



Institute for Community College Development
A SUNY and Cornell University Partnership

Community College Leadership 360 Degree Assessment Report

Sample Report v5
January 2007

PILOT





About this Report

This report is based on the Community College Leadership 360 Degree Assessment instrument you and your colleagues recently completed. The instrument was designed by the Institute for Community College Development (ICCD), based on the Community College Leadership Competencies issued by the American Association for Community Colleges (AACCC) in spring 2005. It will help you evaluate your strengths and areas for improvement against competencies developed and validated by community college leaders from across the country.

The purpose of this report is to reveal and examine the relationships between how you assess your behaviors and how they are perceived by your peers, your supervisors, and those you supervise. Once you have reviewed your profile, ICCD can assist you in creating a leadership development plan that focuses on your needs.

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Summary of Results Page 3

This is a graph of the four key competency areas - Core, Advocacy, Resource Development, and Organizational Integrity - as defined below. The first analysis demonstrates the overall mean score for each competency. The second analysis shows the competency mean score by relationship of the respondent.

The Core - Mastering the Essentials

Core skills span across every area of leadership. They are essential to communicating well with diverse constituents, building effective teams, and collaborating on and off campus to creatively solve problems. All community college leaders are expected to maintain high standards of ethical conduct and professionalism. Core skills and behaviors include communication, collaboration, professionalism, and ethics.

Advocacy - Leading a Resilient College

Advocacy is telling the community college story in a way that is meaningful to stakeholders. Leaders need to know how to frame the issue and set the tone for discussion and decision-making. They must demonstrate stewardship of public resources and augment them with private support. Leaders of resilient colleges advocate for diversity and open access as fundamental elements of the community college mission. Skills in this area include legislative, community, board, and internal advocacy.

Resource Development - Leading an Abundant College

Resource development is finding the resources needed to fulfill the colleges mission. While public and private funding are essential, committed faculty and staff, well informed board members, supportive community leaders and elected officials, and attractive facilities are also vital to ensuring student success. Leaders of abundant colleges deliver what the organization needs, when it needs it. Resource development skills include: fundraising, enrollment management, marketing, and public relations.

Organizational Integrity - Leading a Principled College

Organizational integrity is achieved by institutions whose leaders maintain an unbroken focus on mission and values. These college leaders hold themselves accountable for what they do, how they do it, and if they produce results. Leaders of principled colleges demonstrate a clarity of purpose and ethical behavior that inspires all members of the organization to do their best work in support of serving students and the community. The skills that contribute to organizational integrity include strategic planning, focusing on student success, creating a culture of learning, developing human resources, and managing change.

In-Depth Analysis Page 4

This section provides data related to each individual attribute measured on the assessment. The first analysis indicates the overall mean score for that attribute, while the second analysis indicates the individual means grouped by the respondents relationship to the participant.

Open Ended Comments Page 9

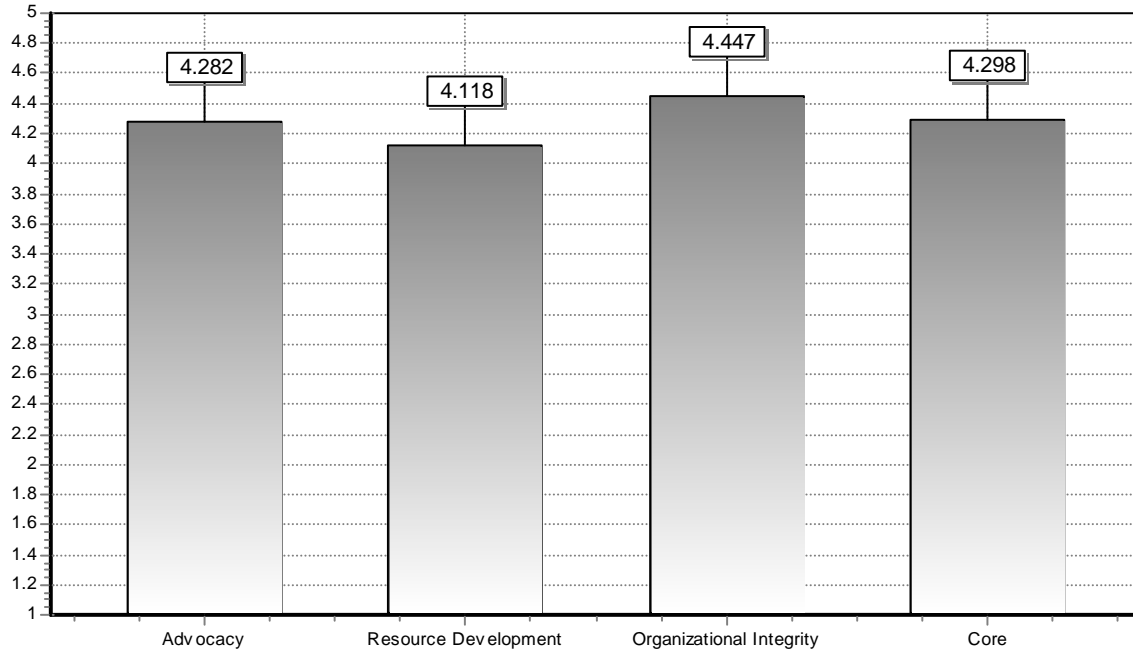
All the open-ended comments received are in this section. The comments are reported exactly as they were submitted.

Note

This assessment is designed as a tool for personal and professional development. It should not be used for performance evaluation, recruitment, or selection.

Summary of Results

The first analysis demonstrates the overall mean score for each competency. The second analysis shows the competency mean score by relationship of the respondent. The relationship category is selected by the respondent. The other category may include clients, community partners, student leaders.



Groups	Data Filter	Mean	Mean
Advocacy	Self	4.40	4.4
	Direct Report	4.16	4.16
	Colleague/Peer	4.05	4.05
	Supervisor	4.40	4.4
	Other	4.50	4.5
Resource Development	Self	3.60	3.6
	Direct Report	4.32	4.32
	Colleague/Peer	4.10	4.1
	Supervisor	3.80	3.8
	Other	4.10	4.1
Organizational Integrity	Self	4.60	4.6
	Direct Report	4.44	4.44
	Colleague/Peer	4.50	4.5
	Supervisor	4.40	4.4
	Other	4.40	4.4
Core	Self	4.28	4.28
	Direct Report	4.53	4.53
	Colleague/Peer	4.32	4.32
	Supervisor	3.89	3.89
	Other	4.14	4.14

In-Depth Analysis

The following analysis indicates the overall mean score for that attribute.

Questions	Mean	Mean				
		0	1	2	3	4
4. Supports teamwork and innovation.	4.76					
13. Speaks confidently in public.	4.71					
31. Promotes and maintains high standards for personal and organizational integrity.	4.71					
21. Values and promotes excellence in teaching and learning.	4.65					
1. Implements processes for the continuous improvement of the institution.	4.59					
10. Manages change in ways that contribute to the long-term viability of the institution.	4.59					
5. Aligns goals and objectives with the college's mission.	4.53					
11. Appropriately matches the message to the audience.	4.53					
14. Fosters open communications regarding priorities, resources, and expectations.	4.47					
29. Demonstrates the courage to take risks and make difficult decisions.	4.47					
19. Builds and leverages networks that contribute to the college's programs and services.	4.44					
15. Writes thoughtfully and clearly.	4.41					
26. Communicates a leadership vision.	4.41					
32. Uses influence and power wisely.	4.41					
12. Listens actively and explains responses.	4.35					
22. Focuses on student success.	4.29					
24. Is a visible advocate for the community college mission with all constituents, internally and externally.	4.29					
28. Manages personal stress.	4.29					
18. Facilitates shared decision-making.	4.24					
2. Uses data-driven evidence to make decisions.	4.18					
3. Identifies and solves problems from a systems perspective.	4.18					
17. Brings faculty, staff, students, and the community together to work for the common good.	4.18					
33. Contributes to the profession of community college leadership through publication and service.	4.18					
16. Reaches across cultures and interests to develop partnerships.	4.13					
6. Ensures accountability in reporting.	4.12					
7. Ensures resource allocation processes consistent with college priorities and local, state, and national policies.	4.12					
25. Values and promotes diversity and inclusion.	4.12					
23. Promotes open access as a primary goal for the college.	4.06					
9. Implements a performance management system that fosters the professional development and advancement of all staff.	4.00					
30. Understands the impact of culturally-based perceptions on self and others.	3.88					
20. Works effectively with unique constituent groups such as legislators, board members, business leaders, and accrediting associations.	3.80					
8. Takes an entrepreneurial stance in developing alternative funding sources.	3.76					
27. Self-assesses performance regularly.	3.76					

In-Depth Analysis
The following second analysis indicates the individual means grouped by the respondents relationship to the participant.

Questions	Data Filter	Count	Mean	Mean					Agree strongly	Agree	Neither agree nor disagree	Disagree	Disagree strongly	N/A
				0	1	2	3	4						
Advocacy														
21. Values and promotes excellence in teaching and learning.	Self	1	5.00						1	0	0	0	0	0
	Direct Report	5	4.60						3	2	0	0	0	0
	Colleague/Peer	4	4.50						2	2	0	0	0	0
	Supervisor	1	5.00						1	0	0	0	0	0
	Other	6	4.67						5	0	1	0	0	0
22. Focuses on student success.	Self	1	5.00						1	0	0	0	0	0
	Direct Report	5	3.80						0	4	1	0	0	0
	Colleague/Peer	4	4.00						1	2	1	0	0	0
	Supervisor	1	5.00						1	0	0	0	0	0
	Other	6	4.67						4	2	0	0	0	0
23. Promotes open access as a primary goal for the college.	Self	1	3.00						0	0	1	0	0	0
	Direct Report	5	3.80						1	2	2	0	0	0
	Colleague/Peer	4	4.00						0	4	0	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.50						4	1	1	0	0	0
24. Is a visible advocate for the community college mission with all constituents, internally and externally.	Self	1	5.00						1	0	0	0	0	0
	Direct Report	5	4.20						2	2	1	0	0	0
	Colleague/Peer	4	4.00						1	2	1	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.50						4	1	1	0	0	0
25. Values and promotes diversity and inclusion.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.40						2	3	0	0	0	0
	Colleague/Peer	4	3.75						0	3	1	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.17						2	3	1	0	0	0
Resource Development														
6. Ensures accountability in reporting.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.20						1	4	0	0	0	0
	Colleague/Peer	4	4.00						1	2	1	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.17						1	5	0	0	0	0
7. Ensures resource allocation processes consistent with college priorities and local, state, and national policies.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.20						1	4	0	0	0	0
	Colleague/Peer	4	3.75						0	3	1	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.33						2	4	0	0	0	0
8. Takes an entrepreneurial stance in developing alternative funding sources.	Self	1	3.00						0	0	1	0	0	0
	Direct Report	5	4.20						2	2	1	0	0	0
	Colleague/Peer	4	4.00						2	0	2	0	0	0
	Supervisor	1	3.00						0	0	1	0	0	0
	Other	6	3.50						1	2	2	1	0	0
9. Implements a performance management system that fosters the professional development and advancement of all staff.	Self	1	3.00						0	0	1	0	0	0
	Direct Report	5	4.20						1	4	0	0	0	0
	Colleague/Peer	4	4.25						2	1	1	0	0	0
	Supervisor	1	3.00						0	0	1	0	0	0
	Other	6	4.00						2	2	2	0	0	0

Questions	Data Filter	Count	Mean	Mean					Agree strongly	Agree	Neither agree nor disagree	Disagree	Disagree strongly	N/A
				0	1	2	3	4						
Resource Development (Cont'd)														
10. Manages change in ways that contribute to the long-term viability of the institution.	Self	1	4.00					▼	0	1	0	0	0	0
	Direct Report	5	4.80						4	1	0	0	0	0
	Colleague/Peer	4	4.50						3	0	1	0	0	0
	Supervisor	1	5.00						1	0	0	0	0	0
	Other	6	4.50						4	1	1	0	0	0
Organizational Integrity														
1. Implements processes for the continuous improvement of the institution.	Self	1	5.00					▼	1	0	0	0	0	0
	Direct Report	5	4.40						2	3	0	0	0	0
	Colleague/Peer	4	4.75						3	1	0	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.67						4	2	0	0	0	0
2. Uses data-driven evidence to make decisions.	Self	1	4.00					▼	0	1	0	0	0	0
	Direct Report	5	3.80						1	3	0	1	0	0
	Colleague/Peer	4	4.50						2	2	0	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.33						3	2	1	0	0	0
3. Identifies and solves problems from a systems perspective.	Self	1	4.00					▼	0	1	0	0	0	0
	Direct Report	5	4.40						2	3	0	0	0	0
	Colleague/Peer	4	4.25						2	1	1	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.00						1	4	1	0	0	0
4. Supports teamwork and innovation.	Self	1	5.00					▼	1	0	0	0	0	0
	Direct Report	5	4.80						4	1	0	0	0	0
	Colleague/Peer	4	4.75						3	1	0	0	0	0
	Supervisor	1	5.00						1	0	0	0	0	0
	Other	6	4.67						4	2	0	0	0	0
5. Aligns goals and objectives with the college's mission.	Self	1	5.00					▼	1	0	0	0	0	0
	Direct Report	5	4.80						4	1	0	0	0	0
	Colleague/Peer	4	4.25						1	3	0	0	0	0
	Supervisor	1	5.00						1	0	0	0	0	0
	Other	6	4.33						3	2	1	0	0	0
Core														
11. Appropriately matches the message to the audience.	Self	1	5.00					▼	1	0	0	0	0	0
	Direct Report	5	4.80						4	1	0	0	0	0
	Colleague/Peer	4	4.50						2	2	0	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.33						3	2	1	0	0	0
12. Listens actively and explains responses.	Self	1	4.00					▼	0	1	0	0	0	0
	Direct Report	5	4.40						2	3	0	0	0	0
	Colleague/Peer	4	4.25						3	0	0	1	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.50						3	3	0	0	0	0
13. Speaks confidently in public.	Self	1	5.00					▼	1	0	0	0	0	0
	Direct Report	5	4.80						4	1	0	0	0	0
	Colleague/Peer	4	4.75						3	1	0	0	0	0
	Supervisor	1	5.00						1	0	0	0	0	0
	Other	6	4.50						4	1	1	0	0	0

Questions	Data Filter	Count	Mean	Mean					Agree strongly	Agree	Neither agree nor disagree	Disagree	Disagree strongly	N/A
				0	1	2	3	4						
Core (Cont'd)														
14. Fosters open communications regarding priorities, resources, and expectations.	Self	1	5.00						1	0	0	0	0	0
	Direct Report	5	4.80						4	1	0	0	0	0
	Colleague/Peer	4	4.25						2	1	1	0	0	0
	Supervisor	1	5.00						1	0	0	0	0	0
	Other	6	4.17						2	3	1	0	0	0
15. Writes thoughtfully and clearly.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	5.00						5	0	0	0	0	0
	Colleague/Peer	4	4.50						2	2	0	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.00						1	4	1	0	0	0
16. Reaches across cultures and interests to develop partnerships.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.40						2	3	0	0	0	0
	Colleague/Peer	4	4.67						2	1	0	0	0	1
	Supervisor	1	3.00						0	0	1	0	0	0
	Other	6	3.83						2	1	3	0	0	0
17. Brings faculty, staff, students, and the community together to work for the common good.	Self	1	5.00						1	0	0	0	0	0
	Direct Report	5	4.40						2	3	0	0	0	0
	Colleague/Peer	4	4.25						2	1	1	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	3.83						0	5	1	0	0	0
18. Facilitates shared decision-making.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.20						1	4	0	0	0	0
	Colleague/Peer	4	4.25						3	0	0	1	0	0
	Supervisor	1	5.00						1	0	0	0	0	0
	Other	6	4.17						3	1	2	0	0	0
19. Builds and leverages networks that contribute to the college's programs and services.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.20						1	4	0	0	0	0
	Colleague/Peer	4	5.00						3	0	0	0	0	1
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.50						3	3	0	0	0	0
20. Works effectively with unique constituent groups such as legislators, board members, business leaders, and accrediting associations.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	3.80						1	2	2	0	0	0
	Colleague/Peer	4	4.67						2	1	0	0	0	1
	Supervisor	1	0.00						0	0	0	0	0	1
	Other	6	3.33						0	3	2	1	0	0
26. Communicates a leadership vision.	Self	1	5.00						1	0	0	0	0	0
	Direct Report	5	4.80						4	1	0	0	0	0
	Colleague/Peer	4	3.75						1	2	0	1	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.50						4	1	1	0	0	0
27. Self-assesses performance regularly.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	3.80						0	4	1	0	0	0
	Colleague/Peer	4	4.00						2	0	2	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	3.50						1	1	4	0	0	0
28. Manages personal stress.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.60						3	2	0	0	0	0
	Colleague/Peer	4	4.00						2	0	2	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.33						3	2	1	0	0	0

Questions	Data Filter	Count	Mean	Mean					Agree strongly	Agree	Neither agree nor disagree	Disagree	Disagree strongly	N/A
				0	1	2	3	4						
Core (Cont'd)														
29. Demonstrates the courage to take risks and make difficult decisions.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.60						3	2	0	0	0	0
	Colleague/Peer	4	4.25						3	0	0	1	0	0
	Supervisor	1	5.00						1	0	0	0	0	0
	Other	6	4.50						4	1	1	0	0	0
30. Understands the impact of culturally-based perceptions on self and others.	Self	1	3.00						0	0	1	0	0	0
	Direct Report	5	4.40						2	3	0	0	0	0
	Colleague/Peer	4	3.75						0	3	1	0	0	0
	Supervisor	1	3.00						0	0	1	0	0	0
	Other	6	3.83						1	3	2	0	0	0
31. Promotes and maintains high standards for personal and organizational integrity.	Self	1	5.00						1	0	0	0	0	0
	Direct Report	5	5.00						5	0	0	0	0	0
	Colleague/Peer	4	4.75						3	1	0	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.50						3	3	0	0	0	0
32. Uses influence and power wisely.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.80						4	1	0	0	0	0
	Colleague/Peer	4	4.25						1	3	0	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	4.33						4	0	2	0	0	0
33. Contributes to the profession of community college leadership through publication and service.	Self	1	4.00						0	1	0	0	0	0
	Direct Report	5	4.80						4	1	0	0	0	0
	Colleague/Peer	4	4.00						1	2	1	0	0	0
	Supervisor	1	4.00						0	1	0	0	0	0
	Other	6	3.83						2	2	1	1	0	0

Open-Ended Comments

All the open-ended comments received are in this section. The comments are reported exactly as they were submitted.

34. Comment on this person's primary strengths in doing this job.

Comments would appear here.

35. Comment on this person's limitations or areas in need of improvement.

Comments would appear here.