Expectations of my leadership team at Humboldt State University

What you can – and should – expect me to do:

* Keep the University’s best interest foremost.
* Be transparent and inclusive in my decision-making.
* Seek and use data in guiding discussions and making decisions.
* Actively correct misinformation.
* Clarify when I am seeking input, advice, or consensus.
* Ask for a structured approach to problem solving (succinctly stating the problem, history, implications/options, recommendation, and execution).
* Be a calculated risk-taker who owns and learns from my mistakes.
* Never shoot the messenger.
* Rarely, if ever, call for a formal vote.
* Listen carefully to perspective and input – and ask a lot of questions.
* Lead, but also be a member of the team.
* Engage in direct and clear communication, including offering both support and constructive criticism.
* Lead with integrity, energy, and respect.
* Appreciate your work – and communicate that appreciation.
* No surprises
* Communicate with team member if going down the wrong path.
* Support team member’s actions when discussing with other University Leaders.
* Be a strong advocate for our campus to the CSU System, to the legislature and other elected officials, and to the communities we serve.

What I will expect you to do, as leaders at this University:

* Assume good intent in my actions and decisions and those of your colleagues.
* Model teamwork and collaboration for others.
* Be mentally and emotionally present in meetings (not distracted by electronics).
* Support the goals of equity and inclusion at every opportunity.
* Convey respect for others in all your interactions.
* Support professional development for your teams.
* Challenge lack of clarity or respect in your interactions, including with me.
* Support – and own – the decisions made by units, working groups, and about the University’s future and direction.
* No surprises.
* Provide support, direction, and appreciation for your teams.
* Keep communication lines open and share information as much as possible.
* Protect the confidentiality of discussions and information that need to remain private (which may involve legal issues, preliminary discussions, personnel matters, or other topics – when in doubt, ask).
* Quell rumors or engage colleagues in correcting them.
* Take calculated risks – and admit and learn from the mistakes that will happen.
* Consider the impact of every decision on students, faculty, and staff.
* Keep the University’s best interest foremost.
* Remember we represent the University when in the community.