

Dear :

Thank you for joining me on August 30 for a discussion of the direction and future of CU Boulder. I am so appreciative of your time and thoughtful participation in the meeting. You are making CU Boulder a better place today and for the future. At the end of this email, I have one request for you as a follow-up to our meeting.

As I wrote to you in early August, I am committed to creating and fostering a culture at CU Boulder where our students, faculty and staff can be part of our vision, practice the values of the Colorado Creed, and use the strategic imperatives to achieve that vision. I've attached that document again for your reference.

My goal for our meeting was to hear your thoughts and advice on our Vision, Values and Strategic Imperatives and how we might realize them. Here is a brief summary of our discussion and reflections of our first discussion:

- Through this statement of Vision, Values, and Strategic Imperatives, we are closer to an articulation of what it means to be a member of the CU Boulder community. What draws people to CU Boulder? What are the characteristics of the applicant, student, graduate, faculty and staff that binds us together? By continuing to refine our statement of values and our vision, we will define these characteristics and create a stronger community.
- By choosing to be a member of the CU Boulder community, a student is making a commitment to live up to our values and vision. The applicant finds the commitment intriguing, the student realizes the commitment while here and the graduate carries the commitment forward throughout life. Faculty, staff, and partners embrace this commitment in their work and model it for students and stakeholders.
- Our Vision - In this future oriented statement, we have captured the right words and direction. Our vision will always be ahead of us and may never change. Our vision should always aspire us to more.
 - We will reflect more on the term "leader" and what we mean by a term that is often overused.
 - We should consider how our values and our desire to be an innovator can give greater meaning to how we will fulfill this vision.
- Our Values - The Vision and Strategic Imperatives would be hollow without the Values. The Values are what can connect us to the people who came before us and the people who will come after us. These Values are what set us apart and what will be apparent and remarkable in all CU Boulder graduates and community members.

- How can we incorporate concepts of self-reflection and self-awareness? How can these values shape our interactions with the self, others and society?
 - How might we champion the values and the entire document in every day decision-making?
- Our Strategic Imperatives - These Strategic Imperatives are appropriate for our work today. We can and should be ready to modify, reprioritize, or completely replace these imperatives to that they always drive us toward the Vision.
 - The Strategic Imperatives should always be relevant and responsive to the needs of the students.
 - The Strategic Imperatives should always be measurable.

And now, for my request: At our meeting, we reached this question of metrics at the end of our time. Based on your reflections from the meeting, I am very interested in knowing from your perspective, *what is the one key metric you would propose we use to measure progress towards one or a combination of the Strategic Imperatives. What would be meaningful to you and demonstrate to you that we are realizing our vision.* I look forward to your thoughts!

Thank you again for taking the time to serve on this council and for your valuable contributions to our discussion.

Phil