Full Experience List for Academic Individual Contributor

Academic Experiences	Individual Contributor
1. Publish articles in field of expertise	*M* = 4.55 *SD* = .85
2. Design and conduct studies	*M* = 4.51 *SD* = .86
3. Balance research, teaching, and service effectively	*M* = 4.48 *SD* = 7.3
4. Effectively manage class discussions, creating assignments, tests, quizzes, or papers, and grading course work	*M* = 4.41 *SD* = .78
5. Deliver engaging lectures	*M* = 4.29 *SD* = .85
6. Mentor students	*M* = 4.28 *SD* = .82
7. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	*M* = 4.19 *SD* = .96
8. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	*M* = 4.17 *SD* = .92
9. Receive favorable evaluations from students	*M* = 4.08 *SD* = .811
10. Become recognized in field of expertise	*M* = 4.06 *SD* = 1.07
11. Provide research experiences to students	*M* = 3.99 *SD* = .96
12. Provide career advice and other professional guidance to students	*M* = 3.97 *SD* = .88
13. Develop new lectures and/or classes	*M* = 3.94 *SD* = .99
14. Manage the successful completion of thesis and/or dissertations of student advisees	*M* = 3.86 *SD* = 1.25
15. Provide service to the Department	*M* = 3.71 *SD* = .85
16. Review or edit for journals	*M* = 3.66 *SD* = 1.01
17. Give national and international talks to academic audiences	*M* = 3.46 *SD* = 1.24

18. Provide service to the College	*M* = 3.37 *SD* = .96
19. Provide service to the University	*M* = 3.28 *SD* = .97
20. Write grants for research projects	*M* = 3.24 *SD* = 1.27
21. Develop a broad range of knowledge of academics, including need for research	*M* = 3.19 *SD* = 1.32
22. Make decisions based on many competing interests	*M* = 3.11 *SD* = 1.28
23. Mentor new professors	*M* = 3.10 *SD* = 1.03
24. Provide national service (e.g., SIOP, AOM) in area of expertise	*M* = 3.07 *SD* = .97
25. Receive grants for research projects	*M* = 3.07 *SD* = 1.16
26. Become familiar with university strategy and goals	*M* = 2.99 *SD* = .89
27. Collaborate with researchers in different disciplines within the University	*M* = 2.87 *SD* = 1.03
28. Raise academic standard of college	*M* = 2.85 *SD* = 1.13
29. Maintain faculty qualifications to teach	*M* = 2.84 *SD* = 1.52
30. Build networks with those in similar positions at other universities	*M* = 2.79 *SD* = 1.19
31. Advocate for the College	*M* = 2.77 *SD* = 1.04
32. Obtain external funding from outside sources	*M* = 2.77 *SD* = 1.32
33. Maintain departmental accreditation	*M* = 2.72 *SD* = 1.35
34. Work with other departments across campus	*M* = 2.71 *SD* = 1.07
35. Demonstrate effective administration for successful department operation	*M* = 2.66 *SD* =1.08
36. Maintain a global view of the College/University's goals	*M* = 2.63 *SD* = 1.12
37. Maintain successful running of department (e.g., classes offered; department respected across campus)	*M* = 2.55 *SD* = 1.29

38. Advocate for department within the broader College and/or University	*M* = 2.54 *SD* = 1.31
39. Understand impact of legislative decisions on university strategy and decisions	*M* = 2.52 *SD* = .96
40. Devise new strategies to attract students	*M* = 2.49 *SD* = 1.17
41. Maintain a public presence	*M* = 2.46 *SD* = 1.07
42. Give national and international talks to non-academic audiences	*M* = 2.46 *SD* = 1.01
43. Develop new programs that will help promote the University (e.g., creating a new minor program)	*M* = 2.44 *SD* = 1.13
44. Set goals to achieve vision of the University	*M* = 2.37 *SD* = 1.14
45. Give training and skill development workshops	*M* = 2.37 *SD* = 1.14
46. Give workshops that provide training and skills	*M* = 2.36 *SD* = 1.03
47. Maintain college accreditation	*M* = 2.29 *SD* = 1.32
48. Advocate for research funds at college/university level	*M* = 2.27 *SD* = 1.15
49. Serve as a change agent for the University	*M* = 2.25 *SD* = 1.07
50. Chair University-wide committees	*M* = 2.24 *SD* = 1.08
51. Provide academic leadership for the University	*M* = 2.21 *SD* = 1.12
52. Ensure that college programs are under review periodically to meet and exceed national standards	*M* = 2.19 *SD* = 1.21
53. Act as a successful liaison between faculty and administration	*M* = 2.18 *SD* = 1.17
54. Preside over tenure and promotion decisions	*M* = 2.18 *SD* = 1.26
55. Question existing programs that are no longer useful to the university	*M* = 2.07 *SD* = 1.01
56. Conduct performance reviews for faculty	*M* = 2.01 *SD* = 1.14
57. Manage performance of department faculty	*M* = 1.99 *SD* = 1.08

58. Bring in outside revenue for the program (e.g., through direct department donations)	*M* = 1.96 *SD* = 1.10
59. Create, follow, and distribute departmental funds within budget	*M* = 1.96 *SD* = 1.05
60. Ensure that global education and study abroad programs meet university requirements for credit	*M* = 1.87 *SD* = 1.09
61. Manage performance of employees	*M* = 1.85 *SD* = 1.05
62. Obtain external funding from alumni and other potential donors	*M* = 1.83 *SD* = .95
63. Manage enrollment statistics	*M* = 1.81 *SD* = 1.13
64. Ensure financial soundness of the University	*M* = 1.73 *SD* = 1.07
65. Maintain relationship with Board of Trustees and Board of Directors	*M* = 1.65 *SD* = .96
66. Work effectively with union representatives	*M* = 1.54 *SD* = .87
67. Allocate budgets to colleges and programs to meet individual needs	*M* = 1.39 *SD* = .71
68. Set salaries and create requirements for salary raises	*M* = 1.34 *SD* = .77

Note: Means and standard deviations reported for all critical experiences of Individual Contributor (*n* = 112 - 229) within Academia.