## 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**

Draft: 3/5/19

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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
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| 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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 | 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
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| **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
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| **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
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| 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
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| 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
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| 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
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| **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
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| Grant Development | * Identifies and pursues appropriate grant opportunities
* Directs Center resources to pursue and secure grant funding as appropriate
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| 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
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