Questions to Focus Meetings on Leadership Competencies

This five-year review process is designed to help the Provost [or dean] assess the particular strengths and challenges and to provide the administrator with feedback that acknowledges his or her successes and offers guidance about areas for future focus. We appreciate your feedback today and invite you to use the feedback sheets provided to provide additional comments at the end of this session. We will be taking notes, but names will not be linked to comments.

We are interested in your assessment of the administrator’s leadership. Administrators at the University of Arizona are assessed on their leadership in developing partnerships and managing resources to advance innovations, build partnerships, and improve effectiveness.

We’d like to get your input in five general areas:

1. **Leadership skills**, which include communicating a clear vision and effectively engaging people in advancing that vision;
2. **Innovation skills**, especially in advancing innovations in instruction, research, and outreach;
3. **Partnership skills** involved in building campus and community relationships;
4. **Management skills** involved in acquiring and managing resources; and
5. **Capacity-building skills**, including providing effective feedback, fostering diversity and inclusion, and supporting staff and faculty development.

1. **Leadership Skills**: What are the administrator’s strengths and challenges as a leader?
   - Has he or she been effective at communicating a shared vision?
   - Has he or she communicated that vision to build consensus and engagement?
   - Has he or she helped solve problems in a decisive manner that fosters trust?
   - Does he or she stay calm and responsive in high-pressure situations?

2. **Innovation Skills**: Has the administrator advanced strategic innovations?
   - Has he or she expanded the unit’s impact through strategic outreach initiatives?
   - Has he or she helped improve undergraduate and undergraduate education?
   - Has he or she supported and rewarded research achievements?

3. **Partnership Skills**: Has the administrator developed relations with outside collaborators?
   - Has he or she strengthened relationships with other university units and leaders?
   - Has he or she strengthened relationships with alumni, community partners, donors, professional associations, and other agencies and groups?

4. **Management Skills**: Has the administrator managed operations and budgets effectively?
   - Has he or she succeeded in securing resources, including external and internal funds?
   - Has he or she efficiently managed budgets, personnel and other resources?
   - Has he or she helped improve operations and the effectiveness of those who report to her?
5. CAPACITY-BUILDING SKILLS: Has the administrator improved the effectiveness of the people who work in the unit?

- Has the administrator built an inclusive environment that maintains civility and respect for differences in backgrounds, duties, and perspectives?
- Has he or she recruited and retained highly effective faculty and staff, including those from diverse backgrounds and perspectives?
- Does he or she offer constructive feedback and recognize achievements to support growth and maintain accountability in faculty and in staff?