



THE UNIVERSITY OF IOWA

Introduction

To the UI Leadership Competency Framework

Overview

The UI Leadership Framework is a competency model which represents the knowledge, skills, and values that contribute to highly effective faculty and staff leaders at The University of Iowa.

Purpose

The intended purpose of this model is to provide a comprehensive method for aligning future leadership development programming and resources.

Background

The framework was created through a series of steps, including but not limited to:

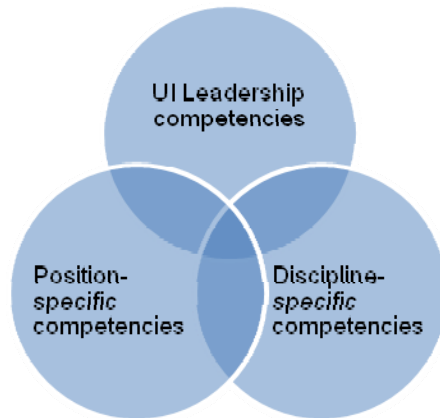
- **Campus Conversations on Leadership Development (November 2006-December 2007)**
 - A series of meetings that Organizational Effectiveness, University Human Resources, conducted with over 150 campus leaders including Vice Presidents, Deans, Directors, Senior HR representatives, and other academic and administrative leaders in over 20 colleges, divisions, and departments focusing on future leadership development needs at The University of Iowa.
- **The Leadership Competencies Dialogue (May 2008)**
 - A structured event hosted by The Office of the Provost and University Human Resources sought additional input from campus leaders. Vice Presidents, Deans, and DEOs were asked to send two delegates from their areas. Using a research-based model, participants prioritized competencies that embody UI Core Values and represent skills needed of future UI leaders.
- **Data Collection and Verification (June 2008-February 2009)**
 - The Office of the Provost and Organizational Effectiveness (OE), University Human Resources, have continued to combine early data into a streamlined framework and conduct additional benchmarking on leadership competency usage among Big 10 Universities. Additional feedback was sought from the Vice Presidents' Group, the Senior HR Leadership Council and the newly-formed Faculty Development Advisory Council.

Potential Uses for the UI Leadership Competency Framework

- **At the Central Level**
 - The UI Leadership Competency Framework will provide a structure upon which to assess current and plan for future centrally-provided programming. Organizational Effectiveness (OE)/University Human Resources and the Office of the Provost will continue to inform campus of developmental opportunities that are available to current and emerging UI leaders. Currently available resources include:
 - UI LEAD (Leadership Education, Assessment, & Development)
<http://www.uiowa.edu/hr/lead/index.html>
 - Office of the Provost Faculty Development Programs
<http://provost.uiowa.edu/faculty/index.html#facdev>
 - UI Learning & Development
<http://www.uiowa.edu/learn/>
 - UI Mentoring Clearinghouse
<http://provost.uiowa.edu/mentoring/>

- **At the College/Division Level**

- This framework may contribute to strategic planning efforts by providing a model of UI-specific competencies upon which to focus overall unit and/or individual leadership development. Divisions and colleges are urged to involve their Senior HR Leader in the planning process; further support and consultation on succession planning and leadership development is available through University Human Resources.
- This general leadership framework may be augmented with unit/discipline-specific information (e.g., technical competencies required in the context of healthcare, finance, the arts). Position-specific competencies and work requirements provide an additional layer of knowledge, skills, or values needed for a particular role. The following model depicts this interrelated relationship:



- Collegiate and division HR leaders may find value in exploring ways that the competencies may inform selection processes for future leaders. The May 2005 *Harvard Management Update* article, “Finding the Fit Between Person and Position” discusses methods for using both leadership and position competencies to inform selection of future leaders.

- **In a Supervisory or Mentoring Context***

- The UI Leadership Competency Framework can be used to assist a faculty or staff member in assessing her/his goals and strengths, and to co-create a plan for professional development. Mentors and/or supervisors can assist the faculty or staff member in clarifying goals and providing information about available resources which can assist in their further career development.
- A mentor and/or supervisor can also play a key role in the individual in staying focused on and accountable in achieving her/his goals. Continual conversation about goals can support growth and sustain progress. The Mentoring Clearinghouse web site created by the Office of the Provost offers a multitude of links to resources and effective practices. (<http://provost.uiowa.edu/mentoring/>)

*Visit the online Toolkit at: UI Leadership Competencies <http://www.uiowa.edu/hr/lead/vision.html#competencies>

UI Leadership Competency Framework

The following is a framework of six overarching competency areas, including the demonstrable knowledge, values, and skills that serve as building blocks of those areas. This competency framework was developed through the input of several campus constituencies and can be built upon by departments to align leadership development programming in support of highly effective faculty and staff leaders at The University of Iowa.ⁱ

1. Serving within the Institution
 - a. Advocates the vision, mission, and values of the UI
 - b. Engages in strategic planning
 - c. Utilizes knowledge of policy and procedures
 - d. Demonstrates effective stewardship of resources and practices sound fiscal management
 - e. Fosters innovation and problem-solving
 - f. Focuses on constituents and external stakeholders
 - g. Collaborates interdepartmentally and inter-institutionally
2. Managing the Unit
 - a. Links work to the mission
 - b. Organizes work and balancing workloads
 - c. Sets goals and focusing on results
 - d. Uses data to assess progress toward unit and university goals
 - e. Plans and manages knowledge transfer
 - f. Confronts challenges and managing crisis and change
 - g. Budgets
 - h. Makes consistently high quality decisions
3. Leading People
 - a. Assesses, evaluates, and develops staff
 - b. Delegates, empowers, and manages accountability
 - c. Instructs, mentors, and coaches
 - d. Motivates and engages diverse styles
 - e. Manages transitions Resolves interpersonal conflict
 - f. Manages group dynamics and develops an effective team
4. Engaging Diversity
 - a. Articulates of importance of diversity to institutional mission
 - b. Manages of dynamics of a diverse workforce, including understanding bias and culture
 - c. Effectively recruits, hires, and retains underrepresented staff and faculty
 - d. Proactively implements strategies to develop inclusive environments
 - e. Intervenes effectively in discriminatory events
5. Communicating Effectively
 - a. Fosters open dialogue
 - b. Builds interpersonal and organizational relationships
 - c. Demonstrates emotional intelligence
 - d. Manages and facilitates meetings
 - e. Effectively presents ideas and concepts publicly
 - f. Negotiates and influences
6. Leading by Example
 - a. Demonstrates integrity and ethics
 - b. Inspires trust
 - c. Possesses personal resiliency
 - d. Demonstrates versatility
 - e. Takes appropriate risks and demonstrates courage
 - f. Engages in own individual and career development
 - g. Uses critical and creative thinking

ⁱ For background information on faculty and staff input in this process, please refer to:
http://www.uiowa.edu/hr/lead/leadership_competencies.pdf