

**Welcome to the
Global Education Summit - 2010
Higher Education Breakout Session**

**Where Character Meets Career:
The 7 Habits at Cal U**

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August 5, 2010



- Early in my time at Cal U, I implemented a recommendation from the Pennsylvania State System of Higher Education (PASSHE) and created a *Character Education Institute* that would focus on values identification and values clarification.
- Its first director was Dr. Henry Huffman.
- Through his efforts and those of Dr. Dennis Sweeney, we developed our core values of *Integrity, Civility and Responsibility* and our *University Bill of Rights and Responsibilities*.



- We have the right to safety and security, we have the responsibility to ensure the safety and security of others;
- We have the right to be treated with respect, we have the responsibility to treat others with respect;
- We have the right to expect the best, we have the responsibility to give our best;
- We have the right to be treated fairly, we have the responsibility to treat others fairly.



- Why would a public university be involved in “character education?” Two reasons:
- 1) The original purpose of public education in America was the *moral* development of its students (moral development is better known today as character development);
- 2) “To educate a person in mind and not in morals is to educate a menace to society.”

...Theodore Roosevelt



- While Cal U's focus on character resulted from a conscious decision on my part to implement a PASSHE idea, the connection of character with careers was totally fortuitous.
- My then-Trustee Council Chair, Aaron Walton, suggested that we bring in a marketing firm, Dymun + Associates, to help build Cal U's public image prior to our capital campaign.
- They analyzed every aspect of our University and told us that Cal U could legitimately claim to be building both character and careers.



- All universities—including ours—build careers; otherwise we would all go out of business if, e.g., graduates failed to find gainful employment after graduation.
- Dymun + Associates identified numerous “supports” for both ends of that marketing slogan, a slogan which soon after became our official University mission as well.
- [Please see the Cal U Mission Statement.]



- Note: The subtitle of Stephen Covey's book, *The 7 Habits of Highly Effective People*, is "Restoring the Character Ethic."
- This was just one of the "supports" that Dymun + Associates noted in concluding that Cal U could legitimately claim to be building character as well as careers.
- The existence of our Character Education Institute was clearly another.



- Leadership is based on Relationships.
- There can be no *successful* Leadership without *successful* Relationships;
- Relationships, in turn, are based on Trust.
- Without Trust, Relationships wither & die, or never get established in the first place.



- Trust is based on Trustworthiness
- Trustworthiness must precede Trust
- And just as Trust must be earned;
Trustworthiness must be earned first!
- Trustworthiness, in turn, has two sources:
Competence and Character.



- **Competence**, in turn, is based on knowledge, and is gained through hard work, practice and study, and is absolutely necessary for a successful **Career**.
- There are no shortcuts to Competence.
- It can only be earned—the hard way.
- And yet, while Competence is necessary for Trustworthiness, it is not sufficient!



- Competence without Character will not lead to Trustworthiness.
- And similarly, Character without Competence will not lead to Trustworthiness either.
- Both must be present for Trustworthiness to emerge and for Trust to occur.
- Consider the “Mechanic” Example:
- Would you trust either an incompetent mechanic or a mechanic of bad character (e.g., a known thief) to fix your car?



- Through its official mission of building character as well as careers, Cal U is ideally aligned to instill strong leadership skills in all of its graduates. Why?
- Competence and character are required for trustworthiness; trustworthiness is required for trust; trust is required for successful relationships; and successful relationships are required for successful leadership.



- In February 1992, I read *The 7 Habits of Highly Effective People* on my way to an interview for the position I now hold.
- My enthusiastic reaction: “I wish I had read this book in college; I wish I had read this book in high school!”
- In August 1992, I began my tenure as president of Cal U and “dove into” many critical issues needing my attention.



- Critical issues: strategic planning, finances, enrollment management, summer school; and continuing education for adult learners.
- I hired Joyce Hanley as my director of continuing education and we agreed on a dual focus: 1) continuing education courses for adult students, and 2) training for Cal U staff members.
- Joyce suggested we consider providing *7 Habits* training to our staff members, and I agreed immediately—based on my favorable reading of the *7 Habits* book a few years previously.



- Then over a period of years Wayne Hulley, a FranklinCovey presenter, was brought in to train Cabinet, Deans' Council and Administrative Council members.
- Then, the idea emerges: “Why not ‘train the trainers?’” i.e., Why not send our folks off to become certified Covey trainers?”
- We invested \$30,000 to have our first 12 Covey trainers certified in the *7 Habits*.



- We devised a “volunteer” model, in which those who had wished to be trained—and in whom the University invested serious money in training—would teach the *7 Habits* to other members of the Cal U community, without compensation.
- After the initial complement had received their training, other Cal U folks—myself included—were subsequently certified in the *7 Habits* as well.
- To date, more than 3,000 individuals—students, faculty and staff members—have been trained and have received certificates in *The 7 Habits of Highly Effective People* at Cal U.



- Later we requested and received a site-license from FranklinCovey to provide *7 Habits* training to corporations within 50 miles of our campus.
- Endowed scholarships are established at Cal U in the name of the corporation in exchange for the training. Mon Valley Hospital was our first client.
- To date, approximately \$250,000 in endowed scholarships have been generated by training individuals at both for-profit and non-profit corporations through a process that is clearly a win-win-win for everyone involved.



- Last year at this Global Education Summit, I was very moved by the presentation of Muriel Summers regarding her experiences teaching the *7 Habits* to the elementary school students at the A.B. Combs School.
- In the hallway after that presentation I met Dr. Kate Mitchem, a Cal U faculty member, who said “We need to begin introducing the 7-Habits to our Cal U college students.”
- And I couldn’t have agreed with her more.



- A few weeks later, I convened the first in a yearlong series of meetings with interested faculty and staff.
- We shared experiences and ideas on how we might best introduce the *7 Habits* to Cal U college students—not through the formal curriculum but—by means of very thoughtful, & voluntary words and actions by individual faculty members in their classes, laboratories and other interactions with their students.



- In summary, this is the story of how Cal U became increasingly involved in *The 7 Habits of Highly Effective People*.
- The rest of today's program will focus on the results of the collegial sharing that took place during our meetings this past year.
- This presentation is available on the Cal U website: Click on <http://www.calu.edu/about-us/meet-the-president/presentations/index.htm>.
- Thank you for your kind attention.

