

Faculty Developer Competencies Matrix: Director Level

Level of Development and Category	Competencies	Existing Pathways for Development	Possible Evidence for Portfolio
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	Supervisor, peer, and employee reviews Reflections and narratives Presentations, publications Feedback on sessions Demonstrated leadership in region etc. Awards, recognition Testimonials
	Constantly learning		
Director level skills	Ability to balance multiple roles (leader, scholar, manager)	Workshops and other PD on relevant topics (management institutes etc.)	PD completion documents (conferences, sessions, courses etc.) Feedback from employees & supervisors, external reviews Planning and/or (anonymized) budget documents Work samples (strat plan, activities, evaluation) Presentations, committees Publications Evidence of impact (change) Awards
	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	PD or credential completion documents Reflections/narratives Experience evidence Performance evaluations Work samples (i.e. strategic plans plus follow up activities and assessments)
	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	

<p>Director level competencies</p>	<p>Facilitator Advocacy & change management agent Relationship management Teaching Policy development Community building Mentor (internal and external to institution) SoTL research Staff and faculty coach Mediator and negotiator</p>	<p>Experience! Courses and PD sessions EDC PD sessions and conference Taking time to develop own portfolio Committee work Local network</p>	<p>Project/curriculum documents Session descriptions and feedback Peer evaluations Conference presentations Work samples re planning & leadership Completion documents (PD) Reflections and narratives</p>
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