
Heterodox Heels

a
heterodox   **academy**

campus community

March 27, 2024

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Professor of the Practice of Marketing
Kenan-Flagler School of Business



- Professor of the Practice, Kenan-Flagler
- Former Marketing Executive: IBM & Lenovo
- Author-Oxford University Press
- Program for Public Discourse – Board Member
- Committee on Academic Freedom and Free Expression Member
- Co-author: Student Free Expression and Constructive Discourse Research

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Tate Distinguished Professor
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- Distinguished Professor, School of Social Work
- Faculty Co-Director of the Children's Data Network
 - Archive of integrated data from government agencies
 - Development of AI tools for child protection agencies
- Member: Academic Freedom Alliance

**Please note that the comments we will make today as co-chairs of Heterodox Heels do not necessarily represent the views of the roughly 70 or so faculty and staff who are campus members! Great minds don't always think alike.*

— Agenda

- 01 Heterodox Academy (HxA)**
Background & Mission
- 02 Heterodox Heels (HH)**
Our role and activities as a Campus Community
- 03 Progress & Considerations**
Observations
- 04 Moving Forward...**



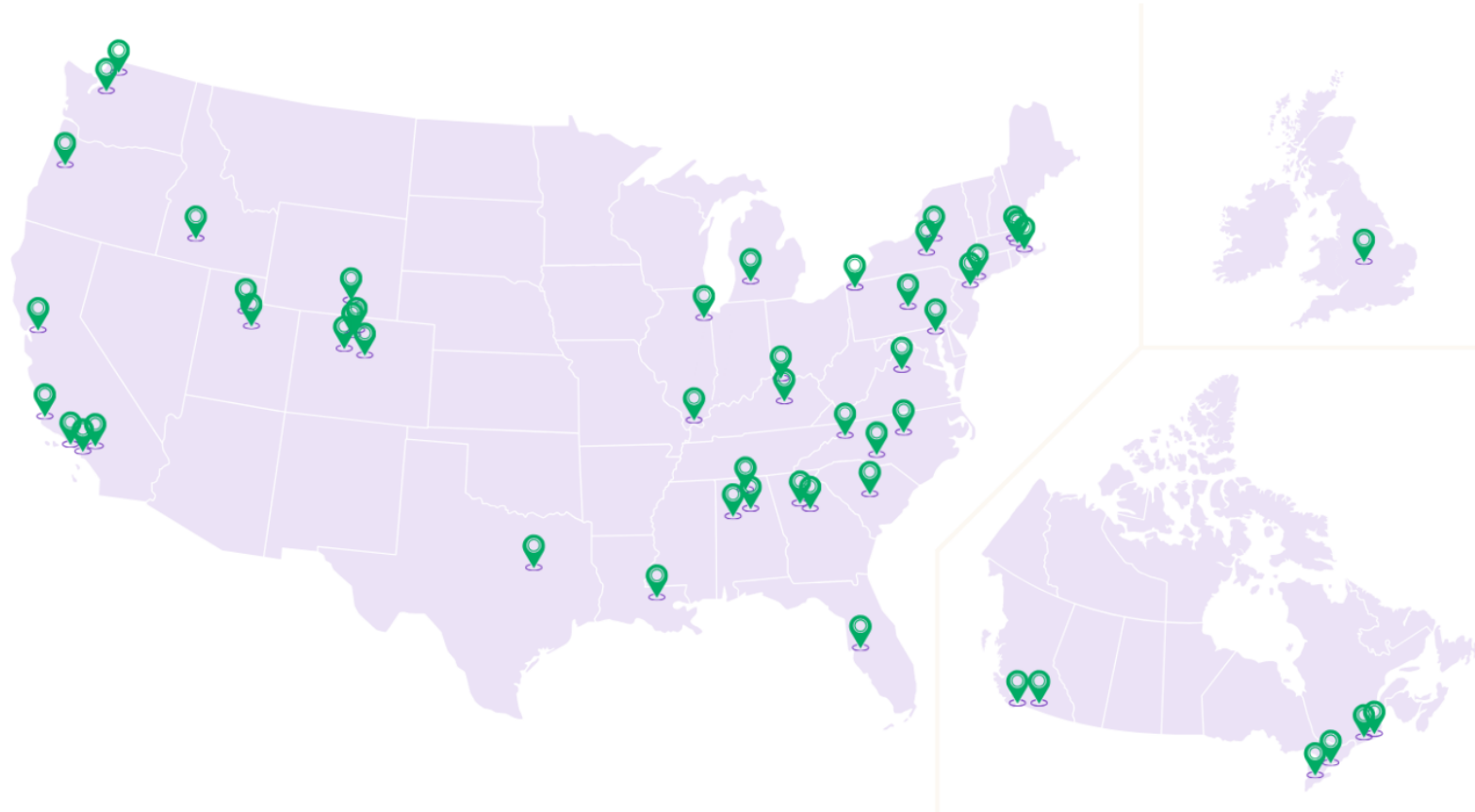


great minds don't
always think alike

Heterodox Academy (HxA) is a nonpartisan, nonprofit membership organization of thousands of faculty, staff, and students committed to advancing the principles of open inquiry, viewpoint diversity, and constructive disagreement to improve higher education and academic research.

Campus Communities

Our Campus Community Network includes a variety of colleges and universities throughout North America, from community colleges and faith-based institutions to research universities and Ivy league universities.



Heterodox Heels

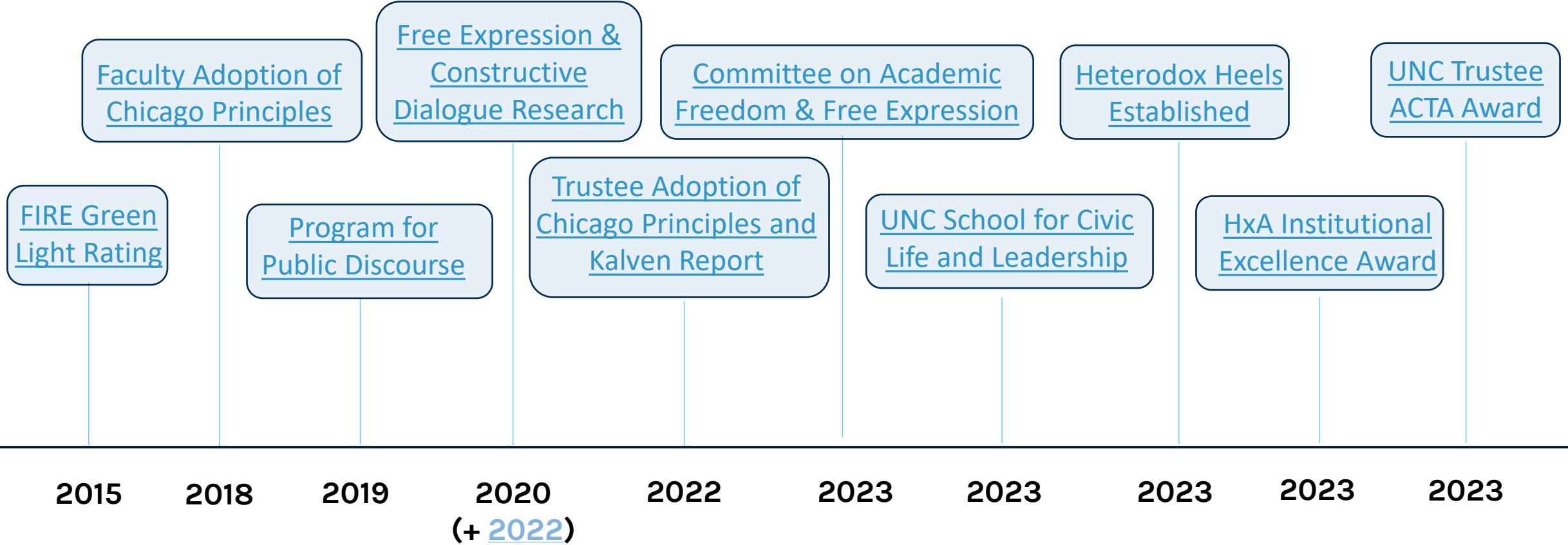
- Established: February '23
- 70+ Faculty (and growing)
- Multidisciplinary
- Activities:
 - Issue Dinners
 - Speaker Partnerships
 - Committee and Policy Work

University of
*North Carolina, Chapel
Hill*



Our HxA Campus Community aims to promote the values of open inquiry, viewpoint diversity, and constructive disagreement throughout the University of North Carolina, Chapel Hill campus and community.

<https://heterodoxacademy.org/campuses/university-of-north-carolina-chapel-hill/>



Progress at UNC

— Considerations



Mission



Free Expression



Academics



Bureaucracy

Pursuit of Truth

“A World Better Understood is a World Made Better.”

Larry Summers

Former President of Harvard

Former U.S. Secretary of the Treasury



— Truth or...?

“I believe that the **conflict between truth and social justice is likely to become unmanageable.**

Universities will have to choose, and be explicit about their choice, so that potential students and faculty recruits can make an informed choice.

Universities that try to honor both **will face increasing incoherence and internal conflict.”**

Jonathan Haidt



— Considerations



Mission



Free Expression



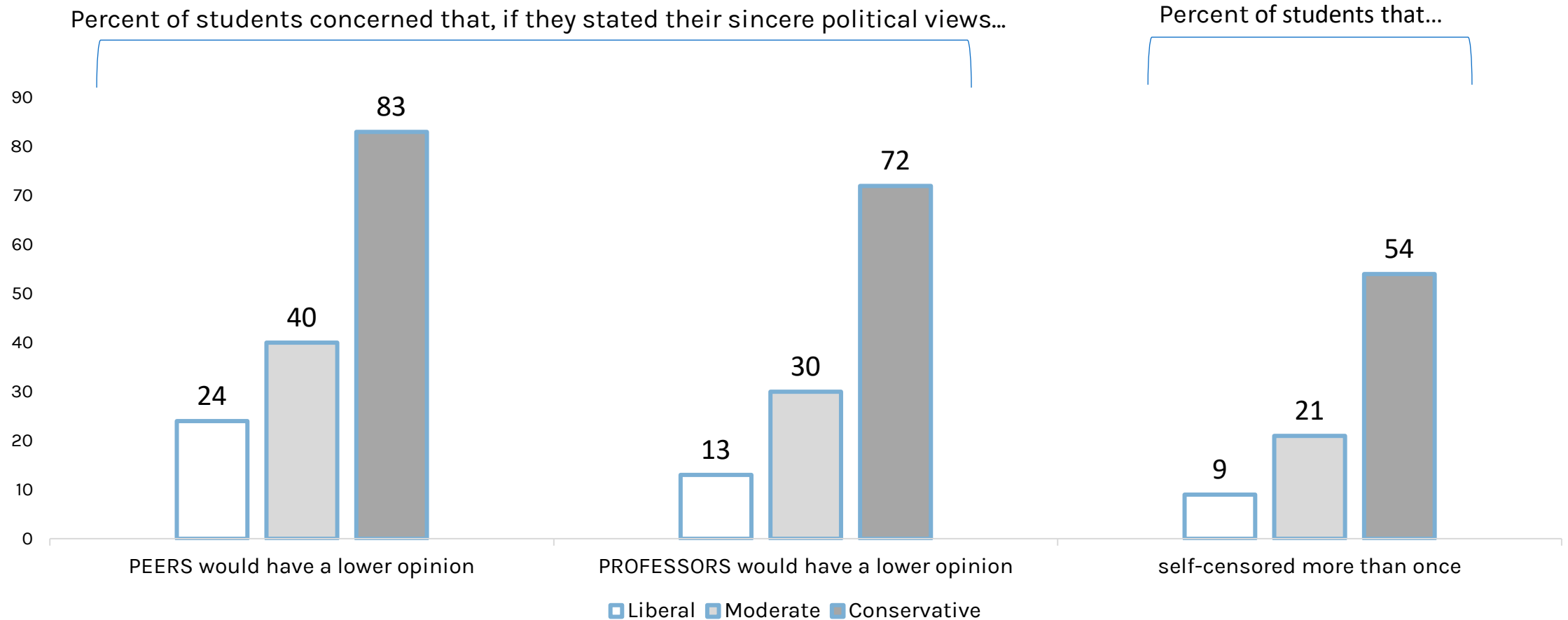
Academics



Bureaucracy

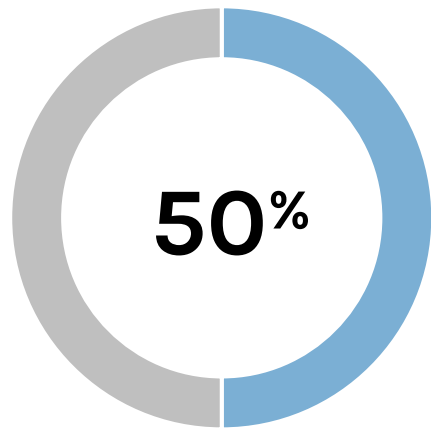
Free Expression

UNC students who identify as conservative face distinctive challenges. But ALL students miss out when there is not a free and open exchange of ideas.

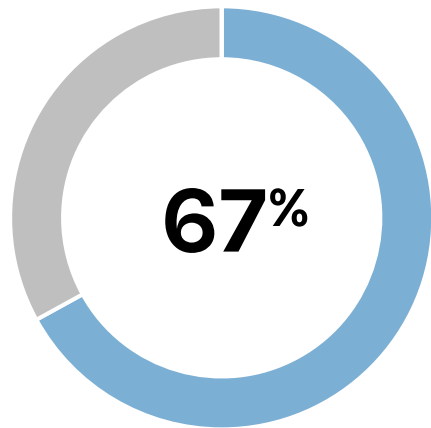


— Constructive Engagement

UNC Students across the political spectrum want more opportunities to engage with those who think differently



UNC students who Identify as Liberal



UNC students who Identify as Conservative

“Too few opportunities to engage constructively.”

A forum for public discourse?

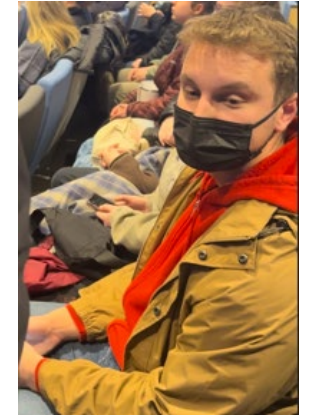
Wilson Library Protest:
October 12, 2023

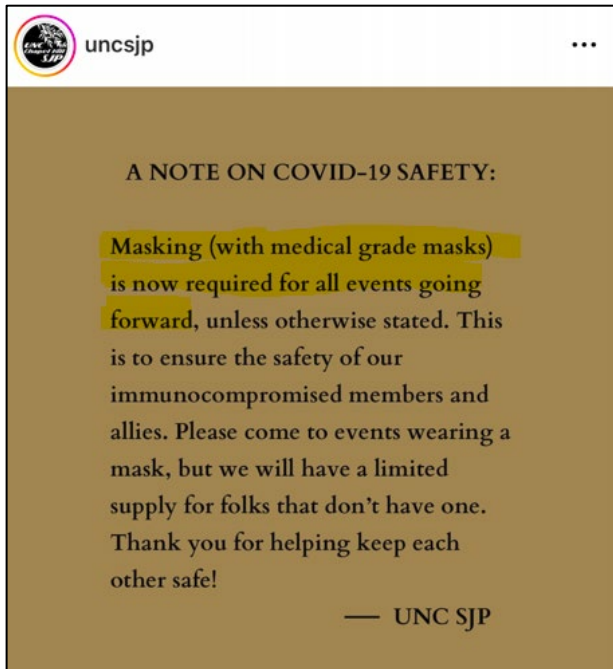


South Building Occupation:
November 17, 2023

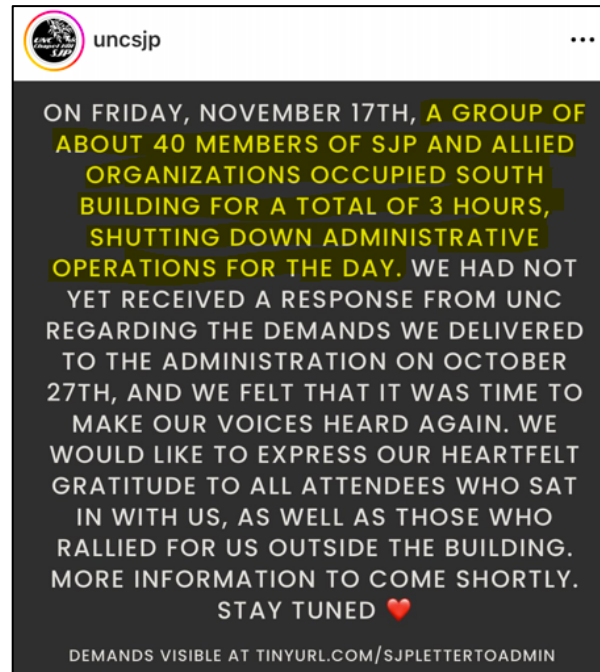


Frank Porter Graham Student Union
January 22, 2024





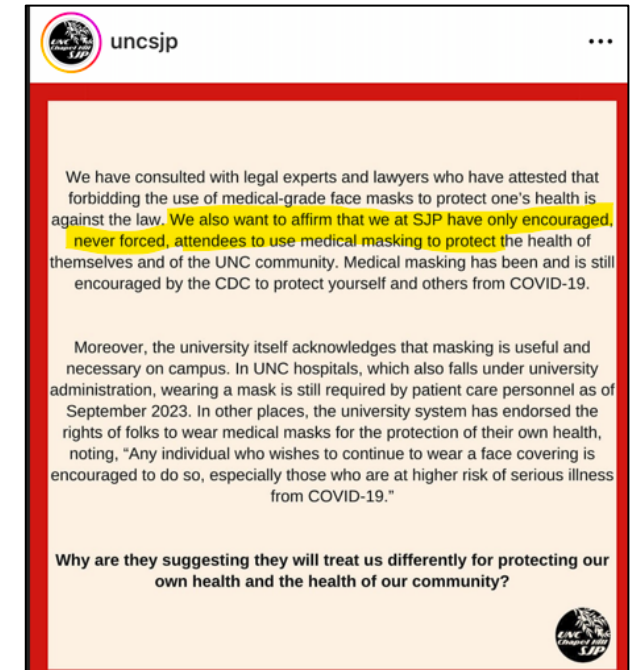
October 25, 2023



November 18, 2023



January 22, 2024



March 21, 2024

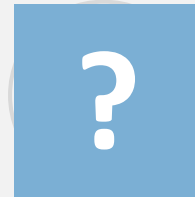
— Considerations



Mission



Free Expression



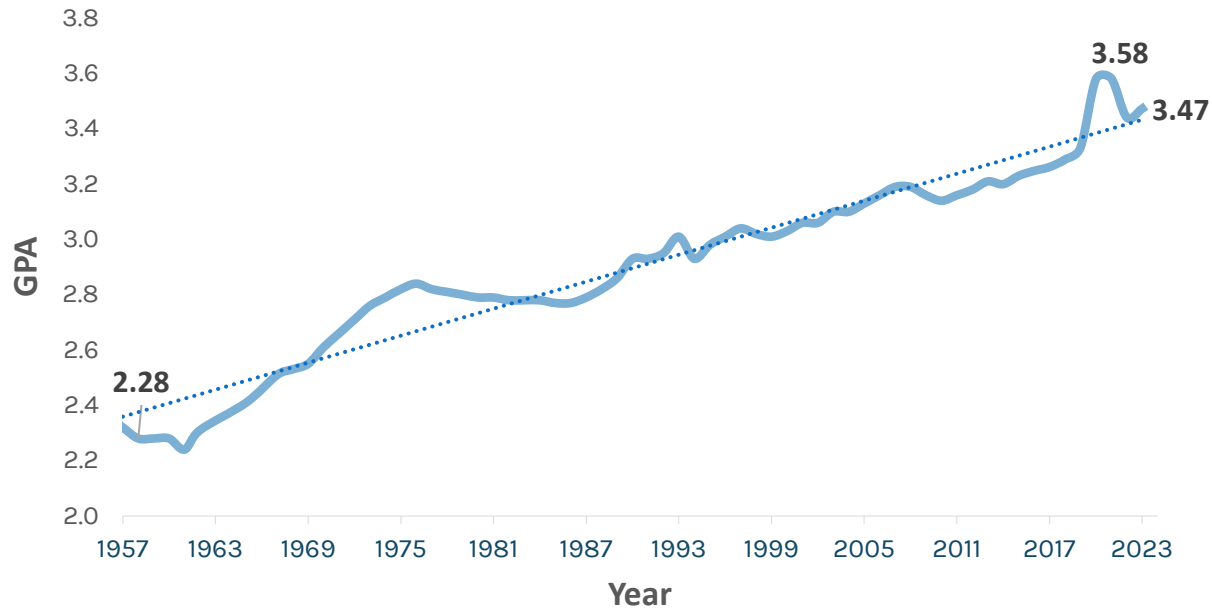
Academics



Bureaucracy

— Are we devaluing our credentials?

UNC Chapel Hill Grade Inflation: 1957 - 2023



“Grade inflation is academia’s version of the participation trophies in youth sports...”

[\(Grade Inflation Makes A the New C: Students discuss academic leniency and educational excellence at college, 2023\)](#)

— Are we studying the impact?

UNC Board of Governors considering test-optional SAT, ACT policy for some incoming college students

WUNC | By Brianna Atkinson
Published February 28, 2024 at 6:43 PM EST



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UNIVERSITY

GRE testing no longer required for all UNC graduate school admissions

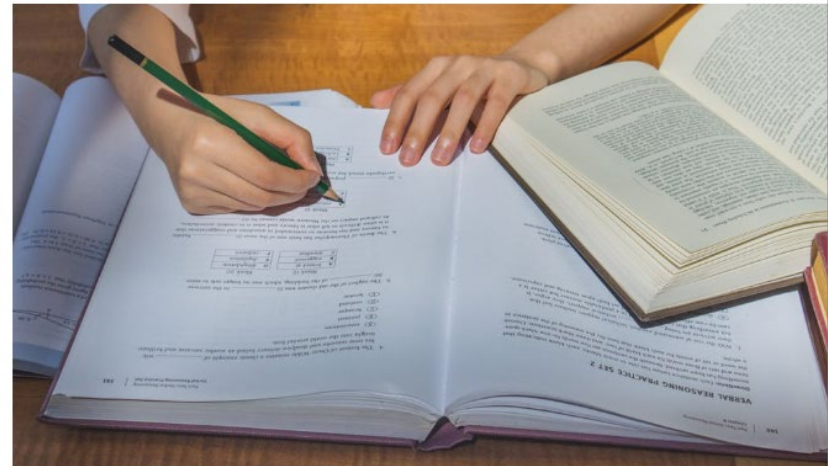


Photo by [Lilac Chen](#) / The Daily Tar Heel

— Considerations



Mission



Free Expression



Academics



Bureaucracy

— Does our bureaucracy advance our mission?

- How does the culture of a university change when there are **X** times as many people in staff / administrative positions as those whose primary charge is teaching / instruction?
- Do we have evidence that increased staffing for student support services has improved students' academic experiences or outcomes?
- Is our bureaucracy creating measurable, operational efficiencies for faculty and the institution?
- Is it possible that the growth of non-faculty has made it harder for faculty to educate students?

Closing thoughts

Heterodox Academy (HxA) is a nonpartisan, nonprofit membership organization of thousands of faculty, staff, and students committed to advancing the principles of open inquiry, viewpoint diversity, and constructive disagreement to improve higher education and academic research.

(1) Focus on truth as the core mission of the university.

Knowledge generation.
Excellence in teaching.
Developing citizen leaders.
Job preparation.

(2) Reward academic excellence and merit.

The rigor of the education we provide is our competitive advantage.

(3) Educate students to be “anti-fragile”.

Advance a discovery mindset.
Classrooms should not be “comfortable” places.
Ideas should be challenged.

(5) Diminish the size and influence of bureaucracy.

Empower our faculty.

(4) Draw a clear distinction between free expression and actions that disrupt the educational mission of the university.

Enforce sanctions when our policies are violated. Adhere to principles of institutional neutrality.



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