## Centers of Excellence Leadership Competency Framework: Developing Competency-Based Job Descriptions

**Center Core Expectations/Ares of Focus: Economic Development; Industry Sector Strategy; Education, Innovation and Efficiency; Workforce Supply/Demand**

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| Core Job Functions | Related Job Functions | Competency Statements |
| **Partnership/Stakeholder Development:**   * **International, National, State, Regional, Local Agencies/Organizations** * **Industry Sector** * **Community College** * **Education and Training Programs to include K-12 and Apprenticeship** | Assess Partner Needs and Priorities | * Identifies and provides input to applicable economic development policies, priorities and initiatives * Employs an understanding of local, state, and federal political environment and the impact of the regulatory environment on the Centers and their partners’ work * Identifies industry sector talent needs including current and emerging skills, talent requirements, education and training * Employs strategies to build a diverse, competitive workforce in strategic industries in consideration of local, regional, state, national and international economic context * Understands and leverages national and state policy as it relates to workforce development within a given sector * Utilizes policy to advance and align the Center’s work to stakeholder needs * Translates complicated policy and organizational language to help those unfamiliar with jargon understand its impacts * Serve as a trusted partner with workforce development councils, associate development organizations, and other workforce and economic development entities |
| Nurture and Sustain Collaborative Relationships | * Anticipates and informs needs of students, incumbent workers and industry and convenes stakeholders to create solutions * Serves on work groups, committees, industry led advisory boards, CTE and COE advisory boards and secures membership in relevant associations * Establishes, builds, and nurtures collaborative relationships and partnerships with key leaders and decision makers * Respects the mission, purpose, and culture of stakeholder institutions/groups and adjusts to each as needed * Provides critical information across stakeholders to inform partners’ strategies and priorities (is a connector and cross-pollinator) * Influences actions of key stakeholders to positively impact one another and the workforce ecosystem |

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| **Partnership/Stakeholder Development:**   * **International, National, State, Regional, Local Agencies/Organizations** * **Industry Sector** * **Community College** * **Education and Training Programs to include K-12 and Apprenticeship** | Outreach and Communication | * Is the public face of the center; communicates its mission, vison and value * Establishes, facilitates and maintains a strong and engaged Advisory Board * Schedules routine meetings and check-ins with stakeholder partners including College Presidents/Leaders, industry partner leaders, associations, policy makers * Develops and supports Center’s marketing plan * Ensures Center’s website is effective and current * Provides support to marketing and outreach plan for the Centers of Excellence * Writes and publishes press releases, articles, and other social media platforms in support of Center’s projects and resource acquisition * Delivers and hosts workshops, faculty training/professional development, relevant industry and community college events and secure guest speakers * Represents the Center on the national stage through conference presentations and attendance * Acts as a trusted broker of information on the community and technical college system between all stakeholders |
| **Program Development Sustainability and Forecasting** | Respond to Partner Needs | * Identifies and responds to industry educational and training needs * Identifies gaps and supports the development of programs, (in partnership with Colleges) to supplement gaps * Identifies effective and efficient educational/training programs and produces strategies to enhance and/or scale them * Identifies workforce development needs, influences, supports and/or facilitates curriculum design and implementation of educational/training programs * Identifies resources for program development * Supports student recruitment to center initiatives and broader college enrollment goals |
| **Center Management** | Strategic Planning/Thinking | * Ensures vision, mission, and values are articulated and are embedded in Center work * Establishes strategic goals and business/implementation plans to capture and create value * Directs and focuses energy and resources to strengthen the organizations ability to achieve mission and work * Ensures Center staff and stakeholders are working toward common goals * Creates educational efficiencies by evaluating the needs of all stakeholders, aligning resources and information flow and streamlining experience * Curate and maintain a reputation for innovation and responsiveness at the Center and institution level * Assesses and adjusts organization’s direction in response to changes in extermal environment |

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| Core Job Functions |  | Competency Statements |
| **Center Management** | Leadership | * Provides platforms for innovation, creativity, and professional development * Sets aspirational yet attainable team/organizational objectives * Models curiosity and out-of-the-box thinking * Identifies and understands team dynamics and creates strategies to ensure teams are informed, effective, and productive |
| Project Management | * Uses fundamental project management processes, methods, tools and techniques to oversee project management * Structures projects to reflect project goals, timelines, deliverables and resources needed to achieve outcomes * Monitors projects progress to ensure projects are on time, task, budget |
| Team and Staff Development | * Identifies staffing needs and defines job descriptions * Ensures people have the tools and resources required to get work done * Participates as a team member as opposed to leader when appropriate * Trains staff in contracting, policy, and procedures to align finances to host business office |
| Financial Management | * Establishes Center’s business goals and builds and monitors Center’s budget * Works collaboratively to align policies, processes, procedures and budgets with Home Campus and the State Board for Community and Technical Colleges |
| **Resource Development** | Research, analyze and disseminate information | * Oversees the design, collection and dissemination of research and data to define program and organizational impact and monitor economic health * Analyzes data and information to understand trends, fund development strategies, strategic positioning and program sustainability * Utilizes and deploys data as a strategic tool for program performance |
| Grant Development | * Identifies and pursues appropriate grant opportunities * Directs Center resources to pursue and secure grant funding as appropriate |
| Grant Management | * Oversees the management of grants to ensure grants meet all implementation requirements and contribute to the overall financial and strategic health of the Center |