Enhancing Creativity and Innovation Proposal

Findings and Recommendations following input from February 1st, 2017 SPSC Cabinet Retreat and February 17th, 2017 SAC Meeting.

1 SUMMARY AND NEXT STEPS

The Strategic Advisory Council (SAC) is aligned generally with developing an approach to apply the dual operating system (DOS) concepts shared with SAC by Leith Sharp\(^1\) and piloted in FY 2016/17. This document provides a proposed approach for applying those concepts by developing a Creativity and Innovation Network comprised of Millersville faculty and staff. The network will work with each other to further apply and enhance the concepts and to provide support to the University community with developing and implementing campus projects related to the goals of the Strategic Plan.

1.1 PURPOSE

Develop an approach to foster and support creativity and innovation among University faculty and staff. The purpose supports the goal of Embracing Agility noted in the Strategic Plan and responds to a community interest in building our capacity to quickly address issues while maintaining the balance of shared governance.

1.2 CREATIVITY AND INNOVATION NETWORK DEVELOPMENT APPROACH

1.2.1 Identify Network Members (Summer/Fall 2017)

- SAC Facilitation Team (FT) will seek up to 30 nominations from SAC members for participation in the network. One nomination per member, including ex officio and Cabinet.
- Additionally, SAC will ask individuals who participated in the pilot effort (flow mapping) to participate in the network.
- SAC FT will review nominations and recommend an initial network of approximately 10 to 12 members to the President and Cabinet.
- Cabinet approves initial network.
- Cabinet/SAC FT reaches out to managers, deans, etc. to let them know who has been identified as a network member and seek permission to provide some flexibility so that members can participate.
  - Moving forward, the vision is for the network to be an open network; wherein faculty and staff who express interest in participating are invited to join.\(^2\)
- Managers, deans, etc. notify members and request one year of participation.\(^3\)

1.2.2 Convene Network (Fall 2017)

- Dr. Shibley and Mr. Steuer will convene the network via an approximately 2 hour launch meeting that will:

\(^1\) [http://www.chgeharvard.org/about/people/leith-sharp](http://www.chgeharvard.org/about/people/leith-sharp)

\(^2\) During the fall semester, the network will be limited to the initial members; however a training will be offered for other individuals that express interest to introduce the concepts and position them for joining the network in the spring.

\(^3\) Member participation is voluntary. No remuneration will be provided. Participation is considered “Campus Service.”
• Provide members with in-person training on Creativity and Innovation concepts.
  o Lead the network members through brainstorming and planning exercises to co-create the network’s design and function.
  o The network will decide on a formal name for the network at this time.

• The current plan is for network members to serve as a hub for the creativity and innovation concepts to further apply the concepts and to serve as a resource within the larger University community via their formal and informal connections.
  o Network members will be encouraged to modify/enhance the concepts and process over time—particularly those with expertise in facilitation, group learning, etc.
  o Network members (with SAC FT support) will set up a process (e.g., listserv, D2L, breakfast meetings) to encourage members to share best practices and further develop projects.
  o The goal is for the members to take ownership over shaping the Creativity and Innovation effort so that it can remain in an adaptive state and evolve/flex with demand/interest.

• Members will serve as a resource to University community groups (“project groups”) that are interested in applying the concepts to advance their projects.
  o Initially these project groups may be selected by University vice presidents and/or “champions” as defined in Section 1.2.3.
  o Network members will convene a project group to work on applying the concepts to a project or will participate in a project group convened by another member.
  o The number of projects supported could expand over time if demand increases.

• Members will meet with each other approximately 3 times over the course of the academic year and 1 time at the close of the spring semester to share their thinking and experiences in applying the concepts in their own work.4
  o Project groups will also be invited to participate voluntarily in these meetings to provide updates on their progress and to seek the network’s advice on how to apply the concepts, to identify links between burgeoning projects and University priorities, and to connect with Traditional Operating System (TOS) “champions” as/when appropriate.

• Members will recommend opportunities to integrate the concepts into existing University trainings, orientation, etc. to raise awareness of the concepts and encourage groups to seek support from network members.

1.2.3 Confirm Champion Support (Fall 2017)

• Invite Champions to provide guidance and/or support to Project Groups as appropriate.
  o Champions are Deans, Directors, Vice Presidents and President who will provide occasional support (<2 hours/month) to Project Groups that require guidance and consultation at points during project development to assist with “de-risking” or otherwise shaping ideas.
    ▪ Champions provide TOS guidance and input at critical points in a project’s life-cycle to help shape it and demonstrate to the groups that their work is being taken seriously.

---

4 This follows from a Leith Sharp’s model which encourages cohorts of individuals who have been to her trainings to participate in “Leadership Labs” where participants to continue to share their thoughts and experiences applying the concepts in the months and years following the workshop.
Project groups would meet with Champions at appropriate points in the project’s life-cycle and must prepare adequately for the meeting (e.g., identify clear questions, support positions with data or research).

- Notably, this happens informally already. Network members will simply be more explicit about the role(s) that Champions (TOS) and groups (AOS) play in a project’s life-cycle to work the project through stages (e.g., de-risking) more effectively.

1.2.4 Campus Announcement (Fall 2017)
- President Anderson announces the Creativity and Innovation Network at Fall Convocation as a resource being designed to assist the University community with work that aligns with the goals of the Strategic Plan.

1.2.5 Initiative Assessment (Ongoing)
- SAC FT will work with the network to develop an approach for evaluating the value of the network and its effectiveness in supporting University projects. The following information will be collected each semester at a minimum:
  - The number of projects that are affiliated with the network.
  - The number of sessions they have conducted by type (one-off, repeat, sole or co-facilitated)
  - The number of session participants
  - Participant names
  - Project topic, status and outcome
- SAC FT will summarize participant information and survey findings and report to Cabinet bi-annually in the first year.