

Institutional Operations

	Level 1	Level 2	Level 3
Mission, Vision, and Goals	Understand and support the mission, vision, and goals of my institution	Influence and contribute to the mission, vision, and goals of my institution.	Influence and contribute to the mission, vision, and goals of the ISL field.
Structure	Understand and navigate the organizational structure of my institution.	Manage and contribute to the organizational structure of my institution.	Create and contribute to organizational structures within the ISL field.
Policies	Understand the policies and expectations of my institution.	Manage and contribute to the policies and practices of my institution.	Create and contribute to the policies and practices of the ISL field.
Finances	Understand budgets that relate to my area of work.	Identify, develop, and manage sources of income and expenditures within my institution.	Provide financial leadership for projects, programs, and products within the ISL field.

Institutional Impact

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Audiences	Identify intended and achieved outcomes for my area of work that align with an understanding of audiences.	Identify intended and achieved outcomes for my institution that align with an understanding of my community and of the ISL field.	Identify intended and achieved outcomes for the ISL field that align with an understanding of society and of the ISL field.
Role	Understand the role of ISL institutions in society and the history of my institution within my community.	Influence and contribute to the impact, reputation, and value of my institution.	Advance the aspirations and the capacity of the ISL field to impact society.
Equity & Diversity	Understand and support the characteristics of an equitable and culturally-responsive work environment.	Influence and contribute to equitable and responsive practices within my institution and the ISL field.	Advance the role of ISL institutions in building an equitable and vibrant society.
Evaluation & Research	Understand the processes, purpose, and results of research and evaluation within my area of work.	Influence and contribute to the use of research and evaluation within my institution.	Influence and contribute to the use of research and evaluation within the ISL field.

Job-Specific Expertise

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Effective Practice	Provide programs, services, and products that achieve intended outcomes.	Develop or manage programs, services, and products that achieve intended outcomes.	Create or contribute to ISL practices that achieve increasingly complex intended outcomes.
Efficient Practice	Use tools and strategies in my work to minimize the resources that are necessary to achieve desired outcomes.	Implement or manage processes and practices that use minimum resources necessary to achieve maximum outcomes.	Create or contribute to ISL practices that maximize the impact of available resources.
Evidence-based Practice	Make decisions about my area of work based on evidence about effectiveness and efficiency.	Influence or contribute to the use of evidence in the decisions, plans, and actions of my institution.	Advocate for and contribute to evidence about effective and efficient practices in the ISL field.
Professional Learning	Participate in professional learning that advances my professional and personal goals.	Influence or contribute to professional development opportunities for myself and others.	Create and advocate for professional learning opportunities across and throughout the ISL field.

General Expertise

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Intrapersonal Knowledge & Skills	Understand and respect the values, attitudes, and behaviors that I bring to my work.	Encourage institutional practices that recognize and reward intrapersonal reflection, knowledge, and skills.	Create and support ISL practices that recognize intrapersonal reflection, knowledge, and skills.
Interpersonal Knowledge & Skills	Acknowledge and respect the values, attitudes, and behaviors of myself and of others within my institution.	Support and influence collaborative and mutually-beneficial relationships within my institution.	Create and support collaborative and mutually-beneficial relationships within and outside the ISL field.
Communication	Demonstrate effective and ethical communication skills in my work.	Support and influence effective and ethical communication skills with a range of audiences and using a range of media.	Create and support strategic communication skills that advance the work of the ISL field in society.
Creative & Analytical Thinking	Demonstrate creative and analytical thinking skills in my area of work.	Use creative and analytical thinking skills to address increasingly complex problems and opportunities within my institution.	Use creative and analytical thinking skills to influence and support the capacity of the field to address societal goals and problems.