



Faculty Leadership Task Analysis

Major Responsibilities & Specific Tasks

Faculty leadership skills and competencies can be understood along two dimensions:

1. The increasingly complex and demanding duties and tasks that effective leaders are expected to perform;
2. The underlying traits, attitudes, and key areas of knowledge and skill that enable successful performance of those responsibilities.

While the analysis presented below focuses on the context of NSF grant implementation, these same elements are equally relevant to a faculty member's broader leadership role within their college or institutional environment.

- Prepare funding proposals
- Build and manage grant or project teams
- Facilitate meetings and activities with internal and external team members
- Perform formal and informal leadership roles and responsibilities
- Prepare communication materials, reports, and other related documents
- Maintain positive working relationships with internal and external partners
- Recruit students, faculty, administrators, staff, and external partners for project activities
- Manage increasingly complex budget and financial responsibilities
- Foster a positive work environment and culture for students and faculty
- Develop and implement grant-funded programs and activities
- Evaluate the progress and effectiveness of grant-funded programs and activities
- Maintain required program and grant-related documentation and records
- Pursue professional development opportunities for yourself and others

Knowledge & Skills

The key duties and tasks identified above require specific knowledge and skills to perform effectively. In addition to the competencies implied by those duties, the following knowledge areas and abilities are essential for development of increasingly complex and demanding leadership skills:

- Understanding the mission, vision, goals, and values of community colleges—and how your role contributes to their achievement
- Understanding the organizational structure of the community college and the function of your unit in support of institutional objectives
- Strong organizational and time management skills
- Ability to read and interpret institutional budgets
- Recognizing that opportunities often arise from challenges
- Strong presentation and communication skills, including listening, speaking, writing, and presenting effectively
- Articulating ideas clearly and persuasively
- Building relationships and negotiate effectively
- Demonstrating critical thinking and thought leadership by transforming old mental models
- Applying creativity to problem-solving
- Managing and resolve conflict constructively
- Turning disruption and challenge into opportunities for innovation and growth



Traits & Attitudes

The traits & attitudes most critical to the development of increasingly more complex and demanding leadership skills include the following:

- A willingness to take risks informed by research and data
- An entrepreneurial mindset toward activities and opportunities
- Ownership and personal responsibility for decisions and outcomes
- A strong commitment to integrity and trustworthiness
- Flexibility and adaptability in pursuing goals, objectives, and activities
- Attention to personal well-being, self-care, and balance
- A drive for excellence in all endeavors
- A visionary approach to leadership and growth
- A passion for continuous learning
- A focus on simplicity, creativity, and innovation
- The ability to serve as a catalyst for change—embracing progress and challenging tradition and the status quo
- Personal charisma and inspirational leadership—using influence to motivate, energize, and instill a sense of purpose
- A democratic approach that values inclusivity and ensures every voice is heard
- Respectful influence that recognizes and leverages the power of diversity
- Intellectual curiosity and a willingness to take thoughtful, calculated risks
- Emotional intelligence demonstrated through self-awareness, accurate self-assessment, and emotional self-control
- Confidence in one's abilities and decisions
- An optimistic outlook that inspires others

More information can be found at in the *AACC Competencies for Community College Leaders, (4th Edition)*, American Association of Community Colleges
<https://www.aacc.nche.edu/publications-news/aacc-competencies-for-community-college-leaders/#fourth>

Original document created in 2013 with information provided by the Leadership Development Presentation by Sheila Forte-Trammel, Mentor-Connect Project Advisor and a Faculty Leadership Task Analyses by Dennis Faber.

