

**Core Competencies for the Faculty University Service Role  
Leadership and Management Skills**

If I needed to provide evidence <sup>1</sup> , I would be able to rate my skill level as:	Low <sup>2</sup>	OK <sup>3</sup>	Expert <sup>4</sup>
<b>1. Working knowledge of the university</b>			
1.1. Clear understanding of mission, strategic objectives and associated values			
1.2. Clear understanding of organizational structure, policies and common practices			
1.3. Clear understanding of higher education issues, effectiveness and efficiency			
<b>2. Management skills</b>			
2.1. Planning – operational planning and reporting			
2.2. Policy development, analysis and implementation			
2.3. Finance – budget planning and reporting			
2.4. Personnel – recruiting, managing, quality assurance			
<b>2.5. Communications</b>			
2.5.1. Writing and speaking skills			
2.5.2. Presentation and meeting skills			
<b>2.6. Technology</b>			
2.6.1. Communication skills and tools			
2.6.2. Management skills and tools			
<b>2.7. Project management</b>			
2.7.1. Needs assessment and planning			
2.7.2. Human and financial resource management			
2.7.3. Implementation and monitoring			
2.7.4. Concluding and follow-up			
<b>2.8. Quality assurance</b>			
2.8.1. Quality requirements and standards			
2.8.2. Quality evaluation techniques			
<b>2.9. Reputation management</b>			
2.9.1. Building brand awareness			
2.9.2. Industry leadership			
2.9.3. Media and marketing relations			
<b>3. Leadership skills</b>			
<b>3.1. Creating followership</b>			
3.1.1. Team building, motivating, delegation			
3.1.2. Creativity, innovation, vision			
3.1.3. Compassion and humanity, social responsibility			
<b>3.2. Strategic planning</b>			
3.2.1. SWOT analysis and implementation			
3.2.2. Trend analysis and visioning			
3.2.3. Strategic goals and implementation			
<b>3.3. Problem solving</b>			
3.3.1. Conflict and stress management,			
3.3.2. Negotiation and decision-making skills			
3.3.3. Time management			
<b>3.4. Accountability</b>			
3.4.1. Quality assurance			
3.4.2. Community service			
3.4.3. Role modeling			

<sup>1</sup> Ask yourself: "How have I demonstrated this competency in the past?"

<sup>2</sup> I need to work on this.

<sup>3</sup> I feel confident but I can always learn more.

<sup>4</sup> I could teach others about this.