Performance Driven:  
1. Establishes clear goals, aligns priorities, and demands accountability  
2. Sets high yet reasonable standards  
3. Promotes learning orientation (flexibility, innovation, learning from mistakes and failures)  
4. Recognizes and communicates progress toward goals  
5. Effectively manages poor performance  
6. Delegates appropriately to manage own workload and provide opportunities for others  
7. Implements strong performance management processes (clear expectations, goal setting, monitoring, frequent feedback, coaching, appraisals, etc.)  

People Centered:  
8. Has a high degree of self-awareness  
9. Recognizes how emotions impact other people and situations  
10. Seeks feedback and looks for opportunities to build new leadership skills and behaviors  
11. Demonstrates the right amount of confidence in different situations  
12. Shows a genuine interest in helping other people to be successful, achieve their goals and find meaning in their work  
13. Encourages others to participate in the decision-making process  
14. Shares credit  
15. Demonstrates a positive outlook and promotes a positive environment  
16. Recognizes value of work/life integration  

Culturally Competent:  
17. Displays sensitivity in leading people from different backgrounds  
18. Is able to analyze a situation from multiple points of view and integrate diverse perspectives and values  
19. Adapts communication style or approach based on the needs of others  
20. Models and builds a culture of respect and belonging for all people  
21. Actively seeks ways to build teams diverse in backgrounds, identities, perspectives, and styles  
22. Is comfortable with ambiguity and uncertainty  
23. Manages conflict productively  

Values Oriented:  
24. Demonstrates honesty, integrity, and a consistency between words and actions  
25. Holds others accountable for ethical behavior  
26. Inspires trust by being trustworthy and appropriately trusting others  
27. Demonstrates wisdom by seeking the common good for the university and for the larger society  
28. Considers the well-being of others before making decisions  
29. Assumes personal and professional responsibility for actions  

An Inclusive and Strategic Leader:  
30. Develops and communicates a shared, clear and comprehensive vision, strategy, and purpose  
31. Proactively builds lasting, collaborative, and productive relationships  
32. Is actively engaged in broad professional/leadership communities and conversations both on and off campus
33. Is innovative and proactively manages change
34. Demonstrates the ability to figure things out, make decisions, and take action with the speed and urgency appropriate for the situation
35. Invests resources strategically
36. Portrays unit and division/college/school in a positive light
37. Is mindful of leadership responsibility and impact
38. Is able to adapt leadership behaviors to different situations
39. Simultaneously drives high performance, advocates for diversity, and facilitates inclusion.

Overall: 6 Items

40. Is an effective leader
41. Please describe why you responded the way you did in #40 (see above).
42. What does this person do that should be continued?
43. What should this person do to be more effective?
44. What does this person do that should be stopped?
45. What advice would you give this person to further grow as a leader?