

Table of Contents

Abstract	2
Table of Contents	4
List of Figures and Appendices	8
Acknowledgements	9
CHAPTER ONE: Introduction	11
1.1 An Overview of the Project and an Invitation	11
1.2 The Purpose of the Introductory Chapter	16
1.3 Placing Myself (and My Garden) Within This Project	17
1.4 Reflections on the Process	21
1.5 College Project Work as Impetus for this Dissertation	28
1.6 Selkirk College - Defining the Context	31
1.7 The Selkirk College Educational Experience	33
1.8 College Strategic Directions - Defining Principles and Priorities	34
1.9 Strategic Planning and Project Development	38
CHAPTER TWO - Review of the Literature	41
2.1 The Purpose of This Chapter	41
2.2 A Social Constructionist Framework	41
2.3 Chaos, Creativity and Social Constructionism	47
2.4 Leadership and “Good Work” Within Organizational Settings	51
2.5 Appreciative Inquiry: An Alternative Tool for Engagement and Change	52

2.6	The Principles of Appreciative Inquiry	54
2.7	The Relationship of Appreciative Inquiry to this Study	55
2.8	Organizational Culture and Meaning Making	57
CHAPTER THREE - Research Methodology		61
3.1	The Purpose of This Chapter	61
3.2	The Development of the Study	61
3.3	Project Construction	63
3.4	Designing the Interview Format and Questions	68
3.5	The Interview Questions: Rationale and Desired Outcomes	69
3.6	Interviews, Conversations and Story-Telling	74
3.7	An Overview of the Projects	76
3.7.1	The Mir Centre for Peace	76
3.7.2	The Guatemalan Student Nursing Project	80
3.7.3	The Republic of Georgia Workforce Development Initiative	83
3.8	Selection of the Interviewees and Interview Procedures	89
3.9	Qualitative Studies - Considerations within Traditional Academic Settings	93
3.10	Negotiation with the Research Ethics Board	97
3.11	Interview Data and the Process of Constructing Meaning	101
CHAPTER 4 - Interpretation of the Findings		104
4.1	The Purpose of This Chapter	104
4.2	The Interviewees	105
4.3	Theme One - The Relationship between the Strategic Plan and the Projects	118
4.3.1	An Overview of Theme One	125

4.4	Theme Two - From Ideas to Action	126
4.4.1	An Overview of Theme Two	131
4.5	Theme Three - Reflections on Project and Group Process	132
4.5.1	An Overview of Theme Three	136
4.6	Theme Four - Collaboration Across Cultures	137
4.6.1	An Overview of Theme Four	142
4.7	Theme Five - Marking Movement through Project Evolution	143
4.7.1	An Overview of Theme Five	146
4.8	Theme Six - Reflections on Creativity, Work, and Personal Values	147
4.8.1	An Overview of Theme Six	149
4.9	Theme Seven - Individual and Organizational Project Outcomes	150
4.9.1	An Overview of Theme Seven	155
4.10	Chapter Summary: Presenting Multiple Voices	157
CHAPTER 5 – Conclusion: Considerations for Best Practice and Appreciation		158
5.1	The Purpose of this Chapter	158
5.2	The Art of Project Design	159
5.3	Best Practices Indicated by the Study	163
5.3.1	Integrating Projects into Strategic Plans	163
5.3.2	Creating Effective Project Teams	164
5.3.3	Maximizing Personal Investment	166
5.3.4	Visioning as an Ongoing Process	168
5.3.5	Inviting the Unexpected through all Phases	170
5.3.6	Working Well Across Cultures	171

5.3.7	Making Milestones Matter	172
5.4	Extending the Current Study	174
5.5	Epilogue – The Project (and Garden) Come Full Circle	175
	References	183