

LEADERSHIP

Leadership is primarily an intellectual task, to create and communicate visions, strategies, directions and priorities. Although leadership can be defined in various ways, the principal qualities must be demonstrated in the exercise of day-to-day management and supervision. Therefore, as a good leader and an extension of me, you are expected to:

- Actively support and promote the success of the entire institution and everyone in it.
- Take responsibility for the success of ALL units and require each unit does the same rather than just for his or her own.
- Support management's policies and decisions, and never undercut or disclaim responsibilities for them.
- Work with colleagues cooperatively and constructively, and practice support and teamwork.
- Look for ways to get things done rather than for alibis or excuses for not doing so.
- Demonstrate and practice integrity in all matters, and be trustworthy. Your work and a handshake are your contract.
- Show respect and support for colleagues at all levels of the organization, from the highest to the lowest rank, throughout the university.
- Take seriously the responsibility of managing, not just technically, but in regard to the humanistic commitments of the university and the organization
- Think creatively and courageously while looking for new strategies rather than just relying on precedent.
- Recognize unplanned opportunities and seize them, acting with reasoned judgments consistent with the organization's values and principles.
- Embrace responsibility for the success of the entire organization and emphasize the same for subordinates and peers.
- Communicate openly and honestly.
- Demonstrate fair play in all judgments and decisions.
- Demonstrate a positive, optimistic, success-oriented attitude.
- Exercise initiative, rather than waiting for assignments or instructions, but assure that the AVP is always informed.
- Set high standards of performance and behavior for yourself and all subordinates.
- Always lead by example.