Survey for Five-year Reviews of Administrators

UA leaders are recognized for building trust, fostering collaboration, maximizing resources, and achieving results.

Building Trust
1. **Vision:** Clearly articulates a compelling vision of the unit’s future.
2. **Integrity:** Operates in an ethical manner and holds self and others accountable.
3. **Responsiveness:** Is accessible, solicits and listens to input, and delivers on commitments.
4. **Communicating:** Presents and shares information effectively with varied audiences.
5. **Composure:** Stays calm and composed in high-pressure situations to respond appropriately to conflicts.
6. **Admitting and Learning from Mistakes:** Acknowledges missteps, failed experiments, and lessons to be learned.

Fostering Collaboration
7. **Building Community:** Helps people develop shared purposes, support each other, and work together effectively.
8. **Leveraging Diversity as a Resource for Innovation:** Seeks out and develops diverse perspectives and contributors.
9. **Managing Conflict:** Makes productive use of differences by creating a culture where individuals feel safe to disagree.
10. **Collaborative Decision Making:** Solicits input and uses it to make important decisions.
11. **Forging Partnerships:** Engages effectively with internal and external partners to achieve mutual goals.

Maximizing Resources
12. **Attracting and Retaining Quality People:** Enlists outstanding contributors to build a diverse and high-performing unit.
13. **Coaching and Development:** Builds leadership capacity and supports professional growth with challenging assignments, resources, and instructive feedback, including honest assessments of needed improvements.
14. **Financial Acumen:** Secures and invests resources strategically.
15. **Operational Effectiveness:** Ensures units and groups function efficiently to work within budgets and reduce costs.
16. **Data and Research-Based Planning:** Uses multiple sources of information to guide strategy and decision making.

Achieving Results
17. **Fostering Innovation:** Identifies opportunities and needs, explores new possibilities and encourages risk taking.
18. **Decisiveness:** Makes decisions in a timely, inclusive, and strategic way to advance the unit and university.
19. **Facilitating Change:** Organizes and focuses collaborative efforts, attends to process, and engages stakeholders
20. **Achieving Strategic Goals:** Improves the overall performance of the unit by setting realistic goals and managing the process of achieving them.

Open Ended Items
21. What are two key strengths you have observed in this administrator?
22. What specific actions or behaviors would make this administrator a more effective leader?

Additional items should be used to address leaders’ distinctive roles. Here are suggested items for heads and deans:
22. **Research:** Increases research productivity through strategic investments in people and projects.
23. **Instruction:** Improves recruiting, advising, teaching, curriculum, engagement, and progress toward graduation.
24. **Service and Outreach:** Expands service, translational research, and community and business partnerships.
25. **Donor and Alumni Relations:** Deepens stakeholder involvement by developing effective programming and relationships.