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Preface

This year's To Improve the Academy is reflective of a trend that is occurring across higher education: elements of change throughout an institution. The three sections of this volume reflect these elements by the level and context at which they occur within an institution of higher education: the macro level, the unit level, and the classroom level. Much thought went into the focus of this year's volume, and the chapters best illuminate theory and practice addressing faculty development in each of these contexts. All chapters were selected through a rigorous blind review process. The chapters included in this volume are a delightful combination of theory and application. All chapters met the theme of this volume, the quality of scholarly writing, extensive reviews of literature, a grounding in theory, and an application that can be generalized to the volume's readers. All reviewers are recognized experts in the areas of faculty development, instructional technology, organizational change, and assessment.

Without the effort of many individuals, To Improve the Academy (Volume 20) would not be available to you today. Further, the contributions made by the many individuals enhanced the quality of this volume. First, I must thank the authors for contributing the chapters contained within. The quality of their work is of the highest caliber. I am certain that as you read the chapters, you will experience new and renewed insights about your own work in faculty development and higher education. I anticipate that you will copy chapters to share with your colleagues. During an era where we are all encouraged to contribute to the body of literature in higher education, I believe we should stop and praise the authors in this volume, who have devoted their time and effort to produce scholarly works that are grounded in the discipline of faculty development.

Without my colleagues associated with POD, reviewing the chapter submissions would not have yielded the quality you have before you. I would like to thank the following persons for taking time from their own schedules to review and offer feedback to all who submitted chapters to this volume:

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Alan Wright, Dalhousie University

As scholars we find that time is our most precious commodity. And because we have professional commitments within our own institutions, it is critical that those who rely upon us recognize the importance of devoting time to projects such as serving as editor for *To Improve the Academy*. I offer my heartfelt thanks to Portland State University's leaders and visionaries, President Bernstine and Provost Tetreault, for supporting me in the time I devoted to reviewing, editing, and organizing this year's volume. I could not report to finer administrators. When our own administrators recognize how works such as this one contribute to the body of literature and move forward the areas of faculty development and organizational change, then we, as scholars, are validated for our own scholarship and inspired to continue.

For those who have edited works comparable to this one, you know that if it were not for the assistance of those who work in our offices on a daily basis, the final product would not exist. For this year's *To Improve the* Academy, I owe my heartfelt appreciation to Andrew Huot in the Portland State University Center for Academic Excellence. Andrew's organizational skills were impeccable, his level of frustration with the project miraculously low, and his ability to keep the project moving uncannily timely. Andrew, thank you so very, very much.

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Devorah Lieberman Vice Provost & Special Assistant to the President Portland State University May 2001