

Level	Certification Requirement	Courses
Leading Organizations		(External such as ICCB, HLC, AFIT)
Leading Programs	3 of 4 3 of 4 3 of 4 3 of 4	Creativity and Innovation Financial Management/Budgeting (Custom) Partnership (Political Savvy, External/Internal) Strategic Thinking and Planning (SWOT Analysis, Balanced Scorecard) Decision Making and Shared Governance/Committee Structure
Leading People	2 of 3 2 of 3 2 of 3 Core	Performance Management (Accountability, Inspiring/Motivating Others, Performance Evaluations, Goal Setting) Developing Others (Mentoring, Counseling, Coaching) Talent Acquisition/Retention (Workforce Planning, Hiring, Onboarding, Engagement, Health/Safety) Leveraging Diversity/Building Belonging (EEO, Sexual Harassment, Anti-Bullying, Implicit Bias, Microaggressions)
Leading Projects	Core Core	Technical Credibility (Effective Meetings, Process Improvement), Decision Making/Using Data Leading Teams (Team Building, Influencing, Accountability, Dealing with Group Conflict, Change Management, Culture)
Leading Self	Core Core Core Core Core Foundational Course Foundational Course Foundational Course	Communication Basics/Customer Service Diversity and Harassment Prevention (scenario based) Servant Leadership at Highland Health/Safety in the Workplace, ALICE/Behavioral Issues Code of Conduct Higher Education Industry Knowledge HCC History, Mission, Vision, Values and ONE Highland Cultural Beliefs Continuous Learning (Includes personal assessment/DiSC and developing an individual journey map)/Know and Manage Self Culture Workshop or Online Training