

Special points of interest:

- In response to the session evaluations from the first session:
- 1. A complete class roster is included in your binders under the red "class roster" tab.
- 2. There will always be a 3-hole punch at each of the sessions for your use.

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By Dr. Jean Haar

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October 20

Reminder:
Leadership Survey

The Amazing Race: Understanding Minnesota State Mankato

The second Leadership Institute Session is entitled, "The Amazing Race: Understanding Minnesota State Mankato" Last session we focused on better understanding yourself. This session will be focused on better understanding the environment in which you work. Great leaders provide background, context and explanations for why things are happening.

The day will consist of a number of

presenters from the University and MnSCU who will be informing you about how the university operates and how it functions within the MnSCU system. A detailed agenda will be provided at the session.

Presenters include: Daardi Sizemore (MSU History) Bill Tschida, Vice Chancellor for Human Resources (MnSCU), President Davenport, Lori Lamb

(Labor Relations), Scott Olson (Academic Affairs), Pat Swatfager-Haney (Student Affairs), Rick Straka (Finance & Admin), Bryan Schneider (ITS), and Dave Williams (Advancement).



Working Together Smarter: Building Organizational Capacity

Dr. Jean Haar

As MSU employees, we are committed to the university's mission. We individually tend to our tasks and responsibilities with the understanding that our work supports and promotes the mission. The objective of the second session of the MSU Leadership Institute is to increase our awareness and understanding of how the university as a system works collectively to meet the expectations of the mission. How effectively an organization works together determines how effectively they meet the purpose of their mission.

During my attendance at the Bryn Mawr Summer Institute, I had the opportunity to listen to J. Douglas Toma, associate professor, Institute of Higher Education at the University of Georgia. He shared an overview of the research project, Building Organizational Capacity*. The purpose of the project was to iden-

tify the conceptual and practical tools needed by institutions to successfully implement change initiatives.

In general, those involved in the project contend that building capacity across an organization, especially the bridging of academic and administrative units and functions, encourages the sustainability of key initiatives.

They encourage institutions to address initiatives from a system perspective in terms of eight inter-related elements:

- *Purpose* is why an institution is here (*mission*) and where it is headed (*vision and goals*).
- *Structure* is how an institution is configured to do its work.
- *Governance* is how an institution makes decisions.
- *Policies* are rules that articulate how an institution will proceed.

- *Processes* are how an institution gets things done (*means*).
- *Information* is the generation and assimilation of facts and figures needed to inform and support decision making within an institution (*data, communication*).
- *Infrastructure* is the human, physical, technological, and financial assets that comprise an institution (*capital*).
- *Culture* is the essential character of an institution—its shared norms, beliefs and assumptions.

The researchers believe their approach provides a platform for institutions to think of themselves as systems and provides a type of 'checklist' for being more methodical in their planning and implementation. The following serves as an example.

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