

August 2, 2016

Report on 2016 Faculty Senate Roundtable

Submitted by Anastasia Elder, Faculty Senate Vice President, 2015-2016.

Each spring, the Faculty Senate hosts a roundtable to discuss issues of particular concern to both faculty and administration. This is an opportunity, in a rather informal setting, to step away from the everyday routine, and give some constructive thought to issues that confront the university. Following past discussions, the aim was to openly and creatively discuss topics that can contribute to the continued success of Mississippi State University.

This year's topic was on Promoting and Improving Collaboration. This was conceived broadly: collaboration among multiple constituents at or affiliated with Mississippi State University (e.g., efforts between faculty and administration, but also among faculty, with students, with community, globally, etc.); and collaboration that serves multiple purposes: for enhancing research and institutional effectiveness, for supporting creativity and innovation, for creating new partners & sustaining existing ones.

The roundtable was held on the afternoon of April 29th and included 24 invited participants (8 faculty senators, 8 members of the general faculty, and 8 administrators) who were divided into two groups and engaged in a structured brainstorming process.

Below is a synopsis and log of ideas generated that day. Attached is a schedule and participant list from that day, too.

Session 1. Discussion Topics

- **What characteristics or structures help create and maintain successful collaborations and teamwork?**

Analysis: Common themes centered around issues of trust, mutual respect, openness, common goals and shared credit. There was recognition of willingness to take a chance as a way to create these opportunities. The most popular ideas include:

- Trust
- Willingness to Exit Comfort Zone / New Objectives / Goals
- Communication
- Clearly Defined Mutual Goals
- Mutual Respect, Collegiality, Humor, Professional Family
- Thorough Understanding and Appreciation Among Each of the Collaborators
- Shared Success – Investment to Goal and Group
- Credit is Distributed Across Group
- Willing Spirit = Work From Position of Yes
- Sense of Humility & Recognize Expertise of Others
- Openness and Flexibility
- Willingness to be Kind and Sensitive
- Buy In to Vision

- **What barriers prevent collaboration? How can they be fixed?**

Analysis: Ideas were shared regarding structural issues including existence of silos and isolating physical environment and lack of opportunities to meet others outside of one's own discipline. In addition, personal and group flaws around politics, planning, and fears were noted. Ideas for fixing these barriers included some existing frameworks, such as cross-college grants, and having vision and strategic plan that promotes collaboration. Additional ideas included creating more "Intentional Collisions" and prioritizing collaboration. Suggestions for opportunities for faculty to meet others, socialization toward collaboration, and for promoting trust in collaborative units were noted as ways to foster future collaborations.

Barriers

- Strong Silos /Academic, Discipline Silos
- Lack of Opportunity to Meet Diverse People & Not knowing other people
- Lack of Communication
- Isolating Physical Environment
- Internal Politics & Power Struggles
- Lack of or No Leadership
- Time Crunch Restrictions & perceptions
- Fear of Failure
- Internal Competition
- Lack of Planning

Fixes

- Intentional collisions—opportunities from which collaborations can develop and grow
- Greater Socialization Prior to Forming Collaborative Units
- Cross College Grants
- Strategic Plan
- Structured Accountability
- Prioritize Building Collaborative Unit (Trust)
- Don't Start too Big
- Options for Professional Collaborative "Cross Pollination"

Session 2. Discussion Topics

- **What are good examples of successful collaboration or teamwork at MSU that you have experienced or seen?**
- **In what areas, is it important for MSU to create or maintain collaborative efforts?**

Analysis: The discussion highlighted varied types and areas of collaboration; these included within and across units, across the community, with other institutions, and globally. (As a member of the roundtable I was struck by the interesting work and commitment of people involved. I learned about a vast number of ongoing and newly sought collaborative projects.) There was a desire to maintain existing yet build new collaborations—Some suggested areas included ways to share big equipment, instruments, lab space, and databases. There was also mention of curriculum and program sharing, knowledge, and educational initiatives at MSU—e.g., undergrad research. In addition, there was a desire for further and successful collaboration in Starkville community for both economic /business development as well as outreach in various forms for education (e.g. partnership school) and service.

**Faculty Senate Spring Roundtable
Promoting and Improving Collaboration at MSU**

April 29, 2016

Welcome and Overview	
Team Brainstorming Session #1.....	1:15
Discussion of Results and joint report.....	2:00
Break.....	2:30
Team Brainstorming Session #2.....	3:00
Discussion of results and joint report.....	3:45
Impressions/Summary.....	4:15
Reception and Social time.....	4:30

Session 1. Discussion Topics

- What characteristics or structures help create and maintain successful collaborations and teamwork?
- What barriers prevent collaboration? How can they be fixed?

Session 2. Discussion Topics

- What are good examples of successful collaboration or teamwork at MSU that you have experienced or seen?
- In what areas, is it important for MSU to create or maintain collaborative efforts?

Team Brainstorming Process

1. Participants share ideas to each of two questions and responses are recorded.
2. Duplicates and overlaps are identified and consolidated
3. Participants single or multi-vote on answers or responses
4. Results are then discussed and shared across groups.

Brainstorming Rules and Guidelines

- Bad ideas do not exist
- A single idea is offered one at a time
- Participants may pass when they do not have an idea to offer
- Ideas are not judged during brainstorming period
- Open discussion with expectations of confidentiality, e.g. "Las Vegas rules"
- Aim for constructive, creative sharing

MAROON TEAM

<i>Anastasia Elder</i>	<i>Professor, Counseling, Educational Psychology, and Foundations</i>
Lori Bruce	Associate Vice President for Academic Affairs, Dean, Graduate School
Regina Hyatt	Vice President for Student Affairs
Adam Knight	Associate Professor, Kinesiology
Allison Pearson	Interim Associate VP Academic Affairs
Amanda Powers	Associate Professor, Library
Michael Seymour	Associate Professor, Landscape Architecture
David Shaw	Vice President for Research and Economic Development
Kathy Sherman-Morris	Associate Professor, Geosciences
Andrea Spain	Assistant Professor, English
Joe Wilmoth	Associate Professor, Human Sciences
Bob Wolverton, Sr.	Professor, Classical and Modern Languages and Literature

WHITE TEAM

<i>Cody Coyne</i>	<i>Professor, Basic Science, College of Veterinary Medicine</i>
Kari Babski-Reeves	Interim Associate Dean, College of Engineering
Jim Dunne	Professor, Physics and Astronomy
Brent Fountain	Associate Extension Professor, Food Science, Nutrition, & Health Promotion
Laurie Grace	Professor, Forestry
Julia Hodges	Interim Provost and Executive Vice President
George Hopper	Dean, College of Ag and Life Sciences, Dean, College of Forest Resources,
David Hoffman	Associate Professor, Anthropology/ Middle Eastern Culture
Mary Ann Jones	Associate Professor, Library
Jun Liao	Associate Professor, Agricultural and Biological Engineering
Kelly Marsh	Associate Professor, English
Deb Mlsna	Assistant Professor, Chemistry
Sid Salter	Chief Communications Officer, Office of Public Affairs

LOG

Session 1. Discussion Topics

- What characteristics or structures help create and maintain successful collaborations and teamwork?
- What barriers prevent collaboration? How can they be fixed?

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Q1.A. What characteristics or structures help create and maintain successful collaborations and teamwork?

- Trust (7)
- Willingness to Exit Comfort Zone / New Objectives / Goals (5)
- Consistency
- Share Credit
- Communication (8)
- Greater Good (↓ selfishness) (1)
- Dedicate Time to Collaboration
- Clearly Defined Mutual Goals (7)
- Work Ethic (4)
- Delegating Credit for Collaboration
- Mutual Respect, Collegiality, Humor, Professional Family (8)
- Thorough Understanding of Entire Organization (3)
- Uniform Distribution of Power/Authority (1)
- Building Complimentary Teams (2)
- Willingness to Share Resources (1)
- Maintaining Professional Momentum (1)
- Clear Mechanisms for Conflict Resolution (2)
- Mechanisms for Identifying New Collaborators
- Institutional Investment/Support/Recognition (3)
- Collaborators with Clearly Defined Roles/Tasks (1)
- Strong Leadership (4)
- Understanding of Organization Goals/Objectives (1)
- Thorough Understanding and Appreciation Among Each of the Collaborators (6)

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Q1.B.a. What barriers prevent collaboration? How can they be fixed?

- Ignorance Within Unit (Weakest Link) (2)
- Lack of Openness to New Ideas (3)
- Lack of Knowing Specific Goals/Plan/Vision (3)
- Unsureness of Recognizing / Or not Crediting (1)
- Internal Politics (5)
- Strong Silos (7)
- Focus too Narrow / Focus too Broad
- Lack of Communication (4)
- Self Preservation (2)
- Not Reaching Established Milestone
- Forced Collaboration (1)
- Inflated Ego (1)

- Isolated Environment/Perception (6)
- Ignoring Chain of Command
- Lack of or No Leadership (7)
- Differing Goals/Objective/Vision (1)
- Time Crunch Restrictions (3)
- Lack of Trust/Mutual Respect (2)
- Fear of Failure (6)
- Unfair Distribution of Financial Resources (1)
- Collaborative Team Mission Contrary to Unit Mission (1)
- 80% of Work by 20% of collaborators in Team (4)
- Internal Competition (4)
- Lack of Planning (8)

Q1.B.b.

- Cross College Grants (7)
- Sharing Resource Plan (2)
- Greater Socialization Prior to Forming Collaborative Units (6)
- Transparency (3)
- Strategic Plan (6)
- Structured Accountability (5)
- System of Organization at Collaborative Unit (Credit) (1)
- Prioritize Building Collaborative Unit (Trust) (5)
- Don't Start too Big (7)
- Options for Professional Collaborative "Cross Pollination" (9)
- Executive Collaborative Course for "big" Collaborative Units (2)

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Q1.A. What characteristics or structures help create and maintain successful collaborations and teamwork?

- People With Different Skills
- Transparent Leadership = Open
- **Trust** (7)
- Build Consensus
- Goal/Reason for Group
- Safe (Accept Ideas/Person) (2)
- Open Communication (1)
- Exchange Ideas = Comfort
- Strong Social Network
- Commitment
- **Shared Success – Investment to Goal and Group** (4)
 - **Credit is Distributed Across Group**
- **Willing Spirit = Work From Position of Yes** (5)
- Recognize Energy Ebb and Flow
- Need Task Master
- Sense of Humor, Enjoy = Fun
- **Sense of Humility & Recognize Expertise of Others** (3)
- Future Orientation → Improvement and Innovation
- Openness and Flexibility (3)
- Mentoring With Regard to Position
 - Sensitive to Institutional Demands

- Moderate Levels of Cognitive Conflict (w/Task, Not Personal) (1)
- Willingness to be Kind and Sensitive (3)
- Formalize Interaction Within Existing Structures
- Methods to Address Geographic Communication Barriers
- Buy In to Vision (7)
- Great Team = Thrilling, Thrill of Success
- Loose Guidelines/Ground Rules for Operations For Communication, Sharing

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Q1.B. What barriers prevent collaboration? How can they be fixed?

- Status/Power Differentials That Remain (1)
- Negative Attitude
- Worry About Sharing Information Trust Not Yet Established
- Power Struggles
- **Lack of Opportunity to Meet Diverse People (5)**
- Academic, Discipline Silos (2)
- Messages of Independent Research Matters More
- Lack of Trust (Hidden Agenda) Didn't Perform
- Resistance to Try Something New.
- Assume People Have knowledge ab. Structures & how Operate
- Not Knowing Other People (2)
- Different "Language"
- Set Up Toward Competition
- Not Recognize All Input/ Everyone's Contribution
- Misreads Conflict ab Ideas as Interpersonal Issue
- Time
- **Physical Environment Esp for Interdisciplinary (5)**
- Structural

Session 2. Discussion Topics

- What are good examples of successful collaboration or teamwork at MSU that you have experienced or seen?
- In what areas, is it important for MSU to create or maintain collaborative efforts?

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Q2.A. What are good examples of successful collaboration or teamwork at MSU that you have experienced or seen?

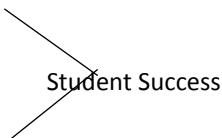
- Chases Center Ag History History:Library:Ag
- SAC Accreditation Success
- Kinesiology: Nutrition 2x Capacity/Goals
- MAFES-CALS-Vet Med
- Branding Marketing Ag/Athletic/Extension/Enrollment
- Computer Engineering (Undergrad) Computer/Electrical Engineering
- CAVS
- Phi Beta Kappa
- Chemistry: Biochemistry
 - Single Pref – Collaboration
 - State Chemical Laboratory

- Honors College/Office /Program
 - Writing Center
 - Learning Center
- Foreign Language German/Italian/Others
- Instructional Improvement Committee Grisham
- Center for Distance Education
- Extension/FWRC
- Maroon and Write
- Work-Life Balance/Retention
- Intercollegiate Collaborative Programs
 - Biomedical
 - Engineering
- 2 Plus 2 Collaboration with Community Colleges
- Teamwork: Robert Holland Faculty Senate
- UCCC
- Development/Planning of CVM
- Efficiencies and Innovation/Administration/Senate
- Partnership School

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Q2.B. • In what areas, is it important for MSU to create or maintain collaborative efforts?

- Science Teachers: Professional Development Collaborations
- Collaboration SCT/Library/Symphony in Starkville
 - Town and Gown
- Commonality Through Teaching Learning/Technology Professional Day
- English/Artist/Social Science/Faculty are Very Different so Efforts to Collaborate are Important
- Academic Program: Env. Science In Different Department
- Pre-Health Minor Nutrition/Sociology Inter Dept. Minor
- Study Abroad (Silos Now in Place)
 - Collaboration and Cross-College Course Development
- Research Collaborations Across Centers
- Sharing of Lab Space
 - Chem/Biology Huge Space Demands
- Starkville: Quality of Life: Retail Opportunities Exist
 - nSparc – Local Govt., Business, and Social
- Seed Grants → ↑ Research → Productivity → National Grants
- Extension → Other Colleges on Campus/County Extension
- Outreach to Businesses in Starkville
- USAID/World Food Program/ Collaboration
- Forestry: Internship/Education Programs
- Foreign Language/Business 200 Students
- Radio Frequencies First Responders
- K – 12 Outreach Programs
- Interdisciplinary Review of STEM Student Challenges
- Collaborations
 - Provost
 - Registrar
 - Pearson
 - Faculty
- Sharing of Research Resources] Instrument Log
- Database Sharing



- International Collaborative Agreement
- Undergraduate Research Program More Uniform Support and Involvement
- Honors College Res Poster/Liberal Arts
- Undergraduate: Support Undergraduate Talks/Abstract
- Key Speakers/ Talks of Interest to 4 of 8 Colleges
- Distance Student Involvement Meridian/Coastal

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Q2.A. What are good examples of successful collaboration or teamwork at MSU that you have experienced or seen?

- Interdisciplinary African Research Group
 - NEH Summer Teachers
 - Seed – Int'l Institute
 - Goal → Develop HERS Institute
 - Intensive Academic Leadership Program for Women
 - Socio, Econ, English
 - Humor, Commitment
 - Good Leader – When to Push, Back Off
 - Strong Mentorship
- Strategic Dialogue on Student Experience
 - Diverse Perspectives
- Remote Sensing
 - Cross Listed Course
 - Co-Taught
 - Trans-Disciplinary
 - Across Universities
 - Built Long Lasting Relationships
- Intern Panel to Address Agri Issue
 - Human Decision Problem
 - Also Edu, Soc. Issues
- CTL Associates
 - Broaden Reach b/c Fac Across Disciplines
- CAVS:KI:MEng
 - Share Expertise, Equipment (Costs)
 - Open Doors to Graduate Students
 - Various Skills
- Soc Sci Res – Aging & Place
 - Health Equities Group
 - Diverse Skills, Expertise
 - Fun/Mentor Opportunities
- MRI Interest Group – Self Selected Into
 - Structural Opportunity
- Cold Call → Meet Needs of Another Project
- Literary Group
 - Workshops, etc. – Dissertation Jumpstart
 - Out of Potential Conflict
 - Commitment, Open, Shared Vision for Student Success
- Training Program for Extension
 - Learn New Things
 - Make New Connections, Social
 - Get Out of Silo
 - Willingness to Join / yes

- Non-Linear
- Diverse School/Department
 - Allow for Cross Pollination (eg. Ag w/ Cd)
- HPC → Place for Students Collob Eng. For Plant
 - “Naturally Talk”
 - Get Beyond Good Intentions
- “Intentional Collisions”

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Q2.B. ● In what areas, is it important for MSU to create or maintain collaborative efforts?

- Curriculum
- Abundance vs. Scarcity
- Ownership Issue
- ↑ Minors → eg. “Film Studies”
- Draw In Many People
- Interdisciplinary
 - Leadership
 - Gerontology
 - Environment, Sustainability and Justice
- Risk Management and Decision Making – Grad Program
- Structure and Process to Match
 - Relationships b/c Connections
 - So Imp – How Help Now
 - People Get Included
 - Esp Factor of Color
- Difficult to Make Changes in Academic Side b/c Ownership
- Structure Curriculum Around “Grand Challenge”
- Create Opportunities for Faculty
 - Social Events