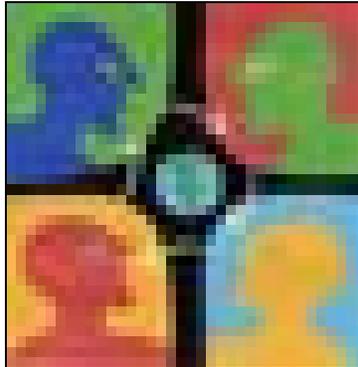


Words Create Worlds, February 2006



QUOTABLE QUOTE: *"[At the Open Forum], I thoroughly enjoyed watching my co-presenter's face when a participant stood up and proclaimed his love of Edison [Community College] and people began clapping and hugging each other. He turned to me with disbelief and whispered, "Well, I now proclaim you the Queen of Warm and Fuzzy." And to think that he had been doubtful about the power of AI prior to the session!"* **Sandra Brubaker**

Congratulations to three more certified AI Facilitators, **Leilani Johnson, Anna Witter-Merithew** and **Sandy Brubaker** now a total of 98 people, or 12% of the 830 people who have participated in an AIFT©. For a complete list of the COE.net certified AI Facilitators, please check the list at the end of this E-letter. Also, please let me know if you find an error.

FYI, Charles and I are busy delivering the AIFT© to other countries. We went to the Philippines in late November/early December and had a wonderful experience; 14 people are inspired, we hope, to be **agents of positive change!** We're leaving for Suriname, South America on Thursday. And, likely, for Cape Town, South Africa in late March. So, we're still plenty busy planting lots of seeds globally. Also, I'm busy writing a second book on *Appreciative Inquiry in the Community College*; if you have a good story to share, please let me know.

If you need a refresh, you can attend another AIFT for out-of-pocket costs only. Here's the schedule of upcoming AIFTs:

- Paramaribo, Suriname, South America - February 27 - March 2, 2006
Contact Roy Smits, delta2@sr.net
- Greensboro, North Carolina Training, February 28 - March 3, 2006
- Oceanside, California Training, March 20 - 23, 2006
- Cape Town, South Africa - March 24 - 27, 2006. Contact Bruce Campbell, ai@dbcampbell.org

- Philadelphia, Pennsylvania Training, May 15 - 18, 2006
- Toledo, Ohio Training, June 12 - 15, 2006
- Corning, New York Training, June 26 - 29, 2006
- Longview, Washington Training, September 5 - 8, 2006

Leilani <Leilani.Johnson@unco.edu>, AIFT Denver, Director, and **Anna** <Anna.Witter-Merithew@unco.edu>, AIFT Denver, Assistant Director of Distance Opportunities for Interpreter Training (DO IT) Center, formerly at Front Range Community College and now at University of Northern Colorado in Denver, co-facilitated three inquiries related to interpreter programs.

The largest inquiry was with 50 American Sign Language and English interpreters who work in K-12 settings with deaf children. They were brought together for a leadership development summit. They represented 16 states that had forged a partnership through the state Departments of Education to fund an Educational Interpreter Certificate Program designed and implemented by the DO IT Center.

The **positive topic** for the summit, %Leading Transformational Change, +emerged from the data provided through a group survey. After the paired interviews, identifying themes, etc., small groups developed five **Provocative Propositions**.

The large group then developed three **Strategic Intentions**:

1. Create a national alliance of K-12 interpreters;
2. Create a series of articles for the national practitioner organization newsletter
3. Implement a follow-up meeting in 2006

People were inspired to take six **actions** since the inquiry.

Follow up:

Leilani and **Anna**: (1) published the results of the work of all three groups in the Center newsletter that is distributed to over 2,000 individuals nationwide; (2) published the results of two of the three inquiry groups in newsletters of professional organizations of which they are a part; published a monogram that details the two-year process associated with one of the three groups and this monograph is getting rave reviews and wide distribution within the field of interpreting and interpreter education; provided consultation to individuals within all three groups as they seek ways to integrate their Provocative Propositions into their daily work outside of the Center; continue to reference and honor their achievements in a wide range of presentations relating to the work of the Center.

%We learned that we are effective as team facilitators related to AI- **Anna** is a big picture person and **Leilani** is awesome with the details. We are good at preparation and reflection after the fact- always towards the goal of being more effective the next time. Together we form a dynamic team that offers support and balance to the other. **Leilani** learned that she is effective at reframing and redirecting the focus of individuals during the AI process. **Anna** learned that she is effective at active listening and supporting the recognition of common themes and values. **Leilani** is great at time keeping and **Anna** is

great at defining activities and getting everyone actively engaged.+Sounds like a well-balanced pair! Good work!

Sandra <brubaker@edisonohio.edu> AIFT, Archbold/Toledo, facilitated an inquiry (which she called an Open Forum) last October into the topic of “**Students First! Attracting and Keeping Students at Edison--Success by Design**+at Edison Community College, Ohio. Edison’s staff consists of 165 full and part-time permanent employees and several hundred adjunct faculty members. All members were invited to the Open Forum, and nearly 100 people attended.

Sandra explained that enrollment at Edison has steadily grown over the past 6-7 years. Its post-secondary population (those enrolled in high school and college concurrently) has nearly tripled within the last two years, due to marketing of the program. Although it had this increase in the traditional-age student, the non-traditional population has decreased at an alarming rate. Hence, Edison was facing an overall 4% decrease in enrollment in Fall 2005.

Strategic Enrollment Management (SEM) had a negative history at Edison. Approximately 8 years ago, a forum that was inclusive of all staff members was held and many initiatives geared toward predetermined topics were created. Many of these initiatives did not come to fruition. A SEM committee was formed at the time and existed for almost 5 years, but lacked direction and purpose. Two years ago, it finally ceased to meet.

Sandra, as the Associate VP for Student Development and Enrollment Management, had as one of her goals for 2005-06 to revitalize SEM. This meant reframing past experiences and developing purposes and goals. She was at a loss of how to do this until she completed the AIFT© in the summer of 2004. She immediately knew that AI was the way to revitalize SEM.

After several meetings with the President, Kenneth Yowell, he and **Sandra** determined that Edison needed to focus upon recruitment and retention, largely because of the current enrollment trends. Edison had no clear retention plan. After consulting with her new Assistant Dean of Student Development and Enrollment Management, Michael Perry, **Sandra** put the plans for an Open Forum into motion. Michael did not have AI training and was a bit skeptical as to the %magic+that the process might produce. Still, he did his best to comprehend the theory of AI.

Prior to the Open Forum, **Sandra** and Michael decided that Edison needed to ask students why they were attracted to Edison and why they continued their education there. **Over 100 students were interviewed in a two-week period!** For staff, the Open Forum topic was “**Students First! Attracting and Keeping Students at Edison...Success by Design.**” They purposefully ignored any reference to SEM.

For the interviews with students, a variety of techniques were used. Some were held one-on-one with the students and others were completed in a classroom format. Several instructors allowed the facilitators to utilize their class time in order to gather the data. A brief explanation of the interview process and purpose was provided to the students. The students were then paired and did face-to face interviews with one another. The class then came back into the large group where **Sandra** or other staff facilitators facilitated an inquiry into the stories, life-giving forces that emerged, looking for common themes. After all interviews were completed, all facilitators met and

processed stories, themes, etc. These were then presented to staff in a PowerPoint presentation at the Open Forum.

At the Open Forum, staff members were paired face-to-face with one other staff member and shared their stories with one another before coming back to share them with their small groups at their tables. The numerous small groups shared their **life-giving forces** with each other and developed a list of 16 themes they heard in the stories. Each small group selected a theme that was most important to them (what they wanted to create more of). According to **Sandra**, the groups had the most fun sharing their themes with **visual images** via songs, skits, interpretive dances, etc. Here's a link to pictures to show how engaged the participants were in the process!

http://www.edisonohio.edu/StudentsFirst101405_1.htm Then they developed **Provocative Propositions (word images)** and **Strategic Intentions** which they shared with the large group.

Individuals then made Individual Commitments, Offers or Requests to move forward the Intentions in which they, personally were most interested. People moved around the room accordingly, **self-organizing** to form their own new conversation groups. Committees were then formed to further discuss some of the proposed initiatives. A dozen initiatives emerged.

Impact or Results: According to **Sandra**, there was definitely an atmosphere of POSITIVENESS and appreciation for the time to talk. I heard several people comment, "We should do this every month." Or "We should do this several times a year!" This was a valuable experience. I feel as though we looked at where we've been and where we can go. Mainly, it has given people a renewed sense of energy and, perhaps more importantly, ownership in recruitment and retention activities. People were WILLING to participate on another committee!

Since the Forum, I have had a number of faculty and staff members stop by my office to offer more ideas (Editor's note: the **ripple effect**)! I actually convinced a faculty member to be on the resulting Students First! Steering Committee because of his ideas and dedication that he shared after the open forum.

Follow Up:

Sandra said, prior to the open forum, Michael and I met with our college president and presented a structure which would facilitate moving any resulting initiatives forward (even though we didn't know what they would be at the time.) Michael has agreed to chair the Students First! Steering Committee, which will oversee the initiatives brought forth in the open forum. Members of the committee will be selected from the project committees. Michael will also begin chairing the Grants Committee which will look for funding for these and other initiatives that support recruitment and retention. The committee will keep track of initiatives and completion of the initiatives. Notices of achievements will be posted college-wide and will become part of the marketing efforts of the college. I anticipate that next fall, a follow-up presentation/celebration will be made. I also think it will be important for the President and President's Council members to acknowledge individual contributions and team efforts throughout the year.

Sandra had wished for a POSITIVE experience where the process would promote creativity and a positive atmosphere, resulting in some initiatives that people would become excited about! Given the history of SEM, as explained above, I was

nervous about people coming to the session with the predisposed idea that it would be boring and useless. I think they were pleasantly surprised! I was truly amazed by how the process influenced the attitudes of the participants. I personally learned about the power of AI. The inquiry also gave me confidence that I understand the process and how it works, and that I can facilitate it effectively. I plan to offer a training session in using AI to our leadership group in spring 2006. I also was reminded by more than one person about how we need to take the time to talk with one another more often. I was overjoyed (and appalled!) when someone suggested that we need to do this %once a month!+I thoroughly enjoyed watching my co-presenters face when a participant stood up and proclaimed his love of Edison and people began clapping and hugging each other. He turned to me with disbelief and whispered, %Well, I now proclaim you the Queen of Warm and Fuzzy.+And to think that he had been doubtful about the power of AI prior to the session!+

Congratulations, Sandra! We look forward to hearing about the impact, if any, on enrollment at Edison.

*HERE'S THE LIST OF **CERTIFIED AI FACILITATORS** TO DATE. IF YOUR NAME IS HERE AND I DIDN'T SEND YOU A CERTIFICATE OF COMPLETION, PLEASE LET ME KNOW. ALSO, IF YOU SUBMITTED A PRACTICUM REPORT THAT I APPROVED AND YOUR NAME IS NOT HERE, PLEASE LET ME KNOW. THANKS!*

98 Certified AI Facilitators (overall, 12% of 830 participants to date)

Denver . 8 (out of 18, or 44%)

(Kathy Clark) coachdean@att.net (Denver),
(Barbara Wells) barbara.wells@ccd.edu (Denver),
(Allen Butcher) Allen.Butcher@ccd.edu (Denver),
(Bill Lamb) blamb@jccc.net (Denver, July 2005),
(Diane Cheatwood) diane.cheatwood@state.co.us (Denver),
(Connie Watson) conniewatson@delta.edu (Denver),
(Leilani Johnson) Leilani.Johnson@unco.edu (Denver),
(Anna Witter-Merithew) Anna.Witter-Merithew@unco.edu (Denver),

St. Louis 1. 8 (out of 18, or 44%)

(Hugh Wilson) hwilson2000@msn.com (St. Louis 1),
(Lori Hoppes) lori@trainwithpds.org (St. Louis 1),
(Wilma Bridal) wilmabridal@sbcglobal.net (St. Louis 1),
(Diane Savoca) dsavoca@stlcc.edu (St. Louis 1),
(Kathy Petroff) kpetroff@stlcc.edu (St. Louis 1),
(Lane Glenn) laglenn@comcast.net (St. Louis 1),
(Sharon Blackman) sblackman@dcccd.edu (St. Louis 1),
(Kina Mallard) kmallard@uu.edu (St. Louis 1),

Victoria . 12 (out of 28, or 43%)

(Doug Kerr) dougkerr@tracontraining.com (Victoria),
(Cheryl King) cherylking@telus.net (Victoria),
(Jean Cockell) jeancockell@shaw.ca (Victoria),
(Colleen Hanley) hanley@nic.bc.ca (Victoria),
(Fern White) fewwhite@telus.net (Victoria),
(Leslie Robinson) leslie@leslierobinson.ca (Victoria),
(Rich Henry) richhenry@uni-field.com (Victoria),
(Michelle Hume) Michelle.Hume@nic.bc.ca (Victoria),
(Anne Cumming) anne.cumming@nic.bc.ca (Victoria),
(Mark Bevan) mbevan@sd76.ab.ca (Victoria),
(Dan Doherty) dandoherty@telus.net (Victoria),
(Carol Larlee) clarlee@telus.net (Victoria),

Houston 1 . 8 (out of 20, or 40%)

(Debbie Sharp) deborah.sharp@hccs.edu (Houston 1),
(Zachary Hodges) zachary.hodges@hccs.edu (Houston 1),
(Gilda McFail) gilda.mcfail@hccs.edu (Houston 1),
(Connie Stone) connie.stone@hccs.edu (Houston 1),
(Maya Durnovo) maya.durnovo@hccs.edu (Houston 1),
(Mike McHargue) LIZMIKE1@aol.com (Houston 1),
(Nicole Roades) nroades@sscc.edu (Houston 1),
(Pam Bergergon) bergerp@lcc.edu (Houston 1),

Enfield . 6 (out of 24, or 25%)

(Carol Anne Kozik) ckozikc@upstate.edu (Enfield),
(Ray Wells) raywells@wellbeing-systems.com (Enfield),
(Debra Castelluccio) debra.castelluccio@thehartford.com (Enfield),
(Susan Dantino) sdantino@txcc.comnet.edu (Enfield),
(Therese Miller) tmm@horizonworkplace.com (Enfield),
(Vicki Hammel) revhammel@aol.com (Enfield),

Archbold 1 . 7 (out of 29, or 24%)

(Roger Haley) haley@ohio.edu (Archbold 1),
(Jim Crawford) crawfoj2@ohio.edu (Archbold 1),
(Andrea Ursuy) alnadols@delta.edu (Archbold 1),
(Betty Lopez) bvlopez@delta.edu (Archbold 1),
(Leslie Prast) leslieprast@delta.edu (Archbold 1),
(Tamie Grunow) tlgrunow@delta.edu (Arhbold 1),
(Sandra Brubaker) brubaker@edisonohio.edu (Archbold 1)

Niagara on the Lake . 5 (out of 22, or 23%)

(Pat Combs) combp@office.uncg.edu (Niagara on the Lake),
(Scott Amundsen) saamunds@uncg.edu (Niagara on the Lake),
(Monica Reilly) mreilly@michener.ca (Niagara on the Lake),
(Rosemarie Peikes) rpeikes@michener.ca (Niagara on the Lake),
(Robert Littlejohn) littlejohn@robertlittlejohn.com (Niagara on the Lake),

Phoenix . 4 (out of 23, or 17%)

(Emily Weinacker) emily.weinacker@domail.maricopa.edu (Phoenix),
(Jesse Garcia) jesse.garcia@pcmail.maricopa.edu (Phoenix),
(Casandra Kakar) casandra.kakar@pcmail.maricopa.edu (Phoenix),
(Kendra Charts) kendra.charts@pcmail.maricopa.edu (Phoenix),

Sacramento . 4 (out of 24, or 17%)

(Ofelda Gomez) ofelda.gomez@hp.com (Sacramento),
(Suzanne Palacios) suzanne.palacios@hp.com (Sacramento),
(Marjie Sladek) marjie.sladek@hp.com (Sacramento),
(Susan Belgard) susan@coachingthefullspectrum.com (Sacramento),

Stockton 1 . 8 (out of 48, or 17%)

(Kathy Hart) khart@deltacollege.edu (Stockton 1),
(Melanie Hilburn) melanie.hilburn@nhmccd.edu (Stockton 1),
(Laurie Passmore) laurie.passmore@nhmccd.edu (Stockton 1),
(Joanne Schultz) jschultz@ohlone.com (Stockton 1),
(Deb Parziale) dparziale@ohlone.com (Stockton 1),
(Lisa Anne Buehler) lbuehler@ohlone.edu (Stockton 1),
(Kay Harrison) kharrison@ohlone.com (Stockton 1),
(Earl Bloor) ebloor@verizon.com (Stockton 1),

Port St. Lucie . 2 (out of 14, or 14%)

(Jennifer Clark) jdaustin@uncg.edu (Port St. Lucie),
(Kristen Christman) kpthomps@uncg.edu (Port St. Lucie),

Los Angeles . 2 (out of 17, or 12%)

(Jennifer Mann) jmannomann@yahoo.com (Los Angeles),
(Riho Matsuse) mp@learnology.co.jp (Los Angeles),

Eugene . 2 (out of 18, or 11%)

(Linda Watkins) linda.watkins@sjcd.edu (Eugene),
(Sue Tsuda) stsuda@cmccd.edu (Eugene),

Portland . 2 (out of 21, or 10%)

(Ken Pawlak) kenpawlak@telus.net (Portland),
(Pat Pattison) ppattiso@sfu.ca (Portland),

Lansing . 3 (out of 32, or 9%)

(Scottie Putman) putmans@lcc.edu (Lansing),
(Stephen Appia-Padi) appiahps@lcc.edu (Lansing),
(Adrian Bass) bassa@lcc.edu (Lansing),

Stockton 2 . 3 (out of 40, or 8%)

(Kathy Becker) kathy@coe.net (Stockton 2),
(Jim Pulliam) jim@coe.net (Stockton 2),
(Angella VenJohn) avenjohn@laspositascollege.edu (Stockton 2),

San Diego . 3 (out of 49, or 6%)

(Jackie Shadko) jashadko@oaklandcc.edu (San Diego),
(Joseph Bielanski) jbielanski@peralta.edu (San Diego),
(Judy Walters) judywalt@pacbell.net (San Diego),

Tucson . 1 (out of 18, or 6%)

(Morgan Zantua) MZANTUA@highline.edu (Tucson),

Vancouver . 1 (out of 17, or 6%)

(Diana Low) dianalow@shaw.ca (Vancouver),

Tenaya Lodge (Two-Day AIFT) . 1 (out of 22, or 5%)

(Teresa Ward) wardte@butte.edu (Tenaya Lodge),

Anaheim . 1 (out of 25, or 4%)

(Kay Weiss) kathryn.weiss@alumni.usc.edu (Anaheim),

Nanaimo . 1 (out of 23, or 4%)

(Elizabeth Robinson) elizabeth_robinson@telus.net (Nanaimo),

Albuquerque . 4 (out of 29, or 3%)

(Eric Olsen) eolsen@education.ucsb.edu (Albuquerque),

(Alan Daly) adaly@education.ucsb.edu (Albuquerque),
(Jean Strosinski) jean@constructivechoices.com (Albuquerque),
(Janet Shaw) j.m.shaw@juno.com (Albuquerque),

Williamsburg . 1 (out of 40, or 3%)

(Stanley Johnson) svjohns@svccd.an1.sv.vccs.edu (Williamsburg),

Bothell . 1 (out of 41, or 2%)

(Ellen Thomas) ellen@positiveworkplaces.com (Bothell),

Happy Readings!



[Nancy Stetson](#)

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