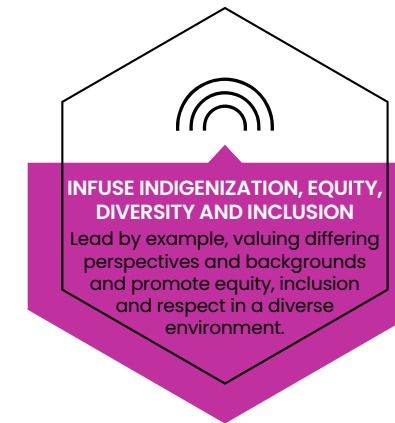
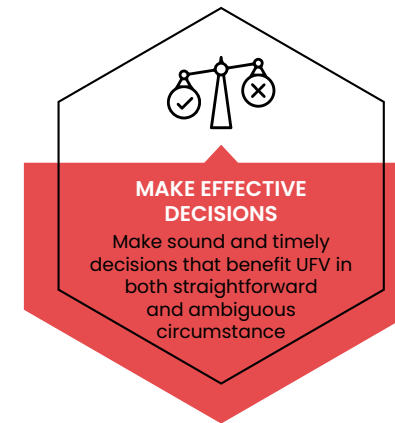
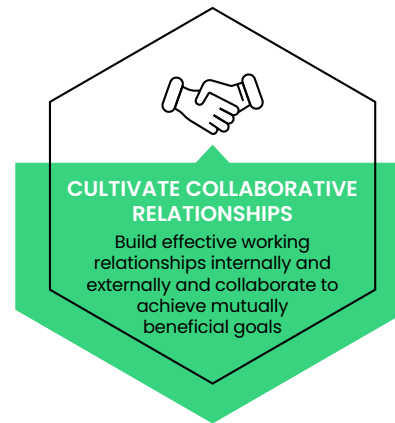
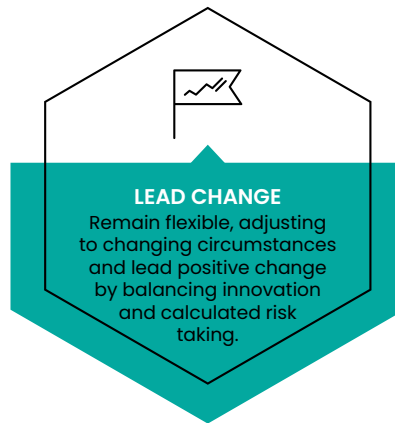


LEADERSHIP PROFICIENCY MODEL

Integrity • Inclusivity • Excellence • Community



- Demonstrate focus and discipline in achieving goals.
- Communicate clear goals and action plans aligned with strategic priorities.
- Be strategic by planning for the future.
- Focus resources on what matter most to UFV.
- Reassess priorities in response to changes in student, community, and organizational needs.
- Be agile and responsive to changing priorities.
- Collaborate when crafting and implementing plans that impact other departments and units.
- Hold people accountable for executing plans in a timely fashion.

- Anticipate student needs and keep up to date on emerging sector and industry trends.
- Seek input and value contribution from individuals impacted by change
- Be flexible and prepare to adapt to changing demands, processes, and technology.
- Embrace and inspire the need for change with positivity.
- Be innovative by looking for improvements and challenging the status quo.
- Actively engage team members in the change process
- Take calculated risks to test new ideas and solutions.
- Demonstrate resilience under changing circumstances and shifting priorities.

- Identify opportunities to foster collaboration
- Build trusting relationships by being approachable, authentic, and responsive.
- Be open and transparent in sharing information with others and respectfully managing confidences
- Encourage open dialogue that involves active listening and an interest in different perspectives.
- Meaningfully engage with others to create alignment and buy-in.
- Effectively identify and seek resolution to conflict.
- Appreciate and encourage diverse views when collaborating with others.
- Promote collaboration within and across departments.

- Value people's contributions and celebrate successes.
- Provide opportunities for learning, development and career growth.
- Engage and motivate others by delegating meaningful work and providing a sense of purpose.
- Recognize the unique talents and gifts of individuals in your team.
- Be inspiring through your professionalism and personal example.
- Elevate performance by providing coaching and honest, timely feedback.
- Promote commitment to UFV's vision, values and direction.
- Recruit, retain and recognize talent in existing and new team members.

- Make sound and evidence-based decisions that are aligned with the mission, vision and strategic priorities of UFV
- Think broadly and consider the impact of your decisions on others, including students.
- Tackle difficult decisions, challenges and/or problems directly.
- Make timely, informed decisions despite uncertainty.
- Take accountability for decisions, regardless of outcome.
- Appropriately involve others in decisions that affect them.
- Foster courageous conversations and encourage healthy debate to arrive at the best decision.
- Follow-through on decisions with meaningful actions.

- Continually learn about indigenization and equity diversity and inclusion
- Appreciate others' lived experiences, thoughts and feelings.
- Examine your own conscious and unconscious biases, adjusting attitudes and behaviours accordingly.
- Invite and respond to different perspectives from a place of curiosity, respect, and non-judgment.
- Include equity deserving groups in opportunities and decision-making.
- Build inclusive and diverse teams who have different perspectives, abilities, experiences, races, backgrounds, identities, and/or styles.
- Invite and respond to different perspectives from a place of curiosity, respect, and non-judgement.
- Create the conditions for people with Indigenous and diverse backgrounds to succeed at UFV.