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## Competency Map of the Academic Chair

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In our never-ending quest to assess and accredit programs and courses, we have created lists of competencies that we can use as a guide to prepare students for the workplace and for future professional expectations. Competency based education has focused on utilizing competencies to build courses, programs, schools, colleges, and universities. Competencies can also be used to help chairs become better leaders in their programs. This session will look at existing department chair competencies and cross reference them to established competencies that transcend leadership in various professions.

We will use the Department of Labor competency pyramid to frame our discussion. The Department of Labor pyramid is intended to guide individuals, accrediting entities, and academic institutions of work place requirements in various professions and at various work levels. The professions include finance, health care, food service, scientific, and information among others. Work levels include personal effectiveness, academic, workplace, academia, profession, occupation-specific requirements, and management competencies.

It has been found that achieving specific department chair competencies leads to stronger evaluations, better performance data, and overall better outcomes. Equally important, these competencies can guide department chairs to develop workplace skills as well as personal and professional strengths. However, the arguments against department chair competencies include difficulty in development, micromanagement, and being over prescriptive. These strengths and weaknesses will be explored in the discussion.

Department chair competencies differ by institution and even department. However, the overarching areas of the competencies are largely consistent across academia. Thus, the focus of this discussion will be to explore the value of the competencies as well as these overarching areas. The presentation will start with a review of what is currently being used. We will then look at how competencies can be used before delving into a lively discussion of what could be included in a generic list of competencies for department chairs. Then we will use case studies to collaboratively develop supplemental competencies for department chairs in specific disciplines. This will lead to a discussion of tools that can be used to develop individual competencies to shape your future personal and professional growth.

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