



Leadership Commitments For Faculty and Staff

We strive to clearly define the commitments and expectations of Stony Brook leaders through leveraging the iCare framework, the desired leader behaviors described by Stony Brook staff across level and department and established research in best practices in leadership:

iCare Value	Expectations for All Employees	Leadership Expectations
Integrity	We are honest and ethical in all our interactions	<ul style="list-style-type: none">▪ We are open and transparent with our colleagues, mentees and students, proactively creating opportunities for two-way dialogue and collaborative decision-making.▪ We keep staff informed of any changes that might affect them, and we explain the reasons for the change.▪ We answer employees', collaborators' and students' questions in a forthright manner. In the event that the question cannot be answered in order to protect the confidentiality of an employee, etc., we explain why the question cannot be answered and work to resolve the underlying concern.▪ We promote integrity in research and in communicating scientific information to the public.
Compassion	We provide empathic care with attentive listening and affirmation.	<ul style="list-style-type: none">▪ We offer support and kindness when employees, mentees and/or students encounter personal or professional challenges.▪ We consider the diverse and varied feelings and experiences of others and demonstrate an understanding and appreciation of all points of view, while assuming positive intent in our interactions.▪ We support and promote the well-being, resilience and self-care of our employees by monitoring workloads, worked hours, talking with employees and reminding employees of available EAP and Wellness resources.

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<p>Accountability</p>	<p>We hold ourselves accountable to our community, to our organization and to each other for our performance and behaviors</p>	<ul style="list-style-type: none"> ▪ We take responsibility for our actions and for the consequences of our actions. We apply our learning from our experiences to our ongoing personal and professional growth and development. ▪ We talk with employees privately, openly and respectfully when issues with performance or behavior first emerge. We focus on collaborating with employees to improve performance or behavior as needed. ▪ We promptly notify Labor Relations (LR) of any potentially serious employee issues. We apply the Just Culture algorithm when considering the most fair and appropriate manner in which to address and resolve employee issues. ▪ When we observe issues with the performance or behaviors of employees outside our scope of responsibility, we share the observations with the employee’s supervisor or department director in a prompt, objective and factual manner. ▪ We apply policies and work rules consistently and without favoritism. ▪ We partner with HR/LR and our senior leaders to ensure fair and appropriate resolution of performance or behavioral issues. ▪ We solve problems and help others solve problems as well. ▪ We consistently deliver results, ensuring follow through in everything we do.
<p>Respect</p>	<p>We foster an environment of mutual respect and trust, embracing diversity in people and thinking.</p>	<ul style="list-style-type: none"> ▪ We model common courtesy, professionalism and kindness in all of our interactions. ▪ We invite and inspire the ongoing sharing of concerns, ideas and suggestions. We listen to and value the opinions of our employees. ▪ When a concern or suggestion has been shared, we communicate the outcome(s) to employees. ▪ We readily acknowledge the contribution of employees and graciously give credit to others. ▪ We routinely and consistently express appreciation and gratitude for employees’ contributions, verbally, in writing and whenever possible in public. ▪ We revere and celebrate our employees’, collaborators’, mentees’ and students’ talents and accomplishments and play an active role in our employees’ career growth, development and success. ▪ We share feedback and guidance with our employees throughout the year, and we provide employees with timely and meaningful performance appraisals.

<p>Excellence</p>	<p>We set the highest standards for safety, clinical outcomes and service.</p>	<ul style="list-style-type: none"> ▪ We clearly define department-specific and job-specific expectations for safety and clinical, scientific and scholarly outcomes, as well as for performance outcomes. ▪ We reward professional, scholarly and scientific excellence. We promote and nurture a culture of excellence. ▪ We clearly define and model behaviors which are aligned with our iCare values. ▪ We raise and test ideas, from all levels of the organization, inspiring others to do their best and ensuring we achieve the best possible outcomes. ▪ We do all we can to ensure our employees have the tools, guidance and support they need in order to be successful. ▪ We foster a culture in which employees feel safe reporting errors and concerns. Rather than placing blame, we evaluate systems and processes which contributed to errors and work collaboratively to improve systems and processes to avoid or minimize future errors.
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