

# Central University

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## Academic Leader Development Report

Foundations • Interpersonal • Business Acumen • Head of Academic Enterprise

*Profile for:*

**Chris Carter**

**May 2005**

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## The Feedback Report

This report contains information collected from the individuals you identified and asked to complete the Academic Leader Development Report (ALA). As of this report, you had 2 Faculty Member ratings, 2 College Leadership ratings, 2 Other Administrative Leader ratings, and 2 Alumni/Business Leader ratings.

The report is organized into four sections. Section 1 consists of a summary of the average response of all respondents (excluding yourself) along each dimension. It also includes the average feedback received on each dimension by a comparison group of participants in this survey. Section 2 consists of your average responses from each rater category along with written comments. Section 3 contains any additional comments you received.

The ALA dimensions are clustered into topic areas based on our research. The topic areas include Foundation Capabilities (10 dimensions), Interpersonal Competencies (8 dimensions), Use of Business Acumen in Decision Making (7 dimensions), and Head of the Academic Enterprise (5 dimensions). The response scale ranged from a low of '1' – not adequately exhibited at this time, to '4' – exceptional—in top 10% of people in this position. Respondents could also indicate that this capability was not needed in this position, or that the respondent was unable to determine a capability level.

In Section 2, information is presented for each rater category. If only one person responded in a given category, his/her response is removed to protect his/her anonymity. For each capability, the number of respondents giving a rating is noted at the bottom of the graph. Any respondents indicating "Capability not needed" or "Unable to determine" are also indicated below the graph.

*The Academic Leader Assessment (ALA) and the Academic Leader Development Report were developed by Dr. Stephen A. Stumpf, the Fred J. Springer Chair in Business Leadership, and a former dean at The University of Tampa, Booz | Allen | Hamilton, and interim dean at Villanova University.*

*Several items within the ALA are based on the document, "Villanova University, May 2003 Draft Dean Assessment Survey".*

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## Your Respondents:

You requested feedback from the following individuals:

### Faculty Members

Lowe, Nathan  
Nielson, Calvin

### College Leadership

Turner, Dan  
Wells, Joseph

### Other Administrative Leaders

Grimm, Robert  
Lopez, Ernest

### Alumni/Business Leaders

Kovatch, Richard  
Schwen, Paul

## Section 1: Summary of Average Ratings

This section shows your average rating on each ALA dimension. The average ratings received by the other participants in the survey are shown for comparison.

<b>1. Foundations of Leadership</b>	<b>Your Average</b>	<b>All Participants</b>
Acts as a Leader	3.4	3.7
Creates a Shared Vision	3.0	3.5
Exhibits Creativity and Innovativeness When Needed	3.3	3.6
Demonstrates Multicultural Awareness	3.3	3.6
Empowers Others to Act	3.0	3.0
Is Able to Learn By Doing	3.2	3.6
Exhibits Communication and Public Speaking Skills	3.3	3.6
Seeks and Acquires External Resources	3.4	3.7
Integrating Ideas Across Functions to Achieve Impact	3.1	3.6
Demonstrates Ethical and Socially Responsible Reasoning	3.3	3.6

<b>2. Interpersonal Competencies</b>	<b>Your Average</b>	<b>All Participants</b>
Influences Others	3.0	3.5
Builds Relationships	3.4	3.2
Models Effective Behavior	2.9	3.4
Takes Others' Perspectives	3.1	3.1
Does Not Dwell on Mistakes	3.3	3.6
Creates a Productive Work Climate	3.7	3.9
Is an Effective Team Member	3.1	3.6
Drives Positive Change and New Initiatives	3.1	3.6

## Section 1: Summary of Average Ratings

This section shows your average rating on each ALA dimension. The average ratings received by the other participants in the survey are shown for comparison.

<b>3. Use of Business Acumen in Decision Making</b>	<b>Your Average</b>	<b>All Participants</b>
Applies Financial Management Skills	2.4	3.2
Applies Economic Concepts in Decision Making	3.1	3.6
Is Technologically Enabled	3.1	3.6
Leverages the Human Resource System	3.2	3.6
Uses Information Technology	3.1	3.6
Applies Marketing and Communications	3.5	3.8
Understands the Global Marketplace	2.9	3.4

<b>4. Head of the Academic Enterprise</b>	<b>Your Average</b>	<b>All Participants</b>
Understands the Academic Leader's Role	3.2	3.1
Promotes Excellence	3.2	3.6
Is Accessible	3.1	3.6
Is an Advocate of the Academic Enterprise	3.5	3.8
Promotes and Represents the College	3.8	3.9

## Section 2: Introduction

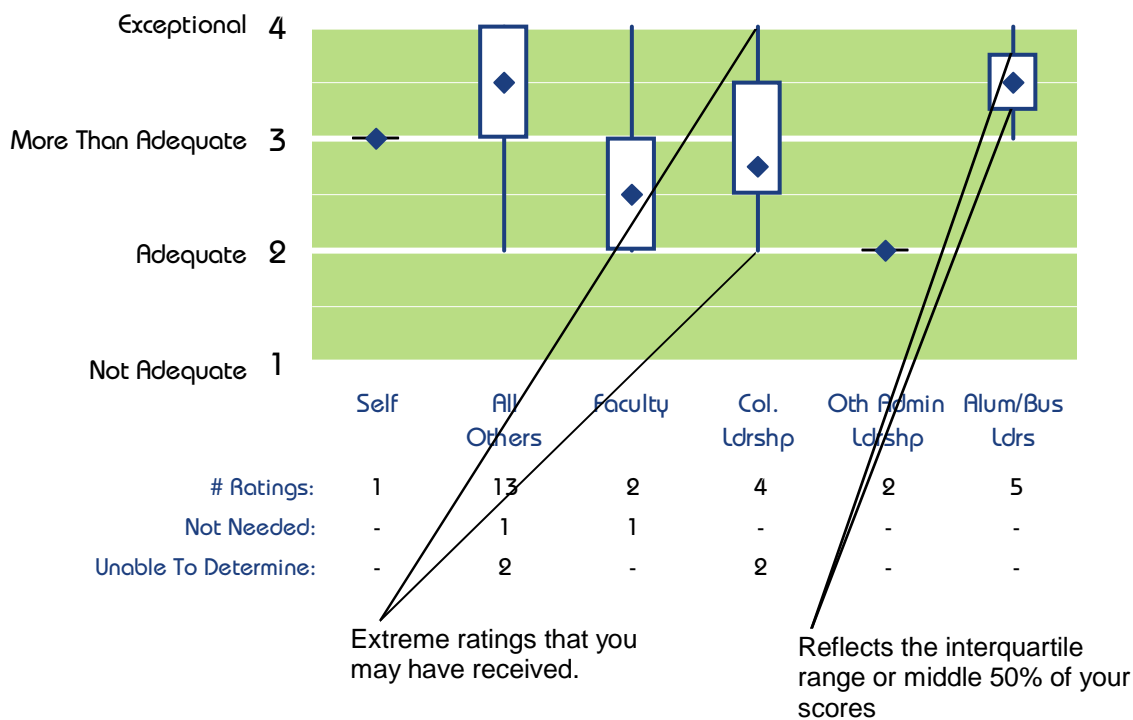
This section shows ALA dimensions by each rater category that is large enough to report (categories require at least two raters). The average ratings for each rater category are displayed visually on a graph along with verbal descriptors of the dimension. The graph contains point estimates of your average rating from each rater category as well as box-plots depicting the distribution of your ratings from each rater category.

Verbal descriptor for the dimension

### Empowers Others to Act

Effectively empowers senior staff and department leaders to take actions in their areas of responsibility; encourages independent thinking and supports those that do.

#### Your Average Rating: 3.5



#### I like the way . . .

- ✓ I support specialized client requirements to keep my value with the client
- John leads by example...he understands his business and is always willing to help others

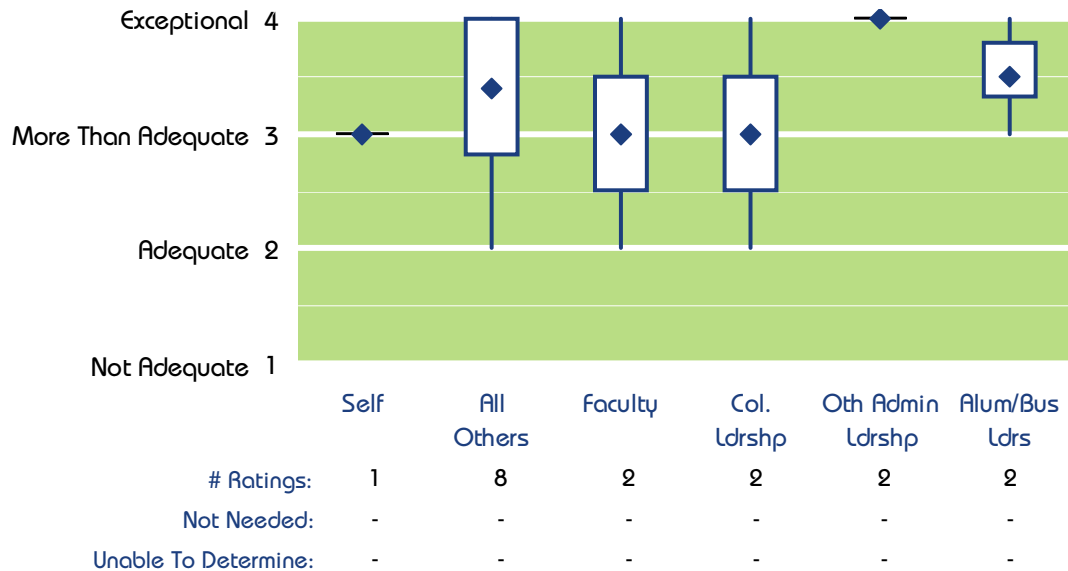
Indicates a self comment

## Section 2a: Foundations of Leadership

### Acts as a Leader

Influences others to attain chosen objectives in an ethical and timely manner; gains followership; inspires others to accomplish their goals.

#### Your Average Rating: 3.4



#### I like the way . . .

- This is a sample comment that is a little longer than the others.
- He is a good sport.
- And this sample comment is really pretty long. It goes on and on and is very detailed, with lots of information. It is just here for demonstration purposes.
- Putting in a sample comment here.

#### I wish . . .

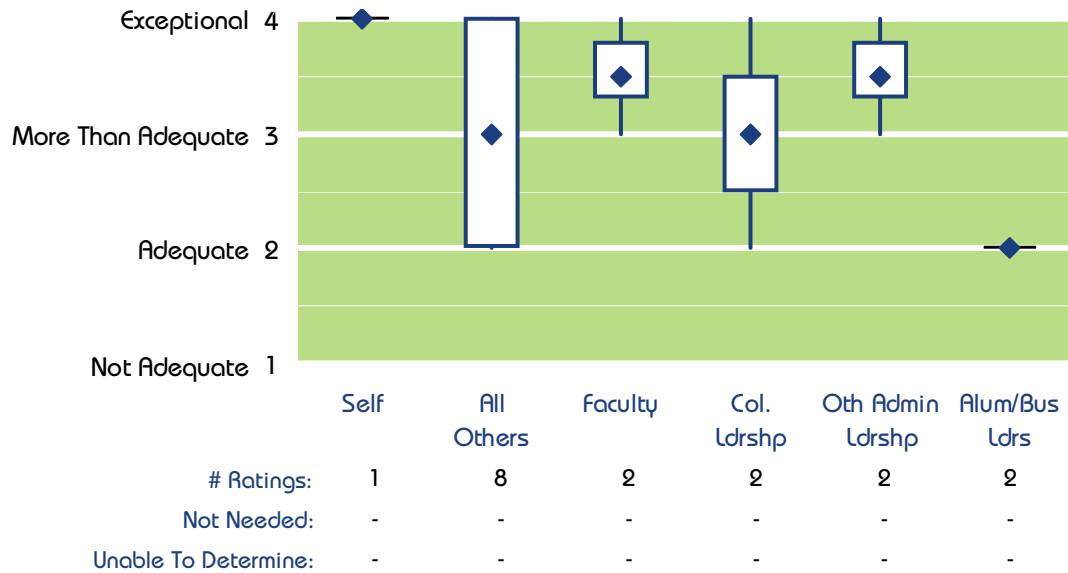
*No comments left for this question*

## Section 2a: Foundations of Leadership

### Creates a Shared Vision

Creates a visual sense of an attainable and desirable future; establishes goals, objectives, and a business plan to reach that vision.

#### Your Average Rating: 3.0



#### I like the way . . .

- This is a sample comment that is a little longer than the others.

#### I wish . . .

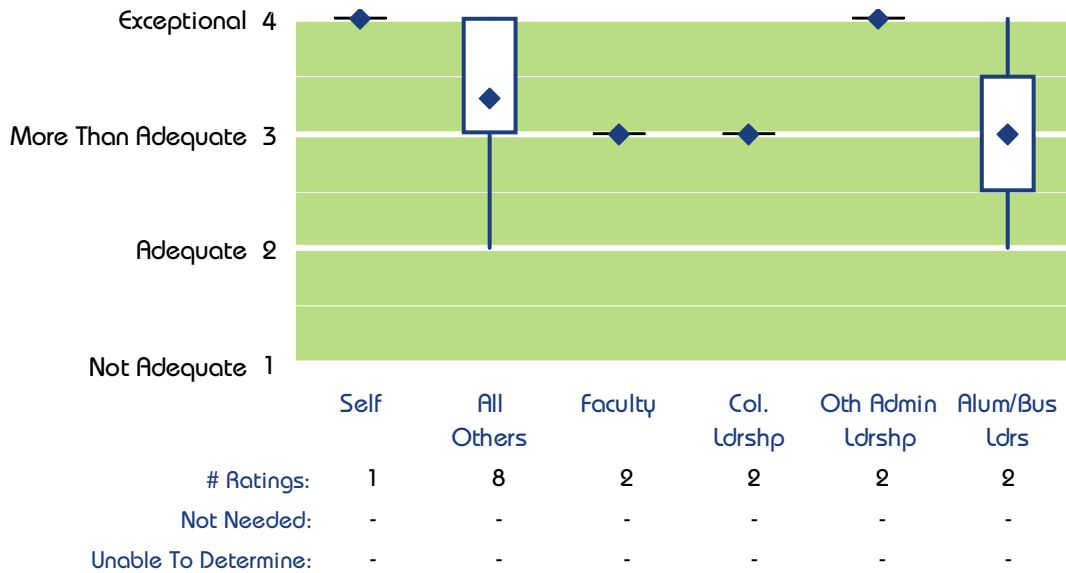
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- And now here is another comment.
- Putting in a sample comment here.

## Section 2a: Foundations of Leadership

### Exhibits Creativity and Innovativeness When Needed

Treats obstacles as opportunities to be creative; doesn't get bogged down in what can't be done; creates energy around possibilities and encourages others to find innovative and ethical ways to overcome barriers.

#### Your Average Rating: 3.3



#### I like the way . . .

*No comments left for this question*

#### I wish . . .

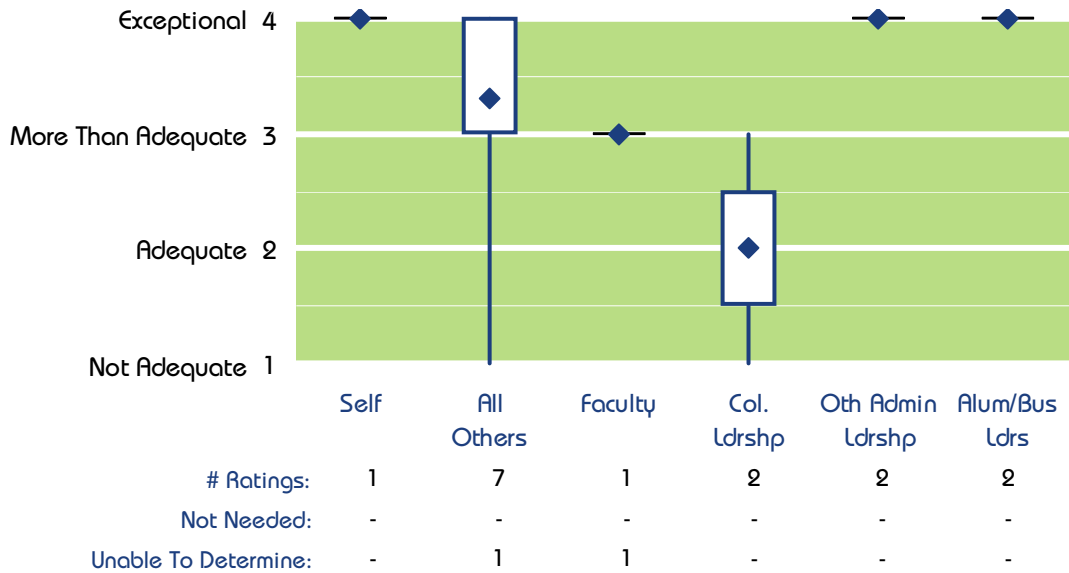
*No comments left for this question*

## Section 2a: Foundations of Leadership

### Demonstrates Multicultural Awareness

Understands differences in the preferences and behaviors of people from different countries and cultures; is sensitive to cultural norms that affect employee, leader, and student behaviors.

#### Your Average Rating: 3.3



#### I like the way . . .

- This is another sample comment.
- This is a sample comment.

#### I wish . . .

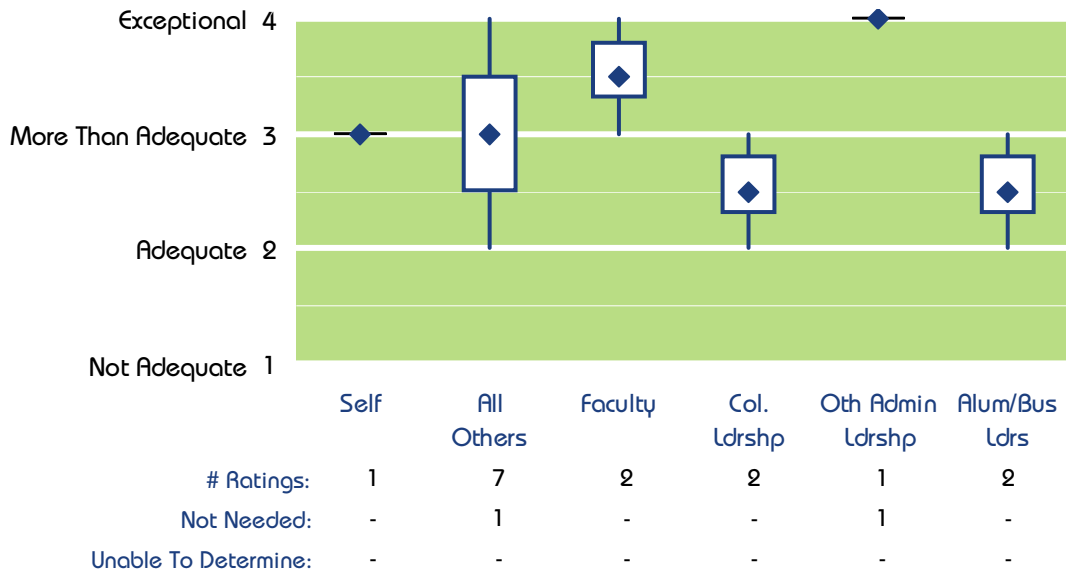
*No comments left for this question*

## Section 2a: Foundations of Leadership

### Empowers Others to Act

Effectively empowers senior staff and department leaders to take actions in their areas of responsibility; encourages independent thinking and supports those that do.

#### Your Average Rating: 3.0



#### I like the way . . .

- And this sample comment is really pretty long. It goes on and on and is very detailed, with lots of information. It is just here for demonstration purposes.

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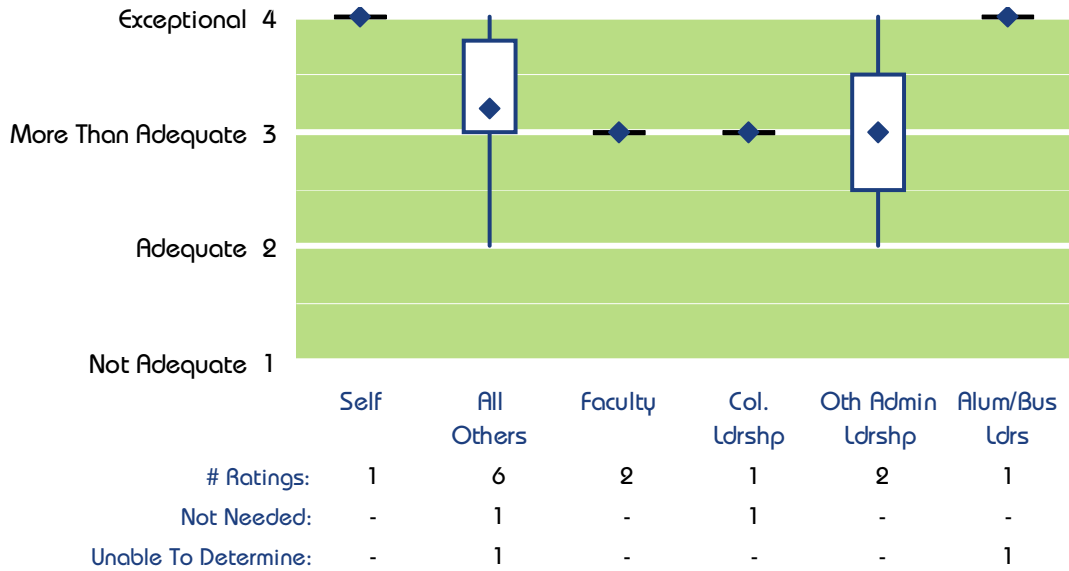
- This is a sample comment.

## Section 2a: Foundations of Leadership

### Is Able to Learn By Doing

Is adept at applying skills and knowledge to solve unforeseen problems. Learns from successes and mistakes.

#### Your Average Rating: 3.2



#### I like the way . . .

- He is a good sport.

#### I wish . . .

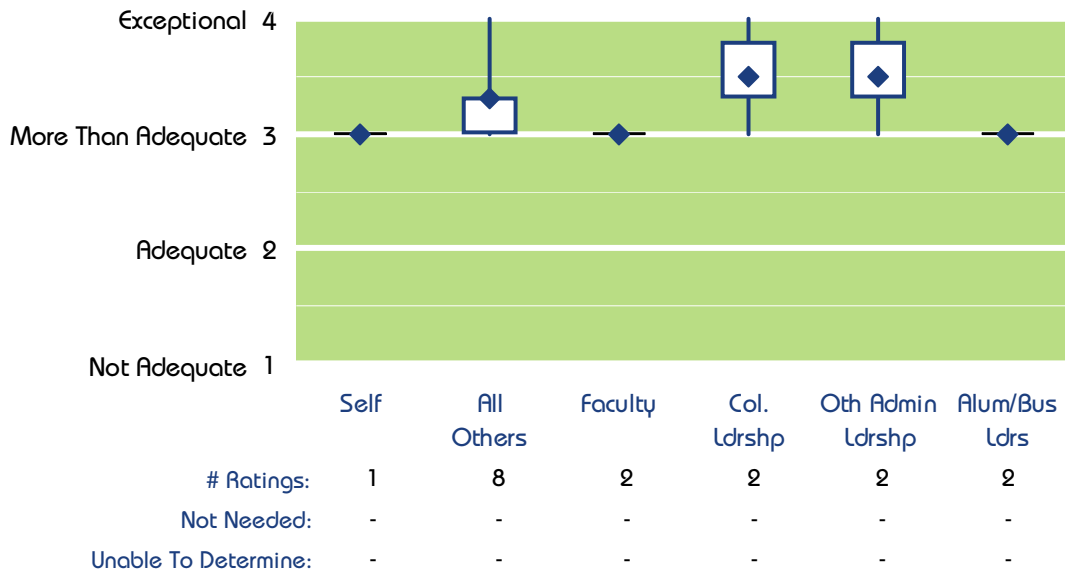
*No comments left for this question*

## Section 2a: Foundations of Leadership

### Exhibits Communication and Public Speaking Skills

Demonstrates effective oral and written communication for different audiences and settings; organizes information effectively and is able to express complex concepts in a clear, concise manner; selects appropriate technology/media for the audience/setting so as to effectively share concepts, ideas, and conclusions.

#### Your Average Rating: 3.3



#### I like the way . . .

- And this sample comment is really pretty long. It goes on and on and is very detailed, with lots of information. It is just here for demonstration purposes.

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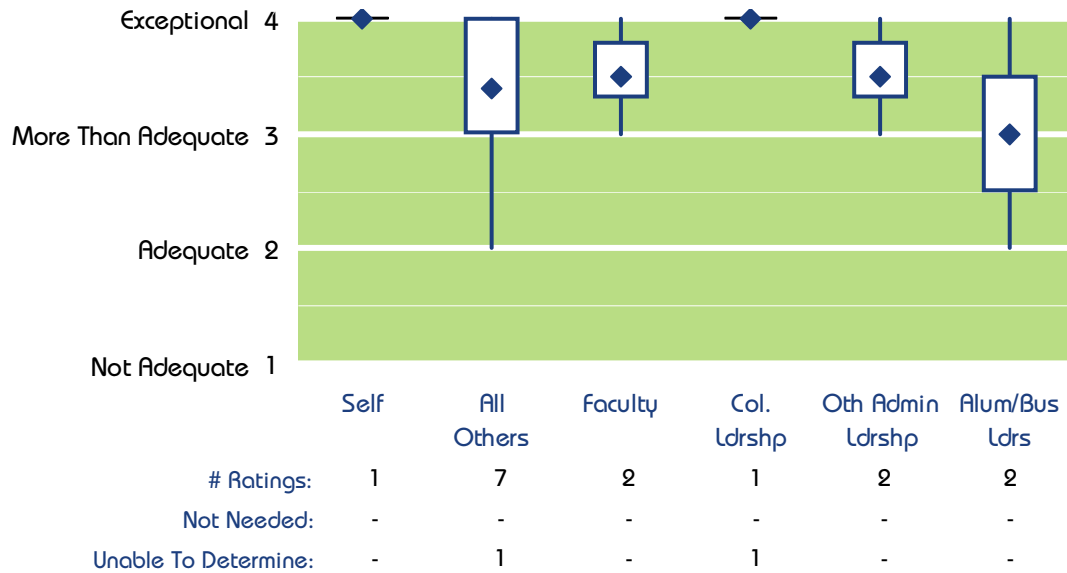
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## Section 2a: Foundations of Leadership

### Seeks and Acquires External Resources

Understands the fund-raising, grant-getting, and institutional development functions; actively supports seeking requests for resources from foundations, corporations, alumni, and friends of the college.

**Your Average Rating: 3.4**



#### I like the way . . .

- This is another sample comment.
- And now here is another comment.

#### I wish . . .

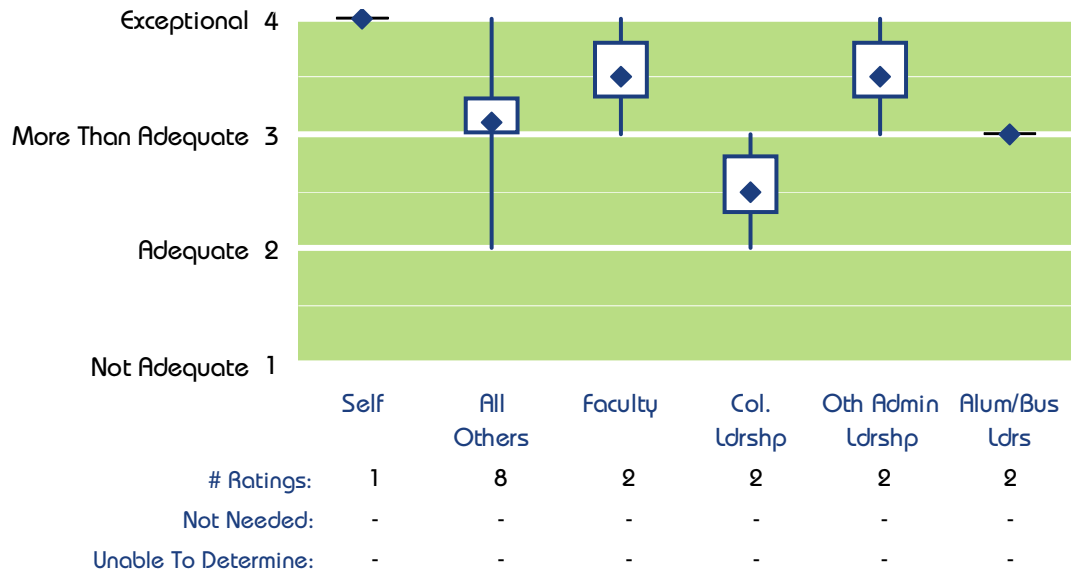
*No comments left for this question*

## Section 2a: Foundations of Leadership

### Integrating Ideas Across Functions to Achieve Impact

Views problems as issues that are not necessarily discipline specific; seeks solutions that integrate multiple perspectives; takes advantage of opportunities to apply innovative ideas across functions; is relied upon to produce results in situations that are interdisciplinary and complex.

#### Your Average Rating: 3.1



#### I like the way . . .

- And now here is another comment.

#### I wish . . .

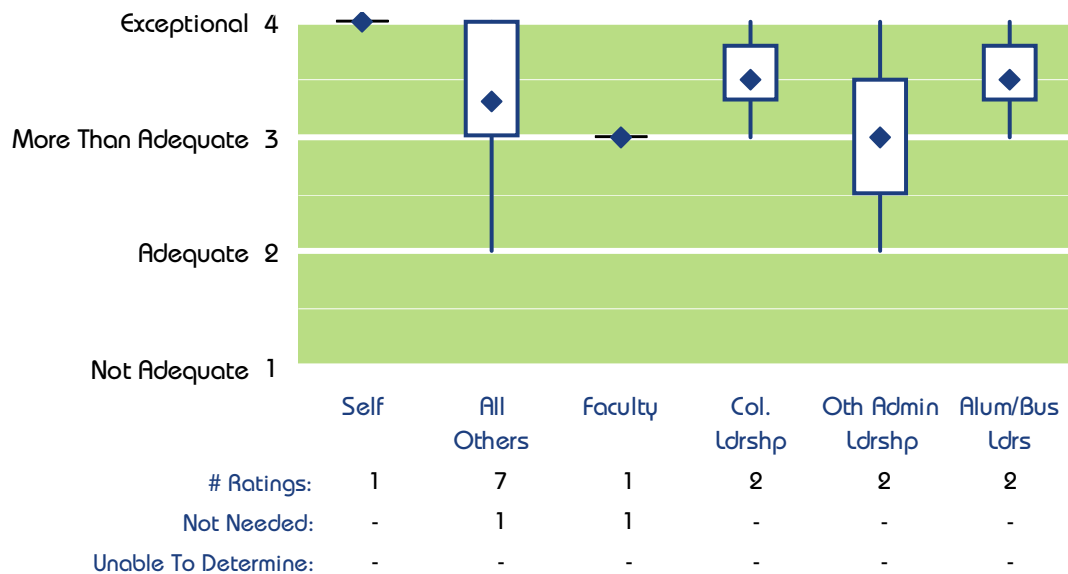
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## Section 2a: Foundations of Leadership

### Demonstrates Ethical and Socially Responsible Reasoning

Recognizes ethical issues that arise in academe; develops/refines a personal response to ethical dilemmas and can articulate/defend that response; analyzes situations from the ethical point of view and understands the concepts of corporate, social, and environmental responsibility and their implications for decision making.

#### Your Average Rating: 3.3



#### I like the way . . .

- He is a good sport.
- This is a sample comment that is a little longer than the others.
- This is a sample comment.

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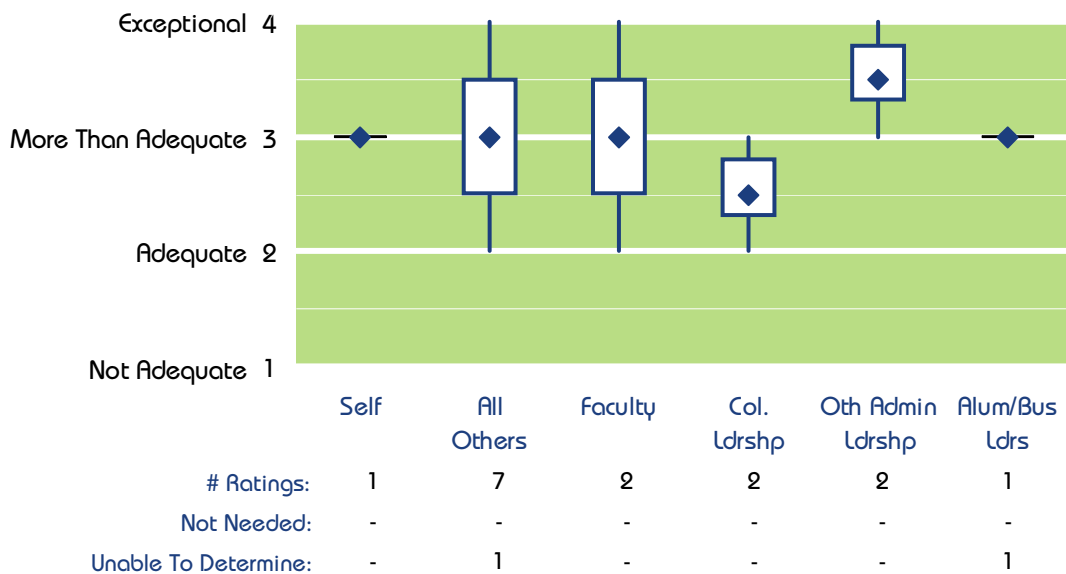
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## Section 2b: Interpersonal Competencies

### Influences Others

Influences others by being forward-looking and enthusiastic about new possibilities; clearly articulates a direction when called upon to do so; is alert to opportunities; takes risks to make improvements; challenges roadblocks; is able to effectively support a position in a group setting.

#### Your Average Rating: 3.0



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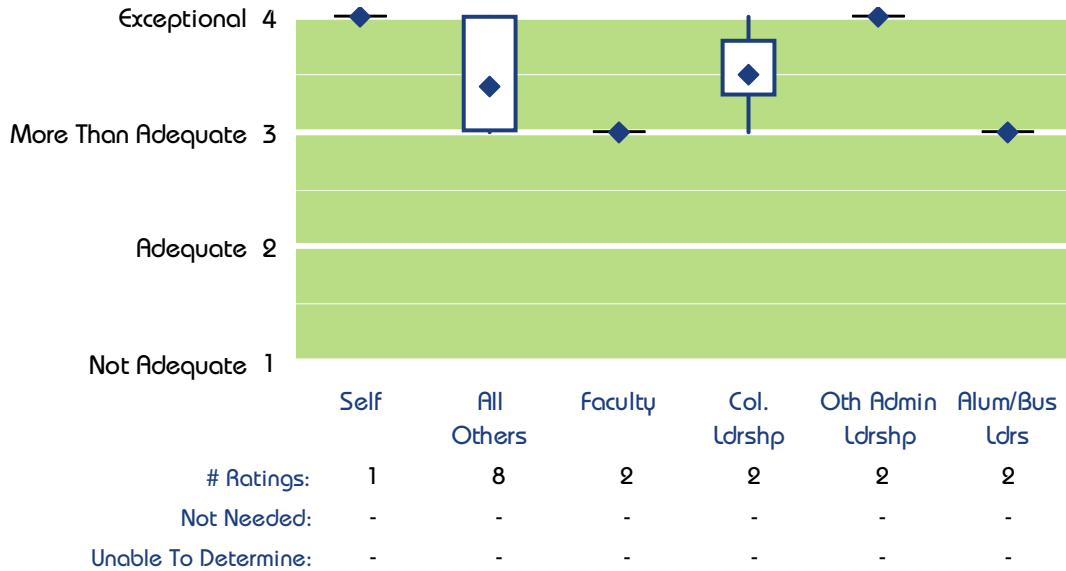
- Lots and lots to say

## Section 2b: Interpersonal Competencies

### Builds Relationships

Builds trust and treats others with respect, accepting individual differences; demonstrates skill in managing conflicts productively and in coordinating the efforts of others toward common goals; is able to discern how people's feelings may influence their behavior; meets obligations and honors commitments.

#### Your Average Rating: 3.4



#### I like the way . . .

- This is kind of a short sample comment.

#### I wish . . .

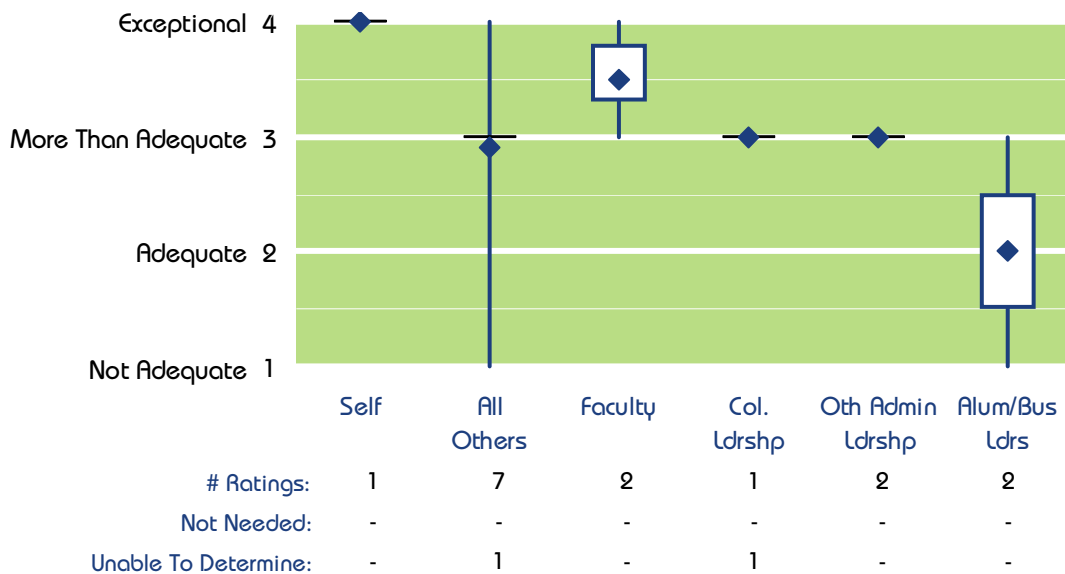
*No comments left for this question*

## Section 2b: Interpersonal Competencies

### Models Effective Behavior

Is clear about the appropriateness of decisions and actions; acts according to a set of shared, espoused values; is willing to do only what is ethical and expects others to behave in a manner consistent with shared values; behaves in ways that reconfirm others' beliefs in his or her competence.

#### Your Average Rating: 2.9



#### I like the way . . .

- This is a sample comment.
- Lots and lots to say

#### I wish . . .

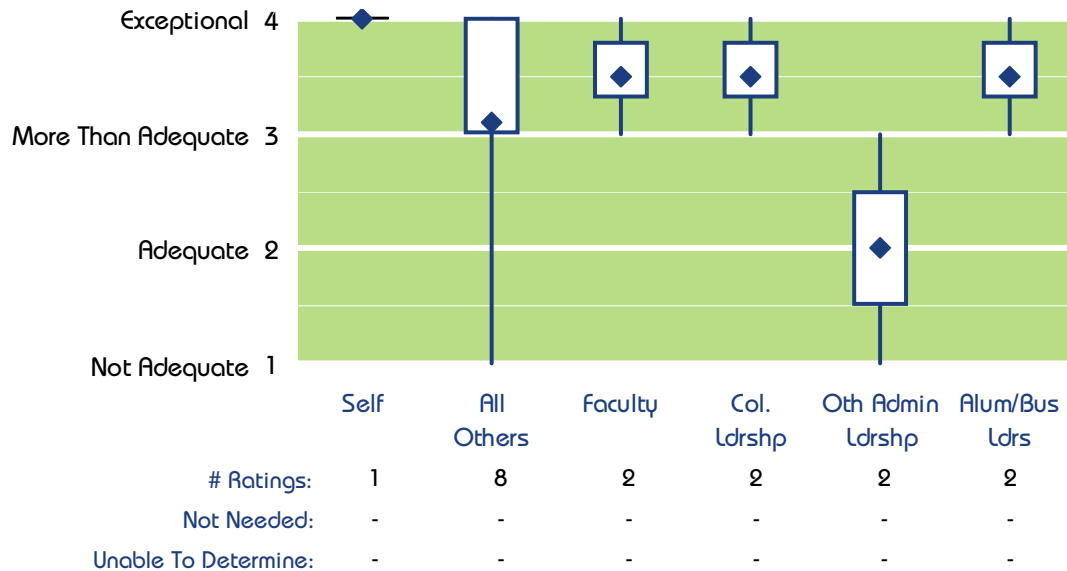
*No comments left for this question*

## Section 2b: Interpersonal Competencies

### Takes Others' Perspectives

Can appropriately take another's perspective; demonstrates an understanding of cross-cultural issues and understands how others view situations and how they are likely to approach problems; understands what excites others and can reasonably predict how they will react to key actions.

#### Your Average Rating: 3.1



#### I like the way . . .

- This is a sample comment that is a little longer than the others.

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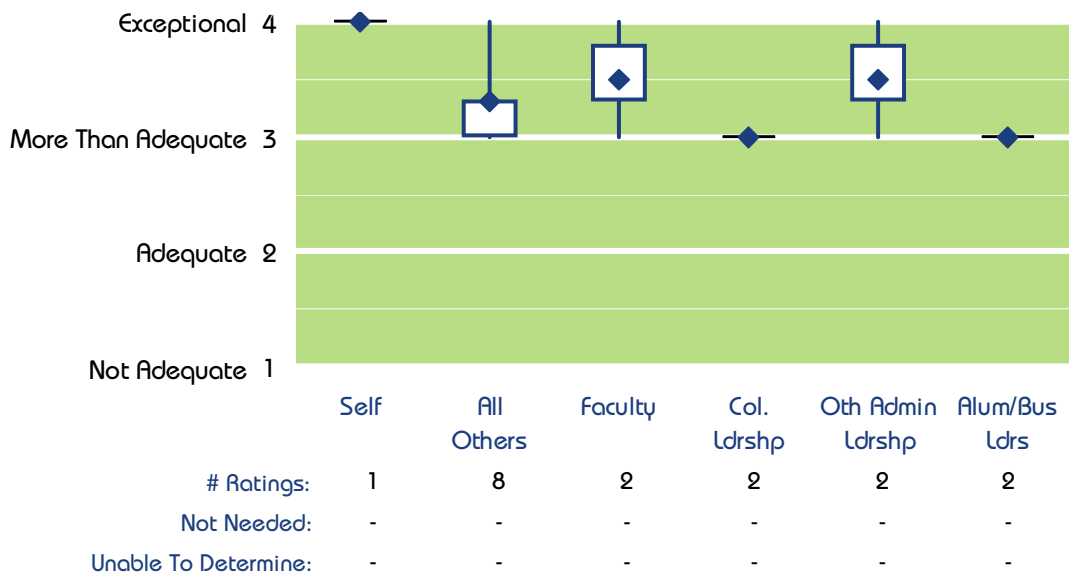
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## Section 2b: Interpersonal Competencies

### Does Not Dwell on Mistakes

Views mistakes as learning experiences; helps others learn from their mistakes so as to reevaluate them in a more positive light; encourages others to strive for future success despite setbacks; believes in people and supports them through difficult times.

#### Your Average Rating: 3.3



#### I like the way . . .

- This is another sample comment.
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#### I wish . . .

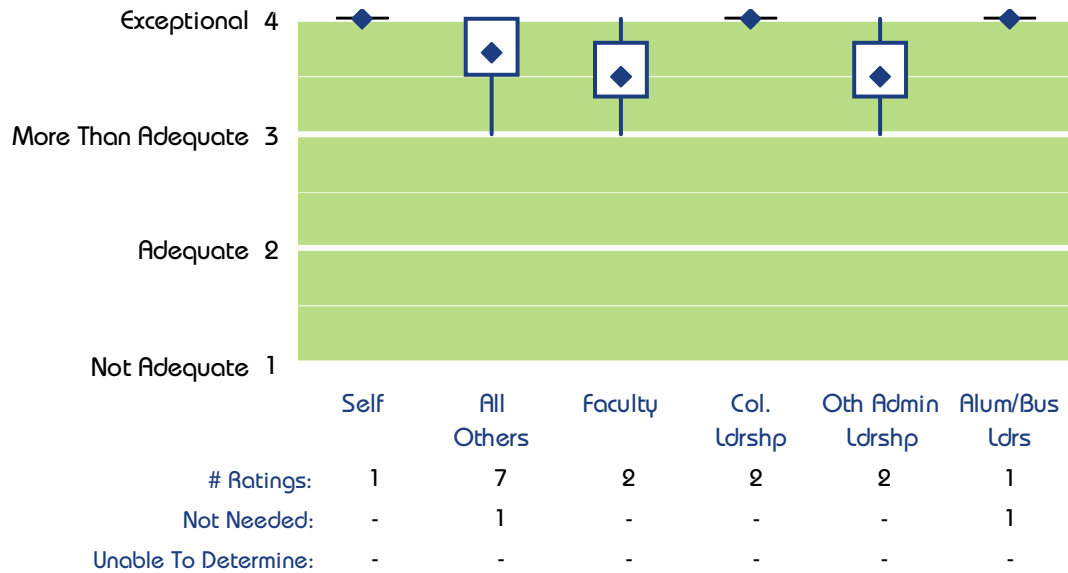
*No comments left for this question*

## Section 2b: Interpersonal Competencies

### Creates a Productive Work Climate

Delegates effectively; actively involves others; avoids micro managing; creates a positive work environment; promotes a sense of community and spirit of cooperation.

#### Your Average Rating: 3.7



#### I like the way . . .

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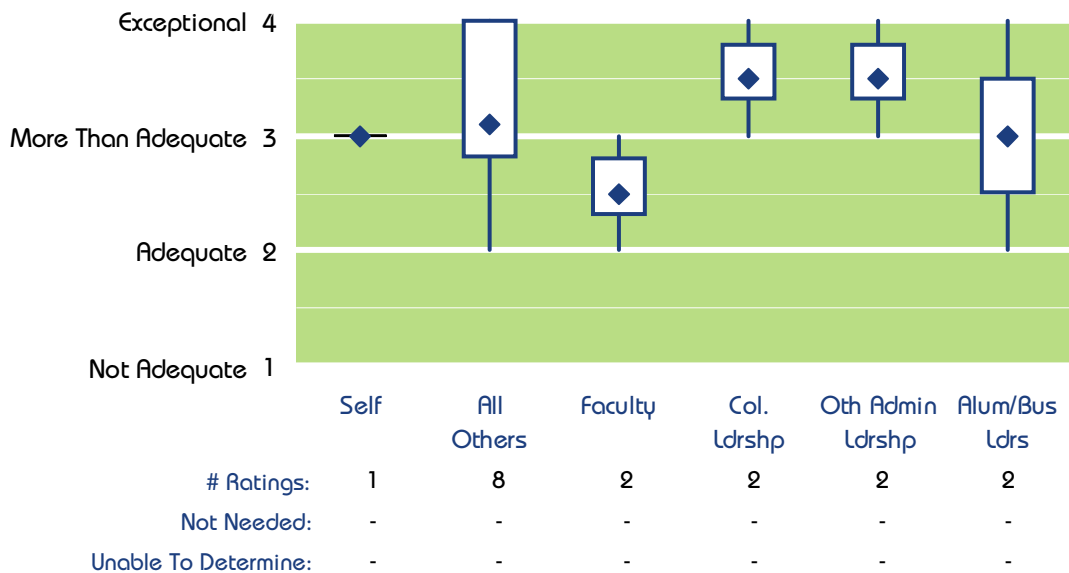
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## Section 2b: Interpersonal Competencies

### Is an Effective Team Member

Adds value to teams and others; values and supports team work; is supported and respected by team members; is someone for whom others will go that "extra mile"; helps others succeed.

#### Your Average Rating: 3.1



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#### I wish . . .

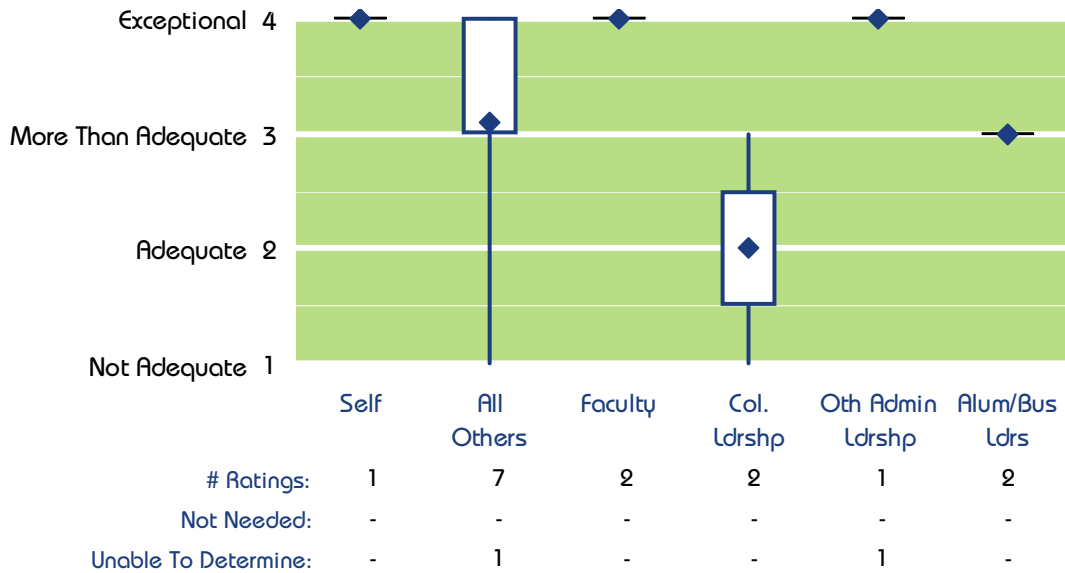
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## Section 2b: Interpersonal Competencies

### Drives Positive Change and New Initiatives

Effectively leads change, new projects, and organizational restructuring in support of these changes; understands resistance to change and effectively overcomes it; gains stakeholder buy-in for new initiatives.

#### Your Average Rating: 3.1



#### I like the way . . .

- This is a sample comment.

#### I wish . . .

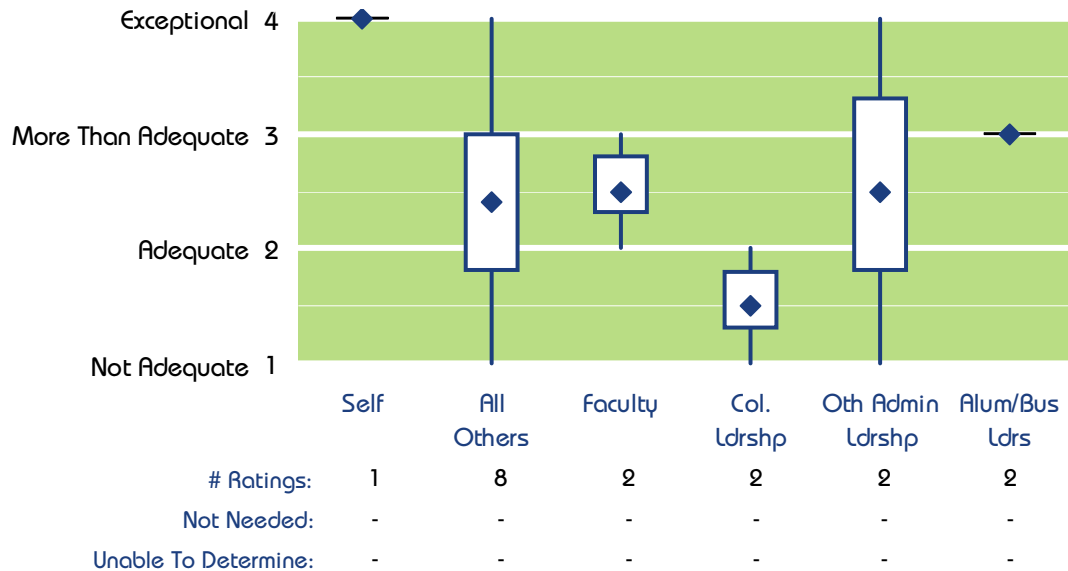
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## Section 2c: Use of Business Acumen in Decision Making

### Applies Financial Management Skills

Understands the role of accounting and financial information in decision making, including: what programs to offer – at what price, budgeting, measuring profits, evaluating current operations and future opportunities.

#### Your Average Rating: 2.4



#### I like the way . . .

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#### I wish . . .

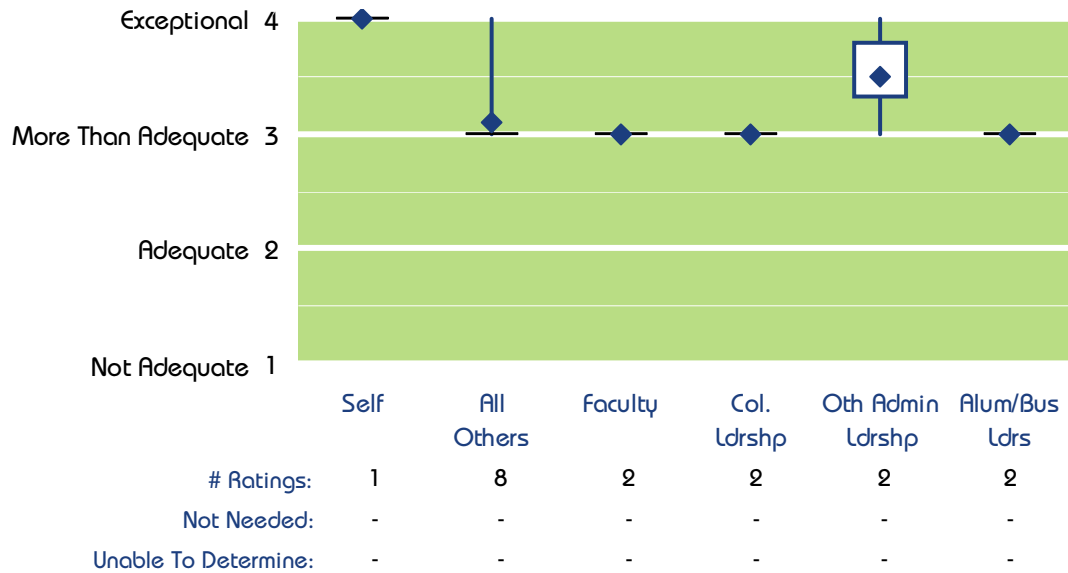
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- This is a sample comment that is a little longer than the others.
- And this sample comment is really pretty long. It goes on and on and is very detailed, with lots of information. It is just here for demonstration purposes.

## Section 2c: Use of Business Acumen in Decision Making

### Applies Economic Concepts in Decision Making

Understands opportunity costs, comparative advantage, supply and demand, market efficiency, marginal analysis, and the role of government in economic markets; is able to find and use data to support decisions.

#### Your Average Rating: 3.1



#### I like the way . . .

*No comments left for this question*

#### I wish . . .

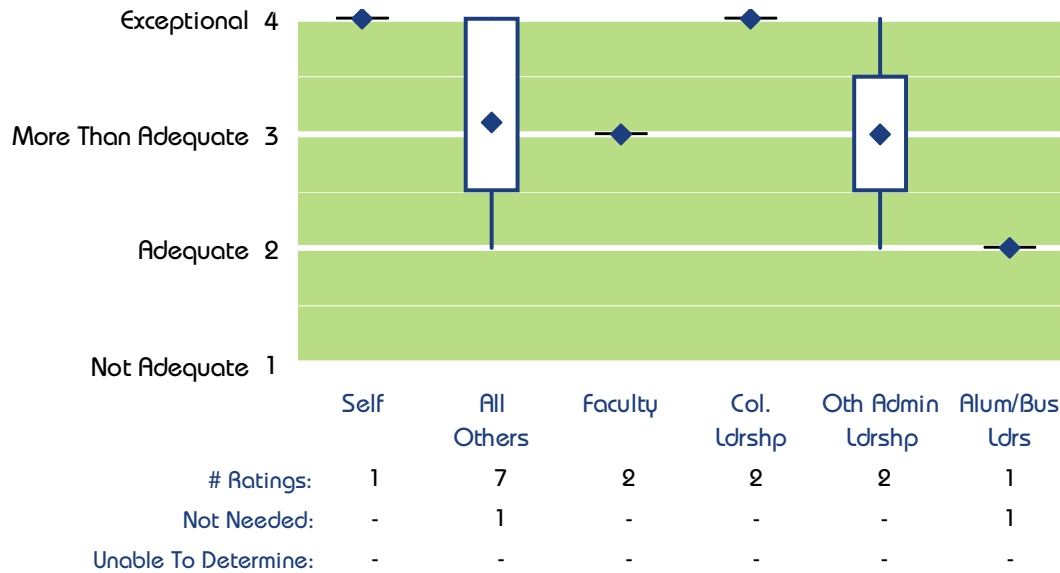
- This is a sample comment.
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## Section 2c: Use of Business Acumen in Decision Making

### Is Technologically Enabled

Uses technology to enhance college performance and facilitate learning; uses technology to support effective decision making; understands and appreciates the legal/security/ethical aspects of technology use.

#### Your Average Rating: 3.1



#### I like the way . . .

- This is a sample comment that is a little longer than the others.

#### I wish . . .

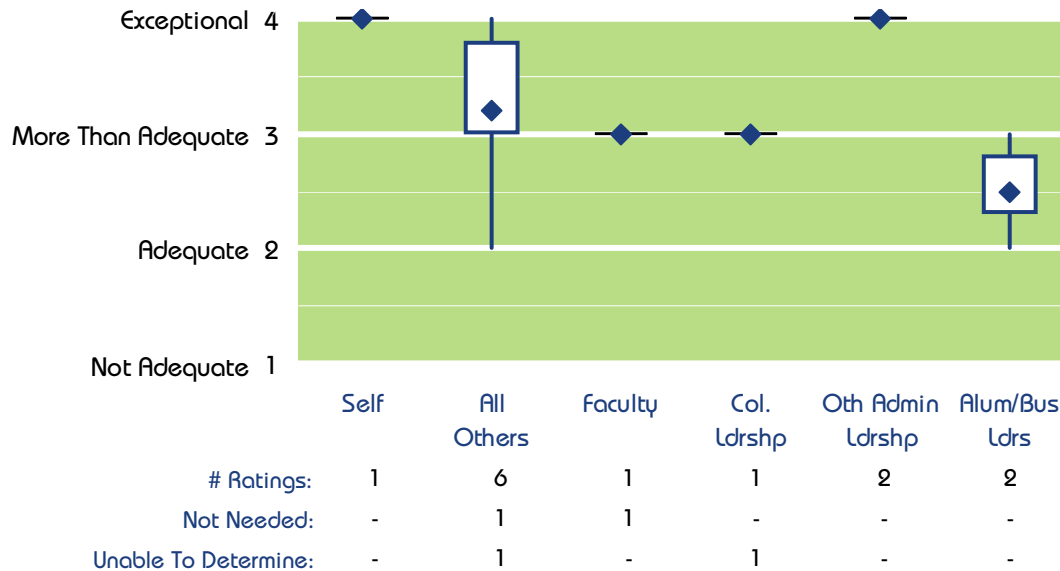
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## Section 2c: Use of Business Acumen in Decision Making

### Leverages the Human Resource System

Understands how human resource systems are used; leverages recruiting, selection, compensation & benefits, training & development, performance appraisals, career progression, and employee relations to effectively lead the college.

#### Your Average Rating: 3.2



#### I like the way . . .

*No comments left for this question*

#### I wish . . .

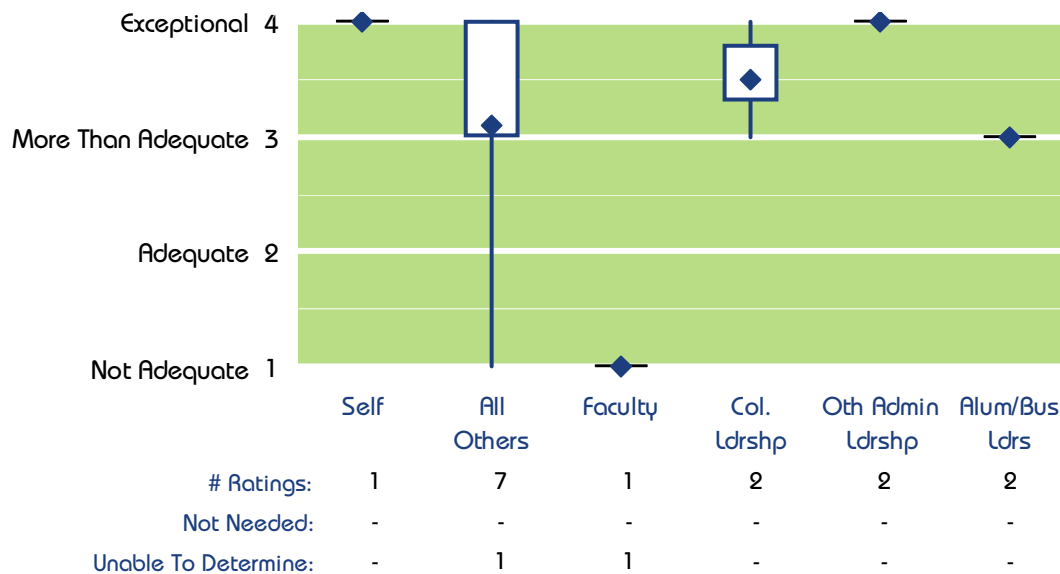
*No comments left for this question*

## Section 2c: Use of Business Acumen in Decision Making

### Uses Information Technology

Understands information technology, including computer hardware and software, database management, telecommunications, computer security, Internet, and e-commerce. Demonstrates competence in software applications such as Excel, PowerPoint, Word, and Access.

#### Your Average Rating: 3.1



#### I like the way . . .

*No comments left for this question*

#### I wish . . .

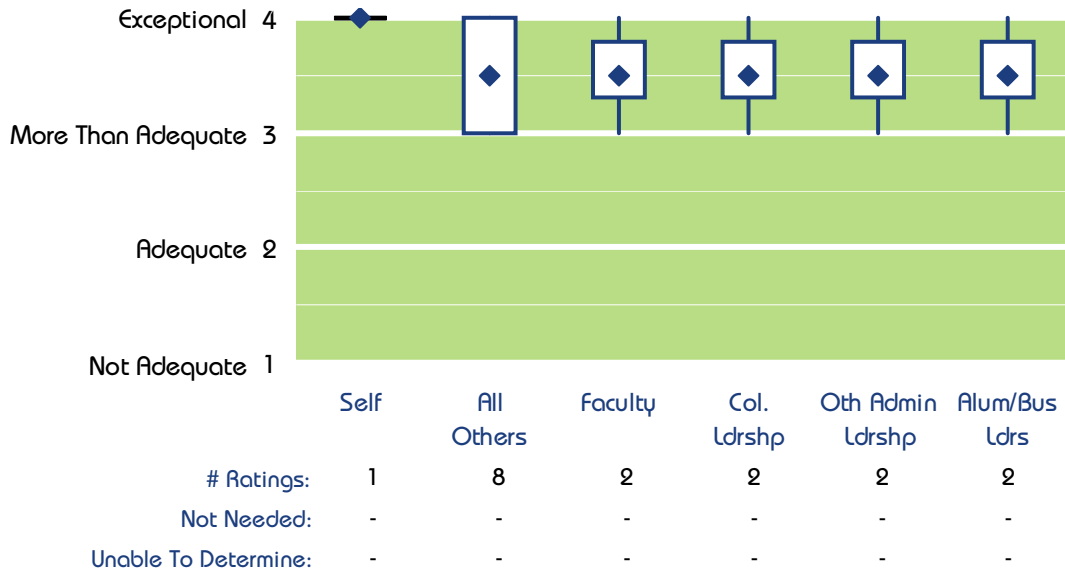
- This is kind of a short sample comment.

## Section 2c: Use of Business Acumen in Decision Making

### Applies Marketing and Communications

Understands marketing concepts such as market segmentation, target marketing, positioning, product/service development, pricing, branding, distribution, public relations, selling, and communication programs; demonstrates the skills needed to analyze the internal and external environments relative to different decision scenarios; is able to build and leverage the college reputation.

#### Your Average Rating: 3.5



#### I like the way . . .

- And this sample comment is really pretty long. It goes on and on and is very detailed, with lots of information. It is just here for demonstration purposes.

#### I wish . . .

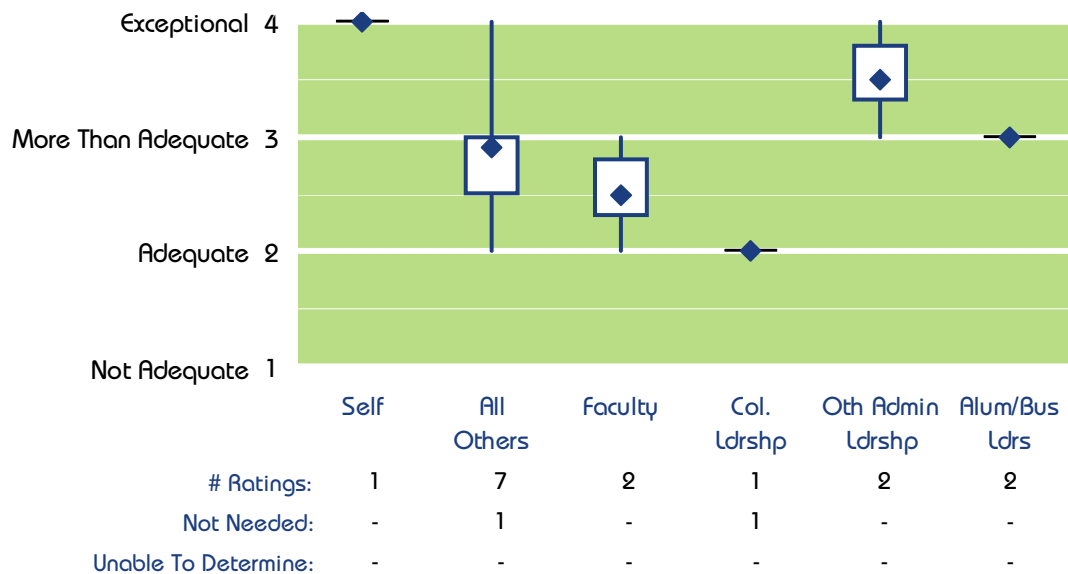
*No comments left for this question*

## Section 2c: Use of Business Acumen in Decision Making

### Understands the Global Marketplace

Can identify relative advantages and risks of conducting programs and educating students in and from different countries; can leverage IT infrastructure in global delivery and marketing; understands the likely impact that 'local' decisions have on the college's globalization efforts.

#### Your Average Rating: 2.9



#### I like the way . . .

- And now here is another comment.

#### I wish . . .

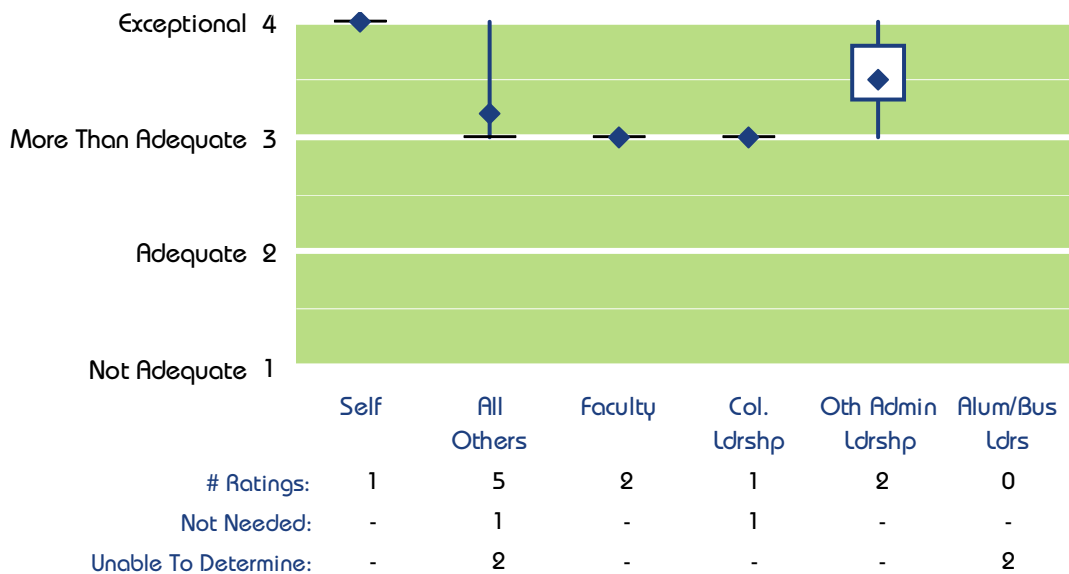
- This is another sample comment.
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## Section 2d: Head of the Academic Enterprise

### Understands the Academic Leader's Role

Demonstrates a commitment to intellectual integrity and the pursuit of knowledge in a manner conducive to on-going learning and leading the enterprise; accepts the conflicts inherent in making decisions which cannot equally satisfy all stakeholders.

#### Your Average Rating: 3.2



#### I like the way . . .

- And now here is another comment.
- And this sample comment is really pretty long. It goes on and on and is very detailed, with lots of information. It is just here for demonstration purposes.
- some comments

#### I wish . . .

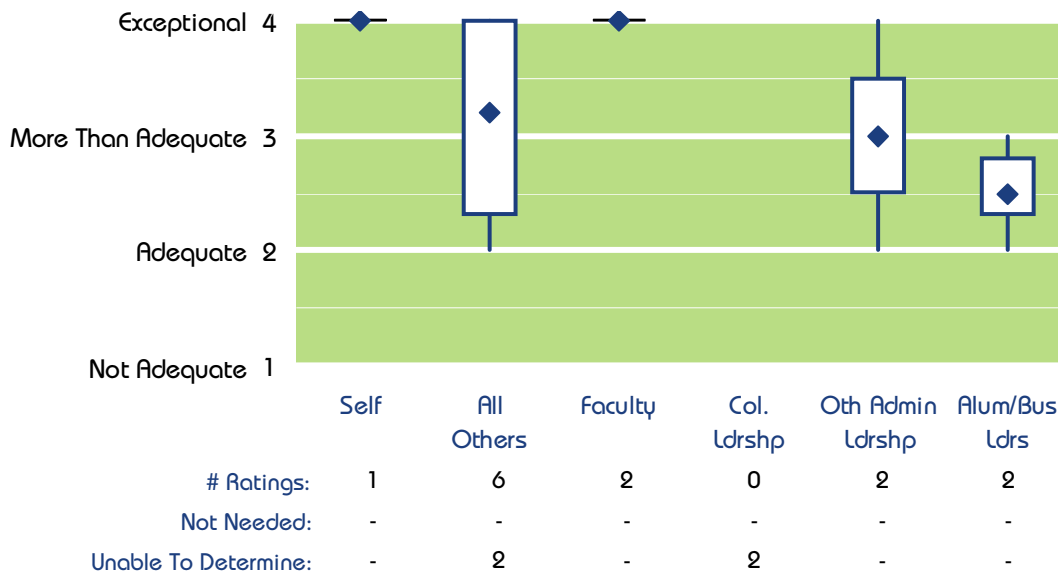
- more comments

## Section 2d: Head of the Academic Enterprise

### Promotes Excellence

Promotes excellence in teaching, scholarship, and service; maintains high academic standards for students; recruits and retains high quality faculty and staff; understands the expectations and process of accreditation.

#### Your Average Rating: 3.2



#### I like the way . . .

- And this sample comment is really pretty long. It goes on and on and is very detailed, with lots of information. It is just here for demonstration purposes.
- he is excellent

#### I wish . . .

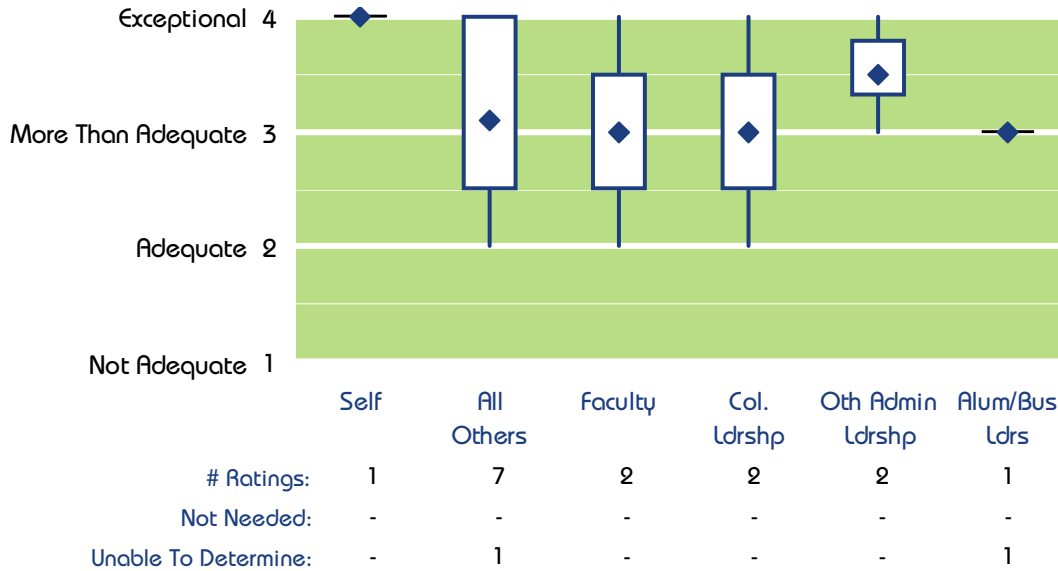
- he were more detail oriented

## Section 2d: Head of the Academic Enterprise

### Is Accessible

Is available when needed by faculty, students, and staff; solicits faculty and student inputs on items important to academic affairs; attends faculty and student organization events.

#### Your Average Rating: 3.1



#### I like the way . . .

- This is kind of a short sample comment.

#### I wish . . .

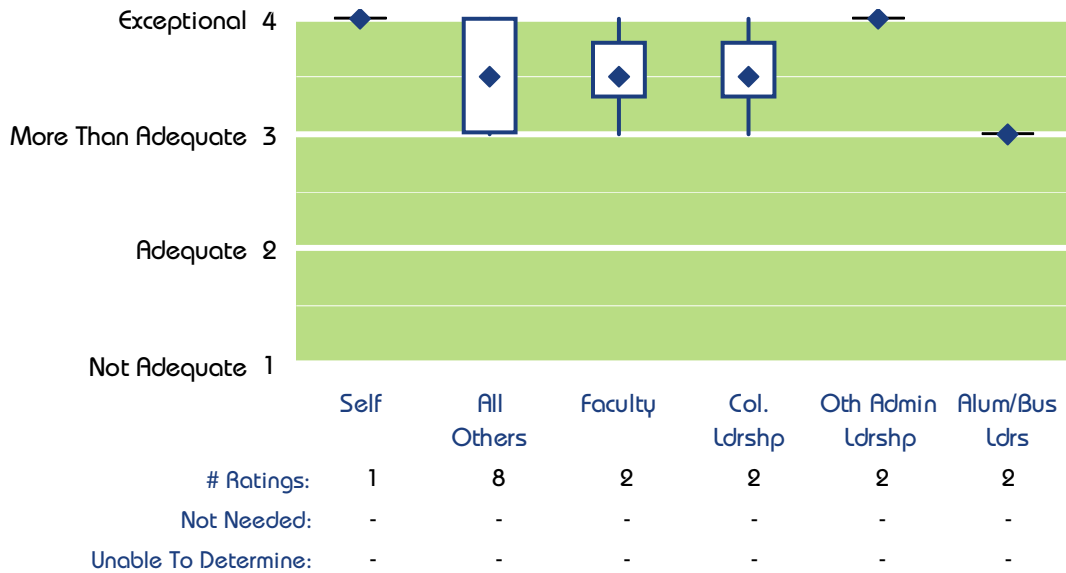
- And this sample comment is really pretty long. It goes on and on and is very detailed, with lots of information. It is just here for demonstration purposes.

## Section 2d: Head of the Academic Enterprise

### Is an Advocate of the Academic Enterprise

Advocates appropriately for academic budgets and resources; effectively represents the faculty and their concerns to the administration.

#### Your Average Rating: 3.5



#### I like the way . . .

- Putting in a sample comment here.
- This is another sample comment.
- And now here is another comment.

#### I wish . . .

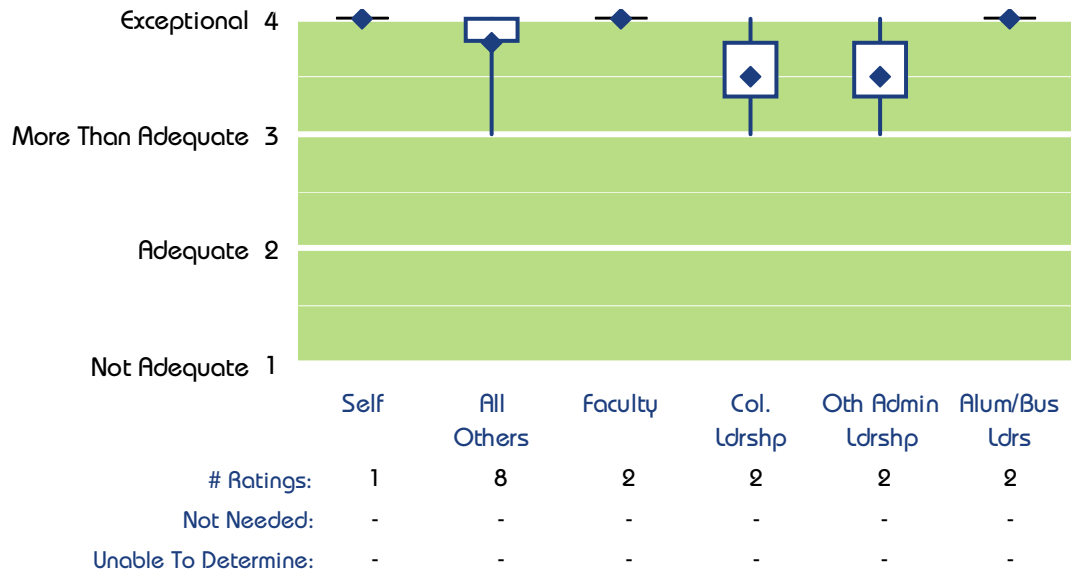
- And this sample comment is really pretty long. It goes on and on and is very detailed, with lots of information. It is just here for demonstration purposes.

## Section 2d: Head of the Academic Enterprise

### Promotes and Represents the College

Understands the need to promote the college to many constituencies; actively engages in the selling process; fully supports marketing and public relations efforts.

#### Your Average Rating: 3.8



#### I like the way . . .

*No comments left for this question*

#### I wish . . .

*No comments left for this question*

## Section 3: Additional Comments

- Putting in a sample comment here.
- This is a sample comment that is a little longer than the others.
- This is a sample comment.
- This is another sample comment.
- This is kind of a short sample comment.