NORTHERN ILLINOIS UNIVERSITY
Faculty Development and Instructional Design Center

Annual Report
2003-2004

Center staff with their 2003 Clogston Spirit Award

Introduction

The 2003-2004 annual report of the Faculty Development and Instructional Design Center summarizes the programs, activities, and accomplishments of the Center during its fifth full academic year of operation since its reorganization in August 1998.

During 2003-2004, the Center's roles and responsibilities evolved significantly, including the addition of new responsibilities for graduate teaching assistant training and development since July 2003. In response to the needs, Center staff initiated several new programs and activities under the direction of the Provost and the advice of the Faculty Development Advisory Committee.

> During 2003-2004, the Center's roles and responsibilities evolved significantly including the addition of new responsibilities for graduate teaching assistants . . .

The significant accomplishments of the Center during 2003-2004 include:

- Offering 130 programs for more than 1,650 participants
- Inviting 11 national and regional experts to present programs at NIU
- Enhancing the use of Blackboard, NIU's web course management system, among faculty, teaching staff, and graduate teaching assistants
- Sponsoring several programs on research and scholarly activities, including programs on Responsible Conduct of Research
- Obtaining several externally funded projects for faculty development initiatives
- Promoting accessibility and diversity issues, including faculty diversity workshops for department chairs
- Assuming responsibility for teaching assistant training and development and quickly developing and delivering programs and services for TAs
- Establishing Outstanding Graduate Teaching Assistant awards
- Revising and distributing the 271-page Instructional Guide for University Faculty to all new faculty and TAs, and making it available on the web
- Managing to award several professional development grants and opportunities to faculty and SPS in spite of the budget challenges

The talented and motivated staff of the Center worked hard during 2003-2004 to handle its responsibilities and assist faculty, academic supportive professional staff, and graduate teaching assistants in their teaching, technology integration, professional development, and research and scholarly activities.

The Center was presented the *2003 Clogston Spirit Award* by the Presidential Commission on Persons with Disabilities in recognition of its outstanding contributions to enhancement of accessibility to persons with disabilities at NIU. Center staff also received numerous other recognitions during 2003-2004.

Without the help and support of the various campus units, administrators, faculty, supportive professional staff, civil service staff, and graduate teaching assistants, the Center could not have accomplished its goals during 2003-2004, and the Center staff would like to express their sincere appreciation to the NIU community for its continued support of faculty development during 2003-2004.
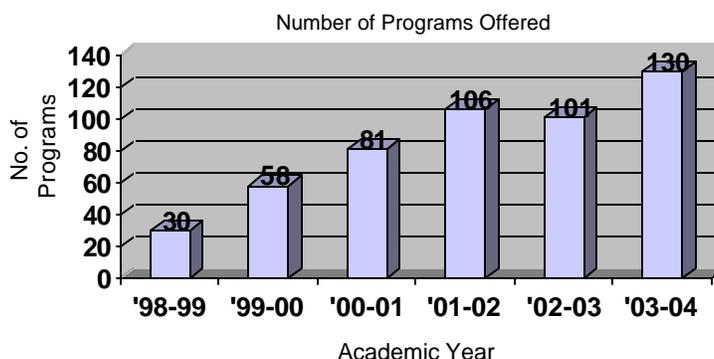
The Center is especially grateful to Executive Vice President and Provost, Dr. Ivan Legg and his staff for their support of the Center's activities, and the NIU Foundation and Pepsi-Cola General Bottlers, Inc., for the Pepsi Incentive Funding that made it possible for the Center to invite nationally recognized experts to present programs at NIU.
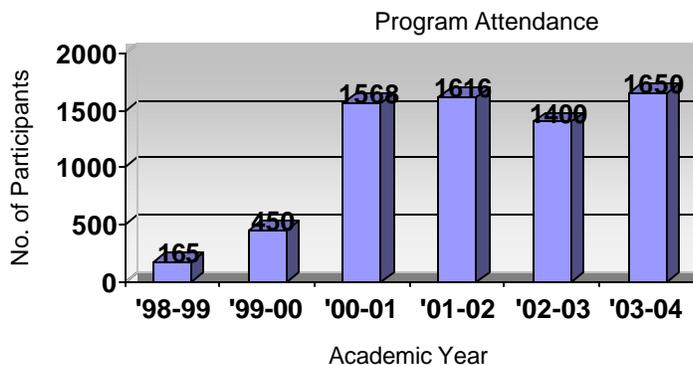
Program Data

The Center offered 130 formally scheduled programs between August 16, 2003 and August 15, 2004. The total attendance for these programs exceeded 1,650. This figure includes one-time and repeat participation by faculty, Supportive Professional Staff (SPS), graduate teaching assistants, some students, and visitors. Participation had to be limited in some cases due to laboratory and supervisory staff limitations.

Program data does not include information dissemination meetings and invited presentations by academic units. Some programs were co-sponsored by the Center with other campus units.

As the two charts below indicate, number of programs offered by the Center and program attendance increased considerably during 2003-2004 due to the offering of programs for graduate teaching assistants after the transfer of teaching assistant training and development responsibilities to the Center in July 2003. The number of programs indicates the Center's responsiveness to NIU community's development needs.

Number of Programs Offered

Participation in faculty development programs is completely voluntary and the increase in attendance is a clear indication of NIU community's continued interest in participating in development programs on teaching improvement, technology integration, and related areas. Program attendance for 2003-2004 was the highest during the past six years. Program attendance was also high for 2000-2001 and 2001-2002 due to two conferences held during those years that drew more participants. The increase in program attendance during 2002-2003 and 2003-2004 without any major conferences illustrates the steady increase in program attendance during the past six years.

Program Attendance

Data on consultations, grants and other development programs offered are included in separate sections of this report.
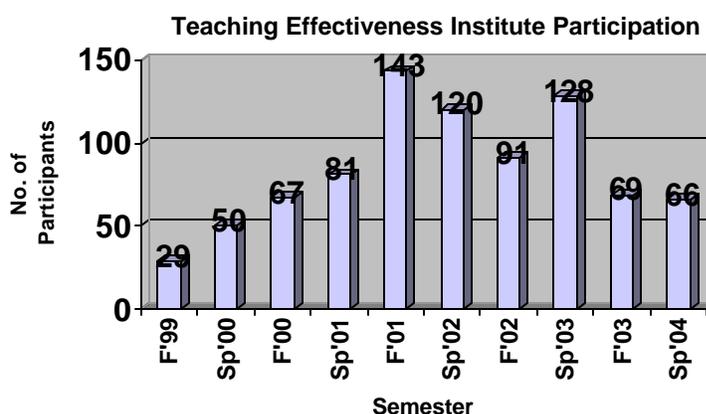
Teaching Effectiveness

Faculty Development and Instructional Design Center promotes effective teaching through the following activities and services:

- Arrange workshops, seminars, institutes and related programs on teaching effectiveness
- Provide instructional design consultations
- Offer workshops on integrating technology into teaching
- Offer teaching-related consultations and classroom observations
- Assist with the development of learning communities to promote good teaching and networking
- Promote multicultural and international education
- Provide access to resources on teaching

During 2003-2004, the Center offered teaching effectiveness programs of varying durations on a number of topics of interest to faculty, academic supportive professional staff, and graduate teaching assistants.

Faculty participation in the Teaching Effectiveness Institute coordinated by the Center at the beginning of every fall and spring semester has remained consistent with the number of new faculty joining NIU each year. The fall Teaching Effectiveness Institute is for two days: Day 1 consists of a series of presentations on Fundamental Principles of Instruction, and Day 2 consists of a daylong workshop on a particular topic of interest.

The spring Teaching Effectiveness Institute consists of daylong workshops on particular advanced topics of interests. Spring 2004 Teaching Effectiveness Institute participation may appear to be small, but the spring 2004 institute was a one-day institute compared to previous spring institutes (since spring 2001) that were two-day institutes. Due to the need for scheduling a day long TA Orientation in spring before classes started, the spring Teaching Effectiveness Institute had to be reduced to a one-day institute. The one-day attendance figure for the spring 2004 Teaching Effectiveness Institute still reflects faculty interest in improving teaching and the Center's effort in offering programs that meet faculty needs and interests.

Michael Davis presents a workshop during the Teaching Effectiveness Institute

Teaching Effectiveness Institute Participation

Semester	No. of Participants
F'99	29
Sp'00	50
F'00	67
Sp'01	81
F'01	143
Sp'02	120
F'02	91
Sp'03	128
F'03	69
Sp'04	66

During 2003-2004, the Center invited four nationally and regionally-recognized presenters to offer workshops on various topics on teaching. They included:

- Cheryl Hiltibran (Learning Strategies Corporation)
- Gerard Aloisio (Minnesota State University)
- Michael Davis (Illinois Institute of Technology)

- Eugene Hermitte (Johnson Smith University)

From fall 2003, the Center began offering daylong Teaching Assistant (TA) Orientation for graduate teaching assistants at NIU. The fall 2003 TA Orientation included a series of presentations in the morning for all attendees and the afternoon sessions included a 9 sessions on different topics of interest to TAs. Some of the sessions were held concurrently during the afternoon. The spring 2004 TA Orientation included several concurrent sessions during the morning and the afternoon. Many academic units require their TAs to participate in the fall TA Orientation, but not in the spring TA Orientation. As a result, attendance in fall 2003 TA Orientation was 168 TAs whereas spring 2004 attendance was 23.

<u>Teaching effectiveness programs offered by the Center during 2003-2004</u>

"Best Practices in Instruction," offered by Christa Dallmann on August 28, 2003.

"On the Future Possibility of Liberal Education at Northern Illinois University," presentation by Gary D. Glenn (Political Science) on September 24, 2003 as part of the Presidential Teaching Professor Seminar series. Co-sponsored with the Office of the Provost.

"Four the Fun of It Four: Games that Teach," offered by Christa Dallmann on October 14, 2003.

"Handling Questions and Answers," offered by Christa Dallmann on October 30, 2003.

"Motivating the Unmotivated Learner," daylong workshop offered by Cheryl Hiltibran (Learning Strategies Corporation) as part of the Spring 2004 Teaching Effective Institute on January 8, 2004.

"The Art of Discussion Leading," offered by Chigozie Achebe as part of the video discussion series for Graduate Teaching Assistants on January 28, 2004.

"Making Larger Classes Work," offered by Chigozie Achebe as part of the video discussion series for Graduate Teaching Assistants on February 11, 2004.

"Critical Questions about Our Teaching and Student Learning," offered by Jule Scarborough (Technology) as part of the Presidential Teaching Professor seminar series on February 12, 2004. Co-sponsored with the Office of the Provost.

"Designing Effective Group Activities," offered by Chigozie Achebe for Graduate Teaching Assistants on February 29, 2004.

"Fresh Techniques for Teaching Large Sections of General Education Courses," half-day workshop offered by Gerard Aloisio (Minnesota State University) on February 20, 2004.

"How to Speak: Lecture Tips from Patrick Winston," offered by Chigozie Achebe as part of the video discussion series for Graduate Teaching Assistants on March 4, 2004.

"Teaching Strategies," offered by Jule Scarborough (Technology) as part of the Presidential Teaching Professor seminar series on March 17, 2004.

"Teaching Exhibit Poster Session," held on March 29, 2004. Co-sponsored with the College of Education and PT3 Grant.

Gerard Aloisio presents a teaching workshop

John Bland receives certificate of workshop participation from Vice Provost Gip Seaver

"Assessing Student Learning," offered by Jule Scarborough (Technology) as part of the Presidential Teaching Professor seminar series on April 13, 2004.

"Sharing Learning Expectations: What Students Want from College Teachers," offered by Chigozie Achebe as part of the video discussion series for Graduate Teaching Assistants on April 20, 2004.

"Ethics Across the Curricula Institute," a two-day workshop offered by Michael Davis (Illinois Institute of Technology) on June 15-16, 2004.

"Thinking Together with Collaborative Learning in Science," offered as part of a video discussion series by Chigozie Achebe for Graduate Teaching Assistants on July 21, 2004.

"Fundamental Principles of Effective Instruction," coordinated by Center staff and presented by NIU faculty on August 12, 2004 as part of the Teaching Effectiveness Institute.

"Infusing Critical Thinking Across the Curriculum," daylong workshop offered by Eugene Hermitte (Johnson C. Smith University) on August 13, 2004 as part of the Teaching Effectiveness Institute.

The above list does not include customized teaching effectiveness programs offered by the Center for several academic units.

Diversity

Faculty Development and Instructional Design Center views diversity as an integral part of teaching effectiveness, technology integration, research and scholarly activities, and promotes diversity through related programs, services, and resources. Center staff also contributes to diversity activities at NIU through it participation in various diversity-related committees on campus.

During 2003-2004, the Center offered several programs on various aspects of diversity in collaboration with other units on campus, and invited Arthur L. Coleman (Nixon Peabody, LLP, Washington, D.C.) to offer a faculty diversity workshop for department chairs. Listed below are some of those programs:

Provost Legg speaks at the Faculty Diversity Workshop for Department Chairs

"Accessibility of Web Publishing Features of Microsoft Office and Adobe PDF to People with Disabilities," offered by Jon Gunderson (University of Illinois at Urbana-Champaign) on September 12, 2003.

"Building an Accessible Blackboard Course: Recommended Setting and File Formats," offered by Information Technology Services on September 24, 2003.

"Diverse Faculty Open House and Networking Luncheon," sponsored by Affirmative Action and Diversity Resources Center, College of Law, and Faculty Development and Instructional Design Center on October 8, 2003. Center resource exhibit organized by Brenda Hodges.

"College Student Mental Health: What You Need to Know to Help Your Students," offered by Kathy Hotelling (Student Counseling and Development Center) on October 21, 2003.

"Getting Real: Integrating Lesbian, Gay, Bi-Sexual and Transgender Studies into Your Curriculum," daylong institute co-sponsored by Presidential Committee on Sexual Orientation and Faculty Development and Instructional Design Center on October 31, 2003.

"Faculty Diversity Workshop for Department Chairs," presented on November 6, 2003 by a panel of department chairs.

"Creating an Inclusive Classroom," offered by Brenda Hodges for Graduate Teaching Assistants on November 11, 2003.

"Bringing Your International Experiences into the Classroom," faculty panel presentation offered on November 17, 2003 as part of International Week celebrations at NIU. Co-sponsored by the Division of International Programs and Faculty Development and Instructional Design Center.

"Interacting Effectively with Students and Colleagues with Disabilities," offered by Phinette Maszka (AADR) on March 2, 2004.

"Faculty Diversity Workshop for Department Chairs," presented by Arthur L. Coleman (Nixon-Peabody LLP, Washington, D.C.), Karen Baker (HRS), Diane Tyrrell (AADR), and LeRoy Pernell (College of Law) on April 1, 2004.

Center staff also assisted with the registration for the one-day workshop titled, "Curriculum Change and Leadership: Knowing Ourselves as Instructors" offered by Becky Petit and Nancy Algert on May 17, 2004. Sponsored by the Provost's Task Force on Multicultural Curriculum Transformation.

Technology Integration

The Center promotes technology integration into teaching, courses, and curricula through the following activities and services:

- Offer workshops, seminars, institutes, and related programs on integrating a wide spectrum of technologies into teaching
- Provide a laboratory environment for faculty to experiment with instructional technologies
- Serve as the initial point of contact for faculty teaching online credit courses
- Offer training programs on web course management software and online pedagogy
- Make available resources on instructional technologies and related topics
- Collaborate with other units to provide support for faculty in integrating instructional technologies

The Center views technology integration as part of teaching effectiveness and not independent of teaching. Technology integration programs, offered by the Center, focus on pedagogy as well as technology skills. During 2003-2004, the Center offered a number of programs ranging from the integration of basic instructional technologies to advanced multimedia technologies.

During 2003-2004, the Center invited the following two presenters from outside NIU to offer workshops on various topics on technology integration.

- Jon Gunderson (University of Illinois Urbana-Champaign)
- Jeff Harmon (Illinois Online Network)

Technology integration programs offered by the Center during 2003-2004:

"Redesigning Course Materials for Online Delivery," offered by Carol Scheidenhelm on August 27, 2003 and June 21, 2004.

"Creating an Effective Electronic Syllabus," offered by Carol Scheidenhelm on

Dawn Karlovsky presents a technology integration workshop

August 18, 2003.

"Blackboard Communication Tools," offered by:
- Carol Scheidenhelm on September 5, 2003
- Carol Scheidenhelm and Dawn Karlovsky on October 3, 2003
- Carol Scheidenhelm on June 29, 2004
- Carol Scheidenhelm on July 15, 2004 for Graduate Teaching Assistants

"Importing Varying File Formats into Blackboard," offered by Laura Miller and Carol Scheidenhelm on September 9, 2003.

"Blackboard: Faculty Assistance Open Lab," offered by Carol Scheidenhelm and Dawn Karlovsky on:
- August 19, 2003
- September 10, 2003

"Multimedia Sampler," offered by Dan Cabrera on:
- September 17, 2003
- January 16, 2004

"Mastering the Control Panel in Blackboard," offered by:
- Carol Scheidenhelm on September 19, 2003
- Carol Scheidenhelm on November 13, 2003
- Carol Scheidenhelm on March 5, 2004 for Graduate Teaching Assistants
- Carol Scheidenhelm on June 23, 2004 for Graduate Teaching Assistants
- Dawn Karlovsky on September 25, 2003
- Carol Scheidenhelm and Dawn Karlovsky on November 19, 2003

"Blackboard Overview," offered by:
- Dawn Karlovsky on August 22, 2003
- Carol Scheidenhelm on August 29, 2003
- Dawn Karlovsky on September 22, 2003
- Carol Scheidenhelm and Dawn Karlovsky on October 21, 2003
- Carol Scheidenhelm on November 14, 2003
- Carol Scheidenhelm on December 16, 2003
- Carol Scheidenhelm on January 14, 2004
- Dawn Karlovsky on February 6, 2004 for Graduate Teaching Assistants
- Carol Scheidenhelm on February 9, 2004
- Carol Scheidenhelm on March 25, 2004
- Carol Scheidenhelm on April 28, 2004
- Carol Scheidenhelm on June 14, 2004
- Carol Scheidenhelm on June 17, 2004 for Graduate Teaching Assistants
- Carol Scheidenhelm on August 10, 2004

"Importing Varying File Formats into Blackboard," offered by Carol Scheidenhelm and Laura Miller on September 9, 2003.

Carol Scheidenhelm presents a technology integration workshop

"Effective Use of Basic Multimedia in Blackboard," offered by Dan Cabrera on October 9, 2003.

"Effective Use of Basic Multimedia in Blackboard-Advanced," offered by Dan Cabrera on October 15, 2003.

"Blackboard Open Lab," offered by Carol Scheidenhelm and Dawn Karlovsky on September 17, 2003.

"Marketing Online Courses," offered by Jeff Harmon (University of Illinois Online) on October 23, 2003.

"Capturing Audio on Your Computer," offered by Dan Cabrera on October 27, 2003.

"Blackboard Assessment Tools," offered by:
- Carol Scheidenhelm on October 31, 2003
- Carol Scheidenhelm on February 4, 2004
- Dawn Karlovsky for Graduate Teaching Assistants on April 7, 2004

"Maintaining an Online Gradebook," offered by Carol Scheidenhelm and Dawn Karlovsky on November 5, 2003.

"Integrating Digital Images to Enhance Your PowerPoint Presentations," offered by Dan Cabrera on:
- November 7, 2003
- April 2, 2004

"Entering the Virtual Classroom," offered by Dawn Karlovsky on November 10, 2003.

"Video Capturing and Editing," offered by Dan Cabrera on:
- November 21, 2003
- April 19, 2004

"Using Excel for Managing Grades," offered by Carol Scheidenhelm on:
- December 3, 2003
- January 26, 2004

"Short Focused Tutorials," offered by Dan Cabrera on:
- December 5, 2003
- February 6, 2004

"Virtual Office Hours: Anytime, Anywhere!" offered by Dawn Karlovsky on:
- December 11, 2003
- December 15, 2003
- March 31, 2004

"CCS Training Initiative-Blackboard Training for Instructors," offered by Dawn Karlovsky on December 2, 2003.

"University Libraries Special Blackboard Overview," offered by Carol Scheidenhelm on January 5, 2004.

"Overview: How to Teach Blackboard for FCNS," offered by Dawn Karlovsky on January 6, 2004.

"Quick Digital Assignment Turnaround," offered by Dawn Karlovsky on

Center staff offered nearly 50 programs just on Blackboard and related topics during 2003-2004

January 22, 2004.

"Creating and Publishing Streaming Media with Real Helix," offered by Dan Cabrera on January 29, 2004.

"Copying, Archiving and Recycling Blackboard Courses," offered by Dawn Karlovsky on:
- February 19, 2004
- April 23, 2004

"Blackboard Gradebook," offered by:
- Dawn Karlovsky on February 26, 2004
- Carol Scheidenhelm on April 7, 2004

"CD/DVD Burner Workshop," offered by Dan Cabrera on:
- February 27, 2004
- March 26, 2004
- June 9, 2004

"Using PDAs in the Classroom: A Presentation Tool," offered by Dan Cabrera on:
- March 8, 2004
- June 30, 2004

Participants attend a technology integration workshop

"Building an Accessible Blackboard Course: Recommended Settings and File Formats," offered by Carol Scheidenhelm and Dawn Karlovsky for Graduate Teaching Assistants on March 18, 2004.

"Designing Your Classroom Teaching with PowerPoint," offered by Dan Cabrera for Graduate Teaching Assistants on April 15, 2004.

"Innovations in Teaching with Technology," Faculty Summer Institute on Leaning Technologies grant recipients' presentations moderated by Carol Scheidenhelm on April 21, 2004.

"Requesting and Updating Blackboard Courses," offered by Carol Scheidenhelm on May 10, 2004.

"Redesigning Course Materials for Online Delivery," offered by Carol Scheidenhelm on June 21, 2004.

Laboratory facilities for faculty to experiment with technologies

The Center's four-station Collaboratory and four-station Digital Multimedia Studio were used by a number of faculty and academic supportive professional staff during 2003-2004 for experimenting with instructional technologies. However, technology workshops for larger audiences could not be offered in these facilities due to lack of space and computing equipment.

During 2003-2004, the College of Health and Human Sciences once again graciously shared its state-of-the-art computer laboratory in Wirtz Hall 307 with the Center for offering technology workshops. This computer laboratory has 48-workstation, two data projection systems and a smart podium, and this facility allowed the Center to offer larger workshops on technology and related faculty development activities. The Center also made use of the computing training facilities in the University Libraries during 2003-2004 for some technology workshops.

During 2003-2004, the Center continued to be the main contact for faculty, staff, and graduate teaching assistants for online teaching issues, especially the use of Blackboard web course management system for teaching. Center staff developed and delivered numerous training programs on online pedagogy, and the use of Blackboard for online teaching. Center staff also handled numerous calls and email messages, and consultation requests on a daily basis on Blackboard. The Blackboard Administrative Team and the Blackboard Status Group comprised of staff from Information Technology Services (ITS), Records and Registration (R&R), and Faculty Development and Instructional Design Center met regularly to address administrative and support issues related to Blackboard.

During summer 2004, Center staff redesigned and reorganized the Teaching with Blackboard materials online, adding new sections and updating many others. Faculty new to Blackboard were asked to provide feedback on the online materials, and Center staff modified the contents according to their suggestions. Blackboard online materials can be found at http://www.niu.edu/blackboard.

Center staff was also instrumental in the development of a working definition of "online courses" at NIU. Center staff met numerous times with Provost's Staff during 2003-2004 and assisted in the development of the definition distributed to all academic units during fall 2003.

During 2003-2004, the use of Blackboard for teaching credit courses continued to increase at NIU. The tables below show the trends in the use of Blackboard for teaching credit courses at NIU during the past three years. These figures include the use of Blackboard for blended courses (face-to-face courses with varying levels of online components) as well as for courses that fall under the definition of online courses at NIU.

Blackboard Use by (individual) Students

	2002	2003	2004
Spring	7,695	12,966	15,737
Summer	1,438	2,612	3,320
Fall	11,371	16,411	

Blackboard Use by (individual) Faculty

	2002	2003	2004
Spring	238	357	403
Summer	57	108	155
Fall	259	425	

No. of Course Sections on Blackboard

	2002	2003	2004
Spring	344	661	865
Summer	65	110	154
Fall	535	855	

No. of Enrollments in Course Sections

	2002	2003	2004
Spring	10,556	24,423	31,719
Summer	1,651	3,155	3,329
Fall	20,485	30,852	

. . .from spring 2002 to spring 2004, the use of Blackboard for teaching credit courses nearly doubled at NIU.

As it is evident from the above tables, from spring 2002 to spring 2004, the use of Blackboard for teaching credit courses nearly doubled at NIU. This increase would not have been possible without the collaborative efforts of ITS, R&R, and Faculty Development and Instructional Design Center for administering and supporting Blackboard, training faculty and graduate assistants on Blackboard by Center staff, the support of technical staff at various colleges and departments, and the overwhelming enthusiasm of faculty and students at NIU for using online technologies for teaching and learning.

Research and Scholarly Activities

The Center considers teaching, research, and scholarly activities as part of scholarship, and promotes research and scholarly activities through the following activities and services:

- Assist the Office of Research Compliance in publicizing IRB training programs and registering participants for them
- Promote research mentoring programs with the help of academic units
- Encourage collaborative research and scholarly efforts across disciplines
- Refer faculty to appropriate resource units that support research and scholarly activities at NIU, and convey faculty needs to these units
- Seek externally funded projects to support faculty development activities
- Sponsor programs on research and scholarly activities

Research mentoring

The Center continued its funding of its research-mentoring program during 2003-2004 with the help of Dr. Sherilynn Spear, Chair of School of Allied Health Professions. Dr. Spear mentored 8 faculty members from 5 colleges at NIU.

Collaborative research and scholarly efforts

Center staff assisted numerous faculty on research and scholarly activities related to pedagogy and/or technology integration, and also collaborated on some sponsored projects during 2003-2004. Two examples of such collaboration are the Center's participation in International Training Office's U.S. AID grant, and University Outreach's HECA grant from IBHE.

Seeking externally funded projects

The Center submitted or participated with other campus in the submission of the following proposals to external agencies to obtain funding during 2003-2004:

"Teaching Training on Web-Based Environmental Management Systems," proposal submitted to Environmental Protection Agency Education Grant Program by Murali Krishnamurthi on February 14, 2003. Funding requested: $24,726 for one year (September 2004 – August 2005). Proposal funded.

"Online Decision Instruction for Data Integrity," proposal submitted to the Office of Research Integrity by Murali Krishnamurthi on February 28, 2003. Funding requested: $25,000 for one year (September 2004 to August 2005). Proposal funded.

"Integration of Ethics and Scientific Literacy into Diverse Disciplines," proposal submitted to National Science Foundation by William Tolhurst, Murali Krishnamurthi, and Kathleen Valde on June 6, 2003. Funding requested: $74,045. Proposal not funded

"RCR for the Rest of Us," proposal submitted to the Office of Research Integrity by Jeff Hecht, Lori Bross and Murali Krishnamurthi on February 28, 2003. Funding requested: $25,000 for one year (September 2004 to August 2005). Proposal funded.

"Expansion of Basic Nurse Education and Practice," proposal submitted to the U.S. Department of Health and Human Services by the School of Nursing for July 1, 2003 start date. Funding requested: $1,366,599 for 3 years. Project Partner: Faculty Development and Instructional Design Center. Proposal not funded.

> Center was directly involved or collaborated with other units at NIU in sponsored projects totaling more than $354,000 during 2003-2004.

"Promoting Faculty Diversity Through Administrative and Faculty Development," submitted to the Illinois Board of Higher Education HECA Grants by Murali Krishnamurthi on August 20, 2003. Funding requested $33,700. Proposal not funded.

"Total Engagement Against Bioterrorism: An Enhanced Curriculum Model," proposal submitted to the U.S. Department of Health and Human Services by the College of Health and Human Sciences for start date September 1, 2003. Funding requested: $800,000 for two years. Project Partner: Faculty Development and Instructional Design Center. Proposal not funded.

"Project Pipeline," proposal submitted in November 2003 to U.S. House Appropriations Committee on Labor, Health and Human Sciences, Education and Related Agencies as part of NIU's Federal Research Agenda. Funding requested: $1,500,000 for 2004-2006. Proposal pending.

"NIU's Community College Partnership Model," proposal submitted by University Outreach Services to Illinois Board of Higher Education's HECA grant for 2003-2004. Funding requested: $80,000. Proposal funded. Project team member: Faculty Development and Instructional Design Center.

"Media Room for Graduate Teaching Assistant Training," submitted to Pepsi Quality of Campus Life Grant by Chigozie Achebe on February 13, 2004. Funding requested: $8,000 for 2004. Proposal not funded.

"Securing the Heartland Through Service Learning," submitted to Corporation for National and Community Service, Learn and Serve Grant Program by Murali Krishnamurthi on March 9, 2004. Funding requested: $402,384 for 2003-2004. Proposal not funded.

"Strengthening Civil Society in Sri Lanka Through Building Advocacy Partnerships Among NGOs and Developing Local Leadership," submitted U.S. AID (U.S. Department of State) by the International Training Office. Funding requested: $200,000 for 2 years (July 2004 - June 2006). Project Partner: Faculty Development and Instructional Design Center. Proposal Funded.

<u>Research and Scholarly-Related Programs</u>

During 2003-2004, the Center invited the following nationally-recognized presenters to NIU to present workshops on research and scholarly activities:

- ❑ Tara Gray (New Mexico State University)
- ❑ Michael Loui (University of Illinois at Urbana-Champaign)
- ❑ Nicholas Steneck (Office of Research Integrity)

Listed below are the programs on research and scholarly activities offered by the Center during 2003-2004:

"Finding Funding for Graduate Teaching Assistants," coordinated by Chigozie Achebe and offered by Christian Veit (Graduate Student Grants and Student Fellowships Office) on February 2, 2004 for Graduate Teaching Assistants.

"Introduction to IRB Review," offered by Lori Bross (Office of Research Compliance) on:
- September 3, 2003
- September 4, 2003
- January 8, 2004
- March 3, 2004

Nicholas Steneck presents at the Responsible Conduct of Research Workshop

- April 6, 2004

"Pedagogical Research Methods: Improving Instruction in Higher Education Classrooms," offered by Brent Wholeben (College of Education) on March 19, 2004.

"Responsible Conduct of Research Workshop," offered by Nicholas Steneck (University of Michigan) and Michael Loui (University of Illinois at Urbana-Champaign) on April 9, 2004.

"Introduction to STATA," offered by Susan Porter-Hudak (Economics) on May 10-13, 2004.

"Hierarchical Linear Modeling for Nested Designs and Growth Modeling," offered by Janet Holt (Educational Technology, Research and Assessment) on May 17-27, 2004.

"Publish and Flourish," offered by Tara Gray (New Mexico State University) on May 21, 2004.

Center staff conveyed faculty needs on research and scholarly activities to the Office of Sponsored Projects and referred a number of faculty to the office.

Professional Development

The Center provides professional development opportunities to faculty and supportive professional staff through the following activities and services:

- Arrange mentors for new faculty who requested such support
- Provide career consultation services to faculty
- Offer professional development grants to faculty and supportive professional staff
- Serve as a referral resource to faculty for their professional needs
- Assist the Office of the Provost in hosting the New Faculty Forum for new tenure-track faculty
- Host the graduate teaching assistant orientation
- Convey faculty needs to the Provost's Office, and foster faculty development

Raoul Arreola presents workshop on faculty evaluation

During 2003-2004, the Center coordinated the New Faculty Forum for the Office of the Provost and also arranged a number of development programs for faculty, staff, and graduate teaching assistants. The Center also invited Raoul Arreola (University of Tennessee Health Science Center) to offer two workshops on faculty evaluation. The development programs offered during 2003-2004 include:

"Teaching Assistant Orientation," coordinated by Brenda Hodges on August 21, 2003.

"New Faculty Forum," coordinated by Murali Krishnamurthi on August 21, 2003. Sponsored by the Office of the Provost.

"Faculty Development Resources," presented by Carol Scheidenhelm at the College of Liberal Arts and Sciences New Faculty Forum on August 21, 2003.

"Developing a Comprehensive Faculty Evaluation System," a daylong workshop offered by Raoul Arreola (University of Tennessee Health Science Center) on September 5, 2003.

Tim Griffin presents at the TA Orientation

"Diverse Faculty Luncheon" on October 8, 2003 co-sponsored with Affirmative Action and Diversity Resources and the Presidential Commission on the Status of Minorities.

"Faculty Development Friday: (In)Valuable Campus Resources," offered by Carol Scheidenhelm on October 10, 2003.

"Faculty Development Friday: Time Management," offered by Carol Scheidenhelm on November 21, 2003.

"Teaching Assistant Orientation," coordinated by Chigozie Achebe on January 9, 2004.

"Faculty Development Friday: Can We Keep Plagiarism and Cheating in Check?" offered by Carol Scheidenhelm on February 27, 2004.

"Faculty Development Friday: Whatever Happened to Perfect Attendance?" offered by Carol Scheidenhelm on March 12, 2004.

"Lunch with the Provost for First Year NIU Faculty" coordinated by Murali Krishnamurthi and Brenda Hodges on April 12, 2004 and sponsored by the Office of the Provost.

"Outstanding Graduate Teaching Assistant Awards Reception," moderated by Chigozie Achebe on April 29, 2004.

"Implementing Comprehensive Faculty Evaluation," a daylong workshop offered by Raoul Arreola (University of Tennessee Health Science Center) on June 2, 2004.

During 2003-2004, the Center arranged mentors for two new faculty who requested such support. Both mentors and mentees were supplied with numerous articles, web resources, and helpful information on mentoring.

Professional Development Grants

During 2003-2004, the Center coordinated the following grant programs:

- Faculty Development Grants (one cycle only due to budget challenges)
- Supportive Professional Development Grants (one cycle only due to budget challenges)
- David Raymond Grant for the Use of Technology in Teaching
- Faculty Summer Institute on Learning Technologies Grant

The Center offered the following professional development grant writing workshops during 2003-2004:

"Faculty Development Grant Writing workshop," offered by Murali Krishnamurthi on April 2, 2004.

"Supportive Professional Staff Development Grant Writing Workshop," offered by offered by Brenda Hodges on April 16, 2004.

"Electronic Portfolio Pilot Program for the First-Year Composition Program," By David Raymond Grant Recipient, Michael Day (English), on April 22, 2004.

The Center sponsored 14 faculty and SPS to engage in new learning outside NIU through Faculty Development Grants, SPS Development Grants, and the Faculty Summer Institute on Learning Technologies Grant programs during 2003-2004. The Faculty Summer Institute on Learning Technologies grant was

funded by the Office of the Provost and the Faculty Development and Instructional Design Center during 2003-2004.

The David Raymond Grant for the Use of Technology in Teaching is sponsored by Mr. David Raymond, former Member of NIU Board of Trustees, the Office of the Provost, and the NIU Foundation. One recipient is awarded $2,500 through the grant each year and required to give a public presentation.

Faculty Development Grant recipients received a maximum of $2,500 each from the Center. They had to submit a formal proposal and indicate matching funds and letters of support from their academic units. SPS Development Grant recipients received a maximum of $1,000 each. They had to submit a formal proposal and a letter of support. Recipients of both grants are required to submit final reports after completing their development activities.

Faculty Development Grants Awarded for July to December 2003

Melanie Baumgartner (Theater and Dance)
Michael Duffy IV (University Libraries)
Eric Johnson (Music)
Pamela Nelson (Literacy Education)
Angela Powers (Communication)
Carl von Ende (Biological Sciences)

SPS Development Grants Awarded for July to Dec. 2003

Diana Kraft (University Health Service)
Jason Richardson (Information Technology Services)

Faculty Development Grants and Supportive Professional Development Grants were suspended for the January to June 2004 cycle due to budget cuts.

2004 David Raymond Grant for the Use of Technology in Teaching Recipient

Wei-Chen Hung (Educational Technology, Research and Assessment)

Faculty Summer Institute on Learning Technologies Grant Recipients for 2004

Chigozie Achebe (Faculty Development)
Therese Clark Arado (College of Law)
Katharina Barbe (Foreign Languages and Literatures)
Deborah Kalkman (College of Education)
Artemus Ward (Political Science)
Philippe Willems (Foreign Languages and Literatures)

Vice President Bose presents a certificate to a graduate teaching assistant award nominee

The Center also participated in the selection of the International Educator of the Year Award sponsored by the Division of International Education.

In spring 2004, the Center established the Outstanding Graduate Teaching Assistant Award to recognize the contributions of teaching assistants to the teaching mission of NIU. The following graduate teaching assistants were presented their awards at a formal reception held on April 29, 2004:

❑ William Auld, Theatre and Dance
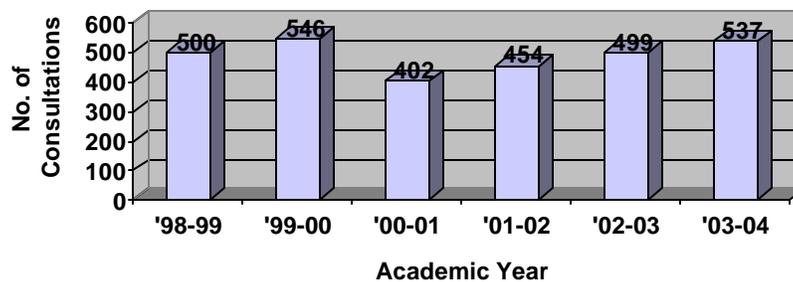❑ Adriana Maria Crocker, Political Science
❑ Leah Allegra Kind, English

Seven teaching assistants were also presented certificates of nomination.

Apart from offering workshops on teaching, technology integration, research and scholarly activities, and development grants, Center staff offer individual and group consultations on a range of issues for faculty, SPS and graduate teaching assistants. These consultations range from half an hour to several hours and can take place face-to-face, online, or via the telephone. For reporting purposes, Center staff delineated between consultations, requests and referrals.
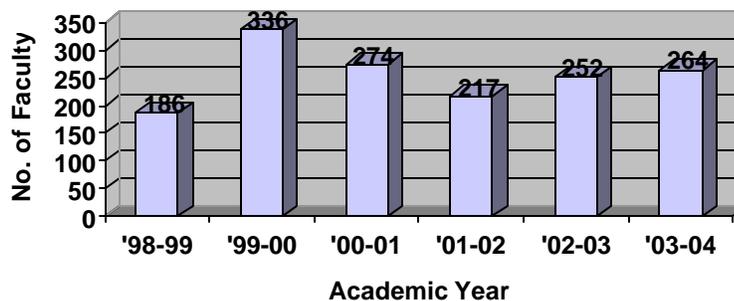
During 2003-2004, Center offered a total of 537 face-to-face consultations to 264 faculty, SPS, and graduate teaching assistants. Many of these faculty and SPS required numerous consultations of varying durations during the same period. These figures do not include telephone or online consultations or consultations on non-academic matters.

Number of Individual Consultations

The increase in number of face-to-face individual consultations during 2003-2004 reflects an increase in the number of faculty using Blackboard, and as a result, need for more individualized support. Some increase in consultations also reflects the addition of graduate and teaching assistant support.
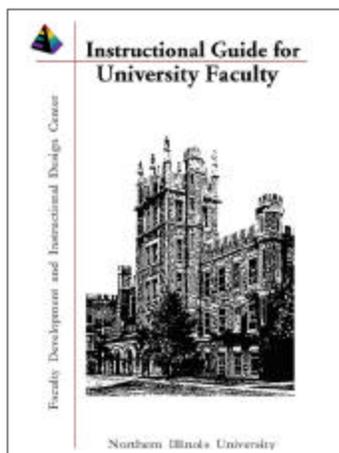
Number of People Who Received Consultations

Center staff also noticed that faculty learned more from each other (by sharing experiences, engaging in constructive dialog on teaching, and collaborating with one another when they participated in programs offered for groups of faculty) than from individual consultations. However, for certain issues faculty and SPS needed individual, confidential consultations, and Center staff made themselves fully available to all those who needed such assistance.

Apart from offering consultations, Center staff also handled numerous requests for information through phone and email about Center's programs, grants, and resources, and referrals to other campus units at NIU for particular service or resource. These requests and referrals were typically less than fifteen minutes and were handled by the Center Secretary, Program Coordinator, or Director.

C enter staff developed or acquired and made available during 2003-2004 numerous resources on various topics of interest to faculty, staff, and graduate teaching assistants. These include:

- A number of videos on teaching and related topics that were checked out by faculty and graduate teaching assistants
- A 228-page "Instructional Guide for University Faculty" with foundational information and practical techniques on effective teaching
- Online resources on a number of topics posted on the Center's website
- Numerous brochures that served as quick references on particular topics

The list of videos available from the Center can be found at: http://www3.niu.edu/facdev/resources/videos.htm.

The "Instructional Guide for University Faculty" can be found at: http://www3.niu.edu/facdev/resources/guide/guideintro.htm.

Center's Instructional Guide for University Faculty is one of the most used resources on the Center's website by users in U.S. and 23 other countries.

Apart from the mentioned resources, Center staff continued to maintain the following computing facilities during 2003-2004:

- a four-station Collaboratory for faculty to experiment with a variety of instructional technologies (maintained by Center Staff) at the Center

- a four-station Digital Multimedia Laboratory for faculty to experiment with multimedia technologies (maintained by Dan Cabrera, Multimedia Coordinators) at the Center

- a small work group of 23 workstations (maintained by Center Staff). Staff continue to offer for workshops in the College of Health and Human Sciences' Computing Laboratory in Wirtz 307.

- two file servers: One is set up as a development server for the Program Registration Databases and file sharing, and the other server is used as a testing environment and as a temporary backup system.

- seven laptops, video-data projectors, and Smart Board are used to provide workshops for faculty and staff all over campus. Center's smart board is located in the College of Health and Human Sciences computer lab located in Wirtz Hall 307 and used by faculty in that lab.

Center's Collaboratory and Digital Multimedia Workshops were regularly used by individual and small groups of faculty and supportive professional staff for experimentation as well as developing materials during 2003-2004.

Center staff moderated the following listservs which served as both informational and networking resources for faculty:
- New Faculty Virtual Forum
- Blackboard Users Listserv
- Blackboard Support Group
- Faculty Development and Instructional Design Center Listserv
- Graduate and Teaching Assistant Listserv

Center staff also posted information on other listservs, such as NetTeach, Webmasters, and academic units' listservs on campus to disseminate information about Center's programs, grant opportunities, etc.

Publications and Presentations

Apart from the "Instructional Guide for University Faculty," Center's publications include the following;

❑ "Spectrum" newsletter for faculty and supportive professional staff published every fall and spring semesters. This newsletter is posted on the web at http://www3.niu.edu/facdev/resources/spectrum.htm.

❑ "TA Connections" newsletter for graduate teaching assistants published every fall and spring semesters. This newsletter is also posted on the web at http://www3.niu.edu/facdev/ta/tasupport.htm

The following presentations and publications were given or written by Center staff at various conferences, professional meetings, and professional newsletters during 2003-2004:

"Making Campus Support Work Effectively: NIU's Integrated Blackboard Support System," presented at the SLATE (Regional Blackboard organization) Conference, Build it Better: Enhancing the Experience, held in October 2003, in Chicago, Illinois (Carol Scheidenhelm).

"Online Decision Instruction for Data Integrity," posted exhibited at the OSP Exhibits at NIU on February 26, 2004 by Murali Krishnamurthi, Dan Cabrera, and Dawn Karlovsky.

"Gerard Aloisio Delivers Traveling Workshop at Northern Illinois University," article written for the Spring 2004 Collaboration for the Advancement of College Teaching and Learning electronic newsletter (Brenda Hodges).

"Assessing Faculty Development in Higher Education," presented at the 2004 PAC PAIR Conference held in Honolulu, Hawaii on June 5, 2004 (Murali Krishnamurthi and Brenda Hodges).

"Pedagogical workshops: Teaching with Blackboard; Effective Strategies for In-Class Technologies; Integrating Online Communication," offered at the Faculty Summer Institute on Teaching Technologies held at the University of Illinois, Urbana-Champaign in May 2004 (Carol Scheidenhelm).

"Pedagogical workshops: Teaching in the Smart Classroom: Technologies and Techniques, Streaming Media, and Advanced PowerPoint," offered at the Faculty Summer Institute on Teaching Technologies, held at the University of Illinois, Urbana-Champaign in May 2004 (Dan Cabrera).

Murali Krishnamurthi served as a reviewer for the 2003 POD National Faculty Development conference and reviewed numerous proposals for workshops and panels.

Center staff present at the OSP Exhibit

Center Staff Development

Center staff attended many professional development programs during 2003-2004. Listed below is a sample of professional development activities in which Center staff participated outside NIU:

Dan Cabrera, Dawn Karlovsky, and Murali Krishnamurthi attended the RCR Expo sponsored by the Office of Research Integrity at Pittsburgh, PA on October 19, 2003.

Chigoze Achebe, Murali Krishnamurthi and Brenda Hodges attended the annual Faculty Teaching Retreat at the University of Illinois at Urbana-Champaign on February 12, 2004.

Laura Miller, Carol Scheidenhelm and Dawn Karlovsky attended the SLATE (Blackboard Users Group) conference at University of Chicago on October 16, 2003. Carol Scheidenhelm moderated a panel.

Dawn Karlovsky attended the SLATE (Blackboard Users Group) meeting on November 12, 2003, December 3, 2003, February 18, 2004, and April 16, 2004.

Murali Krishnamurthi
presents an outreach
workshop for teachers

Murali Krishnamurthi visited Colombo, Sri Lanka on December 22-24, 2003 on behalf of the International Training Office's U.S. AID project and to learn more about the project activities in Sri Lanka.

Dawn Karlovsky attended the Blackboard Users conference at Phoenix, Arizona on March 9, 2004.

Chigozie Achebe, Dan Cabrera, and Carol Scheidenhelm attended the Faculty Summer Institute on Learning Technologies at the University of Illinois at Urbana-Champaign from May 17-20, 2004.

Carol Scheidenhelm attended the SLATE (Blackboard Users Group) meeting on June 16, 2004 and July 21, 2004.

Center staff also offered the following outreach workshop during 2003-2004:

"Environmental Management Systems Workshop for Educators," on July 22 and 29, 2004, presented by Murali Krishnamurthi and Brenda Hodges, to area middle and high school teachers for Continuing Professional Development Units (CPDUs).

Committee Participation

Center staff served on numerous formal and informal committees, commissions, task forces, and groups at NIU and contributed their services. The following list shows a sample of committees that Center staff served on during 2003-2004:

- Academic Affairs Committee (Murali Krishnamurthi)
- Blackboard Administrative Team (Carol Scheidenhelm)
- Chinese Kung-Fu Club of DeKalb, Faculty Advisor (Dan Cabrera)
- Computing Facilities Advisory Committee (Murali Krishnamurthi), chair for 2003-2004
- Graduate Colloquium Committee (Murali Krishnamurthi)
- International Educator of the Year Awards Committee (Murali Krishnamurthi)
- International Week Committee (Murali Krishnamurthi)
- Presidential Commission on Persons with Disabilities (Laura Miller)
- Presidential Commission on the Status of Minorities (Murali Krishnamurthi)
- Deacon Davis Diversity Awards Committee (Murali Krishnamurthi)
- Presidential Task Force on Asian Americans (Murali Krishnamurthi)
- Provost's Task Force on Multicultural Curriculum Transformation (Murali Krishnamurthi)
- Responsible Conduct of Research Committee (Murali Krishnamurthi)
- Society of Hispanic Professional Engineers, Faculty Advisor (Murali Krishnamurthi)
- SPS Council, Chair, Communications Committee (Carol Scheidenhelm)

Center staff assesses all its programs, resources, and services on a regular basis and documents the results in the annual assessment report. Data collected as part of the assessment effort during 2003-2004 was analyzed by the Program Coordinator, Director and other staff at the Center to identify useful results for use during 2004-2005 and subsequent years. Feedback obtained from program evaluations and data on program attendance have already been helpful in making several programmatic changes. Listed below are some examples of how the Center has used assessment results to improve not only its programs and services, but also the assessment process.

The assessment initiative has helped the Center recognize the need for better data collection and documentation methods. During fall 2003, a program registration database was developed by Center staff to record program details, program attendance, speakers' information, program evaluations, etc. This database will also be useful for generating reports for individual faculty who request information on their program participation. The Program Coordinator has also devised better methods for filing program evaluation data.

The assessment initiative has helped Center staff clarify among themselves some of the data collection issues and mechanisms. Center staff have developed better definitions of "consultations, requests, and referrals" so that everyone at the Center could record data consistently. Center staff also recognized the need for conducting self-assessment of major programs to identify opportunities for improving the planning and execution of programs.

> Center staff recognized the need for conducting self–assessment of major programs to identify the opportunities for improving the planning and execution of programs

Center staff tracked attendance closely during 2003-2004 to identify programs with insufficient participation or saturation. In such cases, Center designed new programs to meet advanced training needs of faculty or reduced the duration of programs with insufficient attendance to make it easier for participants to attend the programs.

Center staff realized that along with collecting data through surveys, reports, and other off-line feedback mechanisms it would be beneficial to meet with faculty and SPS face-to-face, engage them in discussions, and collect useful information on their needs and interests. For this purpose, eight needs analysis focus group sessions were held.

One of the recommendations that came out of the needs analysis focus group sessions was the need for online resources on programs that faculty could download when they could not attend them due to scheduling conflicts or other reasons. Center staff are already working on this recommendation to post more materials online.

The needs analysis focus group sessions were very beneficial to meet with faculty face-to-face, engage them in a dialog on development issues, and identify their needs. For the next round of needs analysis focus group sessions, the Center plans to invite once again the eighteen academic units that did not respond this time and the academic support units, and identify their development needs related to the objectives of the Center.

The Center conducts a campuswide survey every four years to assess its programs, resources, and services. During spring and summer 2004, the Center worked with the Public Opinion Laboratory at NIU to develop a campuswide survey to be distributed to all faculty and supportive professional staff during fall 2004.

Advisory Committee

The Center would like to acknowledge the support of the members of the Faculty Development Advisory Committee during 2003-2004. This committee also assumed the responsibilities of the Teaching Assistant Training and Development Advisory Committee in fall 2003 due to the closing of the Office of Teaching Assistant Training and Development in summer 2003 and the transfer of its responsibilities to the Center.

Committee members actively participated in the programs offered by the Center and reviewed faculty development grant proposals and Outstanding Graduate Teaching Assistant Award nominations. Faculty Development Advisory Committee's support has been invaluable to the Center. Committee members during 2003-2004 were:

Deborah Booth, External Programs, Visual and Performing Arts
Charles Cappell, Sociology
Paula Frasz, Theatre and Dance, (Committee Chair)
Andrew Otieno, Engineering Technology
Jenny Parker, Kinesiology and Physical Education
Judith Rabak-Wagener, Allied Health Professions (completed Julie Kraut
        Becher's term)
Rob Ridinger, University Libraries
Rhonda Robinson, Educational Technology, Research and Assessment (filled in
        during Jenny Parker's sabbatical)
Daniel Schneider, College of Law
Joe Scudder, Communication
Daniel Wunsch, Management

Center Staff

The following staff members served in full-time capacities at the Center during 2003-2004:

Chigozie Achebe, Teaching Assistant Coordinator (joined November 2003)
Daniel Cabrera, Multimedia Coordinator
Christa Dallmann, Instructional Design Coordinator (till December 2003)
Amy Deegan, Secretary
Janet Giesen, Instructional Design Coordinator (joined July 2004)
Brenda Hodges, Program Coordinator
Dawn Karlovsky, Online Technologies Coordinator (till May 2004)
Murali Krishnamurthi, Director
Laura Miller, Information Technology Coordinator (till April 2004)
Carol Scheidenhelm, Assistant Director
Michael Vannoy, Information Technology Coordinator (joined July 2004)

The following students served in part-time capacities during 2003-2004 at the Center:

Rajeswari Bhojan, Graduate Assistant
Arvind Govindarajulu, Graduate Assistant
Gopi Jeyaram, Research Assistant (Office of Research Integrity Grant)
Ratna Jijjavarapu, Research Assistant (Office of Research Integrity Grant)
Jayanth Madduru, Research Assistant (EPA Education Grant)
Danielle Pelsor, Student Worker
Chongfeng Qi, Graduate Assistant

Awards and Recognition

During 2003-2004, Center staff achieved several personal and professional recognitions. Listed below is a summary of awards and recognition received by Center staff during 2003-2004:

Center was nominated for the TIAA-CREF's "Hesburgh Faculty Development Award" in September 2003.

Center was awarded the 2003 "Clogston Spirit Award" by the Presidential Commission on Persons with Disabilities on October 15, 2003 for the Center's outstanding contributions to enhancement of accessibility for persons with disabilities at NIU.

Dan Cabrera was awarded a University Programming and Activities "Certificate of Appreciation" for five years of outstanding service as faculty advisor to the Chinese Kung-Fu Club of NIU in Spring 2004.

Murali Krishnamurthi was awarded "Certificate of Recognition" by the Center for Access-Ability Resources for outstanding contributions and commitment to diverse student learning styles during 2003.

Murali Krishnamurthi was awarded a 2004 University Programming and Activities "Certificate of Appreciation" for five years of outstanding service as faculty advisor to the Society of Hispanic Professional Engineers in Spring 2004.

Carol Scheidenhelm was awarded a Supportive Professional Staff "Certificate of Recognition of Excellence" by the SPS Council on April 20, 2004.

Acknowledgments

Faculty Development and Instructional Design Center would like to express its sincere appreciation to the Office of the Provost for its support of the Center's programs and activities during 2003-2004. The Center is especially grateful to Pepsi-Cola Bottlers, Inc., NIU Foundation, and the Office of the Provost for the support provided through Pepsi Incentive Funding during 2003-2004.

The Center would like to thank the Office of the Provost for its support of the Faculty Summer Institute on Learning Technologies Grants, the Faculty Development Advisory Committee for reviewing faculty development grant applications and the nominations for the Outstanding Graduate Teaching Assistant Awards, and the SPS Awards Committee for reviewing SPS Development Grant applications.

The programs and activities of the Center would not have been possible without the help of faculty and staff presenters and participants from various academic and support units at NIU. The Center would like to express its appreciation to Information Technology Services and Registration and Records for their collaboration and support on Blackboard related initiatives, and Media Services, University Libraries, Legal Counsel, Graduate School, and several other units for their support of online teaching-related initiatives.

Center staff would like to acknowledge Document Services, Grants Fiscal Administration, Holmes Student Center Conference and Meetings Office and Food Services, Media Services, Office of Research Compliance, Public Affairs, Publications, Sponsored Projects, and University Bookstore for their support of faculty development activities.