

# Competency Map of the Academic Chair

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DAVID LINE, EASTERN WASHINGTON UNIVERSITY

STEPHEN PYLE, JOHNSON & WALES UNIVERSITY



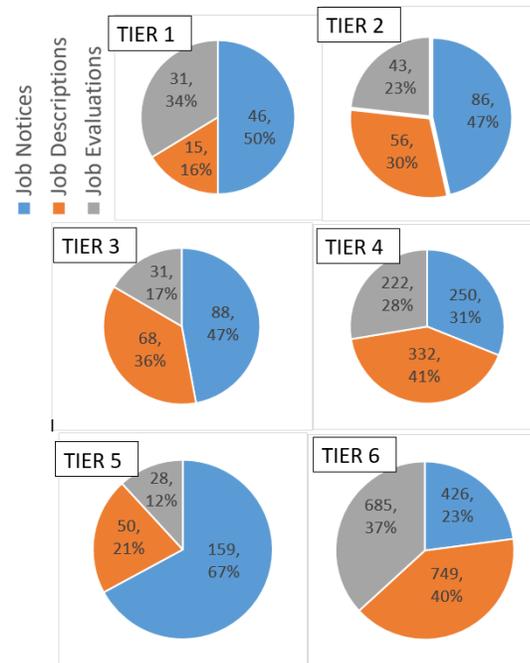
# Handouts

Dashboard

Definitions

Questionnaire

2019 Academic Chairperson's Conference  
Distribution of Chair Expectations by Career One Stop Tiers  
Stephen Pyle & David Line



## Competency Definitions as Developed by the Authors

### Tier 4

#### Industry-Sector Technical Competency: Academic Profession

**Service:** acts as a liaison for the department and with administration, promotes the department's interest through committee membership and community activities, and serves as an advocate to student while being attentive to their needs

**Research/Scholarship:** conducts and disseminates research/scholarship including writing grants, publishing, and presenting

**Instruction/Teaching:** fosters quality teaching and learning

**Time Management:** completes work in a timely manner

**Course Evaluation:** assesses courses through evaluation of delivery and provision of feedback

**Technology:** uses technology specific to academia (such as learning management systems)

**Pedagogy/Andragogy:** develops one's method and practice of teaching

**Student Advising and Mentoring:** guides students through the academic process

**Diversity and Inclusion:** demonstrates sensitivity and supports different populations

**Policies and Procedures:** demonstrates awareness and complies with institutional requirements

**Enhance Student Achievement:** ensures student success in and out of the classroom

**Student Recruitment and Retention:** participates in the recruitment of students and supports retention efforts



# Chair's Competencies

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Administration



Academics



# Intro of Stephen & Dave

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## Stephen Pyle, Johnson & Wales University

- Associate Professor
- 20 Years as an Academic Chair
- Special Assistant to the President

## David Line, Eastern Washington University

- Assistant Professor
- Program Accreditation Committee
- Quality Matters Program Evaluator



# Introduction to the Presentation

## Topics

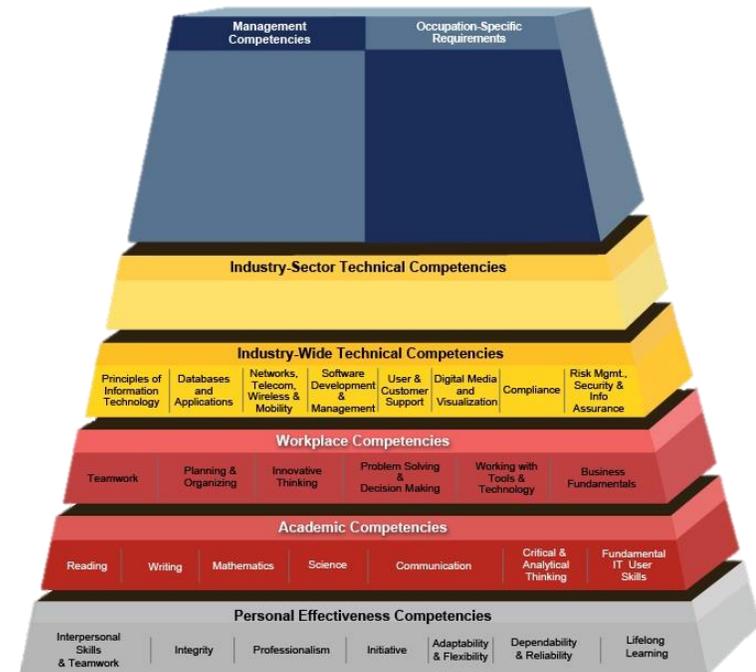
- Review Competencies
- Introduce Department of Labor Competency Tiers
- Review Research
- Examine Competencies for Chairs

## Format

- Presentation
- Discussion

## Outcomes

- Distribution of Chair Expectations from Job Notice to Evaluation
- Share Potential Competencies for Chairs



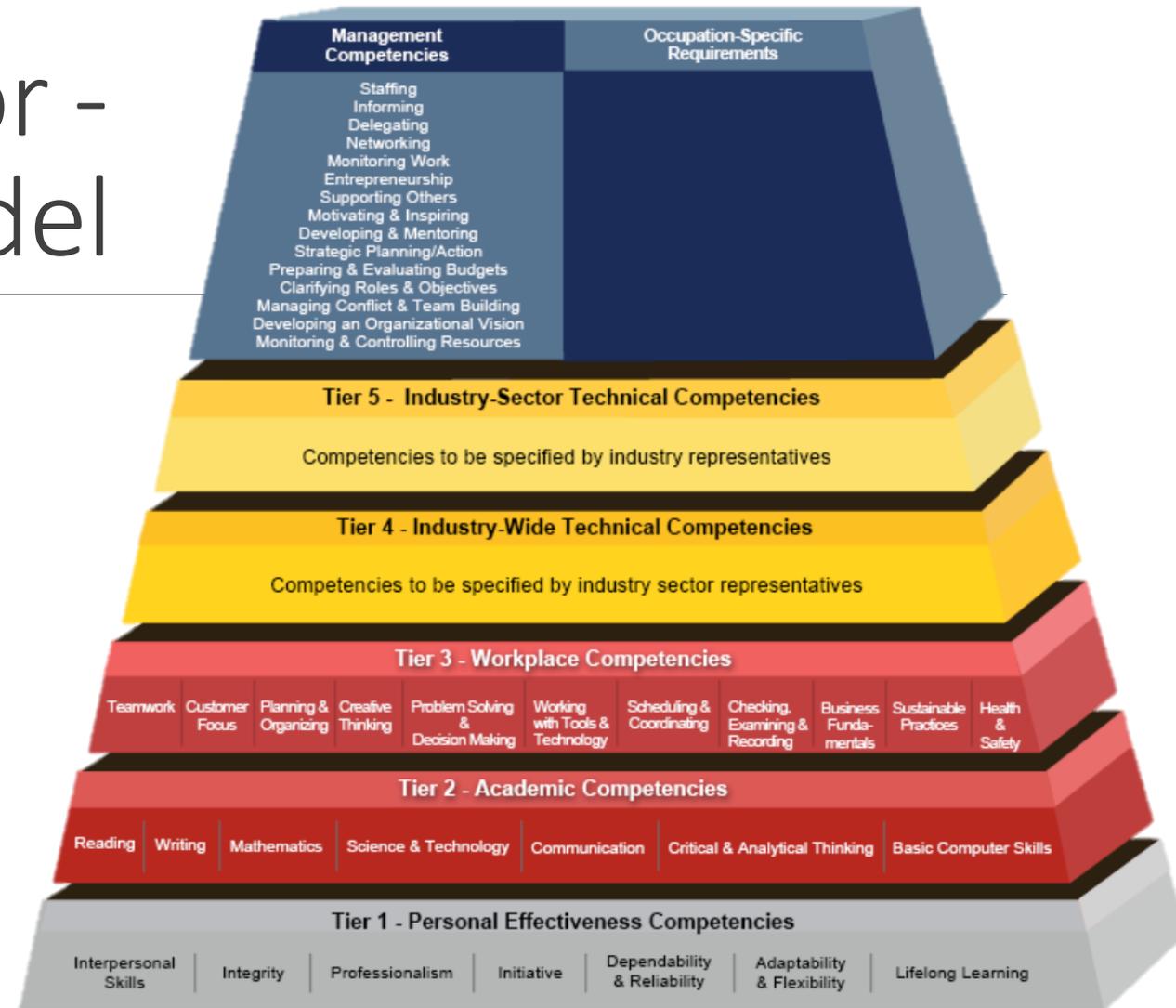
# Department of Labor - CareerOneStop Model

Used Generic Tiers 1, 2, & 3

Developed Tiers 4 & 5

Refined Tier 6

<https://www.careeronestop.org/CompetencyModel/competency-models/building-blocks-model.aspx>



# Tier 4 – Academia

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**Service**

**Research/Scholarship**

**Instruction/teaching**

**Time Management**

**Course Evaluation**

**Technology**

**Pedagogy/Andragogy**

**Student Advising & Mentoring**

**Diversity & Inclusion**

**Policies & Procedures**

**Enhance Student Achievement**



# Tier 5 – Academic Area

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Degree or Certification

Experience

Research/Scholarship

Service

Specific Instruction

Community Engagement

Enhancing Reputation/Ranking

Licensing/Accreditation



# Tier 6 - Management

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**Informing**

**Delegating**

**Networking**

**Monitoring Work**

**Entrepreneurship**

**Supporting Others**

**Motivating & Inspiring**

**Mentoring & Developing**

**Mentoring & Developing**

**Strategic Planning/Action**

**Preparing & Evaluating Budgets (payroll)**

**Clarifying Roles & Objectives**

**Managing Conflict & Team Building**

**Developing an Organizational Vision**

**Monitoring & Managing Resources**

**Evaluating staff**



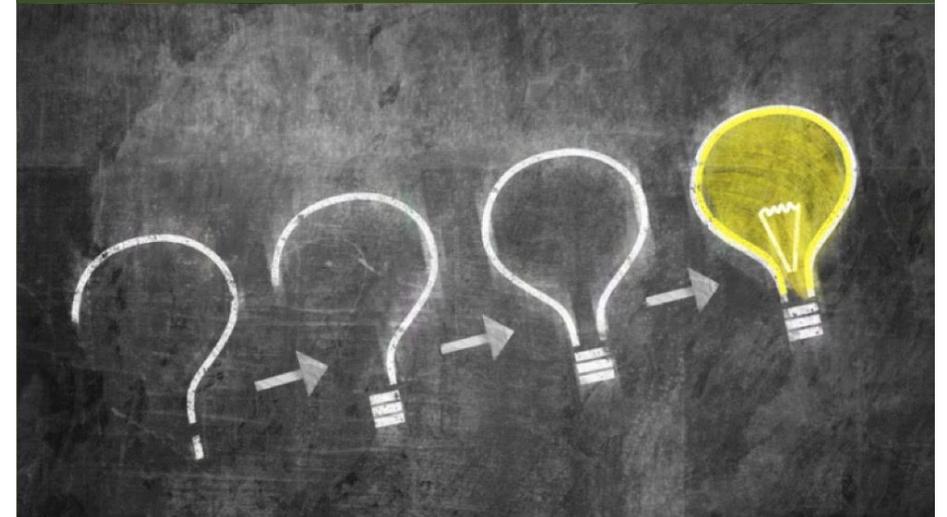
# Research Questions

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Assuming chair skills/duties are included in Job Notices, Descriptions, and Evaluations;

- Where do desired attributes and skills distribute on the competency pyramid?
- What makes up Tiers 4 and 5 in the CareerOneStop Model for academia?

The research question





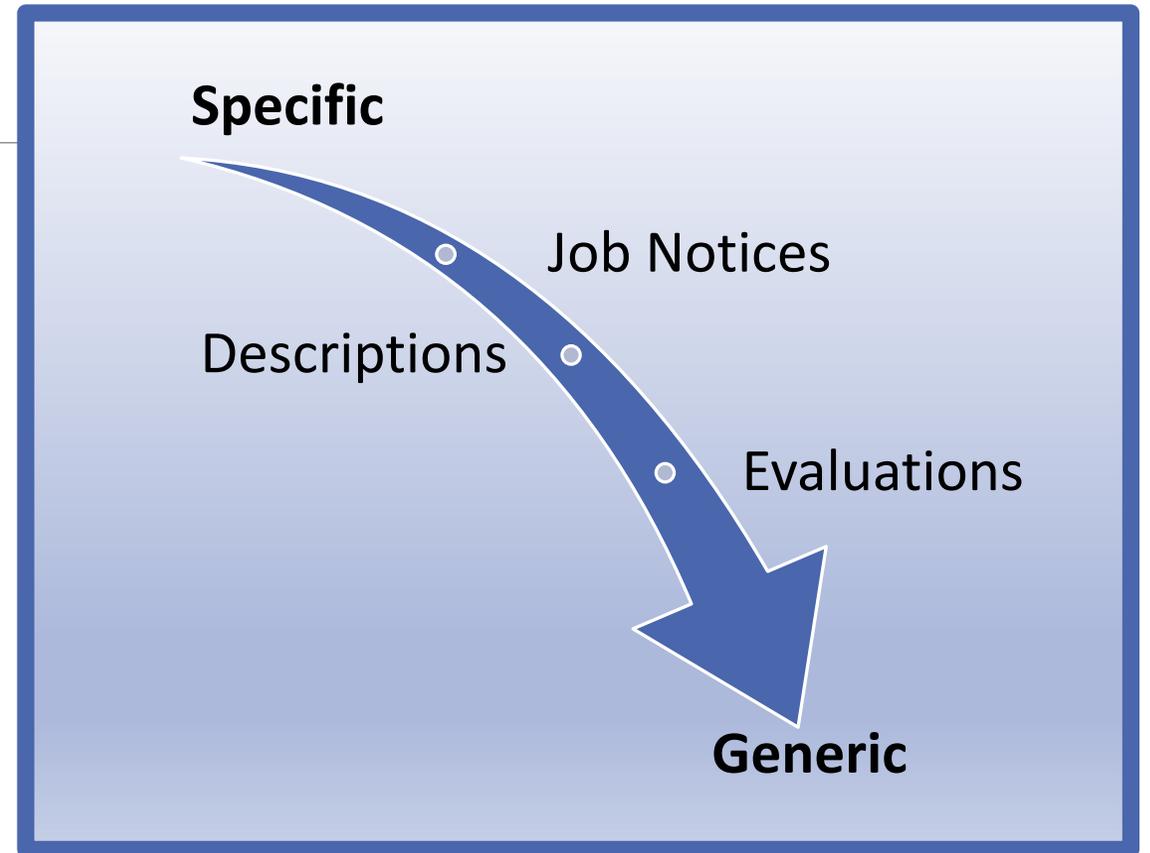
# Limitations

Randomly selected Job Notices,  
Descriptions & Evaluations (not aligned)

Job Notices - specific to departmental

Job Descriptions – mix

Job Evaluations - generic to institution



# By Tier

Tier 1, 2, & 3 have fewer data points

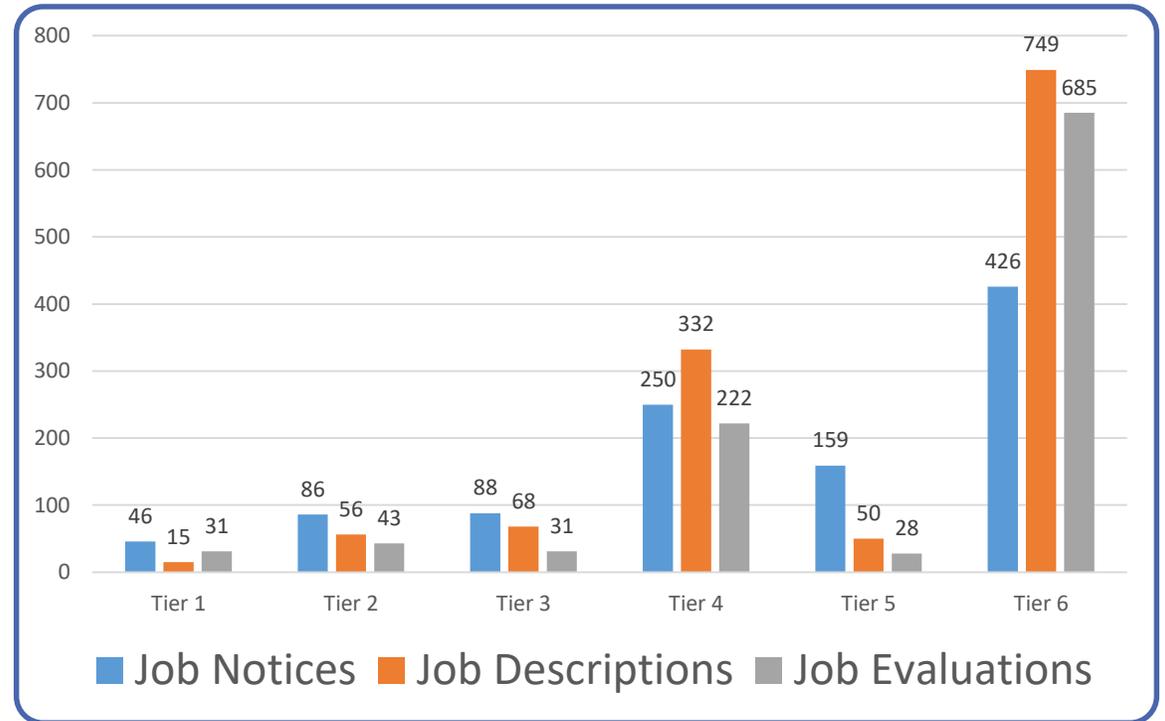
- Predominantly in Job Notices
  - Applicants need to illustrate these abilities
  - Attract you to apply
- Not represented in Job Descriptions & Evaluations

Tier 4 assumes success in Tiers 1-3?

Tier 4 is a big part of teaching chair positions

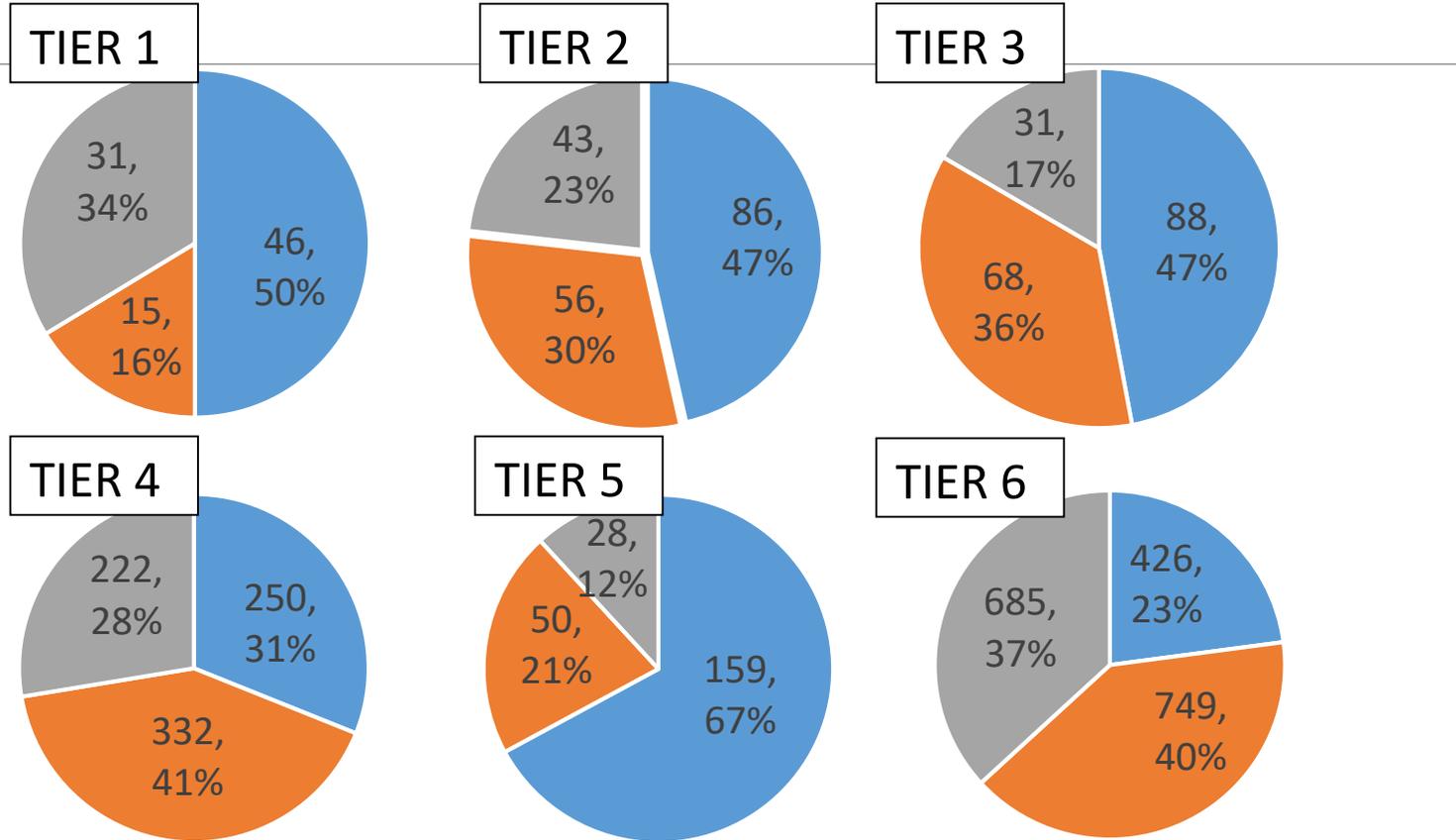
Tier 5 has fewer data points

Tier 6 is focus of Notice, Description, & Evaluation



# By Type

- Job Notices
- Job Descriptions
- Job Evaluations



# Tiers 1, 2, & 3

## Job Notices focus on

- Interpersonal Skills
- Communication
- Teamwork

## Job Evaluations missing

- Planning & Organizing
- Scheduling

## Overall missing

- Critical & Analytical Thinking
- Creative Thinking
  - Not required?
  - Not included at a lower Tier?
  - Assume they are there?

Job Notices  
Job Descriptions  
Job Evaluations  
Total

Tier 1 - Personal Effectiveness									Tier 2 - Academic				
Interpersonal Skills	Integrity	Professionalism	Initiative	Dependability & Reliability	Adaptability & Flexibility	Organizational skills (20)	Work Under Pressure (13)	Lifelong Learning	Reading and Writing	STEM	Communication	Critical & Analytical Thinking	Basic Computer Skills
17	2	6	4	3	2	4	3	5	6	0	21	1	2
2	2	6	0	1	0	3	0	1	1	0	5	1	1
3	3	7	5	4	2	3	3	1	1	0	4	0	0
22	7	19	9	8	4	10	6	7	8	0	30	2	3

Tier 3 - Workplace											
Teamwork	Customer Focus	Planning & Organizing	Creative Thinking	Problem Solving & Decision Making	Working w/ Tools & Technology	Scheduling & Coordinating	Checking, Examining, & Recording	Business Fundamentals	Sustainable Practices	Health & Safety	
26	1	18	7	4	2	19	5	2	0	4	
13	2	16	2	11	0	11	3	2	2	6	
11	1	5	2	8	0	3	0	1	0	0	
50	4	39	11	23	2	33	8	5	2	10	

Job Notices  
Job Descriptions  
Job Evaluations  
Total



# Tier 4

Dependent on Teaching Expectations

Dependent on Research Expectations

	Tier 4 - Academic Profession										
	Service	Research/Scholarship	Instruction/teaching	Time Management	Course Evaluation	Technology	Pedagogy/Andragogy	Student Advising & Mentoring	Diversity & Inclusion	Policies & Procedures	Enhance Student Achievement
Job Notices	40	29	41	6	19	8	37	25	19	16	10
Job Descriptions	75	22	46	6	38	2	54	33	5	26	25
Job Evaluations	79	26	30	8	10	0	12	16	9	18	14
Total	194	77	117	20	67	10	103	74	33	60	49



# Detailed look at Tier 5

**39** (n = 40) Job Notices had a Tier 5 data point

**20** (n = 40) Job Descriptions had a Tier 5 data point

**12** (n = 40) Job Evaluations had a Tier 5 data point

Job Notices appear to be a gate keeper/qualifier

- Degree or Certification
- Experience
- Research/Scholarship

Job Descriptions & Evaluations are Generic

Job Descriptions were more professional

- Human Resources developed?

	Tier 5 - Field Specific							
	Degree or Certification	Experience	Research/Scholarship	Service	Specific Instruction	Community Engagement	Enhancing Reputation/Ranking	Licensing/Accreditation
Job Notices	38	36	47	4	15	4	7	8
Job Descriptions	4	4	12	3	6	1	7	13
Job Evaluations	0	3	7	3	3	1	5	6
<b>Total</b>	<b>42</b>	<b>43</b>	<b>66</b>	<b>10</b>	<b>24</b>	<b>6</b>	<b>19</b>	<b>27</b>



# Detailed look at Tier 6

## Dispersion (18 – 272)

- Low Outliers
  - Entrepreneurship (26 Overall)
  - Focus on Job Management

## Discrepancies between Expectations & Evaluations

- Internally developed?
- Accountability?

## Tier 6 - Management

Administrative Experience/ skills	Staffing	Informing	Delegating	Networking	Monitoring Work	Entrepreneurship	Supporting Others	Motivating & Inspiring	Mentoring & Developing	Strategic Planning/Action	Preparing & Evaluating Budgets (payroll)	Clarifying Roles & Objectives	Managing Conflict & Team Building	Developing an Organizational Vision	Monitoring & Managing Resources	Evaluating staff	Promoting/tenure/sabbatical	Managerial Communication	Student Recruitment/Retention	Leadership Skills	Funding	
Job Notices	41	30	6	10	40	24	6	16	17	37	19	28	3	17	24	9	18	8	0	11	41	21
Job Descriptions	129	43	18	32	36	51	5	32	14	45	27	68	8	33	17	35	42	36	13	22	24	19
Job Evaluations	102	31	19	28	20	43	15	69	20	42	26	34	7	37	10	33	34	13	54	16	19	13
Total	272	104	43	70	96	118	26	117	51	124	72	130	18	87	51	77	94	57	67	49	84	53



# Conclusions of Findings

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## MAPPING

Tier 4 - Developed (11) Competencies

Tier 5 - Developed (8) Competencies

Tier 6 – Added (6) to 15 from CareerOneStop

Focus on Service and Management Functions

Under Represented Functions

- Time Management
- Organization
- Diversity & Inclusion
- Learning Management Systems

## FUTURE QUESTIONS

Creative thinking and Entrepreneurship?  
(37 of 3223 data points)

Do we over assume that Tiers 1, 2, & 3 are met?

If Job Notices represents Program culture, are values highlighted accurately when others  
Create Job Descriptions and Evaluations?

- Discrepancy in focus on Pedagogy/Andragogy in Job Description and Evaluation



# Explore value Competencies Discussion

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Users (does anyone currently use competencies?)

Uses (How do you use competencies?)

Success and Failures?



# Arguments for Competencies

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Stronger Evaluations

Better performance data

Overall better outcomes

Guide Chairs in personal and professional growth



# Arguments against Competencies

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Difficulty in Development

Lack of Evidence

Leads to micromanagement

Overly prescriptive



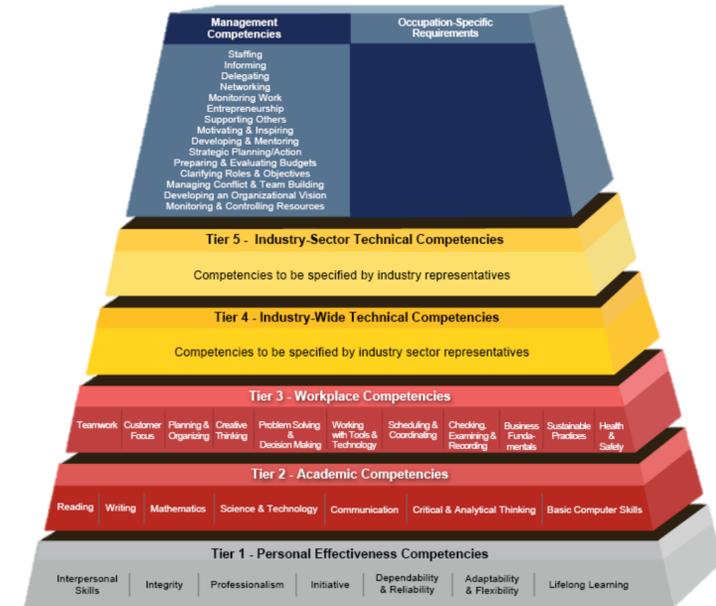
# Competency Model for Management

Show CareerOneStop

- CareerOneStop.org

Department of Labor

- Work levels/Tiers



## TASK EXAMPLES:

Action Verb (What the worker does)	Object of the verb (To whom or what it is done)	Why the work is done (Expected Output)	How the work is done (Procedures, tools, equipment, work aids)
Sort	correspondence and reports	to facilitate filing them	alphabetically.