

CENTER FOR LEADERSHIP & INVOLVEMENT (CfLI)



ANNUAL
REPORT



WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON

2021

Mark Kueppers

Assistant Dean/Director

Barb Kautz-Wittwer

Associate Director

Donna Freitag

Assistant Director of Leadership Development

Larry Jolón

Leadership Development Specialist

Mo Kappes

Experiential Education Specialist

TJ Sargent

Assistant Director of Organization Advising & Technology

Selena Tapia

Organization Advising & Technology Specialist

Kristi Wickler

Organization Advising & Technology Specialist

ABOUT CFLI

MISSION

To cultivate and engage students through practical leadership skill development and involvement experiences.

VISION

Aspiring to be the premier center for integrated leadership development and involvement resources for all students.

CORE DEPARTMENTAL VALUES

Intentional Learning through Experience

We promote student development through purposeful engagement and reflection to achieve significant learning outcomes.

Inclusive Collaboration

We strive to create a culture of openness, respect, and enthusiasm that generates valuable partnerships enabling all constituents to work towards accomplishing common goals.

Integrity & Accountability

We believe in empowering ourselves and others to make decisions based on honesty and equity while accepting the responsibilities of our actions.

Student Centered

We understand that our common purpose in each action is to provide developmental opportunities for the students of this University.

Intentional Decision Making

We are committed to making strategic decisions based on research and data collection to further advance the opportunities for student learning.

Quality Programs & Services

We are dedicated to providing valuable out of the classroom learning experiences for students that produce a measurable and meaningful impact.

The past academic year was marked by significant instability given the convergence of the on-going response to COVID, continued unrest stemming from societal injustice, and industry-wide staffing disruptions. The Center for Leadership & Involvement (CfLI) was not immune from these challenges as we found ourselves seeking to meet the evolving needs of our students, campus, and the UW community. This included our staff contributing to the administration of COVID testing across campus, employee re-assignments to support campus units managing the acute challenges of the pandemic, and charting new ways to activate our mission through virtual and hybrid programs and services. Through all the ambiguity, stress, and disruption, I was continually impressed by the strength, compassion, and dedication demonstrated by our team.

The year required new strategies and approaches to support our student organization community. Our staff facilitated two virtual student organization fairs, providing the opportunity for students to connect with Registered Student Organizations (RSOs) in a safe and low-pressure format. A record number of RSOs participated in these new virtual fairs. An important priority over the past year was the development of an RSO Diversity, Equity, and Inclusion Training Committee to create workshop curriculum for student groups that will be piloted in the upcoming academic year. In addition, the Student Organization Response Team was created to position the University to meet the emergent needs of our community in times of crisis and establish strategic pathways to improve the student organization experience.

The challenges of our time reinforced our commitment to advancing leadership development programming for positive social change. We partnered with leadership education and social justice scholars to create a culturally responsive content review process that resulted in the validation of the UW-Madison Leadership Framework. In the spring semester we facilitated the Multi-Institutional Study of Leadership (MSL) for all undergraduate students. This research will allow us to understand which student experiences are associated with leadership outcomes and whether students have equitable access to these experiences. This data collection builds on previous cycles of the MSL and allows us to make more data-informed decisions.

One of the department's priorities from the past year was to advance our work on the Racial Justice Commitments that were publicly shared in the summer of 2020. One of the many outcomes from that work is our newly formed partnership with CultureBrokers, LLC, a diversity, inclusion, and equity consulting firm. Over the next year, we'll engage in an organizational review to help identify actionable ways to improve our policies, practices, and support of our marginalized campus community members. This process will yield CfLI's inaugural Equity Strategic Action Plan. We are excited to lean into this work.

As we chart our path forward, I would like to honor a key contributor to our organization that has been instrumental to our journey. In January of 2021, we lost Yvonne Fangmeyer, the former Director of the Student Organization Office (which later became the Center for Leadership & Involvement). Yvonne's long and decorated UW career started in 1974 in the Campus Assistance Office and concluded in 2009 as the Mission and Vision Coordinator for the Dean of Students Central Office. Yvonne's care and advocacy for students is a model for all of us.

Throughout this report you'll find details on additional accomplishments. I'm thankful for the great work of our team and your continued support. We look forward to another successful year ahead.

With Gratitude,



CfLI Assistant Dean/Director

DEPARTMENT PROGRAMS & SERVICES

Involvement

Student Organization Fair
Involvement Sessions
Resource Fairs

Leadership

UW–Madison Leadership Certificate
Leadership & Involvement Record
Willis L. Jones Leadership Center (JLC)

Organization Advising & Technology

Student Organization Registration
Student Organization Advising and Advisor Support
Student Organization Accountability
Wisconsin Involvement Network (WIN)

Sponsored Student Organizations

Student Leadership Program (SLP)
Adventure Learning Programs (ALPs)



BY THE NUMBERS

- **15,135** students directly served
- Nearly **6,000** total attendees across **2** virtual organization fairs
- **130** students who received the Leadership Certificate
- **951** Registered Student Organizations

BADGERS GETTING INVOLVED

- Sponsored 300 UW–Madison students to attend the virtual International Servant Leader Summit.
- The Leadership Certificate program bestowed certificates to the first School of Business Master’s cohort in the Arts and Creative Enterprise Leadership program.
- Hosted a weekend-long virtual Emerging Leaders Retreat, including an escape room and remote s’mores kits, for 40 students, composed of undergraduate, graduate, professional, and special students.



CFLI FUNCTIONAL AREA UPDATES

LEADERSHIP

The Leadership Development functional area of CFLI continued to innovate in its programming and services throughout the pandemic through revitalizing and promoting the UW–Madison Leadership Framework, supporting sponsored student organizations through comprehensive advising, providing key services to campus partners through Leadership @ UW, engaging in important student leadership development research, and providing comprehensive leadership development programming to students. At the center of our work, we continued to support leadership development for positive change on campus, across the state, and throughout the world.

ACHIEVEMENTS & PROGRAM HIGHLIGHTS

Leadership Development Successes

- Served **752 students, faculty, and staff** through our Leadership Framework lectures, presentations, and workshops which is a 7% increase from the last academic year.
- Created new programming partnerships with the **Posse Program and PEOPLE** to ensure we create and prioritize inclusive programming experiences for students.
- UW-Madison participated in the **2021 Multi-Institutional Study of Leadership** to continue learning about our students' attainment of leadership outcomes and to ensure our educational interventions are supported by research.
- Revised our UW-Madison Leadership Framework to align with **critical theory and related social justice concepts** in preparation for a campus-wide reveal and launch in Spring 2022.
- Completed the development of our **Online Leadership Self-Assessment Tool** in preparation for a 2022 pilot.

OUR IMPACT

The Leadership Development area created a new hybrid model for the graduate staff positions which gave our team an opportunity to grow their own student development skills and allow them to better address emerging leadership development needs on campus. Through hybrid job responsibilities, our staff now all serve on the Leadership Certificate advising team, are trained to deliver and create leadership development workshops, and are uniformly knowledgeable about the UW-Madison Leadership Framework. This approach allowed us to increase our capacity to provide programs and services as well as ensured a consistent and informed experience for all folx interacting with our staff. As a result, our area had growth across all services accessed during the pandemic as we met those needs both in-person and virtually. The team is also excited about the progress they made across their leadership development research initiatives. Soon campus partners will be able to track and address their leadership development needs through the Online Leadership Self-Assessment Tool: a comprehensive assessment instrument based on the UW-Madison Leadership Framework that provides key insights on an individual's leadership style and provides suggestions for growth through the Leadershare resource library. This tool will help complement other leadership development initiatives occurring across campus and assist the leadership educators in using a theory-based tool to help guide others in their learning.



STUDENT SPOTLIGHT



PEDER HOPKINS

POSITION

Leadership Development Student Coordinator

GRADUATE PROGRAM

Educational Leadership & Policy Analysis, Global Higher Education Program, 2021

HOMETOWN

Minneapolis, MN

PEDER'S STORY

I initiated my career in higher education at CfLI, and credit many of the professional opportunities I've had to my involvement in Leadership Development. Many of the duties within my role aligned with the competencies and values of the UW Leadership Framework. For instance, in advising students for the Leadership Certificate, I practiced Supporting Learning and Development of Others; in reviewing Leadership Certificate applications and materials with other staff members, I was participating in Decision-Making, Fostering Bridge-Building and Collaboration, and Interpersonal Communication.

I also had the wonderful opportunity to research leadership strategies, create content, and facilitate student workshops that aimed at providing individual and team leadership strategies during times of crisis (e.g., students navigating an unfamiliar environment with virtual schooling during the COVID-19 crisis). This was an amazing occasion to synthesize my work in Leadership Development, apply theory and practice from my graduate studies, and fulfill the competency of Moving Ideas into Action.

My position in CfLI helped me learn about leadership development within myself as a professional, across groups in a workplace setting, and how it can be used to enhance the student experience in higher education. I carry these experiences into my current roles, as I've grown to develop a balanced self-awareness that enables me to lead with integrity, authenticity, and accountability. I am inspired, energized, and enthused to learn and grow in the field of higher education; I strive to continue fulfilling this passion, and advance equitable, accessible learning environments for students in the future.

JONES LEADERSHIP CENTER (JLC)

The Willis L. Jones Leadership Center (JLC) is committed to inspiring students to work together to positively transform their campus communities and beyond. At the JLC, we believe that leadership is an inclusive, relational process of working positively with others towards a shared vision. Our mission is to foster growth and confidence in both new and experienced student leaders by nourishing established leadership skills and developing untapped leadership potential.

ACHIEVEMENTS & PROGRAM HIGHLIGHTS

- Transitioned the Willis L. Jones Leadership Center to its **new home** within the Center for Leadership & Involvement.
- Renovated and updated Jones Leadership Center website and started the Jones Leadership Center **LinkedIn page** to promote and increase accessibility to our services.
- Hosted a total of nine events throughout the semester with an average **attendance rate of 51%**, which exceeded our attendance projections.
- Facilitated a total of **7 Empower Leadership Series Workshops**, which encouraged participants to: recognize how identities influence leadership practices, share ideas through meaningful conversations, connect with others to foster positive change, and transform visions into realities.
- Hosted the **Emerging Leaders Retreat** virtually to build community in the midst of the pandemic. 35 students attended this retreat, making this our largest event of the year.



OUR IMPACT

This past year, the Jones Leadership Center provided leadership opportunities across virtual platforms to continue to encourage and teach students persistence through challenging times. One type of opportunity was to attend any of our six highly interactive virtual workshops facilitated by our interns. As a result of these workshops, students were able to develop their individual leadership styles, learn how to effectively work in teams, and understand how self-awareness promotes inclusive leadership practices.

Other opportunities our interns provided included sponsoring 300 students to attend a virtual conference, facilitating a virtual retreat, and hosting a guest speaker from the Wisconsin School of Business. The students we sponsored to attend the virtual International Servant Leader Summit connected with students across the country in their discovery of how to create meaningful communities founded on servant leadership. Our virtual Emerging Leaders Retreat brought together our largest group of workshop participants with 35 students from across campus. Our facilitators designed multiple activities like a mini-campfire and virtual escape rooms to encourage participation in community building. To encourage proactive team building and to create a welcoming environment, the interns also sent out a s'mores kit to all the attendees prior to the event.

Later in the spring, our interns hosted Professor Dr. Min Li from the Wisconsin School of Business at our Engage Speaker Series. Professor Li presented her research on cross-cultural management and how culture, management knowledge, and gender affect career choice and company policies. Her findings encouraged students from all backgrounds to advocate for equitable environments in all workplaces.

STUDENT SPOTLIGHT



CLAIRE PIEPER

POSITION

JLC Marketing Director

MAJOR

Marketing

HOMETOWN

Lanesboro, MN

CLAIRE'S STORY

I have always had a passion for marketing and design. I want to create something that people will both enjoy and find useful. The world today is cluttered with promotional materials. I find breaking through that noise to be somewhat therapeutic. During my freshman year of college, I wanted to stay just as involved as I had been in high school (a near-impossible feat). I've always loved being involved in various organizations and leadership roles. Although I have other leadership roles on campus, I find my position at JLC fulfilling because I am able to combine my passions. I am also helping to grow and cultivate the next generation of leaders.

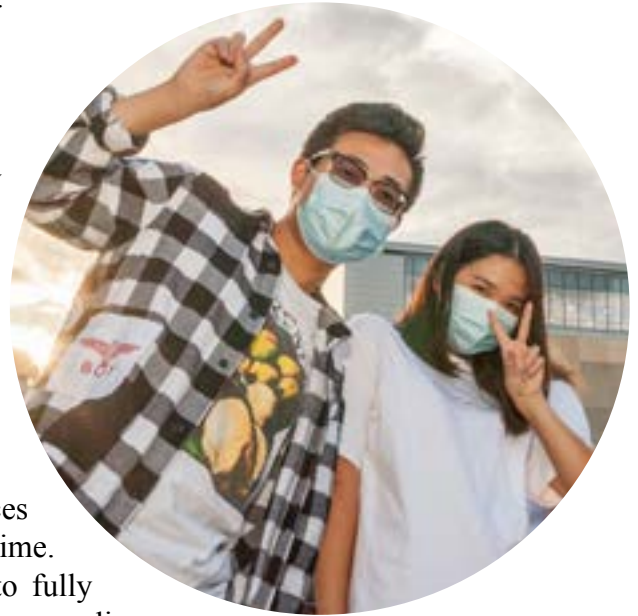
Furthermore, the staff at CfLI has always made me feel at home. Therefore, when I create events, or posters, or social media posts, I not only get to practice and curate my design skills, but I have the amazing opportunity to interact with students and faculty from different fields, places, and cultures. If there is one thing I have taken away from the JLC, it is that doing your job and enjoying your job are one and the same. Without a passion for your work, how can you expect to connect with your target audience?

ORGANIZATION ADVISING & TECHNOLOGY (OATS)

The Organizational Advising & Technology (OATS) area of the office supports registered student organizations (RSOs), their leadership, members, and advisors, through advisement, connection to resources, and communications. Additionally, our team coordinates and maintains most of CfLI's technological resources, while also providing support and supervision for the office's front desk.

ACHIEVEMENTS & PROGRAM HIGHLIGHTS

- Executed 2 virtual org fairs with **5,700+ total attendees**.
- Presented and produced **3 virtual programs** based on survey results of needs from RSO leaders.
- **Assisted 951 RSOs** in completing registration.
- Launched a RSO Diversity, Equity, and Inclusion Training committee to **develop workshop curriculum** which will be piloted in the upcoming academic year.



OUR IMPACT

The OATS Team worked diligently this year to provide resources and support for student organizations during an unprecedented time. As part of our transition to remote operation, we were able to fully digitize and move our student organization registration process to an online format, provide fully virtual front desk support for the office and student organization needs despite minimal student staff, and provide technical and troubleshooting support for office and student organization needs.

Given the constantly changing environment and response to the COVID-19 pandemic, the OATS team was called upon to maintain strong communication between registered student organizations and campus entities. Much of the year was spent assisting organizations in navigating policies and procedures, while providing motivation and opportunities to continue organization operations in virtual or limited in-person contexts. Event registration processes were updated to improve the efficiency of exceptions and event cancellations due to the changing guidance from the university and county. Overall, the OATS team effectively executed support services for numerous constituencies and provided additional assistance to campus colleagues and offices as it was needed.



STUDENT SPOTLIGHT



MADISON SCHLUTZ

POSITION

OATS Student Coordinator

GRADUATE PROGRAM

Educational Leadership & Policy Analysis

HOMETOWN

New Berlin, WI

MADISON'S STORY

What inspires you to get involved on campus?

I am inspired to get involved on campus because I love meeting new people, learning new things, and volunteering. Getting involved is a great way to become more familiar with campus and is an opportunity to give back to the community.

What did you enjoy about your role in CfLI?

In my role as OATS Student Coordinator, I really enjoyed learning more about student affairs and advising students on their RSOs. The professional staff was always willing to help me learn and created such a fun and positive atmosphere!

Do you have any advice for new students looking to get involved?

My advice to students looking to get involved would be to pick just a few organizations that you are really interested in and become very involved with them. On such a large campus it can be easy to try and get involved in too many organizations, but if you focus on a few clubs then you can really put your energy into them, and even pursue leadership opportunities. Also, do not be afraid to try new things and check out different groups at the Student Org Fair!

SPONSORED STUDENT ORGANIZATIONS

STUDENT LEADERSHIP PROGRAM (SLP)

The Student Leadership Program (SLP) is a CfLI-sponsored registered student organization that focuses on providing inclusive and engaging leadership development opportunities for all students. SLP offers opportunities to develop fundamental leadership skills that are necessary to maintaining successful personal relationships, contributing to campus organizations, and participating as citizens in the community. Our comprehensive leadership education continues to be provided in a hybrid format to ensure accessibility across diverse audiences.

ACHIEVEMENTS & PROGRAM HIGHLIGHTS

- Despite the pandemic, SLP maintained over **100 students** who were directly involved with the organization as a result of the organization's focus on community building in a time of challenge.
- SLP welcomed over **25 new members** to leadership positions to oversee various committees, including: Badger Professional Development Network, Emerging Leaders Program, Students Advancing in Leadership, and Social Change and Inclusivity.
- Hosted over **30 hybrid events** throughout the academic year including our Social Change & Inclusivity workshops, two retreats, and the Bucky Awards Ceremony to recognize student leaders on campus.
- The 2021 virtual All-Campus Leadership Conference hosted **200 attendees** and provided our most engaging set of sessions yet by inviting Madison community partners and providing a more diverse representation of speakers.
- The 2021 virtual Organizational Management Summit changed its focus to thinking about inclusive leadership concepts and how it applies to student organizations and was well attended with **40 student leaders** participating.

OUR IMPACT

Seeking out leadership opportunities can feel like a daunting task for any individual student, and that is why SLP is dedicated to holistic and inclusive leadership development. Throughout the 2020-2021 academic year, SLP focused on the following five themes: cultivating curiosity, committing to open-mindedness, value-guided leadership, how to identify effects of positioning and power, and desire to learn.

With this focus on individual journeys in leadership development, SLP was able to develop programming that aligned with the UW-Madison Leadership Framework and social justice principles. To provide ample opportunities to various students on campus, the ten committees within SLP hosted over 30 hybrid events throughout the year. The events ranged from one-time workshops to semester-long leadership development commitments to meet the needs of every individual.

Overseeing these ten committees are our four Coordinators-students who have been with the organization for several semesters and are committed to developing comprehensive leadership education and diverse experiences. Notable this year was how our SLP Coordinators facilitated two hybrid leadership retreats in the Fall and Spring semesters, the first time we ever hosted both in-person and virtual retreats. The themes of these workshops were intentional actions and reflection.



STUDENT SPOTLIGHT



CARLIE CHESEBRO

POSITION

SLP Coordinator

MAJOR

Retailing and Consumer Behavior

HOMETOWN

Janesville, WI

CARLIE'S STORY

I learned that I have a passion for helping others grow through leadership. I joined the Student Leadership Program with the intention of helping me earn the Leadership Certificate, but soon realized I would hold leadership positions within the organization that would help me find my passion for helping others develop their leadership skills.

As an example, due to my experiences as an Emerging Leaders Program Teacher through the Student Leadership Program, I worked on my competency of Supporting the Learning and Development of Others. Through guiding new members through workshops, I can help the new members better clarify their leadership styles and gain a better understanding of how they can guide others through leadership. In supporting the learning and development of others, I am helping pay it forward for when they lead others through leadership so that the people they lead can lead others through leadership, and the impact I have inspires me to continue to help others learn and grow.

This helps me lead others because I am much more compassionate and empathetic when I lead, due to knowing my leadership impacts others. In doing so, I am not only helping their development, but I am helping my own as conscious efforts of leading with compassion and empathy become habits. I hope that I can apply that passion to a role in the retail industry in the very near future.

ADVENTURE LEARNING PROGRAMS (ALPs)

The mission of the Adventure Learning Programs (ALPs) is to challenge people through adventure-based learning to discover themselves and understand those around them. We are a leadership organization that operates under the philosophy of Experiential Education where learners are purposefully engaged in direct experience and focused reflection in order to learn new skills. We offer adventure-based team-building workshops that incorporate initiatives, problem solving-activities, and high and low ropes course experiences. Because we are funded by segregated fees, ALPs workshops are free to all UW Students!



ACHIEVEMENTS & PROGRAM HIGHLIGHTS

- Hired and trained **15 new staff members** in a virtual environment.
- Reopened** the high and low ropes course in the 2021 spring semester.
- Overhauled our hiring process to make it **more equitable**.
- Served a total of **1,326 UW-Madison students and staff**.

OUR IMPACT

2020-2021, as for many others, was an off-year for Adventure Learning Programs (ALPs). The world went into lockdown; The school year was cut short and our contact with friends and family was limited to pixels on a screen. Despite the hardships and drastic changes in life brought about by the global pandemic, ALPs and our resilient facilitators adapted to continue to provide quality programming. This was made possible with the introduction of virtual workshops. ALPs worked hard to modify our vast library of activities to provide the same meaningful experience virtually. Our workshops offered an outlet for student organizations to continue to build their community and connect even through the isolation of quarantine. In FY21, ALPs facilitated 70 workshops for 3,000 UW-Madison students and members of the community.



STUDENT SPOTLIGHT



ANNA KOMOSA

POSITION

ALPs Facilitator

MAJOR

Interior Architecture and Design Strategies

HOMETOWN

Waunakee, WI

ANNA'S STORY

What is your favorite part of ALPs?

I feel like the go-to answer is the people, but it is true. My favorite part about ALPs is the people and the environment we have created. I get excited to go to staff meetings because I know I am able to see my friends and hang out with them for an hour. My coworkers have created an environment that is welcoming, respectful, and collaborative. They have been such a great group of people to get to know. I am always excited when we hire new staff because I know they will be wonderful people as well.

How has ALPs impacted your life?

I joined ALPs during my freshman year during Covid and after moving back home. I was looking for an organization to meet new people and feel like I belong somewhere, but I found much more than that. Not only have I met a great group of thoughtful, caring individuals, but I have also strengthened my leadership skills and confidence in ways I did not think were possible. One of the first things I learned in ALPs is that anyone can be a leader and there is no one type of leader. This resonated with me because I never felt like I was a leader as I did not fit the stereotypical outspoken leader. I realized I am a leader as well and my opinions are valued. During my time in ALPs, I have grown more confident in my ideas and have become more outspoken. ALPs is an organization that I am proud and appreciative to be a part of.



Center for
Leadership & Involvement

STUDENT AFFAIRS

UNIVERSITY OF WISCONSIN-MADISON