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Five or ten years from now - thinking back on this moment of institutional acceleration and the confluence of competitiveness funding and capital campaign - what would you want our accomplishments to be?

- We will not be so single minded in our pursuit of metrics that we lose our land-grant mission - we will have found ways to integrate our missions and purpose.
- Continue the land grant tradition at the highest level attainable.
- Prioritize community engagement along with research excellence.
- MSU is known for a handful of things at which we are the leading example - when people think “x”, they think MSU. X = Teacher education, international education, student success.
- Set the university on a path toward specific areas of excellence.
- Create more inclusive opportunities that give greater access.
- Create a space with more creativity and flexibility.
- Social problems resolved beyond old practices.
- We need to reduce the gap between those federally funded below the 80th percentile and those above.
- Create a culture that supports - through infrastructure/policies and procedures - achieving our accomplished goals. We need to motivate - not through penalties or feeling beat up if we don’t reach the bar in 5-10 years - but motivate through position placement of resources and treatment.
- We need to have improved the two areas of the Spider diagram to at least 50% (DOD and NIH) Funding critical areas is essential-difficult decisions.
- Go after leaders who will help us create opportunities!
- I’d like MSU to be seen as a leader in approaching the health and wellbeing of children - bringing “personalized medicine” to populations of children – and having a global impact.
- Expanding high-quality undergrad education to a global student base.
- Expanding MSU’s footprint.
- Global expansion - expanding our brand around the world, reputation management, Establish a presence in strategically selected parts of the world.
- Substantive research progress → Cutting edge + relevant. (Research that matters)
- Think orthogonally towards other Universities that MSU can give more ROI.
- Educate Leaders.
- Improve the development mechanism.
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- Develop a more unified approach to collective problems
- Cutting edge + relevant research
- Development infrastructure reputational mgt., global expansion, perception
- Focus on international opportunities
- Improved branding
- Material value proposition
- A presence at the cutting edge for research
- Increased student input
- Continue focusing resources on issues that truly matter; Providing opportunity to bring together Michigan resources (business, manufacturing, government, and those with ideas & insight)
- Highly competitive when benchmarked against world-class competition
- Make key hires to get into position to “get into the game”
- Develop a mechanism to identify and invest in higher risk but, high reward opportunities
- Accomplish large increase in HHS Funding
- Coherency in delivery of health care services locally, in a way that improves employee/staff health and provides in research opportunities
- Leveraging of state-wide hospital connections to increase clinical research
- Coherent, shared analytics to help drive improvement
- Increase in global perception of MSU value, ranked in top 100
- Cutting edge of key research to get increase in federal funding (Ultimate goal of making a difference in the world)
- Improvement in student retention and graduation
- Advance knowledge to transform lives in the world
- Leaders in sustainability as an experience
- Graduate student endowment to support competitive stipends to attract
- Find 3-4 things that tie major efforts together
- Create a lasting difference, e.g. scientific breakthrough, instrument for social change, creation of a place for learning interaction and personal growth
- To be part of the national conversation in areas we haven’t been before - new areas and new approaches to them
- Significant rise in national rankings such as AAU
- More truly accomplished and successful faculty wanting to come to MSU
- Doubling our number of endowed faculty positions through the campaign effort
- Significantly increasing our externally funded research
- Become a globally recognized brand
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- Be known for being the best in a specific thing
- We need to grow two new spires of excellence in research equivalent to nuclear science and plant science
- We need to endure opportunity for aspiring STEM students regardless of preparation before joining MSU
- Create a culture of giving back – helping students understand how private funds are supporting their experience, not just tuition
- More stability and MSU looking back to this time as when we made a great course change that built upon our anchors and positioned us to answer future questions and needs
- An overall increase in the international ranking of MSU as a whole
- A more diverse, culturally competent faculty, staff, and student body
- Social science shouldn’t be forgotten in light STEM growth
- To find our niches - students come to MSU because ______. MSU is known for ______.
- Leading K-12 education nationally back to rationality and balance
- Improved graduation rates
- Improve affordability
- That as progress is made, the demographics of the persons served (all stakeholders) are representative of the diversity of the state and beyond
- Developing first world health systems in third world countries
- Global warming and disease impact
- Renewable energy sources
- Broader visibility and respect - MSU is largely invisible
- Address infrastructure issues
- Enhance faculty hiring in targeted areas
- Endow athletic positions (e.g. USC football)
- NIH funded brain institute (10 labs—linked via Brain Institute)
- MSU at leading edge of disruptive landscape of higher education. Leverage the brick and mortar/geographical components to our advantage—neighborhoods as example—personalization of expansive resources
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What does “Empowering Extraordinary” mean to you?

- Dream - and achieve what seems almost impossible. Excellence AND equity
- Delivering a goal/vision for boldly advancing a specific area, and finding a way to make it happen
- Empowering the extraordinary things that MSU faculty, students and staff do
- Help everyone understand that they have the capacity to be extraordinary if they can tap themselves
- That MSU empowers people to achieve extraordinary things, accomplishments
- Investing in innovative, cutting-edge investigators with the greatest potential to build partnerships between Departments and Colleges
- Working
- Cutting-edge research... much like “Spartans Will” it is an ambiguous message
- Define and identify extraordinary opportunities and maximize or exceed expectations.
- FRIB
- Having the insight and ability to recognizer unused opportunities that reflect change
- Improved collaboration across disciplines and colleges
- Focusing in things that make a difference to “regular” people
- That as an R-1 institution one of our core strengths is our commitment to human relationships. No one is too small
- Helping every person and project achieve its maximum potential and then beyond
- Instilling a sense of accountability in faculty, staff, and students - ownership in future of MSU whether as donors or volunteers
- All contributions are meaningful
- Moving university to the next tier
- Being the benchmark
- Outpacing everyone else - we’re not sitting still
- Each of us has the permission and ability to do something extraordinary in our respective areas
- Our ability to connect people and resources to create innovative solutions
- Empower students through innovative teaching and learning
- Impact knowledge deeply and broadly- make a range of intellectual contributions to research and scholarship
- Getting the best, keeping the best, in order to achieve the best
- Be willing to take risks- high risk, high reward work
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- Ensure that all MSU students have the extraordinary opportunities, financial support and academic/advising resources they need to succeed- regardless of their background or preparation. Empowering universal student success would be extraordinary for all concerned
- Supporting the “weird ideas” and finding the courage to pursue unusual or new research
- Making the best better and seeing the future in a way that allows us to strategically invest to change lives and continue MSU’s world class trajectory
- An individual and small group process
- Making the 5-10-20-30 year vision possible
- Giving everyone the opportunity to be extraordinary. Empowering ordinary into extraordinary
- Creating a platform for sustained contributions to society
- “Empowering” is an old term, it seems dated
- Allowing the MSU community to develop their big ideas not just through funding but by giving them a voice and enabling dialog with other community members and administrators
- It is a positioning statement that moves MSU from being okay or being mediocre to moving toward being extraordinary
- A paradigm shift from “we are okay” in the middle by doing good work (mediocre) to saying we are great and expect great.
- Team MSU—we all contribute
- Commitment made to be extraordinary
- Risk-taking inferred
- An environment where people reach potential
- Foundation created that allows individualized, personal definition of extraordinary—flexibility of the institution

Looking out over the next five to ten years, other than funding issues, what are the one or two things that worry you the most?

- Ability to identify goals and priorities at multiple levels that don’t directly conflict even if they don’t fully align.
- Balancing complementary strengths in research, teaching, athletics, community involvement, etc.
- Continuing to attract the best students to MSU in an environment of dwindling prepared high school graduates.
- Our ability to distinguish MSU as a center of excellence.
The anti-tax movement that seems to be gaining momentum.
Being able to recruit and retain outstanding and innovative faculty members. Having a collaborative environment will be essential for this.
External funding is a short-term fix and we need to be thinking long-term.
Loss of intellectual or profound knowledge.
Cost structure.
Lack of coordination on IT.
Continual polarization between “haves” and “have-nots” = limited opportunities for the mobility I have enjoyed.
Inadequate coordinated infrastructure and support (technology, HR, purchasing).
Translating new realities to new staff performance goals and measurements.
More work to break down walls between departments, units, etc.
Issues of diversity will still require a program rather than being a part of our fabric.
Competition with online universities.
Foster relationships across campus to set ourselves up for success.
Gap between secondary and post-secondary education.
Impacts of climate change on the institution whether direct or indirect.
Keeping up with different education formats to stay relevant with students.
Can we keep pace as a nation with rate of change—need to accelerate innovation curve
Sustain at a relative rate/not just sustain.
  a. Tumor outgrows blood supply.
  b. We are dumb—we need to over perform.
Finding Talent.
Loss of urgency.
Try to do too much so everything gets watered down.
Leadership transition on an institutional level – huge numbers of baby boomers retiring.
Sidelining the humanistic disciplines and their foundational role in establishing the academy for us all.
Fostering a wide range of critical thinking for our students and by our faculty.
That we won’t really achieve “extraordinary,” but will leave too many current policies, practices, and principles in place that encourage and even promote acceptance of mediocrity.
  a. e.g. Just went through raise processes where we were told that every AP person must get the full merit portion of the raise if they are “meeting expectations” and have not been put in a Performance Improvement Plan – which is so burdensome and cumbersome that it’s rarely used.
  b. Purchasing policies that won’t let us get the best.
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- What if students from China quit coming to MSU?
- We (MSU) will not adjust to the changing role of universities in the next 10 years – that we will keep doing the things that worked well, but not grow and adjust to the use of technology.
- We will not build a case for the confined effectiveness and need for a residential model.
- That federal funding should go away for research – continuing to have interdisciplinary work be challenged by silos, lack of sufficient resources, etc.
- Where is leadership headed in the next 10 years?
- Did we focus on the critical issues that make MSU, Michigan, and the world a better place?
- Can we make our trajectory a core expectation of our faculty, staff, students, and alumni?
- Can we continue to make MSU the go-to place for the best faculty and students?
- I worry about research funding, lowering scholarship funds, usually aligns at data and not theory. Understanding data regulates theory.
- I worry about the quality levels on entering freshman. The disinvestment in education reaches the public system as well as college. To add value, colleges must have students at certain levels of knowledge. I fear it is in decline.
- Cultural Competence.
- Diversity.
- Support (emotional, academic, financial) for students.
- Grad student support.
- Decline in public support for higher education.
- Impact of online courses and curricula on RI Universities.
- Acceptance into MSU for the middle class or students are fair to above average (or perhaps blossomed late in HS – but their overall GPAs don’t show it) and just need the guidance to become great. These students appear to be getting squeezed out in favor of metrics for time to degree – really smart kids and disadvantaged.
- Closed minds – lack of flexibility in thinking.
- Declining number and quality of students.
- Increasing need to prepare students for college at college.
- Need to reimagine the role of universities.
- Affordability for students from the state of Michigan.
- We must be sure that our reach doesn’t surpass our grasp.
- How the reconciliation of high performance impact areas in research and the importance of diversity and inclusion in a capital campaign are not viewed as competition issues.
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- How to encourage juniors, Grad students, Post-Docs to continue in the academic stream despite the shrinking external funding the shifting values of work/life balance.
- Virtual Universities! This is a space where universities, course management providers, publishers, and internet content providers will all compete with each other independent of geographical boundaries.
- No greater visibility.
- Dropped from AAU.
- De-emphasis of non-STEM programs.
- Just another iteration of previous attempts...
- Ability of University to adapt to changing education delivery model and financial implications.
- Tuition reaches max.
- Tuition bubble for out of state students.
- Institutionalized entitlement.
- Investment in infrastructure/technology.
- Mediocrity.
- Mass specialization (loss of liberal education value).
- Balance of depth of excellence vs. breadth of excellence; maintaining core values as we shift to better align with reputational criteria.
- Advancing in a static environment when the reality is others are undertaking the same initiatives to advance themselves.
- Lack of balance across the university.
- Continue to work on addressing infrastructure issues.
- Concern about moving from ability to have an academic community that participates in shared governance and the local community – as we hire more STARS who do not participate in community.
- Creating a second-class citizenship in faculty.
- Converse of number one, we fail to lead and we are unprepared for higher education disruption
- Where will our students come from? Demographically, are we prepared?
Flashcard Notes

- #2 Empowering Extraordinary
  a. Raising the bar.
  b. Funding extraordinary initiatives.
  c. Doing a job no one believed you could do.
  d. We become successful.
- Fears/Concerns
  a. Sidelining humanistic disciplines, we need to fund ways to integrate humanities into STEM.
  b. Loss of sense of urgency and resulting complacency.
  c. Trying to do everything, which waters us down.
  d. That we can’t get to extraordinary because of antiquated rules, regulations, that NEED to push the envelope on copyright, access, procedures, policies. We are too risk-averse as an institution.
- Empower
  a. Empower students through innovative teaching and learning.
  b. Impact knowledge deeply and broadly.
  c. Permission & ability to do something extraordinary.
  d. Ability to connect people and resources to create innovative solutions.
  e. Getting the best, to keep the best, to achieve the best.
- Significant jump in rankings, specifically AAU
  a. Maintain and improve access to a diverse student population; Michigan & Nation.
  b. Create a lasting institutional legacy.
  c. To be impactful in new areas.
  d. To be a place that the people want to be.
  e. To attract the best and brightest.
  f. To making this where people WANT to be.
- Suggestions
  a. Encourage group to stand up at least once during a lead seminar!
  b. How do we keep conversations like this alive in and outside of our units – can you give us tools to make these presentations to INSPIRE.
- Notes
  a. Wherever you go, whatever you do, you are MSU there.
  b. Develop a culture of giving by MSU students, starting in the first year.
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- Worries
  a. ISIS
  b. Ebola
  c. Secondary school preparation gap to university rigor.
  d. Trend in graduate education.
  e. Establishment of an academic summer bridge/transition program.