

## Cover/Signature Page - Abbreviated Template/Abbreviated Template with Curriculum

**Institution Submitting Request:** University of Utah  
**Proposed Title:** Gregory J. Goff Strategic Leadership Center  
**Currently Approved Title:** n/a  
**School or Division or Location:** Eccles School of Business  
**Department(s) or Area(s) Location:** Entrepreneurship and Strategy  
**Recommended Classification of Instructional Programs (CIP) Code<sup>1</sup> (for new programs):**  
**Current Classification of Instructional Programs (CIP) Code (for existing programs):**  
**Proposed Beginning Date (for new programs):** January 2017 for the Center  
**Institutional Board of Trustees' Approval Date:**

**Proposal Type (check all that apply):**

Regents' General Consent Calendar Items	
<i>R401-5 OCHE Review and Recommendation; Approval on General Consent Calendar</i>	
SECTION NO.	ITEM
5.1.1 <input type="checkbox"/>	Minor*
5.1.2 <input type="checkbox"/>	Emphasis*
5.2.1 <input type="checkbox"/>	(CER P) Certificate of Proficiency*
5.2.3 <input type="checkbox"/>	(GCR) Graduate Certificate*
5.4.1 <input type="checkbox"/>	New Administrative Unit
	Administrative Unit Transfer
	Administrative Unit Restructure
	Administrative Unit Consolidation
5.4.2 <input checked="" type="checkbox"/>	Conditional Three-Year Approval for New Centers, Institutes, or Bureaus
5.4.3 <input type="checkbox"/>	New Center
	New Institute
	New Bureau
5.5.1 <input type="checkbox"/>	Out-of-Service Area Delivery of Programs
5.5.2 <input type="checkbox"/>	Program Transfer
	Program Restructure
	Program Consolidation
5.5.3 <input type="checkbox"/>	Name Change of Existing Programs
5.5.4 <input type="checkbox"/>	Program Discontinuation
	Program Suspension
5.5.5 <input type="checkbox"/>	Reinstatement of Previously Suspended Program
	Reinstatement of Previously Suspended Administrative Unit

*\*Requires "Section V: Program Curriculum" of Abbreviated Template*

**Chief Academic Officer (or Designee) Signature:**

I certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

**Signature**

**Date:**

<sup>1</sup> CIP codes must be recommended by the submitting institution. For CIP code classifications, please see <http://nces.ed.gov/ipeds/cipcode/Default.aspx?y=55>.

**Printed Name:**

**Program Request - Abbreviated Template**  
**University of Utah**  
**Gregory J. Goff Strategic Leadership Center**  
**November 14, 2016 (revised draft)**

**Section I: Request**

We are requesting approval for a center that will assist in developing talented students in undergraduate, graduate and non-degreed business programs, along with active business professionals into highly impactful and ethical strategic leaders. Through transformative experiences and structured programming featuring curated and original thought leadership, the Center will challenge aspiring strategic leaders to develop the quantitative and qualitative skills necessary to create value for customers, investors, employees, communities, and other stakeholders. Identifying essential strategic leadership capabilities and designing engaging learning activities is a core focus of the Center, drawing on a broad base of expertise from within and beyond the Eccles School.

As a platform for supporting research and a curator of content, the Gregory J. Goff Strategic Leadership Center will develop targeted thought leadership on selected topics in strategy and leadership. Through books, blogs, social media, research studies, conferences and forums, the Goff Center will define, discuss, and debate current and emerging best practices in strategic leadership. These research and publication efforts will not only enrich intellectual discourse at the Eccles School, but will direct and guide the Center's efforts to assist faculty in delivering transformative educational experiences to undergraduate and graduate students, alumni, and business professionals. Thus, the varied activities of the Center focused on supporting education, engagement, investigation and dialogue will reinforce and inform one another.

Alumni of the Center will maintain strong ties as their careers progress, gaining access to the latest content, tools, and transformational techniques, along with opportunities to participate in the development of others through coaching, mentoring, and ongoing participation in the Center. In this manner, the Center will foster uniquely valuable, enduring relationships between accomplished and aspiring leaders and will support an active, vibrant community representing diverse industry perspectives.

**Section II: Need**

The economic health of the business community in Utah and beyond relies in large part on leaders with the strategic skills and capabilities to build, grow and sustain healthy organizations. The need for sound and ethical decision making under uncertainty, applying analytics to complex business challenges, framing appropriate questions, setting priorities, and other strategic leadership skills transcends industry and functional boundaries. These skills are as essential for the CEO of a fast growing startup as for mid-level executives in large established firms. Strong theoretical

frameworks for assessing and analyzing skill gaps help both students and working executives understand and address their limitations and reach their potential.

The proposed Strategic Leadership Center will serve current and prospective students, alumni of the University of Utah, and the local, national and global business community. For individuals in both traditional and emerging career paths, the ability to master rigorous strategic analyses and inspiring leadership skills is in high demand. The combination of essential strategic thinking and problem solving capabilities (e.g.; financial analysis, decision making under uncertainty) with leadership skills (e.g.; prioritizing, mobilizing resources, and leveraging communication platforms) is distinctive and distinctly relevant to a dynamic and competitive business environment.

Certain components of the Goff Strategic Leadership Center may be similar to offerings at other existing centers in the US and beyond, but the demand for effective strategic leadership skill-building exceeds the supply of qualified providers. In addition, the need for thought leadership to identify the most important strategic leadership skills, and to determine the best ways to impart them to individuals is high. The field is home to significant controversies and ineffective methods. Dedicated research efforts and translation of academic work at the Goff Strategic Leadership Center will contribute valid and valuable tools and approaches.

Other centers focused on leadership, most notably the Army War College's Center for Strategic Leadership and the program on Leading Strategically from the Center for Creative Leadership have strong points of view on these topics and seek to address similar needs. However, the overall number of centers focused on leadership is a misleading metric, as many of these other centers focus on stylistic and applied studies of leadership, and differ in focus from the vision described/proposed here.

This Center aspires to develop strategic leadership skills by assisting and supporting the Eccles School and the Department of Entrepreneurship and Strategy in the development and delivery of both degreed and non-degreed programming. While other centers focus primarily on developing traditional leadership styles and practices, the focus of the proposed Center complements these traditionally-emphasized skills with skills in analysis, problem solving, critical thinking and strategic vision. In this way, the Center seeks to complement other leadership oriented programs at the University of Utah including:

- A. Eccles School Executive Education Executive Leadership Series
- B. U of U School of Medicine Leadership Training
- C. ULEAD (Utah Leaders Engage Achieve Develop) programs
- D. Umbrella/oversight for Undergraduates through Student Leadership and Involvement (in the Dean of Students Office of UG Studies)
- E. Minor in Leadership Studies

The vision and mission statements for the proposed Center read as follows:

**Vision:** The Gregory J. Goff Strategic Leadership Center strengthens the local, national and global business community by engaging, educating, empowering and evaluating strategic leaders.

**Mission:** The mission of the University of Utah Goff Strategic Leadership Center is to support, translate, and disseminate research on strategic leadership and to share insights and build skills appropriate to individuals at every career stage, from students through established executives.

### **Section III: Institutional Impact**

We will measure our institutional impact in two ways. Direct measures will focus on the success of degreed programs, supported by the Center, and non-degreed programming offered through the Center. Indirect measures will focus on the career trajectories of those individuals who participate in Center programming or consume Center research and publications. Each of these types of metrics will be tracked using both short term and longer term impact measures. The Goff Strategic Leadership Center will help to differentiate the University of Utah from competing universities.

Faculty who will be affiliated with the Center have already piloted an executive education course (2 deliveries in 2015 and 2016), demonstrating impact on the leaders of a large corporate firm (Tesoro). The success of this program can be parlayed into similar executive education offerings for other firms, helping to build the profile and reach of Executive Education at the University of Utah.

At the Undergraduate level, the Department is piloting this year a new course in Strategic Leadership supported by fellowship awards. The first cohort of Goff Fellows is midway through this two semester experiential course taught by Associate Professor (Lecturer) Bonita Austin, which was designed around the foundational principles of the proposed Strategic Leadership Center. We expect faculty-led curricular initiatives around Strategic Leadership to dovetail with the successful Business Scholars and Honors programs. Business Scholars and Honors students will have the opportunity to build critical leadership skills and apply them to diverse organizational settings. Moreover, students will work with local for profit and non-profit organizations, helping to build relationships in the community and creating internship and post-graduation job opportunities. The aim of the Center is to support the Department in pursuing these curricular initiatives.

Institutional impact will also be felt in the support for faculty-led research and in providing executive teaching opportunities created through Center programming and outreach. In addition, the College will benefit from the revenues realized through partnership arrangements and fee-based programming designed to assist the College's external outreach efforts. Relationships developed in Center-sponsored activities are likely to boost business community support for the University and College. The Goff Strategic Leadership Center will also seek to collaborate with other centers, initiatives and institutes across campus, such as the Hinckley Institute, the Gardner Policy Institute, the Sorenson Center, the Daniels Fund Ethics Initiative, and the Lassonde Institute to develop joint initiatives that amplify the Center's impact on the University of Utah student community and the larger business community.

The impact to the University of Utah will be felt in three areas, Academics, Outreach and Research.

In terms of **Academics**, the Center will:

- Assist the Department of Entrepreneurship and Strategy in developing a Strategic Leadership minor
- Identify promising students for the Goff Fellows program, and make scholarship funding available to them
- Offer workshops and executive learning opportunities for open enrollment
- Develop and deliver strategic learning programming to Business Partners of the Center
- Evaluate strategic leadership skills and propose effective skill enhancement opportunities
- Support the Department's development of graduate and undergraduate courses on strategic leadership open to enrollment from other schools

For **Outreach**, the Center will:

- Align with other groups on campus to amplify the reach of the Center beyond its core audience(s).
- Offer conferences or forums at the national or international level to share new research and advance thinking on key issues in Strategic Leadership
- Provide workshops led by recognized national/international experts
- Use social media and related platforms to connect strategic leaders with each other and with useful content and tools

In terms of **Research** activities, the Center will:

- Support faculty in collaborative, relevant research
- Explore existing and new means for evaluating/assessing strategic leadership skills and behaviors
- Provide opportunities for young strategic leaders to conduct experiments and test theories of strategic leadership
- Publish best practice guidelines
- Serve as a resource for curated research from other sources on Strategic Leadership and related topics.

## **Section IV: Finances**

At the current time, this proposed Center has a gift pledged of \$2 million for 2016, 2017 and 2018 totaling \$6 million. Of this amount, \$1 million is pledged towards construction of space within the newly planned Executive and Graduate Programs Building of the David Eccles School of Business.

The remaining \$5 million will be used to establish research and education programs and other Center activities as described above. Cash flow from this gift will be supplemented by contributions/gifts from other corporate entities. The Eccles School of Business will provide office

and meeting spaces, seed money for the Goff Scholars program, and cover a portion of the salaries for the director and staff (described below).

Revenues from the Center's business partnership arrangements and fee-based programming will also contribute to the financial strength of the Gregory J. Goff Strategic Leadership Center. We anticipate future financing would be needed to cover travel, transportation/parking, food, incentives, personnel, supplies/equipment, symposium logistics, speakers (lodging, food, hotel, honorarium, airfare), student scholarships, etc.

The structure of the Center would have

- (a) one executive director at a fixed compensation level for the first 5 years
- (b) one core faculty and director of academic programming at a fixed compensation level for the first year and fees linked to enrollment levels for the following years
- (c) one director of Operations and Outreach at a fixed fee for the first year and at .50 FTE for following years
- (d) 1.0 FTE staff managing social media calendar, webinars, and interactive communications (projected salary of \$40-50k/year)
- (e) two Center staff (administrative support staff of .50 FTE, graduate research assistant at .25 FTE).

The Center will have an advisory board consisting of the Center directors, Gregory J. Goff, business representative(s), and university faculty that will meet once every four months to discuss the activities and priorities of the Center. Management of all for-credit curriculum, including individual courses, and eventually a planned minor, will remain a responsibility of the faculty of the Department.

#### Center Funding Structures by Year of Activity

Year	Item	Funding Mechanism
<b>1</b>		
<b>(2016 - 2017)</b>	Goff Fellows (\$82,500 in Scholarships)	Dean's office, Goff Gift proceeds
	Executive director	Eccles School of Business, Goff Gift proceeds
	Director of academic programming	Eccles School of Business, Goff Gift proceeds
	Director of operations and outreach	Eccles School of Business, Goff Gift proceeds
	Media and communications staff	Dean's office, Goff Gift proceeds
	Admin and research support	Dean's office, Goff Gift proceeds
	Office & Meeting Spaces	Eccles School of Business
	Outreach and Marketing	Goff Gift proceeds

<b>Year 2 (2017-2018)</b>	Goff Fellows	Goff and other Gift proceeds
	Executive director	Eccles School of Business, Goff Gift proceeds
	Director of academic programming	Eccles School of Business, Goff Gift proceeds
	Director of operations and outreach	Goff and other Gift proceeds
	Media and communications staff	Goff Gift proceeds
	Admin and research support	Goff and other Gift proceeds
	Office & Meeting Spaces	Eccles School of Business
	Outreach and Marketing	Goff Gift proceeds
	Strategic Leadership Minor	Tuition and fees
	Conferences and Programs	Goff Gift proceeds and Participant fees
<b>3 (2018-2019)</b>	Goff Fellows	Goff and other Gift proceeds
	Executive director	Eccles School of Business, Goff Gift proceeds
	Director of academic programming	Eccles School of Business, Goff Gift proceeds
	Director of operations and outreach	Goff and other Gift proceeds
	Media and communications staff	Goff Gift proceeds
	Admin and research support	Goff and other Gift proceeds
	Office & Meeting Spaces	Eccles School of Business
	Outreach and Marketing	Goff Gift proceeds
	Strategic Leadership Minor	Tuition and fees
	Conferences and Programs	Goff Gift proceeds and Participant fees
<b>4 (2019-2020)</b>	Goff Fellows	Goff and other Gift proceeds

	Executive director	Eccles School of Business, Goff Gift proceeds
	Director of academic programming	Eccles School of Business, Goff Gift proceeds
	Director of operations and outreach	Goff and other Gift proceeds
	Media and communications staff	Goff Gift proceeds
	Admin and research support	Goff and other Gift proceeds
	Office & Meeting Spaces	Eccles School of Business
	Outreach and Marketing	Goff Gift proceeds
	Strategic Leadership Minor	Tuition and fees
	Conferences and Programs	Goff Gift proceeds and Participant fees
<b>5</b>		
<b>(2020-2021)</b>	Goff Fellows	Goff and other Gift proceeds
	Executive director	Eccles School of Business, Goff Gift proceeds
	Director of academic programming	Eccles School of Business, Goff Gift proceeds
	Director of operations and outreach	Goff and other Gift proceeds
	Media and communications staff	Goff Gift proceeds
	Admin and research support	Goff and other Gift proceeds
	Office & Meeting Spaces	Eccles School of Business
	Outreach and Marketing	Goff Gift proceeds
	Strategic Leadership Minor	Tuition and fees
	Conferences and Programs	Goff Gift proceeds and Participant fees

**Year 1 (2016-2017) Center Proposed Costs (approximately \$255,000)**

**Person/Event**

**Costs (Salaries + Benefits @ 35%)**

Center leadership	\$ 110,000
Center Admin Staff = .50 FTE	\$ 0 (begins year 2)
Graduate Research Assistant = .25 FTE	\$ 0 (begins year 2)
Media and Interactive Comm'ns = 1.00 FTE	\$ 27,500 (1/2 year)
March Forum (costs partially offset by fees)	\$15,000 (net)
Goff Fellows Program	\$72,500
Non-Staff Development costs for minor and other programming	\$15,000
Marketing and outreach	\$15,000