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| --- | --- | --- | --- | --- |
| *Applicant Name:* | **No Examples****0** | **One Example****1** | **A Few Examples****2** | **Several Examples****3** |
| Strategic Leadership |  |  |  |  |
| ***Academic*** \_\_\_\_\_\_\_\_\_\_\_***Knowledge-*** Grasps organizational context; assesses customer (administration, faculty, students, staff, library/faculty staff) needs; understands budget management within the school and university, works within stipulations of various budget lines, maximizes use of budget to meet assessed customer need,  |  |  |  |  |
| ***Managing Vision and Purpose****-* Is skilled at identifying key stakeholders- and working with them to shape the vision and mission of \_\_\_\_\_\_\_\_\_\_\_; skilled at effectively communicating and inspiring others; serves as representative of the university and \_\_\_\_\_\_\_\_\_\_\_ |  |  |  |  |
| ***Complex Decision Making*-** Employs transparency in decision-making; *m*akes effective strategic choices; includes key stakeholders in decision-making when appropriate; aligns policies and procedures with best practices established by national/international \_\_\_\_\_\_\_\_\_\_\_ organizations/agencies |  |  |  |  |
| ***Organization Structure, Design and Alignment-***Aligns organizational processes (e.g., laboratory acquisitions) to strategy; creates an operating model to achieve the strategy; aligns diverse stakeholders on the strategy and operating model; able to manage multiple facilities/budgets |  |  |  |  |
| ***Comments/Notes to support ratings:******Strategic Leadership Overall Rating (Avg of all categories)=\_\_\_\_\_\_\_\_\_*** |  |  |  |  |
|  | **No Examples****0** | **One Example****1** | **A Few Examples****2** | **Several Examples****3** |
| Enterprise management  |  |  |  |  |
| ***Operational Skills-***Organizes, plans and sets priorities for allocating resources; includes appropriate personnel in the allocation process; manages effectively through organizational systems |  |  |  |  |
| ***Achieving Results-***Focuses on actions and outcomes; exhibits honesty, professional ethics, and integrity; demonstrates energy and drive |  |  |  |  |
| ***Resource Management -*** Makes effective hiring and staffing decisions; delegates and gets work done through others; shapes and manages rewards; able to delegate |  |  |  |  |
| ***Comments/Notes to support ratings:******Enterprise Management Overall Rating (Avg of all categories)*** |  |  |  |  |

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|  | **No Examples****0** | **One Example****1** | **A Few Examples****2** | **Several Examples****3** |
| Innovation  |  |  |  |  |
| ***Creating the New and Different -*** Exhibits creativity and perspective; facilitates and listens; works collaboratively to develop a shared vision for academic libraries that meet the academic needs of faculty, staff, university departments and students; shows managerial courage”; deal effectively with ambiguity and paradox |  |  |  |  |
| ***Managing Innovation Processes -*** Creates innovation ecosystems, processes, and capabilities; scans the environment; effectively implements emerging technologies and innovation in information delivery |  |  |  |  |
| ***Relating to Different Cultures –*** Understands, encourages, and demonstrates commitment to diversity; global orientation and awareness |  |  |  |  |
| ***Comments/Notes to support ratings:******Innovation Overall Rating (Avg of all categories)*** |  |  |  |  |
| People & Relationship Effectiveness  |  |  |  |  |
| ***Leading People and Teams -*** Exhibits participatory leadership style; directs, motivates, and supports others to accomplish the organizational mission; acknowledges/respects professional experiences and opinions of others’; expresses respect and caring; maintains atmosphere characterized by professionalism; cultivates collegial environment; manages conflict; deals with tough issues and can confront others |  |  |  |  |
| ***Relationship Building*** - High self-awareness; establishes trust; is approachable and has strong interpersonal savvy; establishes/manages team-building; able to collaborate with multiple constituencies (university departments, library, other institutions, vendors); understands diverse viewpoints |  |  |  |  |
| ***Organizational and Stakeholder Positioning Skills-*** Possesses organizational agility, demonstrates political savvy in negotiations with key stakeholders; manages diverse relationships and conflicting priorities |  |  |  |  |
| ***Communication Effectiveness-*** Excellent communication and interpersonal skills; encourages two-way communications; shapes communications that are consistent with strategy; influences others in all forms of communications |  |  |  |  |
| ***Comments/Notes to support ratings:******People & Relationship Effectiveness Overall Rating (Avg of all categories)*** |  |  |  |  |
| **Research Orientation** |  |  |  |  |
| ***Remains Active in the Academy***- Experience in a tenure environment, Active in research and publishes in high quality peer-reviewed journals within his/her discipline; serves on editorial boards of peer-reviewed journals; attends/presents/chairs sessions at annual meetings, etc.; active in professional development and service |  |  |  |  |
| ***Fosters a Culture of Research-*** Promotes and provides resources needed for a research culture; knowledge of shared governance and academic freedom of faculty members’; maintains congruence between research expectations and available resources, etc. |  |  |  |  |
| ***Academic Leadership*** – Serves as faculty role model; recruits and evaluates faculty regarding promotion, tenure, and merit salary increases. |  |  |  |  |
| ***Incentives Research Productivity -*** Recognizes faculty research accomplishments; provides incentives for research productivity including leave time and funding for conference attendance; provides differential teaching loads based on research productivity, etc. |  |  |  |  |
| ***Comments/Notes to support ratings:******Research Orientation Overall Rating (Avg of all categories)*** |  |  |  |  |

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|  | **No Examples****0** | **One Example****1** | **A Few Examples****2** | **Several Examples****3** |
| **SACS Experience** |  |  |  |  |
| ***AACSB Involvement –*** Employed by SACS accredited university; served as a mentor to another institution, served as a peer review team member |  |  |  |  |
| ***SACS Assessment –*** Collected outcomes assessment data; provides requisite data for preparation of accreditation reports; prepared or assisted in preparing SACS accreditation reports; contributed to maintaining institutional accreditation |  |  |  |  |
| ***Comments/Notes to support ratings:******SACS Experience Overall Rating (Avg of all categories)*** |  |  |  |  |
| **Development Experience** |  |  |  |  |
| ***Fundraising –*** Experience with identifying potential donors/funding sources, making requests for gifts/donations, securing gifts/donations, securing grants, etc. |  |  |  |  |
| ***Donor relations –*** Experience with developing and maintaining relationships with donors, establishing a network of alumni and supporters, involves alumni, board members, and faculty in development activities, etc. |  |  |  |  |
| ***Comments/Notes to support ratings:******Development Experience Overall Rating (Avg of all categories)*** |  |  |  |  |