Graduate Studies in
Competency-Based Education

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- **CORE (Customized, Outcome-Based Relevant Evaluation)**

Lipscomb University has launched the first competency-based education program to be approved by the Southern Association of Colleges and Schools Commission on College, based on the Organization Systems International Polaris® competency model. Polaris® includes 41 competencies, of which Lipscomb currently assesses 17, deemed to be the most desired competencies a graduate of Lipscomb should possess, as determined in conjunction with OSI. Other organizations utilizing OSI’s unique competency system include Wendy’s International Inc., Service Master, Nike, Petco and AT&T. While OSI has worked with a small number of higher education institutions, Lipscomb is truly the pioneer of a degree program based on this competency model.

The College of Professional Studies offers competency-based assessments through our CORE Competency Assessment and Development Center. Students may be assessed in 15 competency areas in the Center and may earn digital badges for their competency levels. In addition, if their behaviors are evaluated at Level 2 or 3, students may select to transcript their badges for undergraduate credit earned by assessment. Students who visit the CORE Assessment Center but do not demonstrate competency at the required level may register for online, self-paced modules with a faculty coach.

At the graduate level, students must demonstrate a level 4 or 5 competency Level at the CORE Center. Competency assessment and development can be used as professional development and may count as electives toward some graduate programs.

The College of Professional Studies will work with employers and individual students to customize a visit to the CORE Competency Assessment and Development Center that addresses specific competencies needed for their organization. Students who do not possess an undergraduate degree are encouraged to explore the Bachelor of Professional Studies in Organizational Leadership or Bachelor of Arts or Science in Integrated Studies, competency-based degrees, by calling the College of Professional Studies at 615.966.5279 or visiting www.lipscomb.edu/professionalstudies/core-assessment.

**Course Descriptions**

**CORE 501v**  **Advanced Active Listening**
Effective performers frequently mentor others in active listening skills, are sought for roles requiring advanced listening skills and are exceptionally adept at interpreting and reinforcing genuine dialogue; personable and approachable.

**CORE 601v**  **Strategic Active Listening**
Effective performers are listening champions, instrumental in establishing sustainable organization-wide communication initiatives in which active listening is valued and recognized, hold organization accountable for maintaining effective listening skills and establish formal and informal reward programs for effective listening.
**CORE 502v  Advanced Assertiveness**
Effective performers have confidence and conviction based on experience and expertise, champion opinions and programs, are comfortable with challenge, are not afraid to take an unpopular stance and readily take risks.

**CORE 602v  Strategic Assertiveness**
Effective performers model executive self-assurance, communicate a solid vision and purpose for the organization, listen to others, show conviction and exude utmost confidence.

**CORE 504v  Advanced Change Agility**
Effective performers are considered valuable resources during organizational transitions, consistently test the temperature of the team, recognize that change is often positive, proactively present opportunities for change and like to reshuffle the deck.

**CORE 604v  Strategic Change Agility**
Effective performers initiate major organizational change, are sought out to lead major change initiatives and understand the importance of managing transitions.

**CORE 505v  Advanced Communicativeness**
Effective performers consistently and effectively communicate with a wide spectrum of people at all levels, implement sustainable communication procedures, find innovative ways to share knowledge and proactively share best practices with others.

**CORE 605v  Strategic Communication**
Effective performers hold their organization accountable for maintaining effective communications, establish formal structures that support informal information sharing and advocate information flow as a competitive advantage.

**CORE 506v  Advanced Composure**
Effective performers set the appropriate emotional tone, use emotional detachment appropriately and retain emotional control under stress.

**CORE 606v  Strategic Composure**
Effective performers set an overall positive emotional tone for the organization, continue to perform effectively under extremely challenging circumstances, can be counted on to exhibit calm and control and lead the organization through ambiguous situations with appropriate emotions.

**CORE 507v  Advanced Conflict Management**
Effective performers successfully mediate conflict between groups, encourage debate and discussion, model open debate, establish formal opportunities to air differing opinions, are skilled at turning aggressive conflict into healthy debate.

**CORE 607v  Strategic Conflict Management**
Effective performers use executive position to model a win-win standard, create an organizational environment that encourages and manages constructive conflict, establish structures that support debate and discussion and establish reward and recognition.

**CORE 512v  Advanced Drive/Energy**
Effective performers set the pace for the functional work ethic of the organization, conduct business at a fast-pace and high-energy level, leverage functional meetings and communications to energize associates, work enthusiastically and productively under stress and establish structure and processes to reward enthusiastic drive.

**CORE 612v  Strategic Drive/Energy**
Effective performers demonstrate a continuously high level of pride and enthusiasm about the organization, leverage opportunities to publicly recognize the organization’s achievements, demonstrate authentic passion toward the organization, and establish strategic goals and metrics to energize motivation.
CORE 515v  Advanced Global Skills
Effective performers translate global trends into local action, consult global network to shape ideas, consider global implications of domestic current events and have a global knowledge-base.

CORE 615v  Strategic Global Skills
Effective performers have a well-developed international network, integrate and connect global trends, seek global opportunities, successfully advocate for global practices, monitor the globe when making a decision and are extremely comfortable beyond local borders.

CORE 518v  Advanced Influence
Effective performers communicate an agenda across functions, understand the dynamics of power and responsibilities of leadership and clearly articulate advantages of situations.

CORE 618v  Strategic Influence
Effective performers develop and implement appropriate and creative rewards and incentives, influence across all levels, are leaders and have a commanding presence.

CORE 520v  Advanced Initiative
Effective performers take the initiative even under challenging or new circumstances, consistently look for opportunities to implement new initiatives, act with a high degree of independence and initiate important programs without being prompted.

CORE 620v  Strategic Initiative
Effective performers proactively create and implement organization-wide or extra-organizational initiatives, establish enterprise-wide initiatives for recognition and reward, set the tone for the organization and consistently look for opportunities to improve the organization.

CORE 524v  Advanced Mission Focus
Effective performers translate their purpose into a functional mission, establish plans and goals that support their mission and integrate their mission into all activities.

CORE 624v  Strategic Mission Focus
Effective performers establish or refresh their mission, communicate their mission to others, integrate all behaviors to support their mission and use their mission statement as a starting point for decision making.

CORE 526v  Advanced Organizing and Planning
Effective performers consistently anticipate problems, are expert at changing priorities as the situation demands, design supporting functions to maximize efficiency, align functional priorities and manage competing priorities across teams.

CORE 626v  Strategic Organizing and Planning
Effective performers provide a framework for setting priorities across the organization, effectively handle multiple demands at the highest level, and establish efficiency measures for the organization.

CORE 528v  Advanced Presentation Skills
Effective performers like the challenge of formal speaking, use multiple media creatively, are skilled at fielding questions and often give presentations for large audiences.

CORE 628v  Strategic Presentation Skills
Effective performers frequently present for the organization in high-profile situations, give powerful presentations using innovative techniques, are very adept at managing challenging questions and are very skilled at handling volatile audiences.

CORE 529v  Advanced Problem Solving and Decision Making
Effective performers possess cross-organization analytical skills, mentor and empower others, proactively consider cross-team impacts, consider outcomes and facilitate functional decision-making sessions.
CORE 629v  **Strategic Problem Solving and Decision Making**
Effective performers are expert at anticipating and creatively solving strategic problems, maintain an external executive network, demonstrate the ability to make decisions quickly in crisis situations and continually monitor impact of decisions.

CORE 530v  **Advanced Relationship Building**
Effective performers establish and maintain a broad network of relationships, effectively utilize a network of relationships, help others improve their relationship building skills and mentor and coach others.

CORE 630v  **Strategic Relationship Building**
Effective performers cultivate an environment for the organization in which people and relationships are valued, maintain a comprehensive network of relationships, spend time and effort cultivating relationships, communicate the value of relationship networks to the organization and establish events to reinforce and reward relationship building.

CORE 531v  **Advanced Results Orientation**
Effective performers translate organizational growth goals into functional goals, communicate growth goals across teams, attain goals, deliver results at a higher level than expected, are assigned to high-profile projects and sponsor growth initiatives.

CORE 631v  **Strategic Results Orientation**
Effective performers regularly celebrate the organization's accomplishment of strategic goals, establish organization's strategic goals, evidence a sense of strategic urgency and set challenging but achievable organizational goals.

CORE 538v  **Advanced Team Player**
Effective performers are willing and able senior collaborators, readily yield individual goals to meet organizational goals and implement initiatives that promote teamwork.

CORE 638v  **Strategic Team Player**
Effective performers always put the organization first, foster an environment in which resources and information are shared openly, and are sought to participate in the highest organizational teams.