On January 15, 2015, our community gathered to engage in a meaningful dialogue around the following goals:

- exploring future directions and best practices for the Center for Learning Innovation teaching community; that is, those practices that best support student learning and development as well as faculty flourishing;
- increasing clarity regarding roles and responsibilities of UMR faculty in this collaborative, student-focused, and learning research environment; and
- optimizing CLI mission-driven interaction with intentional practices to enhance trust, collaboration, critical reflection, dialogue, and problem solving.
- constructing a shared understanding of the type of academic community we intend to create so that revisions to our Mission, procedures, and expectations can reflect that shared understanding.

“When you think of a fierce conversation, think passion, integrity, authenticity, collaboration. Think cultural transformation.”

Schedule of the Day

**Morning Focus: Faculty Roles and Responsibilities**

8:45   Continental Breakfast  
9:00   Welcome and Overview of the Day  
9:10   Introduction to the World Cafe Process  
9:20   Cafe Conversations and Harvest  
10:50  Personal Reflection  
10:55  Introduction to Open Space Process  
11:15  Open Space Conversations and Harvest  

**Afternoon Focus: Constructing our Future**

12:15  Lunch  
1:00   Welcome to New Participants  
1:10   Morning Summary  
1:20   Cafe Conversations and Harvest  
3:00   Next Steps and Personal Commitments  
3:30   Farewell  

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**Harvest Home**

In the ideal  
it is harvesting  
the work we do—  
a reaping of crops grown  
from ancestral seeds,  
a gathering of first fruit,  
from vines that trace their sources  
beyond geography,  
beyond gender,  
beyond the bleach  
and blush  
and black of skin  
and root themselves in watery grace,  
in knowledge that nurtures us all.

In the ideal  
our classrooms fill, like cornucopia,  
overflowing with the bounty of our grange.  
Life stories, heaped among the texts,  
spill into hallways of our schools,  
crowd the sidewalks or the subways  
(and skyways!)...  
altering the form of knowing,  
changing heads,  
changing hearts,  
changing history,  
bringing harvest home.

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**Hosting Team**

**Sponsor**

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Tell a story about what is affecting your success as a faculty member in UMR’s Center for Learning Innovation.

Conversation Themes
- Working Positively
- Connecting Faculty
- Connecting to Real Life
- Developing Relationships
- Celebrating Differences
- Exploring Roles, Responsibilities, and Team Structures
- Measuring Success
- Building Trust
- Trying New Things and Learning
- Meeting Student Expectations

From all the experiences you have heard and shared in the first conversations, what is standing out for you?

Conversation Themes
- Pace of Change
- Uniqueness of Our Institution
- Trust Contributes to Success
- Research Pressures
- Roles and Workload
- Personal Space and Collaboration Space
- Creativity and Flexibility
- Technology in the Classroom
- Course Change Process
- Empowerment and Authority

What exactly needs to change to further support the success of CLI faculty, individually, and collectively?

Conversation Themes
- Longer-Term Strategic Planning
- Positive, Clear Communication
- Variety of Spaces
- Clarity of Roles
- Mentorship
- Empowerment That Is Not Aimless
- Culture of Trust
- Some Stability

Participatory Leadership in Action

Participatory leadership principles and practices were used to leverage the collective experience and wisdom of all who attended. We had the opportunity to engage in multiple rounds of 20 minute conversations in groups of four to five. The guidelines for conversation were to contribute our thinking, listen attentively to others, focus on what matters, link and connect ideas, listen together for deeper insights, play, doodle, draw, and have fun. Between rounds of conversation, we moved to other tables which provided an opportunity to forge new connections and cross-pollinate ideas across the room.
<table>
<thead>
<tr>
<th>TOPIC</th>
<th>INSIGHTS</th>
<th>NEXT STEP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Titles, Roles, Responsibilities</td>
<td>Current titles empower SBF and Disempower “DF” - need to empower both; “Faculty” culture is good; Need to clarify what role DF and SBF have in curriculum design, delivery, research. T/TT as course coordinators?</td>
<td>It is time to get clarity and have conversations with closure.</td>
</tr>
<tr>
<td>Callers: Robb and Kelsey</td>
<td></td>
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<tr>
<td>Why Team Teach</td>
<td>Team teaching should “look” different in different classes. No one-size fits all. There is a definite benefit for students and instructors can/do learn from each other. It is okay to question these practices.</td>
<td>Research on team teaching to include people who specialize in qualitative assessment/research methods.</td>
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<tr>
<td>Caller: Cass</td>
<td></td>
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<tr>
<td>Which factors should constitute our workload policy?</td>
<td>Identifying variables must be collaborative.</td>
<td>Establish multi-disciplinary, T/TT and SBF teams to identify variables and multipliers to construct a model. Distribute model to faculty members and teaching teams to get feedback. and repeat. Submit to working group who reports to all faculty. Create mechanisms for changes to workload.</td>
</tr>
<tr>
<td>Caller: Aaron Kostko</td>
<td></td>
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<td>“Best Practices”, an unexamined term?</td>
<td>Kenneth Burke’s concept at the “Bureaucratization of the Imaginative”. There’s perhaps a human tendency to create a dogma, orthodoxy, a “greatest hits”. Still, we should be self-cognizant about this phenomenon.</td>
<td>Let’s define our terms and not use jargon and nomenclature as a shield or umbrella (pardon the metaphor!).</td>
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<tr>
<td>Caller: Jim F</td>
<td></td>
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<tr>
<td>Trust</td>
<td>Trust takes time. “Does each action engender trust?” - can be a paralyzing question that can delay action. We need to create trust in different spaces. Banding together can be viewed as undermining non-faculty groups. X-purposes with administration can be detrimental - how do we overcome that?</td>
<td>Figure out where the trust breakdowns are. Create opportunities to work with more people on different things. Randomly group people to work together. Humanize each other - openness in communication with each other. Acknowledge the model.</td>
</tr>
<tr>
<td>Callers: Molly and Rajeev</td>
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</tbody>
</table>
Tell a story that reveals an example of the kind of UMR teaching community accomplishment or type of interaction that demonstrates a community characteristic you would like to have continue in the future.

From all the experiences you have heard and shared in the first conversations, what is standing out for you that can inform our Vision for the future of the Center for Learning Innovation?

Afternoon World Cafe: Constructing our Future
What are specific, intentional next steps that we need to take to move us toward a shared Vision for the future of the UMR Center for Learning Innovation teaching community?

CLARIFY FACULTY ROLES, RESPONSIBILITIES, AND WORKLOAD
• Define expectations for our teaching community before we grow in terms of student enrollment - maintain current teaching goals and standards? How? (with higher student numbers); What will support look like during the growth phases? Hiring?
• Design workload policy metrics
• Document roles and responsibilities to clarify job descriptions
• Encourage leadership to clarify roles, especially for faculty
• Have conversation with CLOSURE to… clarify roles
• Develop specific workload metrics
• Create policies/procedures on roles, responsibilities, and workload
• Articulate the job descriptions for all in the teaching community using job descriptions template; 1. all faculty, 2. TT/SBF description, 3. discipline description

CREATE SPACE FOR DIALOGUE
• Give us cake (teacher lounge-like space)
• Create functional, collaborative space for faculty and staff
• Dialogue and plan new space

ARTICULATE CLEARER VISION
• Elucidate vagary with concrete examples and practical specific understandings ie what is “responsible for curriculum”? • Articulate a clearer vision for CLI 2.0

CREATE A CULTURE OF TRUST
• Build trust by being transparent and providing rationales for decisions
• Trust and reassess/reevaluate!
• (Re)Build trust among faculty/teaching community

COMMIT TO FACULTY AND SUSTAINABILITY
• Implement multi-year contracts, accelerate tenure process
• Give bonuses! (recognize contributions)
• Provide stability of leadership
• Focus on the How in order to address issues of sustainability
• Create longer-term contract for current faculty and CLI seminar instructors

FOSTER EFFECTIVE TEAMS
• Increase interaction through thoughtful use of shared and non-shared space
• Recognize that UMR collaborative groups are not monoliths. Each person in the group is a separate stakeholder; the group is not the stakeholder. We need intentional training in the theories and practice of community engagement - this recognizes heterogeneous nature of collaborative groups, and values listening and looking for common ground and the contributions of diverse voices.
• Communicate openly and effectively across roles and units

RESEARCH CLI SEMINAR SERIES
• Start research in the seminar series
THANKS TO ALL WHO PARTICIPATED!

Aanerud, Marian  Haines, David  Prat Resina, Xavier
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Ford, James  Norris, Adele (Tasha)  Wright-Peterson, Virginia
Furness, Ryan  Olson, Rachel  Wright, Jake

Continue Your Fierce Conversations

1) **Master the courage to interrogate reality.** No plan survives its collision with reality, and reality has a habit of shifting, at work and at home…[Changes] require shifts in strategy.

2) **Come out from behind yourself into the conversation and make it real.** While many fear “real,” it is the unreal conversation that should scare us to death. Unreal conversations are expensive, for the individual and the organization…[we] will accomplish our goals in large part by making every conversation…as real as possible.

3) **Be here, be prepared to be nowhere else.** Our work, our relationships, and our lives succeed or fail one conversation at a time. While no single conversation is guaranteed to transform a company, a relationship, or a life, any single conversation can….Participate as if it matters. It does.

4) **Tackle your toughest challenges today.** Burnout doesn’t occur because we’re solving problems; it occurs because we’re trying to solve the same problem over and over. The problem named is the problem solved. Identify and then confront the real obstacles…

5) **Take responsibility for your emotional wake.** …there is no trivial comment. Something you don’t remember saying may have had a devastating impact on someone who looked to you for guidance and approval. The conversation is not about the relationship; the conversation is the relationship. Learning to deliver the message without the load allows you to speak with clarity, conviction, and compassion.