALLIED PROFESSIONS
Office of the Dean

March 17, 2006

Dr. Richard Thompson
Vice President for University-School Programs
UNC General Administration
PO Box 4440
Chapel Hill, NC 27515

Dear Dr. Thompson,

This letter outlines the process that is taking place on Western's campus to rationalize our teacher education programs and identifies efficiencies and realignment of resources that are either being discussed or that we intend to implement. The Western Carolina University administration agrees that rationalization of our programs will better position the university to respond to state need and will provide an opportunity to invest in programs that make a real difference in the future of the state and region.

In a recent *Campus Update*, Chancellor Bardo announced that Western would respond quickly and thoroughly to the call by President Bowles to rationalize teacher education programs. The Chancellor notified the campus that rationalizing Western's teacher education programs was essential and it would be the first step in rationalizing all programs across the institution. To that end, the Chancellor charged the Provost to work with the deans involved to rationalize teacher education programs by examining quality indicators and enrollment trends. The provost declared the purpose of the review was to increase efficiencies and effectiveness across academic programs and centers.

Provost Carter charged Dr. Michael Dougherty, Dean of the College of Education and Allied Professions, to coordinate the rationalization of Western's teacher education programs and related centers. The Provost's charge included the following outcomes:

- Increase efficiencies and effectiveness of Western's teacher education programs and related centers
- Enhance Western's efforts in teacher retention
- Increase the number of math, science, middle grades and special education teacher candidates
- Elevate the status of teacher education on campus
- Recommend successful ideas and models from the campus that have the potential for replication across the state and system to meet teacher education issues.

The Provost instructed Dean Dougherty to bring forth specific actions related to the rationalization process. The Provost and Dean Dougherty consulted frequently to develop the rationalization process and discuss the issues and results of rationalization. The Provost, in turn, kept Chancellor Bardo apprised.

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Dean Dougherty assumed the major responsibility in rationalization. To date, the Dean has accomplished the following actions:

- Met with the Dean of Arts and Sciences and the Associate Dean of Arts and Sciences to orient them to the rationalization process and consulted with them regarding increasing efficiencies across teacher education programs university wide.
- Instructed the college's Director of Assessment to compile and distribute a list of quality indicators and related data to the teacher education programs across the university and to the college's outreach centers.
- Consulted with selected university personnel, department heads, and center directors charging them to consult with their units and provide him with specific actions related to the rationalization process.
- Instructed department heads to rationalize all programs in terms of quality indicators, low enrollment, programs that require more than 120 semester hours for graduation, and the teacher education core required of their programs and make recommendations for realigning resources.
- Directed center directors to rationalize their unit activities and make recommendations for realigning resources.
- Charged the Associate Dean of the College of Education and Allied Professions, who also serves as Director of Teacher Education, to follow up with the Dean and Associate Dean of Arts and Sciences to collaborate on the rationalization process.

These actions have resulted in a number of efficiencies that Western is now implementing:

- Discontinuing the M. A. Ed. in Biology and in Chemistry (Grades 9-12) and replacing them with the M. A. Ed. and M. A. T. in Comprehensive Science (Grades 9-12). This action will provide schools with teachers qualified to teach all the sciences rather than just one area.
- Providing resources to develop a master's degree in English as a Second Language which will provide trained teachers to assist the growing population of P-12 students whose primary language is not English.
- Reallocating a full faculty position from the birth-kindergarten program to the special education program to build the capacity to develop an M. A. Ed. in Gifted Education (Grades K-12) which will meet the need for teachers in this area across the state as the program will be offered online.
- Permanently reassigning thirty percent of the time of the Director of Instructional Technology in the College of Education and Allied Professions from the College's Internet Video Conferencing Project to develop and coordinate the College's Electronic Portfolio Initiative. This action will allow better evaluation of Western's teacher education program and improve program quality.
- Permanently reassigning the College's Director of Assessment from reporting to the Director of Teacher Education to directly reporting to the Dean. This action will allow the Director of Assessment to work with additional departments and programs beyond those in professional education and enhance institutional effectiveness.
- Permanently reallocating funds by the College's Office for Rural Education from the Odyssey of the Mind Project to sponsor an annual conference on educational issues in rural education that will involve our partnership schools.
- Reducing the minimum number of on-site observations for secondary education student teaching from ten to seven. This action will result in faculty being able to supervise more students and reduce travel costs.
- Reallocate funds from the College's Incentive Fund to the Center for the Support of Beginning Teachers to make the directorship a fulltime twelve-month position.

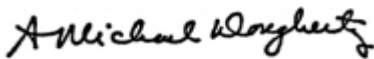
The rationalization process has produced additional planned efficiencies:

- Provost Carter and Executive Director Mary McDuffie of NCCAT have agreed to explore how WCU and NCCAT can better cooperate and collaborate on issues affecting teacher retention. Although in the formative stage, this joint effort has great potential for the state.
- Review all licensure programs that have graduated an average of less than five students per year for the past five years for discontinuation or as a basis for collaborating with other universities in program delivery. A preliminary review during this initial stage of rationalization identified the following programs as possibilities for collaboration or discontinuation: B.S.Ed. in German Education and in Spanish Education; M.A.Ed. in Curriculum and Instruction and in Physical Education; Instructional Specialist in Computers and in Reading.
- Review the operation of the College's Reading Center to consider converting from twelve to nine months and reallocating resources to the Director of Assessment and the Center for the Support of Beginning Teachers.
- Review moving the Summer Ventures Program, the Upward Bound Math and Science Program to the Center for Math and Science Education.

Western Carolina University's College of Education and Allied Professions was recently made the recipient of the Association of Teacher Educators 2006 Distinguished Program in Teacher Education Award. Western won the award for its ongoing partnership with school systems across Western North Carolina. With additional funds Western Carolina University could do the following:

- Pilot a beginning teacher support program with one of our partner school districts using the resources of our Center for the Support of Beginning Teachers.
- Pilot the "Inquiring Minds Project." This project combines tutoring of elementary students talented in math and science by Western students and mentoring of math and science teachers by Western faculty.
- Develop a statewide distance continuing education Masters Degree for community college faculty, starting with the areas of criminal justice and birth-kindergarten.
- Pilot a program to help a partner school district to develop and teach a curriculum for the district's burgeoning population of English Language Learners (ELLs).

Sincerely,



Michael Dougherty
Dean, College of Education and Allied Professions

C: Chancellor John Bardo
Provost Kyle Carter
Robert Kehrberg, Interim Dean, College of Arts and Sciences