

# RIT's Department Head Competency Model

***Enables Faculty and Staff Success:*** The competencies in this category relate to the management and support of department faculty and staff.

## **Builds talent**

- Recruits and selects the best and brightest
- Creates a culture of high-performance
- Empowers others to succeed
  - Manages search committees to ensure fair and effective hiring decisions
  - Demonstrates a respect for diversity
  - Sets high expectations for performance, clearly communicates performance expectations and measures, and provides authentic feedback related to performance
  - Engages with faculty and staff to identify their career issues and aspirations and provides opportunities for learning and growth
  - Establishes a clear "line of sight" between institute strategy and individual responsibilities

## **Fosters collaboration**

- Builds a network of support inside/outside of the department and RIT
- Builds high-functioning teams
- Grounds work on shared goals and institute strategy
  - Actively builds a community of support across the university and cultivates partnership inside and outside of RIT
  - Makes data-driven recommendations and decisions
  - Is open to feedback and seeks input from others
  - Freely shares expertise and support with others
  - Clearly communicates team's purpose and expected outcomes
  - Models cooperation and mutual support

***Enables Student Success:*** The competencies in this category relate to ensuring student success.

## **Promotes adaptability**

- Builds an environment that encourages innovation and critical thinking
- Solves problems effectively
- Monitors environment to identify emerging trends
  - Encourages appropriate risk-taking
  - Is open to diverse ideas and perspectives
  - Uses information related to emerging trends for improvements
  - Models flexibility and openness and effectively communicates the value and benefits of change

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### **Builds service excellence**

- Develops mechanism to continually assess stakeholder needs and expectations
- Builds and improves processes and systems that deliver highest value to stakeholders
- Empowers others to create a service culture
  - Continually seeks input from stakeholders
  - Makes needed improvements, based on stakeholder needs and expectations
  - Identifies value-added services and activities
  - Holds other accountable for civility and collegiality
  - Recognizes and rewards individuals who demonstrate a service mindset

***Advances Strategy:*** *The competencies in this category relate to providing leadership in concert with institute and college strategy and goals.*

### **Operates strategically**

- Creates alignment between department goals and initiatives and college/institute priorities
- Creates a compelling vision for department
- Communicates direction clearly
  - Ensures activity is in alignment with institute priorities
  - Clearly defines and continually communicates a vision for department/teams
  - Builds coalitions of support for goals, priorities and vision
  - Translates strategy into specific plans, with metrics to track progress
  - Develops and executes contingencies as needed

### **Executes effectively:**

- Improves operations
- Demonstrates financial acumen
- Continually develops leadership and functional expertise
  - Balances time spent on planning with time spent addressing daily issues
  - Delegates to others to ensure efficient operation
  - Meets commitments and deadlines
  - Evaluates processes and practices to reduce waste and increase efficiencies
  - Operates with the highest level of honesty, integrity, and respect for all

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