The University of Arizona Leadership Expectations Survey Items

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

**UA Leaders Build Trust**

This leadership expectation is characterized by

- **Vision:** Clearly articulates a compelling vision of the unit’s future.
- **Integrity:** Operates in an ethical manner and holds self and others accountable.
- **Responsiveness:** Is accessible, solicits and considers appropriate input, and delivers on commitments.
- **Communicating:** Listens well and presents and shares information effectively with varied audiences.
- **Composure:** Stays calm and composed in high-pressure situations to respond appropriately to conflicts.
- **Admitting and Learning from Mistakes:** Acknowledges missteps, failed experiments, and lessons to be learned.
- **Resilience:** Is able to adapt to stress, change, adversity, and ambiguity.

**UA Leaders Foster Collaboration**

This leadership expectation is characterized by

- **Building Community:** Helps people develop shared purposes, support each other, and work together effectively.
- **Leveraging Diversity as a Resource for Innovation:** Seeks out and develops diverse perspectives and contributors.
- **Managing Conflict:** Makes productive use of differences by creating a culture where individuals feel safe to disagree.
- **Engaged Decision Making:** Solicits input and values people’s potential to contribute to important decisions.
- **Forging Partnerships:** Engages effectively with internal and external partners to achieve mutual goals.

**UA Leaders Maximize Resources**

This leadership expectation is characterized by

- **Attracting and Retaining Quality People:** Enlists outstanding contributors to build a diverse and high-performing unit.
- **Coaching and Development:** Builds leadership capacity and supports professional growth with challenging assignments, resources, and instructive feedback, including honest assessments of needed improvements.
- **Financial Acumen:** Understands budgeting, improves efficiency, reduces costs, and increases revenues.
- **Operational Effectiveness:** Ensures their units or groups function effectively, productively, and responsively.
- **Data and Research-Based Planning:** Uses multiple sources of information to guide strategy and decision making.

**UA Leaders Achieve Results**

This leadership expectation is characterized by

- **Advancing Innovation:** Challenges established assumptions, explores new possibilities, and advances creative approaches.
- **Environmental Scanning:** Constantly monitors environment to identify opportunities, risks, and broader university needs.
- **Decisiveness:** Makes decisions in a timely, inclusive, and strategic way to advance the unit and university.
- **Strategic Risk Taking:** Balances the risks of failure against the opportunity to make strategic innovations.
- **Facilitating Change:** Organizes and focuses collaborative efforts, attends to process, and provides oversight.
- **Organizational Savvy:** Is able to navigate diverse organizational cultures and dynamics to achieve results.
- **Achieving Strategic Goals:** Improves the overall performance of the unit in strategic areas.

Additional items should be used to address leaders’ distinctive roles. Here are suggested items for heads and deans:

- **Research:** Increases research productivity through strategic investments in people and projects.
- **Instruction:** Improves recruiting, advising, teaching, curriculum, engagement, and progress toward graduation.
- **Service and Outreach:** Expands service, translational research, and community and business partnerships.
- **Donor and Alumni Relations:** Deepens stakeholder involvement by developing effective programming and relationships.

**Open Ended Items**

- What specific actions or behaviors would make this individual a more effective leader? If possible, please offer specific observations and suggestions.