



Board Competency Matrix

The Board competency matrix was approved by the Board of Directors in October 2019 and will be used to inform the work of the Nominating Committee about the needed expertise and competency for Board service. This matrix will complement the current working grid used by the committee that focuses on candidate diversity, leadership/service, and institution type, size, and geographic location.

The overall foundational statement for the competency matrix is as follows:

The Board of Directors is committed to providing the leadership needed for AACN to fulfill its mission as the catalyst for excellence and innovation in nursing education, research, and practice.

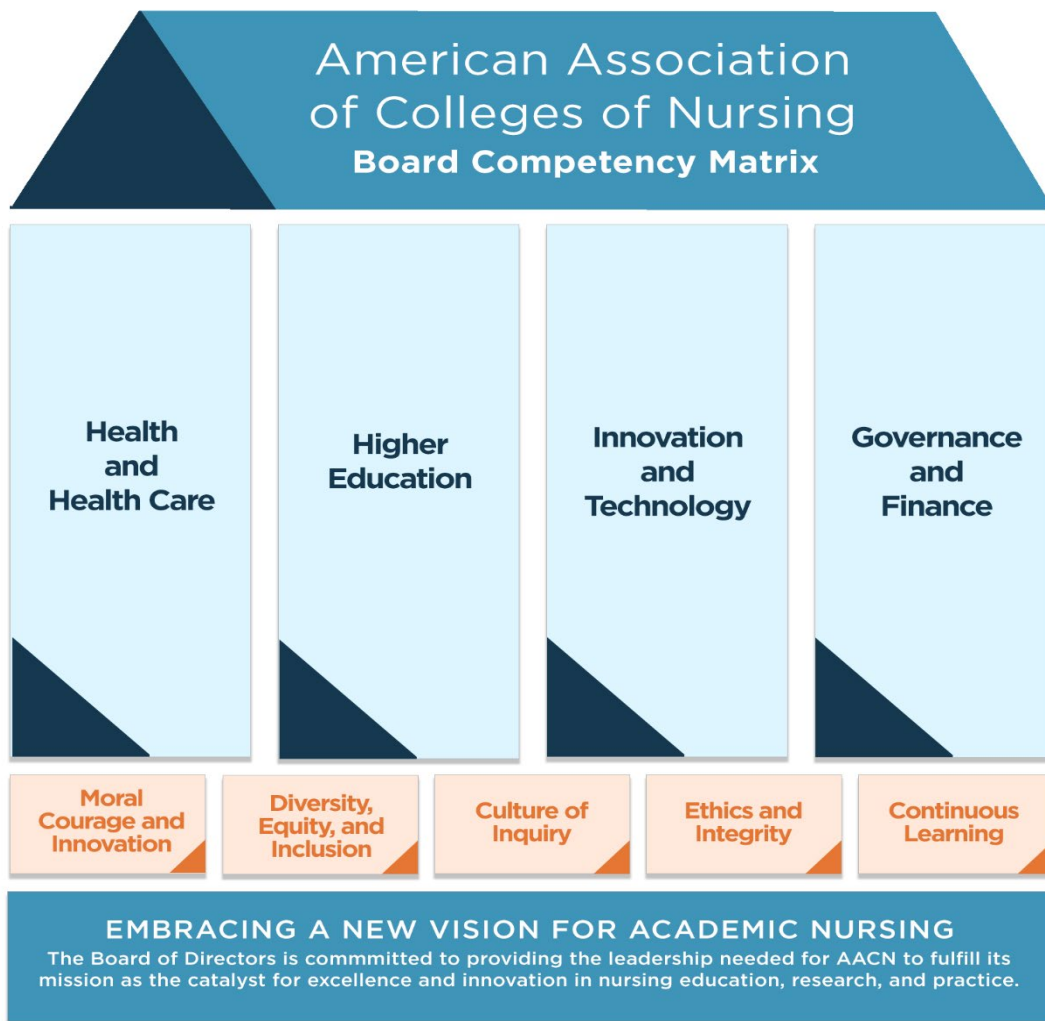
This statement reflects the Board's commitment to AACN's vision and mission in providing leadership for AACN.

The matrix identifies competencies that all Board members must have. These are captured under the following categories:

- ***Moral Courage and Innovation*** - Includes leadership, strategic thinking, and change management.
- ***Diversity, Equity, and Inclusion*** - Extends to backgrounds, expertise, thinking, and experiences.
- ***Culture of Inquiry*** - Includes listening, mutual respect, constructive debate, and considering multiple perspectives.
- ***Ethics and Integrity*** - Includes personal accountability, transparency, and Duty of Care, Loyalty, and Obedience.
- ***Continuous Learning*** - Includes striving for excellence, continuous improvement, and revitalization.

The competencies for the Board as a whole were developed for the matrix. Collectively the Board must bring this expertise for optimal success, but not everyone must be expert in each area.

- ***Health and Health Care*** - Includes healthcare leadership and strategy; health inequities and social determinants of health; workforce; quality and patient safety; research; and health policy.
- ***Higher Education*** - Includes academic leadership; teaching and learning; higher education strategy; health profession education; scholarship; and diversity, access, and inclusion.
- ***Innovation and Technology*** - Includes education technologies; practice technologies; big data and analytics; and innovation management.
- ***Governance and Finance*** - Includes business expertise; risk and compliance; fundraising and philanthropy; financial expertise; and governance.



Foundational Statement

The Board of Directors is committed to providing the leadership needed for AACN to fulfill its mission as the catalyst for excellence and innovation in nursing education, research and practice.

Competencies for All Board Members

- **Moral Courage and Innovation** - Includes leadership, strategic thinking and change management.
- **Diversity, Equity and Inclusion** - Extends to backgrounds, expertise, thinking and experiences.
- **Culture of Inquiry** - Includes listening, mutual respect, constructive debate, and considering multiple perspectives.
- **Ethics and Integrity** - Includes personal accountability, transparency, and Duty of Care, Loyalty and Obedience.
- **Continuous Learning** - Includes striving for excellence, continuous improvement and revitalization.

Competencies for Board as a Whole

- **Health and Health Care** - Includes health care leadership and strategy; health inequities and social determinants of health; workforce; quality and patient safety; research and health policy.
- **Higher Education** - Includes academic leadership; teaching and learning; higher education strategy, health profession education; scholarship; and diversity, access and inclusion.
- **Innovation and Technology** - Includes education technologies; practice technologies; big data and analytics; and innovation management.
- **Governance and Finance** - Includes business expertise; risk and compliance, fundraising and philanthropy; financial expertise; and governance.

October 2019