University Leadership Characteristics

Threshold Characteristics
This list of characteristics entails certain threshold assumptions, including that persons in positions of responsibility make and demonstrate in their work commitments to equity and diversity in the workplace; that they are professionally and technically competent to perform their jobs; that they envision changing or evolving futures and work to achieve them; that they recognize and foster constructive change; that they practice objective rather than subjective modes of reasoning and action; that they have learned to tolerate normal levels of ambiguity and complexity in the surrounding environment.

1. Uncommon Integrity – Honest, authentic, self-aware, trusted, team-oriented. Lives the University's core values, and holds others accountable for them. Acts in the University's best interest, and puts that interest above personal gain or own unit or office. Knows the limits of authority, and works within them to achieve goals.

2. Great Judgment – Understands risk-reward trade-offs; properly balances interest or demand of multiple constituencies; intelligent; practices evidence-based decision-making; savvy.

3. Strategically focused – Grasps the University's values generally and unit-by-unit, as well as financial underpinnings of work done here. Learns quickly and understands a broad range of complex issues; relishes complexity; knows the competition; understands and practices sound leadership disciplines; has an informed view of the future; has the courage to prepare for and act on that view.

4. Aggressively executes – Bias for action. Has a balanced impatience with the status quo; sets big goals and follows through; holds self and others accountable; sweats the details; is always there in the clutch.

5. Deep passion – Deep passion for the University and for its significance – historical, current, and future. Unambiguous about values and core commitments; people-focused (students, faculty and staff, patients, alumni, constituents); fair, committed, affirmative and optimistic; creates followership; works with good-will.

6. Leading talent – Has a nose for and attracts great talent across all identity groups; sees each hiring opportunity as a chance to build existing organizational strengths and remedy existing weaknesses; succeeds in understanding others, their motives, and their goals; strong performers want to work with such a person. Good mentor – developer of talent, enabler; recognizes and acknowledges strengths in others; places talent well, and is a net exporter of talent and value to the University.