UC-CORO Systemwide Leadership Collaborative

CORO Overview

CORO Northern California (CORO) is a nonprofit organization that has provided exceptional leadership development programs for over 70 years. Its goal is to equip people to lead at the interpersonal, group, and organizational and systems level so they can develop collaborative solutions that improve the common good.

CORO's experiential or "learn-by-doing" approach 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, and include:
- U.S. Senators Diane Feinstein, Michael Bennet, and Tim Kaine (2016 Vice Presidential Candidate);
- Former U.S. Ambassador to Australia Jeff Bleich;
- The current Mayors of San Diego and Oakland;
- California Secretary of State Alex Padilla;
- Nearly 10,000 others who are tackling society's most pressing problems.

CORO works with groups across the lifespan—from teens to executives—through these programs:

- **CORO Fellows program** for college graduates and career professionals interested in a nine-month, full-time leadership experience that includes a series of internships and assignments.

- **CORO Youth Program** for high school and college students. We provide leadership development, coach young people in developing community action projects, offer internships and/or partner with sponsors to bring after-school or Saturday programming to young people interested in leadership.

- **CORO Leadership Collaborative** where we meet the needs to clients including AT&T, the San Francisco Mayor's Office of Civic Engagement and Immigrant Affairs, the University of California, the Nehemiah Emerging Leaders Program, and more. These programs focus on leadership pathways, community transformation, employee retention, professional

development, adaptive leadership, group projects, women's leadership and more.

CORO at the University of California

CORO has been designing and facilitating leadership programs for diverse cohorts of professionals at the University of California (UC) since 2006. Our UC partners include UCSF, UC Davis Health Systems and UCOP.

In 2015 **UC and CORO began the UC-CORO Systemwide Leadership Collaborative,** in which participants representing every major UC institution meet in-person about once a month for twelve leadership sessions facilitated by CORO. Participants work on a high-visibility group project, network, and integrate CORO leadership skills and frameworks along the way.

The UC-CORO Systemwide Leadership Collaborative aims to:

- **Enhance participants' leadership abilities.** CORO's experiential curriculum focuses on self- and group-awareness, interpersonal communication and insightful analysis of resources and systems.

- **Deepen participants' connections to peers and colleagues across UC** so they leave the program with an on-going network of leaders that transcends boundaries at UC.

- **Increase each Fellow's confidence to initiate positive change and innovation across all levels of UC.** As a group, Fellows will execute a project and present their findings/recommendations to UC Chancellors, their cabinets and, potentially, the UC President.

UC Graduates of CORO Leadership Collaborative 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; I make sure the entire team, from top to bottom, understands the goals and buys into the big picture."

"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."

How does CORO work?

CORO nurtures more effective leaders who emerge from our programs with the capacity to design collaborative solutions that enhance common good. CORO focuses on placing diverse individuals into dynamic learning cohorts guided by a CORO Faculty member knowledgeable in experiential learning practices and pedagogy as well as CORO's unique brand of leadership skills that transform individuals into more effective leaders.

Graphic 1: **The CORO Approach**
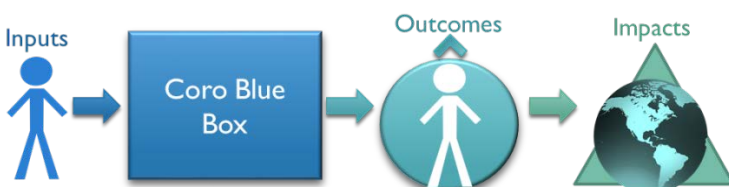
CORO Theory of Change

CORO works at five levels to achieve change.

1. CORO challenges participants to strengthen various leadership competencies.
2. Asks participants to explore how their new skills and behaviors work in real world situations—from group-led investigations into pressing strategic issues to team interviews with diverse leaders to group-led projects aimed at promoting learning and action.

As CORO programs continue, participants further engage with the supportive CORO learning community (i.e. their cohort and the vast CORO alumni network) to:

3. Internalize new behaviors through repeated application and reflection coupled with feedback from their peers, supervisors and/or community.

Over time, CORO participants and alumni:

4. Become adept leaders who are self-aware, able to interact with various stakeholders, see and analyze systems, build strategic relationships and make decisions that…
5. Impact their schools, organizations, communities and the wider world by developing collaborative solutions to pressing problems.

UC-CORO Systemwide Leadership Collaborative: Program Elements

CORO promotes self-governance and gives participants freedom to examine, explore and improvise. At the same time, the UC-CORO Systemwide Leadership Collaborative has set program components/elements, including:

Administrators and Faculty:
The UC-CORO Systemwide Leadership Collaborative will be offered to 40 - 45 leaders reporting to cabinet-level officials from a variety of UC institutions. The participants will form a Northern

California cohort and a Southern California cohort. Each cohort will meet separately but follow the same curriculum. The cohorts will come together at the program graduation.

In addition, each CORO cohort is divided into smaller units called Home Teams to facilitate relationship building, coaching, and personalized attention for each participant.

Participant Commitment:
UC expects 100% attendance from all participants. In each seminar, participants will meet a variety of UC leaders, see various institutions and interact with peers through structured and unstructured activities. Each session is based on the knowledge, skills, networking and experience garnered in previous sessions. Therefore, absences impact group dynamics and the learning process.

The program requires:
1. Twelve day-long meetings, which occur about once a month.
2. One hour between each session for readings and reflections.
3. Up to 60 hours between April and December for group project work outside of in-person seminars.

In-person Seminars:
Session topics include:
- Understanding Ourselves and Our Surroundings
- The Power of Inquiry and Active Listening
- Systems Thinking
- Optimal Decision Making
- Relationship Management and Interpersonal Skills
- Leveraging Differences
- Constructive Conversations
- Giving and Receiving Feedback
- Leadership Challenges and Opportunities at UC

CORO Faculty members guide each seminar using adult education and experiential learning philosophies. Therefore, each session requires active participation. On a given day, for example, participants may work on a group assignment, interview a prominent UC leader, learn and discuss a CORO leadership concept, participate in a peer coaching activity in Home Teams, go on a campus tour, etc.

Intersession Assignments and Reflections: Some time (approximately 1 hour per session) outside of regularly scheduled seminars will be necessary for intersession assignments**.** Participants are required to:
- Complete reflection questions electronically after each seminar, as well as a pre-and final program evaluation, as an opportunity to reflect, process, and communicate. (CORO Faculty review responses to develop appropriate assignments for the group and monitor learning. UC sponsors may review mid-program and post-program evaluations.)

- Consciously apply the CORO tools and concepts in the inter-session period and return to subsequent sessions with examples of your successes and challenges.

- Complete assigned readings, i.e. articles on leadership.

Group-led Projects: Each cohort will select a group project in the fourth or fifth seminar. The project requires up to 60 hours of work outside of seminars—past cohorts have met virtually or on calls in between seminars to organize working groups and to interview relevant UC leaders. A prominent UC leader will serve as project advisor and an audience of Chancellors and their cabinets, and possibly the UC President, will gather to hear each cohort's recommendations.

Practicum: Participants are expected to use the CORO tools and concepts in their work environments and discuss challenges and successes in applying these approaches in seminar.

Notable CORO Alumni with Ties to UC
- 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
- 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, Sr 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

Other Select CORO Alumni
- Lande Ajose, Deputy Director, California Competes
- Hon. Marvin Baxter, Associate Justice, California Supreme Court
- 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

- 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
- Hon. Alex Padilla, California Secretary of State
- John Sage, Chief of Staff to Melinda Gates, Bill & Melinda Gates Foundation
- Hon. Libby Schaaf, Mayor, City of Oakland
- Christina Valentino, Vice President for Administration and Finance, University of Rhode Island

The CORO team overseeing partnerships at UC include:

Laney Whitcanack, CEO
CORO Northern California
Email: lwhitcanack@coronorcal.org

To learn more about CORO, please visit www.coronorcal.org