**Strategic planning processes originated during the WWII era and were developed primarily to guide activity in very structured, hierarchical organizations. In today’s world where the level of complexity and pace of change outpace our human ability to comprehend it, planning and doing are more agile. Plans are made, outcomes are identified, and adjustments are made along the way. Operationalize your strategic plan and create momentum through small wins that generate large impact.**

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### Excellence in Leadership Program
**University of Colorado Colorado Springs Workshop**  
**October 7, 2022**  
1420 Austin Bluffs Parkway (80918)  
University Center, Room 303

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<td>8:00 to 8:30</td>
<td>Registration and Continental Breakfast</td>
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| 8:30 to 10:00 | **Panel:** *Campus History and Overview; Leadership Challenges; Q&A*  
Chancellor and Cabinet Members:  
- **Venkat Reddy**, Chancellor (ELP Alumnus, 2002-03)  
- **Nancy Marchand-Martella**, Provost and Executive VC for Academic Affairs  
- **Carlos Garcia**, VC for Student Affairs (ELP Alumnus, 2016-17)  
- **Rame Hanna** (they/them), VC for Diversity, Equity, and Inclusion  
- **Karl Spiecker**, Interim VC of Administration and Finance (absent)  
- **Martin Wood**, Senior VC for University Advancement  
- **Mandy Hull**, Managing Associate Counsel  
- **Jose Cantu**, VC for Enrollment Management (starting 11/1/22) |
| 10:00 to 10:15| Break                                      |
| 10:15 to 11:45| **Workshop:** “From Strategic Planning to Strategic Doing”  
Strategic planning processes originated during the WWII era and were developed primarily to guide activity in very structured, hierarchical organizations. In today’s world where the level of complexity and pace of change outpace our human ability to comprehend it, planning and doing are more agile. Plans are made, outcomes are identified, and adjustments are made along the way. Operationalize your strategic plan and create momentum through small wins that generate large impact.  
**Presenter:** Tamara Moore, founder Relevel™ and former UCCS employee (ELP Alumnus, 2004-05) |
| 11:45 to 12:30| Lunch                                      |
| 12:30 to 1:30 | **Campus Tour** (Groups led by UCCS student tour guides and UCCS ELP Fellows)  
- *wear comfortable walking shoes* |
| 1:30 to 1:45  | Break                                      |
| 1:45 to 3:15  | **Workshop:** “Population Resilience”  
**Presenter:** Nicole Weis, MA, LPC, LAC, RYT-200; UCCS Director of Community Training and Empowerment, Lyda Hill Institute for Human Resilience |
| 3:15 to 3:30  | Conclusion                                 |

**Wireless Access:** Use **UCCS-Guest** network  
**Nearest Restrooms:** Across the hall and on 2nd floor (one floor down) at Cafe ‘65  
**Coffee Shop:** Sanitorium Grounds is on the 2nd floor (one floor down) at the end of the breezeway
Speaker Bios

**Tamara Moore** is no stranger to UCCS. She started working at UCCS in 1998, having held a variety of positions starting as a contract employee for Century Housing Management and later serving as the Director of Recruitment, Director of Marketing, and finally the Executive Director of Auxiliary Operations before leaving UCCS in 2016. Tamara is also an ELP Alumna as part of the 2004-05 cohort.

Tamara founded Relevel™ in 2016. She is an options-aware, strategic explorer who enjoys reimagining tired business concepts. She plays in the conscious business space with passions in innovation, workforce development, industry partnerships, executive coaching and teaching.

Tamara has a B.S. in Business Administration and Master’s in Public Administration. She has also received training and certifications in Strategic Doing, Conscious Business, Appreciative Inquiry, Emotional Intelligence, Personality Assessments and Facilitation Techniques.

Some of the organizations for which Tamara has facilitated strategic planning and workshops are Exponential Impact, Colorado Springs Philharmonic Guild, Court Care of the Pikes Peak Region, Greccio Housing, the Colorado Springs Home Builders Association, Pikes Peak Workforce Center, Pikes Peak United Way, Catamount Institute, UCCS Ent Center for the Arts, UCCS Galleries of Contemporary Art, UCCS Residence Life and Housing, Cottonwood Center for the Arts, Northpointe Bank and the Colorado Springs Conservatory. During the COVID-19 Pandemic, Tamara facilitated the Pikes Peak Regional Retail and Hospitality Sector Partnership, Space and Defense Sector Partnership and Pikes Peak Regional Healthcare Sector Partnership. She is currently providing strategic planning direction for Pikes Peak State College (formerly Pikes Peak Community College) strategic plan, and she provided project management assistance for the University of Colorado Colorado Springs Strategic Plan which was completed in Spring 2020.

Outside of her work at Relevel™, Tamara Moore explores her passion for music through her side-hustle DJ-ing corporate and life events with her husband Kirk (a **UCCS retiree and fellow ELP Alumnus, 2009-10**).

**Nicole Weis, MA, LPC, LAC, RYT-200.** Nicole Weis is a 2016 graduate of the University of Colorado Colorado Springs Master’s in Clinical Psychology program, with an emphasis in trauma. Nicole is a Licensed Professional Counselor, Licensed Addiction Counselor, and Registered Yoga Teacher. In her role at the **Lyda Hill Institute for Human Resilience**, Nicole provides Peer Support training to several organizations in Colorado, teaches the Trauma Training for Professionals online program, manages the Greater Resilience Information Toolkit (GRIT) Coaching Program, and liaisons with the 4th Judicial Veterans Trauma Court. Nicole is skilled in de-escalation and specializes in working with first responders and personal and community crises.

Nicole Weis’ primary research interests include trauma and suicide with a focus on Emergency Responders. To learn more about Nicole, view her professional CV [here](#).
Directions from Southbound I-25
- Take I-25 Southbound to exit 148: “Corporate Center Drive/North Nevada/Rockrimmon.”
- After exiting, take the first left (marked 148A) to access North Nevada Avenue.
- Continue on North Nevada, passing by University Village Colorado shopping center.
- Turn left (east) at the Austin Bluffs Parkway/Garden of the Gods intersection (1st stoplight after shopping center).

Instructions for Visitor/Pay Parking:
- Turn left into UCCS at 2nd stoplight (Regent Circle).
- Follow roundabout on Regent Circle and exit at second spoke.
- Turn into the Gateway Parking Garage and proceed to the 3rd floor, Visitor Parking.
- Park your vehicle and note your license plate.
- Proceed to the nearest pay station. There are three stations: (2) at NW corner and (1) at SE corner.
- When finished, a receipt will print that you should retain. You do not need to return receipt to your vehicle and may proceed to the meeting location.
- If 3rd floor Visitor Parking is full, you may park on levels 4 or 5 after payment is made at pay station.

Instructions for Reciprocal Parking:
Note: in order to use reciprocal parking, you must have a permit to display from your home campus. If your home campus no longer issues permits, ask your parking division if they issue temporary permits for this purpose. If they do not, please follow previous Visitor/Pay Parking instructions. Reciprocal instructions:
- Turn left into UCCS at 2nd stoplight (Regent Circle).
- Follow roundabout on Regent Circle and exit at second spoke.
- Turn into the Gateway Parking Garage and proceed to the 3rd floor, Visitor Parking.
- If 3rd floor Visitor Parking is full, you may park on levels 4 or 5.
- Display parking permit from any CU campus on rear-view mirror.

Directions to University Center, Room 303:
- Proceed to the University Center (see map, “UCTR”).
- Exit the parking garage by at the opposite end (NE) from where you entered (3rd floor has direct exit, 4th and 5th level require walking down 1-2 flights of stairs). If needed, an elevator is located on the SE corner of the parking garage.
- Cross the street and follow the sidewalk to the University Center (see red line on map). Pass between the Osborne Center (left) and El Pomar Center Clock Tower (right) and by the Engineering and Applied Science Building (left).
- Enter the University Center through two sets of glass doors. You will enter on the 2nd floor. Take the stairs/elevator on the opposite wall to the 3rd floor.
- Pass through the 3rd floor lounge area.
- Room 303 will be the first room on your left.

If lost and need assistance, please contact the Chancellor's Office at 719-255-3436.
Leadership Book Recommendations from UCCS Cabinet and Presenters:

- **Radical Candor**, by Kim Scott
- **Team of Rivals: The Political Genius of Abraham Lincoln**, by Doris Kearns Goodwin
- **Leading Minds**, by Howard Gardner
- **Good to Great**, by Jim Collins
- **How the Mighty Fall**, by Jim Collins
- **Learning to Think Strategically**, by Julia Sloane
- **The Structure of Scientific Revolutions**, by Thomas Kuhn
- **Images of Organization**, by Gareth Morgan
- **Diffusion of Innovations**, by Everett Rogers
- **John Adams**, by David McCullough
- **Know Thy Self**, by Na’im Akbar
- **Difficult Conversations**, by Douglas Stone, Bruce Patton, and Sheila Heen
- **Getting to Yes**, by Roger Fisher and William Ury
- **First, Break All The Rules** by Marcus Buckingham & Curt Coffman
- **It’s Your Ship** by Captain D. Michael Abrashoff
- **Engaging the Six Cultures of the Academy** by William H. Bergquist & Kenneth Pawlak
- **The Five Disfunctions of a Team: A Leadership Fable** by Patrick Lencioni