



# Values-Enacted Leadership Institute 2025

## Team Application

### VELI Description

The Values-Enacted Leadership Institute (VELI) is a 5 day in-person retreat held in Oregon on July 13th through 18th, 2025. With an intentional focus on the power of values to shape our institutions, VELI invites institutional teams of faculty, staff, and administrators together to incubate approaches to 1) leadership development, 2) assessment and reward structures, and 3) strategic planning and budgeting. Projects for VELI might include, but are not limited to:

- Strategic planning for a new program, center, department, or college
- Improving incentive and support structures for departmental chairs or other service-oriented leadership positions
- Creating policies to support and recognize a broader range of scholarship, including community-engaged, public, and digital work
- Creating strategies to work within changing budget models and priorities
- Significantly revising curriculum for a college or department, including revisions to general education requirements
- Revising review, promotion, and tenure processes to better reward underrecognized academic work; to reimagine relationship between service, teaching, and research; or to create more inclusive and equitable practices across different types of faculty and staff appointments
- Developing collaborative decision-making processes in the face of constrained resources

For more information about VELI, please see [our page on the HuMetricsHSS website](#).

What to expect: VELI offers a structured environment that will enable your team to 1) go through a series of exercises that help you identify the values, principles, allies, and assessment approaches that can guide your approach to your project, 2) time and space for you and your team to brainstorm, imagine, and create possible approaches to your institutional project. VELI is informed by the work of HuMetricsHSS, and offers a values-enacted and humanities-centered approach to institutional leadership and change.

VELI is made possible through generous grants from the Mellon Foundation and the William and Flora Hewlett Foundation.

## Application Guidelines

We recommend preparing all your responses in a separate document first, which you can then copy and paste into the application once finalized. This process will allow you to edit each section as you go and will help you keep your responses within the required word limit.

By completing the application form, you agree to serve as the team contact for your VELI team.

### Things You'll Need to Prepare

Each team member should prepare:

- A brief description of their current institutional role and envisioned role on the team (250 words or less)
- A statement of interest in values-enacted leadership and institutional transformation (250 words or less). For more on values-enacted leadership, [see our website](#).

These should be given to the team contact so they can be entered into the form.

The whole team should prepare:

Project Description (2000 words or less)

The project description should include:

- A **one-paragraph** description of the project the team wishes to undertake, including how it aligns with at least one of the three broad categories of 1) leadership development, 2) assessment and reward structures, and 3) strategic planning and budgeting.
- A description of your institutional context, including the challenges or opportunities that shape the work you wish to pursue at VELI
- A summary of the transformational leadership project the team wants to plan at VELI, including its scope (department, center, school, institution, or other) and intended timeframe. The description should include details about what stage the project is in currently, the questions or ideas that shape the intervention, and detail any preliminary steps already taken, if any.
- A discussion about the strengths of the team and other allies or partners that might be relevant to the intervention you wish to explore at VELI

- A brief assessment of the opportunities and risks posed by the proposed project, including institutional support or barriers to its implementation, and how participation in VELI may help the team approach these challenges.

Please upload these team items as a single PDF.

The whole team should consider:

Pay As You Are Able Assessment

The amount of money your institution is willing to contribute towards the cost of your team's participation in VELI ([see the PAYAA model](#)).

# VELI Application Form

## Team Information

VELI supports teams of four people from the same institution, including you as team contact. Please add yourself and your team members below. Each team member should write their own brief description of their envisioned role on the team and statement of interest. Your team members and institutional affiliation will be shared publicly on the HuMetricsHSS website prior to VELI 2025.

Team Contact

Team Contact Name

Team Contact Title

Team Contact Preferred Email

Team Institutional Affiliation

Team contact's current institutional role and envisioned role on the VELI team. *250 words max.*

Team contact's statement of interest in values-enacted leadership and/or transformation. *250 words max.*

### Team Member 1

Team Member 1 Name

Team Member 1's current institutional role and envisioned role on the VELI team. *250 words max.*

Statement of Team Member 1's interest in values-enacted leadership and transformation. *250 words max.*

### Team Member 2

Team Member 2 Name

Team Member 2's current institutional role and envisioned role on the VELI team. *250 words max.*

Statement of Team Member 2's interest in values-enacted leadership and/or transformation. *250 words max.*

### **Team Member 3**

Team Member 3 Name

Team Member 3's current institutional role and envisioned role on the VELI team. **Max 250 words.**

Statement of Team Member 3's interest in values-enacted leadership and/or transformation. **Max 250 words.**

### **Project Information**

Project Name

Please upload your project information as a single PDF. Project information should include the project title, project description, project feasibility, and potential impact statement.

[Please name your file lastname\_firstname.pdf. For example, Monster\_Cookie.pdf]

### **Commitment to Fully Participate**

- My team members and I commit to being fully present throughout the entire institute and to fulfill all VELI application requirements. My team has agreed to have me serve as the team contact and to make this commitment on their behalf.

## Our PAYAA Approach

With VELI, HuMetricsHSS is experimenting with an equitable approach to sustainability. We believe that institutions should be willing to invest in their own transformation while acknowledging that there are a host of conditions that can impede that investment, including vast differences in institutional fiscal stability.

Without external support, the estimated cost of VELI would be approximately \$7500 per person or \$30,000 per team of four. These costs include transportation (ground and air), food, lodging, and venue and facilitation fees.

However, thanks to the generous support of the Mellon and William and Flora Hewlett Foundations, HuMetricsHSS is able to offset participation costs for institutional teams using a "Pay As You Are Able" model. Under the PAYAA model, we are asking teams to let us know how much they or their institutions are willing to contribute (up to a maximum of \$10,000 per team) to the cost of their attendance at VELI. For example, a team from a university that holds a substantial endowment and provides professional development funding might contribute \$10,000 towards the cost of VELI, whereas a team primarily funded through tuition income and with minimal or no professional development budget might be unable to contribute at all. .

This approach means that some teams' VELI attendance costs might be wholly or partly defrayed by their institutions, while others may receive full support from us.

Comparable online-only professional development experiences have a price that ranges from \$5,000-\$6,000 per person. Comparable in-person professional development experiences are offered at prices around \$10,000 per person. This financial approach was agreed upon by the HuMetricsHSS team based on the guiding values of transparency, reflection, equity, sustainability, and reciprocity.

**No team will be turned away on the basis of their institution's ability to contribute to the costs of participation. No matter what their affiliation, teams should not hesitate to apply based on perceptions of their ability to contribute.**

**Participation costs in VELI includes the following:**

- Five days' expert facilitation in values-enacted decision making
- Meeting rooms, A/V, and meeting supplies
- Travel and transportation: airfare; ground transportation during the event; baggage charges; per diem on travel days (Sunday/Friday).
- Accommodation for five (5) nights.
- Meals (breakfast, lunch, dinner, coffee, tea, and snacks) during VELI

## **How to PAYAA**

Please reflect on the following financial conditions to determine what amount your institution may be able to contribute:

- Institution type
- Institutional endowment
- Availability of professional development and travel resources
- Availability of funding from other institutional sources (provosts, deans, research funds, internal grants)
- Historical expenditures on leadership training and professional development

Having considered the above, my institution is willing to contribute the following amount towards my team's attendance at VELI:

- At this time we can contribute the amount listed above, but we understand we can continue to seek additional funding to support our participation. We will notify the HuMetricsHSS team should additional resources become available by March 15.