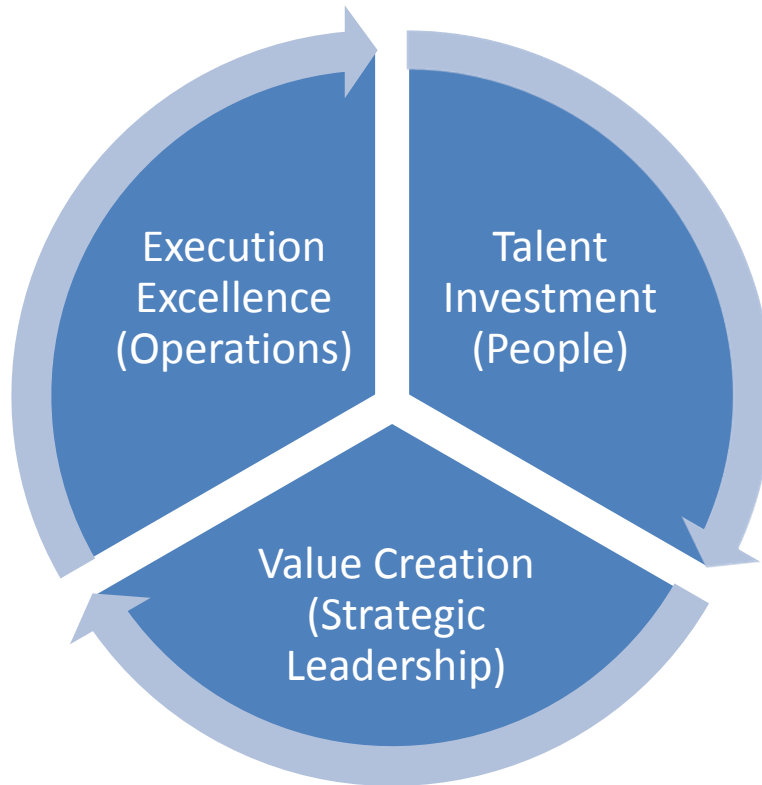




### *University Competency Model*

The University of Chicago leverages three pillars to define key performance attributes, reflective of strategic leadership, operations and people.





The table below summarizes the competencies that comprise value creation, execution excellence and talent investment. Detailed definitions of each competency provided on the following pages.

Pillar 1: Value Creation	Pillar 2: Execution Excellence	Pillar 3: 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**

Key Performance Attribute	Definition
Create Strategic Vision & Purpose	Imagine future state possibilities and create blueprint to purposefully navigate towards mission achievement.
Celebrate Diversity & Inclusion	Foster a culture of inclusion; appreciate and respect cultural diversity.
Demonstrate University Stewardship & Serve as a Brand Ambassador	Take an institutional perspective and embodies values and ethics of University.
Drive Discovery & Innovation	Cultivate learning environment that challenges tradition and inspires innovation.
Display Courage & Conviction	Demonstrate bravery and decisiveness in the midst of uncertainty, competing stakeholder needs or highly complex environments.
Foster Partnership & Collaboration	Proactively build strategic partnerships that champion value of performing as one University.



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**Pillar Two: Execution Excellence**

Key Performance Attribute	Definition
Demonstrate Strategic Agility	Exhibit broad visionary acumen, envision possibilities, and proactively adapt to evolving landscape.
Lead Performance & Flawless Execution	Relentlessly pursue program and operational excellence and optimization.
Exhibit Business Acumen & Organizational Astuteness	Demonstrate deep knowledge and respect for tradition and culture; effectively maneuvers through organizational dynamics.
Communicate Effectively & With Influence	Convey vision in a manner which drives engagement and motivates stakeholders to mobilize.
Exhibit Resilience & Optimize Resources	Maintain optimistic outlook, display confidence, and creatively marshal resources to achieve results amidst difficult circumstances.
Ensure Decision Quality, Accountability & Drive Results	Demonstrate decisive insight, engagement ownership, and develops novel approaches to achieve mission critical objectives.



**Pillar Three: Talent Investment**

Key Performance Attribute	Definition
Display Emotional Intelligence	Demonstrate self-awareness; appropriately harness and apply emotions to align with current situation.
Attract Top Talent (or be top talent if individual contributor)	Create a magnetic employment brand image, promote employee value proposition, and protect University reputation.
Develop Talent & Institutional Capacity (of team or self if individual contributor)	Enable strategic talent delivery and optimization of talent investment.
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.
Build High Performing Team (or be a high performer if individual contributor)	Create mission driven, cohesive teams; build talent infrastructure to achieve superior results.
Effectively Manage Performance (of team or self if individual contributor)	Act with purpose to enhance competence, confidence and capability.