



**THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL**

**Meeting of the Faculty Council & General Faculty
Friday, September 10, 2010 3:00 pm
Hitchcock Multipurpose Room
Sonja Haynes Stone Center for Black Culture and History**

**Chancellor Holden Thorp and Prof. McKay Coble, Chair of the Faculty,
Presiding**

**Please note: Supporting materials are online at:
<http://www.unc.edu/faculty/facccoun/>**

AGENDA

- 3:00 Chancellor's Remarks and Question Period**
 - Chancellor Holden Thorp
- 3:15 Recognition of Hettleman Award Winners**
 - Chancellor Holden Thorp
- 3:20 Resolution 2010-4. On Excused Absences for Religious Observances.**
- 3:30 Using "Appreciative Inquiry" to Consider the Role and Work of the Faculty Council**
 - Chair of the Faculty McKay Coble
 - Dr. David Kiel, Leadership Coordinator, Center for Faculty Excellence
- 5:00 Adjourn**

September 10, 2010

Meeting of the Faculty Council and the General Faculty

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3:30 Using "Appreciative Inquiry" to Consider the Role and Work of the Faculty Council

- Chair of the Faculty McKay Coble
- Dr. David Kiel, Leadership Coordinator, Center for Faculty Excellence

What is "Appreciative Inquiry"?

- Appreciative Inquiry Commons at Case Western Reserve
- Appreciative Inquiry as used at the University of Virginia
- Report from Chair of the Faculty McKay Coble on the UNC-Chapel Hill Appreciative Inquiry faculty workshop held in May 2010 [pdf]
- Appreciative Inquiry booklet from Appreciative Inquiry facilitator Sallie Lee, which was used during the UNC faculty workshop [pdf]

5:00 Adjourn

Notes

JOURNAL OF PROCEEDINGS OF THE FACULTY COUNCIL & GENERAL FACULTY

September 10, 2010

The General Faculty and Faculty Council of the University of North Carolina at Chapel Hill convened at 3:00 p.m. in the Throckmold Multipurpose Room of the Sonja Haynes Stone Center for Black Culture and History.

The following 68 members of the Council attended: Anderson, Bachenheimer, Bagnell, Balaban, Bechtel, Betts, Blalock, C. Brown, Carlson, Chapman, Chen, Coble, Copenhaver, Crowder, DeSaix, Eaker-Rich, Earp, Ferrell, Fuchs Lokensgar, Gallippi, Gerber, Gerhardt, Greene, Hayslett, Heenan, Hess, Irons, Koomen, Kramer, Krome-Lukens, Lee, Linden, Maffly-Kipp, Mayer, McMillan, Mieczkowski, Milano, Miller, Milone, Moracco, Morris-Natschke, Morse, O'Shaughnessy, Palmer, Papanikolas, Paul, Persky, Renner, Richardson, Rodgers, Schoenfish, Shanahan, Shea, Stearns, Steponaitis, Stewart, Stotts, Sunnaborg, Swogger, Szypszak, H. Thorp, Thrallkill, Tisdale, Tobin, Toews, Van Tilburg, Wallace, and Webster-Cyriague.

The following 25 members were granted excused absences: Brice, J. Brown, Catellier, Cohen, Cornell, Dilworth-Anderson, Egan, Friga, Gehrig, Gilland, Gilliland, Gulledege, Guskiewicz, Leonard, Lopez, Lothspeich, Lund, New, O'Connell-Edwards, Powers, Schoenbach, Starkey, J. Thorp, Troster, and Yankaskas.

The following member was absent without excuse: Verkerk.

Call to Order

Chair of the Faculty McKay Coble called the meeting to order promptly at 3:00 p.m.

Chancellor's Remarks and Question Period

Chancellor Holden Thorp began by reporting that 2009-10 was another outstanding year for attracting research funding and private gifts. Research funding totaled \$804 million, a 12.2 percent increase from the prior year. The College of Arts and Sciences experienced a 48 percent increase and the School of Medicine a 22 percent increase. Private fund-raising yielded \$268 million, just 1 percent below 2008-09. That is a very good record given the current state of the economy, he said.

As for prospects for funding from the state budget, the chancellor said that he anticipates another year of uncertainty. This year, we absorbed a permanent reduction in state funding of 5 percent. State fiscal analysts expect a shortfall in the 2011-12 budget of between \$2.5 billion and \$3 billion. Governor Perdue has asked the University System to develop scenarios for absorbing either a 5 percent or a 10 percent reduction in funding in 2011-12. These scenarios do not take into account possible tuition increases, he said. Chancellor Thorp reassured the faculty that student financial aid and protecting the University's academic mission will continue to be our top budget priorities. He pointed out that despite the decline in state support we experienced in 2009-10, we managed to hire 120 new faculty members and to keep enrollment figures steady at more than 5,000 undergraduate and graduate students.

Chancellor Thorp reported that Dr. Heather Monroe-Blum, principal and vice chancellor of McGill University, will be the speaker at this year's University Day convocation, the theme of which will be innovation and entrepreneurship. Dr. Monroe-Blum has been a leader in shaping innovation strategy for Canada, he said.

The chancellor reported that the final phase of the science complex will be dedicated on University Day. The new buildings will be named Venable Hall and Murray Hall. The former retains the historic name of the chemistry building and the latter is being named in honor of Royce Murray, Kenan Professor of Chemistry.

Chancellor Thorp addressed the ongoing investigation of the football program being conducted by the NCAA and alleged academic misconduct by several football players that is being investigated by the Office of Student Affairs and officers of the student judicial system. He said that the administration is working as hard as possible to get through the situation, both in terms of solving immediate concerns and instituting any changes found to be needed in the long term. He summarized the circumstances leading to the NCAA investigation, which revolve around improper contacts between players and agents seeking to represent them in future negotiations with NFL teams. In the course of that investigation, information came to light indicating that there may have been instances of ongoing academic misconduct involving a number of players and an individual who had at one time been employed as a tutor in the academic support center. The former tutor is no longer employed by the University, but she continued to have interactions with a number of members of the football team despite explicit instructions routinely communicated to all parties that such contacts are improper. Chancellor Thorp said that he has assembled a team that is assessing the situation and making recommendations. Members are Chancellor Thorp; Prof. Lissa Broome, faculty athletics representative; Prof. Jack Evans, former faculty athletics representative; Mr. John Blanchard, senior associate athletic director for student-athlete services; Ms. Amy Hernan, assistant athletic director for compliance; Mr. Lance Markos, assistant athletic director for compliance; Vice Chancellor Winston Crisp; General Counsel Leslie Strohm; Mr. Dick Baddour, athletic director; and Mr. Larry Gallo, senior associate director of athletics.

Chancellor Thorp said that a difficult decision had been made to sideline 15 football players for the September 3 opening game pending resolution of questions that could affect their eligibility to compete in intercollegiate athletics under NCAA regulations. On the issue of potential academic misconduct, he emphasized that "our academic integrity is more important than winning any football game, but we need to remember that students, coaches, and others involved in athletic programs are also part of our family."

Chancellor reported that Athletics Director Baddour had recently accepted the resignation of assistant football coach John Blake, who had been found to have questionable relationships with an outside agent.

Chancellor Thorp concluded by saying that he has met with the Faculty Athletics Committee and has asked the committee to work with him on issues related to academic support, both short-term and long-term. He concluded by saying that he is "very proud of the people and decisions we have made thus far."

Prof. Steven Bachenheimer (Microbiology & Immunology) said that he appreciated the chancellor's remarks, but he felt that there is still a danger of the tail wagging the dog. The decision to hire Coach Butch Davis signaled a move to "big-time" football, he said. He thought that there is a connection between aspiring to be one of the top ten football programs in the country and the problems we have been confronting in the past few weeks. The chancellor said that these concerns are part of his thinking as well, but the welfare of individuals caught up in the situation is our chief concern at the moment. Larger issues will be addressed later.

Prof. Thomas Linden (Journalism & Mass Communication) referred to press reports that Coach Blake had received \$70,000 in severance pay and asked why that was considered appropriate, given the fact that the resignation appears not to have been entirely voluntary. Chancellor Thorp replied that standard practice is to award three months of severance pay to EPA non-faculty personnel who are separated from the University. Prof. Linden replied that to some, awarding severance pay to an employee who resigns under duress is inappropriate. He added that he hopes that the chancellor's emphasis on academic integrity continues to be our policy.

Hettelman Awards

Chancellor Thorp presented the 2010 Phillip and Ruth Hettelman Prizes for Artistic and Scholarly Achievement by Young

Faculty to James Bear, associate professor of cell and developmental biology; Yufeng Lin, associate professor of statistics and operations research; Garyk Papoian, associate professor of chemistry; and Krista Perreira, associate professor of public policy.

Resolution 2010-4. On Excused Absences for Religious Observances

Prof. Joseph Ferrell, secretary of the faculty, acting on behalf of the Faculty Executive Committee, presented and moved adoption of Resolution 2010-4 amending the undergraduate academic regulations on class attendance and final examinations. He explained that in the closing days of the 2010 session, the General Assembly enacted an amendment to G.S. 116-11(3a) to require each constituent institution of The University of North Carolina "to adopt a policy of two excused absences each academic year for religious observances required by the faith of a student," beginning with the 2010-11 academic year. Because of the late date, there was no time for the Faculty Council to enact the necessary changes in the academic policies as published in the Undergraduate Bulletin. In such a case, the Faculty Code enables the Faculty Executive Committee to exercise the Council's legislative powers, subject to later confirmation by the Council. Prof. Ferrell said that in the course of preparing the necessary legislation for Council action, Prof. Steven Reznik had pointed out the need to amend the final examination policy to exempt first year seminars from the requirement of having a final examination, as long as the minimum number of contact hours was observed. That change has also been incorporated in the proposed resolution.

Resolution 2010-4 was adopted without dissent. See the adopted resolution below.

Using "Appreciative Inquiry" to Consider the Role and Work of the Faculty Council

Dr. David Kiel, Leadership Coordinator for the Center for Faculty Excellence, led the Council in small group discussions of the "and work of the Council."

Adjournment

Its business having been completed, the Council adjourned at 5:00 p.m.

Joseph S. Ferrell
Secretary of the Faculty

UNC-Chapel Hill Office of Faculty Governance

Meeting of the Faculty Council

Friday, October 8, 2010

3:00 p.m.

Hitchcock Multipurpose Room

Sonja Haynes Stone Center for Black Culture and History

Chancellor Holden Thorp and
Professor McKay Coble, Chair of the Faculty, presiding

AGENDA

3:00 Call to Order

- Chancellor Holden Thorp

3:05 Presentation of the Thomas Jefferson Award, 2010

- Chancellor Holden Thorp

3:15 Chancellor's Remarks and Question Period

- Chancellor Holden Thorp

3:30 Provost's Remarks and Question Period

- Provost Bruce Carney

3:40 Chair of the Faculty's Remarks/Appreciative Inquiry Followup

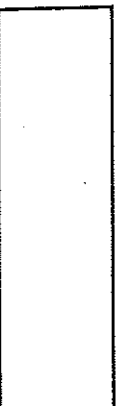
- Chair of the Faculty McKay Coble

4:00 **Faculty Athletics Committee Report and Faculty Athletics Representative Report**

- Prof. Steve Reznick, Chair Faculty Athletics Committee
- Prof. Jack Evans, on behalf of Faculty Athletics Representative Prof. Lissa Broome

4:30 Open Discussion: All Topics and Speakers

5:00 Adjourn



UNC-Chapel Hill Office of Faculty Governance

JOURNAL OF PROCEEDINGS OF THE FACULTY COUNCIL

October 8, 2010

The Faculty Council of the University of North Carolina at Chapel Hill convened October 8, 2010, at 3:00 p.m. in the Hitchcock Multipurpose Room of the Sonja Haynes Stone Center for Black Culture and History.

The following 69 members and observers attended: Bachenheimer, Balaban, Bechtel, Betts, Brown, Carlson, Chapman, Chen, Coble, Cornell, Crowder, Eaker-Rich, Earp, Ferrell, Friga, Fuchs Lokensgar, Gallippi, Gehrig, Gerhardt, Gilland, Gilliland, Greene, Hayslett, Irons, Koomen, Kramer, Krome-Lukens, Lee, Linden, Lund, Mayer, Memllian, Mieczkowski, Milano, Miller, Milone, Morse, New, O'Shaughnessey, Palmer, Papanikolas, Persky, Powers, Schoenbach, Shanahan, Shea, Starkey, Stearns, Steponaitis, Stotts Jr, Swogger, Szypszak, Thorp, Thrailkill, Tobin, Troster, Wallace, and Yankaskas.

The following 34 members and observers were granted excused absences Anderson, Bagnell, Blalock, Brice, Brown, Cohen, Copenhaver, Desaix, Dilworth-Anderson, Egan, Gerber, Gulledge, Guskiewicz, Heenan, Hess, Janken, Leonard, Lopez, Lothspeich, Maffly-Kipp, Moracco, Morris-Natschke, Paul, Renner, Richardson, Rodgers, Schoenfisch, Stewart, Sunnarborg, Thorp, Tisdale, Toews, Van Tilburg, and Webster-Cyriaque,

The following 2 members were absent without excuse: Catellier and Verkerk.

Call to Order

Chair of the Faculty McKay Coble called the meeting to order promptly at 3:00 p.m.

Thomas Jefferson Award

Chancellor Holden Thorp presented the 2010 Thomas Jefferson Award to John Parkhill "Jack" Evans, Hettelman Professor of Operations, Technology and Innovation Management in the Kenan-Flagler Business School. The Jefferson Award was established in 1962 Mr. Robert E. McConnell. It is given annually to that member of the faculty whose teaching and personal life most closely approximates the philosophy and conduct of Thomas Jefferson. Recipients are chosen by the Committee on Honorary Degrees and Special Awards. Prof. George Lensing read the citation. Prof. Evans responded graciously.

Chancellor's Remarks and Question Period

Chancellor Thorp opened his remarks by speaking to the ongoing NCAA investigation of Carolina's football program. He said that this is a sad and upsetting situation for him because it has distracted attention from the important academic work that we have to do. Chancellor Thorp pointed out that our National Research Council rankings are good; we rank 21st in the nation among research universities; we have an outstanding student body; and we have been quite successful in new faculty hires. All of these things are much more important than football, he said. While intercollegiate athletics are important, winning on the athletic field is not the primary work of the university. Educating our students is our primary work, he emphasized. The chancellor said that the meeting of the Faculty Athletics Committee earlier this week was good and productive. The discussion centered on what can be done to

help create an environment where student athletes can succeed in the classroom without compromising academic integrity. He said that Dean Bobbi Owen and Mr. John Blanchard will be working on ways to make that happen. Chancellor Thorp then said "I didn't want to stake this much of my career on intercollegiate athletics, but we are going to try our best to create a proper environment."

The chancellor next turned to details of the NCAA investigation. He said that we began with fifteen student athletes who had been identified as potentially in violation of NCAA regulations. They did not travel with the team to the opening game at LSU. Some of those students are the subject of alleged violations having to do with improper contacts with athletic agents and receiving improper benefits. Others are involved in an investigation of alleged academic misconduct. The chancellor said that the University has turned over all information that has been uncovered involving academic misconduct to the student attorney general, who will investigate and prosecute cases before the Honor Court. Chancellor Thorp said that he is proud of how Carolina handles cases of this nature; we are one of a very few institutions who rely entirely on student honor courts to handle instances of academic misconduct. He said that some of the student athletes are involved in both aspects of the investigation. He observed that the most difficult question at hand is how to get to the end of the investigations, but there appears to be no happy or simple answer. One option is to bench everyone being investigated; another is to allow everyone to play. Neither solution is acceptable, he said. At this point, the NCAA has joined in the investigation of academic misconduct. The chancellor pointed out that the steps involved in a NCAA investigation are many and complex, and that we are closer to the beginning of that process than the end of it.

Prof. Lloyd Kramer (History) alluded to media reports about long-standing relationships between former Coach John Blake and a prominent athletic agent. He asked whether the University has a policy governing such relationships. Chancellor Thorp replied that we don't receive information from NCAA investigators until they decide to pass it on. At the time Coach Blake was asked to resign, we did not have direct evidence of improper relations with Mr. Gary Whichard, the agent in question. Director of Athletics Richard Baddour said that we will soon have in place a policy designed to prevent recurrence of such incidents. Chancellor Thorp said that an appropriate follow-up question is why the head coach did not know what was going on. He said "we have a lot of work to do to find out why Coach Davis didn't know about these contacts."

Prof. Vin Steponaitis (Anthropology) asked Chancellor Thorp to comment on the broader issue of whether there is an imbalance between athletics and academics. The chancellor replied "that's the thing that keeps me up at night more than the individual details. I want to decide what's right for Carolina and what's right for intercollegiate athletics. The hardest thing about this is managing a crisis while asking what is ultimately right for UNC Chapel Hill." He said that he is most concerned about the environment for our students. His second concern is how to make sure that academic values come first. His third concern is how to keep the good parts of what we have. If we are to earn our way back to the leadership position we had, we have to remain competitive. Then, we will need to work out the economics of the situation. Chancellor Thorp said that our Olympic sports are very important both to him and to Mr. Baddour. He concluded by observing that addressing the question Prof. Steponaitis posed is like repairing an airplane in mid-flight.

Prof. Jay Smith (History) said that he was troubled by how little most of the faculty know about the Honor Court phase of the investigation. Specifically, he asked how the alleged academic misconduct came to light; can we be informed as to what courses were involved; may we know who is pressing the charges? Chancellor Thorp replied that students are protected by the Family Educational Rights and Privacy Act (FERPA), which requires that their identity not be disclosed without their consent—a protection that extends to all students, not just student athletes. He said that information about potential academic misconduct came to light when the name of the tutor involved was given by one of the

students to an NCAA investigator. At that point, he said, we began to piece together which students had been in contact with her. He said that a number of faculty members have been contacted by those investigating the incidents, including the student attorney general. The chancellor said that faculty members are normally not present at Honor Court hearings unless they are called to testify.

The Secretary of the Faculty moved that the Council and General Faculty go into closed session pursuant to N.C.G.S. 143-318.11(a)(6) to discuss a personnel matter. The motion was adopted.

The Council heard statements by the chancellor and the provost concerning the demotion and salary reduction for Prof. Bonnie Yankaskas (Radiology) as reported in the October 10, 2010, issue of the Chronicle of Higher Education. Prof. Yankaskas responded briefly.

The Council returned to open session.

Vice Chancellor Larry Conrad responded to several questions about information technology security issues.

Prof. Steven Bachenheimer (Microbiology & Immunology) asked for comment on the state budget outlook. Chancellor Thorp said it is difficult to parse the situation due to a number of uncertainties: the anticipated shortfall in available revenue, the impending general election which could result in new leadership in the General Assembly, and a new administration at UNC General Administration. He said that Carolina will be working hard to be sure that any tuition increases remain on campus rather than being diverted to the state's General Fund.

Provost's Remarks and Question Period

Provost Bruce Carney that he has scheduled a series of meetings with the deans and major center directors to be sure he understands what impact a 5 percent or a 10 percent cut in state funding would have on their units. He said that the tuition task force is already at work, but it is difficult to proceed without knowing more about the overall state budget picture than we do at this point.

The provost also reported on the following items:

- Dean Jean Folkerts (Journalism and Mass Communication) will be stepping down as dean this summer, despite efforts to dissuade her. A search committee chaired by Dean James Dean (Kenan-Flagler Business School) is being organized.
- Associate Provost Archie Ervin (Diversity & Multi-Cultural Affairs) will be leaving Carolina to take a similar position at Georgia Tech.
- A diversity assessment survey is being developed. It will survey all faculty, staff, and students.
- Appointments to the faculty equity study committee have been completed.

Response to the Council's Appreciative Inquiry Exercise

Prof. McKay Coble, Chair of the Faculty, reported on plans being formulated by the Agenda Committee to respond to suggestions generated by the Appreciate Inquiry exercise undertaken at the September Council meeting.

Annual Report of the Faculty Athletics Committee

Prof. Steve Reznik (Psychology), chair of the Faculty Athletics Committee, spoke to the committee's annual report. He singled out for special mention the committee's ongoing discussion of Thursday night

football games, and the renovation of Kenan stadium. He pointed out that the committee's mission is to inform the faculty and advise the chancellor on issues related to athletics. He said that the committee follows a standard format for each meeting. First, the committee invites formal remarks from the chancellor followed by remarks by the Director of Athletics. Then follows time for comments, questions, and suggestions by members of the committee. He said that the committee is currently working on plans to make elementary and secondary education and health sciences disciplines more feasible career goals for students engaged in intercollegiate athletics.

Prof. Jane Brown (Journalism & Mass Communication) said that she had recently learned that Carolina is one of the few institutions with a self-supporting intercollegiate athletics program. She asked for comment. Director of Athletics Richard Baddour responded that it is unusual for athletics programs to be self-sufficient, but there are no uniform accounting standards to support rigorous comparisons. For example, he said, we treat the student athletics fee as a revenue of the Department of Athletics and there is some state support for maintenance of the Smith Center.

Prof. Bachmeimer said that he understood that the Academic Support Center is a unit of the College of Arts and Sciences, not the Department of Athletics. He asked who supervises tutors engaged to work with players. Dean Bobbi Owen replied that in her capacity as senior associate dean for undergraduate education she oversees the heads of a number of units who work directly with students, including the Academic Support Center.

Prof. Paul Friga (Business) asked about logo licensing revenue. Mr. Baddour replied that all licensing revenue goes to the Office of Student Aid

Annual Report of the Faculty Athletics Representative

Prof. Jack Evans (Business) reported as the immediately preceding Faculty Athletics Representative since the annual report covers activities during his last year in that position. He reviewed in detail the functions of the position.

General Questions

Prof. Lloyd Kramer (History) said that graduate students in his department have questioned why they are required to pay the student athletics fee. He said that fees now total about \$1,800 annually and can be burdensome on graduate students who generally have to be self-supporting. Chancellor Thorp said that the extent to which graduate students have an interest in athletics "varies all over the map." He said that the issue of whether graduate students should pay student fees for activities primarily of interest to undergraduates has been with us a long time. Our rationale has been that all students pay all fees, without regard to whether an individual student needs or wants all of the services for which the fees pay. He mentioned the fee for child care as an example of a fee of little interest to undergraduates. The chancellor thought it impractical to allow individual students to opt out of particular fees.

Adjournment

Its business having been completed, the Council adjourned at 4:47 p.m.

Joseph S. Ferrell
Secretary of the Faculty

UNC-Chapel Hill Office of Faculty Governance

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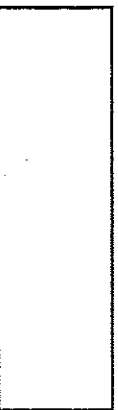
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5:00 Adjourn



I. EXECUTIVE SUMMARY

"Quality questions create a quality life."

Anthony Robbins

Vice Chairman for Health Education, and Science for the United Nations Research Center for the International Council for Caring Communities

APPRECIATIVE INQUIRY WORKSHOP STUDY

OBJECTIVE

The Executive Committee of the Office of Faculty Governance (2009-10)* studied and adopted the Appreciative Inquiry (AI) method as a way of strengthening the faculty's voice in determining the University's future, enhancing faculty vitality, and implementing positive change. As a companion piece to the Bain Report (now Carolina Counts) which is generally instructive based on the needs of the University, Appreciative Inquiry methodology is asset/strength based and may well prove beneficial in this period of financial stress which has led to severe material cutbacks and lowering of morale across campus.

What differentiates Appreciative Inquiry as a method from other forms of group involvement and problem solving is its emphasis on starting any planning process with activities that allow building from strengths, creating a sense of community in the working group, learning from past positive experiences, and by developing shared common vision before addressing deficits and problems. This not only mobilizes positive energy; it also creates a focus on forward movement and the changes that are wanted rather than past failures and disappointments.

The conclusion of the FEG assessment was that the AI approach could have a positive effect on such diverse efforts as the Academic Plan, the Innovation Roadmap, mentoring programs, and change based efforts in departments, schools, and programs. The Office of Faculty Governance asks to begin a dialogue about how what we have learned through this process might benefit these and similar University wide efforts.

*A committee made up of Pete Andrews, Chair of Public Policy, Laurie Matfity-Kipp, Chair of Religious Studies, and Dennis Murthy, Chair of Communications Studies, Anne Whisman, Office of Faculty Governance and David Kiel (then), Institute for the Arts and Humanities reviewed the AI literature and consulted with Professor Gordon Whitaker of the School of Government, who heads the SOG public engagement project, and with Margaret Henderson, and Lydian Altman, who are SOG staff members and AI practitioners working with local government.

METHOD/STUDY

Strengthening Faculty Voice through Appreciative Inquiry; a Workshop for the UNC Faculty
Sponsored by the Office of Faculty Governance, the Center for Faculty Excellence and the Institute for the Arts and Humanities, May 19-21, 2010.

Thirty-five faculty and staff members participated in some or the entire program on May 19 including faculty representing seventeen separate units. Faculty representatives from Social Work, Journalism, Education, Dramatic Art, Communications Studies, and Religious Studies, along with staff members from the Human Resources, CFE, the Office of Faculty Governance, Office of the Provost, the Graduate School, and the Health Sciences Library attended the more intensive "how to" program on May 20-21.

Anticipating a potential use for a wider use of AI Facilitator Sallie Lee*, sponsors Kiel and Coble designed the inquiry around ideas of innovation. The workshop was designed to be highly experiential, and included training in core AI concepts and techniques such as interviewing, case study development, qualitative analysis of themes, visioning, and follow through.

About the Workshop Facilitator, Sallie Lee, Sunshares Studio, Asheville NC*

Senior AI Practitioner Sallie Lee was chosen in a competitive process by a faculty committee from among the nation's foremost AI consultants. She has offered AI training around the world for the past fifteen years reaching over 1000 participants in a wide variety of business, government and not profit organizations.

Lee has worked with David Cooperrider, AI's originator, in Case Western Reserve University's year-long Global Excellence in Management (GEM) program, gaining certification in Global Change and Social Innovation.

She has recently conducted AI programs with the UNC School of Government, McKinsey Consulting, and the Australian Institute of management. She was guest editor for the Designing Strength-Based Organizations issue (Nov. 2008), in the journal The AI Practitioner.

BENEFITS

The process of Appreciative Inquiry allows participants to draw on positive aspects of their work and associations. Asked through carefully designed questions participants are led to examine a topic/inquiry from its strengths and potential rather than from a deficit based point of view.

As creativity is part of the process we begin to explore the ideas of capacity. Creativity is the only resource that is inexhaustible- it is not like a barrel of oil or a birthday cake that is used up- in fact it grows the more you use it- like a muscle- to full capacity. If we move past the metaphor to think about capacity in a university community "full" is not even part of the equation any longer. Ingenuity coupled with strength based inquiry, as opposed to deficit based analysis, exponentially changes the potential sum and expanding capacity becomes the reality.

RECOMMENDATIONS/ POTENTIAL SCOPE OF SERVICES

- Chancellor's Innovation Roadmap Initiative
 - To help Faculty understand not only the initiative but how they can become part of it.
- Academic Plan
 - Improving faculty buy-in and engagement with its implementation
 - As a next step we recommend that the Office of Faculty Governance and the Co-Chairs of the Steering Committee of the Academic Plan meet to discuss how an AI approach might be used to engage faculty in the next stages of the academic planning processes.
- Improving collegiality in a single department
 - UNC Dramatic Art will use AI in its August 2010 retreat to strengthen resiliency and define unit mission.
- Assisting in a merger between two major academic support units
- Assisting in strengthening Faculty voice in Faculty Governance
 - One meeting of Faculty Council in Academic year 2010-11 will use AI in assessing effectiveness of the Council communications.
- Designing a patient involvement research protocol for patients suffering from a particular chronic illness
- Assisting faculty dialogue and community building as part of a Professional School's strategic plan
- Creating a mentoring program for new faculty by an academic professional society
- Developing a strategic marketing and communications plan for a major academic unit

- UNC Public Policy will use AI to develop a marketing plan for the department based on current strengths.
- UNC Religious Studies will use AI in their August retreat.

We recommend that Appreciative Inquiry training as well as AI services to University entities become a permanent part of the services offered by the Center for Faculty Excellence. The basic funding for this enterprise can be based on the costs of our three day workshop which included Facilitator Sallie Lee's fee, travel and all materials for the workshop which came to \$10,000*. An expendable fund would need to be allocated or raised for expanded efforts.

*The costs were divided among the Office of Faculty Governance, the Center for Faculty Excellence, and the Institute for the Arts and Humanities.

CLOSING

The current Administration of the University of North Carolina has dedicated itself to extraordinary growth and understanding within and without our academic culture. "We are bound together by the task that stands before us" And we are bound for a place where the tasks may be more daunting or less defined than those we face now.

If we are to address the inquiries of the present and the future it is crucial that we take in hand how we address them. It is entirely possible that "how we know" presently may not be sufficient or even appropriate for our needs and very likely for how we educate ourselves to think.

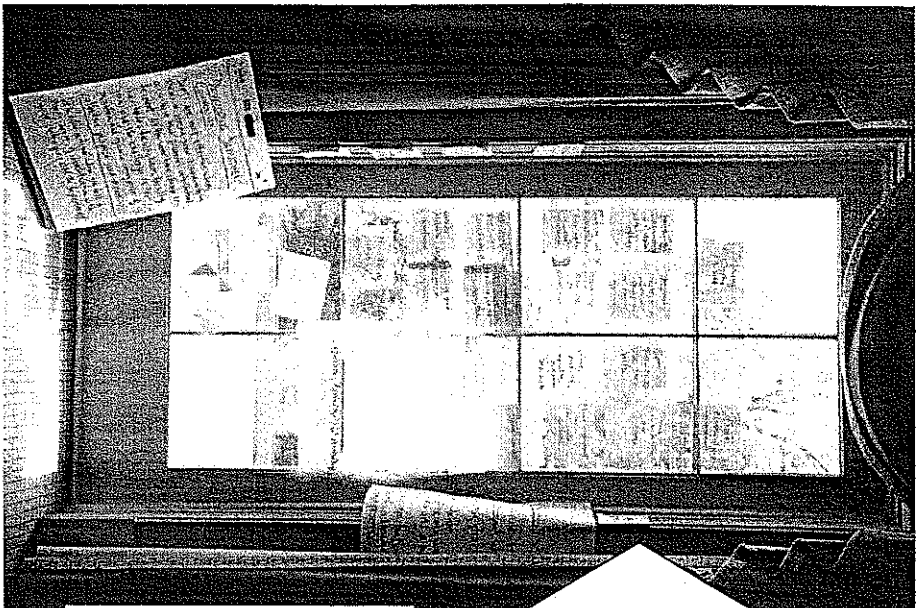
Emphasis on the examination of thinking is consistent with the current conversations within the academy about engaged scholarship, collaborative ventures that provide the best learning experiences for our students and the ephemeral concept that a product may or may not be the point of a process.

Clearly the movement toward creative thinking and solutions is testament to the kind of thinking about humanistic endeavors that are difficult to systematize yet essential to a creative life- the one thing we truly owe our students and ourselves.

As in science disciplines it has to become customary that the arts and humanities are able to go down a path potentially bound for a goal and embrace the possibility that the journey may take us into uncharted territory. Platitudes tell us that we must value the journey; that indeed it is the journey that is the point. In a world that needs real answers to real questions and, as importantly, life giving/ meaning making experiences we need to prepare for the unforeseen journey in a culture of creativity and capacity.

Our first goal will need to be nothing short of a paradigm shift in the way we understand education- this is where innovation is needed most profoundly. Appreciative Inquiry is not a new approach but it is innovative, in that it is not the norm in academe, to ask a community to examine its strengths, not its needs, and build from there. We are on the threshold of asking our Faculty to embrace new strategies for our research, teaching and service endeavors. As they will elicit inquiry of all kinds, we recommend an appreciative approach and know that in that fashion our colleagues will find the makings of personal and institution capacity.

McKay Coble
Chair of the Faculty
July 19, 2010



Dropping McKay off at the IAH on day three of the workshop:

Frank: What is all of that stuff on the window?

McKay: Notes and stuff- ideas about the future of the University.

Frank: Very colorful.

McKay Colorful indeed!

