WHY PURPOSE?

• Humans need it
• Employees thrive on it
• Society expects it
HUMANS NEED PURPOSE & MEANING
EXTRINSIC ASPIRATIONS
money, status, awards

INTRINSIC ASPIRATIONS
to help others improve their lives, to learn & grow

Benchmarked life satisfaction and goals in college – tracked them down several years later to see how achieving (or not achieving) their goals had affected their life satisfaction.

Extrinsic Goals Met:
Similar levels of life satisfaction as in college
+ 
High levels of anxiety and depression

Intrinsic Goals Met:
Higher levels of life satisfaction and well-being than in college
+ 
Very low levels of anxiety and depression
PURPOSE DRIVES ENGAGEMENT
The most deeply motivated people—the most productive and satisfied people—hitch their desires to a cause larger than themselves. —Dan Pink, Drive

Based on Dan Pink’s DRIVE: The Surprising Truth About What Motivates People
Purpose is a key driver of employee engagement.

Camp 3: Growth

Camp 2: Purpose & Meaning

Camp 1: Respected & Valued

Base Camp: Clear & Prepared

Companies with a strong sense of Purpose: 73% Fully Engaged

Companies without a sense of Purpose: 23% Full Engaged

Gallup’s Engagement Model: Q8. The purpose of my company makes me feel my job is important.

Deloitte Survey: Core Beliefs & Culture Survey (Strong sense of purpose key driver of business investment)
SOCIETY EXPECTS YOU TO HAVE A HIGHER PURPOSE
People want their brands to be forces for good.

60% Believe **doing good** should be a **part of a brand’s DNA**

57% **Will boycott** brands based on a brand’s position on a social or political issue.

51% Brands have **more power to solve social ills than governments** do

Source: Edelman Earned Brand 2016, 2017
Core Purpose

A definitive statement about the difference you are trying to make in the world.
Know Thyself was the inscription over the Oracle at Delphi. And it is still the most difficult task any of us faces. But until you truly know yourself, strengths and weaknesses, know what you want to do and why you want to do it, you cannot succeed in any but the most superficial sense of the word.

–Warren Bennis
Do you know what you stand for?

“*I KNOW WHAT MY COMPANY STANDS FOR AND WHAT MAKES OUR BRAND(S) DIFFERENT FROM OUR COMPETITORS.*”

Only 37% of Employees strongly agree: *I know what my company stands for.*
Stars appear to rotate around Polaris, the North Star, in this time exposure of the Kitt Peak National Observatory near Tucson, AZ. Similarly, Purpose serves as the North Star to orient all activities of an organization.
The Building Blocks of Purpose

MEANINGFUL IMPACT: What does the world need you to do?

STRENGTH: What are you built to do?

PASSION: What do you love to do?
Where your talents and the needs of the world cross, there lies your purpose.

-Aristotle
WHAT WE’VE DONE

Phase I. LEADERSHIP VISIONING & STRATEGIC CONTEXT
In-depth interviews with twenty UA leaders; along with thorough review of strategic plan to serve as context for Purpose & Values.

Phase II. PERSPECTIVE GATHERING IDEATION LABS
On-campus ideation labs with Administration, Faculty and Students; Asynchronous labs with Alumni, Donors and other UA beneficiaries.

Phase III. STAKEHOLDER REALITY CHECK
On-campus focus groups with current UA students; Asynchronous lab with incoming Freshman class of 2019; Review of societal needs in regard to higher education.
What are we passionate about?

**WORKING TOGETHER** to transform students’ lives, solve big problems and engage deeply in the world around us.

**Working Together**
A love of the highly diverse & collegial culture that’s willing to work together.

**Student-centric**
A passion for transforming the lives of students.

**Solution-oriented**
Pride in tackling and solving important problems that affect the quality of life in our communities and on our planet.

**Service-minded**
A place that people love – a place that inspires you to truly savor the world and to do your part to be of service to the world.
What do we have the potential to be great at?

UA empowers people to **EXPAND THEIR POTENTIAL** for success in life and **EXPLORE NEW FRONTIERS** through **A HOLISTIC APPROACH TO EDUCATION**

**Science & Liberal Arts**
- Foundation for well-rounded thinkers.
- In-demand disciplines + critical skill valued by employers.

**Interdisciplinary**
- Necessary for solving increasingly complex problems.
- Develops agile thinkers needed in a changing world.

**Partnerships**
- Enables the possibility of extraordinary impact.
- Creates real-world solutions society needs.

**4IR Technologies**
- Empowers human ingenuity and our ability to solve problems.
- Addresses enormous skills gap in the labor market.

**100% Engagement**
- A living laboratory for putting education into action.
- Increasing the perceived relevancy of education.
Where can we make the most meaningful impact? ENHANCING and ENRICHING life for all by transforming the lives of students and leveraging unique assets to solve problems affecting our local and global communities.

Empowering Students
Land Grant responsibility to transform lives and prepare students to succeed in the new (4IR) era.

Climate Change
UA is a living laboratory for studying climate change and its impact on energy, water and food security.

Healthcare
UA & Banner Health can pioneer the next generation of healthcare access and delivery.

Space Exploration
UA is at the frontier of space exploration for the benefit of mankind: earth security, mining operations, satellite-based blockchain

Equity & Justice
UA is addressing the pressing issues of rising income inequality, immigration & criminal justice.

Most frequently mentioned needs/problems that UA has the wherewithal to address but by no means exhaustive.
MEANINGFUL IMPACT:
Enhancing and enriching life for all.

STRENGTH:
Empowering students to expand their potential and explore new frontiers through a holistic approach to education.

PASSION:
Working together to transform students’ lives, solve big problems and engage deeply in the world around us.
WORKING TOGETHER
The days of artificial boundaries and silos are over. At UA, we work together because we know we’re better together.

EXPAND HUMAN POTENTIAL
We’re committed to all students seeking to expand potential in all communities; Human potential expanded by -STEM & humanities training, -interdisciplinary thinking, -4IR technology, and -real-world engagements.

Working together to expand human potential, explore new horizons and enrich life for all.

EXPLORE NEW HORIZONS
A celebration of being a Tier One research institution tackling challenges at the edges of human endeavor

+ An invitation for students to explore new horizons/ dimensions of their world: interests, passions, clubs, etc.

ENRICH LIFE FOR ALL
-Enrich YOUR life
-Enrich the life of your community (HSI, Native American)
-Enrich life in Arizona
-Enrich life on our planet
DISCOVERING

CORE VALUES
“Culture eats strategy for breakfast”

– Peter Drucker
What are CORE VALUES?

CORE VALUES are the organization's essential and enduring tenets—a small set of timeless guiding principles that require no external justification; they have intrinsic value and importance to those inside the organization.
<table>
<thead>
<tr>
<th>What CORE VALUES are <strong>not</strong>...</th>
<th>What CORE VALUES are...</th>
</tr>
</thead>
<tbody>
<tr>
<td>A marketing thing.</td>
<td>A real thing – a reflection of our authentic culture ... <em>when we’re at our best!</em></td>
</tr>
<tr>
<td>Ever-changing.</td>
<td>Timeless.</td>
</tr>
<tr>
<td>Negotiable or flexible based on the situation or environment.</td>
<td>Practiced consistently and with integrity, regardless of the situation.</td>
</tr>
<tr>
<td>Shaped by what our competitors are doing or what others want us to be.</td>
<td>Meaningful to us, no matter what others may think.</td>
</tr>
<tr>
<td>Soft and squishy; just something kind of nice to talk about.</td>
<td>Instructional--they help to determine the right thing to do.</td>
</tr>
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VALUES EXPLORATION

I. AUDIT OF EXISTING VALUES FOUND ON THE UA CAMPUS
Looked for common ground across existing department or college-specific Values.

II. ‘WHEN WE’RE AT OUR BEST’ VALUES
Exploration of the authentic values one would find when Wildcats are at their best.
Values that were routinely cited as making the UA culture special/remarkable.

III. VALUES BENEFICIAL TO FULFILLING STRATEGY
Exploration of the Values that would naturally support or align with the strategic plan.
(e.g. What Value might a student possess to ‘ensure success in a rapidly changing world’?)
INTEGRITY  Be honest, respectful and just.

WHY IT MATTERS:
• Top rated Value overall
• Essential for a research institution
• Trust and decency need restoring in society
• Already embedded in multiple colleges
• Foundational to all strategic pillars

WHAT IT MEANS:
• Earn trust by acting with integrity.
• Honor your commitments.
• Take responsibility for your actions.
• Choose courage over comfort.
• Do the right thing.
• Honor and live our UA Values.
EXPLORATION  Be insatiably curious.

WHY IT MATTERS:
• Spirit of a Tier One research institution
• Exploration is the path to innovation
• Uniquely captures sense of wonder, awe & possibility evoked by life in a desert frontier
• A nod to UA’s strength in Space Exploration, but still relevant to every discipline
• Akin to highly rated values: innovation, ingenuity, curiosity, discovery, adventure

WHAT IT MEANS:
• Ask, what if?
• Question the status quo.
• Find a better way -- innovate!
• Get out of your comfort zone.
• Walk a mile in someone else’s shoes.
• Lead the way forward.
• See what’s out there.
INCLUSION  Harness the power of diversity.

WHY IT MATTERS:
• Current UA Core Value: Diverse & Inclusive community
• It’s the responsibility of a Land Grant to serve and prepare all for success
• Supports interdisciplinary work
• Already embedded in multiple colleges
• Akin to highly rated values: collaboration, diversity, empathy, community

WHAT IT MEANS:
• Welcome and embrace diversity
• Respect the views of others
• Look at issues from multiple perspectives
• Seek collaboration
• Remember, we’re better together
ADAPTATION

Be open-minded and eager for what’s next.

WHY IT MATTERS:

• Lifelong learning is becoming the new norm
• Essential for success in a VUCA world
• Required for evolving into jobs that don’t exist yet
• High value by future employers (flexibility, agility, open-minded, resilient)

WHAT IT MEANS:

• Keep an open mind.
• Don’t resist change, embrace it.
• Be flexible, agile and eager for what’s next.
• Hold loosely to what you think you know.
• Stay open to alternative possibilities.
• If what you’re doing isn’t working, try something else.
DETERMINATION  Bear Down.

WHY IT MATTERS:
• UA’s most enduring slogan & battle cry
• Essential for graduating in 4-years
• Required to achieve excellence / greatness
• Requires the cultivation of discipline, resourcefulness, grit, tenacity
• Highly valued by future employers (work ethic, commitment, initiative)

WHAT IT MEANS:
• Challenges are inevitable – *figure it out*
• Commit to your ambitions.
• Be courageous.
• Be accountable.
• Be tenacious and resourceful.
• Work hard.
• Make it happen.
COMPASSION  Choose to care

WHY IT MATTERS:
- Implicit spirit of a Land Grant
- Reflects UA’s warm, caring, communal culture
- A tempering humanistic value
- A value the world needs more of right now
- Akin to highly rated values: caring, understanding, respectful

WHAT IT MEANS:
- Pay attention to the needs of others
- Practice kindness
- Remember what’s essential
- Have a Servant’s heart
- Remember, everyone is fighting some kind of battle
PROPOSED CORE VALUES

INTEGRITY
Be honest, respectful and just.

EXPLORATION
Be insatiably curious.

INCLUSION
Harness the power of diversity.

ADAPTATION
Be open-minded and eager for what’s next.

DETERMINATION
Bear Down.

COMPASSION
Choose to care.
BRINGING YOUR PURPOSE TO LIFE & LIVING YOUR VALUES BREAKOUT SESSIONS

Breakout 1
Bringing your Purpose to Life – Marketers

Breakout 2
Bringing your Purpose to Life – All-Hands

Breakout 3
Living your Values – Marketers

Breakout 4
Living your Values – All-Hands
BRINGING YOUR PURPOSE TO LIFE
Think of your Purpose as a lens...
Look at every “priority” and ask:
*Will this help us fulfill our purpose?*

Look at what’s on your ‘To Do’ list and ask:
*How could I make this an opportunity to fulfill or support the Purpose?*

If you’re truly committed to fulfilling your Purpose – *what should be on your ‘to do’ list that isn’t?*
Southwest Airlines’ Purpose from 1996-2016

To give people the freedom to fly.
Purpose drives everything

Freedom

Employee Value Proposition > Employee Freedoms
Competitive Differentiation > BAGS FLY FREE
Product Development > RAPID REWARDS
Business Strategy / Optimizing Load Factor > DING!
Revenue Modeling > FRIENDS FLY FREE
Culture > FREEDOM NOMENCLATURE
Advertising – [Ding] You are now free to move about the country!
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-Enrich life on our planet

Working together to expand human potential, explore new horizons and enrich life for all.
LOOK AT YOUR WORK THROUGH THE LENS OF YOUR PURPOSE

How might you look at something on your ‘to do’ list as a potential opportunity to fulfill the Purpose?

What should be on your ‘to do’ list to help UA fulfill the Purpose in more meaningful ways?
LIVING YOUR CORE VALUES
LIVING YOUR VALUES requires that you...

• **COMMUNICATE**
  – Clear articulation of the Values
  – Clear expectations of the Behaviors

• **CULTIVATE**
  – Leadership that walks the talk
  – Organizational impediments routinely addressed
  – Meaningful commitments to supporting the Values
    • Hiring, incentives, policies, programs, experiences, rituals, traditions, culture committees

• **CELEBRATE**
  – Recognize and reward people that exemplify the Values
  – Small, everyday celebrations AND big marquis events
Creating the conditions for your Core Values to flourish
<table>
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<th>Core Value</th>
<th>Evidence</th>
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10 MINUTE BREAK – THEN HEAD DIRECTLY TO: BRINGING YOUR PURPOSE TO LIFE & LIVING YOUR VALUES BREAKOUT SESSIONS

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