CSUN | CALIFORNIA STATE UNIVERSITY NORTHRIDGE

Leadership Principles Ratings

LEADERSHIP PRINCIPLES	OPPORTUNITIES FOR IMPROVEMENT	POSITIVE PERFORMANCE	OUTSTANDING PERFORMANCE
Mission Aligned	• Minimal to no effective strategies aligned with CSUN's mission, values and priorities. • Does not demonstrate a personal commitment to student success. • After a decision is made, continues to be an active critic of university leaders and initiatives. • Actively finds flaws versus recommending solutions. • Demonstrates an unwillingness to collaborate in order to preserve control and/or maintain "boundaries." Note – whistleblower claims are exceptions.	• Demonstrates a commitment to student success and the university's vision, values, and priorities by formulating and implementing effective strategies in your own functional areas.	• Champions and communicates broader strategies to ensure team understands university priorities and initiatives. • Participates and creates a community of shared values in which faculty, students, staff, administrators and alumni experience personal satisfaction and pride in their collective achievements. • Promotes an environment that enables students to realize their educational goals and promotes an environment that the welfare and intellectual progress of students. • Dismantles siloes and works across and with other departments and divisions to accomplish university goals and priorities. • Serves as a role model for others by demonstrating a personal commitment to the university vision, values, and priorities.
Ethical and Collegial	• Does not consistently treat people with dignity, respect and fairness. • Participates in or condones situations that raise moral and ethical questions by not taking appropriate action.	• Treats people with dignity, respect and fairness. • Creates a work environment that engenders trust and that respects the legal and moral constraints that go with working at a public university.	• Creates and leads a work environment that upholds the highest standards of conduct in keeping with CSUN's values and mission. • Garners trust from team and others across the university, and serves as a role model for others.
Collaborative	• Does not offer ideas, ask questions or participate in discussions and/or meetings.	• Shares responsibility for the creation and application of ideas and projects.	• Actively engages and collaborates on projects, planning and discussion at meetings. • Actively seeks out opportunities and the ability to work with colleagues campus-wide resulting in impactful actions.
Accountable	• Takes minimal to no responsibility for establishing clear team responsibilities, thus hampering the team's ability to effectively set priorities or determine desired outcomes. • Does not understand applicable laws, regulations and policies.	• Sets priorities and identifies obstacles while demonstrating knowledge of applicable laws, regulations and policies. • Has established clear responsibilities for others and holds self and team responsible and accountable for achieving promised results.	• Works collaboratively with team to set priorities and establish clear responsibilities for achieving outcomes which exceed expectations. • Holds self and team accountable for achieving promised results. Has in-depth understanding of applicable laws, regulations and policies.
Courageous and Resilient	• Passive when faced with opposition. • Turns away from goals/objectives when confronted by resistance. • Demonstrates no desire nor ability to adapt to new challenges. • Resists participating in new opportunities and initiatives.	• Effective in developing solutions to challenging/unique situations. • Encourages a solution-oriented and an adaptable working environment when faced with challenges and change. • Participates in new opportunities when presented.	• Perseveres in support of university mission, vision and values despite personal risk or discomfort. • Often inspires others to follow their lead. • Takes the initiative to move forward following opposition and/or challenging interactions.

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Inclusive	• At times, demonstrates a lack of awareness of and respect for individual differences. • Does not always intervene when problematic, non-inclusive behavior arises. • Does not promote nor consider the diverse experience and abilities of others in daily work.	• Demonstrates awareness of and respect for individual differences. • Actively supports fair treatment and opportunity for all. • Demonstrates ability to engage in critical reflection and discussions with members of the team to drive inclusive practices.	• Actively listens and promotes a culture that supports the free and open expression of ideas, identities and beliefs and has the capacity to negotiate differences. • Encourages staff and others at the university to tap into the rich and diverse experiences of the people that make up the university to propel CSUN forward. • Assesses the effectiveness of university practices in order to remove barriers to addressing issues of social justice and inclusion.
Service-Oriented	• Does not sufficiently respond to department-related concerns, issues and needs of students, faculty, staff and other constituents are resolved effectively and efficiently.	• Participates in developing or implementing initiatives that positively impact students, faculty, staff and/or other constituents and further the campus mission.	• Excels at providing timely, responsive, thoughtful, and creative support to students, faculty, staff and other constituents with any matter requiring resolution. • Does due diligence to ensure issues are addressed or resolved.
Communicative	• Does not facilitate access to information required by team members to work effectively. • Does not cultivate a working environment that welcomes open dialogue or new perspectives.	• Communicates information regularly to staff. • Holds regular discussions and seeks input from team on projects and ways to move the department, division, and university, forward.	• Creates an environment in which people feel safe to share ideas and offer differing points of view. • Regularly meets with staff to solicit honest input on how things are working in the area, beyond just projects, and actively listens. • Provides feedback with empathy.
Talent Builder	• Provides minimal feedback. Does not establish clear expectations. • Is inaccessible and inconsistently recognizes employee efforts and accomplishments.	• Observes and provides constructive feedback. • Establishes and communicates clear expectations. • Is accessible and recognizes and develops employee strengths.	• Fosters a culture for continual growth and achieving goals. Consistently and informally interacts with and observes direct reports. • Feedback is constructive, growth oriented and focused on university mission. • Encourages employee growth through professional development and coaching. • Prepares high achieving employees for next steps in career.
Catalytic	• Focus on status quo. Advocates for routine processes at expense of innovation or benefit to others.	• Participates in developing and implementing initiatives that positively impact and further the campus mission. • Considers and welcomes creative ideas that move the team forward.	• Actively and strategically takes a leadership role and encourages team to advance, develop, and implement initiatives that positively impact and further the campus mission. • Inspires an innovative work culture through style of communication and enthusiasm. • Regularly brings creative ideas forward and proactively evaluates best practices.