

Hot Topics and Leader-Requested Topics

Hot Topics

- Program Planning F/U
 - <insert>

Leader-Requested Topics

- <insert>

Leadership and Career Development

Strengths

- <strengths from 9-box discussion>
- What are you most proud of achieving in FY26?

Opportunities

- <opportunities from 9-box discussion>

Strategic Focus/Goal Setting

FY27 Program Planning Goals

1. Goal 1
 - Threshold:
 - Target:
 - Stretch:
2. Goal 2
 - Threshold:
 - Target:
 - Stretch:
3. Goal 3
 - Threshold:
 - Target:
 - Stretch:

Research

Personal Funding:

Department Overview

	FY21	FY22	FY23	FY24	FY25
Submissions	44	45	45	50	57
NIH Funding (millions)	\$ 0.68	\$ 2.00	\$ 3.20	\$ 4.50	TBD
Blue Ridge Rank	47	32	33	24/62	TBD

NIH Funded PIs (Source: NIH RePORTER as of XX/XX/2026)

1. <Name (Grant type) - \$M>
2. <Name (Grant type) - \$M>

Leadership Effectiveness Scores

2022 Pulse Survey

XX% (Individual/Faculty)

2025 Engagement Survey

XX%

Succession Discussion

Chair Term Dates:

Chair Succession:

Administrator Succession (Name):

FMV X Years as Chair

FY27 Compensation*

Base Comp: \$XXX,XXX (X% merit increase)
 Target Incentive: \$XX,XXX (X%)
 Total Comp: \$XXX,XXX (XX %ile)

**Pending final budget approval*

Graph of 5-yr trends:

- Base salary change (%)
- Total comp (\$)
- FMV (%ile)
- Years in current role

WHAT IS MOST IMPORTANT TO YOU?

		Performance		
		Developing (Ready 1-3 years)	Meets Expectations (Ready 6-12 months)	Exceeds Expectations (Ready Now)
Potential	High	<p><u>Aspiring Potential</u></p> <p>Has demonstrated limited experience; With targeted development, able to take on greater responsibility within 12-24 months; Currently developing abilities and competencies in current role; Not getting the most important things done; Aspires to greater responsibility; Strong growth potential</p> <p>Likely Development Plan - Performance coaching to identify cause of below average performance; Coach accordingly</p>	<p><u>Emerging Potential</u></p> <p>Consistently meets and may occasionally exceed expectations; Promotable; Has desire to grow responsibilities; Quickly learns and adapts to new situations; Highly valued; Would be a significant loss if person left</p> <p>Likely Development Plan - Targeted support and development: special projects, rotations</p>	<p><u>High potential</u></p> <p>Consistently exceeds expectations and produces exceptional results; Ready for greater responsibility now; Has desire to grow in leadership roles; Agile learner - learns and masters new assignments quickly; Has influence beyond current role; Demonstrates emotional intelligence; Political savvy; Difficult to replace; Flight risk; Potential retention risk</p> <p>Likely Development Plan - Help move up; Link to succession plan for replacement</p>
	Growth	<p><u>Inconsistent Performer</u></p> <p>Occasionally doesn't meet performance standards; Manageable loss to operation if this person was to leave; May have potential but has not yet fully demonstrated it; Capable of making higher contribution; May be new to the job or the company</p> <p>Likely Development Plan - Focus on closing skill gap; Partner with a strong technical member</p>	<p><u>Key Performer</u></p> <p>Consistently meets and may occasionally exceed expectations; Highly valued either due to technical or subject matter expertise; Would be a significant loss if person left; With development, potentially promotable vertically or laterally within the organization</p> <p>Likely Development Plan - Assign to relevant projects & networks; emphasis on building expertise</p>	<p><u>High Performer Plus</u></p> <p>Consistently exceeds expectations and produces exceptional results; Demonstrated potential and interest in greater responsibility; Solid growth potential; Promotable; Demonstrates emotional intelligence; Difficult to replace</p> <p>Likely Development Plan - Stretch by assigning to lead cross functional assignments; Pair with strong leader mentor</p>
	Limited	<p><u>Misplaced/Low Performer</u></p> <p>Not delivering as expected; Difficulty performing current job standards; Wrong job but may have potential to add value in a different position</p> <p>Likely Development Plan - Manage performance using a Performance Improvement Plan; consider reassignment</p>	<p><u>Solid Performer</u></p> <p>Consistently meets and may occasionally exceed expectations; Knows current job well; but not an expert on the team; Contributes to the success of the department but has not demonstrated potential or ability for greater responsibility; Manageable loss to operation if this person was to leave the organization</p> <p>Likely Development Plan – Hold, wait and see; Provide training to enhance technical expertise</p>	<p><u>High Performer</u></p> <p>Consistently exceeds expectations and produces exceptional results; Subject matter expert; Difficult to replace; No desire for greater responsibility or limited potential; May not adapt well to new situations and be able to execute strategy</p> <p>Likely Development Plan - Build on strengths by developing deeper knowledge; Provide opportunities to mentor others</p>