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

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

“Inclusiveness is wonderful. The framework is for everyone!”
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.”
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
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.

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.

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.

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:
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.

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

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

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

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

“The leadership competency assessment will be very useful!”
- 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.

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**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)
**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**

**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

**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 Health 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

**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.