Conference on World Affairs

Strategic Plan

Strategic Planning Committee

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Introduction

The Conference on World Affairs (CWA) was initiated by CU-Boulder professor Howard Higman in 1948. With a one-year hiatus in 1995, the Conference has continued for 68 years. The CWA continues as a vibrant partnership between CU-Boulder and the Boulder community. University faculty, staff, and students work alongside Boulder community members to plan and host the week's events, which are free and open to the public. The CWA has a small staff and budget that currently are supported by a combination of University resources, community gifts, and sponsors.

In June of 2015, a CWA Strategic Planning Committee (SPC) was formed at the request of CU-Boulder Chancellor Philip DiStefano. The SPC, working with CU-Boulder's Office for Performance Improvement, was tasked with developing a strategic plan for the CWA. In addition, Chancellor DiStefano asked the SPC to recommend a detailed governance structure for the CWA.

The eight members of the SPC were appointed by Chancellor DiStefano and include CU-Boulder faculty, a recently-graduated student, and members of the Boulder community. The SPC was chaired by **Peter Spear.** Peter is former Dean of the College of Arts and Sciences at CU Boulder, and was Provost and Vice Chancellor for Academic Affairs at the University of Wisconsin — Madison before retiring and returning to Boulder. As Dean of A&S from 1996-2001, Peter was responsible for oversight of the Conference on World Affairs. Peter currently sits on the board of the nonprofit Social Venture Partners of Boulder County. **John Griffin** holds a J.D. from CU Boulder and a Ph.D. in Political Science from Duke University. From 2002-2012, John served on the faculty at the University of Notre Dame. He is currently an Associate Professor of Political Science at CU and Faculty Director of the Conference on World Affairs. **Michael Radelet** is Professor and former Chair of the Department of Sociology at CU-Boulder. Soon after arriving in Boulder from the University of Florida, Michael became involved in a number of roles with the CWA, especially encouraging the participation of numerous friends and relatives in the Conference and in the Athenaeums. **Paul Repetto** is an MIT graduate who moved to Boulder in 1992 after a long marketing career. He co-founded Horizon Organic Dairy, was an original board member of E-town, and is the former President of the board of the Colorado Music Festival. **Marc Rochkind is** a software developer, author, and entrepreneur, formerly of Bell Labs. Marc was on the board of the Boulder Shelter for the Homeless and is a long-time volunteer for the Emergency Family Assistance Association. He developed the CWA's operational database, and is in his fourth year as a CWA volunteer. Marc serves as a Community Editor on the CWA's Science and Technology subcommittee. **Amanda Roper** is a recent graduate of CU-Boulder's Leeds School of Business with a degree in finance, a 4-year veteran of the CWA as a student (including Student Editor on the Arts subcommittee), and co-founder of the company WARES. Amanda currently serves as a Community Editor on

the CWA's Arts subcommittee and works in the CWA office as its Outreach Coordinator. **Stephanie Rudy** was the Personnel Director for the City of Houston before moving to Boulder. Stephanie has volunteered for the CWA for more than 17 years in a variety of roles, including as Editor for the Human Condition and Politics & Media subcommittees, and the Housing committee. Stephanie also has worked with the Colorado Music Festival Board, the Open Studios Board, the Dairy Center for the Arts Board, the programming committee for the Boedecker Theater, and as a Victims Advocate with the Boulder Police Department. **Bob Yates** was formerly Senior Vice President of Level 3 Communications. He has held leadership positions in several Boulder nonprofit and civic organizations, including the Museum of Boulder, the Colorado Chautauqua Association, the Dairy Center for the Arts, and Boulder's Parks and Recreation Advisory Board. Bob has volunteered for the CWA for several years, including most recently as an Editor for the Politics and Media subcommittee. In the coming year, Bob will serve the CWA as a Moderator coordinator. The meetings of the SPC were facilitated by **Mick McTigue** of the CU-Boulder Office for Performance Improvement.

During the summer of 2015, weekly planning meetings were held. A governance structure was developed by the SPC after a June governance retreat that included both SPC members and a dozen CWA volunteers. In addition, a Strategic Plan was created that contains the purpose, operational principles/values, vision, mission, goals for the future, and strategies for achieving those goals. The SPC also agreed upon methods of analysis and metrics to evaluate the CWA's success in carrying out the Strategic Plan over time. Specific policies and procedures for implementing the Strategic Plan will be the purview of the Board that is established in the CWA governance structure. The full governance structure recommended by the SPC can be found at the end of the Strategic Plan (see Appendix).

Purpose

The purpose of the University of Colorado Boulder's Conference on World Affairs is to educate, challenge, and inspire our community on a wide array of issues.

Operating Principles / Values

Collaborative: We value working together to create and maintain a culture of mutual trust with a goal of shared success and accomplishment.

Curious: We inspire inquisitiveness, learning, and participation among diverse audiences.

Respectful: We serve our Community and the University in a compassionate and nonjudgmental manner, remembering that we are members of the diverse communities we serve.

Inclusive: We seek, encourage, respect, embrace, and value the ideas and perspectives of all people.

Innovative: We challenge ourselves to incorporate new ideas, technologies, and tools to efficiently and effectively deliver an ever-improving Conference on World Affairs.

Ethical: We operate with integrity in a professional and honest manner towards our work, peers, and the communities we serve.

Vision (what the CWA aspires to be in 15-20 years):

To be a premier forum for discussion of world affairs, attracting a diverse group of experts and engaging panelists from around the world. Our goal is to engage, educate, and inspire University of Colorado students, faculty, and staff; the greater Boulder community; and the people of Colorado and the nation to exchange ideas, acquire knowledge, and gain new insights.

Mission (what the CWA will accomplish in 3-5 years):

Through a collaboration that strengthens the relationship between CU-Boulder and the Boulder community, continue to provide a high quality, financially sustainable opportunity to interact with experts in a wide array of subjects related to world affairs. We aim to foster a deeper understanding of issues to benefit students, faculty, and staff, the Boulder community, and the people of Colorado.

The Strategic Goals

There are six major strategic goals, or objectives, within the Vision and Mission that this strategic plan will focus on. These six major goals are:

I. The CWA will improve its ability to engage, educate and inspire
II. The CWA intends to be of high quality
III. The CWA will be a premier forum
IV. The CWA will reflect the diversity of the world in which we live
V. The CWA will be a collaborative effort
VI. The CWA will be financially sustainable

For each of these major strategic goals we identify several specific, or subsidiary, goals to be achieved. For each specific goal, we ask how well we are doing now and how well we aspire to do in three to five years. To make this assessment, we propose measures, or metrics, that we already have available (e.g., from staff counts or various surveys), or that will be devised. The CWA Board will then compare current values with values in future years relative to established targets. Based on these evaluations, the Director and Board may revise policies and procedures used in the planning and execution of the conference in order to advance the CWA's Vision and Mission.

I. The CWA Will Improve Its Ability to Engage, Educate, and Inspire

Goal A: The CWA will make a greater contribution to the education of CU-Boulder and other students

Metric 1: # of students attending the CWA and # of panels attended by each student
      Current value: TBD from 2015 data
      Target value: Double the current values (100% increase)
      Data source: CWA database

Metric 2: # of courses using at least 1 panel as part of a CU-Boulder course (instructor-assigned panel attendance)
      Current value: TBD from 2015 data
      Target value: Double the current value (100% increase)
      Data source: CWA database

Metric 3: # of high school students participating in the CWA
      Current value: 6% of total audience
      Target value: 50% increase

Data Source: Audience survey

Goal B: The CWA will better engage CU-Boulder faculty and instructional staff

Metric 1: # of faculty engaged with the CWA (e.g. moderator, subcommittee, use as part
of a class, etc.)
Current value: TBD from 2014-2015 data
Target value: Double the current value (100% increase)
Data source: CWA database

Metric 2: # of panels requested by CU-Boulder Faculty and Instructional staff
Current value: TBD from 2015 data
Target value: Triple the current value (200% increase)
Data source: CWA database

Goal C: The CWA will provide more year-round engagement opportunities

Metric 1: Number and attendance at Athenaeum events
Current value: 3 in 2014-15, attendance TBD
Target value: 6 events, average attendance ≥ 200
Data source: CWA database

Metric 2: Establish substantial partnerships with events not held during the CWA,
for example Boulder Arts Week or Cultural Events Board
Current value: 0
Target value: 2 per year
Data source: CWA database

Goal D: The CWA will better inspire our speakers

Metric: Measures of tangible Conference outputs/outcomes for speakers:
% started new activity
% connected with CU-Boulder students since the CWA
% made charitable contribution
% wrote a published piece that was made possible or improved due to the CWA
% connected with other speakers since the CWA

Current value:
5% started new activity
61% connected with CU-Boulder students since the CWA
7% made charitable contribution
23% wrote a published piece that was made possible or improved due to the CWA

91% Connected with other speakers since the CWA.

Target Value: Where current % is ≤24%, goal is to double the percentage (100% increase)
Where current % is ≥25% and ≤50%, goal is 50% increase (e.g. 50% to 75%)
Where current % is ≥51%, goal is 25% increase (e.g. 60% to 75%)
Data source: Speaker survey

Goal E: The CWA will significantly increase overall attendance

Metric 1: Overall in-person attendance
Current value: 77,000 in 2014
Target value: 100,000 gross attendance (not unique individuals)
Data source: Panel reports

Metric 2: Unique individuals' in-person attendance
Current value: TBD from 2015 data
Target value: Double the current value (100% increase)
Data source: Panel reports

Goal F: The CWA will grow our online viewership/listenership

Metric 1: Online viewing/listening (live or on demand)
Current value: TBD from 2016 data
Target value: Double the current value (100% increase)
Data source: website analysis

Goal G: The CWA will promote life-long learning

Metric 1: % of respondents agreeing that "I learned something" at the CWA
Current value: TBD from 2016 data
Target value: 90% of attendees
Data source: Audience survey

Goal H: The CWA will inspire our audience

Metric: Measures of tangible Conference outputs/outcomes for audience members:
% of respondents that:
Discussed the CWA with a friend or family member following the CWA
Started new activity
Made a contribution toward something they heard about at the CWA

Started or joined a group addressing a problem in community

Searched online or read a book about something heard at the CWA

Current value (reported in audience survey):

1% started new activity;

19% made a contribution toward something they heard about at the CWA

5% started or joined a group addressing a problem in community

91% wrote to or spoke with a friend or family member concerning something they heard at the CWA

64% searched online or read a book about something heard at the CWA

Target Value: Where current % is ≤24%, goal is to double the percentage (100% increase)

Where current % is ≥25% and ≤50%, goal is 50% increase (e.g. 50% to 75%)

Where current % is ≥51%, goal is 25% increase (e.g. 60% to 75%)

Data source: Audience survey

II. The CWA Intends to be of High Quality

Goal A: We will improve audience satisfaction (in person and online)

Metric 1: % of audience rating overall satisfaction with the Conference as "Good" or "Very Good"

Current value: 52%

Target value: ≥85%

Data source: Audience survey

Metric 2: % of audience rating panel-related questions as "Good" or "Very Good"

Current value: Panel Speakers 61%

Panel Moderators 31%

Panel Topics 47%

Audience Q&A 18%

Producers/Ushers 42%

Target value: All ≥85%

Data source: Audience survey

Metric 3: % of audience rating Conference logistics as "Good" or "Very Good"

Current value: Venues 35%

Transportation/Parking 34%

Signage 29%

Ushers 42%.

Target value: All ≥85%

Data source: Audience survey

Metric 4: % of audience who agreed that panel topics were important and timely
     Current value: TBD from 2016 data
     Target value: ≥85%
     Data source: Audience survey

Metric 5: % of audience rating keynote as "Good" or "Very Good"
     Current value: TBD from 2016 data
     Target value: ≥85%
     Data source: Audience survey

Metric 6: % of audience rating user experience of online video panels as "Good" or "Very Good" regarding:
          Resolution
          Streaming w/o interruption
          Easy to find
          Synchronized video and audio
          Ease of use
     Current values: Resolution 41%
          Streamed w/o interruption 38%
          Easy to find 43%
          Synchronized Video and Audio 44%
          Ease of Use 40%
     Target value: All ≥90%
     Data source: Audience survey

Metric 7: % of audience rating user experience of online audio panels as "Good" or "Very Good" regarding:
          Easy to find
          Audio sharpness
          Volume
          Streamed w/o interruption
          Ease of use
     Current value: Easy to find 50%
          Audio Sharpness 43%
          Volume 36%
          Streamed w/o interruption 48%
          Ease of Use 51%
     Target value: All ≥90%
     Data source: Audience survey

Goal B: The CWA will increase its appeal to CU-Boulder students

Metric 1: % of CU-Boulder student attendees rating overall satisfaction with the Conference as "Good" or "Very Good"
    Current value: TBD Fall 2015
    Target value: ≥85%
    Data source: CU-Boulder student survey

Metric 2: % of CU-Boulder students who agreed that the panel topics presented were important and timely
    Current value: TBD Fall 2015
    Target value: ≥85%
    Data source: CU-Boulder student survey

Metric 3: % of CU-Boulder student attendees rating keynote as "Good" or "Very Good"
    Current value: TBD Fall 2015
    Target value: ≥85%
    Data source: CU-Boulder student survey

Metric 4: % of CU-Boulder student attendees' rating CU-Boulder classroom visits by CWA speakers as "Good" or "Very Good"
    Current value: TBD Fall 2015
    Target value: ≥90%
    Data source: CU-Boulder student survey

Goal C: We will improve faculty and instructional-staff evaluation of the CWA

Metric 1: % of faculty rating overall satisfaction with CU-Boulder classroom visits by speakers during the CWA as "Very High"
    Current value: 100%
    Target value: 100%
    Data source: CU-Boulder faculty survey

Metric 2: % of faculty rating their perception of the quality of the CWA as "Good" or "Very Good"
    Current value: TBD Fall 2015
    Target value: ≥90%
    Data source: CU-Boulder faculty survey

Goal D: We will ensure that our speakers have a great experience

Metric 1: % of speakers rating overall satisfaction with the Conference as "Good" or "Very Good"
    Current value: 87.7% at top 2 categories
    Target value: ≥95% at top 2 categories

Data source: Speaker survey

Metric 2: % of Speakers rating panel experience as "Good" or "Very Good"
    Current values: Panel moderators 35%
                           Panel topics 58%
                           Audience Q&A 48%
                           Producers/Ushers 70%
                           Venues 54%
    Target values: ≥85% for all
    Data source: Speaker survey

Metric 3: % of speakers rating Conference logistics as "Good" or "Very Good"
    Current values: Housing 95%
                             Transportation 78%
                           Meals 59%
                           Interaction with other panelists 83%
                           Dinner Parties 77%.
    Target values: Each ≥85%
    Data source: Speaker survey

Metric 4: % of Speakers rating CU-Boulder classroom visits during the CWA as "Good" or "Very Good"
    Current value: 92%
    Target value: ≥95%
    Data source: Speaker survey

Goal E: We will ensure that our volunteers have a rewarding experience

Metric 1: % of volunteers rating overall experience on subcommittee as "Good or "Very Good"
    Current value: Fall 2015
    Target value: ≥85%
    Data source: Volunteer survey

Metric 2: % of volunteers rating overall experience as a houser of speakers during the CWA as "Good" or "Very Good"
    Current value: Fall 2015
    Target value: ≥85%
    Data source: Volunteer survey

Metric 3: % of volunteers rating satisfaction with overall experience as a moderator during the CWA as "Good" or "Very Good"

Current value: Fall 2015
Target value: ≥85%
Data source: Volunteer survey

III. The CWA Will Be a Premier Forum

Goal A: The CWA will recruit premier speakers

Metric: Visibility Index of speaker
Current value: TBD
Target value: Maintain current value
Data sources: Google Trends; social media followers, Google Scholar Citations, media appearances, and participation in prominent conferences

Goal B: We will ensure we have international speakers from a variety of countries

Metric: # of speakers who are based in countries other than the U.S.
Current value: 12/93
Target value: ≥10% from a variety of countries
Data source: CWA database

Goal C: The CWA will seek enhanced media coverage

Metric: Citation Index for the CWA
Current value: TBD from 2014-2015 data
Target value: Double current value (100% increase)
Data source: Google News/Citation Index

IV. The CWA Will Reflect the Diversity of the World in Which We Live

Goal A: We will ensure that the CWA promotes diverse points of view

Metric 1: % of audience that agreed that the panels presented diverse points of view on the subject
Current value: TBD from 2016 data
Target value: ≥75%
Data source: Audience survey

Metric 2: % of audience that agreed that the Conference presented a wide range of topics
Current value: TBD from 2016 data
Target value: ≥75%
Data source: Audience survey

Metric 3: % of speakers that agreed that diverse points of view were presented on the panels on which they presented
        Current value: TBD from 2016 data
        Target value: ≥75%
        Data source: Speaker survey

Goal B: The CWA will strive for diversity of keynote speaker topics

Metric 1: # of times over a 10-year period that keynote speakers were associated at least once with each of the topic subcommittees
        Current value: TBD from 2005-2015 data
        Target value: All topic subcommittees represented
        Data source: CWA database

Goal C: Develop and implement a plan to make the live-audience demographics (e.g. age, gender, and race) more reflective of those of the Boulder area

Metric: Audience data
        Current values:

Gender:	60% Female, 40% Male	
Age:	Under age 18	5%
	18-22 years old	21%
	23-30 years old	7%
	31-40 years old	5%
	41-50 years old	3%
	51-60 years old	14%
	60 years or older	46%

        Race: not captured in 2014 Audience Demographics
      Target: Develop by 2016

V. The CWA Will Be a Collaborative Effort

Goal A: Our governance structure will reflect a University/community collaboration (governance structure set forth in the Appendix)

Metric: # of periodic Board meetings
        Current value: 0
        Target value: No less than once per month in year 1, then quarterly
        Data source: CWA database

Goal B: The University and community will work together to plan the CWA content and carry out the Conference

Metric: Ratio of CU-Boulder (faculty, staff, students) to community volunteers within
each subcommittee
     Current value: 40% CU-B to 60% community
     Target value: 50% CU-B and 50% community
     Data source: CWA database

Goal C: The University and the community will share financial responsibility for the CWA

Metric: Ratio of University funding to non-University funding
     Current value: 61% CU-B / 39% non-University
     Target value: 50% CU-B / 50% non-University
     Data source: CWA database

Goal D: The CWA will be interactive with other campus and community activities

Metric: # of concurrent events (free and open to public)
     Current value: 11 listed in 2015 program
     Target value: 20 per year
     Data source: CWA database

VI. The CWA Will Be Financially Sustainable

Goal A: The CWA will maintain an operating reserve

Metric: % of required total annual operating revenue in reserve on July 1
     Current value: $220K of $500k budget
     Target value: 50% on July 1, 2016 (then annually)
     Data source: CWA database

Goal B: The CWA will build an endowment

Metric: $ in endowment within 5 years
     Current value: <$100K
     Target value: $5m
     Data source: CWA database

Goal C: The CWA will develop and execute an annual business plan

Metric: business plan developed in Year 1
     Current value: N/A
     Target value: Business plan written and implemented in 2016 for 2017

Appendix: CWA Governance Structure