

DRAFT 9/1/2005
Personal Traits and Characteristics of CSU Chancellor

- Strength of character, integrity, and high ethical standards.
- An ability to develop and articulate a shared vision to provide direction for the future of the System, to persuade a wide range of audiences of its value, and to engage others in its implementation.
- A deep understanding of the CSU System's mission as a public institution and a strong commitment to public higher education, recognizing that significant numbers of the System's students are the first in their families to attend college, that significant numbers of students must work full or part time in order to pay expenses, and that significant numbers transfer into the System after completing some courses elsewhere.
- The capacity to work effectively and maintain strong credibility with the Board of Trustees.
- A demonstrated capacity for external affairs, the capacity to represent the Board and the System before the Governor, the General Assembly, the agencies of state government and the public, and the capacity to work effectively and maintain strong credibility with key external constituencies, including public officials at the federal, state and local levels.
- A demonstrated capacity for planning and the integration of planning and budgeting, so as to drive the allocation of resources to achieve the goals of the System.
- A record of successful implementation of strategic initiatives; the ability and determination to stay the course to attain the objective.
- A demonstrated ability to manage fiscal resources and to effectively allocate finite resources among competing demands; commitment to maintaining the fiscal soundness of the System.
- A record of effective, strong and collaborative leadership, with experience in building a vibrant, cohesive, and inspiring leadership team.
- A demonstrated understanding of, and commitment to promote, diversity in the student body, the faculty, and the staff of the university system, and a commitment to the principles of affirmative action.
- An appreciation and respect for students and student needs and an understanding of the centrality of student development as an integral part of student learning.
- Ability to work effectively with faculty and staff, as well as the collective bargaining groups that represent them.
- An understanding of the teaching and learning mission of the System's universities.
- A commitment to facilitating assessment for enhancement of student learning outcomes.
- Strong interpersonal and communication skills to support effective interaction with external and internal constituencies; comfortable in a public, highly visible role.
- An understanding of the role of development in the support of public higher educational institutions, and a willingness to facilitate the institutional advancement efforts of the universities.
- An understanding of the value of technology and its role in learning.
- A demonstrated capacity to manage and deploy people and resources effectively, with integrity, sensitivity, and sound strategy in line with the stated goals and objectives of the Board of Trustees.
- An understanding and respect for working in a collective bargaining environment, and compliance with collective bargaining contracts.