



ACRP Board of Trustees Competencies

Competency: The combination of personal characteristics, knowledge, skills, and social behaviors needed to effectively perform a job.

Competency	Definition
Advocacy	<p>Ability to align organizational priorities with the needs and values of the constituency and stakeholders to accomplish the mission of the organization.</p> <ul style="list-style-type: none"> • Understands the needs of clinical research professionals and other stakeholders and involves them in supporting excellence in clinical research. • Engages in meaningful actions to promote ACRP’s mission, vision, and values to a variety of stakeholders. • Advocates for clinical research professionals in the workplace and broader healthcare environment.
Effective Communication	<p>Ability to articulate information orally and in writing in a clear and convincing manner to a variety of audiences, as well as the ability to listen and comprehend in a non-judgmental manner.</p> <ul style="list-style-type: none"> • Makes clear and convincing oral presentations. • Conveys information, analysis, ideas and positions in writing in a clear and organized manner. • Tailors communications to the intended audience. • Responds to others in a way that reflects understanding of the content and accompanying emotion expressed. • Uses verbal and nonverbal communication for respectful exchange of information.

<p>Lifelong Learning</p>	<p>Possesses an underlying curiosity and desire to know more about things, people or issues, including staying current with professional trends and developments.</p> <ul style="list-style-type: none"> • Looks for potential opportunities or information that may be of future use to the organization. • Supports or makes opportunities available to foster learning in others. • Presses for exact information, resolves discrepancies by asking questions to get to the root of a situation, a problem or potential opportunity. • Seeks comprehensive information, expert perspective and knowledge. • Establishes ongoing systems or habits to get information. • Encourages adoption of best practices and applies evidence-based information to practices (including leadership practices). • Exhibits self-awareness and confidence.
<p>Mentoring</p>	<p>Develops others in an intentional way, employing an appropriate level of needs analysis and methods.</p> <ul style="list-style-type: none"> • Possesses the desire to assist others to broaden their skills and abilities. • Takes a personal interest in coaching others to develop desired skills and attributes. • Serves as a coach and a mentor within the workplace, community, board, committee and industry-wide. • Capitalizes on opportunities to develop leadership attributes in others.

<p>Navigating Change</p>	<p>Ability to plan, to make decisions, implement and evaluate new processes in an evolving environment. Ability to energize colleagues and stakeholders to sustain their commitment to changes in approaches, processes and strategies.</p> <ul style="list-style-type: none"> • Maintains focus on strategic goals and values during changes. • Exhibits constancy of purpose in providing leadership to advance change initiatives. • Demonstrates confidence in the progress and benefits of change. • Defines the vision for the next wave of change. • Responds with flexibility to changing information and proactively guides others through ambiguity and resistance to change.
<p>Personal Integrity</p>	<p>Holds personal values that promote ethical behavior in doing what is right and fair for the greater good without involving personal agenda.</p> <ul style="list-style-type: none"> • Maintains consistency in values and priorities in the face of opposition. • Ensures that words and actions align with personal values and models ethical behavior and practices. • Exercises duties of care, loyalty and obedience in board work. • Values and respects diversity.
<p>Relationship Building</p>	<p>Ability to form partnerships and build relationships through use of influence, teamwork, trust, and honesty.</p> <ul style="list-style-type: none"> • Builds and maintains relationships with colleagues and stakeholders grounded in mutual trust and respect. • Develops relationships with individuals in roles relevant to promoting the mission of the organization. • Builds networks of individuals with similar goals and who support similar interests. • Promotes positive working relationships within teams and with external groups/individuals. • Shares responsibility for leadership and decision-making.

Stewardship	<p>Ability to effectively and responsibly allocate financial, human and other resources.</p> <ul style="list-style-type: none"> • Promotes the responsible use of and allocation of organizational resources. • Guides the development of long-term plans for organizational growth and development. • Oversees the development and use of organizational resources and understands their financial implications.
Strategic Planning	<p>Ability to create a vision and long-term goals, while considering the implications of decisions on the organization and its stakeholders.</p> <ul style="list-style-type: none"> • Understands the environment in which the constituency operates and the factors shaping the future direction of clinical research. • Employs analytical thinking to review options and set priorities. • Sets strategic priorities that position the organization for long-term success. • Aligns strategy and resource allocation. • Measures success against predetermined outcome metrics.
Team Building	<p>Ability to develop and work on high functioning teams that possess balanced capabilities to accomplish a set of goals and objectives. Is recognized in the workplace and other venues as a leader.</p> <ul style="list-style-type: none"> • Promotes inclusiveness, diversity of ideas and achievement of mutual goals. • Inspires and motivates team members to set and attain outcomes. • Holds team members accountable for results. • Establishes and models norms for leadership behavior. • Takes the initiative and responsibility for the success of group projects. • Inspires others to support organizational goals and strategies. • Gains personal commitment from others to accomplish organizational goals. • Removes or reduces barriers to organizational effectiveness and success. • Promotes good working relationships regardless of personal likes or dislikes, breaks down barriers, builds good morale and cooperation, builds cohesiveness. • Encourages or facilitates a beneficial resolution to conflict.

<p>Business Acumen</p>	<p>Ability to develop and monitor budgets, to interpret financial statements, and make sound judgments regarding financial decisions.</p> <ul style="list-style-type: none"> • Has experience and success in a role that has considerable fiscal responsibility. • Has attained academic and/or continuing education in business and/or finance. • Understands the relationship of environmental forces on nonprofit organizational finances.
<p>Prior Board Experience</p>	<p>Ability to play a leadership role in a group that oversees institutional or system-wide initiatives. Understands non-profit board responsibilities.</p> <ul style="list-style-type: none"> • Has been a member of a board of directors, or high-level committee, preferably with a non-profit or governmental organization. • Has a track record of active participation and contributions to that board. • Has held a leadership position on an organizational board or committee.
<p>Research Expertise</p>	<p>Ability to design, implement and evaluate research studies. Ability to critique and analyze research methodology, findings and other evidence for relevance and applicability.</p> <ul style="list-style-type: none"> • Participates in clinical or educational research. • Holds or has held a role in which research is an integral part.