



Expectations for Directors

While job descriptions detail the roles, responsibilities, and duties of specific positions, there are often general expectations for persons in leadership regardless of their functional roles. In the absence of an institutional statement regarding these expectations, I have articulated them for the Directors on my team. They are:

- Deliver exceptional results and demonstrate initiative and innovative thinking in:
 - Develop strategy and plans, and implement work with minimal direction
 - See past immediate projects/objectives and develop new initiatives to support and advance our institutional reputation
 - Build relationships and generate buy-in on initiatives
 - Independently finding answers and making decisions
 - Troubleshoot problems and identify and clear issues

- Build and maintain a high-performing team, including:
 - Ensure that staff have meaningful roles/responsibilities
 - Address performance issues forthrightly and transition out staff members who are not performing at a high level

- Demonstrate clear and organized communication, including listening and attending to details

- Meet deadlines and be accountable for the quality of work products