

# Critical Thinking

## Competency Statement Examples

**Definition:** Identifies and responds to short-term and long-term needs based upon an understanding of situational context, underlying issues, potential consequences, and logical analysis of relevant information.

Previous Competencies: Analytical/Critical Thinking and Strategic Thinking

### Academic Programs/Services

**Job Family:** Academic Programs/Services

**Job Path:** Educational Program Professional

**Job Template:** Educational Program Assistant 2/P2

Proficient	Advanced	Expert
<ul style="list-style-type: none"> <li>Identifies and resolves common administrative and programmatic issues, performing initial root cause analysis to prevent recurrence and improve processes.</li> <li>Utilizes research techniques and statistical methods to compile and analyze data, aiding in decision-making and program improvement.</li> <li>Compiles and analyzes program data to support decision-making in budgeting, planning, and resource allocation.</li> <li>Documents administrative procedures and issues, monitoring trends to recommend improvements and adaptations.</li> </ul>	<ul style="list-style-type: none"> <li>Conducts analysis for programmatic issues, implementing long-term solutions to enhance efficiency.</li> <li>Develops strategies for program administration that align with the center's goals, analyzing the impact of potential changes on operations.</li> <li>Improves program performance through detailed trend analysis and ensures alignment with organizational priorities.</li> <li>Assesses risks associated with program activities, developing mitigation strategies to ensure smooth execution and minimal disruption.</li> </ul>	<ul style="list-style-type: none"> <li>Investigates and solves ongoing program issues using advanced analysis and creative solutions to make the program work better.</li> <li>Develops and leads new strategies that use data and knowledge to achieve the center's goals, anticipating future needs and opportunities.</li> <li>Sets up strong methods to continuously improve programs, using expert knowledge to guide how the program should grow.</li> <li>Creates detailed plans to manage risks in program activities, making sure there are backup plans and shaping how the program will succeed overall.</li> </ul>

### Administrative Services

**Job Family:** Grants and Contracts

**Job Path:** Grants and Contracts

**Job Template:** Grants and Contracts Specialist/P4

Proficient	Advanced	Expert
------------	----------	--------

<ul style="list-style-type: none"> <li>Analyzes situations from multiple perspectives, systematically organizing complex information to identify underlying issues and potential causes.</li> <li>Evaluates data from various sources to make well-informed decisions and propose alternative solutions.</li> <li>Develops and implements streamlined processes to address challenges in grant and contract administration, ensuring compliance with regulations and optimizing outcomes.</li> <li>Communicates effectively with stakeholders to document and resolve issues related to sponsored projects, aligning actions with departmental and university objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Modifies procedures and develops new strategies for grant and contract administration, integrating interdisciplinary knowledge and strategic thinking to meet program goals.</li> <li>Analyzes complex grant and contract issues, anticipating future challenges and proposing innovative solutions.</li> <li>Consults with decision-makers to develop long-term strategic plans that enhance efficiency and effectiveness in sponsored program management.</li> <li>Provides expert guidance and support to stakeholders, fostering collaboration and achieving departmental goals through strategic initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies emerging trends and issues in grant and contract administration, proposing forward-thinking strategies to address current and future challenges.</li> <li>Makes critical decisions based on thorough analysis and understanding of regulatory requirements and organizational objectives.</li> <li>Leads the development of comprehensive policies and procedures that improve efficiency and compliance in sponsored program administration.</li> <li>Collaborates with internal and external partners to advance departmental goals and contribute to the university's strategic objectives in sponsored research and funding initiatives.</li> </ul>
--	--	---

**Arts & Curatorial Services**

**Job Family: Theater**

**Job Path: Production**

**Job Template: Theater Production Specialist/P3**

<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
<ul style="list-style-type: none"> <li>Plans and coordinates event logistics, researching and ensuring efficient use of resources.</li> <li>Consults technical personnel to resolve facility and equipment issues promptly.</li> <li>Analyzes box office revenue and expenses, optimizing financial outcomes and compliance.</li> <li>Operates light and sound systems and manages stage activities, troubleshooting technical challenges, to ensure smooth productions.</li> </ul>	<ul style="list-style-type: none"> <li>Develops strategic plans for event coordination, optimizing performance venue utilization.</li> <li>Evaluates technical requirements for visiting groups, ensuring seamless integration with venue capabilities.</li> <li>Leads technical teams during productions, resolving complex issues to enhance performance quality.</li> </ul>	<ul style="list-style-type: none"> <li>Directs long-term strategic initiatives for performing arts centers, aligning operational goals with institutional objectives.</li> <li>Collaborates with stakeholders to establish industry-leading practices, positioning the university as a leader in performing arts management.</li> <li>Develops comprehensive safety protocols, ensuring compliance and enhancing venue safety standards.</li> </ul>

## Communication & Marketing

**Job Family: Communication and Marketing**

**Job Path: Media**

**Job Template: Media Producer 3/P5**

Proficient	Advanced	Expert
<ul style="list-style-type: none"> <li>• Plans and executes multimedia content creation, ensuring alignment with strategic goals and audience preferences.</li> <li>• Collaborates with cross-functional teams in communications and digital strategy to develop integrated media campaigns.</li> <li>• Develops and maintains a media analytics dashboard, using insights to enhance audience engagement strategies.</li> <li>• Provides guidance on campaign execution and content production, ensuring consistency with university messaging and brand identity.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops storyboards, creative briefs, and production schedules, integrating strategic objectives into multimedia projects.</li> <li>• Analyzes audience feedback and engagement metrics to refine media strategies and optimize content delivery.</li> <li>• Identifies emerging trends and opportunities in media production, proposing innovative solutions to enhance effectiveness.</li> <li>• Consults with stakeholders to develop long-term media strategies that align with university goals and enhance brand visibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads the strategic direction of media production, influencing not only departmental but also university-wide media strategies.</li> <li>• Establishes best practices for targeting and executing multimedia campaigns, driving continuous improvement.</li> <li>• Reviews the impact of media production policies and services, suggesting improvements to better achieve our strategic objectives.</li> <li>• Collaborates with internal and external partners to advance media innovation and support the university's long-term goals.</li> </ul>

## Information Technology

**Job Family: IT Team Leadership**

**Job Path: IT Team Leads**

**Job Template: IT Team Lead 1/M6**

Proficient	Advanced	Expert
<ul style="list-style-type: none"> <li>• Resolves technical issues, performing initial root cause analysis and contributing to technology plans aligned with departmental goals.</li> <li>• Uses diagnostic tools to improve system performance and recommend practical solutions for workflow optimization.</li> <li>• Analyzes IT data to generate decision-making reports and</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts comprehensive root cause analysis for complex problems and implements long-term solutions.</li> <li>• Develops technology strategies aligned with university goals, analyzing potential operational impacts.</li> <li>• Analyzes trends in system performance data to identify areas for improvement and</li> </ul>	<ul style="list-style-type: none"> <li>• Keeps abreast of emerging technologies and identifies opportunities to leverage them for competitive advantage.</li> <li>• Create and drive IT strategies leveraging cutting-edge technologies to achieve the university's vision and anticipate future trends.</li> <li>• Conducts thorough risk assessments for IT projects and</li> </ul>

<p>supports new technology implementations.</p> <ul style="list-style-type: none"> <li>Documents technical issues and resolutions, monitoring IT trends and providing adaptation recommendations.</li> </ul>	<p>recommend upgrades or enhancements.</p> <ul style="list-style-type: none"> <li>Assesses IT risks, developing mitigation strategies to ensure project success and minimal disruption.</li> </ul>	<p>develops comprehensive risk mitigation strategies.</p>
--	--	---

## Institutional Operations

**Job Family: Facilities Management**

**Job Path: Facilities**

**Job Template: Senior Facilities Professional/P6**

Proficient	Advanced	Expert
<ul style="list-style-type: none"> <li>Prepares detailed designs, plans, estimates, and specifications for building construction, renovations, and alterations, ensuring regulatory compliance.</li> <li>Coordinates project-specific meetings to discuss design priorities, project requirements, and challenges with team.</li> <li>Reviews construction estimates and analyzes project budget sheets to ensure financial adherence.</li> <li>Analyzes reports and test results to verify contract work compliance with design and regulatory standards.</li> </ul>	<ul style="list-style-type: none"> <li>Manages multiple construction and renovation projects, ensuring adherence to scope, design, schedule, and budget by proactively mitigating issues.</li> <li>Provides architectural management expertise, advising on project scope, design priorities, and regulatory compliance.</li> <li>Implements cost analysis and budget controls to optimize resource allocation and ensure compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Leads transformative initiatives in architectural management, innovating practices for efficiency and project success.</li> <li>Strategically adjusts project plans to meet evolving university requirements, mastering scope, design, and budget management.</li> <li>Maintains industry leadership through ongoing professional development, staying current with trends and best practices.</li> </ul>

## Laboratory and Research Operations

**Job Family: Animal Care**

**Job Path: Laboratory**

**Job Template: Laboratory Technician 1/P2**

Proficient	Advanced	Expert
------------	----------	--------

<ul style="list-style-type: none"> <li>Effectively identifies and resolves issues during laboratory experiments by analyzing problems from multiple perspectives.</li> <li>Monitors and enforces laboratory safety protocols systematically, ensuring compliance and addressing potential risks.</li> <li>Maintains a precise inventory of lab supplies, organizing information systematically to ensure availability for ongoing experiments.</li> <li>Identifies opportunities to optimize laboratory processes, evaluating various sources of data to propose alternative solutions for improved efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Develops strategic plans for long-term laboratory development, considering various perspectives and evaluating the impact of new equipment and technologies.</li> <li>Engages in research and development to explore innovative laboratory techniques and approaches, thinking critically about potential outcomes and consequences.</li> <li>Works closely with faculty and teaching assistants to refine laboratory manuals and experiment procedures, strategically enhancing educational outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Leads efforts to innovate laboratory practices, using advanced analytical skills to improve efficiency and capabilities.</li> <li>Evaluates and adopts cutting-edge methods and technologies to establish the laboratory as a leader.</li> <li>Collaborates with faculty and teaching assistants to enhance laboratory manuals and experiment procedures, optimizing learning outcomes.</li> </ul>
--	--	---

## Library

### Job Family: Library Services

### Job Path: Librarian

### Job Template: Library Assistant/P1

Proficient	Advanced	Expert
<ul style="list-style-type: none"> <li>Independently completes assigned tasks following established procedures, ensuring adherence to library policies and procedures.</li> <li>Provides functional support in library operations, suggesting efficiency improvements to enhance patron experience.</li> <li>Processes transactions accurately and maintains records in accordance with guidelines, escalating complex issues to the supervisor.</li> </ul>	<ul style="list-style-type: none"> <li>Develops and implements innovative approaches to enhance operational efficiency and patron service delivery.</li> <li>Identifies opportunities to streamline processes and improve service quality, collaborating with colleagues and supervisors.</li> <li>Analyzes and interprets data to evaluate service effectiveness, recommending strategic adjustments as needed.</li> <li>Assists in training and mentoring new library staff on procedures and best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Resolves critical issues and challenges, leveraging experience and expertise to ensure efficient library functioning.</li> <li>Establishes and maintains collaborative relationships with stakeholders, contributing to long-term library planning and development.</li> <li>Participates actively in professional development activities to stay abreast of emerging trends and technologies in library services.</li> </ul>

## Student Programs/Services

**Job Family: Student Programs Coordination/Management**

**Job Path: Student Services Professional**

**Job Template: Senior Student Services Program Administrator/P5**

Proficient	Advanced	Expert
<ul style="list-style-type: none"><li>Assesses programmatic needs and aligns program services with established goals and objectives, ensuring compliance with departmental and University policies.</li><li>Analyzes program data to evaluate effectiveness and identifies areas for improvement.</li><li>Identifies the strengths and limitations in applying existing student learning and programs to varying student demographic groups.</li><li>Recommends budgets, monitors expenditures, and identifies resource needs to support program sustainability and growth.</li></ul>	<ul style="list-style-type: none"><li>Leads the planning, development, and evaluation of program activities, integrating strategic foresight to anticipate future needs and challenges.</li><li>Designs innovative programs and services based on current research and student development theories, fostering holistic student learning and development.</li><li>Coordinates workshops, training programs, and curricula that align with program goals and contribute to long-term student success and organizational objectives.</li></ul>	<ul style="list-style-type: none"><li>Drives strategic initiatives to advance program goals and departmental mission, demonstrating visionary leadership.</li><li>Leads data-driven strategies to assess student learning outcomes and enhance program effectiveness, ensuring ongoing improvement.</li><li>Conducts public relations and promotional activities to boost program visibility and strategically position it within the university community.</li></ul>