

NUBIZ Presentation
March 17, 2017

I. Introduction

A. Hello, everyone, and thank you for joining me and our other esteemed speakers at the Northern Utah Business Symposium.

1. Thanks to the Ogden/Weber Chamber and our Goddard School of Business and Economics for their efforts.
2. [\(SLIDE 2\)](#) In a lot of ways, Weber State might be quite different from the businesses you lead.
 - a) Non-profit
 - b) State-funded agency
 - c) Academic freedom and tenure
3. University leadership involves
 - a) Developing a culture of consensus,
 - b) Incentives that aren't money related, and
 - c) A need for transparency to gain and retain confidence.

II. Leadership Inside the University: Consensus

A. [\(SLIDE 3\)](#) At Weber State and other universities, you have to commit to consensus ... or at least an approximation of that ideal.

1. Universities are places in which diverse viewpoints and ideas are encouraged and valued. We can't just pay lip service to that.

Advisory Boards include

- a) President's Council (VPs, CDO, Senate President).
- b) University Planning Council - made up of faculty, students and administrators that guides the long-term goals of the university
- c) National Advisory Council - made up of university supporters who inform me of which direction the university should take on the national stage
- d) Faculty Senate and Staff Advisory Council
- e) And there are committees and councils all over this university that offer input on curriculum, policy and other items.

2. [\(SLIDE 4\)](#) I was reminded of how important consensus is in university culture during our initial efforts to renovate the Stewart Library
 - a) TALK ABOUT LIBRARY EFFORTS

3. [\(SLIDE 5\)](#) The need to get almost everyone on board means that things don't always move quickly around here.
 - a) With layers of approval and the need to gather input, being nimble isn't easy ... or even possible sometimes. And this can cause some consternation when it comes to keeping up.

4. [\(SLIDE 6\)](#) There are upsides to consensus culture, though. One is that you can be sure ... dang sure ... that things are vetted.

5. [\(SLIDE 7\)](#) Speaking of vetted: the WSU Positioning Statement
Internal statement that captures who we are as an institution
 - a) In order for the positioning statement to be accepted and effective, we needed massive buy-in.

b) Emailed a survey regarding the then-proposed statement to more than 200,000 people:

- (1) Students
- (2) Faculty
- (3) Staff
- (4) Outside committee/council members
- (5) Many, many alumni and friends of the university

c) Collected more than 1,000 responses

d) [\(SLIDE 8\)](#) 81 percent of the respondents said it was accurate, and [\(SLIDE 9\)](#) 76 percent said the statement was appealing.

6. [\(SLIDE 10\)](#) When you build consensus, you build assurance that your employees are cheering you on when you move forward. Hi, Bailey!

a) Regardless of whether you're leading a university or a Fortune 500 company, you don't want people to be dragged along, kicking and screaming.

b) Consensus can be difficult and time-consuming on the front end, but the payoff is on the back-end when people work together for the good of the organization.

7. This is especially true when you're attempting to keep up with goals.

a) For instance, right now, WSU is working on new initiatives for student recruitment and student success. Once again, we have a broad task force working toward those ends.

b) And while there certainly are experts to appeal to, buy in becomes important. Every member of the university, from the faculty members to the staff members, can work toward better student retention and graduation. But they have to believe in the process!

III. Leadership Inside the University: Incentives Beyond Money

A. [\(SLIDE 11\)](#) Weber State's nonprofit status makes it difficult to incentivize with money.

1. And many businesses encounter the same problem.

B. So, how do we keep people here?

1. The key is to do the best we can to foster an environment that makes this a great place to work.

a) [\(SLIDE 12\)](#) And it's official that people do think this is a great college to work for. The Chronicle of Higher Education has recognized us for that for two years running.

(1) Recognized in the categories of:

- (a) Job satisfaction
- (b) Collaborative governance
- (c) Work/life balance
- (d) Facilities
- (e) Workplace and Security
- (f) Confidence in senior leadership

(Thanks for that last one, Weber State)

(2) The award categories are arrived at through a survey, and one of the 2016 survey results stood out in particular to me. People are proud

to be a part of Weber State. In fact, more than 80 percent of our survey respondents overall gave WSU a high pride ranking.

- (a) Weber State arrived at that ranking because respondents felt like their job contributed to the overall mission of the institution.
- (b) They agreed that their own department is a good place to work.
- (c) They reported that they're proud to be a part of Weber State
- (d) 73 percent thought the institution's culture was special.
- (e) And 84 percent thought WSU is a great place to work overall.

2. Sure, I wish we could pay people more, but we offer a place that makes up for that.

Weber State is a place where most people

[\(SLIDE 13\)](#)

a) Understand our institutional mission

- b) Feel respected for the work we do
- c) Proud to be a Weber State Wildcat.

IV. Leadership Inside the University: Transparency and the Need to Gain and Retain Confidence

A. [\(SLIDE 14\)](#) As a public institution, Weber State's business is the public's business, so we are predisposed to a transparent approach.

B. Such an ethos is important to our university as well. A because-I-said-so approach simply does not fly around here.

1. The decisions that administrators make here are subject to scrutiny from the inside and the outside.
2. And rightfully so. We are stewards rather than dictators, and the need for confidence from our faculty and staff is great.

V. Leadership Outside of the University

A. Further, Weber State has a responsibility to be a leader for our community.

1. We serve as an educational, cultural and economic leader in the region.
2. We have to make sure that we provide for our community. That includes preparing an

educated workforce, of course, and it's vital.
[\(SLIDE 15\)](#)

3. In 2015-16, more than 56 percent of WSU's earned degrees aligned with high demand jobs in Utah, as defined by CIP (classification of instructional programs) codes and the Department of Workforce Services.

4. [\(SLIDE 16\)](#) Further, our largest and fastest growing areas are in the areas of health professions, computer science and engineering.

a) This is vital to provide for the most compelling industry needs of northern Utah.

Employers like:

- (1) Intermountain Health Care
- (2) Mountain Star
- (3) Hill Air Force Base
- (4) Aerospace industry

B. [\(SLIDE 17\)](#) Our mission goes beyond workforce preparation, though. We teach our students to be good citizens.

C. When our graduates are not on the job:

1. Are they engaged in their community?
2. Are they responsible, knowledgeable citizens?
3. That's all part of it too.
 - a) [\(SLIDE 18\)](#) Toward those ends, we're recognized with a Carnegie Classification for Community Engagement.
 - b) In 2015-16, 108 Weber State faculty members taught courses with a community engaged component.
 - c) And more than 26 percent of our student population participated in community engaged learning that year.
4. So far from being that ivory tower on the hill that is disengaged from society and the "real world," Weber State makes it a point to engage in the community.
5. [\(SLIDE 19\)](#) When Ogden City set out to create a diversity commission, Weber State partnered with that effort. Instead of driving it, though, our university took a seat at the table.

a) Sometimes, leadership involves not leading, but listening.

(1) As part of that effort, five Weber State representatives will be part of the newly formed commission.

b) [\(SLIDE 20\)](#) Our Chief Diversity Officer, Adrienne Andrews, has been organizing various public Town Hall Conversations on Race.

(1) The first one was held after the racial unrest that resulted from the shootings of civilians and police officers.

(2) It's a difficult subject to broach, but an important one.

(3) As an anchor institution for this community WSU has an obligation to engage in those conversations and facilitate a dialogue.

6. [\(SLIDE 21\)](#) In an effort for our presence to be better felt within our community, we partnered with Ogden on the College Town Coalition.

a) Through that coalition, we've been painting the town purple.

(1) You might notice the banners along Harrison Boulevard that say Home of the Wildcats. That's part of our effort.

(a) But we're also building relationships. For instance, our students give speeches at the Ogden City Council and other municipalities.

(b) And our Debate Team even tackled the topic of predatory towing for the Ogden City Council.

b) I would also mention that we're working on a Civic Action Plan with other community anchor institutions that will help address some neighborhood issues. We aren't just located in this community, we are part of this community.

VI. CLOSING:

A. At the beginning of this presentation, I had mentioned areas of possible distinction between university leadership and other business leadership.

B. As I conclude, though, I want to suggest that, if that is the case, maybe it shouldn't be.

1. In fact, if we are to lead any organization effectively, I think those three attributes ... seeking consensus, incentivising beyond money and transparency as a means to gain and retain confidence ... are vital to driving any lasting change in organizations.

C. For one, building consensus, [\(SLIDE 22\)](#) while recognizing total consensus isn't possible, is a prerequisite for driving effective, lasting change.

1. You have to have champions in your corner if you're going to carry through any big changes.
2. And so a top-down approach often is not the best solution.

a) If you force people to go along, they'll be half hearted about it. If you GET them to go along, they'll help you implement it.

(1) No ... everyone won't get on board, but the time spent consensus building is worth the effort.

D. Second, you have to find ways beyond monetary compensation to keep people happily working for you.

1. I'm not convinced that money is a good substitute for misery in any case.

a) Creating an excellent work environment [\(SLIDE 23\)](#) means that people will go to bat for you instead of feeling like they owe you.

b) Is appropriate monetary compensation important? Of course it is! But it's not enough if you want people to stay on board with your agenda ... and with your organization.

DI. Third: Go beyond "Because I said so."

1. If you really want buy-in, be transparent in your actions ([SLIDE 24](#)) to the extent that you're able.

a) It doesn't mean that you have to explain every decision in detail, but it does mean that people have to know the WHY behind decisions

b) This will instill confidence in your leadership.

F. Finally, don't just work your community -- be a part of it. ([SLIDE 25](#))

Whether they're your students or your customers or your neighbors: helping others helps yourself.

VII. QUESTIONS? ([SLIDE 26](#))



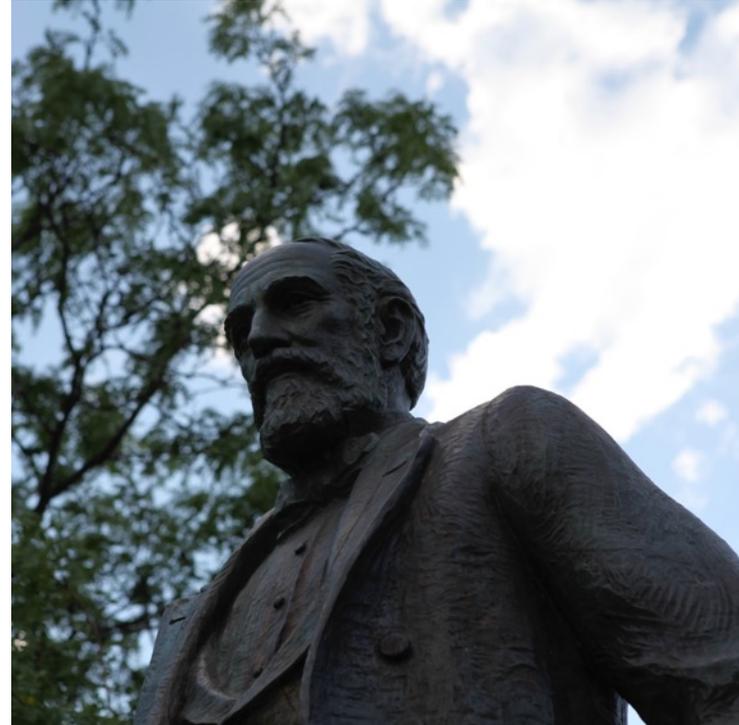
WEBER STATE
UNIVERSITY

Leading Change in Higher Education



University Leadership

- Culture of Consensus
- Incentives Beyond Money
- Transparency



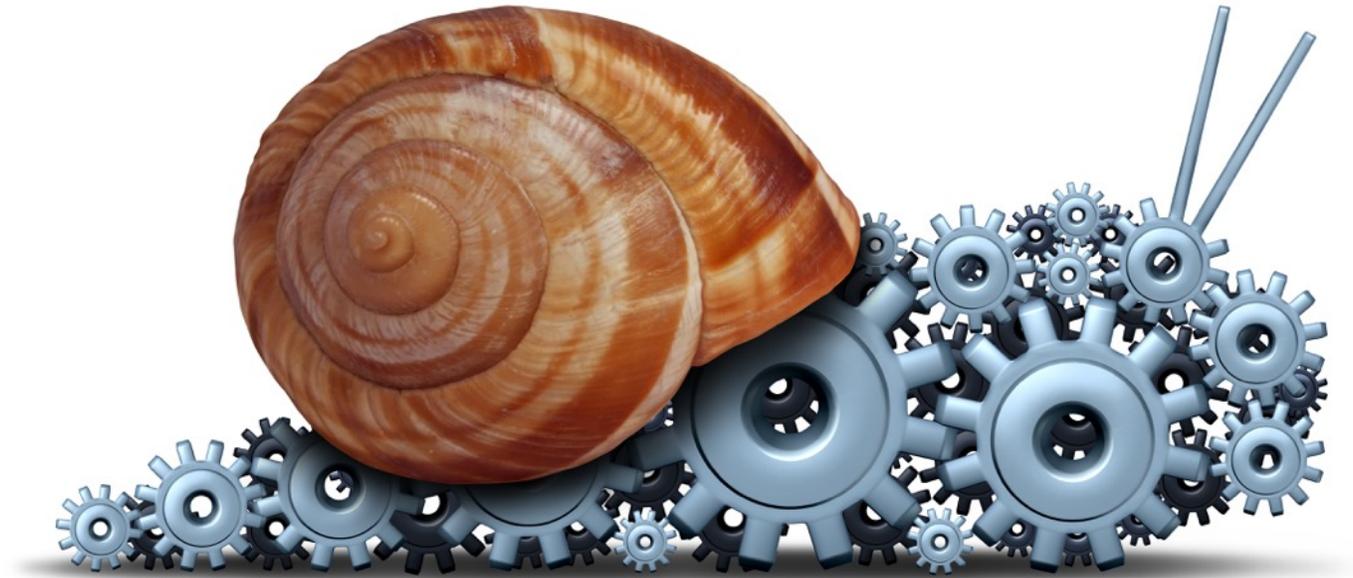
Committing to Consensus



Library Lessons Learned



Slow Going



Seal of Approval



What's Our Position?

We are Weber.

We put teaching first. We forge strong connections.
We are dedicated and resourceful, down to earth and forward thinking.

We know how to challenge you, and we care enough to do it.

We are proudly rooted in our community while we pioneer beyond boundaries.
We are unique in our ability to welcome everyone who has a dream
— to learn, to grow, to lead, to excel, to find your passion, to provide for your family —

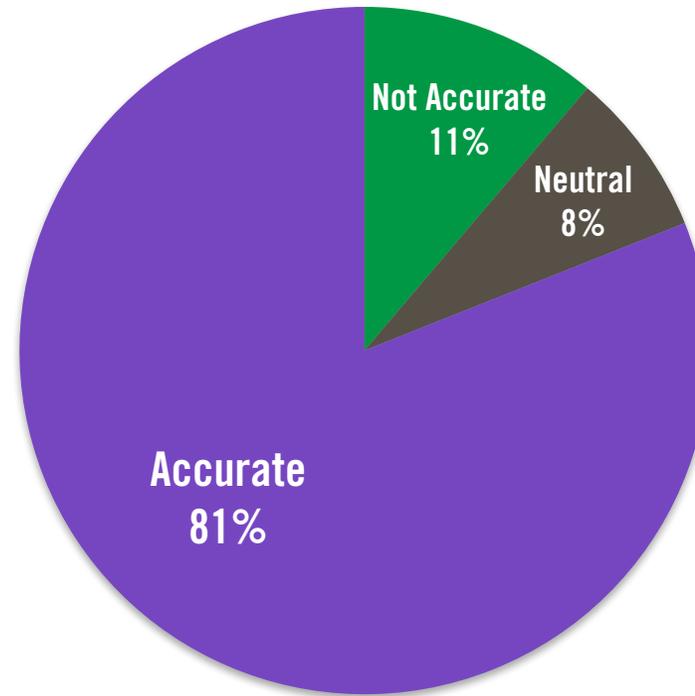
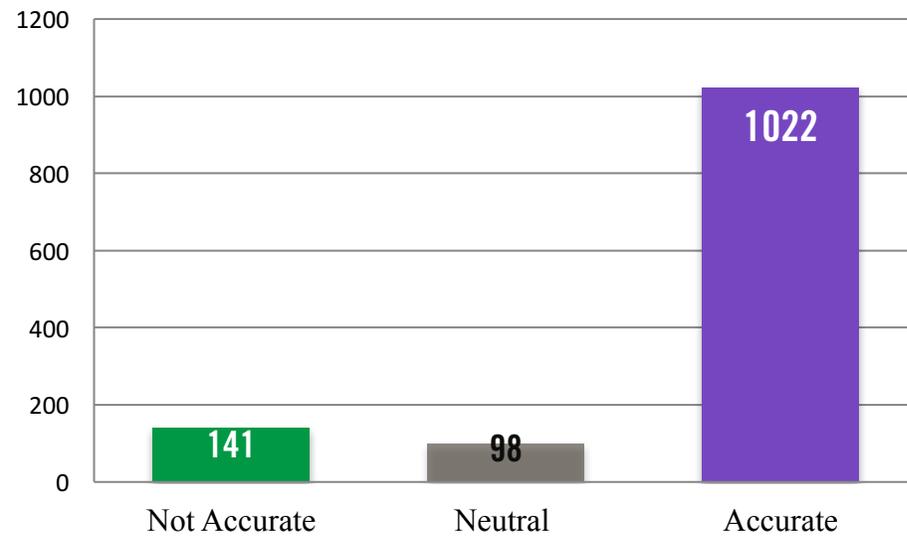
and we offer the personalized
opportunities, experiences and support
to transform that dream into reality.

Our doors, and minds, are open.

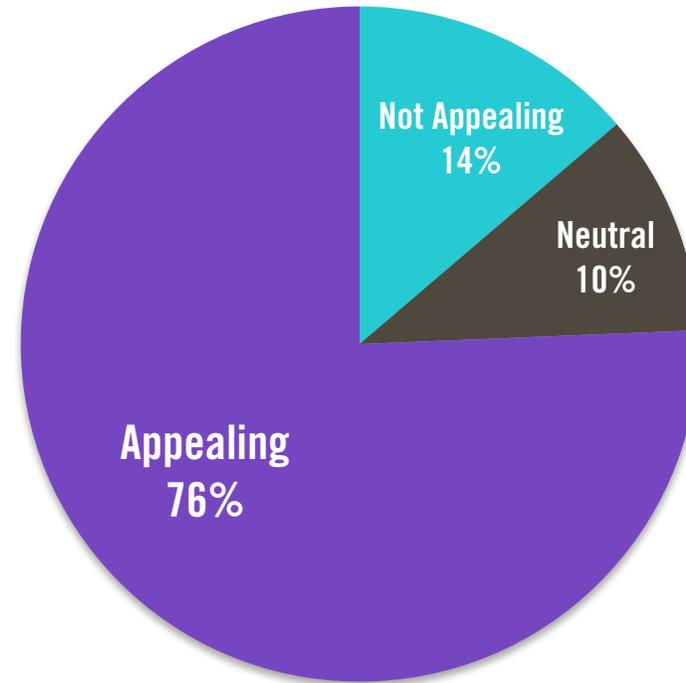
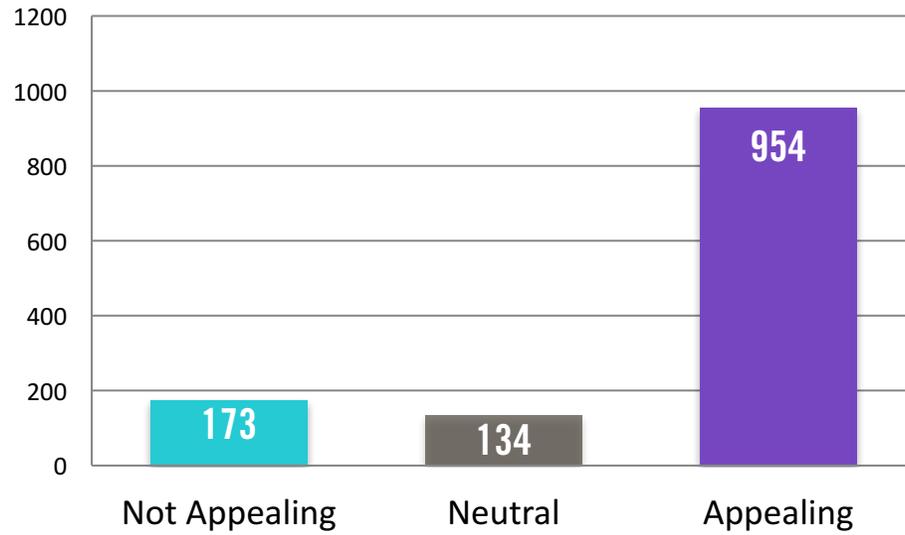


WEBER STATE UNIVERSITY

Accuracy



Appeal

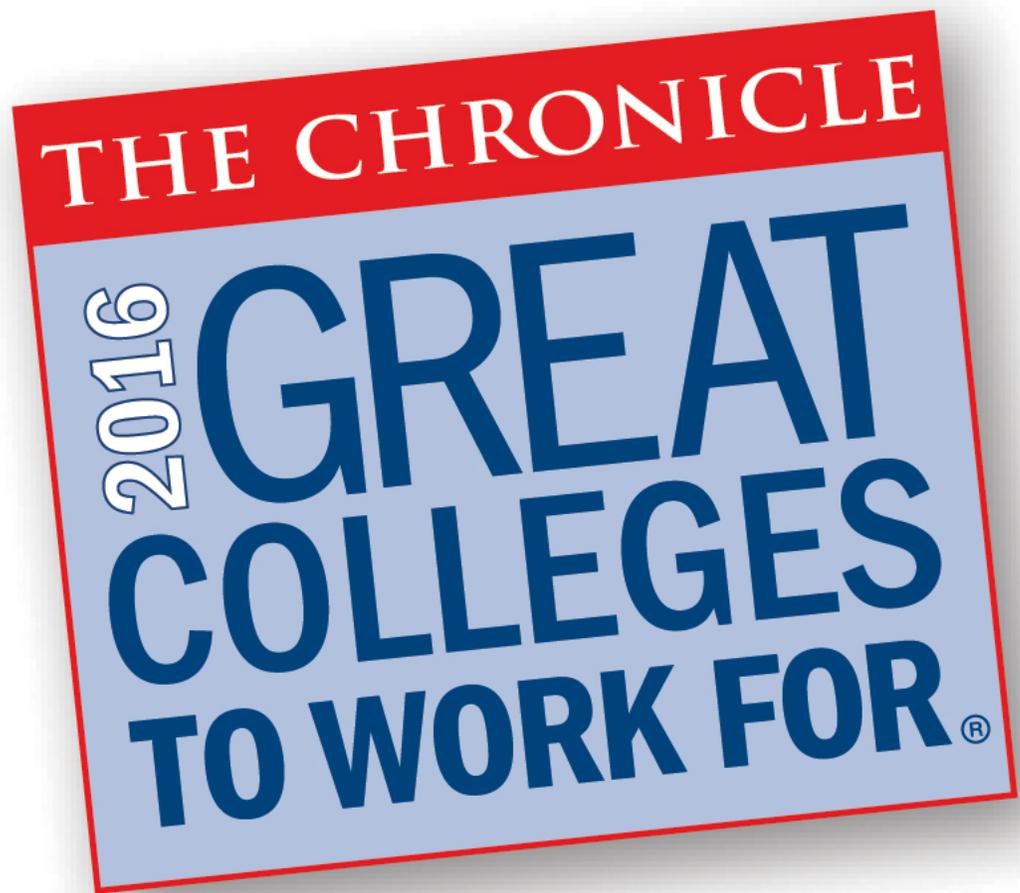


Cheering You On



A Worthwhile Work Environment





WEBER STATE UNIVERSITY

Proud of What We Do



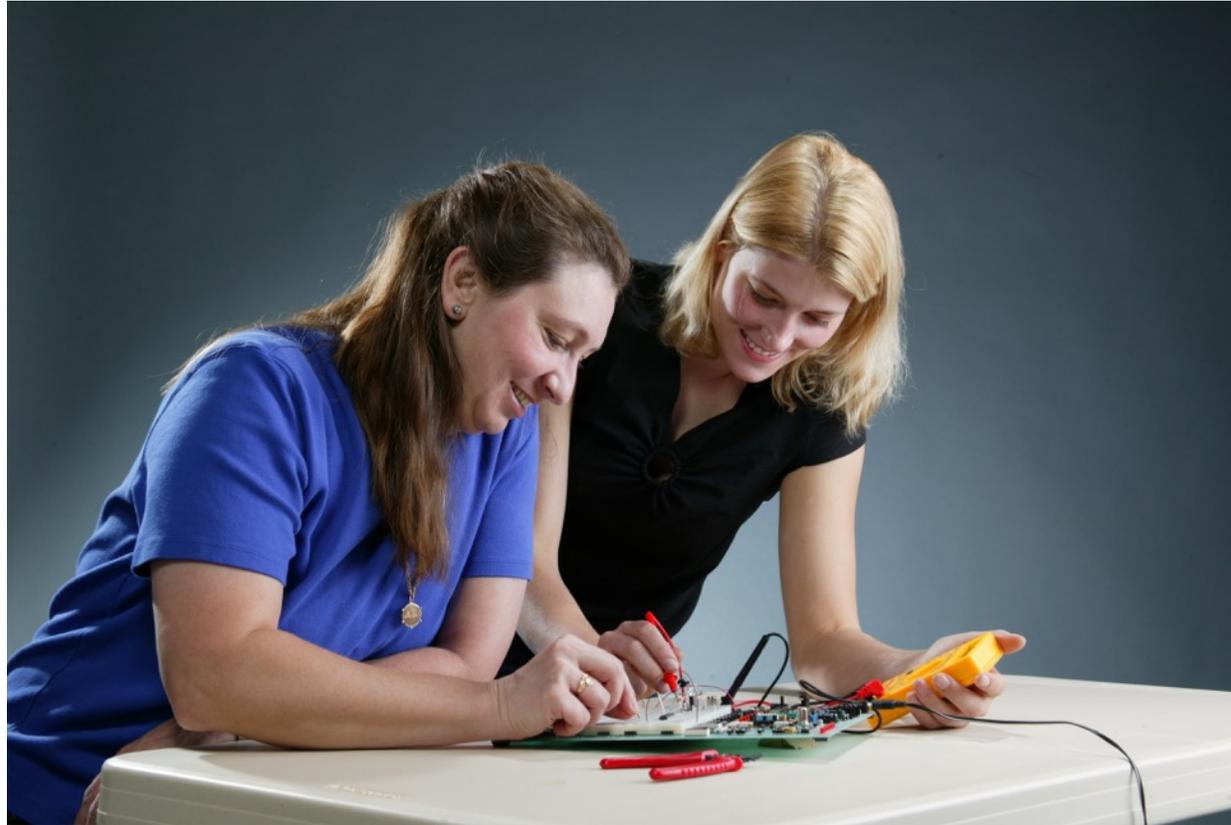
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Transparent Practices



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Preparing the Workforce





TOP 10

DEGREE
PROGRAMS

5-YEAR
TOTAL

Academic Years
2012 through 2016

1	Nursing	3,411
2	Radiologic Sciences	1,144
3	Business Administration	1,125
4	Computer Science	785
5	Criminal Justice	726
6	Medical Laboratory Sciences	689
7	Engineering Technology	676
8	Accounting/Taxation	673
9	Health Promotion & Human Performance	667
10	Health Administrative Services	649



Great Employees, Great Citizens





Carnegie Foundation

Elective
Community Engagement
Classification



A Seat at a Diverse Table





WEBER STATE UNIVERSITY

Creating a College Town



WEBER STATE UNIVERSITY

Commit to Consensus



Create a Worthwhile Work Environment



Be Transparent



Be a part of your community



WEBER STATE UNIVERSITY



WEBER STATE
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Make *your dream* happen.