COORDINATED LEADERSHIP

ANNUAL REPORT

FY15

August 25, 2015

Submitted by Nancy Mitchell on behalf of the CLI Coordination Team:

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Wisconsin
UNIVERSITY OF WISCONSIN–MADISON

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CLI OVERVIEW

The Coordinated Leadership Initiative (CLI) serves as a campus resource to reinforce UW-Madison's commitment to leadership development for the purpose of positive change. To meet this responsibility, CLI facilitated a shared vision and common language for leadership on campus through the UW-Madison Leadership Framework. The focus has now shifted to highlighting and connecting leadership courses, programs and opportunities to the Framework while identifying and promoting practices, approaches and behavior that cultivate positive change.

CLI has benefited from the talent, energy and commitment of a diverse group of volunteers – representing many schools, colleges, divisions and community stakeholders. This vibrant community has strengthened our university's local and global impact through outreach efforts that support leadership development of individuals and organizations. By illuminating critical leadership knowledge, skills and abilities, all of us are able to engage in the phenomenon of positive change

CLI GUIDING PRINCIPLES

Inclusive
Generating leadership development ideas through the active invitation and engagement of diverse perspectives from UW-Madison, the community, across the state, and beyond

Accessible
Creating an open place and space for leadership ideas to be shared and amplified

"Inclusiveness is wonderful. The framework is for everyone!"

Decisive and Action-Oriented
Moving leadership development ideas from concept to practice, which sustains leadership development by positively influencing students, staff, and faculty

Reflective
Continually seeking, assessing, and incorporating feedback about decisions and actions to ensure alignment and relevance

Uniquely Wisconsin
Capturing the essence of the Wisconsin Idea, honoring and respecting the culture that both precedes and follows the initiative

FY15 SUMMARY

CLI continued to make great strides by reaching out to the university community and beyond, and supporting wide-spread adoption of the UW-Madison Leadership Framework. As a result of steady outreach and engagement, the number of interested and invested campus and community members increased substantially. CLI's growing community of practice launched a highly successful peer consultation process for framework adopters. In addition to the efforts of volunteers, the initiative supported a full-time student position in communications, which allowed for expanded outreach. The CLI brand identity became an official licensed trademark of the University of Wisconsin-Madison.

Through generous funding, CLI was able to engage in a business analysis process with DoIT's Project Management Office, resulting in a recommendation to develop four major website enhancements. Two surveys inventoried the campus on existing leadership development resources and asked framework adopters about the kind of support they need. Results of this research underscored solid progress in meeting goals outlined in the CLI Logic Model (See Appendix B). Finally, team members met with leaders of major campus initiatives to strategize a model for sustainability of CLI.

FY15 GOALS

The CLI Coordination Team and UW-Madison community members identified the following goals for FY15: (See Appendix C for a history of CLI annual goals)

1. Initiate and strengthen mutually beneficial partnerships with students, faculty and staff
2. Determine sustainable organizational structure; define budget sources and fiscal responsibility to/for campus community
3. Develop communications strategy through touch points (relational, personal, and technological) to support CLI brand (ex. website)
4. Cultivate stories and impacts; share broadly to inform future work
5. Provide relevant tools, resources, and support based on identified needs of CLI community
6. Provide ongoing assessment and evaluation of progress

FY15 KEY ACCOMPLISHMENTS

Increased On-Campus Involvement

The Coordinated Leadership Initiative had more than a 25% increase in those directly engaged with the initiative through volunteerism, workshop attendance or via other means. These CLI advocates currently include approximately 50 faculty, 315 staff, and 90 students representing numerous campus units as highlighted below.

UW-Madison Colleges and Schools

Arts Institute

College of Agricultural and Life Sciences

College of Engineering

College of Letters & Science

Graduate School

Law School

Nelson Institute for Environmental Studies

Wisconsin School of Business

School of Education

School of Human Ecology

School of Medicine and Public Health

School of Nursing

School of Pharmacy

School of Veterinary Medicine

UW-Madison Divisions and Campus Entities

Administrative Process Redesign

Division of Continuing Studies

Division of Enrollment Management

Division of Facilities Planning & Management

Division of Information Technology

Division of Intercollegiate Athletics

Division of International Studies

Division of Student Life

Division of Teaching and Learning

General Library System

Office of Human Resources

Office of the Provost for Teaching and Learning

Office of Quality Improvement

Office of the Registrar

Office of the Secretary of the Faculty

Office of Undergraduate Advising

Officer Education

University Arboretum

University Extension

University Health Services

University Housing

> *"CLI should be kept in the forefront of trainers minds as they train new supervisors and managers on campus."*

> *"As a department lead I have adopted the framework and participated in campus groups related to it. I am getting to meet so many new people."*

UW-Madison Center for Community and Nonprofit Studies

WHA Radio

Wisconsin State Laboratory

Wisconsin Union

Wisconsin Foundation & Alumni Association

Growing Off-Campus Outreach

In the spirit of the Wisconsin Idea and in response to growing demand, CLI expanded its reach to include individuals from organizations across the state of Wisconsin and the US. The following maps show locations of individuals and organizations exposed to the UW-Madison Leadership Framework.
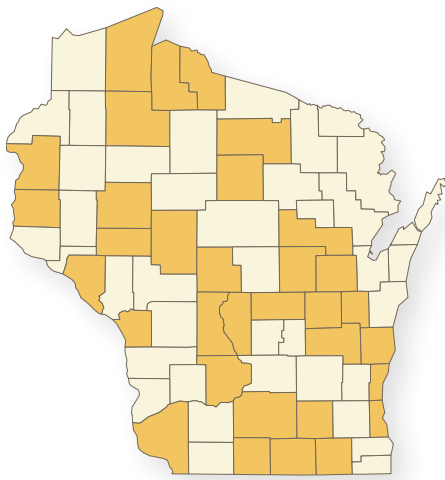
In-State Outreach

Childhood Obesity Prevention Collaborative, Dane County

Edgewood College, Dane County

The Family Center, Washington County

Farmers Insurance Company

H-Cubed Group, LLC, Dane County

Ho-Chunk Nation Health Department, Jackson County

Innovation Learning, LLC, Dane County

Lac Courte Oreilles Community Health Center, Jackson County

Live54218, Brown County

Madison College, Dane County

Marshfield Clinic Research Foundation, Wood County

Red Cliff Community Health Center, Bayfield County

Scenic Bluffs Community Health Center, Monroe County

Second Harvest Food Bank of Southern Wisconsin, Dane County

UW-Extension, Iron County

UW-Extension, Rock County

University of Wisconsin-Milwaukee, Milwaukee County

University of Wisconsin-Whitewater, Jefferson and Walworth Counties

Watertown Area Cares Clinic, Jefferson County
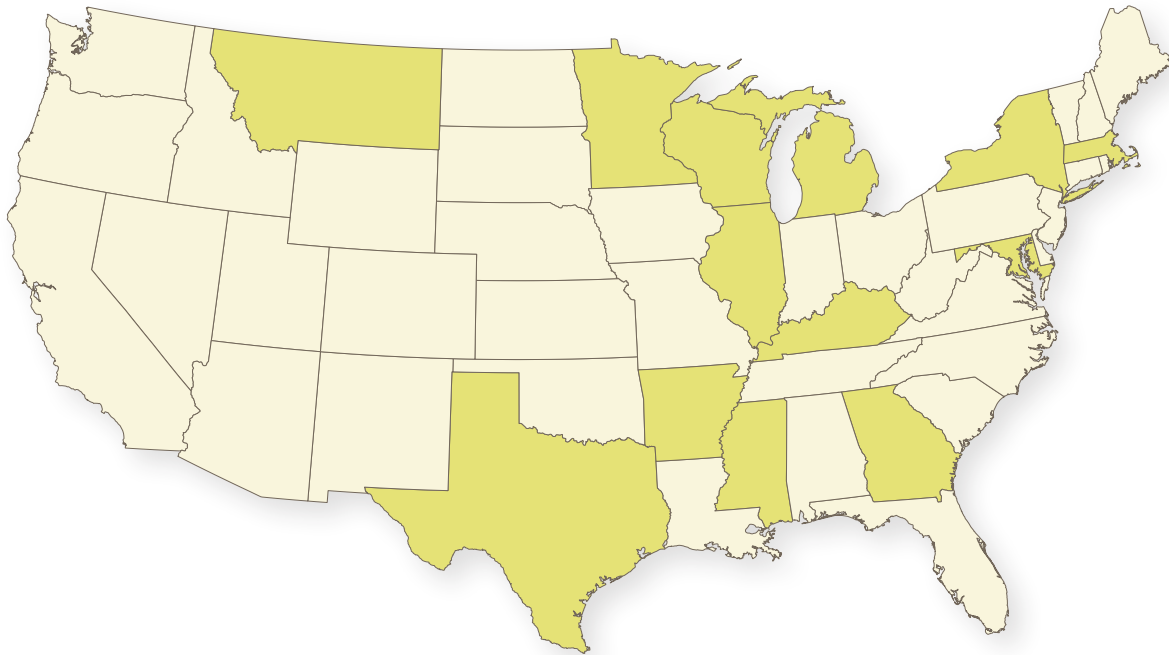
Out-of-State Outreach

Albany State University, GA

Castlight Health, CA

Ferris State University, MI

Georgia State University, Atlanta, GA

Howard University, Washington, DC

NYC Department of Health & Mental Hygiene, New York City, NY

Michigan Tech University, Houghton, MI

Mississippi State University, Starkville, MS

Ramsey County Public Health, St. Paul, MN

Summit Executive Center, Chicago, IL

University of Arkansas at Pine Bluff

University of Illinois at Chicago

University of Louisville, KY

University of Massachusetts Amherst

University of Montana, Missoula, MT

University of Texas at San Antonio

University of Texas at Tyler

University of Maryland School of Medicine

Framework Implementation on the Rise

CLI worked closely with numerous organizations as they implemented the UW-Madison Leadership Framework in a variety of courses and programs. Featured courses and programs are listed below, spotlighting the launch of 13 new programs in FY15. (*****)

Adventure Learning Programs (ALPs) *
ALPs is a student organization that provides workshops to improve group dynamics and build community on campus. ALPs uses the UW-Madison Leadership Framework for 40 student facilitators to reflect on their leadership skills and to track their leadership growth over their tenure with the program. The framework gives facilitators terminology for writing resumes and interviewing. The program reached 40 undergraduate students in FY15.

All-Campus Leadership Conference 2015 *
Presented by the Student Leadership Program, this is the largest fully student-run event at UW-Madison, with an audience of approximately 900 individuals. Each of the conference's 25 breakout sessions was required to meet one or more values or competencies of the UW-Madison Leadership Framework. The framework helped students focus on learning more about their leadership needs and interests.

"I am using the UW-Madison Leadership Framework to track my own leadership goals and outcomes. I appreciate the holistic nature of the framework, and hope to keep using it in the future with all of our team leaders."

Badgers Step Up! *
The Badgers Step Up! training program engages student organization participants as agents of change to address alcohol abuse. The program incorporates the UW-Madison Leadership Framework to develop effective intervention techniques and explores the use of specific leadership competencies to reduce harm. FY15 attendance totaled 2380 students.

Bucky's Award Ceremony *
This event spotlights excellence in individual and organizational leadership. The UW-Madison Leadership Framework served as the rubric for the Outstanding Leadership Award. The Awards program recognized 10 student organizations and 6 student leaders. 170 people attended the FY15 ceremony.

College of Engineering, Civil Engineering Capstone Course
This capstone involves three mini-modules using the leadership competencies and outcomes components of the UW-Madison Leadership Framework. It requires biweekly project updates to track student learning. The course reached 60 seniors in the fall semester and 80 seniors in the spring semester of FY15.

DoIT Digital Publishing and Printing *

Employees of DoIT's Digital Publishing and Printing office lean on the UW-Madison Leadership Framework values and competencies to develop stretch and growth goals for themselves with guidance from managers. The resulting dialog increased employees' connections and commitment to their work. This year, 42 staff members used the CLI Leadership Competency Assessment booklet as part of performance goal-setting.

Health Equity Leadership Institute *

The week long institute, sponsored by the UW-Madison School of Medicine and Public Health, included a workshop based on the UW-Madison Leadership Framework competencies *Honoring Context and Culture* and *Decision-Making*. Scholars explored solutions to address common social justice challenges faced in academic workplaces. Over 22 scholars from 15 states attended this program.

Leadership and Civic Engagement for Social Change Course *

This course engages first year students looking to explore who they are, how identity impacts leadership, and how to create change in their communities. Students have the opportunity to translate their leadership development into action through the lens of civic engagement and social justice.

Leadership Certificate *

The Leadership Certificate program, designed around the UW-Madison Leadership Framework, is for student leaders who excel in their leadership roles both inside and outside the classroom. The Certificate marks a formal acknowledgement of student contributions and achievements. Two students piloted the re-designed Leadership Certificate program in FY15.

"The UW Leadership Certificate embodies the entire framework."

Polygon Engineering Student Council

This program integrates the UW-Madison Leadership Framework into five to eight hour-long sessions of leadership development to provide engineering students an opportunity to learn leadership and management skills. In FY15 the council consisted of 5-10 freshman students.

Queer Emerging Leaders Program (QUELP)

QUELP uses the UW-Madison Leadership Framework outcomes to structure a 14 week course focused on power, privilege, personal narrative, and community organizing. Participants support their own communities by working with organizational partners who serve LBGTQ+ people and needs. QUELP involves 2-3 Staff-Student Facilitators annually and reached 10-15 students during the 2015 spring semester.

"Implementing the framework has been extremely beneficial in teaching leadership and relating the skills learned to real-life scenarios student-athletes encounter every day on campus, and in the community."

Student-Athlete Advisory Committee (SAAC) *

The Office of Student-Athlete Development is committed to inspiring, engaging, and advancing student-athletes outside of the athletic arena by providing programming and resources through four key pillars: Leadership & Involvement, Personal Development, Career Development, and Diversity & Inclusion. SAAC is a student organization made up of 58 students. In FY15,

SAAC focused on one of the 7 leadership competencies at each monthly meeting.

Summit Executive Centre, Chicago, IL *
Owner and UW-Madison Alumnus, Louise Silberman, invited CLI to offer two customized, day long events for managers and employees. The UW-Madison Leadership Framework was introduced as a foundation for success, with an emphasis on *Self-Awareness*, *Moving Ideas into Action* and *Interpersonal Communication*. The workshops encouraged open and frank dialogue was as a way for all employees to understand each person's contribution to success.

UW-Madison Arboretum Earth Partnership Restoration *
Restoration team leaders are an essential corps of land care volunteers at the Arboretum. They participate in ecological restoration by leading other volunteers from diverse backgrounds. Team leaders teach and supervise volunteers, practicing leadership and communications skills aligned with the UW-Madison Leadership Framework. 12-20 leaders of 600-900 volunteers engaged with the framework in leadership training during FY15.

University of Wisconsin Libraries *
The library system incorporates the UW-Madison Leadership Framework into leadership development groups for staff.

Wisconsin Area Health Education Center (AHEC): Community Health Internship Program (CHIP) *
Wisconsin AHEC's statewide CHIP is for students participating in community health internships in 49 sites throughout the state. 25 mentors were trained in using the CLI Leadership Competency Assessment to guide 50 interns in leadership development over the 8 week summer program.

Wisconsin Experience Bus Trip
29 student leaders visit 10 cities over 5 days. Daily reflection questions are grounded in the UW-Madison Leadership Framework. Students showed immeasurable growth in a sense of integrity, engagement and connection to community.

Expanded Services and Event Offerings

CLI's community of practice grew to over 30 members in FY15. The group met monthly and launched a peer consultation process on implementing the UW-Madison Leadership Framework in courses or programs. Outside of these consultations, the number of CLI events increased by 65%. In a survey of the CLI community, 38% reported they had learned about the UW-Madison Leadership Framework by attending a CLI presentation, panel, or workshop. 43% said they first became aware of the framework through a colleague.

Additionally, organizations began requesting customized workshops based on the framework. CLI embraced spontaneous growth of the grassroots movement, recognizing the opportunities to innovate.

The following chart documents the variety of CLI events that were held in FY15:

EVENTS	PURPOSE	SESSIONS
Consultation	Peer-to-peer guidance on framework implementation	11
Introductory Presentation	Overview of CLI and framework	2
Basic Workshop	Exposure to framework tools	8
Customized Workshop	Focus on audience-specific leadership development	4
Open House	Celebrate CLI accomplishments, learn about how framework is being implemented, presentation on CLI website development	1

CLI Website Enhancements

Website Upgrade

In the Fall of 2014, CLI upgraded its static, informational website to a new responsive design, creating optimal viewing on any device. The upgrade also simplified the site's navigation and enhanced the user experience by adding photos, videos, and downloadable tools to support implementation of the UW-Madison Leadership Framework.

Website Redesign

Plans for creating a dynamic, user-centered website continued directly after the Fall 2014 upgrade. In January 2015, CLI partnered with the Division of Information Technology for Phase 1 of a complete redesign of the CLI website. Guided by the goal of "helping students, faculty, and staff feel connected, informed, and ready to engage in the act of leadership", Phase 1 business analysis resulted in a recommendation to develop four major website features:

Leadership Development Resource Directory that will streamline exploration of the multitude of opportunities available on campus and beyond.

Dynamic Landing Page featuring individualized, data-driven user dashboards.

Leadership Competency Assessments that will identify the specific needs of individuals and organizations and connect them with matching leadership development resources.

Competency-Based Portfolio/Learning Transcript allowing users to track progress over time while interfacing with campus wide systems, to relieve the burden associated with managing multiple records.

> *"The redesigned website will help students, faculty, and staff, feel connected, informed, and ready to engage in the act of leadership."*

Research Studies Illuminate Stakeholder Needs

Leadership Development Resources Survey

This survey helped identify effective leadership resources currently available, as well as those that are desired by students, staff, and faculty. The results will help our campus develop and coordinate valuable tools and programming in the future. Highlights include:

Most beneficial leadership development resources:

- 24% Community of practice
- 17% Activities
- 16% Conferences
- 15% Books, articles, publications
- 14% Websites, online, databases
- 11% Courses
- 3% Other/individuals/organizations

> *"The leadership competency assessment will be very useful!"*

Framework elements respondents asked to learn more about:

- 14% Moving Ideas into Action
- 13% Supporting Learning & Development of Others
- 12% Inclusive Engagement
- 11% Connection & Community

- 10% Decision-Making
- 10% Fostering Bridge-Building & Collaboration
- 9% Honoring Context and Culture
- 8% Interpersonal Communication
- 8% Self-Awareness
- 5% Integrity

UW-Madison Leadership Framework Implementation Survey
This inventory measured clarity and portability of the UW-Madison Leadership Framework. Those surveyed felt the following were the most useful elements of the framework:

- The leadership values and competencies
- The competency: *Moving Ideas into Action* across the three leadership values: *Integrity, Inclusive Engagement*, and *Connection and Community*
- The competency: *Self-Awareness*
- The competencies - they help me understand what aspects of leadership I should be focusing on with my students.
- The intersection of values and competencies in a grid because it helps explain the details of what leadership looks like in practice
- The language in the rubric
- The structure and explanation of it all because it is very flexible and can be used in a variety of different programming
- Leadership happens at all levels

> *"The framework provides a vocabulary for having fair and thoughtful discussions about areas groups and individuals could develop. It provides a concrete way to structure interpersonal goals for individuals and communities."*

Tools Support Framework Orientation and Implementation

In response to our community's needs, CLI designed, piloted, and developed several tools to assist individuals and organizations implementing the UW-Madison Leadership Framework. Featured tools are listed below:

Customizable UW-Madison Leadership Framework Matrix
This leadership matrix was developed in response to a request for a tool that could be customized to facilitate organizational goal-setting. The blank template allows groups to envision specific, positive results they would like to achieve as they build leadership capacity.

CLI Logic Model Handout
This full-color diagram illustrates goals and progress of CLI since its conception.

Leadership Competency Assessment
Piloted in FY15, this full color assessment invited users to reflect on personal leadership knowledge skills

and abilities, and make plans for future leadership development. The assessment booklet also served as a prototype for online assessments.

Leadership Reflection Journal
The personal Leadership Reflection Journal includes 100 competency-related goals with space to reflect on outcomes. Practice and reflection for learning are the emphasis.

UW-Madison Leadership Framework Handout
This handout allows learners to explore the framework in full detail. This is the complete overview of the UW-Madison Leadership Framework.

UW-Madison Leadership Framework Worksheet
This 11x17 inch worksheet offers space to reflect on the intersections of leadership values and competencies creating positive change.

Values & Competencies Activity Cards
This simple deck of cards can be used in a variety of ways, while teaching the basic elements of the UW-Madison Leadership Framework.

> *"The activities and handouts help break down the more cerebral concepts underlying the framework."*

FY15 ORGANIZATIONAL STRUCTURE

CLI's organizational structure supported ongoing work, provided new roles and opportunities for team members, and was developed with goals for the year in mind. (See Appendix E - FY15 Team Rosters)

Strategic Planning & Sustainability Team

PROJECT TEAM

Communications Team

COORDINATION TEAM

Data & Assessment Team

Resources Team

Framework Implementation Suppport Team
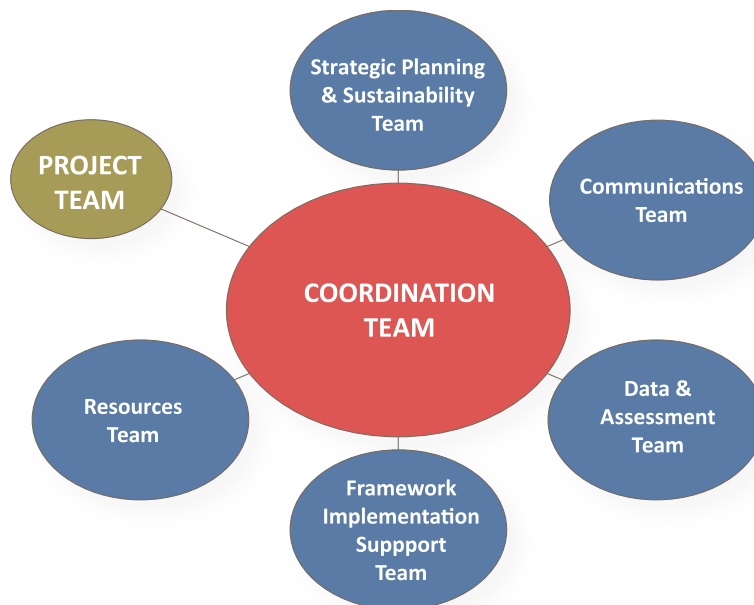
Project Team

The Project Team updated executive sponsors and stakeholders and performed administrative functions while helping set goals for the Coordination Team.

Coordination Team

The Coordination Team consisted of the Team Leads from each Functional Team, the Project Team, and several Ad Hoc members to provide shared leadership and coordinate Functional Teams for support, consistency, and feedback across the project.

Functional Teams

Five functional teams addressed FY15 goals and supported ongoing work of the initiative.

Communications Team
Developed communications strategy, including engagement events and the Coordinated Leadership Initiative website, leadership.wisc.edu

Data and Assessment Team
Assessed programs, courses, and other resources connected to the UW-Madison Leadership Framework and determine efficacy

Framework Implementation Support Team
Identified and supported the efforts of the UW-Madison Leadership Framework adopters and champions, in part through the administration of the Community of Practice.

Resources Team
Gathered resources and compiles them into a format for easy access, use, and dissemination.

Strategic Planning and Sustainability Team
Coordinated strategic planning and sustainability of CLI.

APPENDIX A - FY15 BUDGET

Financial Contributions

College of Engineering (Pieper Foundation) - Communications

Center for Leadership & Involvement - Communications, CLI Spring Open House Event

Division of Student Life - Communications, Website Business Analysis

DoIT Digital Publishing and Printing Services - Communications, Printing, Meeting Space

Office of Human Resource Development - Communications

Total Budget: $47,300

APPENDIX B - CLI LOGIC MODEL

INPUTS

Participants From
- Academic Schools and Colleges
- Academic Planning and Analysis
- Division of Student Life
- Intercollegiate Athletics
- Memorial Union
- Office of Human Resource Development
- Undergraduate and Graduate Students
- University Heath Services
- University Housing

Resources
- Appointment Letters
- Facilitator/Note Taker
- Meeting Space
- Money
- Supplies

OUTPUTS

Engagement
- Leadership Educator's Council Co-Coordinators
- Leadership Educator's Council Planning Team Members
- Leadership Educator's Council Members
- Engaged Campus Community Members

Activities
- Connect with campus stakeholders
- Administer Leadership Development Opportunities Inventory Survey
- Generate Inventory results and share with campus community
- Develop research-based Leadership Framework
- Implement Leadership Framework
- Assess impact of Leadership Framework

IMPACTS

Short Term
- Leadership Courses/Trainings will be infused by leadership research and theory
- Students will be able to identify appropriate leadership opportunities
- Staff will have access to leadership training based on framework
- Students will be able to track and have their progress assessed in a leadership based e-Portfolio
- Staff will have the tools to intentionally provide needed leadership training

Long Term
- Better understand what leadership development opportunities make UW graduates and staff effective and unique
- Increase efficiencies by reducing redundancies and addressing gaps without compromising quality
- Provide leadership related education, resources and tools to support the institution and assist accreditation processes
- Clearly and powerfully articulate how we develop student leaders to potential employers

GOALS
1. Develop UW-Madison's Leadership Framework
2. Align opportunities to Leadership Framework
3. Ensure accessibility of leadership opportunities
4. Build Infrastructure to sustain Leadership Framework

WORKING ASSUMPTION
Leadership training and development takes place all over campus, yet there is no shared vision, common goals, or understanding of long term outcomes.

EXTERNAL FACTORS
- Past coordinated efforts have lacked institutional support and resulted in limited impact.
- Campus is decentralized in nature which impacts intentional coordination.
- Challenging economic environment requires increased data to make budget decisions.

SITUATION
- The University of Wisconsin-Madison has a rich history of developing engaged citizens.
- Currently the University has no shared understanding of leadership development.
- Conditions serve to disorient students, faculty, and staff as they seek to learn what is and isn't "Leadership".

APPENDIX C - ANNUAL GOALS SNAPSHOT

FY16

Develop sustainability model

FY15

Support Implementation of UW-Madison Leadership Framework

FY14

Vet UW-Madison Leadership Framework and begin implementation

FY13

Develop UW-Madison Leadership Framework

FY12

Gauge campus interest and support

APPENDIX D - FY15 LEVELS OF INVOLVEMENT

UW-Madison campus and community members were welcome to engage in any role that fit their interests, needs, and time commitment. There were 5 primary levels of involvement to consider:

Functional Team Coordinator
Participating as a Coordination Team member and helping guide Functional Team

Functional Team Member
Supporting efforts of meeting Functional Team goals

Ad Hoc Participant
Joining Coordination Team or Functional Teams for specific or specialized projects

CLI Community of Practice
Learning from others and sharing experiences related to Leadership Framework implementation

CLI Advocate
Staying engaged through periodic email updates and providing feedback at various stages of the initiative

APPENDIX E - FY15 TEAM ROSTERS

Project Team

Mark Kueppers, Division of Student Life

Geoff Larson, Division of Information Technology

Jessica Moehr, Office of Human Resources

Coordination Team

Libby Bestul, School of Human Ecology

Blake Bishop, Law School

Charlie Cahill, Graduate Student College of Letters and Science

Katherine Charek Briggs, Division of Student Life

Luke Fuszard, Castlight Health

Bruce Harville, Office of Quality Improvement

Karen Kopacek, School of Pharmacy

Mark Kueppers, Division of Student Life

Geoff Larson, Division of Information Technology

Brittany McGowan, Division of Intercollegiate Athletics

Nancy Mitchell, Coordinated Leadership Initiative

Jessica Moehr, Office of Human Resources

Catherine Stephens, School of Education

Hazel Symonette, Division of Student Life

Emily Utzerath, Office of the Provost for Teaching and Learning

Harry Webne-Behrman, Office of Human Resources

Functional Teams

Communications Team

Blake Bishop, Law School

Lindsey Stoddard Cameron, Office of the Secretary of the Faculty

Jean Haefner, Division of Continuing Studies

Nancy Mitchell (Coordinator), Coordinated Leadership Initiative

Catherine Stephens, School of Education

Amy Toburen, Division of Student Life

Harry Webne-Behrman, Office of Human Resources

Data and Assessment Team

Robert Brown, Division of Student Life

Katherine Charek Briggs (Coordinator), Division of Student Life

James Lloyd, Office of Human Resources

Jennifer Nunez, School of Human Ecology

Tracey Pearson, Division of Student Life

Hazel Symonette, Division of Student Life

Jane Zhang, Division of Information Technology

Framework Implementation Support Team

Robert Brown, Division of Student Life

Chris Dakes, Wisconsin School of Business

Marion Farrior, University Arboretum

Donna Freitag, Division of Student Life

Don Gillian-Daniel, College of Agriculture and Life Sciences

Kala Grove, College of Letters and Science

Stephanie Harrill, School of Education

Geoff Larson (Coordinator), Division of Information Technology

Brittany McGowan (Coordinator), Division of Intercollegiate Athletics

Megan Pepper, Division of Student Life

Theresa Pesavento, College of Letters and Science

Andrew Ruis, School of Education

Courtney Saxler, School of Medicine and Public Health

Robert Toomey, Division of Continuing Studies

Emily Utzerath (Coordinator), Office of the Provost for Teaching and Learning

Heather Wetlin, UW-Madison Libraries

Resources Team

Libby Bestul (Coordinator), School of Human Ecology

Ariel Kaufman, University Health Services

Becca Peine, Division of University Housing

Andrew Ruis, School of Education

Trisha Wollenzien, Division of Information Technology

Strategic Planning and Sustainability Team

Chris Dakes, Wisconsin School of Business

Bruce Harville (Coordinator), Office of Quality Improvement

Mark Kueppers, Division of Student Life

Jessica Moehr, Office of Human Resources

Karen Kopacek, School of Pharmacy

APPENDIX F - FRAMEWORK ELEMENTS

VALUES

The key values within the UW-Madison Leadership Framework represent a set of cultural beliefs or ideals that are consistent with our University's history and mission. These universal values serve as a foundation for the framework and help to support the work of leadership development and leadership outcomes.

Integrity

Transparency and truth are central touchstones for integrity. We aim for transparency of information and processes, because we believe openness and accessibility facilitate trust, particularly when there are diverse and divergent perspectives on an issue. We hold ourselves accountable to reach decisions through an ethical process and accept responsibility for acting in the interest of all stakeholders.

Inclusive Engagement

The heart of leadership is the art of inspiring active, informed engagement, and decision-making in the pursuit of the common good. Inclusive Engagement is the process by which we strive to seek and value the input of all, thereby realizing the benefit of the breadth of intelligence among us. At its core, Inclusive Engagement values the crucial knowledge, experiences, and contributions of us all.

Connection and Community

Leadership requires working with communities rather than working on communities by identifying, aligning, and pursuing goals that are mutually beneficial for all people impacted. With humility, we seek to foster active partnerships rather than imposing solutions.

COMPETENCIES

The UW-Madison Leadership Framework competencies are skills, abilities, and knowledge sets that can be taught or developed. All competencies have indicators that allow them to be observed and measured.

Self-Awareness

Consistently self-reflecting in order to reveal strengths, limitations, beliefs, values, and attitudes that generate engagement; committing to personal development in order to provide greater understanding of multiple identities and experiences that affect the ability to facilitate change

Interpersonal Communication

Developing essential relationships through listening, considering, and responding to the needs of individuals and the situation; having the ability to communicate in tactful, compassionate, and sensitive ways to enable these relationships to evolve

Supporting Learning and Development of Others

Developing the capacity and engagement of individuals and groups through feedback and coaching

Honoring Context and Culture
Seeking to understand the organization, culture, system, politics, and dynamics and their influence on actions needed to achieve the group's goals

Decision-Making
Arriving at decisions that impact others and the organization in which the decisions are made; employing critical and strategic thinking to enable creative solutions to be considered and pursued; recognizing that with important systemic dimensions, analysis and ideas from multiple sources give way to implementation and evaluation

Fostering Bridge-Building and Collaboration
Through cooperative participation, encouraging everyone to take ownership of the work that is being done and the outcomes that are created; creating an environment where differences are appreciated, knowing that conflict can serve to expose new solutions to complex problems

Moving Ideas into Action
Offering a compelling vision that inspires groups to engage in the ambiguous transformation process; and being aware that co-creation processes focused on common goals require steady, yet flexible, interventions

OUTCOMES

Leadership outcomes are detailed, specific, measurable, and identifiable results. They are the knowledge, skills, and abilities that might result when an individual upholds the values while endeavoring to demonstrate the competencies in the pursuit of positive change.