Dear Colleagues,

I hope this letter finds you well and ready for an exciting and productive academic year. I also hope you have managed to stay cool in recent weeks. What a very hot summer it has been!

As I began to think about the new semester and my letter to you, I was reminded of all the ways our academic agenda has evolved in the past few years. In just three years, we have worked hard together to achieve greater clarity about the students we aim to attract and what we offer when they enroll, a stronger platform for faculty and a very enviable capacity to attract the best teacher-scholars in the nation, and an academic community that invests aggressively in the whole person even through tough times. Let me say more about each mark of our progress and tell you about some exciting plans and events in the new academic year.

It is right that the most intense focus is on our students, and this year’s incoming first-year undergraduate class is truly extraordinary. Eighty-one percent are in the top 10 percent of their graduating class, 22 percent are students of color, 22 percent are North Carolinians, and 3 percent are international. We increased the financial aid budget by 14 percent, enrolled 41 new students from families with income below $40,000 and capped their loans at $4,000 per year, and awarded need-based institutional scholarships to 35 percent of the class. I am pleased that 11 percent of undergraduates are receiving Pell Grants—up from 6 percent just five years ago.

All of our students will enjoy intense and consistent interaction with excellent and dedicated faculty—not only in the classroom, but also in the lab, the studio, and more informally around the campus. We also offer exciting campus life activities with specific events on campus each and every weekend, and a welcoming environment that is second to none.

A strong platform for faculty and our increasing capacity to attract the very best is our second mark of progress, and you, the faculty, have made these gains possible. To add even more to our strength, we are welcoming 48 new scholars, all excellent additions to the community. It is my pleasure to offer a virtual introduction. Several new colleagues will join the English department, and others will increase our numbers in Mathematics, Business, Law and other departments and schools. Several received Teacher of the Year accolades at their previous institutions, and two newcomers to the Communication department collaborated on Negroes with Guns, a PBS documentary that was nominated for the IDA/ABC News VideoSource Award in 2006. We are also welcoming a new University Archivist (who speaks seven languages!) and two assistant librarians. The group is incredibly global, bringing experiences as translators in small South American towns, international human rights policy makers, and IT founders in developing countries. I look forward to many innovative contributions to campus community.

The scholars are joining a faculty that is stronger than ever. I am particularly proud of our Humanities faculty, who broke records with a total of six National Endowment for the Humanities (NEH) awards and a brand new John Templeton Foundation grant for $3.6 million, the largest grant ever received for Humanities research at Wake Forest. The NEH grants make up part of the $14.3 million the faculty received in sponsored funds last year – also a new record!

The work these grants support will be part of the inaugural activity of the Humanities Center that will open this fall. That center will join the Institute for Public Engagement, as evolving parts of our academic profile. We are very pleased with the progress faculty are accomplishing under these new banners.
This intense activity gains momentum from robust direct faculty support. Compared to peer institutions, we met our goal for compensation to assistant professors and made important progress in the other ranks. In fact, among our peer group we exceeded the mean compensation for assistant and associate professors (by 4.5 percent and 3.6 percent respectively) and missed the mean for full professors by just 2.9 percent. In the process, we increased the emphasis on exceptional merit, an achievement I am especially pleased to report.

We also gain power from a new element of our community—our leadership development program for faculty and staff. Working in pairs, last year’s participants created plans for improvements we could offer in sustainability, communications, work/life balance, and public engagement. They have presented their ideas to President Hatch and the cabinet, and together we are discussing next steps. The program continues with a focus on emerging leaders this fall.

A companion element is the Professional Development Center, which enriches leadership opportunities for faculty, staff, and members of the broader Winston-Salem community as well. The Gatekeepers Workshop Initiative, for example, was developed to enhance understanding of and provide practical strategies to address intercultural situations faculty and staff may encounter when working with diverse students or co-workers. We are excited to have members of our community become leaders in advancing our efforts to create and sustain a more vibrant, diverse, and inclusive campus community. Other topics have included the financial crisis, the joys and challenges of raising or working with teens, humor and mental health, decision-making for leaders, and improving your golf game. One aim of the center is to promote these offerings campus wide.

The third mark of progress is an academic community that invests in the whole person through tough times—and here I will mention only a few of many opportunities we offer. As a collegiate university, we concentrate on ever renewing interpretations of the liberal arts, and we strive to build bridges among the arts and sciences and each form of professional education we offer. Our Translational Science Center and the Center for Bioethics, Health, and Society are excellent examples of such bridges. I am pleased to announce that three new Centers have been approved - the Center for Enterprise Research and Education, the Center for Energy, Environment and Sustainability, and the Center for Molecular Communication.

To meet the new complexities students face as they anticipate their professional careers, we now offer one of the most comprehensive and distinctive personal and career development programs in the nation. Instead of looking forward to traditional career counseling as juniors or seniors, now our students begin to shape their goals as first year students and continue that work over four years. In addition, the Mentoring Resource Center provides training and support to mentors with a goal of providing a guide for each student who wants one, and the Center for Innovation, Creativity and Entrepreneurship (ICE) offers faculty and students unique opportunities to develop entrepreneurial partnerships across the university, the community, and industry.

Facilities are key to our progress as well. This fall the new freshman residence hall houses 201 students. Work continues on the new Admissions and Welcome Center, which will open in March. Over the summer, space was created for a new writing center space on the ZSR Library 4th floor. Reynolda Hall was renovated to accommodate the Center for International Studies, Campus Chaplains, and Hospitality Services. To house additional business and law school faculty, renovations were completed in the Worrell Professional Center.
Just as important are the smaller changes that are critical to better teaching, learning, and research. For example, now we are upgrading Chemistry and Biology teaching labs to accommodate the faculty’s pedagogical needs and ease student access. In addition, film-editing suites and classroom improvements in history, communication, English, and education have been completed.

All these achievements make up a greatly enriched academic environment that also has a very big heart. Last year the Public Engagement Institute released a video that we enjoyed in October at convocation. One student described public engagement as a chance to give “a little bit of yourself to others,” and a faculty member recognized our responsibility to be “givers rather than takers.” It is wonderful that last year our students completed more than 85,000 volunteer service hours, over 50 courses had community service or community based research components, and we worked with over 150 community partners locally, nationally, and globally.

Over the fall, I will build on these observations about our excellence and say more about the many, many people who are contributing actively to our progress. In the meantime, please make special note of the events and plans I list below, because each is an opportunity to advance our progress even more. I look forward to seeing each of you on campus and to learning more about the next marks of distinction you are positioning the University to achieve.

With warm regards,
Jill Tiefenthaler, Provost

**Supporting Academic Work**

In light of our mission to support the teaching, research, and scholarly endeavors of faculty, the Provost’s Office announces a number of opportunities for funding and support. To learn more, visit [Grants and Funding](#) on the Provost’s Office website.

- **The ACE Fellows Program:** In conjunction with the Teaching and Learning Center and the Dean of the College, the ACE Fellows Program provides support for faculty fellows interested in incorporating service-learning into their courses. Application deadline: October 1, 2010. For more information please contact Steve Virgil (758-5430).

- **Chamber’s Family Fund:** The [Chambers Fund](#) supports projects and courses that encourage the use of the Internet or electronic commerce for entrepreneurial activities. Application deadline: October 1, 2010.

- **Faculty Panels on Public Engagement:** This grant provides supplemental funding to support faculty participation, either as individual presenters or as an assembled panel, at professional conferences when presenting on issues related to public engagement. Proposals may be submitted after August 27, 2010 and proposal submission forms may be found on the Institute’s web site following September 1, 2010. For more information please contact Steve Virgil (758-5430).

- **The Faculty-Student Engagement Fund:** This fund reimburses faculty members who host students outside of the classroom. They may be reimbursed for up to $125 per class
or $8 per student, whichever is less. Lower Division Advisers may also use this fund to treat their group of advisees once a semester. To use this fund, submit a completed **Expenditure Voucher** listing the date of the event, the amount of reimbursement desired, and the number of students involved to Deb Alty, Special Projects Manager, in the Provost’s Office. Note that original receipts are required for reimbursement. If you have any questions you may contact Deb Alty (758-3224).

- **The Nathan and Julie Hatch Academic Excellence Award**: For the past three years, the Nathan and Julie Hatch Academic Excellence Award supported a week of research and writing by a faculty member during the summer months at the Summer Research Institute conducted by Harris Manchester College at Oxford University. I am delighted to announce that President Hatch has very graciously agreed to fund this award to ensure that our faculty members can enjoy this remarkable opportunity, and I hope you will join me in thanking him for continuing this program. The deadline for applications is February 15, 2011. Please contact Associate Provost Jennifer Collins (758-3852) with any questions.

- **The Hattery Family Fund**: The Hattery Family Fund provides up to $3,000 per faculty recipient for multi-purposed research promoting scholarly work aimed at community problem solving. Proposals for support may be submitted to the Institute for Public Engagement through October 31, 2010. For more information please contact Steve Virgil (758-5430).

- **Mid-Year Emergency Funding Requests**: Requests for mid-year emergency funds must be submitted through a [Mid-Year Emergency Funding Request form](#). The form must be submitted through a Dean, Department Head, or Associate Provost. Contact Beth Hoagland (758-5146) with any questions.

- **Off-Campus Connections**: Faculty members who wish to host students inside their home may do so at no cost to them through the Provost's Off-Campus Connections program. ARAMARK will prepare and deliver a full meal to faculty homes for any groups larger than eight. Faculty should complete an [Off-Campus Connections order form](#) and email it to ARAMARK at connections@wfu.edu with relevant details (total number of guests attending, physical address and time). ARAMARK must be notified 48 hours prior to the event and food deliveries will only be made inside Forsyth County. Questions about the program should be directed to Provost Office Fellow, Rachel Cook (758-4073).

- **Provost’s Fund for Academic Excellence**: This fund provides 2:1 matching grants of up to $10,000 for endeavors that enliven our intellectual community. Application deadline: October 1, 2010. Visit our [website](#) for more information.

- **The Provost's Faculty-Student Lunch Program**: Faculty who eat lunch with undergraduate students on the meal plan may dine for free in the Fresh Food Company and the Magnolia Room. In order to participate, faculty should present a completed [Lunch Program Coupon](#) to the dining venue cashier. Questions about the program should be directed to Provost Office Fellow, Rachel Cook (758-4073).
• **Provost Fund for Faculty Travel:** This fund provides supplementary travel support for faculty presenting or chairing an academic conference or other professional event or conducting other work-related travel approved by the department chair or dean. Awards are restricted to tenured and tenure-stream faculty and lecturers and senior lecturers on continuing (two or more year) appointments on the Reynolda Campus. For further information or questions, contact Special Projects Manager, Deb Alty (758-3224).

Proposals for this type of support should use the Provost’s Travel Fund cover page plus a one page description of how the travel will help both their teaching and research. A budget for tuition and travel should also be attached. Requests for this type of support are unlikely to be funded more than once every 5 years for any one individual faculty member. Visit the [Faculty Resources](#) website for the necessary forms.

• **Provost’s Grants for Academic Excellence:** Provost's Grants provide a 2:1 match for smaller scale scholarly, pedagogical and creative efforts facilitating academic excellence. There is no deadline; awards are made on a rolling basis. For more information visit the [Provost website](#).

• **Public Engagement Mini-grants:** Provides funding to offset the costs associated with service learning and public engagement projects. Proposals are considered on a rolling basis throughout the academic year beginning August 27, 2010. Proposal forms will be available online after September 1, 2010. For more information please contact Steve Virgil (758-5430).

• **QEP International Funding:** The applications go out on September 7, 2010 and are due October 15, 2010. Funding is available for:
  - Hosting international scholars in spring 2011
  - Hosting an international conference/colloquium in 2011
  - Undergraduate student stipends for participation in international conference/activities during spring 2011 and summer 2011

• **The Science Research Fund:** The SRF sponsors projects in the natural and mathematical sciences. Application deadline: October 8, 2010.

• **The Social, Behavioral, and Economic Sciences Research Fund:** This fund supports projects conducted in departments that include but are not limited to Anthropology, Communication, Economics, Education, Political Science, Psychology and Sociology. Social, behavioral and economic sciences proposals from faculty in the Law School and Schools of Business are also accepted. Application deadline: October 22, 2010.

• **WFU houses applications:** The formal call for applications to serve as a resident professor at one of the WFU houses goes out on September 7, due date of October 1.
  - Applications to direct a semester program at the WFU houses for 2012-2013
  - Applications to direct a 2011 summer course at the WFU houses
Pre-Tenure Women’s Conference

The Provost and Deans will co-fund up to $1,000 in expenses for women interested in attending The First Annual Conference for Pre-Tenure Women at Purdue University on September 23-24, 2010. This conference, for women of all disciplines, will provide educational opportunities and help identify strategies for promotion and tenure. Interested faculty should contact your Deans, Barbee Oakes, or Mark Welker. Click here for conference information and registration.

iPads and other Emerging Technologies available at The Bridge

Want to try out an iPad or ebook reader? ZSR Library now provides new technology devices available for checkout from The Bridge (located at the back of the main floor atrium). We hope these new tools will help faculty, students and staff discover new ways of teaching, learning, and interacting with the world, and have a bit of fun doing so.

In the initial pilot, we invested in four Apple iPads, and one of each of the power players in the ebook reader market, the Amazon Kindle, Barnes & Noble Nook, and a Sony Touch Reader.

Shiny New Technology, all waiting to be borrowed!

Each are loaded with preselected apps and/or a number of classic books in .epub format, ready for experimentation or reading. Each has a loan period of three days, enough to give you a taste but still circulate fast enough to keep up with demand.

In addition to these items, the Bridge also circulates Flip video cameras, HD digital cameras, Clickers, audio recording and mini LCD projectors. Please stop by The Bridge and check them out!

Recognizing Achievement

Next Generation Librarian Award

Kevin Gilbertson received a Next Generation Librarian award from LYRASIS—the nation's largest regional membership organization for libraries and information professionals—for his innovative work related to ZSR’s study room reservation feature, the acclaimed Digital Forsyth website and the Toolkit, a collection of short videos, demonstrating skills needed for library research. Congratulations, Kevin, and thanks for the innovative work you do for Wake Forest!
Senior Scientist Mentor Award

In recognition for his continued commitment to mentor undergraduate research projects, Ron Noffle (Chemistry) was named a 2010 Senior Scientist Mentor by the Camille and Henry Dreyfuss Foundation. Ron, who has taught at Wake Forest since 1967, was one of 12 educators to receive this prestigious award. Ron plans to use the funding to continue his battery and solar cell generation research with undergraduates. Thank you, Ron, for truly living out the “teacher-scholar” model!

Faculty Publications

Congratulations to the following faculty members for books published recently:


- **McNally, John.** (English) After the Workshop, Counterpoint, March 2010.


- **Morosini, Roberta** (Romance Languages) Boccaccio Geografo: Un Viaggio nel Mediterraneo tra le Citta, i Giardini e... il ‘Mondo’ di Giovanni Boccaccio. Polistampa, June 2010.


• **Wiethaus, Ulrike.** (Religion/American Ethnic Studies) *Seven Rites of the Lakota.* Yonno Press, 2009.

Research Awards

Last fiscal year was our best ever! Wake Forest investigators earned over $14.3 million from external sponsors. Overall, we submitted 163 proposals, requesting nearly $67 million.

The Templeton Foundation’s 3-year award of $3.67 million is the largest single award for humanities and social science research in university history. **Christian Miller** (Philosophy), **Will Fleeson** (Psychology) and **Mike Furr** (Psychology) will conduct research into the nature of character, hold an essay competition and grant competitions in support of other scholarly research, and host two research conferences and a summer seminar.

Wake Forest faculty earned a total of six awards from the National Endowment for the Humanities. Awardees include **Cynthia Gendrich** (Theatre), **Emily Wakild** (History), **Kendall Tarte** (Romance Languages), **Michaelle Bowers** (Political Science), and **Claudia Kairoff** (English) received both a fellowship and a Scholarly Editions grant.

Over the summer, several faculty received their first external awards as independent investigators at WFU. **Lindsay Comstock** (Chemistry) and **Patricia Dos Santos** (Chemistry) received Biotechnology Research Grants from the North Carolina Biotechnology Center. **William Turkett** (Computer Science) (with **Errin Fulp** (Computer Science)) received a grant from the National Science Foundation. **Lynn Sutton** (ZSR Library) won an award from the North Carolina Humanities Council and **Andrea Kelton** (Business) and **Ya-wen Yang** (Business) received a grant from PricewaterhouseCoopers.

Aspiring Leadership Program

This fall, the Professional Development Center will hold a new Aspiring Leaders Program geared toward tenured faculty and staff who have shown leadership potential. After receiving 60 nominations from the Executive Council and other campus leaders, and 40 applications, we are pleased to announce the following participants have been selected for the 2010-2011 academic year. The cohort of ten faculty and ten staff will meet for six classes throughout the academic year.

• **Steve Adams** (Athletics)  
• **John Borwick** (Information Systems)  
• **Betsy Chapman** (Advancement)  
• **Jill Crainshaw** (Divinity)  
• **Mary Cranfill** (Facilities)  
• **Jay Ford** (Religion)  
• **Errin Fulp** (Computer Science)  
• **Anne Hardcastle** (Romance Languages)  
• **Beth Hoagland** (Provost’s Office)  
• **Hansford Johnson** (Business)
Thursdays at Starling

Thursdays at Starling, jointly sponsored by the Office of Admissions and the Office of the Provost, highlights the outstanding research, teaching and community engagement of Wake Forest faculty. Join us on Thursday, September 2, 2010 at 4:00pm for a program featuring Daniel Kim-Shapiro (Physics), Melissa Rogers (Center for Religion and Public Affairs) and Catherine Ross (Teaching and Learning Center). Please put the following Thursdays at Starling dates for 2010-2011 on your calendar: October 7, November 4, February 3, March 3, and April 7. Register for the upcoming Starling events here.

**Appointments**

**Fulbright Scholar-In-Residence**

The Fulbright Program has selected Wake Forest University to host a Fulbright Scholar-in-Residence for the 2010-2011 academic year. Our visiting scholar, Dr. Nuhu Yaqub, is a Professor of Political Science and was the Vice-Chancellor (President) of the University of Abuja in Nigeria from 2004 to 2009. He received his Ph.D. at the University of Sussex in the United Kingdom and publishes widely on African political economy, international politics, democratic transition and consolidation, and public policy. Dr. Yaqub will teach “Africa and World Politics” along with another course in the Department of Political Science.

**Professional Development Center Promotion**

Andrea Ellis has been promoted to Director of Professional and Leadership Development. Andrea was responsible for the creation and launching of the Professional Development Center (PDC) in 2008. Through her leadership, the PDC has become an integral part of professional development for both faculty and staff specializing in ongoing leadership and management development and is currently piloting a coaching initiative across campus. Andrea has been at Wake Forest since 1997 and prior to her current role, which reports both to the Office of the Provost and Human Resources, Andrea held positions in both Information Systems and Student Life.

**Upcoming Events, Updates and Information**

Fall Convocation Canceled
After a great deal of consideration, Fall Convocation (typically held the third week of September) has been suspended this year. Despite our best efforts, attendance has been low. Instead, we will focus our efforts on an exciting Founder’s Day Convocation in February, which will highlight the excellence of our students through the presentation of senior orations and celebrate the outstanding achievements of our community through the presentation of teaching and service awards to faculty and alumni. We hope you will attend Founder’s Day Convocation on February 17, 2011. If you have any concerns or comments about Fall Convocation, please contact Associate Provost Jennifer Collins.

You are Invited! Faculty Appreciation Fall Football Event

Provost Tiefenthaler invites faculty and their immediate families to the Saturday, November 6 football game, where our Demon Deacons take on Boston College (game time TBD). Come to Bridger Field House to enjoy drinks and food. All seats are located together in the end zone just outside Bridger. If you, your spouse/partner and children would like to attend, please contact Debra Alty by November 2. Seating is limited to 560 and tickets are first-come, first-serve.

Review of Program Review

The Wake Forest Program Review process for undergraduate and graduate programs in Arts and Sciences began in 1995. Each academic department has been reviewed by an internal committee and external reviewers every seven years. The second seven-year cycle of original academic departments reviewed was completed in 2008-2009.

As the request of the Provost and Deans, Ross Griffith (Institutional Research), Paul Ribisl (College) and Randall Rogan (Graduate School) conducted an evaluation of the Program Review and prepared a comprehensive report during the 2009-2010 academic year. The following recommendations have been approved and will be implemented effective January 2011.

Summary of Program Review Recommendations

1. Conduct a comprehensive Program Review once a decade with an interim follow-up at five years to assess progress on the goals established in the Memorandum of Understanding. An annual update of progress since the last Program Review should be added to the Chair’s Annual Report.
2. Begin the next round of reviews for the 2011-12 academic year with a process orientation meeting with departments in January 2011.
3. Streamline and minimize the self-study template to be more forward looking and consistent with departmental and university strategic plans rather than primarily reflective of the past.
4. Improve the process for the selection of External Reviewers to ensure the highest quality of reviewers and to avoid any conflict of interest with members of the department under study.
5. Develop a standardized template for the External Reviewers’ visit that includes their attending classes and meetings with students.
6. Review the adequacy of the review budget to meet the needs of departments but maintain the honorarium at $1,000 for External Reviewers.

7. Encourage timely implementation of the MOU’s, stressing the need for realistic outcomes, and share the MOU’s with Internal Committees to validate their role in the review process.

**Author John Grisham Visits Campus**

Lawyer and *New York Times* best-selling author John Grisham will visit campus on September 14, 2010, as a guest of the law school and the first speaker of the academic year in the Voices of Our Time series. Grisham will discuss why he chose to tackle the issue of wrongful convictions and answer questions from students and faculty from the law school’s Innocence and Justice Clinic. The event, at 4:00pm in Wait Chapel, is free and open to the public.

**Diversity and Inclusion - Gatekeepers Workshops**

The Gatekeepers Workshop Initiative was developed to enhance understanding of and provide practical strategies to address intercultural situations faculty and staff encounter when working with diverse students and co-workers. “*Gatekeepers I: Enhancing Our Community through Inclusion,*” was launched in 2009 and nearly 300 staff and faculty have participated. In June, twelve staff members were certified as internal diversity trainers and they began facilitating *Gatekeepers I* workshops in August. We also introduced “*Gatekeepers II: Cross Cultural Conflict,*” to 60 previous participants and will offer the next series of *Gatekeepers I* and *Gatekeepers II* workshops October 19-21, 2010. We are excited to have leaders in our community advance our efforts to create and sustain a more vibrant, diverse, and inclusive campus and we welcome faculty participation. Visit the [PDC website](mailto:https://www.pdc.edu) to register.

**Reynolda House to Offer Free Admission to Faculty and Staff for Select Programs**

Starting this fall, look for a “WF” on Reynolda House calendar listings for academic programs (gallery talks, lectures, and symposia) offered at no cost to Wake Forest University faculty and staff. Programs will be listed in Museum exhibition brochures and online. Simply show your University ID for free admission to designated events. Remember that general admission to the [Museum](https://www.museum.edu) is always free for you and a guest.

**Race and Sports Conference**

Racial controversies plague intercollegiate athletics—from the persistent graduation rate gap between African American and White student-athletes, to academic and social integration of students of color in top tier institutions and negative media portrayals of African American student-athletes. The Race and Intercollegiate Sports Conference, held April 13-14, 2011, will address the racial implications of these controversial topics by bringing together prominent academics, athletic administrators and sports journalists. Panels will address topics ranging from student-athlete’s perceptions of mistreatment; stereotype threat and the implications of Title IX gender equity for women student-athletes of color. If you are interested in getting involved or would like more information contact Earl Smith (Sociology) or Tim Davis (Law).
The Teaching and Learning Center Update

It has been a summer of change at the Teaching and Learning Center. With a new faculty director, **Sue Rupp** (History), and the arrival of Managing Director **Catherine Ross**, there is no shortage of ideas and energy! Check out the new programs – including faculty-led workshops, new faculty learning community, and faculty book discussion groups - on the [TLC website](#).

News from the Institute for Public Engagement

Under the direction of **Steve Virgil**, the IPE supports curricular community engagement activities across the University and reflects Wake Forest’s commitment to serving the broader community through academic engagement. Currently located in Reynolda 216, the IPE can assist faculty with service-learning, community based participatory research and other public engagement activities. For more information contact Director, **Steve Virgil** (758-5430)

Mentoring Support

Over the course of the fall semester, Director **Allison McWilliams** will facilitate training sessions for faculty advisers on mentoring tools and strategies, goal setting and action planning for students, and asking questions and giving feedback. For tips and best practices on mentoring, check out the [Mentoring Resource Center blog](#).

QEP Annual Report

The 2009-2010 Annual Report on the University’s Quality Enhancement Plan (QEP) is available on our [website](#). The report charts the continued progress of our internationalization efforts over the past year.

Sakai is Operational

[Sakai](#) is the new course management system that is replacing Blackboard and you are now free to use Sakai to its fullest extent. The Sakai Project has truly been a team effort. Thanks to all who have brought us to this point—the Sakai project team, the participants in the Sakai pilot and the Committee on Information Technology. [Click here](#) for answers to frequently asked questions.

Thank you for your attention to this newsletter. The Provost’s Office seeks your comments, suggestions and ideas for its continued development. To comment or suggest items to include, please be in touch with Provost Jill Tiefenthaler.