

Strategically Focused		
Unacceptable (1)	Meets Expectations (3)	Far Exceeds Expectations (5)
Struggles to consider both the short and long-term elements necessary for a good plan; often overlooks important elements.	Plans for both the short and long-term success of the school/division.	Consistently in all cases plans for both the short and long-term success of the school/division.
Overlooks how to align the school/division goals with those of Emory overall.	Aligns Emory goals with own school/division.	Always considers how own school/division goals align with Emory goals; makes adjustments whenever there is misalignment.
Is haphazard in considering trends (either internal or external), best practices, existing and potential needs, or current strengths of the organization. Seldom considers all elements collectively.	Considers trends both internal and external, best practices, existing and potential needs, and current strengths of the organization.	Anticipates trends both internal and external, best practices, existing and potential needs, and current strengths of the organization. Builds strategies based upon on this information and compels others to action.
Struggles to create or communicate an inspiring vision for the future. Overly focused on tactics in the present, current state.	Creates and communicates an inspiring vision for the future.	Enthusiastically creates and communicates an inspiring vision for the future. Vividly shares the vision with others.
Seldom develops both short and long-term strategies to achieve organizational goals; solutions are tactical and reactive vs. proactive.	Develops both short and long-term strategies to achieve organizational goals.	Develops novel, creative short and long-term strategies that achieve organizational goals; solicits ideas from many others to achieve buy-in and to make strategies more inclusive and ultimately successful.
Seldom demonstrates a focus on strategic objectives of the University in daily behavior (e.g., ideas, decisions, etc.). Focus is on immediate needs of department within school/division only.	Demonstrates focus on strategic objectives of the University in daily behavior (e.g., ideas, decisions, etc.).	Is a role model for consistently demonstrating focus on strategic objectives of the University in daily behavior (e.g., ideas, decisions, etc.).

Please be mindful of different cultural norms and neurodiverse populations when applying these standards