

FACULTY CAREER DEVELOPMENT

ACADEMIC LEADERSHIP COMPETENCY MODEL

RIT's Academic Leadership Competency Model was created and approved by Deans and senior leadership. Department chairs and unit heads perform a variety of functions that are vital to RIT. They are leaders who work closely with faculty, staff, and administrators to ensure the quality of our academic programs and work to help students succeed in those programs. It's a challenging position, and while we have confidence in the people asked to fill this role, few will come into the job with all of the skills needed to carry out the myriad tasks that they will face everyday.

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 in all aspects of human resource management
- Sets high expectations for performance
- Clearly communicates performance expectations, standards, and measures
- Continually monitors performance
- Provides authentic feedback related to performance
- Engages with faculty and staff to identify their career issues and aspirations
- Provides opportunities for learning and growth
- Establishes 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
- Makes data-driven recommendations and decisions to garner support
- Is open to feedback and proactively seeks input from others
- Freely shares expertise and support with others
- Cultivates partnership inside and outside of RIT
- Clearly communicates team's purpose and expected outcomes
- Provides tools to assist team in effective functioning
- Models cooperation and mutual support
- Rallies others around shared goals

Enables Student Success

The competencies in this category relate to ensuring student success.

Promotes adaptability:

- Builds an environment that encourages innovation; solves problems effectively; monitors environment to identify emerging trends
- Encourages appropriate risk-taking
- Is open to diverse ideas and perspectives
- Challenges status quo
- Uses data and other inputs to make informed decisions
- Evaluates future impact of decisions
- Actively seeks information on emerging trends
- Uses information related to emerging trends to make improvements
- Models flexibility and openness to change
- Effectively communicates the value and benefits of change

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
- Considers how decisions and actions may directly and indirectly affect all stakeholders
- Holds other accountable for civility and collegiality
- Sets high expectations for service
- Recognizes and rewards individuals who demonstrate a service mindset
- Develops systems and processes that efficiently and effectively deliver needed services to stakeholders
- Builds consultative relationships with stakeholders

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
- Links activity to goals and priorities
- 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
- States and restates expectations, direction, and progress
- Reduces ambiguity for others
- Translates strategy into specific plans, with metrics to track progress
- Continually monitors progress to towards goals
- 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
- Allocates resources and manages facilitates to advance institute priorities
- Uses sound financial planning and management practices
- Seeks feedback from all stakeholders to increase self-awareness
- Actively increases skill and knowledge
- Operates with the highest level of honesty, integrity, and respect for all

RIT Companion Competencies

Builds talent

- Provides effective feedback and development
- Displays honesty and integrity
- Inspires and motivates others

Fosters collaboration

- Adapts to change
- Builds relationships and networks
- Practices inclusion and values diversity

Promotes adaptability

- Develops strategic perspective
- Communicates powerfully and broadly
- Develops others

Builds service excellence

- Innovates
- Takes initiative
- Tackles challenges

Operates strategically

- Focuses on customers
- Solves problems
- Champions change

Executes effectively

- Establishes stretch goals
- Anticipates problems
- Marshalls adequate resources

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