

## Full Experience List for Academic Expert Individual Contributor

Academic Experiences	Expert Individual Contributor
1. Design and conduct studies	$M = 4.50$ $SD = .86$
2. Publish articles in field of expertise	$M = 4.48$ $SD = .79$
3. Mentor students	$M = 4.46$ $SD = .84$
4. Balance research, teaching, and service effectively	$M = 4.35$ $SD = .87$
5. Effectively manage class discussions, creating assignments, tests, quizzes, or papers, and grading course work	$M = 4.33$ $SD = .90$
6. Deliver engaging lectures	$M = 4.30$ $SD = .76$
7. Provide career advice and other professional guidance to students	$M = 4.19$ $SD = .93$
8. Manage the successful completion of thesis and/or dissertations of student advisees	$M = 4.13$ $SD = 1.15$
9. Become recognized in field of expertise	$M = 4.11$ $SD = 1.06$
10. Develop new lectures and/or classes	$M = 3.94$ $SD = 1.00$
11. Use different types of analytical methods (e.g., Structural Equation Modeling, Hierarchical Linear Modeling, Multiple Regression, ANOVAs)	$M = 3.92$ $SD = 1.03$
12. Mentor new professors	$M = 3.91$ $SD = .96$
13. Receive favorable evaluations from students	$M = 3.84$ $SD = .94$
14. Review or edit for journals	$M = 3.82$ $SD = 1.06$
15. Give national and international talks to academic audiences	$M = 3.80$ $SD = 1.17$
16. Use different types of analytical software (e.g., SPSS, Mplus, SAS)	$M = 3.79$ $SD = 1.17$
17. Provide service to the Department	$M = 3.72$ $SD = .93$

18. Develop a broad range of knowledge of academics, including need for research	$M = 3.58$ $SD = 1.19$
19. Provide service to the College	$M = 3.40$ $SD = .99$
20. Provide service to the University	$M = 3.33$ $SD = .96$
21. Make decisions based on many competing interests	$M = 3.26$ $SD = 1.26$
22. Preside over tenure and promotion decisions	$M = 3.20$ $SD = 1.30$
23. Build networks with those in similar positions at other universities	$M = 3.10$ $SD = 1.19$
24. Provide national service (e.g., SIOP, AOM) in area of expertise	$M = 3.09$ $SD = 1.04$
25. Raise academic standard of college	$M = 3.04$ $SD = 1.25$
26. Collaborate with researchers in different disciplines within the University	$M = 3.03$ $SD = .99$
27. Become familiar with university strategy and goals	$M = 3.01$ $SD = 1.08$
28. Maintain faculty qualifications to teach	$M = 3.01$ $SD = 1.43$
29. Maintain a public presence	$M = 3.00$ $SD = 1.13$
30. Demonstrate effective administration for successful department operation	$M = 2.98$ $SD = 1.20$
31. Maintain a global view of the College/University's goals	$M = 2.94$ $SD = 1.19$
32. Provide academic leadership for the University	$M = 2.89$ $SD = 1.36$
33. Work with other departments across campus	$M = 2.87$ $SD = 1.06$
34. Advocate for department within the broader College and/or University	$M = 2.87$ $SD = 1.21$
35. Develop new programs that will help promote the University (e.g., creating a new minor program)	$M = 2.86$ $SD = 1.21$
36. Write grants for research projects	$M = 2.84$ $SD = 1.27$
37. Maintain successful running of department (e.g., classes offered; department respected across campus)	$M = 2.82$ $SD = 1.42$
38. Advocate for the College	$M = 2.80$ $SD = 1.19$

39. Receive grants for research projects	$M = 2.75$ $SD = 1.09$
40. Conduct performance reviews for faculty	$M = 2.57$ $SD = 1.43$
41. Give workshops that provide training and skills	$M = 2.55$ $SD = 1.09$
42. Set goals to achieve vision of the University	$M = 2.54$ $SD = 1.26$
43. Obtain external funding from outside sources	$M = 2.53$ $SD = 1.32$
44. Act as a successful liaison between faculty and administration	$M = 2.52$ $SD = 1.26$
45. Maintain departmental accreditation	$M = 2.50$ $SD = 1.38$
46. Chair University-wide committees	$M = 2.48$ $SD = 1.13$
47. Devise new strategies to attract students	$M = 2.46$ $SD = 1.19$
48. Ensure that college programs are under review periodically to meet and exceed national standards	$M = 2.46$ $SD = 1.38$
49. Understand impact of legislative decisions on university strategy and decisions	$M = 2.45$ $SD = 1.14$
50. Maintain college accreditation	$M = 2.42$ $SD = 1.34$
51. Serve as a change agent for the University	$M = 2.41$ $SD = 1.11$
52. Manage performance of employees	$M = 2.34$ $SD = 1.28$
53. Give training and skill development workshops	$M = 2.33$ $SD = 1.25$
54. Manage performance of department faculty	$M = 2.32$ $SD = 1.11$
55. Advocate for research funds at college/university level	$M = 2.29$ $SD = 1.07$
56. Question existing programs that are no longer useful to the university	$M = 2.20$ $SD = 1.21$
57. Create, follow, and distribute departmental funds within budget	$M = 2.20$ $SD = 1.20$
58. Ensure that global education and study abroad programs meet university requirements for credit	$M = 2.10$ $SD = 1.18$
59. Obtain external funding from alumni and other potential donors	$M = 2.10$ $SD = 1.00$

60. Bring in outside revenue for the program (e.g., through direct department donations)	$M = 2.08$ $SD = 1.08$
61. Manage enrollment statistics	$M = 2.00$ $SD = 1.10$
62. Ensure financial soundness of the University	$M = 1.83$ $SD = 1.00$
63. Set salaries and create requirements for salary raises	$M = 1.77$ $SD = 1.03$
64. Maintain relationship with Board of Trustees and Board of Directors	$M = 1.70$ $SD = .96$
65. Work effectively with union representatives	$M = 1.70$ $SD = 1.13$
66. Allocate budgets to colleges and programs to meet individual needs	$M = 1.68$ $SD = .95$
67. Provide research experiences to students	$M = 4.14$ $SD = 1.08$
68. Give national and international talks to non-academic audiences	$M = 2.55$ $SD = 1.09$

*Note:* Means and standard deviations reported for all critical experiences of Expert Individual Contributor ( $n = 79 - 123$ ) within Academia.