

Proposal for the Establishment of a Board of Trustees Approved Center or Institute

Proposed name of Center or Institute:

Center for Positive Leadership

Physical Address/Location: **2301 South Third Street Louisville, KY 40292**

University official to whom Center or Institute reports:

Jeff Guan, Interim Dean, College of Business

Name(s) and title(s) of individual(s) submitting this proposal:

Ryan Quinn, Academic Director

Ramie Martin-Galijatovic, Administrative Director

Anticipated Date of Initiation of this Center or Institute:

**We have already begun running the initiatives of the Center, starting in Fall 2018, under the
title of the Project on Positive Leadership**

Existing Center or Institute the proposed Center or Institute is intended to replace (if applicable):

N/A

Establishment Request Outline

The mission of the proposed Center for Positive Leadership is to increase positive leadership in the world by conducting research, creating leadership tools to be used for educational purposes, and supporting programming which will be delivered through other entities such as colleges, departments, and executive education. Positive leadership occurs when one person engages in an act of exceptional virtuousness, and at least one other person chooses to follow because they are inspired by that act. Virtues are standards of moral excellence in behavior or character, such as courage, compassion, honesty, humility, curiosity, moderation, inclusivity, or ambition. An action is more virtuous as it exhibits more of the virtues that are relevant to a situation and as it exhibits those virtues with more excellence.

We propose establishing a center as an appropriate vehicle for accomplishing this purpose because (1) it adds legitimacy to our efforts, (2) provides us with a location through which donations can be solicited to accomplish our purpose, (3) gives us formal status within the university, and (4) makes it easier for us to position the center and the university as global leaders on the topic of positive leadership. In theory, the university and the college of business could pursue many of the project's initiatives without becoming a center, but the difficulty of doing so would increase significantly because external stakeholders look for formal organizations such as centers when giving money, comparing college activities across universities, assuming continued support and activity, and otherwise being able to rely on these initiatives in if they want to partner with the University and the College of Business.

A Center for Positive Leadership would also contribute to the mission of the University of Louisville. The university mission is to pursue excellence and inclusiveness in its work to educate and serve its community through teaching diverse undergraduate, graduate, and professional students in order to develop engaged citizens, leaders, and scholars; practicing and applying research, scholarship and creative activity; and providing engaged service and outreach that improve the quality of life for local and global communities while also achieving preeminence as a nationally recognized anti-racist metropolitan research university. The mission of the College of Business is to enhance the intellectual and economic vitality of our city, the region, and the broader business world through academic programs, research, and community outreach activities. The Center will contribute to the teaching of diverse students and to academic programs that enhance intellectual and economic vitality by creating instructional tools and supporting colleges and departments in using them, both in the classroom, and through other means, such as advising and retention programs. The Center will support research that contributes to intellectual and economic vitality through its Rechter Fellowship program, and we are planning other initiatives, such as conferences, as well. The Center will also provide service and outreach that enhances intellectual and economic vitality through initiatives such as the Tyra Family Distinguished Conversations Series; book clubs for alumni, employees, and the local community; leadership tools showcases; and so forth. We have already oriented many of these initiatives to focus on issues of diversity, equity, and inclusion, and will continue to do so.

Initiatives

The University and the College of Business launched many of the initiatives that will be associated with the Center for Positive Leadership in Fall, 2018, and organized these initiatives together under the title of the Project on Positive Leadership. These initiatives include

INITIATIVES	IMPACT	NEXT STEPS
<p>Leadership Tools and Showcases: We provide a suite of leadership tools, such as cases, exercises, and reflections. These tools may be used in classrooms, coaching, training, and management situations. We present them in showcases at least three times annually.</p>	<p>Approximately 53 individuals have requested tools from the website. Instructional tools have been used in MBA courses (606, 656) at the College of Business, in the Positive Leadership Certificate course offered through Executive Education, in Leadership Tools Showcases, and in business speaking events.</p>	<p>Leadership tool development and showcasing is ongoing. Virtue experts (see below) help us create and showcase them. Showcase attendees include managers, professors, HR professionals, secondary education professionals, and others. Showcases are recorded and put on our YouTube channel for global distribution.</p>
<p>Rechter Fellowships: We offer fellowship funds to be used for research that advances the mission of the Project on Positive Leadership. Acceptance of applications depends on the degree to which the proposed research projects advance the Project’s mission, a committee’s judgment of the qualifications of the applicant(s) for achieving their proposed goals, and the quality and innovativeness of the projects proposed.</p>	<p>Since 2020, PPL has provided fellowships of \$5,000 to three different cohorts (2020, 2021, and now 2022) Most of the funding for these fellowships comes from a donation from the Sam and Bonnie Rechter Family Trust. Rechter Fellows hail from around the globe as well as in the U.S. and in the University of Louisville, including Fellows from Israel and Ireland.</p>	<p>The request for proposal is issued annually in September and each year five fellowship recipients receive the award in December to complete their research or tool development the following year. Fellows are expected to create a 1–2-page summary of their research to be distributed through the Center website.</p>

INITIATIVES	IMPACT	NEXT STEPS
<p><u>Leadership Amplifier smartphone application:</u> Our premier instructional tool is a smartphone application designed to create communities of practice that improve their leadership together in real-time. It helps participants select events from their calendar in which they can practice leadership. The app then walks them through a series of questions specifically designed to acquire insight in to how to lead and encourages them to seek and use feedback from other members of their learning community.</p>	<p>The Leadership Amplifier application has been utilized in MBA courses (606, 656) at the College of Business as well as in the Positive Leadership Certificate course offered through Executive Education since 2021, and has been used at another university as well, with goals to grow this usage.</p>	<p>Grow the usage of the app beyond the University of Louisville.</p>
<p><u>Collaboration with Corporate and Executive Education in the College of Business:</u> A non-credit certificate program in positive leadership has been developed and delivered, and other options are being considered for development. The content can also be customized and delivered inside organizations. Programs have also been delivered to the University of Louisville Athletic Department as part of the culture change efforts after the FBI scandal of five years ago and the hiring of Vince Tyra. The most recent Athletic Department program occurred in Fall of 2021.</p>	<p>Two Positive Leadership Certificate courses have been offered. Three customized have been delivered to the Athletic Department and one customized program will begin shortly with the Louisville Metro Police Department.</p>	<p>Collaboration with Executive Education is ongoing and will continue indefinitely. Relationships with other organizations are continually explored, and in some cases, single presentations are delivered as a segue into relationship-building.</p>
<p><u>Honoring Positive Leadership When It Occurs:</u> We honor acts of exceptional positive leadership as a way of encouraging people to engage in it more often. We have awards that we will give both within and outside the university.</p>	<p>Since November 2021, a Qualtrics survey has been created and marketing materials with a QR code that directs individuals to nominate persons that engage in episodes of positive leadership that are truly exceptional, have been created and are distributed at events as well as through our LinkedIn account.</p>	<p>This initiative is ongoing and will continue indefinitely. We expect to bestow at least two awards per year.</p>

Tyra Family Distinguished Leadership Conversation Series and Book Clubs:

The Center invites at least three authors per year to the University of Louisville. We organize groups of alumni, local executives, UofL employees and others into book clubs who read and meet in the month prior to their visit, and then attend Q&A sessions with the authors the following month.

Previous series visitors have been professors and executives who come to speak. These have been successful, but we expect pairing authors with book club to raise our impact to another level.

This initiative is ongoing, and our goal is to have 3-4 visitors per year.

Center Advisory Board: We assembled a group of business and non-profit leaders that demonstrate positive leadership to guide the strategy for the Center and provide support.

Advisors have been enthusiastic and highly helpful in refining the work of the Center, and also have been exceptionally helpful with promotion.

We meet four times yearly, and advisors serve for up to three years, giving "leadership level" gifts to the Center.

Virtue Experts: We have organized a group of professors from all over campus, staff, consultants, and coaches with expertise around specific virtues. They help us develop tools, present them in showcases, and participate in other initiatives like executive education, outreach, and submitting to or evaluating the Rechter Fellowship program.

Multiple tools have already been developed, with more coming, and experts have begun to present in showcases.

This effort is also ongoing, and we expect to grow our number of experts, their participation, and their contributions.

A major new initiative we are planning is to host an international conference on positive leadership in the Summer of 2024.

Personnel

Administrative Director: Ramie Martin-Galijatovic, Full time dedicated to the Center
Academic Director: Ryan Quinn, Associate Professor, 20% time dedicated to the Center

Curriculum Vitae for Martin-Galijatovic and Quinn will be included with this document. We request appointment of Martin-Galijatovic and Quinn as directors by the Board of Trustees upon approval of the Center. Quinn has run the project since 2018 and Martin-Galijatovic took on administrative responsibilities in the Summer of 2021.

Direct Oversight: Virginia Denny, Assistant Dean

College Oversight: Jeff Guan, Interim Dean

Board of Advisors:

Jenna Ahern, Founder and Chief Executive Officer, Guardian Owl Digital
 Vivian Blade, Consultant and Speaker
 Todd Creek, Chief Executive Officer, Clear/Cut Phocus
 Leah Driver, Chief Financial Officer, Axiom Financial Strategies Group
 Adria Johnson, President and Chief Executive Officer, Metro United Way
 Michele Koch, Chief Culture and People Development Officer, Republic Bank
 Scott Koloms, Chief Executive Officer, FMS and Canopy
 Susan Veech, Chief Operating Officer, Home of the Innocents

Virtue Experts:

Accountability	Ann Herd	College of Education and Human Development	Associate Clinical Professor
Authenticity	Greg Nielsen	Nielson Training and Consulting	President and CEO
Compassion	Brad Shuck	College of Education and Human Development	Professor
Courage	Denise Cumberland	College of Education and Human Development	Associate Professor
Decisiveness	Patty Payette	Delphi Center	Executive Director
Flexibility	Abby Koenig	College of Business	Associate Professor of Practice
Forgiveness	Mark Leach	College of Education and Human Development	Professor
Inclusivity	Brian Buford	Employee Success Center	Executive Director
Inclusivity	Cynthia Ganote	College of Arts and Sciences	Assistant Professor, Term
Inclusivity	Brigitte Burpo	College of Education and Human Development	Assistant Dean of DEI
Justice	Cherie Dawson-Edwards	College of Arts and Sciences	Vice Provost
Loyalty	Alfred Frager	College of Business	Assistant Professor, Term
Playfulness	Daniel Montgomery	Leadership Reality	Founder and CEO
Resilience	Vivian Blade	Independent Consultant	President and CEO
Respect	Kristen Lucas	College of Business	Associate Professor

Budget

A spreadsheet with the anticipated budget for the Center for Positive Leadership is included with this proposal. In the first three years after becoming a Center, the anticipated amount and sources of revenue are as follows:

Athletic Department Gift (Speedtype: Z1817)	200000	200000	200000
Sam and Bonnie Rechter Family Gift (Speedtype: G3007)	20000	20000	20000
Gifts from Board of Advisors (Speedtype: G3573)	24000	33000	36300
Totals	244000	253000	256300

The Athletic Department gift is secured until 2028 and consists of funding from the Athletic Department (please see the attached letter from Josh Heird, Athletic Director). The Sam and Bonnie Rechter Family Gift is for three years with the possibility of extending after that, and the funds are earmarked for the Sam and Bonnie Rechter Fellowships in Positive Leadership. In fiscal year 2022-2023, an advisory board was established, and board members are asked to give at a “leadership level.” Currently, there are eight board members pledging 1,000 to 5,000 annually. It is expected that the number of board members will increase thus there will be an increase in that gift account. The funds from the Rechter family and the board of advisors were each obtained more recently than the original gift promise from the Athletic Department, showing our ongoing successful efforts to acquire funding for the Center.

We are currently pursuing multiple avenues for acquiring gifts to keep the operations of the Center going after 2028 when the promised funding from the athletic department ends. These include:

1. The pursuit of major gifts, such as endowments. For example, we have approached organizations such as the Kern Family Foundation, and we have other institutions that we will also approach for funding.

2. Sales of products and services. We are developing non-credit educational programming with our executive education unit, with a portion of the profits returning to the Center if successful. Also, we may, at some point, begin charging for our leadership tools.
3. We are exploring the possibility of expanding our board of advisors, which would also bring additional funding.

Other possibilities also exist, such as partnerships or grants. We are actively exploring all options.

The funds that will be needed to operate the Center in its first three years is:

TOTAL PERSONNEL COST	90720	92534.4	94385.088
TOTAL OPERATING COST	153280	160466	161915
TOTAL CAPITAL COST	0	0	0
TOTAL EXPENDITURES	244000	253000.4	256300.088

The Institutes Budget Form displays the details for each of these cost categories.

Currently, the only personnel financed by the Center’s budget is Ramie Martin-Galijatovic, the Administrative Program Director, who runs the daily operations of the Center. She is a 100% FTE staff member, and the only staff member who has time allotted to the Center. Virginia Denny, Executive Director of Online Learning and Assistant Dean of Integrated Corporate Services, in the College of Business, will have oversight responsibility for The Center for Positive Leadership. Ryan Quinn, Assistant Dean of Innovation and Strategy, Associate Professor of Management and Entrepreneurship, will function as the Academic Director of the Center.

The only anticipated space requirements for the Center at this time are the already-existing office spaces used by Ramie Martin Galijatovic and Ryan Quinn, provided by the College of Business. For the foreseeable future, there are no requirements for additional space.

Initial equipment and infrastructure resources (including technology) were provided by the College of Business; thus, there are no requirements at this time.

Statements of support from the Dean of the university libraries and the dean of the college of business are also included with this proposal.

Evaluation

The Center intends to achieve the following goals by 2028:

- We will have supported at least 30 research projects on positive leadership that add important new knowledge to the field.
- We will have developed over 100 positive leadership tools for use in classrooms, coaching, training, and management practice, and these tools will be used regularly in at least 100 organizations throughout the world, including multiple classes in the University of Louisville.
- We will support at least one profitable executive education program on positive leadership that has been running successfully for multiple years.

- We will have hosted at least 15 Leadership Tools Showcases and average attendance will include representatives from at least 50 companies from the greater Louisville area.
- Our book clubs will have a mailing list of at least 500 people who have attended club meetings and distinguished conversation events.
- We will host at least one international conference with leaders in the field from around the world attending the event.

The performance of the administrative and academic directors will be evaluated against these goals. Other goals may also be set. Performance toward these goals will be measured and addressed formally on an annual basis by Virginia Denny and will be discussed informally on a regular basis throughout the year. An annual report for the center will also be issued to all donors every year, containing all accomplishments, financials, and progress toward goals. Any changes to goals will be made in collaboration between the directors, Denny, and Dean Guan.