Charles “CC” Carter >> Well, welcome to the Cross Cultural Leadership Center's Higher Education Leadership Speaker Series, and we appreciate your participation. A phenomenal audience. We're really glad and pleased that you all are here. But I have the pleasure of introducing a colleague and friend. We have a long history here, and she's phenomenal and she'll be able to tell you her own story but I want you to know she's phenomenal. Kim DuFour currently holds a Master's degree in Public Administration and a bachelor's degree in social work from California State University Chico. Her first job at Chico State was as the director of CAVE in 1981. You shouldn't have put the dates in there. In 1983, she joined the Student Activities Office staff where she worked until 1988. She did move to Sacramento and began working for Sutter Hospital Foundation until 1993, when she returned to CSU Chico as director of development for the College of Natural Sciences and the College of Engineering Computer Science and Technology. She became a member of the Advising and Orientation staff in August 2005. In her current responsibility as Interim Director of the Academic Advisory Program, she oversees all general academic advising, operations and orientation programs. Kim's ultimate goal is student success and she believes that academic advising programs strive to help students make the most of their educational choices. She is proud to work in that area and puts students first. Without further ado, Kim DuFour.

[ Applause ]
Kim DuFour >> Welcome. Okay, so I'm Kim DuFour and I have my clicker over here. I'm the Interim Director of Academic Advising, and I appreciate being here today. I want to thank CC for asking me to do this, but I also want him to know what they say about paybacks, because what I've kind of personally gone through in the last couple of weeks as I'm thinking about this, I keep thinking, "Oh, CC, I'm going to get back at him." And I did what I think that we all do fairly often, is somebody asks us to do something and what do we do? Oh, yeah, sure, that sounds great. And then we start to take it apart and we start to look at it, and we think, "Why did I say yes to that?" And this whole process has really made me reflect on when CC said to me, we've got this little program, it's called Legacy Program - and he didn't use this term but he said we want seasoned professionals to talk to younger staff about some of their ideas and maybe some advice they'd have for him. So the first thought that came to mind is seasoned professional? Wait a minute, does that mean he thinks I'm old. Okay, so we move forward because we kind of started here together, so we're at about the same place.
So then the second place I went is I went to look -- because I hadn't been able to come to any of these presentations, so I went online and I looked at some of the other ones that were online. I looked at Dr. Patterson's, I looked at Maurice's, and I went "Oh, wow, you know, they have stories. They have compelling stories. They did such a wonderful job presenting and how I'm going to follow that." So then I even started to get more stressed. So I kind of had to take it apart piece by piece and think about -- then I talked to Katie, and Katie said, "Oh, no problem, we just want you to talk for about 50 minutes." 50 minutes? You think I'm going to have 50 minutes to be able to talk about myself? So we'll see how we do here today. You guys might all still have plenty of time to go out to lunch after we get done. So all those things pieced together really kind of made me take time to reflect and to think about, okay, if I had 20, 30, 40 minutes to share with people, my advice of working in higher education and in this profession for probably close to 30 years, what would I say? I thought, I'll just take it step by step and kind of share some of the stories of some of the things that I've experienced and kind of my takeaways for some different jobs.
And when I looked at putting together I thought, "What is the one thing that I kind of go back to a lot?" And for me it's about what is your attitude. And I just firmly believe that having a positive attitude and what you do makes a difference. And I know that sounds like really simple, very simplistic, not very scientific and probably not very academic, but when I look at -- and you'll see hopefully as I progress through some of these stories that really it was the attitude, either the attitude of the people in the place when the things happened or the attitude of how people responded that made the difference. And so I hope that you guys get some good takeaways about how you respond to things or how you don't respond to things, will kind of make a difference, an ultimate difference.

So when I first started and I looked at the other presentations and I thought, "Well, I don't know if I fall into any of these categories." So I started with my educational experience and I thought, "Okay, I am a first generation college student," never really thought about that before. How many people in this room went to college in the '60s and '70s? A few people in here? Okay, now, for the people that went to college in the '60s and '70s, how many of you are first generation college students? Most of us in the '60s and '70s probably were first generation college students because our parents probably didn't go to college. It wasn't quite the thing to do then, and so I kind of too that as a point.
The other thing that I didn't have is I didn't have helicopter parents. I think most of us didn't have helicopter parents. They let me put everything I own in my little Ford Pinto and drive up to Chico and said, "We'll see you on Thanksgiving," and that's how it was. And I think that in the '70s was kind of how most of us went to college. But I will tell you what I do remember, and this just so sticks with me and it's what I always talk to students about, especially ones that are thinking about going to college is, I'll never forget that feeling of moving into the dorm and walking around and I literally would do this because I'd be like pinch me, because this is so great. Is this not the coolest time of your life? It's like a big huge sleepover with all your new friends, and it lasts for a whole year! And for the first time in your life people are looking at you and they're saying, "What do you think about that?" And "What's your opinion on that subject" And that was not something that I'd really experienced in high school, and it wasn't until I got to college that people actually cared about what I thought and to be honest with you, I didn't even know what I thought until people asked me to start thinking about things, and so one of my piece of advice to students is if they can at all, if there's any way they can swing the going away to college or the moving out of the home, or being with people who are all in the same situation, I do think it really adds to the experience. So that was kind of my first experience.
And from there, I did something that I hope most students do, was I got involved when I was in college. I started to volunteer at an organization called CAVE. CAVE's been around for quite a while. I think we originally started in the '60s, and at that time we were in this little -- it wasn't that little. We were in this house that was right over here where there was a parking structure now on 2nd and Chestnut, and it was a funky old house, and this program still had -- it still had a throwback out of the '60s. It's where people went and registered when they didn't want to go to war. We had the Food stamp Outreach program, Community legal action was located in with us. There were couches all over the house and people hung out. It was kind of a whole different feeling and it was kind of where I first started to get involved in college.
And it was at that point, where somebody came to me and said, "You know what, have you ever thought of getting involved in the Associated Students, have you ever thought of getting involved on Activity feed board, have you ever thought" -- and it was that thing of somebody else, another maybe older professional or seasoned professional, reached out to me and said, "You know what, I think you'd be good at that. How about if you try that?" And I never thought of it. It never kind of dawned on me. And so one of the things that I kind of want to impart to people, especially some of the other professionals in the room, is as you work with students and as you work with people, I think it is important to try to help understand the skills that they have and to kind of go outside their comfort zone. It's that ability to kind of reach out to others and help them to grow. Sometimes you do just need somebody else to look at you and say "Have you thought about doing that because I think you'd be very good at that."

And that was one of the things that being involved in CAVE and then from there being involved in the Associated Students as a student really taught me. From there, I went on to apply for the job as the director of CAVE. We were just converting to having a total student run organization to having a full-time director. And so it was my very first professional job. I'll never forget it, I made $1,000 a month. I thought, Oh, this is so cool. And something start to happen that has happened to me for the rest of my professional career. I was given a job and I had absolutely no idea what I was doing.
And I realized a theme, and I realized it in every single job I took, and you'll see as we progress on. I got this job as director of CAVE and all of a sudden, I was the person who was going to -- at the time we received funding from the city of Chico so we had to go there and ask for our money. We received funding from the Activity Feed Board and we had to write proposals and ask for our money. We received funding from Chico Unified School District, and we had to go there and we had to ask for money. And these were all things that were totally new to me, and they were totally foreign, and I had never done them before. And there were times you'd get a little bit paralyzed by the fact of things that you had never done that before, but another piece of advice is I think if you just move forward in a positive way and say, "Okay, I've never written a proposal like this, I've never really maybe had a budget this complicated, but I'm going to kind of take it apart and I'm going to do it and I'm going to move forward." And so that was one of the things that job really taught me was okay, even though I've never done these things before, I had advisors at that time from student activities that were helping me figure out what to do, but it was kind of taking that apart piece by piece.
So from there, I went on to my next professional job, and I got my first job in Student Activities. And this was my group. This was my team. We were pretty small at that time. At least this was my team like maybe the year after CC and I started there. And we were pretty lean and mean. And one of the things that this job taught me was that the team that you work with is everything, and the team that you work with is so vital, and that you need to support the people working on your team and they need to support you. And if you do that, it makes such a difference. And for this being really my first job where I'd worked with a group of people, I kind of thought this is how it was everywhere you worked. And as I got farther on in my professional career I realized it wasn't quite how that was.

But I came on to this team, and at this point in time, Student Activities was really the organization that was responsible for overseeing most everything that happened on campus that was student oriented. There really wasn't any staff in the Associated Students other than a general manager, and one other employee I think that actually worked with students and student groups. So we were kind of responsible for everything that happened on campus. We were responsible for all the events. We were responsible for all the fraternities, the sororities. We were responsible for Pioneer Days -- any activity that happened on campus.
And my responsibility in this group was to work with events, large special events, and I'm going to kind of tell a story about one here in a minute. But one of the things I did is I took this job from a gentleman who had it before me -- a few of you here know Eddy Bangston -- and Eddie had had the job before me and the same responsibilities before me, and Eddie was an older than me African American male, and he probably is 6 feet tall, weighs 200 and some pounds, and Eddie could handle the students and the concert promotion and the events that he did, because you looked at Eddie and there was something about him that said, Eddie said, "You don't mess with that," you didn't mess with that.

So here I was coming in after him. I was 23 years old, I weighed 100 and some pounds, and I thought, "Oh, my God, how am I going to do this job?" This man had such control. And once again, I was given a job that I really had no idea what I was doing, and I had never done this before, and one of the things that we were responsible for in putting together the concerts is we were responsible for working with the promoters, we negotiated the contracts, we worked with the liability issues, we worked with keeping our students safe, and so these were all new things. So one of the things that I think is important to realize as you kind of look at who you bring on to your team.
And one of the people that I worked with a lot at that time -- and he's not here today, but I know a lot of you worked with John Slaughter -- and at that time John was responsible for all of our publicity. He was our AS employee that worked on all of our events with us, and he was just a great team member. He was helpful to us, and you've just got to realize that when you're working on things you want to utilize all the resources available to you and reach out to people, not try to do things on your own. And so John really kind of became a part of our team to do that. And I want to share with you kind of a story about kind of some of the things that we did in her office and what we encountered. Because we did events, students produced the concerts, but we were responsible to make sure that everything was safe at the concerts and that we didn't lose a lot of money and the university didn't run into liability issues.

So we had an artist that we booked -- actually, the students had booked -- and I had never heard of him before. I don't think he was very popular when we booked him. And his name was Billy Idol -- anybody ever heard that name? Well, in between when we booked him, and when he came to Chico, he became pretty popular. He actually became pretty popular with a crowd of people that were about 13 years old to maybe about 17 years old. He was kind of popular with college students, but he was really popular with the younger generation. And when we did concerts in that day, we did them in Acker Gym.
The folks in Athletics did not like us very much, because we would come in and we would take over and we would lay these incredibly narly tarps on the floor that you were sure somebody else had probably thrown up in last time and they fold them up and put them away. Oh, they were awful. We would lay these tarps on the floor, we would hire 50, 60 students to come in and lay these tarps on the floor, and then we would build a stage that I don't know if the old gray stage is around, but they would crank this stage together and they'd build this stage and then we'd bring in sound and lights from out of town. In Acker Gym we could hold 2,500 people. So the tickets for this concert sold out with a day for us, which is a lot. So as we get closer and closer to this concert it gets more popular and we get in there and we start to set up for it, and the concert was happening at 8 o'clock at night. And all of a sudden it's about noon and this line starts to form outside Acker Gym. And I'm thinking, "What is going on here?" And it starts to form out in the Acker Gym and it starts to go out onto Warner Street and we're thinking, "Oh, my God, somebody is going to get hurt here."

So it finally got to the point where we had to let these people inside, because if we didn't let them inside, something good probably wasn't going to happen. And we let them in, and I remember thinking, "Where did all these people get dressed, because they couldn't have walked out of their house wearing these outfits. They must have gotten dressed in somebody's gas station or something," And they were all very young and they were all very wound up.
And at that point in time we knew we had a problem, because we had way more than we could handle in the facility. And we had an artist that was known to his motto at the time -- and I don't know if it's still that was Authority and you don't have to do anything anyone tells you to do and we're going to break all the rules. So here we are in this smelly, hot, sweaty gym with 2,500 13-year olds, thinking, oh, my God -- because there's a stage and in front of the stage is the light rigging and where all the light rigging is, if they push the stage -- and our security was the wrestling team. We had the wrestling team out in front to hold people back, and I'm literally standing there thinking, "Oh, my gosh, if these guys rush this stage, they're going to knock the lights over first before they get to anyone else." So we keep pushing off the concert and pushing off the concert and we had all the UPD, all the University Police folks there, trying to figure out how to keep this group safe. So we thought, "You know what, we're going to go in and we're going to talk to this person and we're going to logically look at him and say, you need to not egg on the crowd, you need to keep the crowd back."
And I walked into this room, we used the old training, we used the training facilities where we would bring in all the food and the catering. I walk in and I'm logically thinking, I'm going to explain this to him and he's going to understand that this is his own safety, if he tells him to come on, come on forward. And I explain it to him and I look at him and he looks at me, and he kind of goes, "Yeah, yeah, man." And I think "Oh, my God, he so doesn't get it." So at that point in time we literally had to decide, do we not let the show go on because we don't think it's safe? Or do we let him come out and perform, which we did, and we made it through the night. And people fainted and people were taken out. The lights remained standing and we made it through. The next morning, I made it to work and there was this stack of papers probably like that sitting on my desk from accident reports, bad things that happened over the course of the night. In the end the show went on, but it wasn't the most pleasant thing I ever did, and I remember sitting down with some of my co-workers. I think I was probably close to tears, thinking, "I can't believe this is what I'm doing for a living, that I am producing these kind of things that have these bad outcomes."
And one of my takeaways from that was, oh, go ahead -- I think I got them out of order --
That everything you do is a judgment call. And that night I made judgment calls. Maybe some of the calls I made was right and maybe some of them were wrong, but one of the things that working with that team of people taught me was that we all make the biggest decisions we can make at that time with the information we have available to us, and that's the best that you can do. And working with that group and student activities taught me that I had this group of people behind me and that no matter what, they would stand behind me because we believed in each other and we believed that we were going to make the best decisions that we could at the time. And so their positive attitudes or their team spirit kind of helped keep us together.

And then the one other takeaway that I got from that was, we oftentimes had to deal with liability issues or issues of outside people saying that maybe we weren't doing things right or that we should be doing things different, and often things got pretty public. And you know how things get public, where people write editorials in the paper or they send things in. We had a couple of people in particular, concert promoters that were incredibly critical sometimes of the decisions that we made on campus, because we weren't making the same decisions they were. We were making decisions for student safety to support students that were smart financial decisions, and oftentimes the concert promoters we worked with would make them for other reasons, and so we would get these kind of very public battles going on out in the newspaper land.
And I always wanted to be the one to stand up and say, "Wait a minute. You guys didn't understand this happened. You should have known this." And I had a Dean of Students at the time and I was pretty low down in the pecking order, so for the Dean of Students to walk up to me and say anything was fairly unusual but we were having a kind of vocal battle with the concert promoter in public, and I wanted our side to be known. I thought we should have a rebuttal. And this was her response to me and it's always stuck with me.
She walked up to me and she said, "Never get in a pissing match with a skunk." And I looked at her and I went, "Oh." And I thought about that from time to time. I thought about when I -- and disagreeing with someone or maybe I'm battling with someone, at what point does it not make any sense to take it any farther? At what point does it become not helpful to you and not helpful to them? And she just kind of looked me straight in the eye and said, "Never get in a pissing match with a skunk." And I went, Okay, I will just be quiet now. And that was kind of one of my takeaways.
The other thing that I think is really important -- and I brought this one out for a couple of reasons -- number one, I wanted to show you how long we have all been doing -- a version of Wildcat Welcome. Number two, I want to point out some hair action going on here, little hair, little glasses. Got some hair, we all had a lot more hair then, CC had a lot more hair. Tanks might have not been our best choice back in the day. But the other thing when I looked at these pictures that they reminded me of is, first of all, it takes a team, and when I looked closely at that picture, there was all kinds of people on that team from all over campus. They weren't just Student Affairs folks, they weren't just faculty. It was the whole team of people that put on probably one of the first or second or third Wildcat Welcomes we had. The other thing it reminded me of is how far we've come in spelling out Chico. Now it gets all nicely mapped out for students to stand. Back in the day we used to just make them sit on each other and spell out a C I think at that time. So Mary's taken us a long way with our Wildcat Welcome. It's much simpler, wasn't it, if we just make them just sit on each other? So that was just for laughs.
I guess now, let’s go forward to where I left, what happened when I left here. In the late ‘80s I had married and my husband and I decided in our infinite wisdom that we needed to leave Chico and we needed to move to Sacramento, which was a good choice for us at that time. So I applied for a job. It was a job at Sutter Hospital’s foundation, and it was as a development director. I think it was a development officer. I had absolutely, once again, no idea really what the job was, but they hired me because I had a lot of special event experience, which made sense. I had done a lot of special events here, and they wanted somebody to do a lot of special events there. And so I got this job, I took this job. After about the first week I came home and I looked at my husband and I was in tears and I was like, "Oh, my gosh, they expect me to raise money. They want me to go ask people for money." I was horrified. I had no idea, once again, what I was doing. But like the other jobs, I thought, we’ll take it one step at a time, piece by piece.

And one of the things that this job really taught me was this job really taught me the importance of volunteers, because in an organization like this, most of these events were produced because of a lot of volunteers. The other thing that was cool is you did feel that your work was significant, because you know it went back directly into patient care. But we had teams of volunteers that put on all these events, and that was kind of my first time of understanding the power of a group of people of volunteers and what they could do. And so that really kind of made an impact and a difference.
But one of the other things about that job that it really left with me, was that at that point, my husband and I got pregnant with our first daughter, and Sutter Hospital had a policy of job sharing. And I thought, oh, this is great. I'm having my first kid, I think that's a great idea. Doesn't that sound dandy? I'll just job share.

Well, what I realized is they had a policy on job sharing, but couldn't find anybody in the organization of thousands and thousands of people that actually job shared, because it was just too new and people kind of didn't believe in it at that time. And so what I did and what happened was I met another woman who had this attitude, this real kind of can do attitude of we can do this, we can do a job share. And so together we wrote a proposal. And the cool thing about it is -- and one of the things that is really important is when you look for people to work with you on projects it's oftentimes great if you can find people who have different skills than you have. She had really strong writing skills, I had more stronger verbal skills. We kind of balanced each other out really well, and the importance of this working was such a priority to us that we both kind of made it work. We showed the CEO, et cetera, hospital, how we could actually do a job share, how two people would share one job, how we would share one office, how we would make it work.
And so one kind of outcome from that was that kind of to test the waters. Just because something hasn't been done before, doesn't mean it can't be done now. If we would have just said, "Oh, well, no one's doing this, we're not going to try," we wouldn't have had that opportunity, and I think we worked together for about three years sharing the job and it was great. It was great to have a partner to trade off with every day. And so just because someone hasn't tried it, doesn't mean you can't try it. And so especially if you have the right help and the right support, it can really make things happen. So I stayed in that job for I think about five years, and then when we had our second child, it became really kind of important that both of us to raise our daughters in a smaller community, and so we opted to come back to Chico.
And so at that time I applied for a job, once again, first time, this kind of position had been created on campus back in 1993. I think it was our second really tough budget time. Remember, in the '80s the budget got really tight and then in the '90s it got really tight. And so in that time the campus decided in its infinite wisdom, that we really needed to start doing some development work. So they hired what they called decentralized development directors, and I was the first one to come onto campus, and I worked half time, half time with the College of Engineering and half time with the College of Natural Sciences to help them raise money. And once again, it was kind of new, and it was very new to our campus. There was a lot of people out there that supported it, but there was also a lot of people out there that didn't. And when I worked over in the College of ECT, faculty were pretty supportive, they were pretty on board. They wanted to try to find extra funding for their projects. But I would come over to Natural Sciences and I literally spent four hours each day in one office because someone thought I needed to have two separate offices. The big thing was to be able to get one phone line in both offices, which we were finally able to do that.
But in the afternoons I'd walk over to Natural Sciences and I'd work over there, and it was really interesting when I worked there, for quite awhile, whenever I would walk down the hall, the faculty would look like this. And I used to think "What's on the floor? Why are they doing that?" And I realized, they didn't want to make eye contact with me. They were afraid to talk to me. And I thought, "This is strange and kind of unusual," and as time progressed, what I really realized was, how uncomfortable they were with what I did for a living. They were very uncomfortable with the idea of asking people for money and they were really afraid that I was going to ask them to go with me out there to our alumni and to our supporters and ask for money. And I finally had a chair at that time of Geology sit me down and say, "I need to tell you that we do not like what you do. We are a state-supported institution and we should not be asking people for money, so we would just really appreciate it if you don't do this job."
And so this is where I got the takeaway from that job, from that part, was they will make you cry. At some point in time in your career -- and for some people it might not be crying. It might be getting angry, it might be yelling, it might be throwing something, but at some point in time however you respond to things when you don't like when people tell you, for me it's crying, that's what I resort to when I get pushed, and you'll all know what your buttons are, they will make you cry. And it was okay. We came a long way. I think that faculty member, we ended up finding great support for his program. He ended up officially retiring, so he moved forward with that. So that was kind of my take away from that.
The other thing that came out of that job, because I was working with two different colleges, I had two young children at home, that the next choice that I had to make and I had to make along with my family, was that at some point in your career you are going to have to balance your work, your family, your friends, your health, try to take care of yourself. And that was a point when I had -- I just have to stop for a second, because I'm not good at this stuff. Somebody put together a scrapbook for my daughter and this page of all of them with all these little outfits on, and my daughter looked at me and said, "Is that what you did back then? Did you dress us all alike because it was in or because you just weren't very creative?" I said, "That's what we did. We also put you in matching clothes." And I went back and looked, and I swear for the first 5 or 7 years of their lives, I always put them in matching clothes. I'm not sure what that was about. Did any of you wear matching clothes with your siblings? Yeah. So anyhow, but that was a point where I made a decision with my husband that I needed to go back to part-time work, and I was fortunate to have that balance to go back and do that, but that's where I think we all as professionals at some point along with your partners or your family or who you're doing this, you need to come up with a system that works for you, and make sure that you're taking care of yourself.
I've always been a huge proponent to the health component. I try to get out every day and work out, and I think one of the things that I talk about a lot is, don't feel like you need to have an hour to go to the gym. If you only have 20 minutes, it's better to go to the gym for 20 minutes than no minutes. You need to figure out in your life what it is that helps keep you balanced and helps keep you sane, and then as you start to get into jobs that have more and more pressure, you need to kind of figure out how to get that balance back in. And so it was at that time that I opted for just working for the College of Natural Sciences, ironically, the guys that didn't like me very much, because the guys who did, they wanted a full-time fundraiser over in Engineering, and the Natural Sciences people were thrilled that I was only going to be around to bug them 24 hours a week. So I went back to part-time work for a while, and that was really a nice balance and I appreciate being able to do that.
The next thing I kind of want to talk about is one of my examples of what I think is the power of commitment and the most positive attitude I've ever seen. I started in 1995 working with a bunch of people that was much bigger than this group, but I started working with a group of people -- does anybody know what the Northern California Natural History Museum is? It is now the Gateway Science Museum, and these people started in 1995 with this vision of this museum, and I have never seen a group of volunteers so committed that gets kicked down so many times as this group did in the 12 to 13 to 15 years that they worked on this project before it got built -- over and over and over again they kept getting slapped in the face with changes they started with wanting to build a building that they thought would cost $100 a square foot. They went out and they raised a million dollars, great, they had enough money for their building. Then we, the university told them the building was going to cost $300 a square feet. That's what it costs to build state buildings now, so now they needed to go raise $3 million, which they did.
They went out and they wrote a grant and they raised $3 million. And then they were told, oh, wait, that wasn't going to work. So this group of people is -- every time I drive past the Gateway Science Museum and I left the project before it actually broke ground, but I worked on the project for about 12 years, and this group literally -- I was in a meeting one day, these people put all of their own money, their own time and their own resources into this project, and we the university kept throwing these roadblocks up, because I think on some level at that point they just wanted them to go away. And one of the volunteers literally -- Glenn Tony, a lot of you probably know Glenn Tony, an incredibly successful man, and he literally said, "We're just going to do this in spite of them." And I thought, "Oh, okay, we're just going to do it in spite of them." But this group is the epitome of a group that doesn't give up, that keeps going back, that keeps going back to the drawing board. And now they have this wonderful building and they have this program that I think will continue on, and their vision really came through. And the cool thing about that is, these are people who had a positive attitude. They had a can do attitude and they weren't going to let anyone or anything stand in their way, and so they're in my mind kind of the epitome of the positive attitude.
After that probably 17 years all together in the fundraising business, I was given a gift in the year 2005. I was given a gift of going back to academic advising, and it was a choice I made, once again. I made a choice to change the level of my position to take a position that was not an administrator any longer. I was going to back and work in an SSP position, but it was the largest breath of fresh air to be able to walk back in and have direct contact with students. And those of you that have always worked in Student Affairs and always worked with students, you don't realize until you get away from them what's it like to be back and realize, oh, my gosh,
it was literally when I realized that you can make a difference and it's not very hard. I hadn't worked at a job in years where literally every single day somebody looks at us in our job -- and you guys tell me if I'm wrong -- but almost every single day somebody looks at us and says, "Thank you, you really helped me." And you think, what I'm doing is not difficult. I'm only sharing information with you. And they look at you and say, "Okay, now I get it now, oh, I feel so much better. I'm so glad I came and talked to you." And I think what we do is not that complicated at all, but it makes us realize that it's not that difficult to help people if you just kind of take the time to stop and do that. And when you end up in student positions where you get to have that direct contact, it really does make a difference. And it was just wonderful to kind of get back to that. When I was given the job -- and I should say when I started working in Academic advising, you know how much academic advising I had? See the thread? No fundraising experience, no advising experience, at least in the academic advising. So then what did they do? They gave me the job as the interim director, so you know how much experience I had with that one?
But I've learned a couple of things in the last year and a half of doing that job, and some of this is stuff that other people taught me. I leaned from the best. Who did the management by walking around, Herman Ellis. I learned from him. Management by walking around. Never underestimate the power of talking to people face to face.

And I think that's a really important thing, especially for those of you that are younger in this room, because you're probably so used to not talking face to face, just talking to people on your cell phones and through e-mail and whatever it is, but really the ability to go in and talk to somebody about something whatever the issue is. I feel like we solve so many problems just by sitting down with people and saying, "What's the problem, what are our solutions? How can we solve them?" We could have went back and forth forever on e-mail on that. The other thing that I've really learned over the last year is when given a task that's overwhelming, break it down and take it step by step. And for me that's a big one, because I've worked on some projects over the last year that I really didn't, kind of when I started, so qualified to do, and I thought, "Okay, I've got this big old huge spreadsheet and I've got all this data and I need to know how to make sense of it." And literally there'd be times I'd sit at my desk and just find myself just -- have you ever gotten to the point where you think, I don't even know what to do next? I'm not even sure how to move forward. You kind of take a breath and you take it one little step and you take it piece by piece. And once again, I think your attitude gets into that, if you just don't get overwhelmed and if you just kind of take it step by step.
So the last thing that I kind of wanted to just discuss here is what I believe is kind of the positive of--surrounding yourself by positive people. And I have to share -- you can't see it very well in this picture, but this is Kaitlin's reception, and we didn't make Jason do the dress code, but literally all the rest of the staff -- it didn't show up very well, but we all wore polka dots. We didn't mean to wear polka dots together, but we all wore polka dots. Isn't it cool? We were all excited, we kept staying together, we were all wearing polka dots, we wanted everyone to see that we didn't plan it, but we wore polka dot. So it's about surrounding yourself by people who are -- people in this room who help with the Presi today, raise your hands. Everyone on my staff, practically, a couple aren't here. Some people helped me put this together... How do you move this slide around? But I think one of the most important things is surround yourself by people who are brighter than you, smarter than you, have different strength that you have, and then try to encourage them, if you can, encourage them with positive thoughts and actions. Help them to grow, because they're going to go ahead and take over some day and so you want them to now how to do everything. But there are so many times -- everything that comes out of our office is oftentimes a group project, put together by those of us that know certain components.
So in kind of closing today, my kind of last little bit of advice for you guys is that you need to enjoy the process, whatever the process is, however it is you go through life, whether it's your job, whether it's raising your kids, whether it's your relationship with your partner, you need to enjoy the process. Because there's no promise it's going to be easy, at all, and the outcome might not even be what you desire. But if you like what you do and you like the people you do it with, the outcome will not be the only thing that motivates you. So that's what I hope we all strive to.

[Applause and inaudible question from Audience Member]

Kim DuFour>> That's an interesting question. I'll maybe give my take on it and then maybe I'll ask other people in the audience if they have some thoughts on it. The question was I work in an office, that the age range is great, you've got 20 year olds and 70 year olds. How do you blend those styles? I would say that to try to have maybe some structure where you all could come together at the same time to kind of talk things through would be helpful if the group can meet. Because I am a firm believer kind of in that face-to-face kind of interaction. But I think as a group, figuring out what's the best way to communicate, because if some people are better sending things through e-mail and texts, and other people are better sitting down I think you have to figure out kind of a process that works for you.
But I think if there could be some structure for when you kind of sit down and talk about things, I think that's real helpful. The offices that I've worked in that I think we do the best in is when we have kind of formalized staff meeting times. Even if we don't do it every single week, to say we're at least going to sit down and try to talk through the process together. Any other thoughts on what to do? Anyone else have any ideas on age groups? Any other questions?

[ Inaudible questions from the audience ]

**Kim DuFour**>> It wasn't the dean, it was one of the department chairs, so it wasn't the actual person that hired me. So I think that's a perfect example of how oftentimes in an organization that's large, like this, not everyone's going to be on board with what you're doing. And while the deans saw value in it and the deans were told by the President, you all will have a development person on staff, it was not something that faculty supported back then. I think faculty have come around. They see value now in being able to raise outside revenue, but their department chairs, they weren't asked if they wanted a development person. They were told that there would be a development person and if they would work with me and they would help give me leads on places I could go to raise money. I don't think I cried in front of him. I don't think I did. I think I tried to share with him,
if I remember correctly, that I appreciated his opinion, and I understand when he was brought on board in the '60s that we didn't ask people for money. In fact, I think as state employees they were told that we were a state supported institution, so you didn't go out and compete with dollars for other things. But I just shared with him that I think that times have changed and that if we didn't get on board and trying to raise outside revenues we would get behind in research efforts and efforts in scholarships in supporting our students. And so I thought there was a bigger picture there, but that I appreciated his opinion.

**Audience Member>>** And how is your being a business owner contributed to your professional work [inaudible]?

**Kim DuFour>>** Actually, my husband and I own a business, a real estate business in town, and the funny thing is what he says to me is he thinks I have this cush job and I just hang out with college students all the time and it's really easy. But I think I kind of see both sides of it, of what it's like to kind of be on the business side of it, when it's - - I don't have to look at the bottom line. I have to make sure our budget balances, but I don't have to look at the bottom line of every decision I make. I appreciate that I have to make decisions based on the fact that what's best for the student and what's best for the institution, and I think sometimes when you're in the for profit business, you don't always get to go to the people aspect first.
You sometimes have to go to the business aspect. So it almost makes me appreciate my job more by having this other entity over here that deals with things differently. Any other questions?

**Audience Member**>> Do you think that kind of helps empowers you to [inaudible] because you saw how it was, you had this other work with your spouse, so you see how it really works, like sometimes you say [inaudible].

**Kim DuFour**>> I feel very fortunate that I was able to make some of the choices I was, that I did have the ability to change things up and work part-time. That meant other things in our lives had to change. Maybe we didn't buy a big house or a bigger car or whatever at that time. We made different choices there. I do believe that sometimes people out there in business think that we don't do much around here, and that is something that Bob - they think, state employees, you guys have it really easy. And I don't think they realize at times, how hard we work and how committed, 99% of the people on this campus are to what they do, but I believe kind of seeing the different side of it might maybe make a difference.

[ Inaudible remarks ]
Audience Member>> You have such a positive can do attitude. Have you ever encountered a situation where a member of your team, work team, didn't have that kind of attitude had a negative impact?

Kim DuFour>> Yeah, I think in different jobs that I've had, not where I work now at all. They're all very, very positive -- especially when I did development work, and what I really saw, too, when I worked at Sutter Hospitals, just the whole different mentality of people weren't as positive to be at work at all. It was tougher there, and so oftentimes -- sometimes you have to just work around people. If you've got someone that no matter what you do, they kind of want to keep bringing that negative stuff back up, sometimes you just got to kind of work around them, and I have worked with people that I think okay, well, I'm probably not going to go to him with this project, because I know when I'm going to get back, I do gravitate towards the people who have that can do, yeah, let's figure this out spirit. So maybe in places where I've worked where some people are more negative I probably gravitate to the ones that are more positive.

Katie>> Thank you so much for coming. We have a little gift just to say thank you for giving your time and sharing your story. I know it's not the easiest thing to do but you did a fabulous job. So if we could all give it up one more time for Kim DuFour!