Getting Ready for Campus-Wide Cluster Conversations

CoBA Faculty 4th Wednesday Strategy Forum
September 23, 2015
12:20 – 1:15 PM
Facilitated by Robyn Parker & Deborah Brownstein
Today’s Agenda

- Presentation: Why? What? How? (20 minutes)
- Dialogue over Questions and Observations (20 minutes)
- Homework: Topic Prompts for a Strategy Forum next Wednesday, September 30, same time & place (10 minutes)
What is a cluster?

A cluster is an adaptive, flexible and inclusive, team-based research structure focused on challenge- or theme-based multidisciplinary issues that have local, regional or global relevance.

For students, clusters represent education and training opportunities to work in teams with faculty mentors and outside partners, developing communication and critical thinking skills, and gaining hands-on experience working in the lab or field.

For faculty, clusters represent an opportunity to learn and apply new concepts and theories across discipline boundaries, to expand and refine current disciplinary knowledge, and to benefit from shared resources and networks of experts.

Brix, Anderson-Fletcher, and Whitney
The Why
Proposed Names of PSU’s Clusters

- Digital Arts & Technology
- Organizational Performance, Innovation, & Entrepreneurship
- Climate Change, Resilience, & Adaptation
- Health & Human Enrichment
- Justice & Security
- Tourism, Environment, & Sustainable Development
- Exploration, Discovery, & Social Change
- Developing Tomorrow's Leaders
The Urgency of this Work

- We see it as critical that we work together to shape the clusters.
- We seek to identify and conceptually define the clusters by the close of the fall semester, 2015.
- This will allow us to talk about the clusters and our strategic direction with each other, our potential partners, present & future students, and key stakeholders.
- Pilot projects in clusters and open labs are anticipated for fall 2016.
CETL’s Campus-Wide “Strategic Discussions about Clusters”

- **Sessions 1 & 2: "Purpose, timeline, themes, and planning"
  - Thursday October 1st 3-4:30 p.m. AND
  - Friday October 2nd 7:30-9 a.m. (similar content offered twice)
  - Frost Commons

- **Sessions 3 & 4: "Diving deeper: Building off themes & ideas"
  - Monday October 5th 3:30-5 p.m.. AND
  - Thursday October 8th 7:30 a.m.-9 a.m.
What is on your mind right now?

Questions to Raise

Observations to Make

?
Cluster Conversations

- Why do it?
- How is it done?
- What are they?
Challenge or Theme-based Groups of Projects
What’s in a name?
Components of a Project

A worthy problem or opportunity engaging faculty in learning and applying new concepts, in collaboration with outside partners, while involving students in significant learning experiences that yield advances in understanding or solutions to problems beyond the scope of a single discipline or field or research.
Collaboration

Familiar Territory
- Engaged learning of best practices in CoBA courses
- Partners in business and not-for-profit enterprises
- Project-based work with answerability for deliverables

Less Familiar Territory
- Multidisciplinary research with art, science, education, human performance and other colleagues outside of business
The Collaboration Challenge

Cluster when problems are beyond the scope of a single discipline or field or research.

Sense of interdependence?

I'm sure glad the hole isn't in our end...
The Collaboration Challenge

Bring people together to discover the best way forward, rather than jump at answers…
The process should be rewarding and energizing for all participants.
The Collaboration Challenge

What clusters may grow to be at PSU is in our hands.
Advances in the study of leadership and best practices in design processes are essential in the Mystery Stage of the Knowledge Funnel.
ROGER MARTIN'S

KNOWLEDGE FUNNEL

explore

Mystery

Heuristic

Algorithm

exploit
How do we know that leadership has happened?

Leadership produces three outcomes (DAC) as means to attain longer-term goals

- **Direction:** understanding and assenting to the value of the collective’s goals
- **Alignment:** organizing and coordinating knowledge and work
- **Commitment:** members subsuming their own efforts and benefits within the collective effort and benefit

Adapted from Wilfred Drath et al
<table>
<thead>
<tr>
<th>Paradigms of Leadership</th>
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<tbody>
<tr>
<td><strong>Relational Leadership</strong></td>
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<tr>
<td>• People sharing work create leadership by constructing direction, alignment, and commitment.</td>
</tr>
<tr>
<td><strong>Interpersonal Leadership</strong></td>
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<tr>
<td>• A leader emerges from negotiations having the most influence over direction, alignment, and commitment.</td>
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<tr>
<td><strong>Personal Leadership</strong></td>
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<td>• The leader embodies direction, organizes for alignment, inspires commitment, and personally faces challenges.</td>
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*The Leadership Quarterly* is one source of scholarly articles based on Draft’s work.

Using Draft’s model Alain Gauthier guides business clients toward implementing relational/collective leadership.

What if leadership meant:

- Facing the unknown with *openness and trust*?
- Sensing what is emerging by *being present to what is*?
- Participating *creatively* in a wider field of knowing and doing, giving voice to an *evolutionary impulse*?
- Taking self and others to where *we* have never been before?
From Farrow Partners

A Model for Moving Beyond the Mystery

We bring people together to discover the best way forward, rather than jump at answers. Our purpose-driven process has been designed to expand possibilities while making the best use of our client’s investment and resources. We believe that the creative process should be rewarding and energizing for all participants.

http://farrowpartners.ca/about-us
Dan Warnemhovern, of NetApp asked this question at the end of his first staff meeting: “I want everyone to rank our candor. . . Did people say what they really believe? Did you? I won’t ask you to explain your score...I want everyone to give a grade from one to five—five is good—on how candid you think we were with each other during this meeting.”
What conversations could we start today and continue over the next seven days in order to best contribute to direction, alignment, and commitment to Clusters in the October 1, 2, 5 and 6 PSU campus-wide discussions?

Participating faculty reconvene on Wednesday, September 30 to sharing findings and observations.
Participating CoBA Faculty Choose One of Five
Topics to Prompt Dialogue on the 5th Wednesday

1. Practices that Support Campus-wide Collaboration
2. Observations on Student Engagement in Past and Present CoBA “Open Labs”
3. Findings from the Experiences of Other Universities
4. Emerging Projects and Partners that Point to Cluster Themes
5. Picking Pilot Projects