

## Full Competency List for Academic Individual Contributor

Academic Competencies	Individual Contributor
1. Communication: Written	<i>M</i> = 4.79 <i>SD</i> = .48
2. Research ability	<i>M</i> = 4.65 <i>SD</i> = .65
3. Communication: Verbal	<i>M</i> = 4.63 <i>SD</i> = .59
4. Integrity	<i>M</i> = 4.41 <i>SD</i> = .71
5. Ethical behavior	<i>M</i> = 4.40 <i>SD</i> = .76
6. Teaching ability	<i>M</i> = 4.38 <i>SD</i> = .81
7. Disciplinary competence	<i>M</i> = 4.15 <i>SD</i> = 1.06
8. Creative thinking	<i>M</i> = 4.12 <i>SD</i> = .80
9. Fairness	<i>M</i> = 4.11 <i>SD</i> = .82
10. Attention to detail	<i>M</i> = 4.06 <i>SD</i> = .78
11. Trustworthiness	<i>M</i> = 4.06 <i>SD</i> = .84
12. Energy	<i>M</i> = 4.02 <i>SD</i> = .76
13. Organization	<i>M</i> = 3.93 <i>SD</i> = .77
14. Collaboration	<i>M</i> = 3.91 <i>SD</i> = .85
15. Self-monitoring	<i>M</i> = 3.88 <i>SD</i> = .93
16. Adaptability	<i>M</i> = 3.79 <i>SD</i> = .79
17. Understand what tests do and when appropriate	<i>M</i> = 3.79 <i>SD</i> = 1.07

18. Enthusiasm	<i>M</i> = 3.75 <i>SD</i> = .83
19. Leadership	<i>M</i> = 3.56 <i>SD</i> = .90
20. Forward thinking	<i>M</i> = 3.53 <i>SD</i> = .91
21. Teamwork	<i>M</i> = 3.53 <i>SD</i> = .87
22. Persuasion	<i>M</i> = 3.47 <i>SD</i> = .88
23. Broader understanding of university or organization	<i>M</i> = 3.24 <i>SD</i> = .83
24. Compassion	<i>M</i> = 3.23 <i>SD</i> = .94
25. Empathy	<i>M</i> = 3.17 <i>SD</i> = .94
26. Administrative skills	<i>M</i> = 3.16 <i>SD</i> = .78
28. Political acumen	<i>M</i> = 3.13 <i>SD</i> = .92
29. Conflict resolution	<i>M</i> = 3.07 <i>SD</i> = .82
30. Business acumen	<i>M</i> = 2.79 <i>SD</i> = .94
31. Financial acumen	<i>M</i> = 2.23 <i>SD</i> = .86
32. Fundraising ability	<i>M</i> = 2.07 <i>SD</i> = 1.10

*Note:* Means and standard deviations reported for all competencies of Individual Contributor ( $n = 232 - 237$ ) within Academia.