

LEAD Session Notes

September 23, 2016

What are you most proud of?

- **Reputation/Brand**
 - Land grant mission
 - MSU reputation as very strong; brand imagery, symbol taking root
 - Our culture (values) and our impact (value), and recognition of that (increased reputation)
 - Our college's international reputation
 - Progress on branding/campaign—feels like we're getting the alignment Heather mentioned
 - The resilience and relevancy of the organization
 - The stature and culture of the unit
 - Our family atmosphere
- **Students**
 - Number of student organizations—place for everyone
 - Population of students we serve
 - Next generation of students
 - Implementing programs that support “at risk” students
 - Positive outcomes
 - Make a difference
 - The diversity of our faculty and students who share in the goal of fostering critical thinking and integrity to improve the world
 - Education abroad
 - Alums of MSU are a family
 - Students who are eager to learn and engage with issues of public importance in creative ways
 - Diversity of research and creative experiences available to students
- **Faculty/Department**
 - Young/new faculty

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- Commitment of the faculty
- MSU as a destination for faculty
- Excellent language/literature, culture, film courses that introduce students to difference/other, and give them the knowledge and ability to navigate other world views by understanding language throughout the world.
- Contributions of our College, e.g. SCS and the people (faculty, staff, and students)
- The diversity of our faculty and students who share in the goal of fostering critical thinking and integrity to improve the world
- Creative faculty
- **Facilities/Support**
 - Prepared to make institution-specific investments
 - FRIB
 - Grand Rapids positioning
 - Campus environment; great memories of life changing student experiences; positivity & kindness of alums; first generation students appreciate education more
 - Expanding work force/diversity
 - Investment and payoff in technology
- **Collaboration**
 - Our ability to partner with Michigan healthcare institutions to collectively focus resources to train physicians prepared, and committed to address health challenges
 - Interdepartmental willingness to comply with regulations
- **Specific Programs**
 - Push for innovating behaviors/positive energy
 - Address work/life issues proactively
 - Ability to stay positive and forward thinking at college and unit in spite of negative trend in thinking about education nationally
 - The Mathematical Science Initiative
 - First documentary film from MSU students in the academy awards—taking bronze last night

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- The MSU initiative to reach out across the state
- Output of the process
- **Research**
 - Our game-changing research in a variety of areas
 - Research breakthroughs, student achievements

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What is one thing MSU can do to make the biggest difference?

- **Recognition and Respect for Employees and Students**
 - Value people and their contributions
 - Inclusivity, diversity, student success
 - Acknowledging/celebrating our people
- **Specific Activities**
 - MSU needs to be engaged even more in the community—Lansing. Detroit is great too, but we have many problems right outside our doorstep. This can help to drive teaching and research, including various nationalities represented. The global is also local. Refugees, etc., and the local is also global. How can we use our local contacts to think globally?
 - More global and diversity competence development among students
 - Silo effect—need more alignment of efforts
 - Outcomes forum
 - Educate the next generation to be ethical citizens with critical thinking skills to solve world problems
 - Change from focus on the means to what we want for our students and how we can strategically leverage education abroad to obtain these outcomes
 - Teaching hospital
 - Expand on mission through partnerships on and off campus
 - The Mathematical Science Initiative
 - Research experiences embedded in curriculum in every department (and happen earlier in curriculum)
 - Money and commitment to undergraduate research and creative activities
 - Incorporate business dimension in STEM initiative
- **Leadership Development**
 - Successive planning for future leadership of the institute, diversifying administrative leadership
 - Good student support (Ph.D. students) (institutional support)
 - Personal accountability to live our values and communicate them efficiently

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- Quit thinking in a corporate box
- Push approvals/mechanics/decision making to lowest level—raise number of money approvals—permission to proceed
- **Infrastructure**
 - Space/quality of space (especially research labs)
 - IT infrastructure, e.g. SIS...
 - Technologically-enabled teaching/online teaching
 - Improving infrastructure for innovation
 - A use tax in MI, not just sales tax (K-12 funding, but ease up tension in the whole system)
 - Research IT Infrastructure
 - A strategy to expand research capacity (space)
- **Flexible; Resilient; Wise**
 - Be sufficiently flexible to meet with the inevitable changes in the need to work with individuals and institutions related to healthcare challenges as they evolve.
 - Cut red tape to allow students and researchers to do what they want
 - Faster interdisciplinary
 - Support for risky research rather than “normal science”
 - New, innovative science (really hard questions) is neither supported financially or in terms of tenure and promotion
 - More difficult to publish and get grants for innovative research that challenges “normal science”
 - Need a mix of both normal and innovative
 - Great reputations are made on paradigms-changing research
 - Less bureaucracy and more flexibility (can't talk entrepreneurship and increase red tape simultaneously)
 - Bring wisdom and judgement to policy issues
 - Drive more collaboration across programs particularly across colleges

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- **Communicate; Brand**

- Continue to tell the story broadly/widely—often the story is only told through athletic events—need to share all of our successes externally
- Internal Communication
- Keep a focus on education/learning and research as our mission and have that always drive decision-making. Don't forget what MSU is. Students and faculty are primary—everyone else serves them and the mission. Everyone!
- Make branding a part of our job/daily life

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What conversations would you like to have?

- **Students/T-Shape**
 - How can we educate the flexibly minded student who has depth of knowledge of major, but also “grit”, openness of mind, confidence, leadership skills in place, ability to navigate difference/other; and who can write?
 - Redefinition of student success
 - How do we create quantitative skills in our undergraduates?
 - Figure out how we can ensure our students can truly develop soft skills that are quintessential for success

- **Opportunities/Culture**
 - What is a quality, inclusive, and diverse university?
 - What are our (MSU’s) opportunities, less of a focus on fixing current problems
 - More future-focused
 - Opportunities should not be typically-focused, but trends that affect everyone
 - Continue to sustain the partnerships that will be required to sustain the above
 - Above: “Our ability to partner with Michigan health care institutions to collectively focus resources to train physicians that are prepared and committed to address health challenges” and “Be sufficiently flexible to meet the inevitable changes in the seed to work with individuals and institutions related to healthcare challenges as they evolve”
 - Need a conversation on how to encourage, support, and promote truly creative faculty who push paradigms
 - Could we have hired Einstein straight out of his doctoral program and support/encourage him long enough for the eventual publication of his five great papers?
 - NO, then we have to compete with wealthier universities. What if we supported him enough to engender long term loyalty?
 - These individuals are extraordinarily rare, but big schools’ reputations are built on them (Cambridge, MIT, Cal Tech)
 - Work-life balance

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- STEAM; integrating science, technology, engineering, arts, math
- **Establishing Greater Collegiality and Alignment of Efforts**
 - Would like to see “conversations” (ex. today’s conversation) held at all levels of the institution
 - Balancing tenure and “on boarding” new people and valuing the differences they bring
 - More on big national discussions—this LEAD was better than most because of the external focus
 - In general, race/policing/political environment—how to move forward and talk together
 - How do we move forward taking all levels into consideration—staff, students, faculty. Too much top down, rather than collaborative across all levels
 - Role of fixed term faculty/staff—how we work with them (and recognize their role)
 - Hear the success stories across departments and also lessons that one learned from unsuccessful initiatives/departments
- **Continue the Momentum**
 - With all of our duties/responsibilities, how do we continue the momentum?
 - What is holding you back?
 - Currently only reward grant money and publication numbers
 - Address the big issues facing society across our entire operation (what is a “good society”)
 - How do we create/reward a fast paced—innovation culture
 - Tie resources to success
 - Leadership development in departments and colleges
- **Break Down Competition/Bureaucracy/Complexity**
 - Related to breaking down silos; establishing greater collegiality and alignment of efforts
 - How do we break down “competition” between colleges and departments for resources so that collaboration flows more freely?
 - Assistance in becoming more flexible and nimble
 - What level of bureaucracy can we tolerate?
 - About complexity of sheer size

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- MSU administration—bureaucracy is a road block—RO, HR, etc., rigidity, staff rule orientation is short sighted, inflexible, infuriating
- **Cost**
 - Focus on a funding model that would lower cost for students participating in education abroad
 - Money to help undergraduate students finish their degree—too many leave because out of funds with less than 20 credits to being done, many one class. Better fiscal knowledge for students
- **Security**
 - Broader discussions on “security” that include faculty—not just IT functionaries