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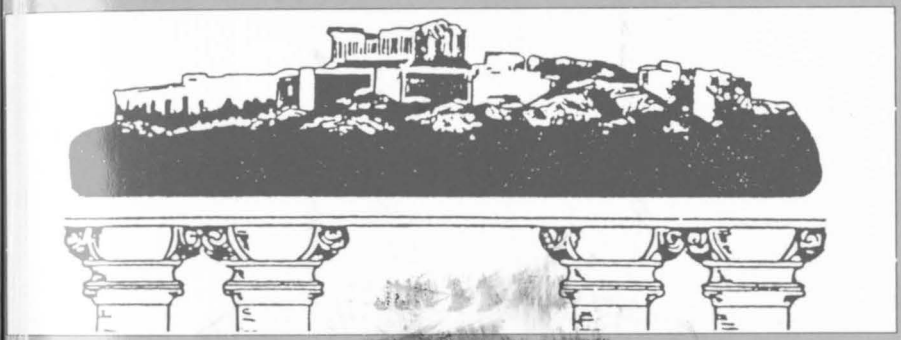
To Improve the Academy

Resources for Student, Faculty, & Institutional Development



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Volume 10, 1991

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The Professional and Organizational Development Network in Higher Education

1991
The Professional and Organizational Development Network in Higher Education

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Foreword

With this issue, *To Improve the Academy* celebrates its tenth birthday. Published annually by the Professional and Organizational Development Network in Higher Education (POD), *To Improve the Academy* is a collection of articles focusing on faculty, instructional, and organizational development. From its initial appearance in 1982, this publication has distinguished itself as an invaluable resource not only for faculty development professionals, but for all who believe that our students deserve the very best learning experience we can offer.

The excellent articles in this issue need no explanation; each speaks eloquently for itself. However, the reader may find the following observations about the collection as a whole of some interest. To begin with, the articles in this issue are of a highly practical nature, providing information on programs, strategies, techniques, and methodologies either easily replicable or at least readily applicable with some modification. Second, the authors deal with timely, vital topics, ranging from gender and multicultural issues to faculty wellness. Third, the reader will find great variety here—not only in terms of topics, but also in respect to auctorial perspectives, geographical and institutional representation, and philosophical approaches. Finally, this collection contains considerable fresh research.

From its very inception nearly two decades ago, POD has made manifest, through word and deed, its credo of communication, cooperation, and sharing. Indeed, this generosity of spirit emblematizes the organization and its membership. It is the first thing I noticed when I became involved in POD some ten years ago, and the quality still most often remarked upon by newcomers to the Network. True to its guiding principles, POD does not copyright the articles it publishes in *To Improve the Academy*. We invite you to reproduce and use the material in this volume. Further, we ask that you help maintain our tradition of sharing by contributing articles to future issues of *Academy*, as well as by making presentations at the POD Annual Conferences.

I gratefully acknowledge generous assistance from many sources in the preparation of this volume. Sincere thanks must be extended to my Associate

Editors—Howard Altman, Nancy Diamond, Lion Gardiner, Diane Morrison, Deborah Du Nann Winter, and Donald Wulff—who performed their editorial tasks with exemplary professionalism, industry, and good humor. Without their sound critiques, kind notes of encouragement, and sound judgment this enterprise, and its editor, might still be bombinating in the void. Further thanks are extended to: Chris Utech, whose secretarial expertise, sanguinity, and creative energies have been crucial to the project's success; Susan Kahn and Linda Hilsen, past editors who served as wise cicerones; Doug Dollar of New Forums Press, who combines professionalism with cooperation and warmth in exemplary fashion; Dr. Robert L. Horn, Dean of St. Norbert College, for his unflagging support and encouragement; the contributors to the tenth issue of *To Improve the Academy*; and my POD colleagues and friends. Like Sebastian of Shakespeare's *Twelfth Night* "I can no other answer make, but thanks, and thanks, and ever thanks, and oft."

Kenneth J. Zahorski, Editor
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Professional and Organizational Development Network in Higher Education

Mission Statement

Approved by the Core Committee on March 24, 1991
at its Washington, D.C., meeting.

The Professional and Organizational Development Network in Higher Education (P.O.D.) fosters human development in higher education through faculty, instructional, and organizational development.

P.O.D. believes that people have value, as individuals and as members of groups. The development of students is a fundamental purpose of higher education and requires for its success effective advising, teaching, leadership, and management. Central to P.O.D.'s philosophy is lifelong, holistic, personal and professional learning growth, and change for the higher education community.

The three purposes of P.O.D. are:

- To provide support and services for its members through publications, conferences, consulting, and networking.
- To offer services and resources to others interested in faculty development.
- To fulfill an advocacy role, nationally, seeking to inform and persuade educational leaders of the value of faculty, instructional, and organizational development in institutions of higher education.

Contents

Foreword v

Section I: Faculty Development: Past, Present, Future 1
What Theories Underlie the Practice of Faculty Development? 3
Wilbert J. McKeachie
Faculty Vitality: 1990 and Beyond 9
Joan North
Finding the Right Match: Staffing Faculty Development Centers . . . 19
G. Roger Sell and Nancy V. Chism

Section II: A Primer for Faculty Development Professionals 33
How Attitudes Change: A Primer for Faculty Developers 35
Richard F. Lewis
University Faculty Attitudes Towards Teaching and Research 47
Russell Lee and Michael Field
Selected Characteristics of New Faculty: Implications for Faculty Development 55
Christine A. Stanley and Nancy V. Chism
Starting Out: Experiences of New Faculty at a Teaching University 63
Virginia van der Bogert
Nine Keys to Enhancing Campus Wide Influence of Faculty Development Centers 83
Martin Nemko and Ronald D. Simpson
What Every Faculty Development Professional Needs to Know about Higher Education 89
Daniel R. Rice
Outside Consultants: When, Who, and How to Use Them 97
Martin Nemko

Section III: Promoting Diversity: Gender and Multicultural Issues in Academe 113
The Feminization of Academe 115
Deborah Du Nann Winter
Gender and Racial Differences among a Research University Faculty: Recommendations for Promoting Diversity 123
Deborah Olsen

Managing Diversity Through Faculty Development 141
Marie A. Wunsch and Virgie Chattergy
Instructional Development Programs for International TAs:
A Systems Analysis Approach 151
Rosslyn Mynatt Smith, Patricia Byrd,
Janet Constantinides, and Ralph Pat Barrett

Section IV: Meeting the Challenge of the Adult Learner 169
The Place of Narrative in the Study and Practice
of Adult Development 171
Diane Morrison
Adult Students as Catalysts to Faculty Development:
Effective Approaches to Predictable Opportunities 187
Douglas L. Robertson

Section V: Enhancing Teaching-Learning
and Classroom Climate 195
The Medicine Wheel: Emotions and Connections
in the Classroom 197
Peter J. Frederick
Putting the Teaching Portfolio in Context 215
Barbara J. Millis
Recognition from Parents: A Variation on Traditional
Teaching Awards 233
Delivee L. Wright
Coping with the Academic "Tragedy of the Commons":
Renovating Classrooms at Carnegie Mellon University 239
Edwin Fenton
Front Line Faculty Development: Chairs Constructively
Critiquing Colleagues in the Classroom 251
Linda Hilsen and LeAne Rutherford
The Professor as Active Learner: Lessons from the
New Jersey Master Faculty Program 271
Myrna J. Smith and Mark LaCelle-Peterson