

## Executive Director Section Areas for Review: Assessment Areas and Questions - Survey - ALL

### (1) Strategic Leadership and Visioning

1. Exercises the Commission's planning, policy, and funding authorities to strategically advance state goals and objectives for higher education, including through the four areas outlined by the Commission's Strategic Plan:
  - a) **Reporting:** *Reporting to steer progress*
  - b) **Funding:** *Funding for success*
  - c) **Pathways:** *Streamlining learner pathways*
  - d) **Outreach:** *Expanding opportunity through outreach*
2. Clearly understands and convincingly articulates the objectives of higher education generally, the particular objectives of the State of Oregon, and role of the HECC.
3. Approaches strategic leadership and planning as a collaborative effort involving staff, community leaders, volunteers and stakeholders.
4. Understands and manages state higher education resources efficiently and effectively.

### (2) Higher Education Leadership

5. Demonstrates appropriate understanding of legislative issues and trends, including stakeholder needs and impacts.
6. Recognizes opportunities to establish or change policy in order to more effectively carry out the mission and goals of the State and the Commission.
7. Promotes and uses the HECC's Equity Lens in the development and coordination of policy.
8. Demonstrates ability to successfully navigate and operate in a highly visible and sensitive environment with political awareness.
9. Ensures appropriate levels of coordination with stakeholder groups on topics of shared interest and importance.
10. Provides timely and relevant leadership and support in response to crisis or urgent issues as they arise.

### (3) Communication

11. Communicates clearly and convincingly in various forms and contexts.
12. Consistent and regular outreach and communication with stakeholders.
13. Displays openness to new ideas, diverse perspectives, and alternative approaches.
14. Fosters an environment of open, honest and respectful discussion of issues.
15. Effective communication that informs stakeholders of the activities and direction of the agency.

### (4) Relationships

16. Builds credibility and influence with the Commission.
17. Builds credibility and influence with the Legislature & Governor's office.
18. Builds credibility and influence with stakeholders.
19. Political acumen with the ability to identify the politics that impact the work of the HECC.
20. Accurately perceives organizational and political reality and acts accordingly.
21. Advances the reputation of HECC.

### (5) Agency & State Values

22. Models and promotes an environment of accountability. (*Value: Accountability*)
23. Models and promotes an environment of collaboration. (*Value: Collaboration*)
24. Promotes an environment of equity and inclusion. (*Value: Equity*)
25. Creates an environment where integrity and ethics are the norm. (*Value: Integrity*)
26. Models and promotes transparency. (*Value: Transparency*)
27. Creates a climate of trust where others are encouraged and feel safe to share openly. (*Value: Trust*)
28. Creates an environment of excellence in service and outcomes. (*Value: Excellence*)
29. Creates a climate in which staff are encouraged to develop and continuously learn (*Lifelong Learning*)

### (6) COMMISSION ONLY - Commission Leadership and Coordination

30. Effectively serves as the lead policy advisor to the Commission.

31. Communicates promptly and effectively with the Commission.
32. Provides the Commission with appropriate updates about internal agency operations.
33. Responsive to training and development needs and requirements of the Commission.
34. Provides timely and relevant information and required reports and outcomes to the Commission.
35. Director Cannon clearly understands his own leadership role.
36. Serves as a visionary leader for the Commission.
37. Provides the Commission with regular and appropriate financial statements.
38. Effective use of Subcommittees (consisting only of Commission members) and work groups (consisting of Commission and non-Commission members).

---

**(6) INTERNAL ONLY - Organizational Management**

29. Effectively identifies, attracts and hires people aligned with organization goals.
30. Promotes the engagement of and development of staff from diverse backgrounds.
31. Ensures others have appropriate access to information that achieves organization goals.
32. Ensures others have appropriate resources to achieve organization goals.
33. Delegates tasks and responsibilities effectively.
34. Tools, systems & structures support internal operations
35. Up-to-date strategic plans exist and are used for each of the agency's offices.
36. Recommends new programs and or policies or the modification or discontinuance of current programs or policies, as appropriate.

**(7) INTERNAL ONLY - Competencies of a Supervisory Manager**

37. Supervised staff clearly understand the expectations of their position, role, and outcomes desired
38. Effectively articulates and exchanges information with internal and external stakeholders  
(*Communication*)
39. Ensures a process that allows ideas to be evaluated, adopted and implemented when appropriate  
(*Innovation*)
40. Considers and appreciates multiple perspectives, backgrounds, and values, integrating them throughout the organization, creating opportunities to effectively achieve organizational goals  
(*Intentional Engagement*)
41. Actively engage employees at all levels of the organization, recognize their potential and support their future career growth  
(*Mentoring & Developing People*)
42. Responsibly manages resources and actively promotes a culture in which resources are effectively utilized  
(*Stewardship*)
43. Manages human, financial, procurement, assets and information resources effectively to meet the mission of the agency and state  
(*Business Acumen*)

**General open-ended – short answer – FOR ALL**

1. What do you want to see from Director Cannon in 2020-2021? Include suggestions for anything he should keep, stop, or start doing.
  2. Describe how Director Cannon can better support your needs.
  3. Describe Director Cannon's leadership and communication style as it relates to your needs.
  4. What goals or strategic outcomes are missing from the HECC or should be re-prioritized by Director Cannon?
  5. What do you see as key challenges facing postsecondary education and training, and/or the HECC and what are your suggested solutions?
  6. What were Director Cannon's accomplishments in the last year?
  7. What feedback do you have for Director Cannon regarding any of our offices or office directors?
  8. Do you have other comments that you would like to share?
-