

Expectations for Leaders

President Carvajal holds himself accountable to the following expectations and encourages all Cal Poly Humboldt leaders to do the same:

- 1) All leaders have some level of ambition. We likely would not be in our position if we did not. However, all leaders should **be ambitious first and foremost for the institution we serve**. If Cal Poly Humboldt achieves maximum success in the future, everyone involved in creating that success will share in the rewards.
- 2) No leader does this work alone. **We should often consider what we as supervisors can give those we lead—beyond a paycheck**. When people feel supported in their growth and careers, they are far more likely to give their best. Additionally, our partners across campus matter, too. **We must do our part to break down silos and prevent their development in the first place**.
- 3) While daily responsibilities often monopolize our time, meaningful, strategic improvements will make the biggest difference. We should, therefore, **maintain an utterly relentless, unbending focus on the big stuff**. We should ask what a new group of leaders would do? We should never just address smaller tasks and wait for a future leader to tackle substantive change. Instead, our daily task lists should prioritize the beneficial changes needed now.
- 4) Good leaders rely on instinct; great leaders pair that instinct with data and use this data to inform their decision making. **If we don't have the data we need to inform our decisions, we need to prioritize acquiring this data, then augment its information with our instinct and ability to examine, analyze, and think critically**.
- 5) Enrollment is the lifeblood of our university, and **everyone is a part of both recruitment and retention**. Off campus, we need to be the advocates for Cal Poly Humboldt to everyone, for we never know when someone might be a prospective student. We also must ensure our campus consistently delivers excellent service so that current students feel supported and choose to stay.
- 6) Modern tools enable virtual work, but **student success is still primarily a face-to-face activity**. Whenever possible, and in accordance with HR guidelines, we and those we supervise should be physically present and engaged in ways that foster meaningful connections with those we serve.
- 7) Great leaders demonstrate **an unrelenting commitment to continuous improvement**. Our accrediting bodies require this focus, but the students and community we serve also need us to become our very best. We and our teams need to assess every day how we can get better and take consistent, intentional steps to create real improvement.
- 8) We all work hard, but our work need not be miserable. We should instead find ways to **make the workplace positive, encouraging, and fun**. We should appreciate the value each of our team members brings and regularly celebrate our collective successes.

While each of these eight expectations are important, never forget that **a commitment to ethical behavior supersedes them all**. When leaders exhibit poor ethical judgment or take questionable action, little else matters in the eyes of those they serve or lead. Credibility, once lost, is hard to regain. A strong ethical framework is the most important quality a leader can possess; our behavior, our words, and our decisions must be consistently transparent, honest, and ethical so that our motivations and goals are never in question.