

**Welcome to the
Global Education Summit – 2010
Keynote Address**

**From Dreams to Reality:
Achieving the End in Mind**

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- This is the story of how *The 7 Habits of Highly Effective People*, and other Covey Principles, were used to accomplish the notable achievements recorded at Cal U since my arrival here 18 years ago.
- I am quite certain that all of the lessons we learned using the *7 Habits* & other Covey Principles since 1992 can be implemented by other individuals, at other institutions, with similar positive results.



- First Approach: Focus on one Covey principle at a time and show how each principle helped bring about multiple, significant achievements.
- Second Approach: Focus on a specific achievement and illustrate the roles played by the various Covey principles in creating that achievement. This approach can be interactive, if desired. I will be happy to discuss how we got from “dreams to reality,” for any project you may be curious about. If there are no questions, I will pick the projects that were the most fun for me.



- Because both approaches offer helpful insights into the connection between principles and achievements, we will give examples of both approaches.
- To begin, however, we will list each of the principles that played a role in guiding the work that led to major Cal U achievements over the last 18 years.
- Most of these principles are Covey related.



- The 7 Habits of Highly Effective People
 - Habit 1: Be Proactive
 - Habit 2: Begin with the End in Mind
 - Habit 3: Put First Things First
 - Habit 4: Think Win-Win
 - Habit 5: Seek First to Understand, Then to Be Understood
 - Habit 6: Synergize
 - Habit 7: Sharpen the Saw



- Habit 8: Find Your Voice and Inspire Others to Find Theirs
- The Four Disciplines of Execution
 - Focus on the Wildly Important
 - Act on the Lead Measures
 - Keep a Compelling Scorecard
 - Create a Cadence of Accountability



- “Organizations are perfectly aligned to achieve the results that they get.”
- Corollary: “A good definition of insanity is doing the same thing and expecting a different result.”
- The Pareto (80/20) Principle
 - In general terms, the 80/20 Principle asserts that a minority of causes, inputs, or effort usually lead to a majority of the results, outputs, or rewards (and vice-versa).



- Leading at The Speed of Trust – The 5 Waves of Trust:
 - Self Trust – The trustworthy leader has personal credibility.
 - Relationship Trust – The trustworthy leader knows how to establish, extend, and restore trust to others.
 - Organizational Trust – The trustworthy leader builds a credible team or organization.
 - Market Trust – The trustworthy leader builds a reputable brand in the marketplace.
 - Societal Trust – The trustworthy leader makes a distinctive contribution to the world.



- Strategic planning [based on the original (Greek) definition of the word *strategic*]:
“To prepare for the defeat of one’s enemies through the effective use of resources.”
- The Robert Shirley model of strategic planning for non-profit organizations (such as universities).



- Shirley's *Six Strategic Decision Areas*
 - Fundamental Purposes and Values
 - Mission, Goals, and Objectives
 - Clientele
 - Geographic Service Area
 - Program/Service Mix
 - Comparative Advantage.



- Every decision must be weighed in the light of three critical factors:
 - Environmental Opportunities, Threats, and Constraints: What you may or may not do;
 - Institutional Values: What you want or would like to do;
 - Institutional Strengths and Weaknesses: What you can or cannot do.
- We will now illustrate the First Approach.



- To be proactive is:
 - To work in your circle of influence;
 - To refuse to be a victim;
 - To have your life be the product of your decisions, not your conditions;
 - To create a gap between stimulus and response;
 - To know you can be programmer of your life;
 - To choose your response to any situation, even ones over which you have no control.



- Commit to classic strategic plans on 3 to 5-year cycle.
- Engage a first-rate firm to assist with master planning.
- Approach the Borough about repairing the streets, then offering to buy the streets when they declined to maintain them. Knowing what price to offer (H4 and the balance of courage and consideration).
- Securing a \$2.5 million private gift for Eberly Hall and leveraging the rest of the funds from Gov. Casey.
- Having the courage to address the Chair of the BOG to get his approval for the Eberly Science and Technology Center and—in the process—secure \$6 million from Gov. Casey on his last day in office for the renovation of Dixon Hall—home for student services.



- To begin with the end in mind is:
 - To strongly emphasize planning and knowing, in all situations, large and small, where we want to end up;
 - To focus on desired results by bringing great clarity to what “success” will look like when the final goal or end in mind is achieved;
 - To remind our community of our desired legacy & Vision: To be recognized as the best comprehensive public university in America, with all that that implies.



- The physical appearance of the campus was off-putting to prospective students and parents and enrollment demand was “soft.”
- Many 60s “green panel” buildings were unattractive and energy-inefficient as well.
- Old dormitories were clean and well-maintained but lacked: adequate space, fire-safety, privacy, climate control and noticeable student demand.
- Campus reputation needed a boost—hardly anyone knew who we were (Campos Study).
- Financial situation was dire. Our first action in July of 1992 was to cut “discretionary” budgets in half.



- Where to begin? With the end in mind!
- For example: In 1992, we began with...
 - A broad-based strategic planning initiative to deal with the fundamentals that would define Cal U's long-term mission, goals and objectives, and also finalize the University Mission Statement.
 - A comprehensive master planning initiative to plan the physical facilities required to support the agreed-upon Cal U mission & goals & objectives.
 - Development of a long-term financial viability strategy based on strategic enrollment growth and prudent stewardship of resources.



- To put first things first is:
 - To connect to the fruits of Habit 2 (legacy, mission, goals & objectives);
 - To concentrate on the Leadership Quadrant, Q2 (Important but not Urgent), and thereby shrink Q1 (Important and Urgent).
 - To summon the discipline to say NO to those things in Quadrants 3 and 4.
 - To plan weekly and to exercise integrity in the moment of choice.



- Meetings and agendas are increasingly slanted toward Q2 topics, while dealing with as many Q1 issues as we must.
- Strategic Plans are broken out into *Goals, Objectives, Methods & Success Criteria* so that individual units can focus on those things in their circle of influence that will advance Cal U's mission, goals and objectives—with clarity and accountability.



- To think win-win is:
 - To recognize that all successful relationships require mutual benefit;
 - To maintain an appropriate balance between courage and consideration;
 - To exhibit character traits of *integrity*, *maturity*, and belief in an *abundance* mentality;
 - To seek out win-win relationships and to work within clear and mutually agreed-upon win-win agreements.



- The “Streets Agreement” with the Borough of California.
- The Win-Win agreement between Cal U, FranklinCovey and Mon Valley Hospital that generated endowed scholarships.
- The Win-Win agreement between Cal U and CCAC (the Community College of Allegheny County) to provide nursing degrees at both institutions.



- To seek first to understand and then to be understood is:
 - To realize that while we may think we see the world the way *it is*, in fact, we see the world the way *we are*;
 - To realize that "to feel understood is the psychological equivalent air" for all of us.
 - To realize that we each see the world through our own *unique* paradigm, defined by the accumulated experiences of our lives.



- Win-win partnerships with “world-class” organizations [Carnegie Museum of Art, Carnegie Museum of Natural History and Smithsonian Institution] came from *knowing* their missions and *listening* to their concerns.
- The “Activities Transcript” idea came from *listening* to suggestions from my staff. That is encouraged during our Q2 meetings to solve challenges (in that case, how to give our students a “leg up” in the job market).
- Cal U for Life - An idea that came from *listening*.
- Cal Fusion - Another idea that came from *listening*.
- The Alumni House – An idea *powered* by Habit 5.



- To synergize (as in Habit 6):
 - Reap the fruits of practicing Habits 4 and 5.
 - This happens spontaneously whenever two entities, each of whom have achieved *private victory*, come together while *thinking win-win* and *seeking first to understand, then to be understood*.
 - This synergy “makes the pie larger” so that 1+1 can equal 3, 10, 100 or 1,000.



- World-class partnership with Smithsonian;
- World-class partnership with National Gallery of Art;
- Privatized housing initiative (partnership between PASSHE, Cal U and SAI);
- Partnership between Cal U and CCAC;
- Partnership with Cal U and AVI to create *River's Bend Executive Conferencing*.



- To sharpen the saw institutionally is:
 - To renew the organization in all four of its human dimensions [physical, mental, spiritual and social/emotional].
 - Physical renewal ↔ Master Planning;
 - Mental renewal ↔ Strategic Planning;
 - Spiritual renewal ↔ Vision Statement, etc.
 - Social/Emotional renewal ↔ 7 Habits, etc.



- [P] Master planning process has been ongoing for 17+ years and the latest version of the Master Plan goes to the year 2023;
- [M] The latest Strategic Plan goes to 2012;
- [S] The Vision Statement encourages the Cal U community to reject timidity/reach for stars.
- [S/E] Our commitment to training and renewal for faculty, staff and students funds travel, conferences, and in-house professional development & leadership opportunities.



- Three achievements of interest:
 - FTE enrollments up 45% in last 6 years.
 - New, world-class student housing was built without cost to Cal U. Instead, Cal U and SAI will receive millions over the next 30 years.
 - Cal U's *Global Online*, recently ranked #2 in U.S. and #1 in PA, went from zero to 2,000 students (from all over the world) in 7 years.
- These, and possibly other achievements will be discussed as time permits.



- I have no doubt that *The 7 Habits* and other Covey principles will help you translate dreams into reality by helping you achieve the end in mind.
- 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.

