

Core Competency:	Definition:	Descriptors:
Collaboration For Impact	Work effectively with colleagues and other stakeholders toward a common goal or to solve a problem. Uses effective written and oral communication with internal staff, teams, and community served; demonstrates empathy and listening	<ul style="list-style-type: none"> <input type="checkbox"/> Conveys oral and written communication for various stakeholders in a concise, clear, and professional manner <input type="checkbox"/> Participates in meetings, contributing where appropriate <input type="checkbox"/> Focuses on accomplishing team goal, rather than a personal agenda <input type="checkbox"/> Actively participates as a team member and shows willingness to contribute and be open to feedback <input type="checkbox"/> Demonstrates active listening and responds in a manner that enhances mutual understanding.
Cultural Humility & Equity Mindset	<ul style="list-style-type: none"> ▪ Demonstrates the values of diversity and inclusion. Fosters an inclusive environment. ▪ Understands and is committed to goals of equity. Consistently centers equity in one's work. 	<ul style="list-style-type: none"> <input type="checkbox"/> Ability to articulate commitment to and advancement of diversity, equity, and inclusion initiatives. <input type="checkbox"/> Embraces and encourages diversity of individuals and perspectives. <input type="checkbox"/> Displays and provides intentional cultural sensitivity in alignment with mission and core values. <input type="checkbox"/> Understands and identifies potential biases and works collaboratively to resolve <input type="checkbox"/> Supports a learning and working environment that is collegial, respectful, and professional for all students, faculty, and staff.
Growth Mindset	Views growth as important for personal and professional development; seeks out opportunities to expand skills, even if change is required; demonstrates curiosity and eagerness to learn.	<ul style="list-style-type: none"> <input type="checkbox"/> Actively supports organizational change <input type="checkbox"/> Uses new information and experiences to identify opportunities to adjust work and/or professional style <input type="checkbox"/> Open to discussing opportunities to learn from challenging or new situations; seeks help when needed <input type="checkbox"/> Often thinks about ways to perform duties more effectively <input type="checkbox"/> Shares information with others that can broaden learning and influence their work
Mission-Driven	Demonstrates commitment to the mission of the organization and alignment with core values.	<ul style="list-style-type: none"> <input type="checkbox"/> Consistently acts in alignment of our mission, vision, and core values <input type="checkbox"/> Understands how our mission impacts their role and how their role impacts the mission <input type="checkbox"/> Uses a “one organization” mindset when tackling challenges and differences <input type="checkbox"/> Proactively seeks to serve students and understand their unique, individual needs <input type="checkbox"/> Uses the mission, vision, and core values to motivate and inspire their team
Ownership And Quality of Work	Effectively manages own work, and work of teams when relevant, ensuring	<ul style="list-style-type: none"> <input type="checkbox"/> Responsive to supervisors, colleagues, students, and other stakeholders <input type="checkbox"/> Tries alternative approaches when faced with obstacles and setbacks <input type="checkbox"/> Acknowledges and learns from mistakes without blaming others <input type="checkbox"/> Understands the impact of their work contributions to advancing goals and objectives.

	delivery of high-quality work.	<input type="checkbox"/> Demonstrates consistent track record of being prepared and accountable for delivering work product on time.
Student/ Stakeholder Orientation	Recognizes needs of diverse stakeholders and students and demonstrates the ability to anticipate and respond to their needs.	<input type="checkbox"/> Communicates with all students and/or stakeholders professionally and respectfully <input type="checkbox"/> Understands cultural context of student and/or population <input type="checkbox"/> Prioritizes the needs of students and/or stakeholders as key factor when making decisions <input type="checkbox"/> Proactively asks questions of students and stakeholders to find ways to improve service <input type="checkbox"/> Provides students and stakeholders access to organizational resources

Leadership competencies

Core Competency:	Definition:	Descriptors:
Continuous - Improvement Minded	Identifies improvement opportunities & possible solutions with program/department in consideration of personnel and non-personnel resources.	<input type="checkbox"/> Asks questions and identifies opportunities in program/department; gathers relevant information to recommend an improvement. <input type="checkbox"/> Effectively gathers input from stakeholders when appropriate and incorporates diverse perspectives while considering possible barriers and solutions and measures of success. <input type="checkbox"/> Embraces constructive feedback and improvement as an opportunity for growth and learning. <input type="checkbox"/> Effectively communicates and collaborates with others. <input type="checkbox"/> Executes improvement plans with limited obstacles and supportive stakeholder buy-in.
Decision-Making	Thoroughly analyze relevant information to facilitate decision-making to effectively and responsibly improve processes and procedures.	<input type="checkbox"/> Identifies when to own the decision and when to include others <input type="checkbox"/> Promptly and thoroughly analyze relevant information before making decisions <input type="checkbox"/> Makes necessary decisions in a timely manner even when information is limited or unclear <input type="checkbox"/> Considers implications of decisions and demonstrates follow through (<i>Weights the pros and cons of each option before making a decision and moving forward.</i>) <input type="checkbox"/> Considers both the long-term strategic direction and short-term outcomes of decisions

Develops & Motivates Others	Motivates others and supports their development through strong coaching.	<ul style="list-style-type: none"> <input type="checkbox"/> Clearly communicates performance expectations and provides fair, actionable, and timely performance feedback <input type="checkbox"/> Recognizes exemplary performance. Looks for positive attributes and concretely reinforces them <input type="checkbox"/> Effectively addresses marginal and unsatisfactory performance <input type="checkbox"/> Looks for positive attributes and concretely reinforces them, promoting confidence and optimistic attitudes <input type="checkbox"/> Uses a range of tools and tactics to promote staff development
Emotional Awareness	Understands emotions of self and others; and responds with empathy.	<ul style="list-style-type: none"> <input type="checkbox"/> Maintains consistent, positive attitude even when context is challenging <input type="checkbox"/> Self reflects and knows when and how to process and express own emotions <input type="checkbox"/> Identifies and responds to underlying attitudes such as personality differences and cultural norms <input type="checkbox"/> Emotional responses are consistent and transparent <input type="checkbox"/> Shows emotional resilience to stress or setbacks
Leads With Vision	Effectively communicates, supports, and executes the overall vision. Ability to inspire others by building a culture of trust and accountability.	<ul style="list-style-type: none"> <input type="checkbox"/> Understands the big picture of the organization and comes up with new ideas for achieving goals and vision <input type="checkbox"/> Creates and communicates inspired vision/purpose throughout organization <input type="checkbox"/> Sets clear, meaningful, challenging, & attainable group goals and expectations that are aligned with those of the organization <input type="checkbox"/> Ability to forecasts future needs and devises plans to meet those needs <input type="checkbox"/> Translates the vision for a department into clear strategies.
Results-Driven & Strategic Resource Management	Develops, implements, and/or executes strategic plans and decisions to achieve intended results within established financial and organizational parameters.	<ul style="list-style-type: none"> <input type="checkbox"/> Guides clear decision-making processes, and communicates effect of program/department's strategy on organization's financials and impact overall, and gets necessary input to support actions as needed <input type="checkbox"/> Creates new ideas and processes to address complex problems.

Takes initiative to map out clear plans and mitigate against risks.

Responsibly and effectively manages and allocates budget in a high-impact way within a programs/department

Participates in informing district-wide responses to changes in the external and internal environment.