



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

**Undergraduate Student Attorney General Staff**

**Fall 2011 Semester Report**

Compiled by the Goals and Evaluation Committee of the  
Undergraduate Student Attorney General Staff  
December 7, 2011

---

# Table of Contents

---

## **Introduction**

<b>Section I: Statistical Analysis and Evaluation .....</b>	<b>1</b>
General Case Data .....	1
Charge Specific Data .....	7
 <b>Section II: Current System Goals .....</b>	 <b>12</b>
Counsel Performance and Training.....	12
Faculty Relations.....	15
Outreach .....	16
Recruitment .....	17
 <b>Section III: New Goals and Recommendations.....</b>	 <b>20</b>
Student Outreach .....	20
Faculty Outreach .....	21
Process .....	21
Office Efficiency .....	22

# Introduction

---

At the beginning of November, the Attorney General's Staff of the UNC Undergraduate Honor System formed the Goals and Evaluation Committee. The stated objective of this committee was three-fold. First, we sought to provide a continuous evaluation of current AG Staff goals in terms of both qualitative and quantitative data. Secondly, we wanted to identify additional problems and set solution-oriented goals that would continue to drive the Honor System forward. Finally, we sought to produce an Honor System Semester Report to be used to measure our relative levels of success in running the Honor System and achieving our goals. The following report is the culmination of all three of these objectives, and, particularly given the time constraints, represents a comprehensive review of the work of the Attorney General Staff under Attorney General Jon McCay and his leadership team.

The report consists of three sections. In the first, we provide statistical data related to both general and specific aspects of the Honor System. As is stated often throughout the section, this data is limited in significance by the relatively low number of cases, and does not serve as an indicator of trends within the system. Nonetheless, it is our work by the numbers, and we look forward to sharing this information with the student body.

The second and third sections contain more qualitative data on specific goals and changes that the current administration has undertaken to improve the quality of the AG Staff and the Honor System. The second section details and evaluates the goals of the current administration, including very specific reforms that have been both proposed and enacted. We want you to know how we are attempting to improve the system and fairly evaluate our success in doing so. The third section offers recommendations for new goals for the upcoming semester. It evaluates priority and feasibility for each suggestion, so that we can avoid complacency and build on our successes.

This administration is a firm believer in transparency. The Student Judicial System is of utmost importance to the University, and it is necessary that the faculty and the student body be informed of the work we do, as well as have an avenue for helping us make the system better. To that end, we submit this report and will gladly answer any questions regarding its contents.

## **Goals and Evaluation Committee of the UNC Attorney General Staff**

*John Harris, Chair, Deputy Student Attorney General*

*Amanda Claire Grayson, Managing Associate*

*Henry Ross, Managing Associate*

*Katharine Batchelor, Counsel*

*Akhil Jariwala, Counsel*

*Rachel Kokenes, Counsel*

*Anna Sturkey, Counsel*

# Section 1: Statistical Analysis and Evaluation

The Goals and Evaluation Committee compiled the following information for the UNC Undergraduate Honor System for all student Honor Code violations that were presented before the UNC Undergraduate Honor Court between April 4, 2011 and November 21, 2011 under the direction of Undergraduate Student Attorney General Jon McCay.

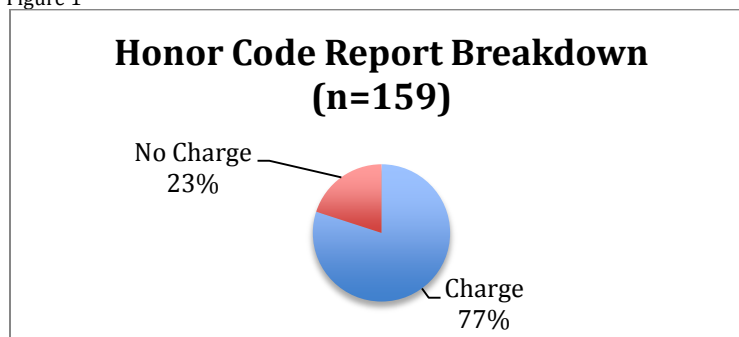
Due to the relatively few number of cases, this information is not statistically significant, and it is not meant to suggest trends or to help draw conclusions on the operation of the Honor System. It is simply a report of System outcomes since the current administration began in April. Nevertheless, we do believe that the information collected serves as an important gauge for the Honor System and for the Student Body, and we hope to use this information to continue to improve the Undergraduate Honor System at UNC.

## I. General Case Data

### A. Total Honor Code Violation Reports

As of November 21<sup>st</sup>, the Attorney General Staff had processed approximately 159 reports of honor code violations. Figure 1 displays the breakdown of reports according to whether or not Student Attorney General Jon McCay or Deputy Student Attorney General John Harris charged the reported student with an honor code violation.

Figure 1

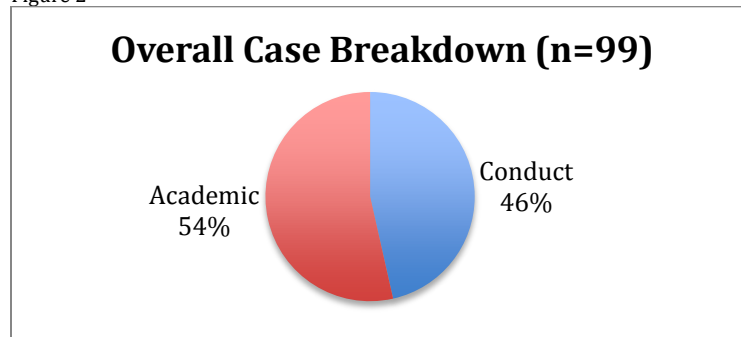


No Charge indicates that the Attorney General determined there was not reasonable basis to charge the student with an honor code violation and that pursuing a charge was not in the best interest of the University. A Charge indicates that the Attorney General found there to be a reasonable basis to charge the student with an honor code violation and determined it was in the University's best interest to pursue a charge. The charged student would then be assigned a student defense counsel and his/her case would eventually be heard before the Undergraduate Honor Court.

## B. Total Heard Cases

The UNC Undergraduate Attorney General Staff processed a total of 99 student Honor Code cases that were presented before the UNC Undergraduate Honor Court. Figure 2 depicts the percentages of total cases that violated either academic standards or conduct standards.

Figure 2



## C. Types of Hearing

The Undergraduate Honor System divides cases into five categories of hearings based upon the student's plea and severity of violation. These five categories are: Not Guilty (NG), Full Guilty (FG), Expedited Hearing Process (EHP), and Honor Court Alternative Resolution (HCAR). A student has entered a plea of guilty in FG, EHP, and HCAR hearings. Figure 3 displays the percentages of hearing types in academic cases and Figure 4 displays the percentages of hearing types in conduct cases.

Figure 3

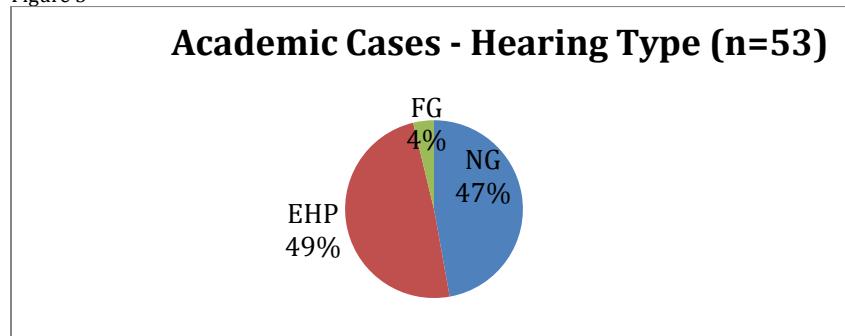
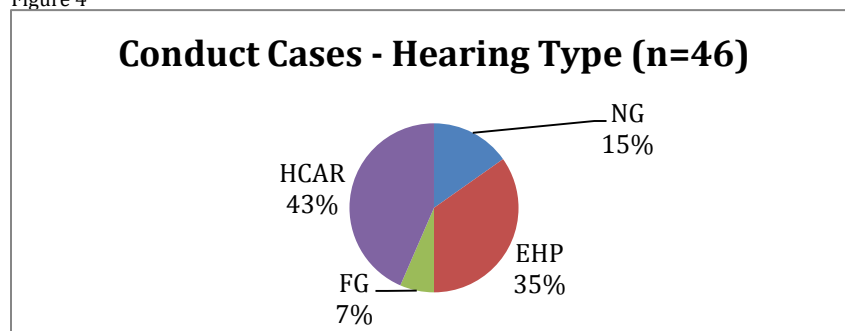


Figure 4



#### D. Not Guilty Hearings

In a Not Guilty hearing (the charged student has entered a plea of not guilty), the UNC Honor Court will decide upon a verdict, or outcome, of either guilty or not guilty. Figure 5 displays the percentages of guilty and not guilty outcomes in NG academic cases. Figure 6 displays the percentages of guilty and not guilty outcomes in NG conduct cases. **Note:** The Conduct Outcomes figure only includes 7 cases, and thus there are no conclusions that can be drawn from these numbers.

Figure 5

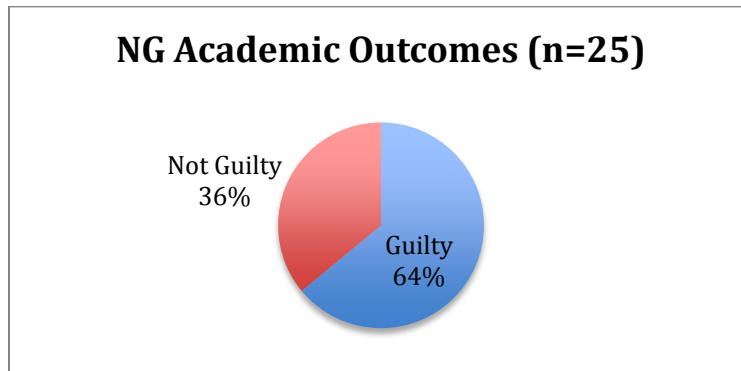
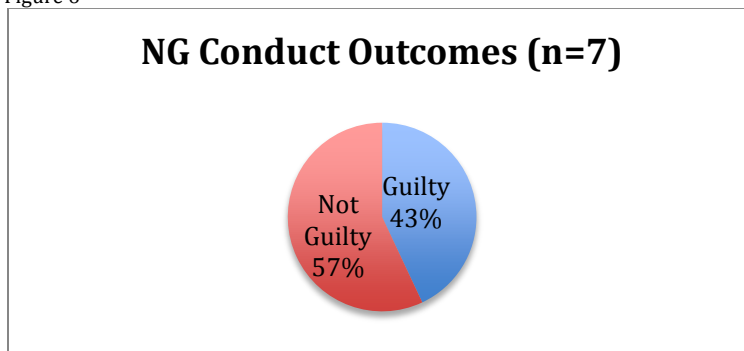


Figure 6



#### E. Gender Distribution of Charged Students

Figure 7 displays the percentages of male and female charged students for the 99 cases heard before the Undergraduate Honor Court.

Figure 7

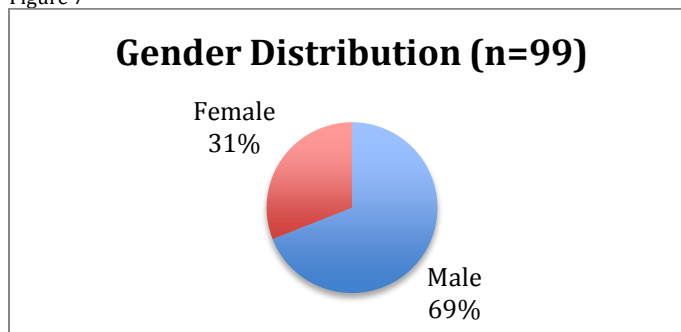


Figure 8 displays the percentages of male and female charged students for academic cases.

Figure 8

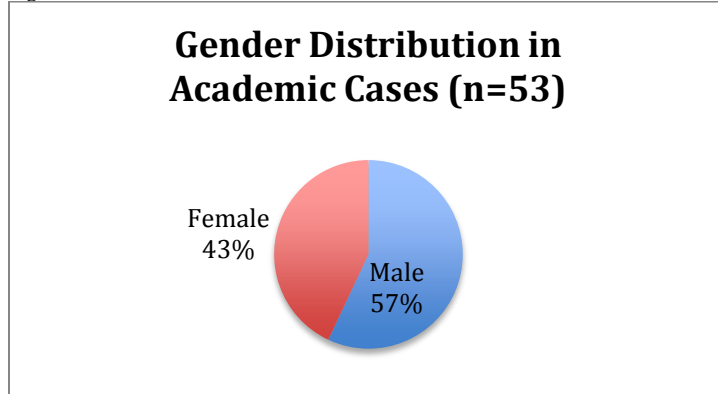
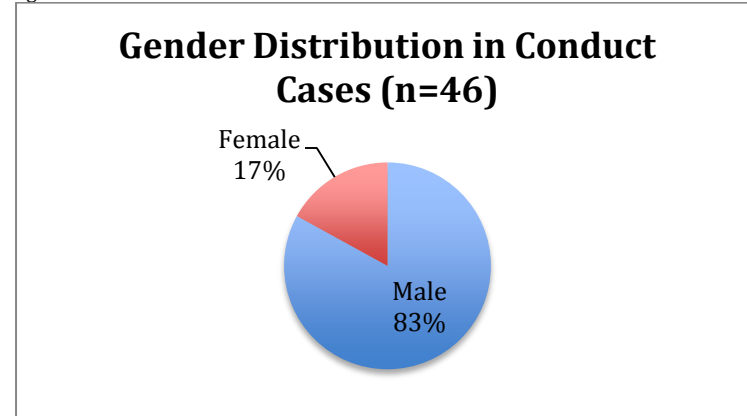


Figure 9 displays the percentages of male and female charged students for conduct cases.

Figure 9



#### F. Reporting Departments for Academic Violations

Figure 10 displays the number of academic misconduct reports from UNC Academic departments for all 53 academic cases.

Figure 10

AMST	1	CLAS	3	EXSS	2	RELI	2
ANTH	2	CLSC	1	HIST	7	SOCI	2
ART	1	COMP	1	MUSC	1	SPAN	4
ASIA	2	DRAM	1	PHIL	1	STOR	1
BIOL	8	ECON	1	PHYS	2		
CHEM	2	ENGL	6	POLI	1		

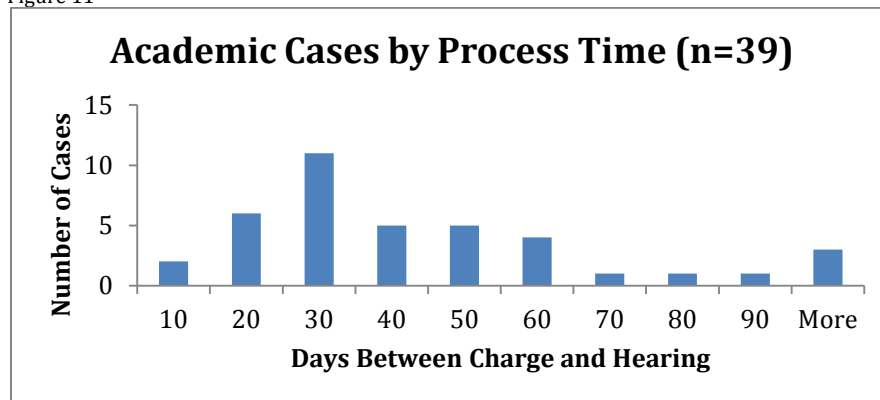
## G. Process Time for Cases

We collected data on the amount of time it takes to process a case, tracking the number of days between the charge decision and the actual hearing date. Since a number of the cases that we oversaw had been charged by the previous administration, the number of cases for this data was smaller than for previous analysis. The following are the results:

- **Academic Cases** (n=39)
  - *Average Days Between Charge and Hearing* = **40.56 days**
  - *Median Days Between Charge and Hearing* = **32 days**
  - Excluding 3 cases (n=36) in which students who were charged in the Spring were unable to be present for a summer hearing, the *Average Days Between Charge and Hearing* = **34.78 days**

Figure 11 shows the distribution of **Academic Cases** according to the number of days between the charge and hearing.

Figure 11

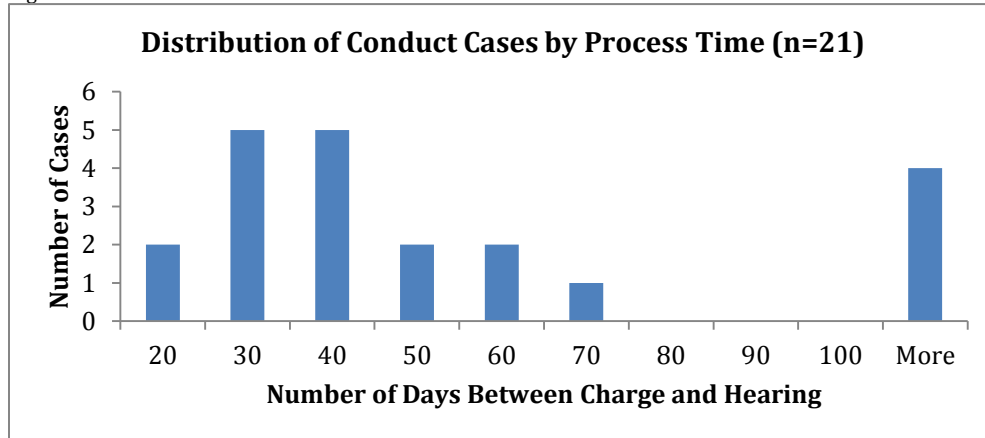


- **Conduct Cases** (n=21)
  - *Average Days Between Charge and Hearing* = **55.56 days**
  - *Median Days Between Charge and Hearing* = **38 days**
  - Excluding 4 cases (n=17) in which students who were charged in the Spring were unable to be present for a summer hearing, the *Average Days Between Charge and Hearing* = **35.18 days**



Figure 12 shows the distribution of **Conduct Cases** according to the number of days between the charge and hearing.

Figure 12



The average total time of roughly one month from charge decision to hearing date for typical academic and conduct cases is on par with expectations. Once a student has been charged, they have to meet with a case manager and decide their plea, schedule their hearing, and then have time to meet with their defense counsel and prepare for their hearing. Additionally, there is often lag time in the actual scheduling of cases, particularly for Not Guilty cases. Coordinating the schedules of the student, the reporting party, two counsels, and five court members often takes a bit of time.

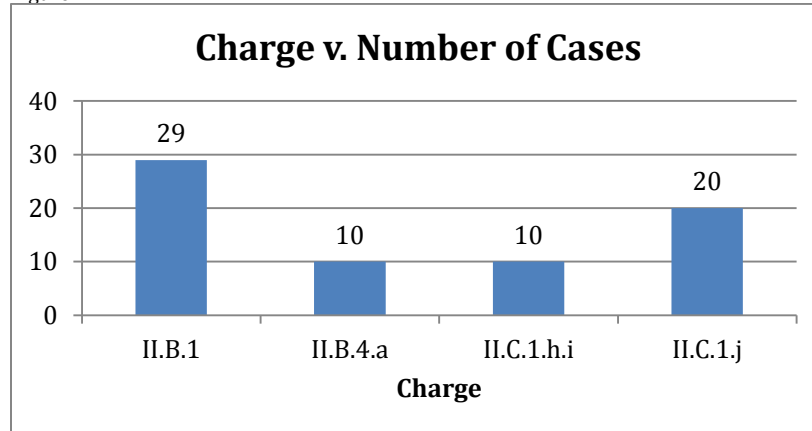
We also were not surprised to find conduct cases taking longer to resolve. Conduct cases often involve concurrent criminal investigations, and we typically allow someone charged with a criminal offense to resolve their criminal process before completing their Honor System process. This often extends the time it takes to schedule and hear a conduct case.

## II. Charge Specific Case Data

### A. Common Charges

Following the overall analysis, the data were searched for the most common charges. Overall, charges **II.B.1**, **II.B.4a**, **II.C.1.h.i**, and **II.C.1.j** were the most common charges and therefore had enough data for further analysis. Figure 11 displays the counts for the most common charges. Charge **II.B.1**, **plagiarism**, was the most common.

Figure 11



The charges are described as follows in the *Instrument of Student Judicial Governance*:

**Charge II.B.1** - *Plagiarism in the form of deliberate or reckless representation of another's words, thoughts, or ideas as one's own without attribution in connection with submission of academic work, whether graded or otherwise.*

**Charge II.B.4.a** - *Cheating on examinations or other academic assignments, whether graded or otherwise, including:*

a. *Using unauthorized materials and methods (notes, books, electronic information, telephonic or other forms of electronic communication, or other sources or methods)*

**Charge II.C.1.h.i** - *Operating a motor vehicle while impaired by alcohol, drugs, or other substances.*

**Charge II.C.1.j** - *Illegally possessing, manufacturing, selling, or delivering a controlled substance as defined by state or federal law or applicable policies of the Board of Trustees or Board of Governors.*

### B. Frequency of Hearing Types for Common Charges

To look at the frequency of hearing types for each charge, the data was filtered by charge first. Each charge was analyzed individually to compare the

prevalence of Not Guilty (NG), Expedited Hearing Process (EHP), Full Guilty (FG), and Honor Court Alternative Resolution (HCAR) hearing types.

Figure 12 displays the frequency of hearing types for Charge II.B.1 (plagiarism).

Figure 12

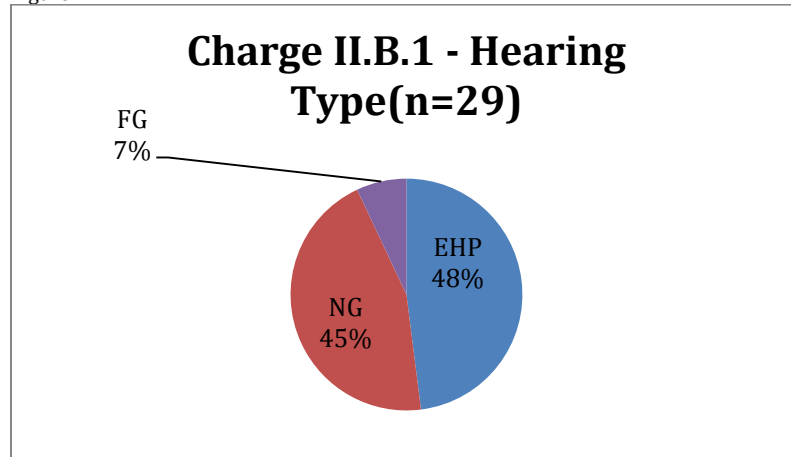


Figure 13 displays the frequency of hearing types for Charge II.B.4.a (cheating using unauthorized materials).

Figure 13

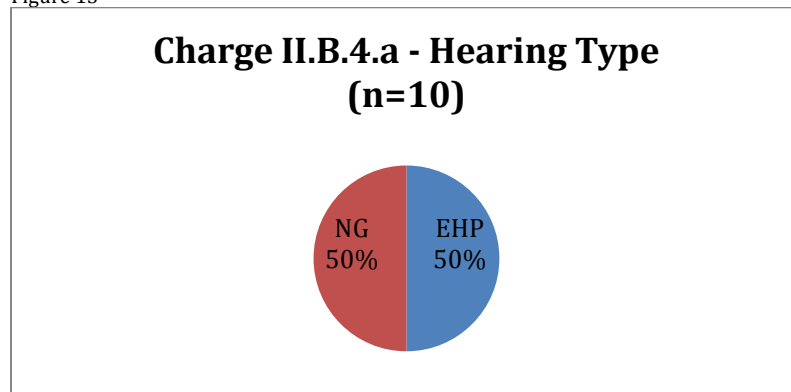


Figure 14 displays the frequency of hearing types for Charge II.C.1.h.i. (operating a motor vehicle while impaired). Unlike the other charges, which are split almost evenly between Not Guilty hearings and EHPs, the vast majority of II.C.1.h.i hearings are EHPs

Figure 14

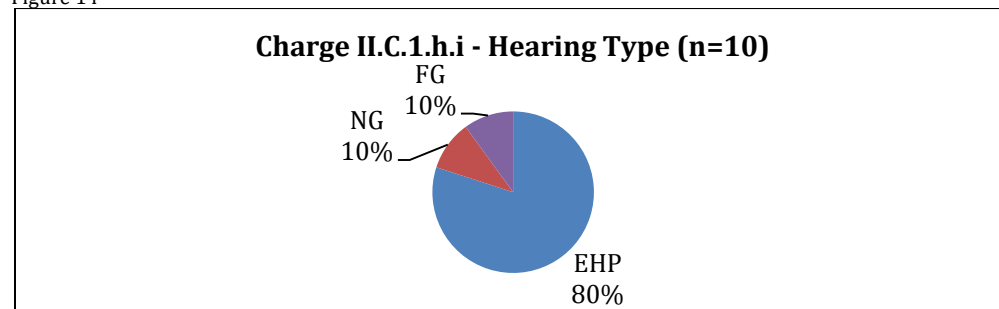
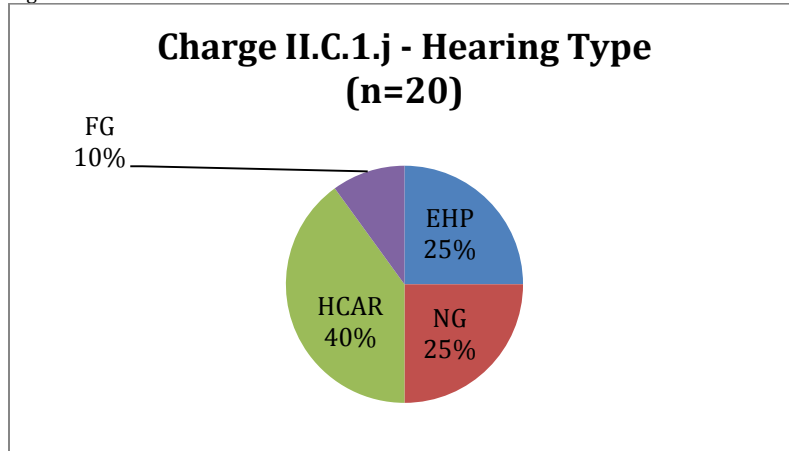


Figure 15 displays the frequency of hearing types for Charge II.C.1.j (possessing, manufacturing, selling, or delivering a controlled substance). Because of the nature of this offense, it is more typical for these hearings to take place as an Honor Court Alternative Resolution (HCAR), which is usually a less formal discussion between the Chair of the Honor Court and the student.

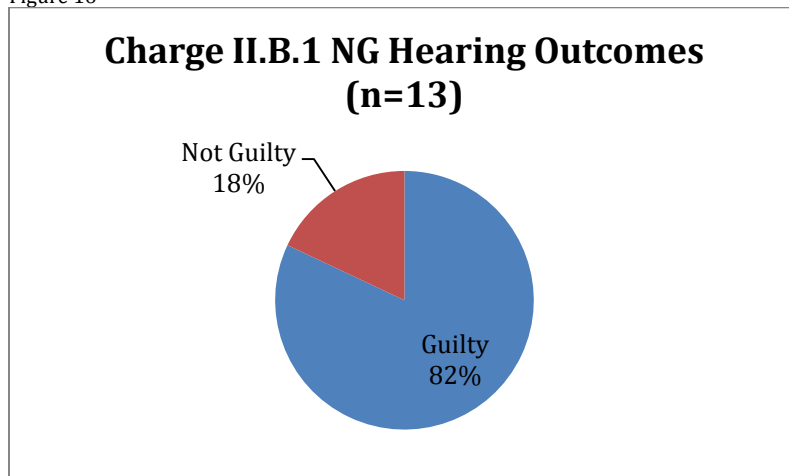
Figure 15



**C. Not Guilty Hearings for Charge II.B.1**

The Charge II.B.1 data were then filtered for those Not Guilty hearings. The outcomes of these cases were analyzed in order to compare the prevalence of Not Guilty and Guilty outcomes. Figure 16 displays the comparison of outcomes. The data show that students receive an outcome of guilty for Charge II.B.1 most of the time.

Figure 16



#### D. Sanctions for Single Charges II.B.1 and II.C.1.h.i

In order to analyze the bearing of charge type on sanction, cases that had multiple charges were filtered out of the data. Then, the data were filtered for guilty outcomes. This information was used to compare specific charges to sanctions. For all the charges mentioned, 1 semester of probation was the minimum sanction and 1 semester of suspension was the usual sanction. In most cases, 'other' sanctions were more severe than 1 semester of suspension.

Figure 17 displays the percentages of sanctions for Charge II.B.1 (plagiarism). For the single charge cases analyzed, the Honor Court handed out the minimum sanction with the same frequency as the usual sanction. **Note:** "Other" sanctions consisted of 1 indefinite suspension, 1 permanent suspension, and 1 indefinite probation.

Figure 17

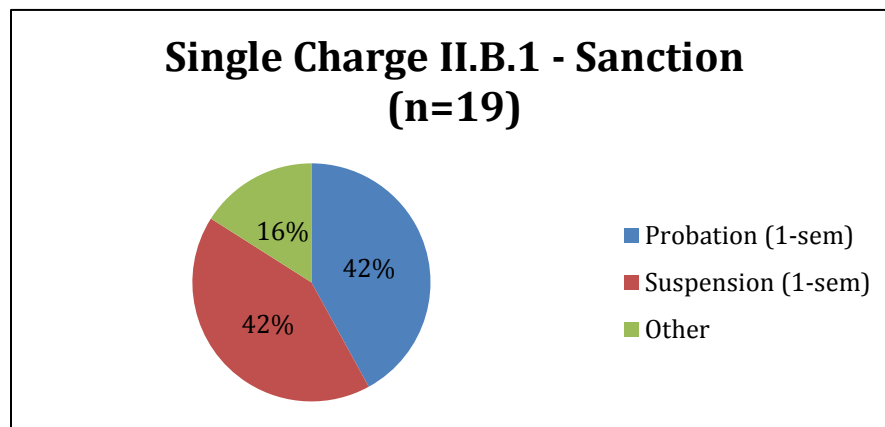
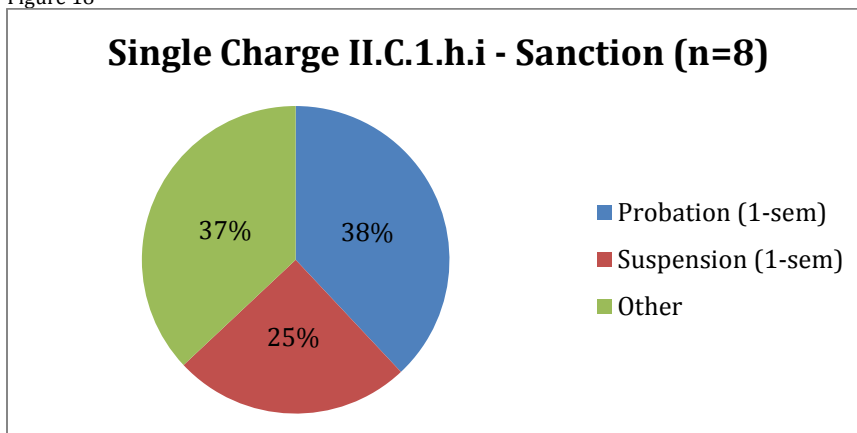


Figure 18 displays the percentages of sanctions for Charge II.C.1.h.i (operating a motor vehicle while impaired). For this charge, the minimum sanction was far more common than the usual sanction, though other sanctions that were more severe than the usual were also administered. **Note:** "Other" sanctions consisted of a 2-semester probation, a 2-semester suspension, and a 1 semester of probation in addition to 1 semester suspension

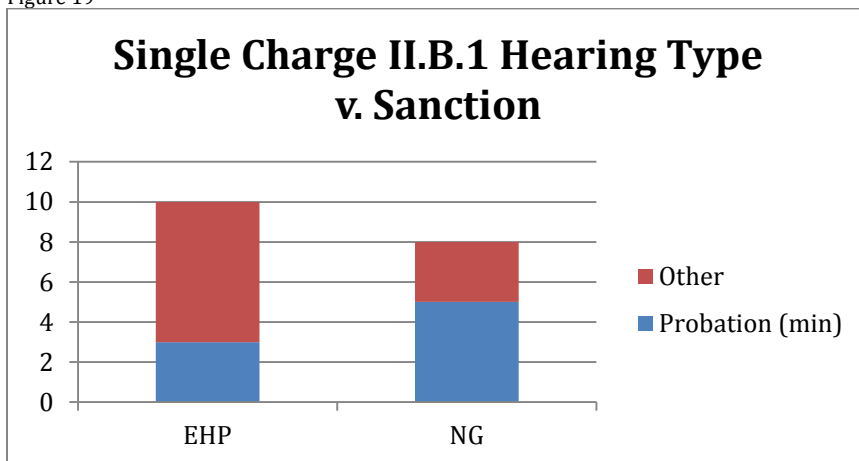
Figure 18



#### E. Charge II.B.1 Hearing Type and Sanction Comparison

All of the case information was filtered for II.B.1 charges with only a single charge deliberated. Figure 19 compares the ratio of 1 semester of probation (the minimum sanction) to more severe sanctions in EHPs and NG hearings. The data suggest that the minimum sanction is much more commonly received in NG hearings than EHPs. There are a number of factors that could affect this, including the fact that the gravity of the circumstances surrounding students who plead Not Guilty is often not as significant as students who choose EHPs.

Figure 19



This data, as stated previously, does not warrant any broad conclusions. In many cases, it followed past patterns and fell within the scope of expectations. Additional analysis will be conducted through the Spring to inform any opportunities for improvement, but at this point, the information represents only a report of the work of the current administration. The rest of this report will contain a more qualitative analysis of the work of current administration, particularly focusing on the current and future goals undertaken by the Attorney General and Leadership Team.

## Section II: Current Administration Goals

---

The new Attorney General and Leadership Team entered the year with four major areas for improvement: ***counsel performance and training, faculty relations, outreach, and recruitment***. Under each of these general areas, the administration outlined some specific goals at the beginning of their tenure, while others have evolved over time. This section of the report will evaluate the administration's progress towards those goals, as well as the effect that current reforms have had on the Honor System.

### **I. COUNSEL PERFORMANCE AND TRAINING**

#### **A. New Staff Manual**

The Attorney General revised the AG Staff training manual to increase user-friendliness and the applicability of information. The previous staff manual featured mostly text instructions and descriptions, and structure of manual did not follow the important elements of a case. The new staff manual consists of 93 pages and features diagrams, charts, pictures, checklists, and other useful formats to help counsels find information. The new manual has been distributed in bound journal format to all staff members; a survey of staff members demonstrated overwhelming improvement in the user-friendliness of the manual.

#### **B. Interactive New Counsel Training**

Previous new counsel trainings had consisted mostly of a day-long series of PowerPoint presentations. There was little to no practical application, and most counsels complained of information overload. In consultation with the new Judicial Programs Officer and Judicial Programs Coordinator, the new administration decided to revise new counsel training this year to better engage the new counsels and to provide them with practical case experience. The training weekend began with a full System gathering, at which members met each other and heard from administrators on the philosophy and importance of a student-run Honor System. It continued with sessions on Saturday, in which the Leadership Team and Judicial Programs administrative staff gave 15-30 minute presentations to groups of 3-6 new counsels and included participation, demonstrations, and role-play. The new counsels overwhelmingly indicated a feeling of strong preparedness coming out of the training weekend, and members of the staff involved in the re-vamped training spoke highly of the changes.

#### **C. Mock Hearing**

Prior to the McCay administration, new counsels were required to "shadow" a real hearing as part of their training process, which required the accused student for each case to waive his/her privacy rights to allow a new counsel to sit in on his/her hearing. Due to inherent time constraints and sensitive cases, in many cases new counsels would

not be able to shadow until well into the spring semester or even the following fall, resulting in major retention and training issues. As such, the current administration decided to conduct a mock hearing at the new counsel training weekend, which served in lieu of the shadowing process. The mock hearing featured the full presentation of a mock case, with AG Staff leadership playing the counsel roles and Honor Court members demonstrating the hearing and deliberation processes. This also gave the AG Staff a chance to witness the Honor Court deliberation phase, something no staff member had seen previously. Most new counsels indicated in a survey that the mock hearing prepared them well for a real hearing, and approximately half of all new counsels have already been assigned their first case by the end of November.

#### D. Refresher Trainings

In an effort to combat bad habits or lapses in counsel experience, the McCay administration proposed the goal of holding refresher trainings structured as workshops in order to improve specific skills. These could be mandatory or optional for staff members and could take place at or before the All Staff meetings on Sundays. The current administration has not yet planned any such workshops and is still working toward analyzing the new counsel evaluations. The Goals and Evaluation Committee ***recommends that the AG Staff leadership plan at least one of these training workshops for the beginning of January so that counsels can implement the skills learned next semester.***

#### E. Rewarding Counsel Performance

The McCay administration wished to reward counsels for outstanding performance and commitment to the Honor System. One change was to award a Counsel of the Month based on the quality and quantity of work. The leadership staff has given this award on a relatively ad hoc basis and intends to formalize the award more next semester. Other suggestions are still being analyzed.

#### F. Additional Involvement Opportunities

In an effort to utilize the diverse skills of the AG Staff beyond simply the counsel role, the new administration has sought to give counsels the opportunity to participate in the policy-level discussions on the Honor System through membership on a variety of different committees, groups, and task forces. Members serve as representatives to the Committee on Student Conduct, the Honor System Review Task Force, the Goals and Evaluation Committee, and the Honor & Integrity Week Planning Group. All of these opportunities give counsels and associates the chance to become more involved in the system and gain a better understanding of how it operates.

#### G. Counsel Expectations

The administration has really stressed the importance of counsels understanding the expectations about deadlines, preparedness, case files, etc. When surveyed, the majority



of staff members indicated that they understood expectations very well, while results from hearings indicate that the communicated expectations may vary per Managing Associate. Managing Associates have been instructed to strictly enforce the 48-hour rule, and many instruct their counsels to email them when the file is complete. However, Managing Associates still vary in their instructions about communicating with the other counsel, copying the Managing Associate on email correspondence, contacting the reporting party within a reasonable timeframe, sending follow-up emails, preparing and copying the case file, and more.

#### H. Counsel Evaluations

In order to help counsels receive constant feedback on their performance and continually improve, the McCay administration has asked the Honor Court to complete counsel evaluations at the end of each hearing. Vice Chairs complete these evaluations and they become available for all counsels 3 to 5 business days after the hearing. To receive these evaluations, counsels meet with Chief of Staff Alex Waddell. Waddell discusses with each counsel how he or she thought the case went and how the Vice Chair thought the case went. Nearly every new counsel who has taken a case this semester has asked to review their counsel evaluations; most evaluations have contained positive feedback that counsels either “met expectations” or “exceeded expectations.” The Goals and Evaluation Committees does ***recommend that the Chief of Staff email experienced counsels after their cases with a few main points from their evaluation.***

#### SCORECARD

	Not begun	In progress	Needs improvement	Completed and successful
New Staff Manual				X
Interactive New Counsel Training				X
Mock Hearing				X
Refresher Trainings	X			
Rewarding Counsel Performance		X		
Additional Involvement Opportunities				X
Counsel Expectations			X	
Counsel Evaluations			X	

## II. FACULTY RELATIONS

### A. Department Outreach Initiatives

The AG Staff, Honor Court, and Outreach Committee have partnered together to lead an initiative to reach out to faculty members about the Honor System. Henry Ross (AG Staff), Shannon Spain (Honor Court), and Morgan Bolling (Outreach) assigned two Honor System liaisons to meet with each department chair and talk about faculty involvement in the Honor System. Current efforts are at different stages, with some liaisons having conducted meetings and others having received no response from the faculty department chair.

### B. Survey Questionnaire

Currently, the Honor System Outreach Coordinator Morgan Bolling sends faculty members a quick survey to complete after they participate in a hearing. In the past, results suggest that only faculty members who had strong feelings about the case's outcome filled out the survey, resulting in biased responses that did not represent the whole of faculty opinions. The McCay administration expressed an interest in revising the survey to include more specific questions and to gain more extensive feedback about the performance and preparation of counsels, their experience in the system, and their understanding of the outcome of the hearing. The faculty survey has not yet been revised.

### C. Faculty Advisory Committee

The University administration decided to reconstitute the Faculty Advisory Committee, a five-member panel appointed by the Faculty Chair and tasked with certain responsibilities in section V.B. of the *Instrument*. Professor Donna LeFebvre of the Political Science department was appointed to chair the committee, consisting of Kelly Hogan (Biology), Isaac Unah (Political Science), Valerie Pruvost (Romance Languages), and Kevin Jeffay (Computer Science). The current administration embraced the reconstitution of the Committee, and believes that they will be able to address faculty concerns with the student-run honor system while providing a bridge between these two important parties. Eight Honor System members attended the October 28 meeting and participated in discussions. A second meeting will convene on December 8.

#### SCORECARD

	Not begun	In progress	Needs improvement	Completed and successful
Department Outreach Initiative		x		
Survey Questionnaire	x			
Faculty Advisory Committee				x

### III. OUTREACH

#### A. Honor Code Module

The McCay administration aimed to increase awareness among the student body about the Honor Code and its specific rules and responsibilities. A final draft of the module has been completed, which features practical information for students about plagiarism, cheating, driving under the influence, drug charges, and honor at Carolina in general. The creators are working with the admissions office and New Student and Carolina Parent Programs to require that students complete the module in order to register for classes. The module will be presented to various parties – Dean of Students, Judicial Programs Officer, Faculty Advisory Committee, Committee on Student Conduct, Faculty Council, etc. – for review and approval before submission for online formatting. The module will hopefully go into effect in the Fall 2012 semester.

#### B. Honor System Website Updates

The McCay administration has sought to revise the Honor System's website ([honor.unc.edu](http://honor.unc.edu)) to be more user-friendly and engaging. Recommendations for changes were submitted to Erik Hunter, the Judicial Programs Officer. In addition, various members of the Faculty Advisory Committee encouraged the Honor System to make short video clips and bullet-point information for ease of use. The Judicial Programs Officer has passed along the website changes to Student Affairs IT, which will be making the changes at the beginning of next semester. Ongoing editing will be necessary.

#### C. Chancellor's Open House

The McCay administration partnered with the Executive Branch of Student Government in this year's Chancellor's Open House, which focused on honor at Carolina and diversity and multicultural affairs. The panel included many important student and administrative leaders: Student Body President Mary Cooper, Student Body Vice President Zealan Hoover, Dean of Students Jonathan Sauls, Student Attorney General Jon McCay, Honor Court Chair Michelle Healy, Honor System Outreach Coordinator Morgan Bolling, Judicial Programs Officer Erik Hunter, Chancellor Holder Thorp, and Vice Chancellor Winston Crisp. The Open House saw great turnout (approximately 60-70 people) from many different cross-sections of the student body and returned impressive reviews from Honor System members in a survey.

#### D. Goals and Evaluation Committee

Deputy Student Attorney General John Harris decided to create a Goals and Evaluation Committee to systematically evaluate the Honor System and its successes and failures. He formed the committee with two Managing Associates (Henry Ross and Amanda Claire Grayson) and four counsels (Katharine Batchelor, Rachel Kokenes, Anna Sturkey, and Akhil Jariwala). This represents the first time that the AG Staff has proactively sought to look at and analyze statistics about its caseload, staff composition, processing

time, guilty rates, and other critical information. The Committee has produced this semester report to improve both our system's internal operation and external perception; it has made a copy available to the *Daily Tar Heel* in an effort to improve the transparency and accountability of the system. Next semester, the Goals and Evaluation Committee will be discussing the implications of our statistical analysis, implementing many of the current and future reforms outlined, as well as continuing to set evaluate and set future goals.

#### E. Outreach Committee

The Honor System Outreach Committee has been working to improve the understanding and perception of the Honor System in the general campus community through a number of successful initiatives—increasing visibility within the *Daily Tar Heel*, handing out free scantrons and blue books during exams, and making presentations to campus groups, including Greek organization and student-athletes. The Outreach committee has appointed seven Honor System members to serve on the Honor & Integrity Week Planning Group, which will occur in the spring.

#### **SCORECARD**

	<b>Not begun</b>	<b>In progress</b>	<b>Needs improvement</b>	<b>Completed and successful</b>
<b>Honor Code Module</b>		x		
<b>Honor System Website Updates</b>		x		
<b>Chancellor's Open House</b>				x
<b>Goals and Evaluations Committee</b>				x
<b>Outreach Committee</b>				x

### **IV. RECRUITMENT**

#### A. Expedited Recruitment Process

In previous years, the AG Staff recruitment and application process did not begin until more than a month into the semester. This put the staff at a significant recruiting disadvantage. This year, the new administration moved the recruitment and application process to begin directly after FallFest. This had many positive effects. The administration was able to capitalize on the momentum from FallFest and keep applicants that potentially would have become involved in other activities. Since this year's training weekend occurred the same weekend applications had been due in the past, new counsels were able to take cases at a significantly earlier date than the previous years.

### B. Broad-Based Advertising Strategy

A recruitment initiative established early on by the new administration was to try to expand its advertising strategy by using campus media, listservs, and social media. AG Staff members changed their Facebook profile pictures to AG Staff application information. Furthermore, a Facebook event for the application was created. The McCay administration also sent information out over many listservs. Unfortunately, this was not as successful of a strategy as it was assumed to be. According to the results of a staff survey, only two reported finding out about the AG Staff from a listserv. However, 12 of those surveyed reported finding out from friends, an outlet that the Facebook campaign supports. The GEC recommends **that future administrations continue to seek alternative advertising strategies.**

### C. Outreach to Non-Traditional Staff Members

The McCay administration set of a goal of achieving more diversity among the staff. Therefore, they advertised to new groups. Through listservs and interest meetings, the McCay administration reached out to the Black Student Movement, the Carolina Hispanic Association, and the Carolina Indian Circle. While the McCay administration did contact many nontraditional staff meetings, this initiative is not reflected in the demographics of new staff members. Of the 25 new counsels, eighteen counsels (the equivalent of 72%) are white and only three counsels (the equivalent of 12%) are black/African American.

### D. Academic and Demographic Diversity

As stated previously, the McCay administration did not achieve their goal of increasing racial/ethnic diversity. Compared to the entire staff (which is 67.65% white), the new class of counsels is not more diverse. Furthermore, the male to female ration of the new counsels does not show any improvement. For all counsels, the ratio is 61.76% male and 38.24% female. For new counsels the ratio is 60% male and 40% female. Academic diversity shows a similar lack of improvement. For all AG Staff members, the percentage of Political Science majors is 27.94% and the percentage of economics majors is 19.12%. For new counsels, the percentage of Political Science majors is 28% and the percentage of Economics majors is 20%. The Goals and Evaluations Committee **recommends that next year's administration come up with innovative initiatives to achieve these goals.**

### E. Revised Application

Unlike in previous years, the new administration did not ask applicants questions such as "What is Honor?" Rather, the administration created an application based on a realistic case. Applicants were asked to engage with the case and develop questions and an opening statement. This revised application served two goals. First, it allowed the McCay administration to select applicants based on intelligence, logical ability, and persuasion. Second, it gave potential applicants a good understanding of what they would be doing as a counsel. The result was an outstanding new class of applicants.

#### F. Expanded Recruitment Events

Attending events proved to be very successful for the McCay administration. In addition to FallFest, members of the Leadership Team attended the Honors Mini-FallFest and the Student Government Open House. According to a staff survey, nearly half said they heard about the AG Staff at either FallFest or the Honors Mini-FallFest.

#### **SCORECARD**

	<b>Not begun</b>	<b>In progress</b>	<b>Needs improvement</b>	<b>Completed and successful</b>
<b>Expedited Recruitment Process</b>				X
<b>Broad-Based Advertising Strategy</b>			X	
<b>Outreach to Nontraditional Staff Members</b>			X	
<b>Academic and Demographic Diversity</b>			X	
<b>Revised Application</b>				X
<b>Expanded Recruitment Events</b>				X

## Section III: New Goals and Recommendations

---

This section of the Semester Report incorporates the analytical conclusions of the previous sections into a more forward-looking set of long- and short-term objectives. The proposals contained within are intended to (1) provide the University community with an understanding of how the Honor System plans to respond to changing demands and (2) offer guidance to both the current and future Attorney General, who will be the ultimate executors of these suggestions.

We have grouped our goals into four categories: **Student Outreach**, **Faculty Outreach**, **Process**, and **Office Efficiency**. The priorities of the recommendations were determined based on a survey of AG Staff counsels. The feasibilities have been determined based on discussions with other parties involved in the proposal.

### **I. Student Outreach**

- Following the Cooper administration's tuition forum model, reach out to leaders of major campus organizations and stimulate a University-wide dialogue about the Honor System
  - **Priority:** High
  - **Feasibility:** Cooper administration members suggested using the classroom reservation system and DTH advertizing. The forums could be organized by the end of the spring semester 2012
- Improve honor.unc.edu
  - More intuitive, attractive interface
  - Shift from wordy paragraphs to bullet points
  - Update outdated information
  - Improve transparency of system: post Semester Report, etc.
  - Institute an anonymous online feedback option for student input
  - **Priority:** High
  - **Feasibility:** Erik Hunter, the Judicial Programs Officer, has been contacted and is working on the project. Gradual improvements to the site could begin as soon as January 2012, with student-assisted completion by the end of Summer 2012.
- Work with the DTH to include a Feature on the Honor System in the Spring Semester
  - **Priority:** Medium
  - **Feasibility:** Completion of this initiative is contingent on the resolutions of the Honor System task force. With DTH approval, the feature could run on the first week of school in the fall of 2012.

## **II. Faculty Outreach**

- Establish a system for organizing follow-up forms turned in by liaisons to improve outreach strategy and make use of faculty input
  - **Priority:** High
  - **Feasibility:** The outreach meetings are currently the first priority, but Morgan Bolling and her outreach staff will be turning their attention to the feedback forms once most of the meetings have taken place in late January.
- Provide reporting professor with choice of high, medium or low counsel contact frequency
  - **Priority:** Low
  - **Feasibility:** The Committee on Student Conduct is interested in this idea as well, and may discuss the idea in greater depth in the Spring semester.

## **III. Process**

- Standardize Managing Associate emails to counsels, defense statements for Expedited Hearing Process (EHP)
  - Increases standardization and accountability for both Managers and counsels
  - Reinforces goal of clear expectations
  - **Priority:** High
  - **Feasibility:** This should be easily decided upon and executed by the Leadership Team before Spring Break.
- Discuss the possibility of changing the System's fund-request process
  - Stability in funding
  - Allow for long-range planning given stable amount of funds
  - **Priority:** Medium
  - **Feasibility:** Initial inquiries into a potential fee increase suggest such a change is unlikely. However, there are multiple other avenues that can certainly be discussed and should be investigated
- Appoint a Chief of Staff for Summer Court
  - Help manage workload and coordination of limited staff and court members during the summer
  - **Priority:** Low
  - **Feasibility:** This should be accomplished by May 2012 with the approval of the new Attorney General and administration



## **IV. Office Efficiency**

- Design a visually appealing 1-page FAQ sheet for accused students
  - **Priority:** High
  - **Feasibility:** Rachel Kokenes and Henry Ross expect to have the sheet completed by January, pending the incorporation of appropriate statistical findings
- Decrease the environmental impact of the Honor System
  - Research viability of motion-sensitive lights
  - Apply for funding for projectors to replace paper files
  - **Priority:** Medium
  - **Feasibility:** The process is involved, but feasible. Will Leimenstoll has suggested several routes for pursuing funding. The Parents Council will be the most likely source, but the application deadline for grants passed prior to the formation of the GEC. Furthermore, there is not yet consensus about this idea within the Honor System.
- Make the office more accommodating for the accused
  - Provide magazines and games in waiting room
  - Feature student artwork throughout office
  - Resupply and improve quality of facial tissues
  - **Priority:** Low
  - **Feasibility:** Easily completed, perhaps following the appointment of the next Attorney General.