<table>
<thead>
<tr>
<th>Level of Development and Category</th>
<th>Competencies</th>
<th>Existing Pathways for Development</th>
<th>Possible Evidence for Portfolio</th>
</tr>
</thead>
</table>
| **Director level traits**        | Inspiring    | Self-directed study and informal/formal research  
                                 |             | Development of leadership style (and masochism! 😊)  
                                 |             | Self-assessment and development plans  
                                 |             | Find mentors and models |
|                                  | Constantly learning |                                                                                 |
| **Director level skills**        | Ability to balance multiple roles (leader, scholar, manager) | Workshops and other PD on relevant topics (management institutes etc.)  
                                 | Time management | Graduate or training courses  
                                 | Strategic planning/prioritizing | Peer mentoring  
                                 | Project management and assessment | Team projects/ collaborations  
                                 | Delegation | Good hiring practices (job descriptions, training, mentoring etc.)  
                                 | Financial/budget management | Networking with other Directors |
| **Director level knowledge**     | Higher education theory | Graduate programs/ courses  
                                 | Human resources | Self-study  
                                 | Theoretical knowledge | PD on various topics (conferences)  
                                 |                                    | Inter-institutional collaborations/secondments/fellowships  
                                 |                                    | Director group meetings (Ontario)/ EDC regional groups  
                                 |                                    | HR training opportunities  
                                 |                                    | PD or credential completion documents  
                                 |                                    | Reflections/narratives  
                                 |                                    | Experience evidence  
                                 |                                    | Performance evaluations  
<pre><code>                             |                                    | Work samples (i.e. strategic plans plus follow up activities and assessments) |
</code></pre>
<table>
<thead>
<tr>
<th>Director level competencies</th>
<th>Facilitator</th>
<th>Experience!</th>
<th>Project/curriculum documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy &amp; change management agent</td>
<td>Courses and PD sessions</td>
<td>Session descriptions and feedback</td>
<td></td>
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<tr>
<td>Relationship management</td>
<td>EDC PD sessions and conference</td>
<td>Peer evaluations</td>
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<tr>
<td>Teaching</td>
<td>Taking time to develop own portfolio</td>
<td>Conference presentations</td>
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<tr>
<td>Policy development</td>
<td>Committee work</td>
<td>Work samples re planning &amp; leadership</td>
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<tr>
<td>Community building</td>
<td>Local network</td>
<td>Completion documents (PD)</td>
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<tr>
<td>Mentor (internal and external to institution)</td>
<td>SoTL research</td>
<td>Reflections and narratives</td>
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<tr>
<td>Staff and faculty coach</td>
<td>Mediator and negotiator</td>
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<td></td>
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