

Strategic Planning Committee Engagement Report Fall 2020

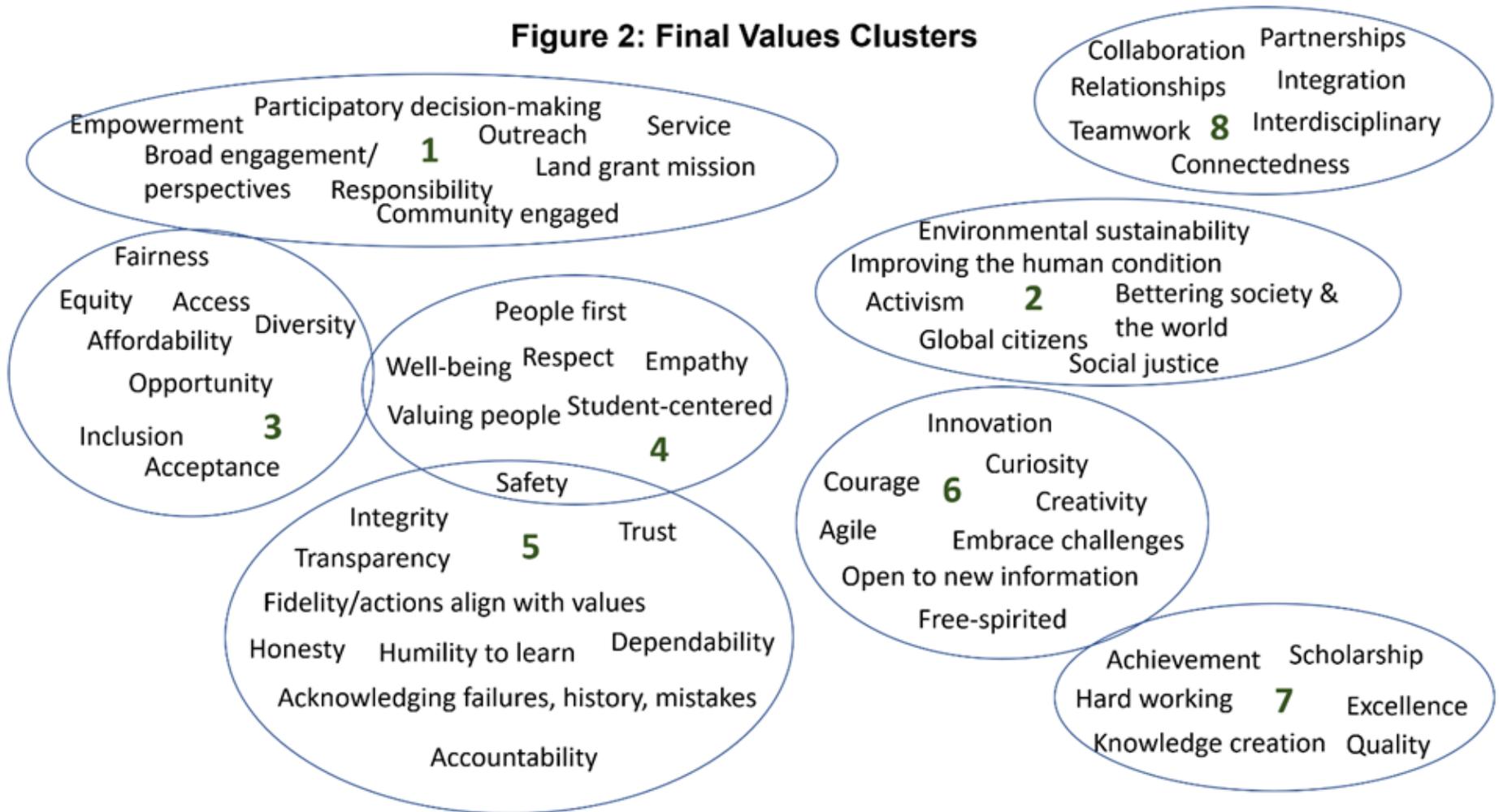
Strategic Planning Data Coding

- 28 live sessions
- Four constituency groups
- 370 individual Qualtrics forms
- 46 small group Qualtrics forms

Draft values statements for further discussion by the campus community

1. **Partnership.** We will achieve our collective goals by working collaboratively across roles and disciplines and in partnership with local and global communities. Our deeply-rooted commitment to broad participation and engagement is central to our land-grant heritage and mission.
2. **Social justice.** We will be active in improving the human condition, promoting local and global citizenship and solving the world's major problems in the twenty-first century.
3. **Diversity, inclusion, and access.** We will nurture a campus culture that is equitable, accessible, and affordable and that embraces diverse ideas, backgrounds, and experiences. We will create environments that are welcoming and inclusive, and we will create structures that ensure equity.
4. **People first.** We will put people first. We will value and support the well-being of all students, staff, faculty, and the diverse communities with whom we work, with the well-being of those in less powerful positions taking precedence. We will strive for empathy toward others' thoughts, feelings, and experiences, listen with open minds, and use this understanding to guide our actions.
5. **Safety.** We will be transparent, open, safe, and responsive. We will be humble to hear new information. We will create physically and psychologically safe environments that empower everyone to thrive and do their best work. Our policies, procedures, and their execution will be clear, consistent, written, and will align with our values. Our decision-making will be inclusive and clear, so that people understand why and how decisions are made that impact them.
6. **Integrity.** We will hold ourselves accountable to the highest levels of integrity, honesty, trustworthiness, and dependability.
7. **Innovation.** We will solve the world's most pressing and intractable problems, generate new approaches, and help apply them to those who need them most. We will foster creativity, explore different paths, and find new directions. We will empower ourselves, our partners, and the leaders of the future to "advance knowledge and transform lives."
8. **Excellence.** We will hold ourselves to the highest standards of teaching, research, and engagement because our excellence makes a critical difference to the amount of good we can do.

Figure 2: Final Values Clusters



Coding by values cluster

- Partnership
- Social justice
- DEI/access
- People first
- Safety/integrity
- Innovation
- Excellence
- Engagement
- Other

AutoSave Off SP Engagement Small Group Qualtrics form - Robin.xlsx Robin Miner-Swartz

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Clipboard Font Alignment Number Styles Cells Editing Analysis

C14 MSU already does a good job, but maybe in five years they'll be more collaboration & communication between the depts. and colleges. See more diverse community, students & faculty/staff. Be even better at reaching out/marketing globally and nationally. The overall face of MSU will be different, especially pertaining to race. More diversity brings in more insights, different experiences. The leadership as a

	C	D
1	<p>If these values were even truer in the life of MSU in the next five years, what would be different than now? What would you expect to see?</p> <p>A set of very focused multidisciplinary centers and programs, well-funded, exploring social justice issues across campus and community. More and representative voices that inform decision making from within and beyond MSU departments and centers. Education and communication structures for promoting multidisciplinary approaches as a matter of course. Affordable tuition and funding for students in need. Equitable pay structures and clear paths to advancement for faculty and staff of all levels, but especially specialists, graduate students, and contingent labor.</p>	<p>How do you think you would be most affected? How might it change your role, yo</p> <p>More diversity of expertise and knowledge from within and beyond MSU Diversity in collections and archives because of this change. More collaboration, and more support for that collaboration, at the university lev efficiency. More income and time for health and wellness in our personal lives.</p>
13	<p>MSU already does a good job, but maybe in five years they'll be more collaboration & communication between the depts. and colleges. See more diverse community, students & faculty/staff. Be even better at reaching out/marketing globally and nationally. The overall face of MSU will be different, especially pertaining to race. More diversity brings in more insights, different experiences. The leadership as a university will be different too. Likes our values, but has a long way to go to make them more true. We still have a lot of conflict on campus; students and staff don't understand/appreciate diversity. New DEI training could go over well. Lots still need to change. Transparency is improving but needs to be better; female students still don't feel safe on campus & overall students don't feel like their voices are heard. An environment that felt safer for staff so they could be their authentic selves at work, that they could feel safe to bring up issues without fear of retribution, that we valued doing what was right vs what is easier, that we were known for being leaders in advancing social issues & that staff/faculty/students were more representative of our society's demographics.</p>	<p>More diversity allows me to be more myself and a better sense of freedom to be When everyone feels included, more innovation can occur. Less about numbers and more about growing authentic partnerships, building cap county.</p>
14	<p>Partnership was important in imagining more collaboration between stakeholders in the pursuit of health care education, e.g., developing an interprofessional partnership with CON, CHM, COM, and other disciplines (PT, Nutrition, Pharmacy and others) both on campus and with our community healthcare stakeholders. This can be done with Simulation events on campus and invite our healthcare professionals to also utilize the Sim center to develop and strengthen their skills, etc. Ultimately the goal would be to improve healthcare outcomes.</p> <p>Global is mentioned in several of the statements, and hope we are still focused on the world grant concept of the university given our relationships and the important link to inclusiveness, innovation and excellence.</p> <p>People first, integrity, inclusion: Leadership lives up to the values of MSU and values hard-working faculty and staff. We look up to leaders and respect for their decision.</p> <p>Integrity - It would be easier to engage in work that allowed us to collectively examine the quality of our programs, and improve them. The processes that make this work possible would be easier, if the integrity of our work was truly valued.</p> <p>People First - the well-being of those in less powerful positions take precedence. Hoping we truly embrace this value. How will we do this, if we retain all the layers and language that reinforce power and status in our roles?</p>	<p>Recognized importance of the integrative bodies (such as ISP, outreach and enga campus in realizing these values, to ensure collaboration, innovation and excell more focus/clarity in role in my position.</p> <p>There will be less silos and it will be easier to identify colleagues (faculty, staff, s in addressing "enduring dilemmas"</p> <p>More clarity in university processes and procedures - greater transparency and in Doing our work to improve programs would be easier.</p> <p>It would be easier to work on big systemic problems, e.g. STEM education, health we could contribute communally, but it is so much more difficult to work collecti Including more discussion around social justice with questions like, does this issu</p>

FIRST QUESTION:

If these values were even truer in the life of MSU in the next five years, what would be different than now? What would you expect to see?

Small group discussion:

- We're going to have close to two years of online learning by the time the pandemic ends, so **there should be increasingly satisfied students in terms of their online learning experience – more satisfied with the teaching they're getting across the board.** In a place that emphasizes research and teacher education, there's too broad a variety of degrees of satisfaction from us. They should feel they're getting the best teaching practices they can.
- Many of these ideals are about people; many times, **MSU is fundamentally dictating to you "This is how people learn, go to work," but it's a decentralized organization and you're left on your own to navigate this winding bureaucracy; it would be in MSU's wheelhouse to say "No, we don't take attendance in every class, these lectures are available online, the notes are available, everyone has a different approach to learning, and no one way is right."** If the culture for the students was intentionally set, this wouldn't be a huge ask.
- It's about who you know. MSU is relational. Your ability to get work done is based on who you know, not what you know. That's a challenge in this transitional period and people are floundering.
- I would like to see more middle-down leadership promoting our values. Some method of accountability for leadership.
- In ISP, our unit doesn't work with students much, and thinking of people-first values, my thoughts went to discussions with colleagues. If these

Partnership/integration

- Committees should include people from IFF, I-M, student affairs. They tend to be pulled from the same places, so we lack perspective.
- How much do we tap our own network on campus? We have a lot of amazing people and perspectives. Advancing that across campus would better inform our work.
- When our networks grow, we see the value of our interdependence.
- Our partnerships aren't as strong as they could be because we're often competing for resources.
-

Social justice

- No mentions

Diversity/inclusion/access

- most people are trying, but it's a tense climate and people are guessing about how to behave (from a DEI perspective).
- There needs to be a different level of ownership at MSU at every level – DEI must be a priority. We **have** to have hard conversations with alumni and donors – tell them clearly, "This is what we stand for."
- If we had these values truly in place, my job would be completely transformed. I would have more than three staff on a campus of 50,000 doing LGBTQ+ engagements. We'd have

Data coding breakdown

- By value cluster, including all four constituent groups
- By constituent group, including all nine clusters

Highlighting

- Key words/themes
- Notable comments

Partnership: Recurring Themes

Faculty

- Collaboration (56)
- Community (37)
- Connect (19)
- Engagement (17)
- Land-grant (14)
- Extension (13)
- Impact (7)
- Outreach (6)
- Silo (6)
- Competition (5)

Staff

- Collaboration (34)
- Silo (33)
- Community (9)
- Engage (5)
- Land-grant (5)
- Perspective (4)
- Outreach (3)

Students

- Community (14)
- Collaboration (11)
- Land-grant (7)
- Service (2)
- Engagement (2)

Alumni

- Land-grant (7)
- Community (5)
- Extension (3)
- Collaboration (1)

Partnership: Faculty Recurring Themes



A word cloud of faculty recurring themes. The words are arranged in a roughly triangular shape, with 'Collaboration' at the top, 'Community' in the middle, and 'Land-grant' at the bottom. The words are in various shades of teal and green, with 'Collaboration' and 'Community' being the largest and most prominent. Other words include 'Outreach', 'Engagement', 'Land-grant', 'Silo', 'Extension', 'Connect', and 'Impact'.

Outreach
Engagement
Collaboration
Land-grant
Silo
Extension
Connect
Impact

Partnership: Faculty Notable Quotes

“We need a physical, collaborative space for interdisciplinary work – space to meet, interact, and work with people from other disciplines.”

“Competition with other institutions of higher ed would be replaced with collaboration, which would better serve the students.”

“It is troubling how the university isn't engaging with the land grant piece of our history — the land that was granted was taken from others. A statement on a syllabus is not enough to address this.”

“So many don't collaborate because it's viewed as a competition for resources.”

“Partnership is listed first, but we're so disconnected.”

“We'd learn more and work better if we got out of our silos.”

“MSU needs better knowledge of communities and community partners to enhance its impact.”

“Partnerships and collaborations between MSU and MSU Extension are more strongly encouraged. We can do more together!”

“I'd spend less time trying to run around and foster collaboration and more time actually working with people to get the work done.”

(If these values were truer ...) “We have a low barrier to collaboration and are incredibly interdisciplinary in our approach to solving wicked problems.”

Partnership: Staff Recurring Themes

Community
Collaboration
Land-grant Engage
Silo

Partnership: Staff Notable Quotes

“There would be more centralized processes where we as an institution aren't siloed but working together to live our values. Our current de-centralization slows down movement towards these values as it takes exponentially more effort with less support/guidance.”

“We can't solve tough problems with silos.”

“It's easier to operate within a silo and to allow opportunities like Nassar to continue when we're isolated into our own bubbles and silos without checks and balances.”

“We would stop using the phrase "land grant institution" as requested by the American Indigenous Studies program.”

“Collaboration across units would happen more efficiently. Simply having a shared, unifying mission would help make that happen.”

“I'd spend more time coordinating outreach opportunities for faculty and their groups!”

Cross-campus data integration: “If we have access to data, that brings transparency. If I have that, I can present fact-based information to pitch my idea, to improve it, to have a better outcome.”

“Look at silos as a way to blend disparate ideas for the good of the common cause.”

“Staying siloed means we miss collaboration opportunities. It excludes talent and ability to contribute.”

Partnership: Student Recurring Themes

Connect
Collaboration
Engagement Extension
Community
Land-grant

Partnership: Student Notable Quotes

“MSU need to be more accessible and transparent and stay in the community to give service, not just when it is benefitting us.”

“Work with local and Indigenous communities to determine the role of Michigan State as a land grant university in East Lansing and Lansing.”

“I believe that we shouldn't tie ourselves into the land-grant heritage unless we first address the tribes whose land was stolen from them here.”

“Our community is reflected in our partnerships.”

“Closed ranks prohibit collaboration.”

“Too much of the MSU community is built on athletics, but that's not how I value community.”

“The role that collaboration plays often feels disingenuous.”

“There may be more classes or programs that use multiple perspectives and include collaborations with different colleges.”

“We're seeing more collaborative, cross-functional work and communication. It all helps MSU.”

“I would be affected by being a part of a more global MSU community.”

Partnership: Alumni Recurring Themes

Community
Land-grant
Extension
Collaboration

Partnership: Alumni Notable Quotes

“It would bolster the commitment to MSU Extension.”

“Recognize and acknowledge the broader community around MSU and help students feel a sense of it.”

“Partnerships need to produce measurable results.”

“Transparency leads to greater collaboration.”

“These values connect with and update our land-grant mission.”

Social Justice: Recurring Themes

Faculty

- Social justice (19)
- Global (14)
- Better (11)
- Society (3)
- Impact (1)

Staff

- Social justice (11)
- Better (7)
- Global (3)
- Activism (3)
- Funding (2)

Students

- Global (6)
- Social justice (2)
- Climate (1)

Alumni

- World (8)
- Land-grant (1)

Social Justice: Faculty Recurring Themes

Society
Global
Better
Social justice
Impact

Social Justice: Faculty Notable Quotes

“These values have to be things we’re willing to fight for. We can’t run away from our values when it’s inconvenient or unpopular. ... We have to know – are we willing to fight for these values?”

“Deeper equitable engagement with local and global communities would compel us to think more about ways in which we respond to community needs.”

“More globally exposed leadership making decisions at MSU.”

“I’d like to know MSU is making its local world better, wherever our banner is.”

“Our work can seed structures that will advance society and culture.”

“We would see a measurable increase in the quality of lives of people in Michigan who are affected by MSU's actions.”

“We’d be focusing on providing health care for children around the state.”

“Along with social justice, I would like to see more emphasis on the principles of restorative justice and using those commonly when conflict or difficult issues arise.”

“If social justice is a value, we need to be clear about what that is. It means we don’t take funding from a source that supports activities that don’t align with our values.”

Social Justice: Staff Recurring Themes

Activism
Global Better
Social justice
Funding

Social Justice: Staff Notable Quotes

“Spartans are good stewards of the university's social, fiscal and environmental resources.”

“Clear social justice values would vastly improve fundraising.”

“Social justice would need to become a stronger force for our campus to make a difference here as well as throughout the U.S. and world. We were much more active in the past and it has faded.”

“If we were actively involved with social justice as an institution, we would have encouraged participation in some of the peaceful protest that occurred this year.”

“Students will not come to MSU just to get a job, but the expectation will be that they come to become global citizens.”

“Our attention to DEI/Social Justice and Safety will start to repair the damage and the long-standing history of oppression within our education system.”

“We would be intersectional in our approaches to equity and justice work. Students, faculty and staff do not lead single-issue lives.”

“Making those choices helps me think about who I should engage with TODAY if in four years we need \$30M for, say, a social justice center. Who are the individuals or organizations we can partner with to fund that?”

“I believe I would have a greater level of pride in the work I do and a greater appreciation of how my effort contributes to the greater good.”

Social Justice: Student Recurring Themes

Climate
Global
Social justice

Social Justice: Student Notable Quotes

“I would be most affected by the inclusion of voices for social justice, as a member of Sunrise MSU. I think this would change my role as a member, giving me more of a voice in campus climate policies.”

“Research and innovation get lots of emphasis, but are we teaching people to be good global citizens? Bettering our communities?”

“Our campus would innovate new ways to fight the injustices of the world.”

“By being a ‘global’ university, the greatest thing that can happen is that when I tell people in my home country that I study at MSU, and they say, ‘Oh yeah, that university that did XYZ!’ ” (example of global impact)

Social Justice: Alumni Recurring Themes

World
Land-grant

Social Justice: Alumni Notable Quotes

“Not enough emphasis on being a member of the global community.”

“What if we added ‘help’ to solve the world’s problems?”

“True DEI and the ability to solve the world’s problems will come when MSU is accessible to/affordable for everyone.”

“In the 1960s, we were sent into the world on a mission to do something. Students graduating back then understood how they were going to play a part in making a difference in the world.”

“Social justice is not something that should be a priority in the strategic plan.”

“The challenge and opportunity: Stitch together ‘improving the human condition’ and ‘solving 21st century problems.’ ”

“Our land-grant mission should fuel our social justice values and work to enhance quality of life.”

“Working to solve hunger and starvation is critical. Our ag background is essential for this.”

DEI/Access: Recurring Themes

Faculty

- Diversity (77)
- Inclusion (19)
- Equity (9)
- Access (7)

Staff

- Diversity (88)
- Inclusion (38)
- Access (25)
- Equity (14)
- Acceptance (8)
- Opportunity (4)
- Afford (1)

Students

- Diversity (28)
- Inclusion (16)
- Access (11)
- Opportunity (6)

Alumni

- Buy-in (1)
- Community (1)
- Growth (1)
- Innovation (1)

DEI/Access: Faculty Recurring Themes

Access
Inclusion
Diversity
Equity

DEI/Access: Faculty Notable Quotes

“Look for talent everywhere and you’ll find the diversity you seek.”

“More equitable spaces on campus would surface more ideas.”

“More globally exposed leadership making decisions at MSU. This would encourage diversity in how we think and respond to situations.”

“Campus would be far more queer-friendly, with gender inclusive bathrooms IN EVERY BUILDING.”

“We would have a proven track record of retaining faculty of color, particularly Black faculty at MSU. The values speak to issues of climate, inclusivity, opportunities to develop and grow.”

“Ensuring access to coursework and content to students with disabilities is being shoved off on faculty to figure it out. ‘It’s up to you; we’ll have trainings. You make sure it happens.’ I wish, in five years, MSU would reform that.”

“I would expect to be happier. Diversity drives creativity, and I do what I do because I enjoy being in a dynamic creative environment that cares about students.”

“I would have opportunities for personal scholarly growth that I don’t perceive as unattainable based on my traditionally marginalized identities.”

“There would be diversity in collections and archives because of this change.”

DEI/Access: Staff Recurring Themes

Opportunity
Inclusion
Diversity
Equity Access Afford
Acceptance

DEI/Access: Staff Notable Quotes

“Basic ADA accessibility is lacking. Fund it, teach it, fix it.”

“Physical accessibility is a real problem on campus.”

“Inclusion and equity would happen naturally, and not as the result of mandate and initiatives.”

“We could start by moving away from using the term ‘land-grant,’ as this does not feel inclusive to some communities and does not acknowledge how the land was obtained.”

“EVERYONE would be talking about opportunity gaps in graduation rates and persistence, and not just certain pockets.”

“People with minoritized identities (people of color, LGB, transgender) would be acknowledged and valued rather than tokenized.”

“The conversion [to gender-neutral] bathrooms should just happen, period. We need to find a way to have everything more accessible and accountable to diversity.”

“The communications field lacks diversity, and it’s the group tasked with thinking of and telling MSU’s stories.”

“Weigh diverse experiences as much as formal education.”

“I’d be able to point to this inclusive community with pride and as a role model for other universities.”

DEI/Access: Student Recurring Themes

Access
Diversity
Inclusion
Opportunity

DEI/Access: Student Notable Quotes

“It’s OK to be a step behind; but right now, we’re not even moving.”

“I would expect accessibility to not require proof of a disability.”

“The diversity would be a reflection of racial census data.”

“Studies have shown that more diversity allows more opportunities for innovation and more ideas. “

“MSU continues to fall in line with other predominately white institutions in tokenizing their minority populations for personal/financial gain, rather than protecting the safety and prioritizing the inclusion of these groups.”

“Require additional DEI training for one member of each RSO to foster inclusivity.”

“Increase my access to professors with diverse experiences.”

“I would be less worried about working to improve diversity, equity, and inclusion and more focused on my academics.”

“I would love to be able to say about MSU, ‘The initiative to push toward DEI and social justice actions is something I’m prepared for because MSU taught me that. The university gave me these tools, it was intentional.’ That would put us far beyond where most institutions are currently.”

DEI/Access: Alumni Recurring Themes

Growth Buy-in
Innovation
Community

DEI/Access: Alumni Notable Quotes

“MSU should reflect the diversity of the community.”

“DEI should not be a value that shapes the future of MSU.”

“When you get comfortable being uncomfortable, you grow and solve problems.”

“Greater diversity of thought leads to more/better innovation.”

People First: Recurring Themes

Faculty

- Student-centered (55)
- Valued (32)
- Listen (11)
- People first (10)
- Mental health (7)
- Respect (7)
- Safety (6)

Staff

- Student-centered (138)
- Valued (49)
- Respect (16)
- People first (14)
- Safety (9)
- Listen (4)

Students

- Student-centered (58)
- People first (9)
- Respect (3)
- Empathy (2)

- Student-centered (10)
- Mental health (1)
- Support (1)

Alumni

People First : Faculty Recurring Themes

Mental health
Listen Safety
Student-centered
Valued Respect
People first

People First: Faculty Notable Quotes

“I’d like to raise the possibility that students aren’t really that valued at MSU. That is a centerpiece of the cultural problem. It’s not an accident that the people who instruct and advise them are the lowest-paid people on faculty/staff.”

“Students would have a multicultural center that’s accessible and at the physical center of campus, providing space for them to meet, study, gather, breathe. They’ve been asking for one for 30 years.”

“We exist to educate undergrads.”

“We should be able to bend the rules for students who might need it.”

“RPT process would be connected to student success.”

“Systems don’t allow us to think of people first; those have to be adjusted before anything can happen.”

“High levels of student engagement would be evident in all decision making.”

“ ‘People first’ should not be #4 on a list of values.”

“The well-being of those in less powerful positions would take precedence.”

“The needs of our community would be listened to at all levels.”

“Instead of looking for college-ready students, we need to ask ourselves if we are student-ready for anyone who comes in the door to help students be successful.”

People First: Staff Recurring Themes

Respect Listen
Student-centered
Valued Safety
People first

People First: Staff Notable Quotes

“This really needs to be No. 1 on the list of values. Without people, we would not exist as an institution.”

“What if everyone could be treated and valued the way notable-program student-athletes are?”

Sometimes messes need to be shared; and we'd take more ownership if we all felt included rather than overwhelmed.

“People first would become even more apparent in policies, benefits, and work/life balance. The ability to work from home or have flexible work schedules beyond this pandemic would be discussed.”

“Make a decision with the thought of what is best for the students, and you will have a great day.”

“We need venues where students' voices can be heard before issues become serious.”

“I would expect employees and students to feel heard by those in power, as much as big donors are.”

“Every employee understands how they contribute to student success.”

“I would expect to be called on to serve the individual needs of students and staff more than I am called on to defend the university's sources of funding, trusting that acting in these ways will encourage funding in ways we cannot currently predict.”

“I could stop working in crisis mode with students and help them better plan for the future.”

People First: Student Recurring Themes

People first
Student-centered
Respect
Empathy

People First: Student Notable Quotes

“MSU should be able to say, ‘We see you’re struggling, here is a way we can help you.’ ”

“People first would include increased protection of graduate students. Graduate students on stipends are often treated as ‘employees’ when it is convenient or ‘students’ when it is convenient.”

“I would expect to see a higher amount of people being praised on academics versus athletics.”

“Students given more of a voice and that voice shared with alumni and donors. I’m not just looking for highlights about exceptional students, but those who may be actively working for representation and change.”

“MSU is making everything harder for students in the pandemic.”

“International students are overworked and lack power.”

“We all make mistakes, but if we focused on the students’ well-being, we’d be more welcoming in general.”

“We have a tradition of ignoring non-mainstream people. The profs should be more approachable and accessible. Maybe have a set time profs should check their email so students know they can reach them.”

“Only with student or staff/faculty’s intentional work, we can be proactive in strategies and actions that actually help student populations in the long run.”

People First: Alumni Recurring Themes

Mental health **Student-centered** Support

People First: Alumni Notable Quotes

“Values play out in student success. These statements neglect to highlight how we’re educating students.”

“How are we committed to ensuring students represent these values after graduation?”

“Values sound more corporate, less focused on students.”

“Success is possible if the people are supported.”

“Folks need a supportive atmosphere to be most successful.”

“Students come to MSU to be transformed.”

“If everyone doesn’t live these values, nothing changes.”

“MSU needs a broader reach and deeper relationships with alumni.”

“How are our students sought after to help effect change?”

Safety/Integrity: Recurring Themes

Faculty

- Actions align with values (41)
- Accountability (26)
- Safety (19)
- Transparency (19)
- Integrity (16)
- Trust (12)
- Bullying (3)

Staff

- Actions align with values (52)
- Transparency (48)
- Safety (44)
- Accountability (37)
- Trust (26)
- Integrity (15)
- Bullying (4)

Students

- Safety (31)
- Transparency (10)
- Accountability (7)
- Actions align with values (4)
- Trust (3)
- Bullying (1)

Alumni

- Actions align with values (10)
- Transparency (8)
- Safety (7)
- Trust (5)
- Integrity (3)
- Honesty (1)

Safety/Integrity: Faculty Recurring Themes

Integrity
Transparency
Accountability
Actions align with values
Trust Safety Bullying

Safety/Integrity: Faculty Notable Quotes

“What gets measured gets done.”

“The discussions about accountability are masking someone saying, ‘Get over it, let’s get on with things.’ We haven’t had that reconciliation yet, and that doesn’t feel accountable to me.”

“I would expect the university to hold student, staff, and faculty safety in higher regard than the institution's reputation.”

“Physical safety measures are woefully lacking on campus.”

“I’m shocked by how significant an amount of damage was done to MSU by a single person. It has put a stain on the university. Integrity continues to be critical in the aftermath of that.”

“MSU would be an institution engaged in radical honesty and accountability.”

“If you don’t trust the system, it’s hard to achieve these values.”

“Leaders would act and make decisions in line with these values.”

“Build values into job descriptions and reward people for living them.”

“Valuing input is key moving forward for MSU. Make it the norm that everyone has a stake in making MSU a safe, inclusive environment.”

“Accountability itself will be held to a higher standard.”

Safety/Integrity: Staff Recurring Themes

Accountability
Trust Transparency
Actions align with values
Safety Bullying
Integrity

Safety/Integrity: Staff Notable Quotes

“It would be nice to know if it was safe to follow these values in all cases.”

“All staff members and units would have access to the same messaging ahead of time, so everyone is on the same page. We all represent MSU. ... This whole year, I felt behind the curve with news. I often hear news ON the news, and that’s really frustrating.”

“For the students, their MSU experience wouldn’t be constantly in crisis.”

“Increased sense of safety for BIPOC folks, and less resistance on the training.”

“An environment where staff ... could feel safe to bring up issues without fear of retribution, that we valued doing what was right vs. what is easier.”

“I am most interested in what a psychologically safe MSU would look like. At current, I do not feel that I have the latitude to be myself here, to bring my full talents to bear.”

“More transparency. We'd see more investment in MSU because of it.”

“There is a lack of trust on this campus.”

“Values and expectations would be shared in interviews so that people know what they are signing up for.”

“MSU wouldn't be in the position it has been if these values were practiced before now.”

“Staff are held accountable, but faculty aren't.”

Safety/Integrity: Student Recurring Themes

Accountability
Transparency
Safety
Bullying
Trust
Actions align with values

Safety/Integrity: Student Notable Quotes

“Psychological safety is another big issue; it keeps students from applying to attend.”

“Just because safe spaces are created, doesn’t mean they’re used (survivors may still remain silent).”

“Women want to be independent, on their own, but they also want to be safe.”

“As a minority, I don’t feel safe, accepted or included on campus.”

“I would also feel more safe to know I am supported by my university because they have set a non-negotiable standard on safety for all. I would love to be able to walk around this city/state alone, without fear of being targeted. Something I currently do not feel safe to do.”

“Campus feels unsafe. East Lansing feels unsafe for women.”

“MSU should be more transparent about what it stands to gain in any partnership.”

“Clear messages about accountability could deter bad behavior.”

“Students sign an accountability pledge; so should MSU.”

“The more we can protect students, the more there will be a general sense of safety.”

“International students and scholars are reluctant to speak up about safety concerns for fear of being kicked out of the program or country.”

Safety/Integrity: Alumni Recurring Themes

Safety Transparency
Actions align with values
Trust Integrity
Honesty

Safety/Integrity: Alumni Notable Quotes

“When someone puts out an official statement on behalf of us, we need to be thought of as part of that statement.”

“MSU’s problems are based in a lack of integrity. Real need for openness and honesty first.”

“True transparency is hard to achieve because it’s subjective.”

“Parents of prospective students need to trust us.”

“New grads don’t trust us and feel betrayed by MSU.”

“If we lived these values, it would show the world we’re leaders.”

“If these values were true, it would change how MSU does media relations and public communications.”

“If we were truly to embrace safety, we would be open and transparent with all information related to it.”

“Use the values to explain how and why decisions are made.”

“Incorporate values into the way meetings are conducted.”

Innovation: Recurring Themes

Faculty

- Innovation (43)
- Creativity (8)
- Agile (3)
- Open to new information (6)
- Free-spirited (4)

Staff

- Innovation (35)
- Open to new information (6)
- Embrace challenges (4)

Students

- Innovation (7)
- Creativity (1)

Alumni

- Expertise (2)
- Innovation (1)

Innovation: Faculty Recurring Themes

Free-spirited
Agile Creativity
Innovation
Open to new info

Innovation: Faculty Notable Quotes

“We need an office whose job is institutional navigation.”

“I would also expect greater innovation with better diversity of thought.”

“I would expect to see a safe inclusive, people-centered campus where all staff and faculty were free to learn and teach which would allow a synergistic creativity that would lead to innovations, advancements and high-quality learning.”

“The definition of innovation varies broadly across campus.”

“Incentivize innovation to enhance outcomes.”

“We could innovate faster with better partnerships.”

“I’d like to see more empowerment to be agile and effect change.”

“We need to innovate at a faster pace and in a collaborative fashion.”

“Make innovation accessible to all communities we serve.”

“I would feel free to teach in a way I see best fit for relaying my materials.”

Innovation: Staff Recurring Themes

Innovation
Open to new info
Embrace challenges

Innovation: Staff Notable Quotes

“[We have a] culture of efficiency that stifles innovation.”

“Employees would have set aside time for innovation; one cannot innovate when they are over-burdened.”

“More feeling of safety and openness for everyone would lead to more innovation.”

“When/if these values are truer, MSU will be a great place to make mistakes on the path to innovation.”

“Energy to propose new and exciting ways of doing things, if the feeling is out there that innovation is valued.”

“We’d stop punishing people for thinking differently, and we would be supportive of more collaboration and new ideas.”

“This would change the stories we tell and elevate. It may change the formation of our teams, how we work across the various units. We try to be as inclusive as we can but there is more room to grow. By having that expectation of inclusivity and partnership across diverse campus units, it can only be better and make us stronger.”

“Fundraising would be inspirational. Alumni would be proud and more likely to engage.”

Innovation: Student Recurring Themes

Innovation
Creativity

Innovation: Student Notable Quotes

“Student innovation only sought on a limited basis; that’s a missed opportunity from a large segment of MSU.”

“Innovation means much more than STEM fields and education.”

“Access to resources fuels creativity and confidence.”

“Our questions should move the world forward, not what it can bring financially, but what it can bring to society as a whole and add to our collective good.”

“Students need fewer barriers to do things in general.”

Innovation: Alumni Recurring Themes

Innovation
Expertise

Innovation: Alumni Notable Quotes

“Hopefully, every action and decision made by MSU would be put through the lens of the value statements.”

“Building things is in our state’s DNA. I want to see more of that for MSU.”

“Use our expertise in science and research to improve the world.”

“It would bring MSU to those problems and hopefully attract a more diverse perspective in solving them.”

Excellence: Recurring Themes

Faculty

- Excellence (15)
- Achievement (4)
- Quality (2)
- Engagement (1)

Staff

- Excellence (9)
- Engagement (3)
- Achievement (1)
- Hard-working (1)

Students

- Excellence (4)
- Quality (1)
- Engagement (1)

Alumni

- Excellence (3)
- Quality (3)
- Metrics (2)
- Achievement (1)
- Engagement (1)

Excellence: Faculty Recurring Themes

Engagement
Achievement
Excellence
Quality

Excellence: Faculty Notable Quotes

“MSU has achieved APA workplace excellence award.”

“MSU must find ways to operationalize these values and track achievement.”

“Excellence could be used negatively, as the only yardstick for achievement.”

“Strong diversity leads to excellence.”

“Excellence is part of the product AND the process.”

“Points 1-7 are what make things excellent. Without those values, we can’t hire the best people, retain them, be innovative.”

“Create a new culture with these statements and don't just check the box.”

“Synergistic creativity would lead to innovations, advancements and high-quality learning.”

“Students will be highly engaged with faculty and peers, will be bright and invested in improving their own education and the system for those who follow them.”

“Top-notch competitive programs, and strong support for excellence within them (including world-wide recognition).”

“Unfunded mandates would be a thing of the past. If these are our values, we’d put resources behind them.”

“If everyone does live these values, the university would be an even more exciting and impactful place to work and serve.”

Excellence: Staff Recurring Themes

Achievement
Engagement
Excellence
Hard-working

Excellence: Staff Notable Quotes

“More top-level alignment among leaders to reach these achievements.”

“Reward faculty who work well with others.”

“Staff have performance excellence, but for faculty I see a lack of being held to expectations. That goes to Excellence and Integrity.”

“ADD IT ALL UP AND EMBRACING THESE VALUES=EXCELLENCE”

[all caps was the way it was entered into Qualtrics form]

“We would have the #1 university.”

“Take actual care of our university.”

“MSU would be a higher performing, stronger, more successful university with more potential than currently exists.”

“Students should feel they’re getting the best teaching practices they can.”

“If we work towards the above value statements, communicate our progress, acknowledge our shortcomings, I could be more successful in raising support for the university.”

“All eight values, blended together, address MSU’s issues.”

“Elevate around these bigger ideas to ask for these big gifts on behalf of the institution.”

Excellence: Student Recurring Themes

Engagement
Excellence
Quality

Excellence: Student Notable Quotes

“From putting people first to excellence, I think the morale and overall success of MSU would increase as a whole.”

“Leverage partnerships toward excellence within the university for greater innovations.”

“Confusion in graduate program content lowers the perception of quality.”

“MSU would be a lot more visible to the world, in other words, I would expect to hear about MSU in a lot more places.”

“It would be an honor to be a Spartan.”

“I would take more pride in MSU.”

“It would impact my viewpoint on the reputation of MSU.”

Excellence: Alumni Recurring Themes

Quality
Achievement
Excellence
Metrics
Engagement

Excellence: Alumni Notable Quotes

“The institution would be a model for every other university and for the world.”

“Excellence and Innovation will largely determine the university's influence and impact.”

“Metrics will tell the story.”

“It would be a shining example for all.”

“If we're excellent, people will want to partner with us.”

“We would improve our standing in the view of the world.”

“Living up to these values can help, but there are too many of them. Three would be better, revolving around being human, integrity, and excellence.”

“We don't do a good job of telling our story about this work.”

Engagement: Recurring Themes

Faculty

- Engagement (25)
- Empowerment (17)
- Connectedness (10)
- Relationships (7)
- Responsibility (3)
- Perspectives (2)

Staff

- Engagement (14)

- Empowerment (10)
- Relationships (8)
- Connectedness (6)
- Perspectives (5)
- Responsibility (4)

Students

- Engagement (4)
- Empowerment (1)
- Relationships (1)

Alumni

- Engagement (5)
- Connectedness (4)
- Relationships (3)

- Perspectives (1)

Engagement: Faculty Recurring Themes

Relationships
Empowerment
Engagement
Perspectives
Connectedness
Responsibility

Engagement: Faculty Notable Quotes

“MSU can be an intimidating place, and many of our close neighbors seldom venture onto campus just for a stroll or to engage with our resources.”

“Deeper equitable engagement with local and global communities would compel us to think more about ways in which we respond to community needs.”

“Alumni might be more likely to be engaged if we were a more equitable place.”

“High levels of student engagement would be evident in all decision-making.”

“We would listen to all employees and value their input. The custodian's perspective and information would be as valuable as a dean's.”

“Extension: Our job is to help connect what you're doing on campus and connect to the kids in our communities to say look at the cool stuff happening at MSU and you can do that too.”

“Our work should be fundamentally connected to communities and focused on using the power and prestige of a huge university to lift the state up.”

“There would be more clarity about responsibility including accepting responsibility for failure.”

“Be more engaged with the community at large and the community of Michigan. Currently rarely interact with people outside the MSU bubble.”

Engagement: Staff Recurring Themes

Relationships
Engagement
Responsibilities
Empowerment
Connectedness
Perspectives

Engagement: Staff Notable Quotes

“Staff would feel engaged and happier. Workplace culture would be a large part of every unit, a priority. Not an afterthought.”

“Spartans are listened to, engaged, empowered.”

“Fundraising would be inspirational. Alumni would be proud and more likely to engage.”

“We anticipate seeing more shared vision and greater sense of responsibility. You may see greater innovation as well.”

“Your ability to get work done is based on who you know, not what you know.”

“ ‘Personal responsibility’ is missing from these values.”

“I may feel more empowered to speak truth to power.”

“I would feel more empowered as an individual and would have a deeper and renewed sense of pride in my alma mater and my employer.”

“Getting to share broader perspectives of what it is to be a Spartan.”

“We have a lot of amazing people and perspectives. Advancing that across our networks would better inform our day-to-day work.”

“Use that openness to empower students and faculty to do more. That openness would make those values more attainable.”

Engagement: Student Recurring Themes

Empowerment
Engagement
Relationships

Engagement: Student Notable Quotes

“I would expect to see an MSU more transparent in its engagement with the greater community or with innovation being more transparent in what it stands/seeks to gain.”

“Better relationships between the university and groups traditionally excluded from MSU and R1 university settings as a whole.”

“I might feel more empowered; I might feel more proud.”

“I would have even more pride in my university and likely become more engaged and involved in future initiatives and activities.”

“I love participating in MSU-related activities and anticipate this push for a more thoughtful values statement would lead to more of these opportunities for partnership and engagement with current alumni.”

Engagement: Alumni Recurring Themes

Connectedness
Engagement
Relationships
Perspectives

Engagement: Alumni Notable Quotes

“Engagement is what it’s all about.”

“I don’t think you get university engagement from top-down. It has to be a participatory event.”

“I want MSU to engage the graduates, the students, no matter what they’re studying – go fix something. That’s your mission. Put that in front of everything.”

“Engagement is really the issue.”

“MSU needs a broader reach and deeper relationships with alumni.”

“If they held true, they would take us to a more engaged, diverse and collaborative model where people would feel safe and could feel secure knowing we could trust each other and what we hear from leadership.”

“What is missing are values about what the student experience should be, what the relationship with alumni should be.”

“It would bring MSU to those problems and hopefully attract a more diverse perspective in solving them.”

Other: Recurring Themes

Faculty

- No change for me (11)
- Clear (2)
- COVID (2)
- Efficient (2)
- Process (2)
- How (1)
- Similar (1)
- Struggle (1)
- Voices (1)
- “We” (1)

Staff

- How (11)
- Money (5)
- No change for me (4)
- Strategic planning (3)
- Heart (1)
- Personal responsibility (1)
- Process (1)

Students

- No change for me (4)
- Pride (3)
- Missing (1)
- Strategic planning (1)
- Voices (1)
- Generic values
- Ironic (1)
- Process (1)
- “We” (1)

Alumni

- Pride (2)
- Clear (1)

Other: Faculty Recurring Themes

Process
Clear
How
Voices
Struggle
No change for me
Efficient COVID "We"
Similar

Other: Faculty Notable Quotes

“It's not clear to me that anything will be different than today.”

“I don't see how our values can begin to be shared if we don't have that shared mission and goals.”

“Leadership, communications and processes need to reflect all these values. ... The communications MSU sends out are often contrary to these values.”

“I'm confused: Whose values are these? I've been at MSU quite a while, and what I see is a very strong disconnect between central administration's values and everyone else's values. Our goals aren't the same, so it's hard to have the same values.”

“The values are great; how do we operationalize them?”

“Some tension I often see is that MSU has an opportunity to be a leader in an area, and we don't take the step to lead because there's a conflicting value around a financial responsibility or expectation.”

“As we're considering the new vision for MSU, it's not about where will WE be in five years, it's about where will the WORLD be in five years based on what we do?”

“Efficiency isn't one of the eight values, yet it seems to be greatly valued in practice and probably will continue to be valued in a post-COVID budget world.”

“As these values statements are similar to what I have experienced over the years, I don't see significant change in my day-to-day life.”

Other: Staff Recurring Themes

Personal responsibility
Heart
Strategic planning
HOW No change for me
Money Process

Other: Staff Notable Quotes

“We have had the same conversations at the strategic planning meetings over the past 30 years.”

“How are the finances for the university part of this? Are we going to operate under the same funding model?”

“We also have to consider how will this all look post-pandemic? I would have answered these questions differently a year ago than I am today.”

“There’s a gap between the values and the customer-service side of the university. If you look at the money, how is that related to the values?”

“Something missing from the values: This university has a heart at its core.”

“In the future, in the next strategic plan, these values would ideally fully be lived.”

“If these values were truer, we could clearly say, ‘This is who we are.’ ”

“Not everybody can use ‘Spartans Will.’ A lot of those statements are empty.”

“The set of values that are proposed don’t require much innovation. They require a deep-seated commitment to change, and change is slow.”

“I hope a lot of things we are talking about will happen naturally, instead of being forced on us.”

Other: Student Recurring Themes

Missing Strategic planning
No change for me
Voices Pride

Other: Student Notable Quotes

“If these were more true, I think it would create an actual community.”

“It's constraining to have to answer two questions. If it's an open process — not using us as creatively as we could be — the questions themselves pigeonhole the answers.”

“I'd feel prouder of MSU if these statements were true.”

“Instead of MSU investing what a student pays in tuition toward capital projects that don't get done while I'm here, I'd rather see small renovation projects that would increase the quality of life and education during my time here.”

“Education and learning are missing from these values; they're generic.”

“I want to be proud of MSU.”

Other: Alumni Recurring Themes

Clear
"We"
Pride
Generic values
Process
Ironic

Other: Alumni Notable Quotes

“Most corporations have the same list; it’s pretty standard stuff.”

“TOO LONG. Too many things there. We’d like a shorter document with three key areas: Humanity, integrity, excellence.”

“The ‘we’ in all these values is a little pontifical. I want MSU to engage the graduates, the students, no matter what they’re studying – go fix something. That’s your mission. Put that in front of everything.”

“ ‘Solve the world’s problems’ is arrogant.”

“My experience is these kinds of goals are well meaning, but don’t really change much.”

“I don’t see acknowledgement of the larger community surrounding MSU reflected in these values.”

“MSU does need to move in that direction, but this seems like about 1/3 of what MSU needs to do.”

“I think these value statements don’t address the need for MSU to educate the future leaders/thinkers to prepare them for what needs to be done to fulfill the other values here.”