



CORO Northern California

2015 UC-CORO Systemwide Leadership Collaborative

CORO Overview

CORO has provided exceptional leadership development programs for over 70 years. Its goal is to train people in the art of governance at the personal, group, and organizational level. CORO training supports cross-sector collaborations and improves the quality of leadership to serve the common good.

CORO's experiential, learn-by-doing-discussing-and-applying process develops life-long competencies, changes behaviors, and helps participants develop the self-confidence, motivation, and networks to tackle an organization's biggest challenges.

CORO graduates have become leaders in the public, private and non-profit/philanthropic sector, including US Senators Diane Feinstein, Tim Kaine and Michael Bennet, former US Ambassador to Australia, Jeff Bleich, mayors of San Diego, Fresno, Palo Alto and Burlingame, California Legislator Alex Padilla, California Secretary of State, Deborah Bowen and many more.

CORO currently delivers three programs:

CORO Fellows Program: The Coro Fellows Program in Public Affairs is a full-time, nine-month, graduate-level experiential leadership development program preparing diverse, committed individuals for effective and ethical leadership. Started in 1946, the program introduces the participants to all aspects of the public affairs arena. In addition to learning and practicing Coro leadership skills, the Fellows complete a series of internships that may include assignments on a political campaign, in business, government, nonprofit/philanthropy, and labor organizations. The Fellows also explore public affairs topics in-depth during special focus weeks in media, agriculture, state government and technology.

CORO Youth Program: Coro's youth programs have been training diverse groups of Bay Area high school students since 1998. Coro believes in youth as leaders who can mobilize their peers to address the challenges facing public education and their communities. Coro's experiential curriculum promotes academic enrichment, life skills, workforce development, and student advocacy. We provide the training and support for youth to become civically engaged and assume leadership roles in their schools, communities, and families.

CORO Leadership Collaborative: Coro brings its unique and tailored experiential approach of leadership development to meet the needs of public, private, and social organizations. Coro skills enhance self and group awareness, interpersonal communication, and analysis of resources and systems. Recent partnership programs include the UC San Francisco, the UC Davis Health System, the UC Office of the President, University of San Francisco, University of Southern California, The City of San Francisco, The Beacon Centers, San Francisco, Education Outside and The Nehemiah Emerging Leaders Program in Sacramento.



CORO Leadership Collaborative Experiential Leadership Approach The Competencies

The CORO Leadership Collaborative develops essential, high-level leadership competencies:

- ☞ Self-awareness, self-management, and social awareness
- ☞ Systems thinking and navigating complex organizations
- ☞ Essential communications skills and relationship building
- ☞ Leading teams and organizations, innovative problem solving and decision making

The Approach

CORO's learning groups are small – up to 20 people per cohort who meet for 8 to 12 full-day seminars over the course of a number of months. There are no lectures. Participants put leadership theory into practices from the start through activities, debriefs, reflections, and application. Participants learn through observation, inquiry, group discussion, peer coaching, a group project, and interviews with significant University leaders. The format of the program allows participants to develop a network of trusted relationships that provide an enduring resource for UC-CORO graduates and is one of its most valued benefits.

Core Principles

The core principles inherent in all CORO programs are:

- **PROXIMITY** – bringing people together to allow connections and learning
- **ACCESS and EXPOSURE** – the opportunity to meet and learn from influential leaders and colleagues and to expand networks
- **TIME** – dedicated periods away from day-to-day functions to focus on new ideas and skills
- **PRACTICE and APPLICATION** – the pattern of continually applying and adapting new mental models and skills creating new effective behaviors
- **TRUST** – developed with their colleagues providing a strong foundation to move forward together to address challenges and seize opportunities

Components/Elements

CORO's seminars include or are augmented by the following components:

- **Home Teams:** Each CORO cohort is divided into smaller units called Home Teams to facilitate relationship building, coaching, and personalized attention for each participant.
- **Community Clinic:** The Community Clinic is intended for peer coaching from the whole group around a specific organizational/leadership challenge faced by one or more participants in each Home Team.
- **Readings:** The experiential nature of the CORO seminars are augmented by reading assignments selected by CORO. These reading materials are meant to supplement and challenge the participants' concepts about leadership.
- **Reflection Questions:** In addition to inter-session readings and assignments, participants complete Reflection Questions after each seminar. The questions encourage participants to reflect on experiences and skills gained in seminar and to apply them to their work.
- **Practicum:** Participants are expected to use the tools and concepts learned during the seminars in their work environments, their learning laboratory.
- **Interviews and Explorations:** Participants interview leaders of the institution and have the opportunity to visit and learn about multiple aspects/sites of the organization. This provides a direct opportunity to get a sense of the physical, intellectual, administrative and cultural nature of multiple departments and/or sites.
- **Group Leadership Project:** A Leadership determined based on the needs of the institution and the makeup of the cohort. The project will serve as an application of the CORO skills and will result in a report and/or presentation.



CORO and the University of California

CORO Northern California has been assisting the University of California since 2006 to develop current and future administrative and faculty leaders. We have trained over 200 faculty at UC San Francisco and over sixty faculty and administrators at UC Davis Health System. At UC Office of the President we have trained two cohorts of senior leaders.

Graduates of the programs say:

- ☞ I am a better leader and have assumed roles within the department, school, university and national organizations. I am more confident, more reflective, and thus, a more effective leader.*
- ☞ I became more conscious to make sure the entire team, from top to bottom, understands the goals and buys into the big picture. It made the process much more efficient.*
- ☞ The CORO skills and experience are essential. I can tell which leaders around me have been through CORO and which have not!*
- ☞ I view opportunities and challenges with less trepidation and know that I can rely on skills I learned in the CORO program to navigate situations that would have earlier left me feeling unprepared.*
- ☞ I now have peers that transcend my division and department who I can turn to for outside advice when facing leadership challenges/questions.*
- ☞ It's meaningful that UCSF has recognized the need to invest in its people and to develop core leadership skills in faculty who hold promise for leading the organization into the future.*

University of California-CORO Systemwide Leadership Collaborative

The 2015 UC-CORO Systemwide Leadership Collaborative will be offered to up to 40 administrators from UC campuses. The participants will form a Northern California cohort and a Southern California cohort. Each cohort will follow the same curriculum. The program will include campus explorations when participants will interview campus leaders and have the opportunity to visit and learn about the institution. This provides a direct opportunity to get a sense of the physical, intellectual, administrative and cultural nature of multiple University of California campuses.

The program is rigorous and requires a firm commitment of approximately 100 hours of seminars and intersession assignments. A group project will require an additional time commitment.

Curriculum and Program Elements

The themes/titles for the UC-CORO Systemwide Leadership Collaborative seminars are:

Our Organization: The “Logic Study”

A group analysis of a campus or department to familiarize group to the CORO process, provide insight into a campus department or division, and initiate collaboration among participants.



Understanding Ourselves and Our Surroundings

Understand one's own style of leadership and consider how to best work with others of the same orientation and those with different leadership styles. Develop a framework for understanding what we know (and don't) and for analyzing the structure and function of an organization.

The Power of Inquiry and Active Listening

Further develop the most important of leadership skills – the willingness and ability to engage in humble inquiry and to use active listening. Learn to discern information – facts, inferences, assumptions and opinions. Know the value and techniques of seeking input from stakeholders and building collaborations.

Systems Thinking, Analysis, Optimal Decision Making

Improve planning, build strong team relationships, and lead effective meetings. Understand options for framing problems/choices, evaluating alternatives and making sound decisions that get “buy in.”

Relationship Management and Interpersonal Skills

Enhance communication skills in a variety of situations, including holding “difficult conversations,” enhancing relationships, and speaking in front of groups.

Interest-based Negotiations

Learn interest-based negotiation skills that can be used in formal and informal negotiations. Develop approaches for giving and receiving feedback. Gain awareness of how the behaviors and skills of individuals impact the group.

The Subtlety of Social Bias; Leveraging Differences

Gain skills to get stakeholder input, support, and engagement. Develop awareness and strategies to overcome personal and institutional bias to enhance the value of divergent voices in campus decisions and leadership. Insight into modeling leadership behaviors.

Constructive Conversations; Giving and Receiving Feedback

Develop the ability to give and receive feedback building to build effective communication and high performing teams.

Applied Campus Leadership

Create leadership objectives for the group, develop a timeline to accomplish objectives, and a structure to continue to work together. Identify effective mentoring skills and opportunities for emerging leadership and succession planning. Create a sense of closure regarding the formal CORO experience.



CORO Alumni

CORO's thousands of graduates serve in all sectors – business, government, labor, community organizations, academia, and elected office. The following are CORO graduates who serve/have served the University of California.

Teresa Arriaga, Director (former), Early Academic Outreach Program, UC Berkeley
Mary Croughan, Ph.D., Executive Director, Research Grants Program Office, UC System
Kobie Crowder, Director, Strategic Projects Business Operations, UCOP
Shari L. Dworkin, Ph.D., MS, Associate Dean for Academic Affairs, School of Nursing, UCSF
Lynda Jacobsen, MPA, Associate Dean, Administration & Finance, School of Nursing, UCSF
Roberta Joyner, Director (former), Incentive Rewards Program, UC Berkeley
Christopher J. Kane, MD, Chair, Department of Urology, UCSD
Jenny Kao, Executive Director, IMPAC, UCOP, External Relations
Sandra Kim, Executive Director, Capital Markets, UCOP
Dennis Larsen, Executive Director, Compensation Programs & Strategy, UCOP
Cynthia Leathers, Assistant Vice Provost, UCSF
Catherine Lomen-Hoerth, MD, Ph.D., Director, ALS Center, UCSF
Meredith Michaels, Vice Chancellor of Planning and Budget, UCI
Corey Nommensen, Assistant Superintendent, UC Davis
Sheila Purcell, Director and Clinical Professor, Center for Negotiation and Dispute Resolution, UC Hastings College of Law
Gary Sandy, Senior Executive Director, Strategic Initiatives, Office of the Chancellor, UC Davis
Donna Salvo, Executive Director, Talent Management and Staff Development, UCOP
Wendy Streitz, Executive Director, Office of Research & Graduate Studies, UCOP
Academic Affairs
Nancy Tanaka, Executive Director, Academic Personnel, UCOP, Academic Affairs
Peter Taylor, Chief Financial Officer (former), UC Office of the President

Additional CORO Alumni

Lande Ajose, Deputy Director, California Competes
Hon. Marvin Baxter, Associate Justice, California Supreme Court
Jeffrey Bleich, U.S. Ambassador to Australia (former)
Hon. Debra Bowen, Secretary of State, State of California
Iris Chen, President and CEO, I Have a Dream Foundation
Hon. Anna Eshoo, Congresswoman, U.S. House of Representatives
Hon. Kevin Faulconer, Mayor, City of San Diego
Hon. Dianne Feinstein, Senator, U.S. Senate
Marlene Linares Garcia, Vice Chancellor for Government Relations, California Community Colleges
Billie Greer, President, Southern California Leadership Council
Susan Herrera, CEO, Los Alamos National Laboratory Foundation
Jim Hogeboom, Superintendent, Linda Mar Unified School District
Bill Jackson, Founder & President, GreatSchools.net
John E. Kobara, Executive Vice President and COO, California Community Foundation
Rob Lapsley, President, California Business Roundtable
Hon. Jerry Lewis, Congressman (former), U.S. House of Representatives
Patrick McCallum, CEO, College and Corporate Brain Trust
Josie Mooney, President, San Francisco Labor Council
Mary B. Mountcastle, President, Z. Smith Reynolds Foundation; Chair (former), U.S. Council on Foundations
Hon. Al Muratsuchi, Assemblymember, California State Assembly
Hon. Alex Padilla, Senator, California State Senate
Gavin Payne, Director for U.S. Programs, Policy & Advocacy, Bill & Melinda Gates Foundation
Sharon Rohrbach, Founder and CEO, Nurses for Newborns
John Sage, Chief of Staff to Melinda Gates, Bill & Melinda Gates Foundation
Hon. Libby Schaaf, Councilmember, City of Oakland
Christina Valentino, Vice President for Administration and Finance, University of Rhode Island
Susan Walters, Senior Vice President, California Emerging Technology Fund
Caprice Young, President (former), Los Angeles Board of Education