

Full Experience List for Academic Manager / Manager of Managers / Executive

Academic Experiences	Manager/ Manager of Managers/ Executive
1. Demonstrate effective administration for successful department operation	$M = 4.62$ $SD = .49$
2. Provide service to the Department	$M = 4.57$ $SD = .57$
3. Maintain successful running of department (e.g., classes offered; department respected across campus)	$M = 4.54$ $SD = .79$
4. Provide service to the College	$M = 4.50$ $SD = .64$
5. Advocate for department within the broader College and/or University	$M = 4.41$ $SD = .78$
6. Make decisions based on many competing interests	$M = 4.37$ $SD = .79$
7. Act as a successful liaison between faculty and administration	$M = 4.34$ $SD = .77$
8. Manage performance of department faculty	$M = 4.29$ $SD = .98$
9. Manage performance of employees	$M = 4.28$ $SD = .75$
10. Provide service to the University	$M = 4.23$ $SD = .86$
11. Mentor new professors	$M = 4.18$ $SD = .86$
12. Create, follow, and distribute departmental funds within budget	$M = 4.17$ $SD = .93$
13. Balance research, teaching, and service effectively	$M = 4.10$ $SD = 1.27$
14. Provide academic leadership for the University	$M = 4.00$ $SD = .98$
15. Conduct performance reviews for faculty	$M = 4.00$ $SD = 1.28$
16. Maintain a global view of the College/University's goals	$M = 3.97$ $SD = .94$
17. Maintain departmental accreditation	$M = 3.91$ $SD = 1.34$
18. Become familiar with university strategy and goals	$M = 3.90$ $SD = 1.00$

19. Work with other departments across campus	$M = 3.90$ $SD = .94$
20. Preside over tenure and promotion decisions	$M = 3.89$ $SD = 1.26$
21. Design and conduct studies	$M = 3.88$ $SD = .95$
22. Provide research experiences to students	$M = 3.85$ $SD = 1.03$
23. Publish articles in field of expertise	$M = 3.83$ $SD = 1.04$
24. Mentor students	$M = 3.81$ $SD = 1.18$
25. Set goals to achieve vision of the University	$M = 3.76$ $SD = 1.13$
26. Provide career advice and other professional guidance to students	$M = 3.74$ $SD = 1.26$
27. Ensure that college programs are under review periodically to meet and exceed national standards	$M = 3.74$ $SD = 1.01$
28. Effectively manage class discussions, creating assignments, tests, quizzes, or papers, and grading course work	$M = 3.73$ $SD = 1.12$
29. Raise academic standard of college	$M = 3.71$ $SD = .90$
30. Manage the successful completion of thesis and/or dissertations of student advisees	$M = 3.70$ $SD = 1.17$
31. Advocate for the College	$M = 3.70$ $SD = .88$
32. Receive favorable evaluations from students	$M = 3.68$ $SD = 1.22$
33. Maintain faculty qualifications to teach	$M = 3.68$ $SD = .95$
34. Develop new programs that will help promote the University (e.g., creating a new minor program)	$M = 3.68$ $SD = .98$
35. Develop a broad range of knowledge of academics, including need for research	$M = 3.63$ $SD = .82$
36. Devise new strategies to attract students	$M = 3.61$ $SD = 1.17$
37. Become recognized in field of expertise	$M = 3.60$ $SD = 1.25$
38. Deliver engaging lectures	$M = 3.58$ $SD = 1.14$
39. Serve as a change agent for the University	$M = 3.58$ $SD = .99$

40. Maintain college accreditation	$M = 3.50$ $SD = 1.41$
41. Manage enrollment statistics	$M = 3.48$ $SD = 1.05$
42. Maintain a public presence	$M = 3.46$ $SD = .95$
43. Chair University-wide committees	$M = 3.38$ $SD = 1.08$
44. Understand impact of legislative decisions on university strategy and decisions	$M = 3.37$ $SD = 1.00$
45. Develop new lectures and/or classes	$M = 3.35$ $SD = 1.16$
46. Set salaries and create requirements for salary raises	$M = 3.27$ $SD = 1.34$
47. Question existing programs that are no longer useful to the university	$M = 3.25$ $SD = 1.23$
48. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	$M = 3.20$ $SD = 1.22$
49. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	$M = 3.17$ $SD = 1.09$
50. Build networks with those in similar positions at other universities	$M = 3.17$ $SD = 1.17$
51. Give national and international talks to academic audiences	$M = 3.04$ $SD = 1.28$
52. Allocate budgets to colleges and programs to meet individual needs	$M = 3.00$ $SD = 1.30$
53. Advocate for research funds at college/university level	$M = 2.96$ $SD = 1.32$
54. Ensure financial soundness of the University	$M = 2.90$ $SD = 1.09$
55. Provide national service (e.g., SIOP, AOM) in area of expertise	$M = 2.86$ $SD = .99$
56. Ensure that global education and study abroad programs meet university requirements for credit	$M = 2.85$ $SD = 1.26$
57. Collaborate with researchers in different disciplines within the University	$M = 2.83$ $SD = 1.13$
58. Review or edit for journals	$M = 2.75$ $SD = 1.11$
59. Write grants for research projects	$M = 2.75$ $SD = 1.04$
60. Give national and international talks to non-academic audiences	$M = 2.62$ $SD = .85$

61. Receive grants for research projects	$M = 2.59$ $SD = 1.01$
62. Give workshops that provide training and skills	$M = 2.54$ $SD = .95$
63. Give training and skill development workshops	$M = 2.52$ $SD = 1.09$
64. Bring in outside revenue for the program (e.g., through direct department donations)	$M = 2.50$ $SD = 1.26$
65. Obtain external funding from outside sources	$M = 2.48$ $SD = 1.38$
66. Obtain external funding from alumni and other potential donors	$M = 2.48$ $SD = 1.12$
67. Maintain relationship with Board of Trustees and Board of Directors	$M = 2.48$ $SD = 1.40$
68. Work effectively with union representatives	$M = 1.81$ $SD = 1.38$

Note: Means and standard deviations reported for all critical experiences of Manager/Manager of Managers/Executive ($n = 16 - 30$) within Academia.