

***How to Succeed in University Business Without Really Crying***  
**By Debbie Obley**  
**Associate Vice President, Systemwide Budget**  
**July 28, 2009**

**Top 10 tips for survival/success**

- Don't sweat the small stuff/don't be petty.
  - Corollary #1: Nothing's less important than the score at half time
  - Corollary #2: Be flexible in your definition of winning
- Hire really smart people—surround yourself with smart people, don't be afraid to hire smarter than you. Then do all you can to keep them happy.
- Trust your instincts.
  - Corollary: Never forget that you bring a lot to the table that is unique.
- It is more important to be effective than right.
- Maintain your own credibility.
- Embrace character-building experiences. They can show you the areas that need development if you want to be a leader.
- View change as an opportunity rather than an insult
- Develop relationships across a range of folks
- Take the long view
- And cut your hair off every once in a while.