

Five Trends that Will Change Advancement

John Lippincott
CASE President

District I
Feb. 13, 2006
Montreal, Quebec

CASE.

COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION

FIVE TRENDS

- 1. More Is Not Enough**
- 2. Glocalization**
- 3. A Fragile Trust**
- 4. Technology Changes Everything**
- 5. The “M” Word**



FIVE TRENDS

- 1. More Is Not Enough**
- 2. Glocalization**
- 3. A Fragile Trust**
- 4. Technology Changes Everything**
- 5. The “M” Word**



More Is Not Enough

THE COMPETITION BUILDS

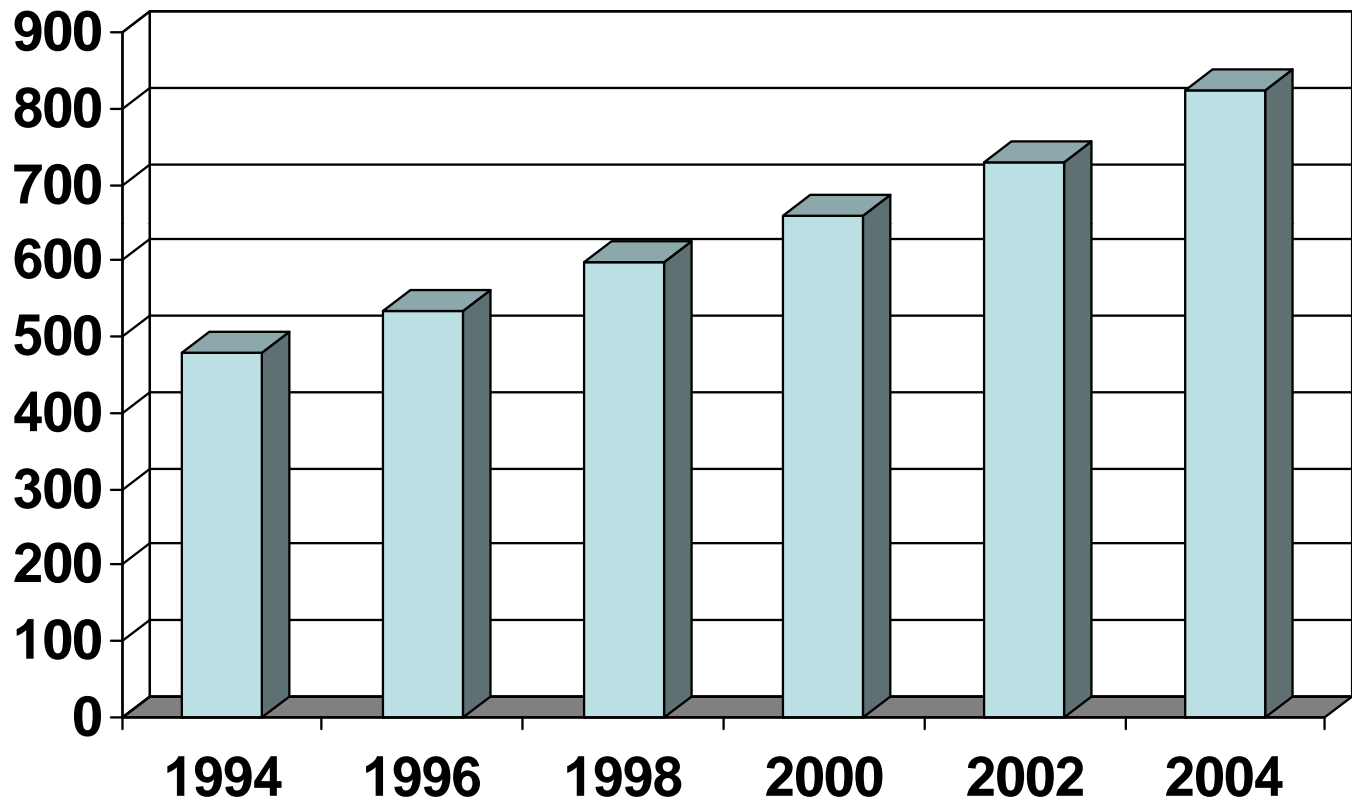
- **For dollars**
- **For reputation**
- **For attention**
- **For time**

CASE

More Is Not Enough

PUBLIC CHARITIES IN U.S.

Thousands

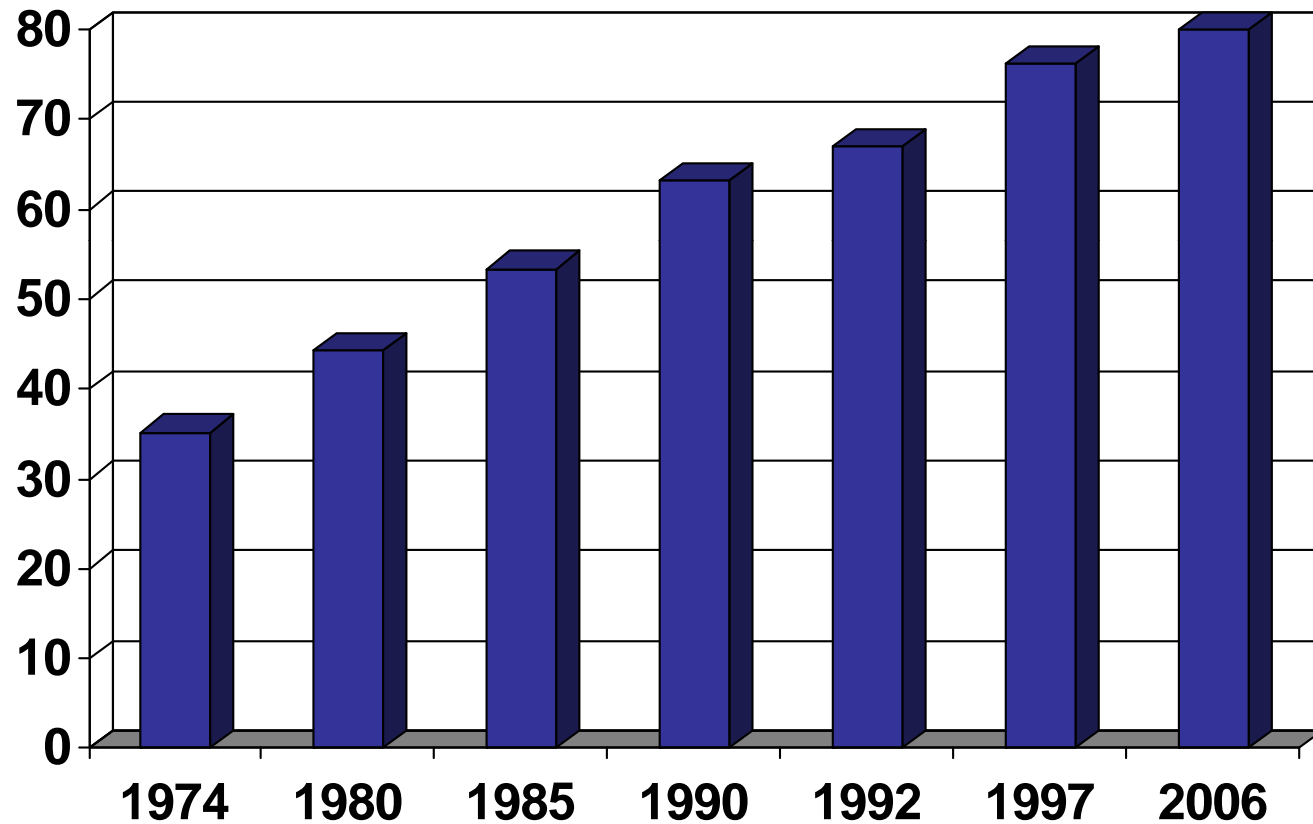


Source: National Center for Charitable Statistics, et al.

CASE

CHARITIES IN CANADA

Thousands



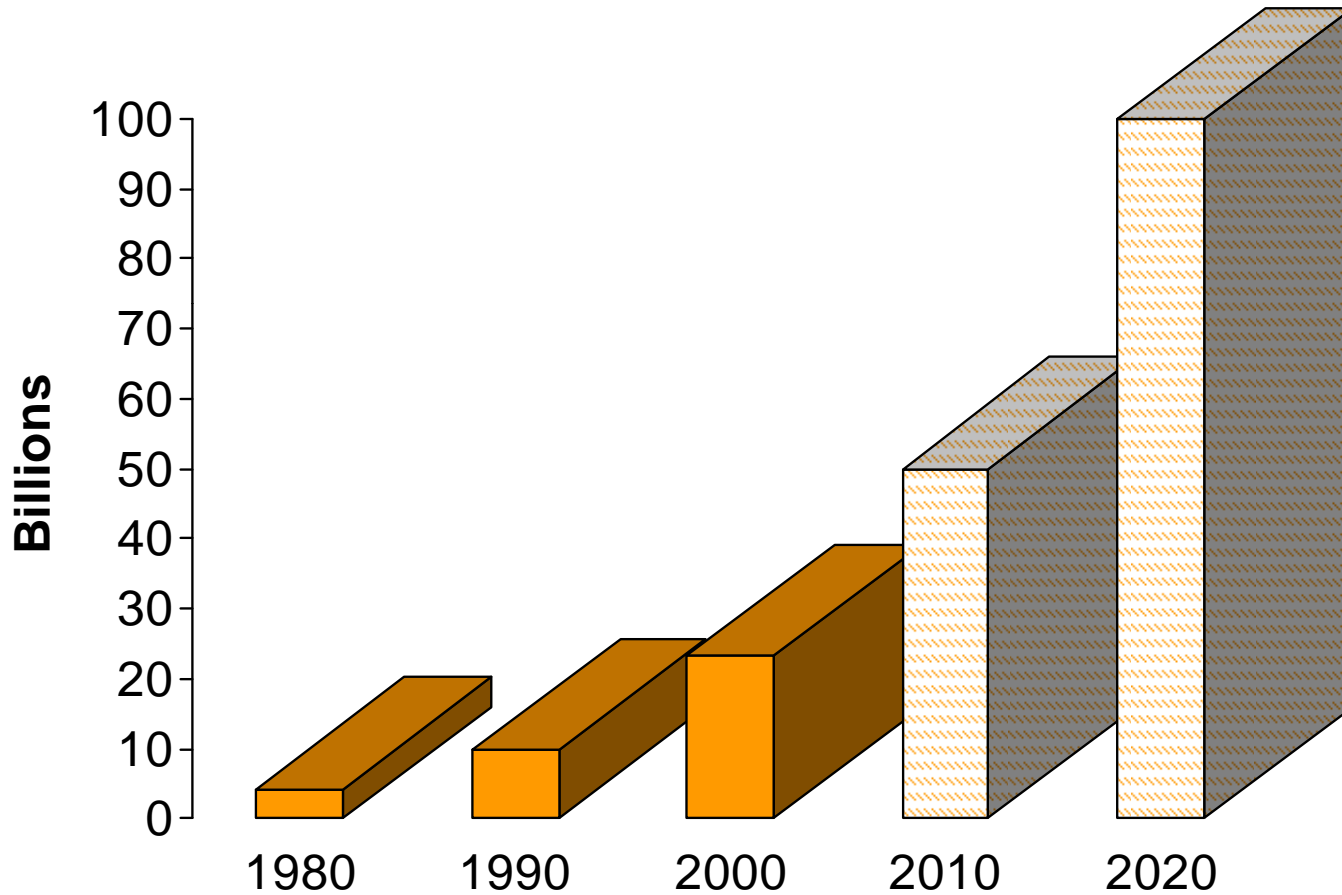
Source: "International Fund Raising for Not-for Profits" and Canada Revenue Agency

COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION



More Is Not Enough

GIVING TO U.S. HIGHER ED



CASE

More Is Not Enough

LET THE CAMPAIGNS BEGIN

1958 – \$100 million campaign

1974 – \$500 million campaign

1987 – \$1 billion campaign

1990 – \$2 billion campaign

2004 – \$3 billion campaign

2006 – \$5 billion campaign?

CASE

More Is Not Enough

LET THE CAMPAIGNS BEGIN

**53 current or recent
campaigns have “goals” of
\$1 billion or more...**

CASE

TRANSFER OF WEALTH

We will experience an intergenerational transfer of wealth during the first half of the century ranging from \$41 to \$136 trillion.

Havens and Schervish, 2003

More Is Not Enough

THE COMPETITION BUILDS

- For dollars
- For reputation
- For attention
- For time

CASE

US NEWS & WORLD REPORT

Our analyses indicate that a less favorable [USN&WR] rank leads an institution to accept a greater percentage of its applicants, a smaller percentage of its admitted applicants matriculate, and the resulting entering class is of lower quality...

**National Bureau of Economic Research in Change,
Nov./Dec. 1999**

US NEWS & WORLD REPORT

Rankings Criteria

- Peer Assessment: **25%**
- Retention: **20%** (national/liberal arts)
25% (master's/comprehensive)
- Faculty resources: **20 %**
- Student selectivity: **15%**
- Financial resources: **10%**
- Graduation rate: **5%** (national/liberal arts)
- Alumni giving: **5%**

MACLEAN'S Rankings Criteria

- Reputation: **19%**
- Student body: **22% to 23%**
- Classes: **17% to 18%**
- Faculty: **17%**
- Finances: **12%**
- Library: **12%**

VALUING BRAND

The value of a brand is based on a number of dynamic variables including competitive set, category strength, differentiation, relevance, management ability, corporate strategy and existing intangible and tangible assets. **Ultimately, brands are valued by their audiences, not by consultants.**

Financial Times, 2002

More Is Not Enough

THE COMPETITION BUILDS

- For dollars
- For reputation
- **For attention**
- For time

CASE

COMPETITION FOR ATTENTION

In the 1960s, an advertiser could reach 80% of U.S. women with a spot aired simultaneously on CBS, NBC, and ABC. Today, an ad would have to run on 100 TV channels to have a prayer of duplicating this feat.

Business Week, July 12, 2004

COMPETITION FOR ATTENTION

The world's total yearly production of print, film, optical, and magnetic content would require roughly 1.5 billion gigabytes of storage. This is the equivalent of 250 megabytes per person for each man, woman, and child on earth.

School of Information Management and Systems,
UC Berkeley, 2000

More Is Not Enough

THE COMPETITION BUILDS

- For dollars
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- For time

CASE

NO TIME LIKE THE PRESENT

“The share of men putting in 50 hours or more [at work] rose from 21 percent in 1970 to almost 27 percent in 2000, while the share of working women putting in these long work weeks rose from 5 to 11 percent.”

**Context magazine, published by the
American Sociological Association,
fall 2004**

More Is Not Enough

ADVOCACY
Professional
SERVICE
Resources
ETHICS
INTEGRITY
INTELLIGENCE
Recognition

CASE

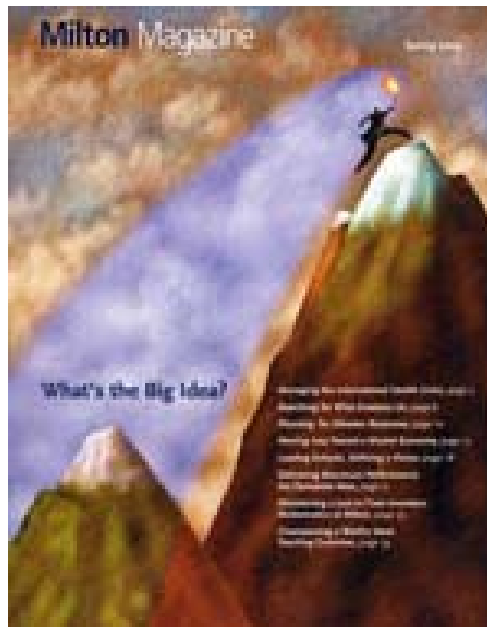
NEW DEMANDS/OLD DEMANDS



700-604137 © Russell Monk / Masterfile www.masterfile.com

More Is Not Enough

WEB PRESS AND WEB SITE



Address http://www.milton.edu/news/pages/magazine_2005fall_fs.html

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170 Centre Street, Milton, Massachusetts 02186 (617) 898-1798

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Milton Magazine

Spring 2005



Managing the International Health Crisis

Much of today's media coverage of global health issues is misleading. News stories tend to focus on the controversies surrounding AIDS drug pricing or the amount of funding necessary to combat the epidemic successfully. Though these issues are important, they contribute to a myth that HIV/AIDS is the only looming catastrophe in international health and that cheaper drugs or a dramatic infusion of money could soon turn the tide. [\[Full story\]](#)



The Quest for What Sustains Us

Food brings us together and—when survival instincts or dashing mores or cultures dictate—food can come between us. What we consume is closely allied to identity as well as health: You are what you eat, the adage goes.

Traditional Chinese consider food in

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FIVE TRENDS

1. More Is Not Enough
2. **Glocalization**
3. A Fragile Trust
4. Technology Changes Everything
5. The “M” Word

REACHING BEYOND BORDERS

Call it the globalization of giving universities are now competing for private contributions all over the world. They are reaching out to alumni living abroad, foreign undergraduates and their often well-to-do families, and wealthy “admirers”

**Philadelphia Inquirer,
Nov. 15, 2005**

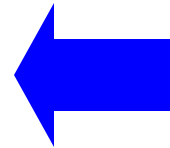
ADVANCEMENT WORLDWIDE

CASE in Point:

- Europe
- South Africa
- Australia
- Mexico
- Singapore

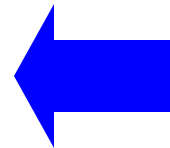
GIANT SUCKING SOUND

**London School
of Economics**



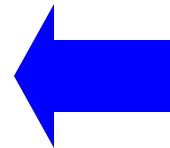
**Johns Hopkins
University**

**University of
Durham**



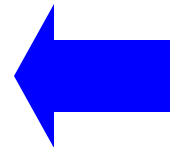
**Santa Clara
University**

**University of
Oxford**



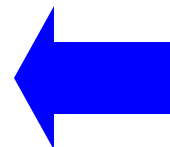
**University of
Toronto**

**Edinburgh
University**



**University of New
Hampshire**

**University of
Warwick**



**Washington
University**

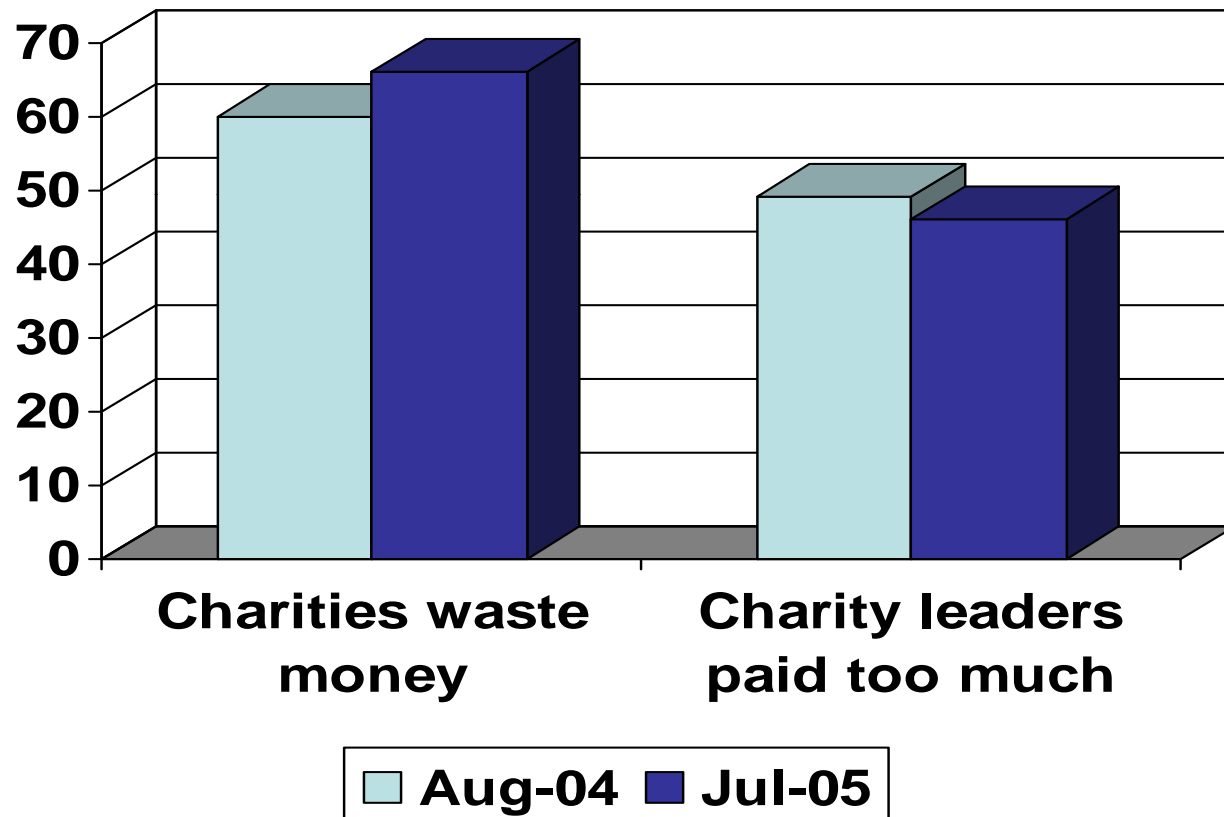


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A CHARITABLE VIEW

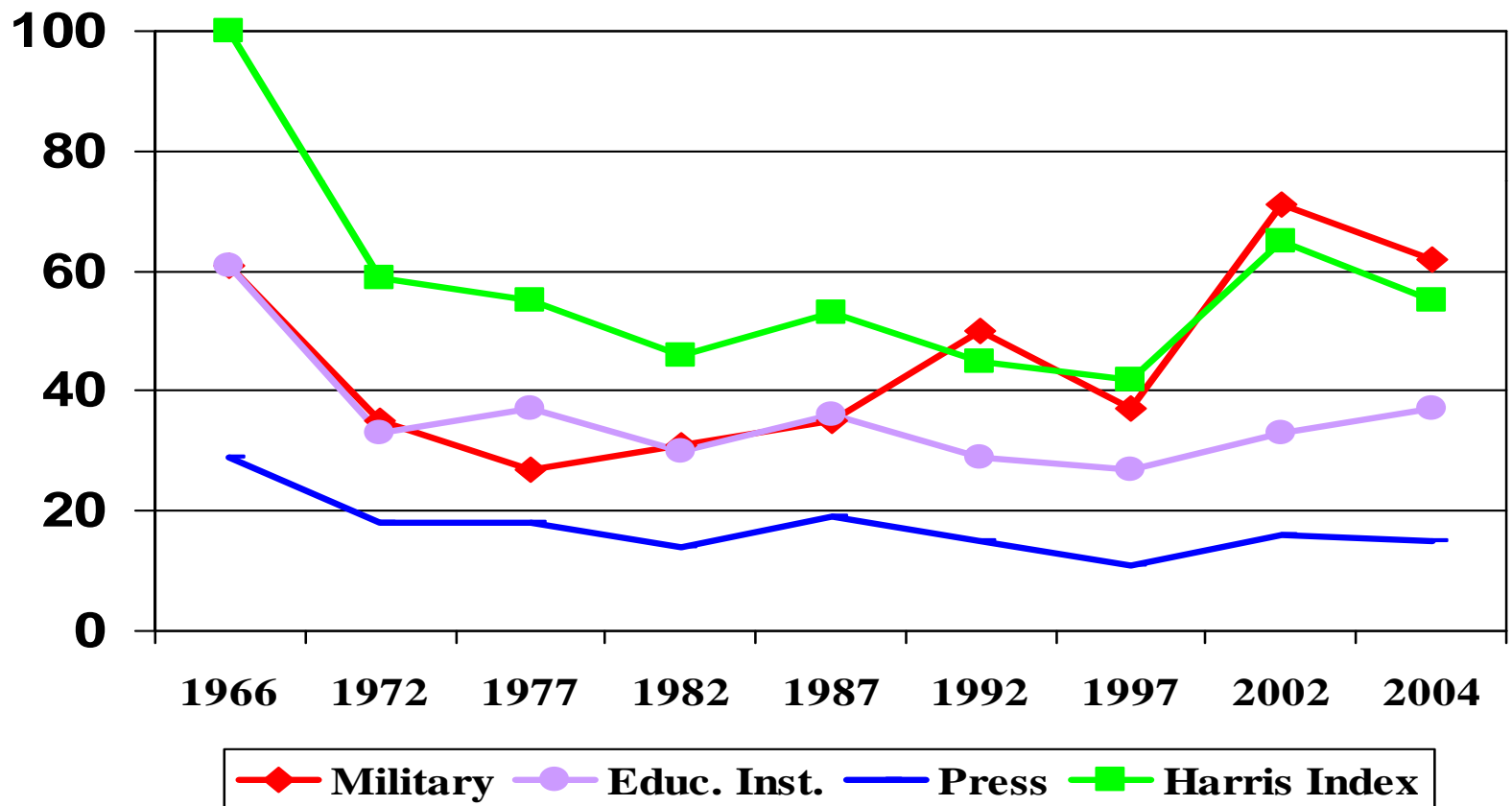
Confidence in Charitable Organizations



Source: Paul Light, NYU Wagner School of Public Service

CYNICISM GOES TO COLLEGE

Harris Poll: Confidence in leaders by sector



PUBLIC CONFRONTATION

It's National Philanthropy Day, do you know where your money is?

op-ed by William Robertson, Nov. 14, 2003

Americans Don't Want Gifts Used for Purposes They Haven't Approved, New Poll Finds

*story about poll commissioned by Robertson family
The Chronicle of Philanthropy, Dec. 12, 2005*

FEDS GO AFTER COLLEGE

... such actions raise significant questions about what other things a charity that has such a cavalier attitude toward the tax laws might be doing, especially in light of escalating tuition increases.

Letter from Sen. Charles E. Grassley to the acting chair of the American University board, Oct. 27, 2005

FEDS GO AFTER COLLEGE

- **Higher Education Reauthorization**
- **Cost Controls**
- **Accreditation**
- **Privacy**
- **Proprietary Institutions**
- **Transfer of Credit**
- **Regulation of Charities**

WHOSE BENEFIT IS IT ANYWAY?

- **Government funding continues to lag behind cost increases**
- **Chronicle of Higher Ed Survey: 63% said students and families should pay largest share**
- **Solutions for our Future: The American public understands the personal, but not the societal, benefits of higher education**

WHOSE BENEFIT IS IT ANYWAY?

Any university president standing in a public forum advocating tuition fee increases is taking a risk, but the level of university resources per student and the level of tuition fees are public policy issues... . For better or worse, tuition fees and accessibility are inextricably linked in the public mind.

President Peter George, McMaster University, speech, Queen's University Higher Education in Canada Conference

WHAT IS A CHARITY?

All these nonprofits like hospitals and universities should be paying taxes, because we're paying for them, and they get the money.

I wouldn't so much agree with [the] hospital [being considered a non-profit]. They are pretty much big business, as well as the universities.

**Focus group participants cited in
"The Charitable Impulse" report from Public Agenda, 2005**

WHAT IS A CHARITY?

The average university spent 4.8 percent of its endowment on its operations last year ... but its return on investments increased 14.7 percent.

“What Is A Charity?,” The New York Times, Nov. 14, 2005

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ADVOCACY

SERVICE

Technology

Professional

Resources

ETHICS

INTEGRITY

INFLUENCE

Recognition

CASE

HEGEL'S LAW OF TRANSFORMATION



Quantitative change yields qualitative change...

The abundance of communications technology changes the very nature of communication.

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CASE

COMMUNICATIONS 101

Press agency

Organization → Media → Audience

Public Information

Organization → Audience

Two-way asymmetric (persuasion)

Research → Organization → Audience

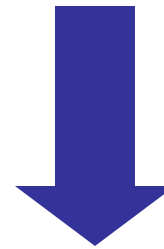


Two-way Symmetric (understanding)

Organization ↔ Stakeholders

COMMUNICATIONS 102

Senders and Receivers



**Hunters and Gatherers
(and self-publishers)**

PODCASTING



ADVOCACY

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Recognition

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PODCASTING

podcast.mansfield.edu/


Sunday January 22, 2006

MANSFIELD UNIVERSITY [Home Page](#) [Search & Directories](#) [Site Map](#)

PodCast.mansfield.edu

Mansfield University PodCast..... A look at life inside the University

The Mansfield University PodCast looks at college life through the eyes of freshmen who share their thoughts, experiences and advice. Admissions Director Brian Barden shares tips on how to find the college right for you and Financial Aid Director Chris Vaughn makes the complex world of financial aid understandable and sometimes even fun! The Mansfield University PodCast is for high school seniors, juniors and parents.




About Our Podcast - Episode 1 - January 18, 2006

Show Notes: I've had questions about the hardware and software to produce our podcasts. This show answers those questions.

Running Time: 04:27

File Size: 4.7 MB

 [Download About Our Podcast - Episode 1 MP3 File](#)

Financial Aid Tips - Episode 4 - January 9, 2006

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WIKIS

Address http://en.wikipedia.org/wiki/Concordia_University Go

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The Free Encyclopedia

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Please read Wikipedia founder Jimmy Wales's [personal appeal](#).

Concordia University

From Wikipedia, the free encyclopedia.


This article is about Concordia University in Montreal, Quebec. For other universities named Concordia, see [Concordia](#).

Concordia University is a large urban [university](#) in [Montreal, Quebec, Canada](#). The university has two campuses, set approximately 7 km apart: Sir George Williams Campus is in the downtown core of Montreal (at [Guy-Concordia metro station](#)), and Loyola Campus is in the residential west-end district of [Notre-Dame-de-Grâce](#). They are connected by free shuttle-bus service for students, faculty and staff. Concordia is one of Montreal's two universities that teach in [English](#) (the other being [McGill University](#)).

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 - 1.1 Sir George Williams University
 - 1.2 Loyola College
 - 1.3 Concordia University
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- 3 Programs
- 4 Fabrikant Affair
- 5 Student Activism
- 6 Varsity Athletics
- 7 Club Athletics
- 8 Noted alumni
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- 10 See also
- 11 External links

Concordia University



Motto	Real education for the real world
Founded	1974, with the merger of two institutions, Loyola College (1896) and Sir George Williams University (1926)
School type	Public University
President	Claude Lajeunesse
Location	Montreal, Quebec, Canada

WIKIS

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Main Page
From wso/wiki

Announcement, Dec. 2: the [Wiki board](#) has been selected.

The wiki belongs to you. Feel free to use it to post information about some aspect of [Williams College](#), or at least information that some Williams students will probably find useful. To make any edits, you'll need to log in with your OIT or WSO account. If you are in an especially helpful mood, consider starting one of the [most wanted articles](#).

Below are non-trivial pages of interest. You can add to this list, or in fact edit any page on the wiki, by clicking "Edit this page" (at the bottom). [\[edit\]](#)

People

- [Students with Language Skills](#)
- [Students with Body Skills](#)
- [Students with Automotive Skills](#)
- [Students with Computer Skills](#)
- [Students with Other Skills](#)
- [Your Mom](#)
- [My Dad](#)
- [The Cow](#)
- [Relationships](#)
- [Ephs at War](#)

Academics [\[edit\]](#)

- [Winter Study](#)
- [Easy classes](#)

Done

BLOGS

w.smith.edu/admission/blog/



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Office of Admission

STUDENT BLOGS

Esther Ahn '05

April 6, 2005 - SUN AT SMITH!

With the recent warm weather I was finally able to wear my flip flops! I have yet to bring out my surfing shorts (my basic attire in South Africa for 7 months) but it won't be long before I find Smithies tanning on the great green lawn in front of the Campus Center or in the Quad... >>

Kiara Curbelo-Infante '06

March 28, 2005 - Spring Break in Spain

I just got back from my fun-filled spring break. My family came to visit me during break and we traveled throughout Spain. They first came to Córdoba and stayed here for two days. I showed them around Córdoba and introduced them to a bunch of my professors and friends here.

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[For International Students](#)

[For Transfer Students](#)

[For Nontraditional Students](#)

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REALLY SIMPLE SYNDICATION

file:///C:/Documents%20and%20Settings/lippincott/Application%20Data/Mozilla/Firefox/Profiles/gjp5wtp2.default/chro Go

Council for Advancement and Support of Education - E-Headlines

for March 30, 2005

- ### 1. Group Seeks Resignation of Columbia University President - New York Times

As Columbia University awaits a report on charges of intimidation of Jewish students in classes in Middle East studies, a small group of graduate students began circulating a petition yesterday calling for the resignation of Columbia's president, Lee C. Bollinger, because he "failed to defend our faculty, thereby nurturing an environment of fear and intimidation throughout the university." Last week, in a speech to the New York City Bar Association, Mr. Bollinger said that academic freedom had some limits when it came to the classroom and that when there were lapses, they should not be "accepted without consequences."
- ### 2. College Faculties A Most Liberal Lot, Study Finds - Washington Post

College faculties, long assumed to be a liberal bastion, lean further to the left than even the most conspiratorial conservatives might have imagined, a new study says. By their own description, 72 percent of those teaching at American universities and colleges are liberal and 15 percent are conservative, says the study being published this week. The imbalance is almost as striking in partisan terms, with 50 percent of the faculty members surveyed identifying themselves as Democrats and 11 percent as Republicans. The disparity is even more pronounced at the most elite schools, where, according to the study, 87 percent of faculty are liberal and 13 percent are conservative.
- ### 3. Protection for Title IX Whistleblowers - Inside Higher Ed

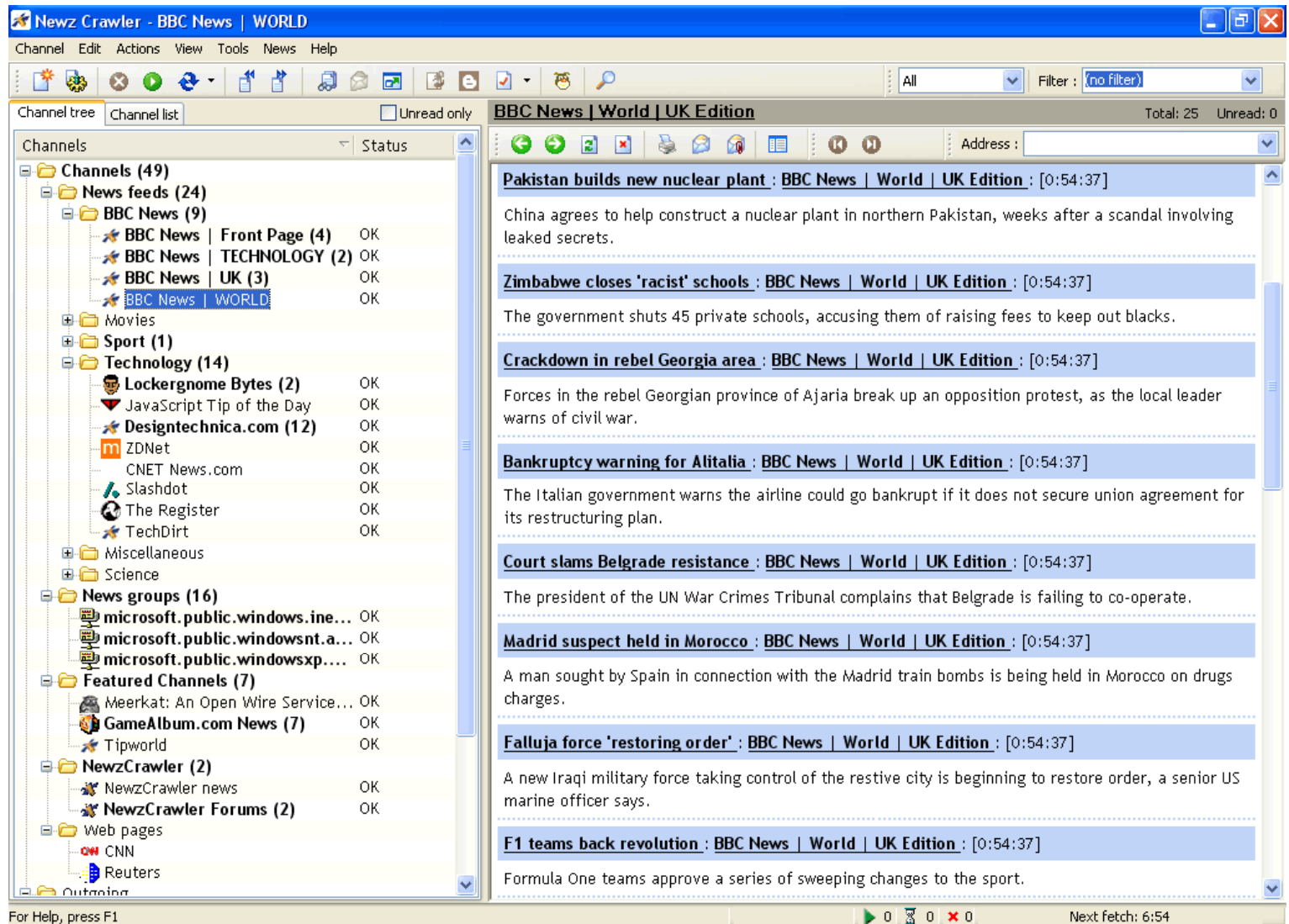
After a loss in the executive branch, supporters of women's sports received a big win in the nation's highest court. Two weeks after the U.S. Education Department issued guidelines that were widely perceived to undermine Title IX enforcement, a deeply divided U.S. Supreme Court ruled Tuesday that individuals who bring complaints about sex discrimination under Title IX can seek damages from colleges or schools that retaliate against them for blowing the whistle. Title IX bars educational institutions that receive federal funds from discriminating on the basis of gender.
- ### 4. America's best collegiate athletes often not American - Christian Science Monitor

When swimmer Ryk Neethling powered South Africa's Olympic relay team to an unprecedented gold medal in Athens last summer, the Americans were surprised, to say the least. Except for US assistant coach Frank Busch. "We'd talked about it for a long time.... Emotionally, it was an incredible experience," he recalls. As a teenager, Mr. Neethling had been recruited by Mr. Busch to attend the University of Arizona, where he competed on a generous scholarship - courtesy of the state's taxpayers. In fact, with three of South Africa's four relay medalists having attended Arizona, the school could go into the business of franchising global Olympic athletes. In some ways, they already have - and they're not alone.
- ### 5. Economic Imperative: Faced with a changing job market and New England's lowest college-attendance rate, Maine is taking new stock of its "second tier" students - Education Week

The signals had been there for years. Task force reports and researchers all predicted it. Then, in the late 1990s, the economic collapse in this blue-collar region of central Maine began. First, the Cascade Co. closed its textile mill. Then the C.F. Hathaway Co. shut down, and Dumont Industries followed suit soon after. Several stores and other businesses also shut their doors around the same time. All told, about 1,200 well-paying jobs disappeared between 1997 and 2002. Just as troubling, though, was another stubborn fact: Many of the state's youngest workers were not well prepared for the changing job market.
- ### 6. An Ivy Stepladder - Time Magazine

Roy Guzman found himself in an educational no-man's-land. A bright, industrious teen who came to Miami from Honduras nine years ago, he scored well enough on his SAT that he was being recruited by Stanford University. But despite the tuition aid he could have received, Guzman felt that he and his family weren't ready for the heavy financial burden of four years at a prestigious college. And despite his good grades, Guzman was worried that he wasn't ready academically either. But just as he was about to delay college and join the Marines, Guzman heard that Miami Dade College, one of the largest community colleges in the U.S., had created an honors college offering an advanced, university-level core curriculum that would allow him to fine-tune his skills and do it without having to pay Stanford's \$29,847 tuition. Guzman has taken advantage of the fact that community colleges--the democratic, blue-collar institutions of U.S. higher education in the 20th century--are trying on more upscale caps and gowns in the 21st.

AGGREGATORS



FACEBOOK

facebook login register about help

Areg Maghakian's Profile AUP

E-mail:

Password:

Login Register

Information

Account Info

Name: Areg Maghakian [add to friends]
 Member Since: May 11, 2005
 Last Update: December 28, 2005

Basic Info

Geography: San Francisco, CA
 School: AUP '05
 Status: Alumnus/Alumna
 Sex: Male
 Concentration: International Business Administration
 Birthday: 05/23/82
 Home Town: Escondido, CA
 High School: Fort Collins High School '00

Personal Info

Looking For: Whatever I can get
 Interested In: Women
 Relationship Status: Single
 Political Views: Liberal
 Interests: Life, writing, reading, people
 Favorite Music: M83, System of a Down, Radiohead, Thievery Corporation, Massive Attack, Chemical Brothers, Godspeed You! Black Emperor, Explosions in the Sky, Kruder and Dorfmeister, Sigur Ros, The Doors, Arcade Fire, A Silver Mt Zion, Air, Arkestra One, Federico Aubele, Bob Marley, Dead Prez, Mos Def, Rouben, Leftfield, Molotov, Mano Negra, Manu Chao, Orbital, Orb, Primal Scream, Rjd2, Eluvium, Sufjan Stevens

Favorite TV Shows: Family guy, Futurama, The Simpsons, Sportscenter
 Favorite Movies: Office Space, Blood Sport, Boondock Saints, You me and everyone we know, Life Aquatic, any Baz Luhrman or Aronofsky films, Love 80's movies with cool montages, Boondock Saints, Sin City, War flicks, It's a pretty crappy list.

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 Poke Him!
 Add Areg as a Friend

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FACEBOOK

If you have access to a school alumni email address, then you can easily register for and use Facebook. Currently we require that everybody register with a valid school-affiliated email address... and we are looking into other methods for confirming school alumni status.

Facebook 2005

THE U UNCUT

THE U EST. 2005

Choose a School: Univ. of North Carolina At [dropdown] OR Search for a School: [input] Search [button]

Univ. of North Carolina At ... Chapel Hill, North Carolina

Home > South > Univ. of North Carolina At ...

Get The U: Uncut - The South
To See The Full-Length Tour of This School!

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For a full-length tour featuring details on Academics, Social Life, The Campus, and more, [order THE U: UNCUT.](#)

[CLICK HERE FOR A FREE FULL-LENGTH SAMPLE OF THE U: UNCUT](#)

The Breakdown

➤ **School Information**

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL Request info online now!
Want an application or more information from this school?

Want the Full-Length Tour? Get THE U: UNCUT The South

Buy Now! ▶

Spotlight

THE U is a new DVD series featuring MTV-style tours of colleges hosted by stars from The WB. JOIN NOW and get a chance to win a trip to the set of a WB show!

★ **Students Grade This School**

A-

COLLEGE STUDENTS: SPEAK OUT!
Rate your school and win big!

Grade This School ▶ **Read Reviews** ▶

Latest Reviews

UNC-CH
There are over 600 student organizations and a thriving fraternity and sorority community on campus. Getting involved more helps UNC seem more like a family and gives it a smaller, more cozy atmosphere. There's a lot to do, the campus is gorgeous (despite the construction which will make it even bet...

Read Full Review ▶

A Place to Belong
My advisor suggested that I go here. I said well do you really think I can get in, being that only 18% is accepted out of the state and he was like you know it'll be a reach but you have a

Get THE U Boxset
Get all 5 Regions Featuring All 50 Schools

Buy Now! ▶

40% OFF!

FIVE TRENDS

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2. Glocalization
3. A Fragile Trust
4. Technology Changes Everything
5. **The “M” Word**



ADVOCACY

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The “M” Word

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BECKWITH RULES

- Marketing is not a department.
- To broaden your appeal, narrow your position.
- People hear what they see.
- You are competing with Walt Disney...

Harry Beckwith, “Selling the Invisible”

ADVOCACY

SERVICE

The “M” Word

Professional

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Recognition

CASE

THREE KEY PRINCIPLES

- **Segmentation**
 - **by generation**
 - **by interest**
- **Engagement**
- **Differentiation**

GENERATIONAL MARKETS

	Boomers	Xers	Millennials
Perspective on Work	Career	Job	Must have meaning
Communication	Diplomatic	Blunt	Questioning
Approval	Seek validation	Indifferent	Expect attention
Perspective on Future	A better world	Survival	Sky's the limit

Sources: **Rocking The Ages: The Yankelovich Report on Generational Marketing**
 Marilee Jones, MIT Dean of Admissions

ADVOCACY

The "M" Word

SERVICE

Professional

Resources

ETHICS

INTEGRITY

INTEGRITY

INTEGRITY

Recognition

CASE

NORMAL NO MORE

As levels of affluence rose markedly in the 1970s and 1980s, status was redefined. "From the consumer point of view," says McDonald's Light, "we've had a change from 'I want to be normal' to 'I want to be special.'"

Business Week, July 12, 2004

ADVOCACY

SERVICE

The "M" Word

Resources

ETHICS

INTEGRITY

INFLUENCE

Recognition

CASE

PERMISSION MARKETING

"The future of marketing will be much more oriented to permission marketing -- marketing plans and advertising so relevant that it is welcomed by consumers..." Stengel says.

Business Week, July 12, 2004

ADVOCACY

The "M" Word

SERVICE

Resources

ETHICS

INTEGRITY

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Recognition

CASE

ENGAGING BOOMERS

Low estimate of the total amount expected to be given to charity between 1998-2017 as baby boomers inherit the wealth amassed by their parents: \$1.7 trillion.

From Looking Out for the Future,
www.futureofphilanthropy.org, 2005

Charitable Giving from Boomers Rising: Instead of Writing Checks, Group is Hands-On, Creating Own Foundations

Headline from AP story in The Wilmington (Del.)
News Journal, March 28, 2004

ADVOCACY

The “M” Word

SERVICE

Resources

ETHICS

INTEGRITY

INFLUENCE

Recognition

CASE

VENTURE PHILANTHROPY

Venture philanthropists:

- Use resources to influence change
- Want to contribute expertise as well as money
- Tend to have a start-up mentality
- Demand accountability and measurable results

“The Mechanics of Venture Philanthropy,” CURRENTS, Dec. 2002

ADVOCACY

SERVICE

The “M” Word

Resources

SKILLS

INTEGRITY

INFLUENCE

Recognition

CASE

VENTURE PHILANTHROPY

- **UCLA and University of Michigan: venture funds supported by private donations are invested by committee of donors**
- **Princeton University: alumni group donates to and oversees project to recruit, interview and mentor students for jobs in public-interest sector**

ADVOCACY

The “M” Word

SERVICE

Professional

Resources

ETHICS

INTEGRITY

INTEGRITY

INTEGRITY

Recognition

CASE

DIFFERENTIATION

This is UNI | **World-class** university education

UW-Madison - A **World Class** University

University of California - UC Academics: A
World-Class University

Howard University - Why Howard? - **World-
Class** & Multicultural

A World-Class Engineering College at a
World-Class University (UIUC)

Washington State University | **World Class.**
Face to Face.



WHAT DOES IT ALL MEAN?

WHAT DOES IT ALL MEAN?

FOR ADVANCEMENT FIELD

- **Enhanced professionalism**
- **Strategic role**
- **Advocacy efforts**
- **Attention to standards**





WHAT DOES IT ALL MEAN?

FOR ADVANCEMENT OFFICE

- **Integration**
- **Collaboration**
- **Prioritization**
- **Investment**
- **Accountability**

WHAT DOES IT ALL MEAN?

FOR ADVANCEMENT OFFICERS

- **High demand; High demands**
- **Cross-training**
- **Creativity**
- **Integrity**





WHAT DOES IT ALL MEAN?

FOR YOU

- Long Hours
- Long Career
- Long View

THANK YOU!

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