

## Full Competency List for Academic Expert Individual Contributor

Academic Competencies	Expert Individual Contributor
1. Communication: Written	<i>M</i> = 4.81 <i>SD</i> = 5.03
2. Communication: Verbal	<i>M</i> = 4.70 <i>SD</i> = .51
3. Research ability	<i>M</i> = 4.58 <i>SD</i> = .77
4. Integrity	<i>M</i> = 4.56 <i>SD</i> = .72
5. Ethical behavior	<i>M</i> = 4.56 <i>SD</i> = .73
6. Trustworthiness	<i>M</i> = 4.34 <i>SD</i> = .77
7. Creative thinking	<i>M</i> = 4.30 <i>SD</i> = .77
8. Teaching ability	<i>M</i> = 4.25 <i>SD</i> = .86
9. Disciplinary competence	<i>M</i> = 4.24 <i>SD</i> = 1.00
10. Fairness	<i>M</i> = 4.21 <i>SD</i> = .86
11. Energy	<i>M</i> = 4.11 <i>SD</i> = .75
12. Attention to detail	<i>M</i> = 4.02 <i>SD</i> = .83
13. Collaboration	<i>M</i> = 3.95 <i>SD</i> = .88
14. Organization	<i>M</i> = 3.90 <i>SD</i> = .79
15. Adaptability	<i>M</i> = 3.85 <i>SD</i> = .80
16. Enthusiasm	<i>M</i> = 3.83 <i>SD</i> = .78
17. Forward thinking	<i>M</i> = 3.75 <i>SD</i> = .87
18. Self-monitoring	<i>M</i> = 3.74 <i>SD</i> = .99
19. Leadership	<i>M</i> = 3.67 <i>SD</i> = .92

20. Teamwork	<i>M</i> = 3.63 <i>SD</i> = .84
21. Persuasion	<i>M</i> = 3.56 <i>SD</i> = .93
22. Understand what tests do and when appropriate	<i>M</i> = 3.46 <i>SD</i> = 1.15
23. Broader understanding of university or organization	<i>M</i> = 3.44 <i>SD</i> = .98
24. Compassion	<i>M</i> = 3.29 <i>SD</i> = 3.29
25. Empathy	<i>M</i> = 3.29 <i>SD</i> = .88
26. Administrative skills	<i>M</i> = 3.22 <i>SD</i> = .90
27. Political acumen	<i>M</i> = 3.22 <i>SD</i> = .99
28. Conflict resolution	<i>M</i> = 3.14 <i>SD</i> = .84
29. Business acumen	<i>M</i> = 2.85 <i>SD</i> = .99
30. Financial acumen	<i>M</i> = 2.54 <i>SD</i> = 1.01
31. Fundraising ability	<i>M</i> = 2.14 <i>SD</i> = 1.15

*Note:* Means and standard deviations reported for all competencies for Expert Individual Contributor (*n* = 121 – 128) within Academia.