



# Michigan Expectations Model

## Our roles and responsibilities

This chart describes “the types of work we do”; the expectations define “how we do our work”.

	Member of a Team	Leading a Team	Leading Multiple Teams	Leading the Organization
	You are responsible for the delivery of services to your stakeholders often in partnership with others	You take responsibility for coordinating the efforts of others in the delivery of services and mission-related activities to their stakeholders	You are responsible for the direct implementation of strategies that support organizational goals and mission-aligned activities, the coordination of services across multiple teams and/or units and the utilization of resources such as time, money and people	You set organizational direction and have responsibility for management and stewardship of the organization, a central administrative function, school or college, large institute, business, or health care entity that is part of the University of Michigan enterprise

Strategy	<ul style="list-style-type: none"> <li>Execute individual goals and objectives</li> <li>Organizational awareness (culture)</li> <li>Know the mission and business of the university</li> </ul>	<ul style="list-style-type: none"> <li>Implement strategy</li> <li>Ensure alignment with organizational culture</li> </ul>	<ul style="list-style-type: none"> <li>Align unit strategies to departmental strategy</li> <li>Set unit goals aligned with organizational strategy</li> <li>Leverage metrics to make decisions</li> </ul>	<ul style="list-style-type: none"> <li>Vision, mission, values and overall strategy setting</li> <li>Reputation and brand leadership</li> <li>External industry/market understanding and strategy adaptation</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Keep stakeholders informed</li> <li>Verbal and written skills</li> </ul>	<ul style="list-style-type: none"> <li>Management change</li> <li>Hold crucial conversations</li> </ul>	<ul style="list-style-type: none"> <li>Unit communication plan and execution</li> <li>Communication strategy linking unit to organization</li> <li>Public speaking</li> </ul>	<ul style="list-style-type: none"> <li>Organizational communication</li> <li>Internal and external relationship building (cross-campus, leadership, donors, government, peers, etc.)</li> </ul>
Services (Internal & External)	<ul style="list-style-type: none"> <li>Communicate needs of those served</li> <li>Ensure the needs of those served are met</li> </ul>	<ul style="list-style-type: none"> <li>Deliver services and other mission-related activities</li> </ul>	<ul style="list-style-type: none"> <li>Develop activity measurement and quality</li> </ul>	<ul style="list-style-type: none"> <li>Set service expectations</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Responsible steward of resources</li> </ul>	<ul style="list-style-type: none"> <li>Manage expenses</li> </ul>	<ul style="list-style-type: none"> <li>Budget oversight and management</li> <li>Financial planning and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize financial resources</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Team player and sometimes team coordinator</li> <li>Communicate and collaborate with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Implement executive HR processes</li> <li>Lead teams</li> <li>Assist in prioritization of work</li> <li>May hire, manage and develop talent</li> </ul>	<ul style="list-style-type: none"> <li>Resource deployment and allocation</li> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Organizational talent planning and execution</li> </ul>
Operations	<ul style="list-style-type: none"> <li>Maintain expertise in work/job</li> <li>Align work with unit priorities</li> <li>Organize work</li> <li>Get results</li> </ul>	<ul style="list-style-type: none"> <li>Knowledgeable of work functions</li> <li>Manage projects/programs</li> <li>Execute operational priorities and plans</li> <li>Manage meetings</li> <li>Understand procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>Planning, prioritization and execution</li> <li>Constituent engagement via committees</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure optimization</li> </ul>
Continuous Improvement	<ul style="list-style-type: none"> <li>Individual work process improvement</li> <li>Be resilient</li> </ul>	<ul style="list-style-type: none"> <li>Continuously review and update processes</li> <li>Engage in quality management</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize continuous improvement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Establish priorities and supporting resources</li> </ul>
Compliance	<ul style="list-style-type: none"> <li>Comply with organizational standards</li> </ul>	<ul style="list-style-type: none"> <li>Understand policies and procedures</li> <li>Possess compliance and legal acumen</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory awareness and compliance enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Governance awareness and policy setting</li> <li>Compliance enforcement</li> </ul>
Workplace Culture	<ul style="list-style-type: none"> <li>Demonstrate organizational values</li> <li>Be inclusive and equitable</li> <li>Life-long learner</li> </ul>	<ul style="list-style-type: none"> <li>Integrate DEI values into staff meetings</li> <li>Align unit activities with DEI values</li> <li>Practice DEI behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Set goals aligned with institutional culture initiatives</li> <li>Allocate resources to support culture initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Set vision for desired culture</li> <li>Adjust policies as needed to support desired culture</li> </ul>