



CU Center for Leadership 2023-2026 Strategic Plan



Center for Leadership
UNIVERSITY OF COLORADO BOULDER

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From the Chancellor

Since its formation in 2020, the Center for Leadership at the University of Colorado Boulder has worked to unite and elevate more than 30 programs across campus, amplifying the rich history of leadership education across our campus community.

This plan outlines the guiding principles and focus areas the Center for Leadership will pursue in the near future while establishing a vision for a long and prosperous future.

I am grateful to all who contributed to this future-focused plan, with special thanks to the Core Working Group and the Board of Advisors.

Together, we are envisioning a future where students from all walks of life may positively impact humanity using the skills, experience, connections and opportunities developed in association with the CU Boulder Center for Leadership.

Chancellor Philip P. DiStefano
Newton Endowed Chair in Leadership





Center for Leadership

UNIVERSITY OF COLORADO **BOULDER**

Vision



**A world where leaders of character meet the
needs of humanity.**



Mission



Invest in the leadership potential of all students and develop ethical, impactful leaders.



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2033 Goal

The University of Colorado Boulder will be the nationally renowned destination for students seeking transformational leadership education.



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Values & Guiding Principles



EXCELLENCE

We strive for outstanding performance in ourselves and others. We focus on improving by collaborating with others.

OPEN MINDEDNESS

We actively seek new people, ideas, information, lived experiences, world views, and arguments. We try new things and consider new ideas in order to learn.

COMMITMENT

We are dedicated to our mission and tenacious in the face of obstacles. We are passionate and persistent in pursuit of long-term goals.

HONESTY & INTEGRITY

We speak and act consistent with the highest ethical standards. We strive to do the right thing, regardless of the consequences for ourselves.

RESPECT FOR OTHERS

We respect the rights, differences, and dignity of everyone. We value the strength that diverse perspectives bring to our team efforts.



STANCE ON LEADERSHIP

What We Believe

We believe that communities require and deserve ethical and effective leaders, and that **universities have a responsibility to shape tomorrow's leaders.**

We believe that **everyone can be a leader.**

We believe in developing **leaders with character** that take on a growth-mindset as they seek to elevate their performance and enhance their community.

We believe in developing leaders that **understand and uphold the values of our democracy.**

Our job at the Center for Leadership is to **support, connect, and elevate leadership programs, resources, and research across the university.**



The Center for Leadership endorses an **Assess, Learn, Practice, and Reflect** approach to leadership development.

We recognize that leadership development is an iterative process that is unique to each person and their goals.

HOW WE DEVELOP LEADERS



The Center for Leadership works to help **all students reach their leadership potential.**

We also engage faculty, staff, and the broader external community in their **leadership development** so they can have a **greater impact around the world.**

WHO WE SUPPORT



2023-2026 STRATEGIC PLAN

Strategic Pillars



I.
**LEADERSHIP
COMMUNITY**

We will connect and enrich the leadership work on our campus, in our community, and across our state, region, nation, and world.



II.
**EXPERENTIAL
EDUCATION**

We are committed to creating and supporting tangible, inclusive experiences that deepen leadership development learning.



III.
**RESEARCH &
ACADEMIC
EXCELLENCE**

We will be a case study of excellence in academically developing leaders and pushing the field of leadership research forward.



IV.
COMMUNICATION

We will focus on branding and marketing to better tell the story of the Center for Leadership and attract students and partners.



V.
RESOURCES

We will secure the resources needed to support our work, such as staff, facilities, and funding.

PILLAR I

Leadership Community



We will connect and enrich the leadership work on our campus, in our community, and across our state, region, nation, and world.



Focus Area 1:
Invest in our “Leading EDGE” student group



Focus Area 3:
Build our broader leadership network



Focus Area 2:
Connect campus leadership programs



Leadership Community

We will connect and enrich the leadership work on our campus, in our community, and across our state, region, nation, and world.

FOCUS AREA 1

Invest in our “Leading EDGE” student group

3-Year Goals

- Achieve > 60% affiliate representation on the Leading EDGE
- Leading EDGE defines "why" they exist beyond the affiliate programs
- Defining affiliate membership criteria, participation, value, and representation in CFL events and in Leading EDGE

FOCUS AREA 2

Connect campus leadership programs

3-Year Goals

- Build network connectivity, communication, and inspiration for leadership development through consistent CFL programming
- High impact academic calendar of leadership development focused events
- CFL as a hub of information and education about campus programs
- Provide opportunities for leadership students to learn and develop their leadership knowledge from different perspectives represented on campus

FOCUS AREA 3

Build our broader leadership network

3-Year Goals

- Students from at least 60% of affiliates have participated in local and community leadership events and CFL offerings (BCLP, professional coaching, FEEL weekends)
- Identify and celebrate leadership work being done across campus in all areas of study and form of pursuit (experiential, research, etc.)
- Strengthen the positive town/gown relationship between CU students and the city of Boulder



Focus Area 1:

Strengthen and increase opportunities for students through existing and new channels



Focus Area 2

Increase accessibility and inclusion for all students



Focus Area 3:

Institutionalize and expand leadership coaching program



Focus Area 4:

Build and operationalize a Leadership Reaction Course

PILLAR II

Experiential Education

We are committed to creating and supporting tangible, inclusive experiences that deepen leadership development learning.



Experiential Education

We are committed to creating and supporting tangible, inclusive experiences that deepen leadership development learning.

FOCUS AREA 1

Strengthen and increase opportunities for students through existing & new channels

3-Year Goals

- Identify and map current internal curricular and co-curricular opportunities for leadership experiential education
- Expand curricular and co-curricular opportunities for leadership experiential education
- Explore offering credit for co-curricular programs

FOCUS AREA 2

Increase accessibility and inclusion for all students

3-Year Goals

- Identify barriers to participation in leadership experiential education and develop solutions to improve accessibility and inclusion
- Include diversity, equity, and inclusion in leadership experiential education offerings
- Create a leadership experiential education scholarship fund

FOCUS AREA 3

Institutionalize and expand leadership Coaching Program

3-Year Goals

- Expand Coaching Program to 30 students in year 1 (AY22-23), and 60 students in year 2 (AY23-24) and year 3 (AY24-25)
- Promote Coaching Program in CFL Affiliate program offerings and advising
- Assess student outcomes of AY22-23 program

FOCUS AREA 4

Build and operationalize a Leadership Reaction Course

3-Year Goals

- Complete construction of a world-class Leadership Reaction Course (LRC)
- Create operational procedures and maintenance plan
- Develop a student staffing model
- Achieve Affiliate utilization of 50% in year 1 and 75% in year 2

PILLAR III

Research & Academic Excellence

We will be a case study of excellence in academically developing leaders and pushing the field of leadership research forward.

Focus Area 1:

Increase faculty participation in leadership research and teaching

Focus Area 2:

Create campus-wide pathways for leadership development

Focus Area 3:

Elevate prominence of leadership research and studies



Research & Academic Excellence

We will be a case study of excellence in academically developing leaders and pushing the field of leadership research forward.

FOCUS AREA 1

Increase faculty participation in leadership research and teaching

3-Year Goals

- Increased number of undergraduates involved in leadership research (as measured by honors thesis/independent study credit hours from established baseline)
- Conduct research on high-impact practices on leadership development

FOCUS AREA 2

Create campus-wide pathways for leadership development

3-Year Goals

- Increase students graduating with either a major, minor, certificate or micro-credential in leadership
- Established means to receive credit for experiential leadership courses
- Advisors are able to help students navigate possible pathways

FOCUS AREA 3

Elevate prominence of leadership research and studies

3-Year Goals

- Established, rotating distinguished scholar on leadership (leader in residence)
- Host one statewide leadership conference and one nationally focused conference

PILLAR IV

Communication

We will focus on branding and marketing to better tell the story of the Center for Leadership and attract students and partners.



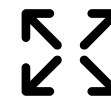
Focus Area 1:

Draft the Roadmap -
Develop a strategic
communications plan



Focus Area 2

Tell the Story - Establish
and build a widely-
recognized brand



Focus Area 3:

Shift Internal Views - You
are at CU...How will you
lead?



Focus Area 4:

Strengthen Partnerships
- Connect with external
stakeholders



Communication

We will focus on branding and marketing to better tell the story of the Center for Leadership and attract students and partners.

FOCUS AREA 1

Draft the Roadmap -
Develop a strategic communications plan

3-Year Goals

- Established strategic communications plan that shares our vision, promotes our work, and connects our students and partners to the story.

FOCUS AREA 2

Tell the Story - Establish and build a widely-recognized brand

3-Year Goals

- CFL is a recognized brand on campus and in the community
- CFL content is on every students smart-device
- 10 earned opportunities a year

FOCUS AREA 3

Shift Internal Views - You are at CU...How will you lead?

3-Year Goals

- Student views of leadership shifted
- 100% outreach to accepting students
- Participate in new student programming and summer bridge programs
- Participation in CFL sponsored or affiliated programs increased by 200%

FOCUS AREA 3

Strengthen Partnerships - Connect with external stakeholders

3-Year Goals

- External Stakeholder participation in CFL activities by 100%
- Base of donations increased by 50%
- CFL participation in community events increased by 100%

PILLAR V

Resources

We will secure the human and financial resources needed to support our work.

Focus Area 1:

Develop and execute a formal fundraising initiative

Focus Area 2:

Develop and fund the proper professional staff and faculty

Focus Area 3:

Build resources from within CU Boulder



Resources

We will secure the human and financial resources needed to support our work.

FOCUS AREA 1

Develop and execute a formal fundraising initiative

3-Year Goals

- \$25M fundraising initiative that includes:
 - \$10M endowment to name the Center,
 - Annual budget,
 - Student scholarships,
 - Leadership experiential education,
 - Leadership coaching program,
 - Innovative research

FOCUS AREA 2

Develop and fund the proper professional staff and faculty

3-Year Goals

- Expanding key roles including:
 - Executive Director
 - Director of Community
 - Deputy Program Manager
 - Program coordinator for Coaching Program
 - Strategic Communications
- Instructors and Faculty
 - Leadership Academic Instructors

FOCUS AREA 3

Build resources from within CU Boulder

3-Year Goals

- Support sustainable funding towards Leadership Studies Minor
- Sustainable and reliable general funds for key staff positions
- Visible and sufficient office space for CFL staff



Strategic Planning Process



February 2022 – November 2022

STRATEGIC PLANNING

Core Working Group

A Core Working Group was formed to help lead the process on behalf of the Chancellor and Board of Advisors.

Sarah Cowan

Assistant Director Leeds Scholars & Honors

Katie Kramer

President & CEO, Boettcher Foundation; Board of Advisors

Mary Kraus

Vice Provost and Associate Vice Chancellor of Undergraduate Education (ret); Board of Advisors

Brian Muriithi

ENLP Student; 2020-21 Student Leaders of the Year awardee

Gordon Riggle

Leadership & Strategy Instructor; Board of Advisors

Alan Rogers

Maj. General USAF (ret); Chair, Board of Advisors

Corinna Rohse

Director of Student Academic Success Center

Aaron Roof, Chair

Executive Director, Center for Leadership and Presidents Leadership Class

Brad Spears

Commander Air Force ROTC; Professor Aerospace Studies

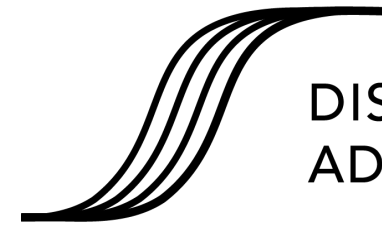
STRATEGIC PLANNING

Process Overview

In February 2022, the Center for Leadership embarked on its first strategic planning process. The Core Working Group was tasked with drafting a new mission, vision, values, a 10-year goal, and the key strategic pillars that would guide the Center moving forward.

As part of this process, they reviewed the data collected from 25 targeted interviews and 125 survey responses representing students, faculty, affiliate staff, and community members. They also engaged multiple other stakeholders including the Center for Leadership's staff, representatives from affiliate programs, and students to help shape this plan.

This 2023-2026 strategic plan represents the collective work of all of those involved.



DISRUPTION ADVISORS

This process was designed and facilitated by Disruption Advisors, a tech-enabled leadership development firm that specializes in activating smart growth leaders, teams, and organizations to thrive through change and leverage disruption.

More information at
www.thedisruptionadvisors.com

Board of Advisors

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Real Estate Broker Porchlight Real Estate

Joey Arora

Chief Scaling Officer, Department of Defense Secretary/Treasurer, Board of Advisors

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U.S. House Representative (ret)

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Co-Founder, BOLDERBoulder • Regent Emeritus

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Alexander (Sandy) Bracken

University of Colorado President (ret)

Jan Burton

Co-Founder, Rhino Cubed; Community Activist

Hassan El Houry

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Mark Emery

CEO of Imagine! (ret)

Charles Gilford III

DEI Senior Sourcing Recruiter at Amazon

Jane Holzman

Information Technology at IBM (ret)

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CEO of White River Strategy

Katie Kramer

President & CEO, Boettcher Foundation

Mary Kraus

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Alan Rogers

Maj. General USAF (ret);
Chair, Board of Advisors

Torey de Rozario

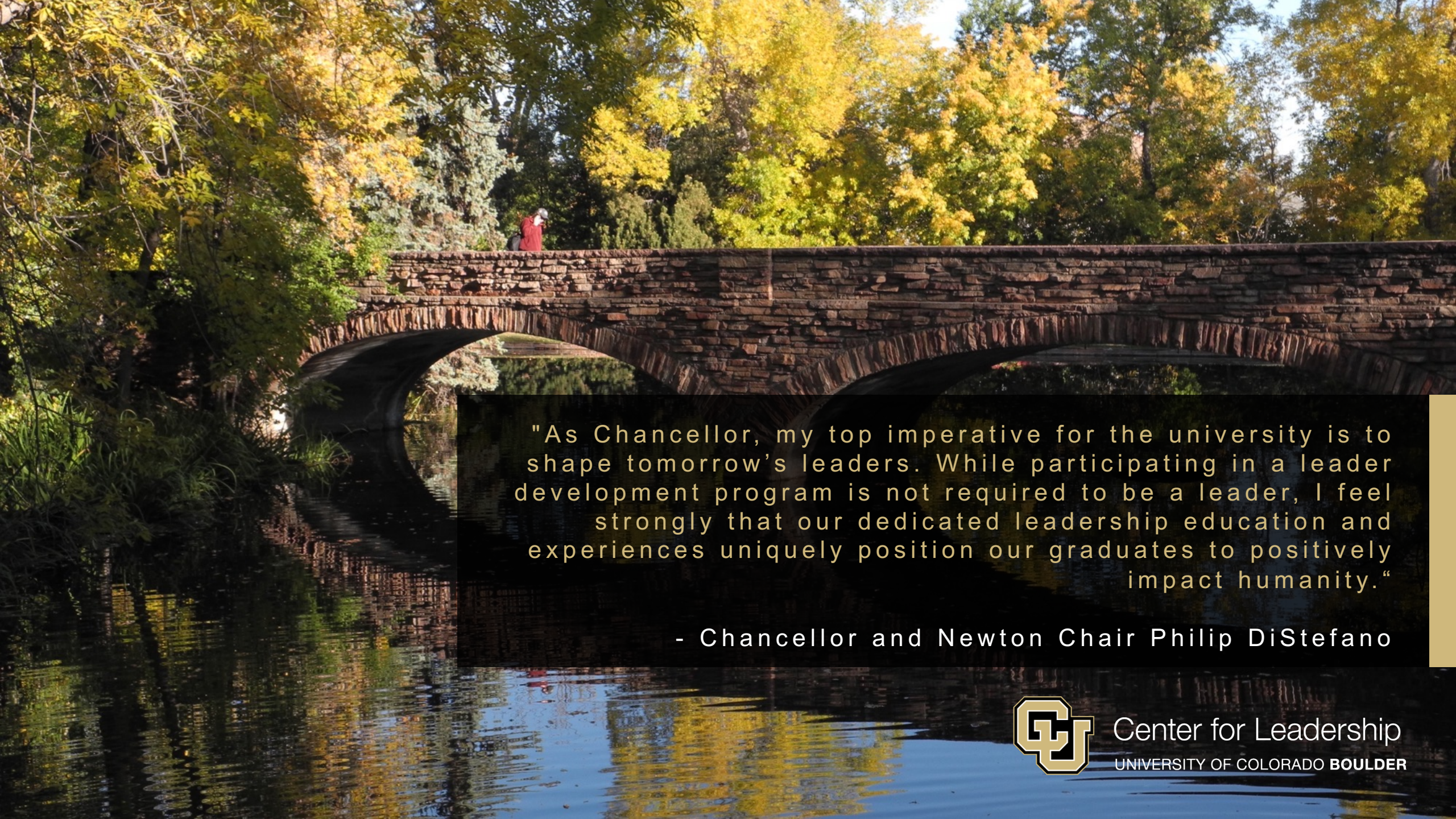
Officer of Strategy, Planning and Management at the Bill & Melinda Gates Foundation

Jenny Simpson

Professional Track and Field Athlete

Mark Udall

United States Senator (ret)
Former CEO of Colorado Outward Bound

A stone arch bridge spans a river, surrounded by lush green and yellow autumn trees. A person in a red jacket is visible on the bridge. The scene is reflected in the water.

"As Chancellor, my top imperative for the university is to shape tomorrow's leaders. While participating in a leader development program is not required to be a leader, I feel strongly that our dedicated leadership education and experiences uniquely position our graduates to positively impact humanity."

- Chancellor and Newton Chair Philip DiStefano



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