

Entrepreneurship and Innovation Question

In the 1 pager that was shared with you on “Leadership through Innovation and Entrepreneurship at CU Boulder” we outlined a vision. Part of that vision states that we want to “intentionally develop the entrepreneurial mindset and skillsets that are necessary to nurture innovation in everything we do.”

As leaders, what mindsets and skills do we need to more fully develop to nurture innovation at CU-Boulder?

What Emerged:

University First

- Need mission and vision clarity
- Top down / community; Fabric of university
- “Be Bolder” quickly!
- Instill institutional alignment
- Create incentives to change the status quo

Decision-Making and Leadership

- Look for Mega-trends
- Anticipate trends / forward targeting; Engage business community in this effort
- It’s time to think big; embrace Risks
- Confidence to take risks and fail (forced fails).
- Make it safe to fail.
- Communicate it’s ok to take risk
- Get out of scarcity mindset
- Make wise investments, funding opportunity

Our Mindset

- Model innovative thinking, make it the mindset of campus
- Maintain our intellectual curiosity
- Network mindset
- Energize, fun, tone, attitudes, spaces
 - Fitbit CEO moves office around
 - Change agents, enabler, ownership
- Ability to assess and assimilate diverse info
- Curiosity
- Creating and Co-creating (example yes/and)
- Build structures and networks to support curiosity
- Knowing – exploring

- Collaboration across related fields
- Cross discipline interaction
- Thinking you know best/singular
- Inclusion, open to other opinions

Communication

- Tweak our language to shift mindset about innovation – very powerful
- Put “customer” viewpoint first
- “Prepare” students don’t “teach”
- Shift (tweak) the language (prepare students...) and tie to incentives
- Communicate possibilities, opportunities, risk. Listen as well
- Age relevance (empathy – tool to understand audience/clients)

Inclusive Excellence

As Vice Chancellor Bob Boswell outlined in his 1 pager, we have a desire to further promote a culture of inclusive excellence. One of the keys to inclusive excellence is to realize that no one group has all the answers. We acknowledge that. In many ways we're still struggling to define what inclusive excellence means and consistent with our desire to be more inclusive, we've engaged the campus in helping craft a definition and to begin to suggest steps we might take to move in the right direction. We would like to engage with you in the same spirit using a "Conversation Café".

1. What does inclusive excellence mean to you?

- Suspend the idea that excellence looks a certain way.
- Need a wider aperture, narrow aperture is not conducive to this work.
- Make inclusive excellence a core value.
- Motivating context.
- **Do the 5 whys first not the how's.**
- OK to ask if some would do better in a different place based on values.

2. How do you foster an institutional culture that values inclusion?

- Group edited the question to read "How do you foster a community (culture) that values inclusion?"
- The word "institution" is too impersonal.
- Focus on the personal/community.
- Curiosity.
- Empathy.
- Ask "what are your aspirations?"
- Find points of connection.
- What do we have in place that is exclusive but we are not aware it is exclusive (events, etc.)
- Understand the students that are coming in.
- Talk about the values that are important.
- Mentors.
- Ongoing outreach (check-in to see how they are doing).
- Promote and encourage the excellence of those who are coming in
- Site them first; Tell their stories.
- President's Leadership Class - why don't people know about this, how are we celebrating that?
- Graduating seniors sharing what they will be going off to do
- Personalize it – how can we have everyone involved in somehow sharing their stories?
- What do we do that we don't know we do that impacts inclusive excellence? (systemic issues, how do we admit students, etc.)
- Culture/competence matrix

3. What steps have you taken at your organization or witnessed in other organizations that have helped build a community where all people feel valued and supported?

- It's OK to have fun (Friday ice cream socials).
- Work hard and play hard.
- How leaders get engaged (move offices, walk around).
- Have a cadence to events. Keep it up or don't start it.
- Working on techniques like inclusive meeting management.

4. How can leaders influence an organizational culture?

- What is the legacy of our culture?
- What do we value?
- Broaden the "categories".
- Transparency, respect.
- Climate survey is calling out issues.
- Accountability.
- Role models. Build leadership from the top and the bottom up.
- Allowing organic conversations and vulnerability.
- Being human and allowing/encouraging personal stories.
- Communications and personalization.
- Don't allow it to be a flash in the pan.
- Modify the idea.
- Integrate with innovation theme.
- Set expectations.