



University Competencies, Details

Value Creation	Execution Excellence	Talent Investment*
Create Strategic Vision & Purpose	Demonstrate Strategic Agility	Display Emotional Intelligence
Celebrate Diversity & Inclusion	Lead Performance & Flawless Execution	Attract Top Talent (or be top talent if individual contributor)
Demonstrate University Stewardship & Serve as a Brand Ambassador	Exhibit Business Acumen & Organizational Astuteness	Develop Talent & Institutional Capacity (of team or self if individual contributor)
Drive Discovery & Innovation	Communicate Effectively & With Influence	Drive Employee Engagement (or be highly engaged if individual contributor)
Display Courage & Conviction	Exhibit Resilience & Optimize Resources	Build High Performing Team (or be a high performer if individual contributor)
Foster Partnership & Collaboration	Ensure Decision Quality, Accountability & Drive Results	Effectively Manage Performance (of team or self if individual contributor)

*Note: talent investment is inclusive of both people manager and individual contributor roles. Can be adapted to people manager (i.e., create a team which reflects competency), or individual contributor (i.e., serve as a team member which reflects competency).



Pillar One: Value Creation

Strategic leadership of University mission, unit and divisional goals.

- **Create Strategic Vision & Purpose:** Imagine future state possibilities and create blueprint to purposefully navigate towards mission achievement.
 - Encourage rigorous inquiry and investigation; create innovative approaches which provide long-term, value added organizational impact.
 - Balance deep institutional knowledge and appreciation of current state with breakthrough ideas of potential future outcomes.
 - Display visionary mindset; champion broader perspective.
 - Understand relationship between action and impact; define road map to achieve strategic initiatives.

- **Celebrate Diversity & Inclusion:** Foster a culture of inclusion; appreciate and respect cultural diversity.
 - Recognize, promote, and value diversity of thought and voice.
 - Proactively engage in affirmative action and outreach efforts to elevate level of talent and optimize results.
 - Create environment conducive to sharing; continually extend and support a diverse workforce to create equal opportunities for all.
 - Ignite power of diverse talent to create innovative and impactful solutions.

- **Demonstrate University Stewardship & Serve as a Brand Ambassador:** Take an institutional perspective and embody values and ethics of University.
 - Demonstrate commitment and actively endorse University mission, vision and values.
 - Uphold a positive image of University; portray core values and ethics; act with integrity.
 - Protect University resources and understands relationship between individual decisions and broader campus implications.
 - Exemplify University ethics and values; embrace commitment of singular focus on inquiry.

- **Drive Discovery & Innovation:** Cultivate learning environment that challenges tradition and inspires innovation.
 - Introduce the unknown to achieve higher levels of performance.
 - Disrupt status quo, invite new approaches, and champion thoughtful risks.
 - Encourage transformation; take initiative to create a distinctive value proposition.
 - Generate enthusiasm for and promote imaginative solutions.



- **Display Courage & Conviction:** Demonstrate bravery and decisiveness in the midst of uncertainty, competing stakeholder needs or highly complex environments.
 - Definitely take action in risky scenarios.
 - Impose discipline and rigorous standards of success; overcome fear and act with certainty and poise.
 - Face challenges directly, make difficult decisions, and accept full accountability for outcomes.
 - Be authentic; align action with speech to constructively resolve challenges.

- **Foster Partnership & Collaboration:** Proactively build strategic partnerships that champion value of performing as one University.
 - Explore initiatives with broader lens of building impactful networks throughout University; create cross-functional champions who successfully align efforts to achieve common goals.
 - Foster a climate of cooperative relationships and trust; confirm commitment from critical stakeholders at beginning of process.
 - Leverage experience and expertise across campus to enable effective outcomes; encourage sharing of resources, ideas and information.
 - Understand group dynamics when navigating cross-functional initiatives; evaluate partnerships and ability to attain mutual goals.



Pillar Two: Execution Excellence

Operational delivery of University mission, unit and divisional goals.

- **Demonstrate Strategic Agility:** Exhibit broad visionary acumen, envision possibilities, and proactively adapt to evolving landscape.
 - Demonstrate leadership in climate of dynamic stability.
 - Create compelling roadmap in the midst of complex and challenging climate.
 - Exhibit breadth and depth of higher education culture and recognize the potential implications triggered by a dynamic external environment.
 - Establish clear line of sight between current state and future potential; demonstrates confident optimism towards creating sustainable value.

- **Lead Performance & Flawless Execution:** Relentlessly pursue program and operational excellence and optimization.
 - Maximize long term business achievement and return on investment.
 - Focus energy in identifying and implementing value added enhancements.
 - Create nimble and dynamic processes which can adjust adeptly to changing expectations.
 - Capitalize upon system and process synergy and integration.

- **Exhibit Business Acumen & Organizational Astuteness:** Demonstrate deep knowledge and respect for tradition and culture; effectively maneuver through organizational dynamics.
 - Encourage rigorous inquiry and investigation.
 - Exhibit deep understanding and appreciation of organizational drivers.
 - Leverage financial literacy, business insights, and cultural awareness to achieve organizational goals.
 - Display organizational savviness and successfully navigate the subtleties of complex people, process, policy, and political architectures.

- **Communicate Effectively & With Influence:** Convey vision in a manner which drives engagement and motivates stakeholders to mobilize.
 - Communicate with finesse; adapt style and content to align with audience expectations.
 - Leverage variety of communication vehicles across multiple environments which initiate appropriate reactions and stakeholder buy in.
 - Listen attentively, actively demonstrate an understanding of others, and cultivate an environment which encourages diversity of thought.
 - Articulate ideas in compelling manner; cognizant of diverse stakeholders.



- **Exhibit Resilience & Optimize Resources:** Maintain optimistic outlook, display confidence, and creatively marshal resources to achieve results amidst difficult circumstances.
 - Demonstrate strong goal commitment; identify key learnings and rebound stronger from delays or challenging situations.
 - Courageously navigate through high stress or ambiguous situations to overcome obstacles.
 - Orchestrate finite resources effectively and efficiently to achieve goals.
 - Model enthusiastic perseverance and resource innovation.

- **Ensure Decision Quality, Accountability & Drive Results:** Demonstrate decisive insight, engagement ownership, and develop novel approaches to achieve mission critical objectives.
 - Display achievement mindset and goal orientation; take initiative and inspire others to achieve new standards of excellence.
 - Balance stakeholder needs and deliver customer centric solutions which add value to University mission.
 - Define roles and establish performance expectations; take ownership of all commitments, decisions and actions, inclusive of both wins and failures.
 - Balance pragmatic drive with high levels of energy and enthusiasm; demonstrate unwavering perseverance towards goal achievement.



Pillar Three: Talent Investment

- **Display Emotional Intelligence:** Demonstrate self-awareness; appropriately harness and apply emotions to align with current situation.
 - Leverage feedback and self-reflection to understand strengths, opportunities and boundaries.
 - Actively listen, recognize evolving dynamics of social environment, and navigate to resolution.
 - Increase level of self-knowledge by connecting external perspectives with internal self-reflection.
 - Recognize audience perspectives and effectively manage the exchange through verbal and nonverbal communication.

- **Attract Top Talent (to team or be top talent if individual contributor):** Create a magnetic employment brand image, promote employee value proposition, and protect University reputation.
 - Appreciate the critical importance of cultural fit, value alignment and engagement level.
 - Develop thoughtful workforce plan, inclusive of identifying current and longer-term talent needs and building quality candidate pipeline.
 - Invoke strategic sourcing efforts; high performers network with high performers.
 - Proactively seek high potentials, and talent with high learning agility and critical thinking skills.

- **Develop Talent & Institutional Capacity (of team or self if individual contributor):** Enable strategic talent delivery and optimization of talent investment.
 - Focus on longer term value creation of talent; create leaders for future success vs. shorter term achievers to close current gaps.
 - Provide internal mobility and career growth opportunities to preserve institutional capacity.
 - Actively invest in talent and capacity building; balance multi venue offerings inclusive of mentoring, coaching, exposure activities, developmental moves, shadowing, and stretch assignments.
 - Provide supportive framework structures such as knowledge transfer, information sharing, experience exchanges, internal networking, and partnership development.

- **Drive Employee Engagement (or be highly engaged if individual contributor):** Foster an environment where team members are highly motivated and committed to achieve unit strategies.
 - Cultivate work behavior that is energized and focused; promote optimism; bring out the best in team members.
 - Create a feedback rich environment, which promotes a balance of confidence (i.e., recognize achievement) and opportunity recognition (i.e., facilitate crucial conversations).
 - Align goals to team member strengths, motivational triggers, and career growth aspirations.
 - Recognize and celebrate value added contributions.



- **Build High Performing Team (or be a high performer if individual contributor):** Create mission driven, cohesive teams; build talent infrastructure to achieve superior results.
 - Actively coach and invest in skill building and capability development.
 - Display high levels of energy and enthusiasm; consistently outperform expectations.
 - Inspire deep sense of purpose; bolster high level of collaboration and commitment to success.
 - Leverage right mix of talent, working in right manner, towards right goals.

- **Effectively Manage Performance (of team or self if individual contributor):** Act with purpose to enhance competence, confidence and capability.
 - Define goals and expectations; establish clear line of sight between individual goals and broader strategic initiatives.
 - Identify tangible benchmarks or specific metrics of success; adjust measures as needed to ensure focus on priority engagements.
 - Deliver timely guidance, candid and constructive feedback, and accurately evaluate performance based upon results achievement and competency demonstration.
 - Actively invest in, coach and develop talent to ensure growth in career trajectory.