CONTENTS

PREFACE  ix
   Connie M. Schroeder

INTRODUCTION  1
   Connie M. Schroeder

PART ONE: CALLING FACULTY DEVELOPMENT TO REENVISION ITS ROLE

1. FACULTY DEVELOPERS AS INSTITUTIONAL DEVELOPERS  17
   The Missing Prong of Organizational Development
   Connie M. Schroeder

2. GETTING TO THE TABLE  47
   Planning and Developing Institutional Initiatives
   Nancy Van Note Chism

3. NURTURING INSTITUTIONAL CHANGE  60
   Collaboration and Leadership Between Upper-Level Administrators and Faculty Developers
   Devorah Lieberman

PART TWO: EXAMINING THE EVIDENCE OF AN ORGANIZATIONAL DEVELOPMENT ROLE

4. INVESTIGATING INSTITUTIONAL INVOLVEMENT AND CHANGE AGENCY  77
   Connie M. Schroeder

5. IDENTIFYING THE FACTORS THAT ENABLE AN ORGANIZATIONAL DEVELOPMENT ROLE  111
   Connie M. Schroeder
PART THREE: REPOSITIONING CENTERS AND DIRECTORS ON 
THE INSTITUTIONAL RADAR SCREEN

6. LEADING FROM THE MIDDLE
   A Faculty Development Center at the Heart of Institutional Change 143
   Catherine E. Frerichs, Diana G. Pace, and Tamara Rosier

7. INFORMING AND DIRECTING THE PLANNING OF
   INSTITUTIONAL PRIORITIES AND INITIATIVES 162
   Phyllis Blohmberg

8. DEVELOPING AND ACTING ON A CENTER VISION 178
   Connie M. Schroeder

9. KNOWING AND FACILITATING ORGANIZATIONAL CHANGE
   PROCESSES 199
   Connie M. Schroeder

10. OPTIMIZING CENTER STAFFING AND ADVISORY BOARDS TO
    PROMOTE INVOLVEMENT IN INSTITUTIONAL CHANGE 218
    Susan Gano-Phillips

11. ALIGNING AND REVISING CENTER MISSION STATEMENTS 235
    Connie M. Schroeder

12. EMBEDDING CENTERS IN INSTITUTIONAL STRATEGIC
    PLANNING 260
    Connie M. Schroeder

PART FOUR: NEXT STEPS

13. RECENTERING WITHIN THE WEB OF INSTITUTIONAL
    LEADERSHIP 273
    Connie M. Schroeder

ABOUT THE AUTHOR AND CONTRIBUTORS 293

INDEX 297