Higher Education Leadership Fellowship Full Technical Report

ABPTRFE
American Board of Physical Therapy Residency & Fellowship Education

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Survey Procedures

The practice analysis team established a list of 37 physical therapists who were considered subject matter experts in higher education leadership to complete the pilot survey. Of those surveyed, 27 answered the survey, one declined to participate, which resulted in 26 complete responses to the pilot survey.

The full practice analysis survey was sent out to all APTA Academy of Physical Therapy Education members. Among the 521 individuals who opened the survey, 10 opted not to participate, and 291 were found to be ineligible. Among the 220 eligible respondents who initiated the survey, 56 exited after the first question. Of the remaining 164 respondents, 153 (93%) completed more than half of the survey, while 151 (92%) completed more than 90%.

Additionally, 90% of the eligible survey respondents answered the demographic questions. Appendix 1 outlines the demographic data for those survey respondents.

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Pilot Survey

A copy of the pilot survey is provided in Appendix 2. The description of responses from the pilot survey is provided in Appendix 3. Please review Appendix 4 for a description of changes made to the pilot survey with the team's rationale for the changes.

Practice Analysis Survey

Description of the Final Survey

The final survey consisted of 63 questions related to higher education leadership physical therapist practice content areas (Appendix 5) and 21 demographic questions regarding respondents' education, training, and practice experience. The content areas covered in the survey were (1) Capacity Competency, (2) Systems Competency, (3) Communication Competency, (4) Personal Leadership Competency, and (5) Recommendations for Curriculum Instruction. The Capacity Competency section of the survey included the knowledges, skills, abilities, and tasks of a physical therapist in higher education leadership. The Systems Competency, Communication Competency, and Personal Leadership Competency sections of the survey included the knowledges, skills, and abilities of a physical therapist in higher education leadership. The Recommendations for Curriculum Instruction section included respondents identifying the minimum number of fellowship curriculum hours that should be devoted to each competency. Respondents rated each knowledge, skill, or ability on its importance, frequency of use, and level of judgment required. The survey was divided into two smaller subsets to improve response rates, with respondents having the option to complete the full practice analysis survey. The raw data is provided in Appendix 6, 7, and 8.

Data Cleaning and Screening

The survey data analysis involved several steps to maintain data integrity and appropriateness. This included screening responses to identify ineligible participants and detect abnormal response behaviors such as flat responses. Survey attrition was assessed by tallying the number of unanswered questions for each participant. Of the 220 eligible individuals who initially began the survey, 56 exited after the first question. Among the remaining 164 respondents, 153 (93%) completed more than half of the survey, with 151 (92%) completing over 90%.

Table 1 presents participant counts by the percentage of the survey completed. It captures instances of skipped questions, indicating a dropout trend and participants omitting specific survey items. This trend is evident from the progressively decreasing responses to each consecutive survey question, as shown in Appendix 7. Survey dropout, a common phenomenon observed in research studies, tends to increase with the survey's length (e.g., Lozar Manfreda & Vehovar, 2002).

Table 1. Survey Response Counts by Percentage of Survey Completed

> 90%	76% - 90%	51% - 75%	26% - 50%	10% - 25%	< 10%
151	152	153	155	161	164

Note. The numbers here include only respondents who answered more than the first survey question.

Description of the Final Survey Data for Analyses

Table 2 presents descriptive demographic information on the final sample of survey respondents. The response rate for demographic questions was high, with only 10% (N = 16) of respondents failing to provide answers. The table details frequencies and percentages for the subset of respondents who provided

demographic information. Notably, among those who responded, 41% held an APTA Credentialed Clinical Instructor (Level 1) certification, 36% had 21-30 years of experience in academic education, and a vast majority (99%) were members of the APTA Academy of Education.

As depicted in Table 2, the demographic data revealed that the majority of participants who responded to the demographic questions identified as non-Hispanic white (89%), with females comprising 80% of the respondents. The most common age group reported was 50-to-59 years (42%). Similarly, all respondents who completed the background and experience survey provided answers. Furthermore, an overwhelming majority of these respondents (99%) were members of the APTA. Notably, over half of the surveyed individuals (56%) reported having practiced physical therapy for 31 years or more.

Table 2. Demographic Descriptive Statistics of Survey Respondents

Race/ethnicity	***N***	***%***
White (Not Hispanic)	131	89%
Hispanic/Latino	2	1%
African-American or Black (Not Hispanic)	6	4%
Asian	4	3%
American Indian or Alaskan Native	1	1%
Other	3	2%
Gender	***N***	***%***
Male	30	20%
Female	117	80%
Age group	***N***	***%***
30-39	4	3%
40-49	27	18%
50-59	61	42%
60-69	50	34%
70+	4	3%
APTA Membership	***N***	***%***
Yes	144	99%
No	2	1%

APTA Academy of Education Membership	***N***	***%***
Yes	144	99%
No	2	1%
American Council of Academic Physical Therapy Membership	***N***	***%***
Yes	104	71%
No	43	29%
Certification/ Credentials	***N***	***%***
ABPTS Specialist Certification	58	31%
APTA Credentialed Clinical Instructor (Level 1)	75	41%
APTA Advanced Credentialed Clinical Instructor (Level 2)	24	13%
Certified Athletic Trainer	5	3%
Other	23	12%
Leadership Development Program	***N***	***%***
Yes	87	59%
No	60	41%
Current faculty status	***N***	***%***
Adjunct Faculty	6	4%
Assistant Professor	13	9%
Associate Professor	40	27%
Instructor	3	2%
Not Applicable	8	5%
Professor	71	48%
Other	7	5%
Total Number of Years in Academic Education	***N***	***%***
3 - 5 years	1	1%
6 - 10 years	21	14%
11 - 15 years	25	17%

16 - 20 years	24	16%
21 - 30 years	53	36%
31 or more years	24	16%
Total Number of Years Practicing Physical Therapy	***N***	***%***
6 - 10 years	1	1%
12 – 15 years	6	4%
16 - 20 years	10	7%
21 - 30 years	48	32%
31 or more years	83	56%
Entry-level Physical Therapy Education	***N***	***%***
Baccalaureate	72	49%
Entry-level master's	49	33%
DPT	23	16%
Postbaccalaureate certificate	3	2%
Other	1	1%
Primary geographic area of practice	***N***	***%***
East North Central (IL, IN, MI, OH, WI)	23	16%
East South Central (AL, KY, MS, TN)	9	6%
Middle Atlantic (NJ, NY, PA)	22	15%
Mountain (AZ, CO, ID, MT, NV, NM, UT, WY)	11	8%
New England (CT, ME, MA, NH, RI, VT)	11	8%
Pacific (AK, CA, HI, OR, WA)	12	8%
South Atlantic (DE, DC, FL, GA, MD, NC, PR, SC, VA, WV)	29	20%
West North Central (IA, KS, MN, MO, NE, ND, SD)	16	11%
West South Central (AR, LA, OK, TX)	13	9%

Table 3 presents descriptive statistics for the respondents' role and setting in higher education leadership. The data reveals that Academic faculty is the most common role, with 28% of respondents spending much of their time in this capacity. Additionally, 62% of respondents work in Physical Therapist Professional Programs. Further analysis shows that most respondents (51%) work in a private, not-for-profit educational institute.

Table 3. Teaching Role and Teaching Setting

Role(s) in education	**N**	**%**
Program Director	63	23%
Academic Faculty	77	28%
Department Chair	34	12%
ACCE/DCE	12	4%
Residency Program Director	7	3%
Fellowship Program Director	2	1%
Residency Faculty	14	5%
Fellowship Faculty	3	1%
Clinical Educator	4	1%
Not Applicable	3	1%
Other	55	20%
Teaching program(s)	***N***	***%***
Physical Therapist Professional Program	116	62%
Physical Therapist Assistant Professional Program	28	15%
Post-professional Graduate Program	15	8%
Post-professional Transition DPT Program	4	2%
Post-doctoral Program	2	1%
Clinical Residency Program	16	9%
Clinical Fellowship Program	3	2%
ABPTRFE-accredited Faculty Residency Program	3	2%

Type of educational institution	*N*	*%*
Private, not-for-profit	74	51%
Private, proprietary	18	12%
Public	53	37%

Analyses and Results

The survey sought input from participants on how important each knowledge, skill, ability, or task is to the higher education fellowship practice, how frequently it is utilized, and the level of proficiency needed to apply it effectively. For each survey item, we calculated the means and standard deviations for frequency, importance, and level of judgment. Table 4 outlines the rating scales utilized in the survey and their respective numerical values. During analysis, respondents' ratings (e.g., "Moderately important," or "Weekly") were converted to their corresponding numerical values (as shown in Table 4).

Table 4. Ratings Used to Assess Inclusion of Items as Part of Specialty Practice

Frequency: How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 – Never
1 – Less than once a month
2 – Monthly
3 – Weekly
4 - Daily
Importance: Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important
1 – Of little importance
2 – Moderately important
3 – Very important

Level of Judgment: Which of the following statements best describes the level of judgment faculty use when using information from this knowledge area in the Higher Education Leadership exercise?
0 – Do not use in their work
1 – Recall: requires the ability to recall or recognize specific information only
2 – Application: requires the ability to comprehend, interpret, or apply knowledge to new or changing situations
3 – Analysis: requires the ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution

To facilitate and aid in the review's organization, mean ratings for each item were categorized using the cut-off points shown in Table 5. Before the review, content experts were provided descriptive statistics for each item (number of respondents, mean response, standard deviation of the mean response), which were marked as belonging to one of the four rating categories described in Table 5.

Table 5. Initial Criteria for Categorizing Survey Results

Rating Criteria	**Rating Category**
High frequency (>= 3.0), high importance (>= 2.5)	Very likely to be critical
Low frequency (< 3.0), high importance (>= 2.5)	May be critical
High frequency (>= 3.0), low importance (< 2.5)	Less likely to be critical
Low frequency (< 3.0), low importance (< 2.5)	Very unlikely to be critical

Before evaluating the survey items and their ratings, a new group of content experts established decision rules to guide their assessment. Their objective was to achieve consensus on which items to retain, revise, or eliminate. Items labeled as "Delete" were to be removed, while those categorized as "Keep if Revised" would be subject to expert deliberation (e.g., the Joint Board Practice Analysis Task Force.) The aim was to differentiate between higher education leadership characteristics and management characteristics that are often conflated within leadership contexts by making minor revisions to the items. Content experts believed that many crucial items in the higher education fellowship practice would be lost if minor language changes could not be made to the items. Items classified as "Keep/No challenge" were to be retained. Additionally, the experts agreed that importance ratings would carry more weight during the review process than frequency ratings. The experts would rely on their judgment if importance and frequency ratings were unclear. Table 6 describes the decision-making process used by the content experts during their review.

Table 6. Content Expert Review Decision Rules

Average Rating	Decision
Delete	Eliminate item
Keep if Revised	Discuss for consensus decision
Keep/No challenge	Retain item

Content experts endorsed the majority of items (74%) as "Keep/No Challenge," which aligned with the survey analysis that rated their importance above 2.5. For the remaining items classified as "Keep if Revised," the experts agreed with the survey analysis, which rated their importance above 2.5. However, they suggested revisions focused on the scope of whether to limit it to entry-level leaders or include the entire continuum. Only one item raised concerns about managerial versus leadership skills. Additionally, experts recommended using terms like "contentions" and "cultivates" instead of "controversial" and "facilitates," respectively, for greater inclusivity and leadership connotations. Only a small percentage of survey items (2%) were deleted due to their low average importance rating and redundancy with another retained item.

Appendix 9 lists each survey item and provides a synopsis of the practice analysis team's decisions based on the decision rules applied.

Confidence in Survey Results

Upon analysis of survey data, it is evident that there is room for improvement in recruiting to ensure a more diverse sample of physical therapists in higher education leadership. While the results offer valuable insights, it is important to acknowledge that they may not reflect a comprehensive perspective on current practices due to potential biases caused by the sample composition. Notably, the majority of participants identified as White (89%) and female (80%), indicating a lack of representation from minority groups and male participants. It is important to keep this limitation in mind when interpreting the findings. Although there was minimal variability in importance and frequency ratings of content areas, a panel of practicing physical therapists in higher education leadership was consulted to provide additional insights and enhance clarity on current practices.

Recommendations for Future Practice Analysis Surveys

To ensure the success of future practice analyses, it's crucial to implement methods that enhance survey response rates and guarantee a varied pool of participants. One approach to achieve this is by using prompts that encourage respondents to answer all questions, including demographic ones, before completing the survey. These prompts can be especially effective towards the end of the survey when respondents may be more inclined to abandon it. Furthermore, it's highly recommended that resources be allotted for quality control to circumvent issues like ambiguous or poorly worded questions, which can negatively impact the accuracy and dependability of survey outcomes. Lastly, recruitment strategies that emphasize inclusivity and diversity are crucial to ensure that all voices are heard, resulting in a more comprehensive and insightful analysis.

References

Lozar Manfreda, K., & Vehovar, V. (2002). *Survey design features influencing response rates in web surveys* [Paper presentation]. International Conference on Improving Surveys, Copenhagen, Denmark.

Appendix 1: Demographic Data of Survey Respondents

Responses to Demographic Questions			
5.1 Please indicate the minimum number of curriculum hours should be devoted to each competency.			
	Frequency	Min	Max
Capacity	111	1	500
Systems	111	1	400
Communication	111	1	500
Personal Leadership	111	1	250
6.1 Please indicate the state/jurisdiction that you reside in.			
	Frequency	Percent	
Alabama	1	1%	
Arizona	5	3%	
Arkansas	3	2%	
California	8	6%	
Connecticut	3	2%	
Florida	11	8%	
Georgia	3	2%	
Idaho	2	1%	
Illinois	7	5%	
Indiana	3	2%	
Iowa	2	1%	
Kentucky	3	2%	
Massachusetts	6	4%	
Maine	3	2%	
Maryland	5	3%	
Michigan	5	3%	
Minnesota	3	2%	
Mississippi	1	1%	
Missouri	7	5%	
North Carolina	5	3%	
Nebraska	2	1%	
New Jersey	4	3%	
New Mexico	1	1%	

New York	8	6%	
Ohio	6	4%	
Oklahoma	1	1%	
Oregon	2	1%	
Pennsylvania	10	7%	
Rhode Island	1	1%	
Southeast	1	1%	
Texas	8	6%	
United States	1	1%	
Utah	3	2%	
Virginia	4	3%	
Washington	2	1%	
Washington DC	2	1%	
Wisconsin	2	1%	
West Virginia	1	1%	
Total	**145**	**100%**	
6.2 Please indicate the state/jurisdiction that you teach in.			
	Frequency	Percent	
Alabama	1	1%	
Arizona	4	3%	
Arkansas	3	2%	
California	8	6%	
CT	3	2%	
Florida	10	7%	
Georgia	3	2%	
Idaho	2	1%	
Illinios	8	6%	
Indiana	2	1%	
Iowa	2	1%	
Kentucky	1	1%	
Maine	1	1%	
Maryland	4	3%	

Massachusetts	5	3%	
Michigan	5	3%	
Minnesota	4	3%	
Missouri	7	5%	
MS	1	1%	
Multiple States	4	3%	
NC	5	3%	
ND	2	1%	
Nebraska	3	2%	
New Jersey	2	1%	
New Mexico	1	1%	
New York	8	6%	
Ohio	6	4%	
Oklahoma	1	1%	
OR	2	1%	
Pennsylvania	12	8%	
RI	2	1%	
Texas	8	6%	
Utah	4	3%	
Virginia	6	4%	
Washington	2	1%	
DC	1	1%	
Wisconsin	2	1%	
Total	**145**	**100%**	
7.1 What is your entry-level physical therapy education?			
	Frequency	Percent	
Baccalaureate	72	49%	
DPT	23	16%	
Entry-level master's	49	33%	
Postbaccalaureate certificate	3	2%	
Other (please specify)	1	1%	
Total	**148**	**100%**	

7.2 What is your highest earned academic degree in any area of study?			
	Frequency	Percent	
DPT	15	10%	
Master's	7	5%	
PhD (or equivalent, eg EdD or ScD)	85	57%	
PhD (or equivalent) and DPT	9	6%	
PhD (or equivalent) and tDPT	15	10%	
tDPT	13	9%	
Other (please specify)	4	3%	
Total	**148**	**100%**	

7.3 What is the total number of years you have been a practicing physical therapist?			
	Frequency	Percent	
6 - 10 years	1	1%	
12 - 15 years	6	4%	
16 - 20 years	10	7%	
21 - 30 years	48	32%	
31 or more years	83	56%	
Total	**148**	**100%**	

7.4 What is the total number of years you have been in your current position?			
	Frequency	Percent	
Less than a year	7	5%	
1 - 2 years	18	12%	
3 - 5 years	35	24%	
6 - 10 years	38	26%	
11 - 15 year	19	13%	
16 - 20 year	20	14%	
21 - 30 years	6	4%	
31 or more years	3	2%	
Total	**146**	**100%**	

7.5 What is the total number of years you have been involved in academic education?			
	Frequency	Percent	

3 - 5 years	1	1%
6 - 10 years	21	14%
11 - 15 years	25	17%
16 - 20 years	24	16%
21 - 30 years	53	36%
31 or more years	24	16%
Total	**148**	**100%**
7.6 Do you hold any of the following certifications or credentials?		
	Frequency	Percent
ABPTS Specialist Certification	58	31%
APTA Advanced Credentialed Clinical Instructor (Level 2)	24	13%
APTA Credentialed Clinical Instructor (Level 1)	75	41%
Certified Athletic Trainer	5	3%
Other (please specify)	23	12%
Total	**185**	**100%**
7.7 Have you completed a leadership development program?		
	Frequency	Percent
No	60	41%
Yes	87	59%
Total	**147**	**100%**
7.9 Have you experienced any barriers to accessing leadership programs or training?		
	Frequency	Percent
No	96	65%
Yes	51	35%
Total	**147**	**100%**
7.11 What is your current role(s) in education? (Check all that apply)		
	Frequency	Percent
Program Director	63	23%
Academic Faculty	77	28%
Department Chair	34	12%

ACCE/DCE	12	4%	
Residency Program Director	7	3%	
Fellowship Program Director	2	1%	
Residency Faculty	14	5%	
Fellowship Faculty	3	1%	
Clinical Educator	4	1%	
Not Applicable	3	1%	
Other (please specify):	55	20%	
Total	**274**	**100%**	
7.12 What were your previous role(s) in education (not currently service)? (Check all that apply)			
	Frequency	Percent	
Program Director	53	16%	
Academic Faculty	91	27%	
Department Chair	36	11%	
ACCE/DCE	47	14%	
Residency Program Director	8	2%	
Fellowship Program Director	0	0%	
Residency Faculty	10	3%	
Fellowship Faculty	2	1%	
Clinical Educator	67	20%	
Not Applicable	5	1%	
Other (please specify): Dean, Associate Dean, Associated Program Director, Director of Academic Affairs at APTA, adjunct faculty.	21	6%	
Total	**340**	**100%**	
7.13 What is your current faculty status in your program? (Check one category only)			
	Frequency	Percent	
Adjunct Faculty	6	4%	
Assistant Professor	13	9%	
Associate Professor	40	27%	
Instructor	3	2%	
Not Applicable	8	5%	

Professor	71	48%	
Other (please specify):Education Consultant, Clinical Associate Professor.	7	5%	
Total	**148**	**100%**	
7.14 In which programs do you currently teach? (Check all that apply)			
	Frequency	Percent	
Physical Therapist Professional Program	116	62%	
Physical Therapist Assistant Professional Program	28	15%	
Post-professional Graduate Program	15	8%	
Post-professional Transition DPT Program	4	2%	
Post-doctoral Program	2	1%	
Clinical Residency Program	16	9%	
Clinical Fellowship Program	3	2%	
ABPTRFE-accredited Faculty Residency Program	3	2%	
Total	**187**	**100%**	
7.14 In type of educational institution do you currently teach?			
	Frequency	Percent	
Private, not-for-profit	74	51%	
Private, proprietary	18	12%	
Public	53	37%	
Total	**145**	**100%**	
7.15 Are you a member of the APTA?			
	Frequency	Percent	
No	2	1%	
Yes	144	99%	
Total	**146**	**100%**	
7.16 Are you a member of the APTA Academy of Education?			
	Frequency	Percent	
No	2	1%	
Yes	144	99%	
Total	**146**	**100%**	

7.17 Are you a member of the American Council of Academic Physical Therapy?			
	Frequency	Percent	
No	43	29%	
Yes	104	71%	
Total	**147**	**100%**	
7.18 What is your sex?			
	Frequency	Percent	
Female	117	80%	
Male	30	20%	
Total	**147**	**100%**	
7.19 What is your age?			
	Frequency	Percent	
30-39	4	3%	
40-49	27	18%	
50-59	61	42%	
60-69	50	34%	
70+	4	3%	
Total	**146**	**100%**	
7.20 Which of the following best describes your race/ethnic origin?			
	Frequency	Percent	
American Indian or Alaskan Native	1	1%	
Asian	4	3%	
African-American or Black (Not Hispanic)	6	4%	
White (Not Hispanic)	131	89%	
Hispanic/Latino	2	1%	
Other	3	2%	
Total	**147**	**100%**	

Higher Education Leadership Revalidation Pilot Survey 2021

Introduction

The purpose of this survey is to distinguish competencies required of leaders in physical therapy in the higher education fellowship practice. The results of this survey will establish an updated Description of Fellowship Practice (DFP) for Higher Education Leadership. The questions are based on:

(1) the 2008 Needs Assessment for Education Leadership Development,

(2) the existing 2010 Higher Education Leadership practice analysis,

(3) the opinion of a content expert workgroup pertaining to changes to the knowledges, skills, abilities/attributes, and tasks needed by faculty in higher education over the past 10 years,

(4) the opinion of a content expert workgroup pertaining to trends and changes that are likely to affect the knowledges, skills, abilities/attributes, and tasks needed by faculty in higher education in the next 10 years,

(5) professional literature on higher education leadership to include theses, studies, books, etc.

Survey Guidelines:

The Guide to Higher Education Leadership Fellowship Practice survey addresses specific knowledges, skills, and abilities/attributes that faculty in higher education leadership possess, and the tasks they perform. Your responses will help us validate and clarify those characteristics. The survey is apportioned into 4 parts by content domains. The content domains comprise a core set of competencies identified and defined by the Project Team Group Members. The competencies identified cover 4 broad areas: Capacity, Systems, Communication, and Personal Leadership. You will be asked to assess each individual knowledge, skill, ability/attribute, and task identified within each content domain based upon 3 categories: the frequency in which the characteristic is performed or utilized, the importance of having such a characteristic, and the level of judgment faculty in higher education leadership roles exercise when they use information from the knowledge areas.

You may provide additional characteristics that you feel are relevant to the fellowship in the identified area following each survey part.

Survey Response Eligibility

1. Please select one of the following survey options:

- ○ I am a graduate of APTA's Higher Education Leadership Fellowship and have served as a leader in higher education.
- ○ I am not a graduate of APTA's Higher Education Leadership Fellowship, **but** I have a minimum of 5 years of experience serving as a leader in higher education within the last 10 years (e.g., program director, chair, vice-chair, dean).
- ○ I am a graduate of APTA's Higher Education Leadership Fellowship, but have not served as a leader in higher education, therefore I am not eligible to participate in this survey.
- ○ I have not served as a leader in higher education for a minimum of 5 years within the last 10 years therefore I am not eligible to participate in this survey.
- ○ I have served as a leader in higher education for a minimum of 5 years within the last 10 years, but am unable to participate in this survey at this time.

PART 1 CAPACITY CONTENT DOMAIN

Part 1 - Capacity Content Domain

This section focuses on qualities of the Capacity Content Domain that faculty in higher education leadership roles possess. The Capacity Content domain encompasses those institutional processes and individual skills required for higher education administration. Representative elements may include partnerships, stakeholders, strategic planning, innovation, vision, and resource management. For each area, please select your rating on all three scales as shown.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

1.1 KNOWLEDGES

2. 1.1.1 Knowledge of institutional processes and individual skills required for academic administration.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2 SKILLS

3. 1.2.1 Builds collaborative partnerships, alliances, and networks.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4. 1.2.2 Delegates to improve efficiency and effectiveness.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

5. 1.2.3 Fosters academic excellence.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

6. 1.2.4 Assesses and implements necessary change.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

7. 1.2.5 Recruits and retains a qualified workforce.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

8. 1.2.6 Leads the strategic planning process.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

9. 1.2.7 Cultivates leadership skills in others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

10. 1.2.8 Fosters mentoring relationships.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

11. 1.2.9 Builds relationships with internal and external stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

12. 1.2.10 Encourages innovation.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 1 CAPACITY CONTENT DOMAIN; CONT.

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?

Level of Judgment Definitions
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

1.3 ABILITIES

13. 1.3.1 Entrepreneurial/opportunistic thinking.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4 TASKS

14. 1.4.1 Negotiates faculty workload.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

15. 1.4.2 Designs and implements program assessment cycle.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

16. 1.4.3 Advocates program/institutional goals to all stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

17. 1.4.4 Monitors and implements standards compliant with regulatory environment.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

18. 1.4.5 Develops a vision for professional physical therapist education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

19. 1.4.6 Guides faculty in the process of advancement (promotion and tenure as applicable).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 1 CAPACITY CONTENT DOMAIN OTHER

* 20. 1.5.1 Please list any additional Knowledges, Skills, Abilities, and Tasks for the Capacity Content Domain you feel should be included in this survey.

PART 2 SYSTEMS CONTENT DOMAIN

Part 2 - Systems Content Domain

This section focuses on qualities of the Systems Content Domain that faculty in higher education leadership roles possess. The Systems Content domain encompasses the integration and interrelatedness of the contextual elements of higher education and healthcare. Representative elements may include organization, structure, and culture. For each area, please circle your rating on all three scales as shown.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

2.1 KNOWLEDGES

21. 2.1.1 Knowledge of contemporary education landscape to include organizational behavior and culture.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

22. 2.1.2 Knowledge of contemporary global issues in healthcare and higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

23. 2.1.3 Knowledge of resource management (personnel, finances, budgetary processes, fund-raising, and facilities).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 2 SYSTEMS CONTENT DOMAIN; CONT.

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?

Level of Judgment Definitions
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

2.2 SKILLS

24. 2.2.1 Navigates the structure of higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

25. 2.2.2 Applies legal, ethical, and regulatory issues in higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

26. 2.2.3 Advocates within and external to an organization.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

27. 2.2.4 Allocates and leverages resources (personnel, finances, budgetary processes, fund-raising, and facilities).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

28. 2.2.5 Champions diversity, equity, and inclusion.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

29. 2.2.6 Demonstrates contemporary understanding of technology in higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

30. 2.2.7 Demonstrates systems level problem solving.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

31. 2.2.8 Promotes the exploration and integration of meaningful technology.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.3 ABILITIES

32. 2.3.1 Recognizes and celebrates individual and group success.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 2 SYSTEMS CONTENT DOMAIN OTHER

* 33. 2.4.1 Please list any additional Knowledges, Skills, Abilities, and Tasks for the Systems Content Domain you feel should be included in this survey.

PART 3 COMMUNICATION CONTENT DOMAIN

Part 3 - Communication Content Domain

This section focuses on qualities of the Communication Content Domain that faculty in higher education leadership roles possess. The Communication Content domain encompasses aspects of engaging multiple perspectives, disciplines, and constituencies. Representative elements may include collaboration, teamwork, and relationship building.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

3.1 KNOWLEDGES

34. 3.1.1 Knowledge of strategies to engage multiple perspectives, disciplines, and constituencies (collaboration, teamwork, and relationship building).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2 SKILLS

35. 3.2.1 Mediates conflict engagement.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

36. 3.2.2 Collaborates across stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

37. 3.2.3 Promotes functional team relationships.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

38. 3.2.4 Navigates media relations/publicity.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

39. 3.2.5 Leads meetings.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

40. 3.2.6 Engages in civil dialogue on controversial issues.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

41. 3.2.7 Facilitates effective communication among people with different perspectives.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

42. 3.2.8 Communicates in a variety of situations and mediums.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.3 ABILITIES

43. 3.3.1 Communicates in a manner which influences others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 3 COMMUNICATION CONTENT DOMAIN OTHER

* 44. 3.4.1 Please list any additional Knowledges, Skills, Abilities, and Tasks for the Communication Content Domain you feel should be included in this survey.

PART 4 PERSONAL LEADERSHIP CONTENT DOMAIN

Part 4 - Personal Leadership Content Domain

This section focuses on qualities of the Personal Leadership Content Domain that faculty in higher education leadership roles possess. The Personal Leadership Content domain encompasses aspects of the development, manifestation, and application of individual behaviors and characteristics in support of the institutional mission. Representative elements may include self-awareness, self-monitoring, motivation, and life-long learning.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

4.1 KNOWLEDGES

45. 4.1.1 Knowledge of leadership and management theories.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

46. 4.1.2 Knowledge of individual behaviors and characteristics that support the institutional mission (self-regulation, self-monitoring, motivation, and life-long learning).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.2 SKILLS

47. 4.2.1 Practices work-life integration.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

48. 4.2.2 Employs negotiation tactics.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

49. 4.2.3 Empowers others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

50. 4.2.4 Learns from others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 4 PERSONAL LEADERSHIP CONTENT DOMAIN; CONT.

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?

Level of Judgment Definitions
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

4.3 ABILITIES

51. 4.3.1 Self-aware.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

52. 4.3.2 Change agent.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

53. 4.3.3 Acts with integrity.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

54. 4.3.4 Commits to lifelong development and learning.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

55. 4.3.5 Self-reflective.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

56. 4.3.6 Excellence-oriented.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

57. 4.3.7 Strategic thinker.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

58. 4.3.8 Inspirational.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

59. 4.3.9 Courageous.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

60. 4.3.10 Self-confident.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 4 PERSONAL LEADERSHIP CONTENT DOMAIN OTHER

* 61. 4.4.1 Please list any additional Knowledges, Skills, Abilities, and Tasks for the Personal Leadership Content Domain you feel should be included in this survey.

PART 5 RECOMMENDATIONS FOR CURRICULUM INSTRUCTION

Part 5 - Recommendations for Curriculum Instruction

The following is a core set of higher education leadership competencies that may be included in the curriculum instruction.

62. 5.1 Please indicate the the minimum number of curriculum hours should be devoted to each competency.

Capacity	
Systems	
Communication	
Personal Leadership	

PART 6 PRACTICE

Part 6 - Practice

63. 6.1 Please indicate the state/jurisdiction that you reside in.

64. 6.2 Please indicate the state/jurisdiction that you teach in.

65. 6.3 In which geographic region is the major portion of your practice?

PART 7 DEMOGRAPHIC INFORMATION

Part 7 - Demographic Information

Please answer each item by selecting the option that most clearly describes you or your professional activities. Demographic information is collected for purposes of group analysis. Individual responses are confidential.

66. 7.1 What is your entry-level physical therapy education?

67. 7.2 What is your highest earned academic degree in any area of study?

68. 7.3 What is the total number of years you have been a practicing physical therapist?

69. 7.4 What is the total number of years you have been in your current position?

70. 7.5 What is the total number of years you have been involved in academic education?

PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

71. 7.6 Do you hold any of the following certifications or credentials?

- [ ] ABPTS Specialist Certification
- [ ] Certified Athletic Trainer
- [ ] APTA Credentialed Clinical Instructor (Level 1)
- [ ] APTA Advanced Credentialed Clinical Instructor (Level 2)
- [ ] Other (please specify)

72. 7.7 Have you completed a leadership development program?

- ( ) Yes
- ( ) No

PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

73. 7.8 Identify the name of the leadership program you completed.

74. 7.9 Have you experienced any barriers to accessing leadership programs or training?

- Yes
- No

PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

75. 7.10 Please explain.

PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

76. 7.11 What is your current role(s) in education? ***(Check all that apply)***

- [ ] Program Director
- [ ] Academic Faculty
- [ ] Department Chair
- [ ] ACCE/DCE
- [ ] Residency Program Director
- [ ] Fellowship Program Director
- [ ] Residency Faculty
- [ ] Fellowship Faculty
- [ ] Clinical Educator
- [ ] Not Applicable
- [ ] Other (please specify)

77. 7.12 What were your previous role(s) in education (not currently service)? ***(Check all that apply)***

- [ ] Program Director
- [ ] Academic Faculty
- [ ] Department Chair
- [ ] ACCE/DCE
- [ ] Residency Program Director
- [ ] Fellowship Program Director
- [ ] Residency Faculty
- [ ] Fellowship Faculty
- [ ] Clinical Educator
- [ ] Not Applicable
- [ ] Other (please specify)

78. 7.13 What is your current faculty status in your program? ***(Check one category only)***

- ○ Adjunct Faculty
- ○ Lecturer
- ○ Instructor
- ○ Assistant Professor
- ○ Associate Professor
- ○ Professor
- ○ Not Applicable
- ○ Other (please specify)

PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

79. 7.14 In which programs do you currently teach? ***(Check all that apply)***

- [ ] Physical Therapist Professional Program
- [ ] Physical Therapist Assistant Professional Program
- [ ] Post-professional Graduate Program
- [ ] Post-professional Transition DPT Program
- [ ] Post-doctoral Program
- [ ] Clinical Residency Program
- [ ] Clinical Fellowship Program
- [ ] ABPTRFE-accredited Faculty Residency Program

80. 7.14 In type of educational institution do you currently teach?

- ○ Public
- ○ Private, not-for-profit
- ○ Private, proprietary

81. 7.15 Are you a member of the APTA?

- ○ Yes
- ○ No

82. 7.16 Are you a member of the APTA Academy of Education?

- ○ Yes
- ○ No

83. 7.17 Are you a member of the American Council of Academic Physical Therapy?

- ○ Yes
- ○ No

PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

84. 7.18 What is your sex?

85. 7.19 What is your age?

86. 7.20 Which of the following best describes your race/ethnic origin?

- American Indian or Alaskan Native
- Asian
- African-American or Black (Not Hispanic)
- White (Not Hispanic)
- Hispanic/Latino
- Pacific Islander or Native Hawaiian
- Other

PART 8 OTHER INFORMATION

Part 8 - Other Information

87. 8.1 Please use the space below to share any concerns you have or additional items that you feel should be included in this survey.

Thank you for your professional time and thought to complete this survey.

Appendix 3: Pilot Survey Result Analysis

Descriptives in Survey Order

Key	
High frequency (>= 3.0), high importance (>= 2.5) tasks. Very likely to be critical	26
Low frequency (< 3.0), high importance (>= 2.5) tasks. May be critical	23
High frequency (>= 3.0), low importance (< 2.5)tasks. Less likely to be critical	0
Low frequency (< 3.0), low importance (< 2.5) tasks. Very unlikely to be critical	7

Response Scales		
Frequency	**Importance**	**Level of Judgment/Mastery**
0. Never	0. Not important	0. Do not use/ Advanced beginner
1. Less than monthly	1. Of little importance	1. Recall/ Competent skill level
2. Monthly	2. Moderately important	2. Application/ Proficient skill level
3. Weekly	3. Very important	3. Analysis/Expert skill level
4. Daily		

			Frequency			Importance			Level of Judgment/Mastery		
			N	Mean	SD	N	Mean	SD	N	Mean	SD
Part 1 - Capacity Content Domain	**1.1 KNOWLEDGES**	1.1.1 Knowledge of institutional processes and individual skills required for academic administration.	26.00	3.81	0.49	26.00	2.92	0.27	26.00	2.38	0.57
	1.2 SKILLS	1.2.1 Builds collaborative partnerships, alliances, and networks.	26.00	2.96	0.77	26.00	2.92	0.27	26.00	2.69	0.47
		1.2.2 Delegates to improve efficiency and effectiveness.	26.00	3.58	0.58	26.00	2.65	0.56	26.00	2.31	0.62
		1.2.3 Fosters academic excellence.	26.00	3.58	0.70	26.00	2.96	0.20	26.00	2.81	0.40
		1.2.4 Assesses and implements necessary change.	25.00	2.68	0.90	25.00	2.92	0.28	25.00	2.92	0.28
		1.2.5 Recruits and retains a qualified workforce.	26.00	1.65	0.94	26.00	2.85	0.37	26.00	2.58	0.58
		1.2.6 Leads the strategic planning process.	26.00	1.46	0.81	26.00	2.77	0.43	26.00	2.92	0.27
		1.2.7 Cultivates leadership skills in others.	26.00	2.69	1.05	26.00	2.58	0.50	26.00	2.58	0.50
		1.2.8 Fosters mentoring relationships.	26.00	2.77	0.86	26.00	2.65	0.49	26.00	2.46	0.58
		1.2.9 Builds relationships with internal and external stakeholders.	26.00	3.08	0.84	26.00	2.96	0.20	26.00	2.65	0.49
		1.2.10 Encourages innovation.	26.00	2.73	0.92	26.00	2.58	0.50	26.00	2.69	0.47
	1.3 ABILITIES/ATTRIBUTES	1.3.1 Entrepreneurial/opportunistic thinking.	26.00	2.46	1.14	26.00	2.46	0.51	26.00	2.85	0.37
	1.4 TASKS	1.4.1 Negotiates faculty workload.	26.00	1.19	0.49	26.00	2.62	0.50	26.00	2.62	0.50
		1.4.2 Designs and implements program assessment cycle.	26.00	1.42	0.64	26.00	2.77	0.43	26.00	2.65	0.49
		1.4.3 Advocates program/institutional goals to all stakeholders.	26.00	2.12	0.95	26.00	2.65	0.49	26.00	2.38	0.64
		1.4.4 Monitors and implements standards compliant with regulatory environment.	26.00	2.15	1.19	26.00	2.81	0.40	26.00	2.12	0.52
		1.4.5 Develops a vision for professional physical therapist education.	26.00	1.65	0.98	26.00	2.84	0.37	26.00	2.76	0.44
		1.4.6 Guides faculty in the process of advancement (promotion and tenure as applicable).	26.00	1.46	0.71	26.00	2.73	0.45	26.00	2.42	0.58
Part 2 - Systems Content Domain	**2.1 KNOWLEDGES**	2.1.1 Knowledge of contemporary education landscape to include organizational behavior and culture.	26.00	2.88	0.91	26.00	2.77	0.43	26.00	2.58	0.58
		2.1.2 Knowledge of contemporary global issues in healthcare and higher education.	26.00	2.31	1.19	26.00	2.44	0.51	26.00	2.46	0.71
		2.1.3 Knowledge of resource management (personnel, finances, budgetary processes, fund-raising, and facilities).	26.00	3.04	0.72	26.00	2.73	0.45	26.00	2.46	0.65
	2.2 SKILLS	2.2.1 Navigates the structure of higher education.	26.00	2.96	1.15	26.00	2.73	0.65	26.00	2.46	0.65
		2.2.2 Applies legal, ethical, and regulatory issues in higher education.	26.00	2.73	1.08	26.00	2.88	0.33	26.00	2.31	0.55
		2.2.3 Advocates within and external to an organization.	26.00	2.77	0.95	26.00	2.65	0.49	26.00	2.50	0.51
		2.2.4 Allocates and leverages resources (personnel, finances, budgetary processes, fund-raising, and facilities).	26.00	2.92	0.80	26.00	2.84	0.37	26.00	2.73	0.45
		2.2.5 Champions diversity, equity, and inclusion.	26.00	3.04	1.00	26.00	2.85	0.37	26.00	2.50	0.51
		2.2.6 Demonstrates contemporary understanding of technology in higher education.	26.00	2.92	1.13	26.00	2.38	0.57	26.00	2.19	0.57
		2.2.7 Demonstrates systems level problem solving.	26.00	3.42	0.90	26.00	2.73	0.53	26.00	2.81	0.49
		2.2.8 Promotes the exploration and integration of meaningful technology.	26.00	1.96	0.87	26.00	2.33	0.48	26.00	2.42	0.58
	2.3 ABILITIES	2.3.1 Recognizes and celebrates individual and group success.	26.00	2.96	0.82	26.00	2.85	0.37	26.00	2.12	0.71
PART 3	**3.1 KNOWLEDGES**	3.1.1 Knowledge of strategies to engage multiple perspectives, disciplines, and constituencies (collaboration, teamwork, and relationship building).	26.00	3.50	0.76	26.00	2.88	0.33	26.00	2.62	0.57
	3.2 SKILLS	3.2.1 Mediates conflict engagement.	26.00	2.38	0.94	26.00	2.77	0.43	26.00	2.65	0.49
		3.2.2 Collaborates across stakeholders.	26.00	3.15	0.78	26.00	2.85	0.37	26.00	2.54	0.51
		3.2.3 Promotes functional team relationships.	25.00	3.40	0.71	25.00	2.92	0.28	25.00	2.56	0.58
		3.2.4 Navigates media relations/publicity.	26.00	1.62	0.57	26.00	2.00	0.63	26.00	2.27	0.53
		3.2.5 Leads meetings.	26.00	3.12	0.59	26.00	2.65	0.49	26.00	2.31	0.47
		3.2.6 Engages in civil dialogue on controversial issues.	26.00	2.27	1.12	26.00	2.58	0.58	26.00	2.65	0.56
		3.2.7 Facilitates effective communication among people with different perspectives.	26.00	3.04	0.92	26.00	2.73	0.53	26.00	2.50	0.71
		3.2.8 Communicates in a variety of situations and mediums.	26.00	3.81	0.49	26.00	2.81	0.49	26.00	2.35	0.63
	3.3 ABILITIES/ATTRIBUTES	3.3.1 Communicates in a manner which influences others.	26.00	3.42	0.70	26.00	2.85	0.46	26.00	2.58	0.50
PART 4	**4.1 KNOWLEDGES**	4.1.1 Knowledge of leadership and management theories.	26.00	2.50	1.27	26.00	2.31	0.68	26.00	2.12	0.77
		4.1.2 Knowledge of individual behaviors and characteristics that support the institutional mission (self-regulation, self-monitoring, motivation, and life-long	26.00	3.27	1.00	26.00	2.77	0.43	26.00	2.46	0.65
	4.2 SKILLS	4.2.1 Practices work-life integration.	26.00	3.58	0.90	26.00	2.69	0.62	26.00	2.31	0.68
		4.2.2 Employs negotiation tactics.	26.00	2.88	0.91	26.00	2.69	0.47	26.00	2.58	0.50
		4.2.3 Empowers others.	26.00	3.42	0.81	26.00	2.88	0.43	26.00	2.54	0.58
		4.2.4 Learns from others.	26.00	3.46	0.81	26.00	2.88	0.43	26.00	2.50	0.65
	4.3 ABILITIES	4.3.1 Self-aware.	26.00	3.77	0.65	26.00	2.85	0.37	26.00	2.69	0.62
		4.3.2 Change agent.	26.00	2.65	1.02	26.00	2.50	0.71	26.00	2.58	0.50
		4.3.3 Acts with integrity.	26.00	3.92	0.39	26.00	2.96	0.20	26.00	2.42	0.64
		4.3.4 Commits to lifelong development and learning.	26.00	3.54	0.76	26.00	2.88	0.33	26.00	2.35	0.56
		4.3.5 Self-reflective.	26.00	3.85	0.37	26.00	3.00	0.00	26.00	2.69	0.62
		4.3.6 Excellence-oriented.	26.00	3.69	0.74	26.00	2.85	0.46	26.00	2.54	0.58
		4.3.7 Strategic thinker.	26.00	3.35	0.75	26.00	2.88	0.33	26.00	2.85	0.37
		4.3.8 Inspirational.	26.00	3.08	0.84	26.00	2.65	0.49	26.00	2.38	0.50
		4.3.9 Courageous.	26.00	2.77	1.07	26.00	2.46	0.65	26.00	2.23	0.82
		4.3.10 Self-confident.	26.00	3.81	0.40	26.00	2.65	0.49	26.00	2.38	0.57

Frequency of Responses in Survey Order

				Frequency					Percentage				
				Daily / Very Important / Analysis	Weekly / Moderately Important / Application	Monthly / Little Importance / Recall	Less than once a month / Not Important/ Do not use	Never	Daily / Very Important / Analysis	Weekly / Moderately Important / Application	Monthly / Little Importance / Recall	Less than once a month / Not Important	Never
Part 1 - Capacity Content Domain	**1.1 KNOWLEDGES**	1.1.1 Knowledge of institutional processes and individual skills required for academic administration.	Frequency	22	3	1	0	0	84.6%	11.5%	3.8%	0.0%	0.0%
			Importance	24	2	0	0	0	92.3%	7.7%	0.0%	0.0%	0.0%
			Level of Judgement	11	14	1	0	0	42.3%	53.8%	3.8%	0.0%	0.0%
	1.2 SKILLS	1.2.1 Builds collaborative partnerships, alliances, and networks.	Frequency	6	14	5	1	0	23.1%	53.8%	19.2%	3.8%	0.0%
			Importance	24	2	0	0	0	92.3%	7.7%	0.0%	0.0%	0.0%
			Level of Judgement	18	8	0	0	0	69.2%	30.8%	0.0%	0.0%	0.0%
		1.2.2 Delegates to improve efficiency and effectiveness.	Frequency	16	9	1	0	0	61.5%	34.6%	3.8%	0.0%	0.0%
			Importance	18	7	1	0	0	69.2%	26.9%	3.8%	0.0%	0.0%
			Level of Judgement	10	14	2	0	0	38.5%	53.8%	7.7%	0.0%	0.0%
		1.2.3 Fosters academic excellence.	Frequency	18	5	3	0	0	69.2%	19.2%	11.5%	0.0%	0.0%
			Importance	25	1	0	0	0	96.2%	3.8%	0.0%	0.0%	0.0%
			Level of Judgement	21	5	0	0	0	80.8%	19.2%	0.0%	0.0%	0.0%
		1.2.4 Assesses and implements necessary change.	Frequency	5	9	9	2	0	20.0%	36.0%	36.0%	8.0%	0.0%
			Importance	23	2	0	0	0	92.0%	8.0%	0.0%	0.0%	0.0%
			Level of Judgement	23	2	0	0	0	92.0%	8.0%	0.0%	0.0%	0.0%
		1.2.5 Recruits and retains a qualified workforce.	Frequency	2	2	7	15	0	7.7%	7.7%	26.9%	57.7%	0.0%
			Importance	22	4	0	0	0	84.6%	15.4%	0.0%	0.0%	0.0%
			Level of Judgement	16	9	1	0	0	61.5%	34.6%	3.8%	0.0%	0.0%
		1.2.6 Leads the strategic planning process.	Frequency	1	2	5	18	0	3.8%	7.7%	19.2%	69.2%	0.0%
			Importance	20	6	0	0	0	76.9%	23.1%	0.0%	0.0%	0.0%
			Level of Judgement	24	2	0	0	0	92.3%	7.7%	0.0%	0.0%	0.0%
		1.2.7 Cultivates leadership skills in others.	Frequency	8	5	10	3	0	30.7%	19.2%	38.4%	11.5%	0.0%
			Importance	15	11	0	0	0	57.7%	42.3%	0.0%	0.0%	0.0%
			Level of Judgement	15	11	0	0	0	57.7%	42.3%	0.0%	0.0%	0.0%
		1.2.8 Fosters mentoring relationships.	Frequency	5	12	7	2	0	19.2%	46.1%	26.9%	7.7%	0.0%
			Importance	17	9	0	0	0	65.4%	34.6%	0.0%	0.0%	0.0%
			Level of Judgement	13	12	1	0	0	50.0%	46.2%	3.8%	0.0%	0.0%
		1.2.9 Builds relationships with internal and external stakeholders.	Frequency	8	14	2	2	0	30.8%	53.8%	7.7%	7.7%	0.0%
			Importance	25	1	0	0	0	96.2%	3.8%	0.0%	0.0%	0.0%
			Level of Judgement	17	9	0	0	0	65.4%	34.6%	0.0%	0.0%	0.0%
		1.2.10 Encourages innovation.	Frequency	6	9	9	2	0	23.1%	34.6%	34.6%	7.7%	0.0%
			Importance	15	11	0	0	0	57.7%	42.3%	0.0%	0.0%	0.0%
			Level of Judgement	18	8	0	0	0	69.2%	30.8%	0.0%	0.0%	0.0%
	1.3 ABILITIES/ ATTRIBUTES	1.3.1 Entrepreneurial/opportunistic thinking.	Frequency	7	4	9	6	0	26.9%	15.4%	34.6%	23.1%	0.0%
			Importance	12	14	0	0	0	46.2%	53.8%	0.0%	0.0%	0.0%
			Level of Judgement	22	4	0	0	0	84.6%	15.4%	0.0%	0.0%	0.0%
	1.4 TASKS	1.4.1 Negotiates faculty workload.	Frequency	0	0	6	19	1	0.0%	0.0%	23.1%	73.1%	3.8%
			Importance	16	10	0	0	0	61.5%	38.5%	0.0%	0.0%	0.0%
			Level of Judgement	16	10	0	0	0	61.5%	38.5%	0.0%	0.0%	0.0%
		1.4.2 Designs and implements program assessment cycle.	Frequency	0	2	7	17	0	0.0%	7.7%	26.9%	65.4%	0.0%
			Importance	20	6	0	0	0	76.9%	23.1%	0.0%	0.0%	0.0%
			Level of Judgement	17	9	0	0	0	65.4%	34.6%	0.0%	0.0%	0.0%
		1.4.3 Advocates program/institutional goals to all stakeholders.	Frequency	2	7	9	8	0	7.7%	26.9%	34.6%	30.8%	0.0%
			Importance	17	9	0	0	0	65.4%	34.6%	0.0%	0.0%	0.0%
			Level of Judgement	12	12	2	0	0	46.2%	46.2%	7.7%	0.0%	0.0%
		1.4.4 Monitors and implements standards compliant with regulatory environment.	Frequency	5	5	5	11	0	19.2%	19.2%	19.2%	42.3%	0.0%
			Importance	21	5	0	0	0	80.8%	19.2%	0.0%	0.0%	0.0%
			Level of Judgement	5	19	2	0	0	19.2%	73.1%	7.7%	0.0%	0.0%
		1.4.5 Develops a vision for professional physical therapist education.	Frequency	2	3	5	16	0	7.7%	11.5%	19.2%	61.5%	0.0%
			Importance	21	4	0	0	0	84.0%	16.0%	0.0%	0.0%	0.0%
			Level of Judgement	19	6	0	0	0	76.0%	24.0%	0.0%	0.0%	0.0%
		1.4.6 Guides faculty in the process of advancement (promotion and tenure as applicable).	Frequency	1	0	9	16	0	3.8%	0.0%	34.6%	61.5%	0.0%
			Importance	19	7	0	0	0	73.1%	26.9%	0.0%	0.0%	0.0%
			Level of Judgement	12	13	1	0	0	46.2%	50.0%	3.8%	0.0%	0.0%
Part 2 - Systems Content Domain	**2.1 KNOWLEDGES**	2.1.1 Knowledge of contemporary education landscape to include organizational behavior and culture.	Frequency	7	11	6	2	0	26.9%	42.3%	23.1%	7.7%	0.0%
			Importance	20	6	0	0	0	76.9%	23.1%	0.0%	0.0%	0.0%
			Level of Judgement	16	9	1	0	0	61.5%	34.6%	3.8%	0.0%	0.0%
		2.1.2 Knowledge of contemporary global issues in healthcare and higher education.	Frequency	6	5	6	9	0	23.1%	19.2%	23.1%	34.6%	0.0%
			Importance	11	14	1	0	0	42.3%	53.8%	3.8%	0.0%	0.0%
			Level of Judgement	15	8	3	0	0	57.7%	30.8%	11.5%	0.0%	0.0%
		2.1.3 Knowledge of resource management (personnel, finances, budgetary processes, fund-raising, and facilities).	Frequency	7	13	6	0	0	26.9%	50.0%	23.1%	0.0%	0.0%
			Importance	19	7	0	0	0	73.1%	26.9%	0.0%	0.0%	0.0%
			Level of Judgement	14	10	2	0	0	53.8%	38.5%	7.7%	0.0%	0.0%
	2.2 SKILLS	2.2.1 Navigates the structure of higher education.	Frequency	11	8	2	5	0	42.3%	30.8%	7.7%	19.2%	0.0%
			Importance	21	3	2	0	0	80.8%	11.5%	7.7%	0.0%	0.0%
			Level of Judgement	14	10	2	0	0	53.8%	38.5%	7.7%	0.0%	0.0%
		2.2.2 Applies legal, ethical, and regulatory issues in higher education.	Frequency	7	10	4	5	0	26.9%	38.5%	15.4%	19.2%	0.0%
			Importance	23	3	0	0	0	88.5%	11.5%	0.0%	0.0%	0.0%

			Level of Judgement	9	16	1	0	0	34.6%	61.5%	3.8%	0.0%	0.0%	
		2.2.3 Advocates within and external to an organization.	Frequency	6	11	6	3	0	23.1%	42.3%	23.1%	11.5%	0.0%	
			Importance	17	9	0	0	0	65.4%	34.6%	0.0%	0.0%	0.0%	
			Level of Judgement	13	13	0	0	0	50.0%	50.0%	0.0%	0.0%	0.0%	
		2.2.4 Allocates and leverages resources (personnel, finances, budgetary processes, fund-raising, and facilities).	Frequency	6	13	6	1	0	23.1%	50.0%	23.1%	3.8%	0.0%	
			Importance	21	4	0	0	0	84.0%	16.0%	0.0%	0.0%	0.0%	
			Level of Judgement	19	7	0	0	0	73.1%	26.9%	0.0%	0.0%	0.0%	
		2.2.5 Champions diversity, equity, and inclusion.	Frequency	11	7	6	2	0	42.3%	26.9%	23.1%	7.7%	0.0%	
			Importance	22	4	0	0	0	84.6%	15.4%	0.0%	0.0%	0.0%	
			Level of Judgement	13	13	0	0	0	50.0%	50.0%	0.0%	0.0%	0.0%	
		2.2.6 Demonstrates contemporary understanding of technology in higher education.	Frequency	11	6	5	4	0	42.3%	23.1%	19.2%	15.4%	0.0%	
			Importance	11	14	1	0	0	42.3%	53.8%	3.8%	0.0%	0.0%	
			Level of Judgement	7	17	2	0	0	26.9%	65.4%	7.7%	0.0%	0.0%	
		2.2.7 Demonstrates systems level problem solving.	Frequency	16	7	1	2	0	61.5%	26.9%	3.8%	7.7%	0.0%	
			Importance	20	5	1	0	0	76.9%	19.2%	3.8%	0.0%	0.0%	
			Level of Judgement	22	3	1	0	0	84.6%	11.5%	3.8%	0.0%	0.0%	
		2.2.8 Promotes the exploration and integration of meaningful technology.	Frequency	1	6	10	9	0	3.8%	23.1%	38.5%	34.6%	0.0%	
			Importance	8	16	2	0	0	30.8%	61.5%	7.7%	0.0%	0.0%	
			Level of Judgement	12	13	1	0	0	46.2%	5.0%	3.8%	0.0%	0.0%	
	2.3 ABILITIES	2.3.1 Recognizes and celebrates individual and group success.	Frequency	8	9	9	0	0	30.8%	34.6%	34.6%	0.0%	0.0%	
			Importance	22	4	0	0	0	84.6%	15.4%	0.0%	0.0%	0.0%	
			Level of Judgement	8	13	5	0	0	30.8%	50.0%	19.2%	0.0%	0.0%	
PART 3	**3.1 KNOWLEDGES**	3.1.1 Knowledge of strategies to engage multiple perspectives, disciplines, and constituencies (collaboration, teamwork, and relationship building).	Frequency	16	8	1	1	0	61.5%	30.8%	3.8%	3.8%	0.0%	
			Importance	23	3	0	0	0	88.5%	11.5%	0.0%	0.0%	0.0%	
			Level of Judgement	17	8	1	0	0	65.4%	30.8%	3.8%	0.0%	0.0%	
	3.2 SKILLS	3.2.1 Mediates conflict engagement.	Frequency	3	9	9	5	0	11.5%	34.6%	34.6%	19.2%	0.0%	
			Importance	20	6	0	0	0	76.9%	23.1%	0.0%	0.0%	0.0%	
			Level of Judgement	17	9	0	0	0	65.4%	34.6%	0.0%	0.0%	0.0%	
		3.2.2 Collaborates across stakeholders.	Frequency	9	13	3	1	0	34.6%	50.0%	11.5%	3.8%	0.0%	
			Importance	22	4	0	0	0	84.6%	15.4%	0.0%	0.0%	0.0%	
			Level of Judgement	14	12	0	0	0	53.8%	46.2%	0.0%	0.0%	0.0%	
		3.2.3 Promotes functional team relationships.	Frequency	13	9	3	0	0	52.0%	36.0%	12.0%	0.0%	0.0%	
			Importance	23	2	0	0	0	92.0%	8.0%	0.0%	0.0%	0.0%	
			Level of Judgement	15	9	1	0	0	57.7%	34.6%	3.8%	0.0%	0.0%	
		3.2.4 Navigates media relations/publicity.	Frequency	0	1	14	11	0	0.0%	3.8%	53.8%	42.3%	0.0%	
			Importance	5	16	5	0	0	19.2%	61.5%	19.2%	0.0%	0.0%	
			Level of Judgement	8	17	1	0	0	30.8%	65.4%	3.8%	0.0%	0.0%	
		3.2.5 Leads meetings.	Frequency	6	17	3	0	0	23.1%	65.4%	11.5%	0.0%	0.0%	
			Importance	17	9	0	0	0	65.4%	34.6%	0.0%	0.0%	0.0%	
			Level of Judgement	8	18	0	0	0	30.8%	69.2%	0.0%	0.0%	0.0%	
		3.2.6 Engages in civil dialogue on controversial issues.	Frequency	5	5	8	8	0	19.2%	19.2%	30.8%	30.8%	0.0%	
			Importance	16	9	1	0	0	61.5%	34.6%	3.8%	0.0%	0.0%	
			Level of Judgement	18	7	1	0	0	69.2%	26.9%	3.8%	0.0%	0.0%	
		3.2.7 Facilitates effective communication among people with different perspectives.	Frequency	9	11	4	2	0	34.6%	42.3%	15.4%	7.7%	0.0%	
			Importance	20	5	1	0	0	76.9%	19.2%	3.8%	0.0%	0.0%	
			Level of Judgement	16	7	3	0	0	61.5%	26.9%	11.5%	0.0%	0.0%	
		3.2.8 Communicates in a variety of situations and mediums.	Frequency	22	3	1	0	0	84.6%	11.5%	3.8%	0.0%	0.0%	
			Importance	22	3	1	0	0	84.6%	11.5%	3.8%	0.0%	0.0%	
			Level of Judgement	11	13	2	0	0	42.3%	50.0%	7.7%	0.0%	0.0%	
	3.3 ABILITIES/ATTRIBUTES	3.3.1 Communicates in a manner which influences others.	Frequency	14	9	3	0	0	53.8%	34.6%	11.5%	0.0%	0.0%	
			Importance	23	2	1	0	0	88.5%	7.7%	3.8%	0.0%	0.0%	
			Level of Judgement	15	11	0	0	0	57.7%	42.3%	0.0%	0.0%	0.0%	
PART 4	**4.1 KNOWLEDGES**	4.1.1 Knowledge of leadership and management theories.	Frequency	8	5	6	6	1	30.8%	19.2%	23.1%	23.1%	3.8%	
			Importance	11	12	3	0	0	42.3%	46.2%	11.5%	0.0%	0.0%	
			Level of Judgement	8	14	3	1	0	30.8%	53.8%	11.5%	3.8%	0.0%	
		4.1.2 Knowledge of individual behaviors and characteristics that support the institutional mission (self-regulation, self-monitoring, motivation, and life-long learning).	Frequency	14	8	1	3	0	53.8%	30.8%	3.8%	11.5%	0.0%	
			Importance	20	6	0	0	0	76.9%	23.1%	0.0%	0.0%	0.0%	
			Level of Judgement	14	10	2	0	0	53.8%	38.5%	7.7%	0.0%	0.0%	
	4.2 SKILLS	4.2.1 Practices work-life integration.	Frequency	20	3	1	2	0	76.9%	11.5%	3.8%	7.7%	0.0%	
			Importance	20	4	2	0	0	76.9%	15.4%	7.7%	0.0%	0.0%	
			Level of Judgement	10	15	0	1	0	38.5%	57.7%	0.0%	3.8%	0.0%	
		4.2.2 Employs negotiation tactics.	Frequency	7	11	6	2	0	26.9%	42.3%	23.1%	7.7%	0.0%	
			Importance	18	8	0	0	0	69.2%	30.8%	0.0%	0.0%	0.0%	
			Level of Judgement	15	11	0	0	0	57.7%	42.3%	0.0%	0.0%	0.0%	
		4.2.3 Empowers others.	Frequency	15	8	2	1	0	57.7%	30.8%	7.7%	3.8%	0.0%	
			Importance	24	1	1	0	0	92.3%	3.8%	3.8%	0.0%	0.0%	
			Level of Judgement	15	10	1	0	0	57.7%	38.5%	3.8%	0.0%	0.0%	
		4.2.4 Learns from others.	Frequency	16	7	2	1	0	61.5%	26.9%	7.0%	7.0%	3.8%	
			Importance	24	1	1	0	0	92.3%	3.8%	3.8%	0.0%	0.0%	
			Level of Judgement	15	9	2	0	0	57.7%	34.6%	7.7%	0.0%	0.0%	
	4.3 ABILITIES	4.3.1 Self-aware.	Frequency	22	3	0	1	0	84.6%	11.5%	0.0%	3.8%	0.0%	
			Importance	22	4	0	0	0	84.6%	15.4%	0.0%	0.0%	0.0%	
			Level of Judgement	20	4	2	0	0	76.9%	15.4%	7.7%	0.0%	0.0%	
		4.3.2 Change agent.	Frequency	7	6	10	3	0	26.9%	23.1%	38.5%	11.5%	0.0%	
			Importance	15	10	0	1	0	57.7%	38.5%	0.0%	3.8%	0.0%	
			Level of Judgement	15	11	0	0	0	57.7%	42.3%	0.0%	0.0%	0.0%	
		4.3.3 Acts with integrity.	Frequency	25	0	1	0	0	96.2%	0.0%	3.8%	0.0%	0.0%	

			Importance	25	1	0	0	0		96.2%	3.8%	0.0%	0.0%	0.0%
			Level of Judgement	13	11	2	0	0		50.0%	42.3%	7.7%	0.0%	0.0%
		4.3.4 Commits to lifelong development and learning.	Frequency	17	7	1	1	0		65.4%	26.9%	3.8%	3.8%	0.0%
			Importance	23	3	0	0	0		88.5%	11.5%	0.0%	0.0%	0.0%
			Level of Judgement	10	15	1	0	0		38.5%	57.7%	3.8%	0.0%	0.0%
		4.3.5 Self-reflective.	Frequency	22	4	0	0	0		84.6%	15.4%	0.0%	0.0%	0.0%
			Importance	26	0	0	0	0		100.0%	0.0%	0.0%	0.0%	0.0%
			Level of Judgement	20	4	2	0	0		76.9%	15.4%	7.7%	0.0%	0.0%
		4.3.6 Excellence-oriented.	Frequency	21	3	1	1	0		80.8%	11.5%	3.8%	3.8%	0.0%
			Importance	23	2	1	0	0		88.5%	7.7%	3.8%	0.0%	0.0%
			Level of Judgement	15	10	1	0	0		57.7%	38.5%	3.8%	0.0%	0.0%
		4.3.7 Strategic thinker.	Frequency	13	9	4	0	0		50.0%	34.6%	15.4%	0.0%	0.0%
			Importance	22	3	0	0	0		84.6%	11.5%	0.0%	0.0%	0.0%
			Level of Judgement	22	4	0	0	0		84.6%	15.4%	0.0%	0.0%	0.0%
		4.3.8 Inspirational.	Frequency	8	14	2	2	0		30.8%	53.8%	7.7%	7.7%	0.0%
			Importance	17	9	0	0	0		65.4%	34.6%	0.0%	0.0%	0.0%
			Level of Judgement	10	16	0	0	0		38.5%	61.5%	0.0%	0.0%	0.0%
		4.3.9 Courageous.	Frequency	8	7	9	1	1		30.8%	26.9%	34.6%	3.8%	3.8%
			Importance	14	10	2	0	0		53.8%	38.5%	7.7%	0.0%	0.0%
			Level of Judgement	10	14	0	2	0		38.5%	53.8%	0.0%	7.7%	0.0%
		4.3.10 Self-confident.	Frequency	21	5	0	0	0		80.8%	19.2%	0.0%	0.0%	0.0%
			Importance	17	9	0	0	0		65.4%	34.6%	0.0%	0.0%	0.0%
			Level of Judgement	11	14	1	0	0		42.3%	53.8%	3.8%	0.0%	0.0%

Responses to Demographic Questions

5.1 Please indicate the minimum number of curriculum hours should be devoted to each competency.

	Frequency	Min	Max
Capacity	20	2	125
Systems	20	3	100
Communication	20	3	125
Personal Leadership	20	3	200

6.1 Please indicate the state/jurisdiction that you reside in.

	Frequency	Percent
California	1	4%
Colorado	2	9%
DC	1	4%
FL	1	4%
MA	2	9%
Maryland	1	4%
Massachusetts	1	4%
Michigan	1	4%
Minnesota	2	9%
MO	2	9%
NC	1	4%
ND	1	4%
Nebraska	1	4%
Nevada	1	4%
New York	1	4%
Ohio	1	4%
PA	1	4%
Texas	1	4%
Virginia	1	4%
Total	23	100.03%

6.2 Please indicate the state/jurisdiction that you teach in.

	Frequency	Percent
California	1	4%
DC	1	4%
FL	1	4%
MA	2	9%
Massachusetts	1	4%
Michigan	1	4%
Minnesota	2	9%
MO	2	9%
Montana	1	4%
Montana, Virginia, New York	1	4%
NC	1	4%
ND	1	4%
Nebraska	1	4%
Nevada	1	4%
New York	1	4%
Ohio	1	4%
PA	1	4%
Texas	1	4%
Varies	1	4%
Virginia	1	4%
Total	23	100.00%

6.3 In which geographic region is the major portion of your practice?

	Frequency	Percent
East North Central (IL, IN, MI, OH, WI)	2	8%
Middle Atlantic (NJ, NY, PA)	2	8%
Mountain (AZ, CO, ID, MT, NV, NM, UT, WY)	3	13%
New England (CT, ME, MA, NH, RI, VT)	3	13%
Pacific (AK, CA, HI, OR, WA)	1	4%
South Atlantic (DE, DC, FL, GA, MD, NC, P	5	21%
West North Central (IA, KS, MN, MO, NE, N	7	29%
West South Central (AR, LA, OK, TX)	1	4%
Total	24	100%

7.1 What is your entry-level physical therapy education?

	Frequency	Percent
Baccalaureate	18	72%
DPT	3	12%
Entry-level m	3	12%
Other (please specify)	1	4%
Total	25	100%

7.2 What is your highest earned academic degree in any area of study?

	Frequency	Percent
DPT	1	4%
Master's	1	4%
PhD (or equivalent, eg EdD or ScD)	21	84%
tDPT	2	8%
Total	25	100%

7.3 What is the total number of years you have been a practicing physical therapist?

	Frequency	Percent
11 - 15 years	1	4%
16 - 20 years	3	12%
21 - 30 years	5	20%
31 or more years	15	60%
Less than a year	1	4%
Total	25	100%

7.4 What is the total number of years you have been in your current position?

	Frequency	Percent
Less than a	1	4%
1 - 2 years	3	12%
3 - 5 years	6	24%
6 - 10 years	5	20%
11 - 15 year	9	36%
16 - 20 year	1	4%

Total	25	100%

7.5 What is the total number of years you have been involved in academic education?

	Frequency	Percent
11 - 15 years	2	8%
16 - 20 years	5	20%
21 - 30 years	9	36%
31 or more years	7	28%
6 - 10 years	2	8%
Total	25	100%

7.6 Do you hold any of the following certifications or credentials?

	Frequency	Percent
ABPTS Specialist Certification	1	4%
APTA Advanced Credentialed Clinical Instructor (Level 2)	6	23%
APTA Credentialed Clinical Instructor (Level 1)	4	15%
APTA Credentialed Trainer (Level1)	9	35%
Associate Professor and Associate Certified Coach	1	4%
Former ABPTS specialist certification	1	4%
none	1	4%
Post professional DPT degree, Led development of Level 1 and 2 Credentialed CI	1	4%
PT, DPT, PhD FAPTA	1	4%
Total	1	4%
	26	100%

7.7 Have you completed a leadership development program?

	Frequency	Percent
No	3	12%
Yes	22	88%
Total	25	100%

7.9 Have you experienced any barriers to accessing leadership programs or training?

	Frequency	Percent
No	23	92%

Yes	2	8%
Total	25	100%

7.11 What is your current role(s) in education? (Check all that apply)

	Frequency	Percent
Program Director	10	25%
Academic Faculty	12	30%
Department Chair	7	18%
ACCE/DCE	1	3%
Residency Program Director	0	0%
Fellowship Program Director	0	0%
Residency Faculty	0	0%
Fellowship Faculty	0	0%
Clinical Educator	0	0%
Not Applicable	0	0%
Other (please specify): Education Consultant, Associate Director of the Professional DPT Curriculum, Education Consultant, Vice Provost for learning and assessment, Dean, Education Consultant, Immediate Past President of National Academies of Practice, Residency/Fellowship accreditor, Associate Dean, retired, Academic Dean, Campus Director.	10	25%
Total	40	100%

7.12 What were your previous role(s) in education (not currently service)? (Check all that apply)

	Frequency	Percent
Program Director	9	16%
Academic Faculty	17	30%
Department Chair	10	18%
ACCE/DCE	4	7%
Residency Program Director	0	0%
Fellowship Program Director	1	2%
Residency Faculty	0	0%
Fellowship Faculty	0	0%
Clinical Educator	10	18%
Not Applicable	1	2%

Other (please specify): Dean, Associate Dean, Associated Program Director, Director of Academic Affairs at APTA, adjunct faculty.	5	9%
Total	**57**	**100%**

7.13 What is your current faculty status in your program? (Check one category only)

	Frequency	Percent
Adjunct Faculty	1	4%
Lecturer	0	0%
Assistant Professor	1	4%
Associate Professor	6	24%
Instructor	1	4%
Not Applicable	2	8%
Professor	11	44%
Other (please specify):Education Consultant, Clinical Associate Professor.	3	12%
Total	25	**100%**

7.14 In which programs do you currently teach? (Check all that apply)

	Frequency	Percent
Physical Therapist Professional Program	22	88%
Physical Therapist Assistant Professional Program	2	8%
Post-professional Graduate Program	2	8%
Post-professional Transition DPT Program	3	12%
Post-doctoral Program		
Clinical Residency Program		
Clinical Fellowship Program		
ABPTRFE-accredited Faculty Residency Program		
Total	25	**116%**

7.14 In type of educational institution do you currently teach?

	Frequency	Percent
Private, not-for-profit	18	75%
Private, proprietary	3	13%
Public	3	13%

Total	24	100%

7.15 Are you a member of the APTA?

	Frequency	Percent
No	1	4%
Yes	23	96%
Total	24	100%

7.16 Are you a member of the APTA Academy of Education?

	Frequency	Percent
No	0	0%
Yes	24	100%
Total	24	100%

7.17 Are you a member of the American Council of Academic Physical Therapy?

	Frequency	Percent
No	4	17%
Yes	20	83%
Total	24	100%

7.18 What is your sex?

	Frequency	Percent
Female	17	71%
Male	7	29%
Total	24	100%

7.19 What is your age?

	Frequency	Percent
40-49	2	8%
50-59	13	54%
60-69	7	29%
70+	2	8%
Total	24	100%

7.20 Which of the following best describes your race/ethnic origin?

	Frequency	Percent
American Indian or Alaskan Native	0	0%
Asian	0	0%
African-American or Black (Not Hispanic)	2	8%
White (Not Hispanic)	21	88%
Hispanic/Latino	0	0%
Other	1	4%
Pacific Islander or Native Hawaiian	0	0%
Total	24	100%

#	4.4.1 Please list any additional Knowledges, Skills, Abilities, and Tasks for the Personal Leadership Content Domain you feel should be included in this survey.
1	Struggled with the knowledge of... questions as leaders should be at a minimum applying these content domains on an ongoing basis. Seems to be missing a number of personal leadership competencies listed in the literature needed by all health care providers (PTs and in interprofessional literature in medicine, nursing, pharmacy) such as authentic, accountable, vulnerable, able to use have a voice to inspire, influence, encourage and support others.
2	None
3	na
4	employs humor and relatability
5	Nice to see meta-cognitive approach, surprised to see courage
6	NA
7	none
8	Seeks help/guidance/support
9	None
10	na
11	NA
12	n/a
13	nothing to add
14	Coaching
15	None
16	Humility, Accountability/Dependability
17	Role Model
18	-
19	NA
20	None at this time.
21	Equity. Effective Listening, Integration of all voices
22	Cannot think of any others.
23	humble
24	emotional intelligence/stress management
25	Consider questions on mentorship and also on making application of contemporary clinical research, and contemporary leadership research.

#	7.8 Identify the name of the leadership program you completed.

1	PhD in Higher Education Administration and Leadership. LAMP, ELI mentor, ACAPT ALA developer
2	ELI & one year leadership program for new leaders by employer
3	Colleges of the Fenway Leadership Development
4	7 Habits of Highly Effective People
5	FEL
6	ELI and University sponsored programs
7	PhD in leadership in Higher Education, ELI mentor
8	ELI
9	ELI
10	APTA ELI
12	ELI
13	HERS program; Several university/Jesuit leadership training at national level
14	US Army Command and General Staff College, Higher Education Administration Doctoral Program
15	ASAHP Leadership Development
16	Formerly Education Leadership institute, MBA
17	ABPTS Educational Leadership Institute
18	ELI
19	ACE and ELI
20	APTA Educ Leadership Fellowship; Bismarck-Mandan Chamber Leadership Program
21	APTA Fellowship in Education Leadership

#	**7.10 Please explain.**
1	I find that several faculty new in leadership roles are struggling to find programs that are accessible and affordable. Current ELI is too limited in numbers and cost is prohibited by many unfortunately, yet this too is a sign of the struggles that many leaders have in negotiation skills for their own development
2	time commitment to engage in additional leadership training has been challenging due to work and family obligations

#	**8.1 Please use the space below to share any concerns you have or additional items that you feel should be included in this survey.**
1	Open-Ended Response
2	Focus needs to be on personal leadership as this sets the foundation for one's ability to lead others and influence organizations.

3	NA
4	I think all domains have been covered
5	NA
6	Current level of clinical practice
7	well crafted survey
8	Level of experience
9	I am not currently a faculty with a specific program as I now consult. I previously served as a Fellowship Program Director of an accredited program. I have taken leadership courses throughout my career but not a specific leadership development program per se.
10	-
11	None.
12	My main concerns in completing this survey are: 1) most of the knowledge, skills and behaviors listed are actually ongoing and not done at specified times that one can enumerate as once per week, etc. They are not tasks but processes whose importance and attention increase and decrease at various times throughout a year. 2) Most of the items are related to behaviors and are, therefore, not able to be classified in the knowledge domain, but those were the only choices. For example, negotiation requires analysis, but also appreciation of others' perspectives, ie. affective domain. Given these concerns, I am not sure how reliable my responses are.
13	Funding of higher education, trends in higher education, recruitment and enrollment/marketing
14	Expand questioning re: use of technology and social media, i.e. use of MicroSoft Teams, Use of RingCentral, Use of social media to interact with multiple shareholders. Ask too how many engage in TV or PodCast engagements to promote their school, brand, or for information sharing. In addition, how many engage at the international level, either in leadership specific roles, presentations, or even service learning.

Appendix 4: Proposed Practice Analysis Revisions

Higher Education Leadership Revalidation Practice Analysis Survey 2023

Introduction

The purpose of this survey is to distinguish competencies required of leaders in physical therapy in the higher education fellowship practice. The results of this survey will establish an updated Description of Fellowship Practice (DFP) for Higher Education Leadership. The questions are based on:

(1) the 2008 Needs Assessment for Education Leadership Development,

(2) the existing 2010 Higher Education Leadership practice analysis,

(3) the opinion of a content expert workgroup pertaining to changes to the knowledges, skills, abilities/attributes, and tasks needed by faculty in higher education over the past 10 years,

(4) the opinion of a content expert workgroup pertaining to trends and changes that are likely to affect the knowledges, skills, abilities/attributes, and tasks needed by faculty in higher education in the next 10 years,

(5) professional literature on higher education leadership to include theses, studies, books, etc.

Survey Guidelines:

The Guide to Higher Education Leadership Fellowship Practice survey addresses specific knowledges, skills, and abilities/attributes that faculty in higher education leadership possess, and the tasks they perform. Your responses will help us validate and clarify those characteristics. The survey is apportioned into 4 parts by content domains. The content domains comprise a core set of competencies identified and defined by the Project Team Group Members. The competencies identified cover 4 broad areas: Capacity, Systems, Communication, and Personal Leadership. You will be asked to assess each individual knowledge, skill, ability/attribute, and task identified within each content domain based upon 3 categories: the frequency in which the characteristic is performed or utilized, the importance of having such a characteristic, and the level of judgment faculty in higher education leadership roles exercise when they use information from the knowledge areas.

You may provide additional characteristics that you feel are relevant to the fellowship in the identified area following each survey part.

Survey Response Eligibility

Please select one of the following survey options:

- ○ I am a graduate of APTA's Higher Education Leadership Fellowship and have served as a leader in higher education.
- ○ I am not a graduate of APTA's Higher Education Leadership Fellowship, **but** I have a minimum of 5 years of experience serving as a leader in higher education within the last 10 years (e.g., program director, chair, vice-chair, dean).
- ○ I am a graduate of APTA's Higher Education Leadership Fellowship, but have not served as a leader in higher education, therefore I am not eligible to participate in this survey.
- ○ I have not served as a leader in higher education for a minimum of 5 years within the last 10 years therefore I am not eligible to participate in this survey.
- ○ I have served as a leader in higher education for a minimum of 5 years within the last 10 years, but am unable to participate in this survey at this time.

PART 1 CAPACITY CONTENT DOMAIN / 1.1 KNOWLEDGE / 1.2 SKILLS

Part 1 - Capacity Content Domain

This section focuses on qualities of the Capacity Content Domain that faculty in higher education leadership roles possess. The Capacity Content domain encompasses those institutional processes and individual skills required for higher education administration. Representative elements may include partnerships, stakeholders, strategic planning, innovation, vision, and resource management. For each area, please select your rating on all three scales as shown.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations. ***Analysis***: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

1.1 KNOWLEDGE

1.1.1 Knowledge of institutional processes required for academic administration.

1.1.2 Knowledge of individual skills required for academic administration.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2 SKILLS

1.2.1 Builds collaborative partnerships, alliances, and networks.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.2 Delegates to improve efficiency and effectiveness.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.3 Fosters academic excellence.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.4 Assesses, implements, and adapts to necessary change.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.5 Recruits and retains a qualified workforce.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.6 Leads the development and implementation of the strategic planning process.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.7 Cultivates leadership skills in others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.8 Fosters mentoring relationships.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.9 Builds relationships with internal and external stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.10 Encourages innovation in scholarships, practice, service, and teaching.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.11 Cultivates a culture of inclusivity.

	Frequency	Importance	Level of Judgment

PART 1 CONT. / 1.3 ABILITIES / 1.4 TASKS

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?

Level of Judgment Definitions

Recall: requires ability to recall or recognize specific information only.

Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations. ***Analysis***: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

1.3 ABILITIES

1.3.1 Seize opportunities through entrepreneurial thinking.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4 TASKS

1.4.1 Negotiates faculty workload.

1.4.2 Guides faculty in the process of advancement (promotion and tenure as applicable).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4.3 Designs and implements program assessment cycle.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4.3 Advocates program/institutional goals to all stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4.4 Monitors and implements standards compliant with regulatory environment.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4.5 Develops a vision for professional physical therapy education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 2 SYSTEMS CONTENT DOMAIN / 2.1 KNOWLEDGE

Part 2 - Systems Content Domain

This section focuses on qualities of the Systems Content Domain that faculty in higher education leadership roles possess. The Systems Content domain encompasses the integration and interrelatedness of the contextual elements of higher education and healthcare. Representative elements may include organization, structure, and culture. For each area, please circle your rating on all three scales as shown.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations. ***Analysis***: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

2.1 KNOWLEDGE

2.1.1 Knowledge of contemporary education landscape to include organizational behavior and culture.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.1.2 Knowledge of contemporary global issues in healthcare and higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.1.3 Knowledge of resource management (personnel, finances, budgetary processes, fund- raising, and facilities).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 2CONT. / 2.2 SKILLS / 2.3 ABILITIES

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?

Level of Judgment Definitions
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations. ***Analysis***: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

2.2 SKILLS

2.2.1 Navigates the structure of higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.2 Applies legal, ethical, and regulatory issues in higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.3 Advocates to internal and external stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.4 Allocates and leverages resources (personnel, finances, budgetary processes, fund- raising, and facilities).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.5 Champions and actively advances justice, diversity, equity, and inclusion.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.6 Advocates for modern technology knowledge in higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.7 Demonstrates systems level problem solving.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.8 Promotes the exploration and integration of meaningful technology.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.3 ABILITIES

2.3.1 Recognizes and celebrates individual and group success.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 3 COMMUNICATION CONTENT DOMAIN

Part 3 - Communication Content Domain

This section focuses on qualities of the Communication Content Domain that faculty in higher education leadership roles possess. The Communication Content domain encompasses aspects of engaging multiple perspectives, disciplines, and constituencies. Representative elements may include collaboration, teamwork, and relationship building.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations. ***Analysis***: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

3.1 KNOWLEDGE

3.1.1 Knowledge of strategies to engage multiple perspectives, disciplines, and constituencies.

3.1.2 Knowledge of strategies to engage collaboration, teamwork, and relationship building.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2 SKILLS

3.2.1 Mediates conflict engagement.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.2 Collaborates across stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.3 Promotes team relationships.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.4 Navigates media relations/publicity.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.5 Leads meetings efficiently and effectively.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.6 Engages in civil dialogue on controversial issues.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.7 Facilitates effective communication among people with different perspectives.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.8 Adaptable communication for different situations, mediums or modalities, stakeholders

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.3 ABILITIES

3.3.1 Communicates in a manner which influences others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 4 PERSONAL LEADERSHIP CONTENT DOMAIN / 4.1 KNOWLEDGE / 4.2 SKILLS

Part 4 - Personal Leadership Content Domain

This section focuses on qualities of the Personal Leadership Content Domain that faculty in higher education leadership roles possess. The Personal Leadership Content domain encompasses aspects of the development, manifestation, and application of individual behaviors and characteristics in support of the institutional mission. Representative elements may include self-awareness, self-monitoring, motivation, and life-long learning.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations. ***Analysis***: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

4.1 KNOWLEDGE

4.1.1 Knowledge of leadership and management theories.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.1.2 Knowledge of individual behaviors and characteristics among faculty that supports students and the institutional mission.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.2 SKILLS

4.2.1 Practices work-life integration.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.2.2 Employs negotiation tactics.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.2.3 Empowers others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.2.4 Learns from others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 4 CONT. / 4.3 ABILITIES

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?

Level of Judgment Definitions

Recall: requires ability to recall or recognize specific information only.

Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations. ***Analysis***: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

4.3 ABILITIES

4.3.1 Self-aware.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.2 Change agent.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.3 Acts with integrity.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.4 Commits to lifelong development and learning.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.5 Self-reflective.

	Frequency	Importance Level of Judgment
Choose answers from drop down menus.		

4.3.6 Excellence-oriented.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.7 Strategic thinker.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.8 Inspirational.

	Frequency	Importance Level of Judgment
Choose answers from drop down menus.		

4.3.9 Courageous.

	Frequency	Importance Level of Judgment
Choose answers from drop down menus.		

4.3.10 Self-confident.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

PART 5 RECOMMENDATIONS FOR CURRICULUM INSTRUCTION

Part 5 - Recommendations for Curriculum Instruction

The following is a core set of higher education leadership competencies that may be included in the curriculum instruction.

5.1 Please indicate the minimum number of curriculum hours that should be devoted to each competency.

Capacity Systems

Systems

Communication

Personal Leadership

PART 6 PRACTICE

Part 6 - Practice

6.1 Please indicate the state/jurisdiction that you reside in.

6.2 Please indicate the state/jurisdiction that you teach in.

6.3

PART 7 DEMOGRAPHIC INFORMATION

Part 7 - Demographic Information

Please answer each item by selecting the option that most clearly describes you or your professional activities. Demographic information is collected for purposes of group analysis. Individual responses are confidential.

7.1 What is your entry-level physical therapy education?

7.2 What is your highest earned academic degree in any area of study?

7.3 What is the total number of years you have been a practicing physical therapist?

7.4 What is the total number of years you have been in your current position?

7.5 What is the total number of years you have been involved in academic education?

7.6 Do you hold any of the following certifications or credentials?

ABPTS Specialist Certification Certified

Athletic Trainer

APTA Credentialed Clinical Instructor (Level 1)
APTA Advanced Credentialed Clinical Instructor (Level 2) Other (please specify)

7.7 Have you completed a leadership development program?

Yes

No

Part 7 - Demographic Information, cont.

7.8 Identify the name of the leadership program you completed.

7.9 Have you experienced any barriers to accessing leadership programs?

Yes

No

7.10 Please explain.

Part 7 - Demographic Information, cont.

7.11 What is your current role(s) in education? ***(Check all that apply)***

Program Director

Academic Faculty

Department Chair

ACCE/DCE

Residency Program Director

Fellowship Program Director

Residency Faculty Fellowship

Faculty

- [ ] Clinical Educator
- [ ] Not Applicable
- [ ] Other (please specify)

- [ ]
- [ ]
- [ ]
- [ ]

What were your previous role(s) in education (not currently service)? ***(Check all that apply)***

- [ ] Program Director
- [ ] Academic Faculty
- [ ] Department Chair
- [ ] ACCE/DCE
- [ ] Residency Program Director
- [ ] Fellowship Program Director
- [ ] Residency Faculty Fellowship
- [ ] Faculty
- [ ]

Clinical Educator

☐ Not Applicable

☐ Other (please specify)

7.12 What is your current faculty status in your program? ***(Check one category only)***

○ Adjunct Faculty ○

Lecturer

○ Instructor

○ Assistant Professor ○

Associate Professor ○

Professor

○ Not Applicable

○ Other (please specify)

7.14 In which programs do you currently teach? ***(Check all that apply)***

Physical Therapist Professional Program

Physical Therapist Assistant Professional Program Post-

professional Graduate Program

Post-professional Transition DPT Program

Post-doctoral Program

Clinical Residency Program Clinical

Fellowship Program

ABPTRFE-accredited Faculty Residency Program

7.14 In type of educational institution do you currently teach?

Public

Private, not-for-profit

Private, proprietary

7.15 Are you a member of the APTA?

Yes

No

7.16 Are you a member of the APTA Academy of Education?

Yes

No

7.17 Are you a member of the American Council of Academic Physical Therapy?

Yes

No

7.18 What is your sex?

7.19 What is your age?

7.20 Which of the following best describes your race/ethnic origin?

American Indian or Alaskan Native

Asian

African-American or Black (Not Hispanic)

White (Not Hispanic)

Hispanic/Latino

Pacific Islander or Native Hawaiian Other

Thank you for your professional time and thought to complete this survey.

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Higher Education Leadership Revalidation Practice Analysis Survey 2023 (Full Version)

Introduction

The purpose of this survey is to distinguish competencies required of leaders in physical therapy in the higher education fellowship practice. The results of this survey will establish an updated Description of Fellowship Practice (DFP) for Higher Education Leadership. The questions are based on:

(1) the 2008 Needs Assessment for Education Leadership Development,

(2) the existing 2010 Higher Education Leadership practice analysis,

(3) the opinion of a content expert workgroup pertaining to changes to the knowledges, skills, abilities/attributes, and tasks needed by faculty in higher education over the past 10 years,

(4) the opinion of a content expert workgroup pertaining to trends and changes that are likely to affect the knowledges, skills, abilities/attributes, and tasks needed by faculty in higher education in the next 10 years,

(5) professional literature on higher education leadership to include theses, studies, books, etc.

Survey Guidelines:

The Guide to Higher Education Leadership Fellowship Practice survey addresses specific knowledges, skills, and abilities/attributes that faculty in higher education leadership possess, and the tasks they perform. Your responses will help us validate and clarify those characteristics. The survey is apportioned into 4 parts by content domains. The content domains comprise a core set of competencies identified and defined by the Project Team Group Members. The competencies identified cover 4 broad areas: Capacity, Systems, Communication, and Personal Leadership. You will be asked to assess each individual knowledge, skill, ability/attribute, and task identified within each content domain based upon 3 categories: the frequency in which the characteristic is performed or utilized, the importance of having such a characteristic, and the level of judgment faculty in higher education leadership roles exercise when they use information from the knowledge areas.

You may provide additional characteristics that you feel are relevant to the fellowship in the identified area following each survey part.

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Survey Response Eligibility

Please select one of the following survey options:

- ◯ I am a graduate of APTA's Higher Education Leadership Fellowship and have served as a leader in higher education.
- ◯ I am not a graduate of APTA's Higher Education Leadership Fellowship, **but** I have a minimum of 5 years of experience serving as a leader in higher education within the last 10 years (e.g., program director, chair, vice-chair, dean).
- ◯ I am a graduate of APTA's Higher Education Leadership Fellowship, but have not served as a leader in higher education, therefore I am not eligible to participate in this survey.
- ◯ I have not served as a leader in higher education for a minimum of 5 years within the last 10 years therefore I am not eligible to participate in this survey.
- ◯ I have served as a leader in higher education for a minimum of 5 years within the last 10 years, but am unable to participate in this survey at this time.

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PART 1 CAPACITY CONTENT DOMAIN / 1.1 KNOWLEDGE / 1.2 SKILLS

Part 1 - Capacity Content Domain

This section focuses on qualities of the Capacity Content Domain that faculty in higher education leadership roles possess. The Capacity Content domain encompasses those institutional processes and individual skills required for higher education administration. Representative elements may include partnerships, stakeholders, strategic planning, innovation, vision, and resource management. For each area, please select your rating on all three scales as shown.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

1.1 KNOWLEDGE

1.1.1 Knowledge of institutional processes required for academic administration.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.1.2 Knowledge of individual skills required for academic administration.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2 SKILLS

1.2.1 Builds collaborative partnerships, alliances, and networks.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.2 Delegates to improve efficiency and effectiveness.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.3 Fosters academic excellence.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.4 Assesses, implements, and adapts to necessary change.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.5 Recruits and retains a qualified workforce.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.6 Leads the development and implementation of the strategic planning process.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.7 Cultivates leadership skills in others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.8 Fosters mentoring relationships.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.9 Builds relationships with internal and external stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.10 Encourages innovation in scholarship, practice, service, and teaching.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.2.11 Cultivates a culture of inclusivity.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

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PART 1 CONT. / 1.3 ABILITIES / 1.4 TASKS

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?

Level of Judgment Definitions
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

1.3 ABILITIES

1.3.1 Seize opportunities through entrepreneurial thinking.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4 TASKS

1.4.1 Negotiates faculty workload.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4.2 Guides faculty in the process of advancement (promotion and tenure as applicable).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4.3 Designs and implements program assessment cycle.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4.4 Advocates program/institutional goals to all stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4.5 Monitors and implements standards compliant with regulatory environment.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

1.4.6 Develops a vision for professional physical therapy education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

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PART 2 SYSTEMS CONTENT DOMAIN / 2.1 KNOWLEDGE

Part 2 - Systems Content Domain

This section focuses on qualities of the Systems Content Domain that faculty in higher education leadership roles possess. The Systems Content domain encompasses the integration and interrelatedness of the contextual elements of higher education and healthcare. Representative elements may include organization, structure, and culture. For each area, please circle your rating on all three scales as shown.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

2.1 KNOWLEDGE

2.1.1 Knowledge of contemporary education landscape to include organizational behavior and culture.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.1.2 Knowledge of contemporary global issues in healthcare and higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.1.3 Knowledge of resource management (personnel, finances, budgetary processes, fund-raising, and facilities).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

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PART 2 CONT. / 2.2 SKILLS / 2.3 ABILITIES

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?

Level of Judgment Definitions
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

2.2 SKILLS

2.2.1 Navigates the structure of higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.2 Applies legal, ethical, and regulatory issues in higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.3 Advocates to internal and external stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.4 Allocates and leverages resources (personnel, finances, budgetary processes, fund-raising, and facilities).

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.5 Champions and actively advances justice, diversity, equity, and inclusion.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.6 Advocates for modern technology knowledge in higher education.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.7 Demonstrates systems level problem solving.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.2.8 Promotes the exploration and integration of meaningful technology.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

2.3 ABILITIES

2.3.1 Recognizes and celebrates individual and group success.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

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PART 3 COMMUNICATION CONTENT DOMAIN

Part 3 - Communication Content Domain

This section focuses on qualities of the Communication Content Domain that faculty in higher education leadership roles possess. The Communication Content domain encompasses aspects of engaging multiple perspectives, disciplines, and constituencies. Representative elements may include collaboration, teamwork, and relationship building.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

3.1 KNOWLEDGE

3.1.1 Knowledge of strategies to engage multiple perspectives, disciplines, and constituencies.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.1.2 Knowledge of strategies to engage collaboration, teamwork, and relationship building.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2 SKILLS

3.2.1 Mediates conflict engagement.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.2 Collaborates across stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.3 Promotes team relationships.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.4 Navigates media relations/publicity.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.5 Leads meetings efficiently and effectively.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.6 Engages in civil dialogue on controversial issues.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.7 Facilitates effective communication among people with different perspectives.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.2.8 Adaptable communication for different situations, mediums or modalities, and stakeholders.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

3.3 ABILITIES

3.3.1 Communicates in a manner which influences others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

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PART 4 PERSONAL LEADERSHIP CONTENT DOMAIN / 4.1 KNOWLEDGE / 4.2 SKILLS

Part 4 - Personal Leadership Content Domain

This section focuses on qualities of the Personal Leadership Content Domain that faculty in higher education leadership roles possess. The Personal Leadership Content domain encompasses aspects of the development, manifestation, and application of individual behaviors and characteristics in support of the institutional mission. Representative elements may include self-awareness, self-monitoring, motivation, and life-long learning.

Each item will be judged on 3 scales:

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?
0 - Never;
1 - Less than once a month;
2 - Monthly;
3 - Weekly;
4 - Daily

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?
0 – Not important;
1 – Minimally important;
2 – Moderately important;
3 – Very important

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?
0 - Do not use in their work;
1 - Recall;
2 - Application;
3 - Analysis

Level of Judgment Definitions - Please keep the following definitions for the skill levels indicated in the Level of Judgment scale in mind when completing the survey:
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

4.1 KNOWLEDGE

4.1.1 Knowledge of leadership and management theories.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.1.2 Knowledge of individual behaviors and characteristics among faculty that supports students and institutional mission.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.2 SKILLS

4.2.1 Practices work-life integration.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.2.2 Employs negotiation tactics.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.2.3 Empowers others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.2.4 Learns from others.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

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PART 4 CONT. / 4.3 ABILITIES

Frequency - How frequently do faculty in Higher Education Leadership utilize this characteristic?

Importance - Regardless of the frequency of occurrence or prevalence, how important is this characteristic in the everyday practice of faculty in Higher Education Leadership?

Level of Judgment - Which of the following statements best describes the level of judgment faculty in Higher Education Leadership exercise when they use information from this knowledge area?

Level of Judgment Definitions
Recall: requires ability to recall or recognize specific information only.
Application: requires ability to comprehend, interpret or apply knowledge to new or changing situations.
Analysis: requires ability to analyze information, to put information together to arrive at a solution, and/or to evaluate the usefulness of the solution.

4.3 ABILITIES

4.3.1 Self-aware.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.2 Change agent.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.3 Acts with integrity.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.4 Commits to lifelong development and learning.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.5 Self-reflective.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.6 Excellence-oriented.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.7 Strategic thinker.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.8 Inspirational.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.9 Courageous.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

4.3.10 Self-confident.

	Frequency	Importance	Level of Judgment
Choose answers from drop down menus.			

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PART 5 RECOMMENDATIONS FOR CURRICULUM INSTRUCTION

Part 5 - Recommendations for Curriculum Instruction
The following is a core set of higher education leadership competencies that may be included in the curriculum instruction.

5.1 Please indicate the the minimum number of curriculum hours that should be devoted to each competency.

Capacity	
Systems	
Communication	
Personal Leadership	

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PART 6 PRACTICE

Part 6 - Practice

6.1 Please indicate the state/jurisdiction that you reside in.

6.2 Please indicate the state/jurisdiction that you teach in.

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PART 7 DEMOGRAPHIC INFORMATION

Part 7 - Demographic Information

Please answer each item by selecting the option that most clearly describes you or your professional activities. Demographic information is collected for purposes of group analysis. Individual responses are confidential.

7.1 What is your entry-level physical therapy education?

7.2 What is your highest earned academic degree in any area of study?

7.3 What is the total number of years you have been a practicing physical therapist?

7.4 What is the total number of years you have been in your current position?

7.5 What is the total number of years you have been involved in academic education?

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PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

7.6 Do you hold any of the following certifications or credentials?

- [ ] ABPTS Specialist Certification
- [ ] Certified Athletic Trainer
- [ ] APTA Credentialed Clinical Instructor (Level 1)
- [ ] APTA Advanced Credentialed Clinical Instructor (Level 2)
- [ ] Other (please specify)

7.7 Have you completed a leadership development program?

- ◯ Yes
- ◯ No

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PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

7.8 Identify the name of the leadership program you completed.

7.9 Have you experienced any barriers to accessing leadership programs?

- ◯ Yes
- ◯ No

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PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

7.10 Please explain.

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PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

7.11 What is your current role(s) in education? ***(Check all that apply)***

- [ ] Program Director
- [ ] Academic Faculty
- [ ] Department Chair
- [ ] ACCE/DCE
- [ ] Residency Program Director
- [ ] Fellowship Program Director
- [ ] Residency Faculty
- [ ] Fellowship Faculty
- [ ] Clinical Educator
- [ ] Not Applicable
- [ ] Other (please specify)

7.12 What were your previous role(s) in education (not currently service)? ***(Check all that apply)***

- [ ] Program Director
- [ ] Academic Faculty
- [ ] Department Chair
- [ ] ACCE/DCE
- [ ] Residency Program Director
- [ ] Fellowship Program Director
- [ ] Residency Faculty
- [ ] Fellowship Faculty
- [ ] Clinical Educator
- [ ] Not Applicable
- [ ] Other (please specify)

7.13 What is your current faculty status in your program? ***(Check one category only)***

- ◯ Adjunct Faculty
- ◯ Lecturer
- ◯ Instructor
- ◯ Assistant Professor
- ◯ Associate Professor
- ◯ Professor
- ◯ Not Applicable
- ◯ Other (please specify)

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PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

7.14 In which programs do you currently teach? ***(Check all that apply)***

- [ ] Physical Therapist Professional Program
- [ ] Physical Therapist Assistant Professional Program
- [ ] Post-professional Graduate Program
- [ ] Post-professional Transition DPT Program
- [ ] Post-doctoral Program
- [ ] Clinical Residency Program
- [ ] Clinical Fellowship Program
- [ ] ABPTRFE-accredited Faculty Residency Program

7.14 In type of educational institution do you currently teach?

- ◯ Public
- ◯ Private, not-for-profit
- ◯ Private, proprietary

7.15 Are you a member of the APTA?

- ◯ Yes
- ◯ No

7.16 Are you a member of the APTA Academy of Education?

- ◯ Yes
- ◯ No

7.17 Are you a member of the American Council of Academic Physical Therapy?

- ◯ Yes
- ◯ No

ABPTRFE
American Board of
Physical Therapy Residency
& Fellowship Education

Higher Education Leadership Revalidation Practice Analysis Survey 2023 (Full Version)

PART 7 DEMOGRAPHIC INFORMATION, CONT.

Part 7 - Demographic Information, cont.

7.18 What is your sex?

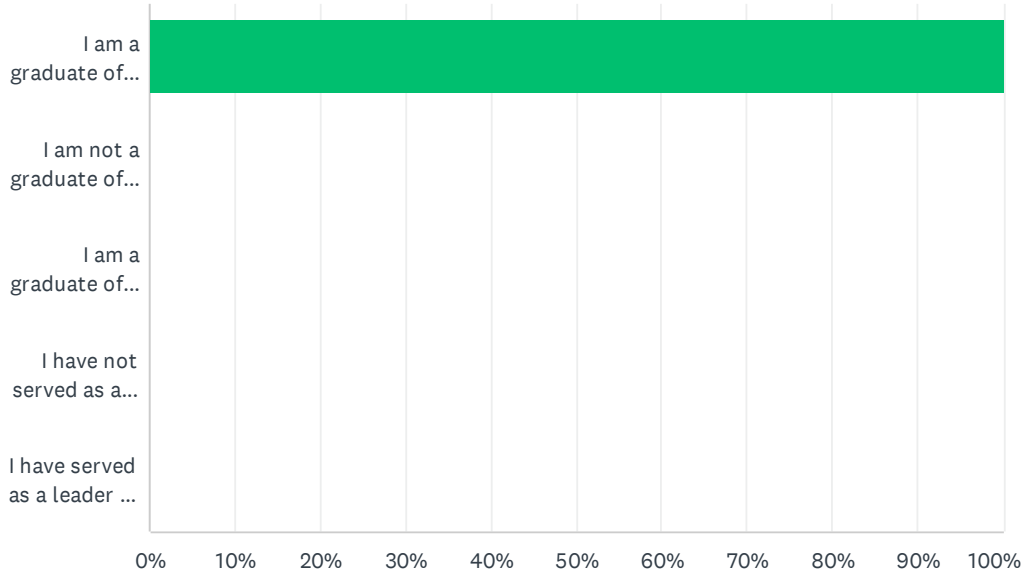
7.19 What is your age?

7.20 Which of the following best describes your race/ethnic origin?

- ◯ American Indian or Alaskan Native
- ◯ Asian
- ◯ African-American or Black (Not Hispanic)
- ◯ White (Not Hispanic)
- ◯ Hispanic/Latino
- ◯ Pacific Islander or Native Hawaiian
- ◯ Other

Q1 Please select one of the following survey options:

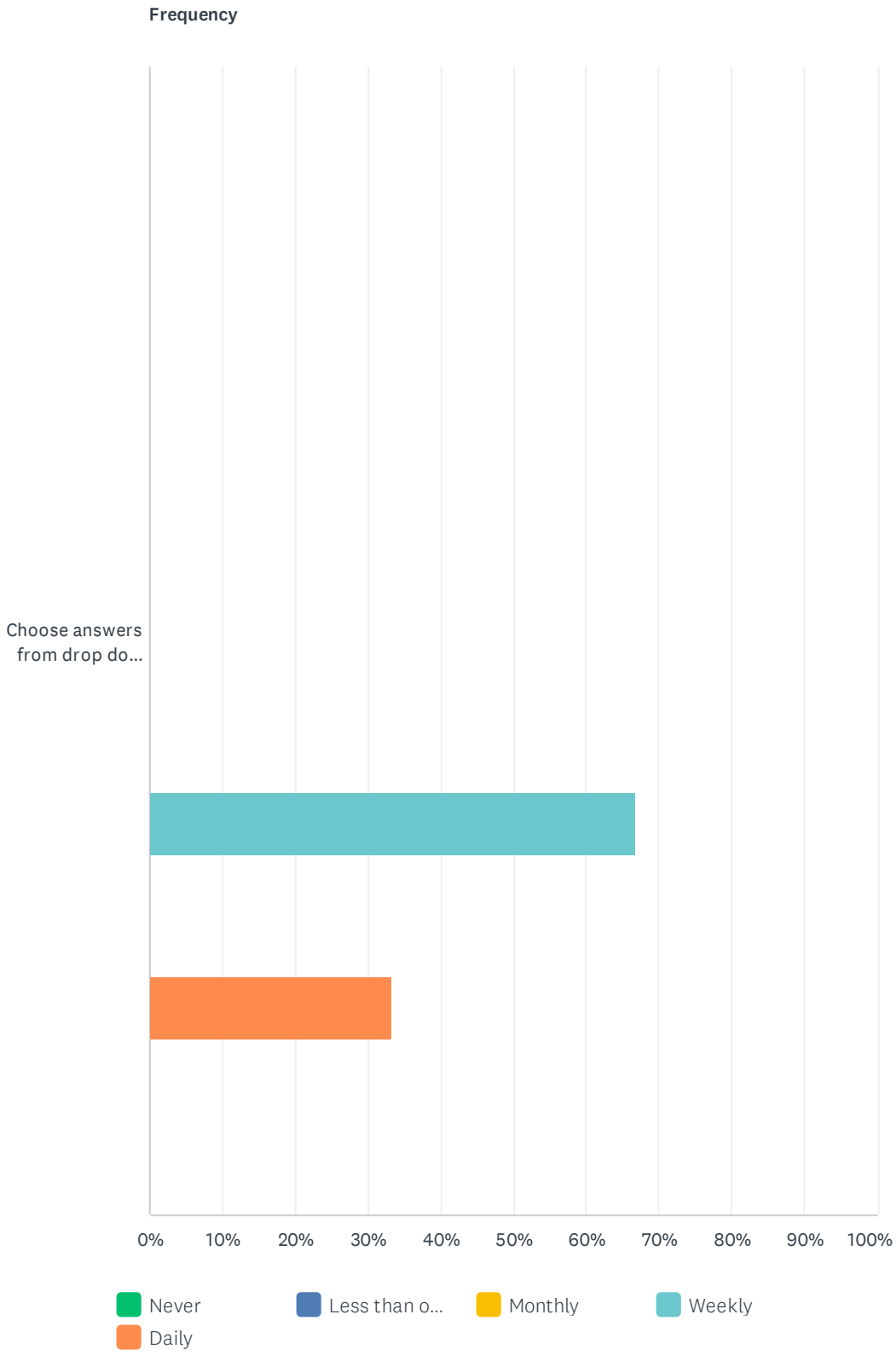
Answered: 2 Skipped: 1

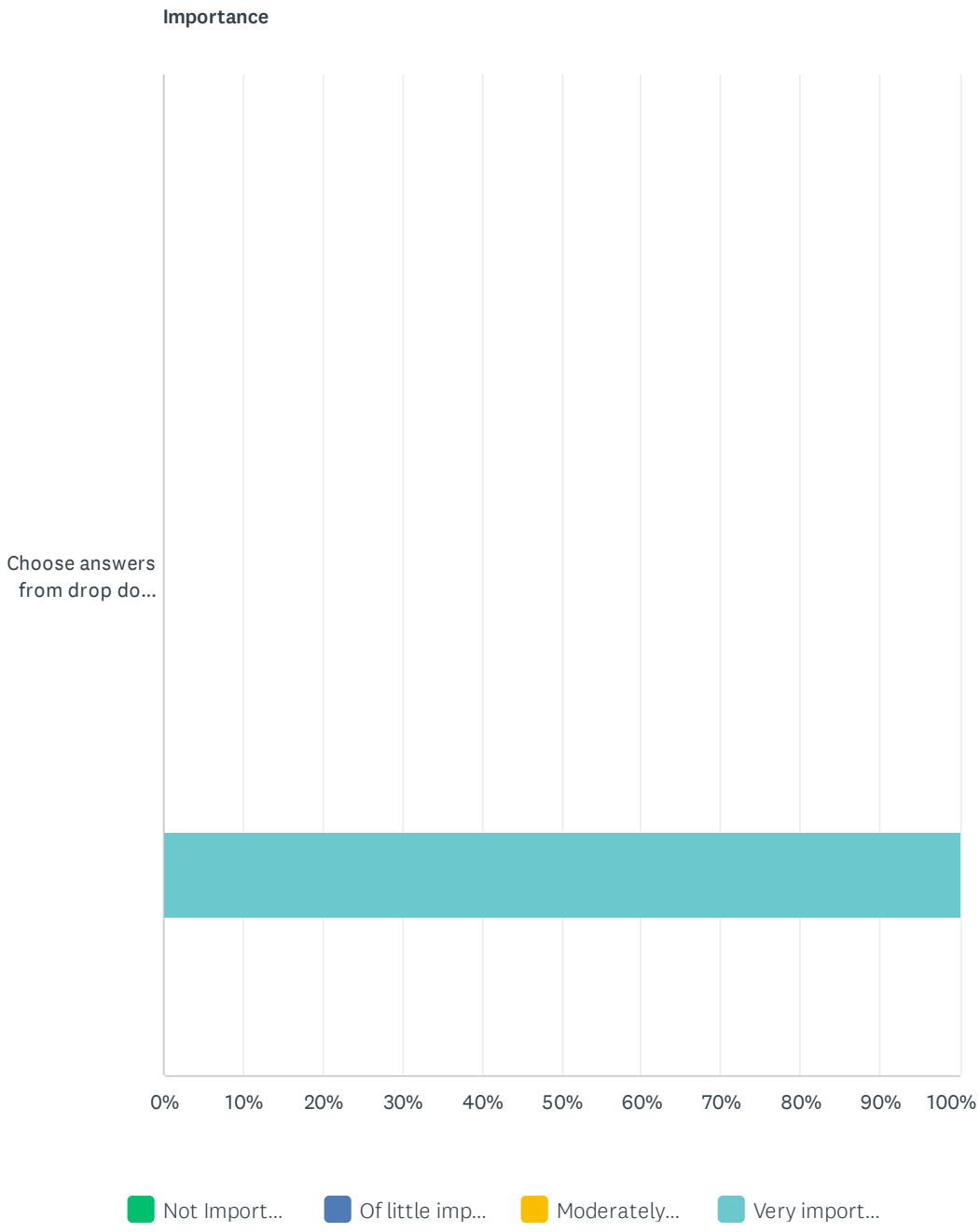


ANSWER CHOICES	RESPONSES	
I am a graduate of APTA's Higher Education Leadership Fellowship and have served as a leader in higher education.	100.00%	2
I am not a graduate of APTA's Higher Education Leadership Fellowship, but I have a minimum of 5 years of experience serving as a leader in higher education within the last 10 years (e.g., program director, chair, vice-chair, dean).	0.00%	0
I am a graduate of APTA's Higher Education Leadership Fellowship, but have not served as a leader in higher education, therefore I am not eligible to participate in this survey.	0.00%	0
I have not served as a leader in higher education for a minimum of 5 years within the last 10 years therefore I am not eligible to participate in this survey.	0.00%	0
I have served as a leader in higher education for a minimum of 5 years within the last 10 years, but am unable to participate in this survey at this time.	0.00%	0
TOTAL		2

Q2 1.1.1 Knowledge of institutional processes required for academic administration.

Answered: 3 Skipped: 0

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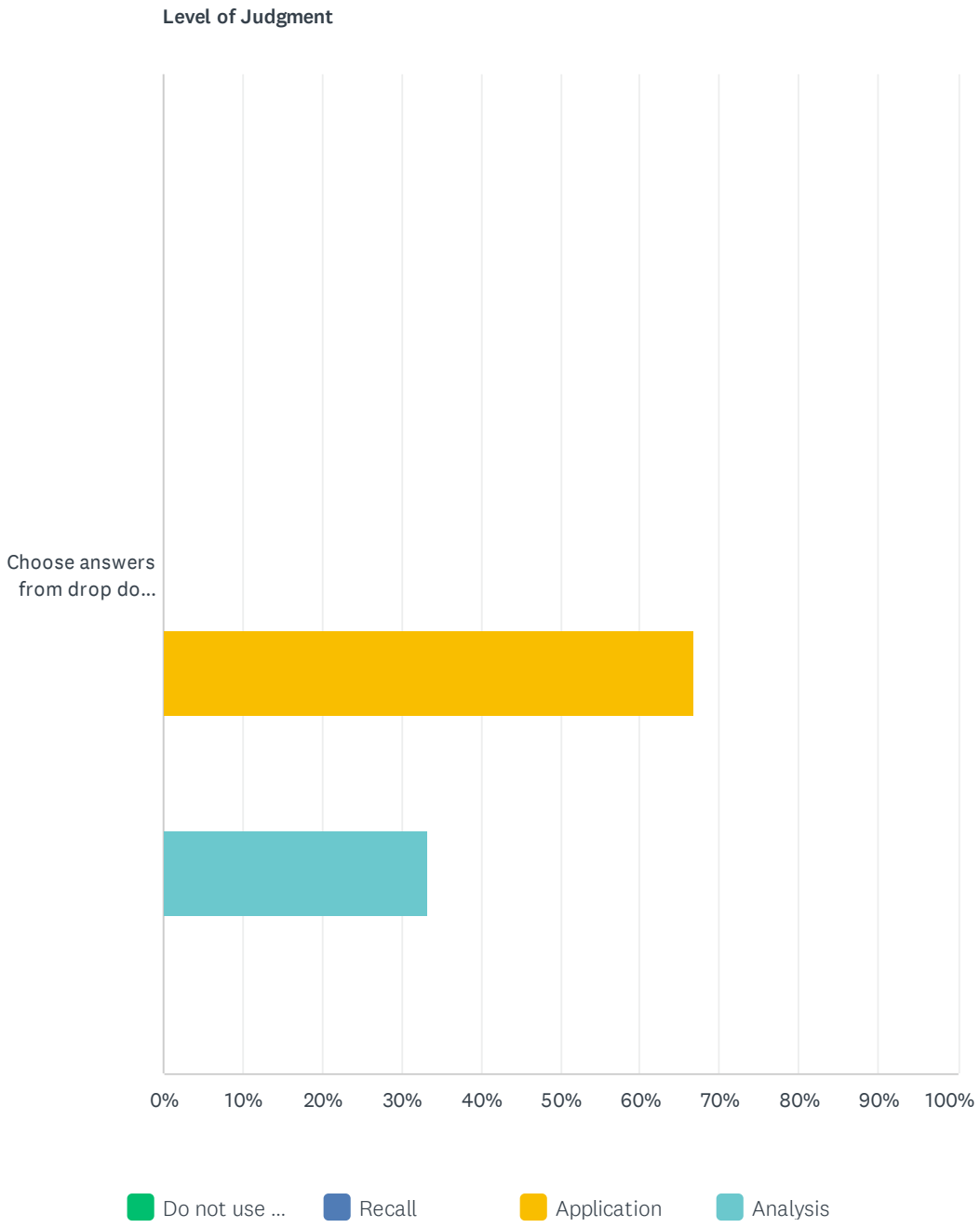

Frequency						
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Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Importance					
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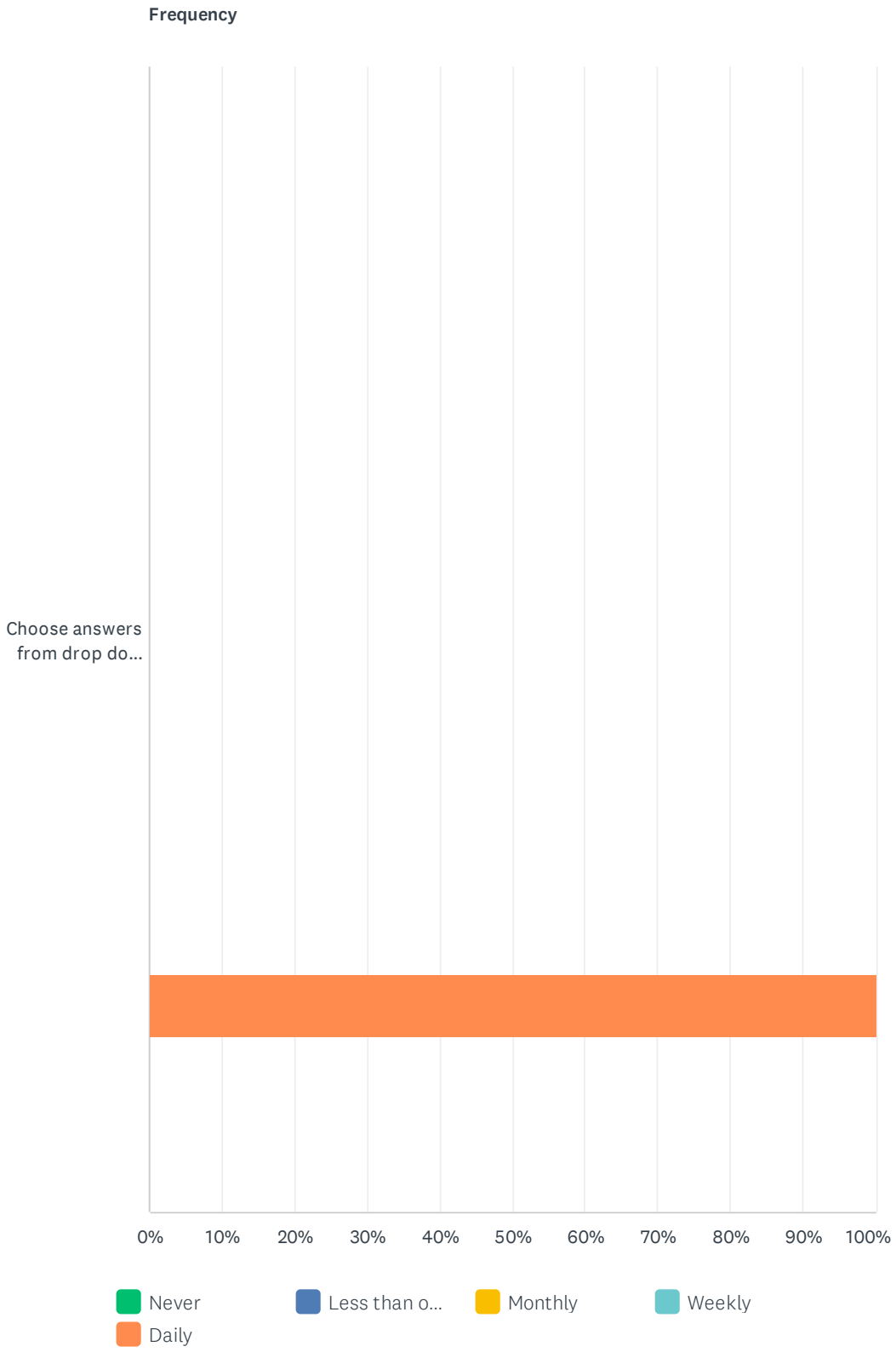
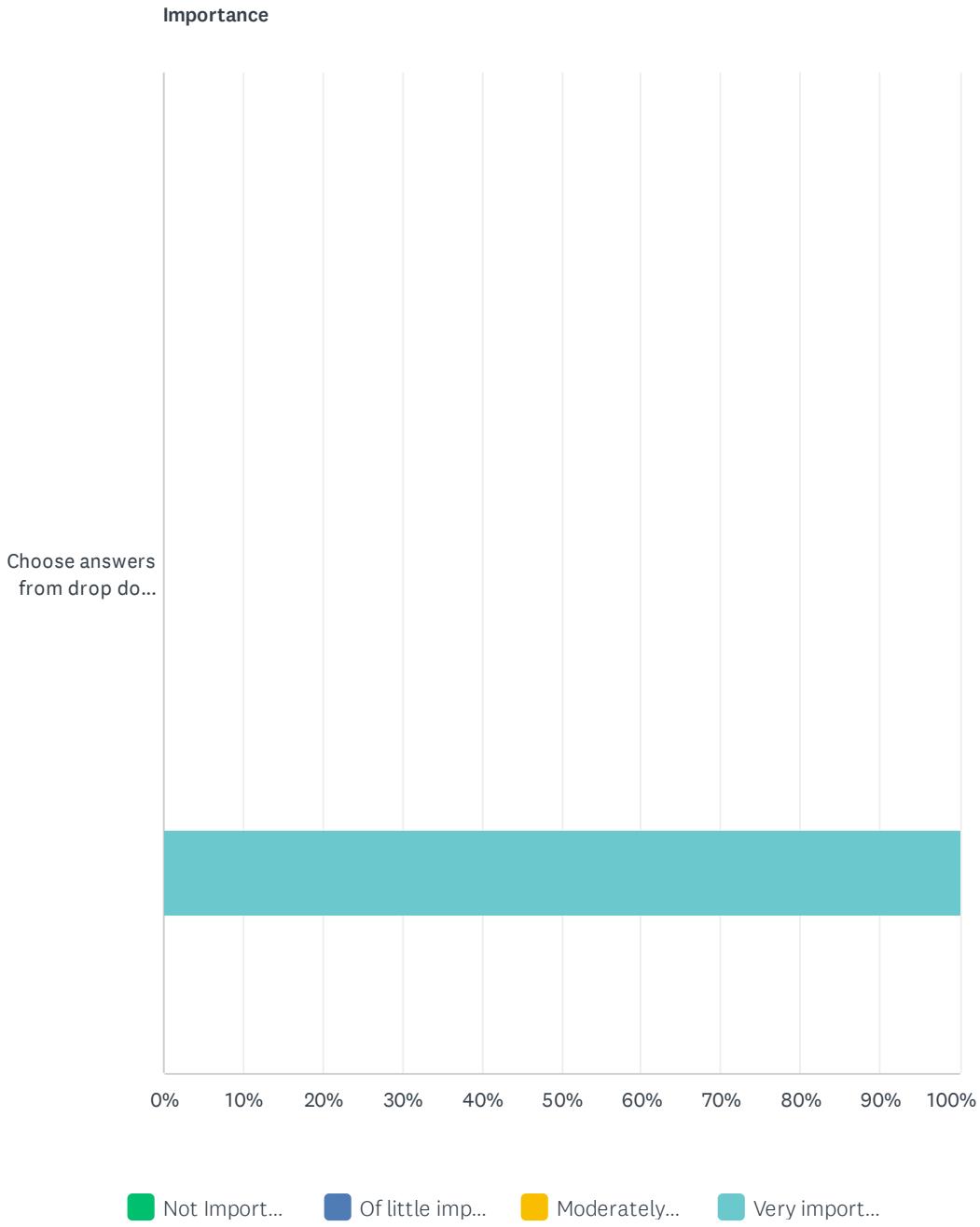
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q3 1.1.2 Knowledge of individual skills required for academic administration.

Answered: 3 Skipped: 0

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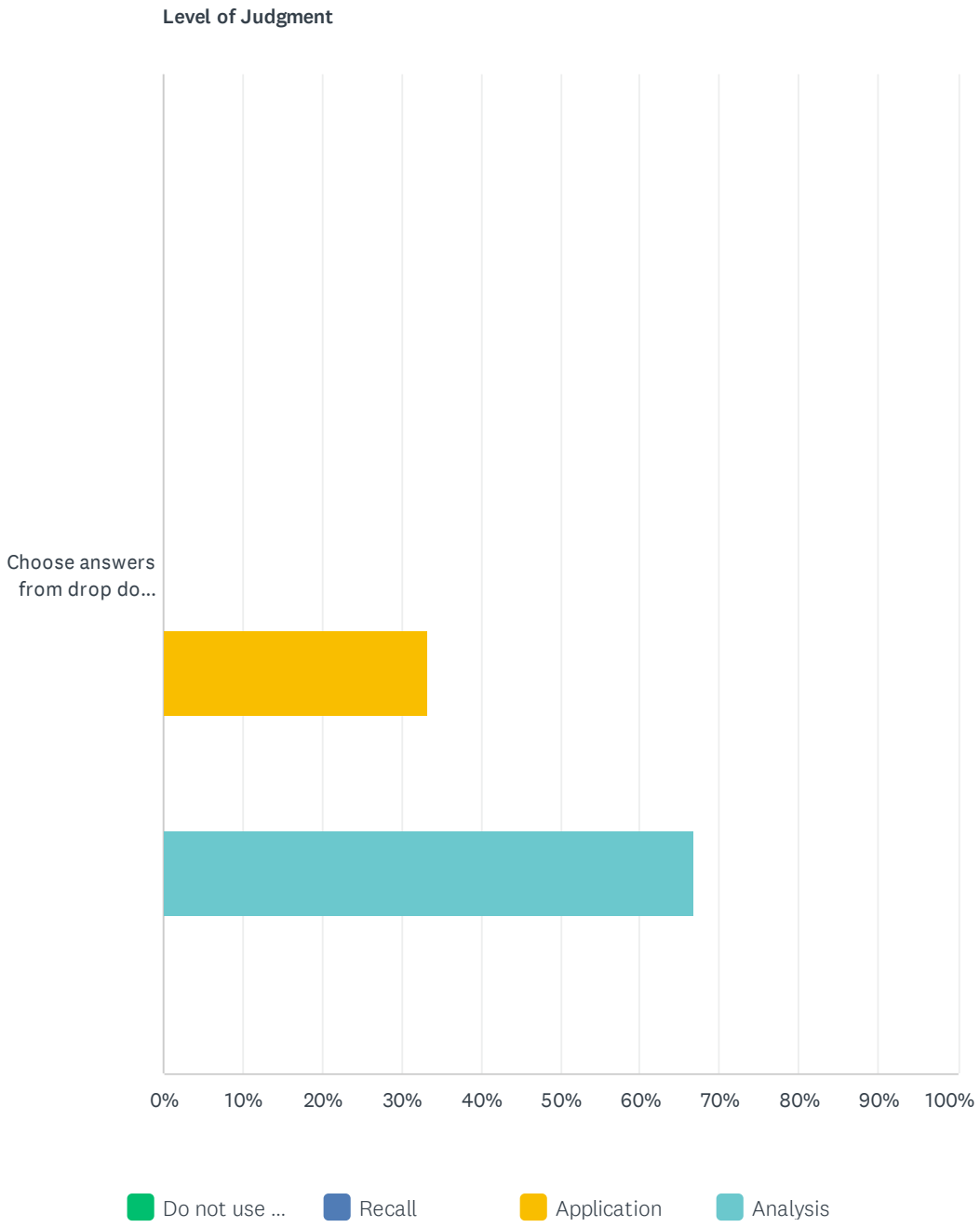

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Importance					
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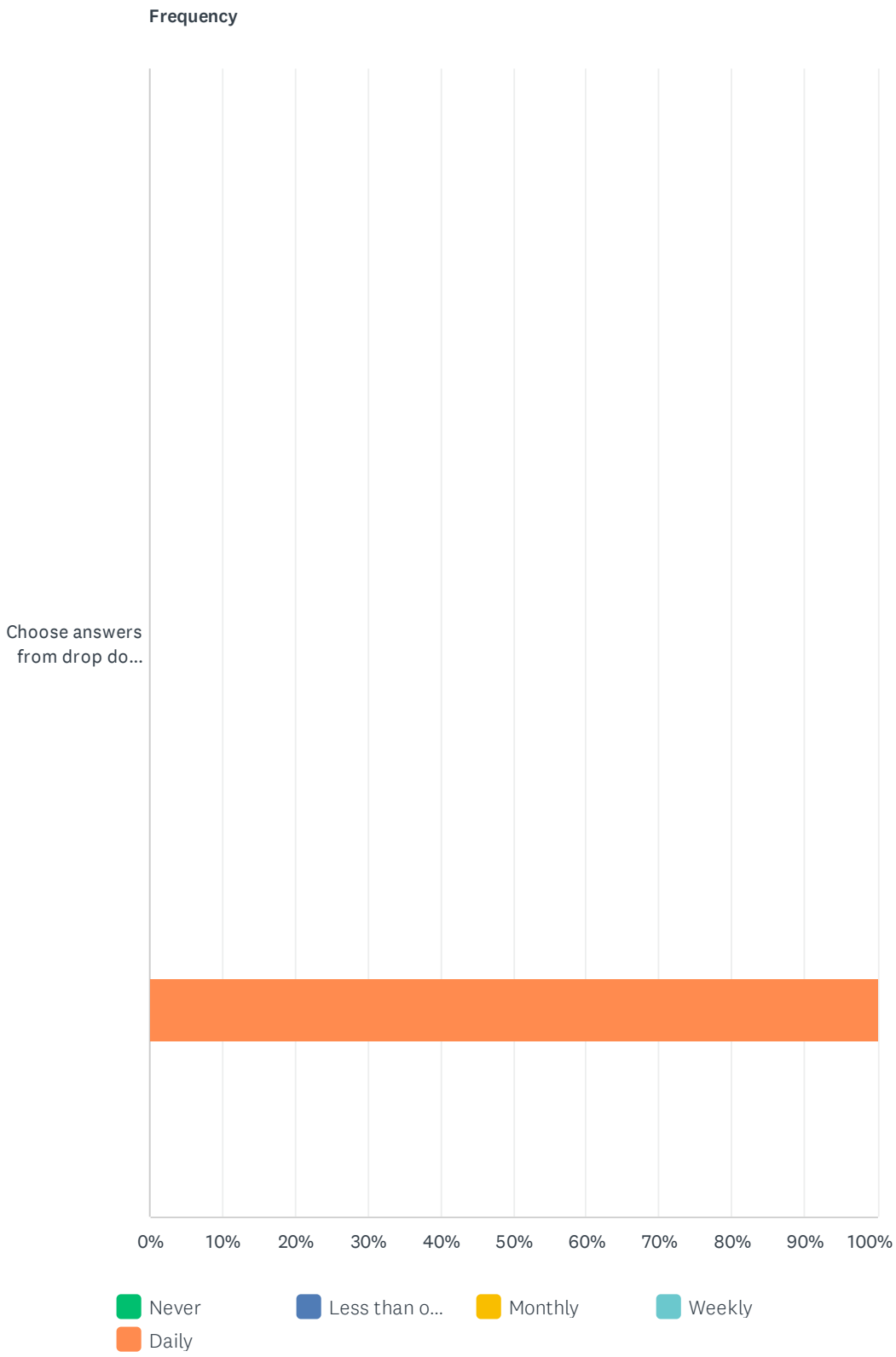
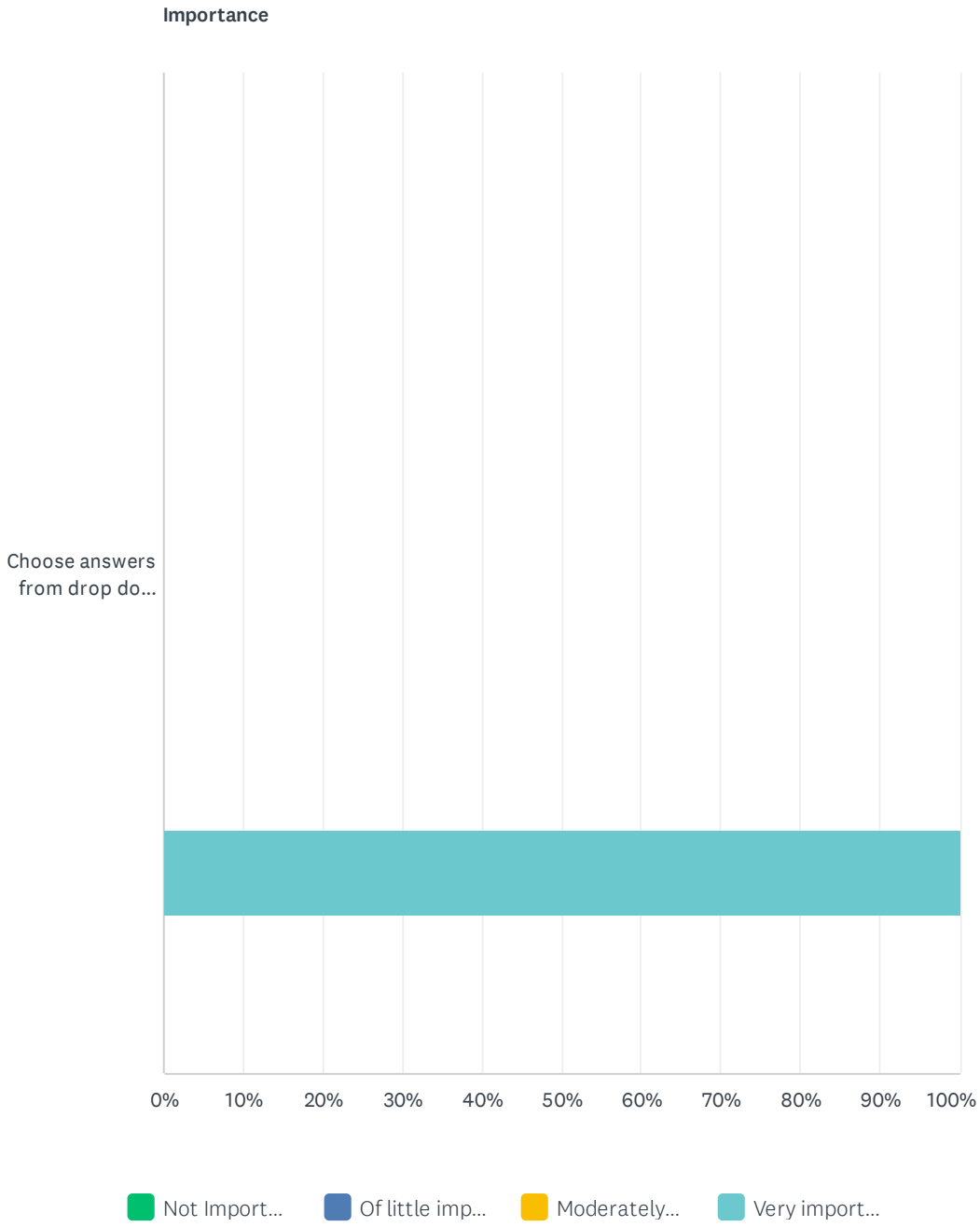
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q4 1.2.1 Builds collaborative partnerships, alliances, and networks.

Answered: 3 Skipped: 0

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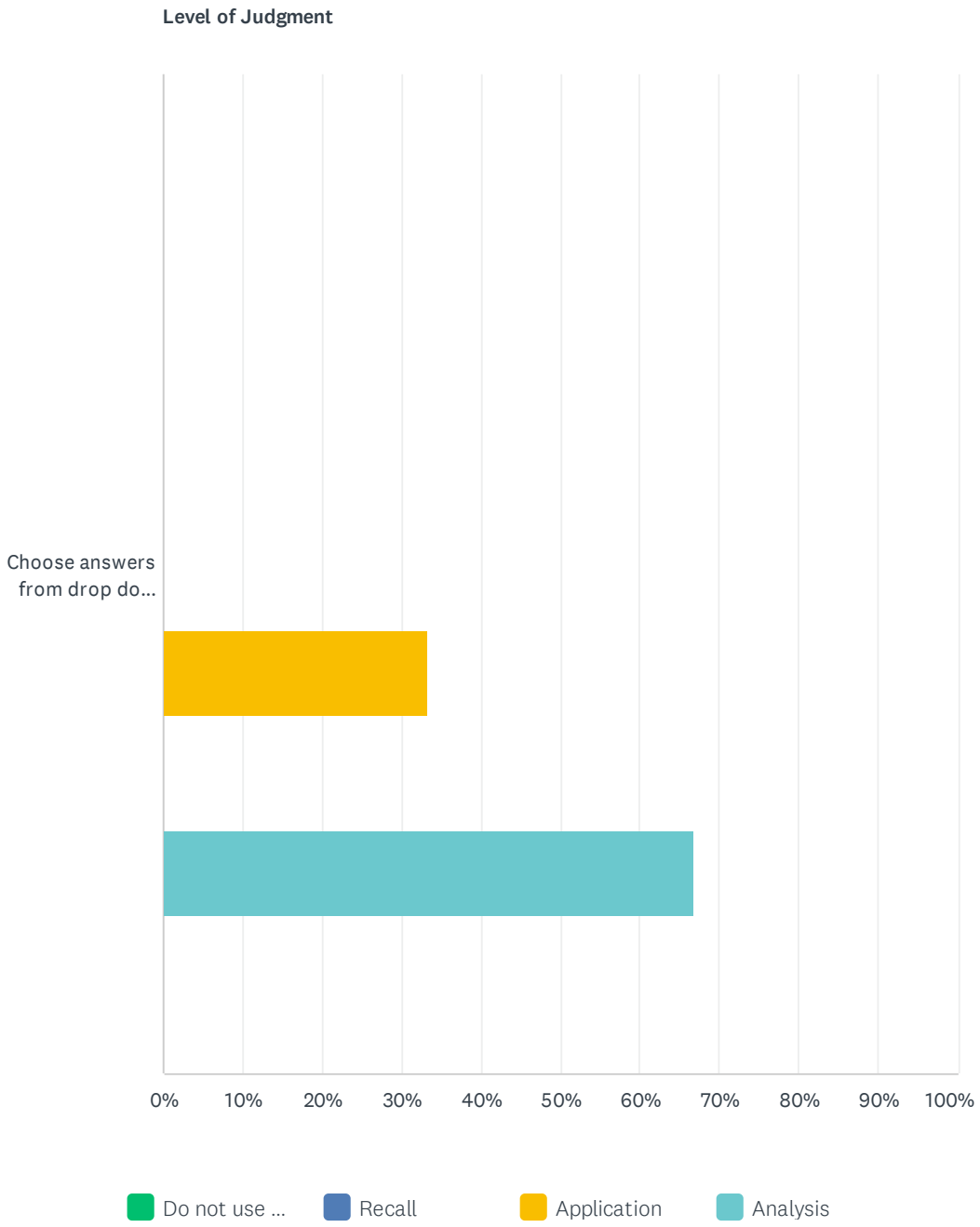

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Importance					
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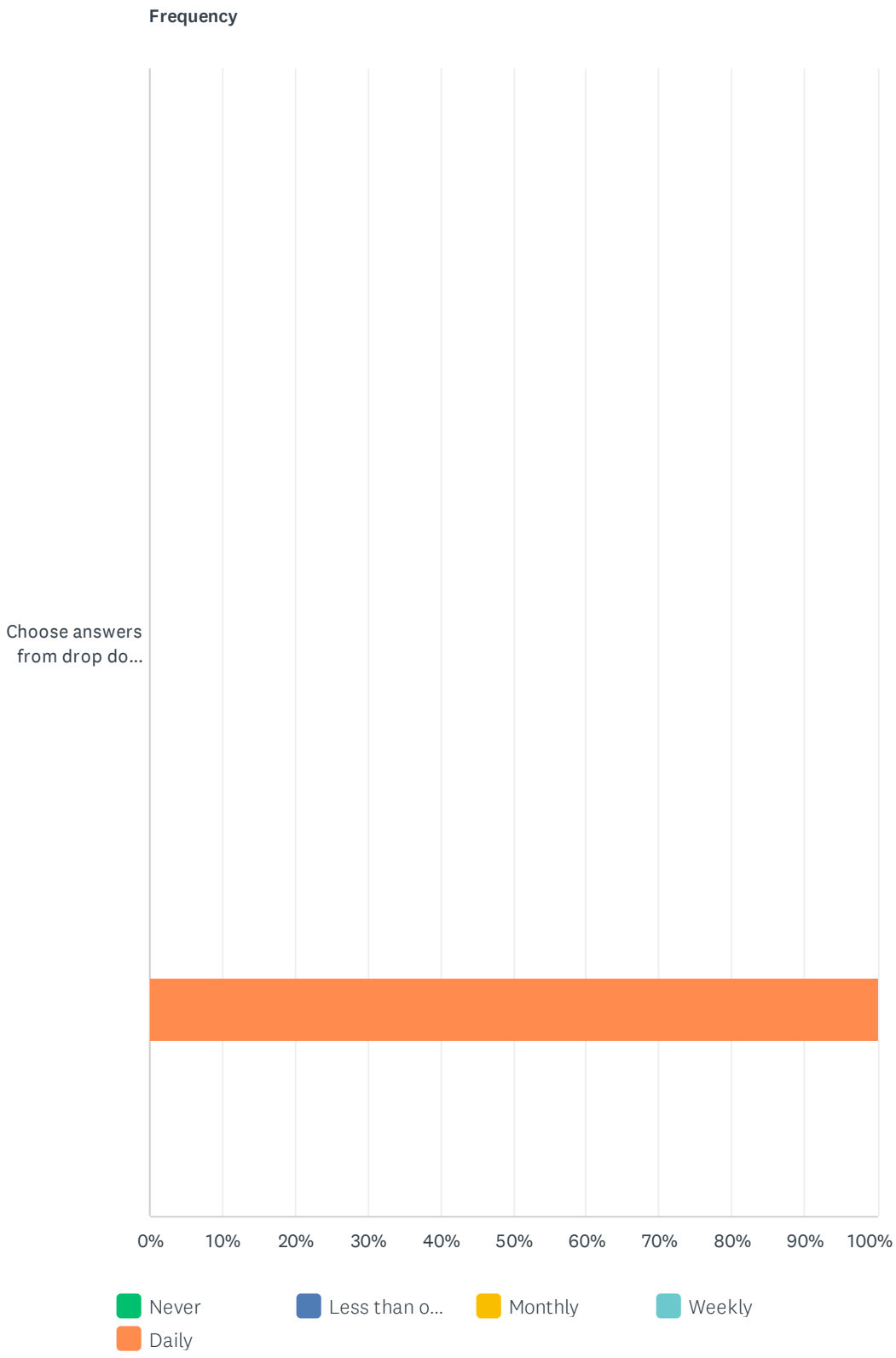
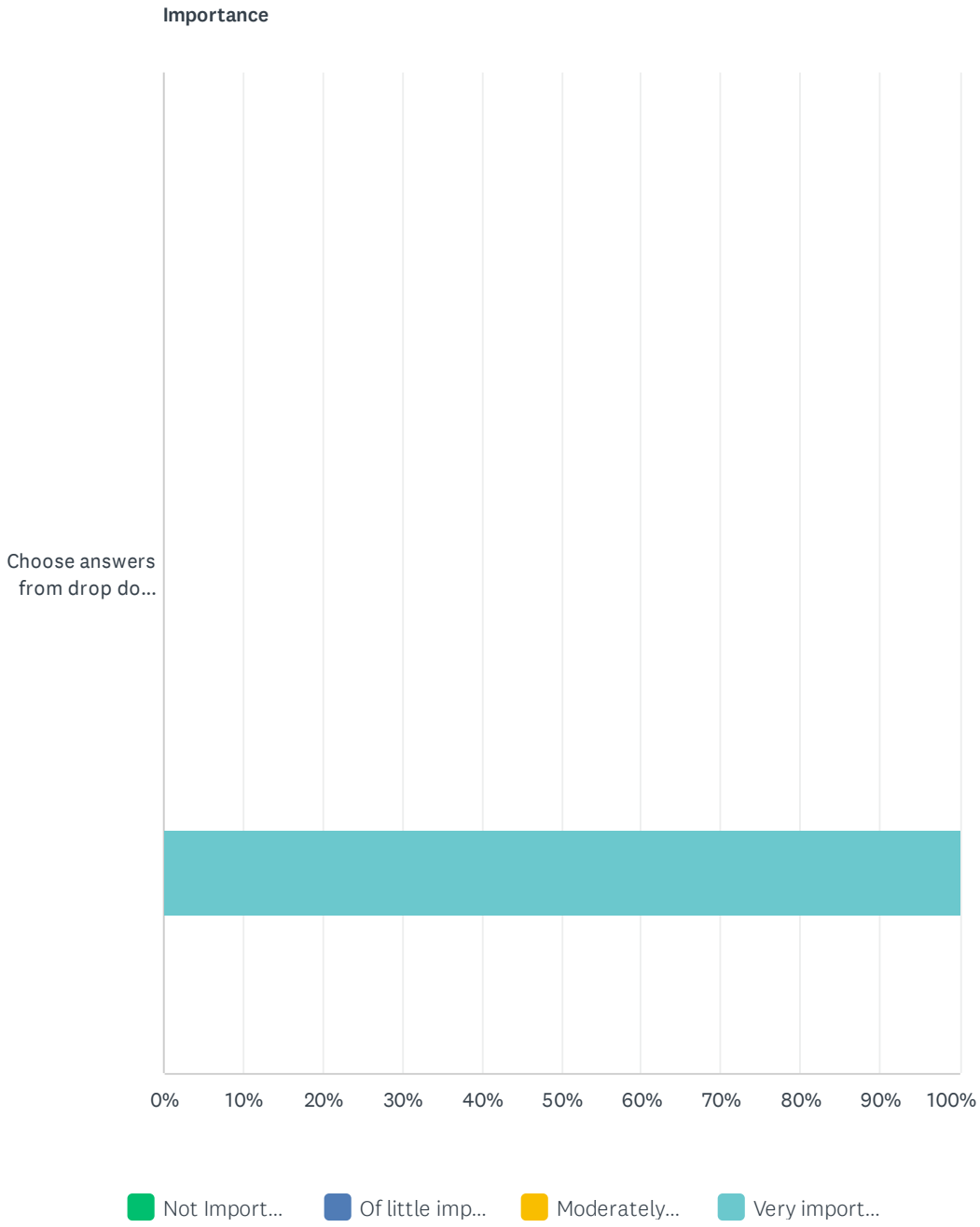
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q5 1.2.2 Delegates to improve efficiency and effectiveness.

Answered: 3 Skipped: 0

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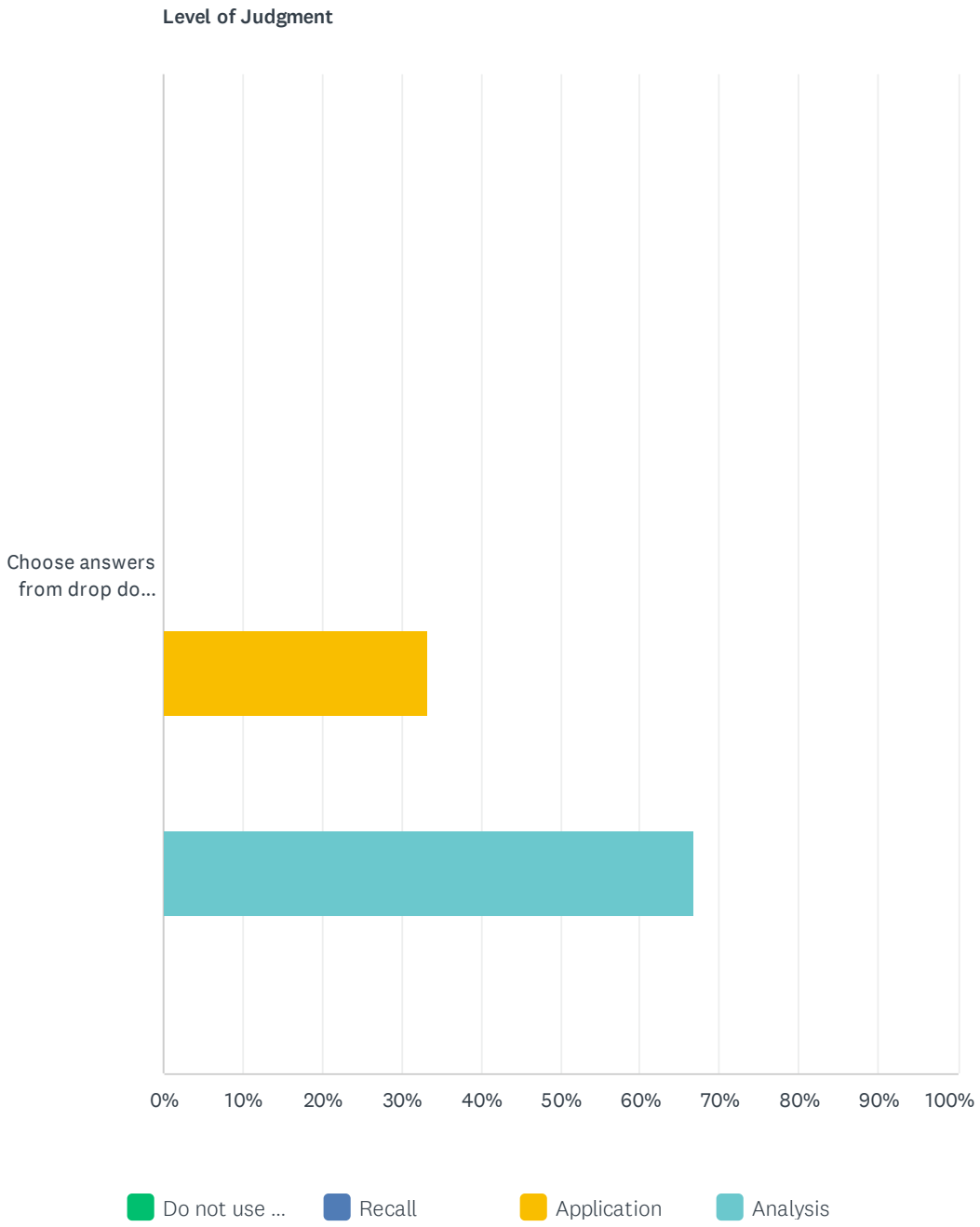

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Importance					
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Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
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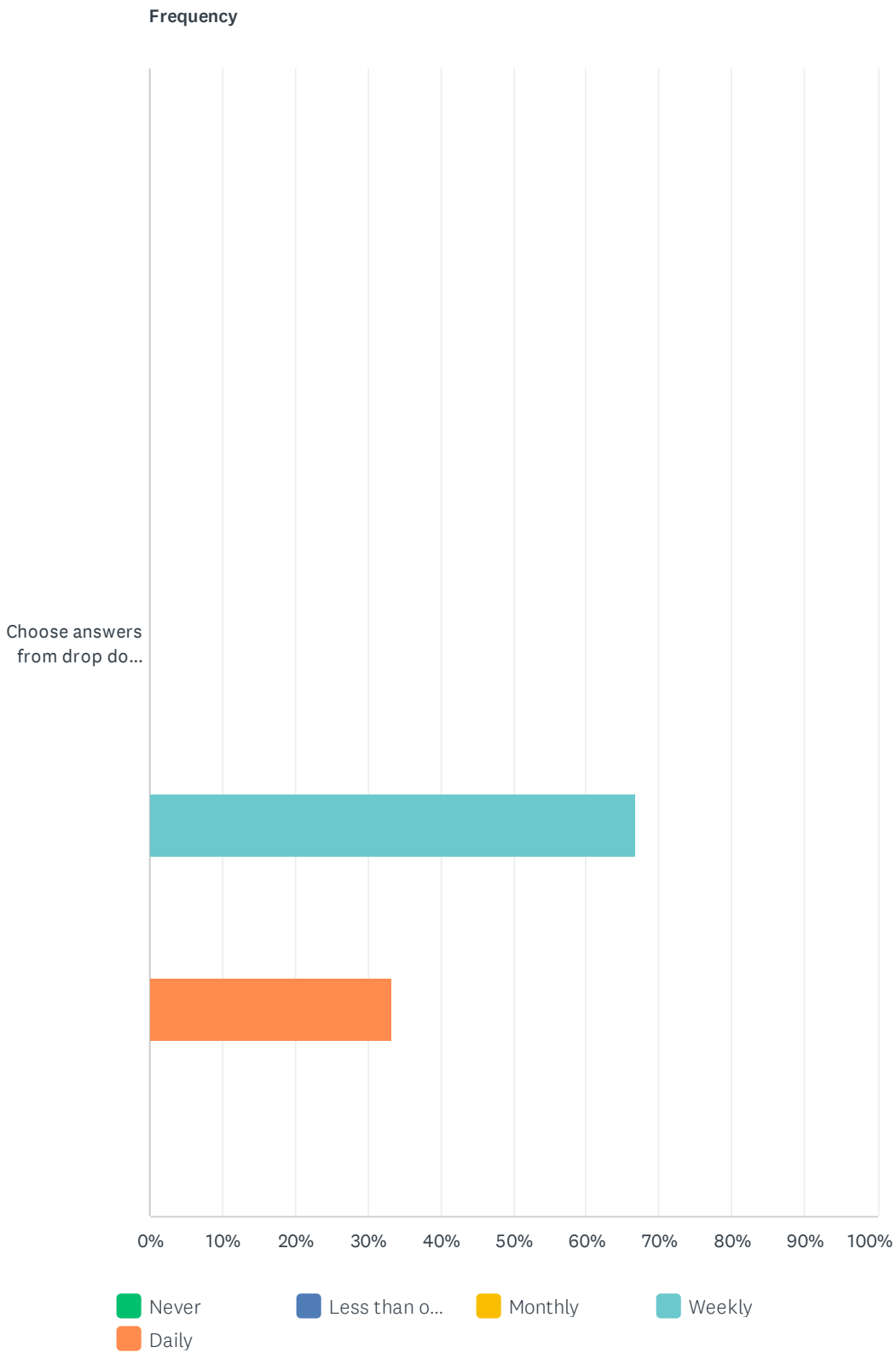
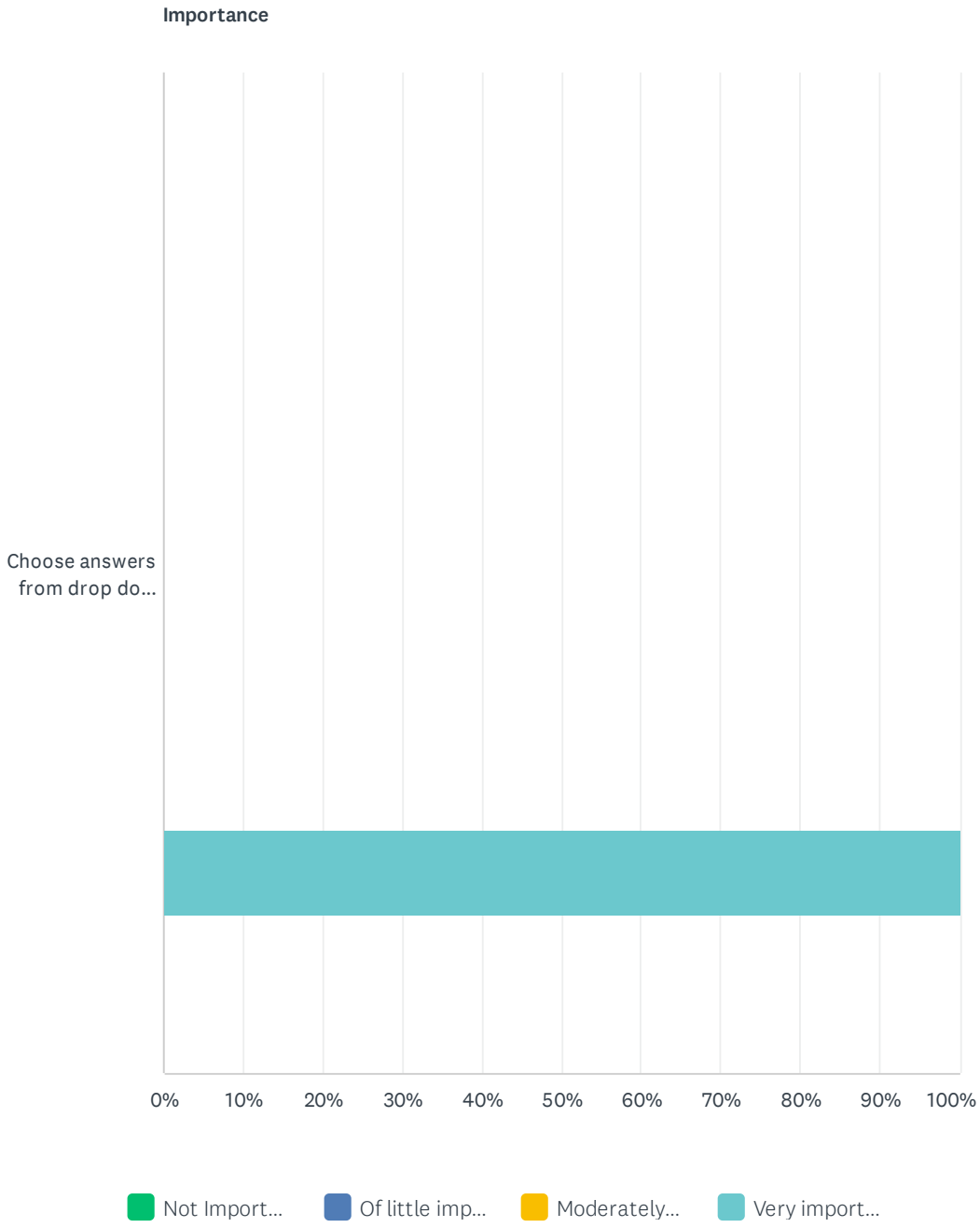
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q6 1.2.3 Fosters academic excellence.

Answered: 3 Skipped: 0

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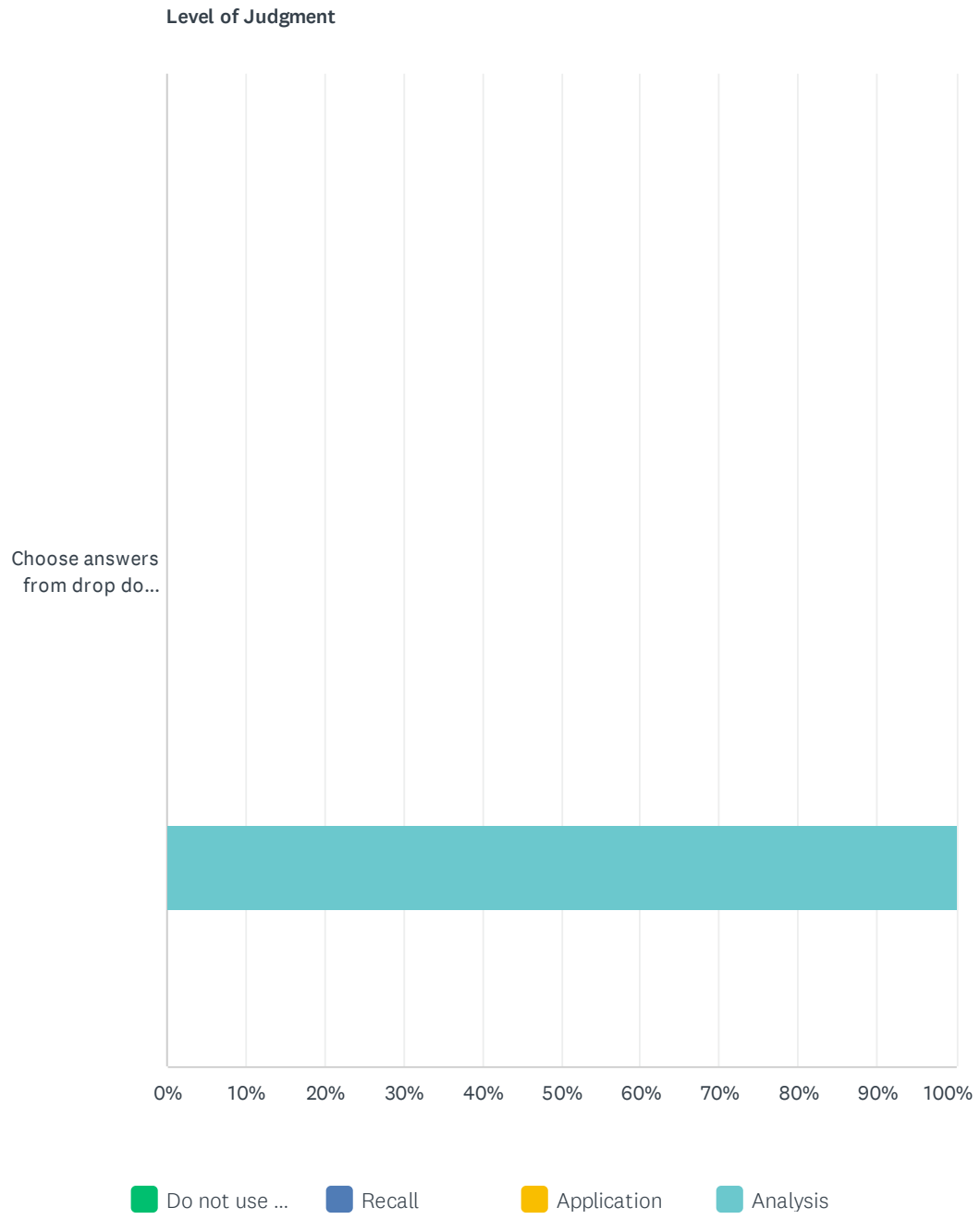

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Importance					
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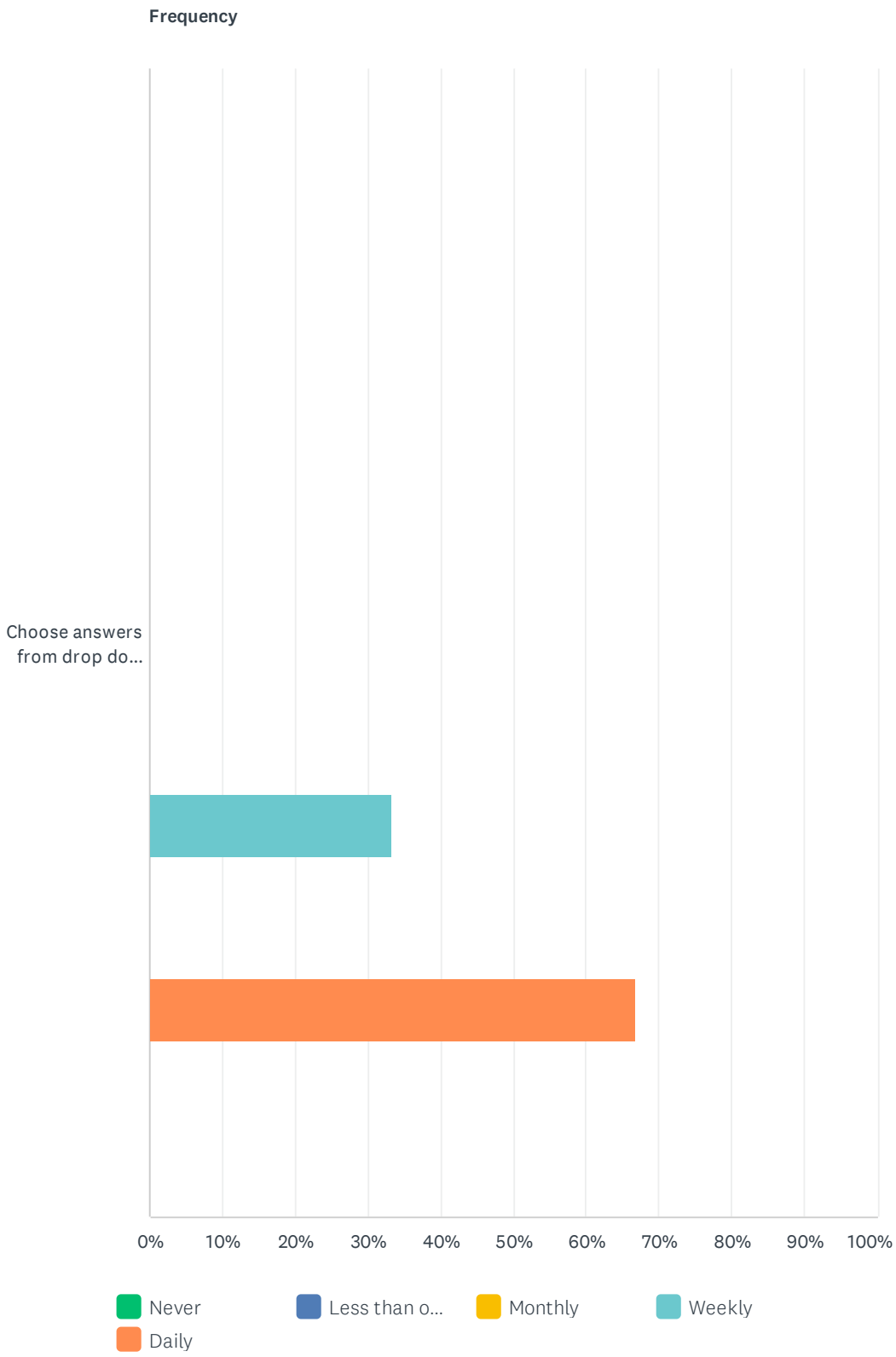
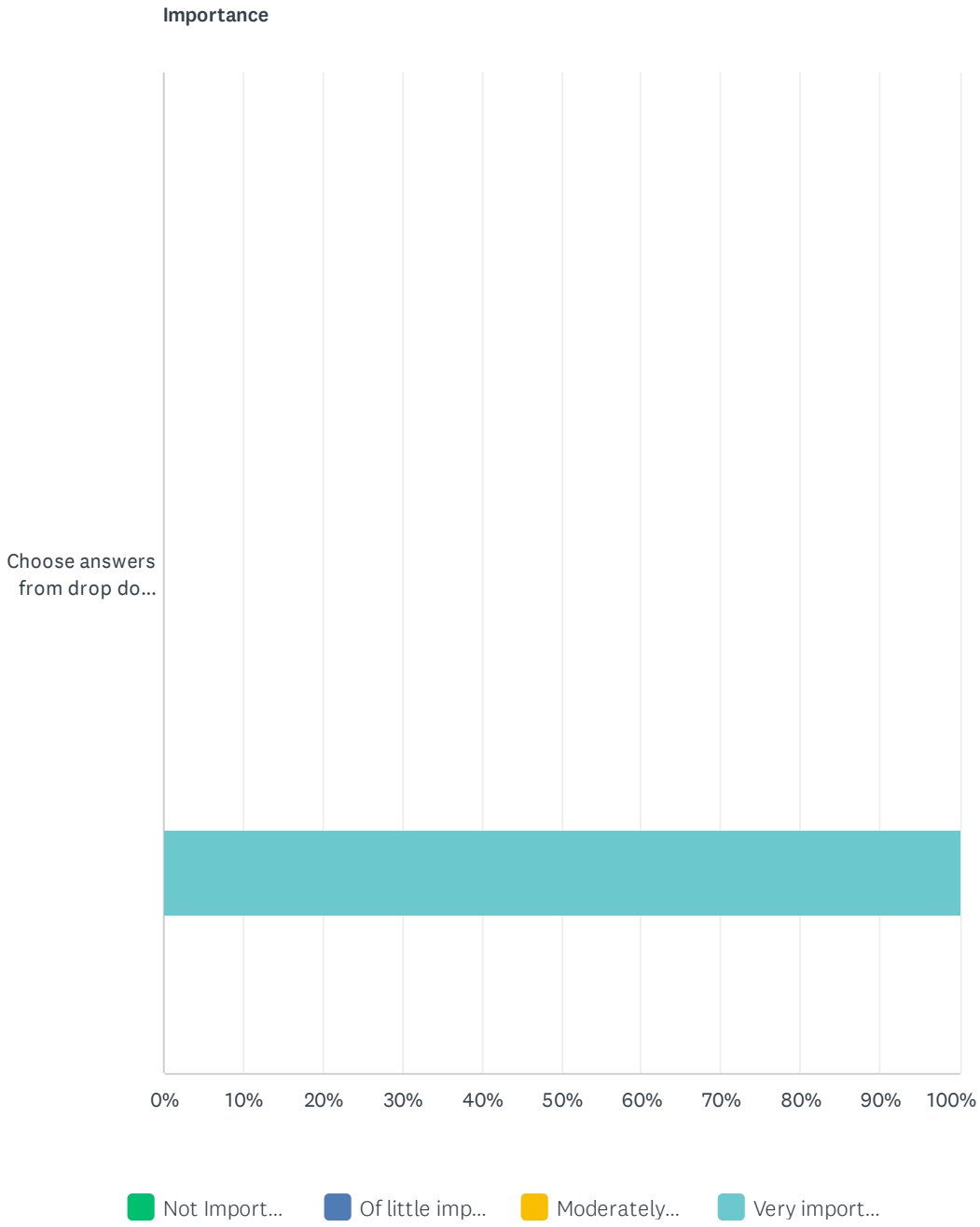
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q7 1.2.4 Assesses, implements, and adapts to necessary change.

Answered: 3 Skipped: 0

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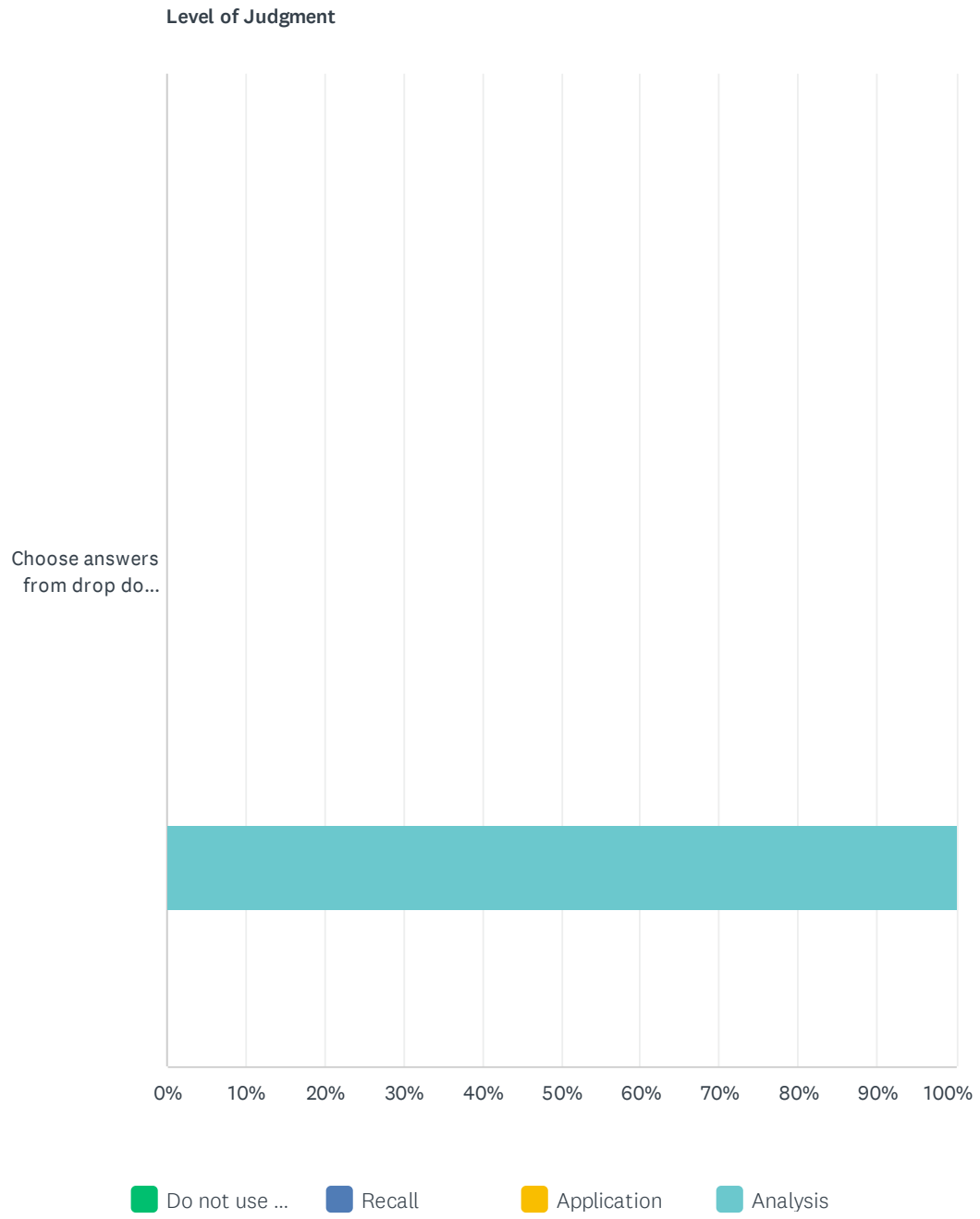

Frequency						
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Importance					
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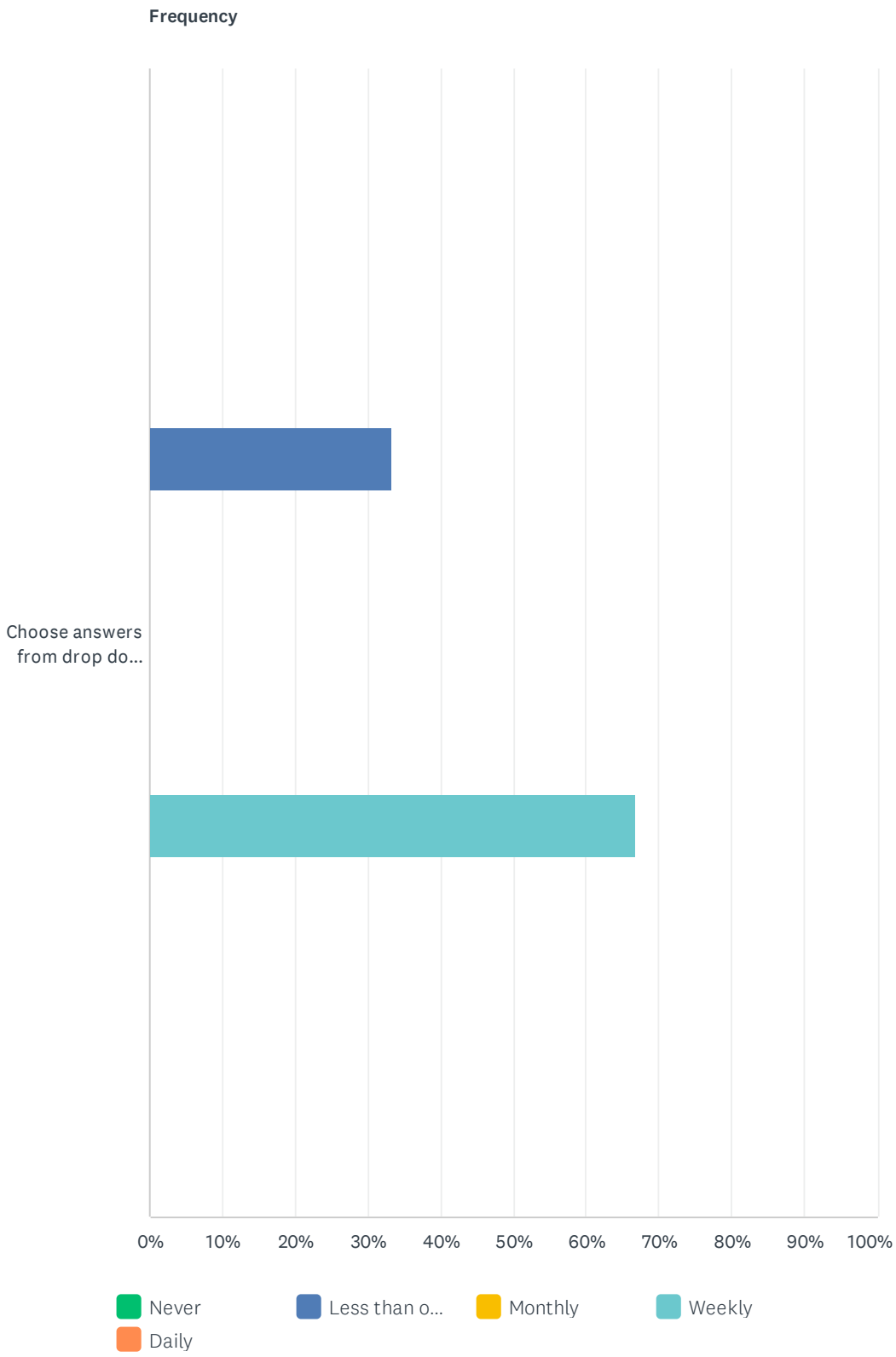
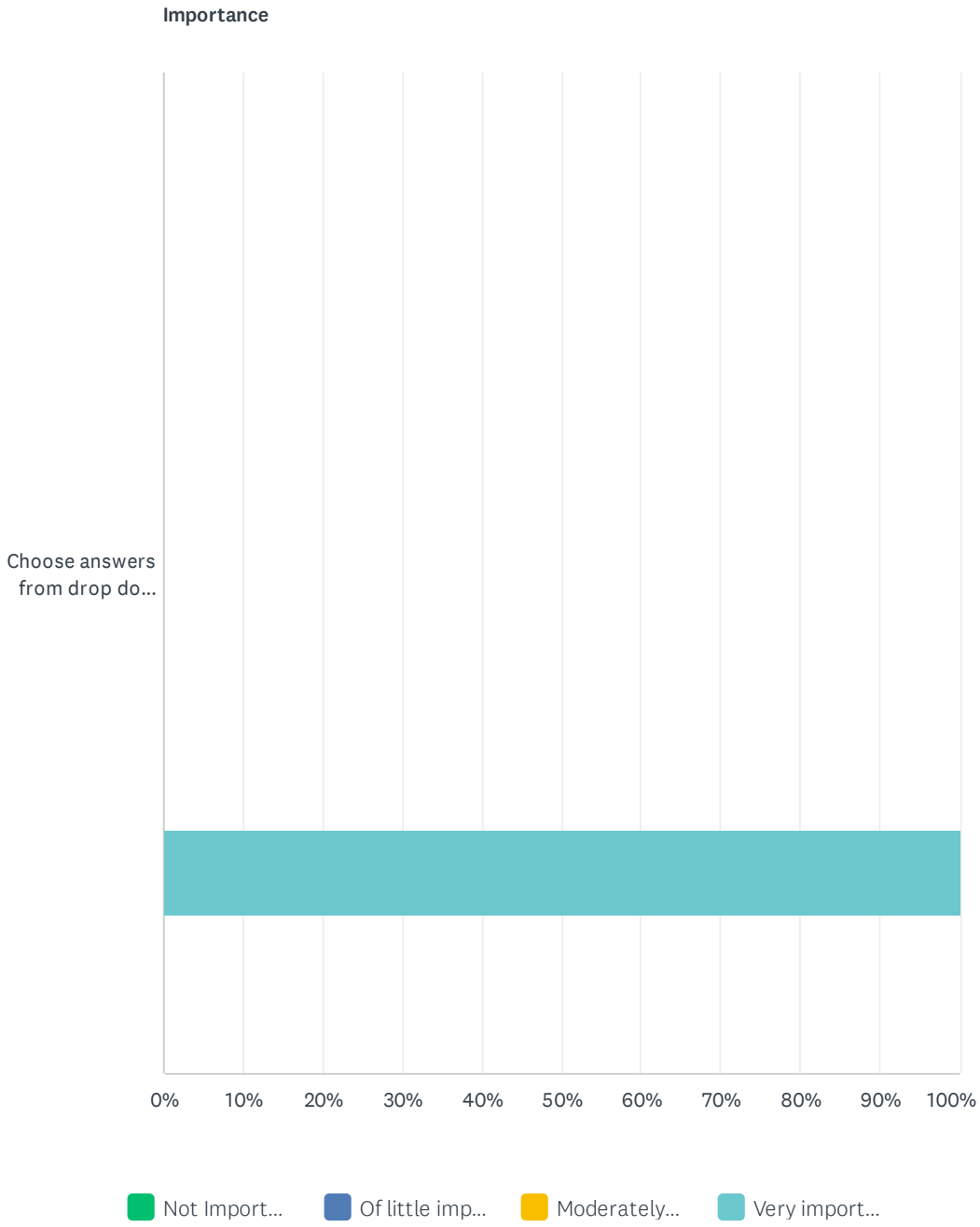
Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q8 1.2.5 Recruits and retains a qualified workforce.

Answered: 3 Skipped: 0

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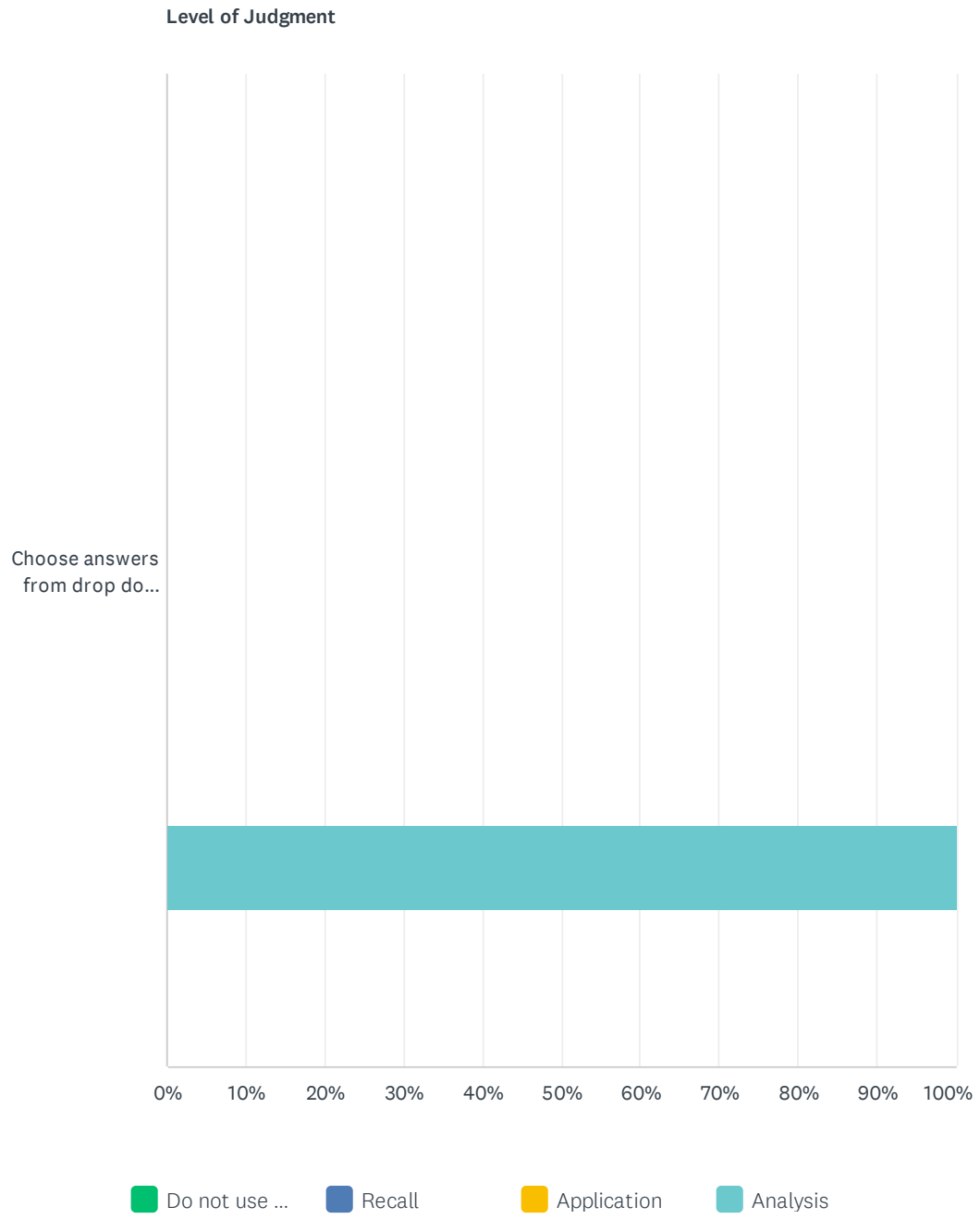

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Importance					
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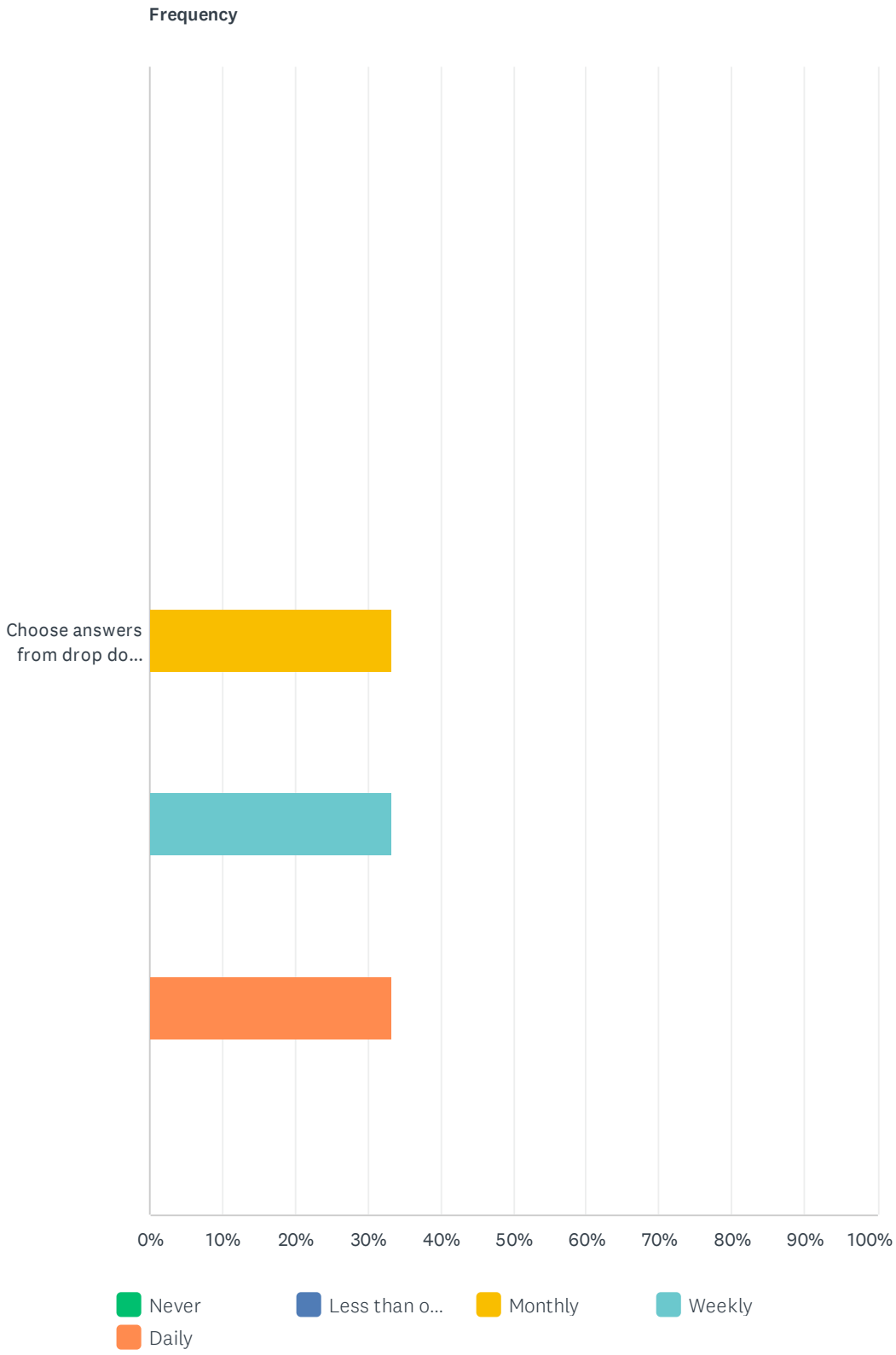
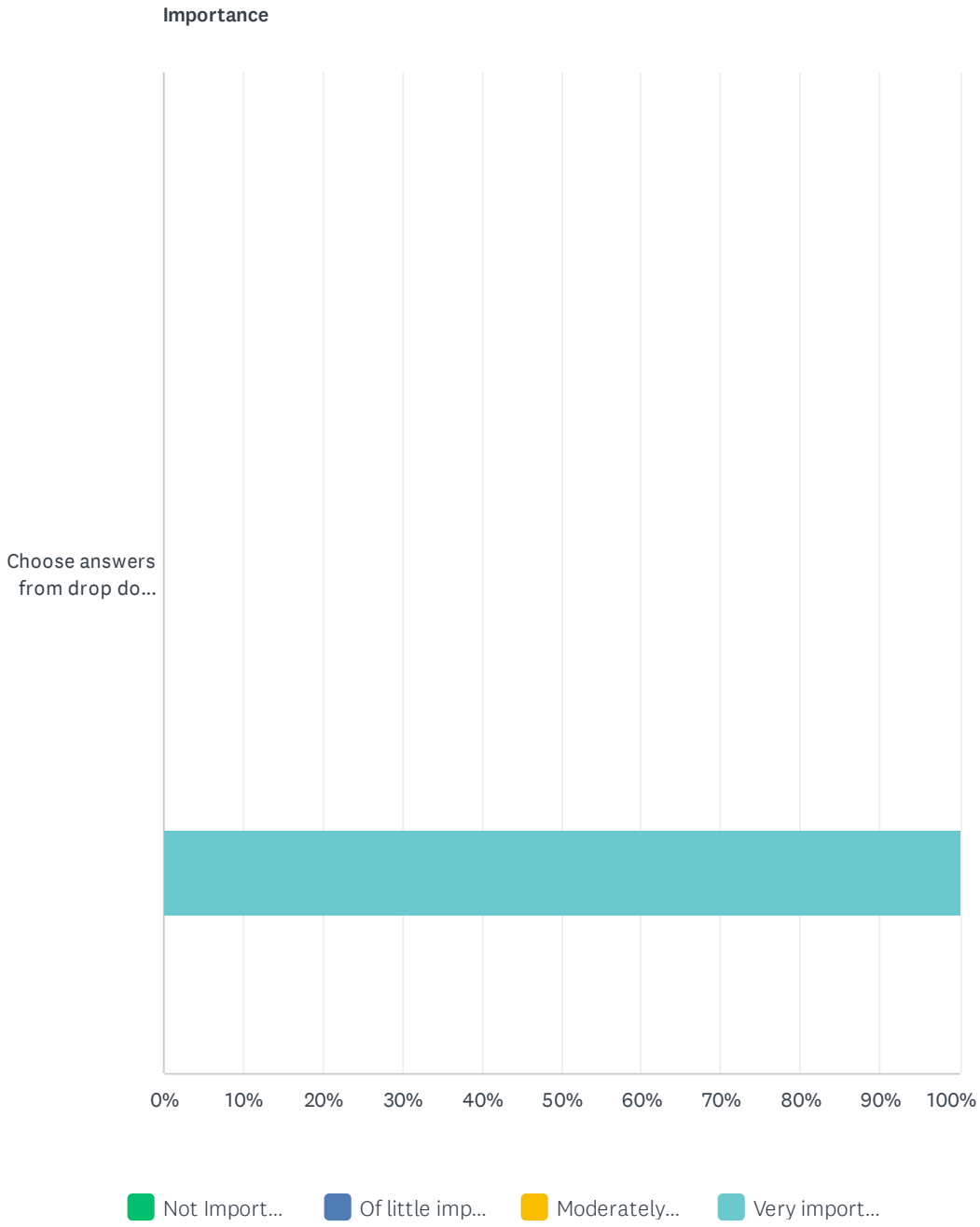
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q9 1.2.6 Leads the development and implementation of the strategic planning process.

Answered: 3 Skipped: 0

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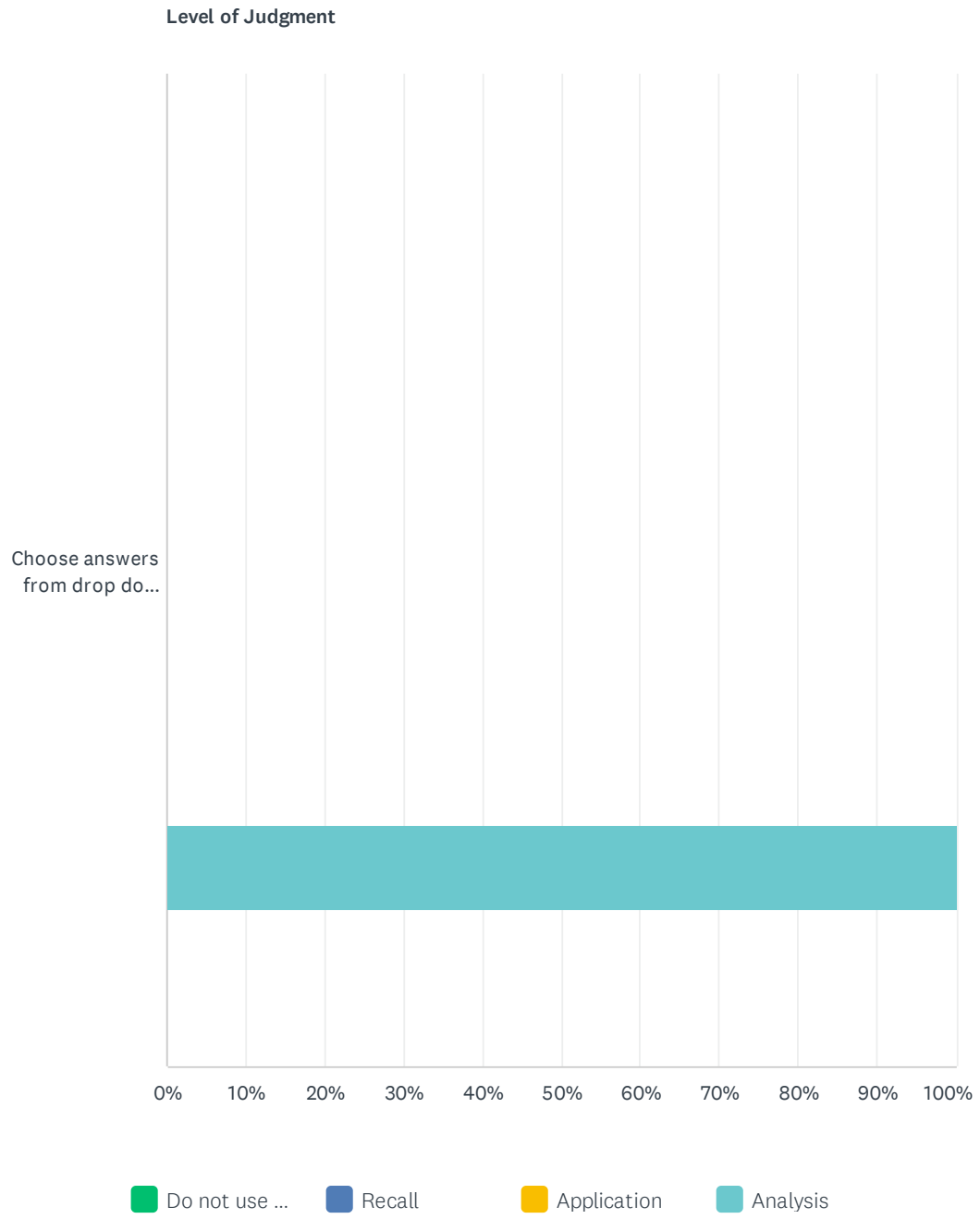

Frequency						
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Importance					
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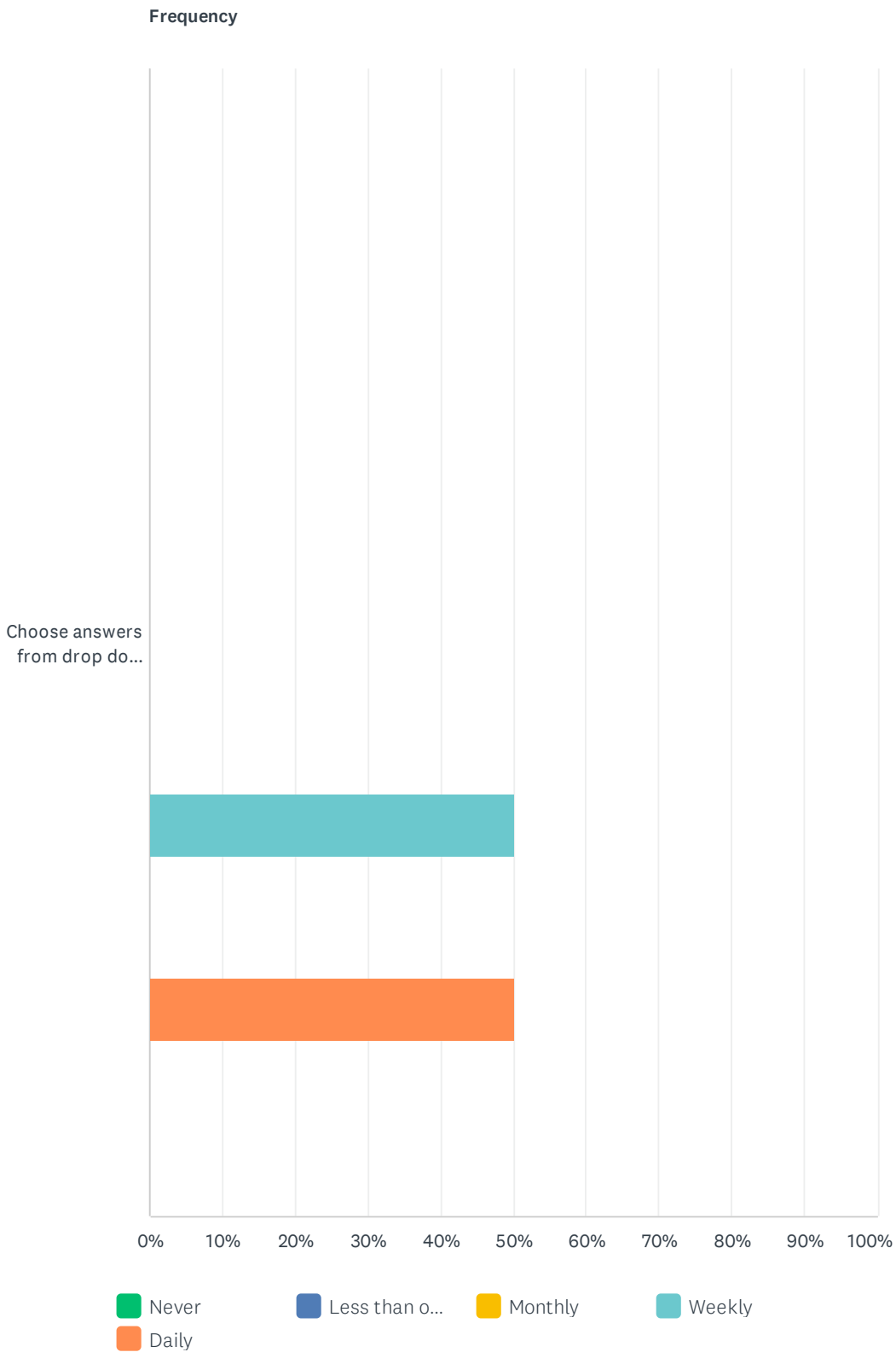
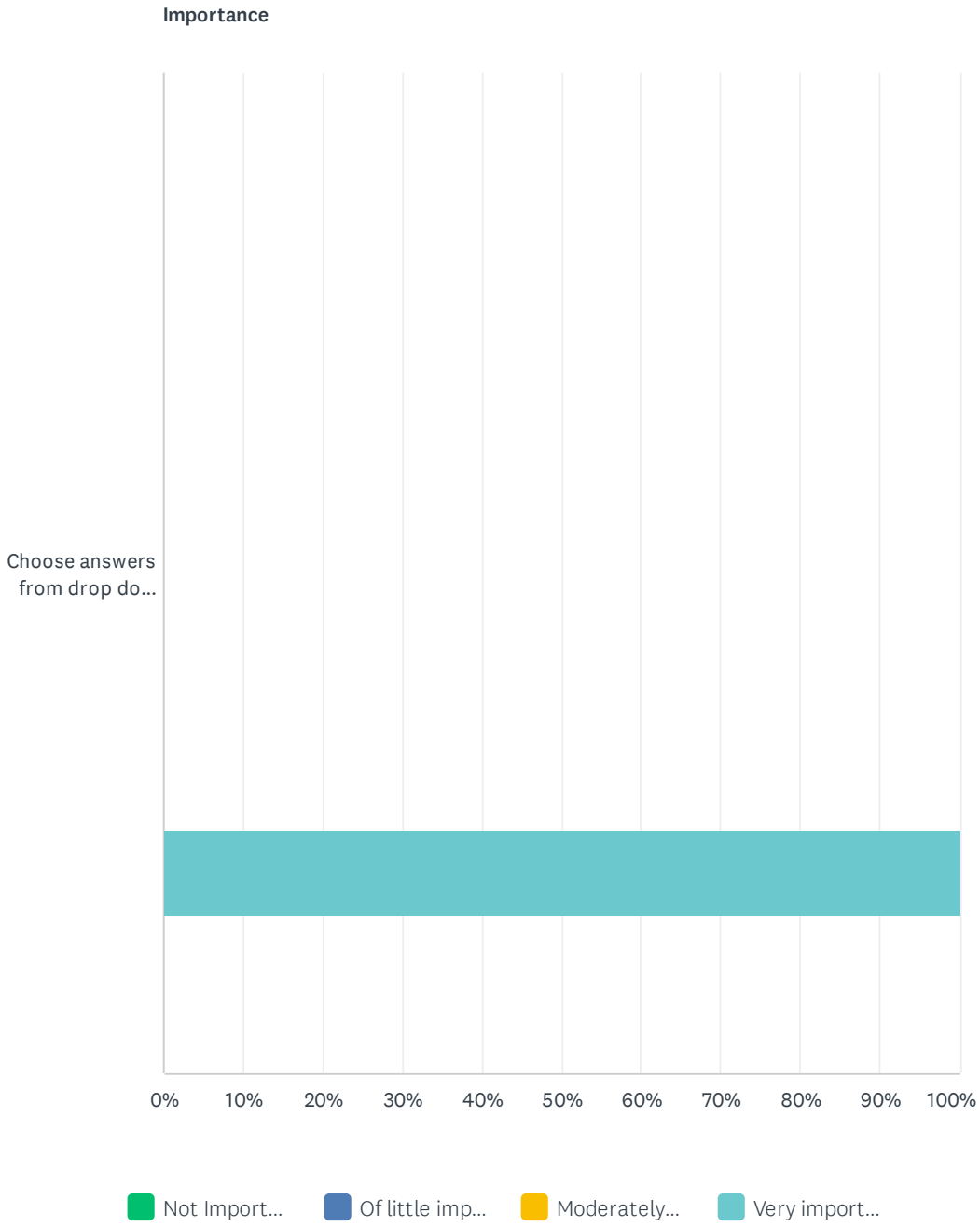
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q10 1.2.7 Cultivates leadership skills in others.

Answered: 3 Skipped: 0

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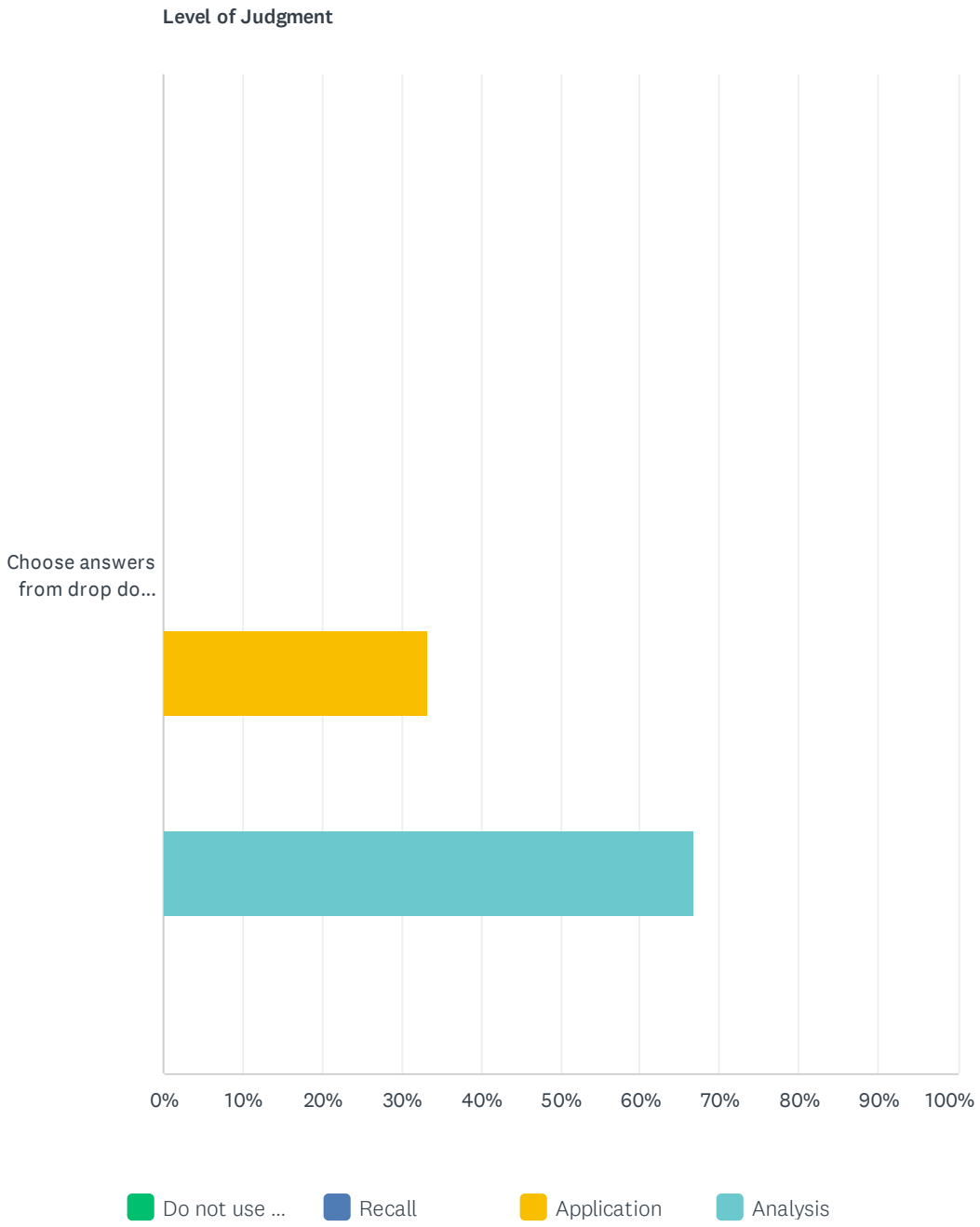

Frequency						
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Importance					
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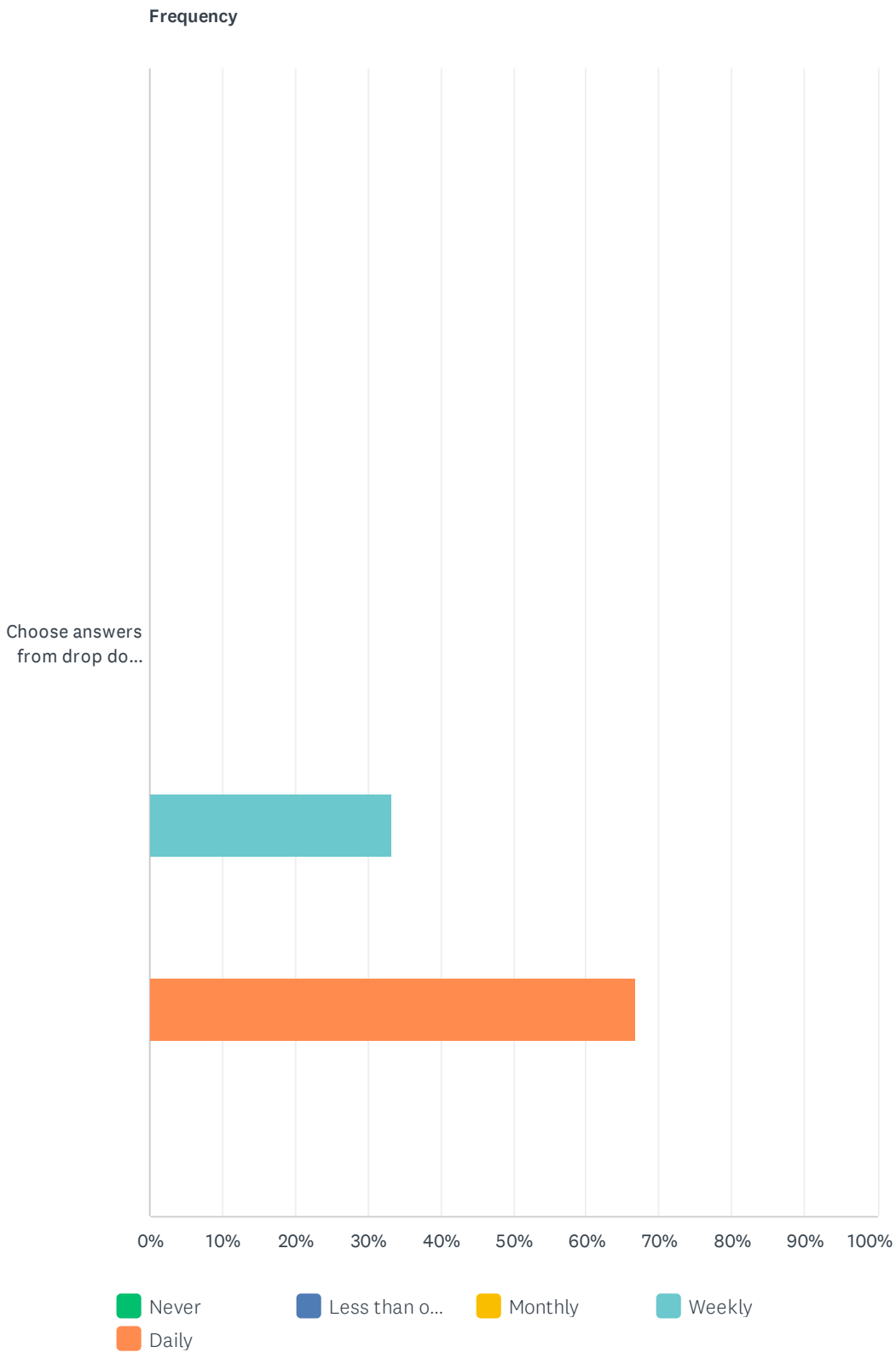
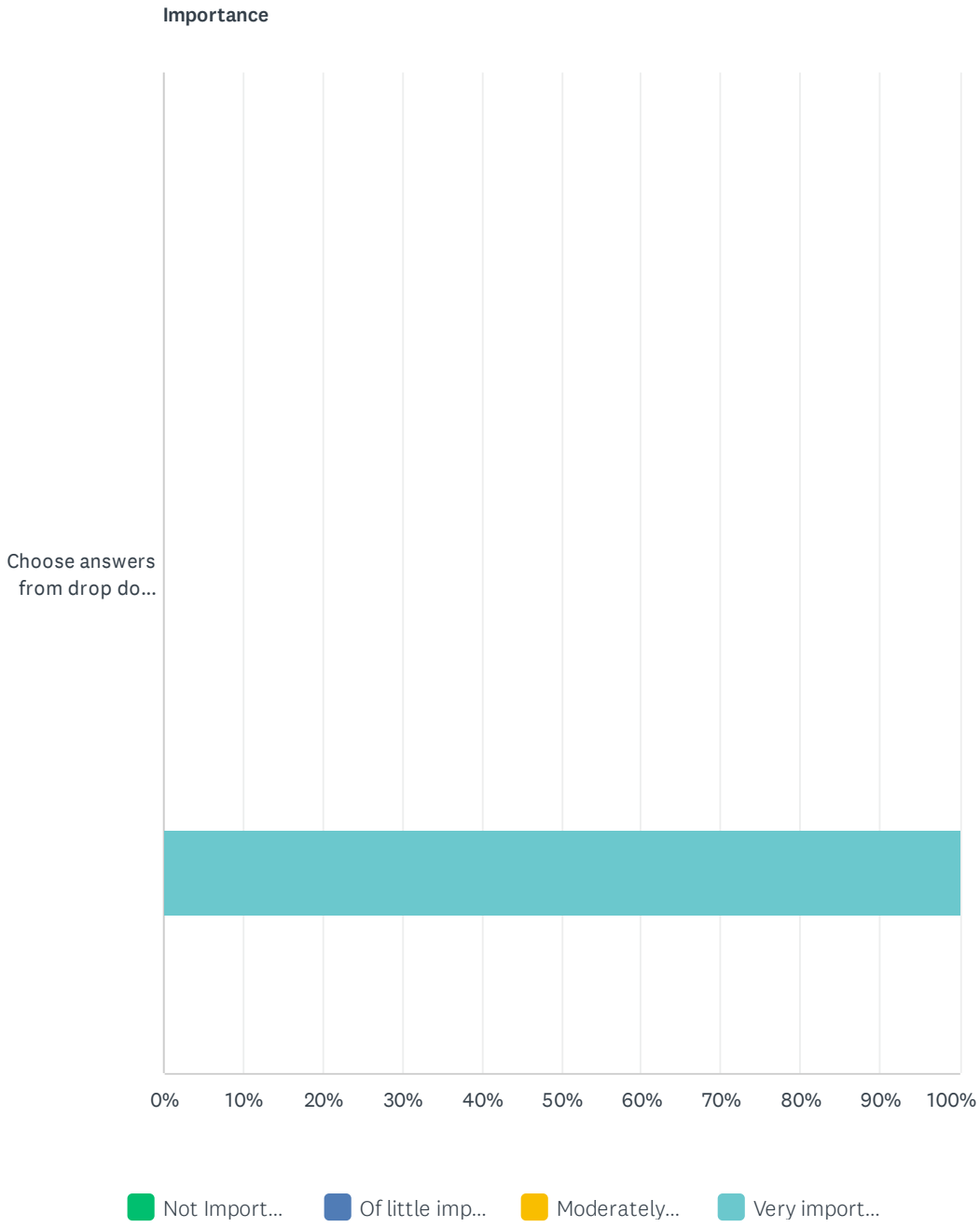
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q11 1.2.8 Fosters mentoring relationships.

Answered: 3 Skipped: 0

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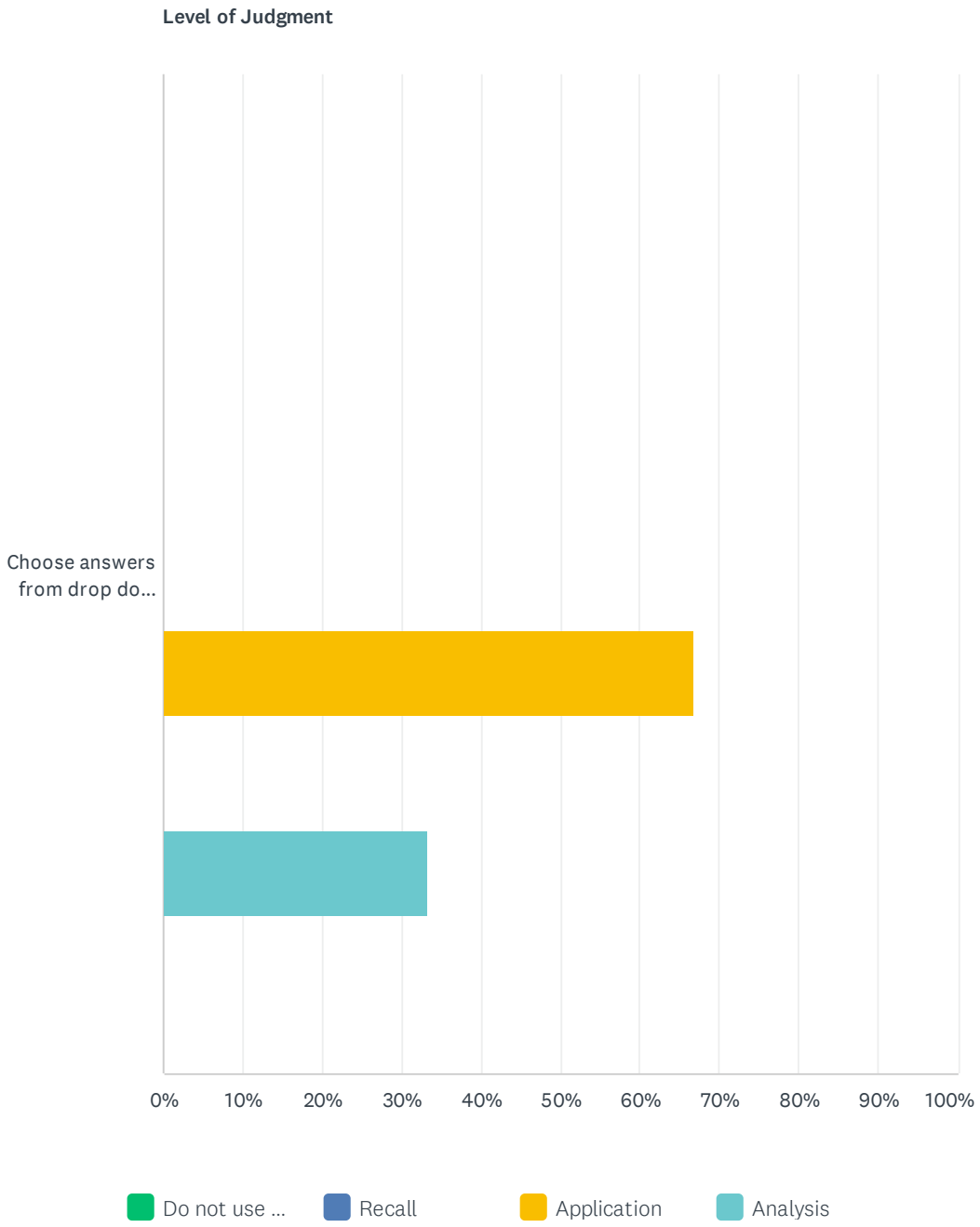

Frequency						
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Importance					
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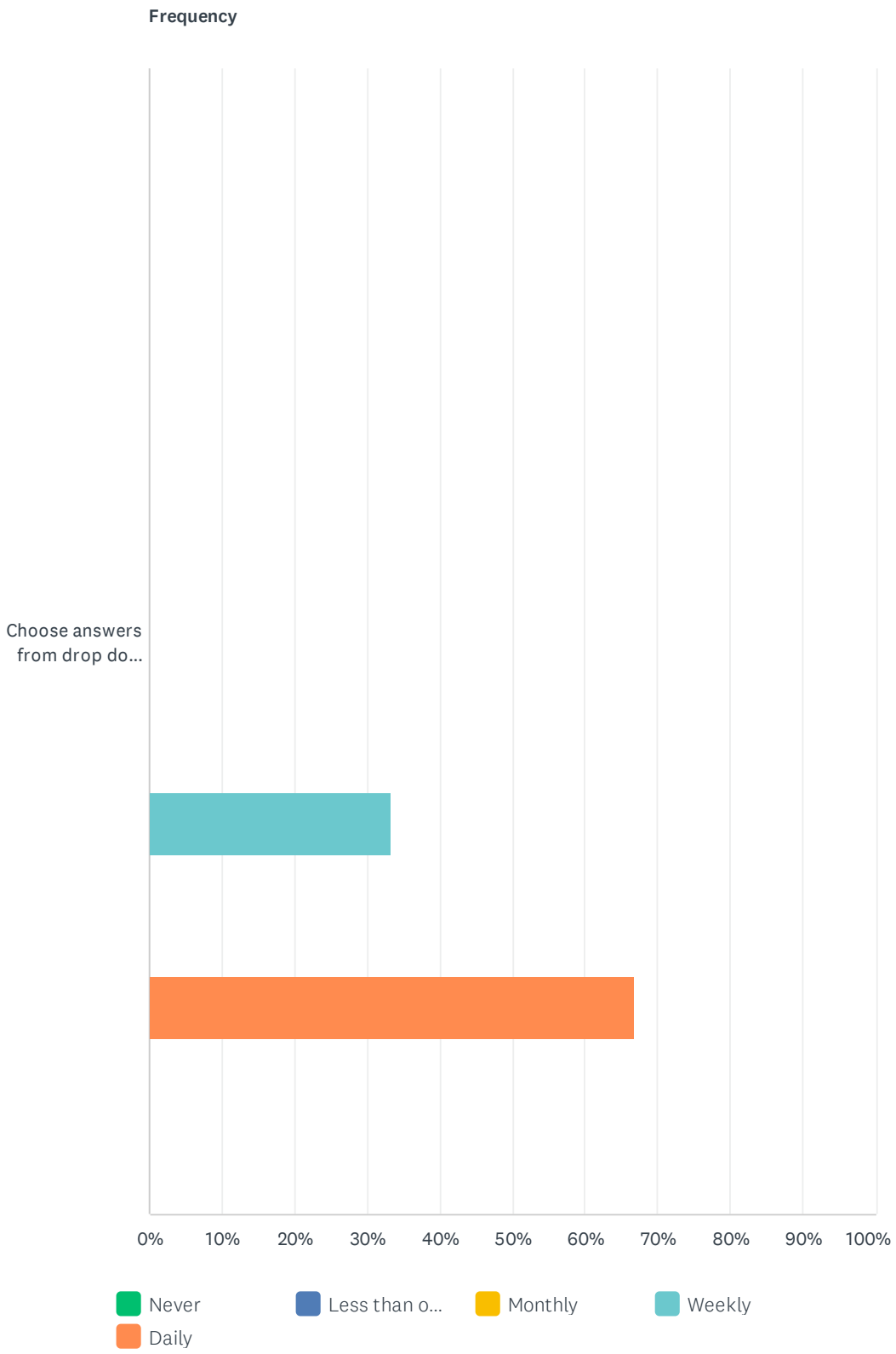
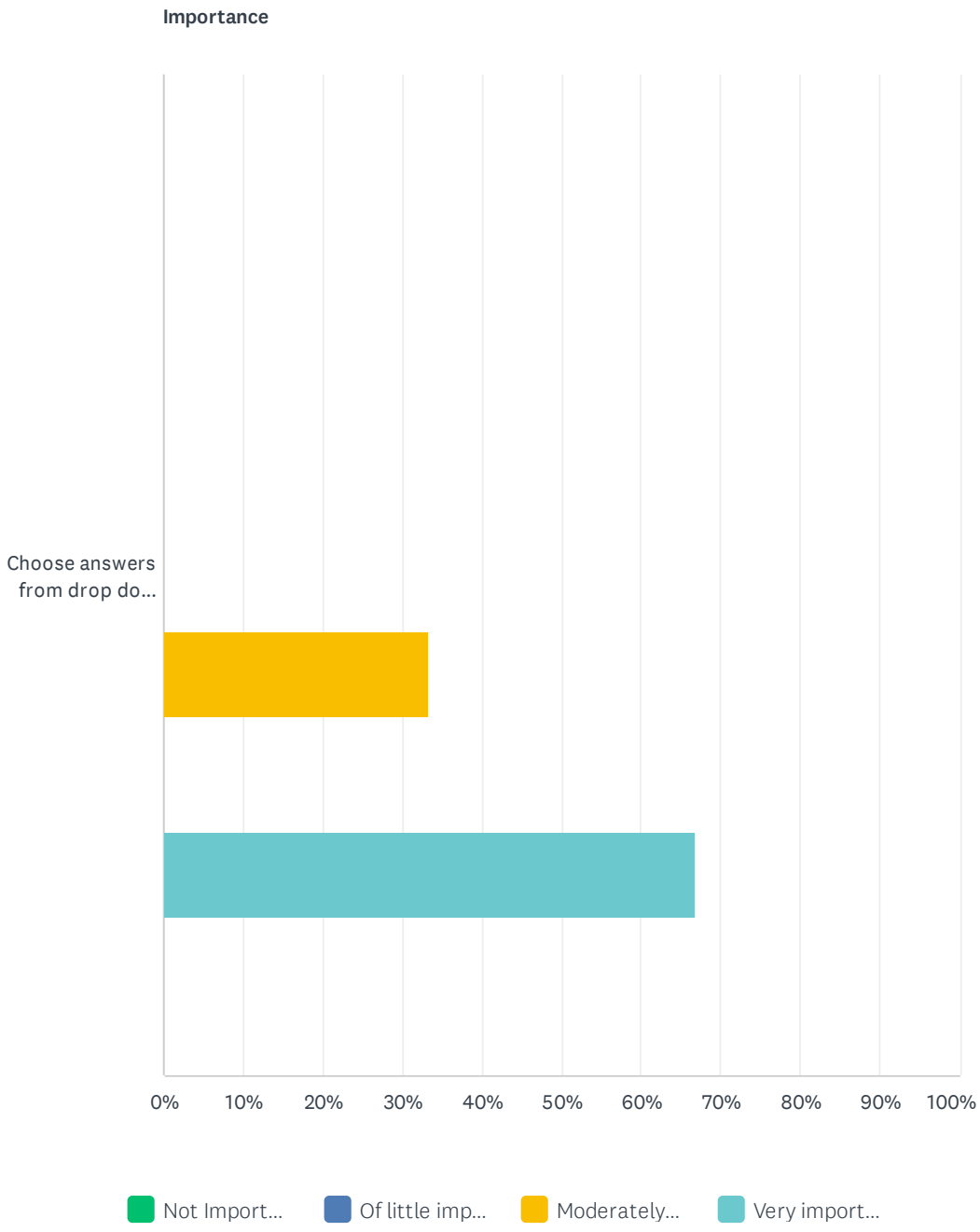
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q12 1.2.9 Builds relationships with internal and external stakeholders.

Answered: 3 Skipped: 0

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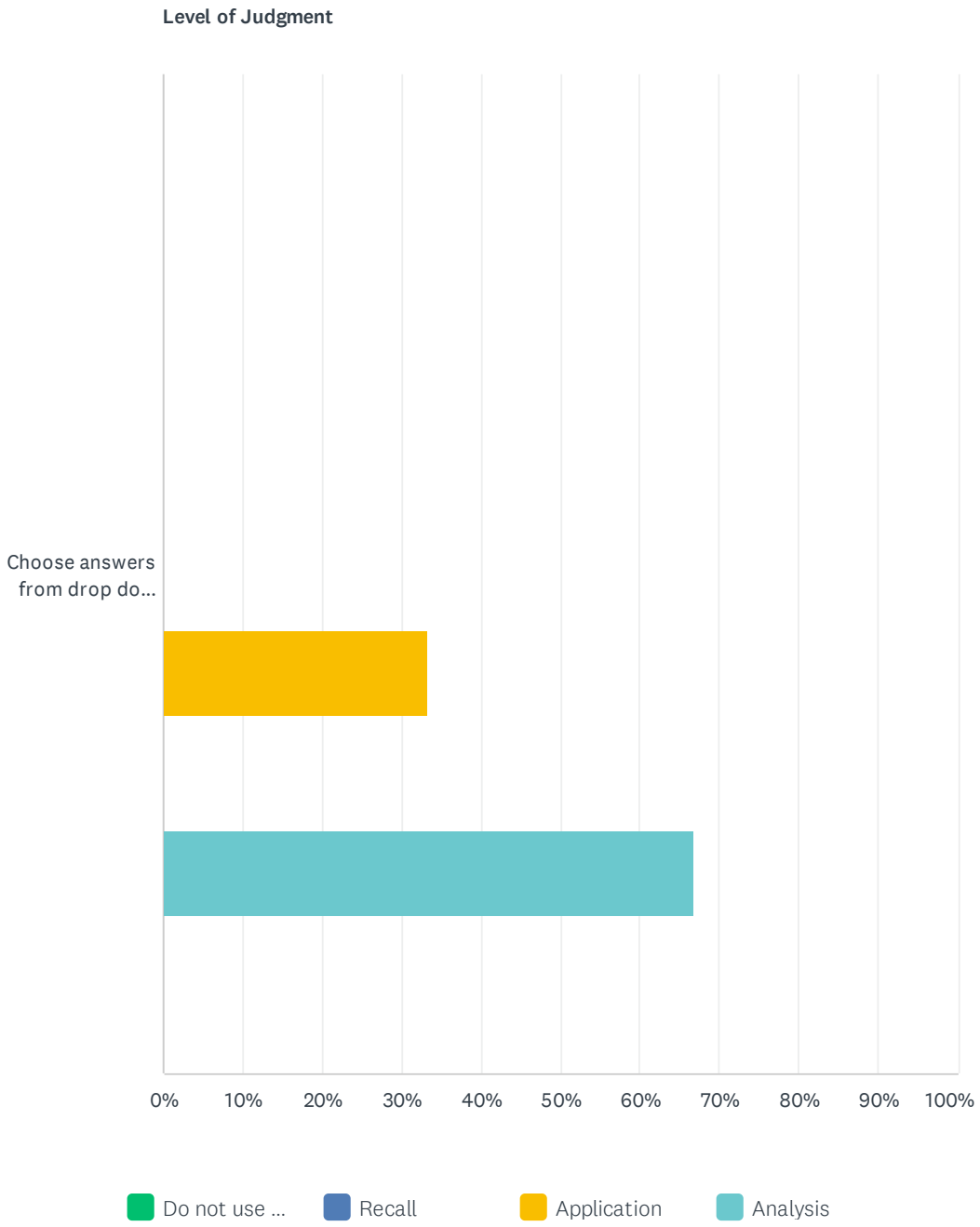

Frequency						
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Importance					
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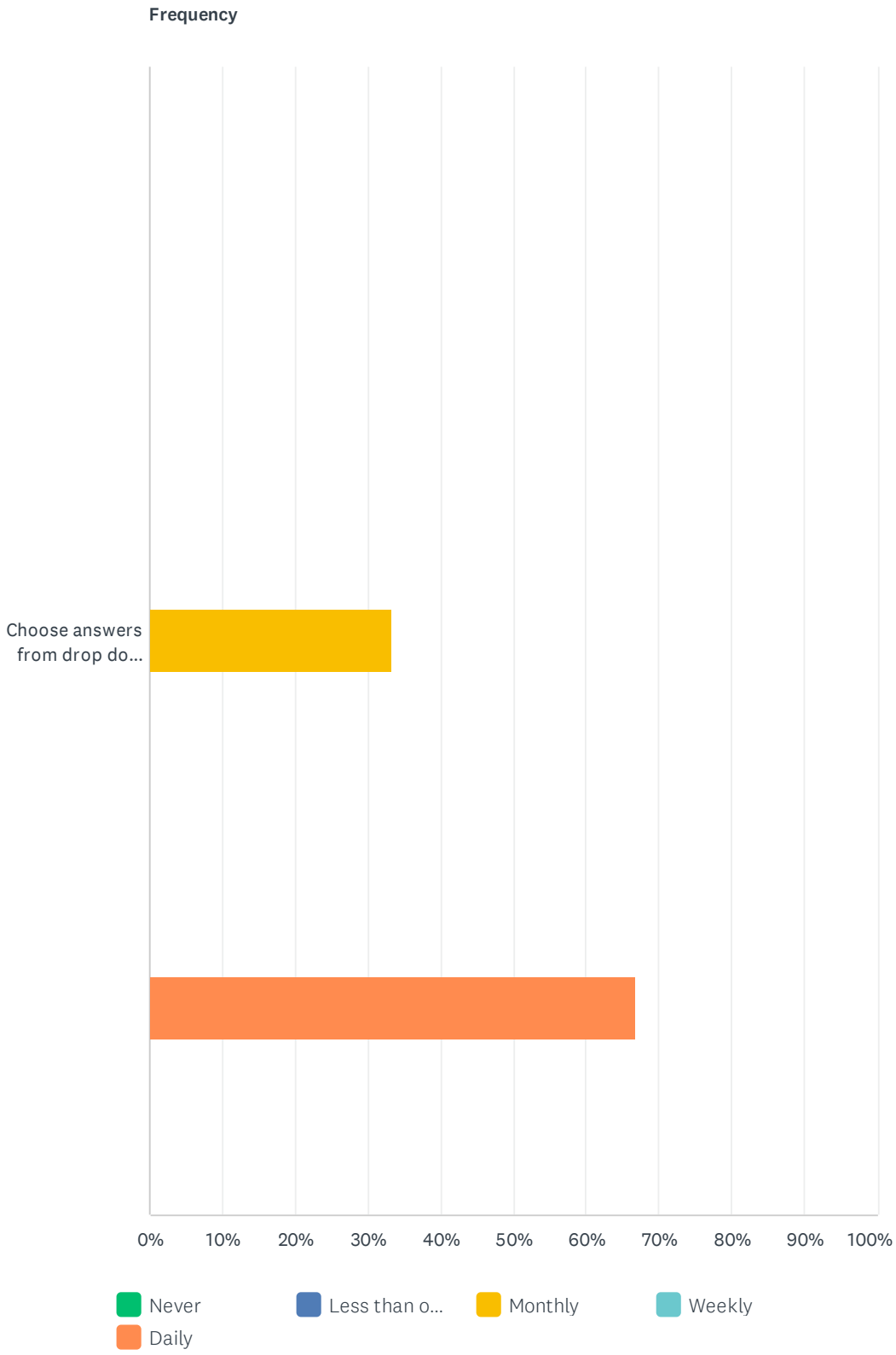
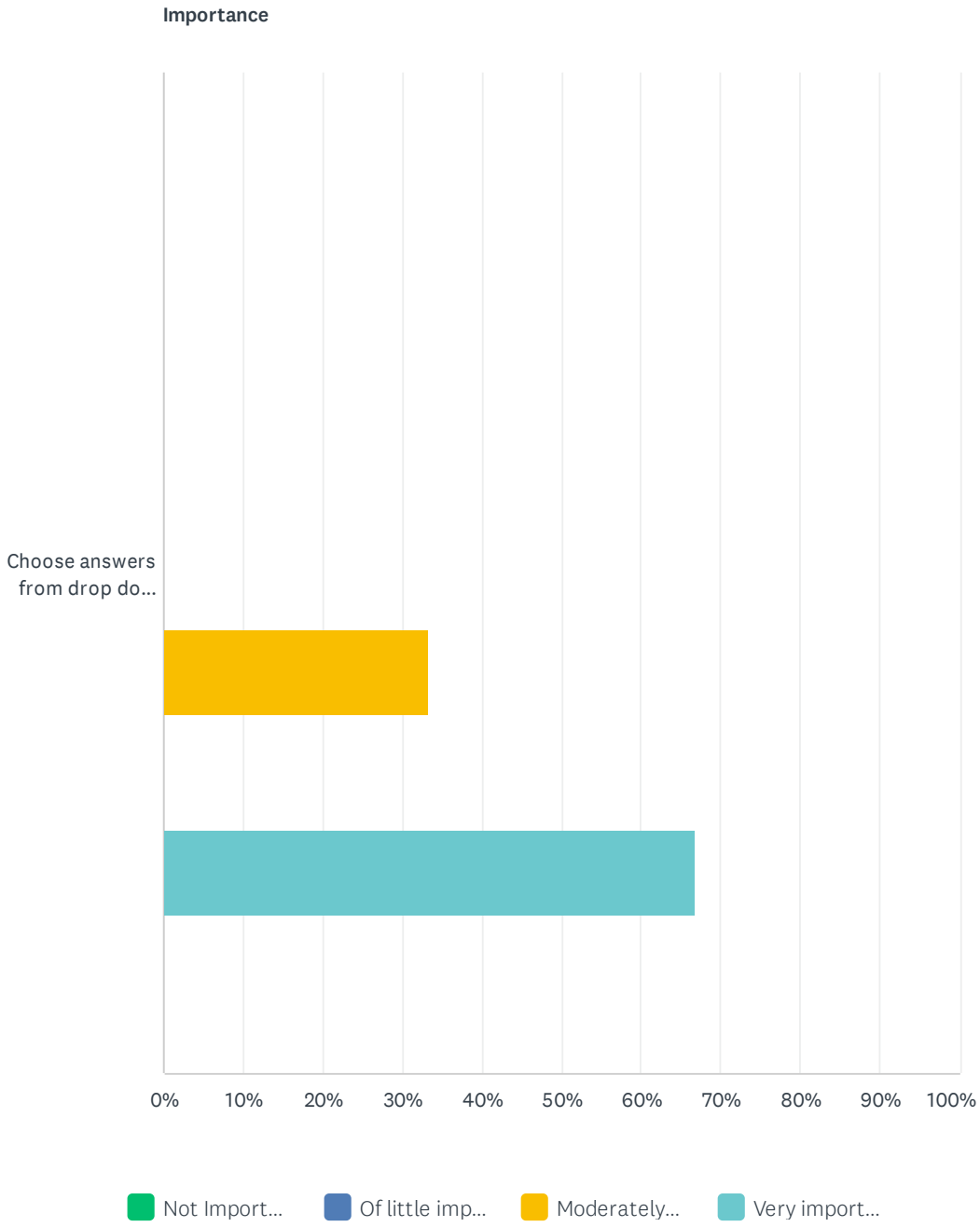
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q13 1.2.10 Encourages innovation in scholarship, practice, service, and teaching.

Answered: 3 Skipped: 0

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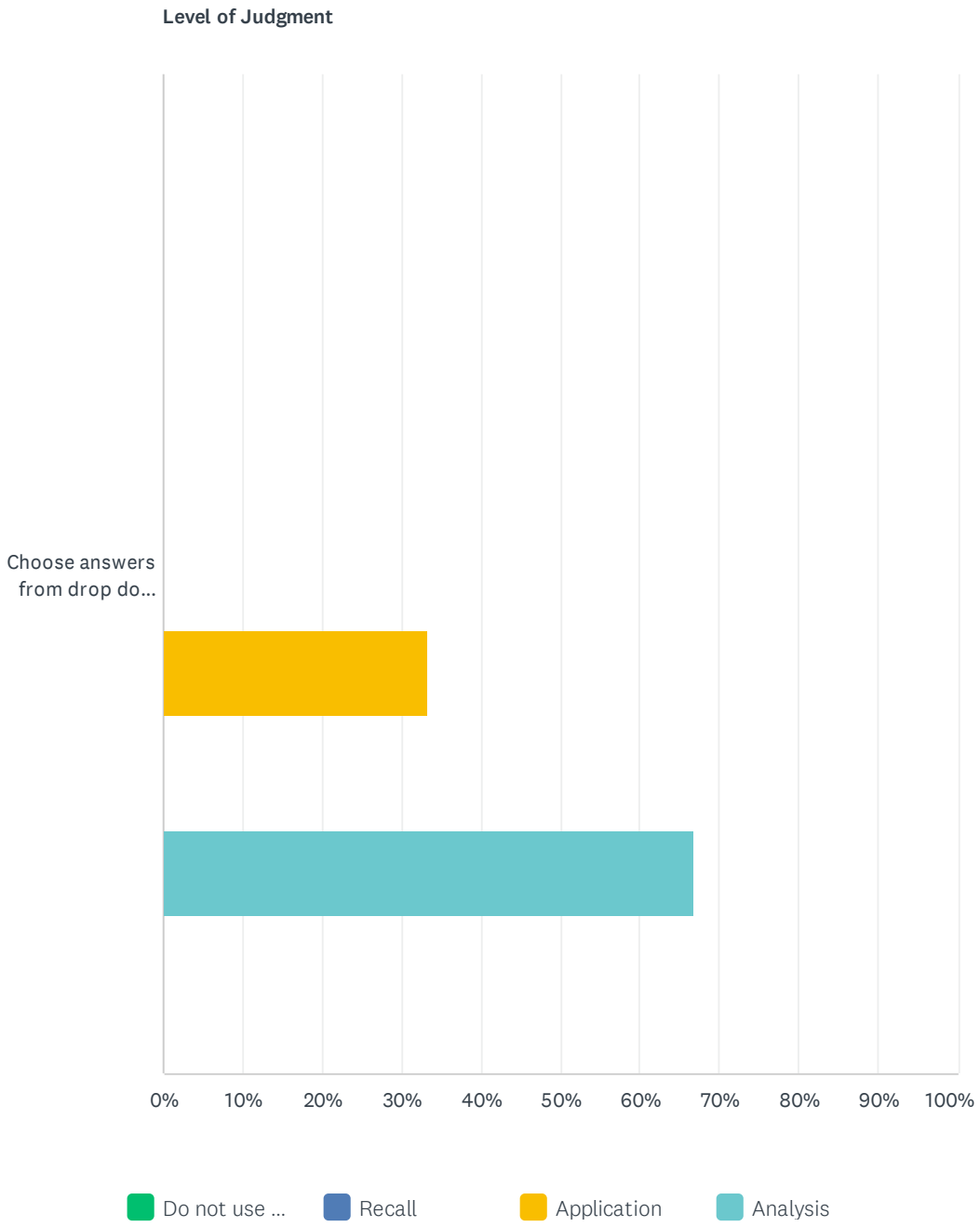

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Importance					
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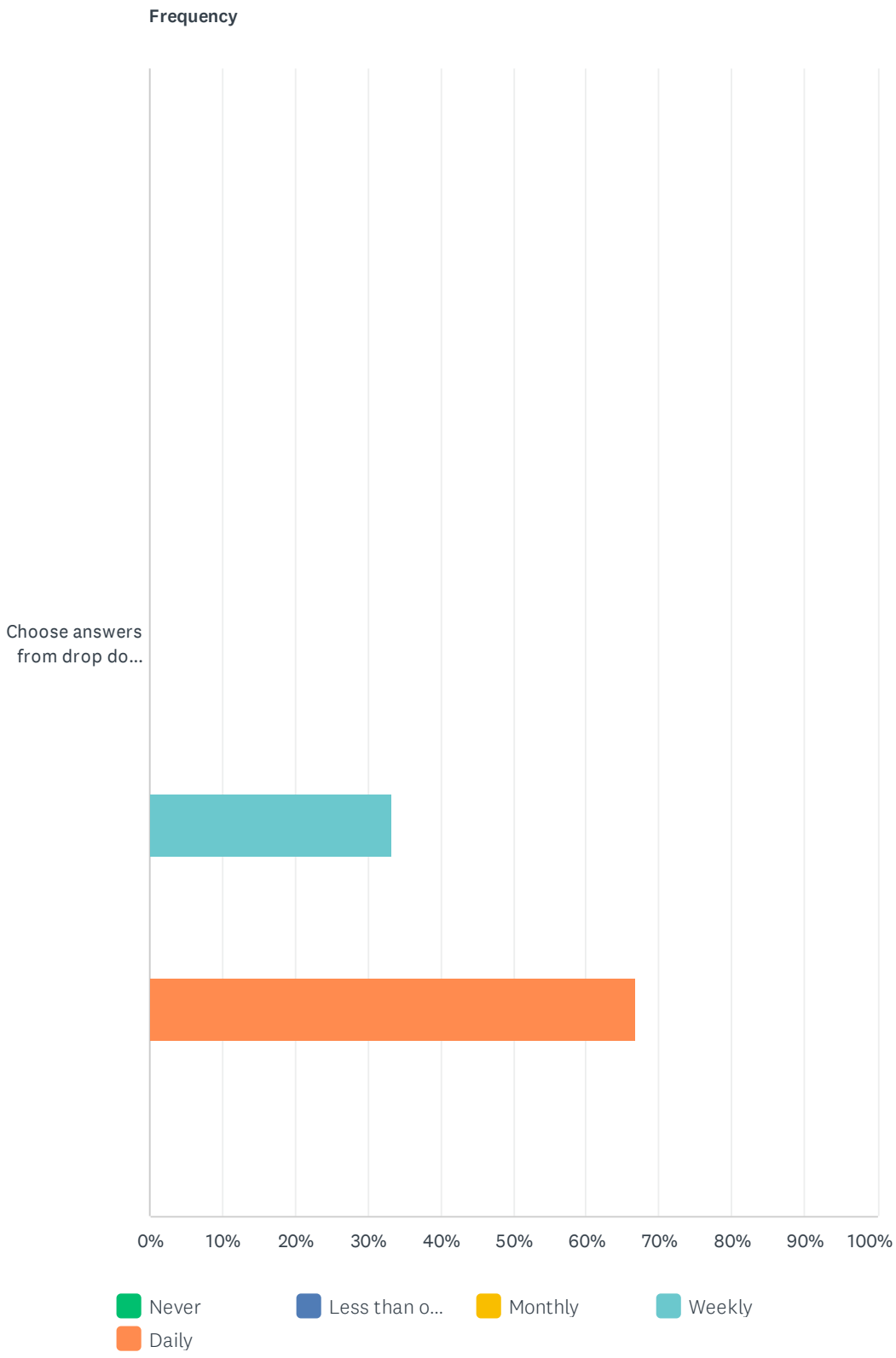
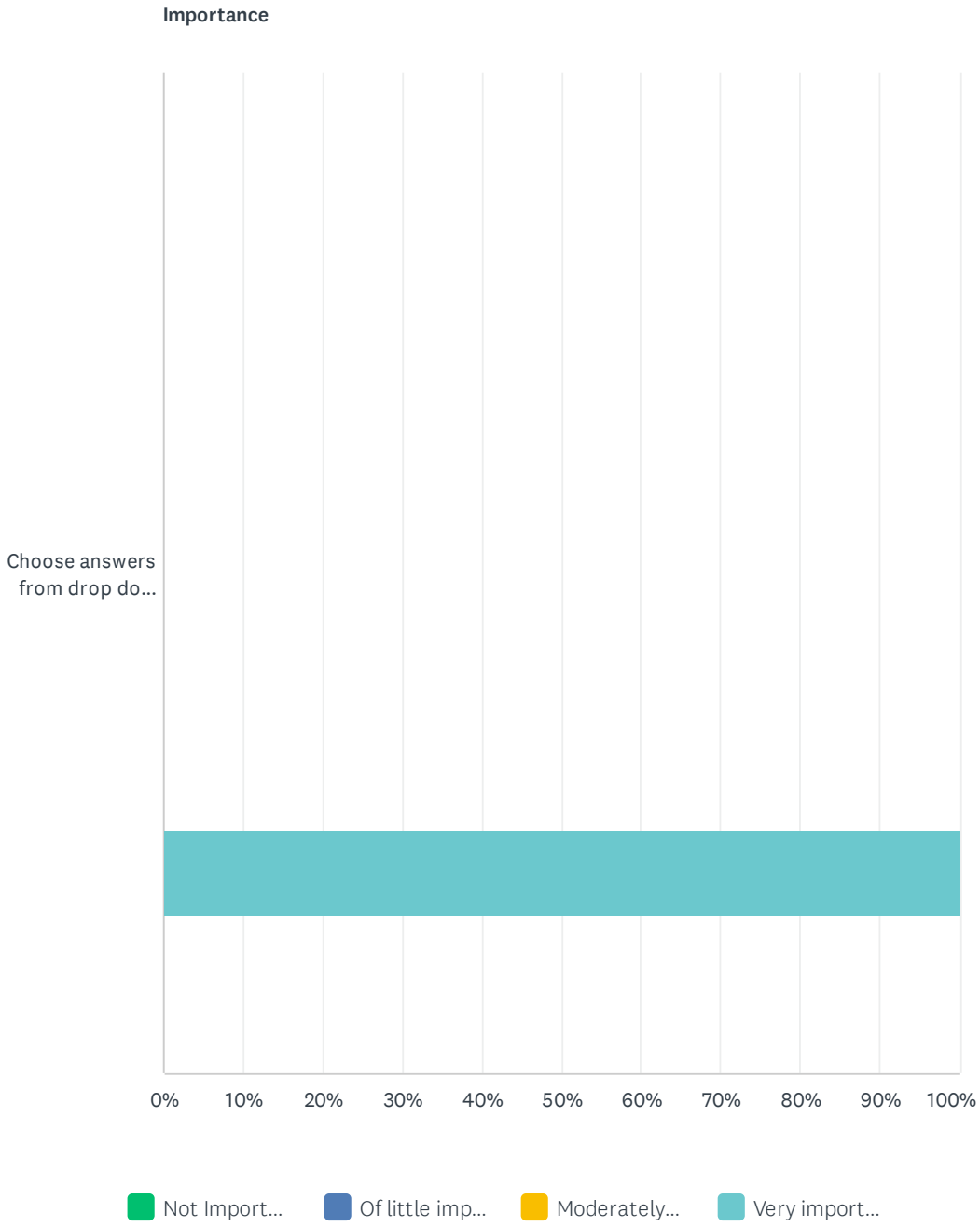
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q14 1.2.11 Cultivates a culture of inclusivity.

Answered: 3 Skipped: 0

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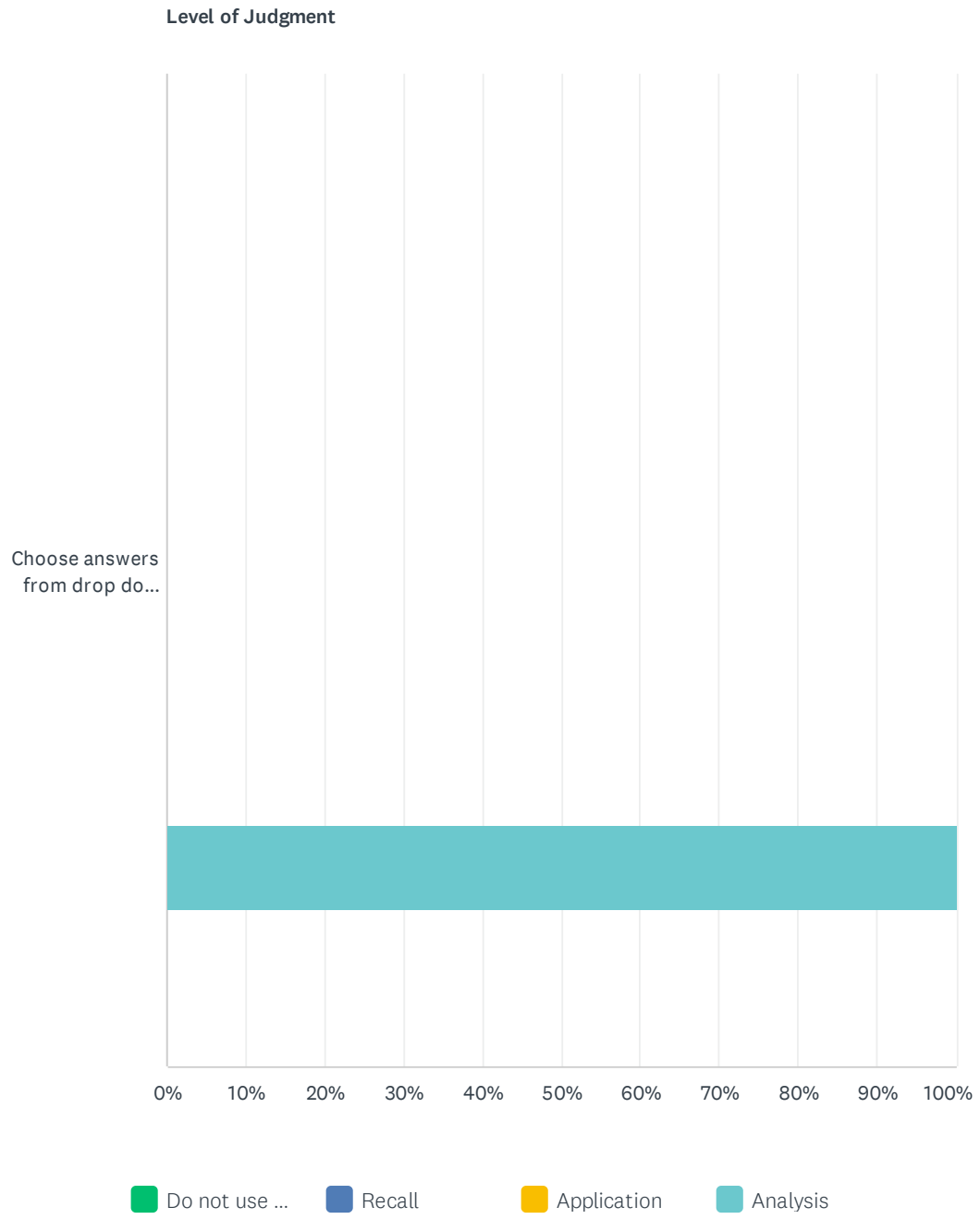

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Importance					
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Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
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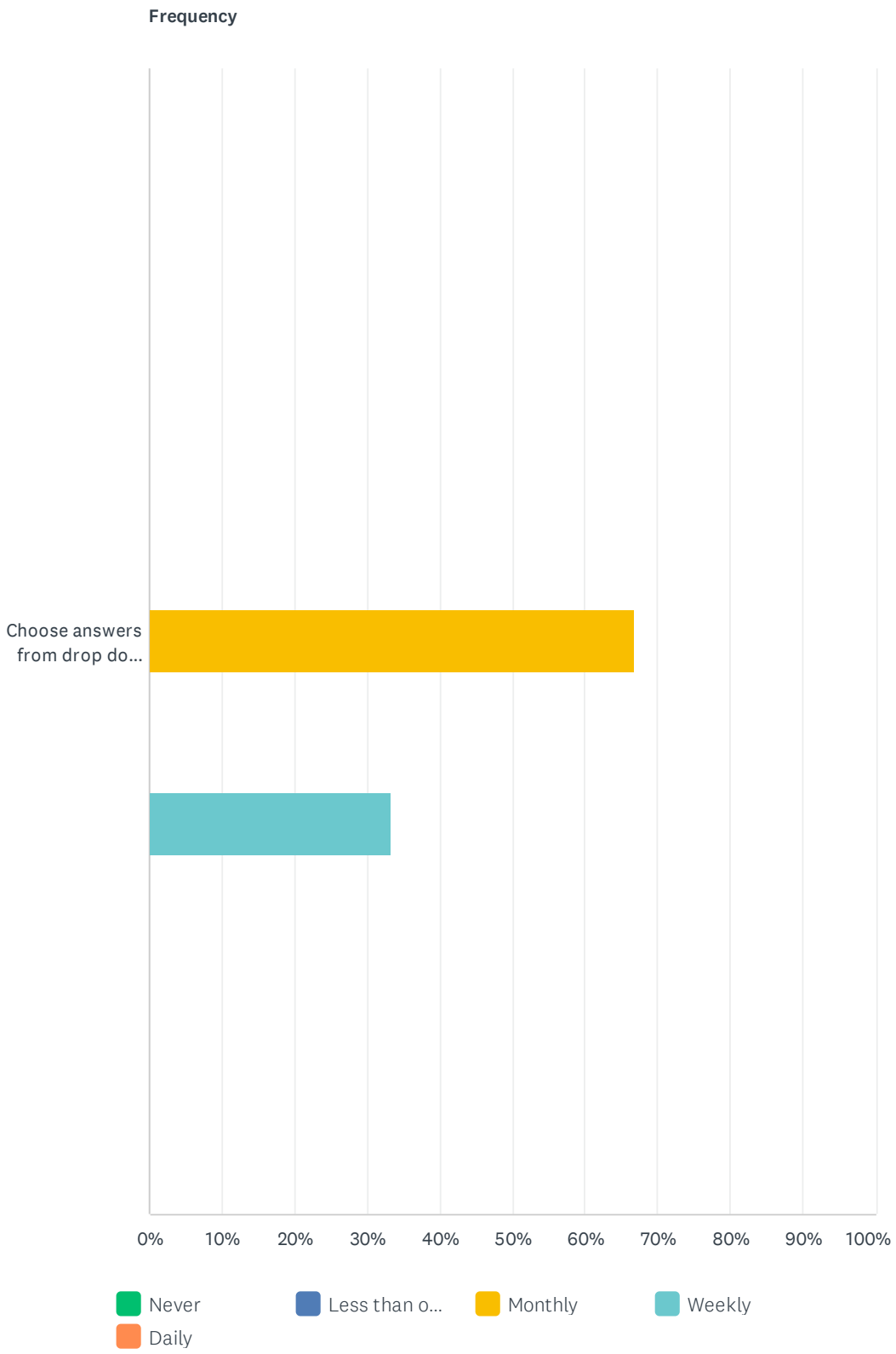
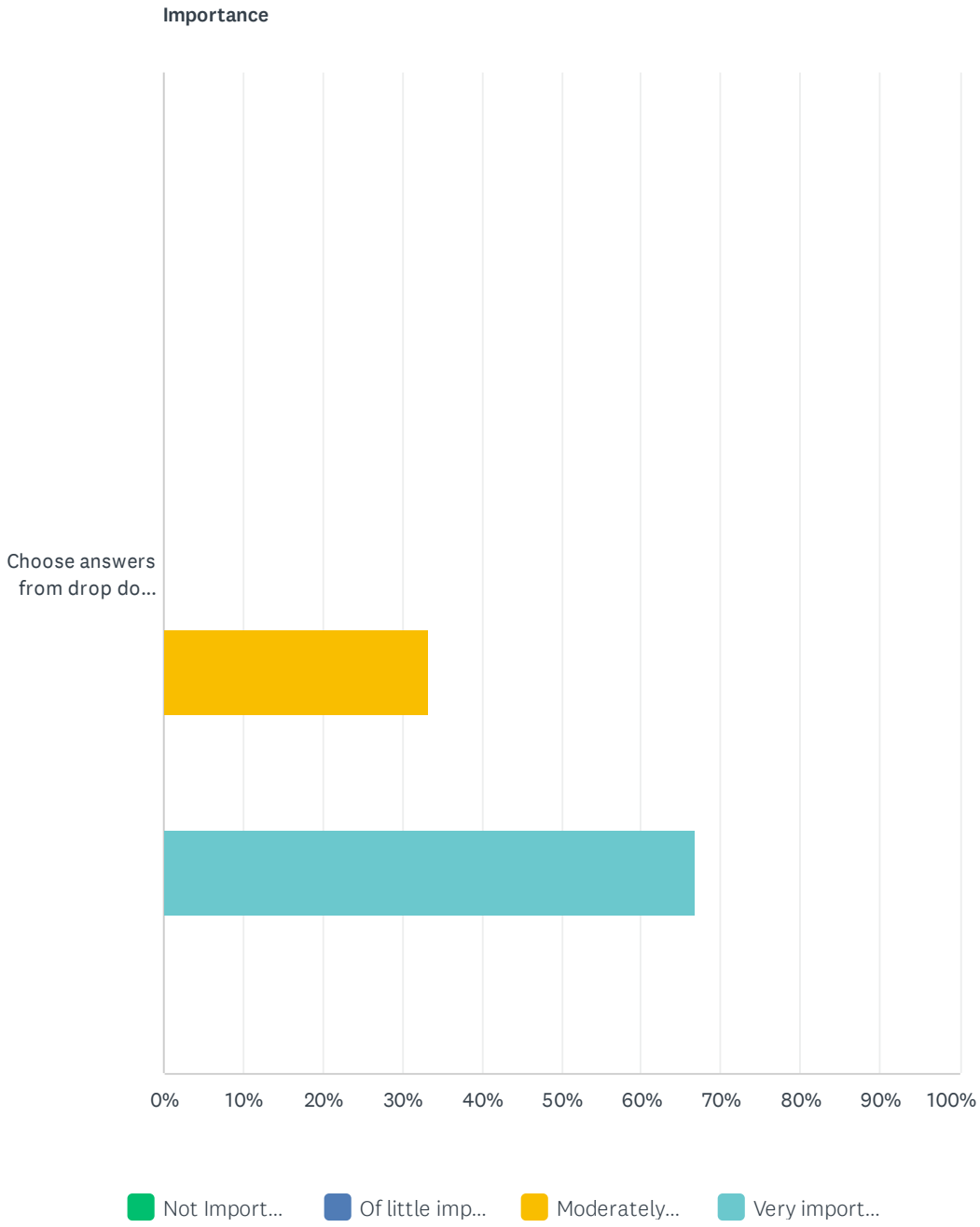
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q15 1.3.1 Seize opportunities through entrepreneurial thinking.

Answered: 3 Skipped: 0

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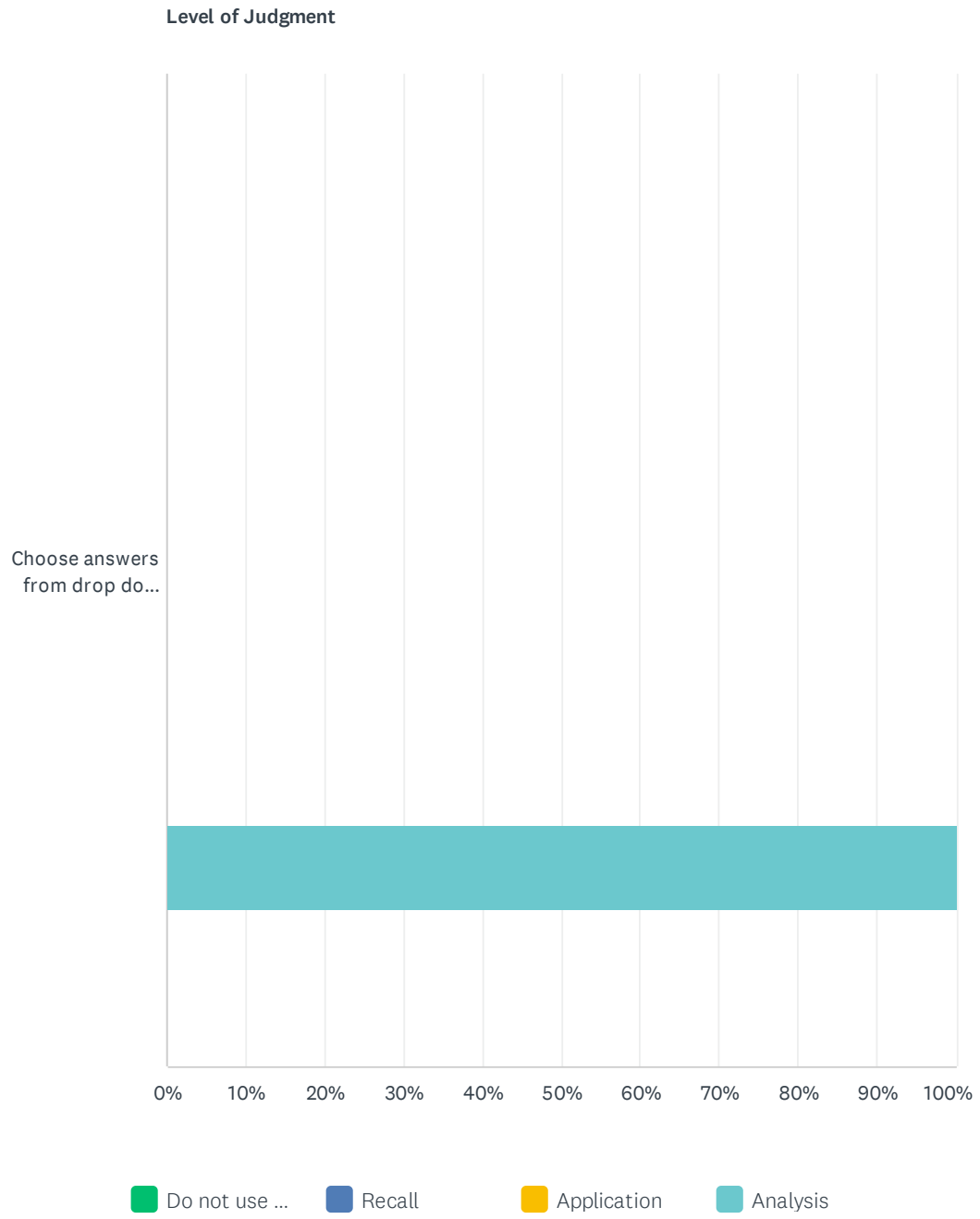

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Importance					
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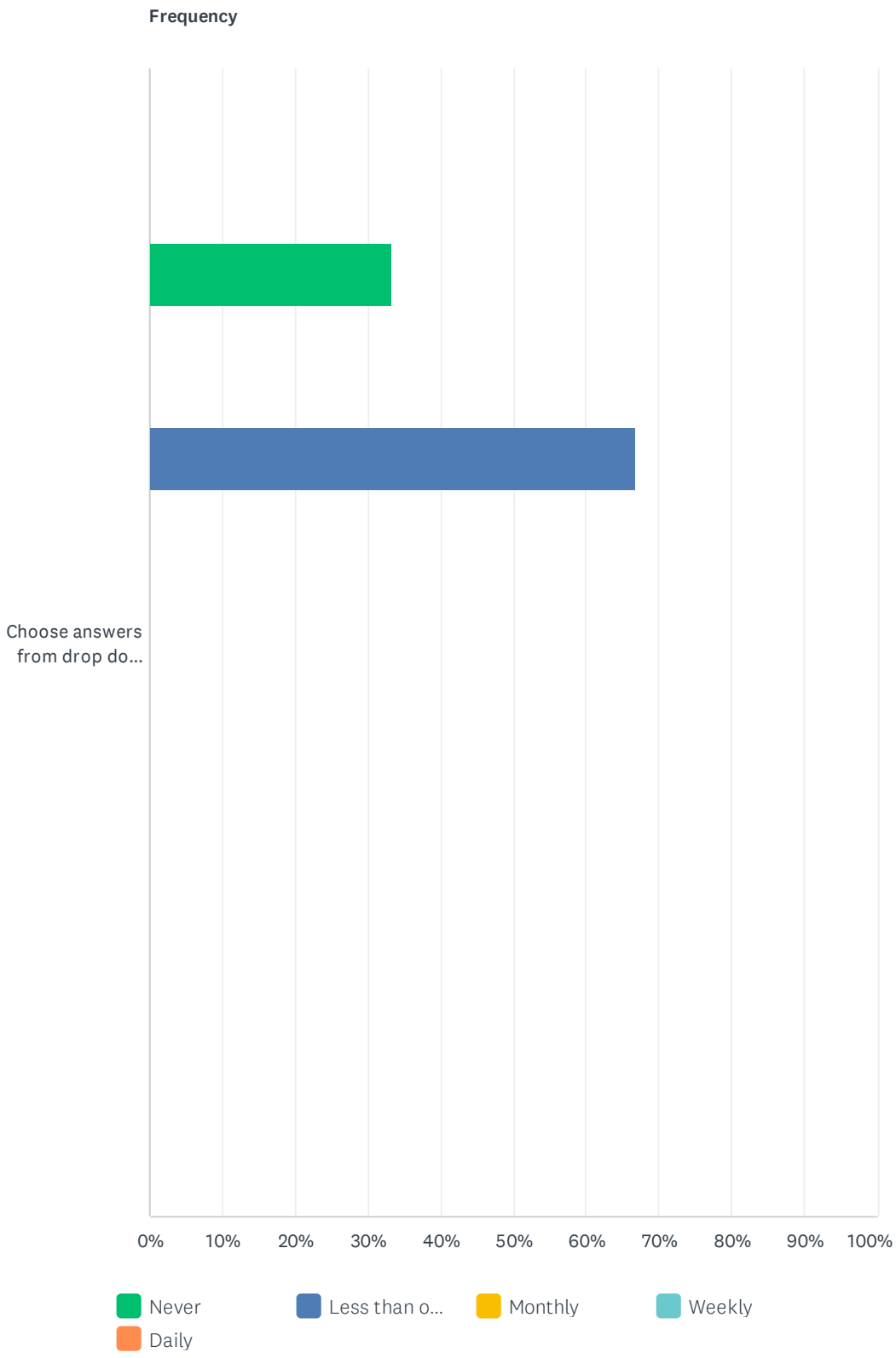
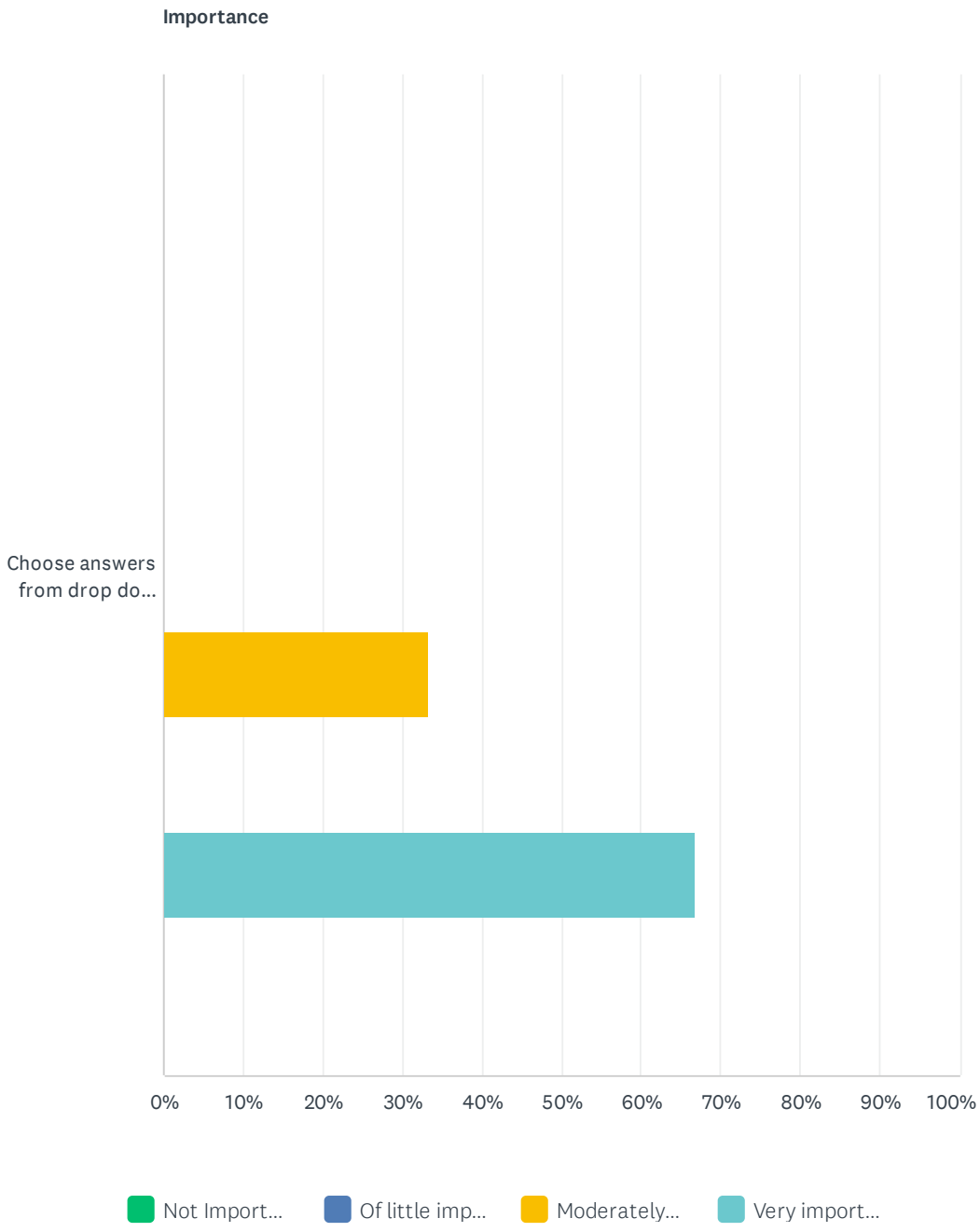
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q16 1.4.1 Negotiates faculty workload.

Answered: 3 Skipped: 0

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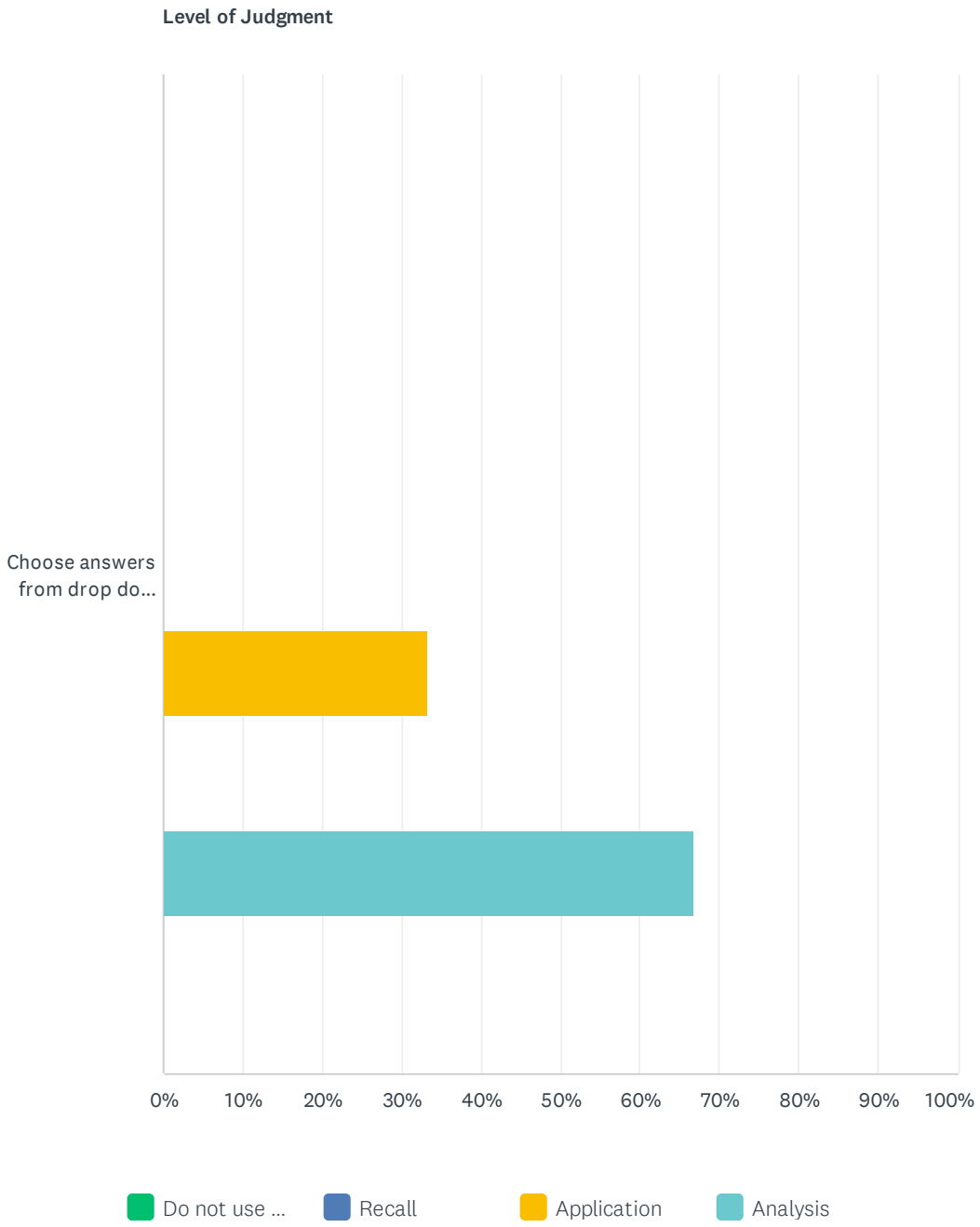

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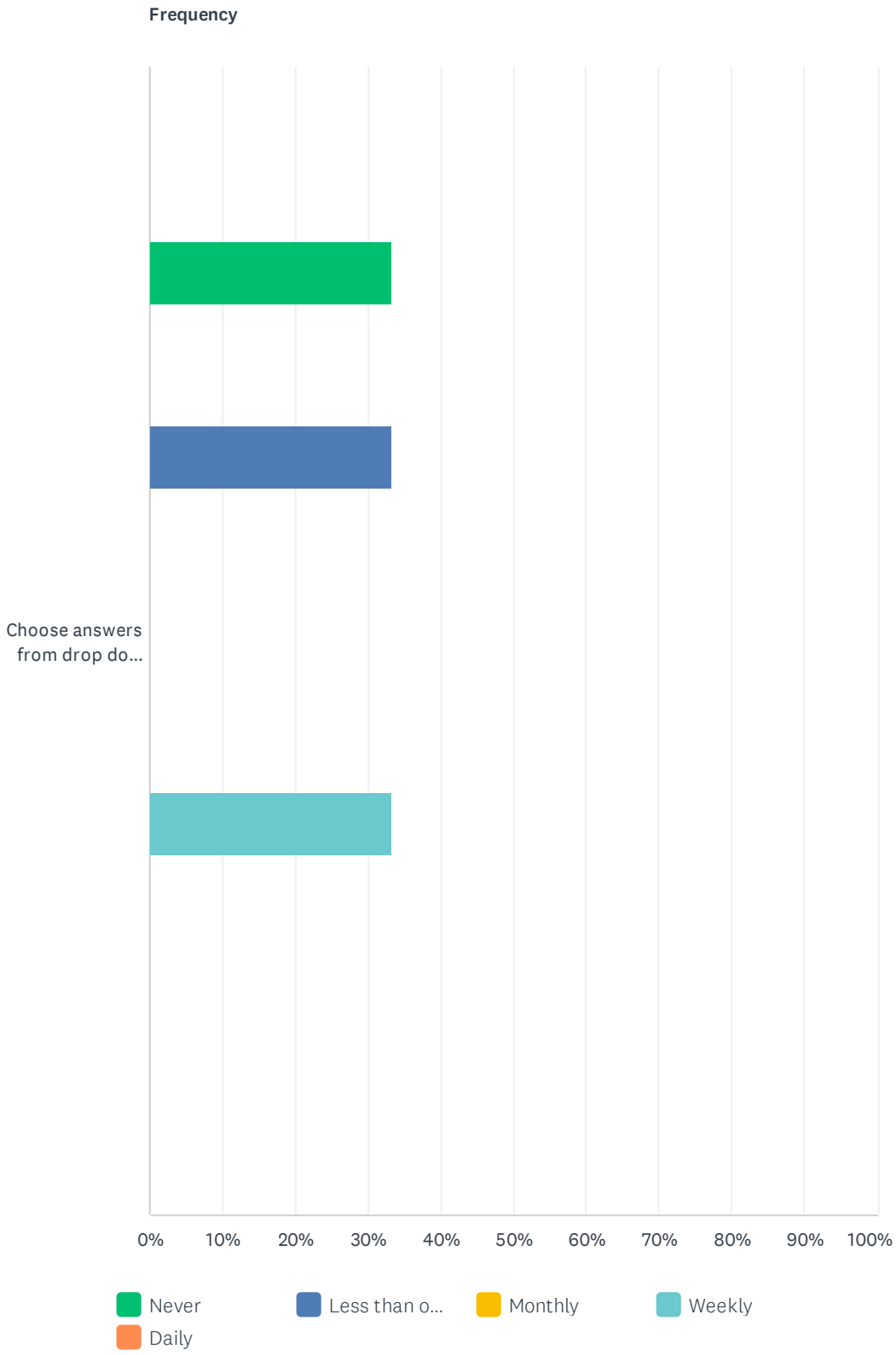
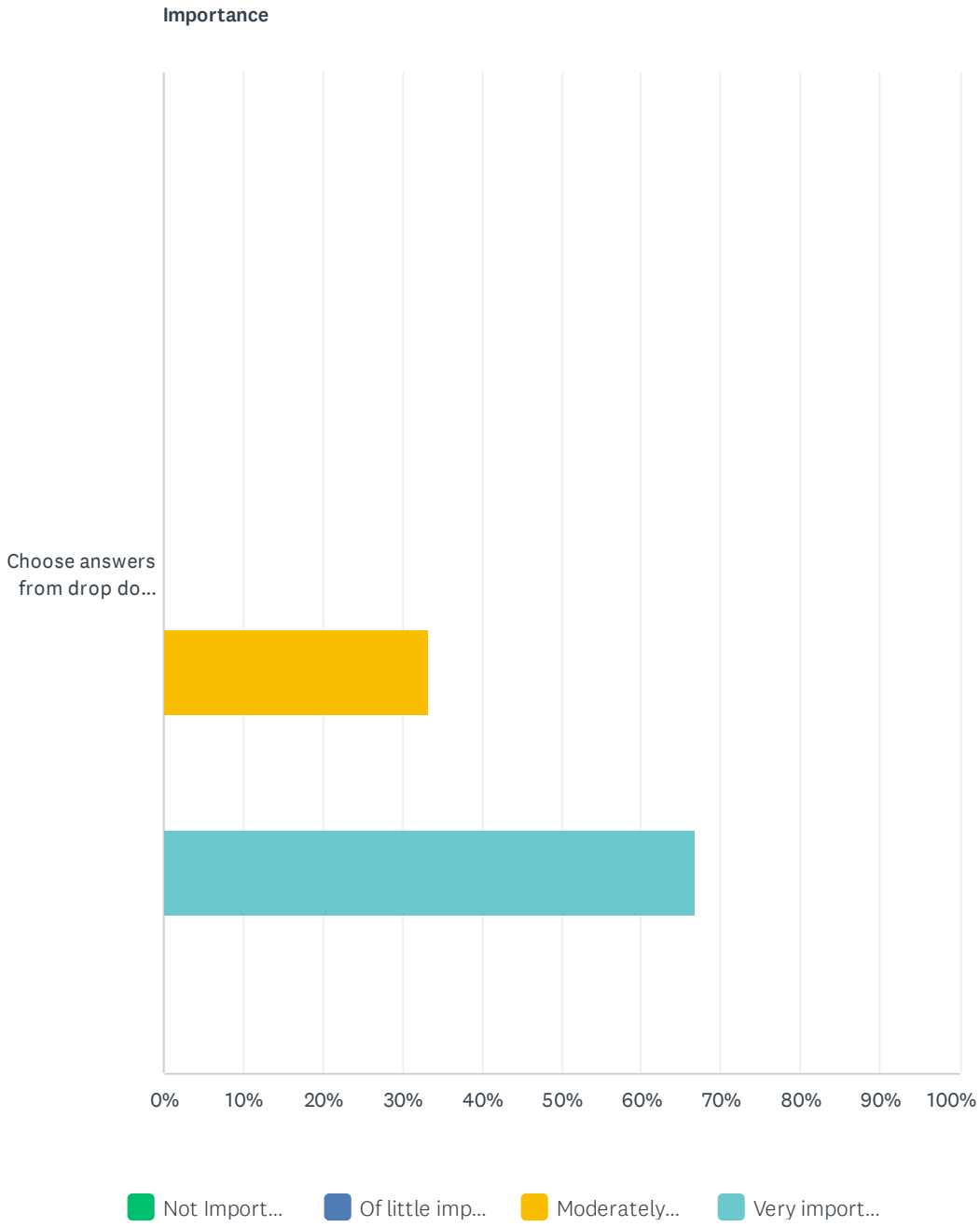
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q17 1.4.2 Guides faculty in the process of advancement (promotion and tenure as applicable).

Answered: 3 Skipped: 0

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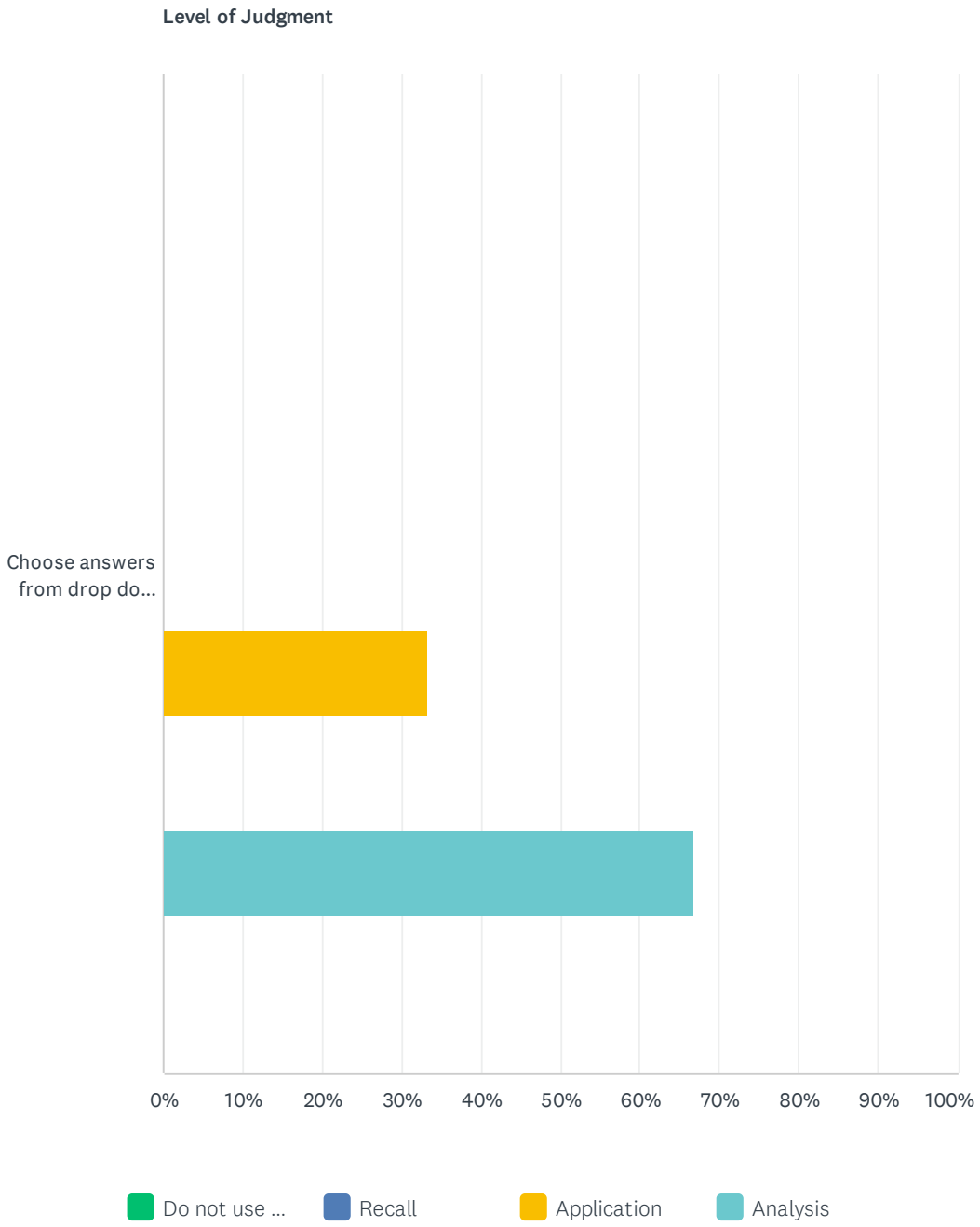

Frequency						
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Importance					
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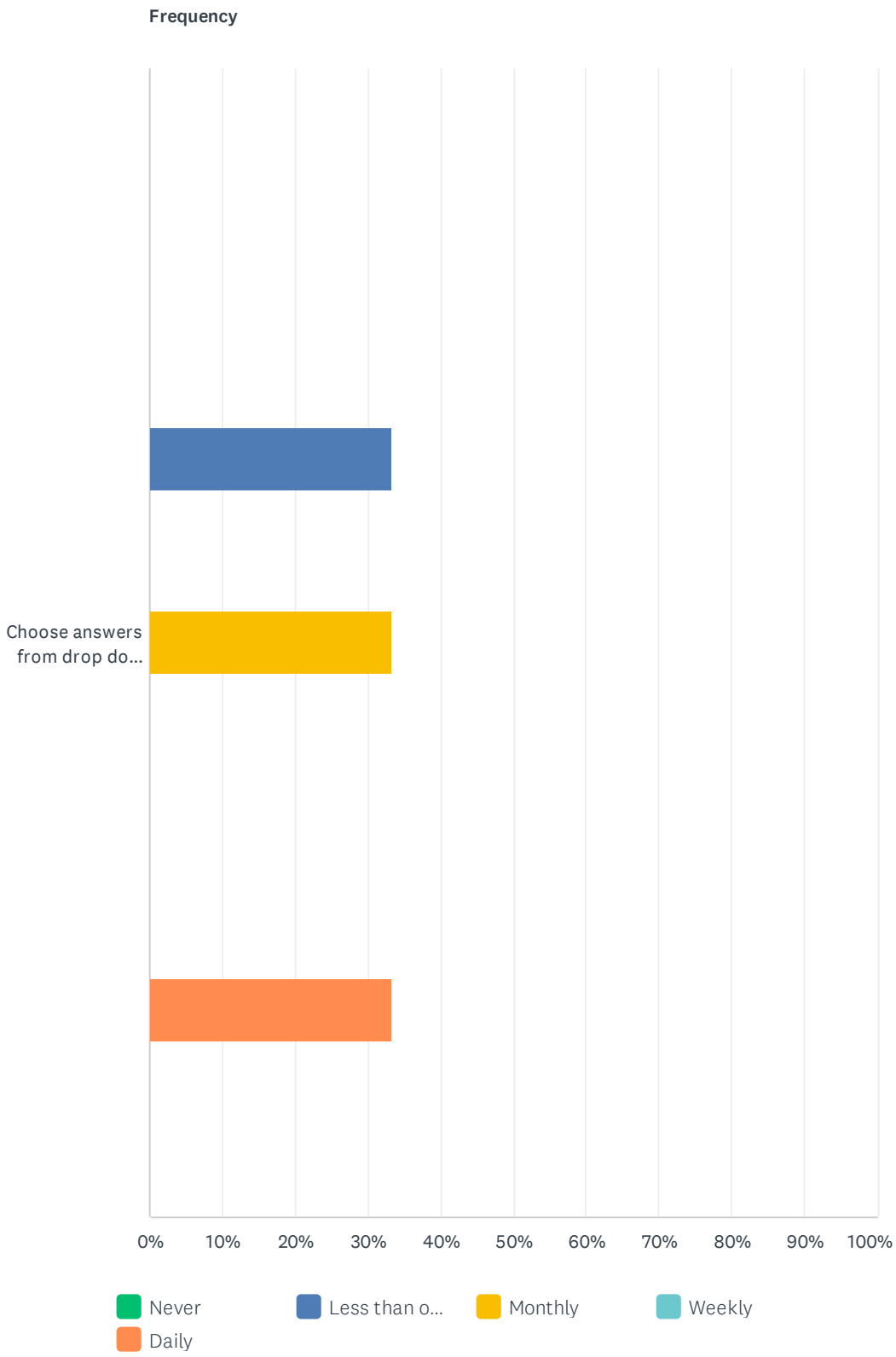
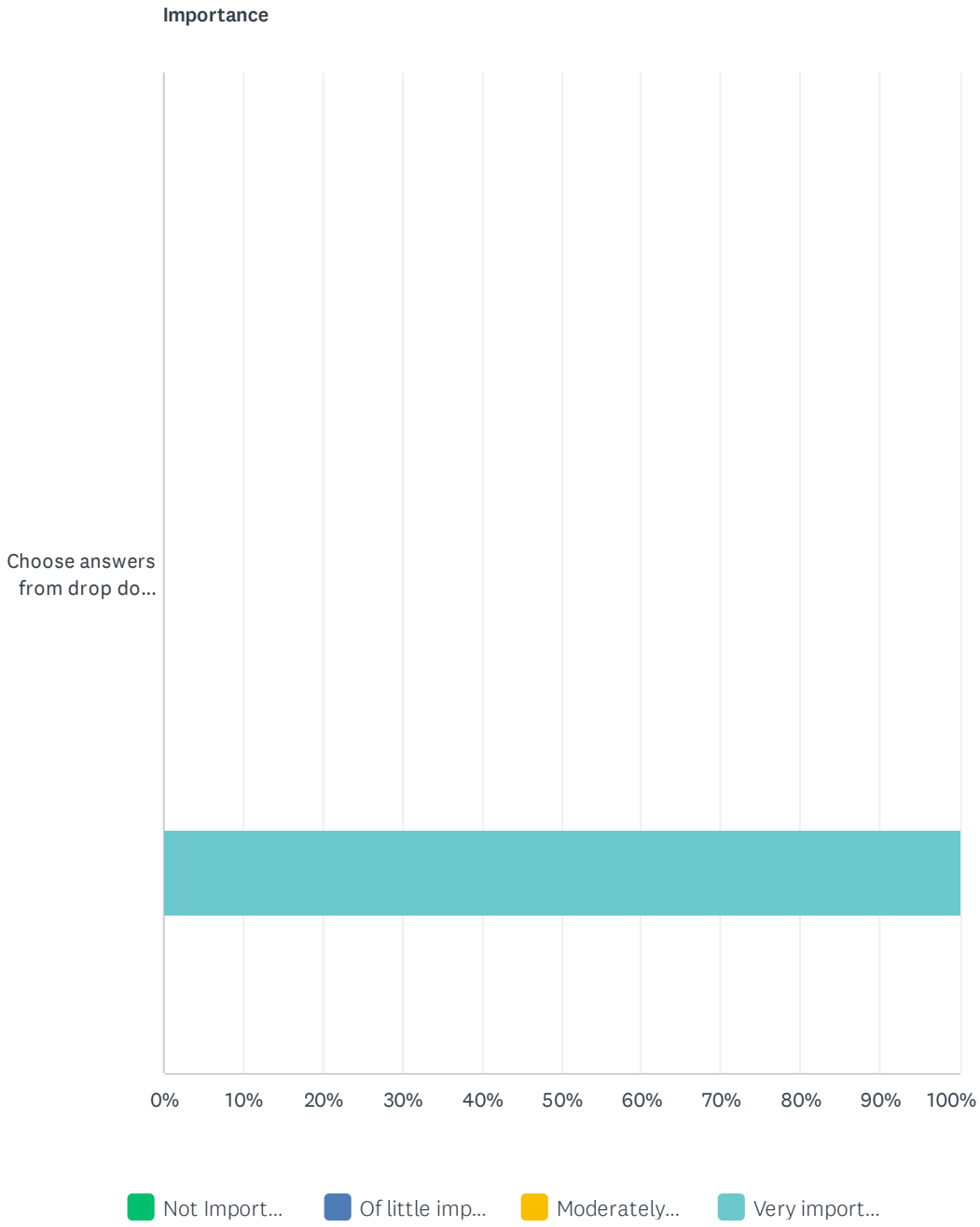
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q18 1.4.3 Designs and implements program assessment cycle.

Answered: 3 Skipped: 0

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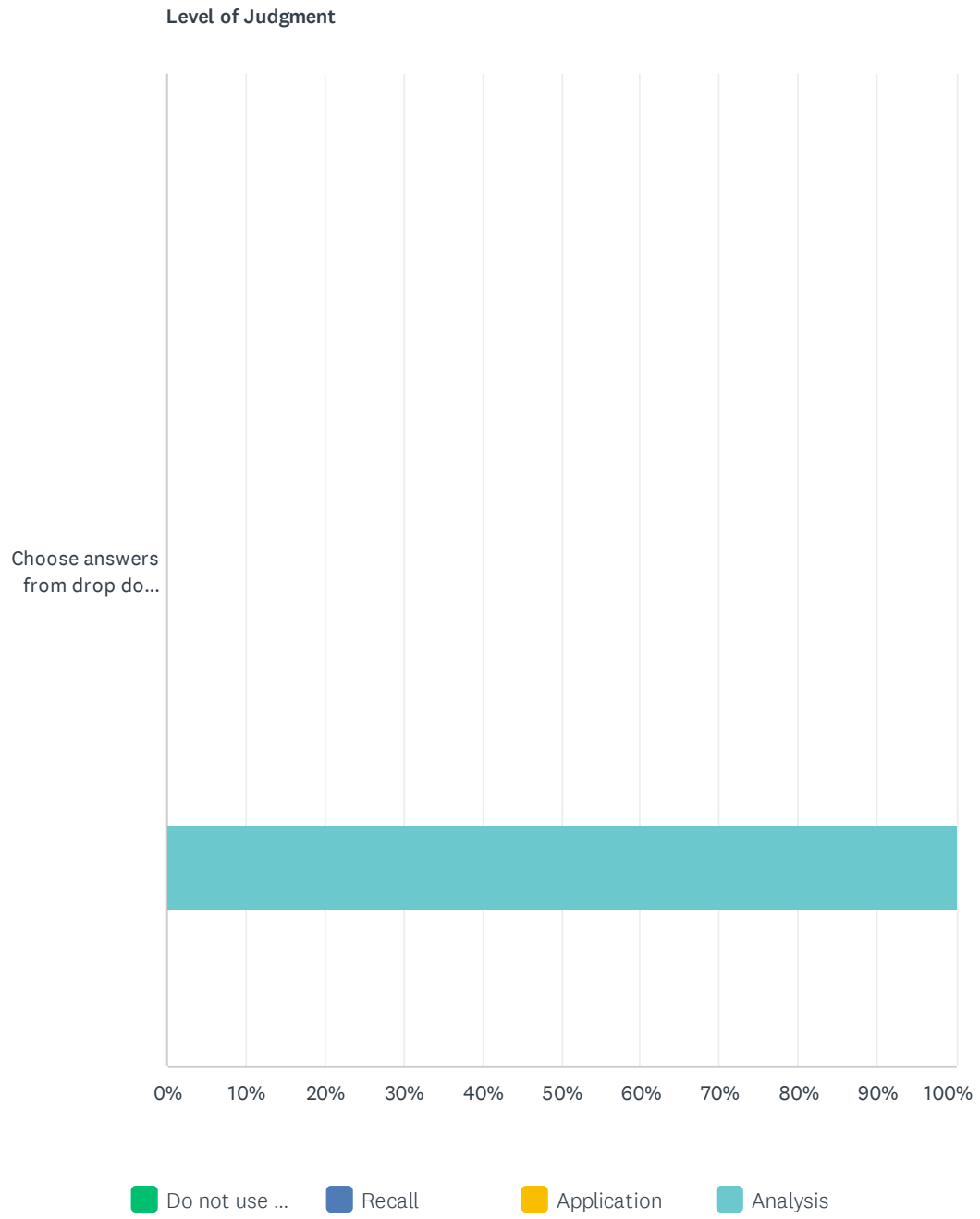

Frequency						
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Importance					
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Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
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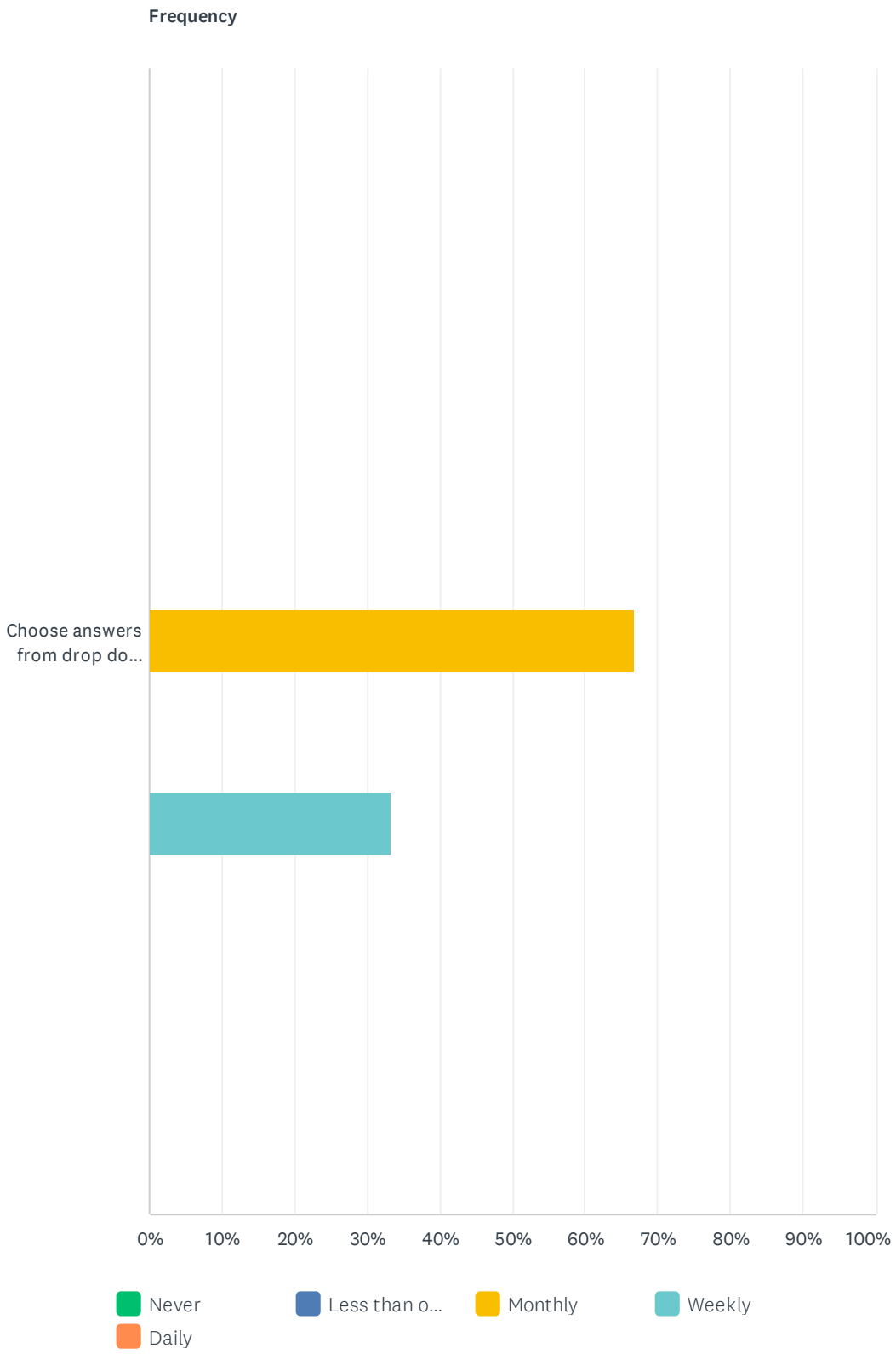
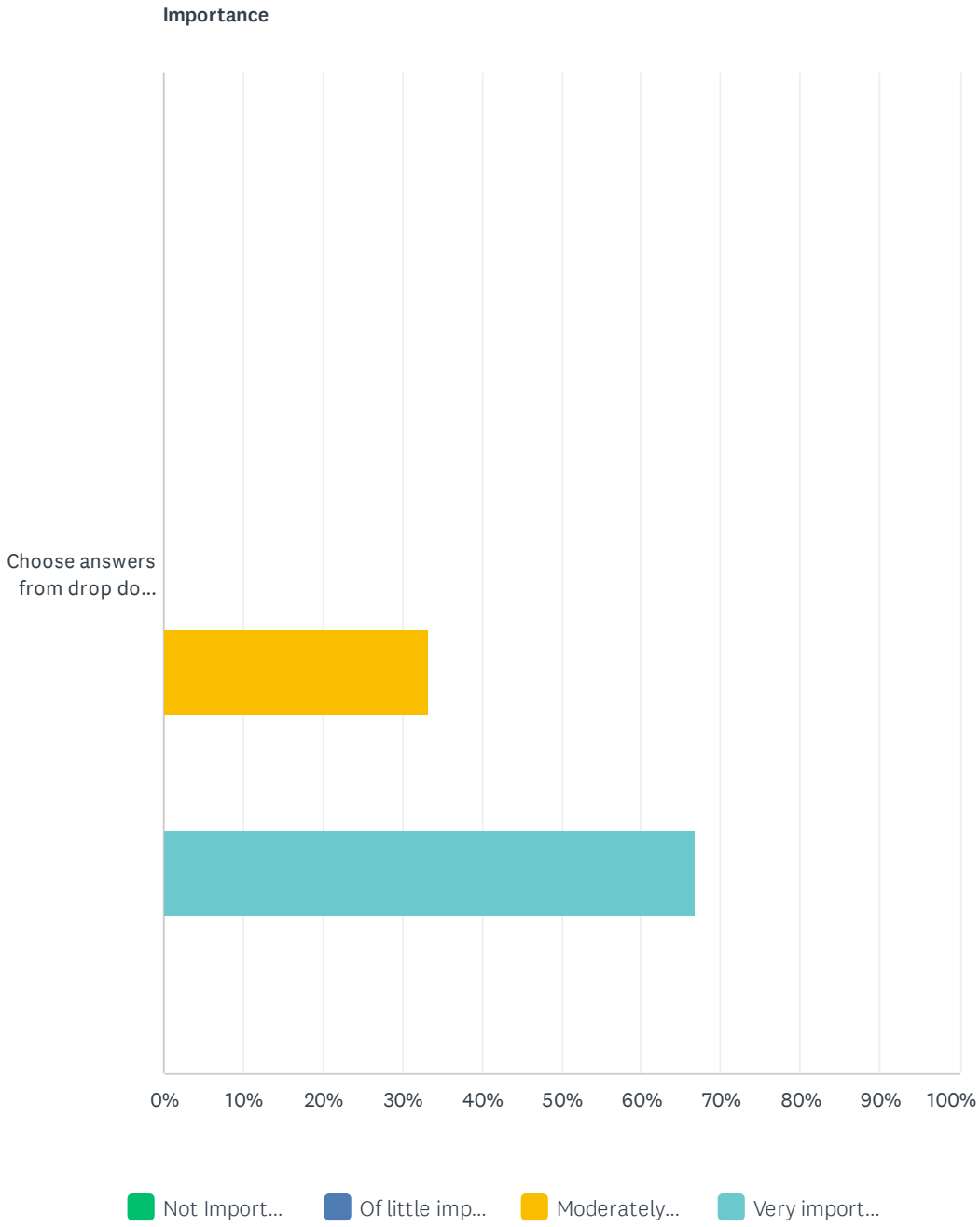
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q19 1.4.4 Advocates program/institutional goals to all stakeholders.

Answered: 3 Skipped: 0

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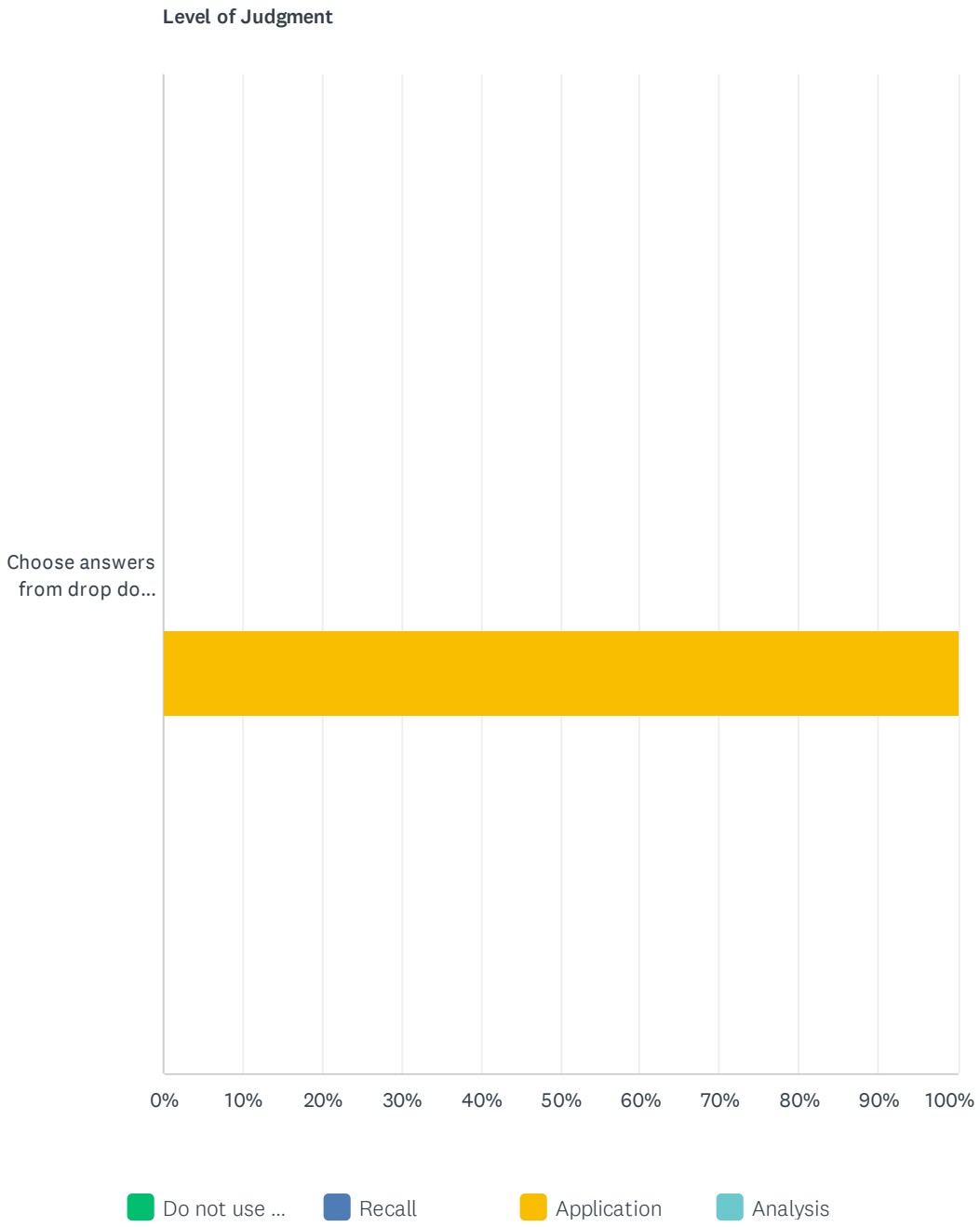

Frequency						
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Importance					
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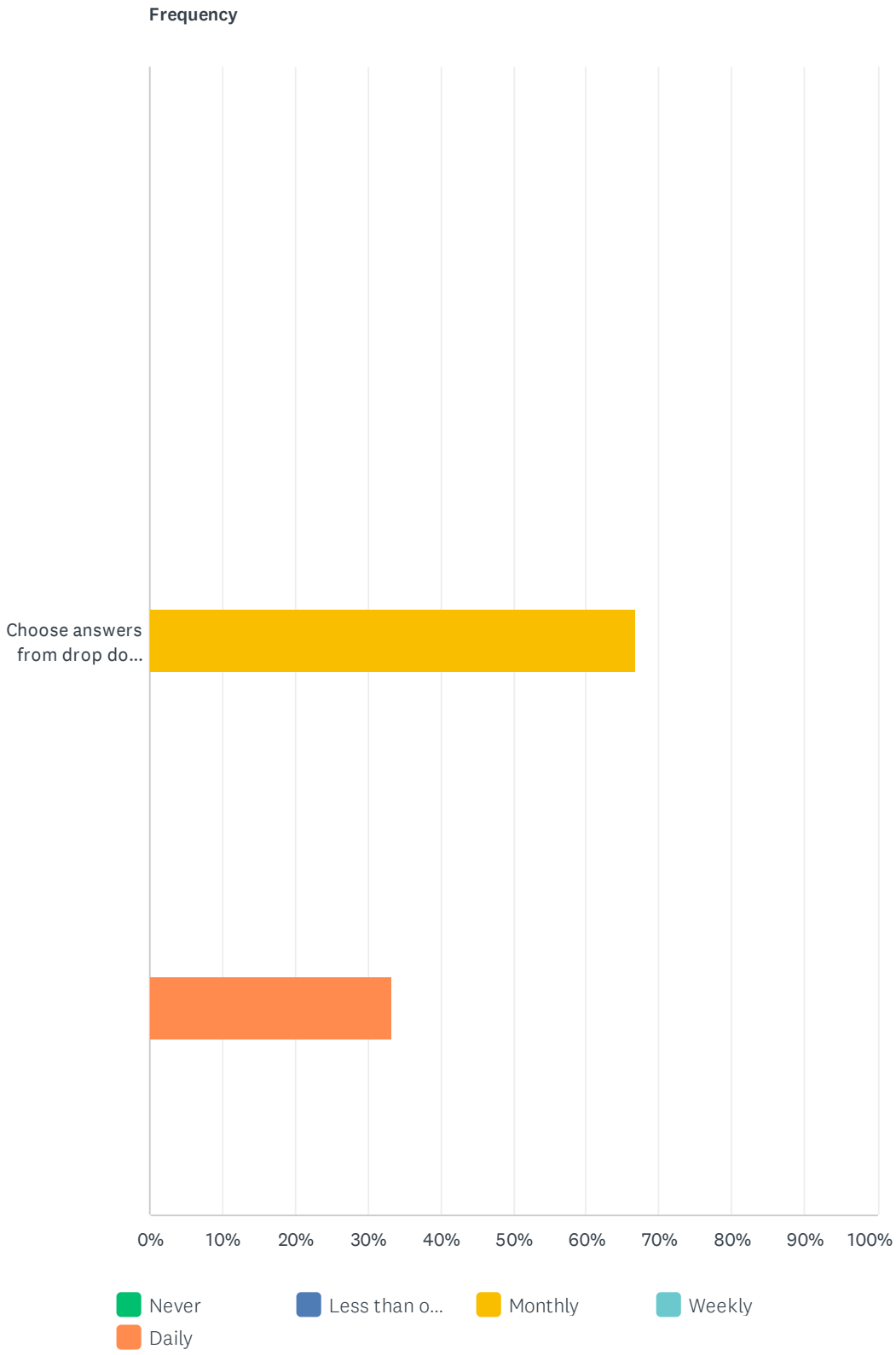
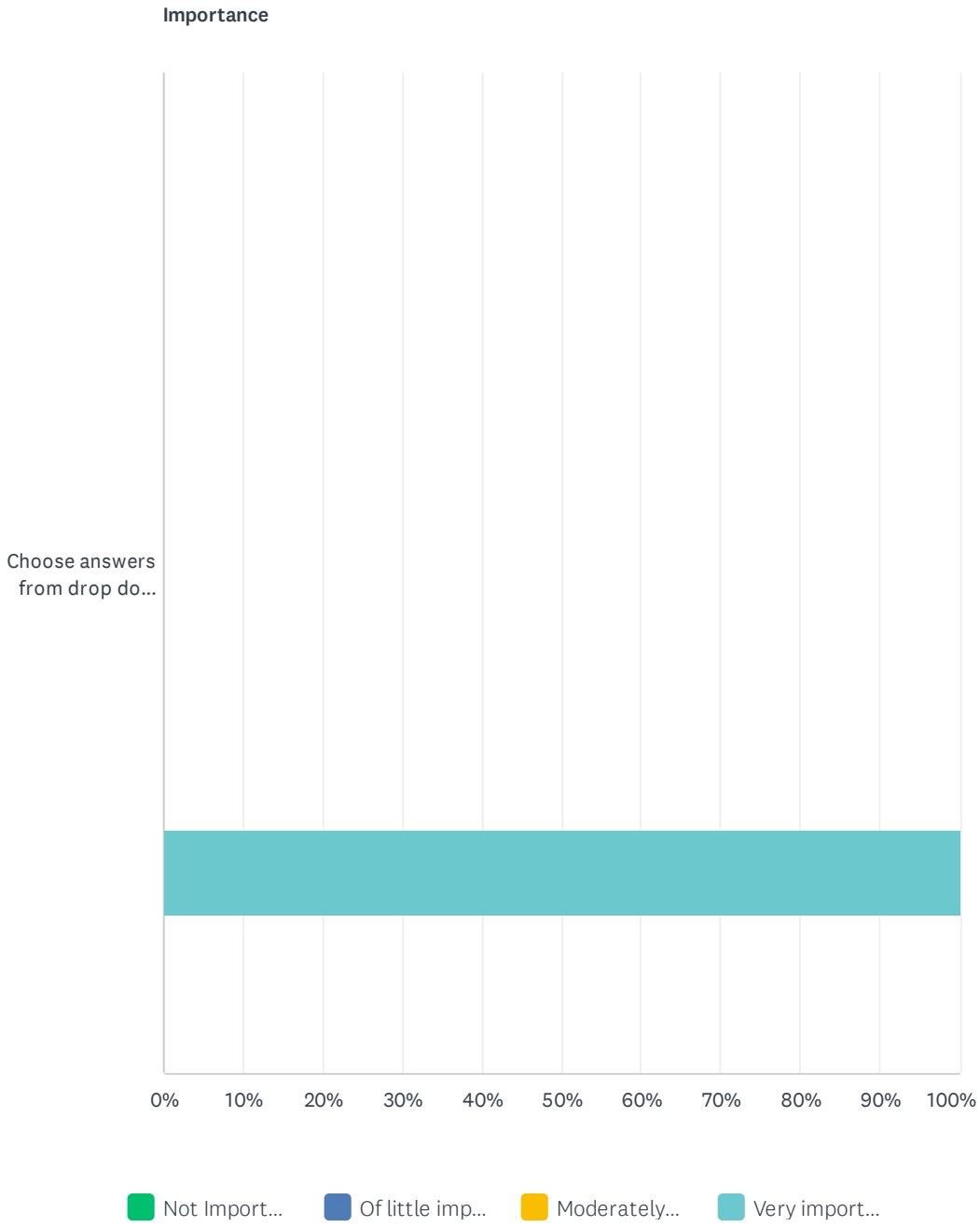
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3

Q20 1.4.5 Monitors and implements standards compliant with regulatory environment.

Answered: 3 Skipped: 0

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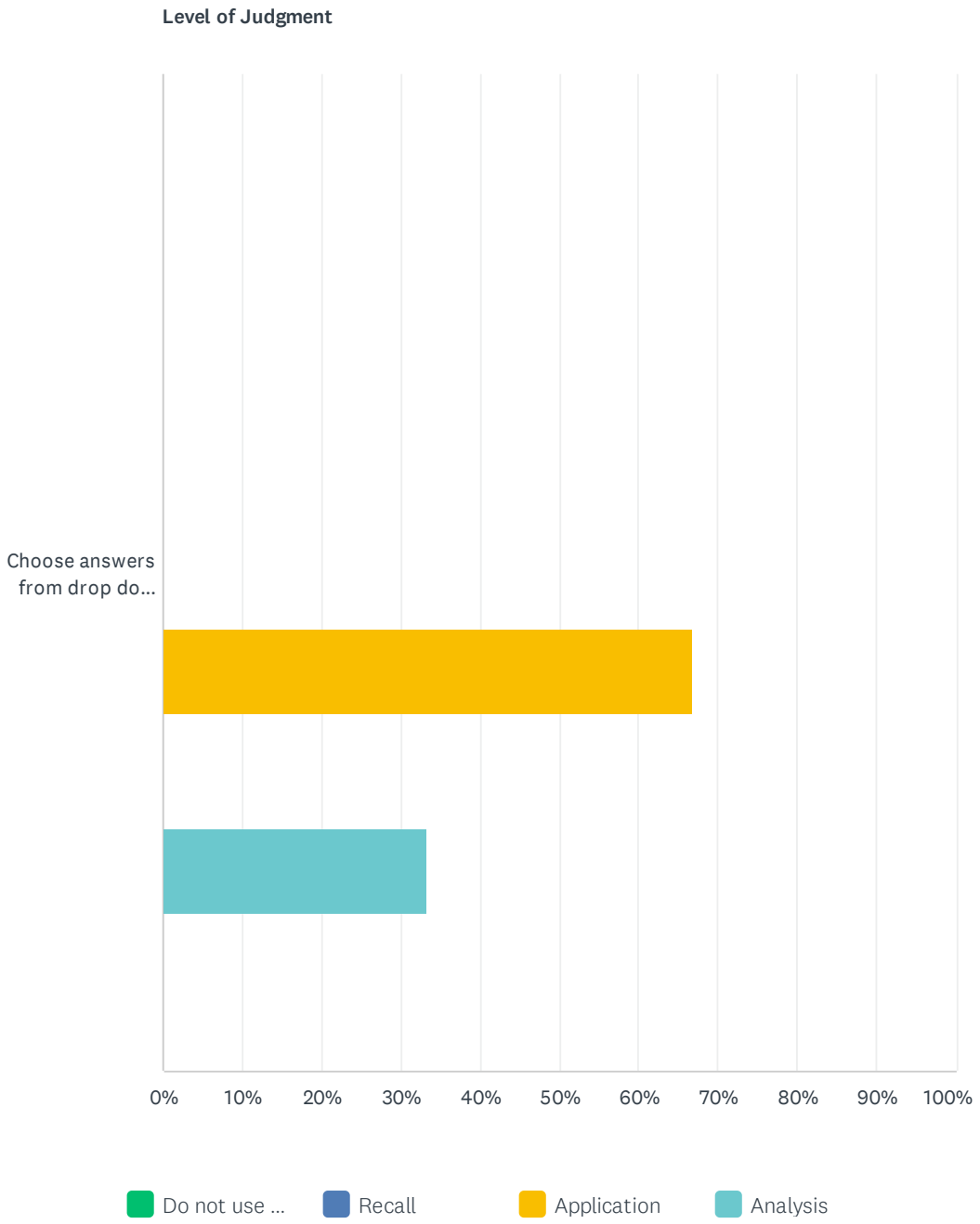

Frequency						
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Importance					
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Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
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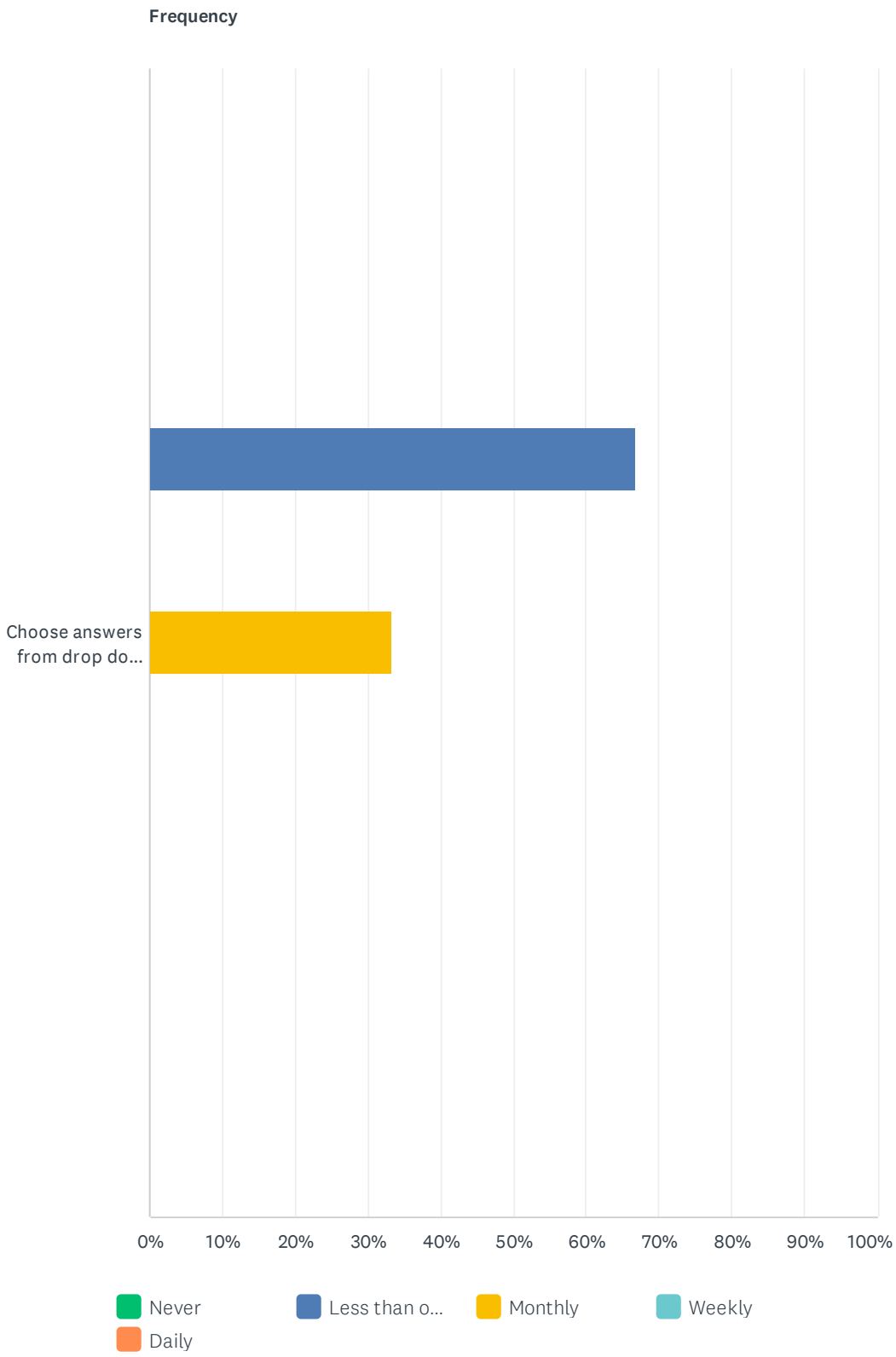
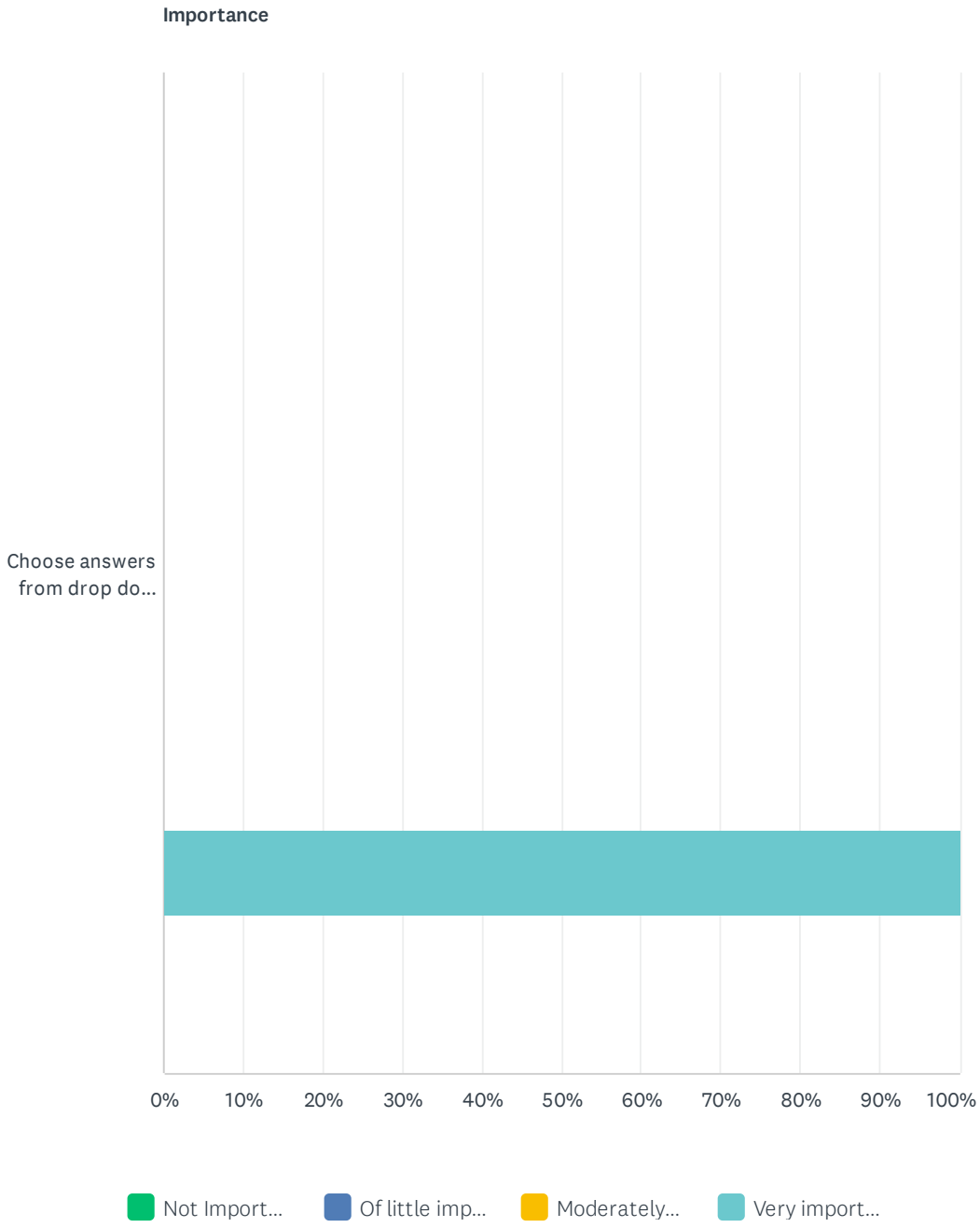
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q21 1.4.6 Develops a vision for professional physical therapy education.

Answered: 3 Skipped: 0

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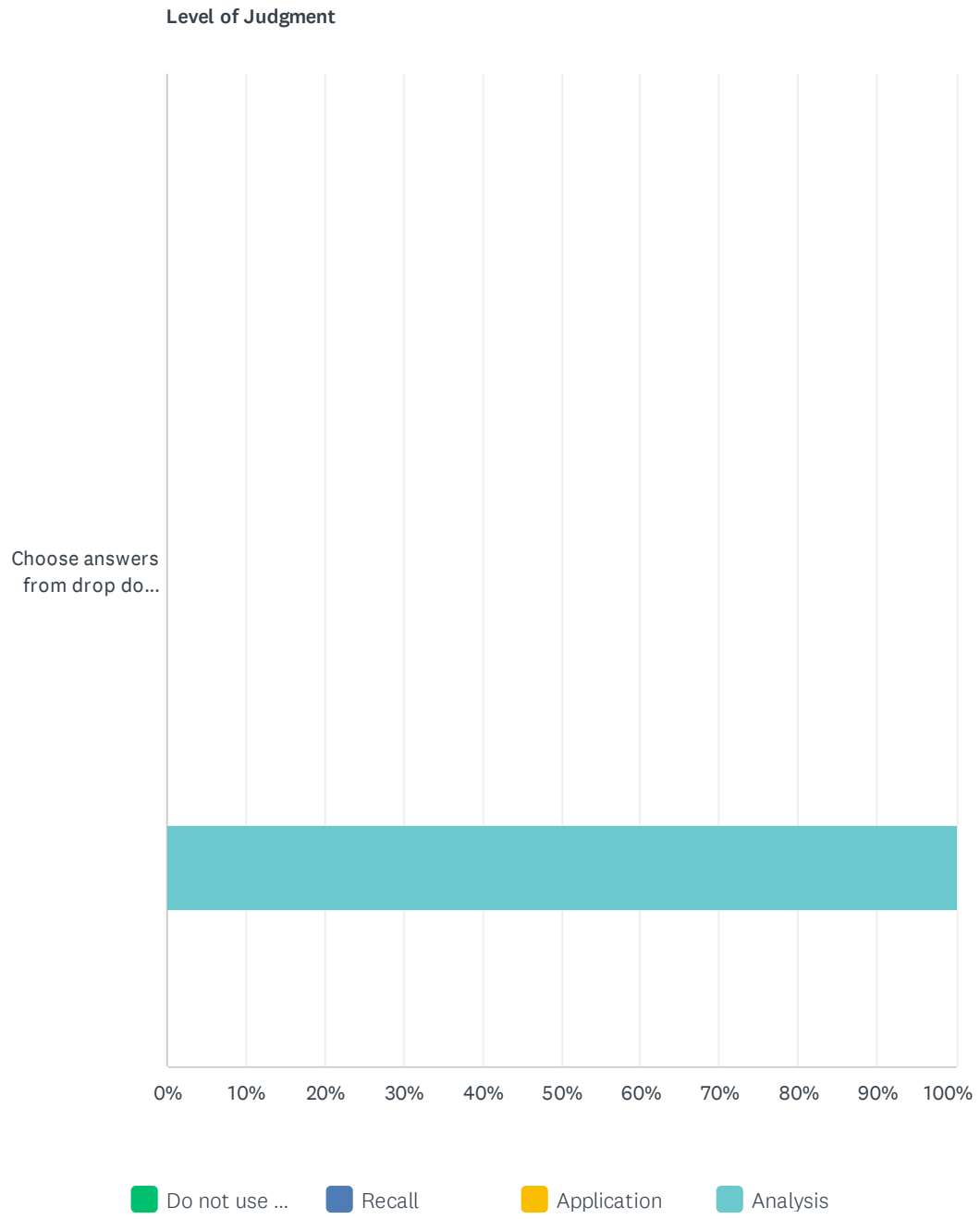

Frequency						
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Importance					
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Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
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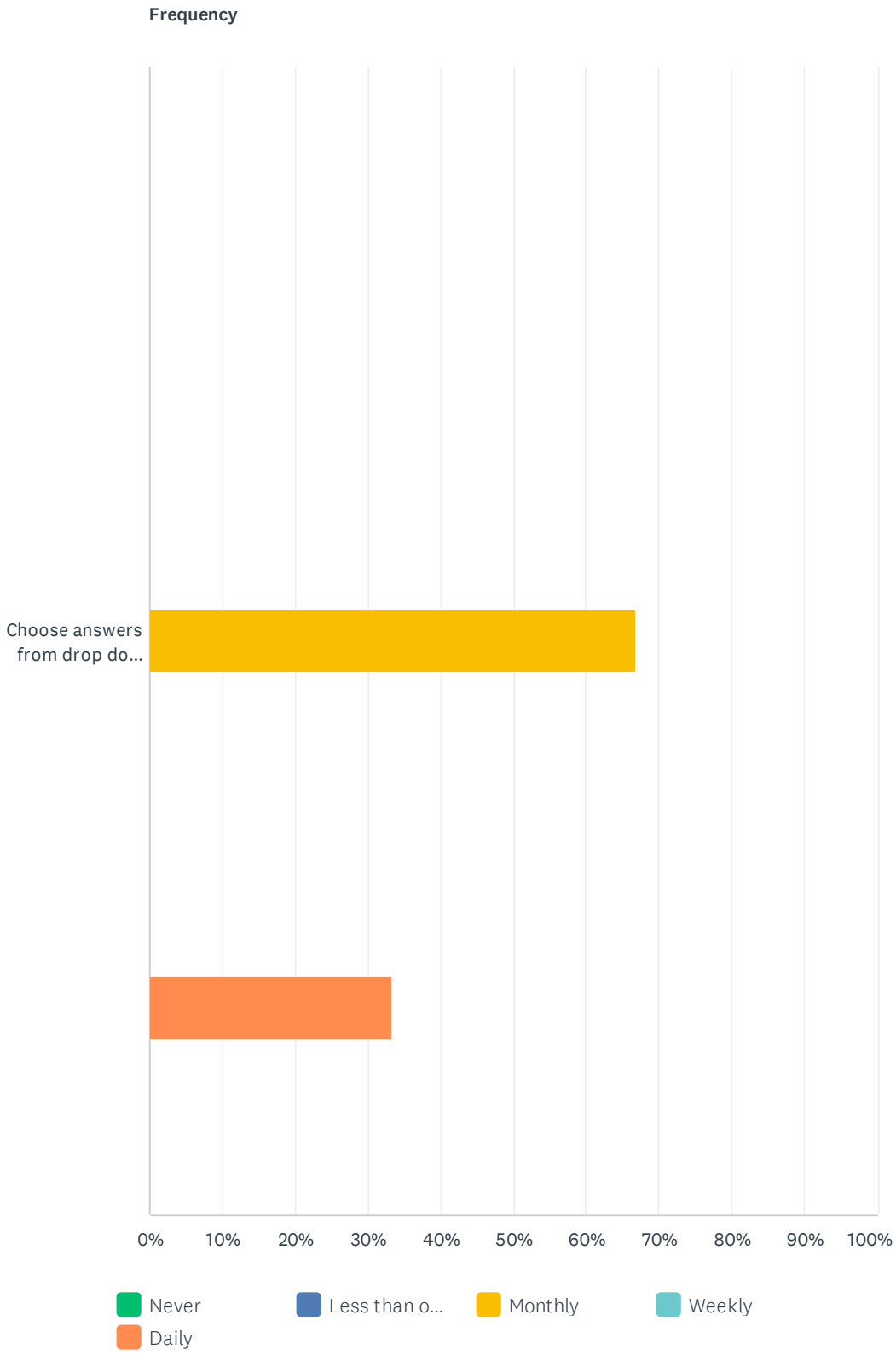
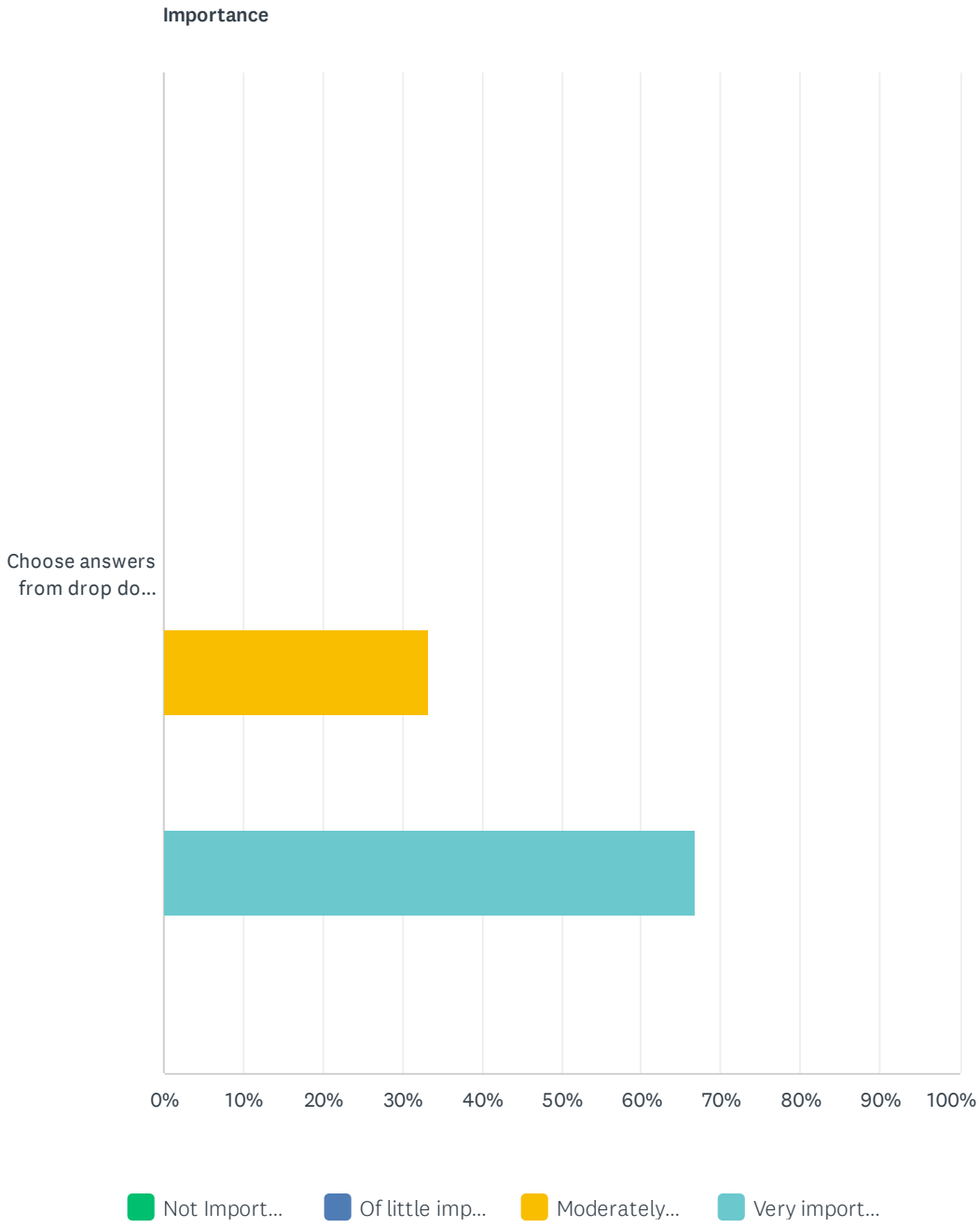
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q22 2.1.1 Knowledge of contemporary education landscape to include organizational behavior and culture.

Answered: 3 Skipped: 0

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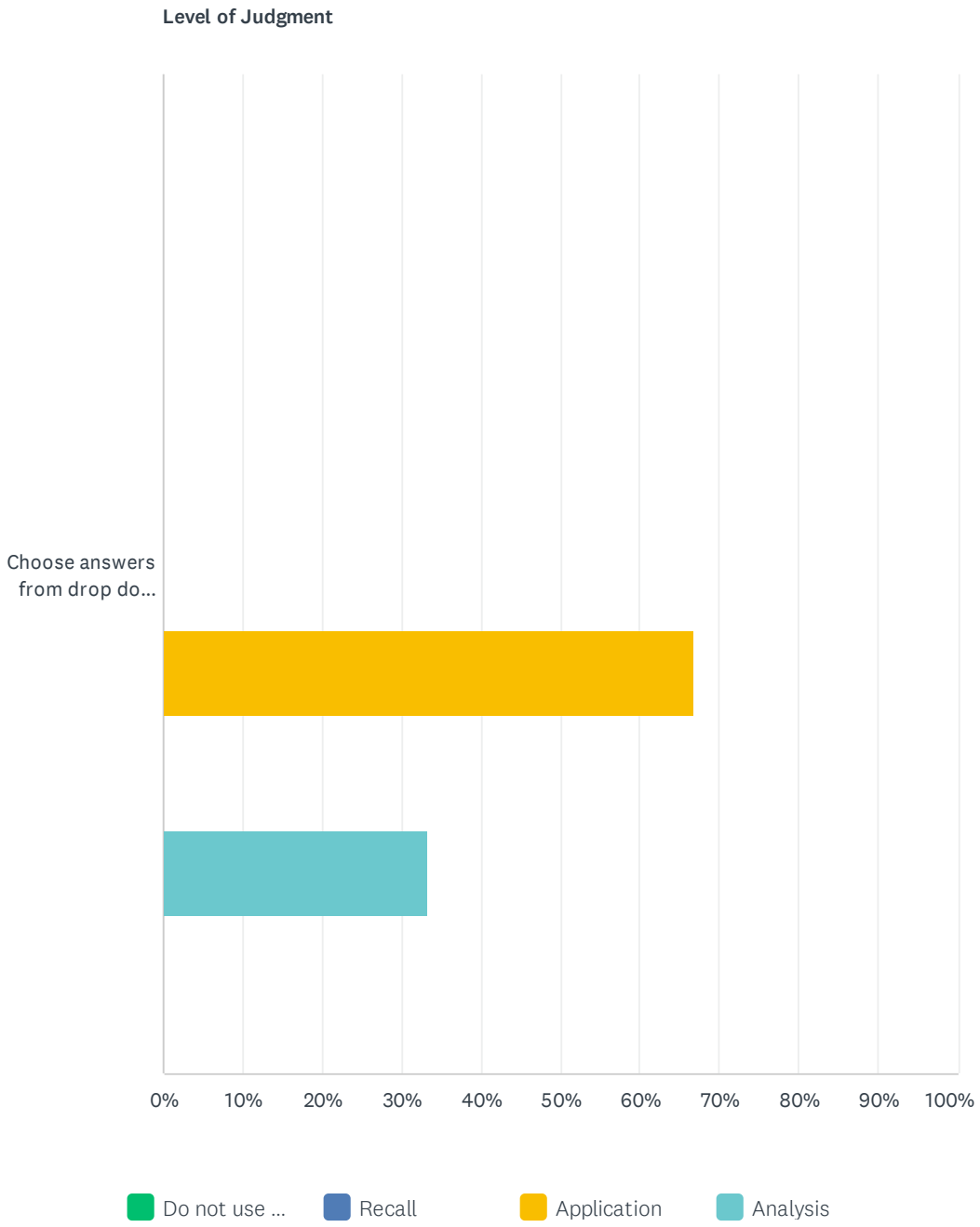

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Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	0.00% 0	33.33% 1	3

Importance					
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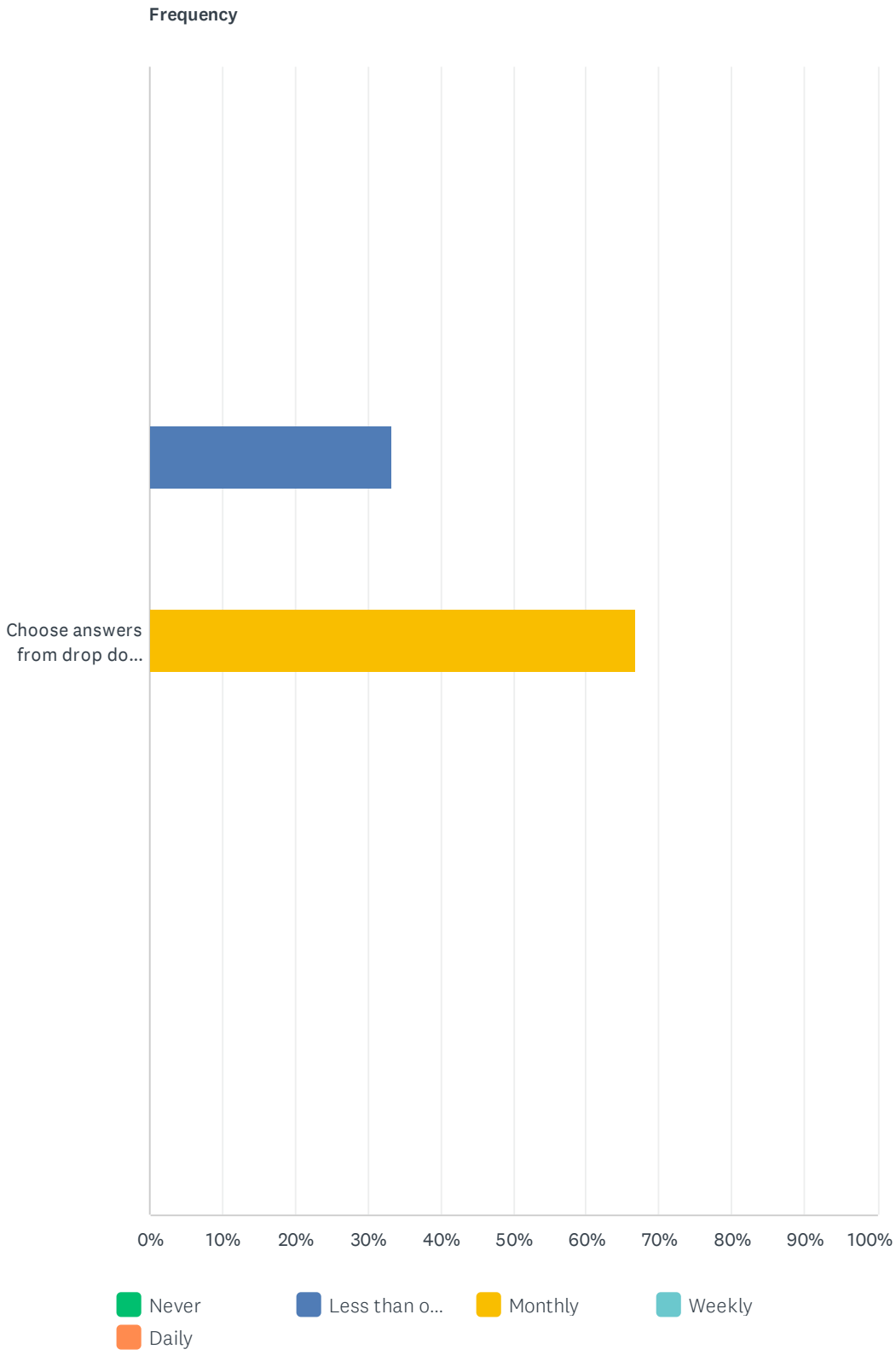
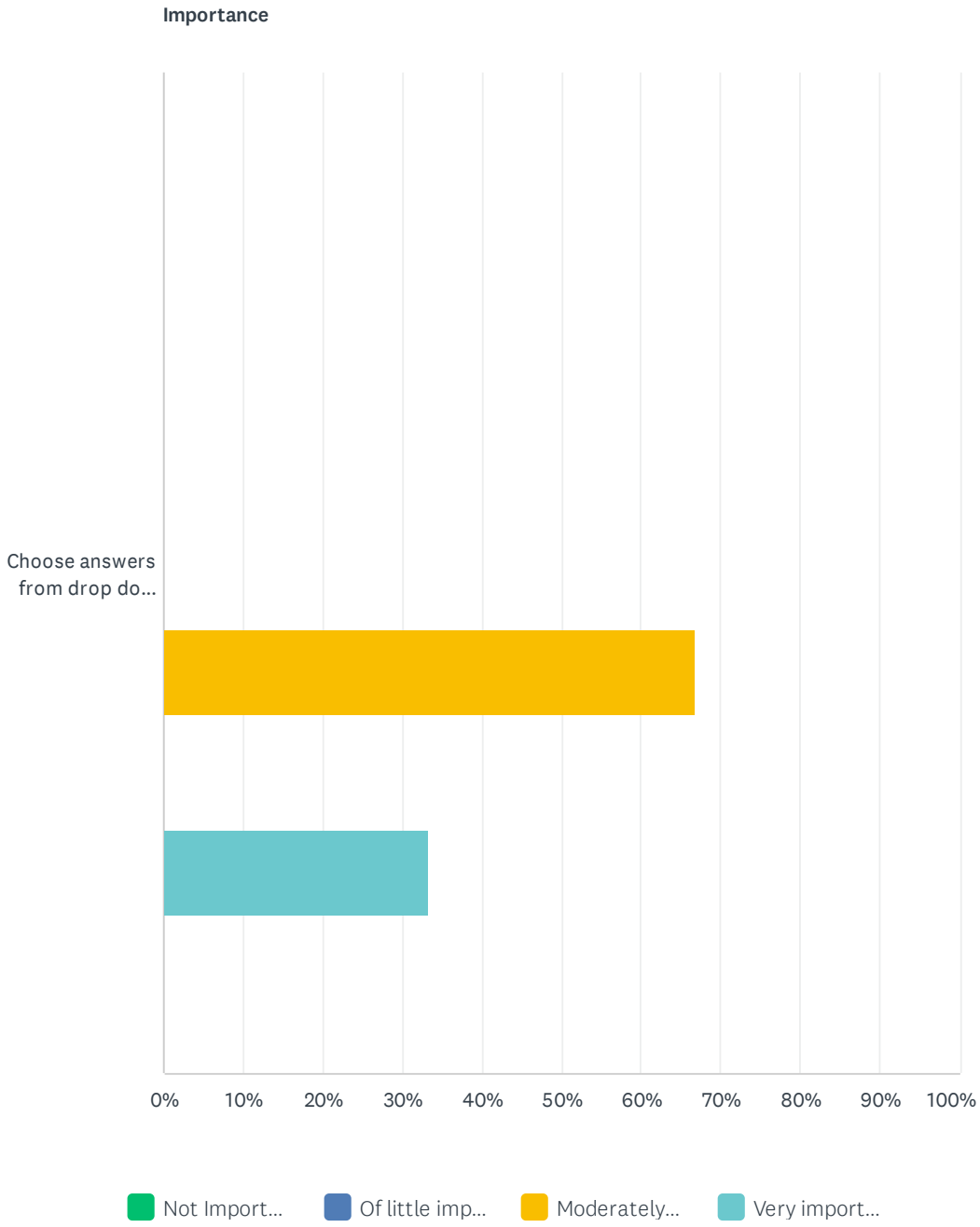
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q23 2.1.2 Knowledge of contemporary global issues in healthcare and higher education.

Answered: 3 Skipped: 0

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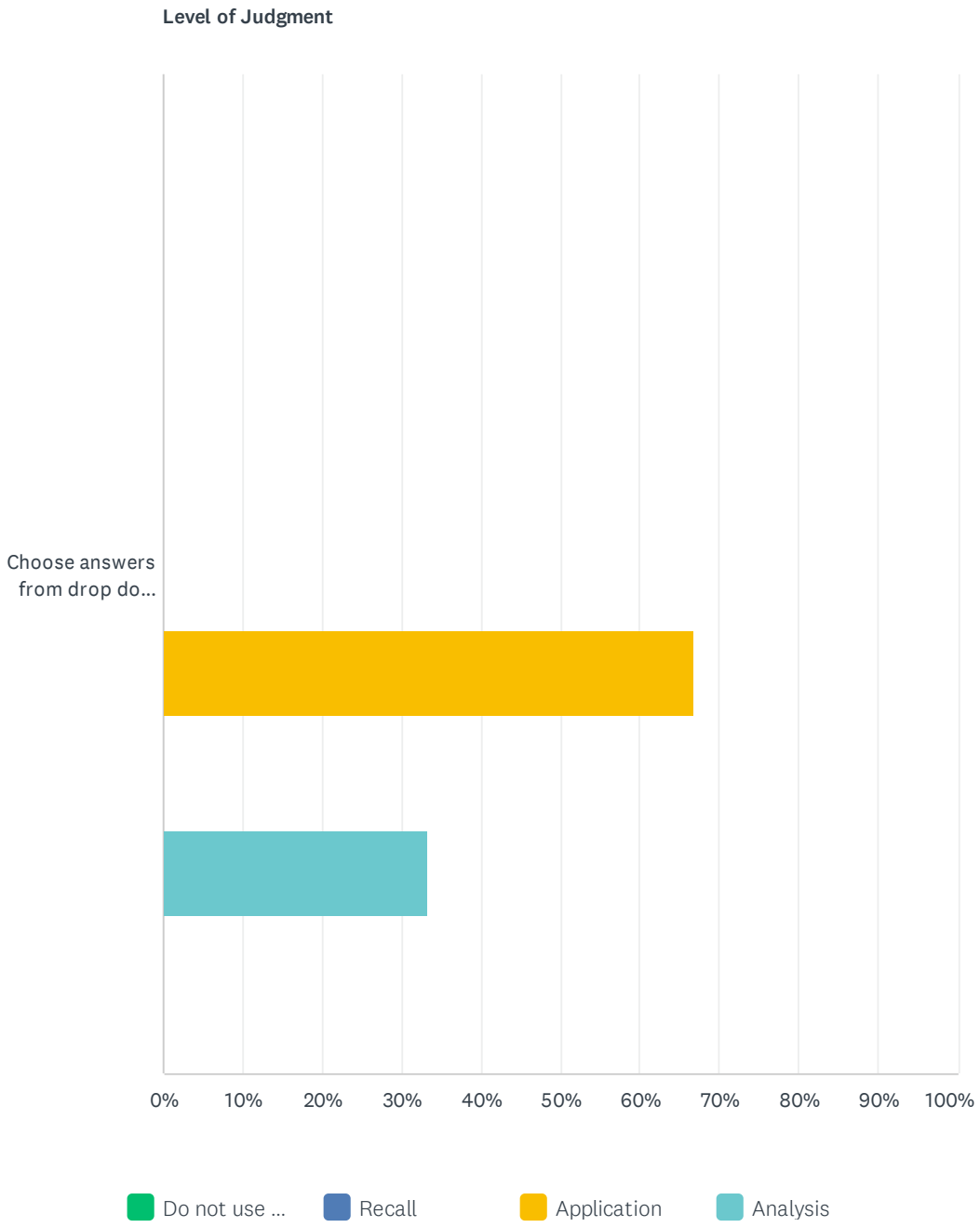

Frequency						
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Importance					
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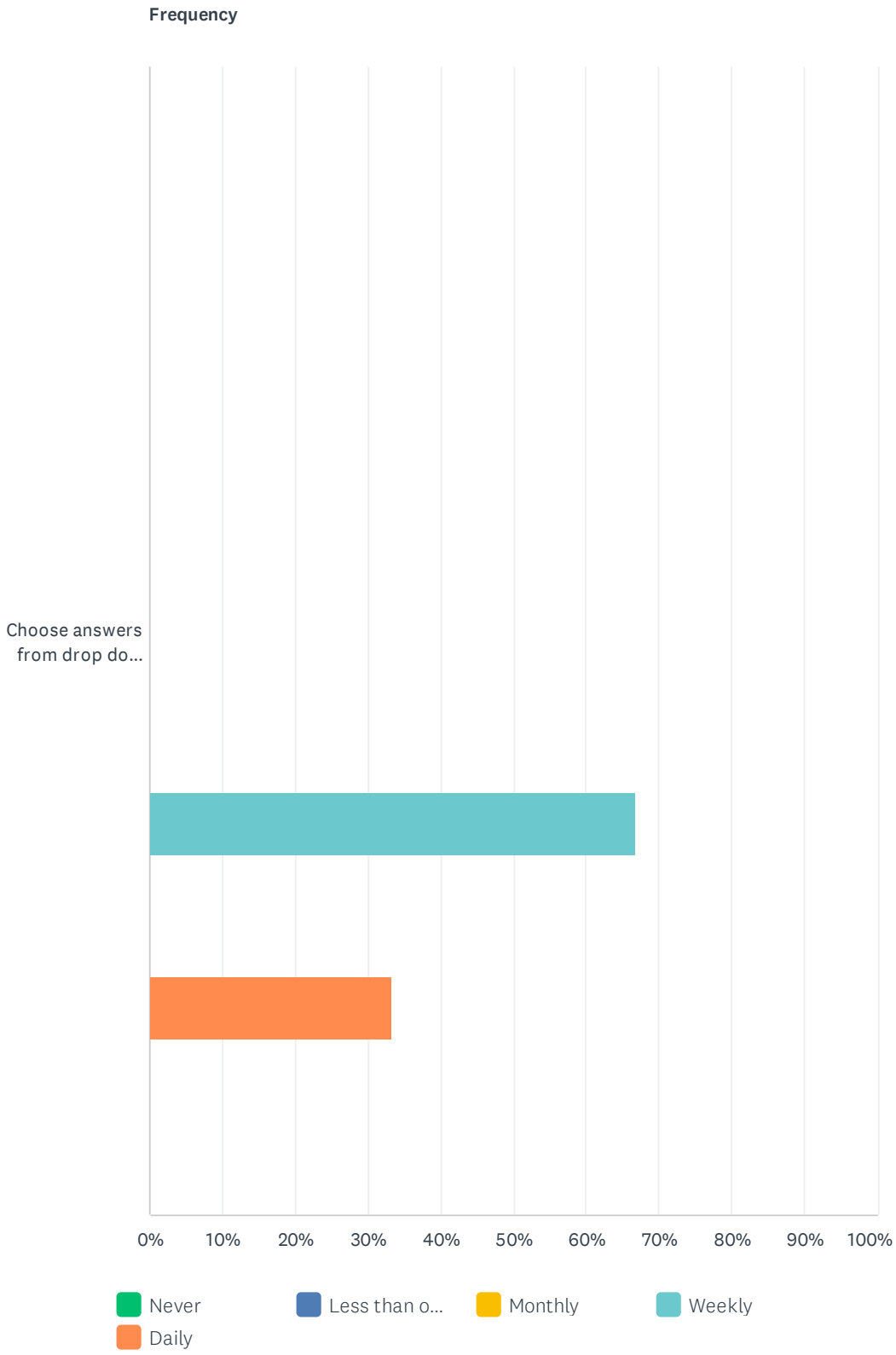
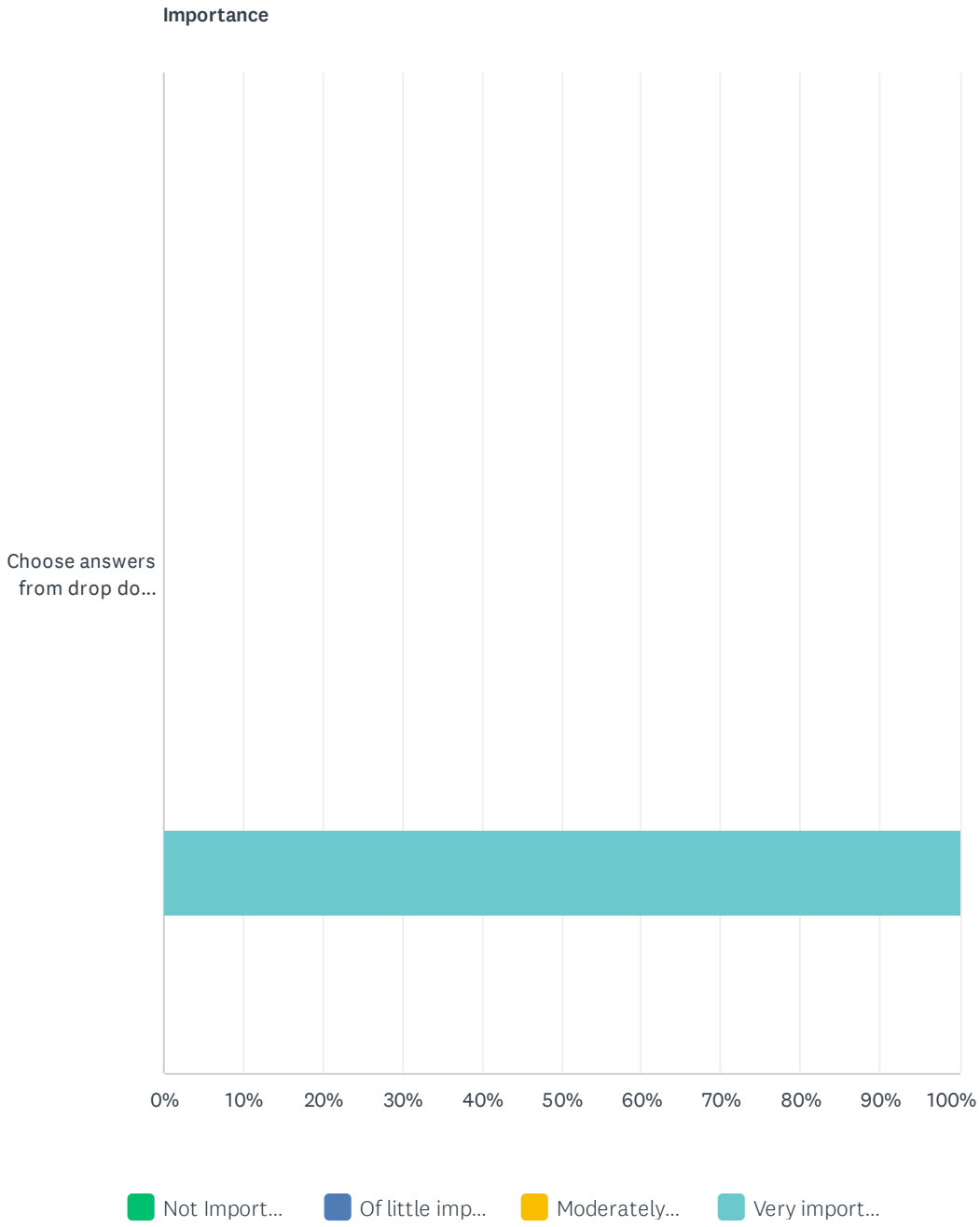
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q24 2.1.3 Knowledge of resource management (personnel, finances, budgetary processes, fund-raising, and facilities).

Answered: 3 Skipped: 0

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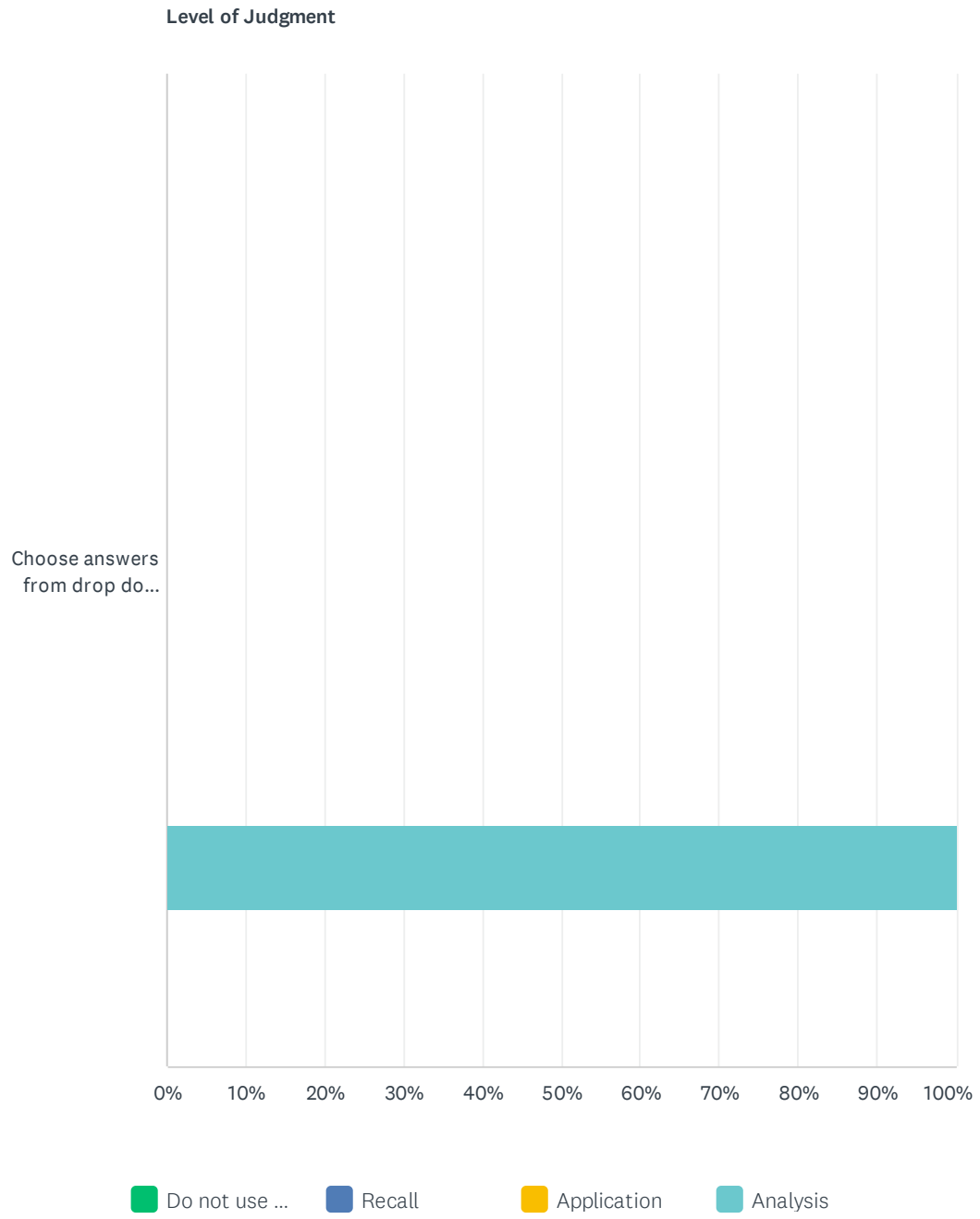

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Level of Judgment					
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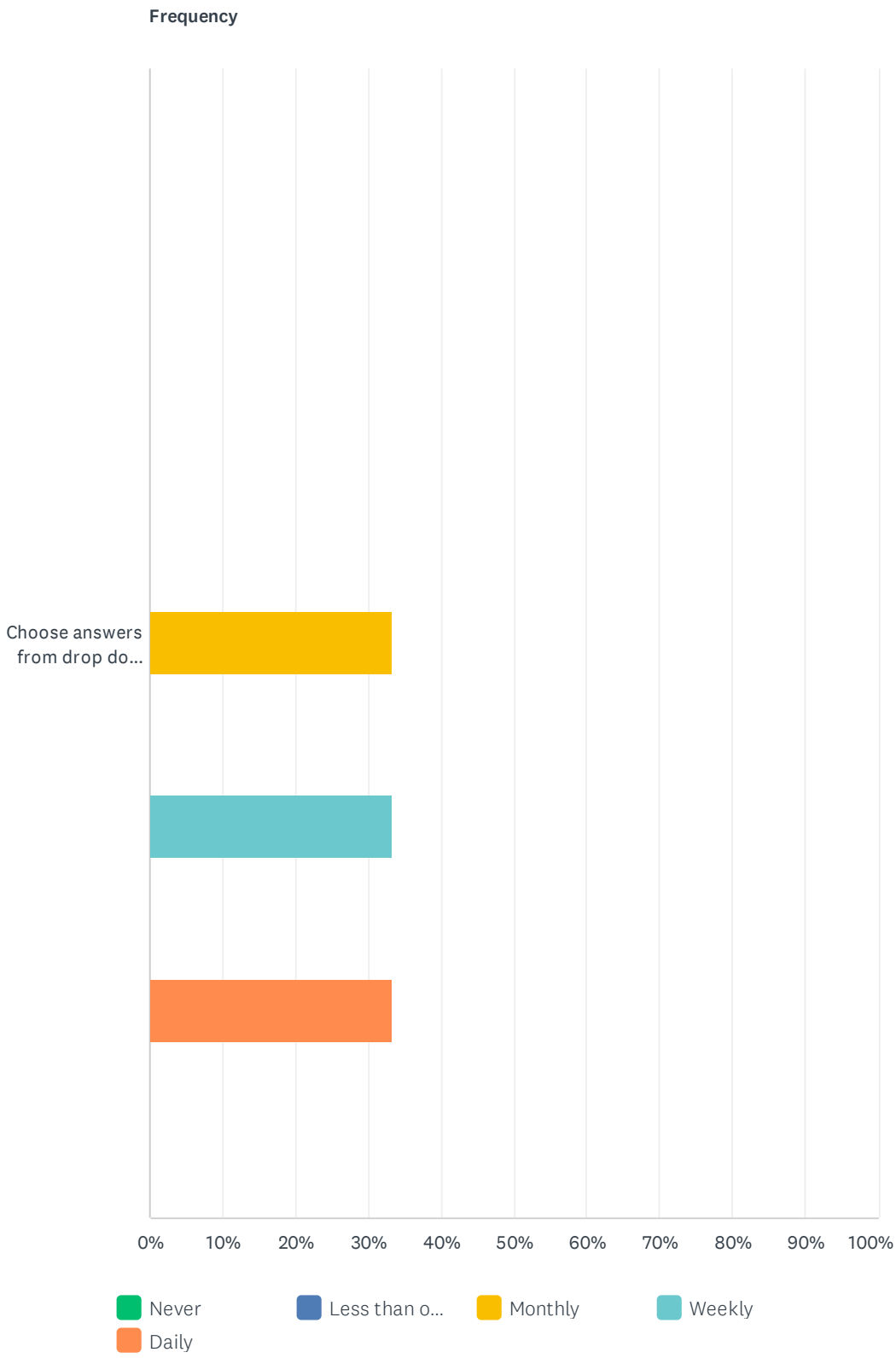
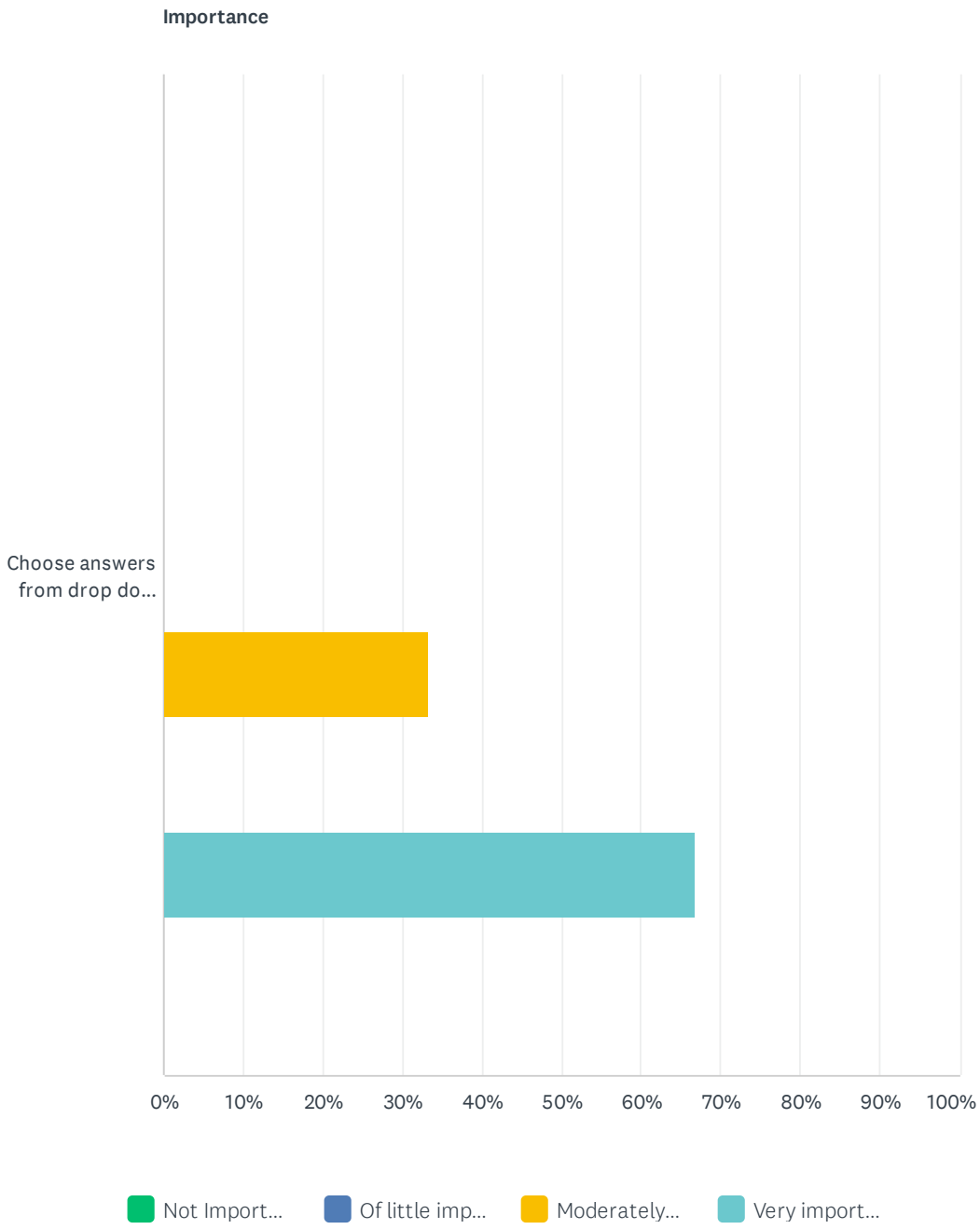
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q25 2.2.1 Navigates the structure of higher education.

Answered: 3 Skipped: 0

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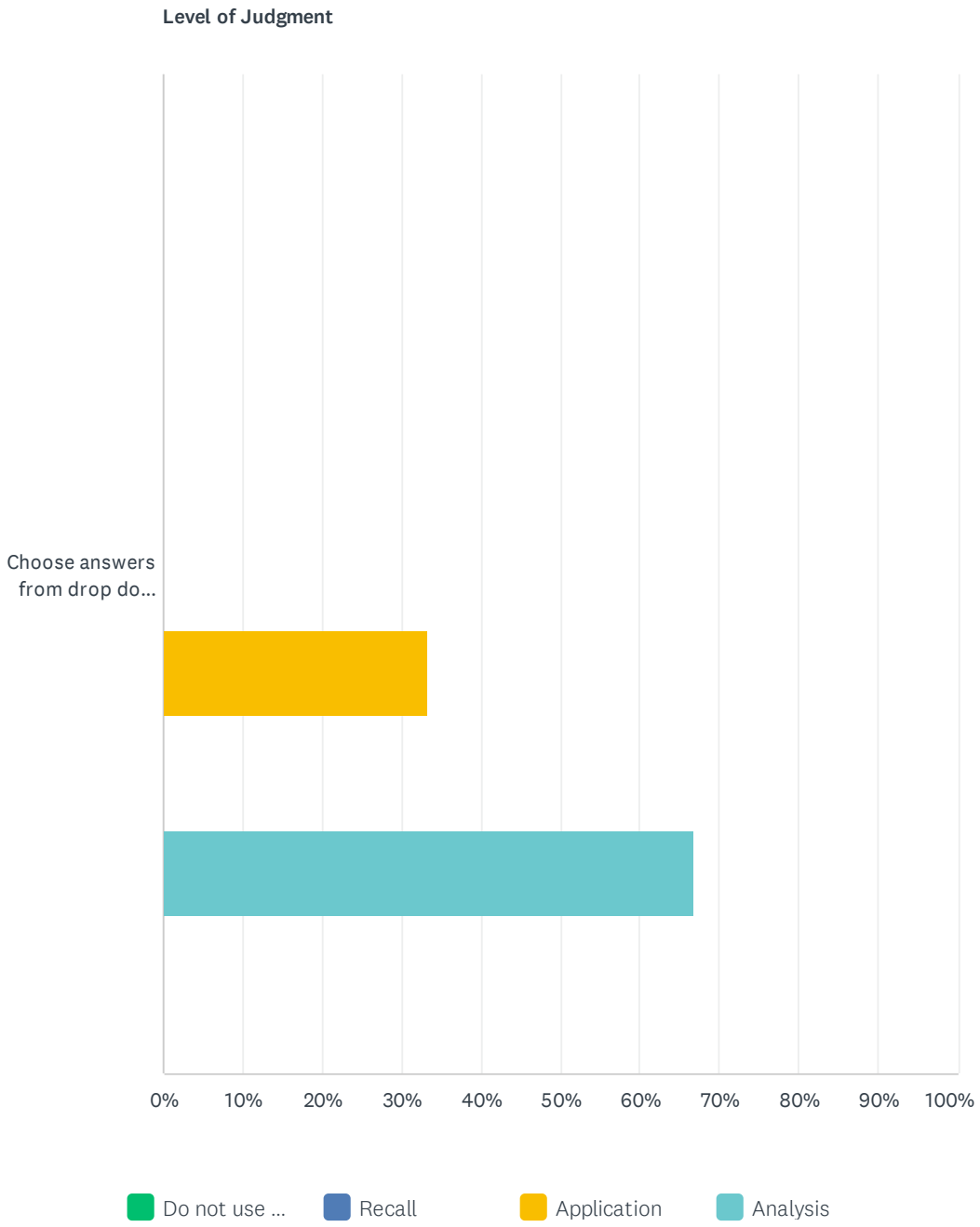

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Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
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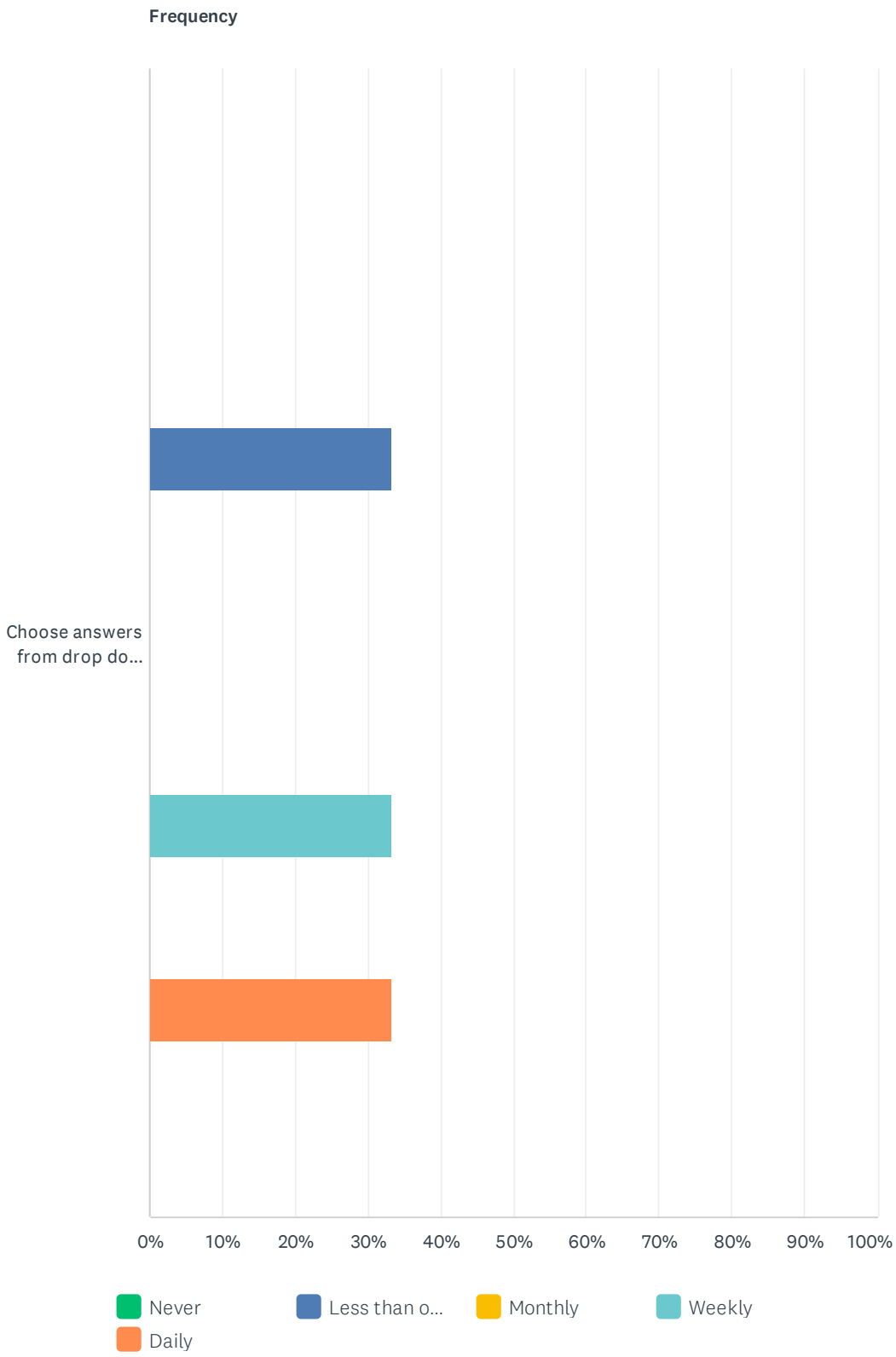
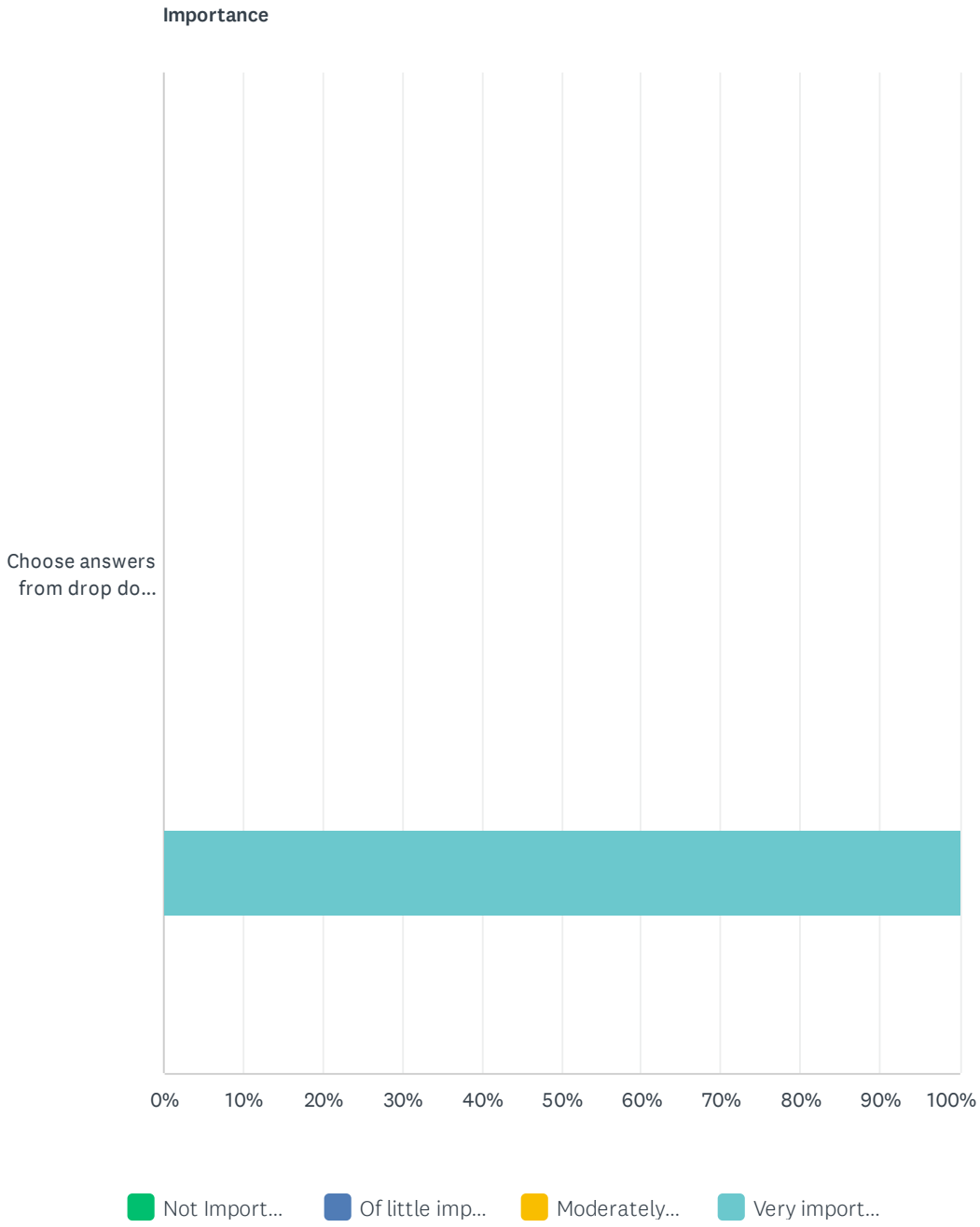
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q26 2.2.2 Applies legal, ethical, and regulatory issues in higher education.

Answered: 3 Skipped: 0

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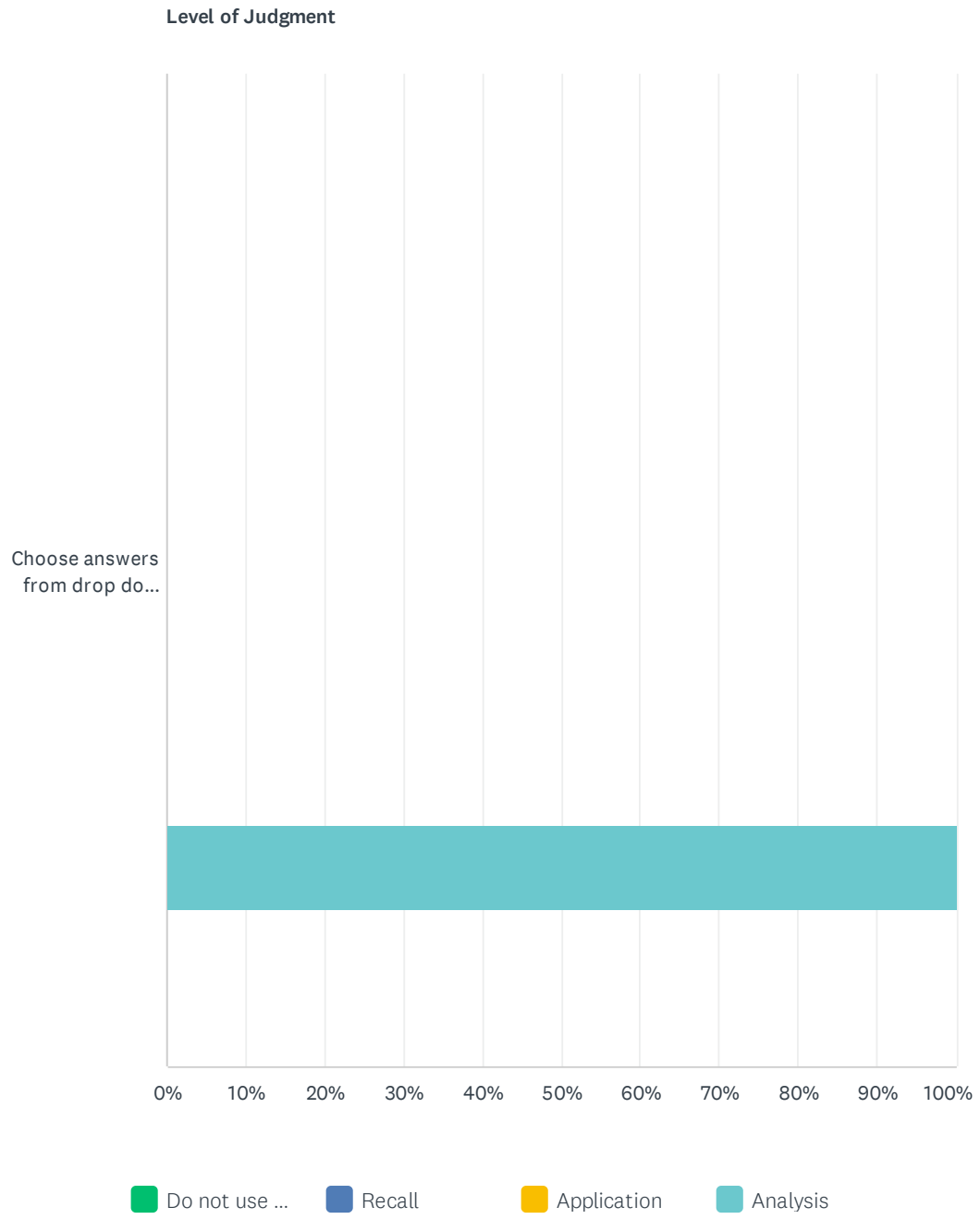

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Importance					
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Level of Judgment					
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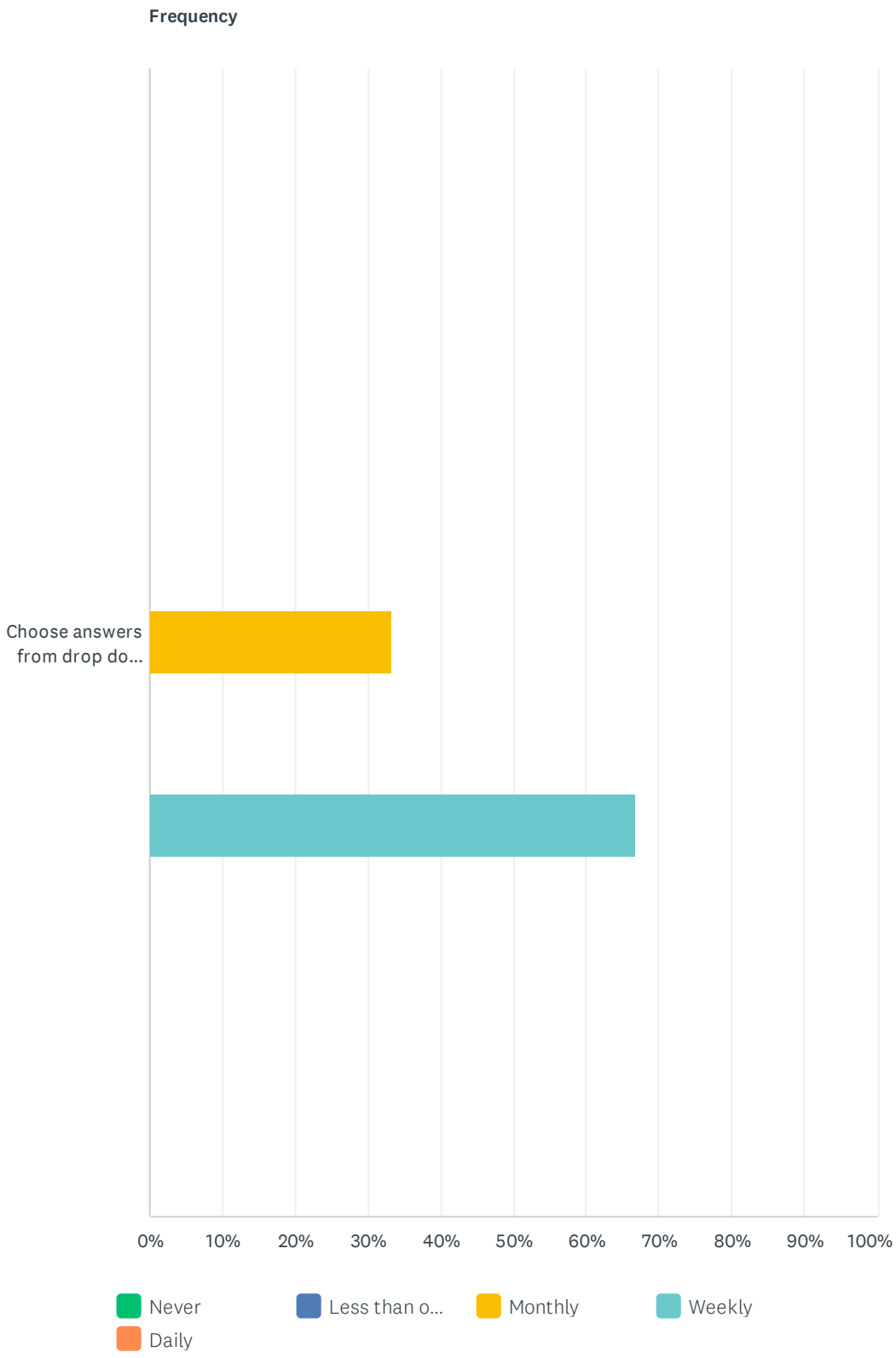
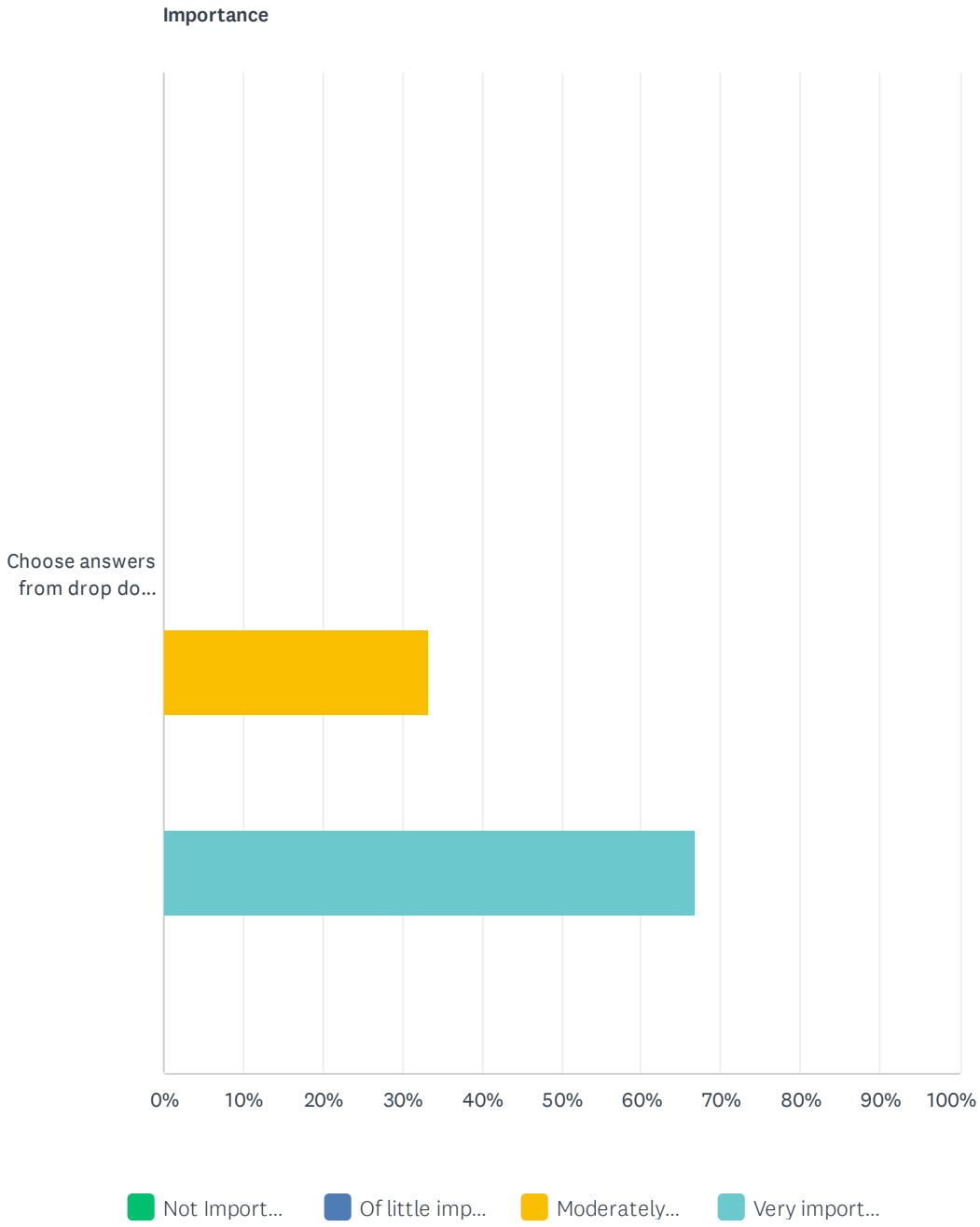
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q27 2.2.3 Advocates to internal and external stakeholders.

Answered: 3 Skipped: 0

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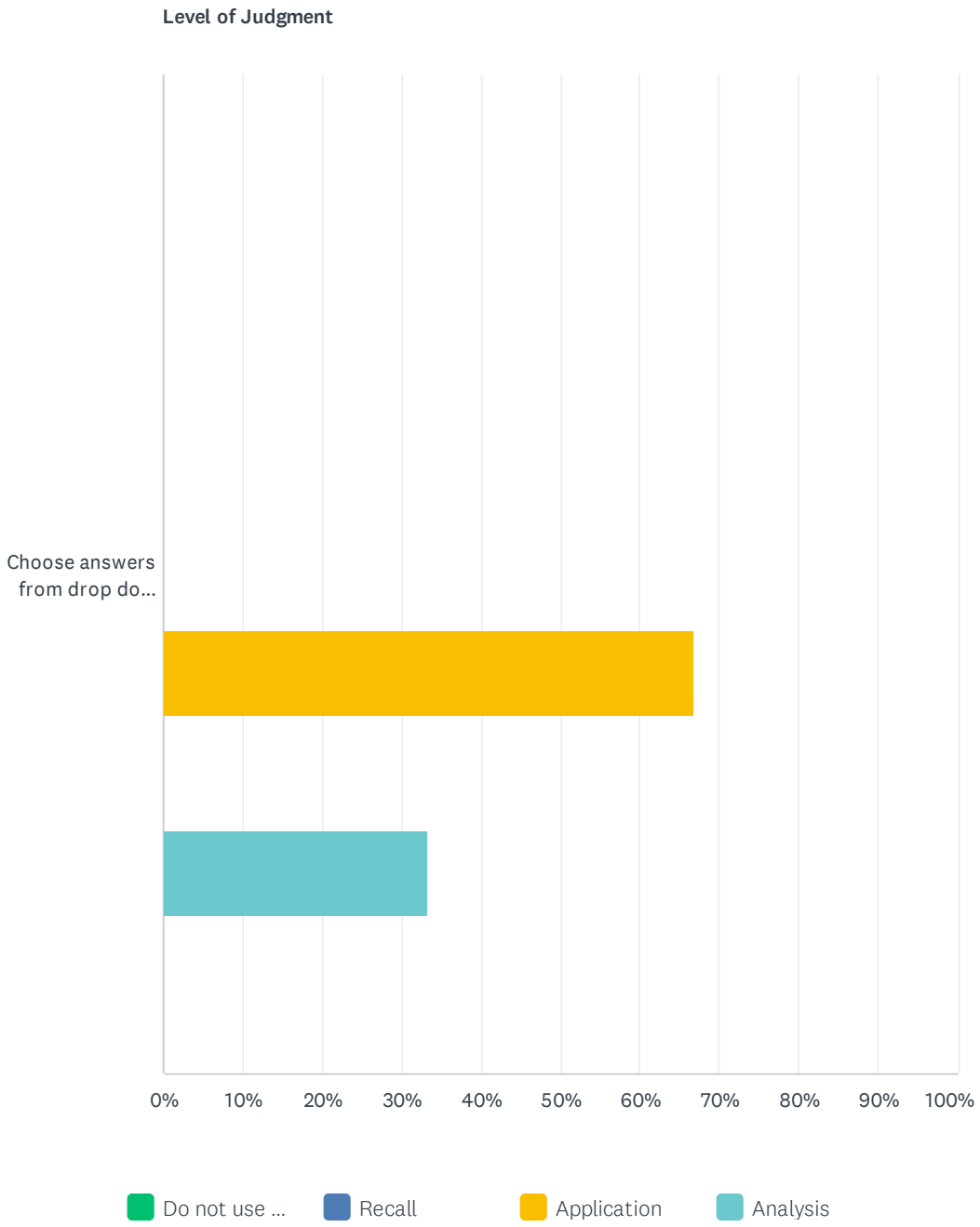

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Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
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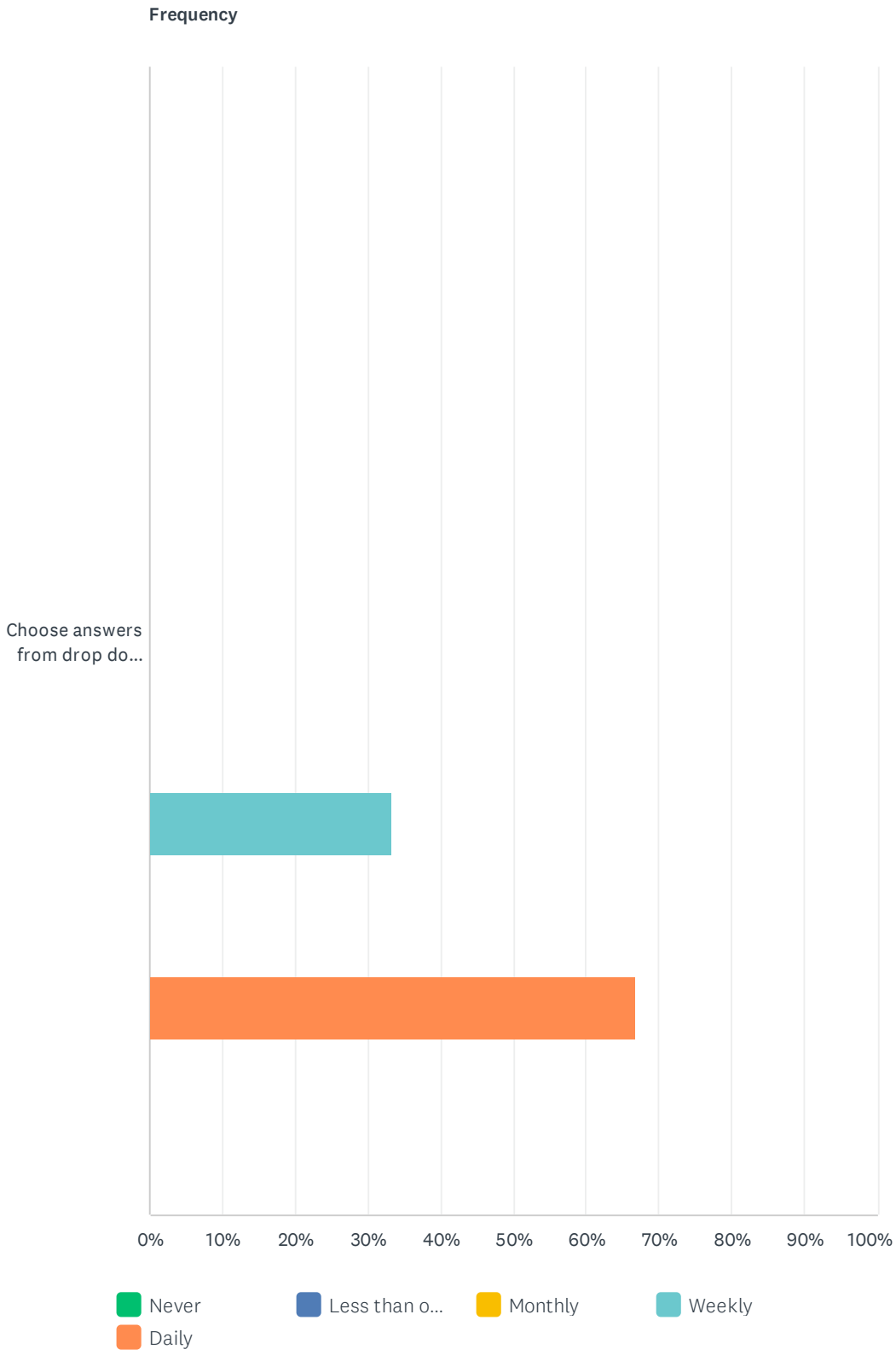
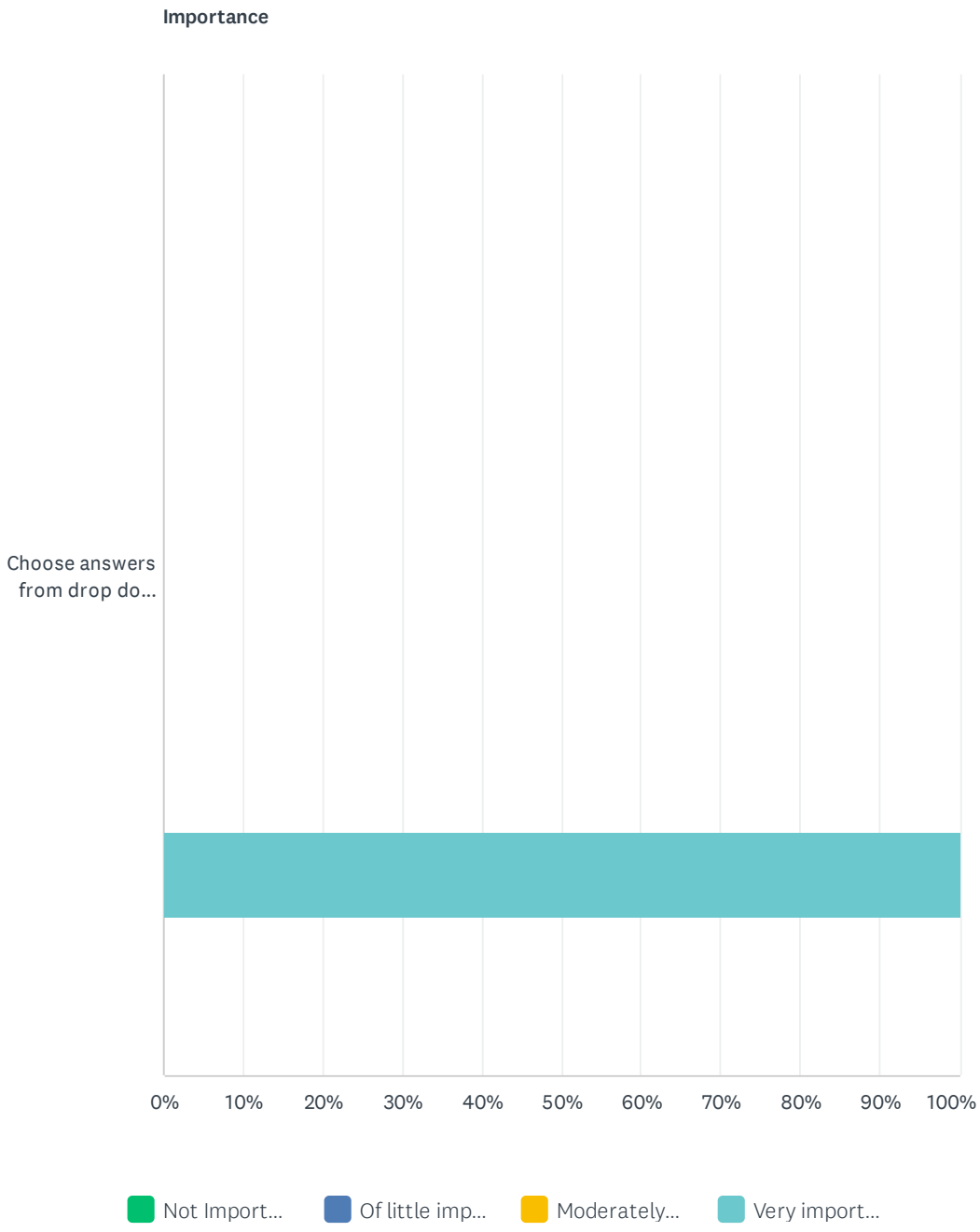
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q28 2.2.4 Allocates and leverages resources (personnel, finances, budgetary processes, fund-raising, and facilities).

Answered: 3 Skipped: 0

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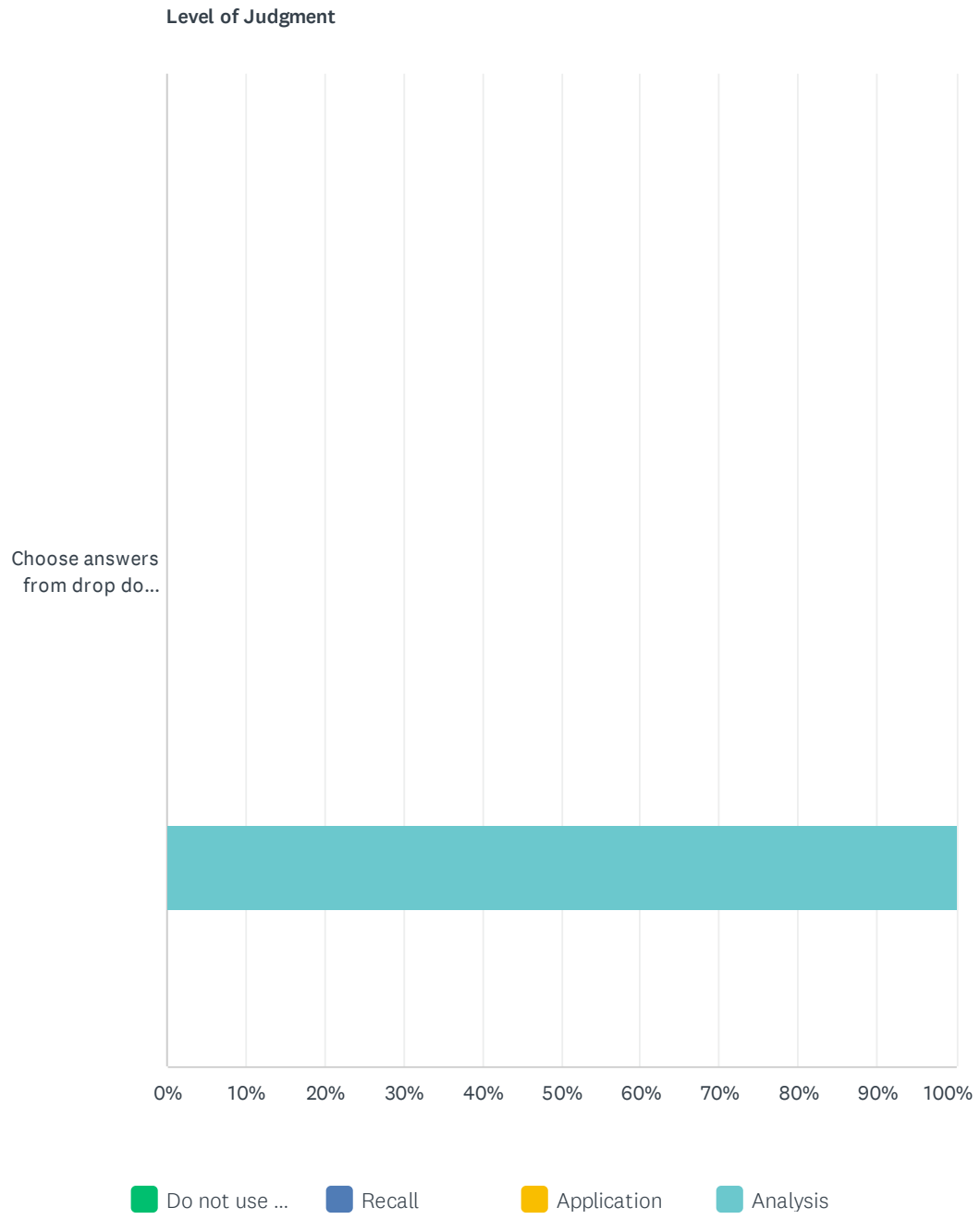

Frequency						
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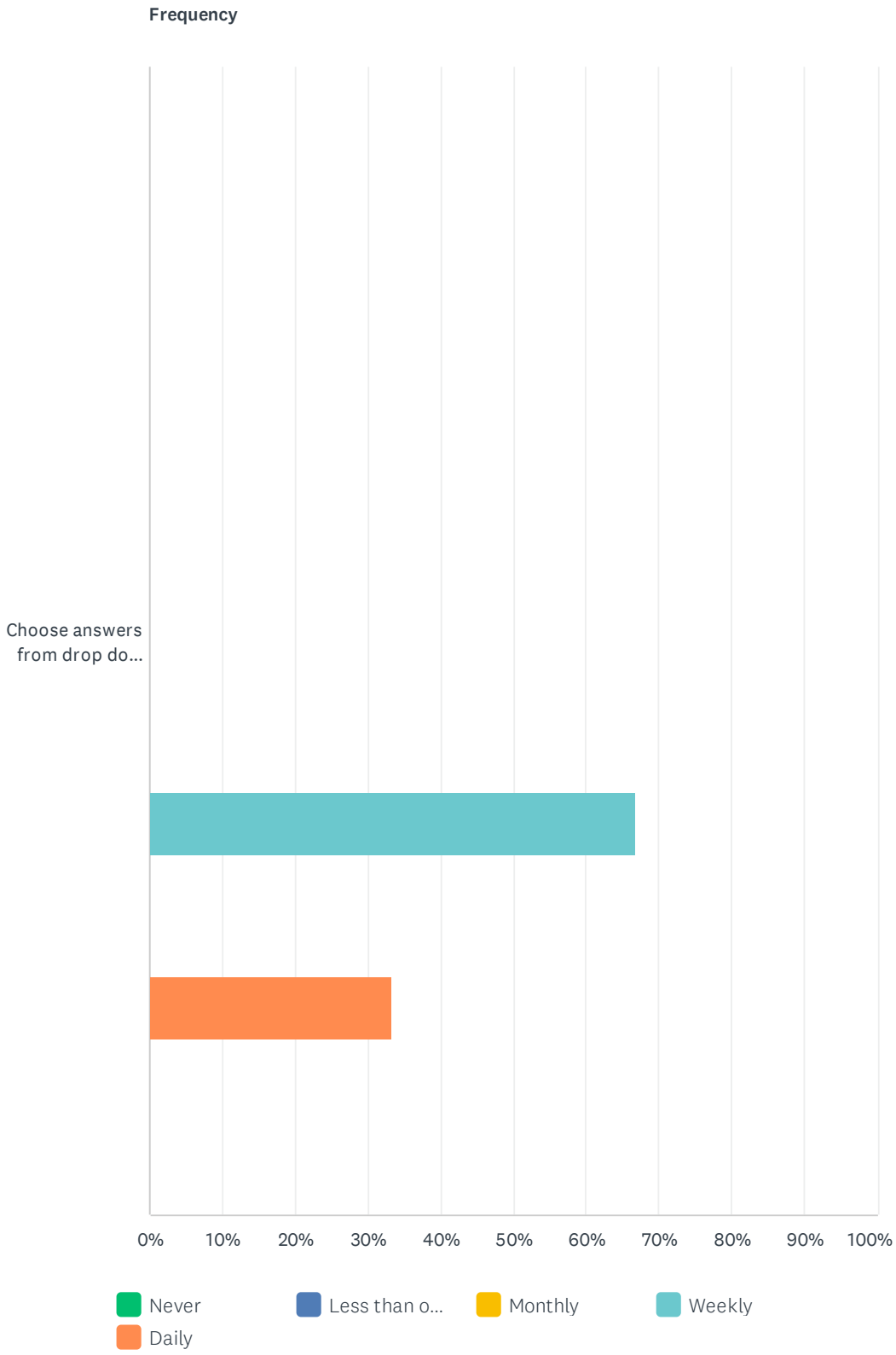
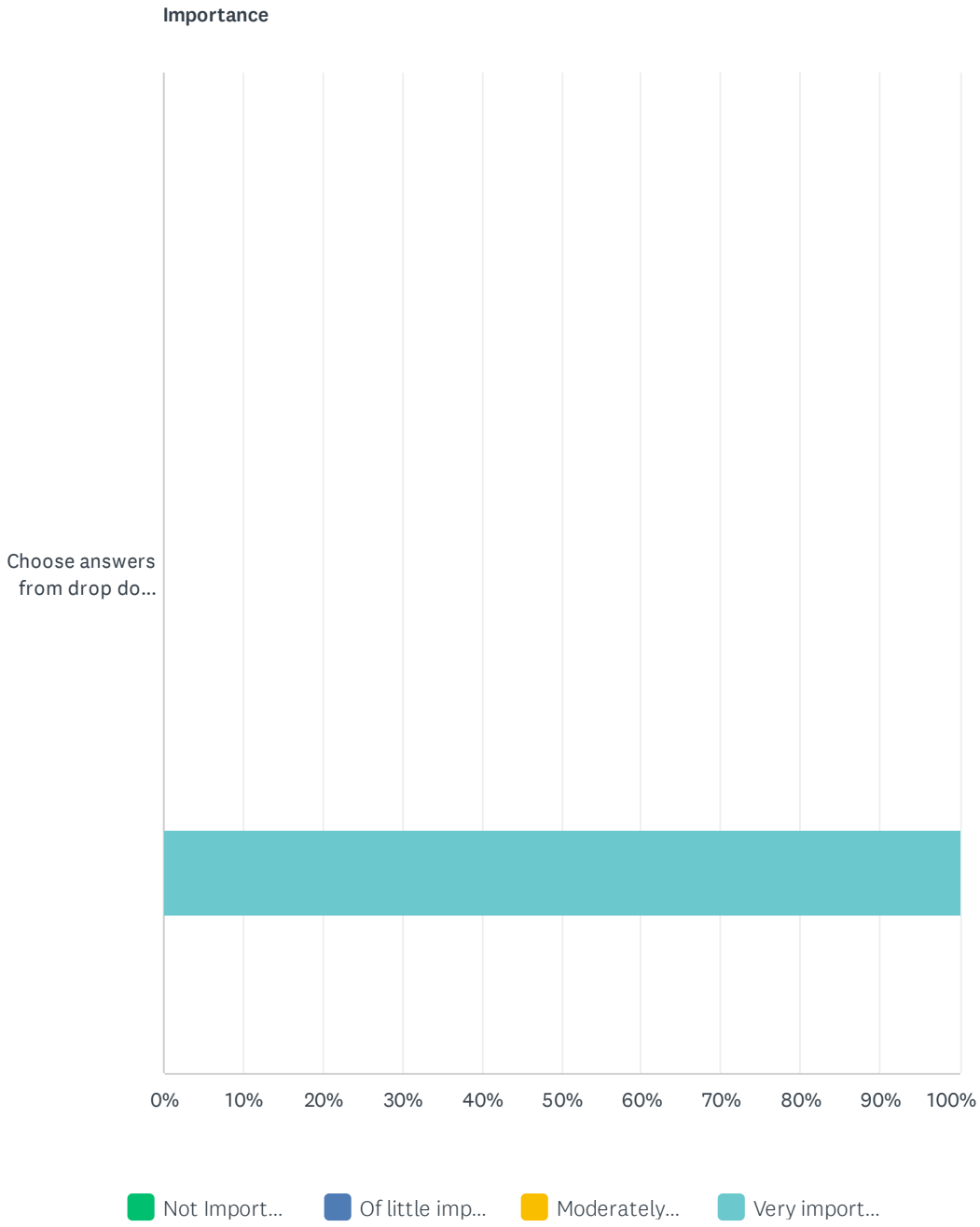
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q29 2.2.5 Champions and actively advances justice, diversity, equity, and inclusion.

Answered: 3 Skipped: 0

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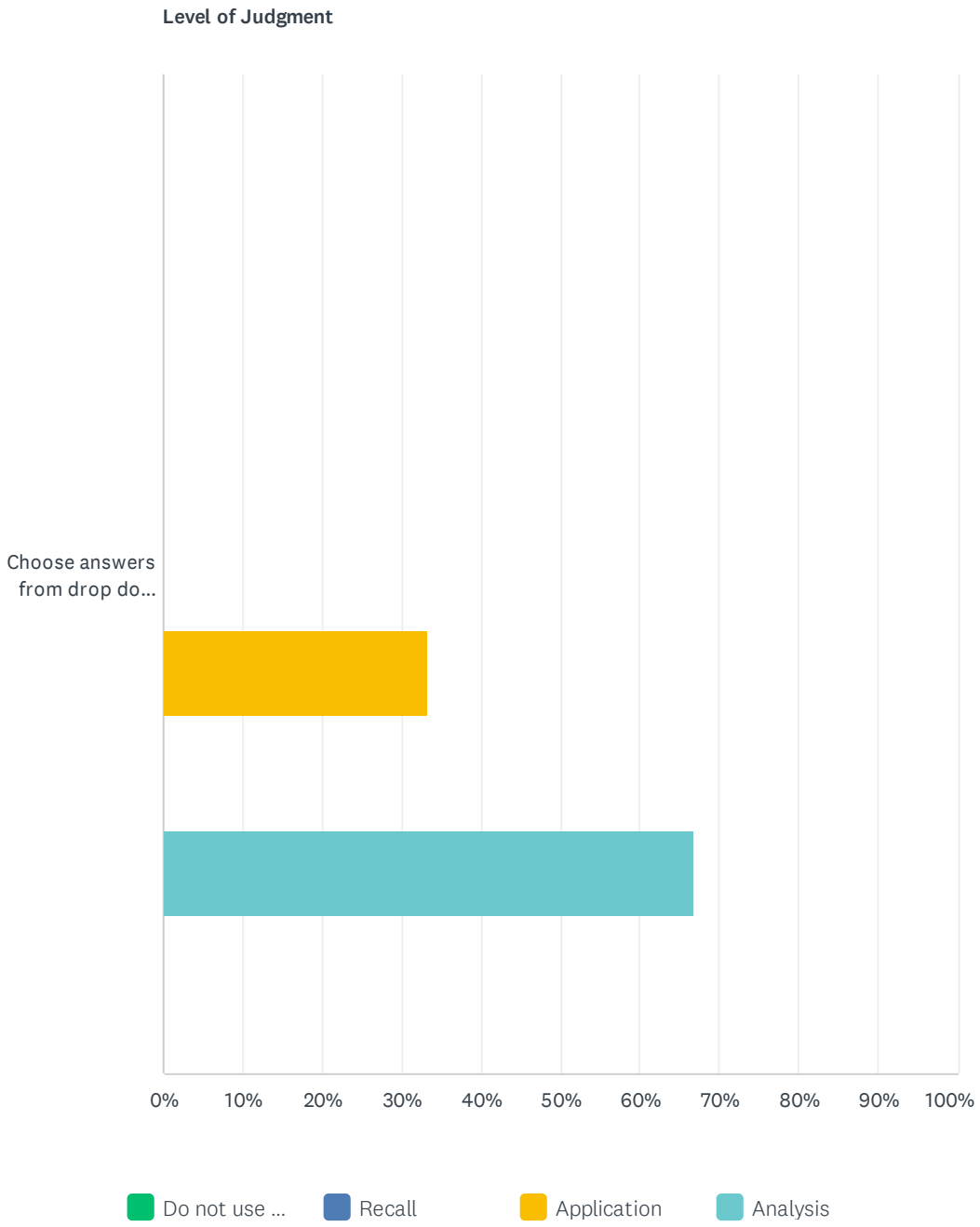

Frequency						
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Level of Judgment					
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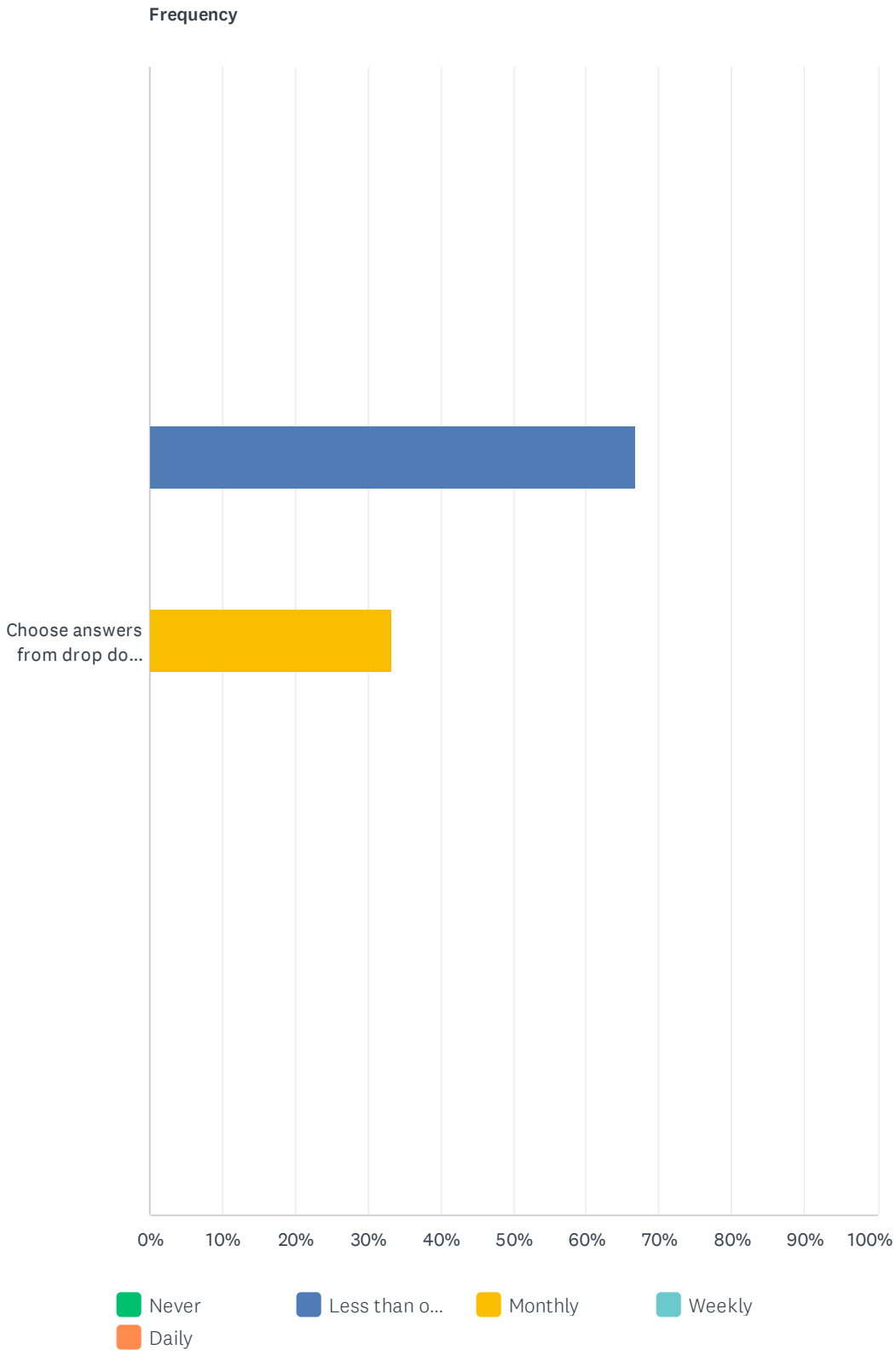
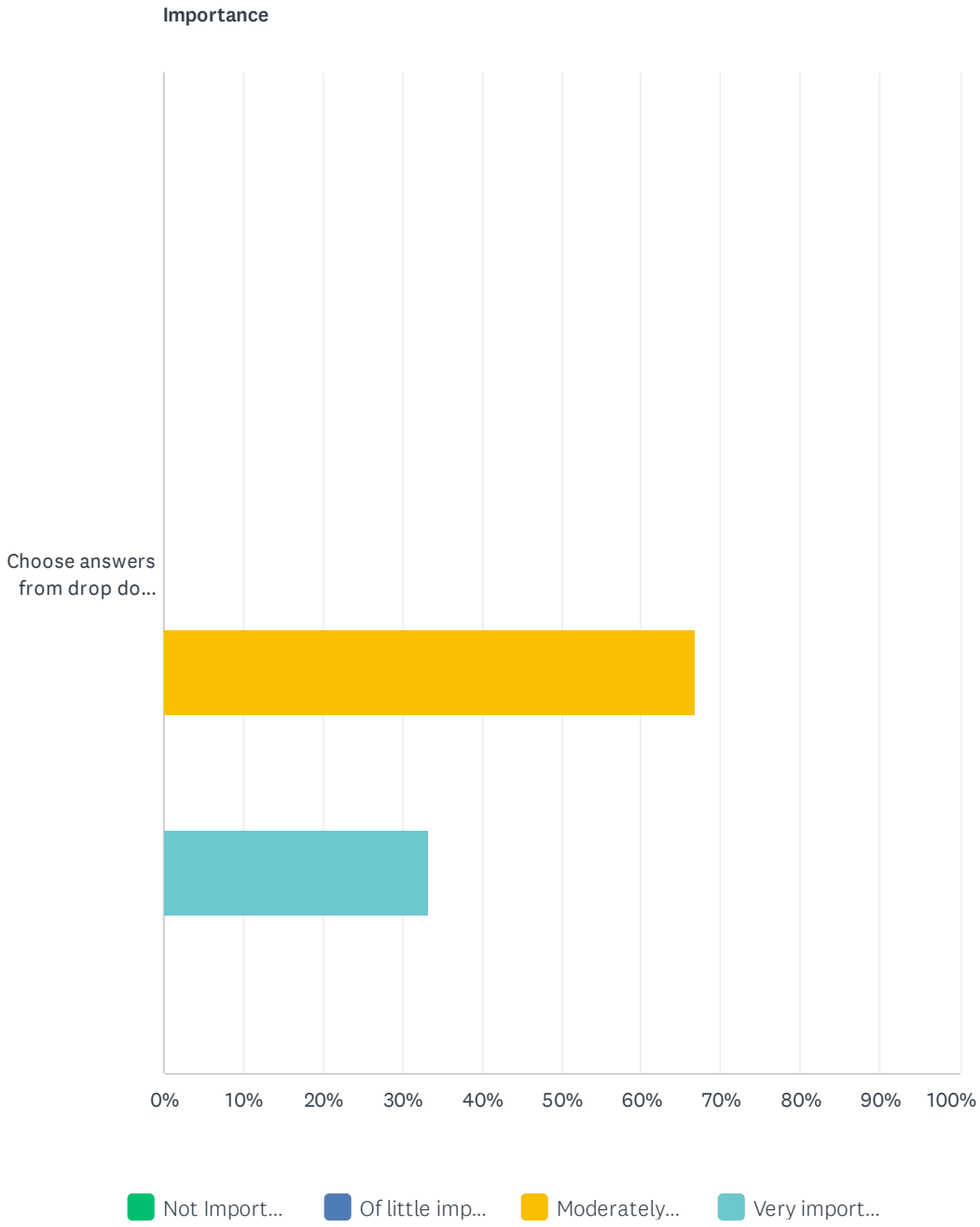
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q30 2.2.6 Advocates for modern technology knowledge in higher education.

Answered: 3 Skipped: 0

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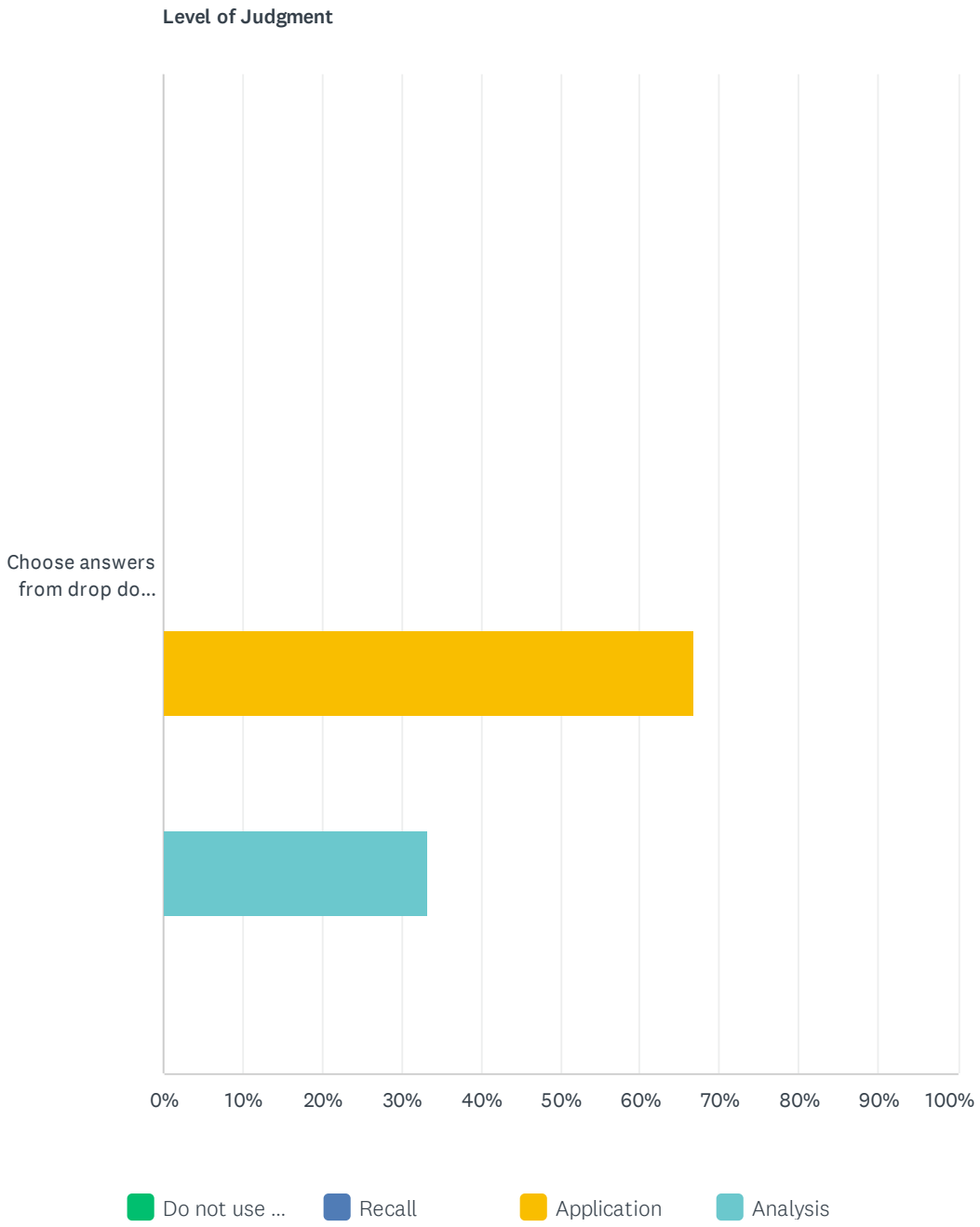

Frequency						
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Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Level of Judgment					
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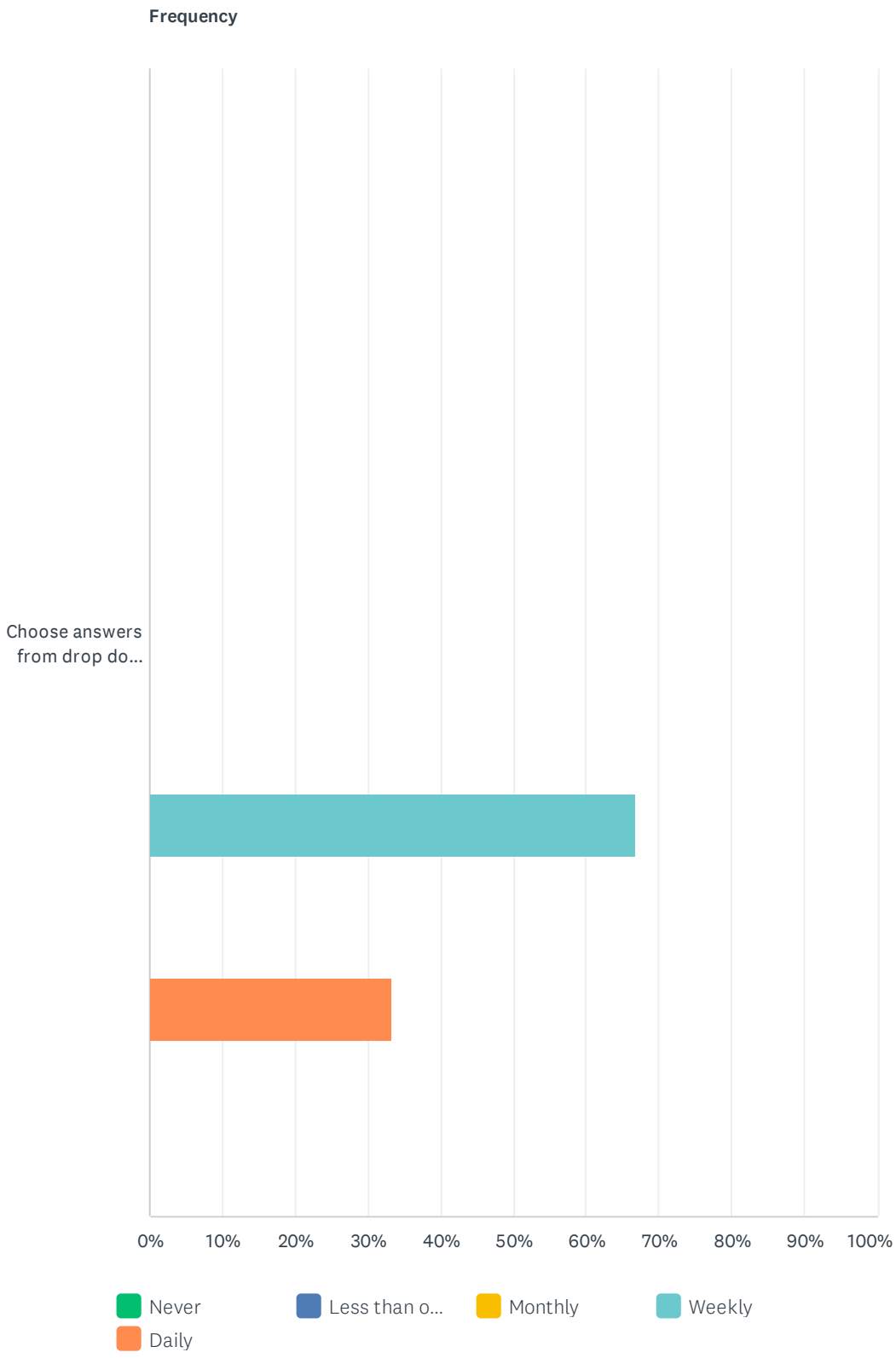
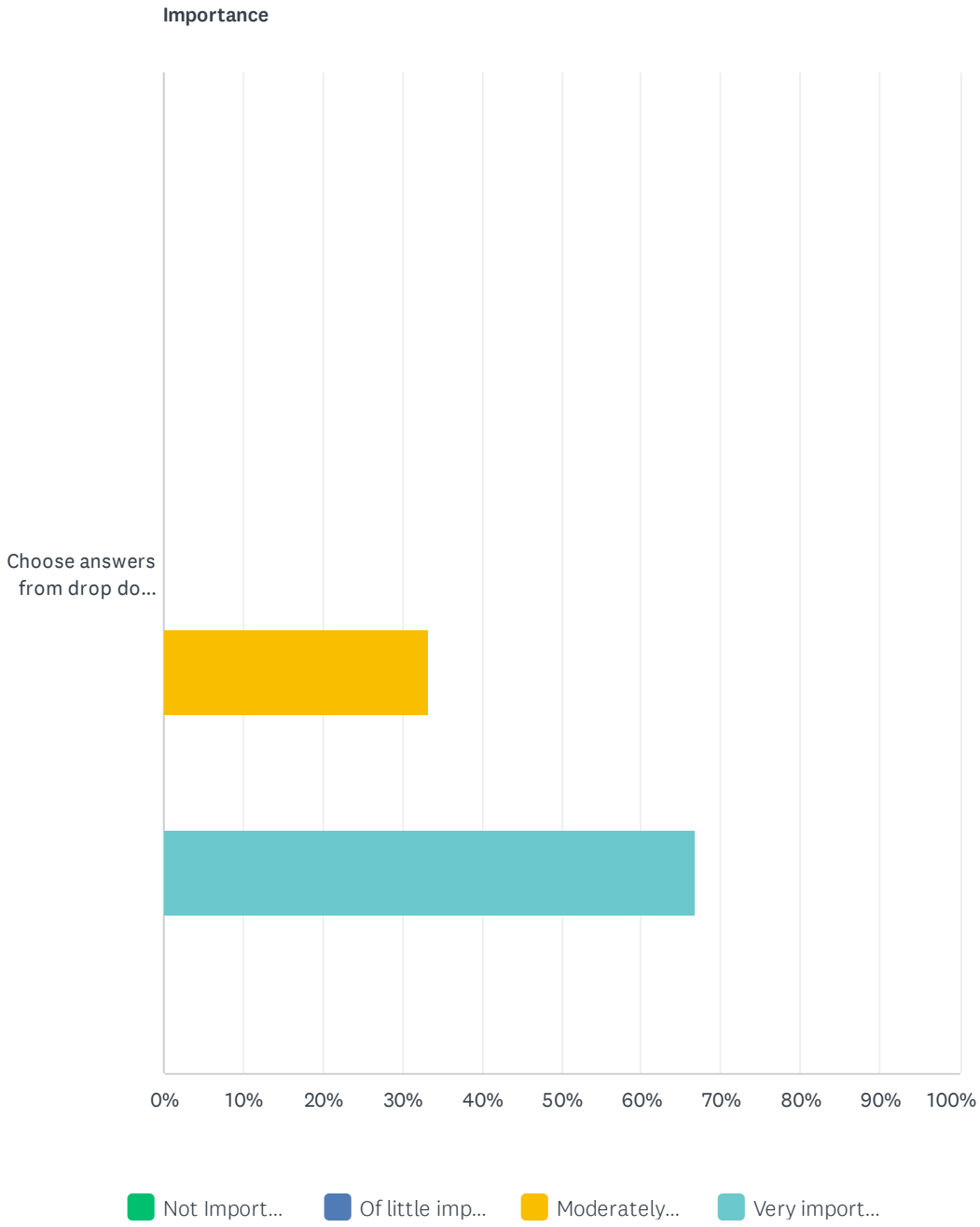
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q31 2.2.7 Demonstrates systems level problem solving.

Answered: 3 Skipped: 0

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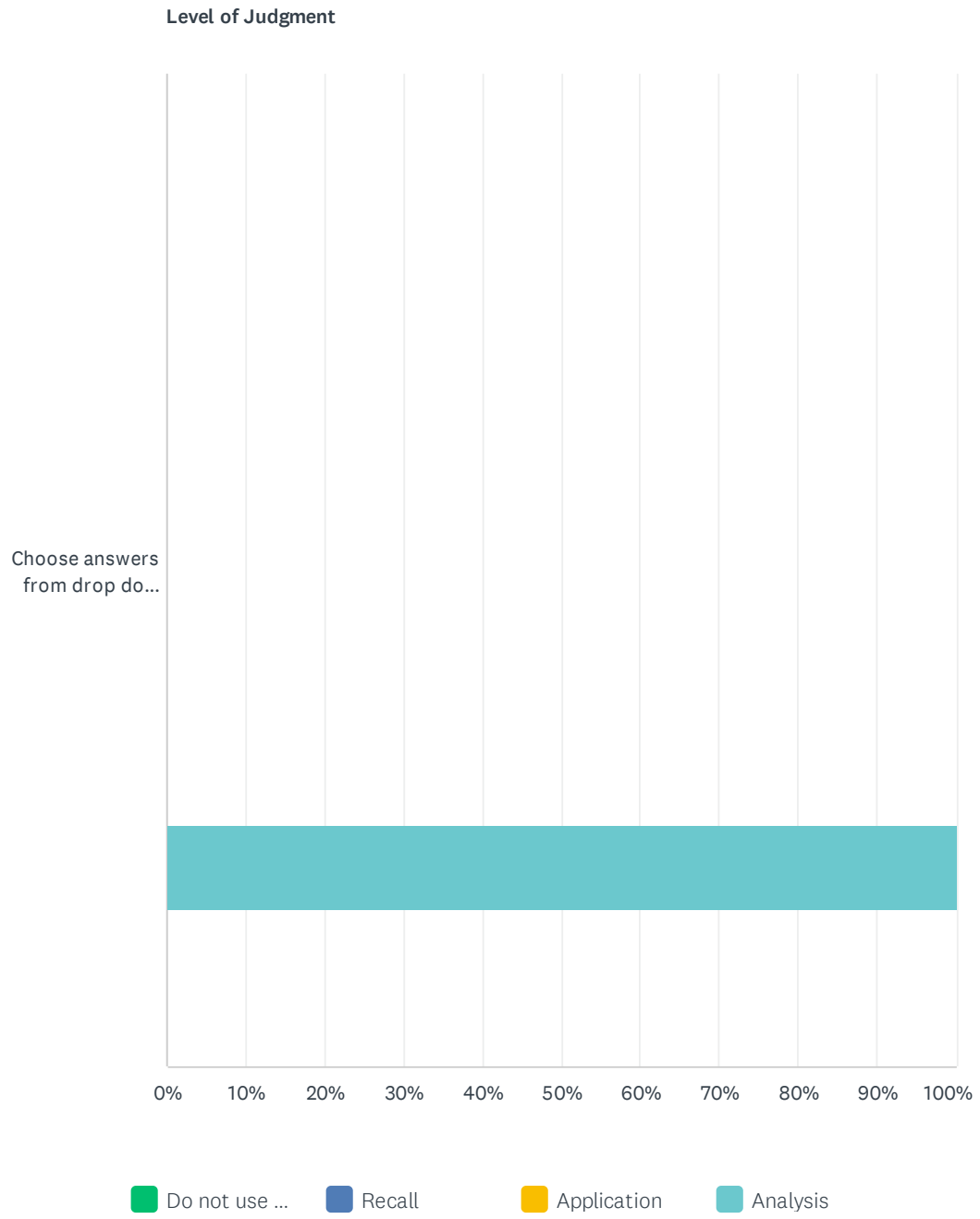

Frequency						
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Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
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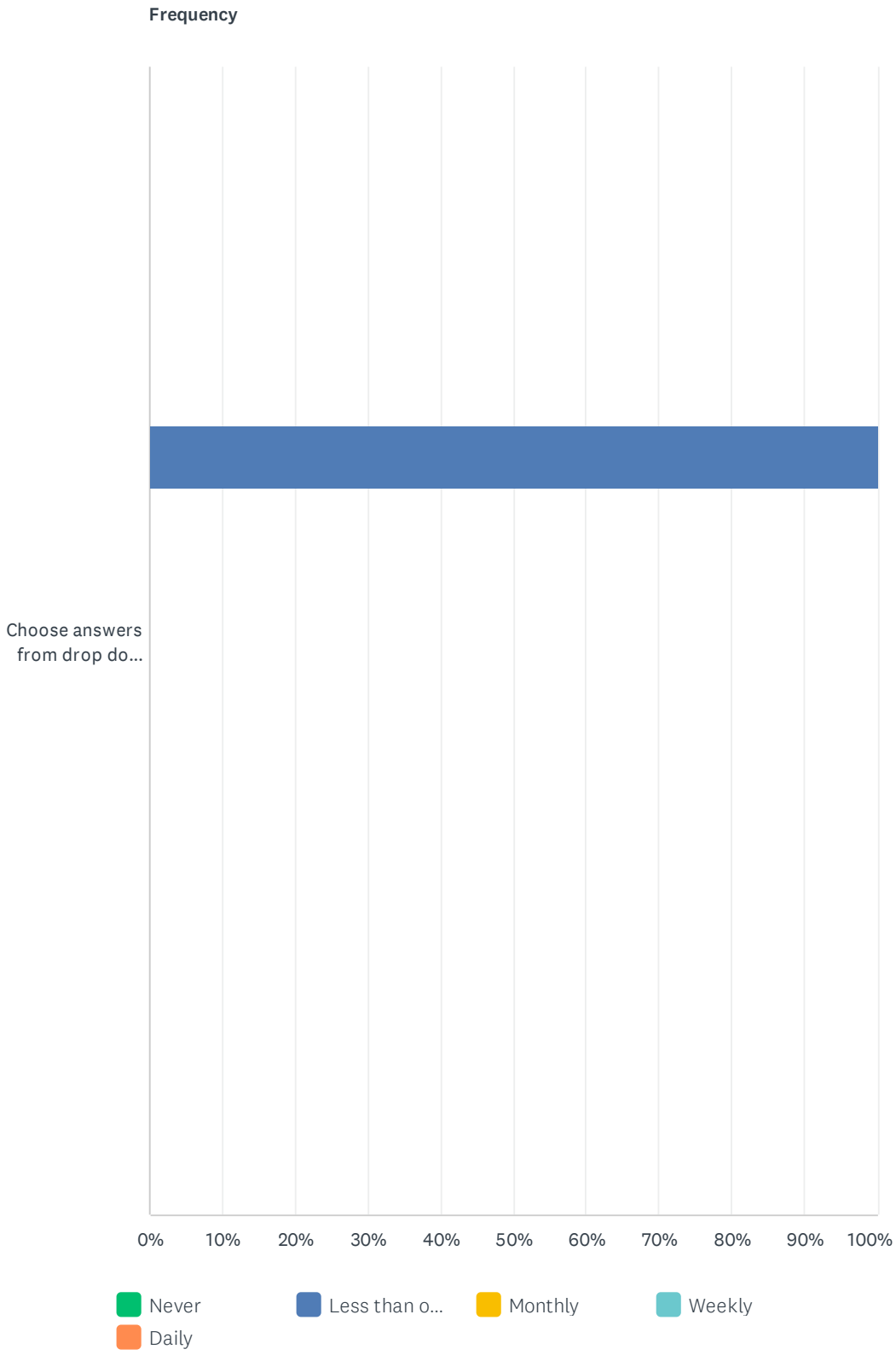
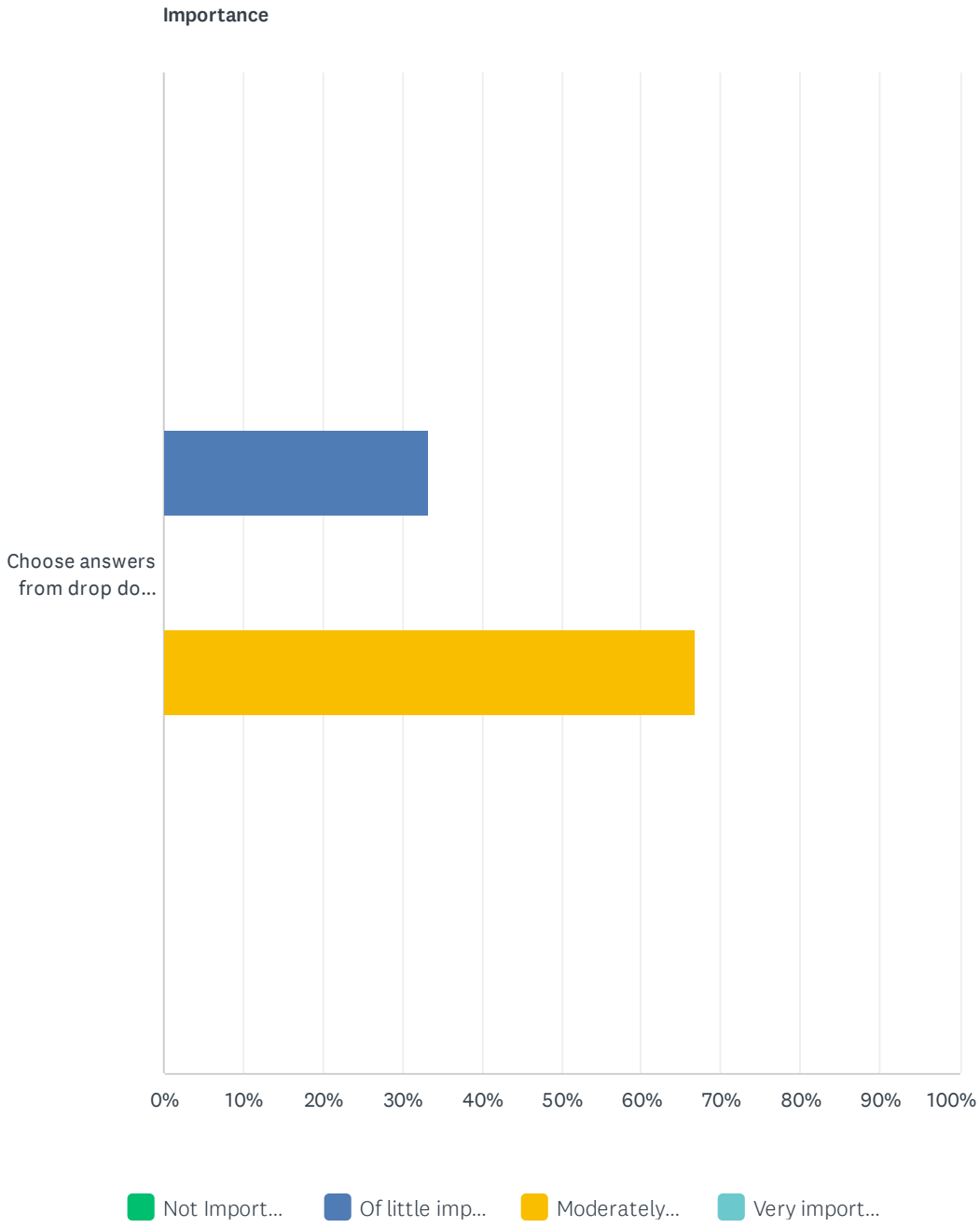
Q32 2.2.8 Promotes the exploration and integration of meaningful technology.

Answered: 3 Skipped: 0

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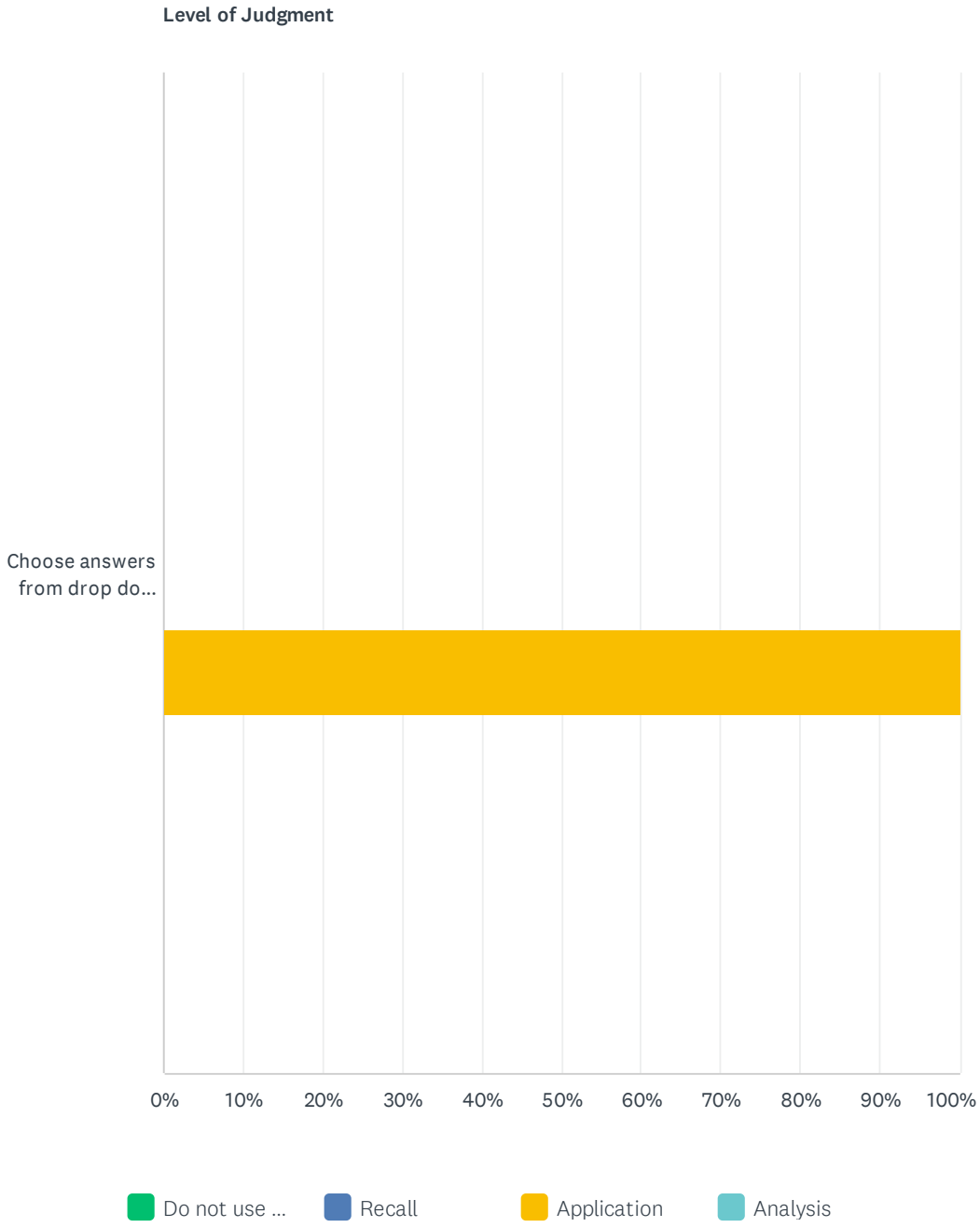

Frequency						
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Importance					
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Level of Judgment					
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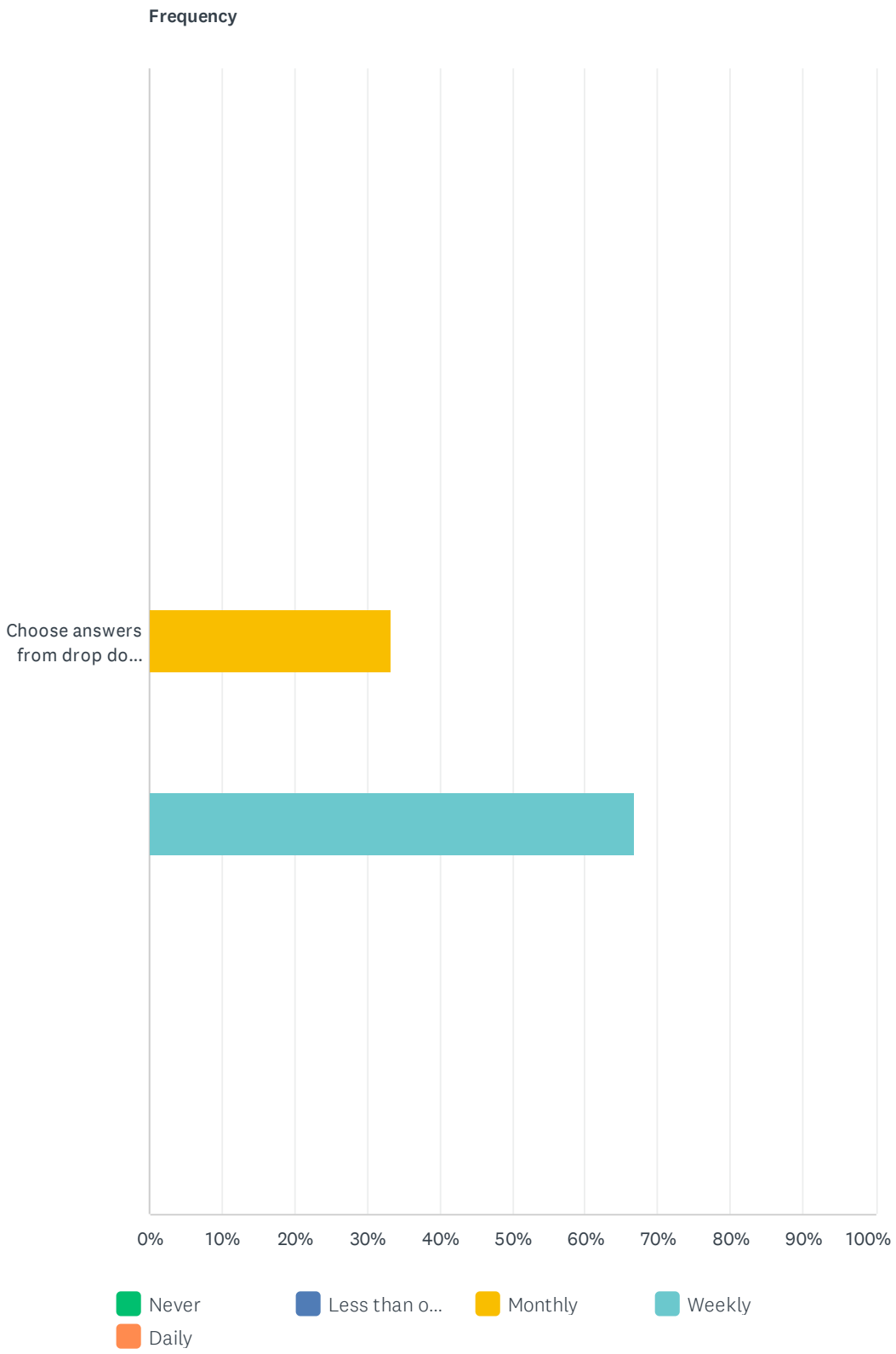
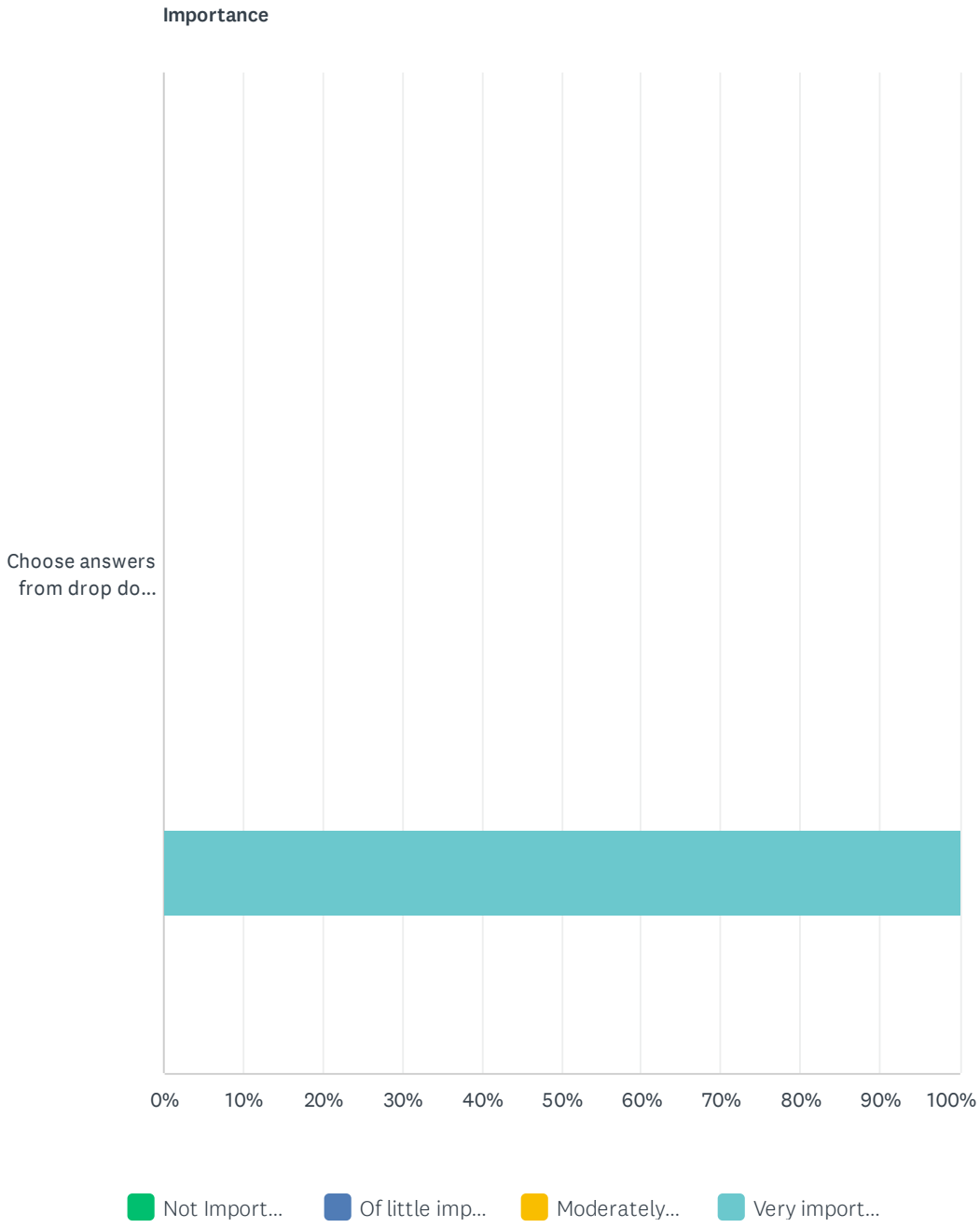
Q33 2.3.1 Recognizes and celebrates individual and group success.

Answered: 3 Skipped: 0

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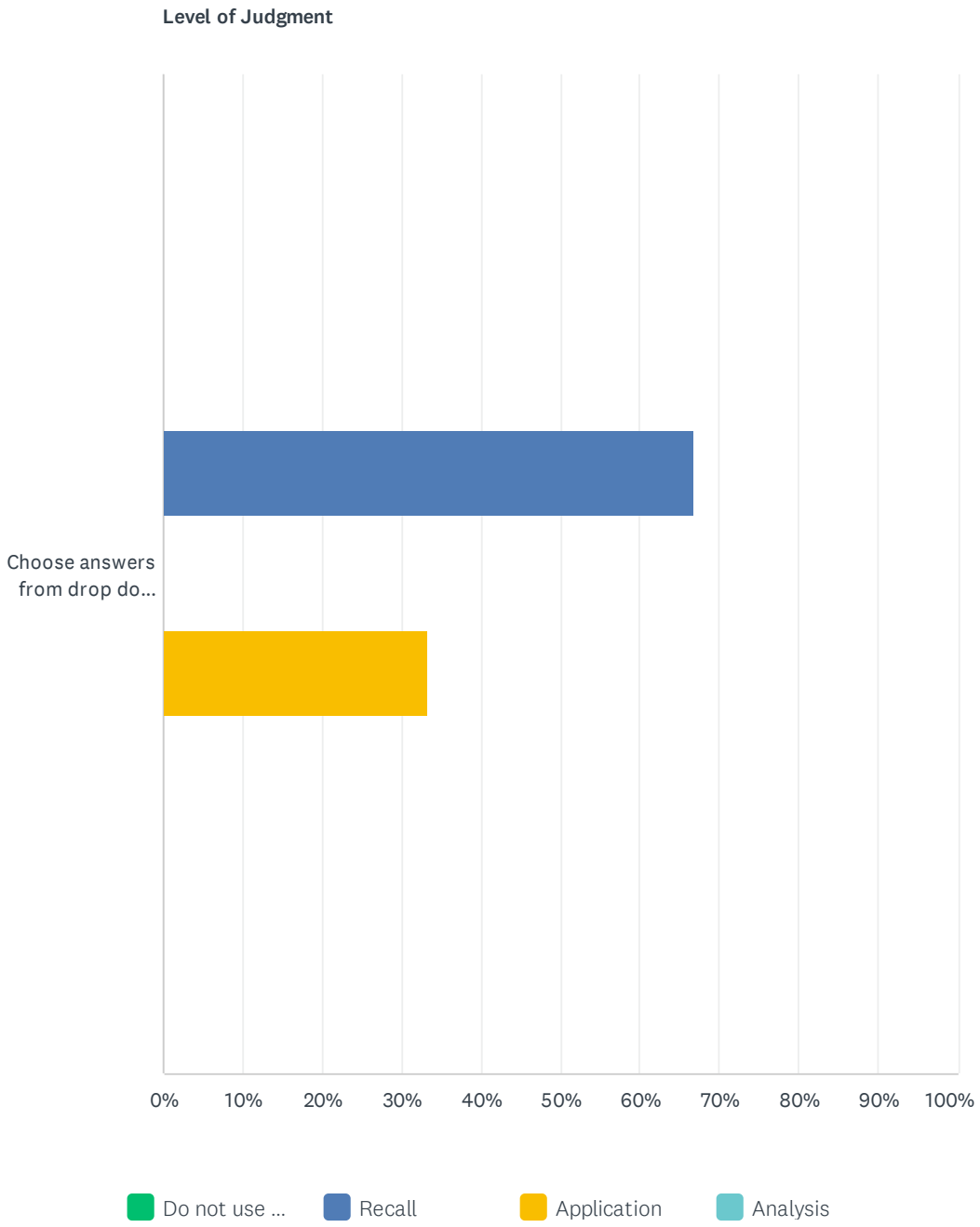

Frequency						
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Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	0.00% 0	3

Importance					
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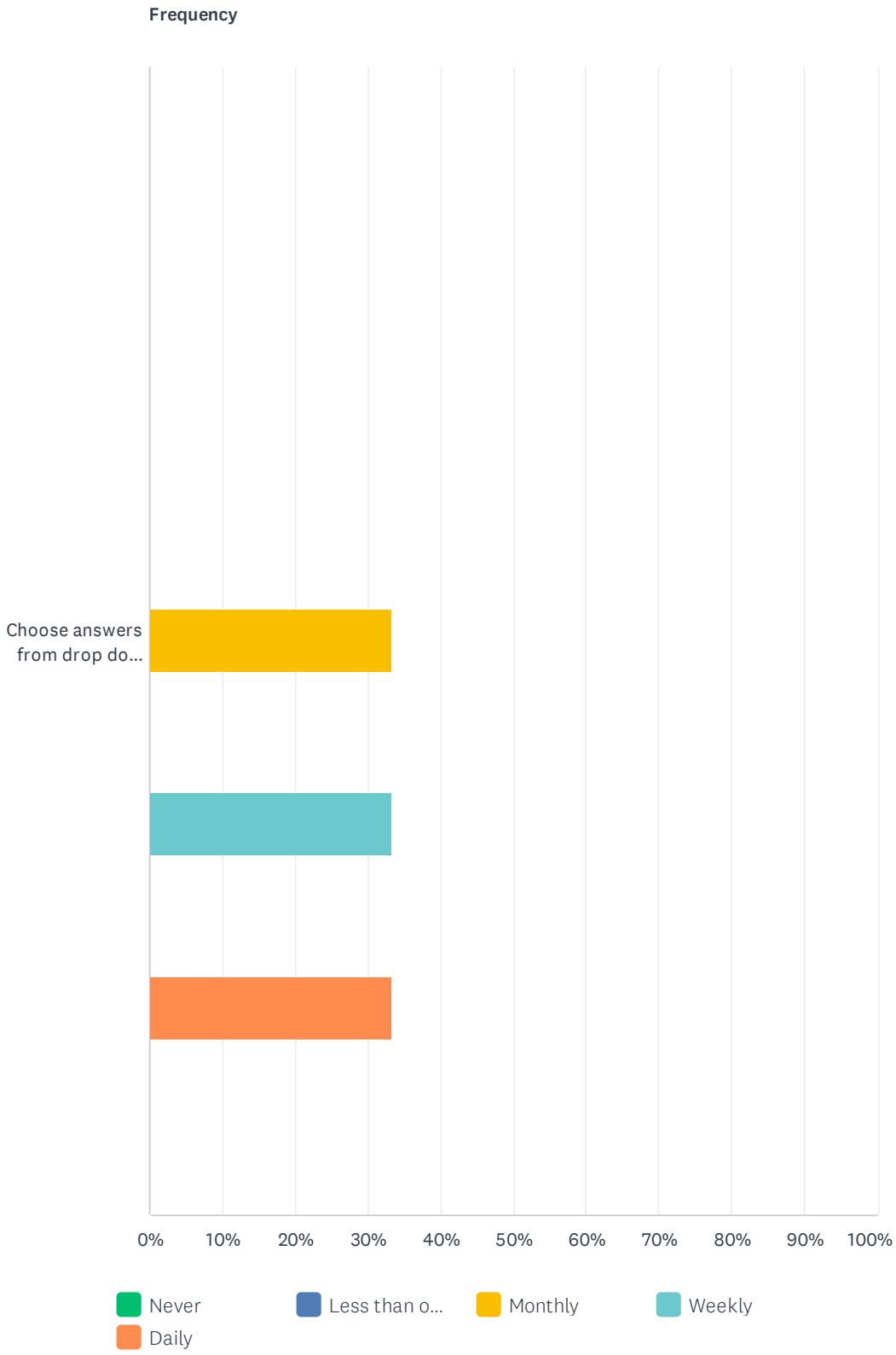
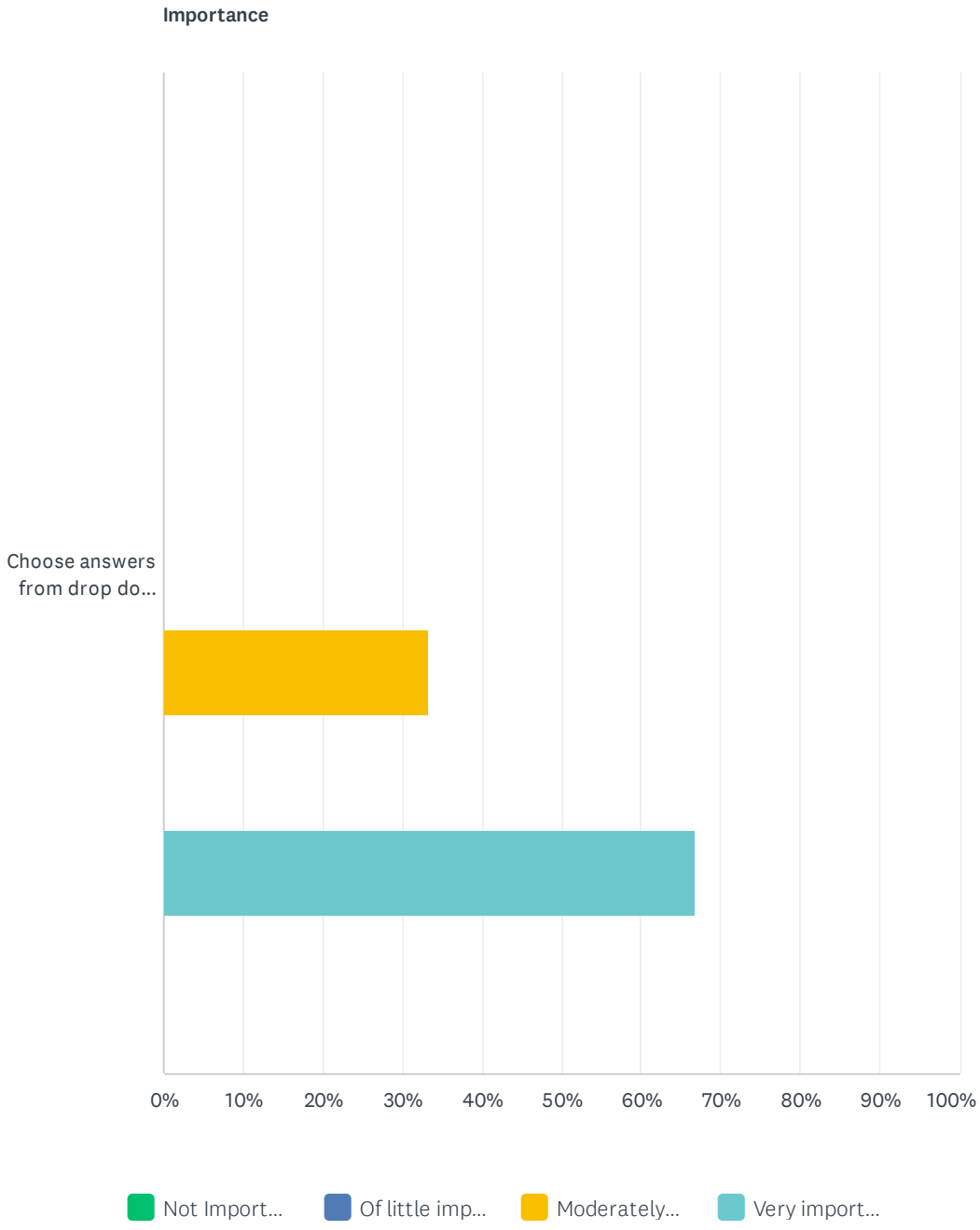
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	66.67% 2	33.33% 1	0.00% 0	3

Q34 3.1.1 Knowledge of strategies to engage multiple perspectives, disciplines, and constituencies.

Answered: 3 Skipped: 0

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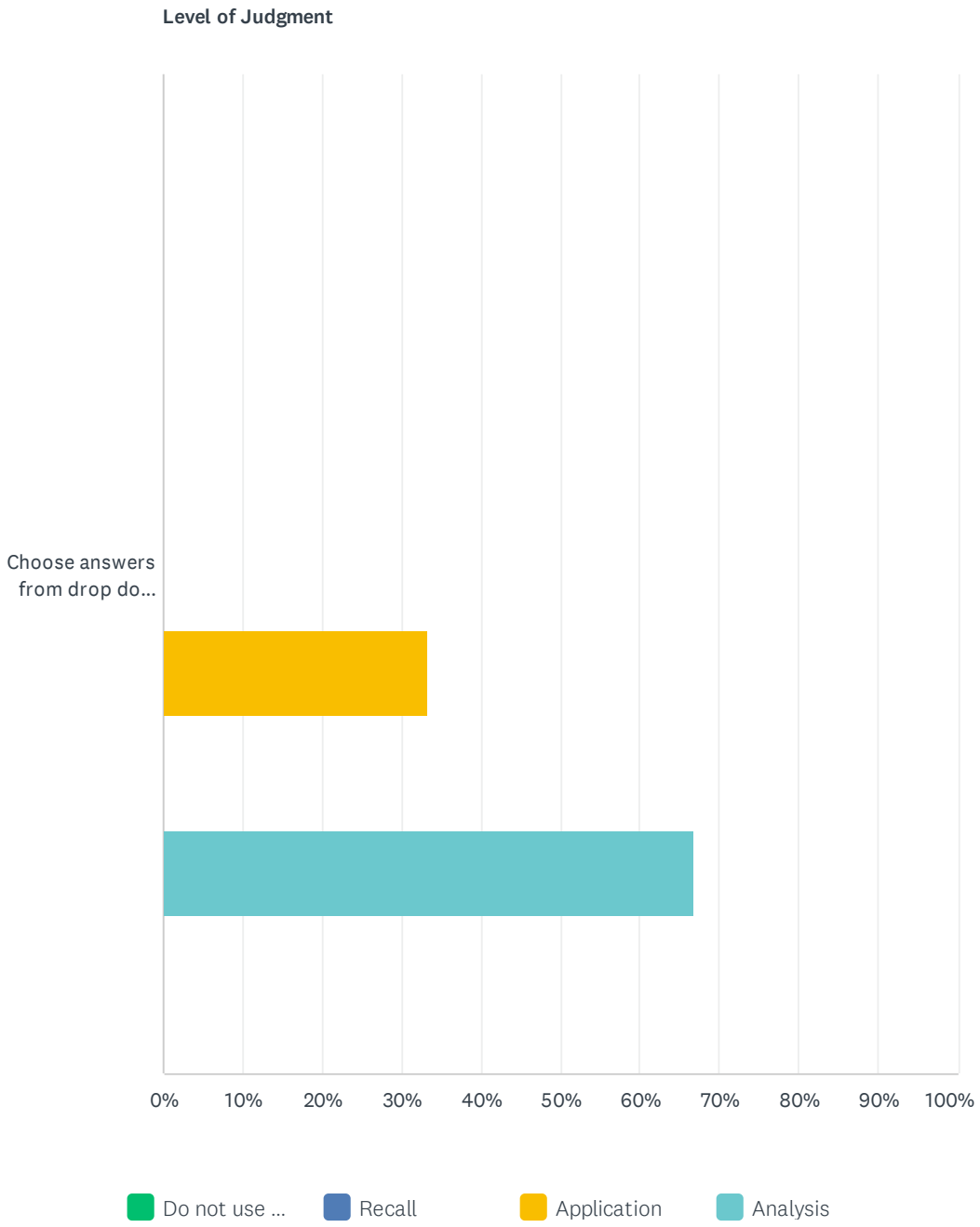

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Importance					
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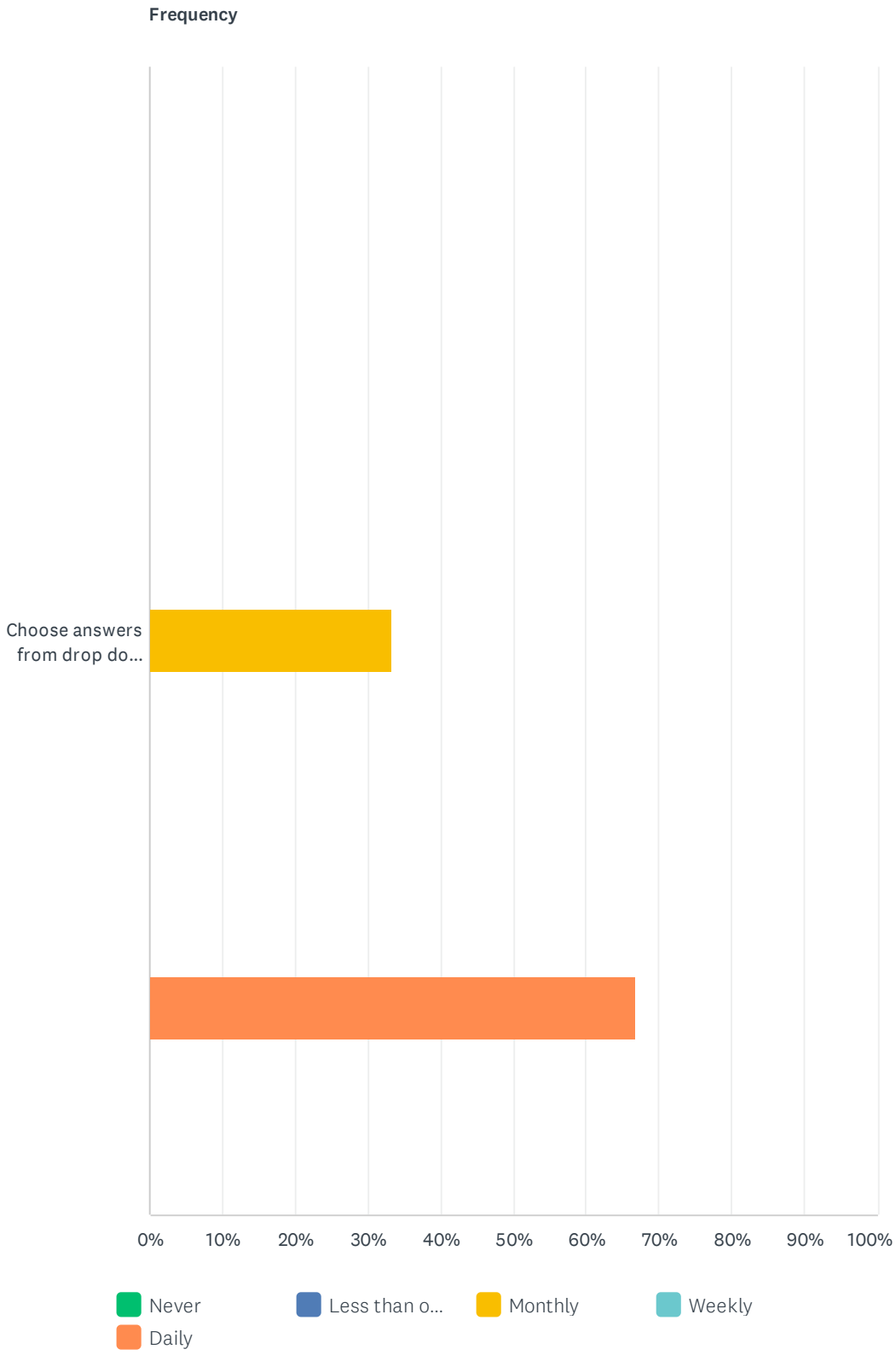
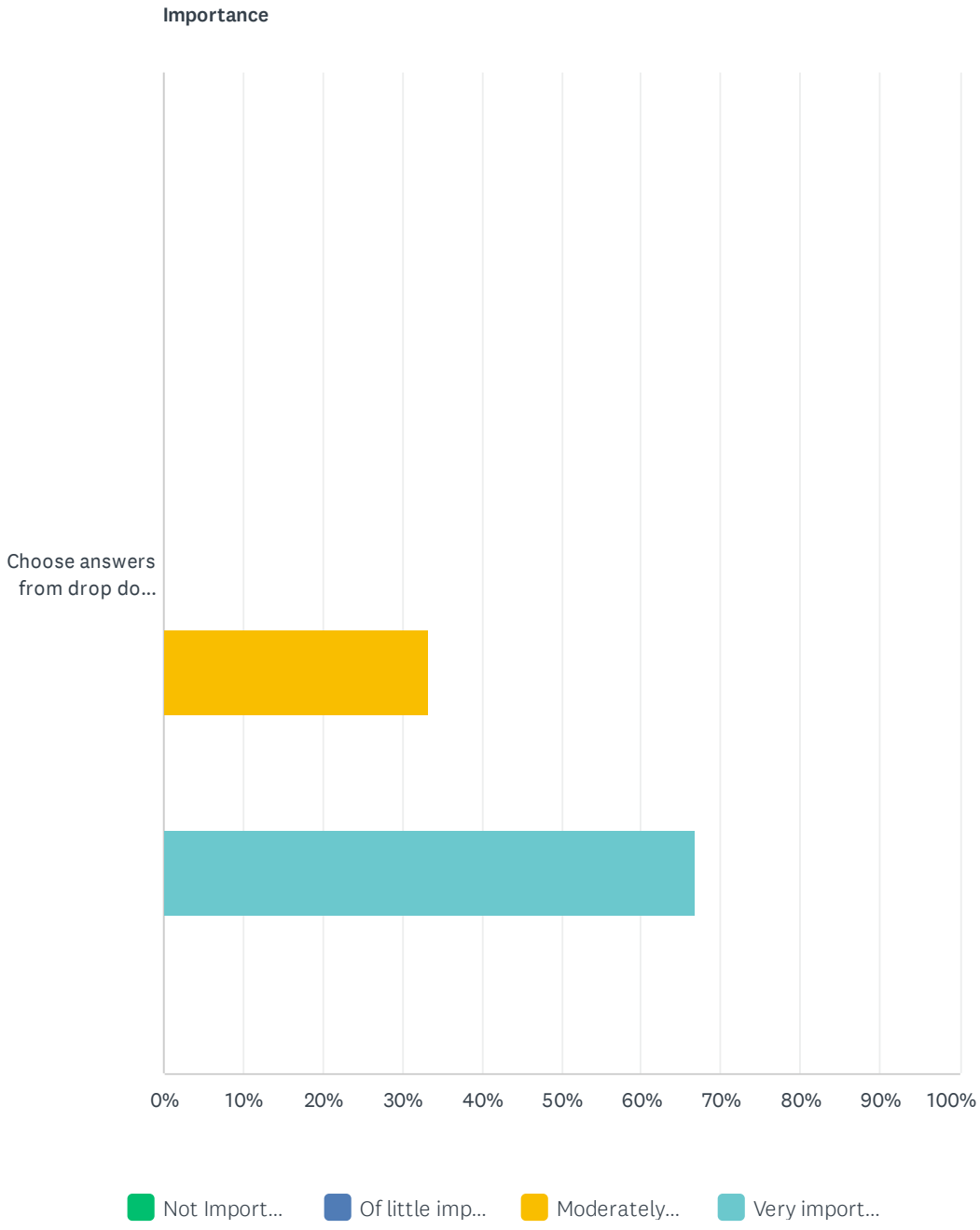
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q35 3.1.2 Knowledge of strategies to engage collaboration, teamwork, and relationship building.

Answered: 3 Skipped: 0

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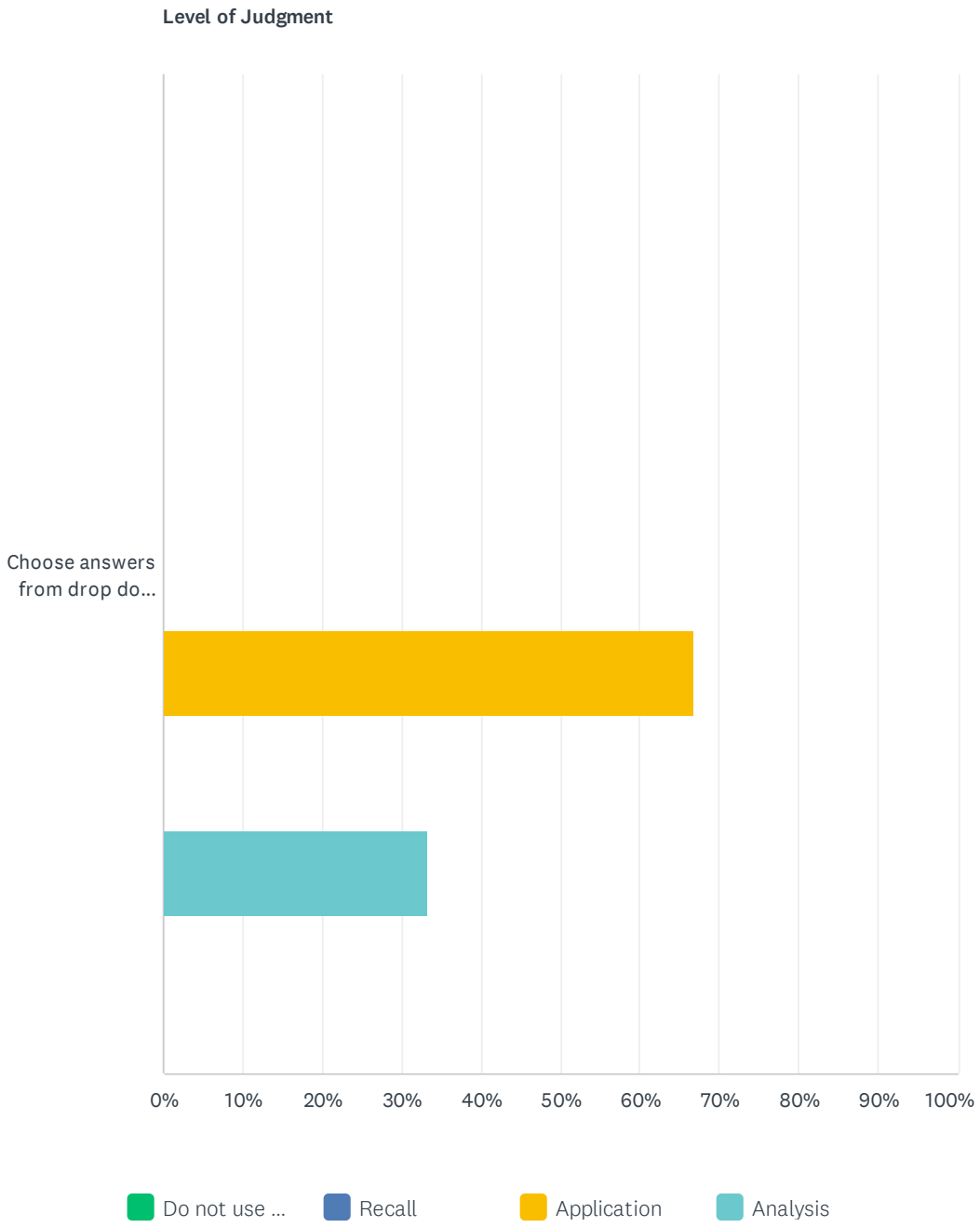

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Importance					
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Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
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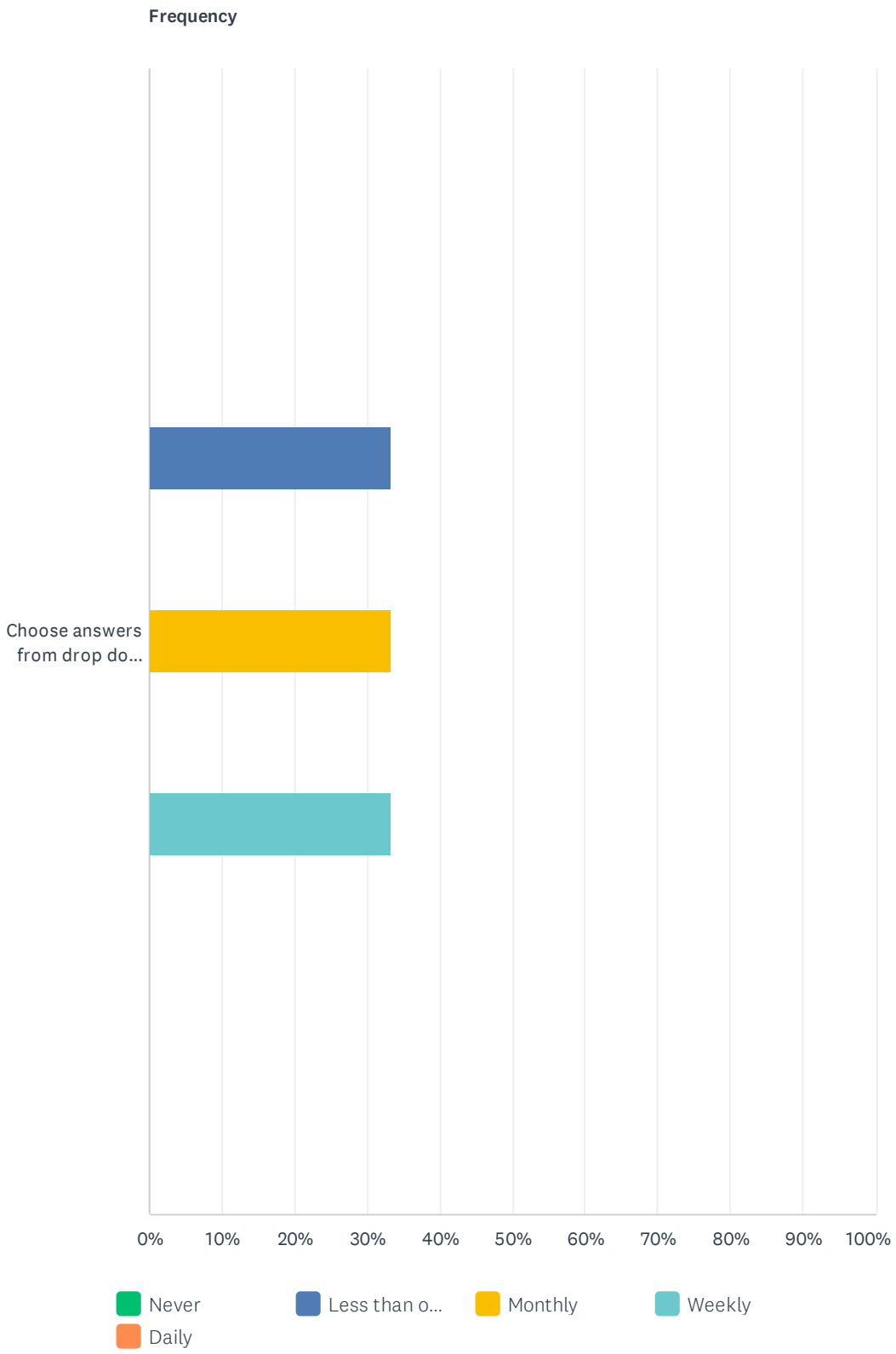
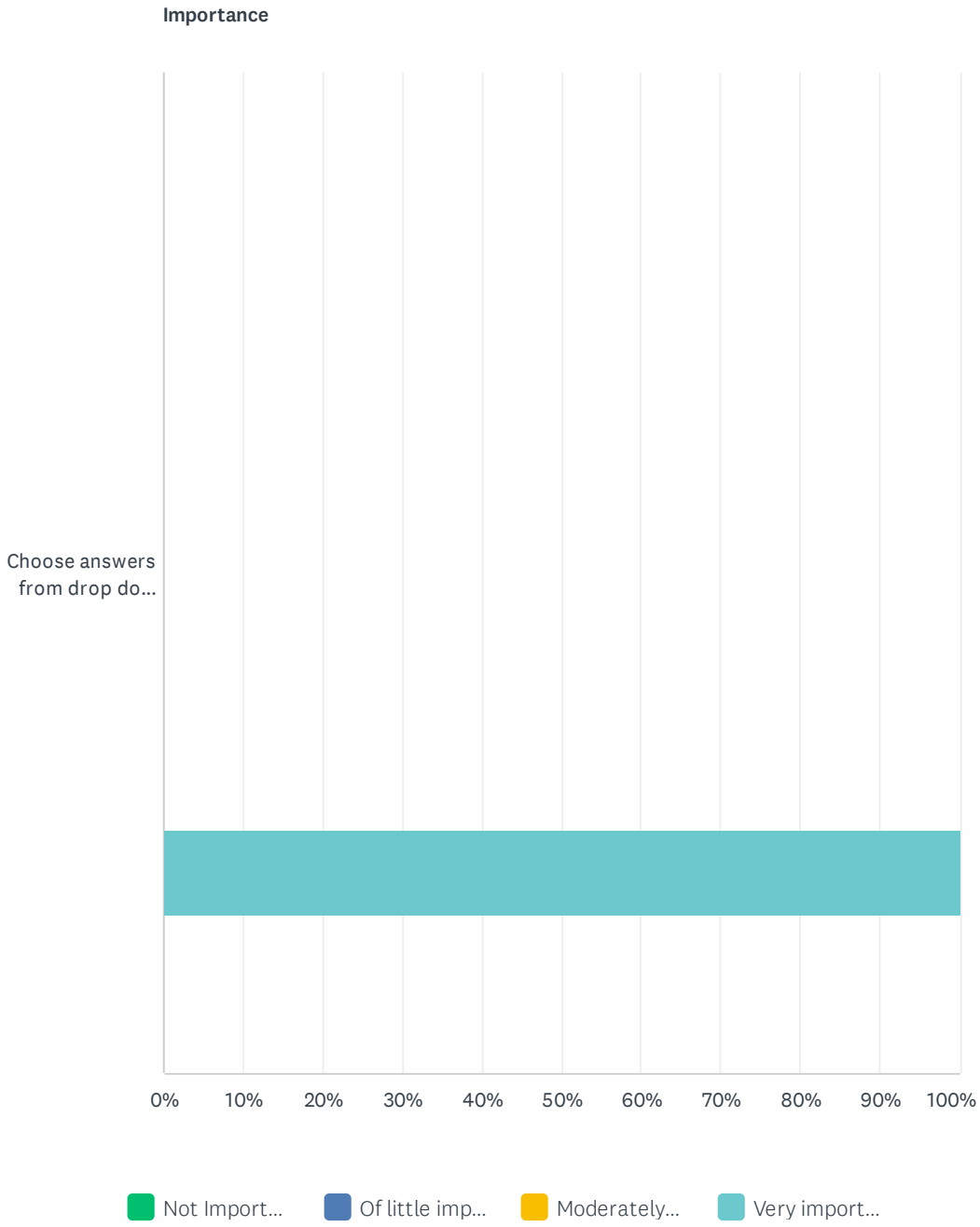
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q36 3.2.1 Mediates conflict engagement.

Answered: 3 Skipped: 0

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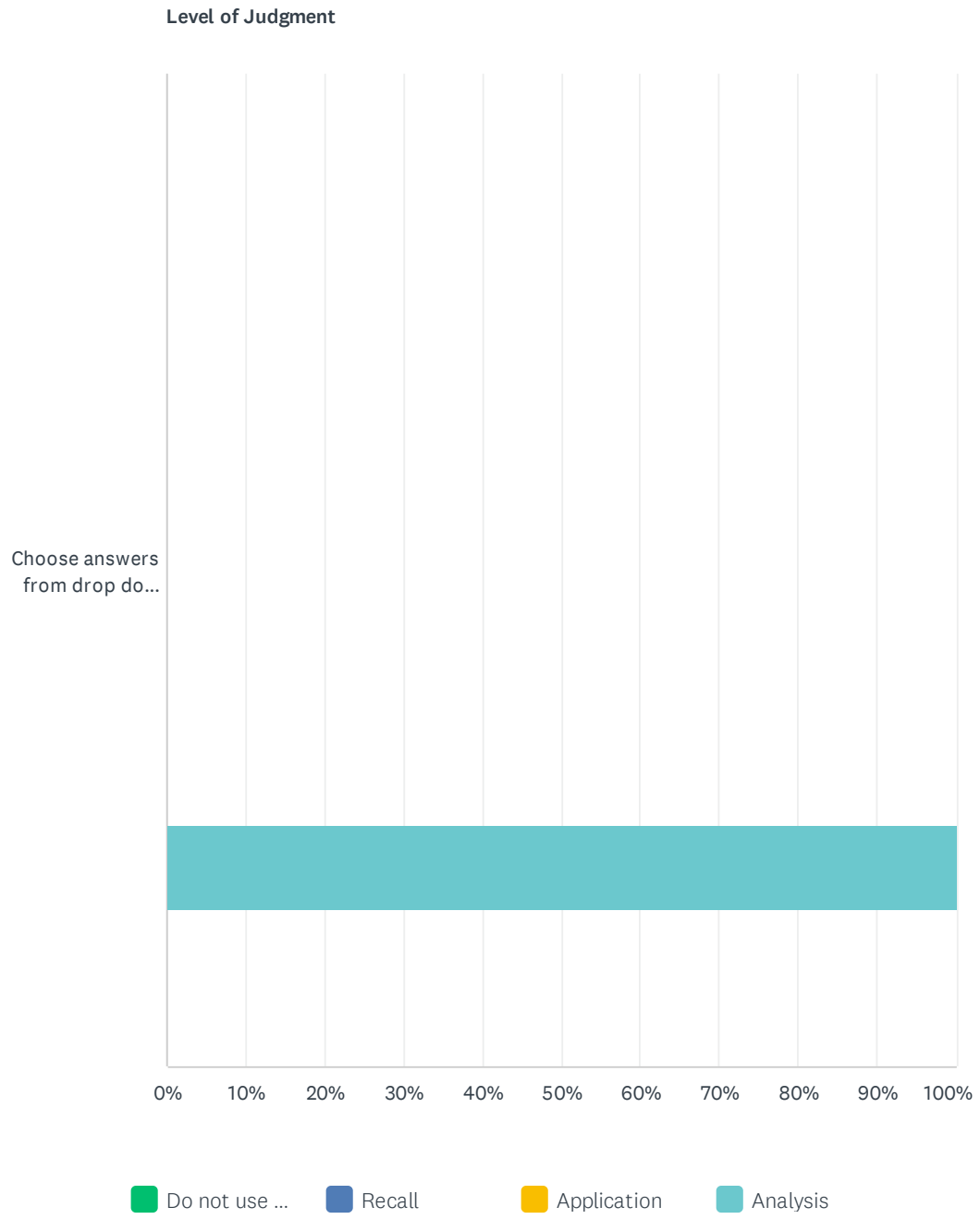

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Level of Judgment					
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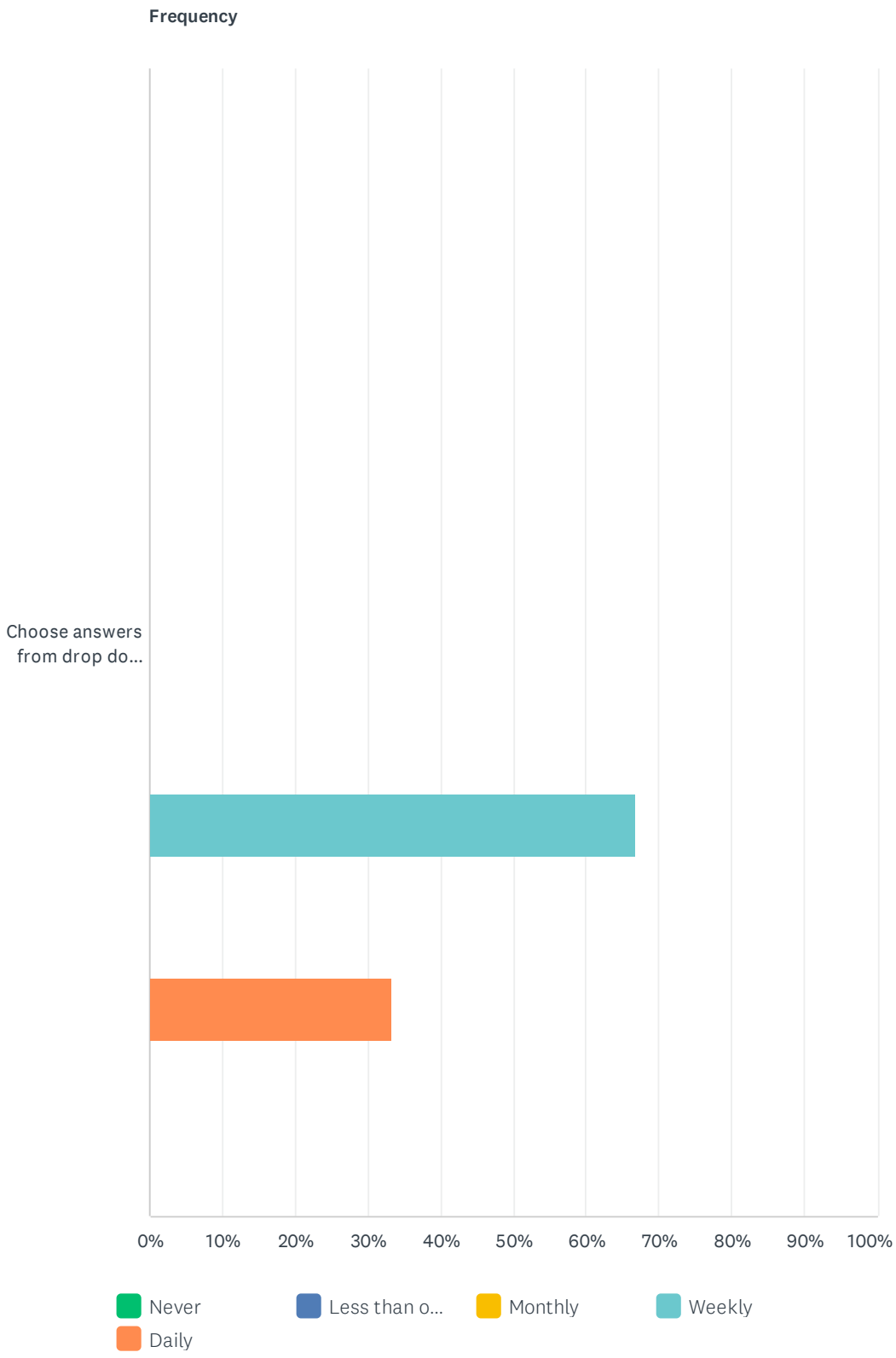
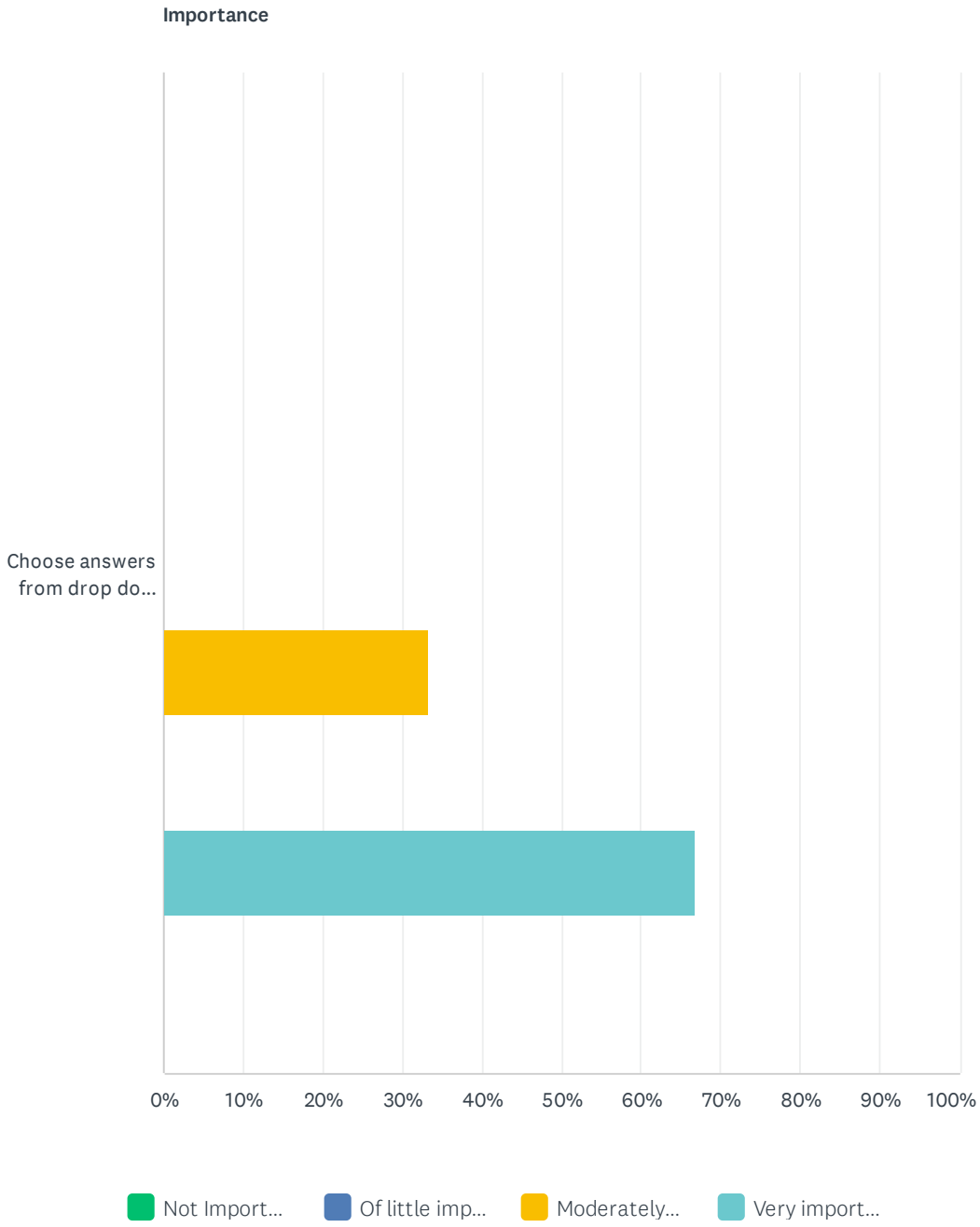
Q37 3.2.2 Collaborates across stakeholders.

Answered: 3 Skipped: 0

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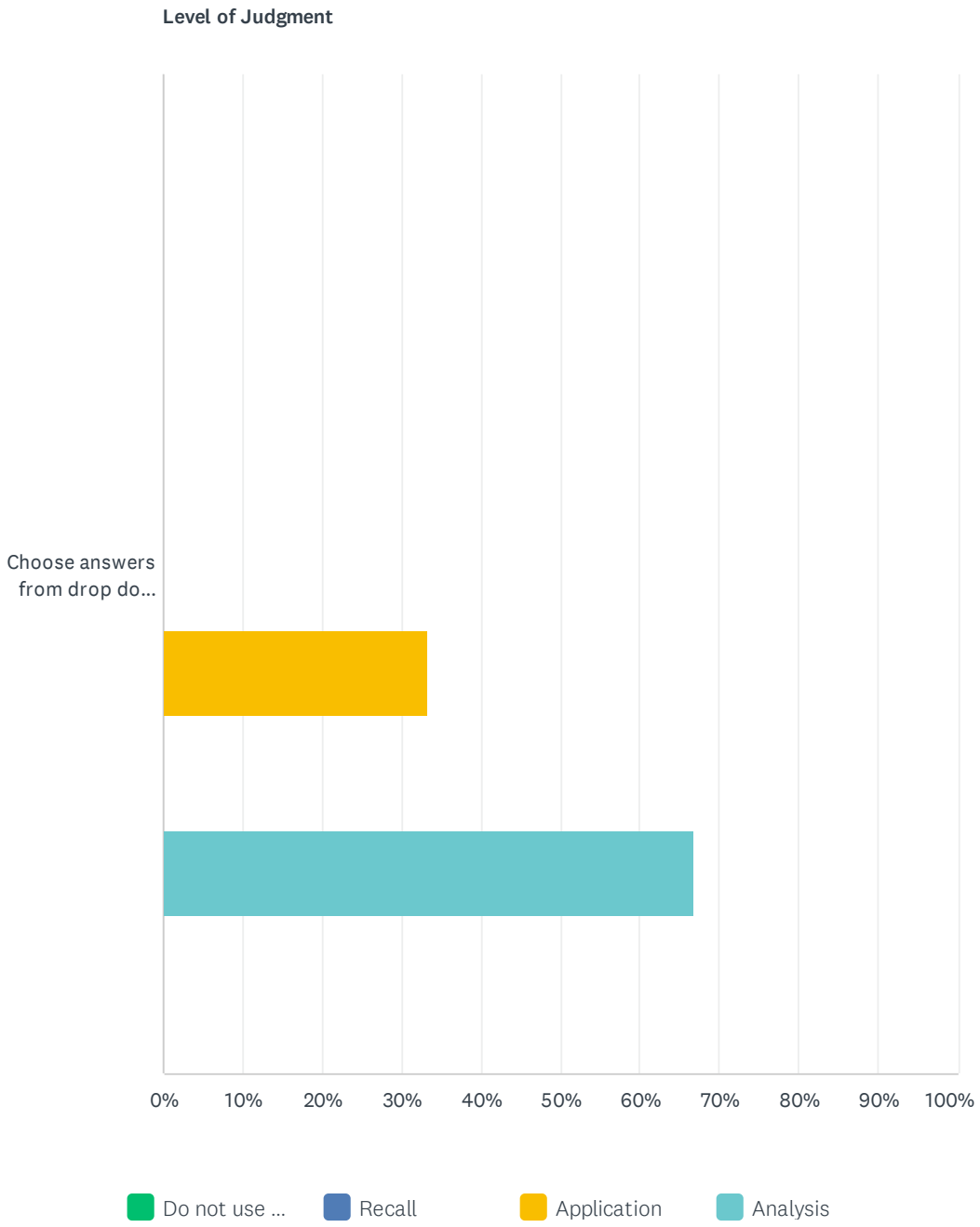

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Importance					
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Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
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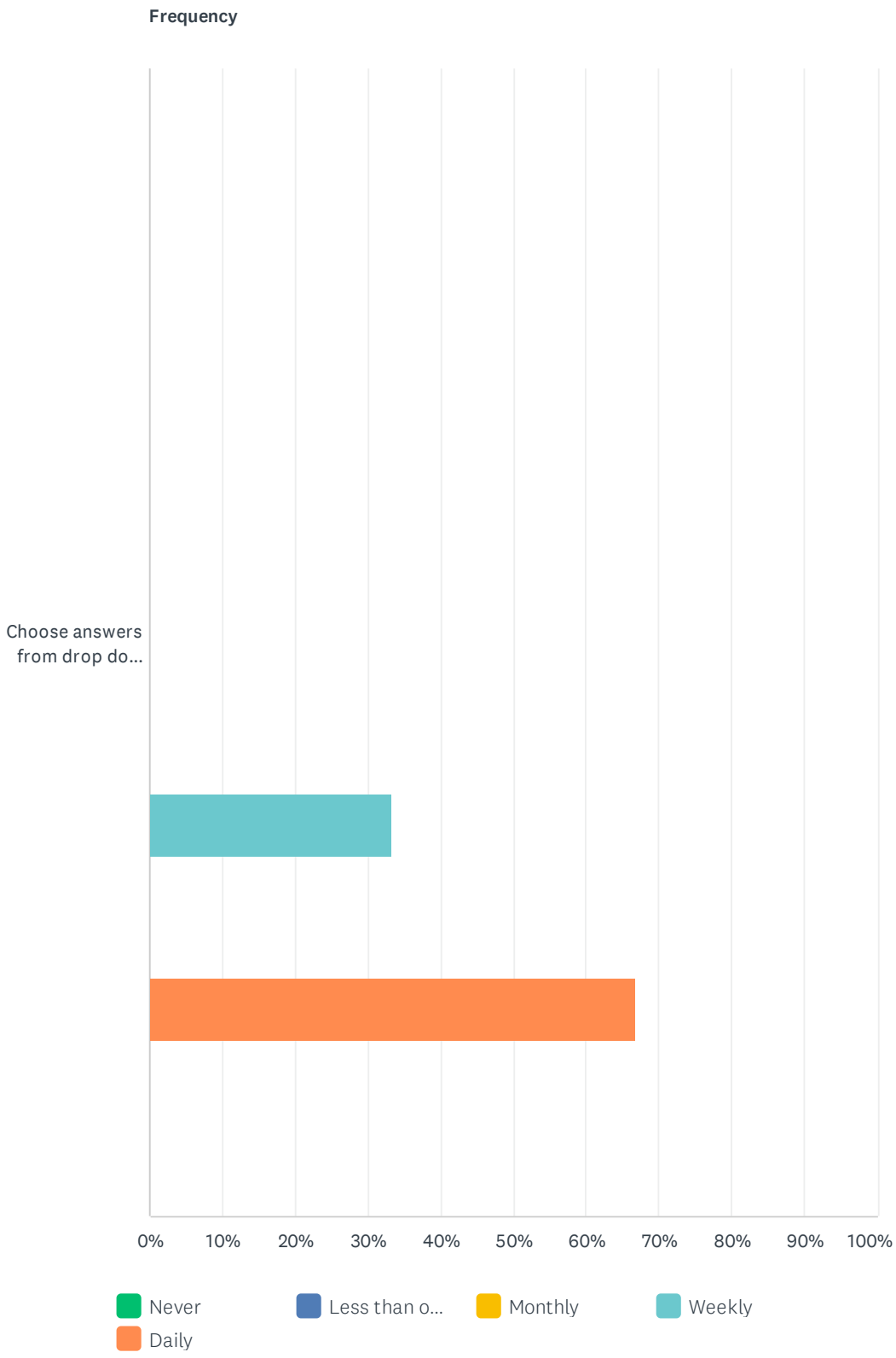
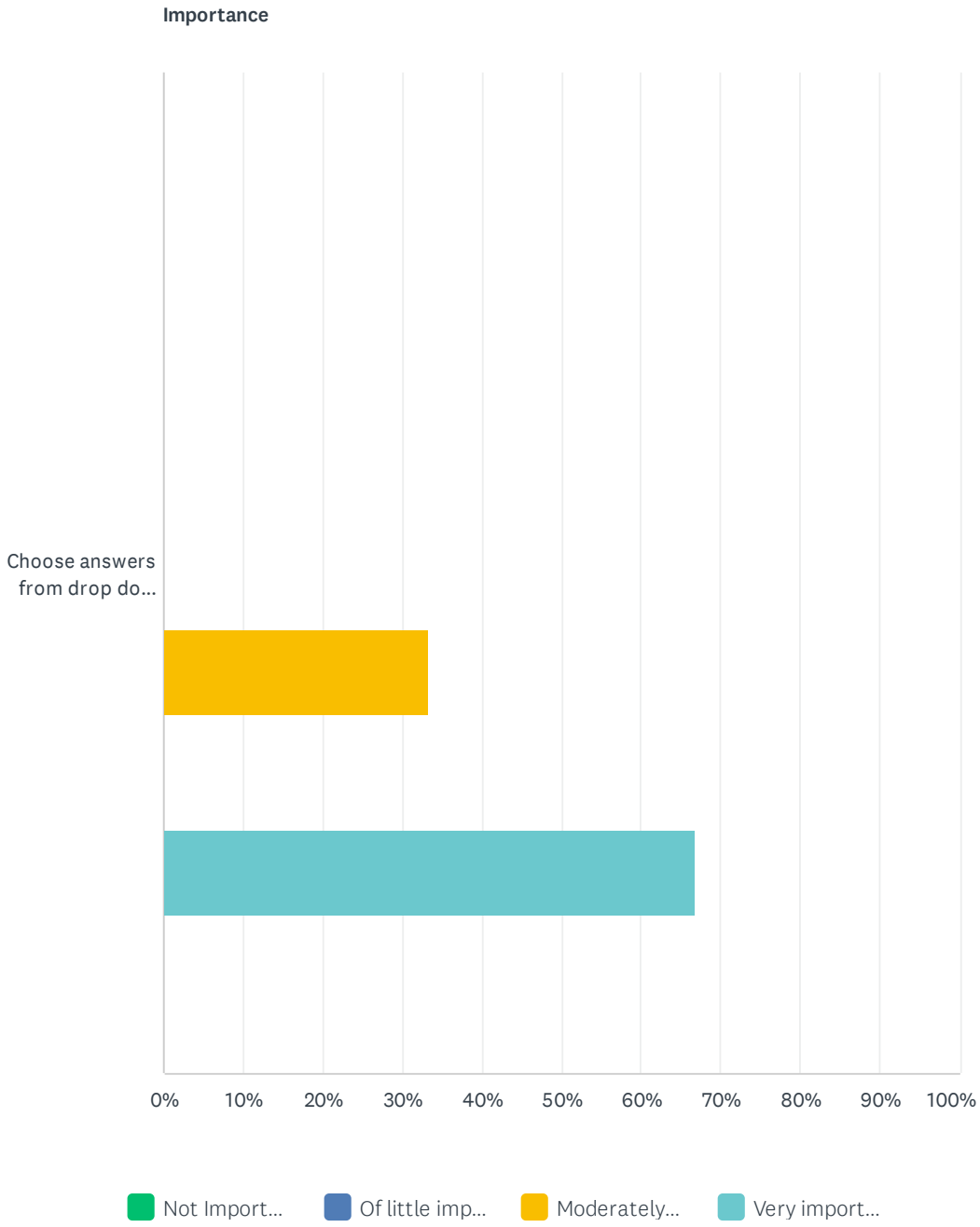
Q38 3.2.3 Promotes team relationships.

Answered: 3 Skipped: 0

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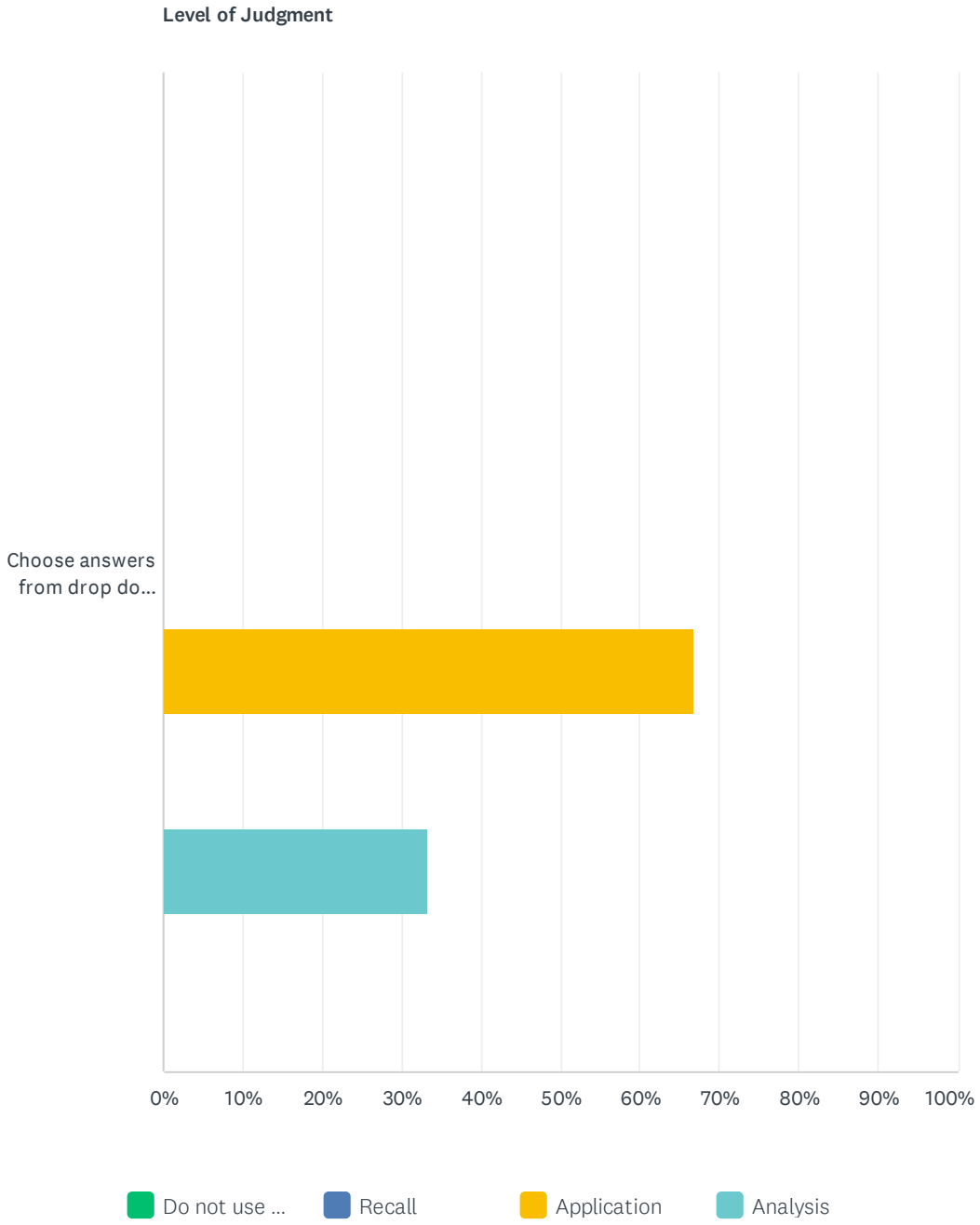

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Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
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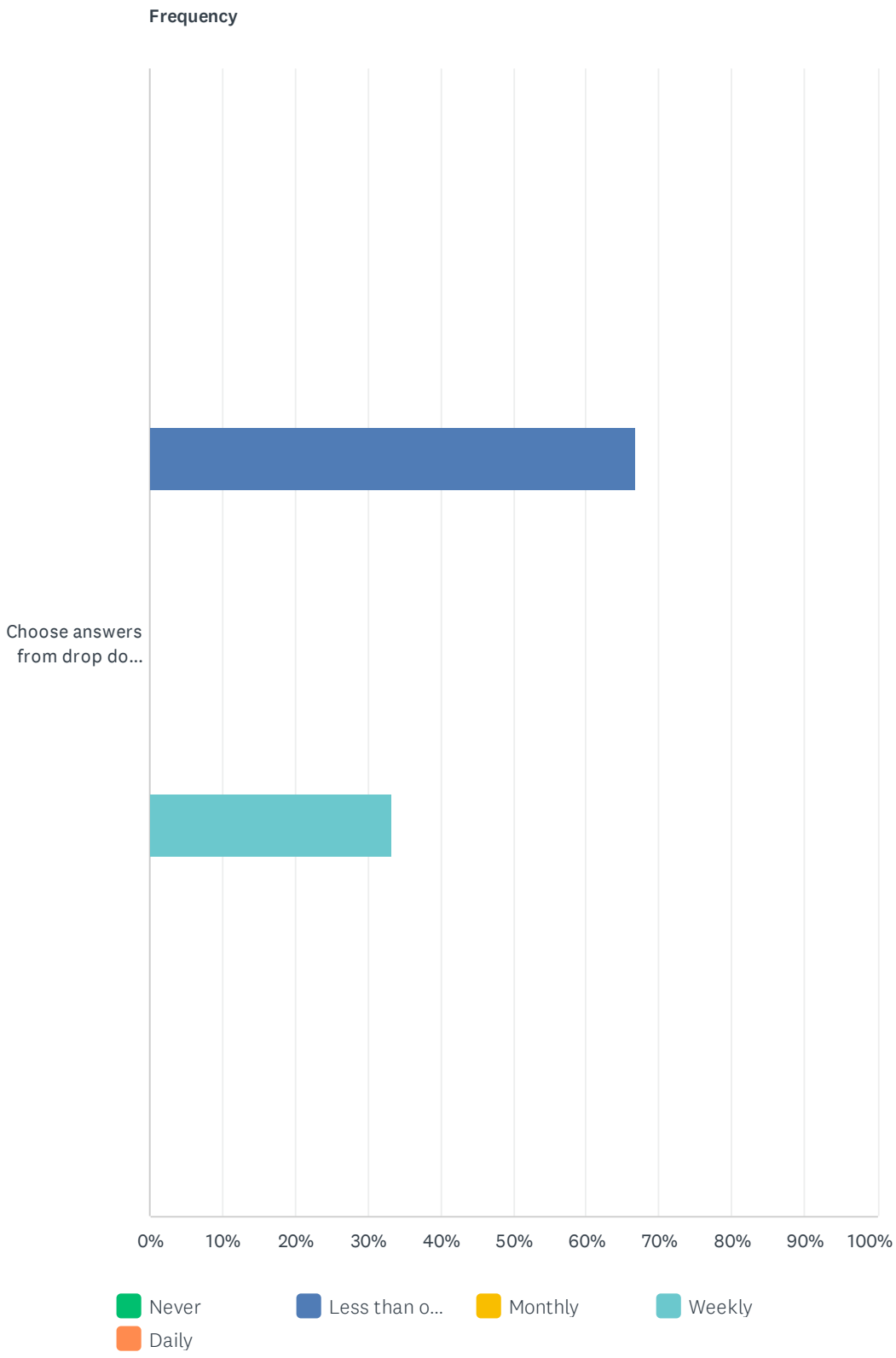
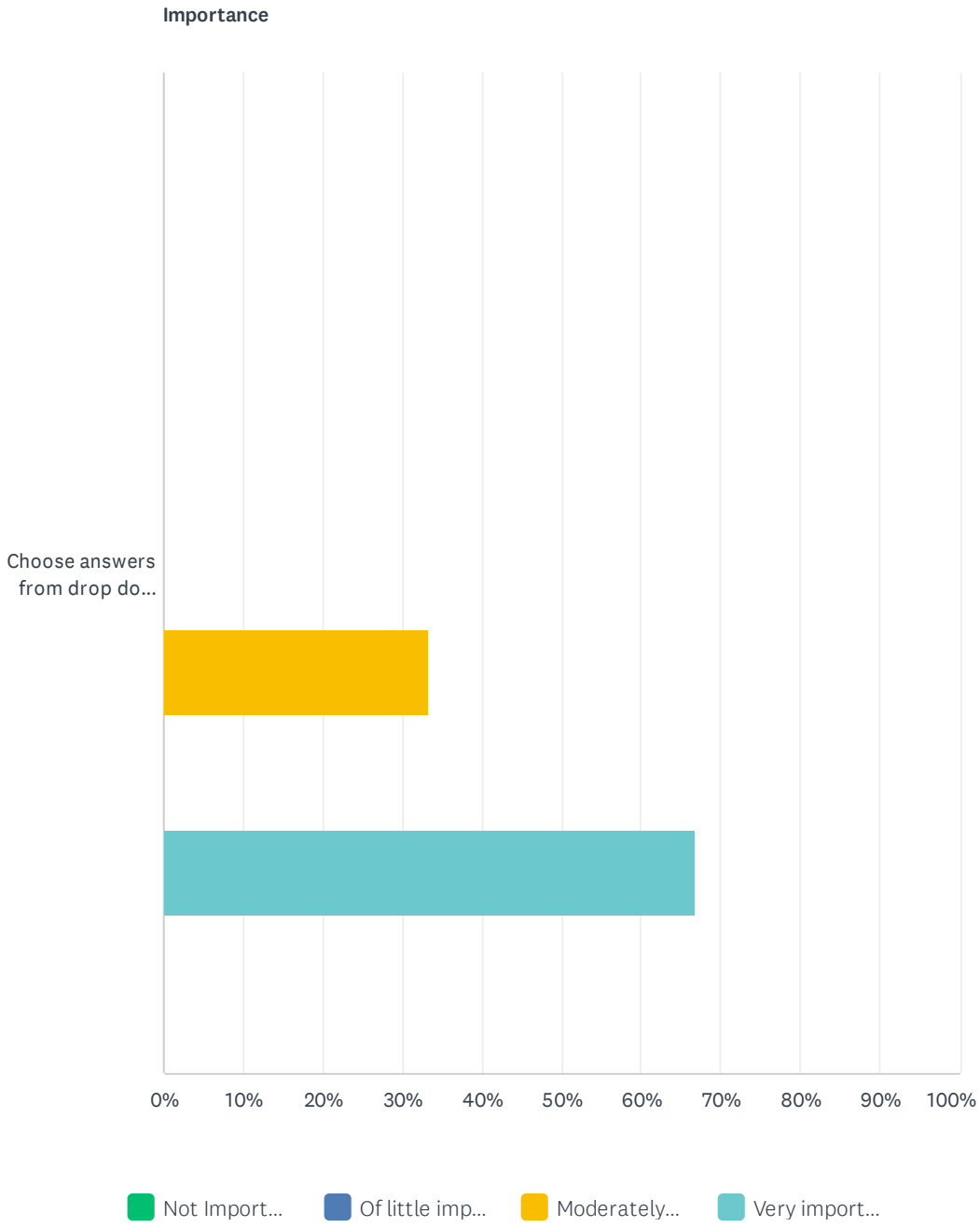
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q39 3.2.4 Navigates media relations/publicity.

Answered: 3 Skipped: 0

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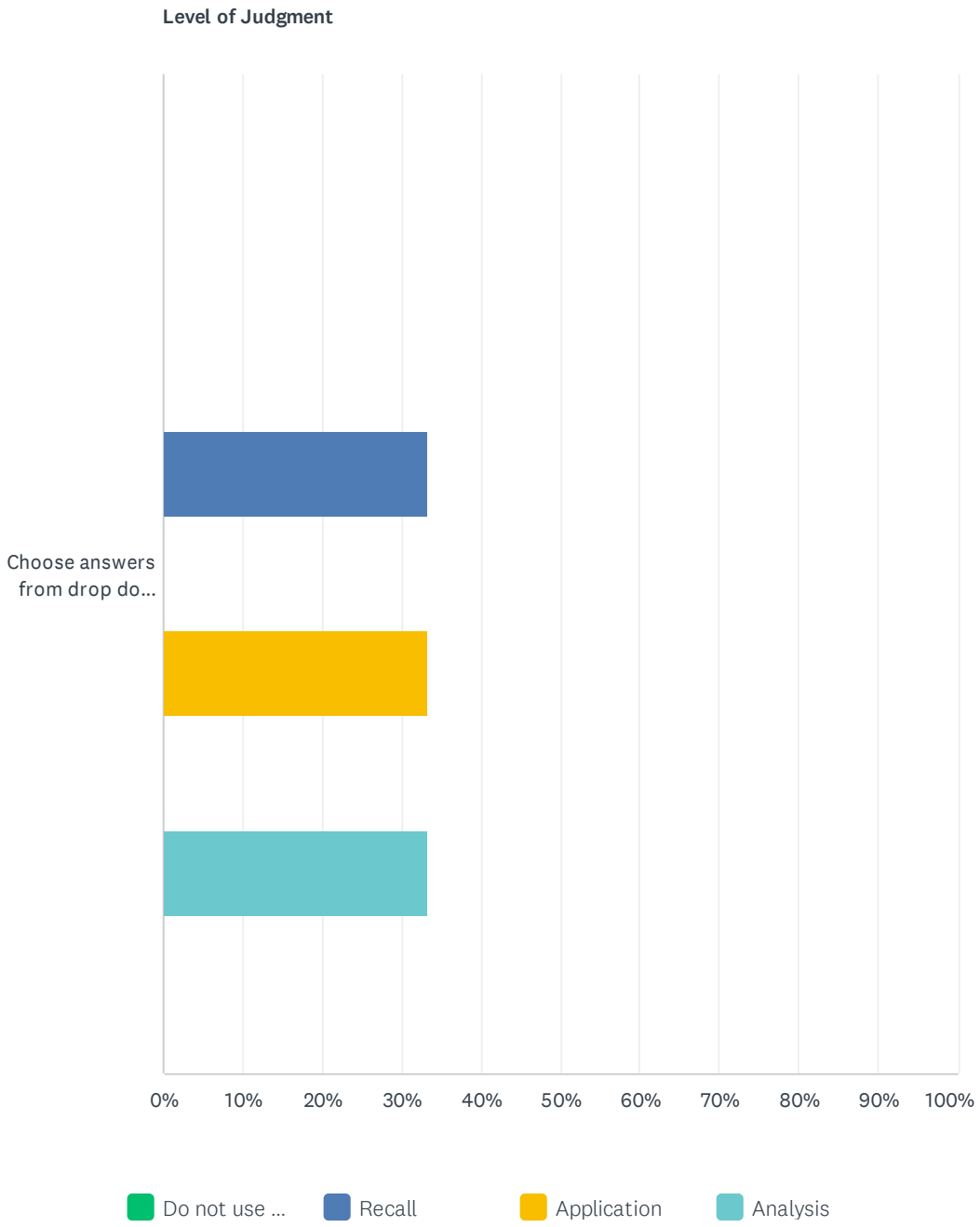

Frequency						
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Importance					
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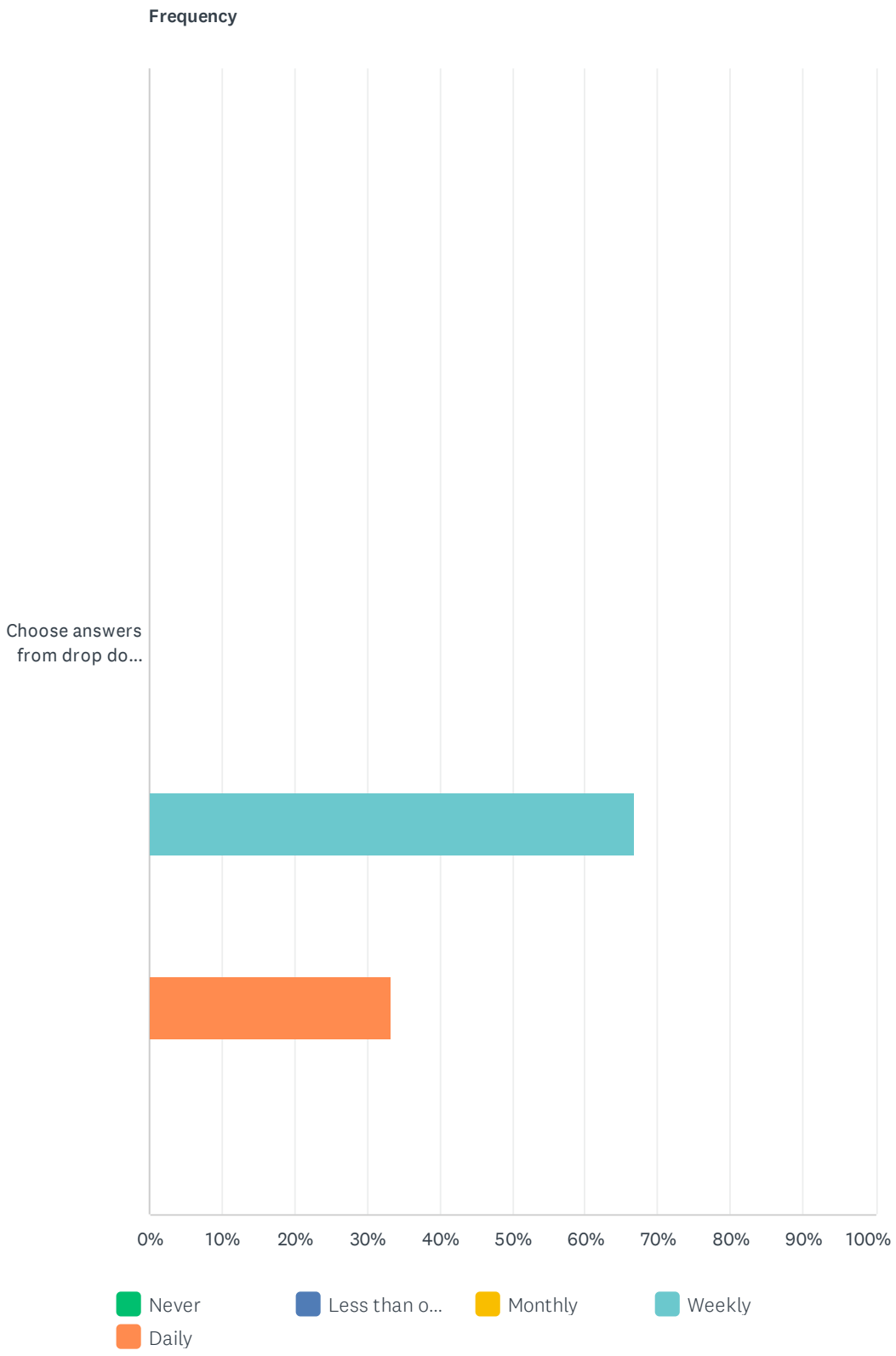
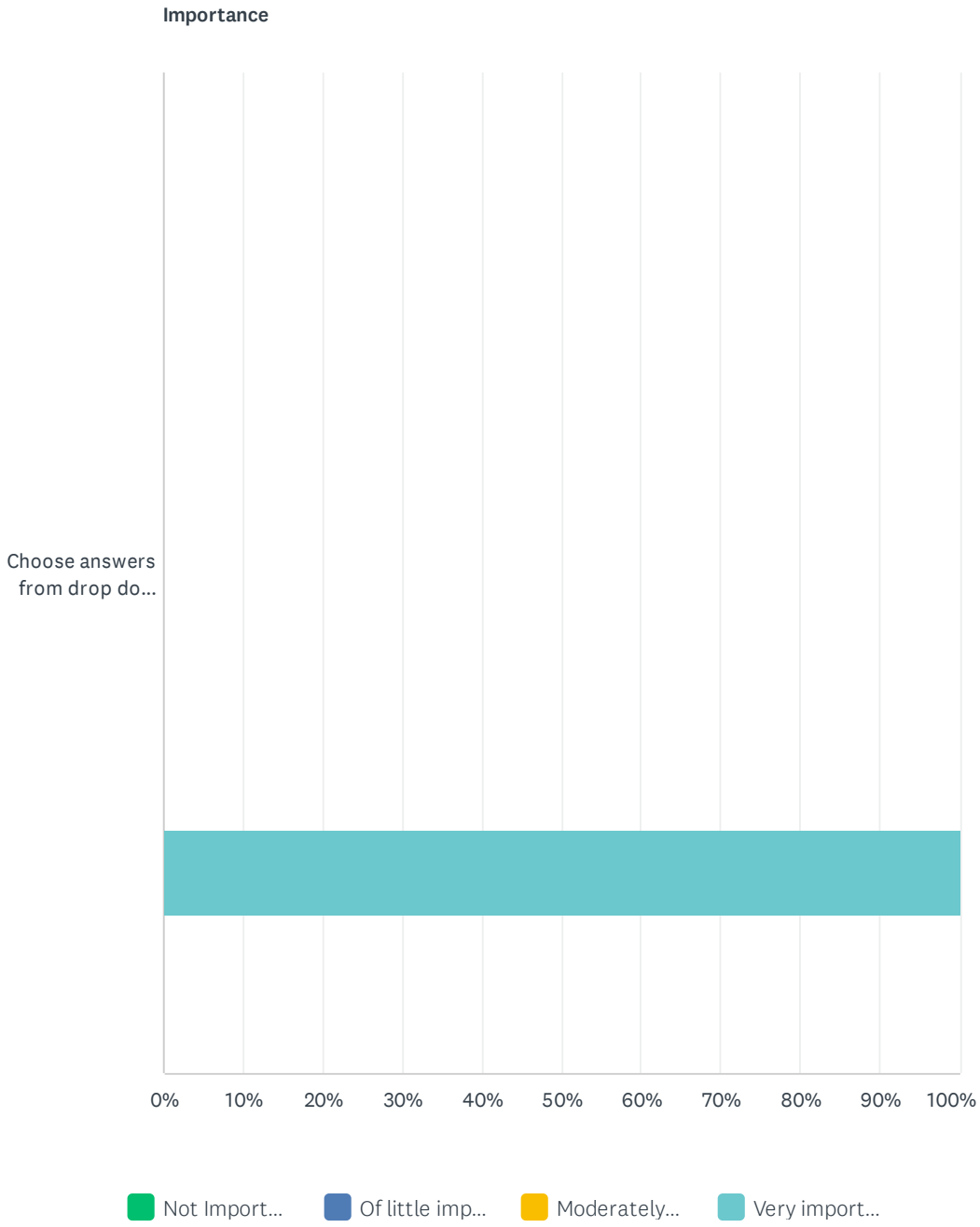
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	33.33% 1	33.33% 1	33.33% 1	3

Q40 3.2.5 Leads meetings efficiently and effectively.

Answered: 3 Skipped: 0

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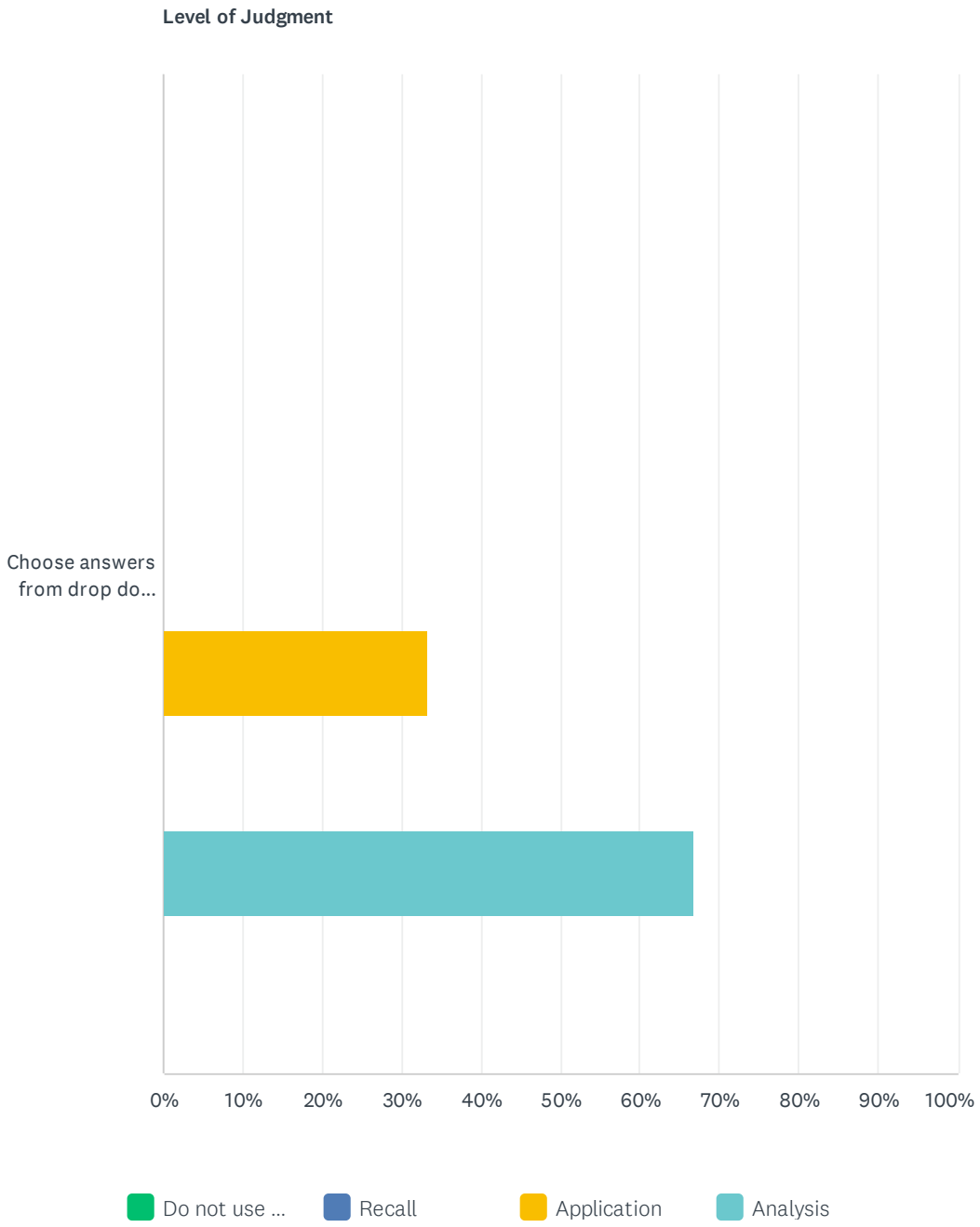

Frequency						
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Level of Judgment					
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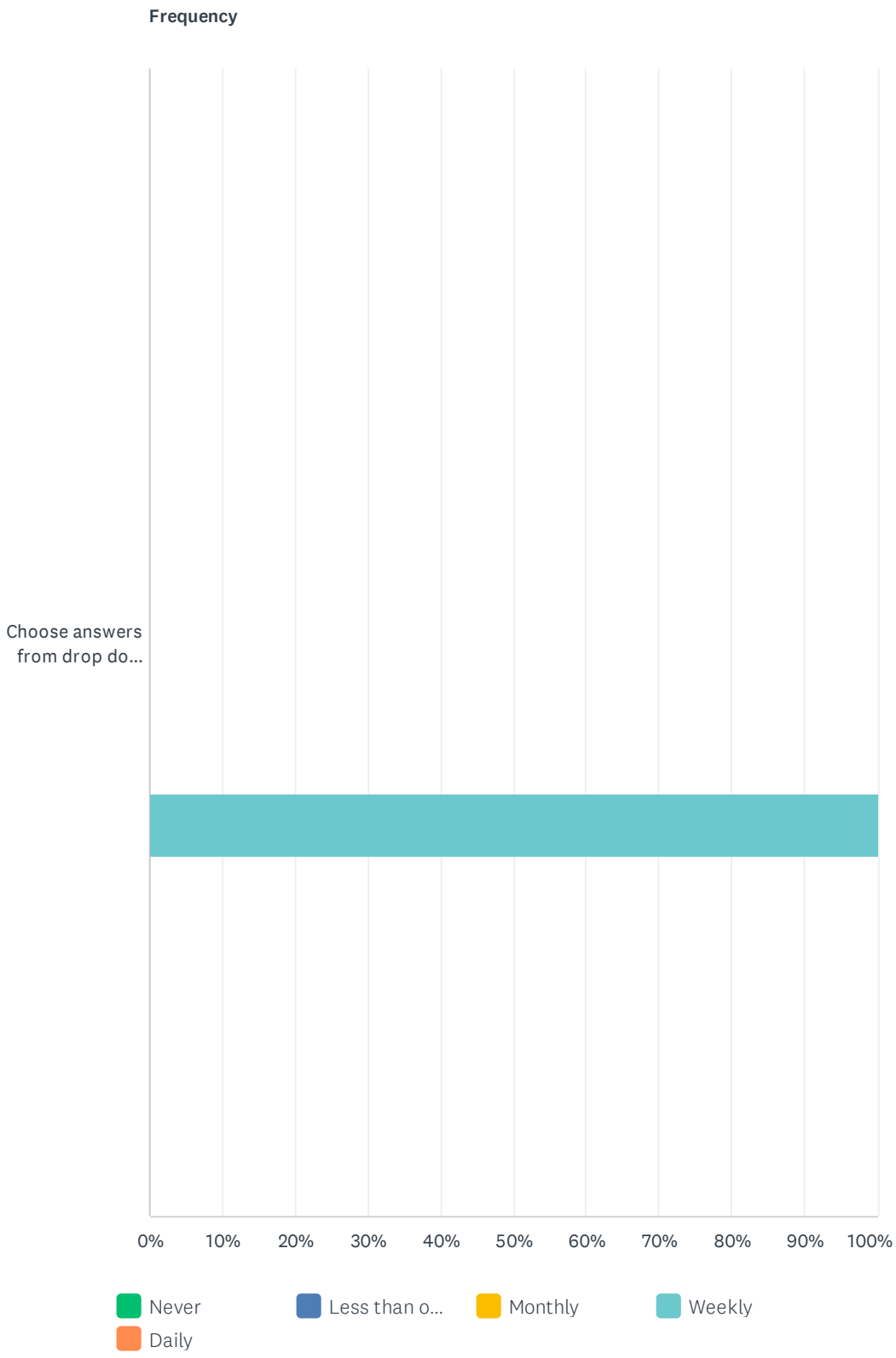
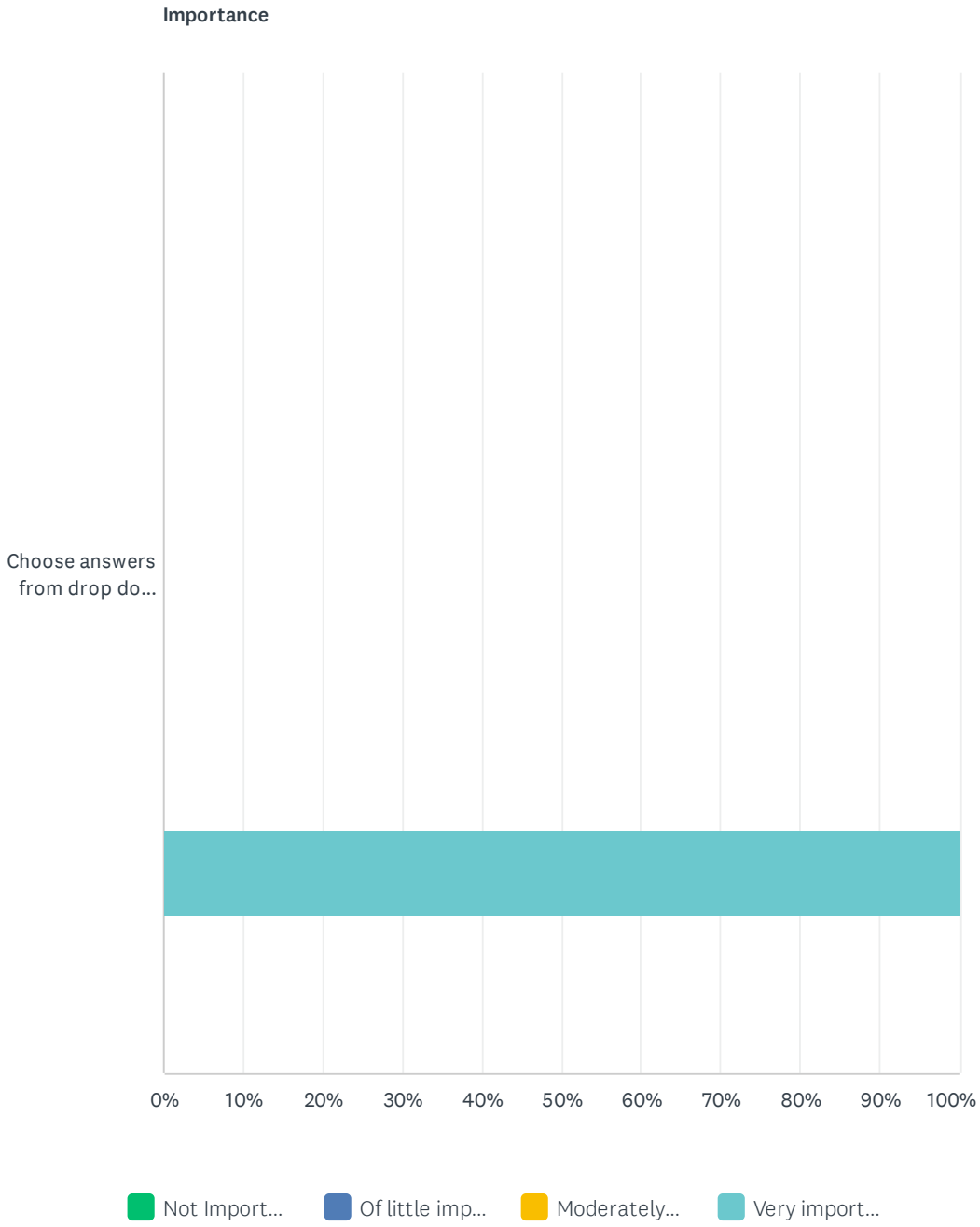
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q41 3.2.6 Engages in civil dialogue on controversial issues.

Answered: 3 Skipped: 0

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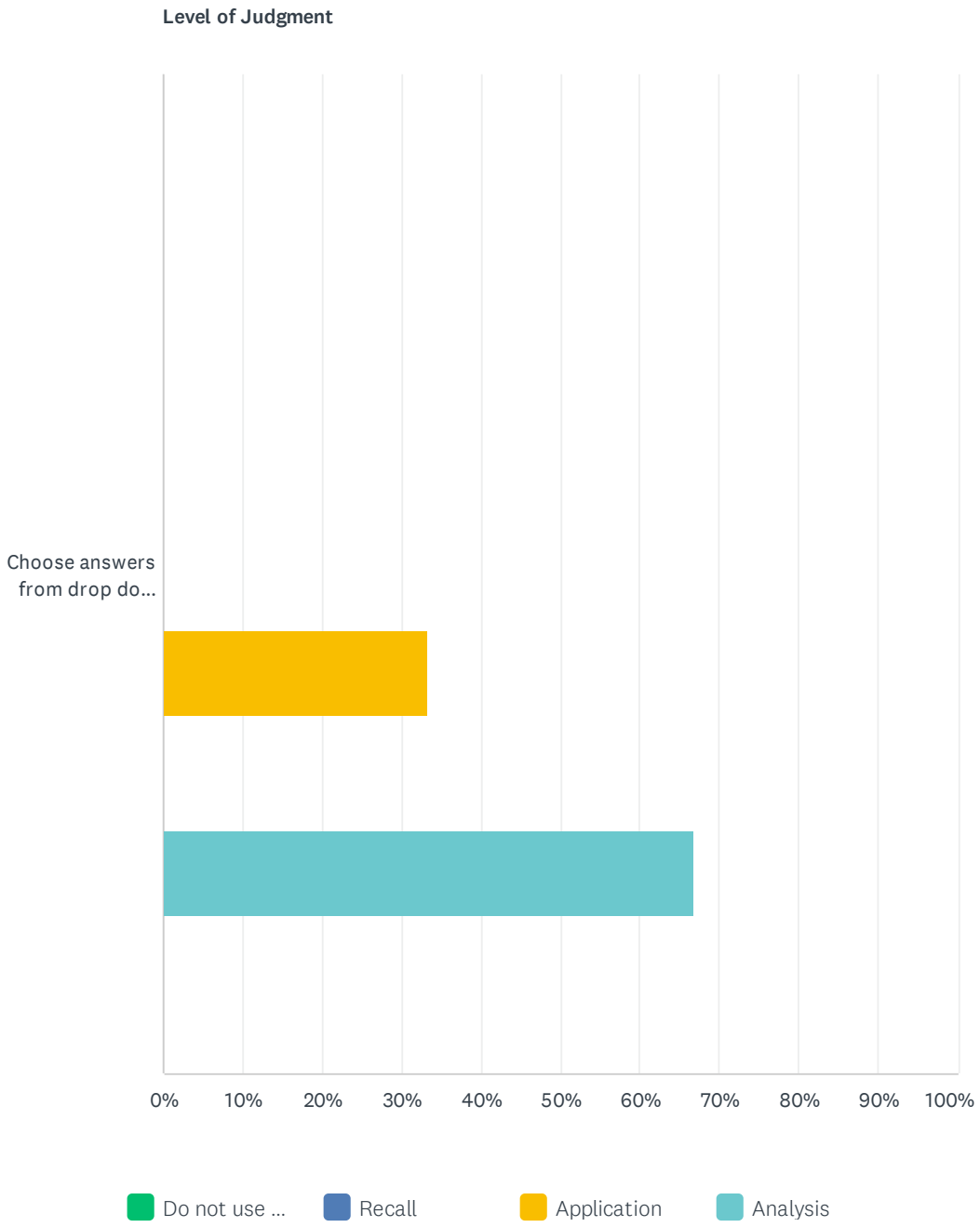

Frequency						
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Importance					
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Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
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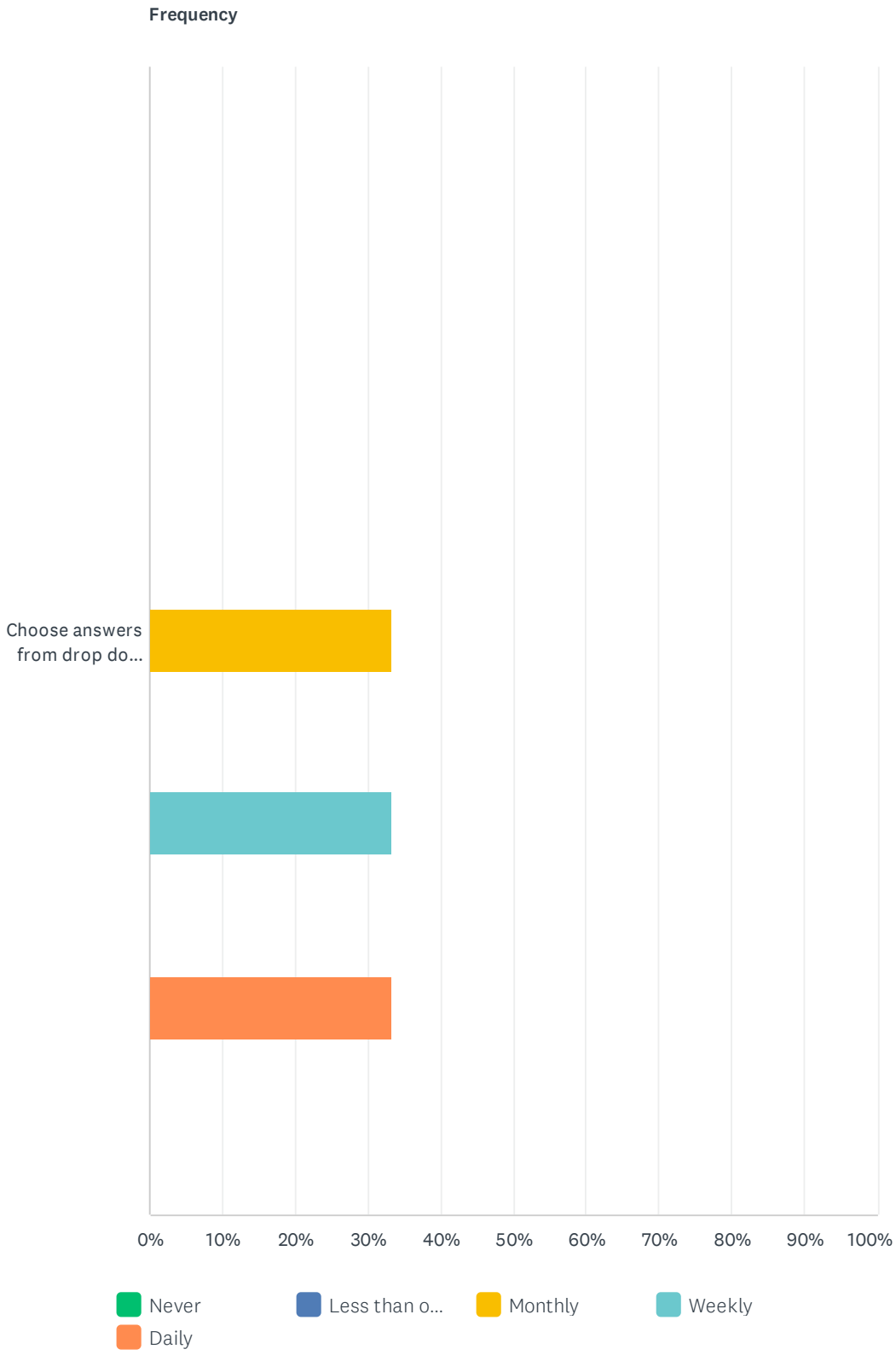
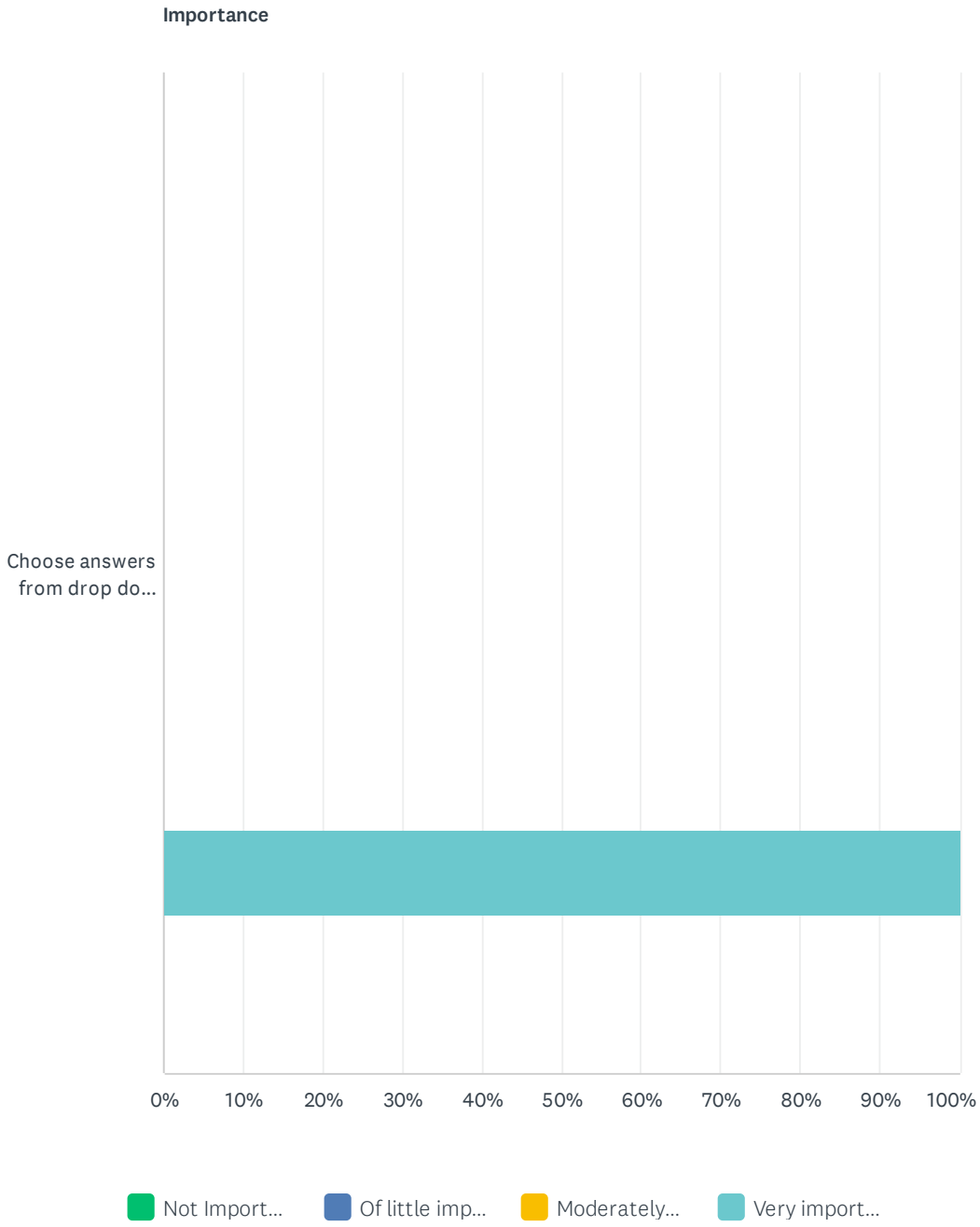
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q42 3.2.7 Facilitates effective communication among people with different perspectives.

Answered: 3 Skipped: 0

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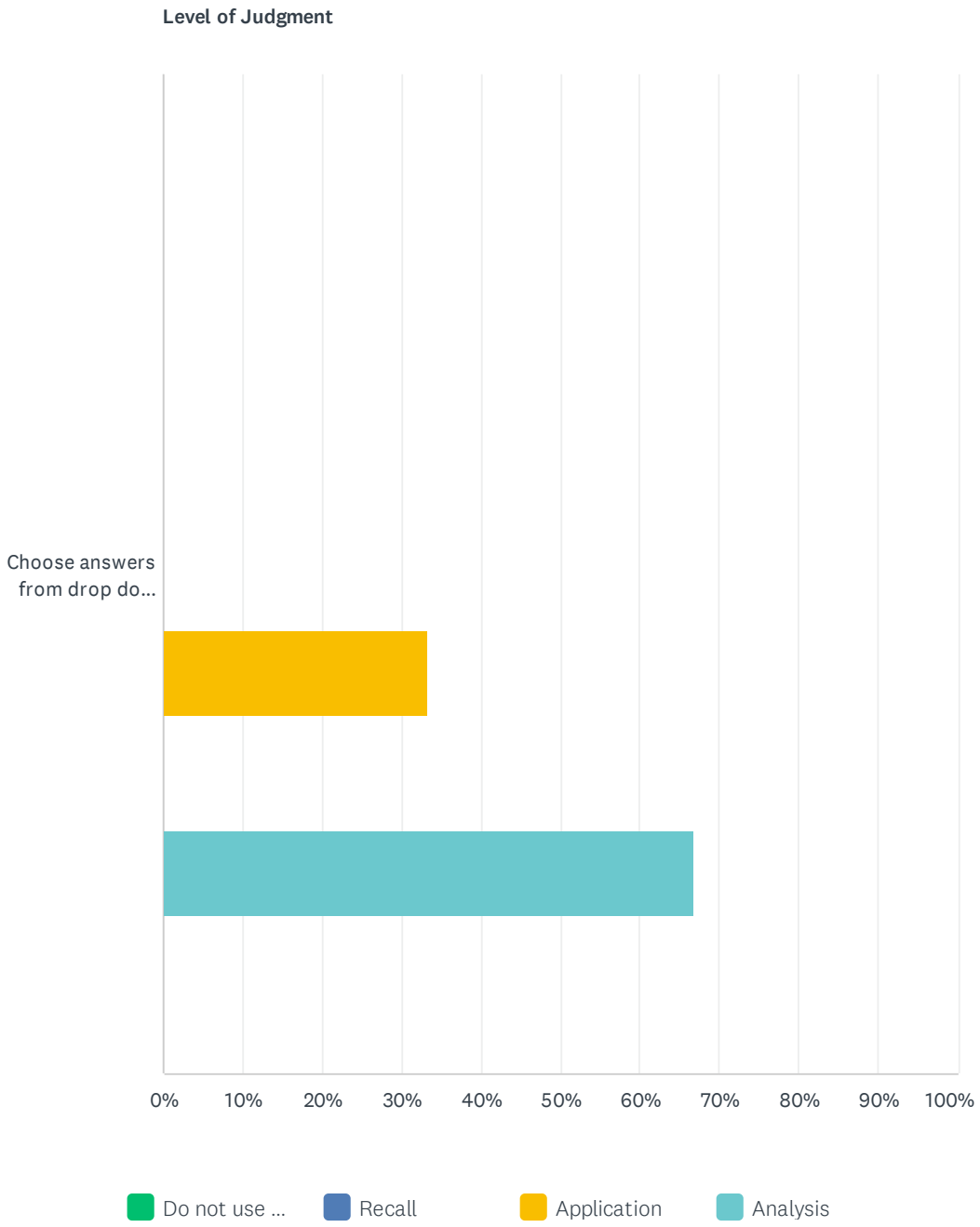

Frequency						
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Importance					
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Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
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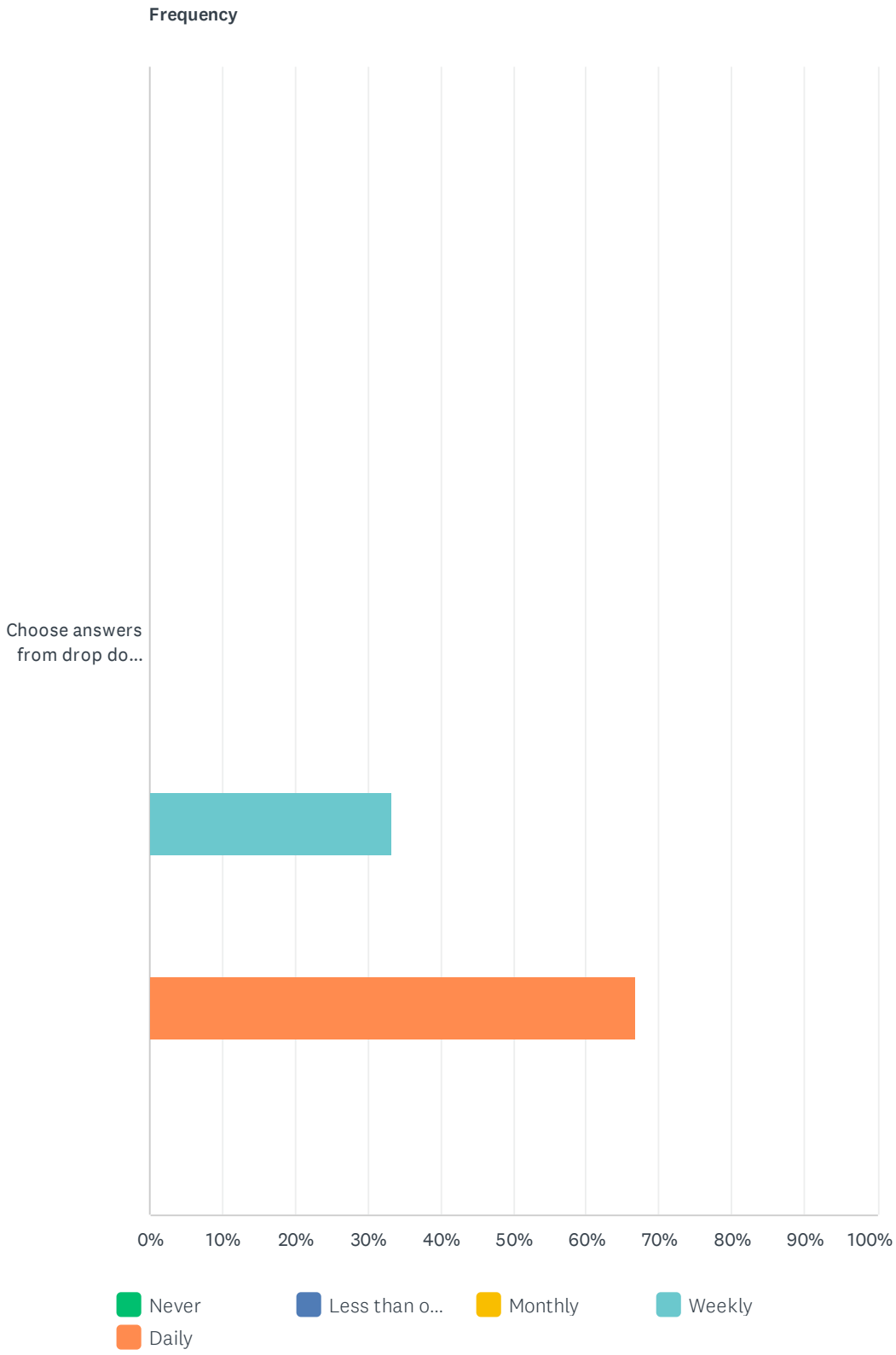
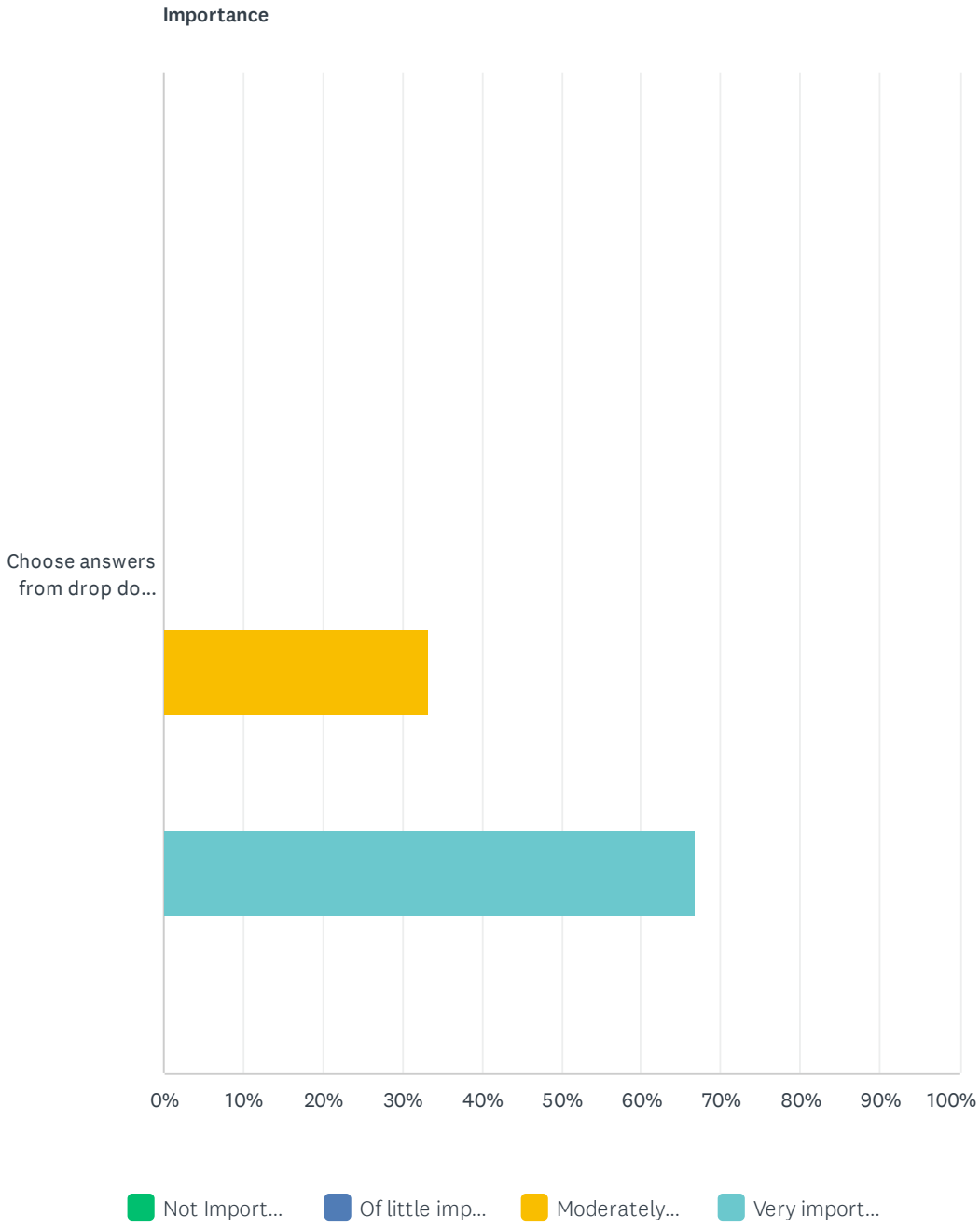
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q43 3.2.8 Adaptable communication for different situations, mediums or modalities, and stakeholders.

Answered: 3 Skipped: 0

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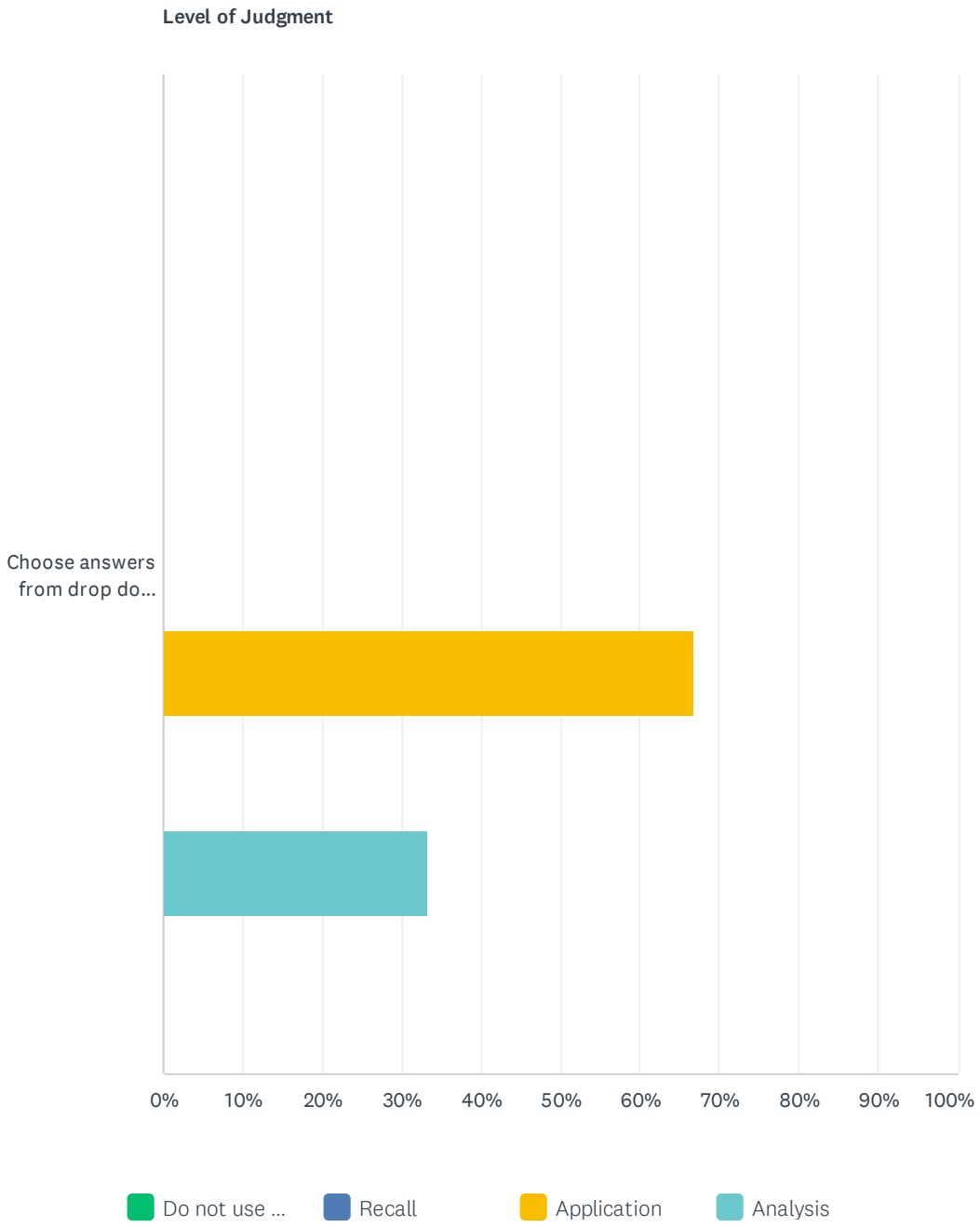

Frequency						
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Level of Judgment					
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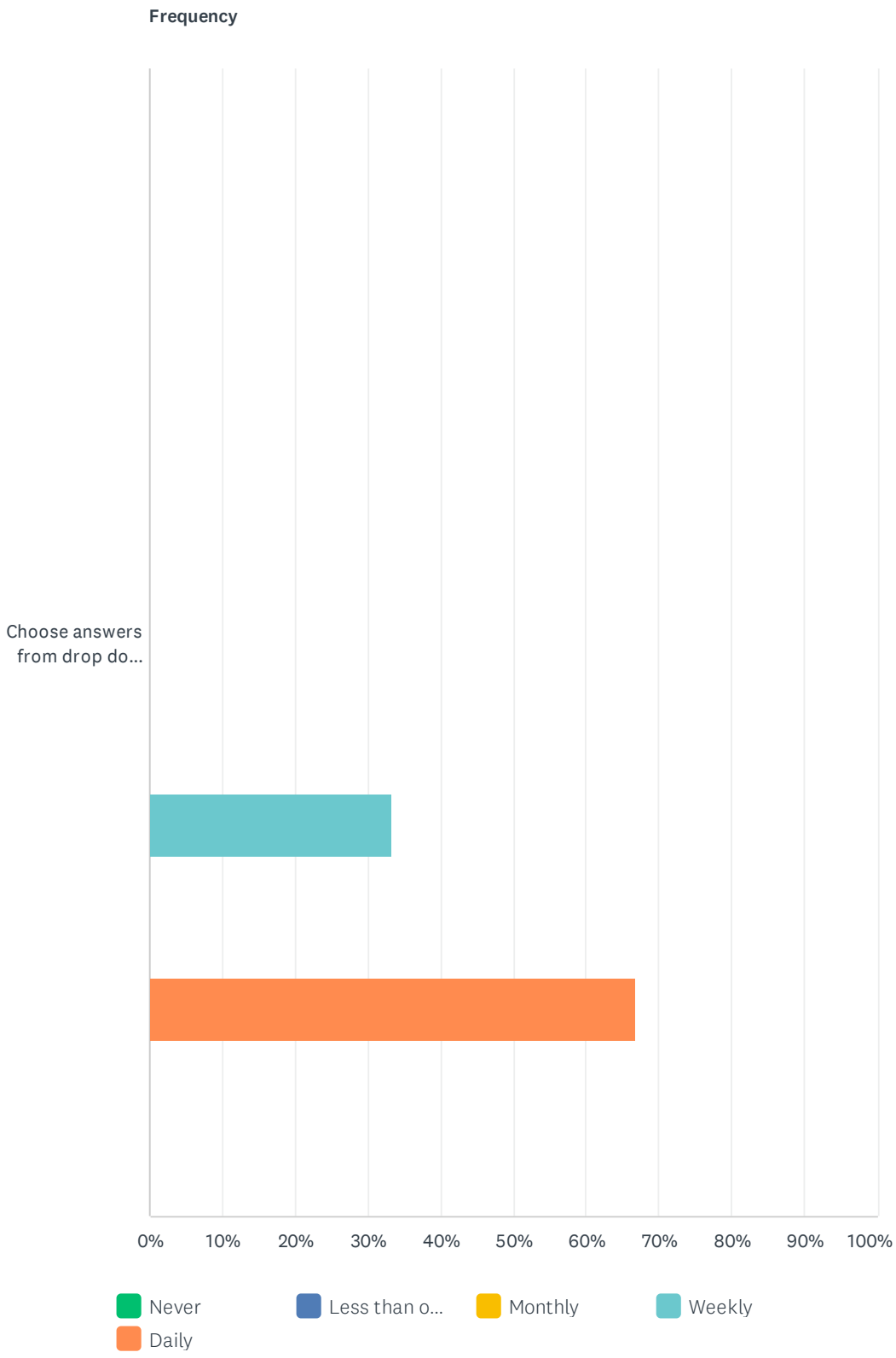
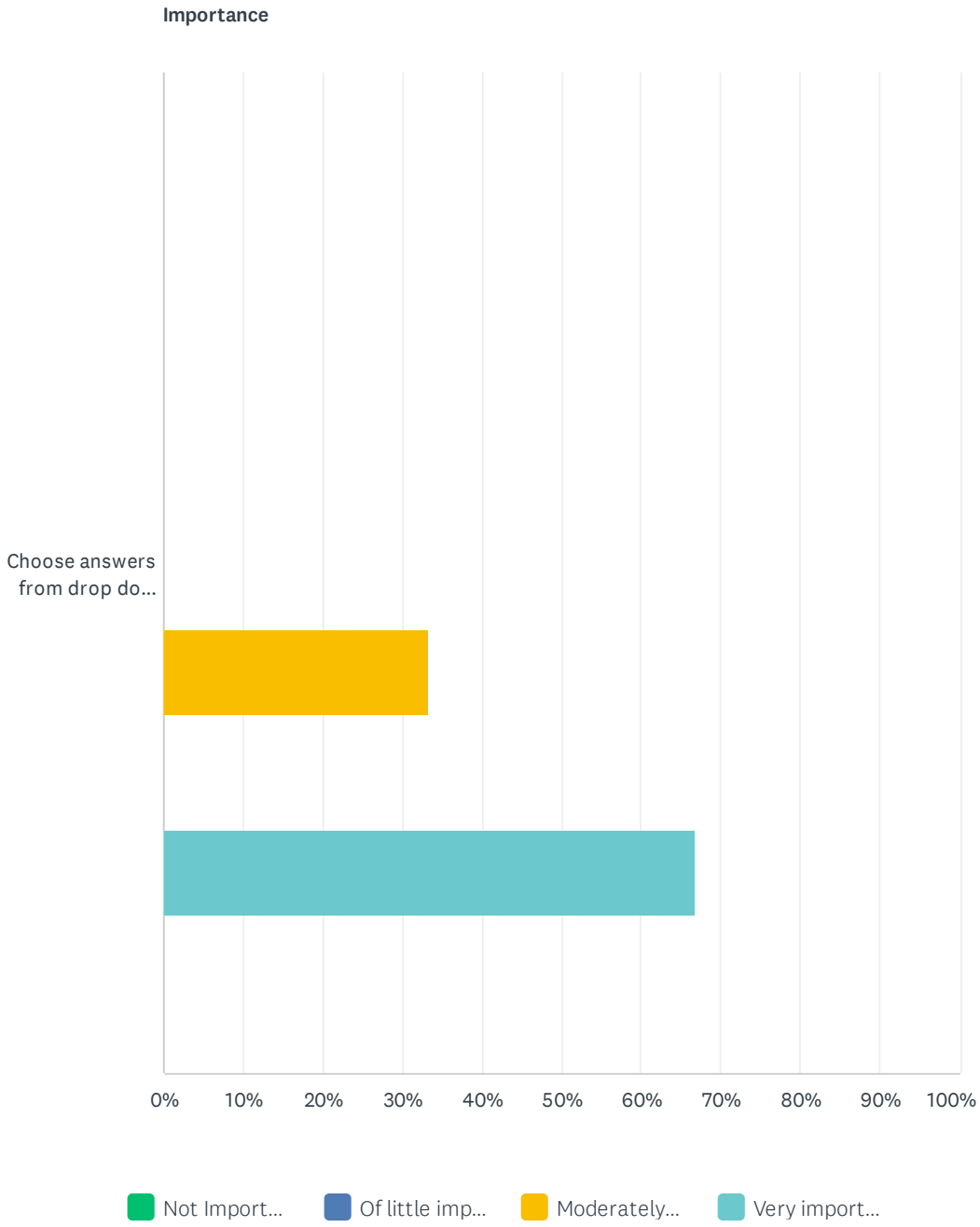
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q44 3.3.1 Communicates in a manner which influences others.

Answered: 3 Skipped: 0

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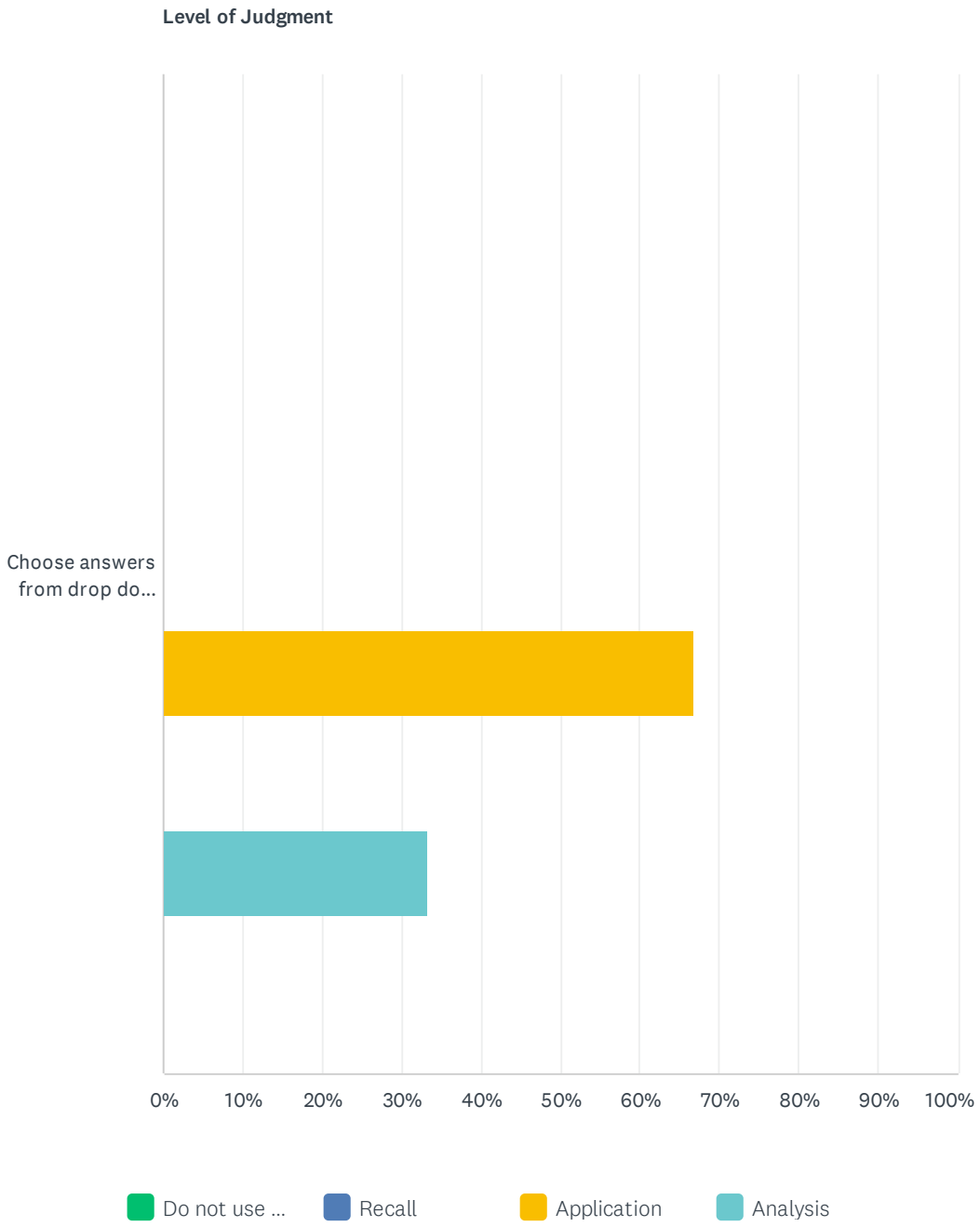

Frequency						
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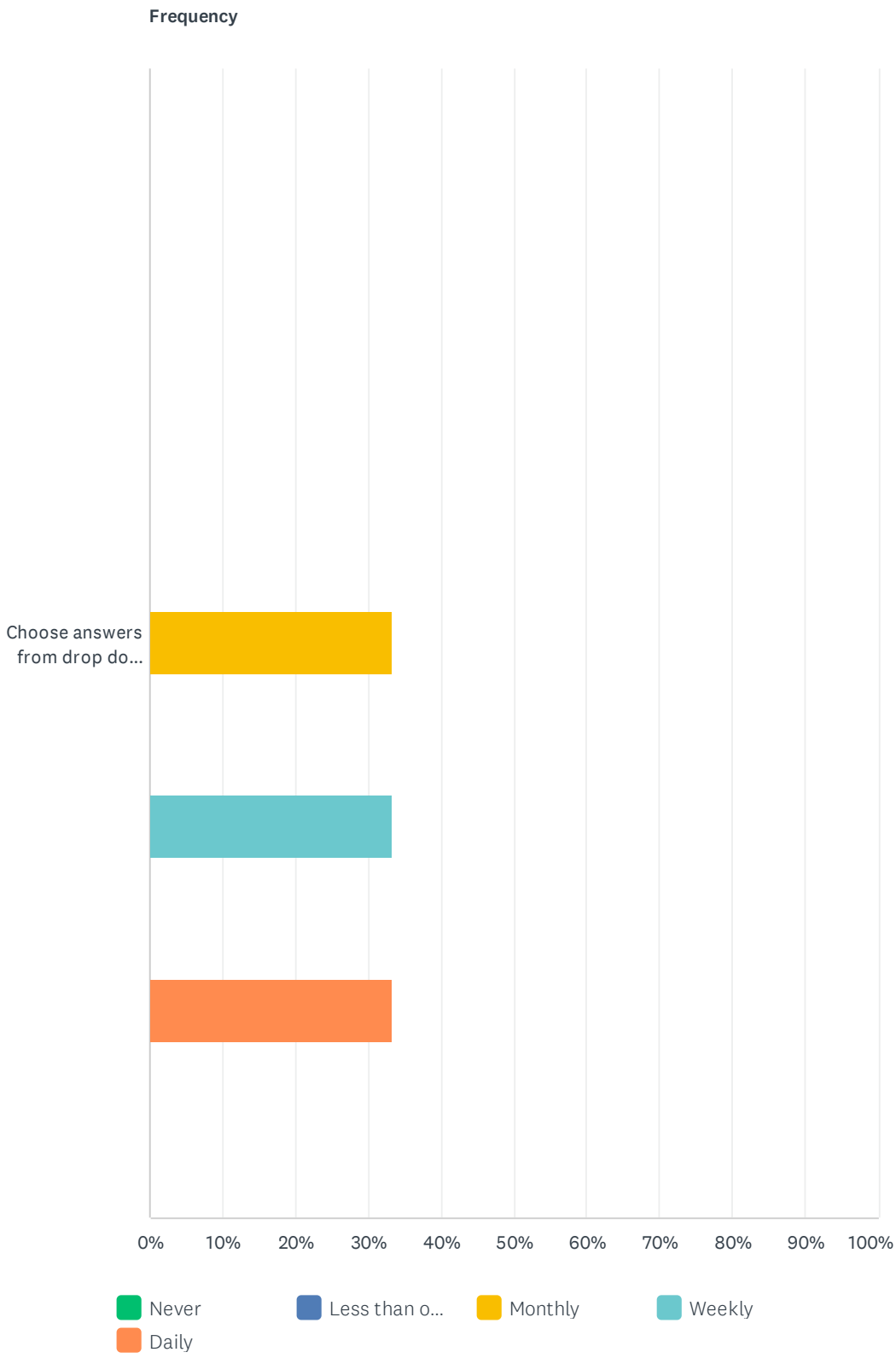
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

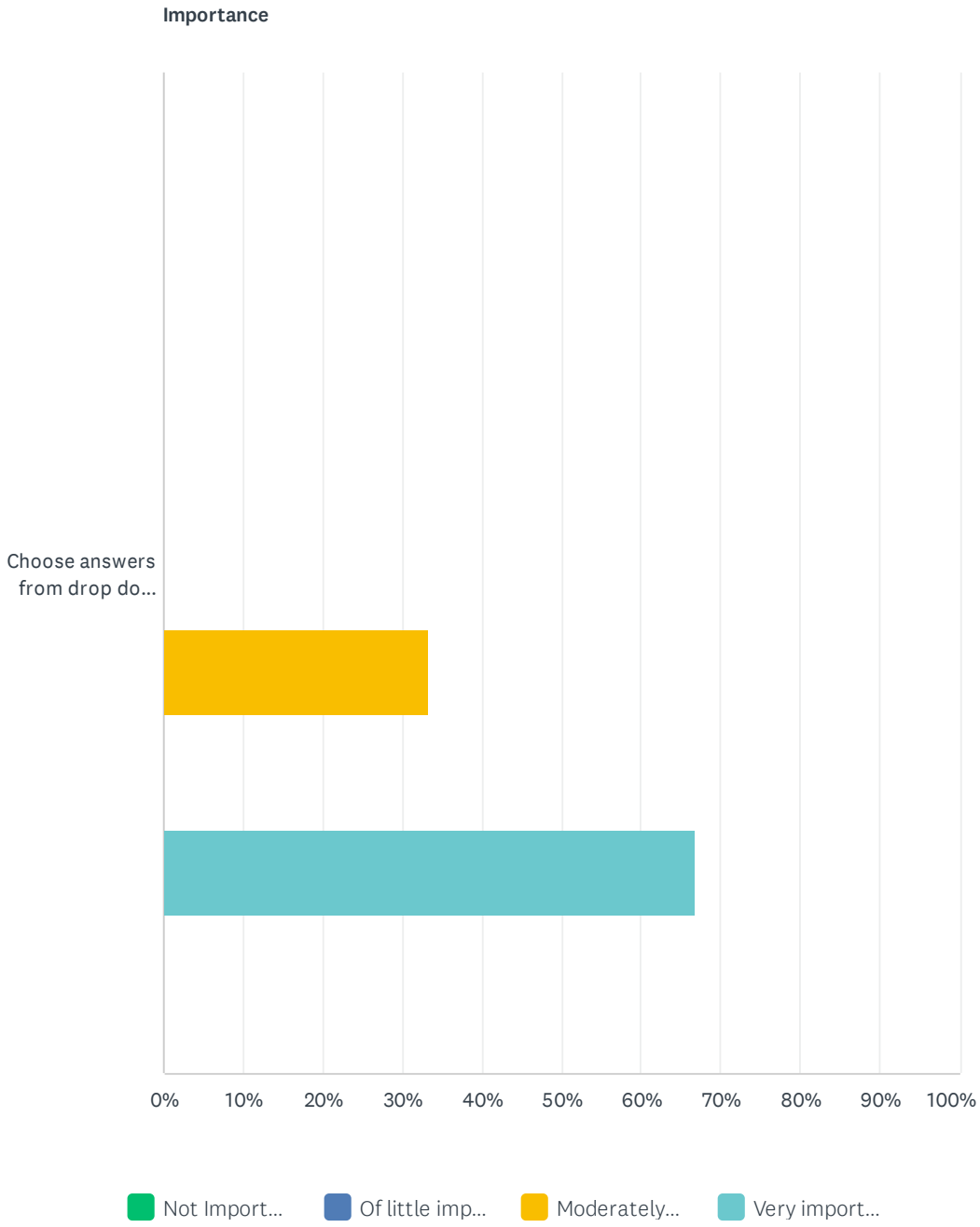
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q45 4.1.1 Knowledge of leadership and management theories.

Answered: 3 Skipped: 0

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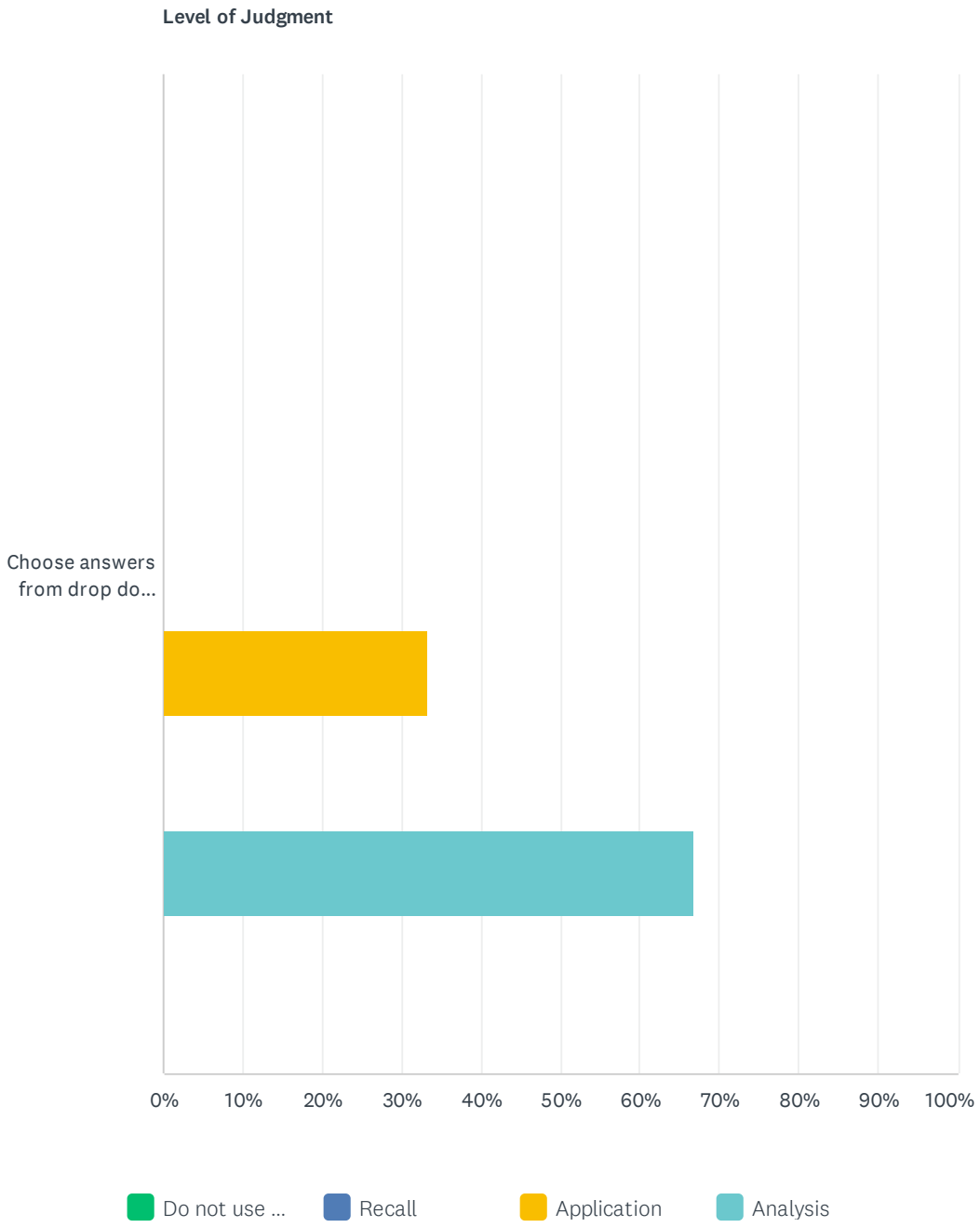

Frequency						
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Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	33.33% 1	33.33% 1	3

Importance					
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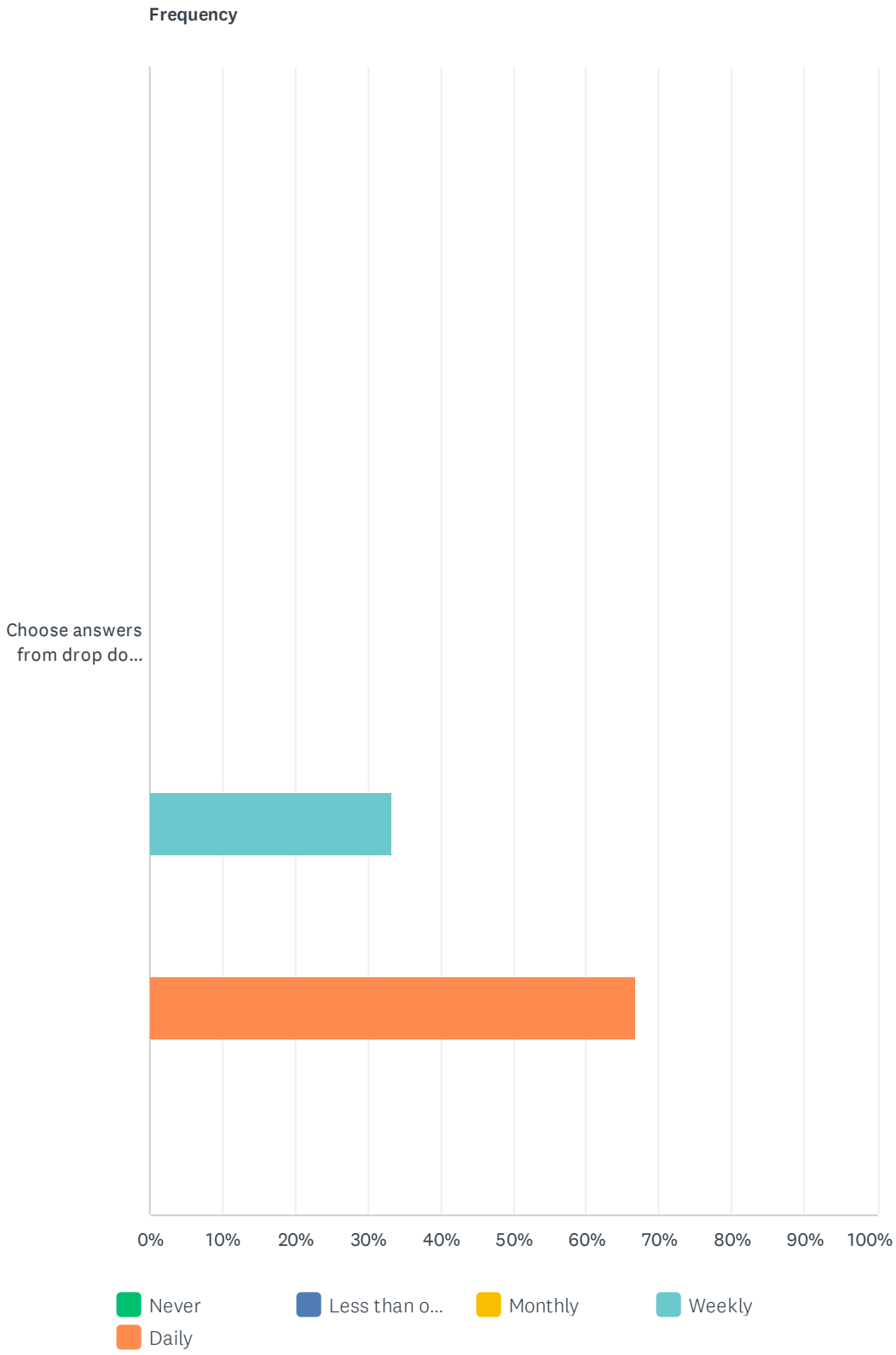
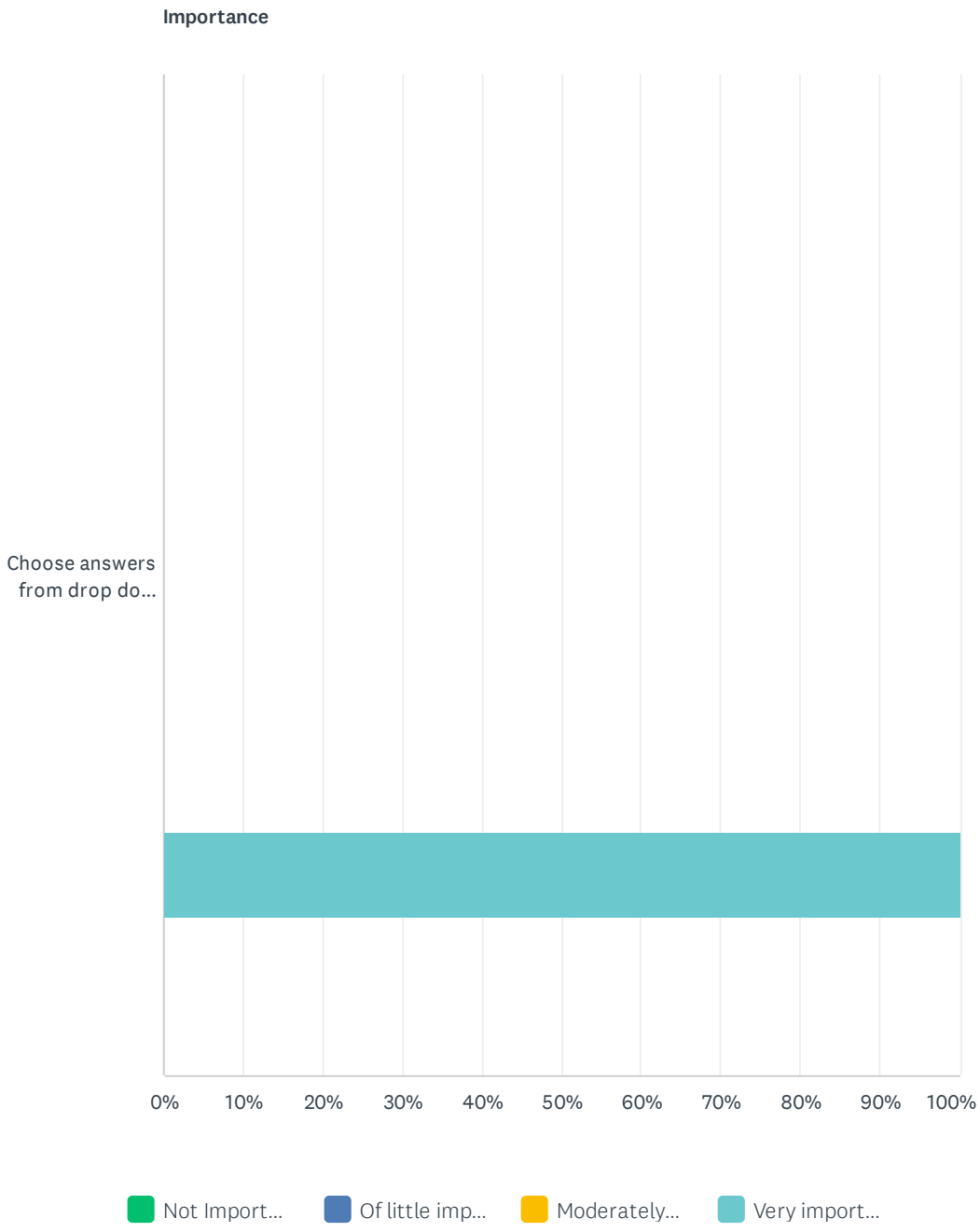
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q46 4.1.2 Knowledge of individual behaviors and characteristics among faculty that supports students and institutional mission.

Answered: 3 Skipped: 0

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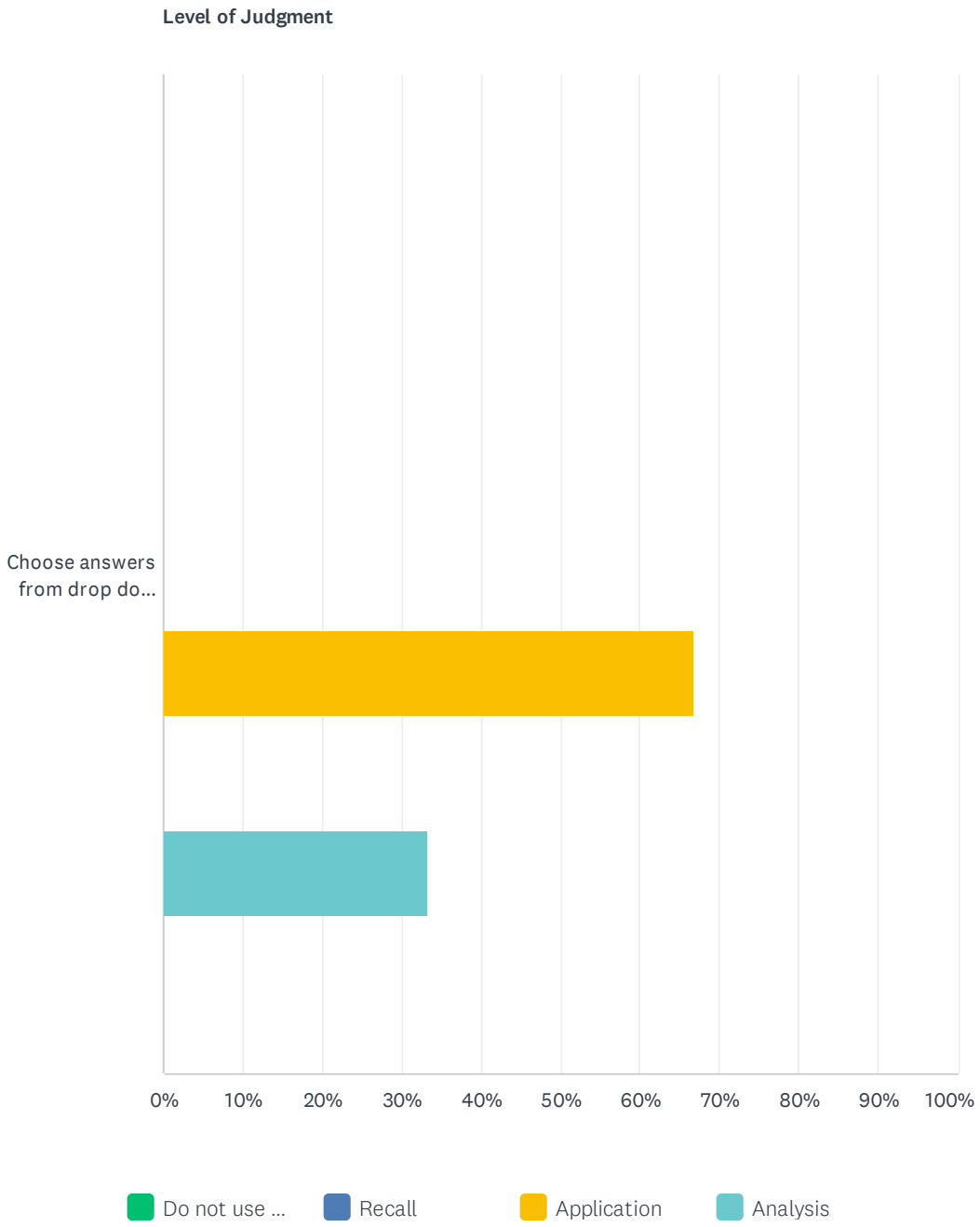

Frequency						
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Importance					
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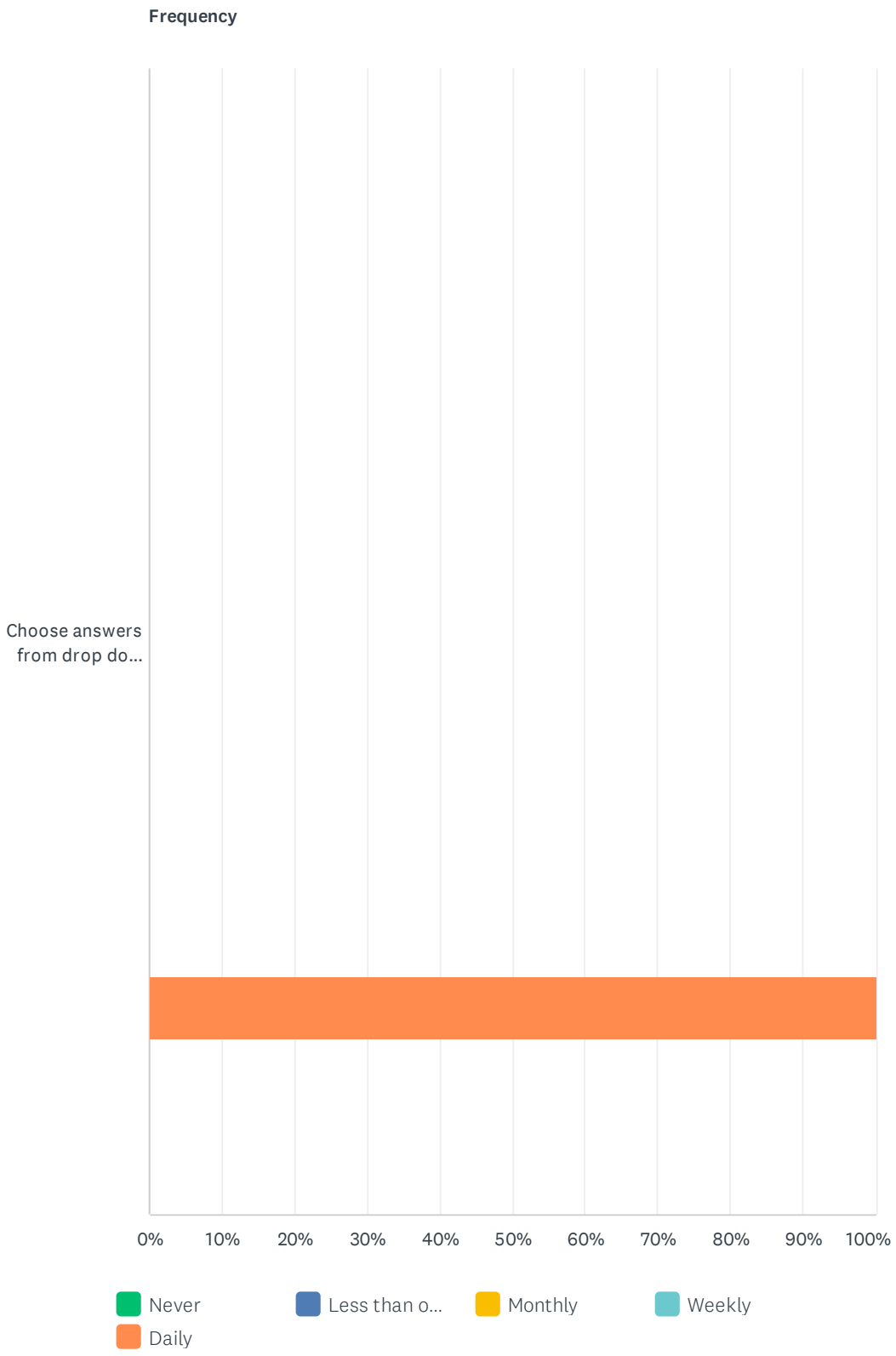
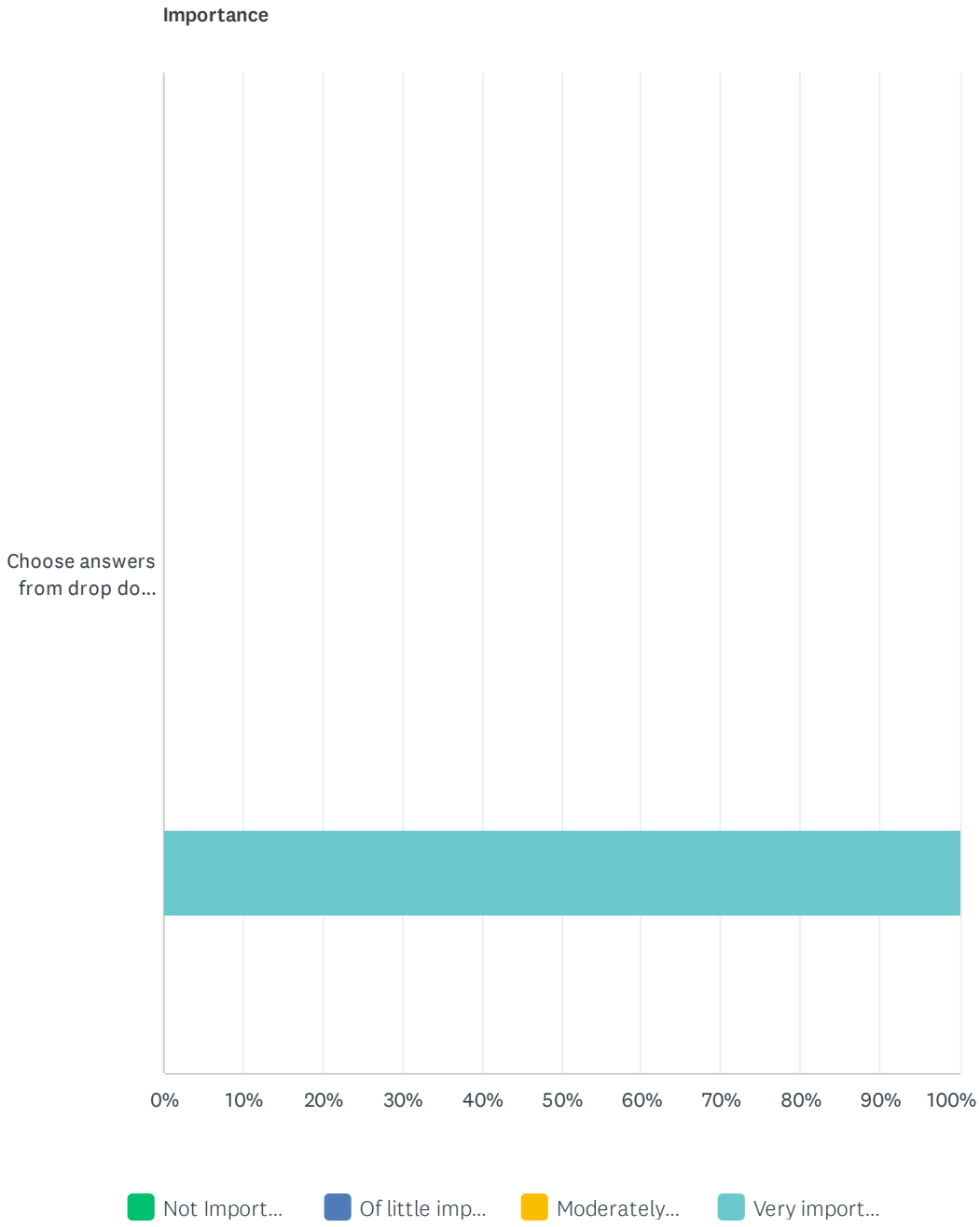
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q47 4.2.1 Practices work-life integration.

Answered: 3 Skipped: 0

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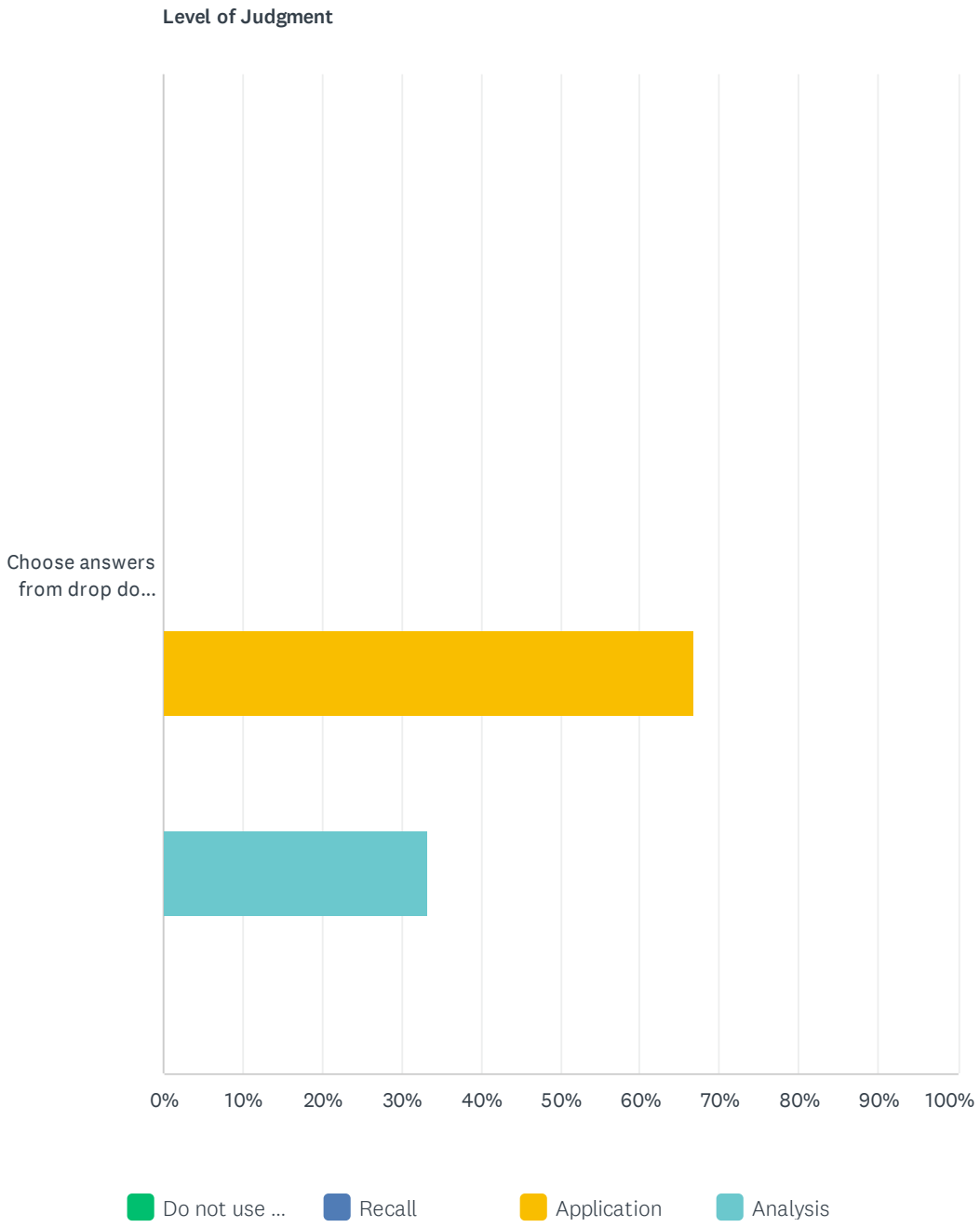

Frequency						
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Importance					
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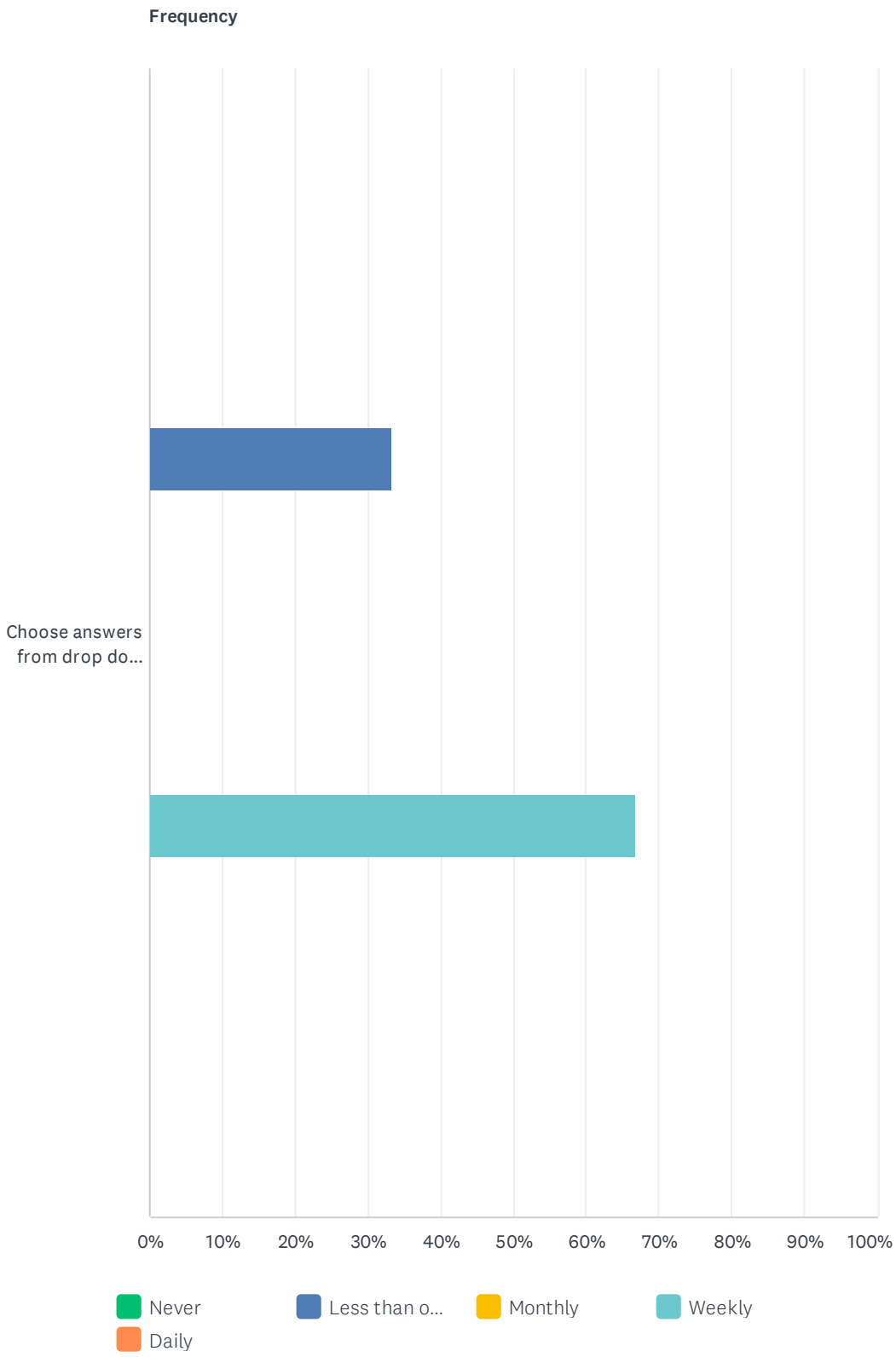
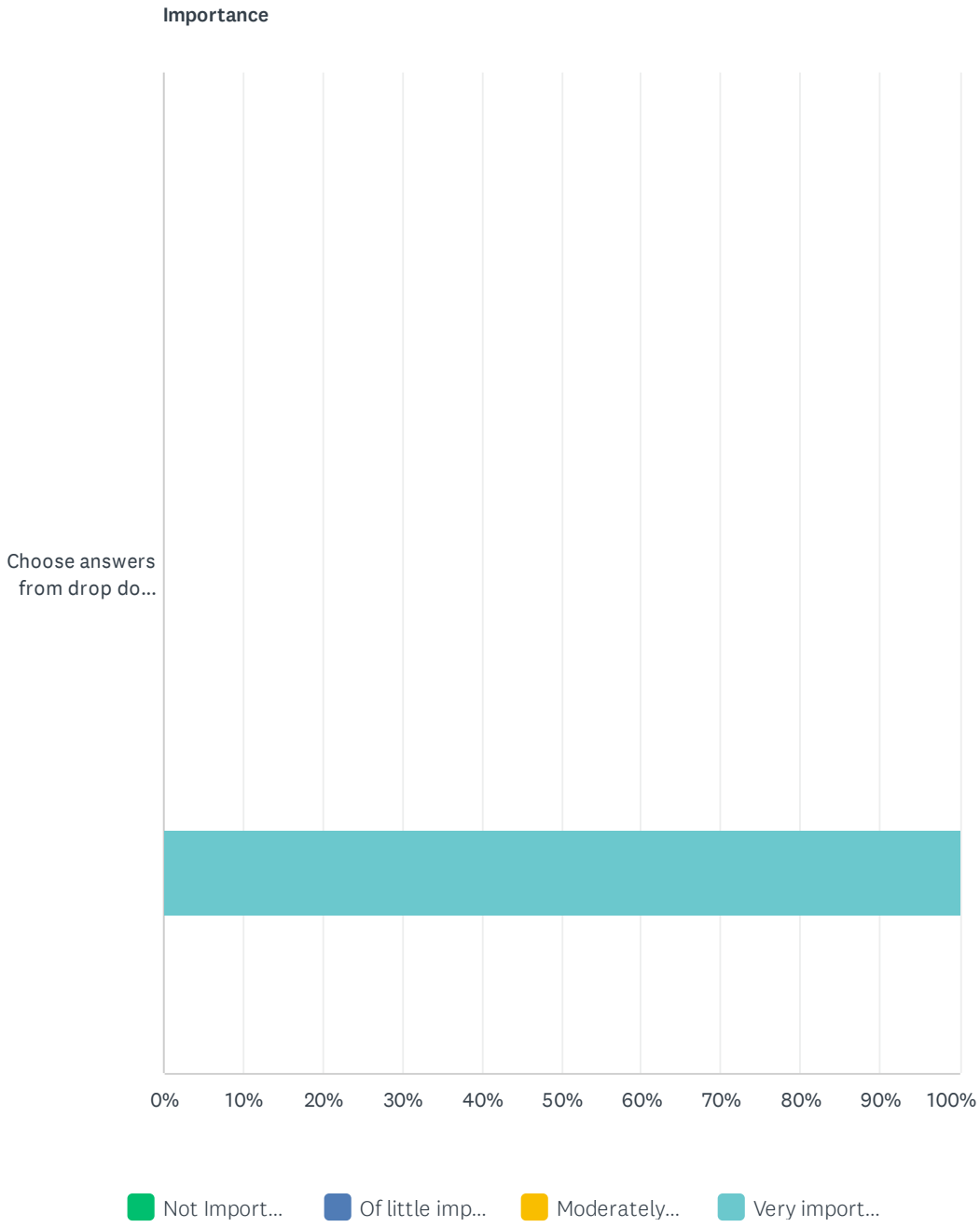
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q48 4.2.2 Employs negotiation tactics.

Answered: 3 Skipped: 0

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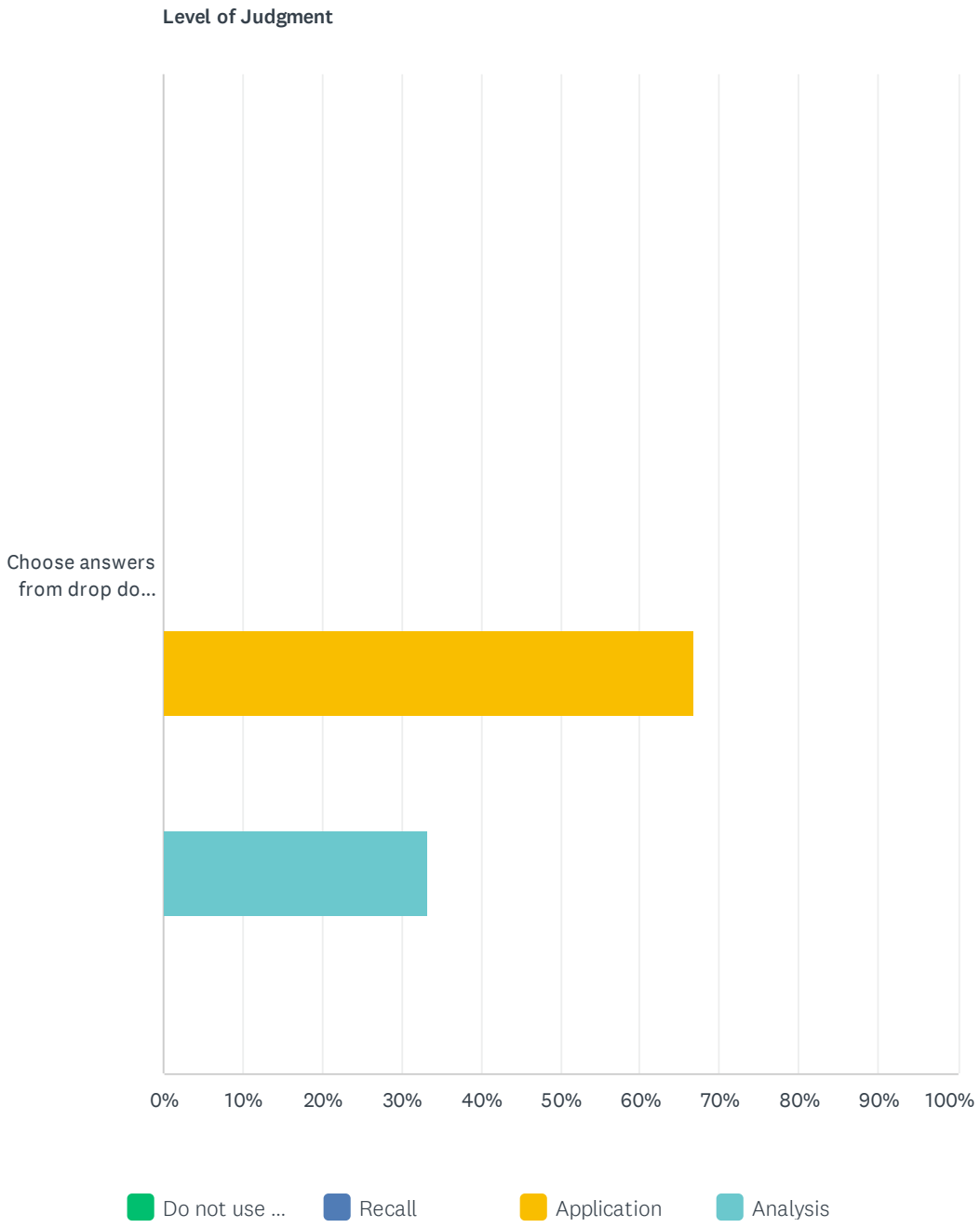

Frequency						
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Importance					
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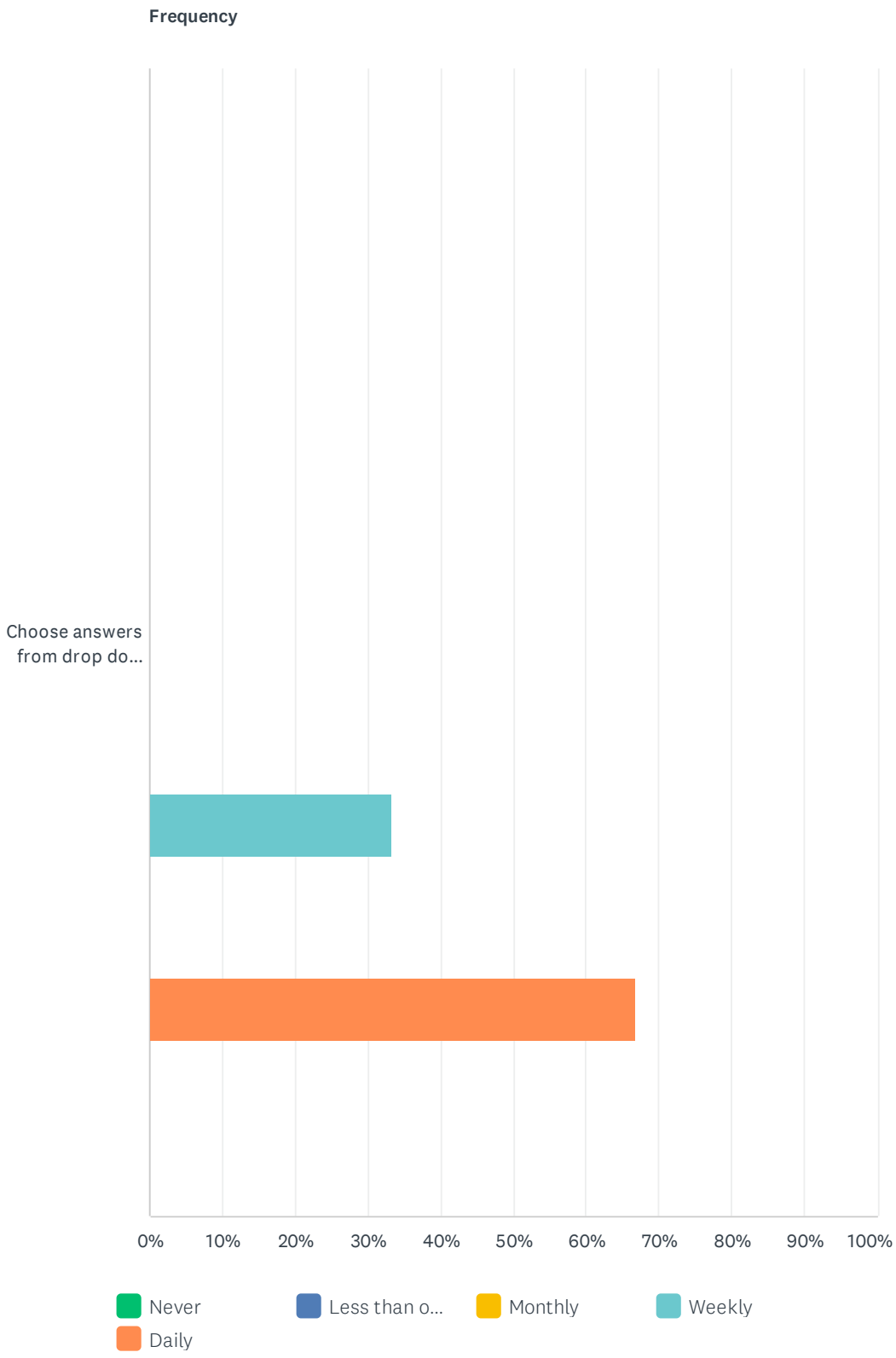
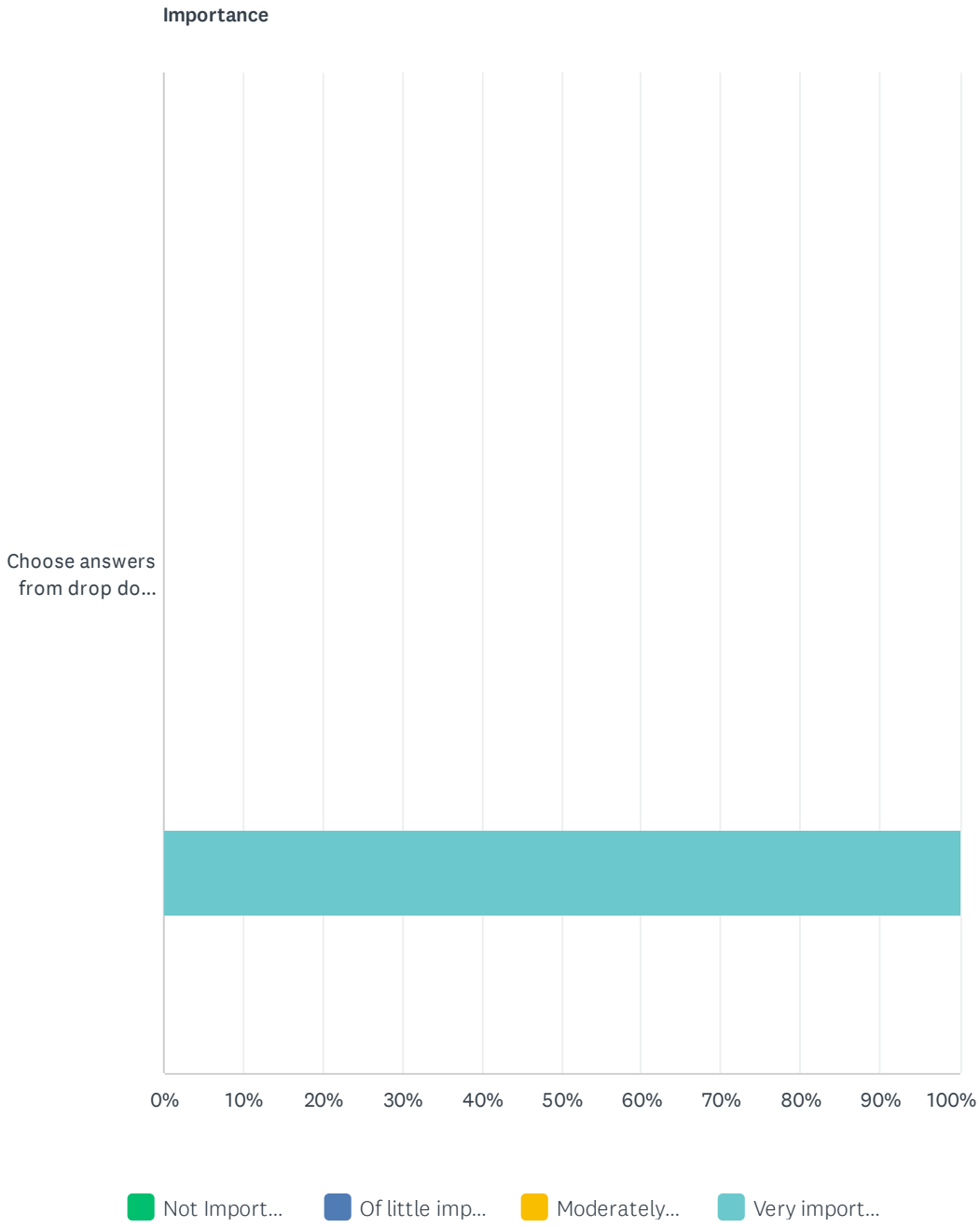
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q49 4.2.3 Empowers others.

Answered: 3 Skipped: 0

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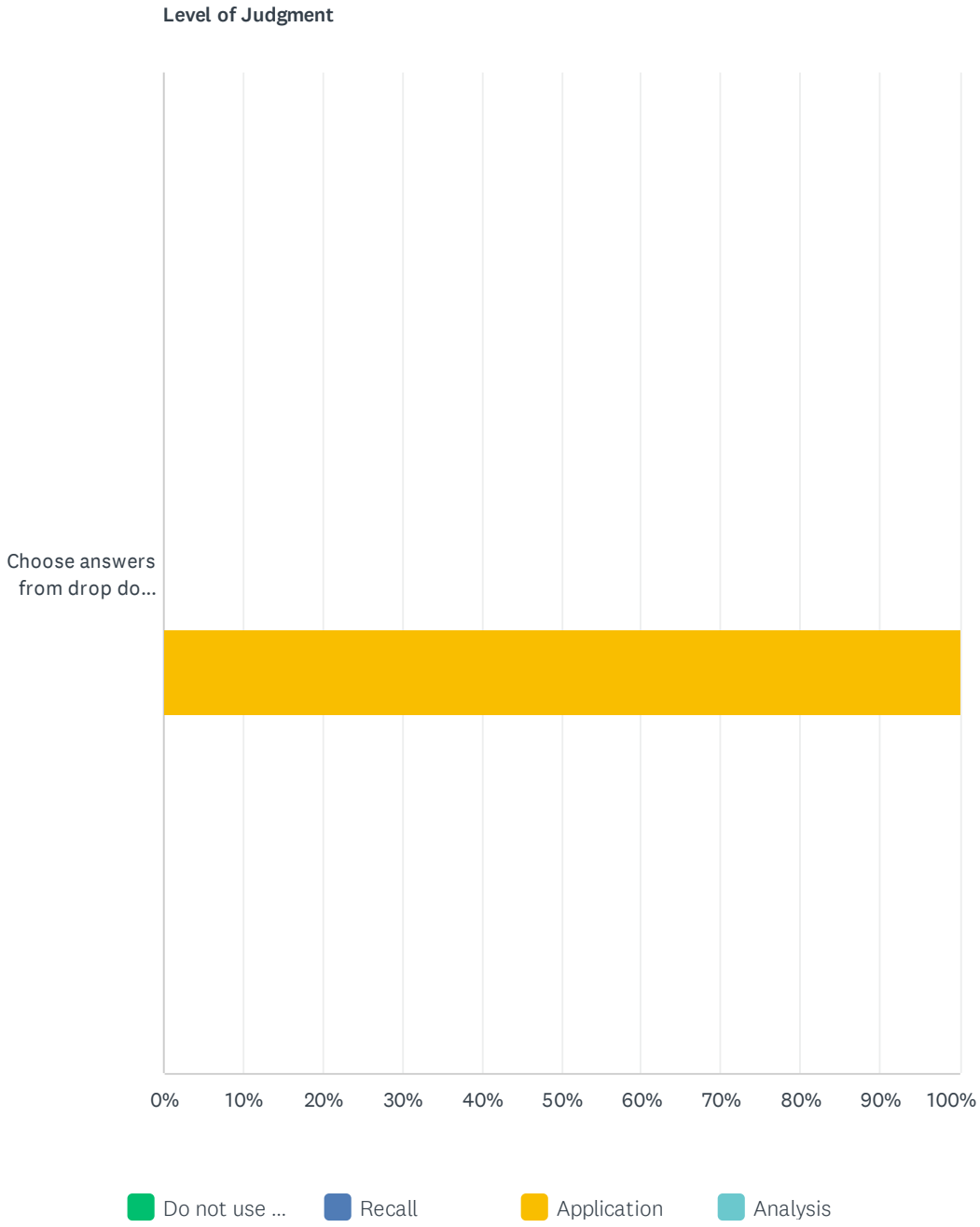

Frequency						
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Importance					
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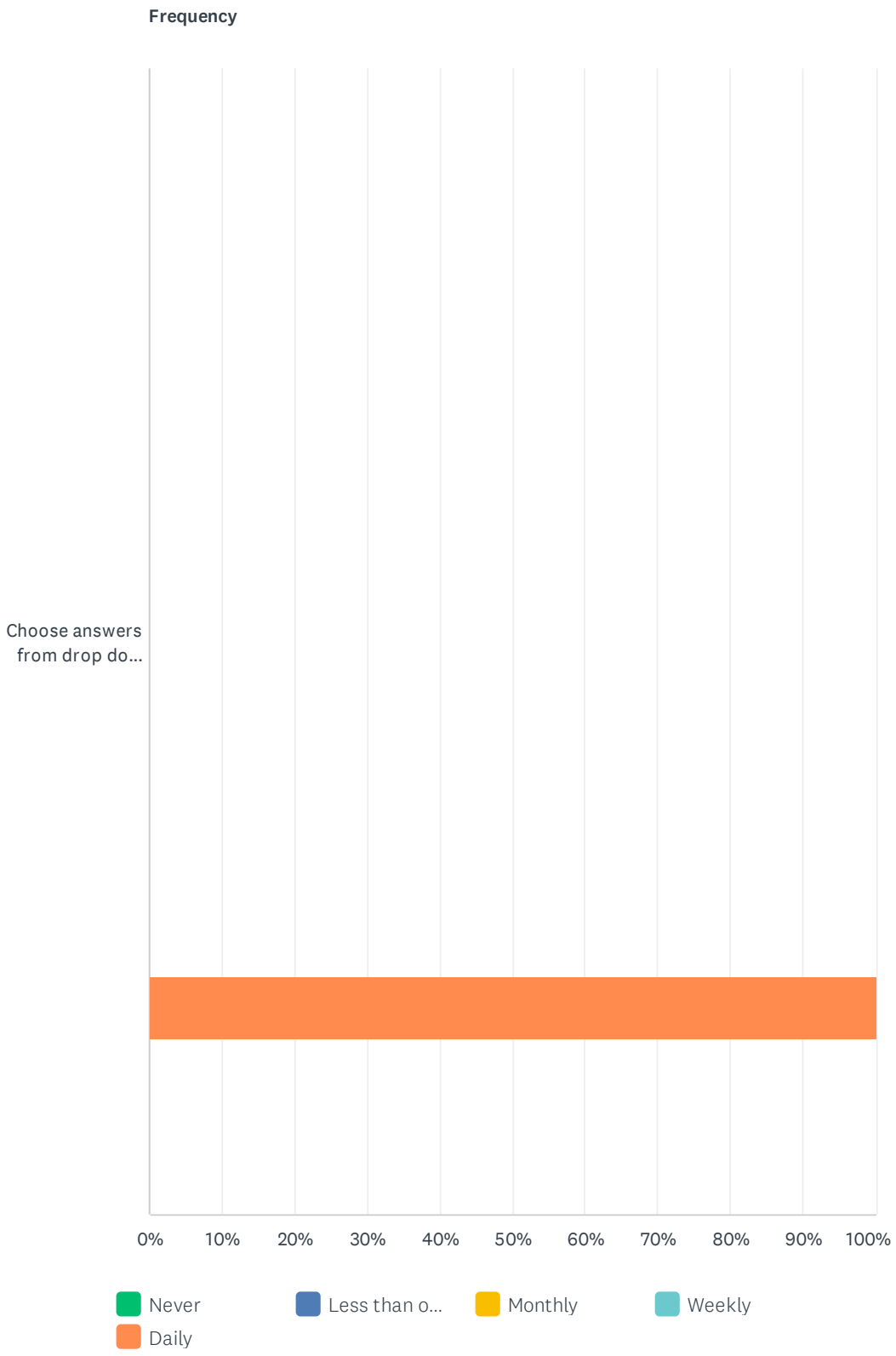
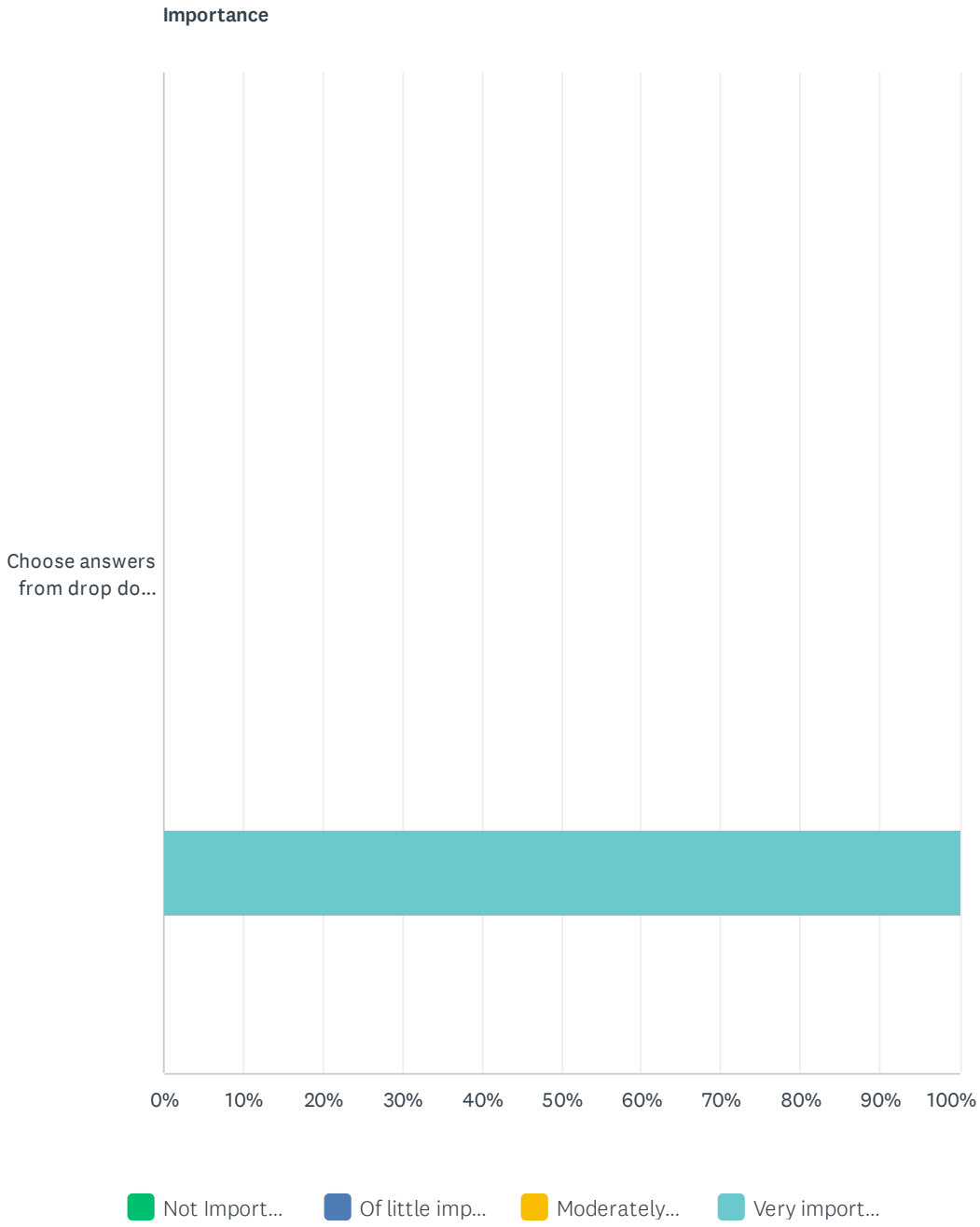
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3

Q50 4.2.4 Learns from others.

Answered: 3 Skipped: 0

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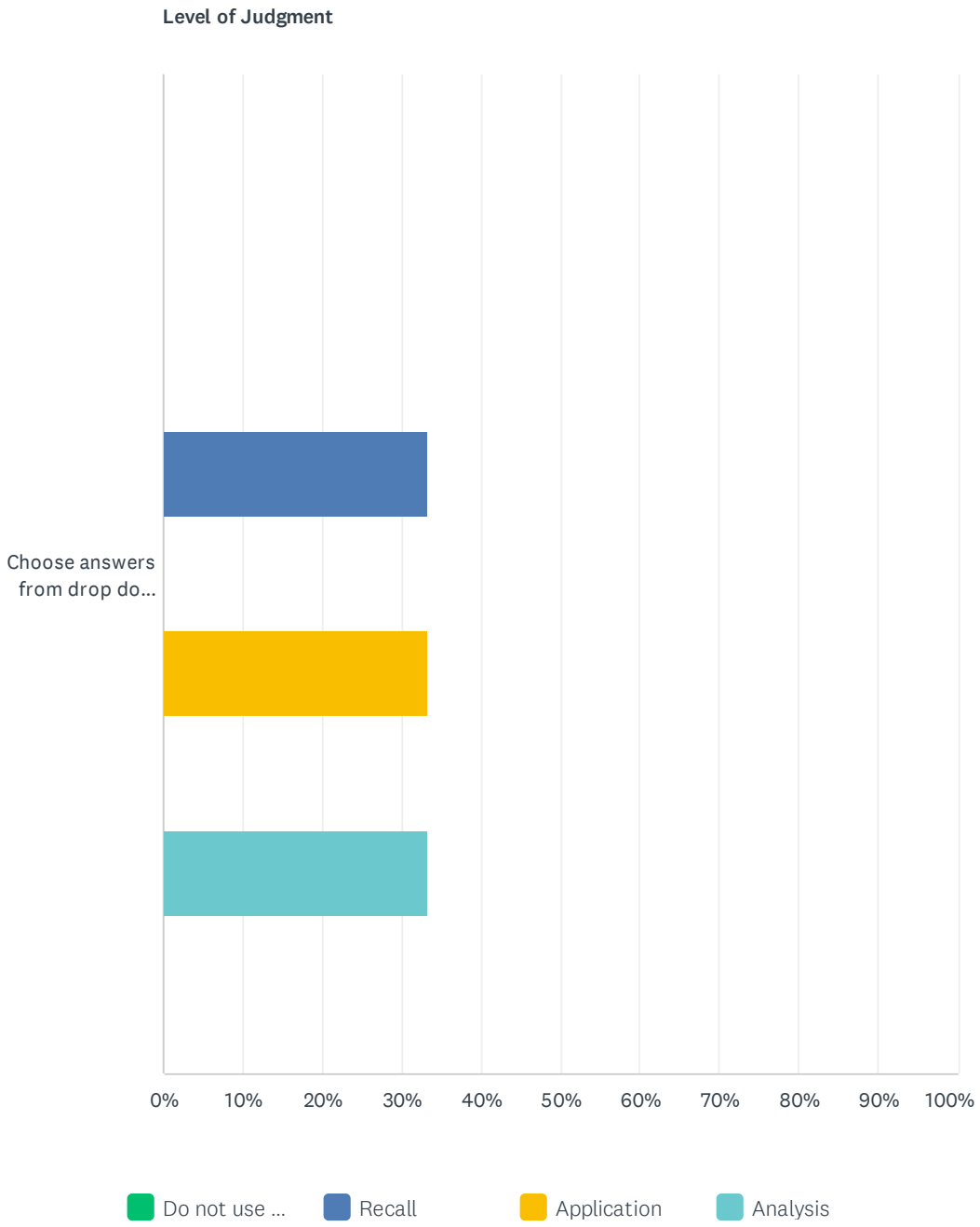

Frequency						
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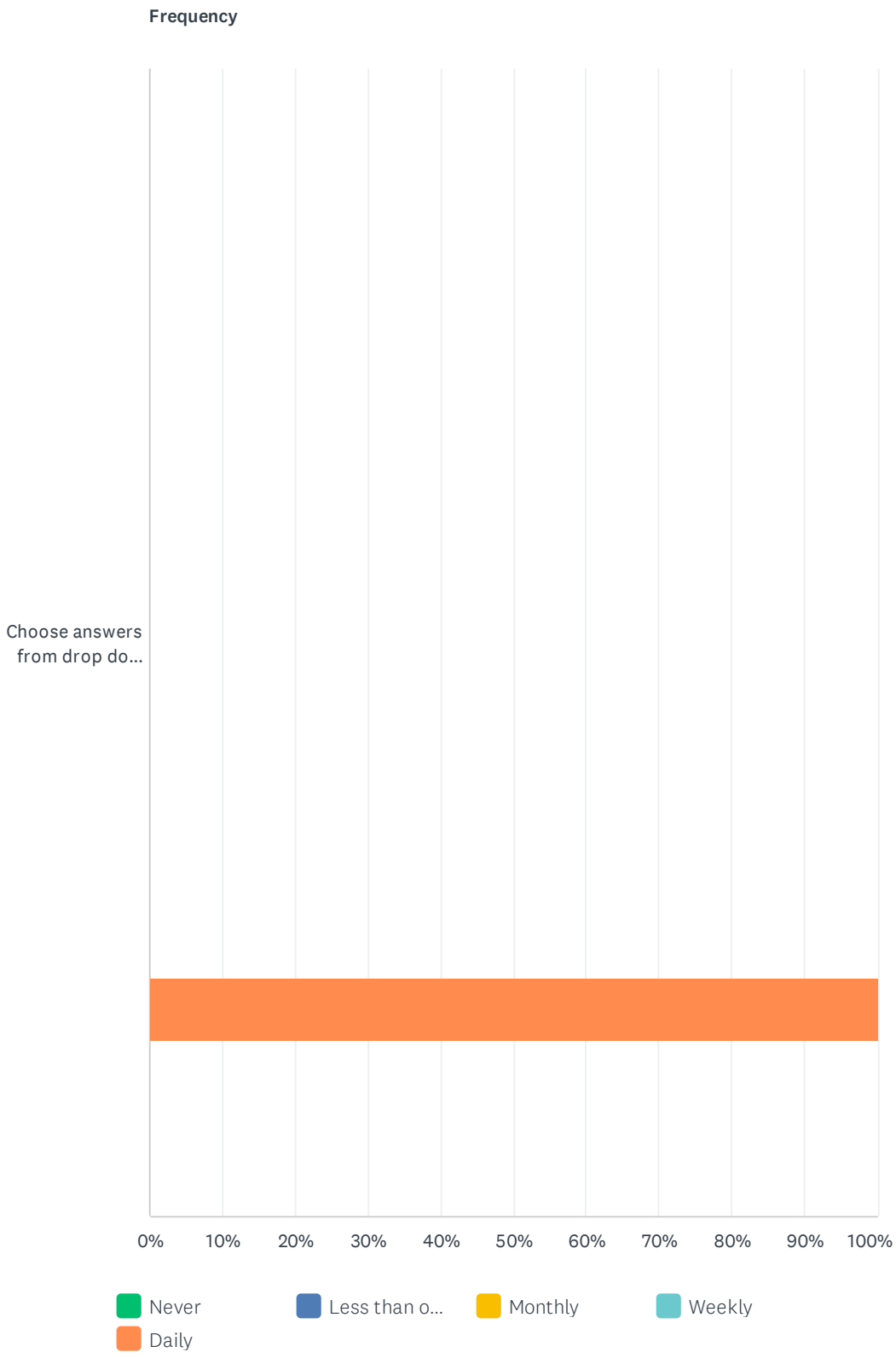
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

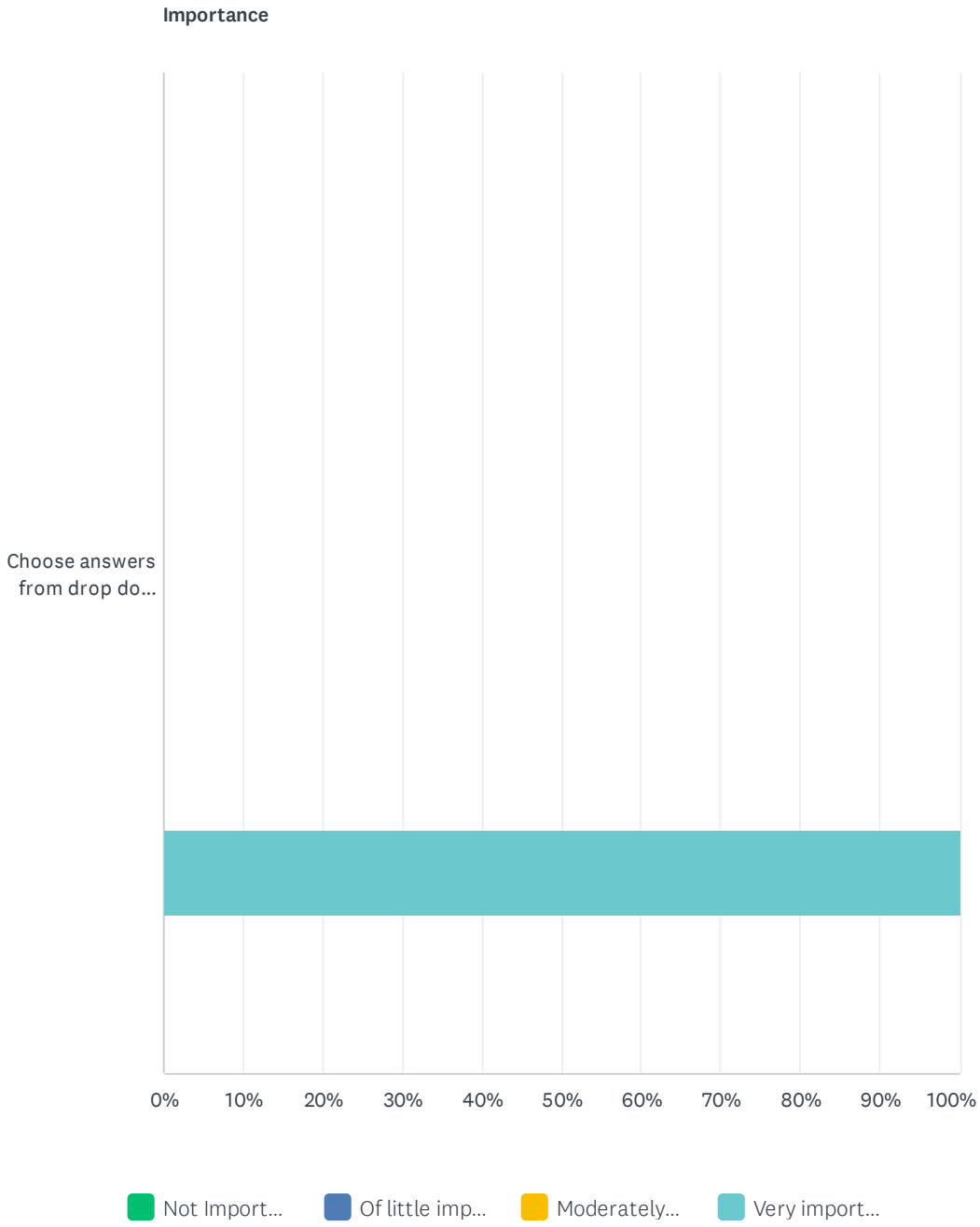
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	33.33% 1	33.33% 1	33.33% 1	3

Q51 4.3.1 Self-aware.

Answered: 3 Skipped: 0

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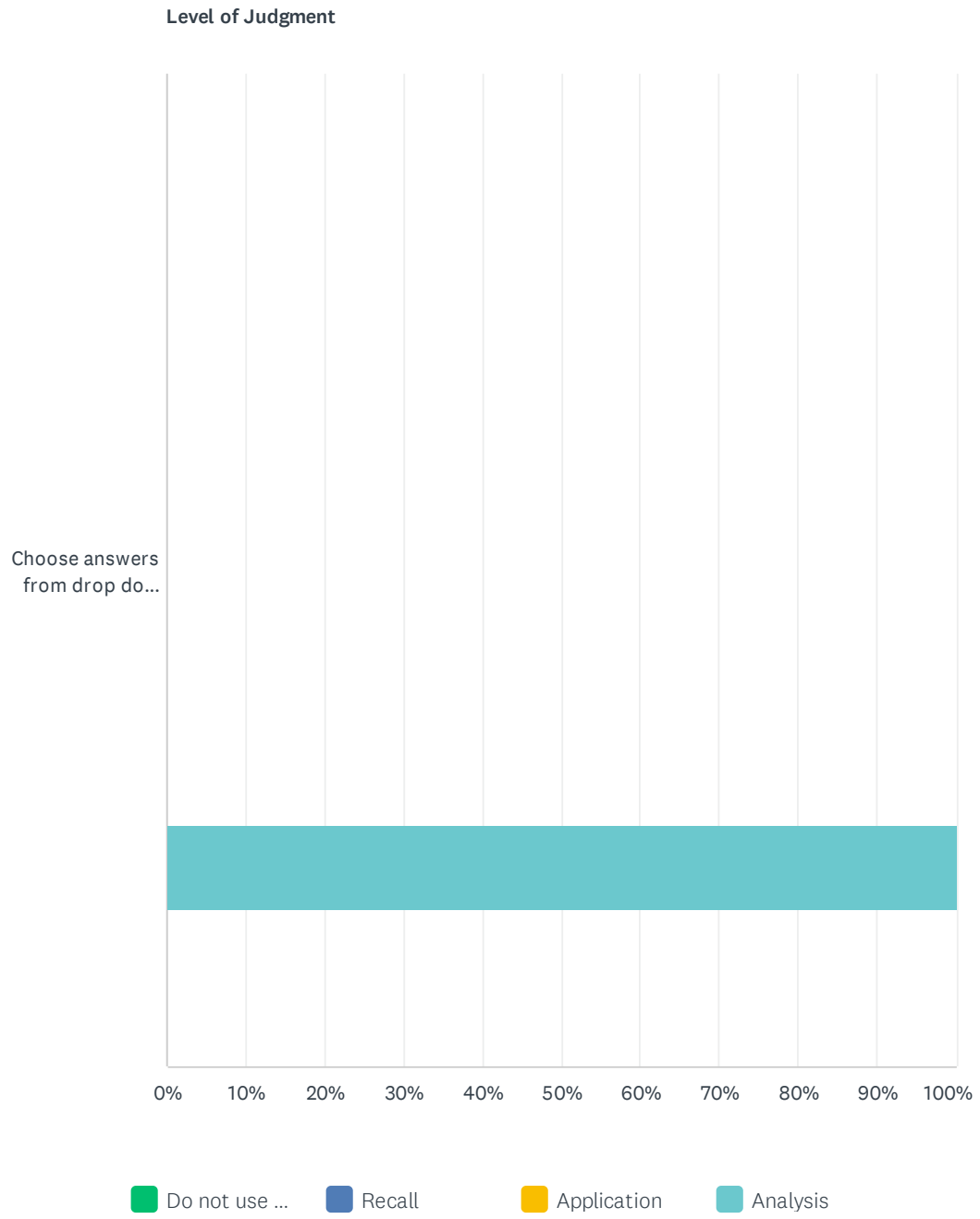

Frequency						
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Importance					
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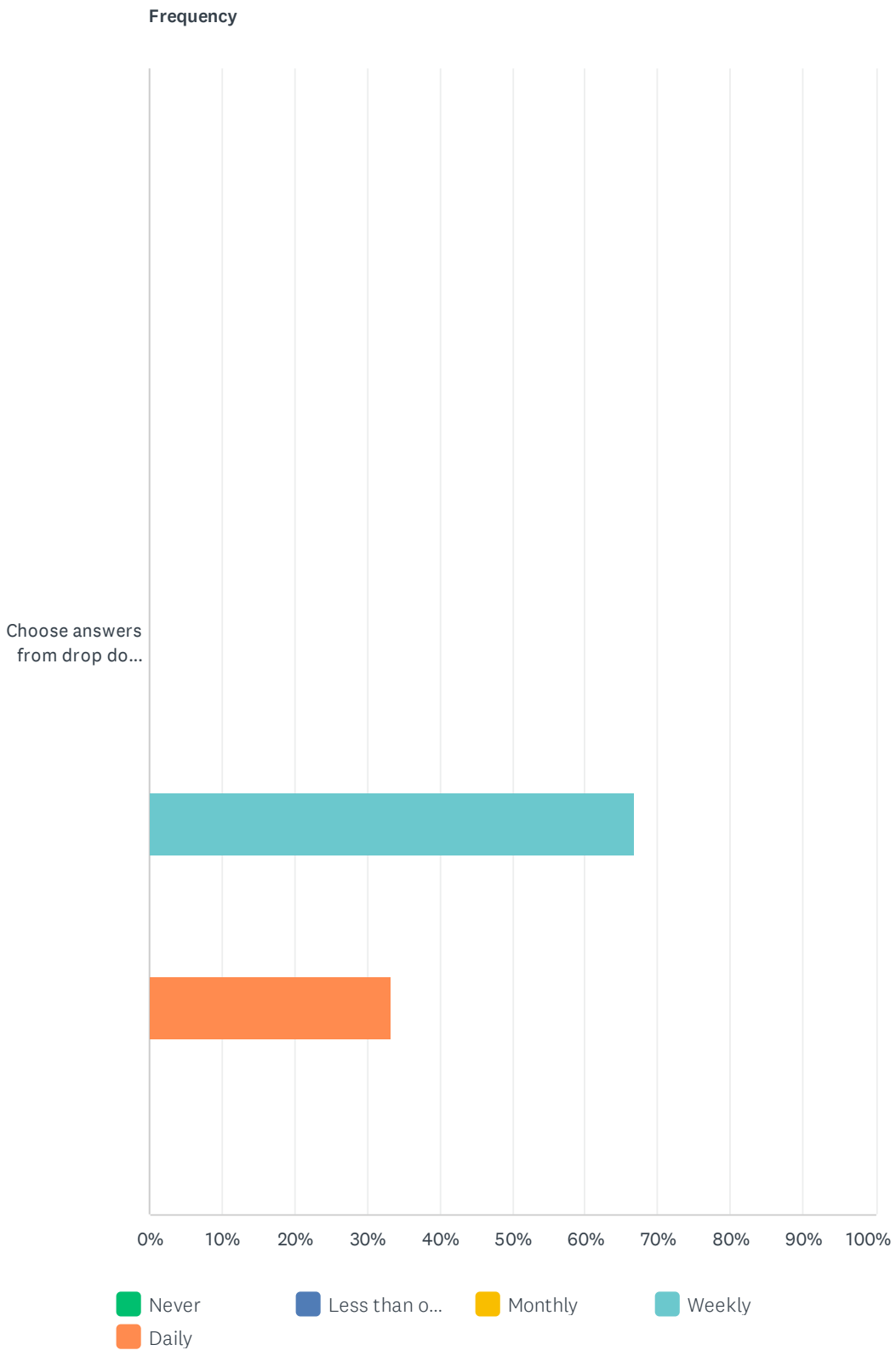
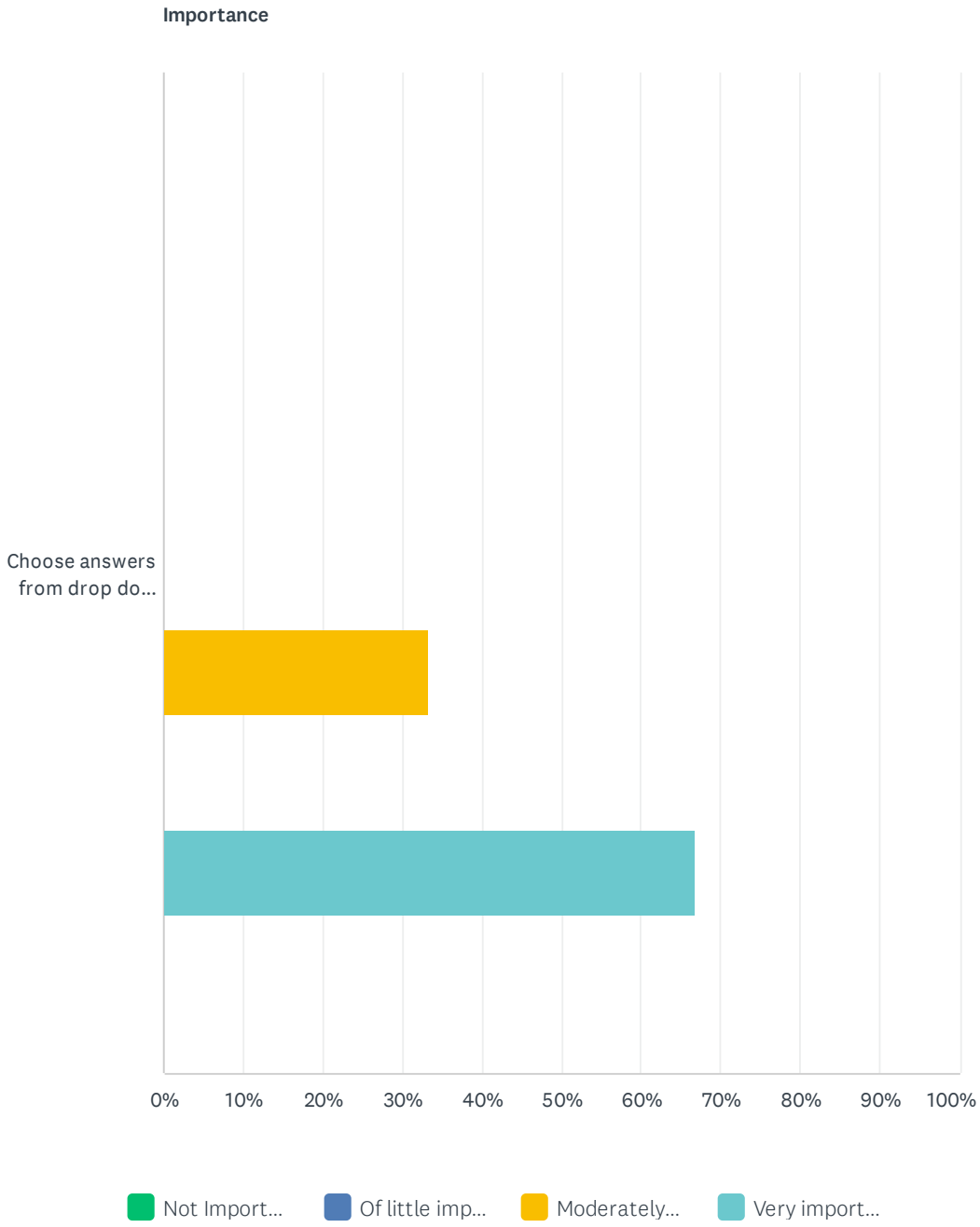
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q52 4.3.2 Change agent.

Answered: 3 Skipped: 0

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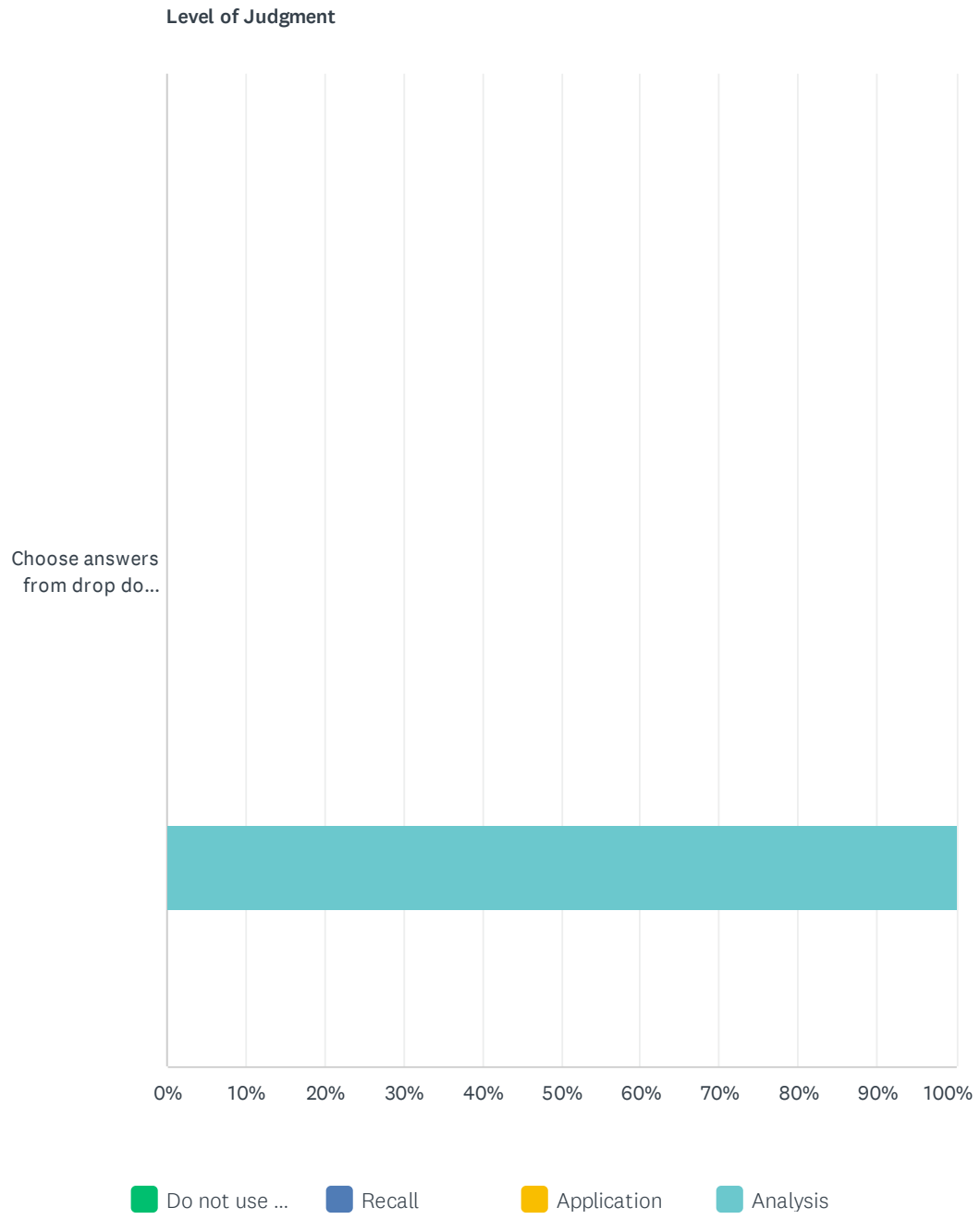

Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Importance					
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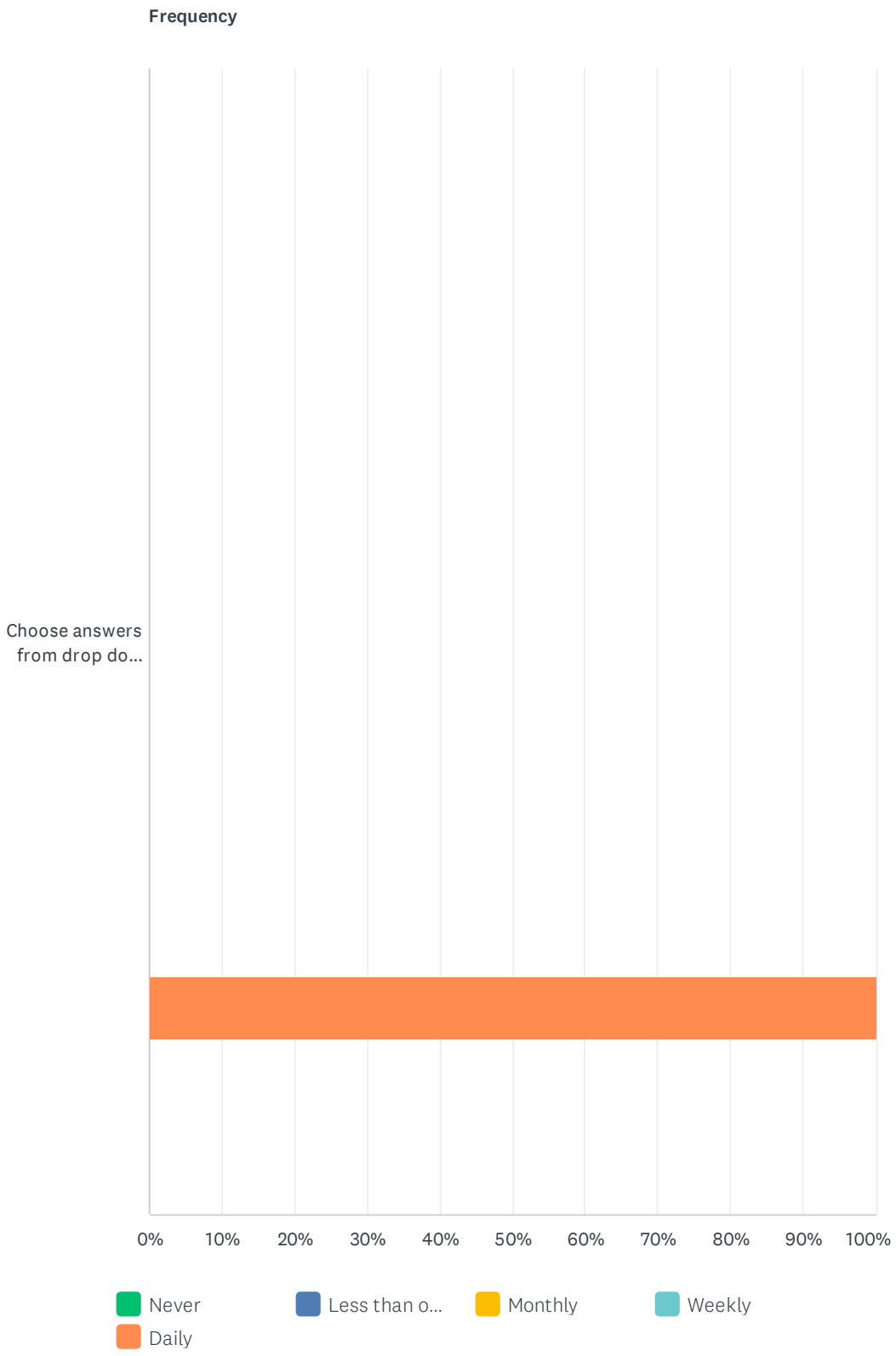
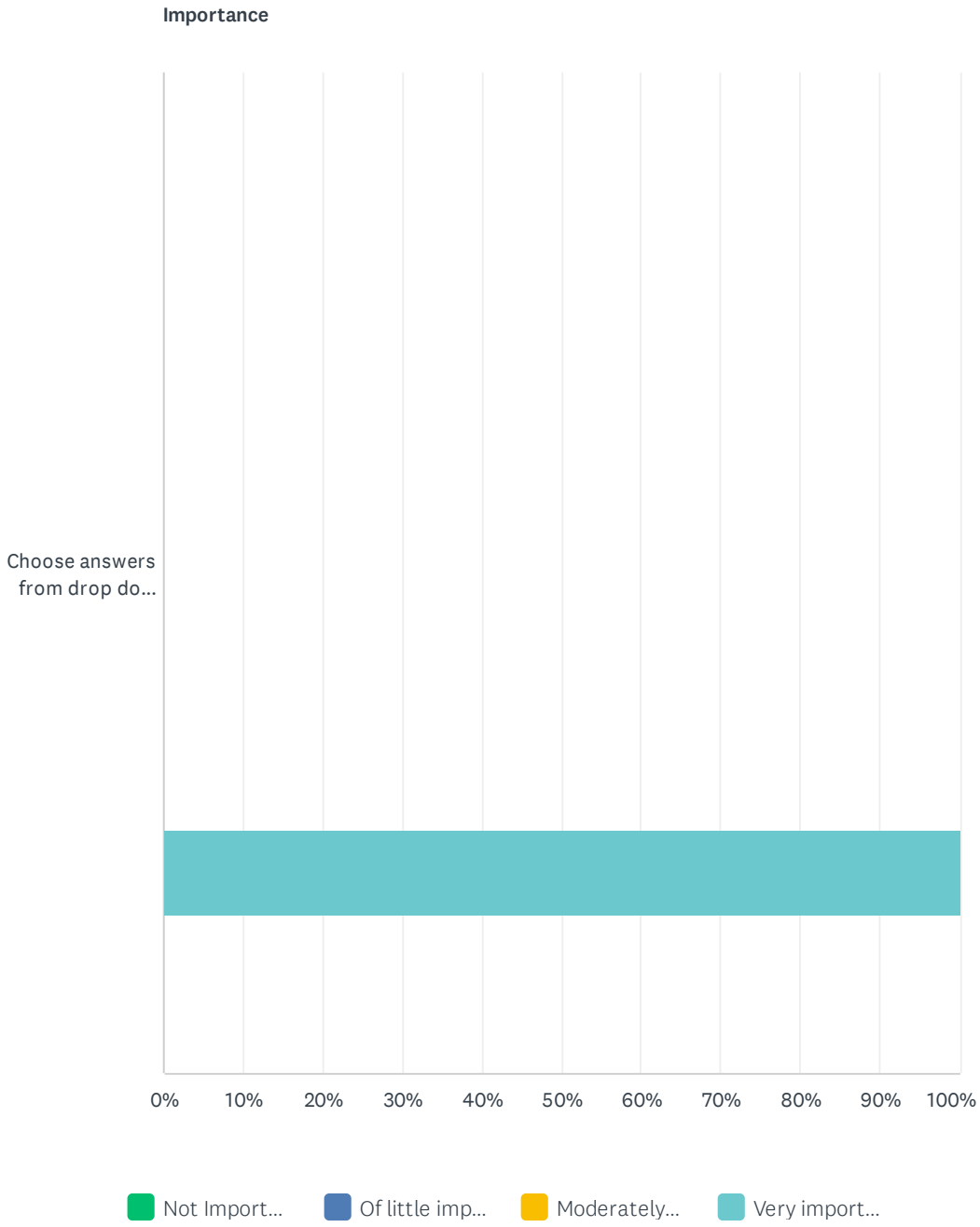
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q53 4.3.3 Acts with integrity.

Answered: 3 Skipped: 0

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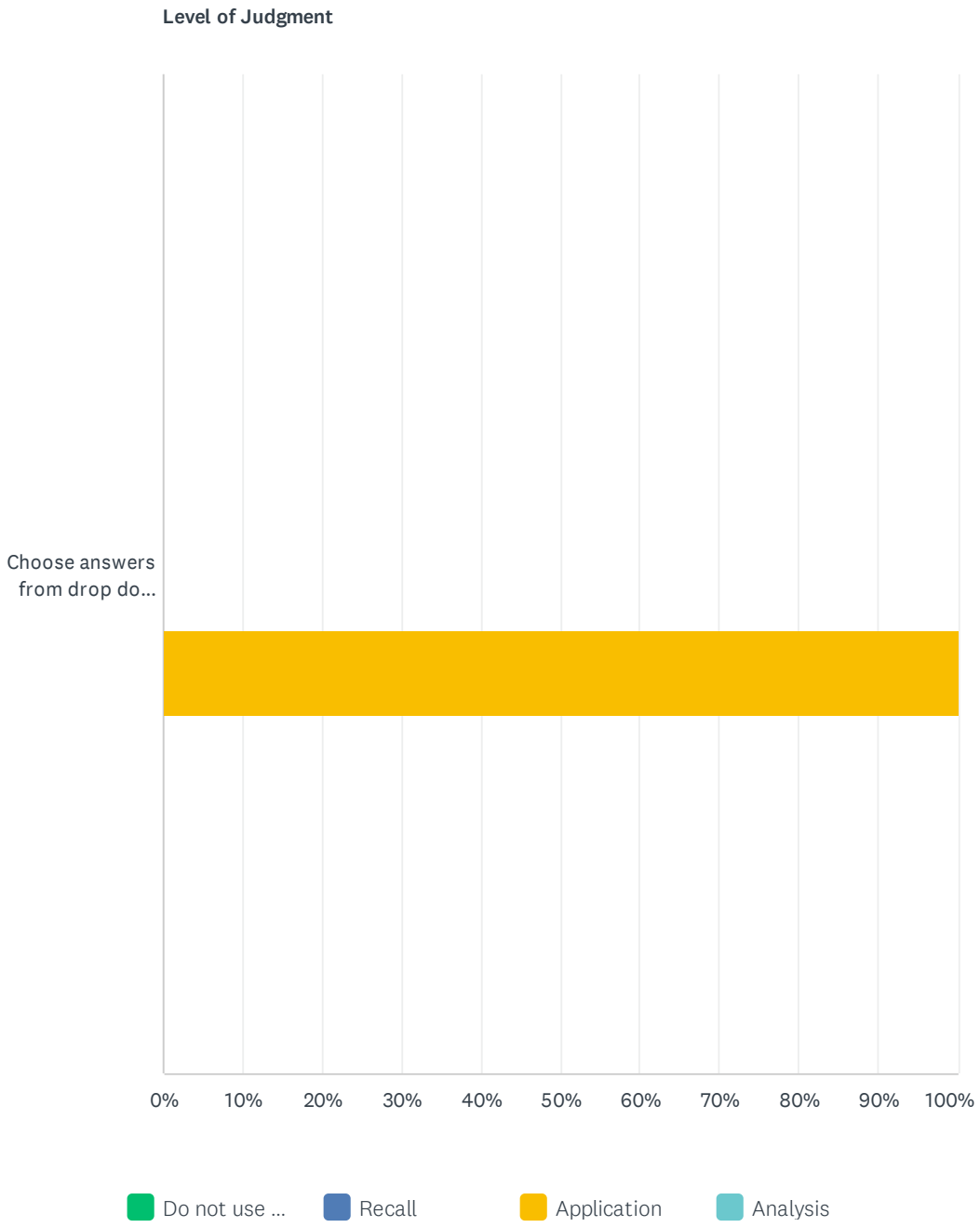

Frequency						
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Importance					
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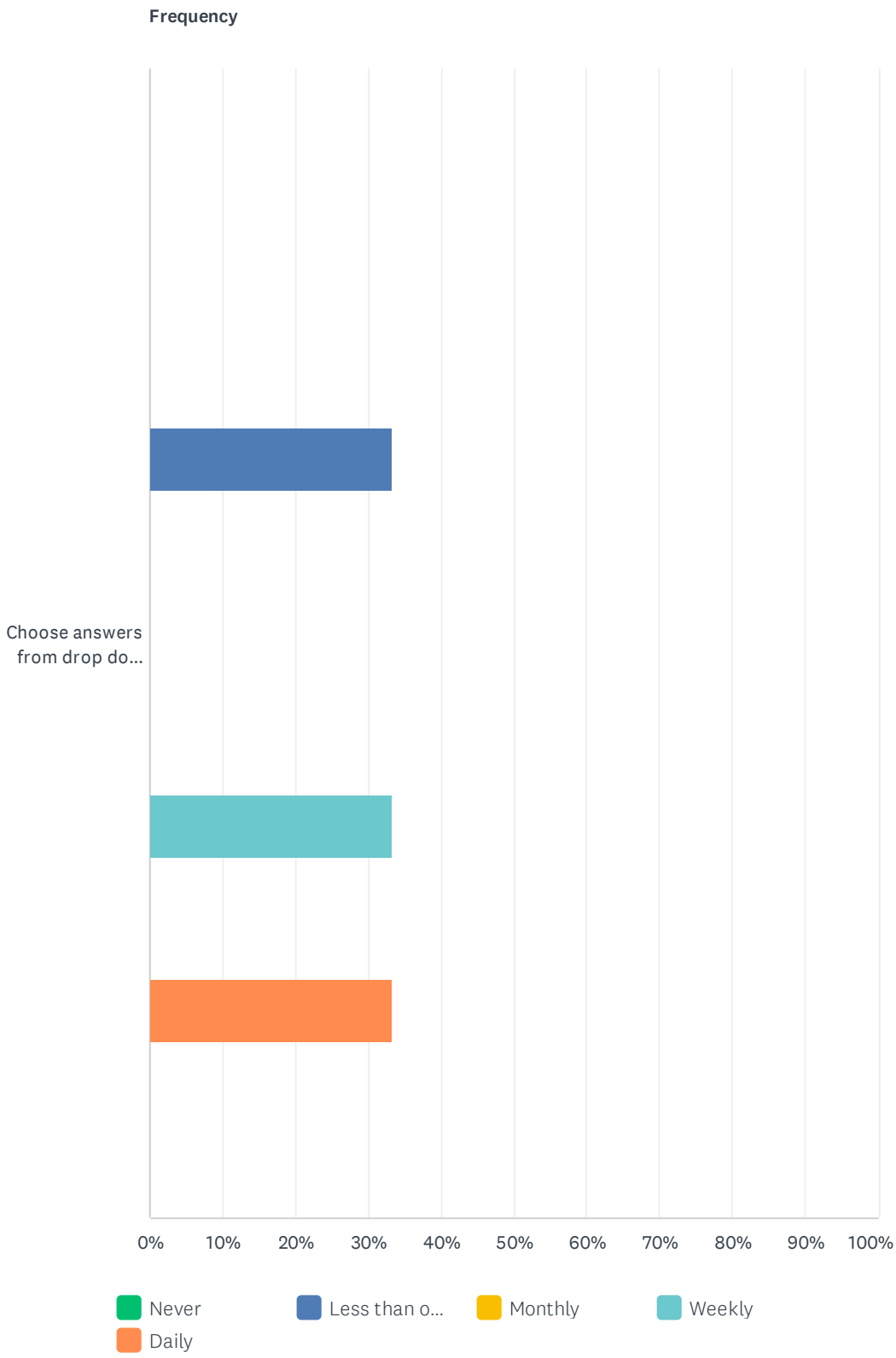
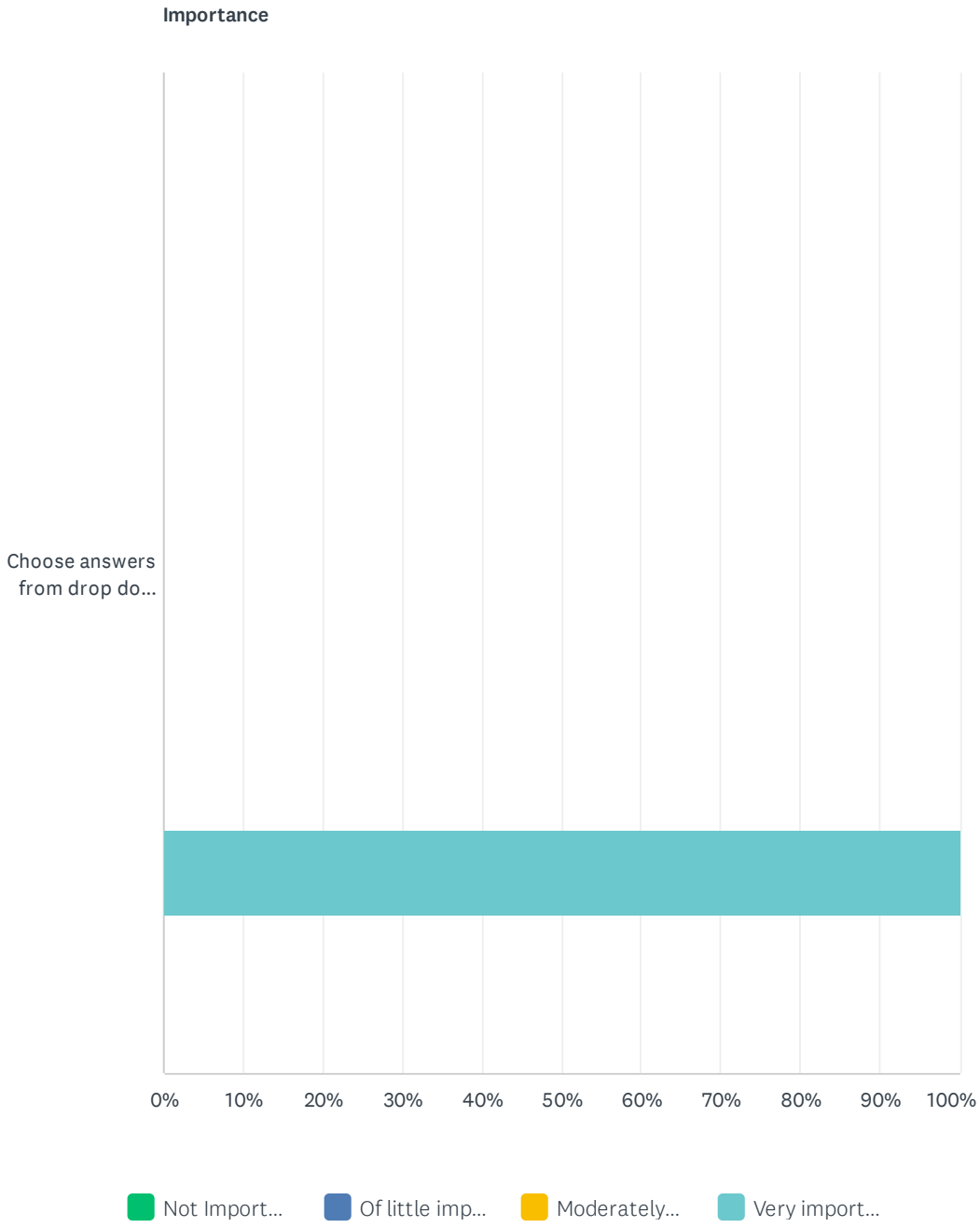
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3

Q54 4.3.4 Commits to lifelong development and learning.

Answered: 3 Skipped: 0

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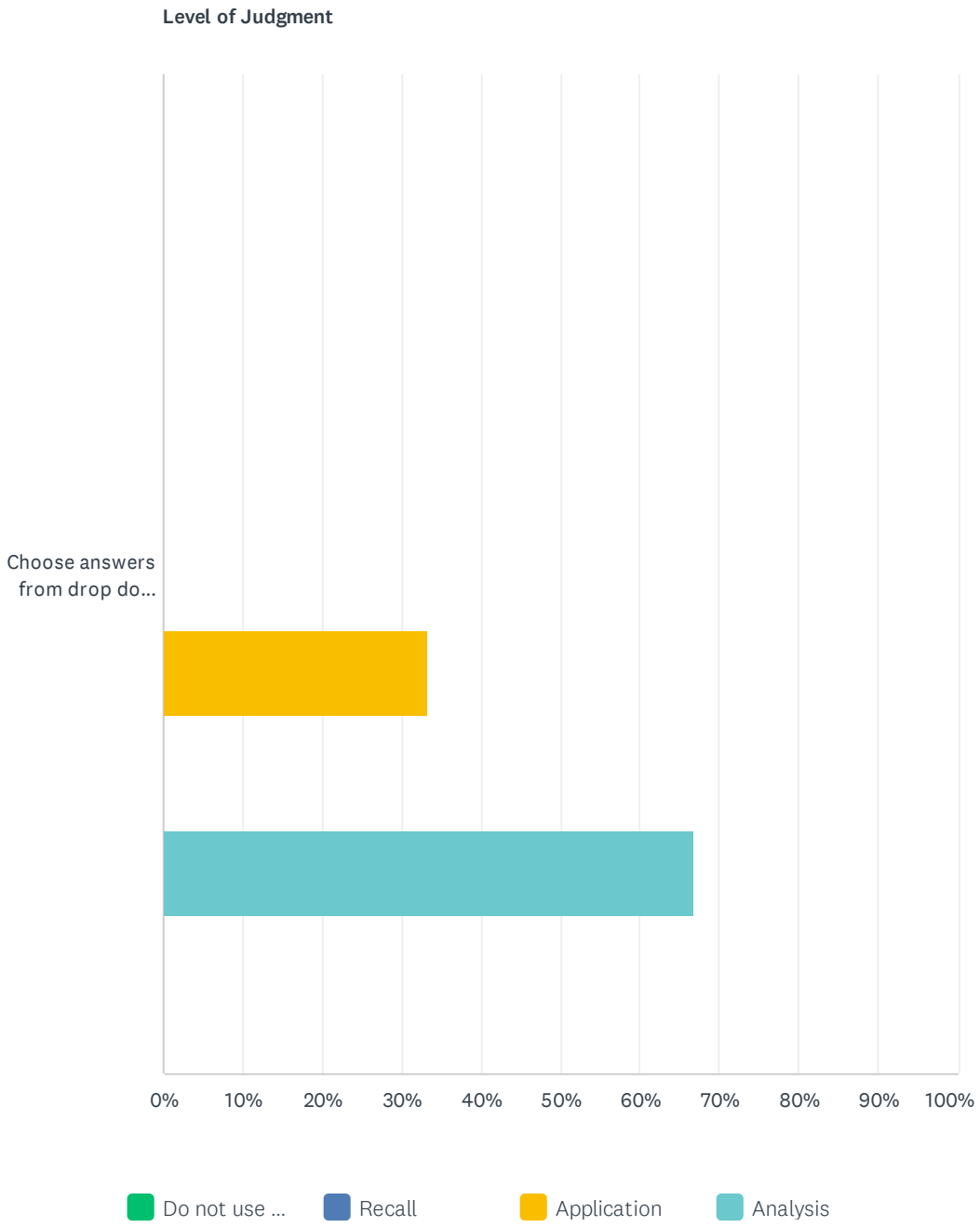

Frequency						
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Importance					
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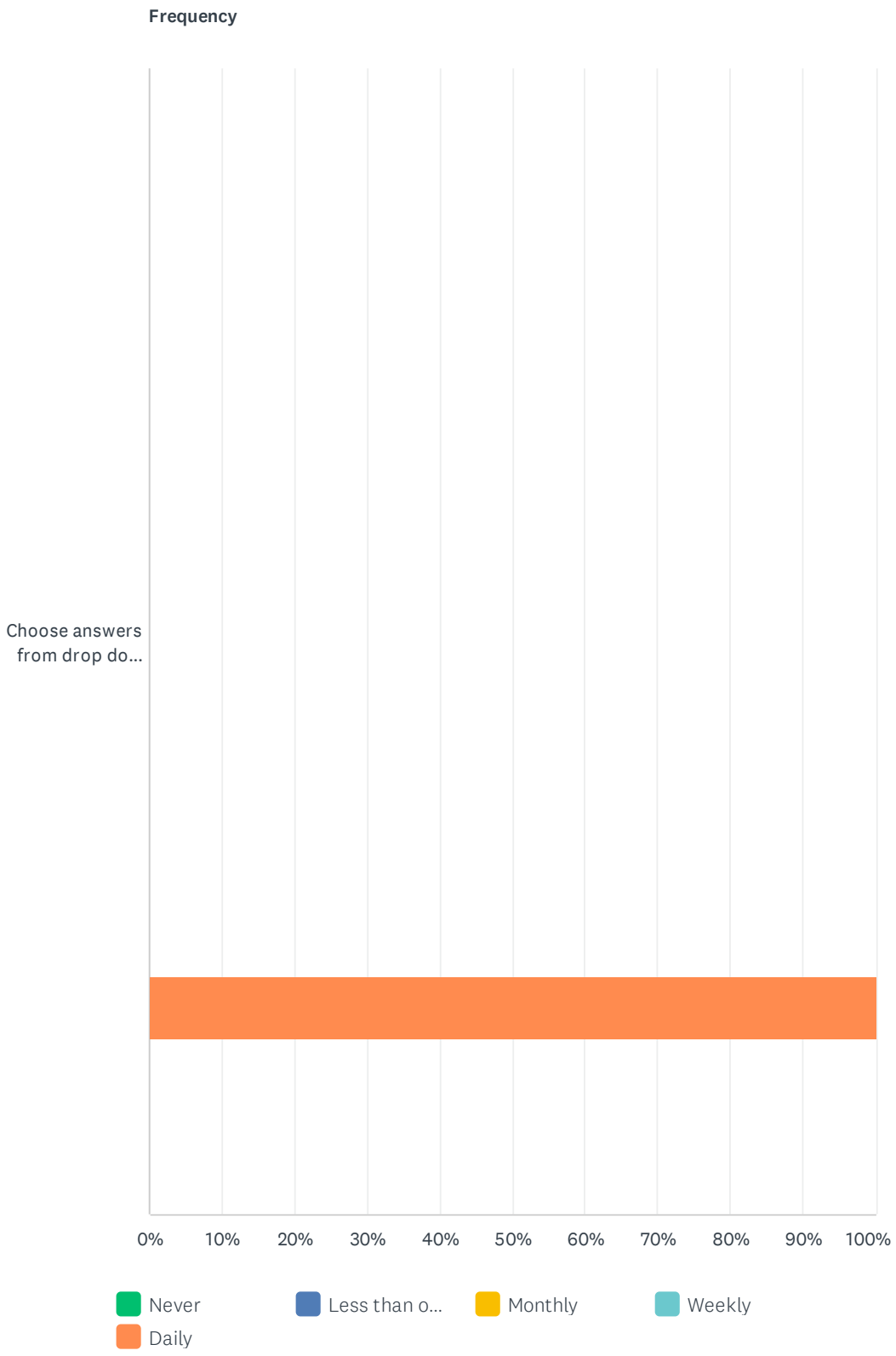
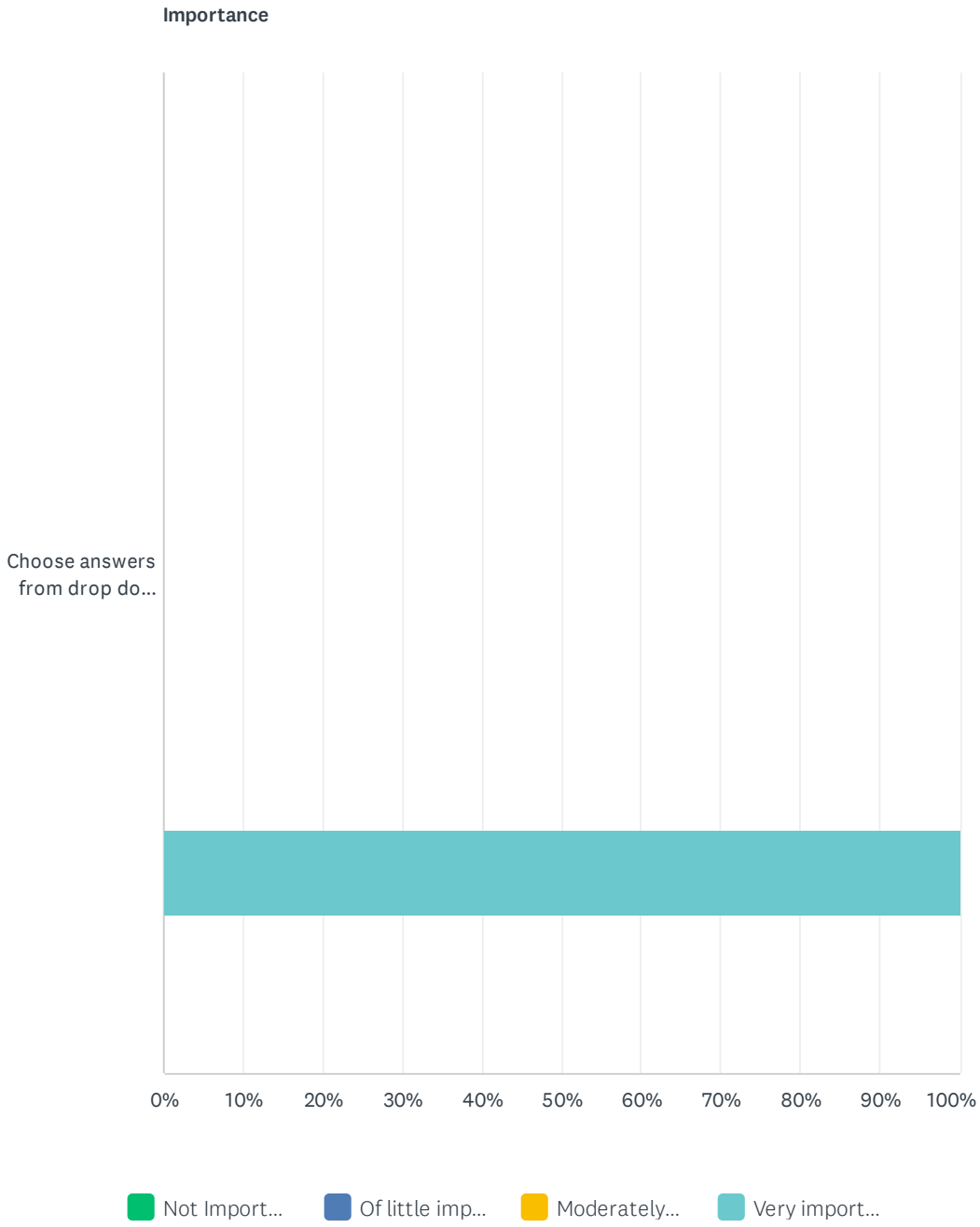
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q55 4.3.5 Self-reflective.

Answered: 3 Skipped: 0

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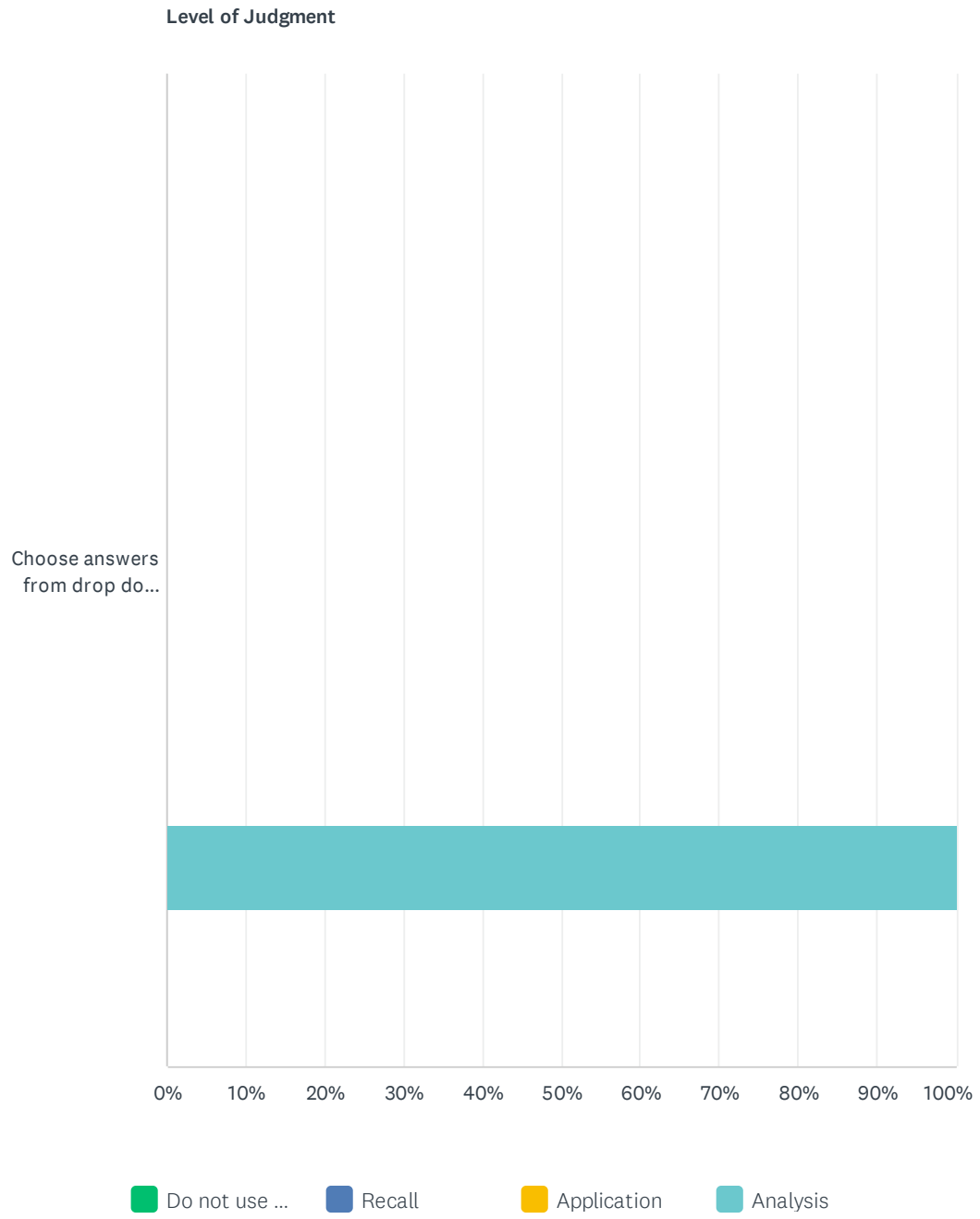

Frequency						
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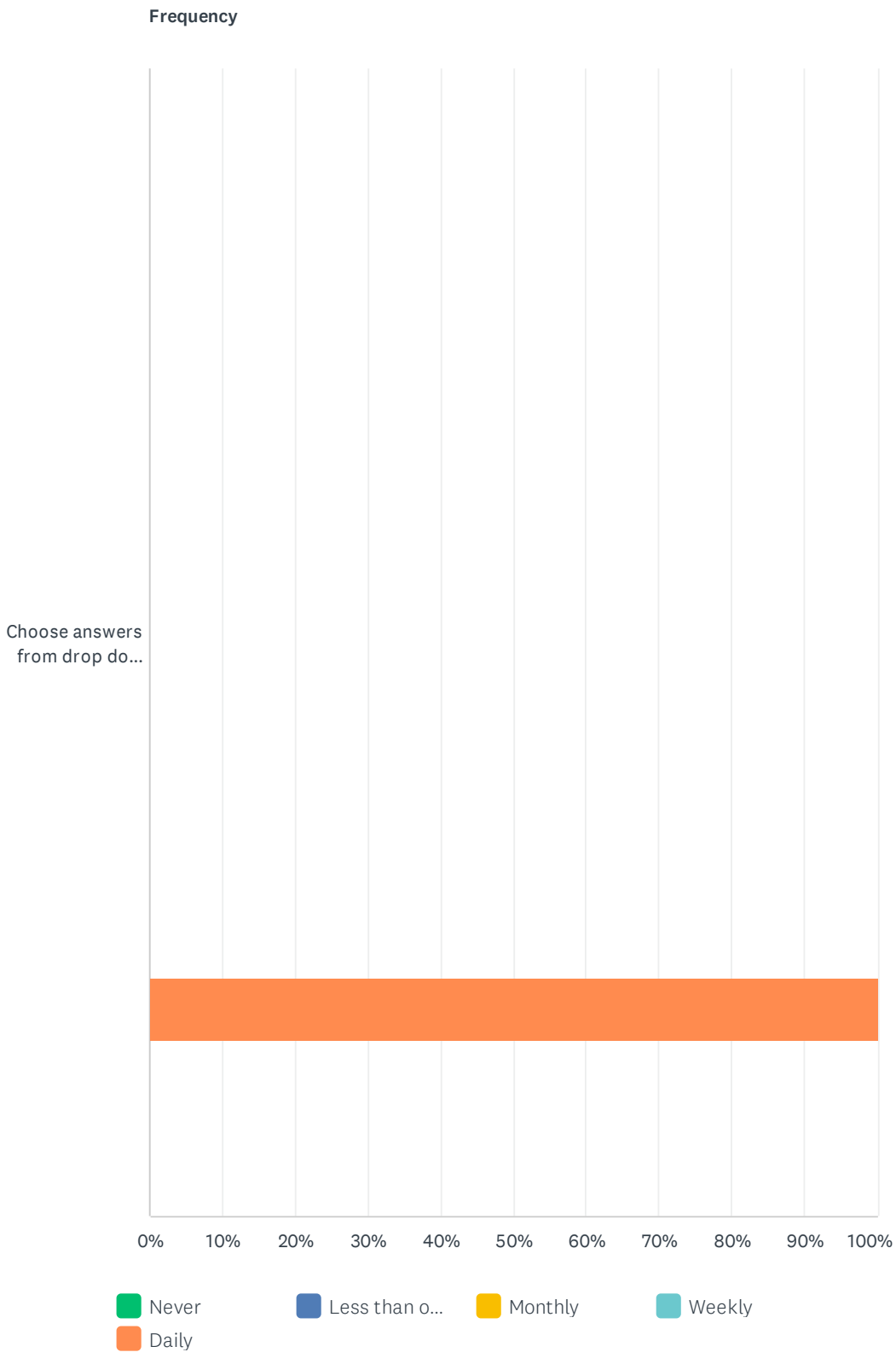
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

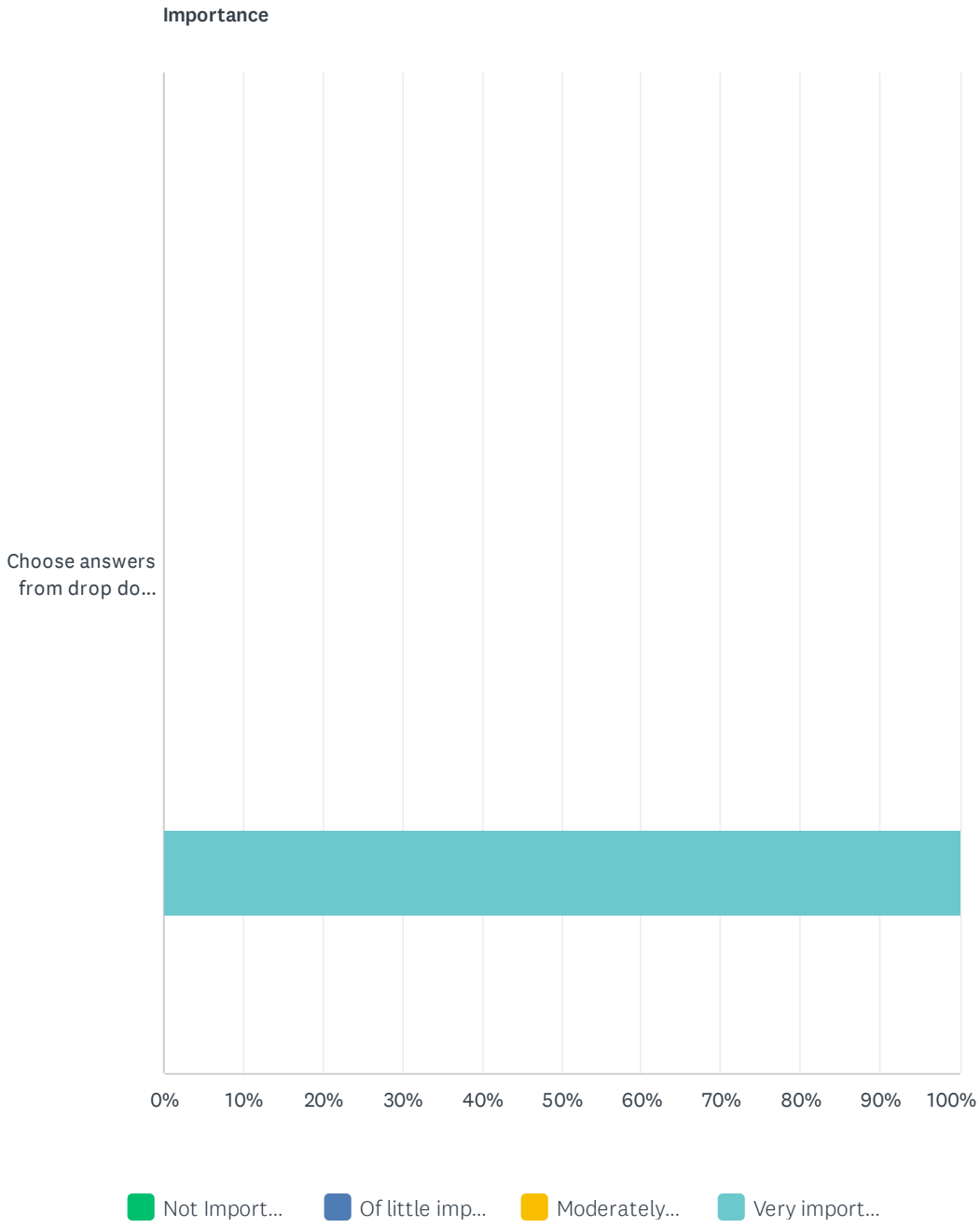
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q56 4.3.6 Excellence-oriented.

Answered: 3 Skipped: 0

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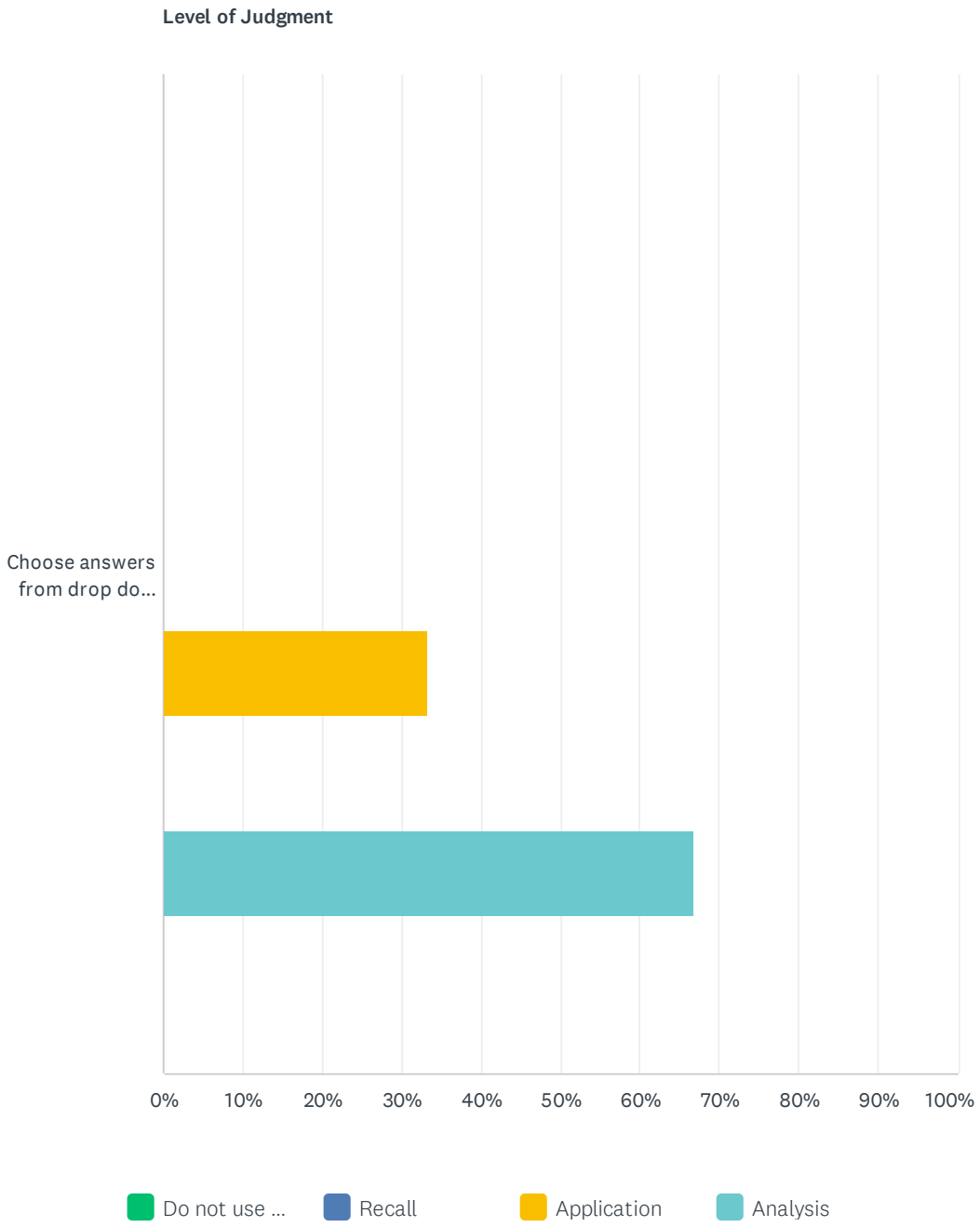

Frequency						
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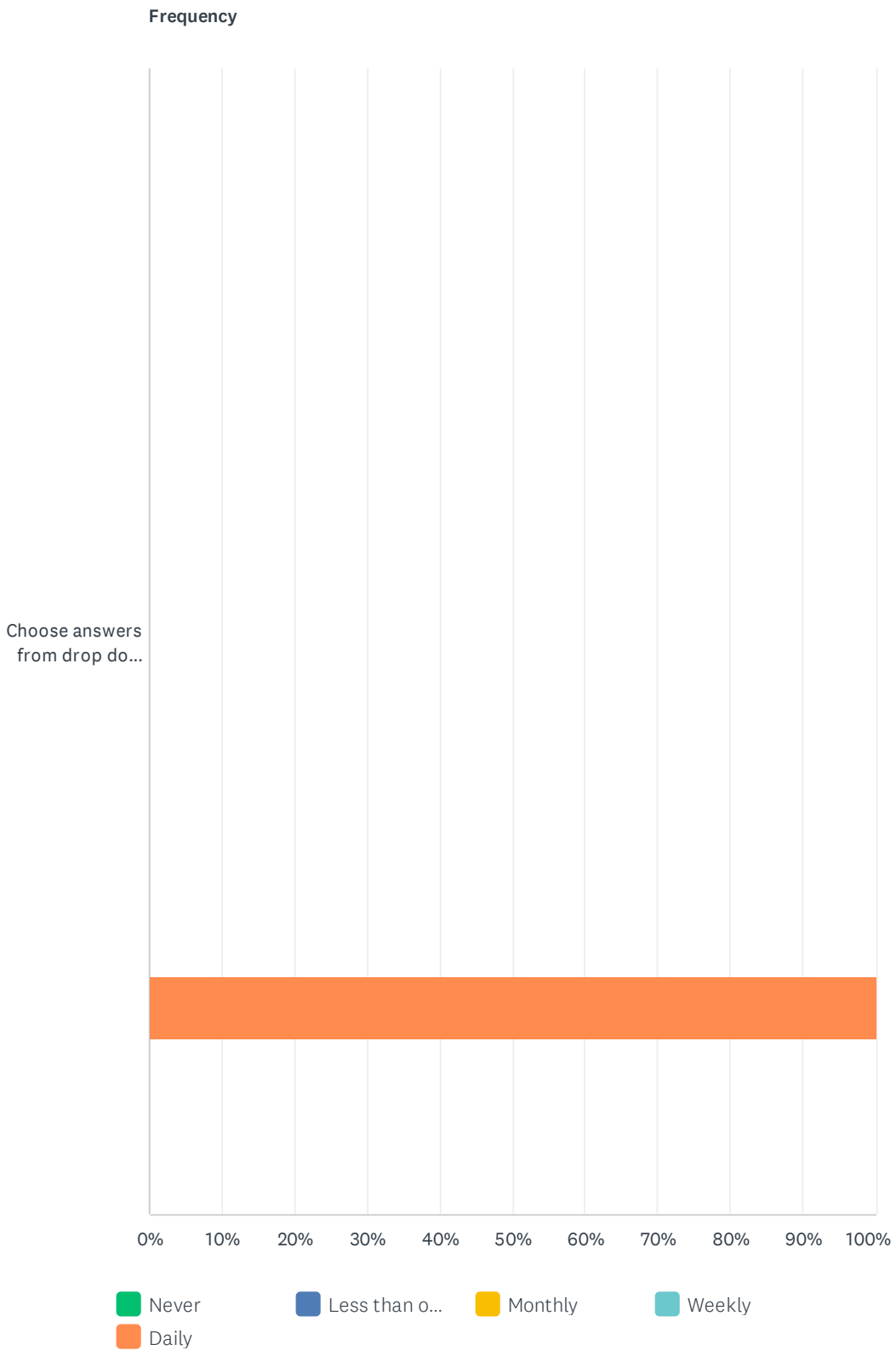
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

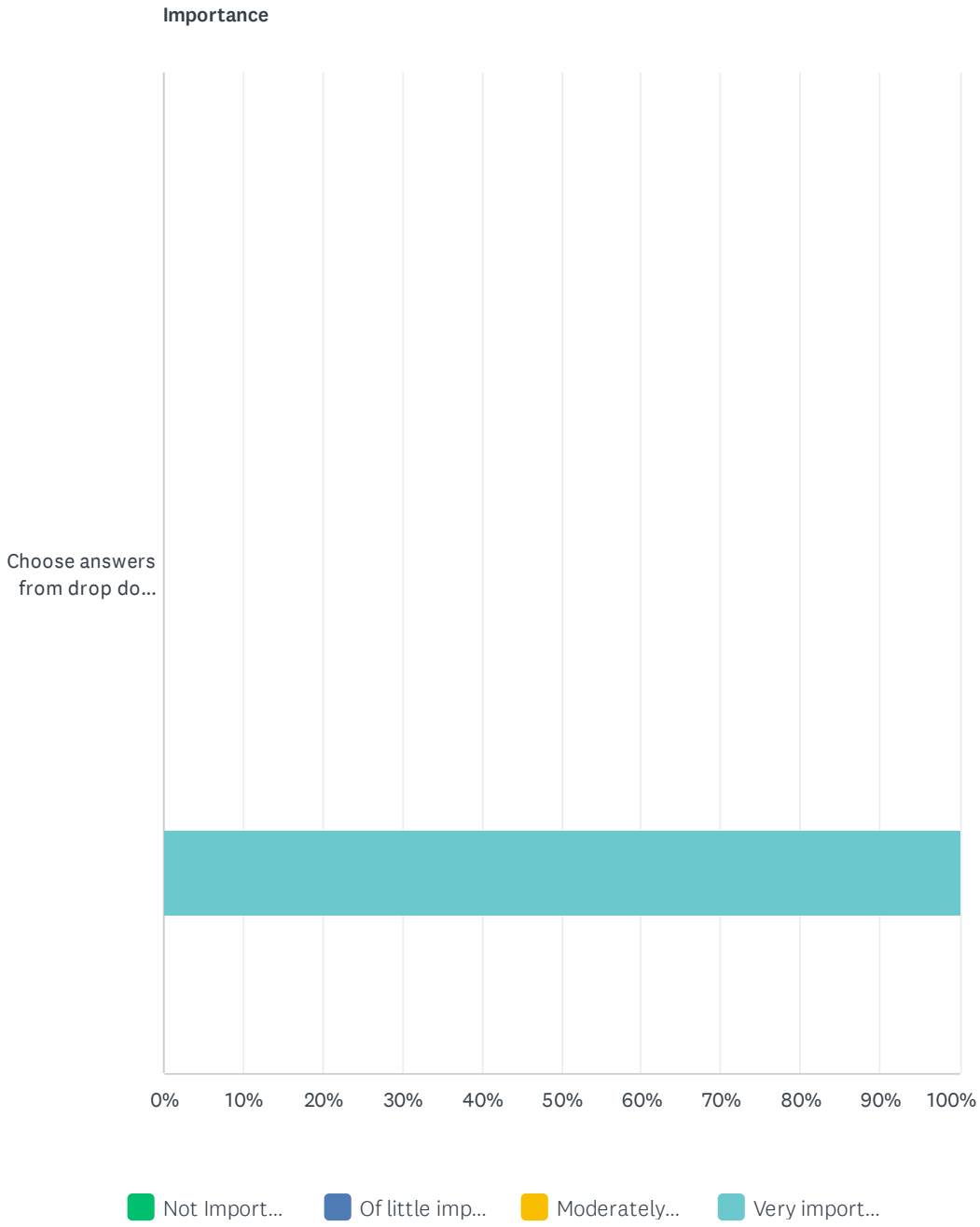
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Q57 4.3.7 Strategic thinker.

Answered: 3 Skipped: 0

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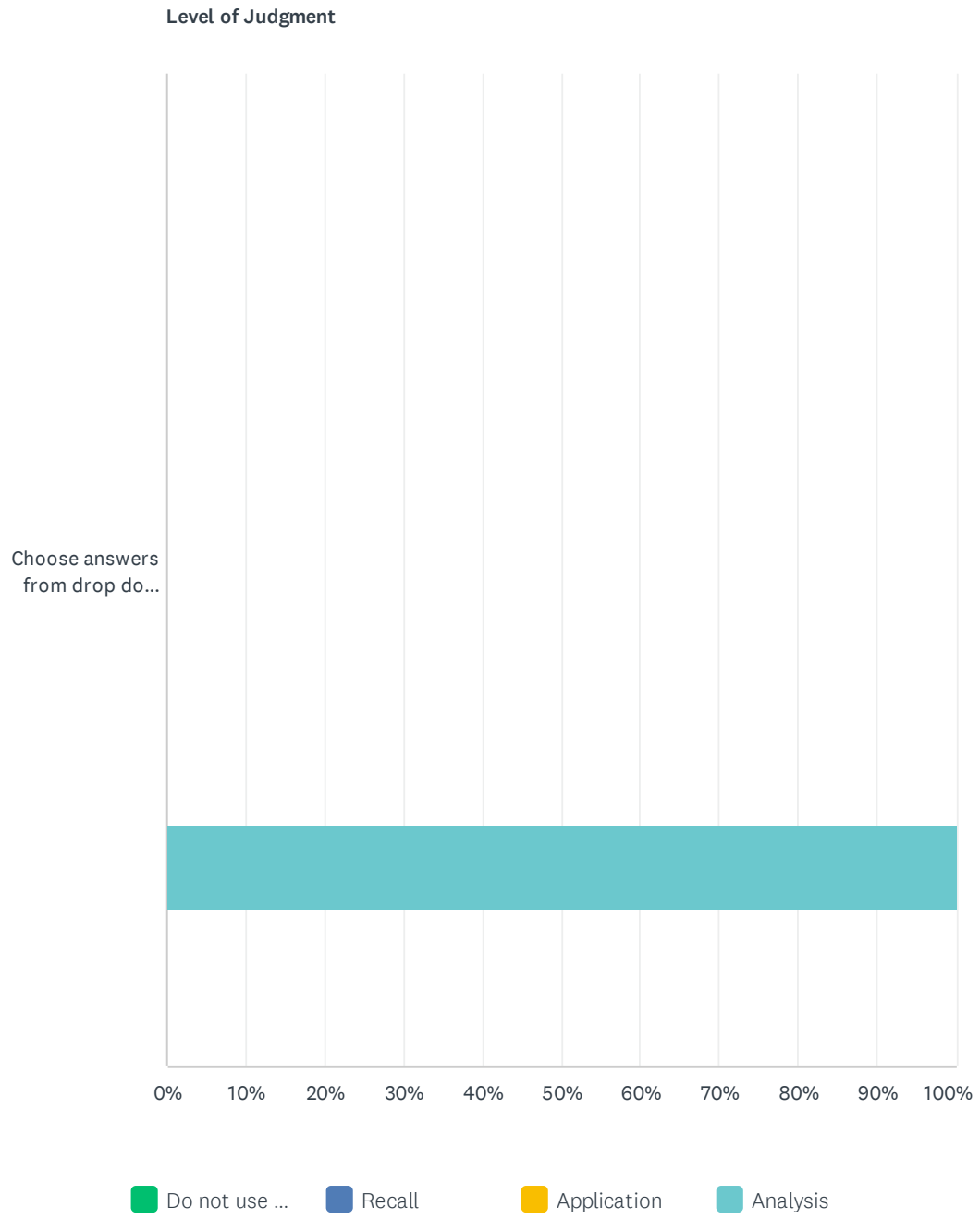

Frequency						
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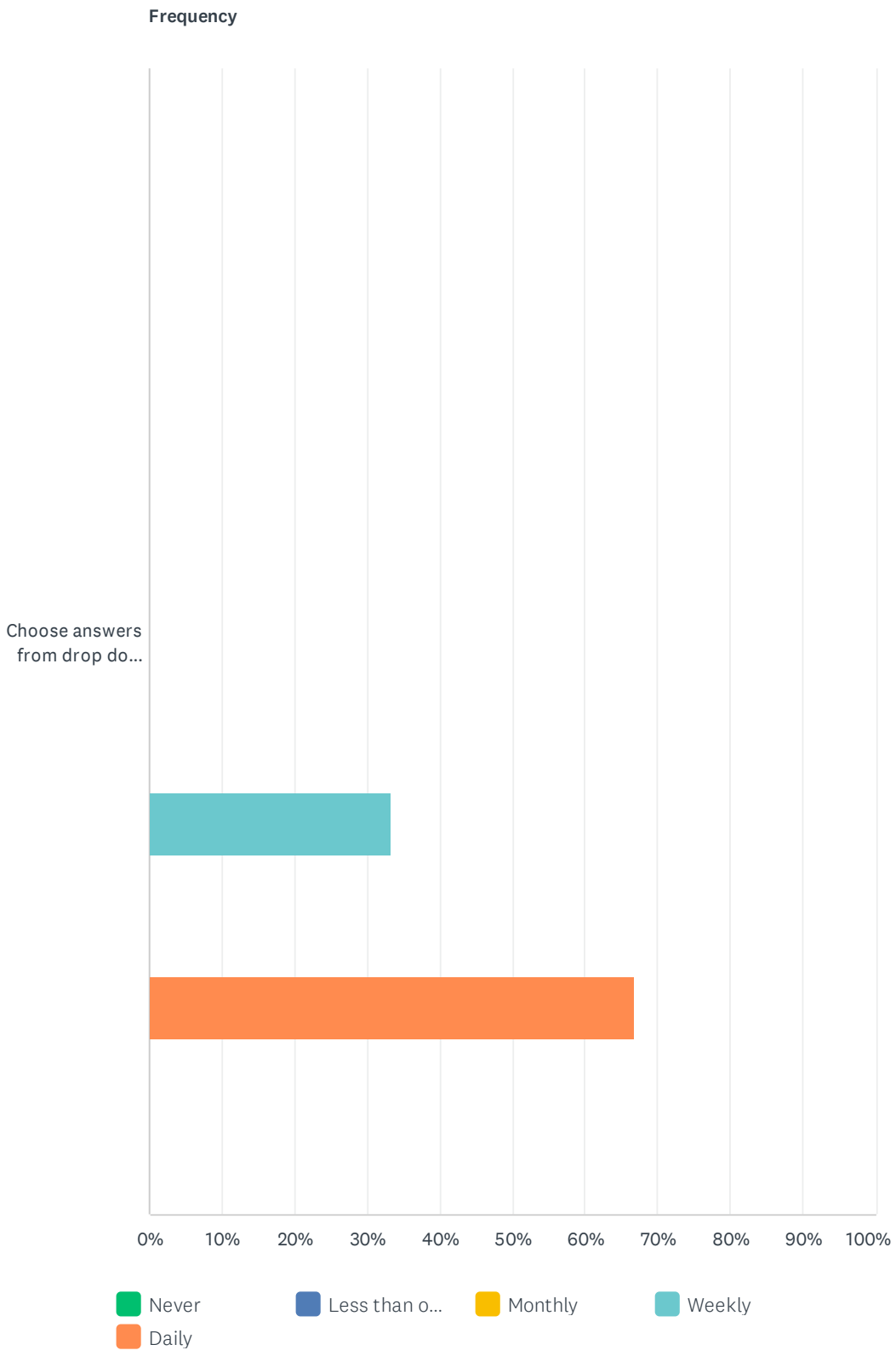
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

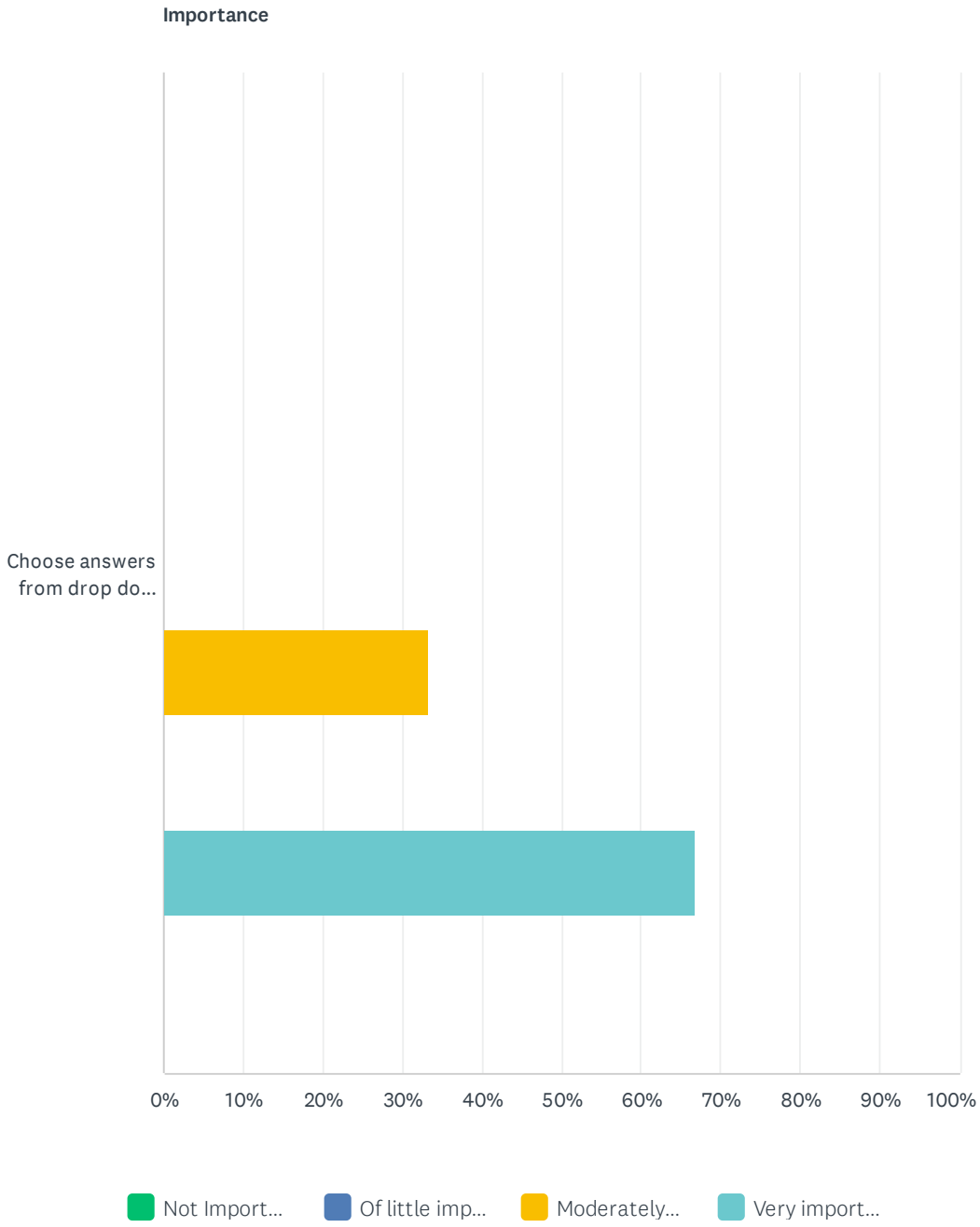
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3

Q58 4.3.8 Inspirational.

Answered: 3 Skipped: 0

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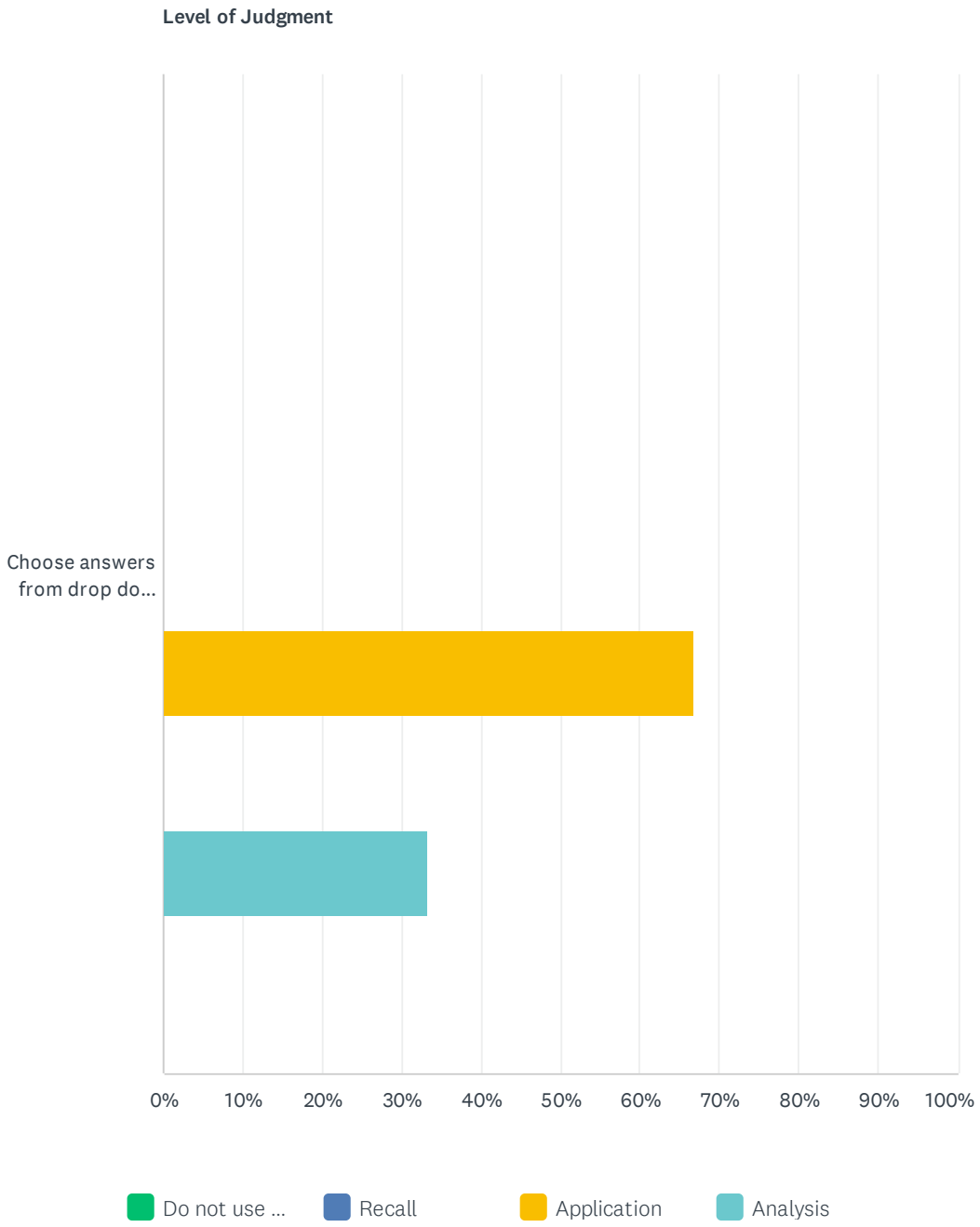


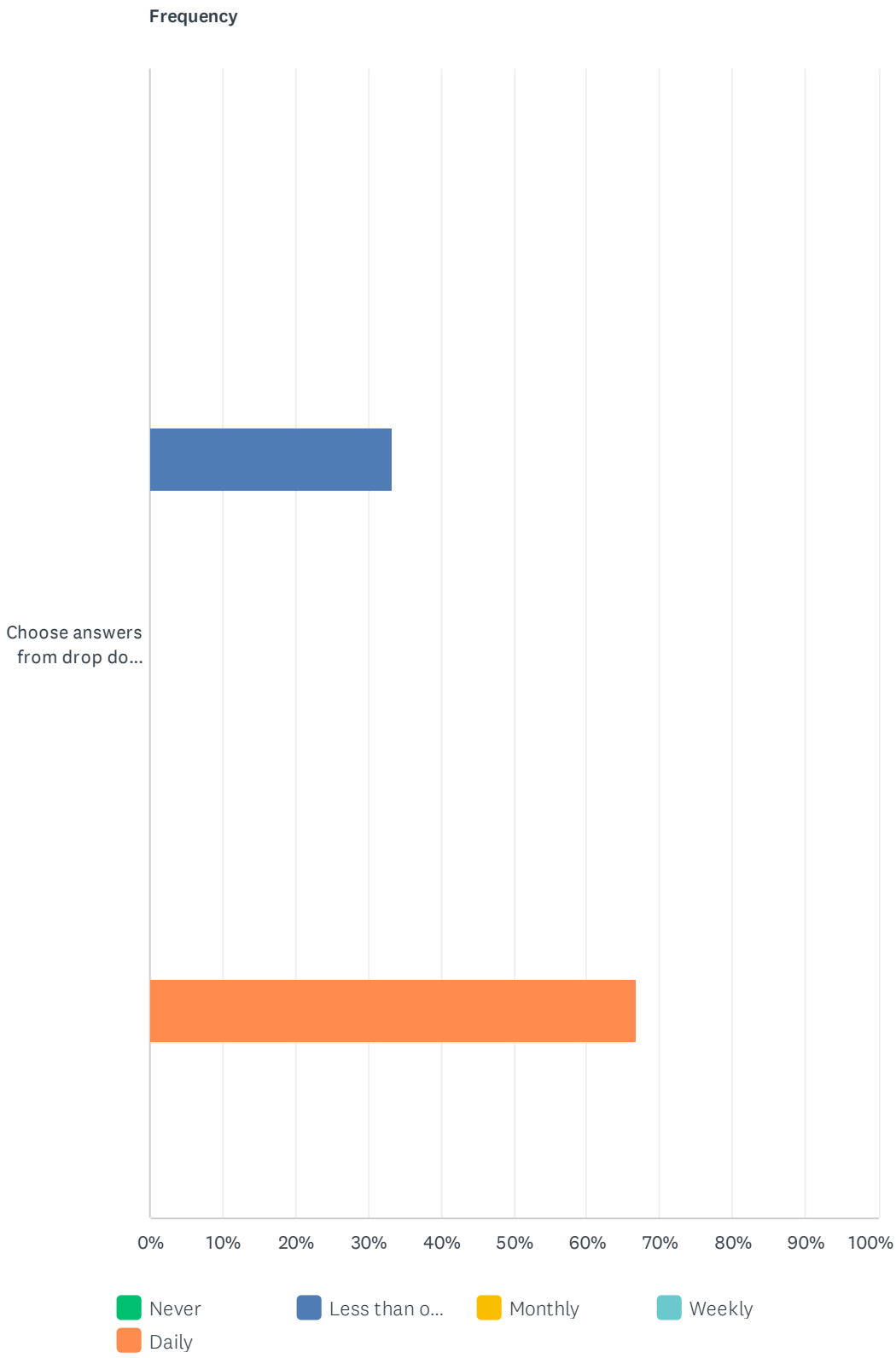
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

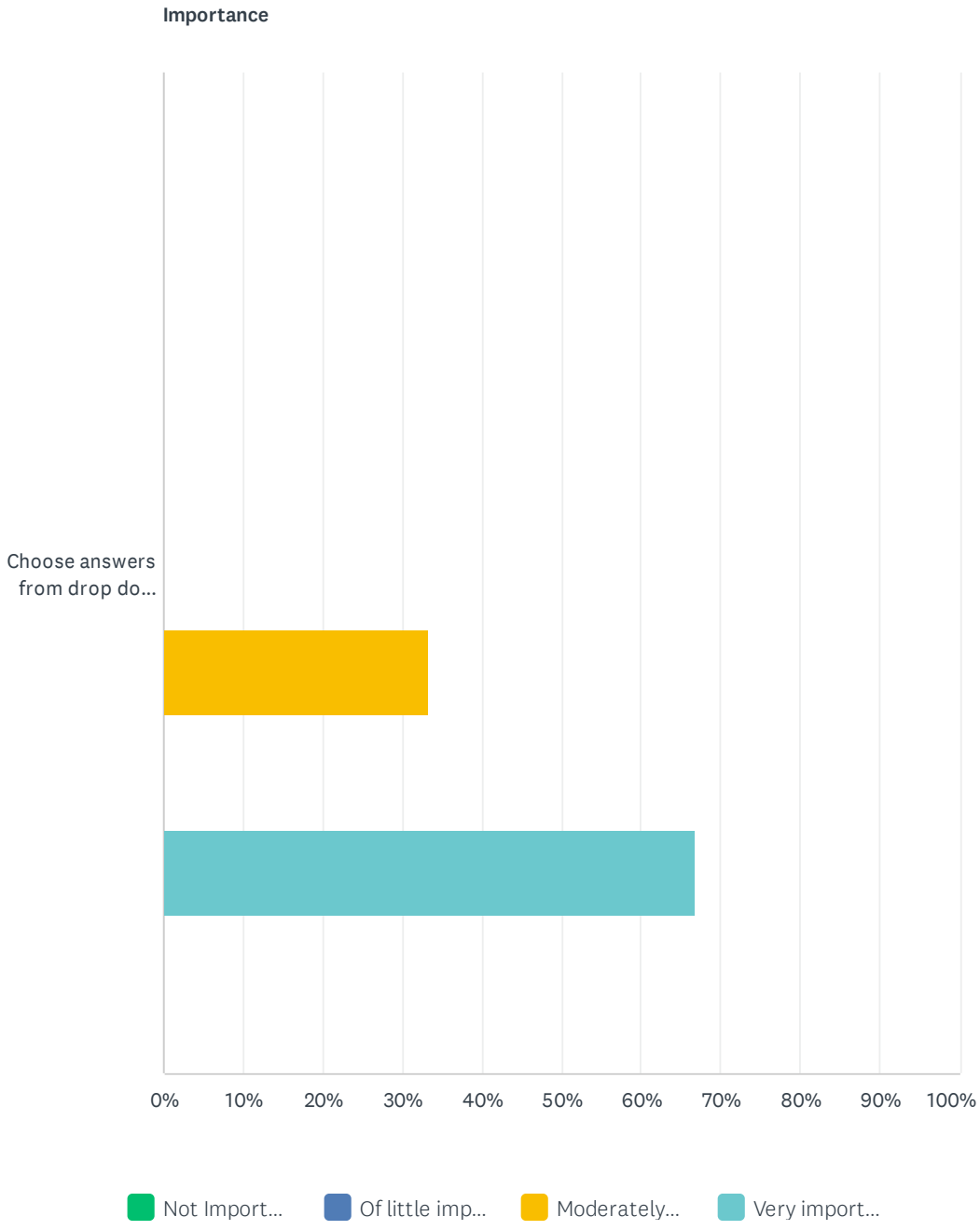
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q59 4.3.9 Courageous.

Answered: 3 Skipped: 0

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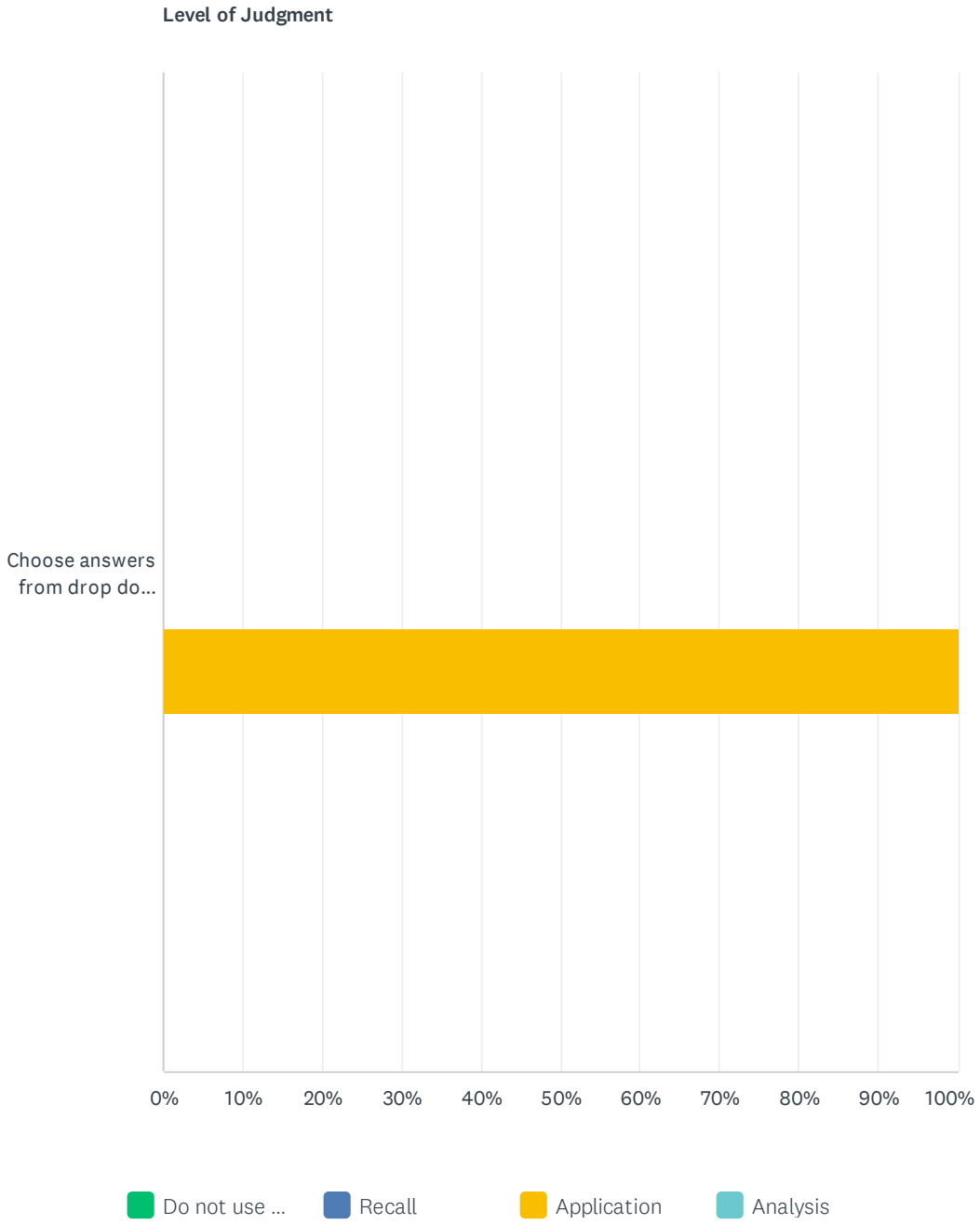


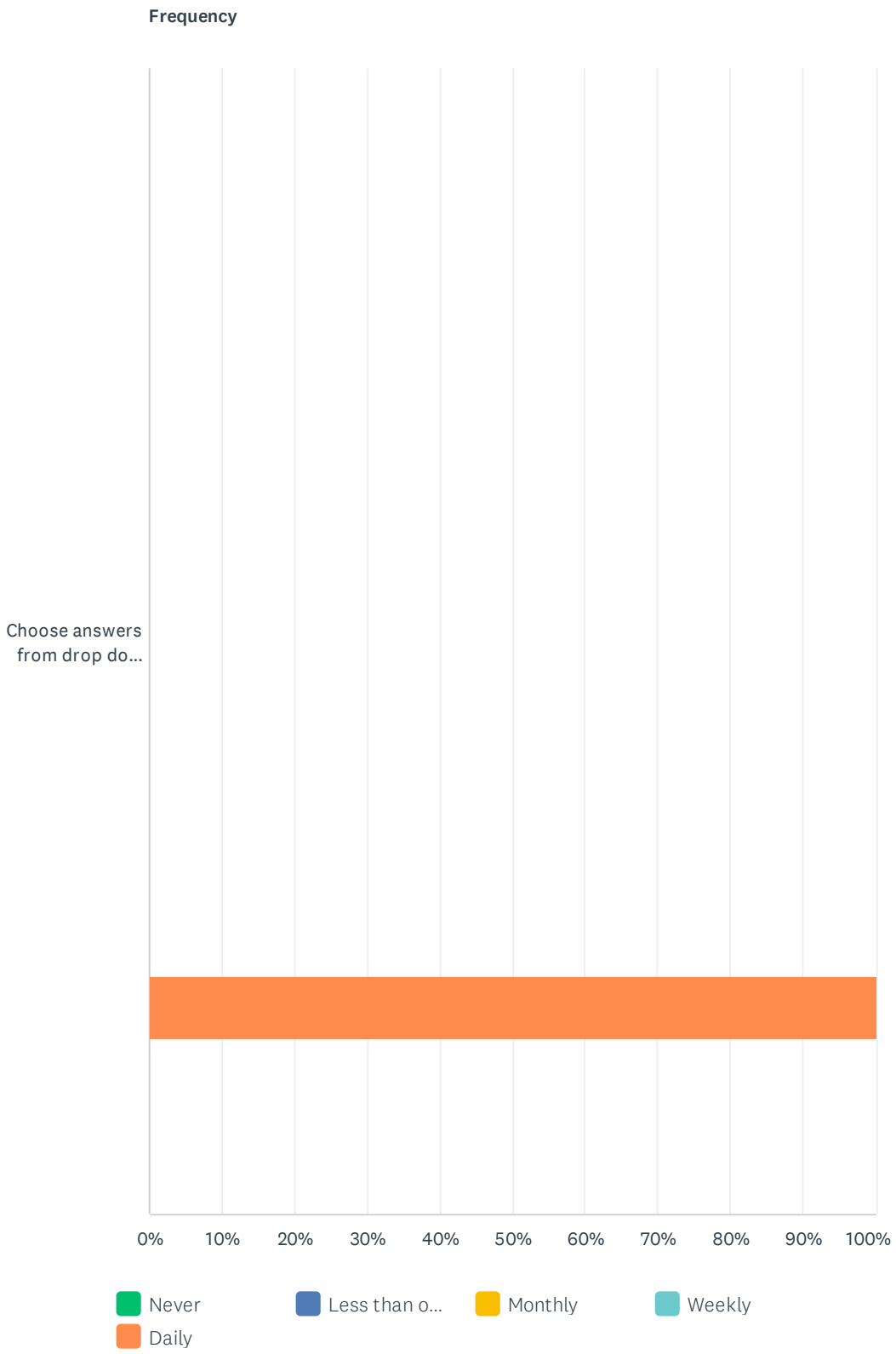
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	33.33% 1	0.00% 0	0.00% 0	66.67% 2	3

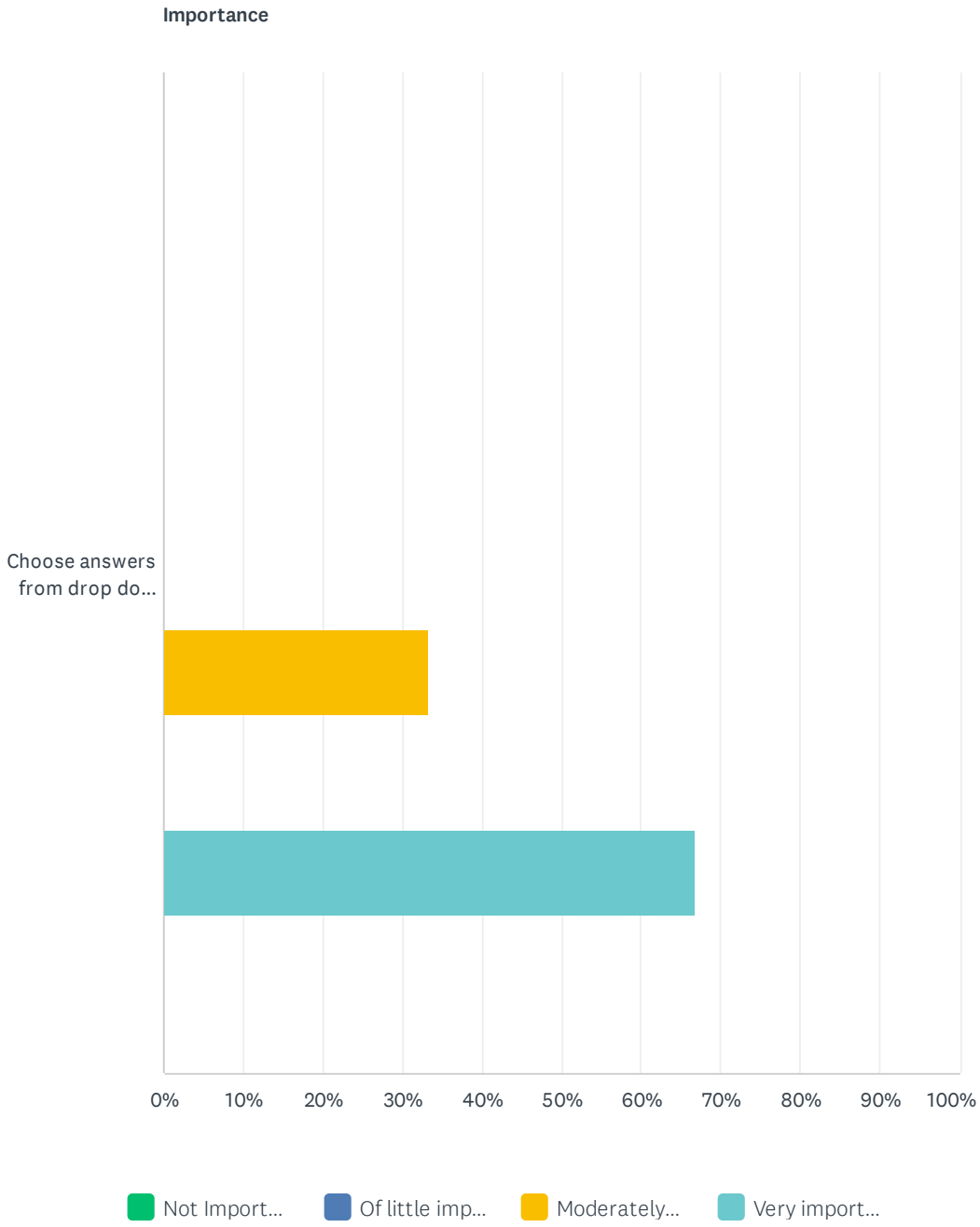
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3

Q60 4.3.10 Self-confident.

Answered: 3 Skipped: 0

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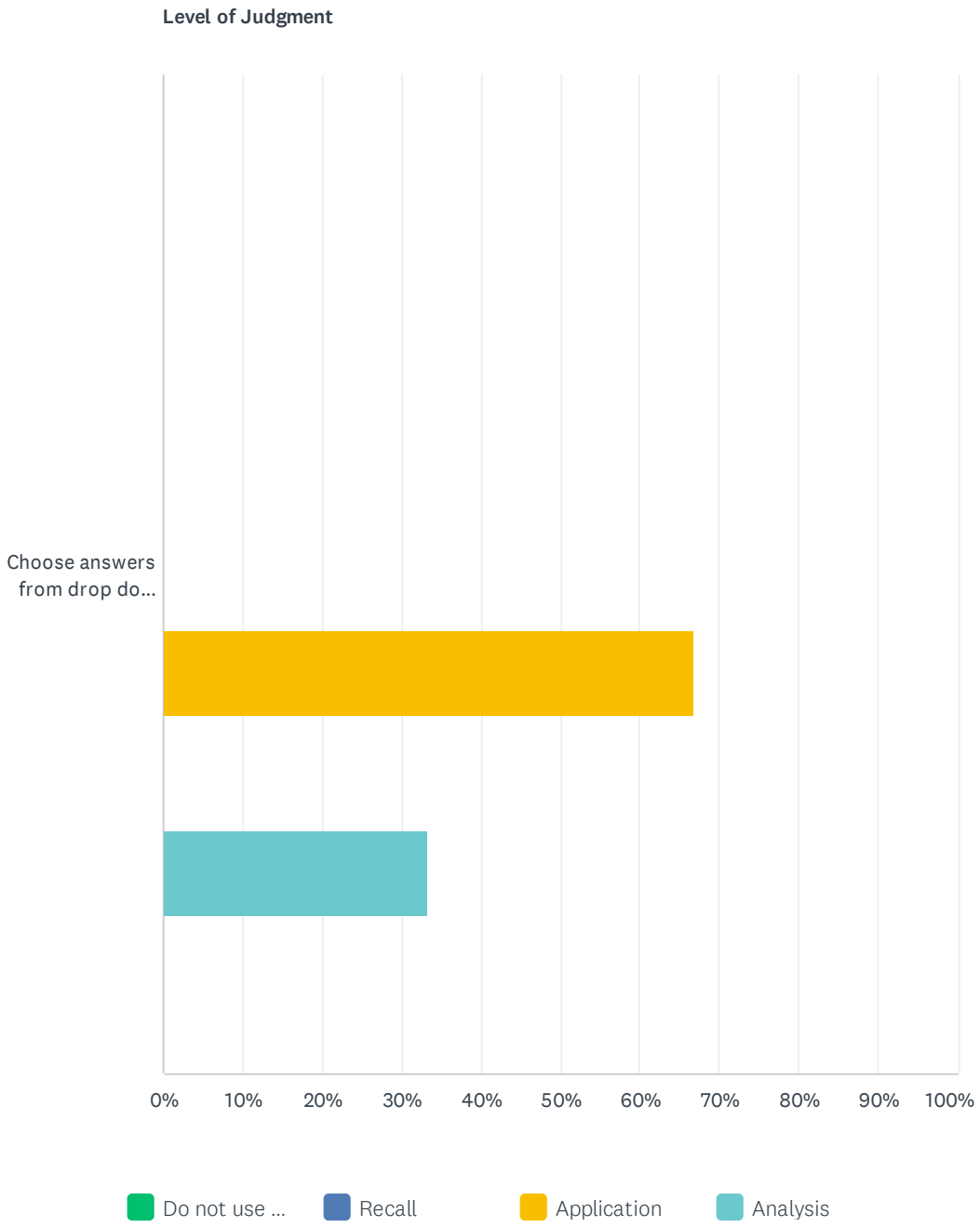


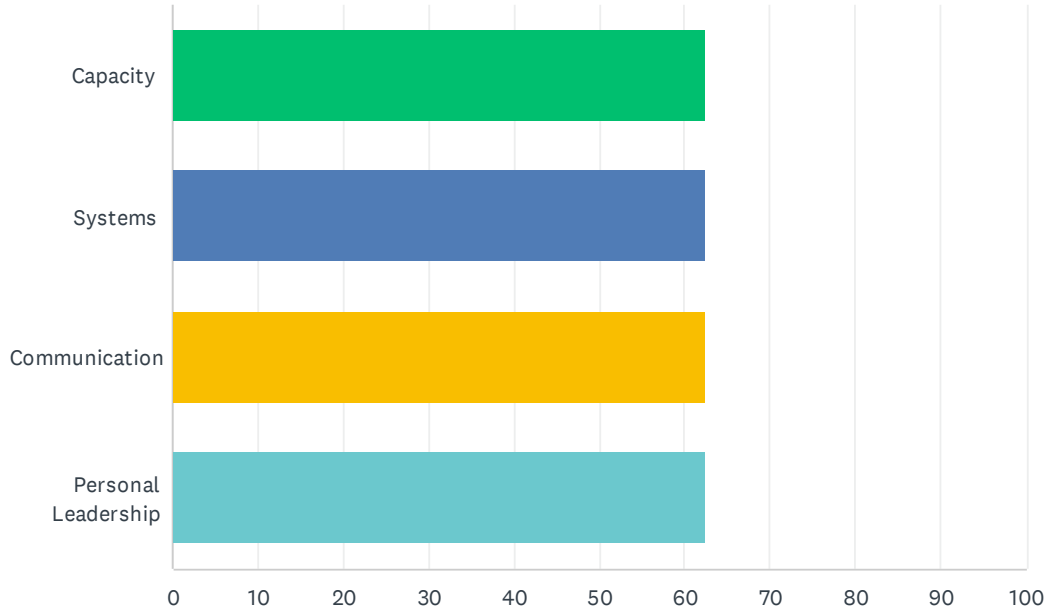
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 2	2

Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3

Q61 5.1 Please indicate the the minimum number of curriculum hours that should be devoted to each competency.

Answered: 2 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Capacity	63	125	2
Systems	63	125	2
Communication	63	125	2
Personal Leadership	63	125	2
Total Respondents: 2			

#	CAPACITY	DATE
1	25	9/19/2023 12:37 PM
2	100	9/13/2023 3:48 PM
#	SYSTEMS	DATE
1	25	9/19/2023 12:37 PM
2	100	9/13/2023 3:48 PM
#	COMMUNICATION	DATE
1	25	9/19/2023 12:37 PM
2	100	9/13/2023 3:48 PM
#	PERSONAL LEADERSHIP	DATE
1	25	9/19/2023 12:37 PM
2	100	9/13/2023 3:48 PM

Q62 6.1 Please indicate the state/jurisdiction that you reside in.

Answered: 3 Skipped: 0

#	RESPONSES	DATE
1	OH	9/19/2023 12:37 PM
2	KY	9/13/2023 3:48 PM
3	Texas	9/11/2023 1:16 PM

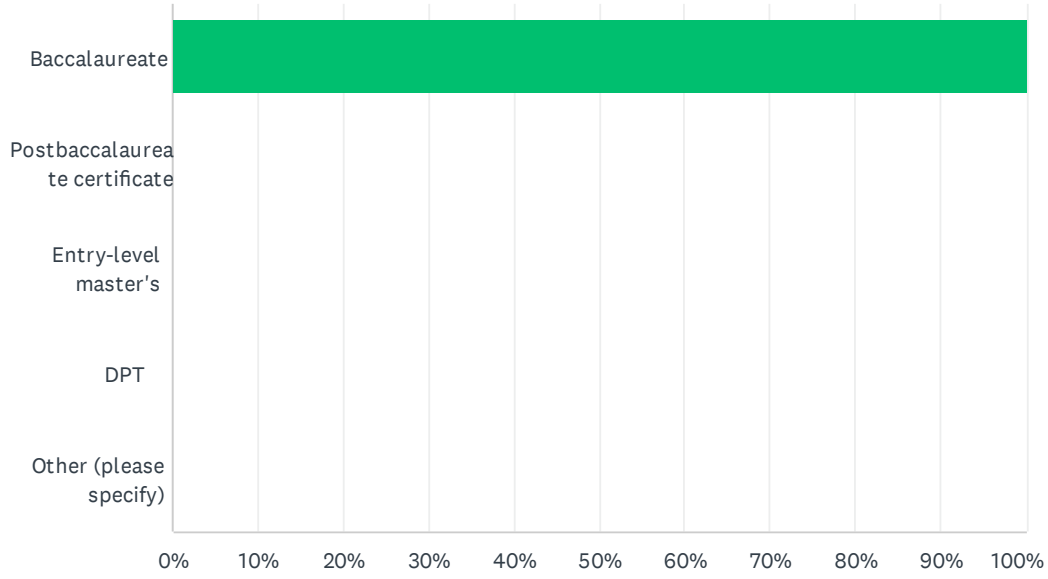
Q63 6.2 Please indicate the state/jurisdiction that you teach in.

Answered: 3 Skipped: 0

#	RESPONSES	DATE
1	OH	9/19/2023 12:37 PM
2	OH	9/13/2023 3:48 PM
3	Texas	9/11/2023 1:16 PM

Q64 7.1 What is your entry-level physical therapy education?

Answered: 3 Skipped: 0

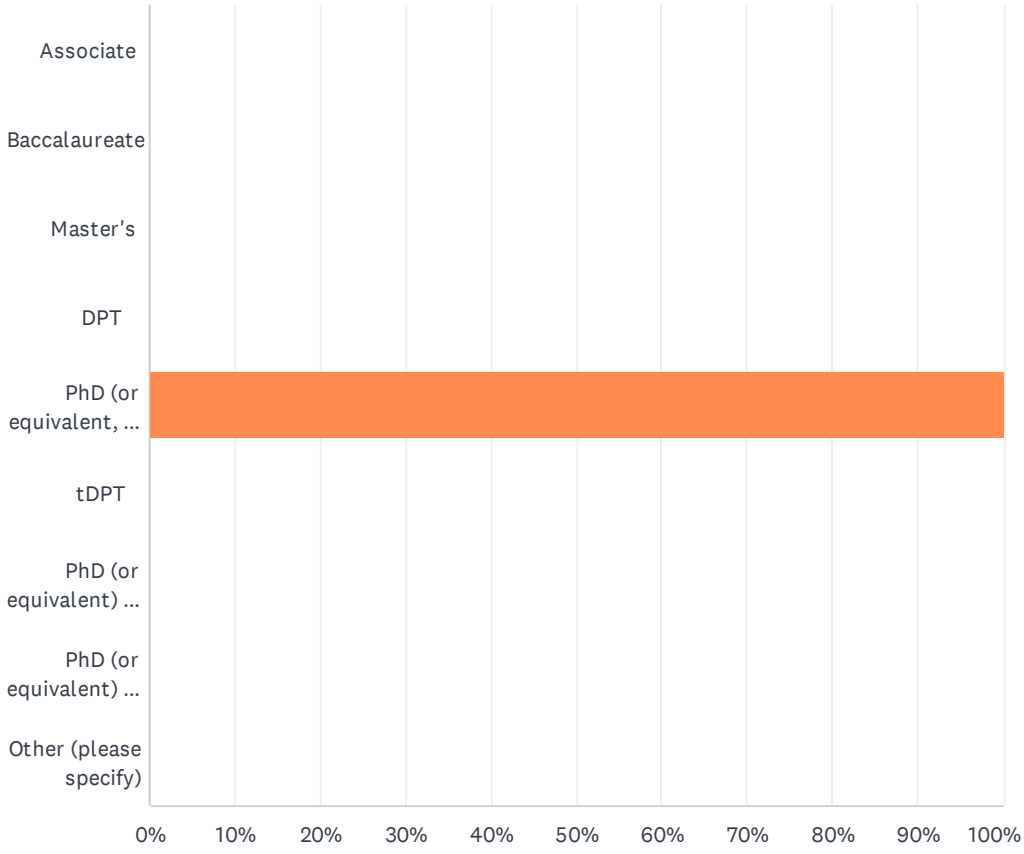


ANSWER CHOICES	RESPONSES	
Baccalaureate	100.00%	3
Postbaccalaureate certificate	0.00%	0
Entry-level master's	0.00%	0
DPT	0.00%	0
Other (please specify)	0.00%	0
TOTAL		3

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q65 7.2 What is your highest earned academic degree in any area of study?

Answered: 3 Skipped: 0



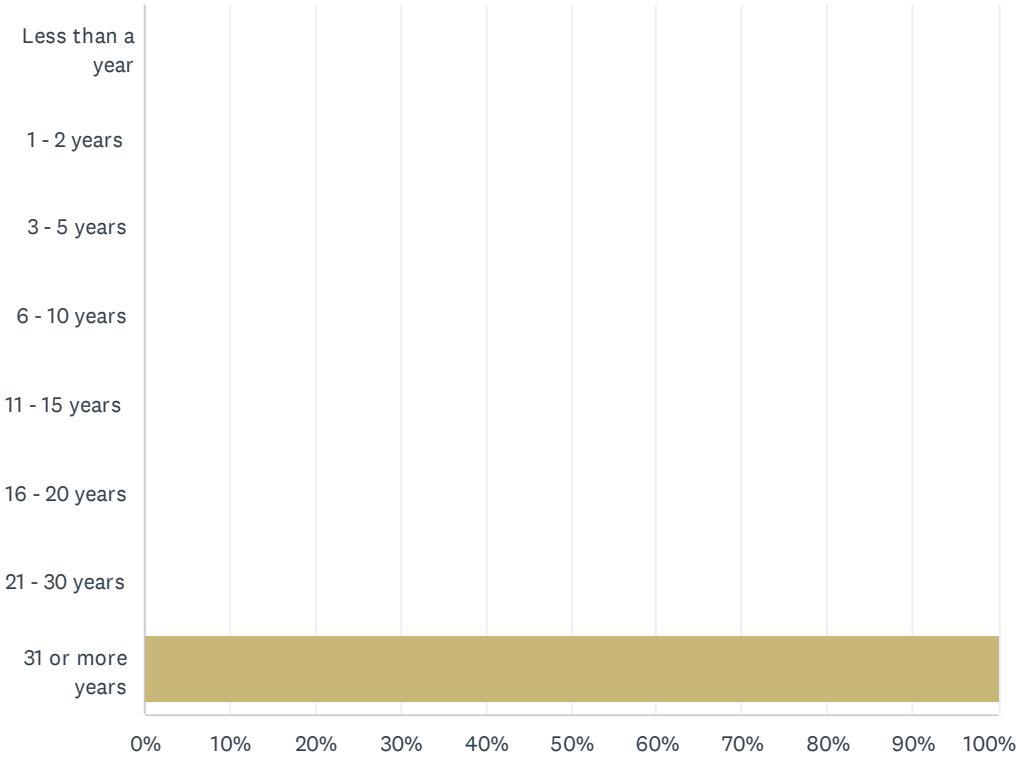
ANSWER CHOICES	RESPONSES	
Associate	0.00%	0
Baccalaureate	0.00%	0
Master's	0.00%	0
DPT	0.00%	0
PhD (or equivalent, eg EdD or ScD)	100.00%	3
tDPT	0.00%	0
PhD (or equivalent) and DPT	0.00%	0
PhD (or equivalent) and tDPT	0.00%	0
Other (please specify)	0.00%	0
TOTAL		3

#	OTHER (PLEASE SPECIFY)	DATE

There are no responses.

Q66 7.3 What is the total number of years you have been a practicing physical therapist?

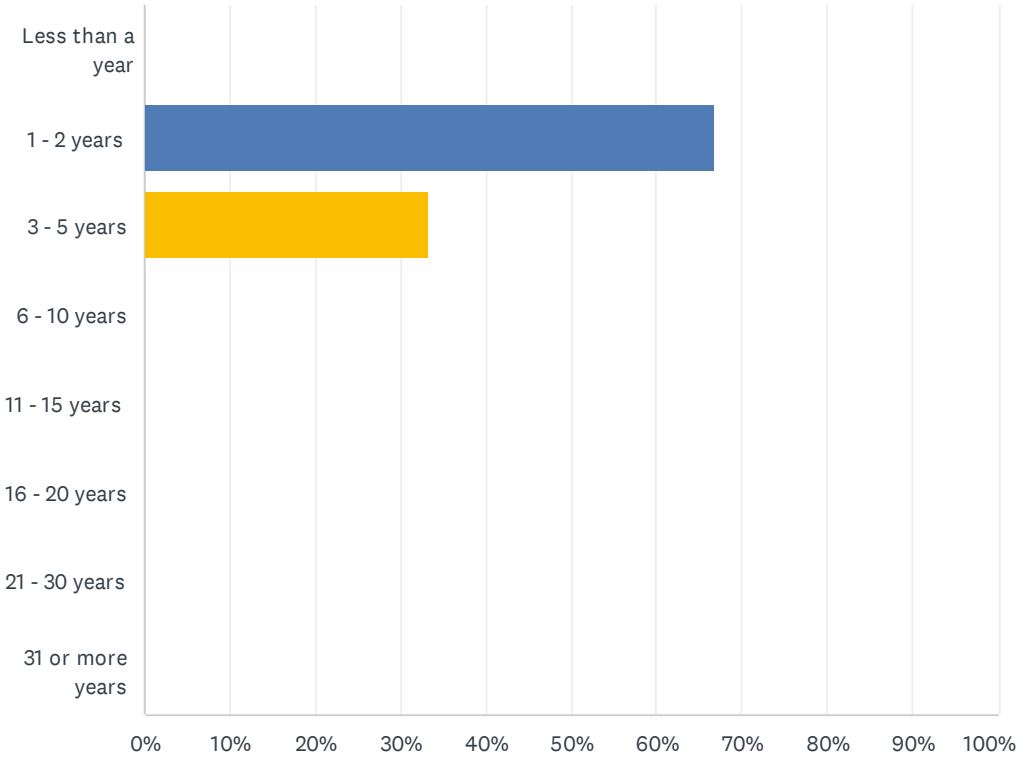
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
1 - 2 years	0.00%	0
3 - 5 years	0.00%	0
6 - 10 years	0.00%	0
11 - 15 years	0.00%	0
16 - 20 years	0.00%	0
21 - 30 years	0.00%	0
31 or more years	100.00%	3
TOTAL		3

Q67 7.4 What is the total number of years you have been in your current position?

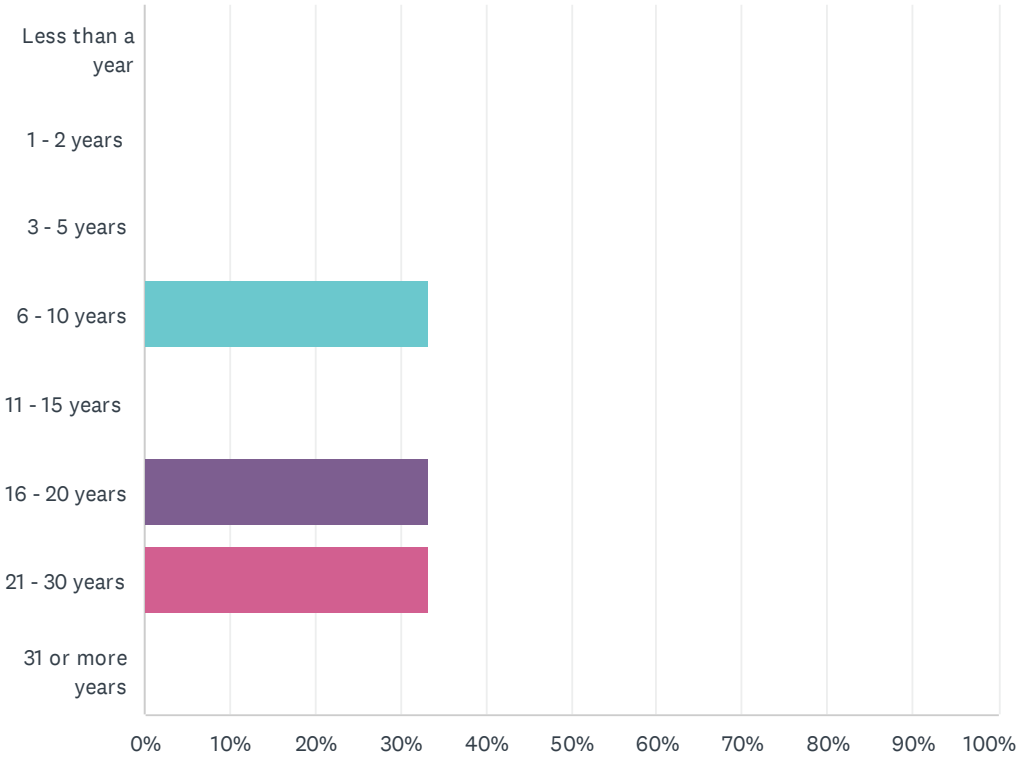
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
1 - 2 years	66.67%	2
3 - 5 years	33.33%	1
6 - 10 years	0.00%	0
11 - 15 years	0.00%	0
16 - 20 years	0.00%	0
21 - 30 years	0.00%	0
31 or more years	0.00%	0
TOTAL		3

Q68 7.5 What is the total number of years you have been involved in academic education?

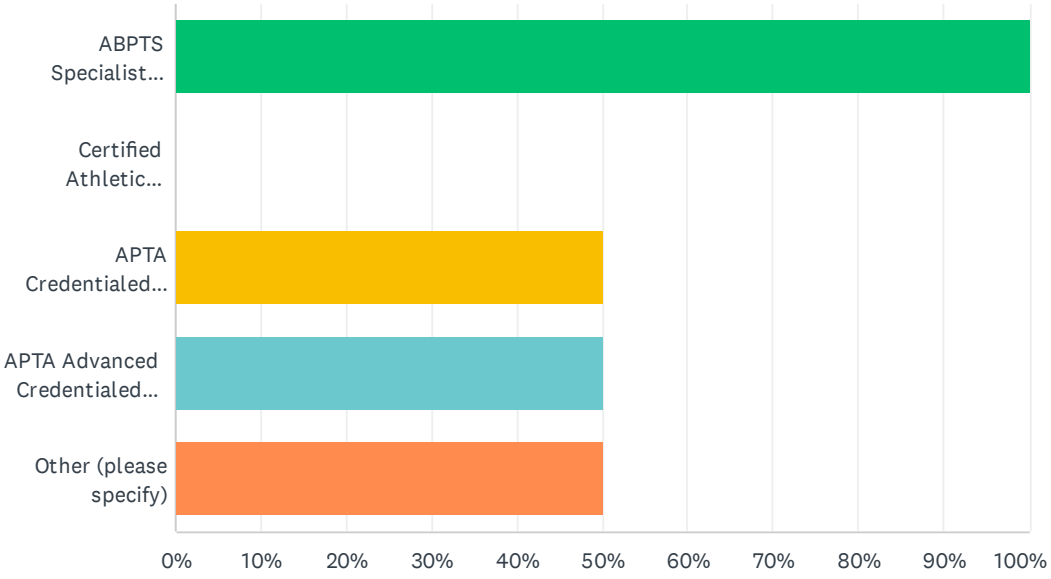
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
1 - 2 years	0.00%	0
3 - 5 years	0.00%	0
6 - 10 years	33.33%	1
11 - 15 years	0.00%	0
16 - 20 years	33.33%	1
21 - 30 years	33.33%	1
31 or more years	0.00%	0
TOTAL		3

Q69 7.6 Do you hold any of the following certifications or credentials?

Answered: 2 Skipped: 1

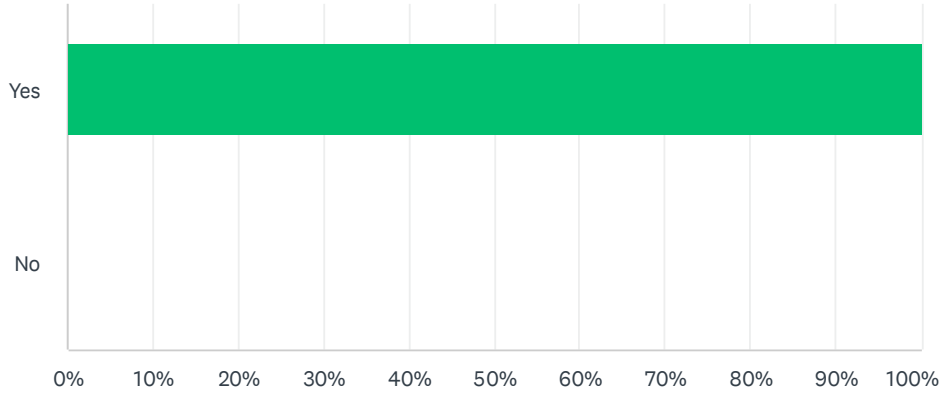


ANSWER CHOICES	RESPONSES	
ABPTS Specialist Certification	100.00%	2
Certified Athletic Trainer	0.00%	0
APTA Credentialed Clinical Instructor (Level 1)	50.00%	1
APTA Advanced Credentialed Clinical Instructor (Level 2)	50.00%	1
Other (please specify)	50.00%	1
Total Respondents: 2		

#	OTHER (PLEASE SPECIFY)	DATE
1	FNAP	9/13/2023 3:50 PM

Q70 7.7 Have you completed a leadership development program?

Answered: 2 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	100.00%	2
No	0.00%	0
TOTAL		2

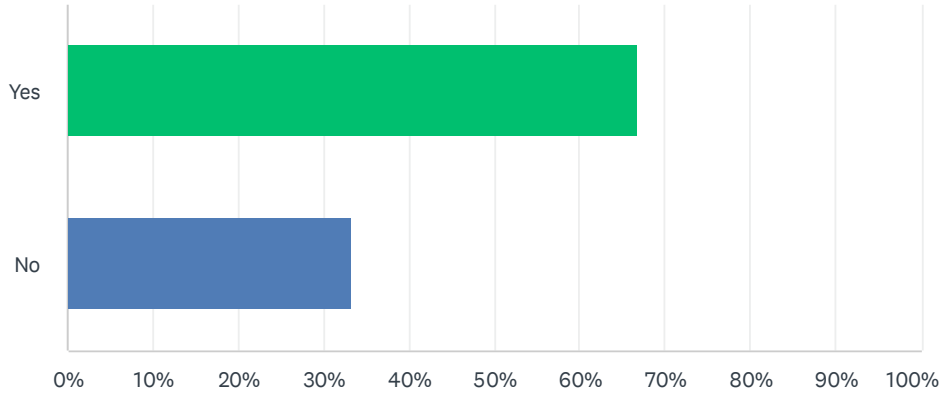
Q71 7.8 Identify the name of the leadership program you completed.

Answered: 3 Skipped: 0

#	RESPONSES	DATE
1	I did not complete a leadership program	9/19/2023 12:38 PM
2	ELI	9/13/2023 3:50 PM
3	Higher Education Leadership Fellowship	9/11/2023 1:17 PM

Q72 7.9 Have you experienced any barriers to accessing leadership programs?

Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	66.67%	2
No	33.33%	1
TOTAL		3

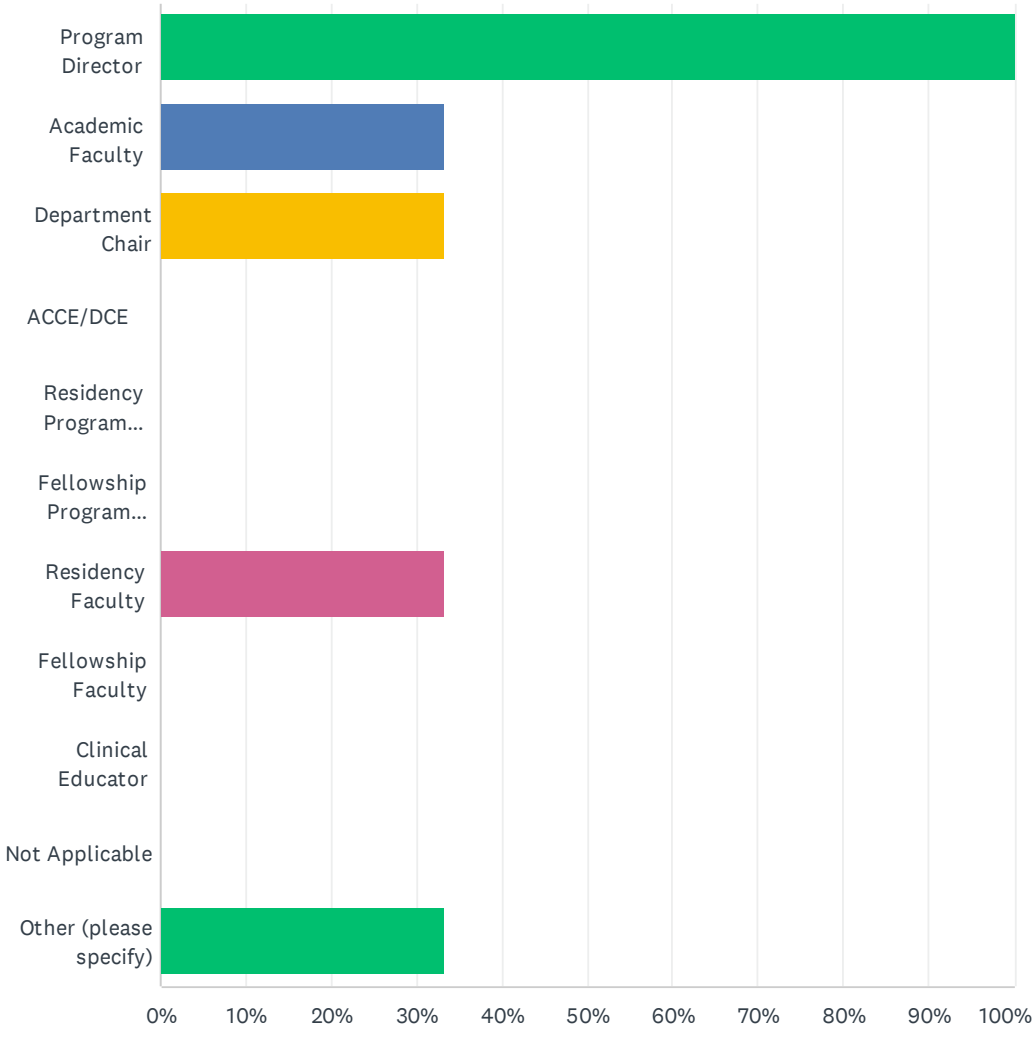
Q73 7.10 Please explain.

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	time and money	9/19/2023 12:38 PM
2	Program Director was unsupportive of participating in the program. Consulted with current Fellowship Director and ended up leaving the previous institution to a more supportive environment.	9/11/2023 1:18 PM

Q74 7.11 What is your current role(s) in education? (Check all that apply)

Answered: 3 Skipped: 0

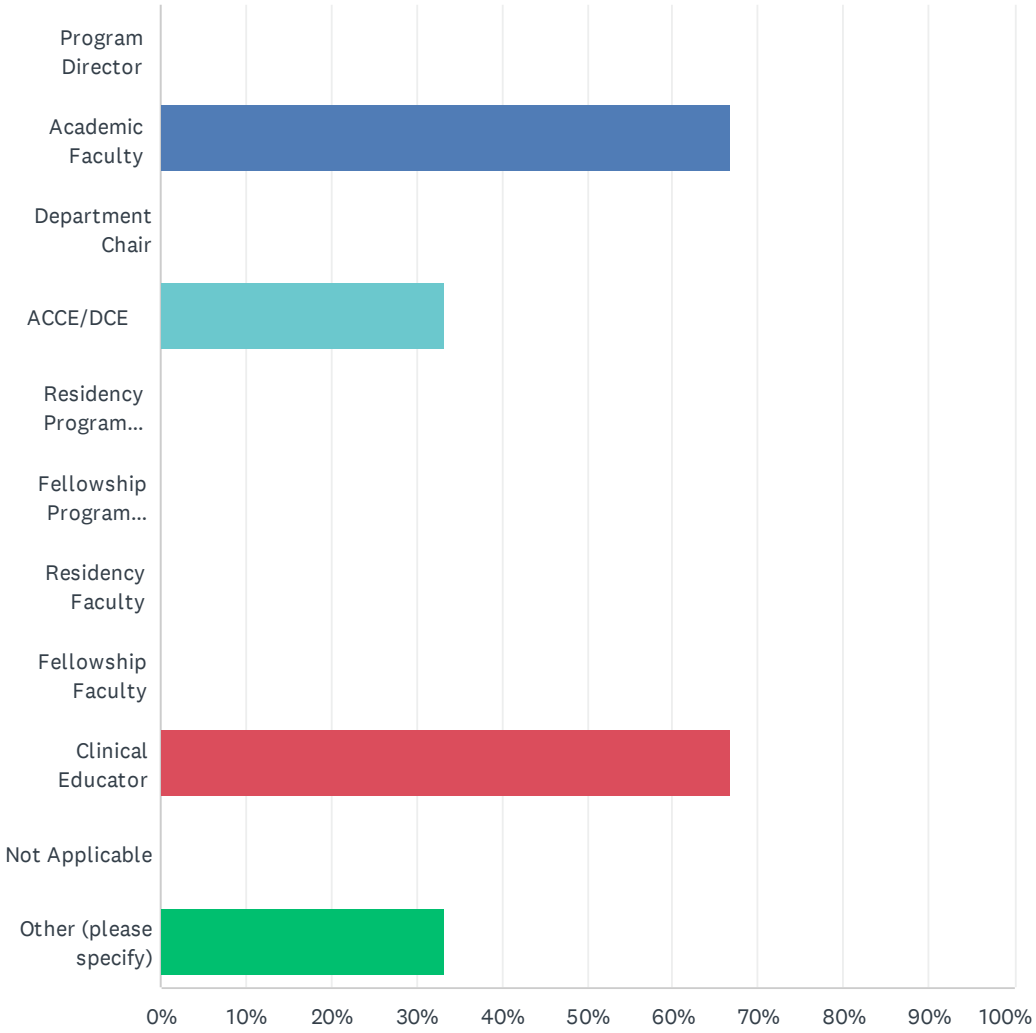


ANSWER CHOICES	RESPONSES	
Program Director	100.00%	3
Academic Faculty	33.33%	1
Department Chair	33.33%	1
ACCE/DCE	0.00%	0
Residency Program Director	0.00%	0
Fellowship Program Director	0.00%	0
Residency Faculty	33.33%	1
Fellowship Faculty	0.00%	0
Clinical Educator	0.00%	0
Not Applicable	0.00%	0
Other (please specify)	33.33%	1
Total Respondents: 3		

#	OTHER (PLEASE SPECIFY)	DATE
1	Vice Department Chair, Academic Residency Director	9/13/2023 3:51 PM

Q75 7.12 What were your previous role(s) in education (not currently service)? (Check all that apply)

Answered: 3 Skipped: 0

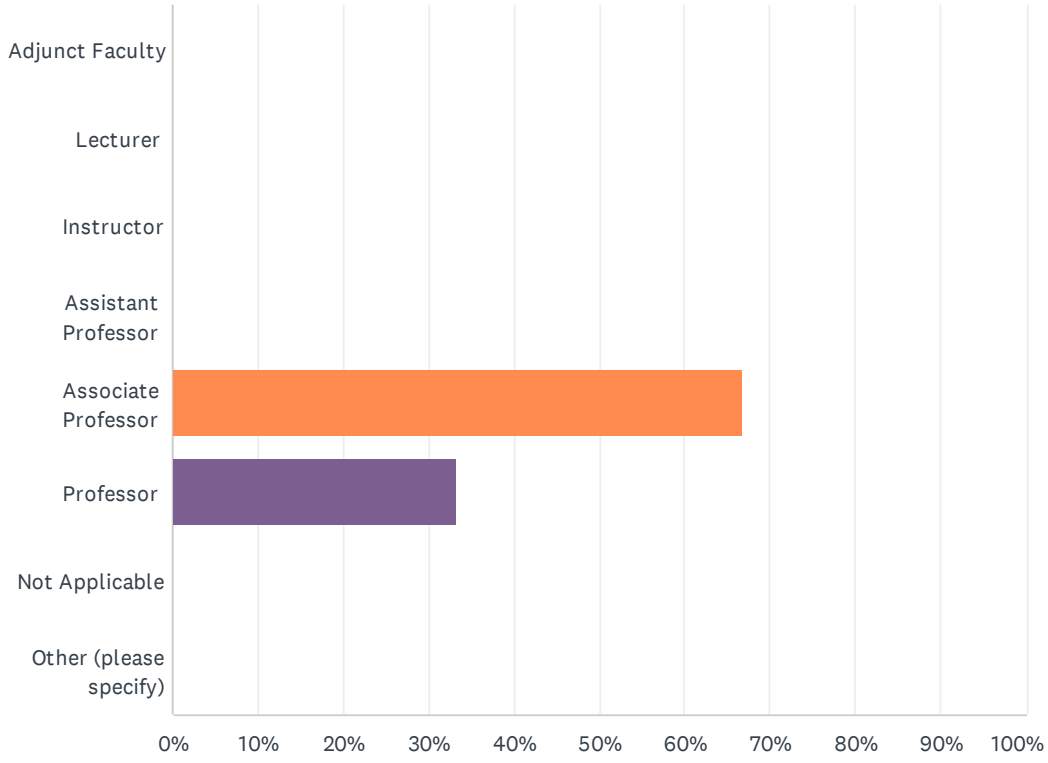


ANSWER CHOICES	RESPONSES	
Program Director	0.00%	0
Academic Faculty	66.67%	2
Department Chair	0.00%	0
ACCE/DCE	33.33%	1
Residency Program Director	0.00%	0
Fellowship Program Director	0.00%	0
Residency Faculty	0.00%	0
Fellowship Faculty	0.00%	0
Clinical Educator	66.67%	2
Not Applicable	0.00%	0
Other (please specify)	33.33%	1
Total Respondents: 3		

#	OTHER (PLEASE SPECIFY)	DATE
1	Associate Chair	9/19/2023 12:39 PM

Q76 7.13 What is your current faculty status in your program? (Check one category only)

Answered: 3 Skipped: 0

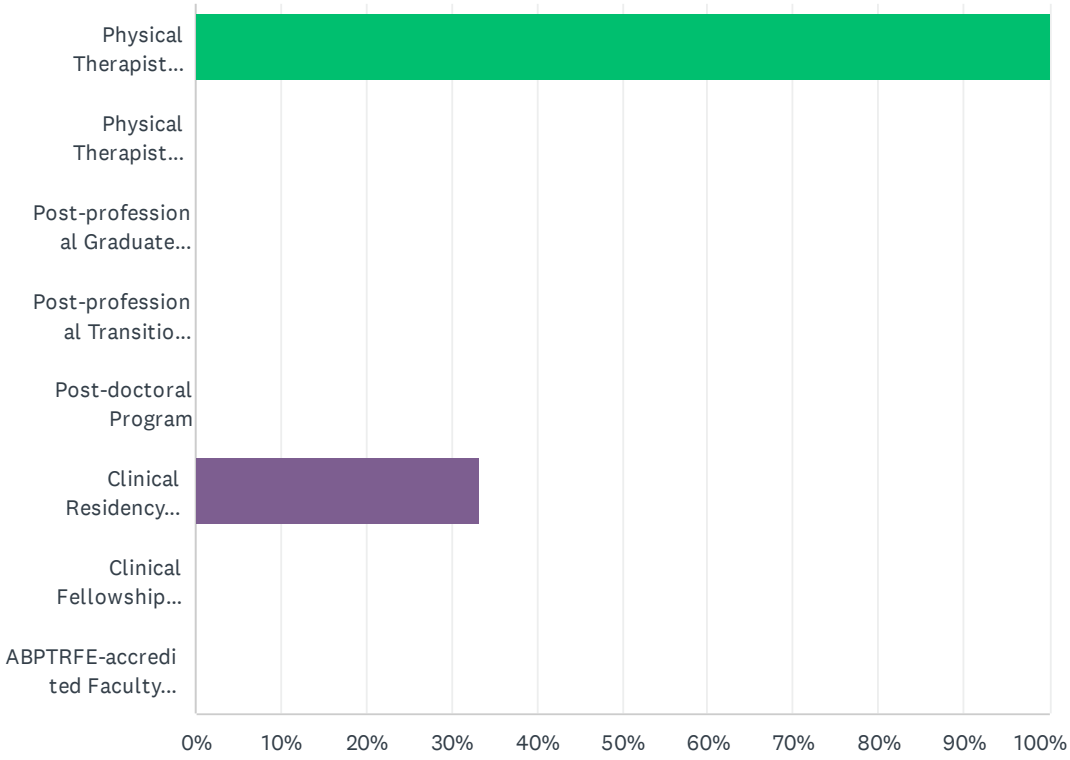


ANSWER CHOICES	RESPONSES	
Adjunct Faculty	0.00%	0
Lecturer	0.00%	0
Instructor	0.00%	0
Assistant Professor	0.00%	0
Associate Professor	66.67%	2
Professor	33.33%	1
Not Applicable	0.00%	0
Other (please specify)	0.00%	0
TOTAL		3

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q77 7.14 In which programs do you currently teach? (Check all that apply)

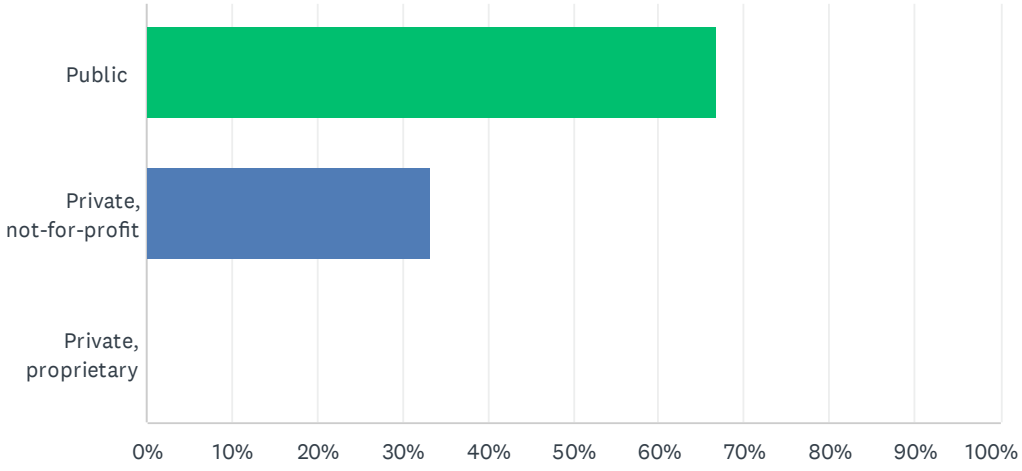
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Physical Therapist Professional Program	100.00%	3
Physical Therapist Assistant Professional Program	0.00%	0
Post-professional Graduate Program	0.00%	0
Post-professional Transition DPT Program	0.00%	0
Post-doctoral Program	0.00%	0
Clinical Residency Program	33.33%	1
Clinical Fellowship Program	0.00%	0
ABPTRFE-accredited Faculty Residency Program	0.00%	0
Total Respondents: 3		

Q78 7.14 In type of educational institution do you currently teach?

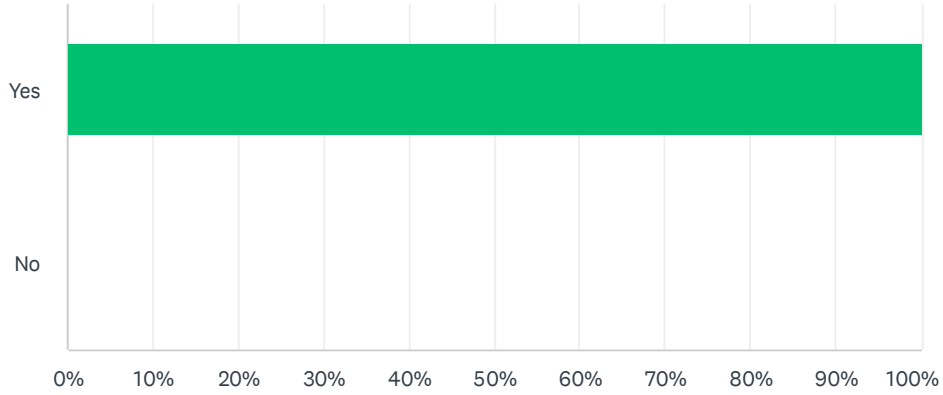
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Public	66.67%	2
Private, not-for-profit	33.33%	1
Private, proprietary	0.00%	0
TOTAL		3

Q79 7.15 Are you a member of the APTA?

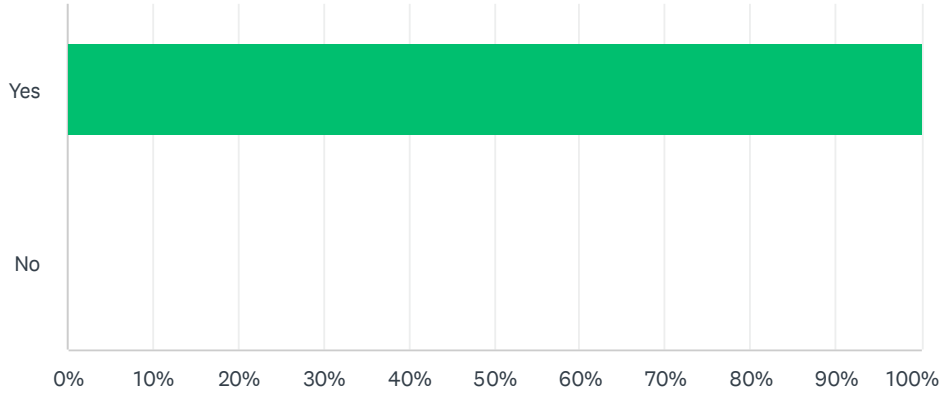
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	3
No	0.00%	0
TOTAL		3

Q80 7.16 Are you a member of the APTA Academy of Education?

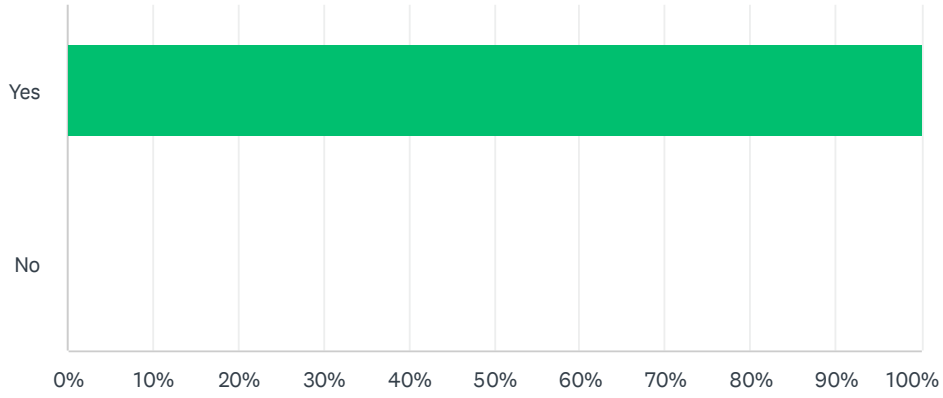
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	3
No	0.00%	0
TOTAL		3

Q81 7.17 Are you a member of the American Council of Academic Physical Therapy?

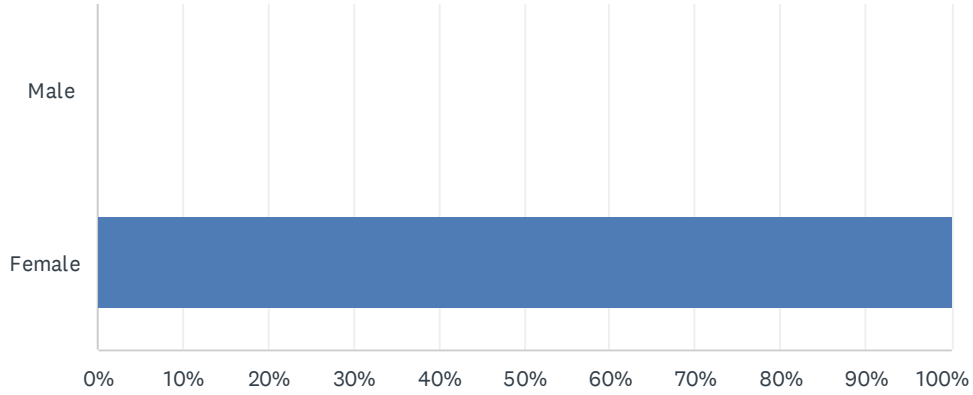
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	3
No	0.00%	0
TOTAL		3

Q82 7.18 What is your sex?

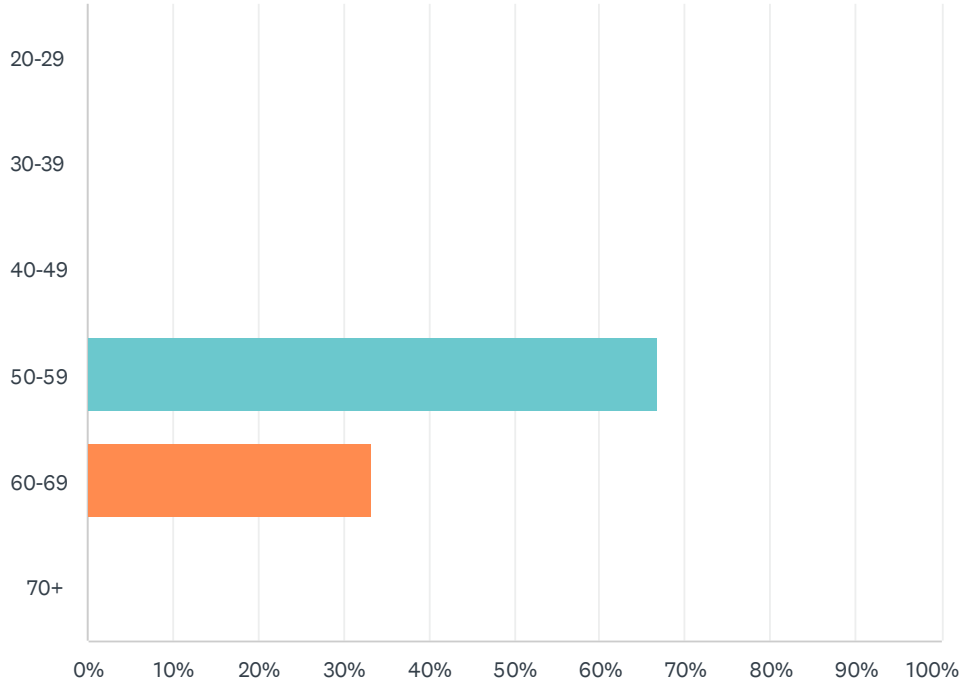
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Male	0.00%	0
Female	100.00%	3
TOTAL		3

Q83 7.19 What is your age?

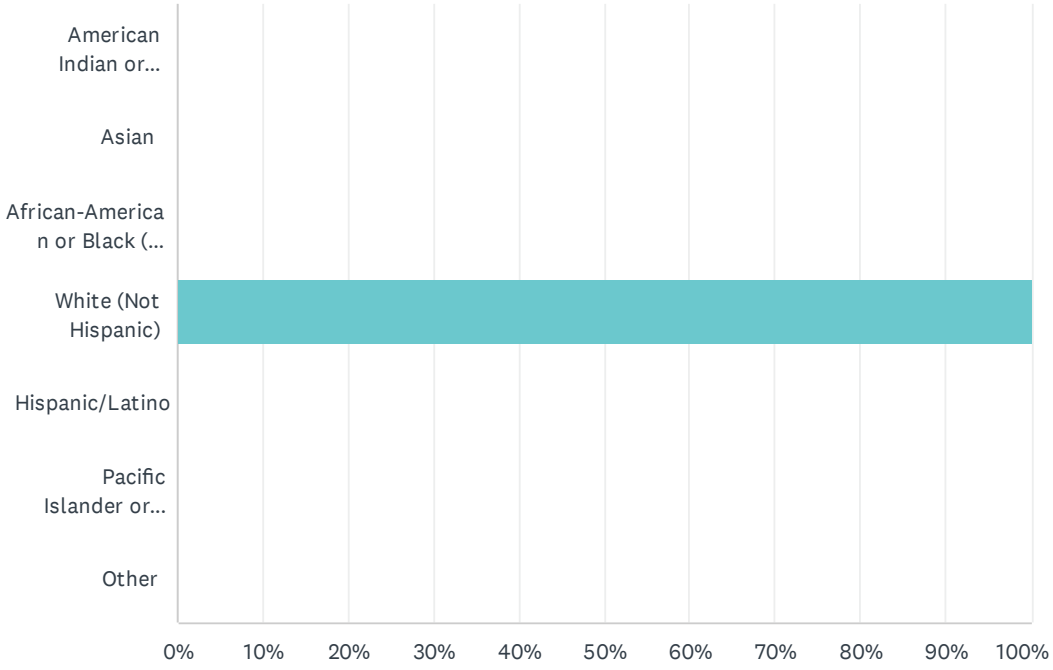
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
20-29	0.00%	0
30-39	0.00%	0
40-49	0.00%	0
50-59	66.67%	2
60-69	33.33%	1
70+	0.00%	0
TOTAL		3

Q84 7.20 Which of the following best describes your race/ethnic origin?

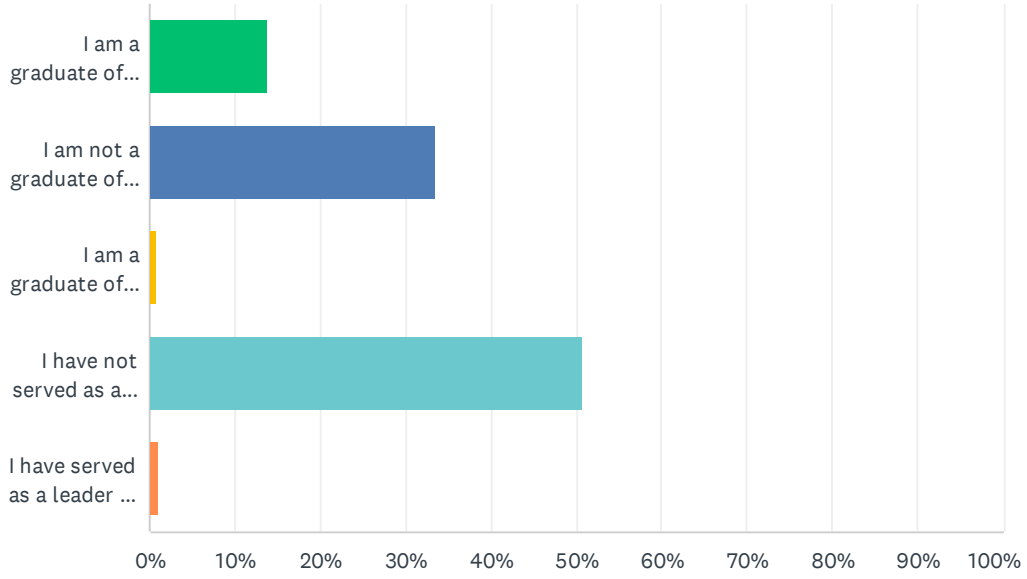
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
American Indian or Alaskan Native	0.00%	0
Asian	0.00%	0
African-American or Black (Not Hispanic)	0.00%	0
White (Not Hispanic)	100.00%	3
Hispanic/Latino	0.00%	0
Pacific Islander or Native Hawaiian	0.00%	0
Other	0.00%	0
TOTAL		3

Q1 Please select one of the following survey options:

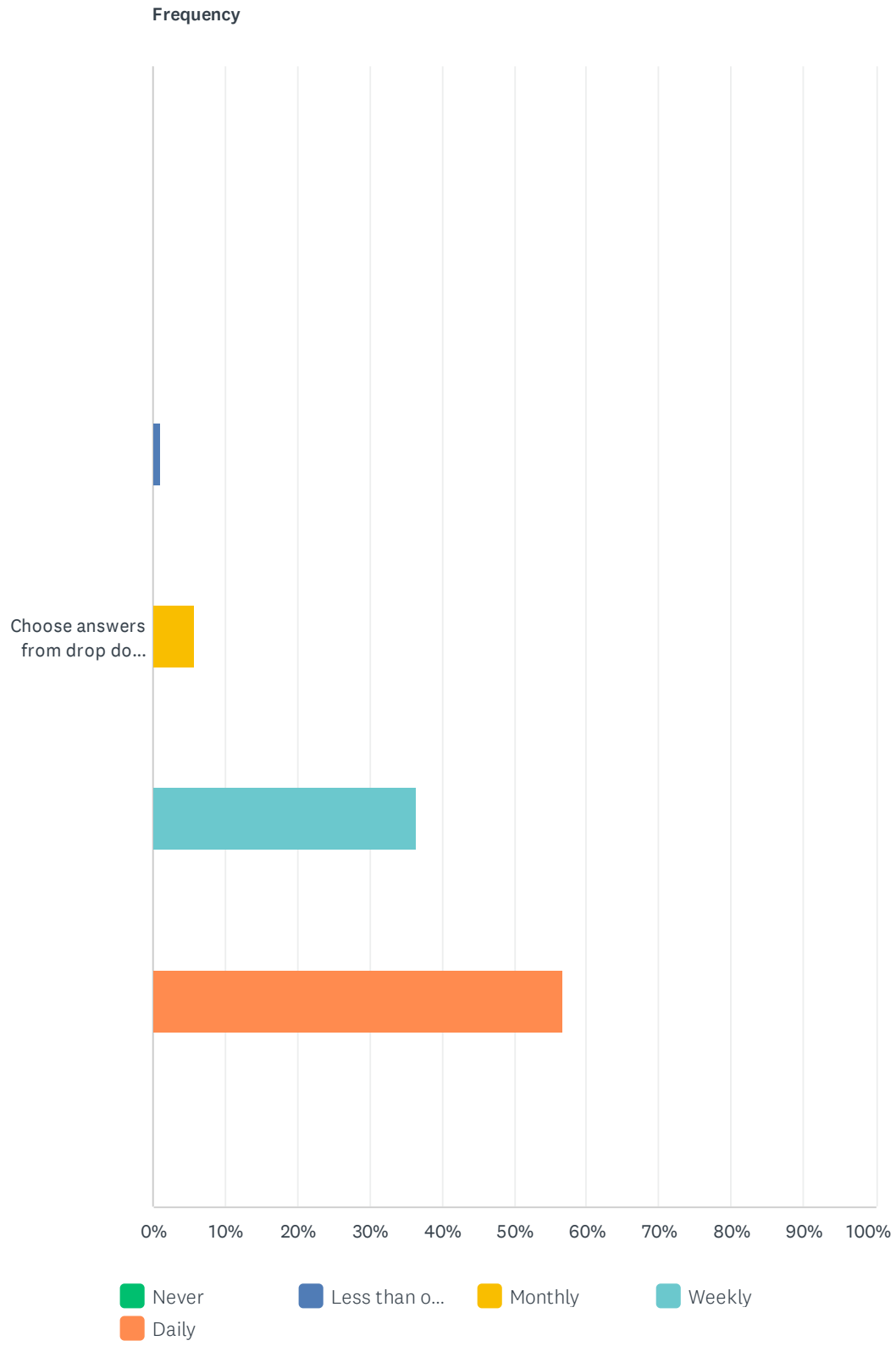
Answered: 260 Skipped: 1

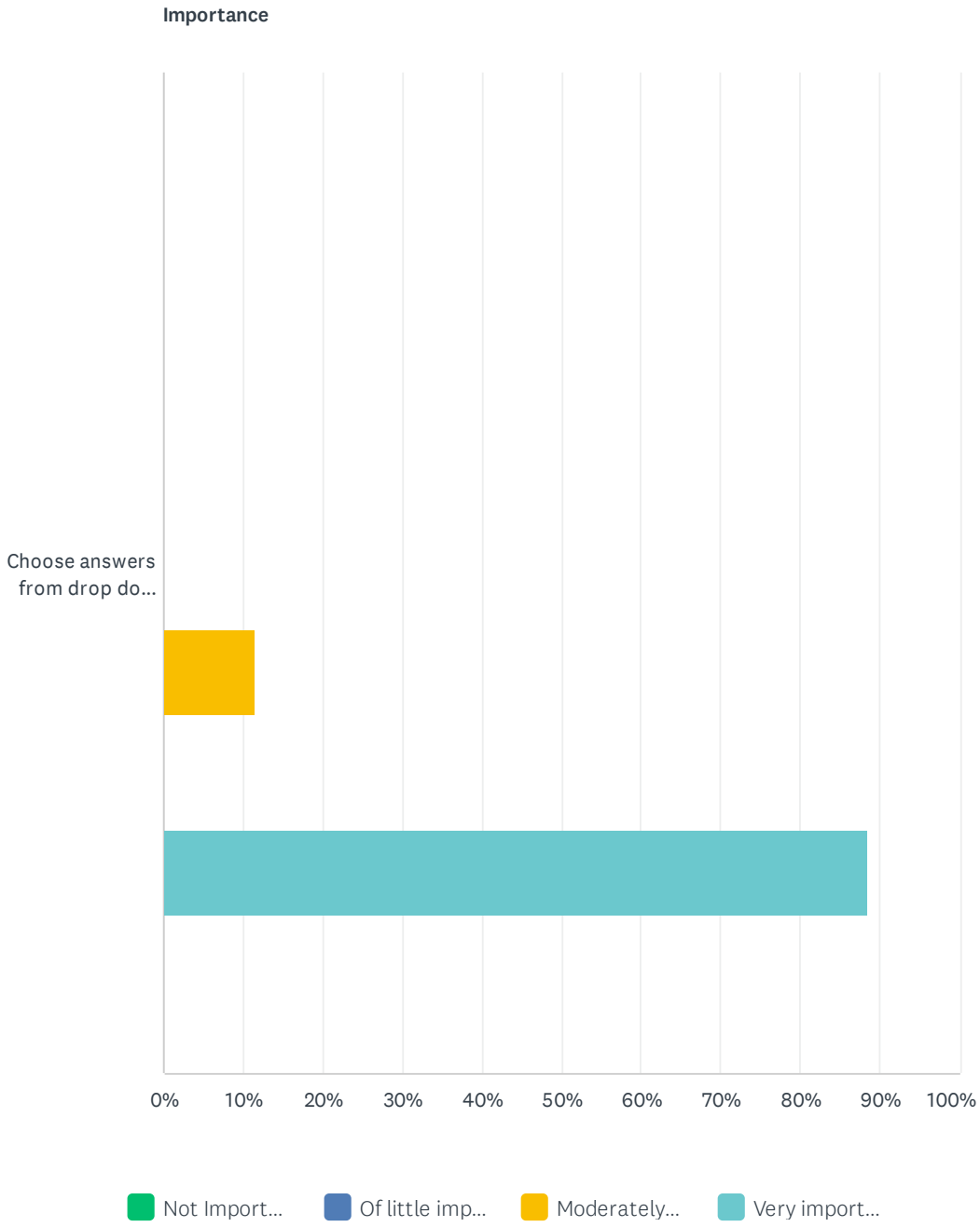


ANSWER CHOICES	RESPONSES	
I am a graduate of APTA's Higher Education Leadership Fellowship and have served as a leader in higher education.	13.85%	36
I am not a graduate of APTA's Higher Education Leadership Fellowship, but I have a minimum of 5 years of experience serving as a leader in higher education within the last 10 years (e.g., program director, chair, vice-chair, dean).	33.46%	87
I am a graduate of APTA's Higher Education Leadership Fellowship, but have not served as a leader in higher education, therefore I am not eligible to participate in this survey.	0.77%	2
I have not served as a leader in higher education for a minimum of 5 years within the last 10 years therefore I am not eligible to participate in this survey.	50.77%	132
I have served as a leader in higher education for a minimum of 5 years within the last 10 years, but am unable to participate in this survey at this time.	1.15%	3
TOTAL		260

Q2 1.1.1 Knowledge of institutional processes required for academic administration.

Answered: 89 Skipped: 172

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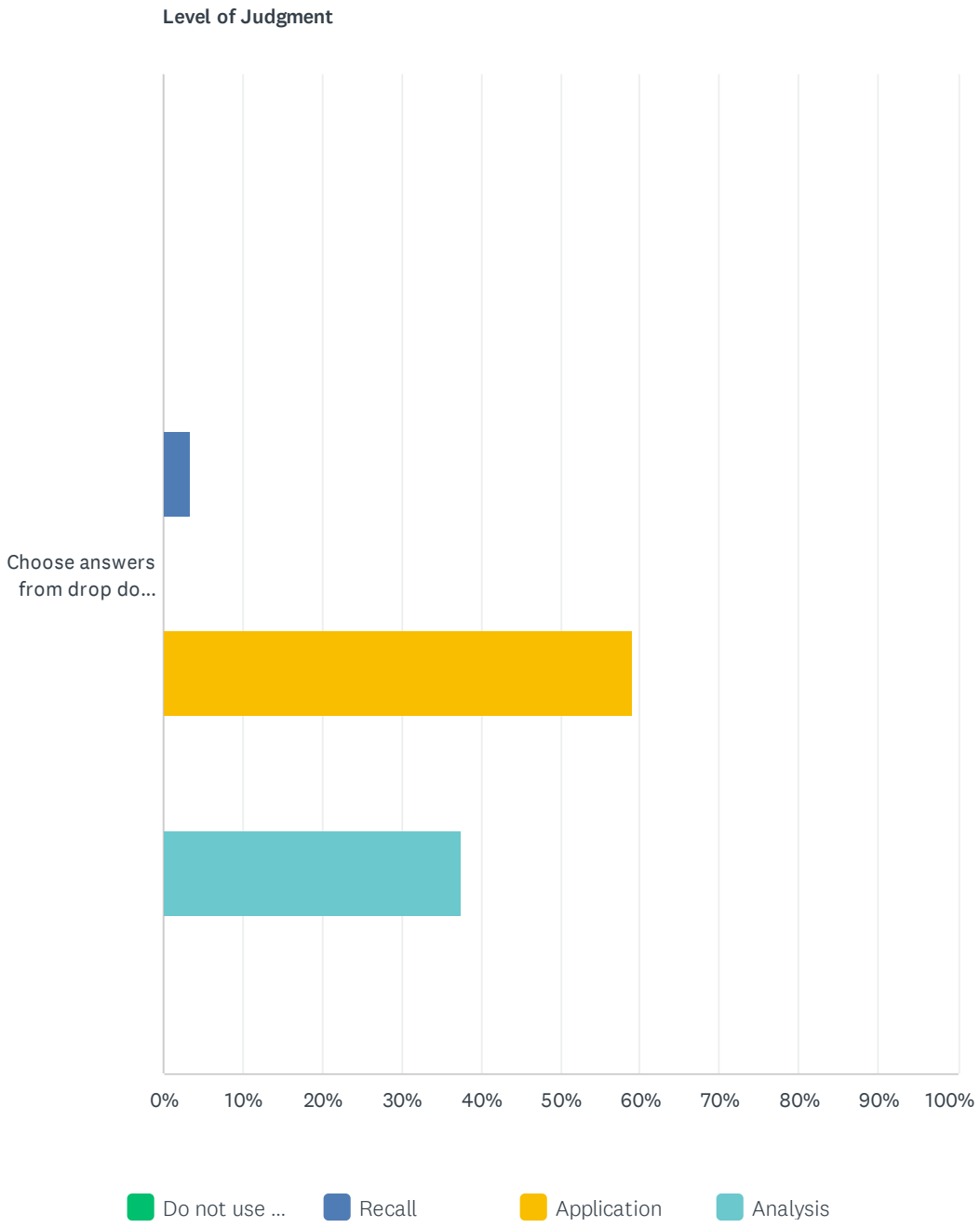


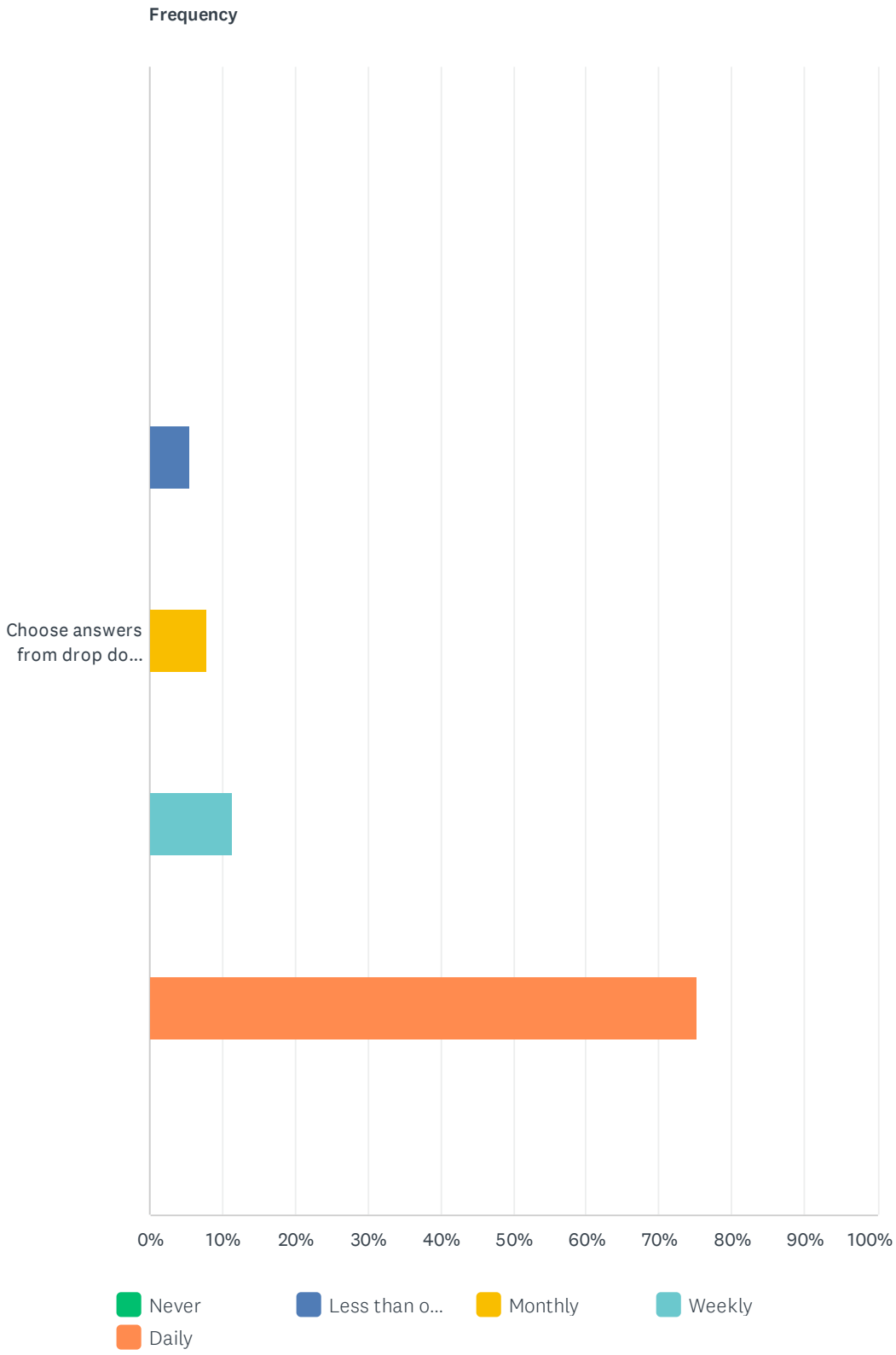
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	1.14% 1	5.68% 5	36.36% 32	56.82% 50	88

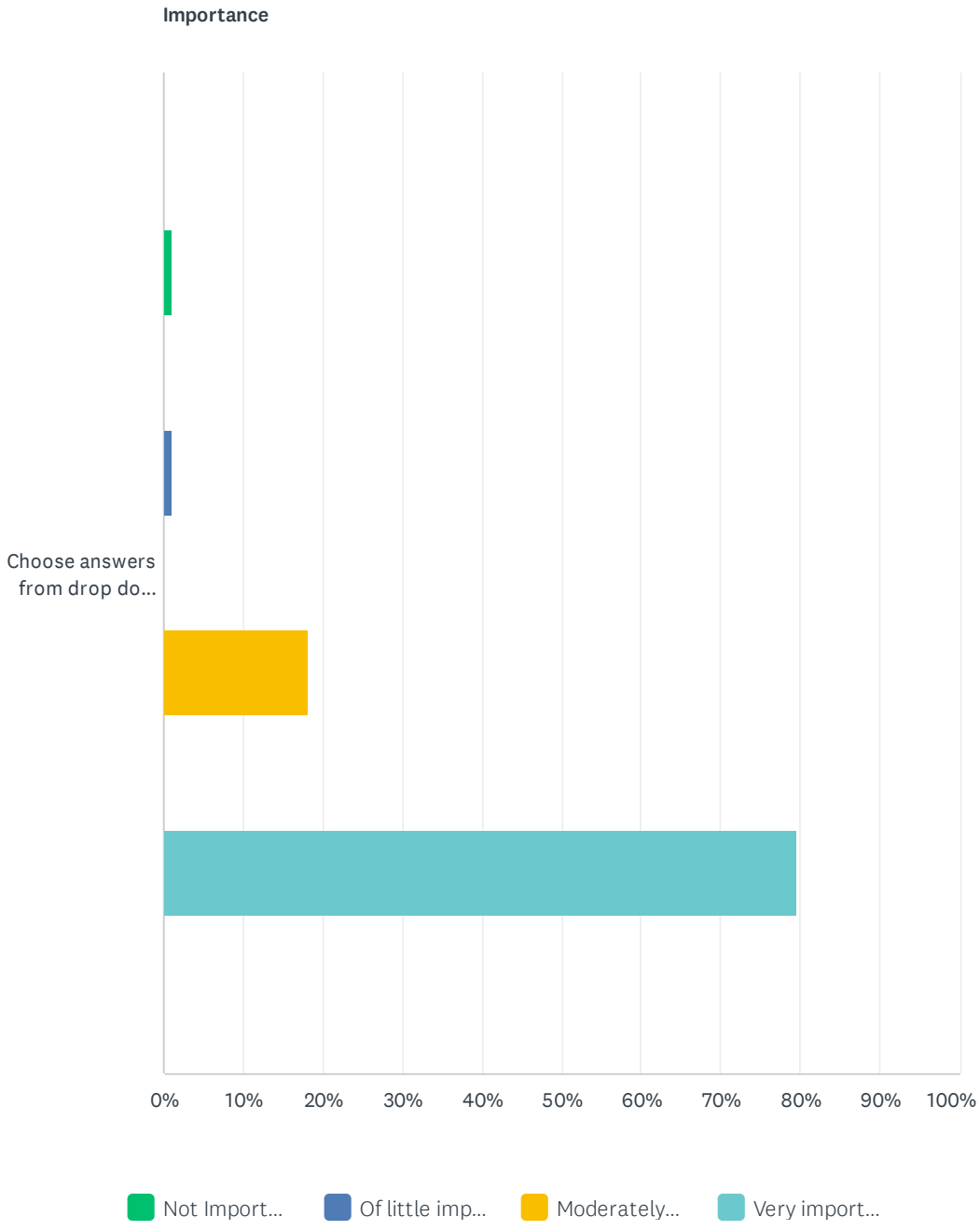
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	11.49% 10	88.51% 77	87

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	3.41% 3	59.09% 52	37.50% 33	 88

Q3 1.1.2 Knowledge of individual skills required for academic administration.

Answered: 89 Skipped: 172

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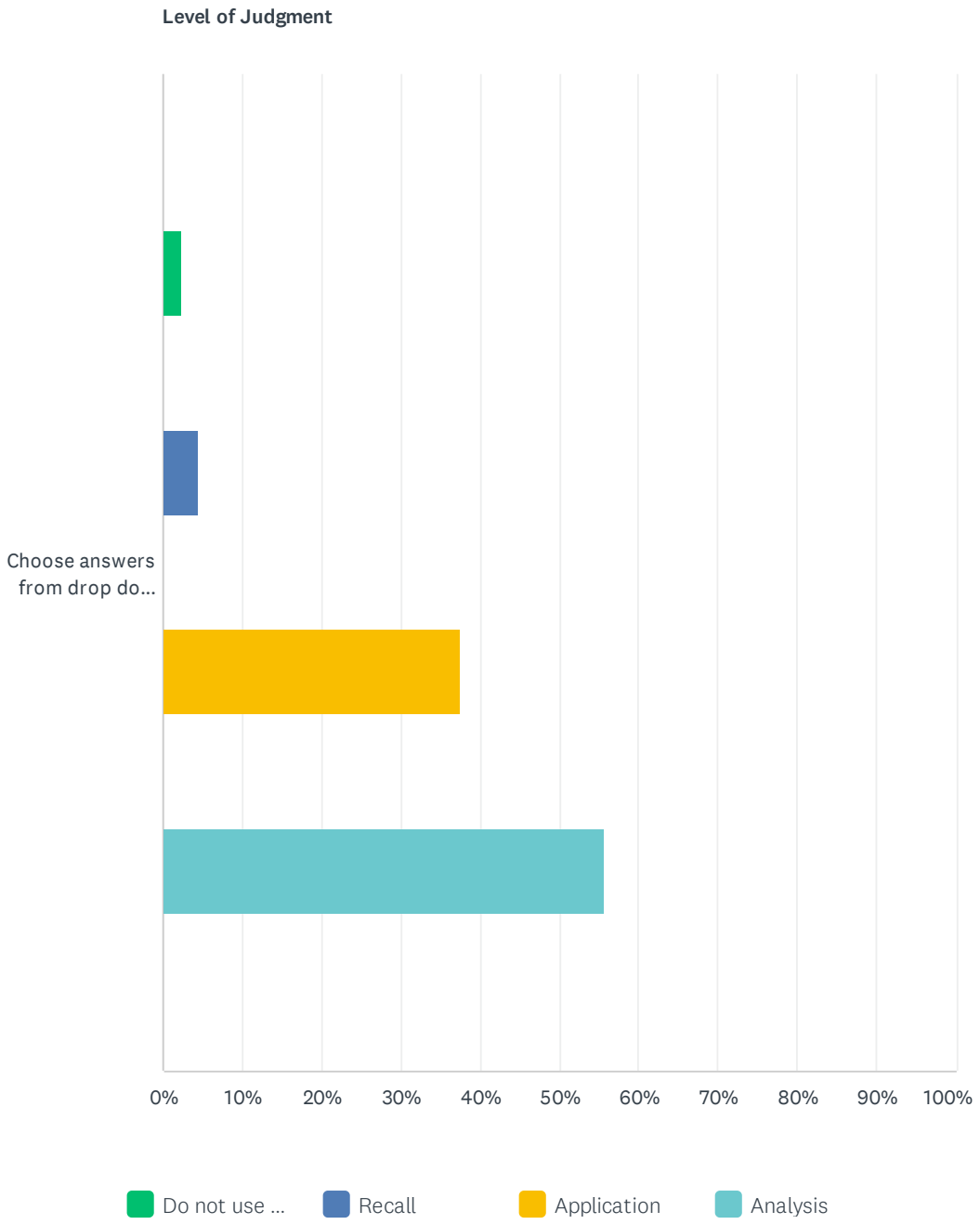


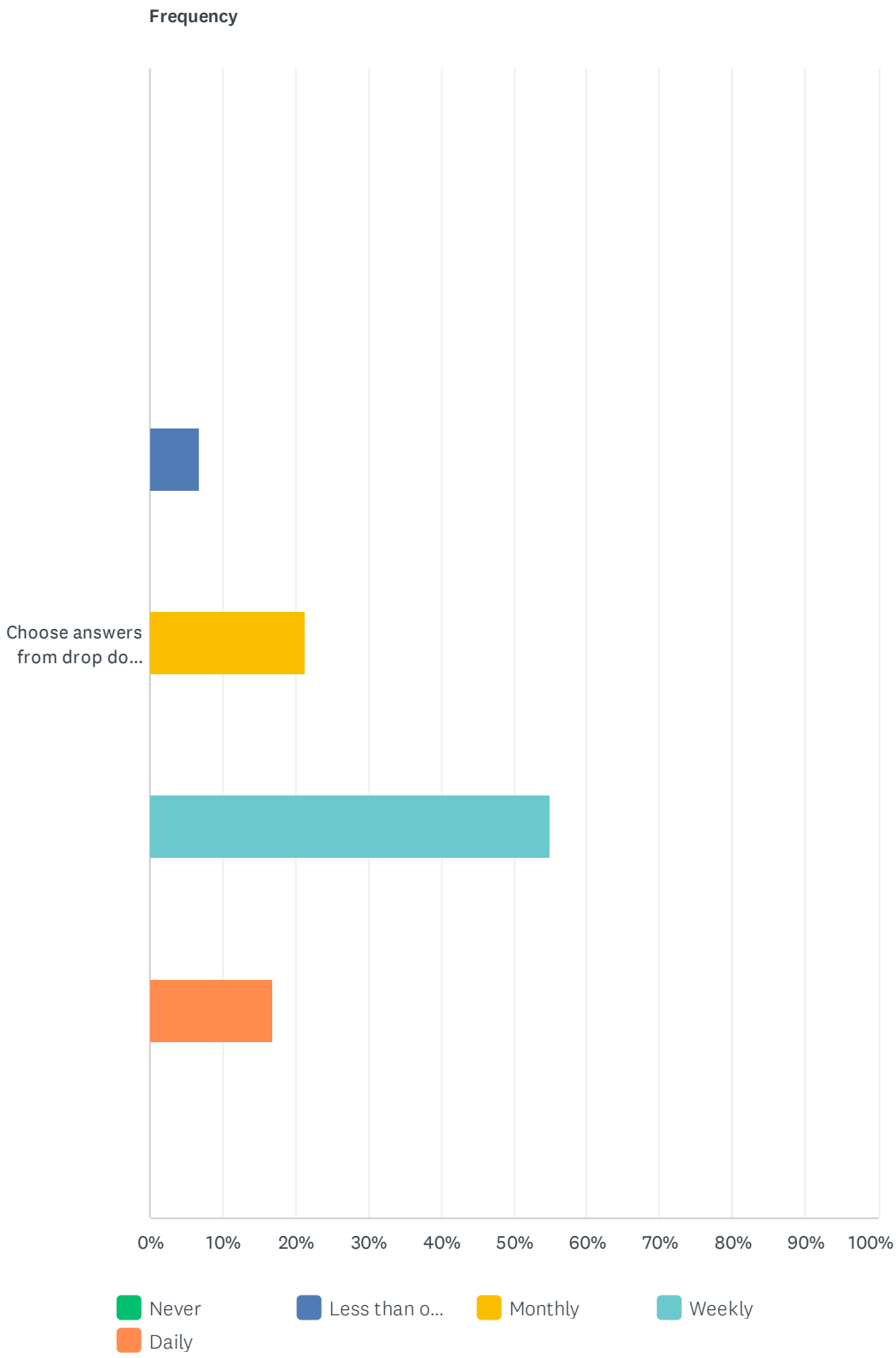
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	5.62% 5	7.87% 7	11.24% 10	75.28% 67	89

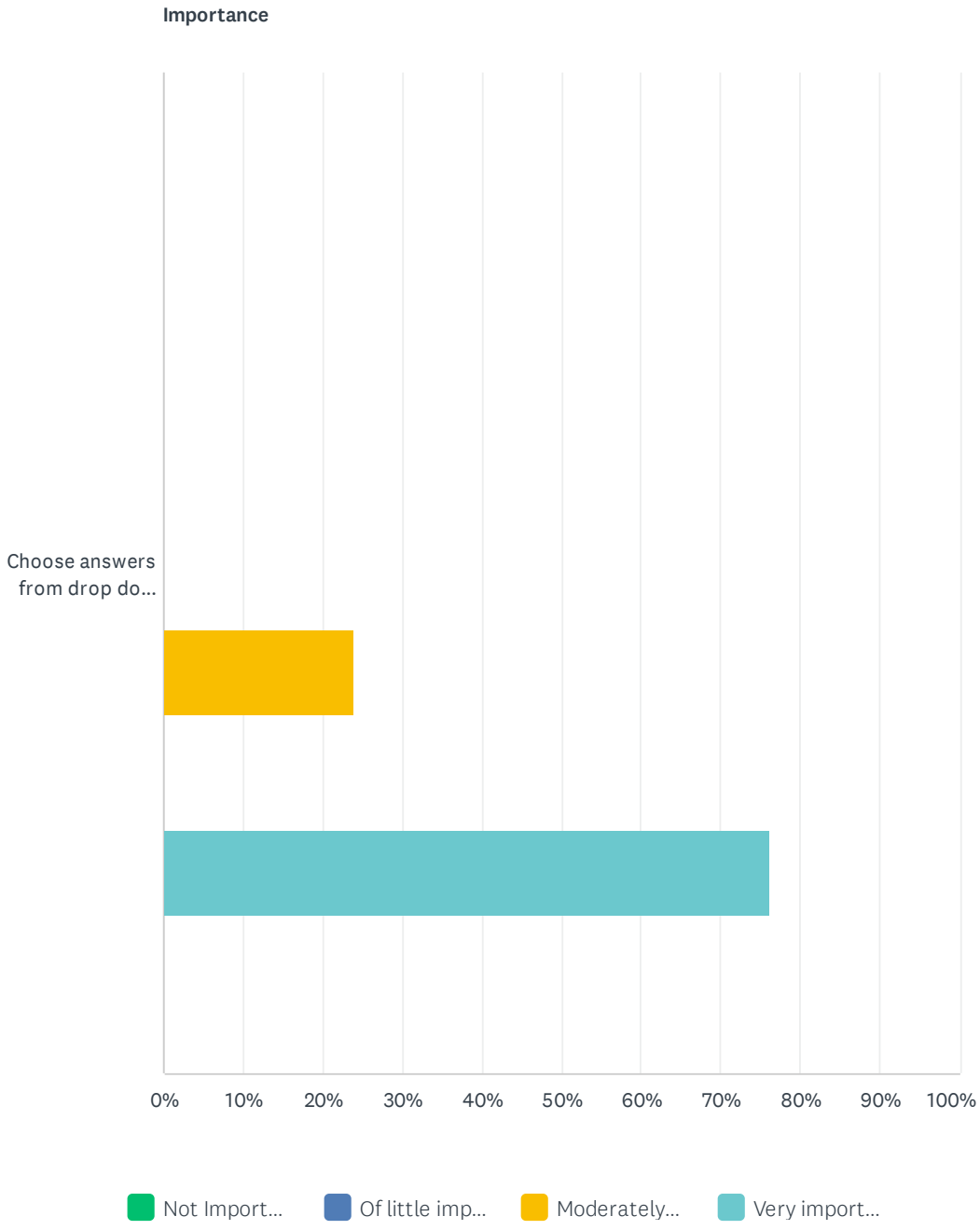
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	1.14% 1	1.14% 1	18.18% 16	79.55% 70	88

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	2.27% 2	4.55% 4	37.50% 33	55.68% 49	 88

Q4 1.2.1 Builds collaborative partnerships, alliances, and networks.

Answered: 89 Skipped: 172

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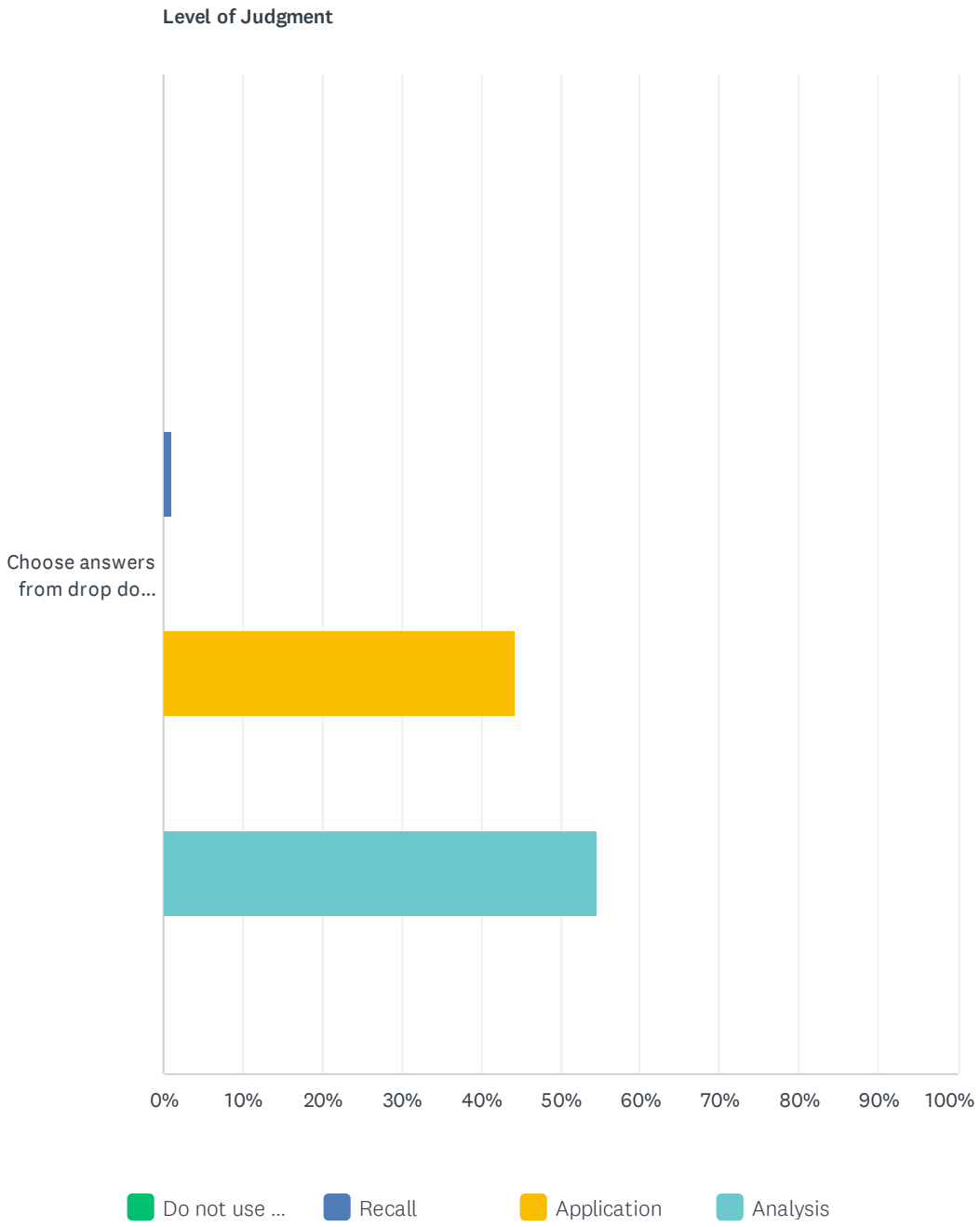


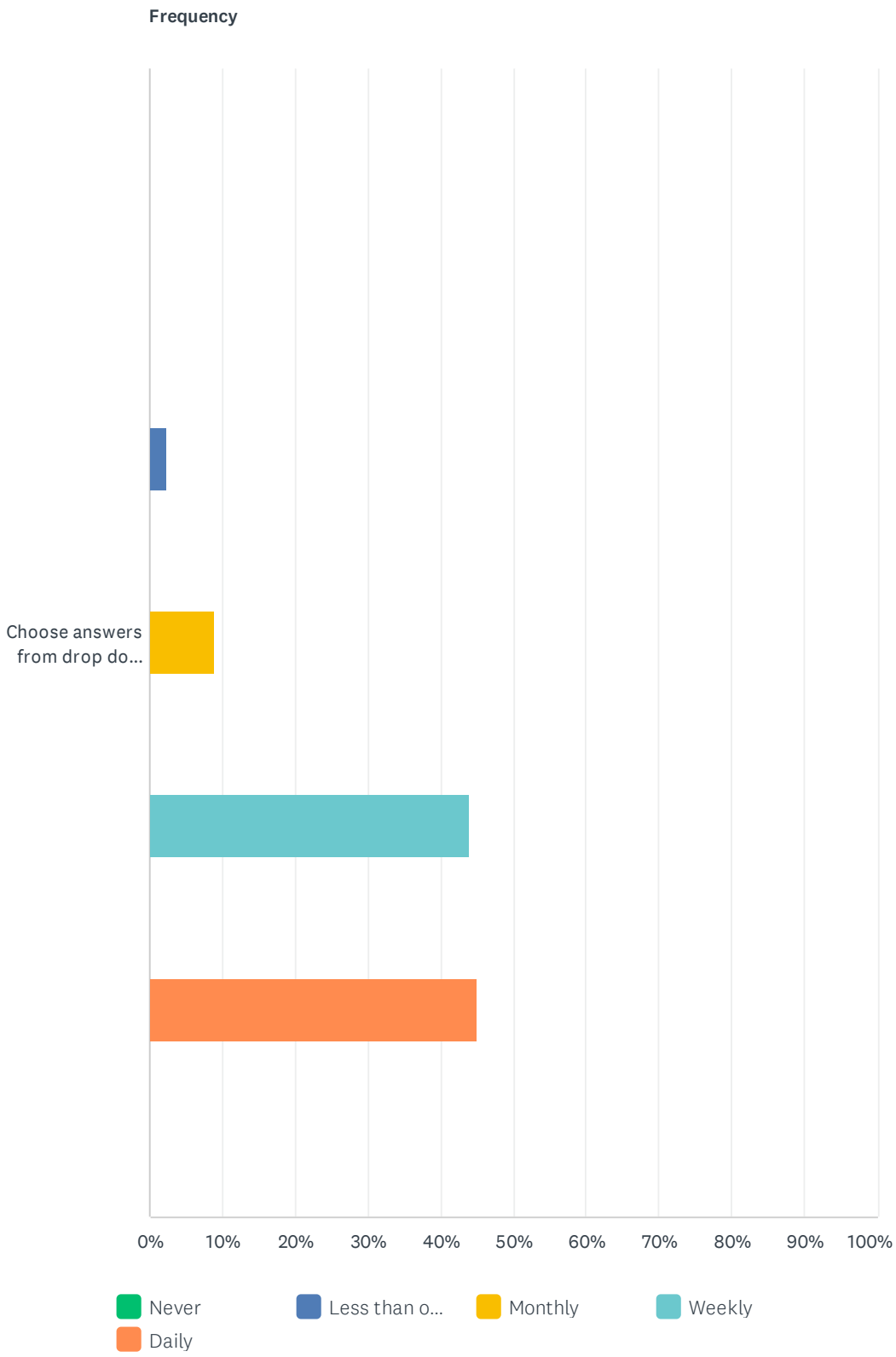
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	6.74% 6	21.35% 19	55.06% 49	16.85% 15	89

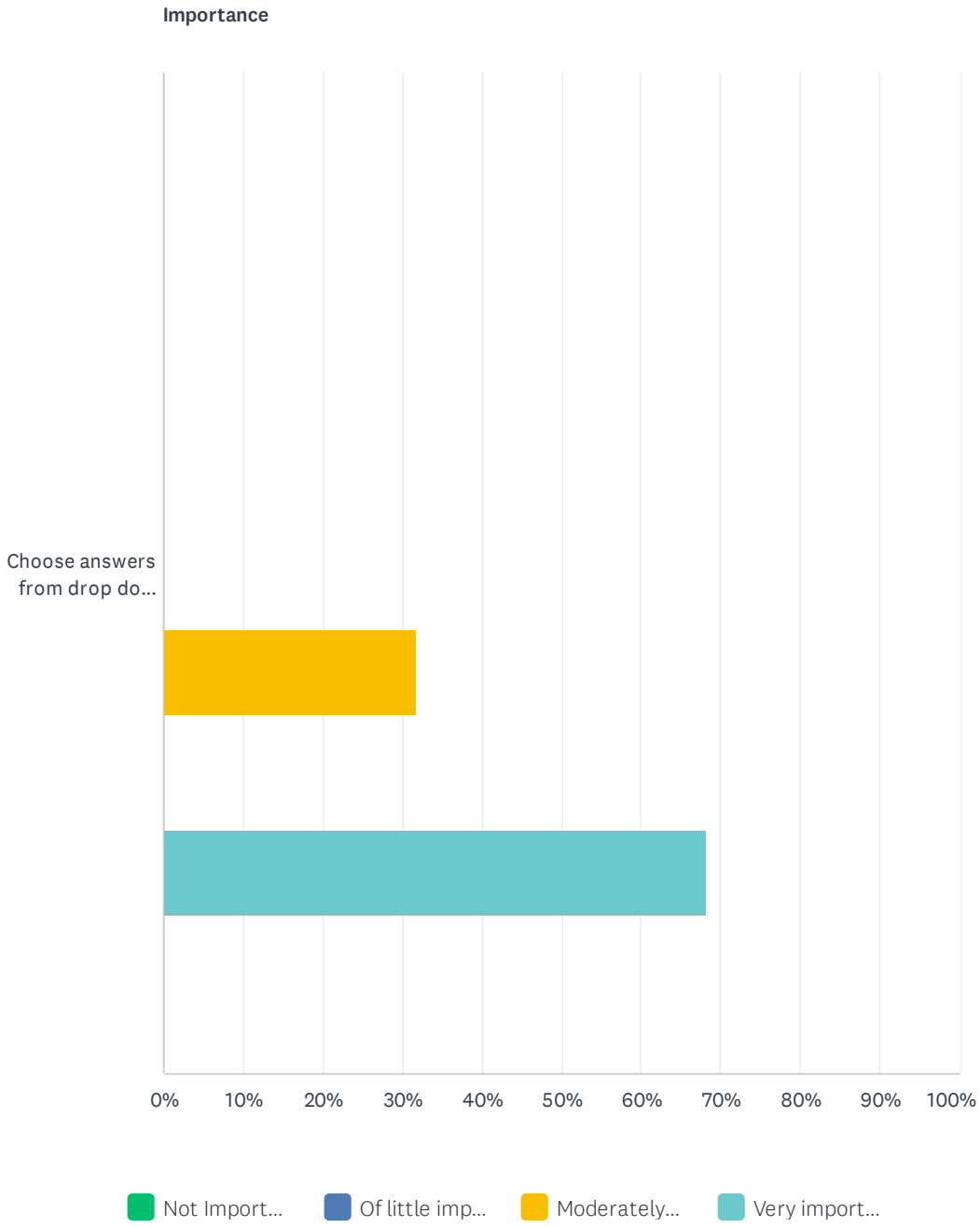
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	23.86% 21	76.14% 67	88

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.14% 1	44.32% 39	54.55% 48	 88

Q5 1.2.2 Delegates to improve efficiency and effectiveness.

Answered: 89 Skipped: 172

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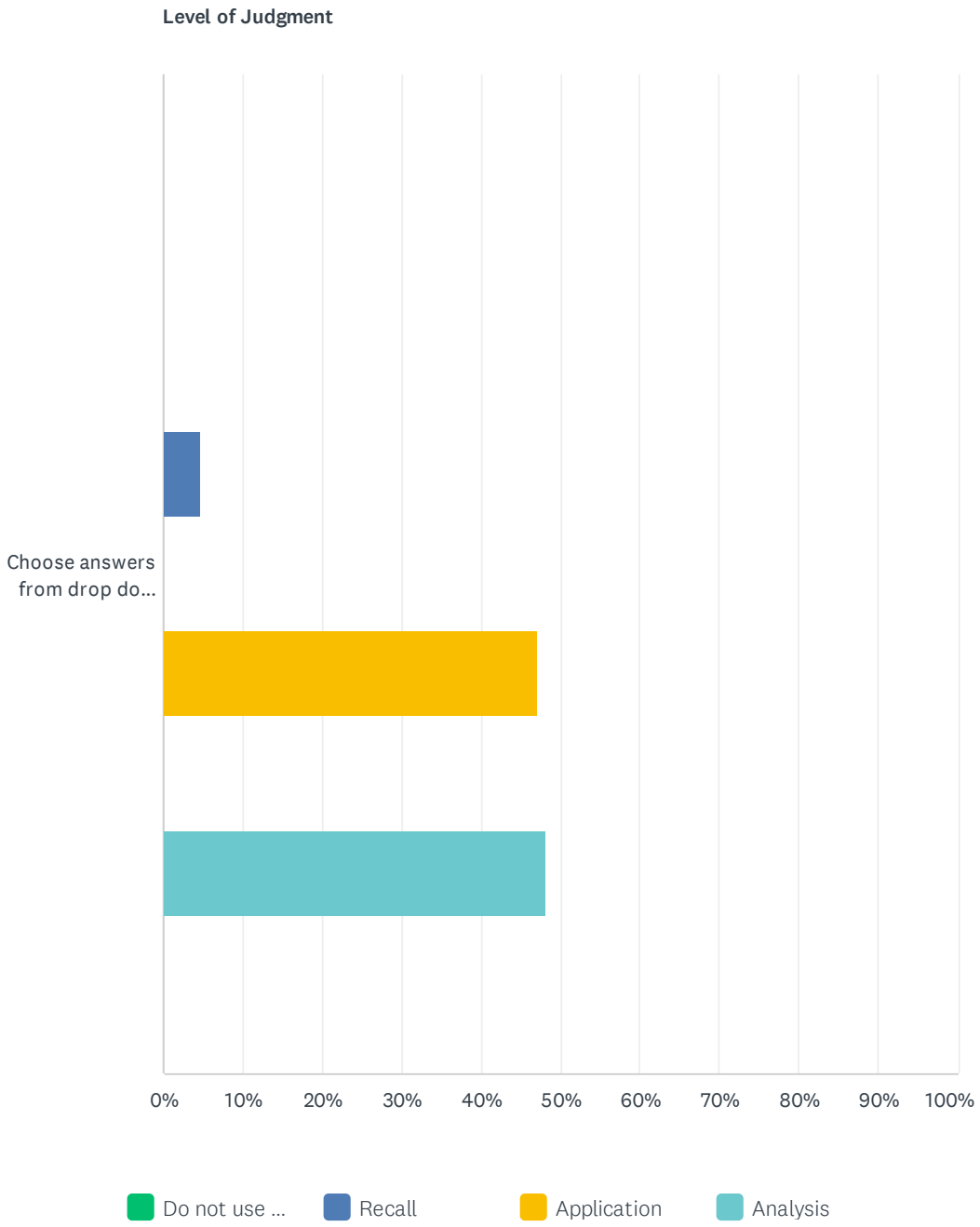


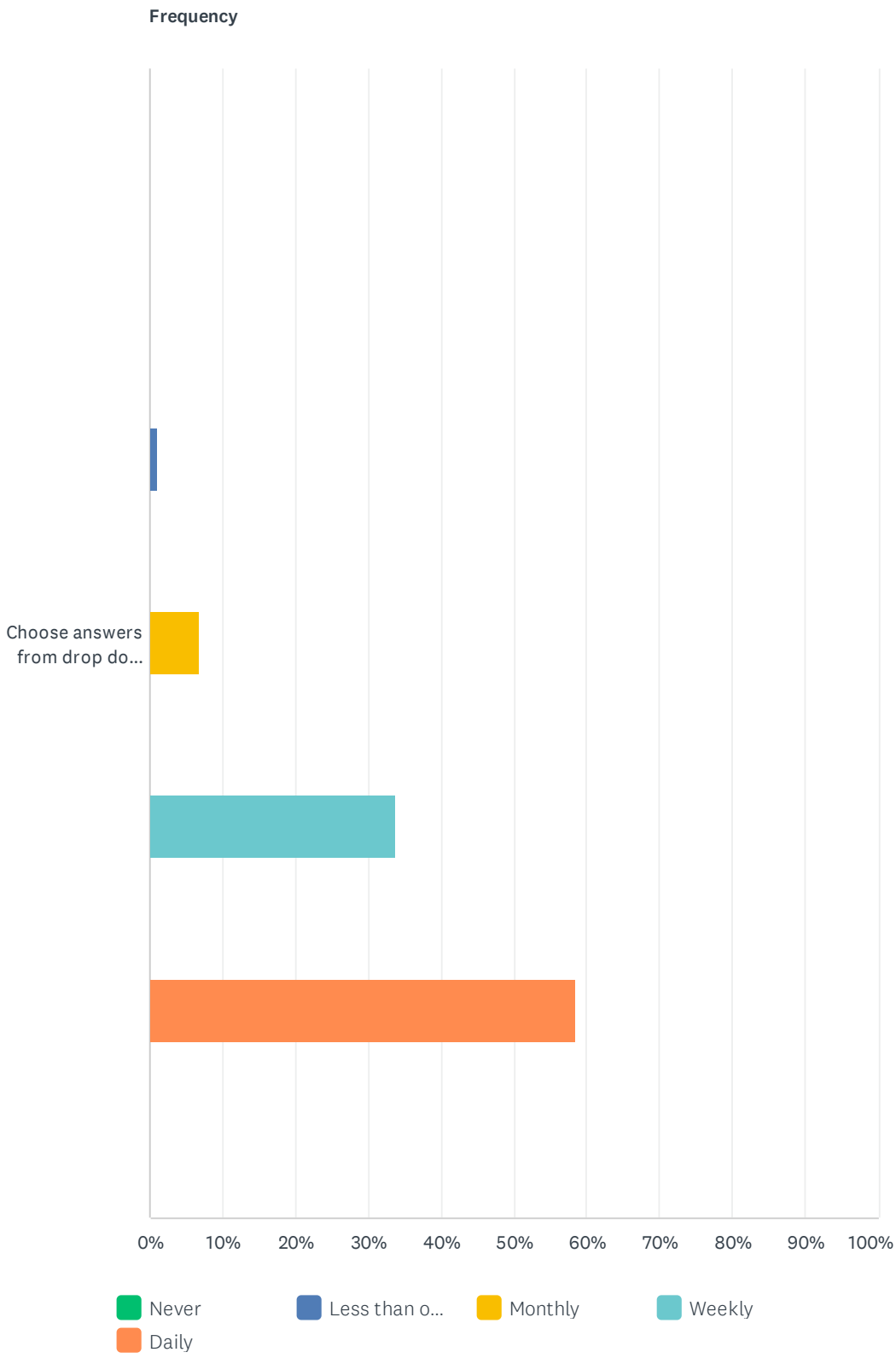
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	2.25% 2	8.99% 8	43.82% 39	44.94% 40	89

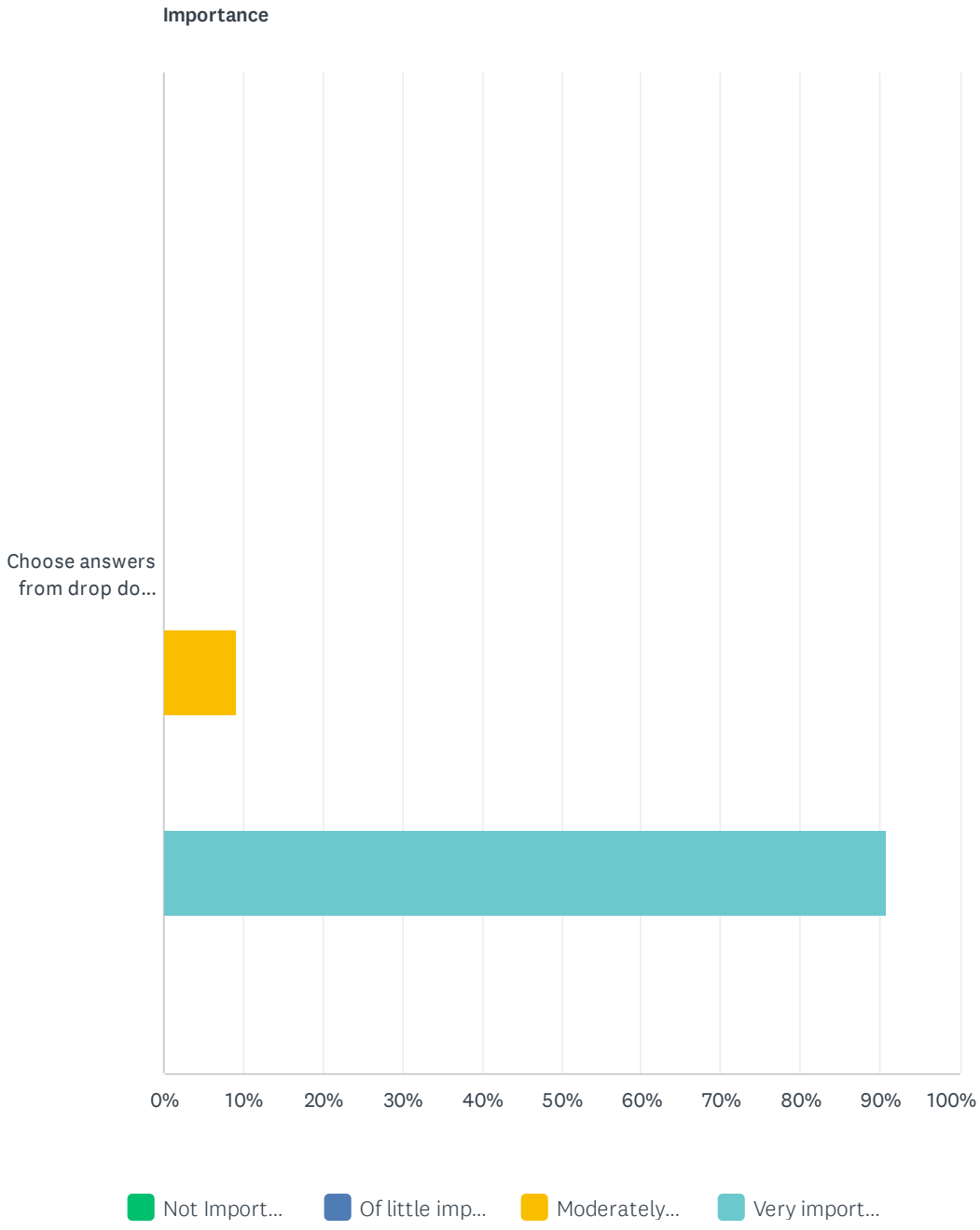
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	31.82% 28	68.18% 60	88

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	4.60% 4	47.13% 41	48.28% 42	 87

Q6 1.2.3 Fosters academic excellence.

Answered: 89 Skipped: 172

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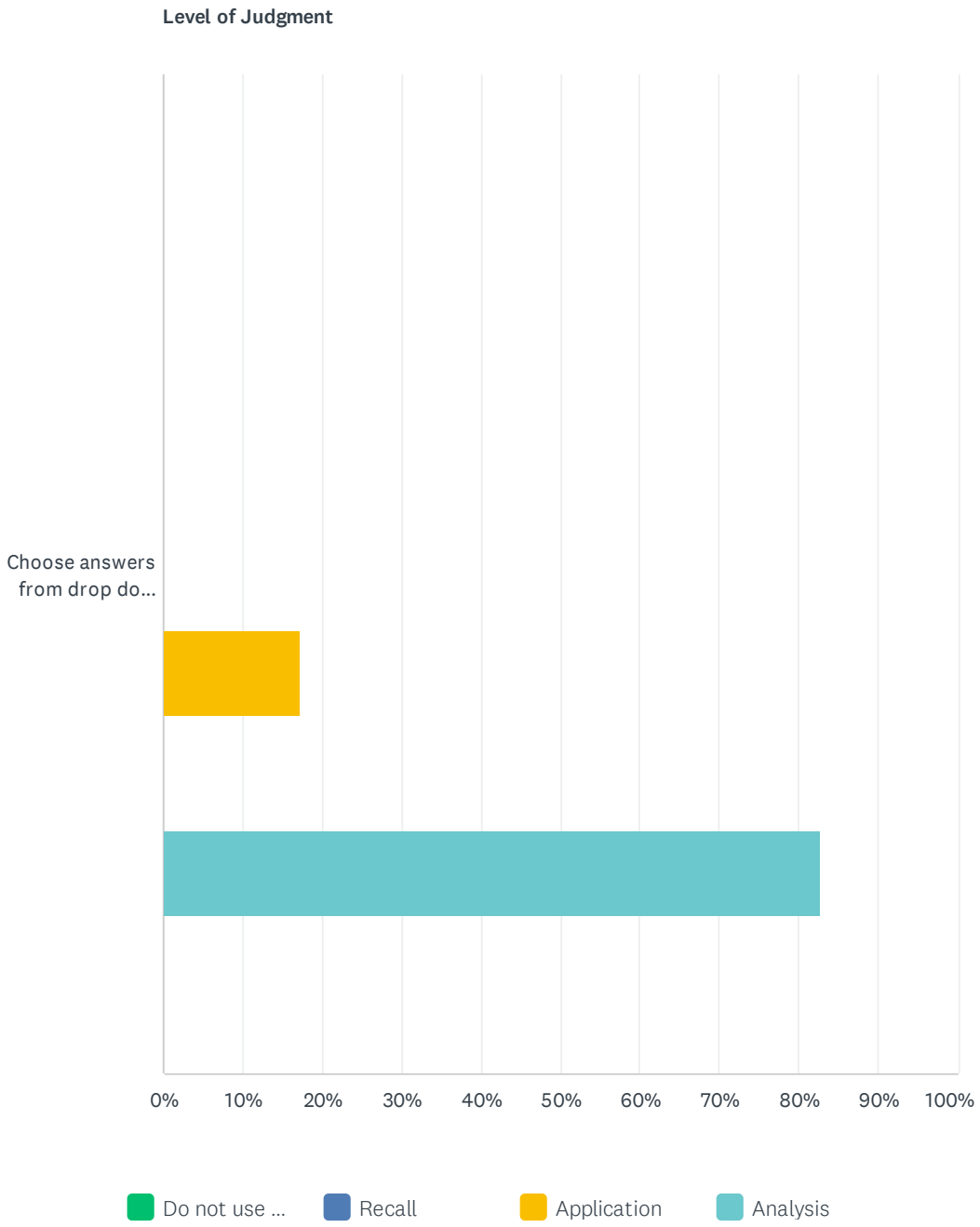


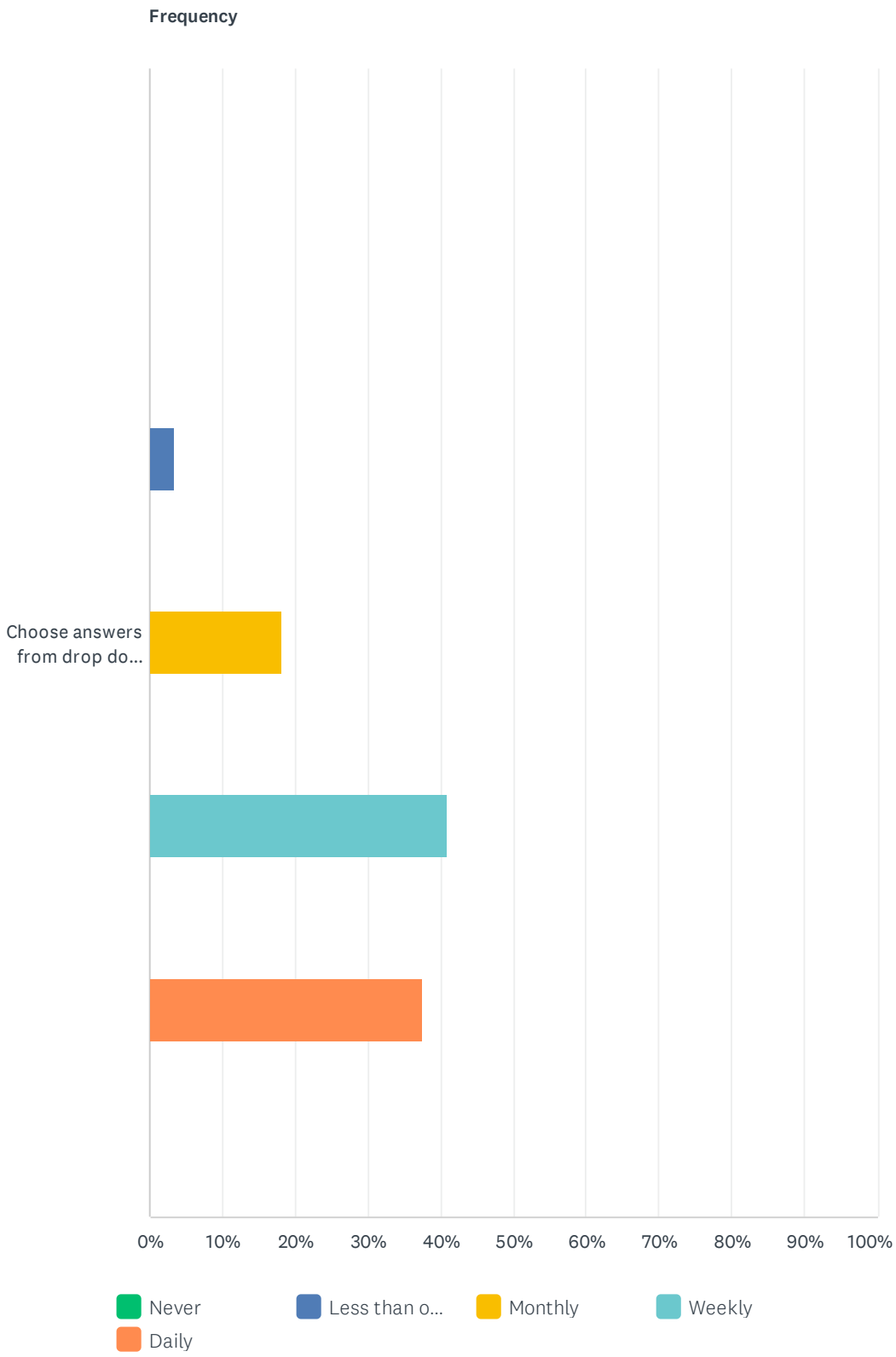
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	1.12% 1	6.74% 6	33.71% 30	58.43% 52	89

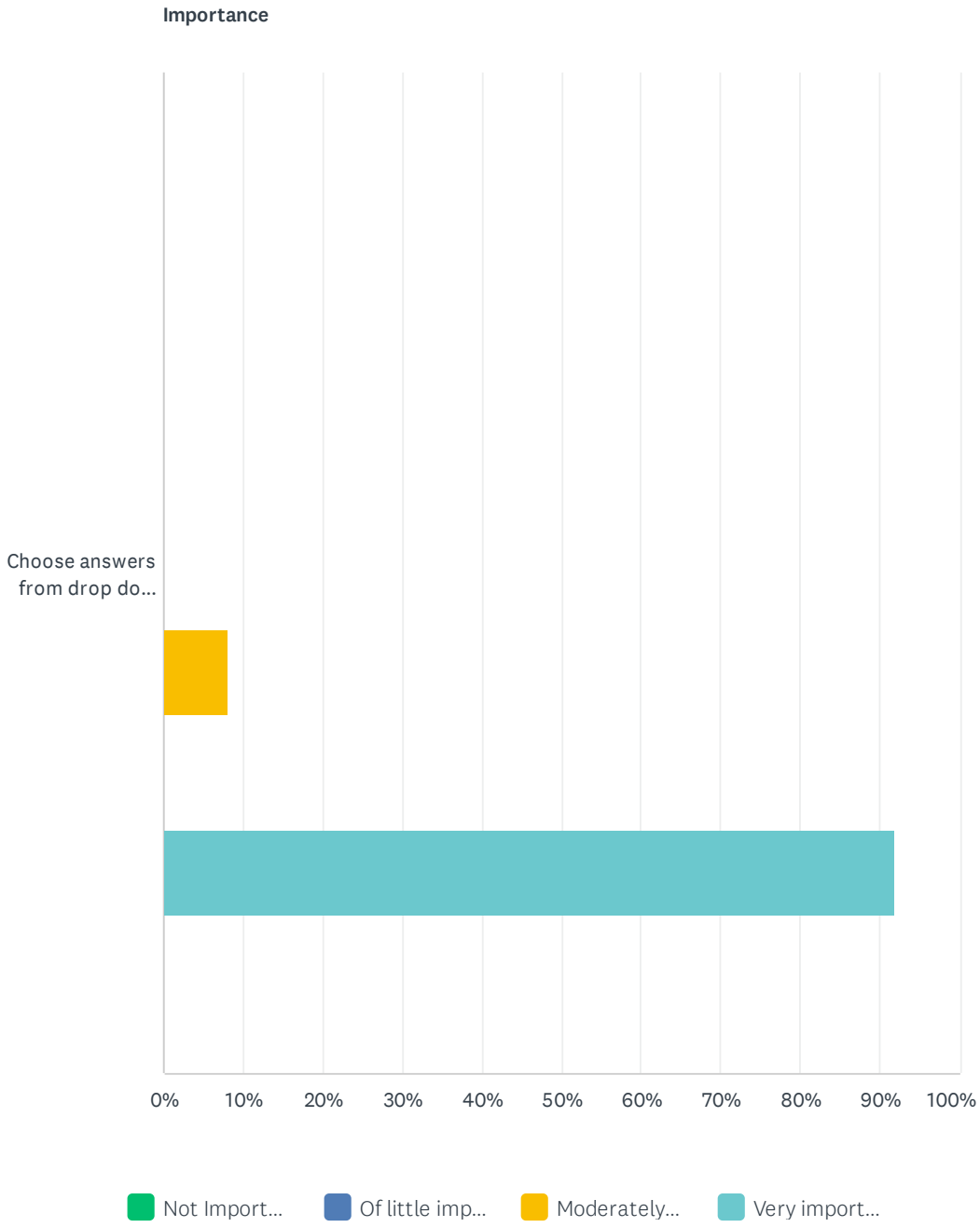
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	9.09% 8	90.91% 80	88

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	17.24% 15	82.76% 72	 87

Q7 1.2.4 Assesses, implements, and adapts to necessary change.

Answered: 88 Skipped: 173

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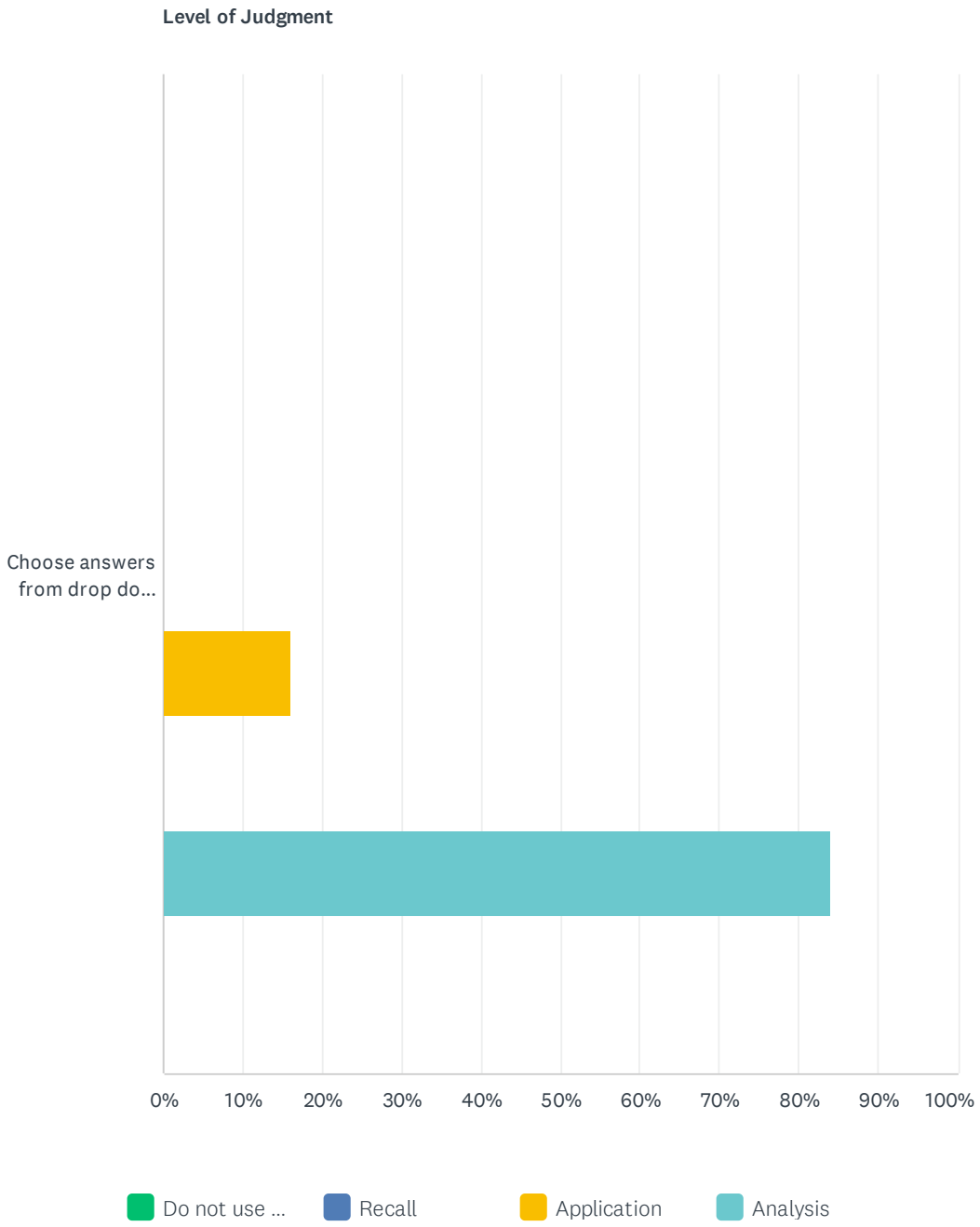


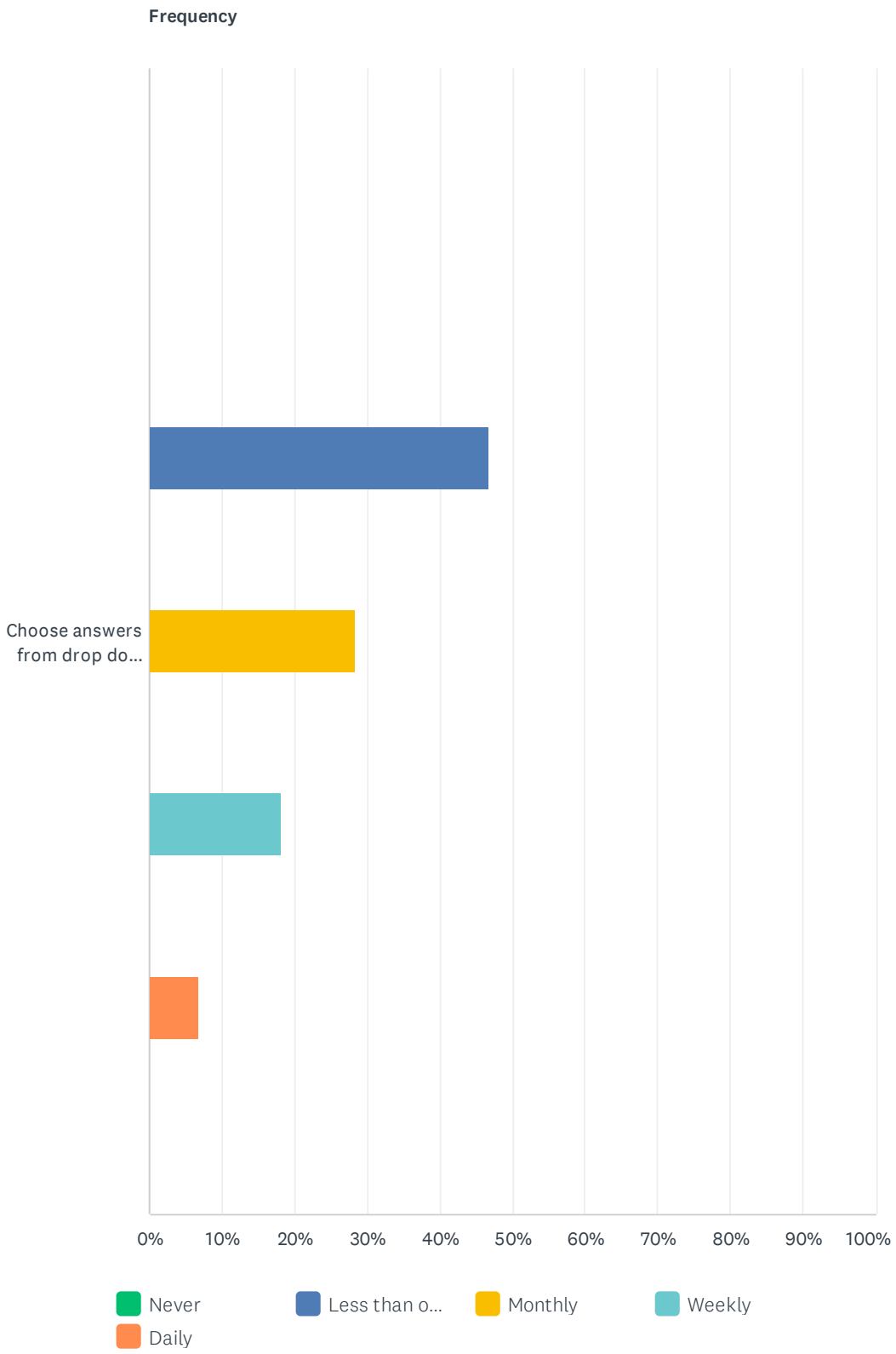
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	3.41% 3	18.18% 16	40.91% 36	37.50% 33	88

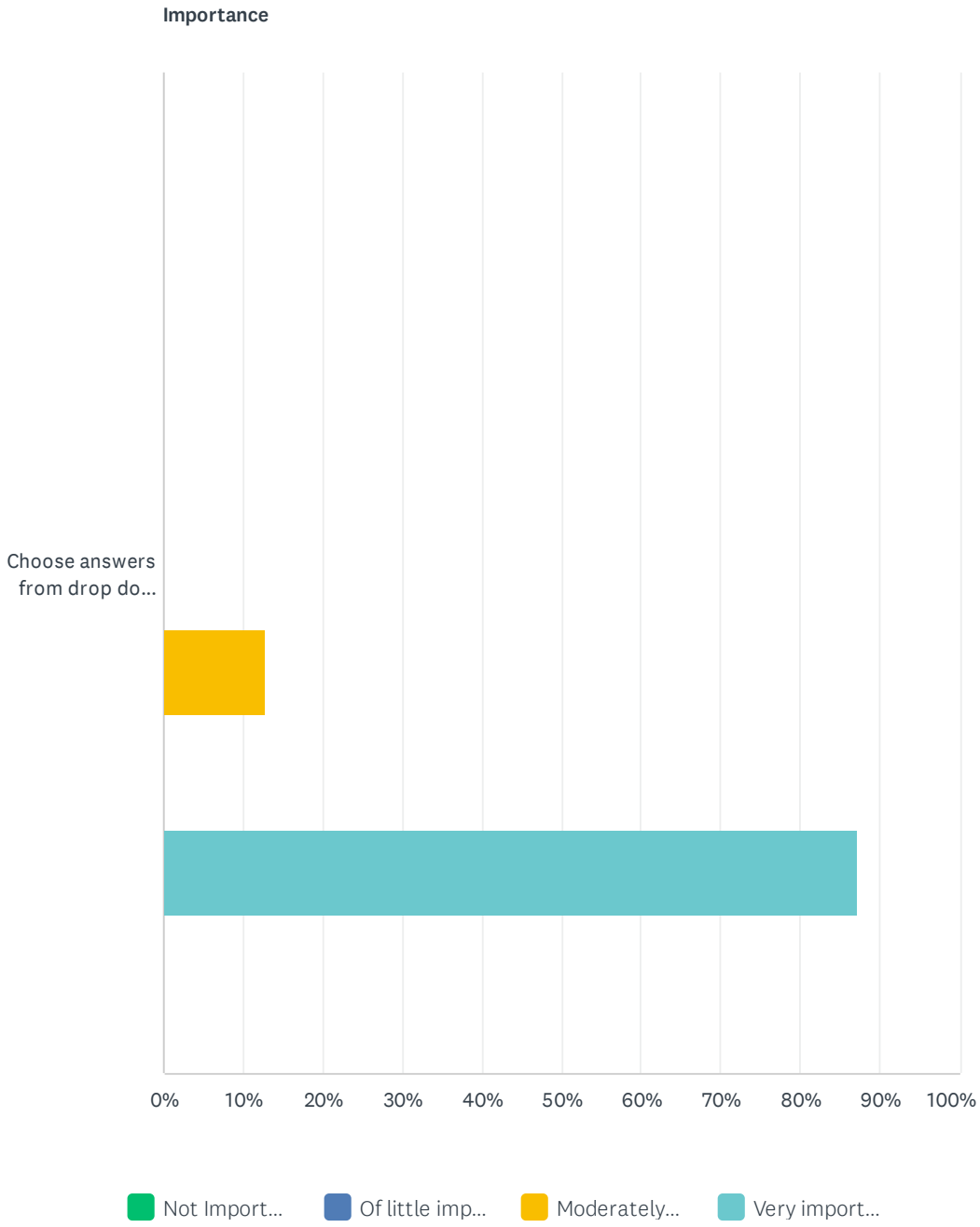
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	8.05% 7	91.95% 80	87

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	16.09% 14	83.91% 73	 87

Q8 1.2.5 Recruits and retains a qualified workforce.

Answered: 88 Skipped: 173

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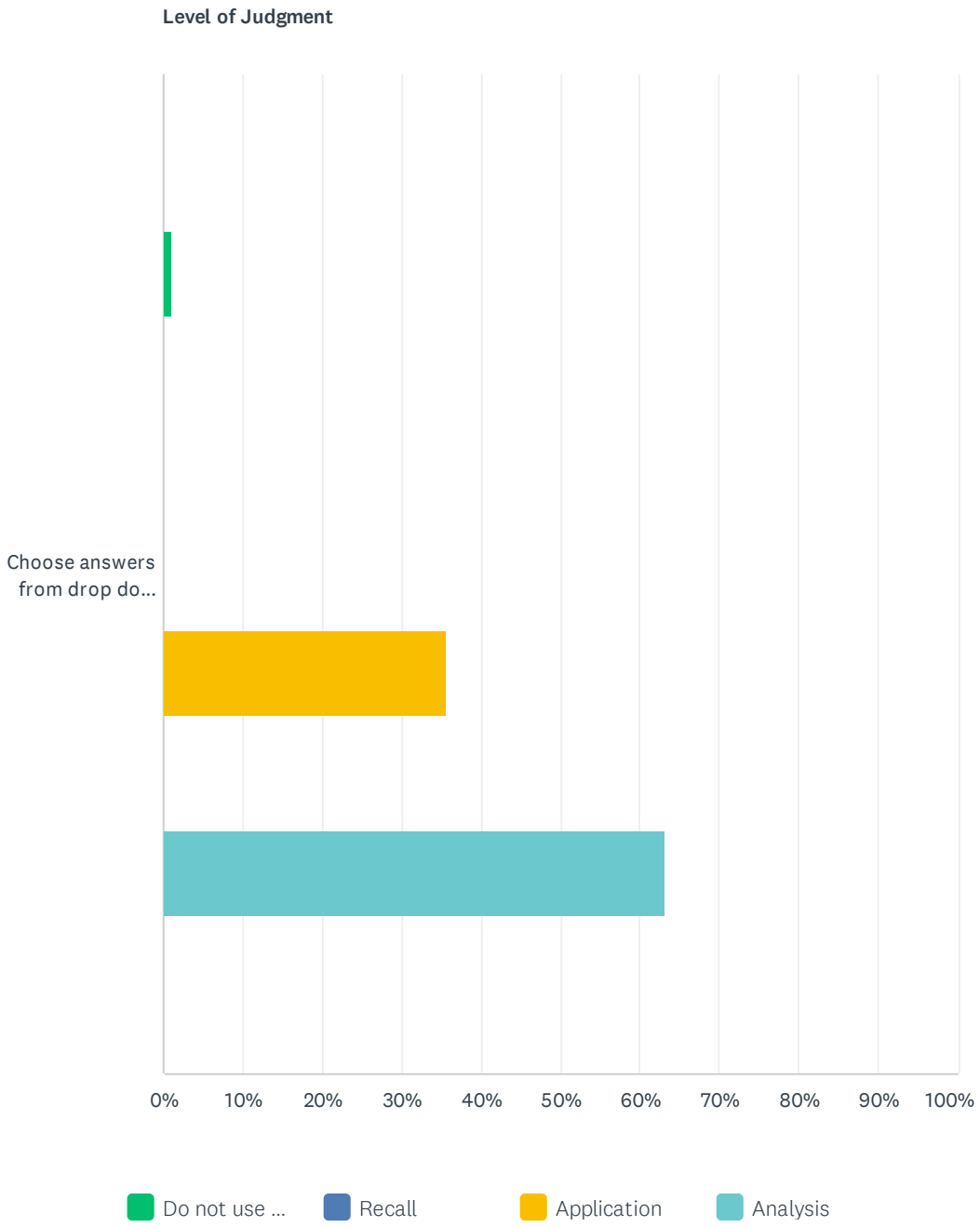


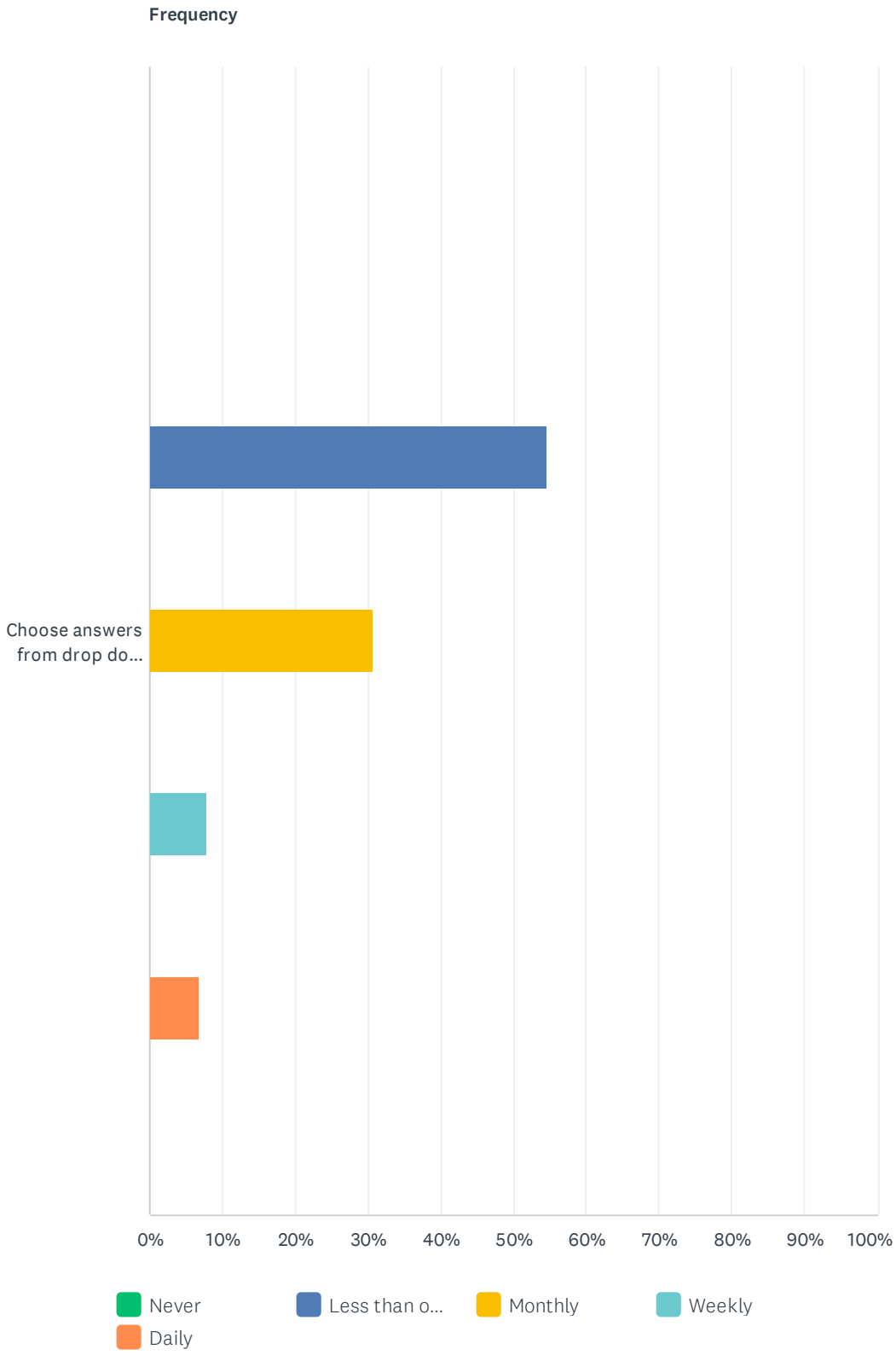
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	46.59% 41	28.41% 25	18.18% 16	6.82% 6	88

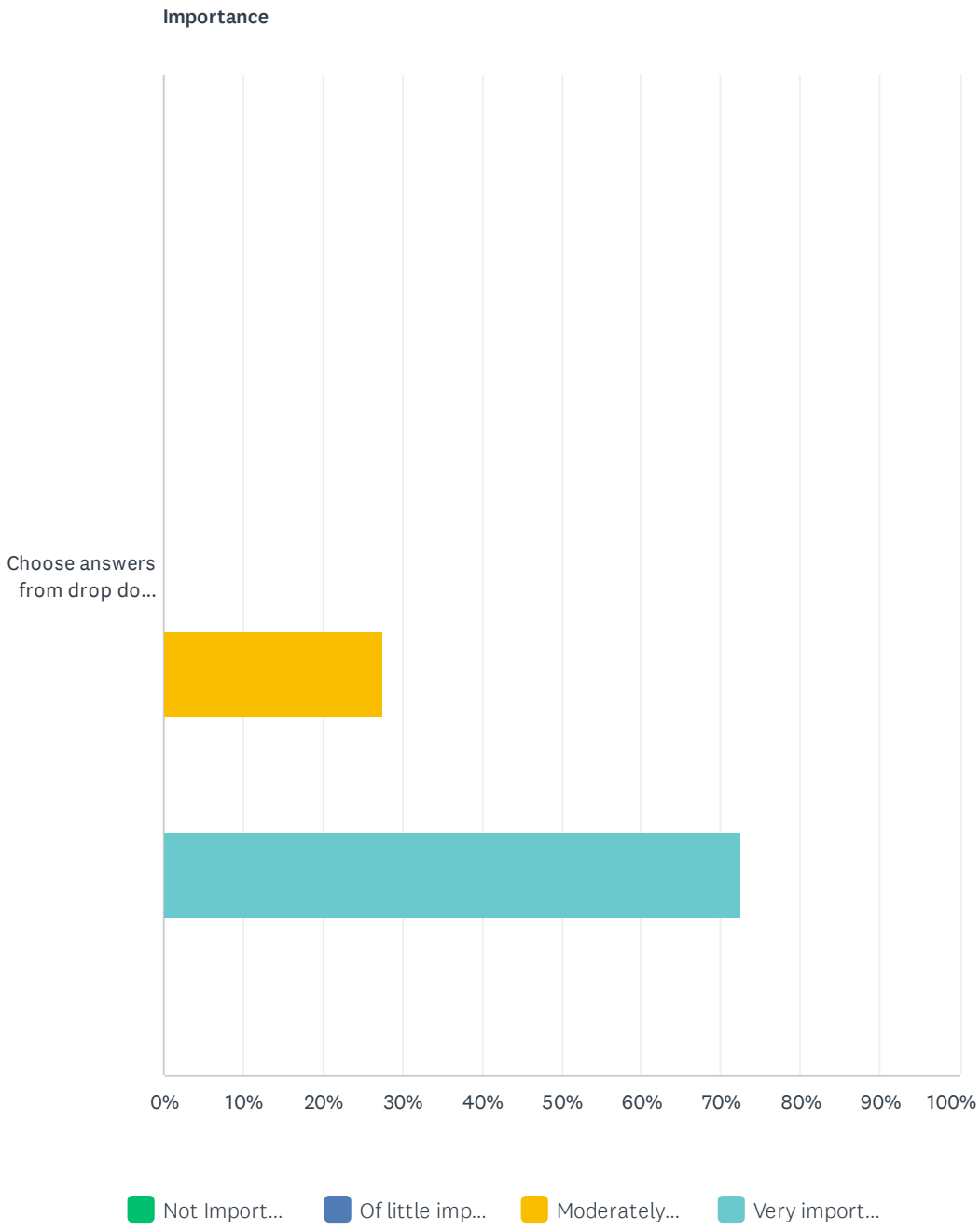
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	12.79% 11	87.21% 75	86

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	1.15% 1	0.00% 0	35.63% 31	63.22% 55	 87

Q9 1.2.6 Leads the development and implementation of the strategic planning process.

Answered: 88 Skipped: 173

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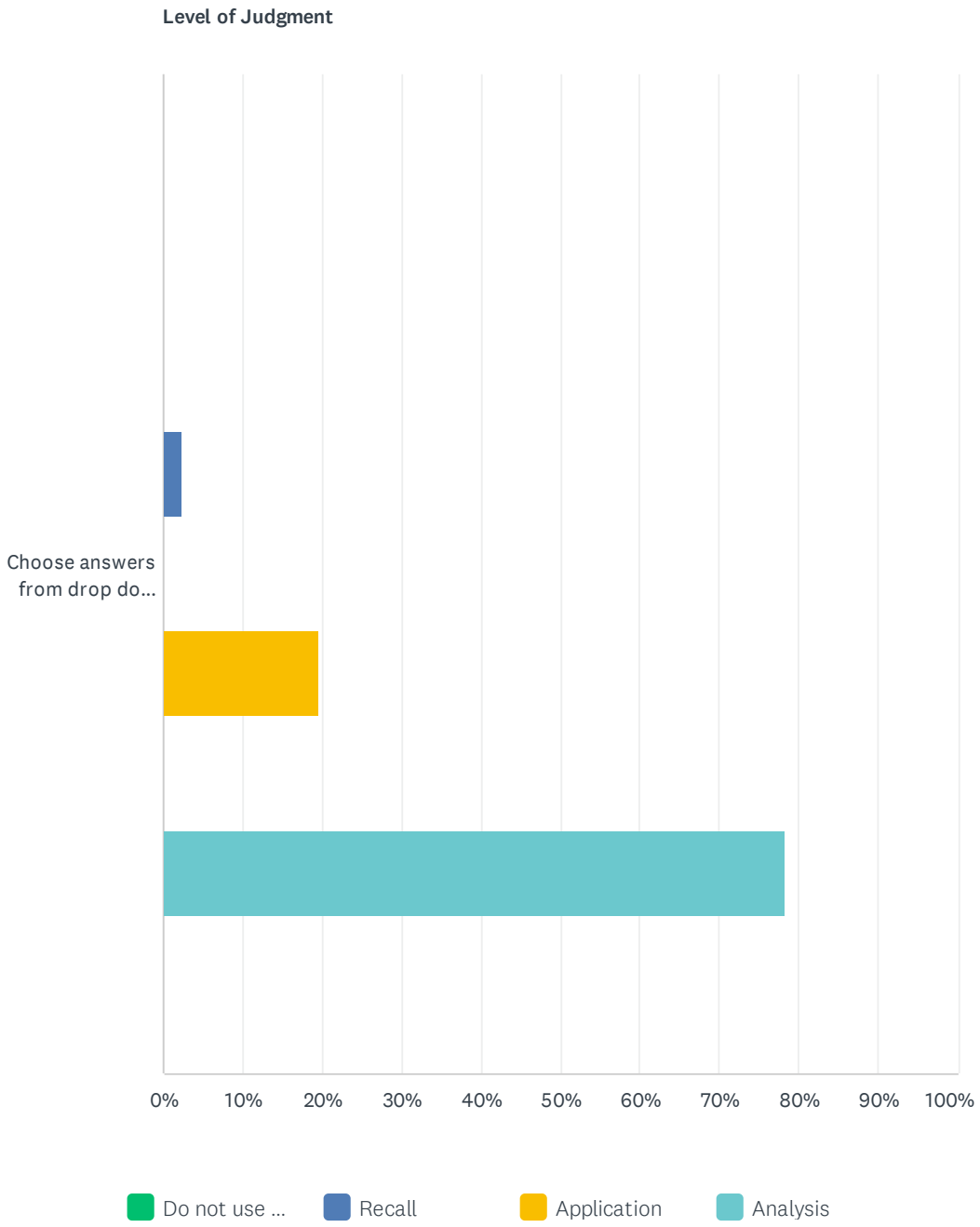


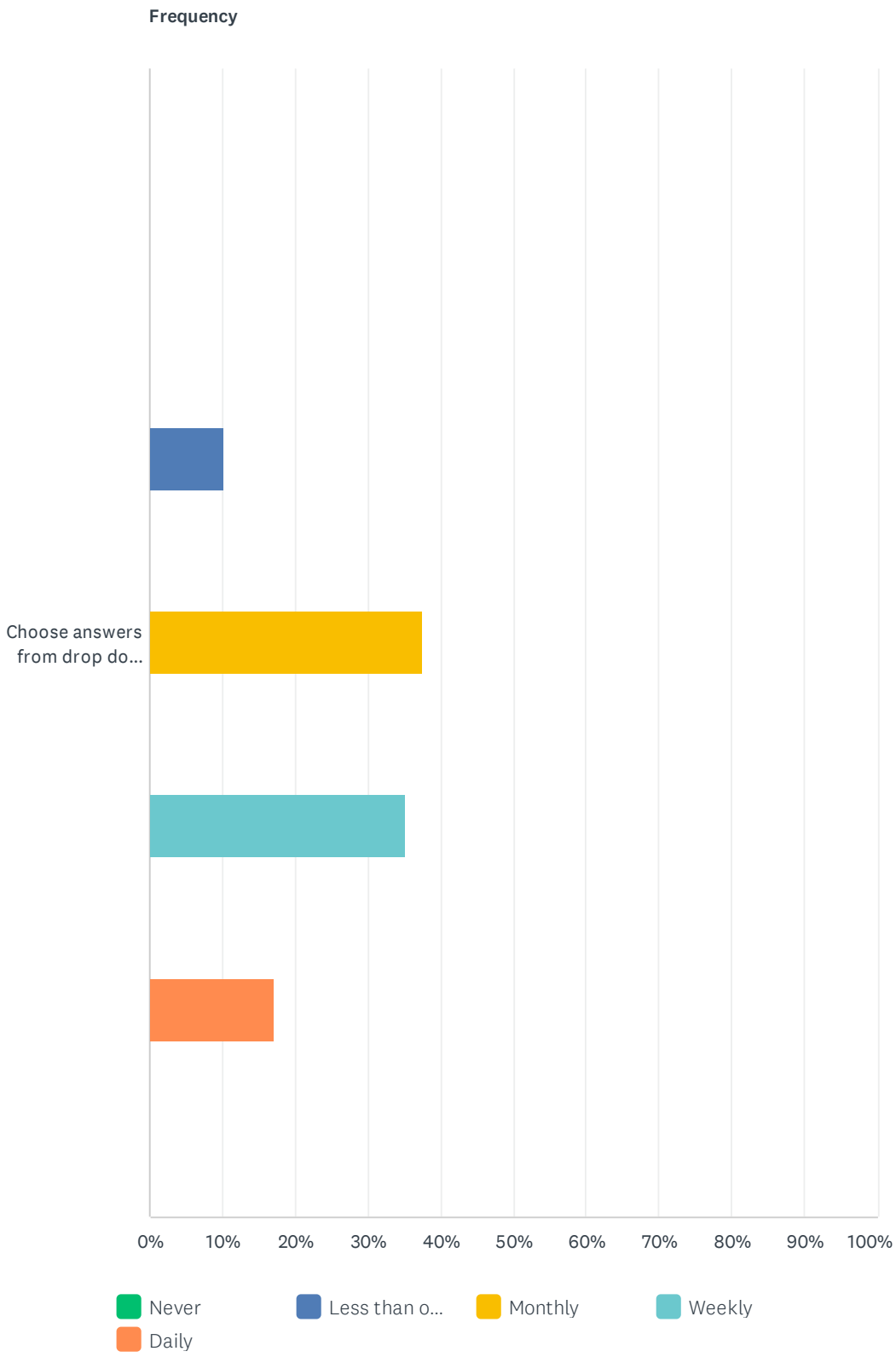
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	54.55% 48	30.68% 27	7.95% 7	6.82% 6	88

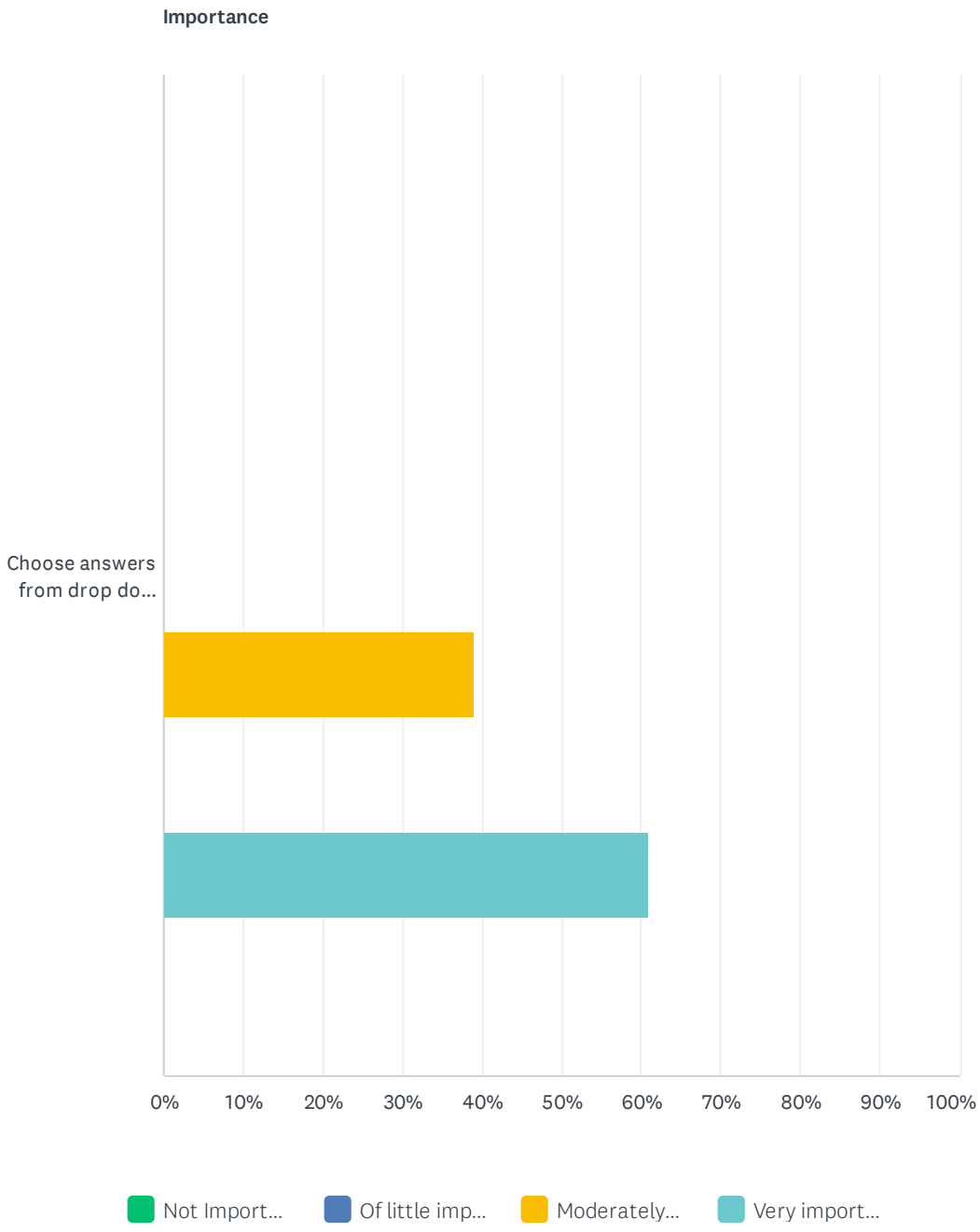
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	27.59% 24	72.41% 63	87

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	2.30% 2	19.54% 17	78.16% 68	 87

Q10 1.2.7 Cultivates leadership skills in others.

Answered: 88 Skipped: 173

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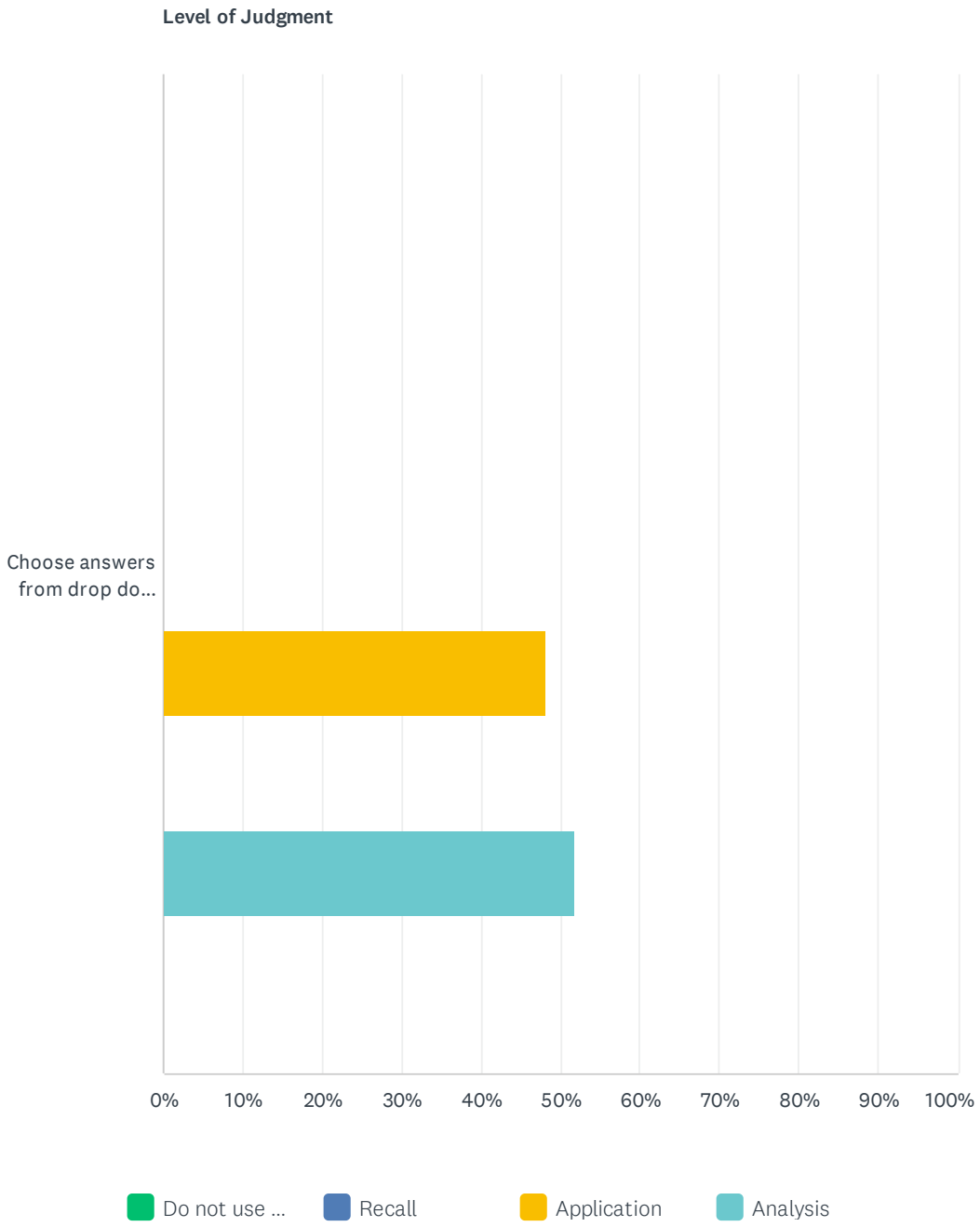


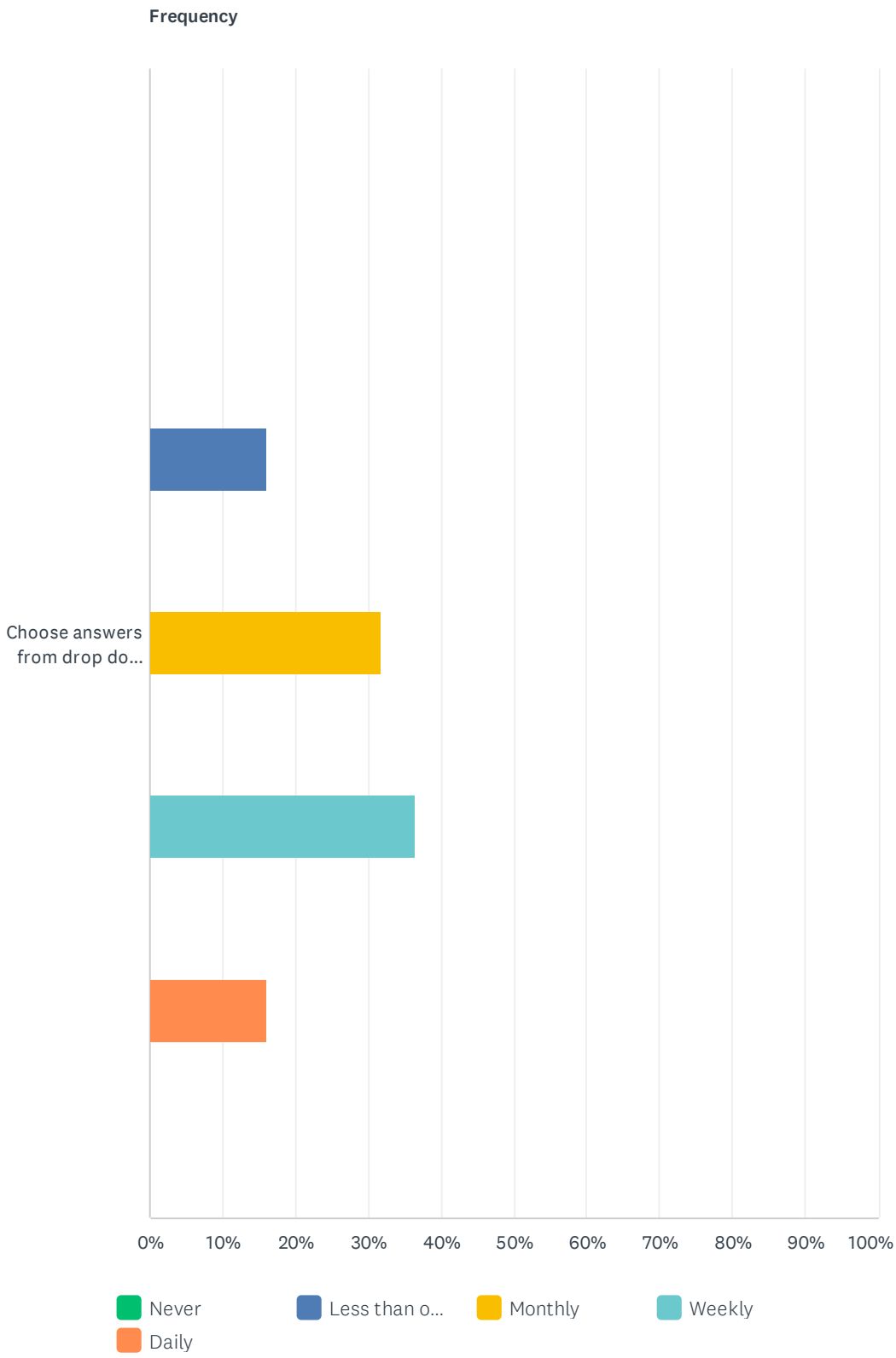
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	10.23% 9	37.50% 33	35.23% 31	17.05% 15	88

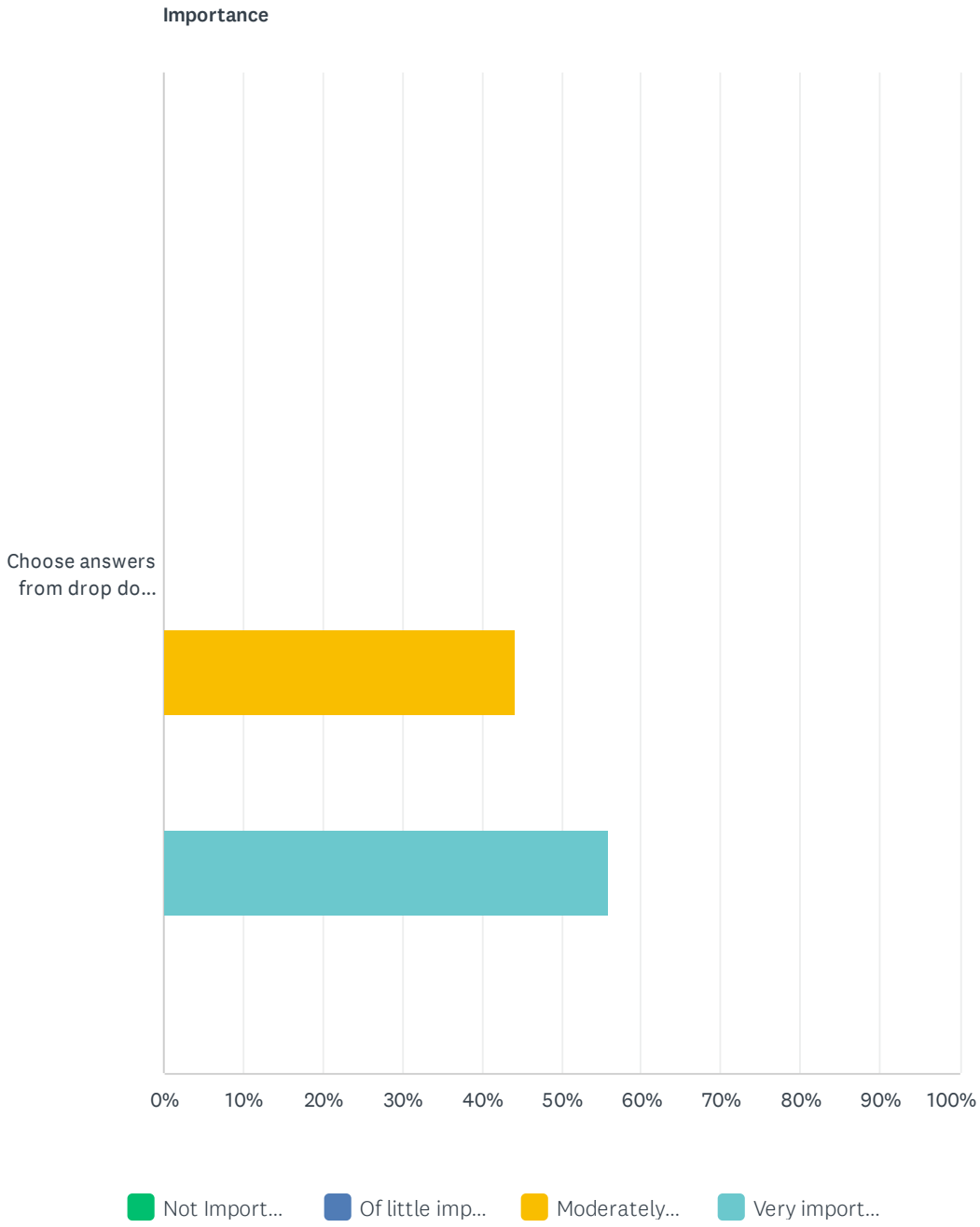
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	39.08% 34	60.92% 53	87

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	48.28% 42	51.72% 45	87

Q11 1.2.8 Fosters mentoring relationships.

Answered: 88 Skipped: 173

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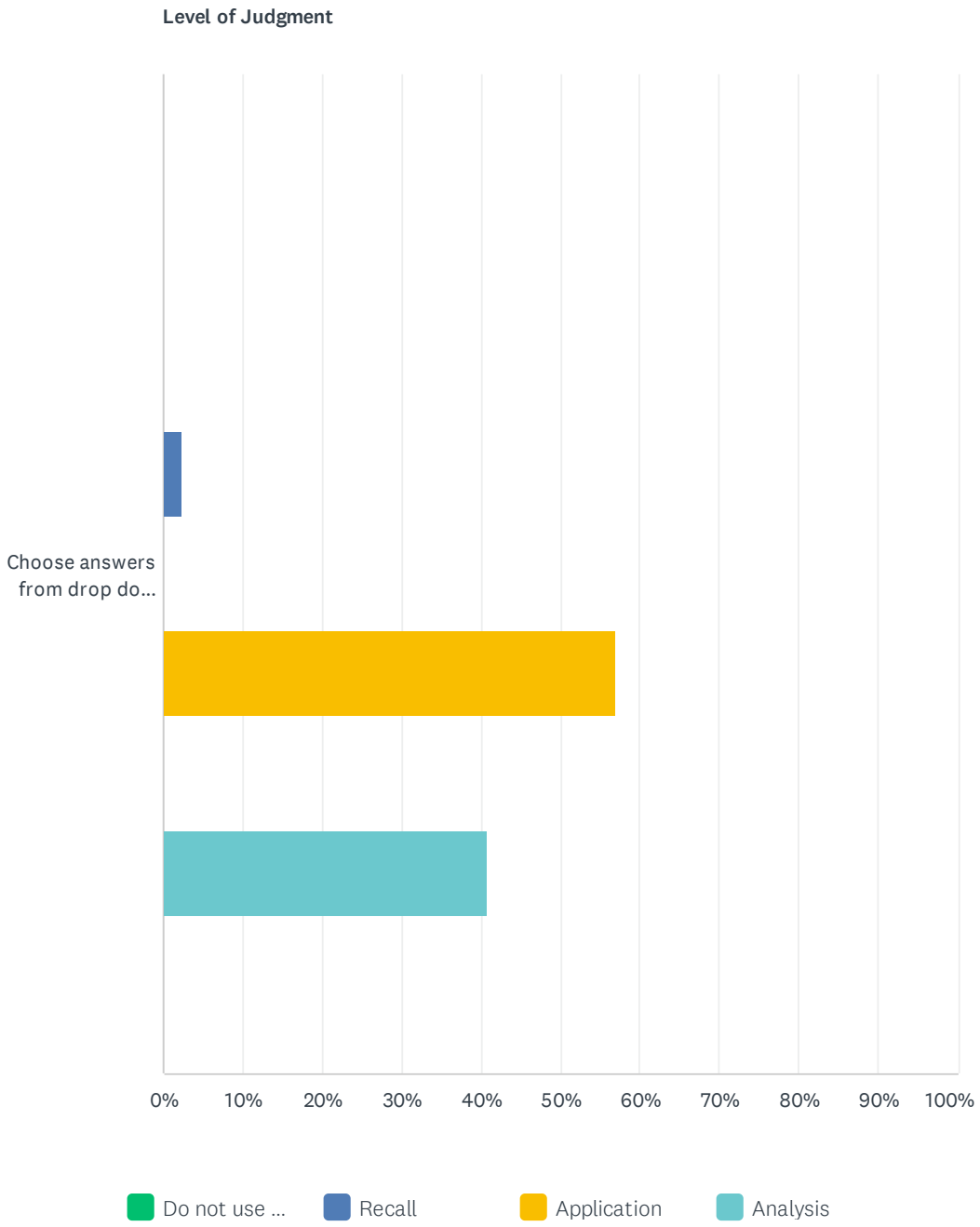


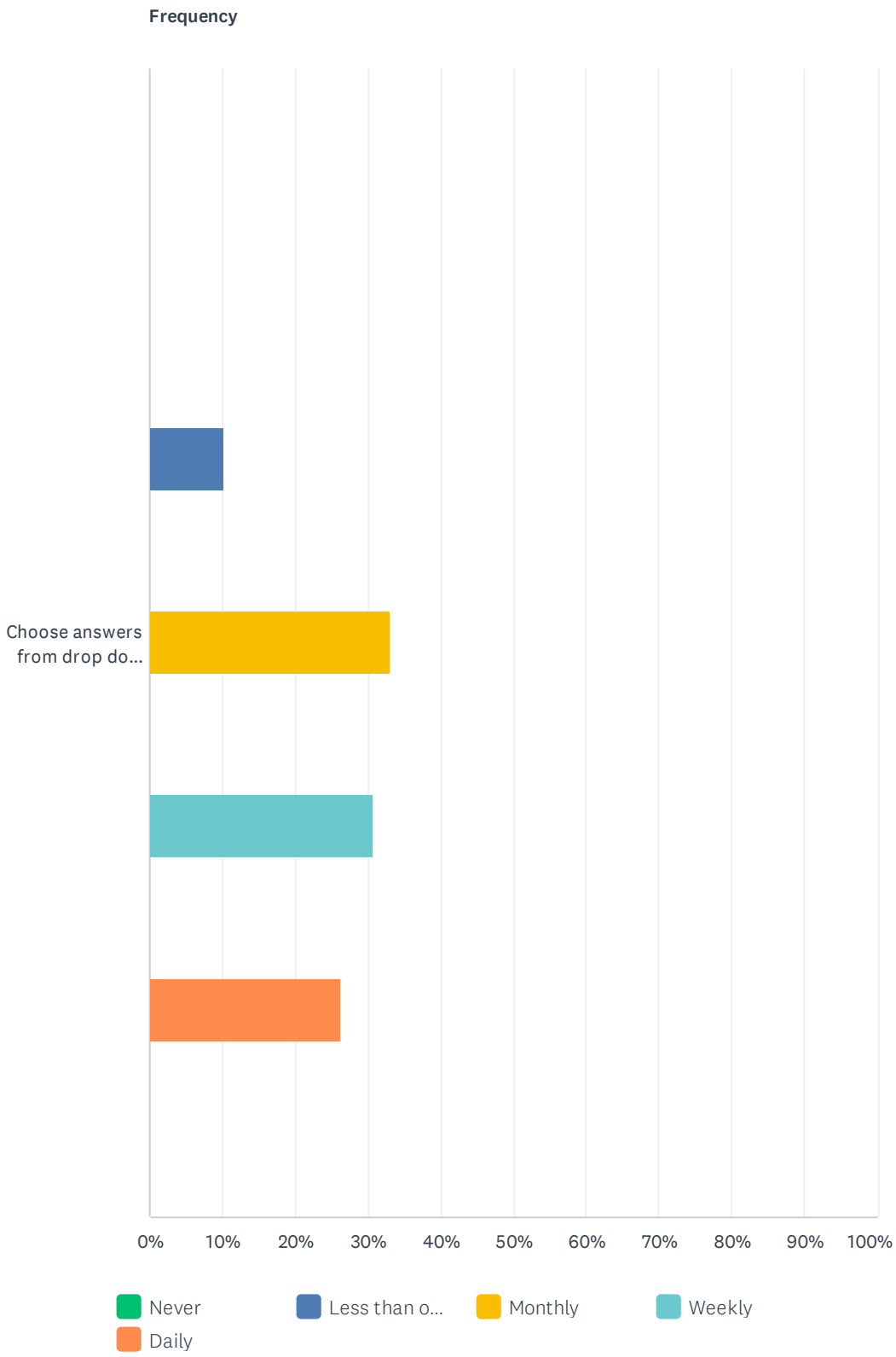
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	15.91% 14	31.82% 28	36.36% 32	15.91% 14	88

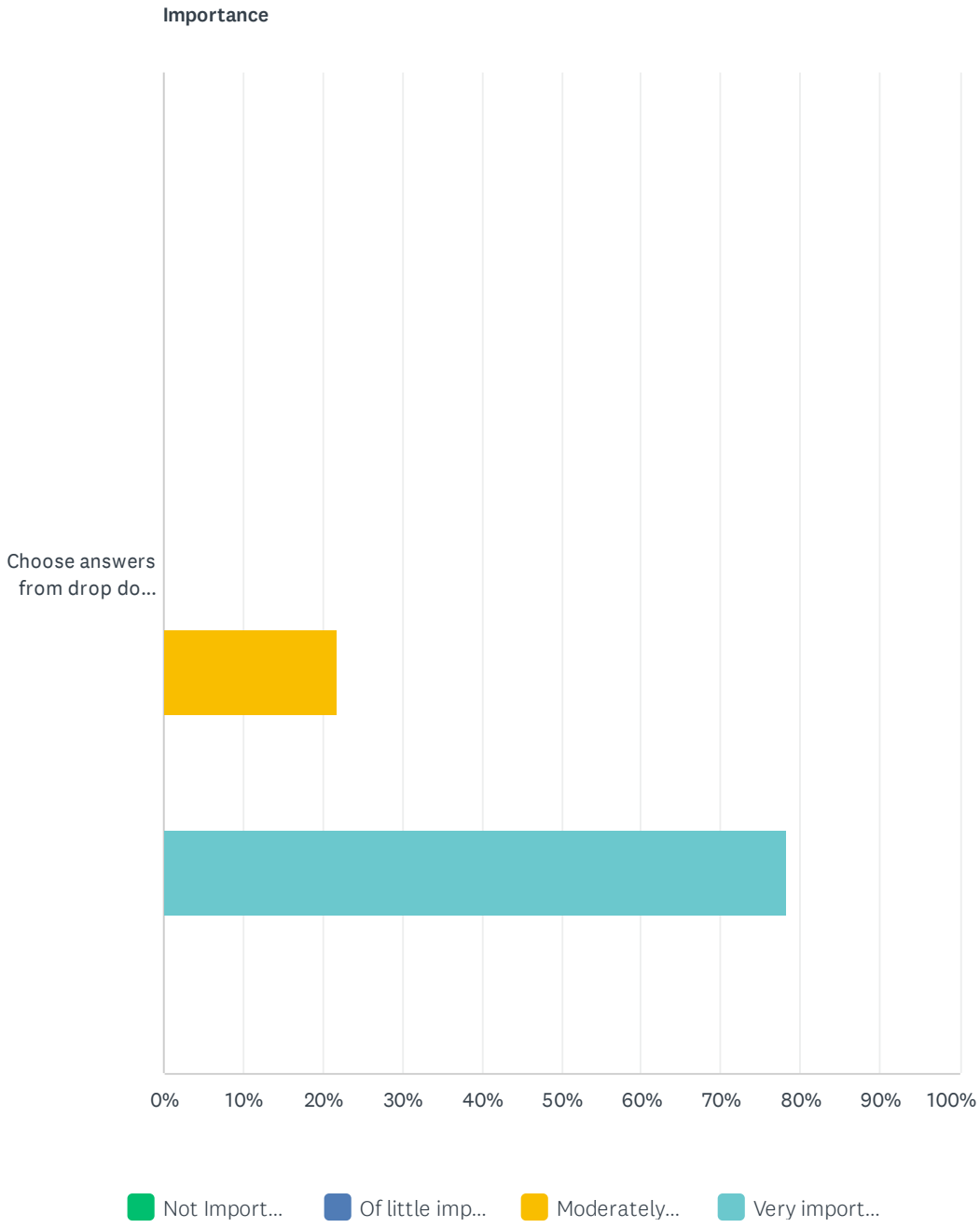
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	44.19% 38	55.81% 48	86

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	2.33% 2	56.98% 49	40.70% 35	 86

Q12 1.2.9 Builds relationships with internal and external stakeholders.

Answered: 88 Skipped: 173

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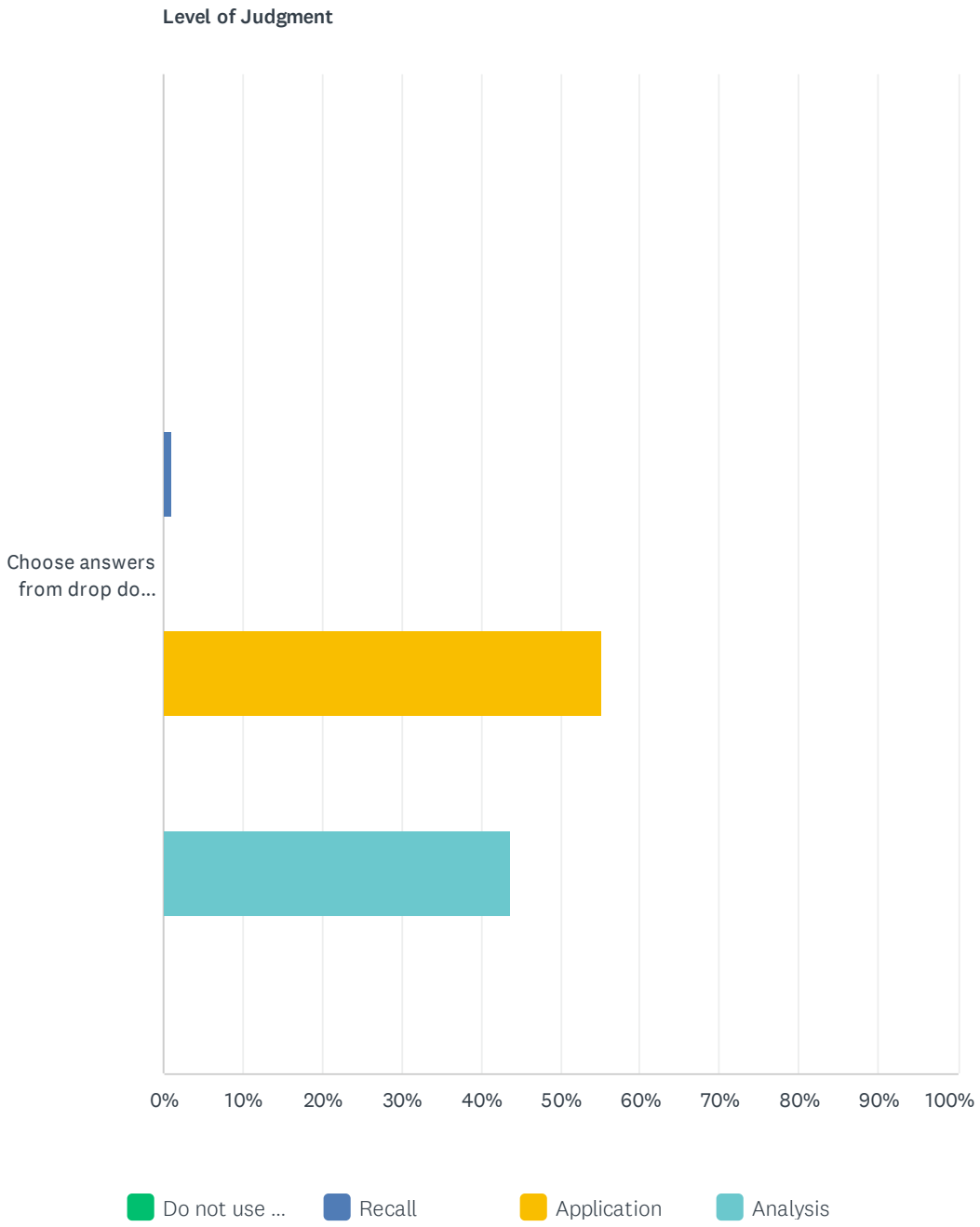


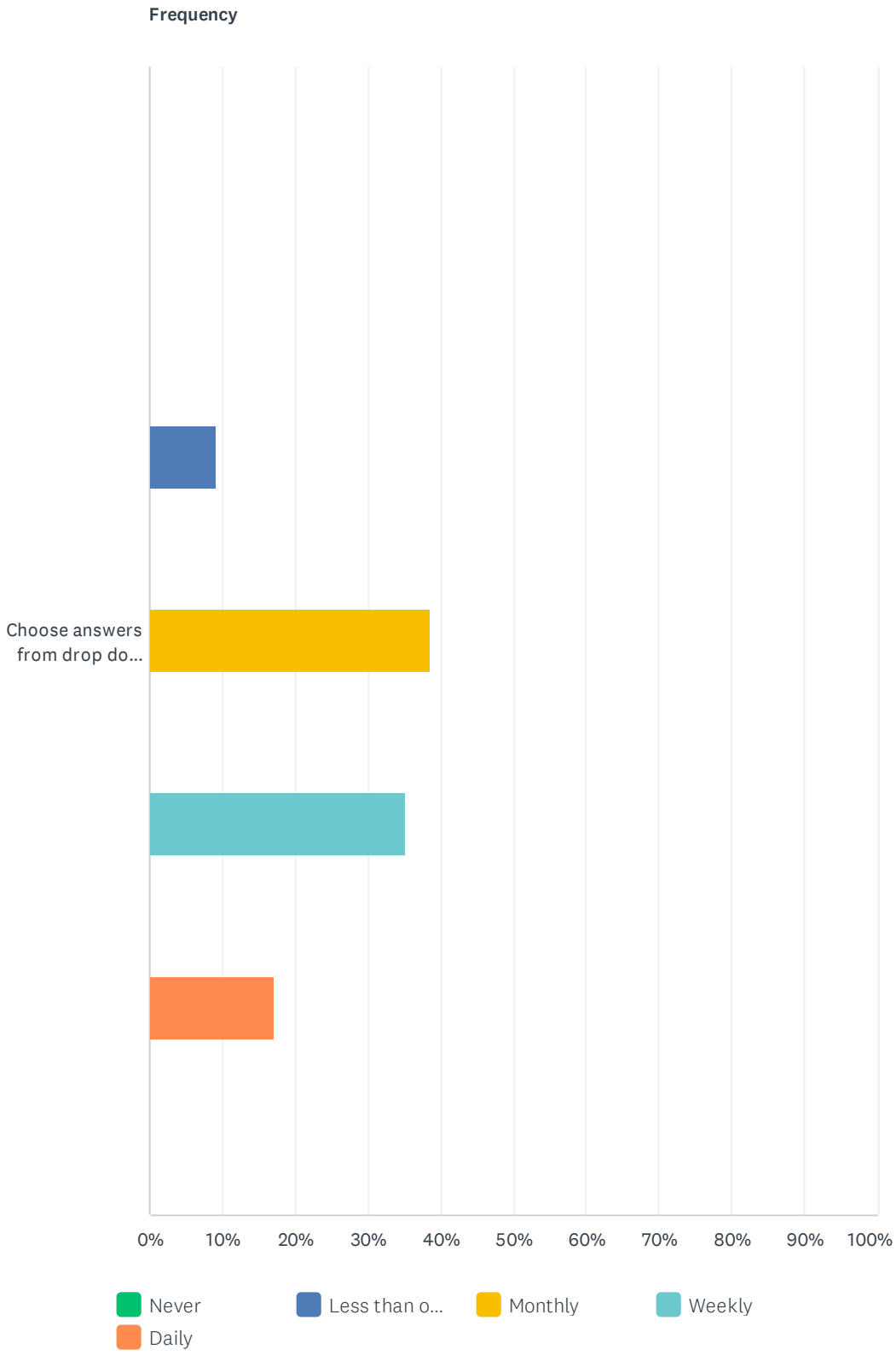
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	10.23% 9	32.95% 29	30.68% 27	26.14% 23	88

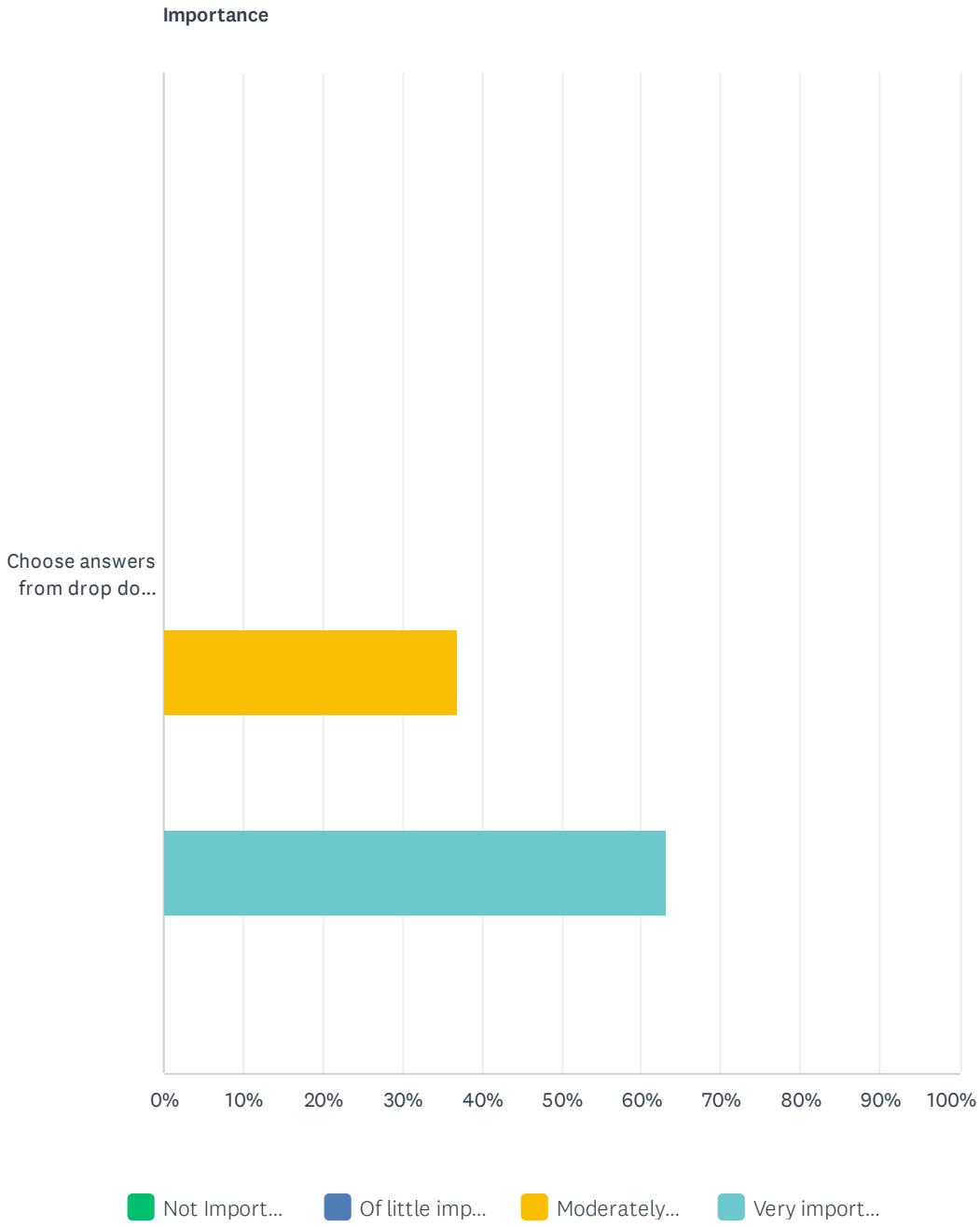
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	21.84% 19	78.16% 68	87

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.15% 1	55.17% 48	43.68% 38	 87

Q13 1.2.10 Encourages innovation in scholarship, practice, service, and teaching.

Answered: 88 Skipped: 173

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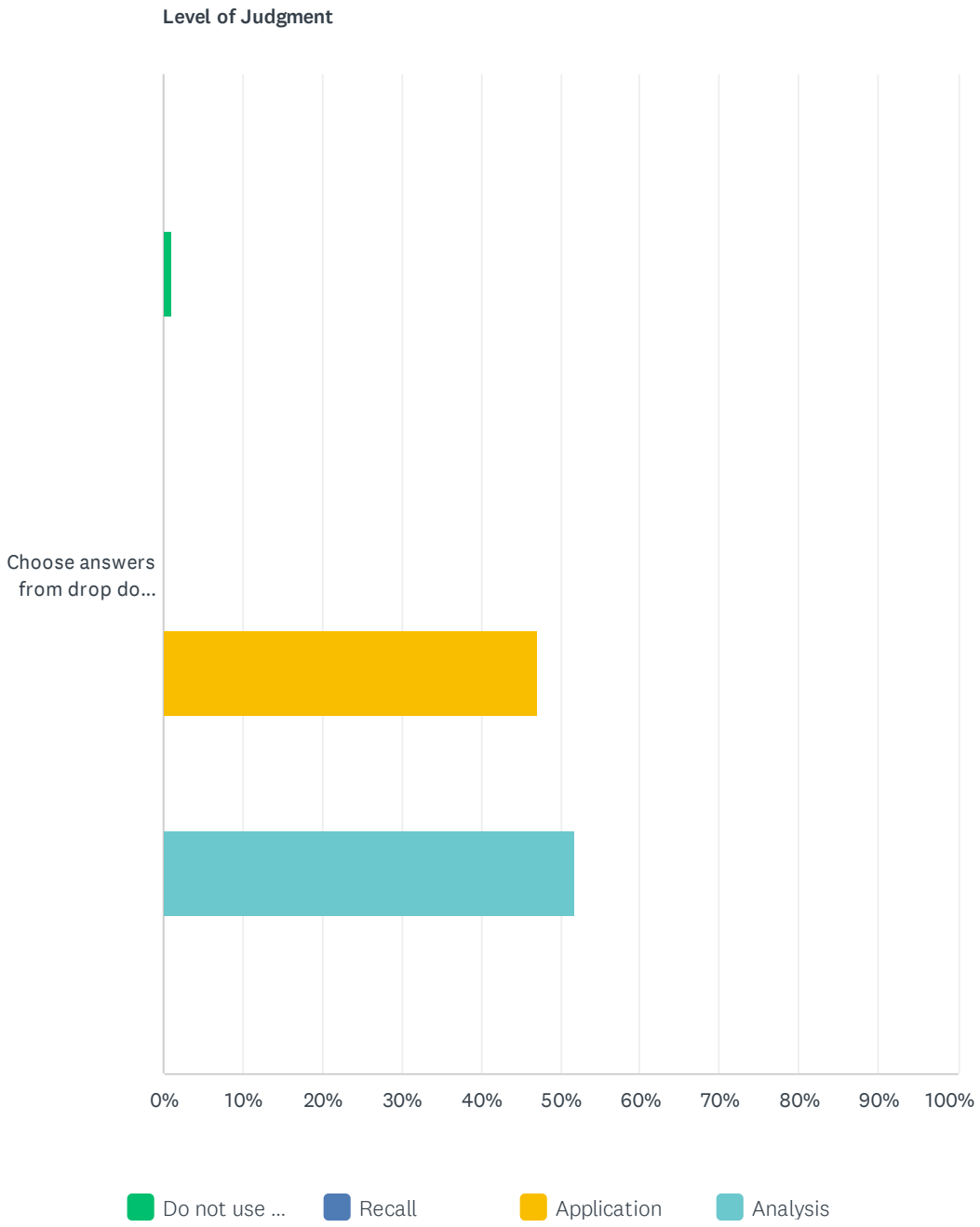


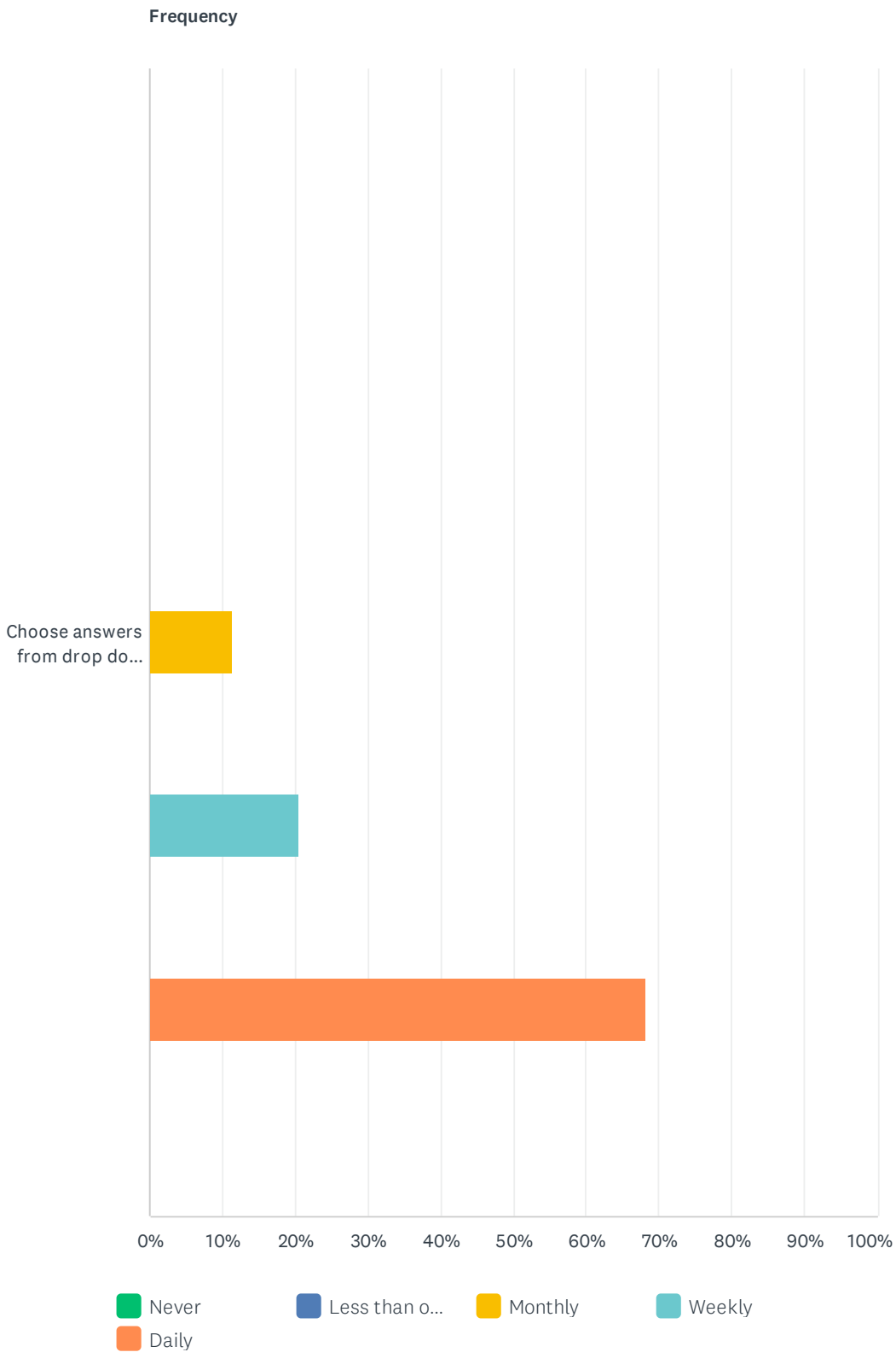
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	9.09% 8	38.64% 34	35.23% 31	17.05% 15	88

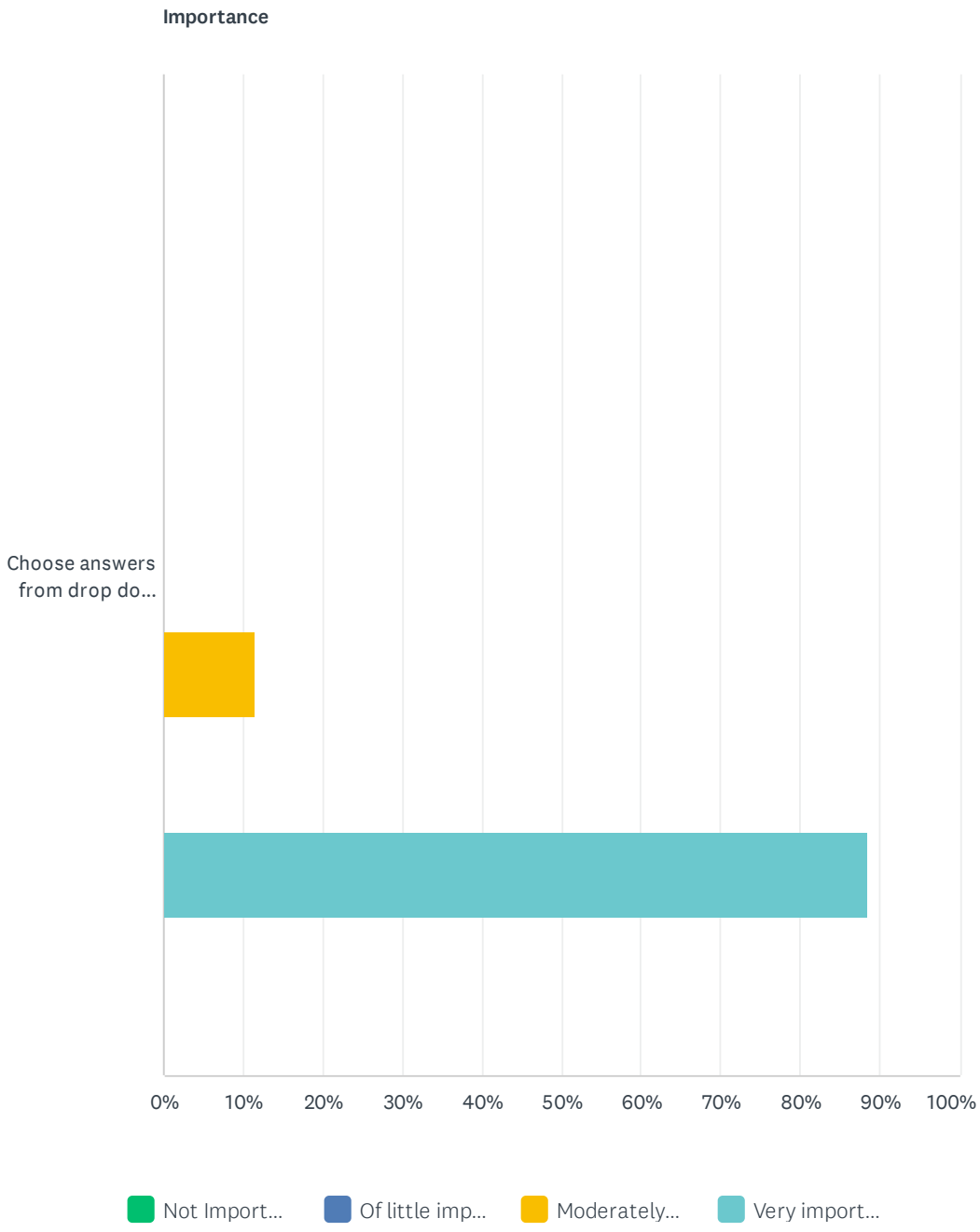
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	36.78% 32	63.22% 55	87

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	1.15% 1	0.00% 0	47.13% 41	51.72% 45	 87

Q14 1.2.11 Cultivates a culture of inclusivity.

Answered: 88 Skipped: 173

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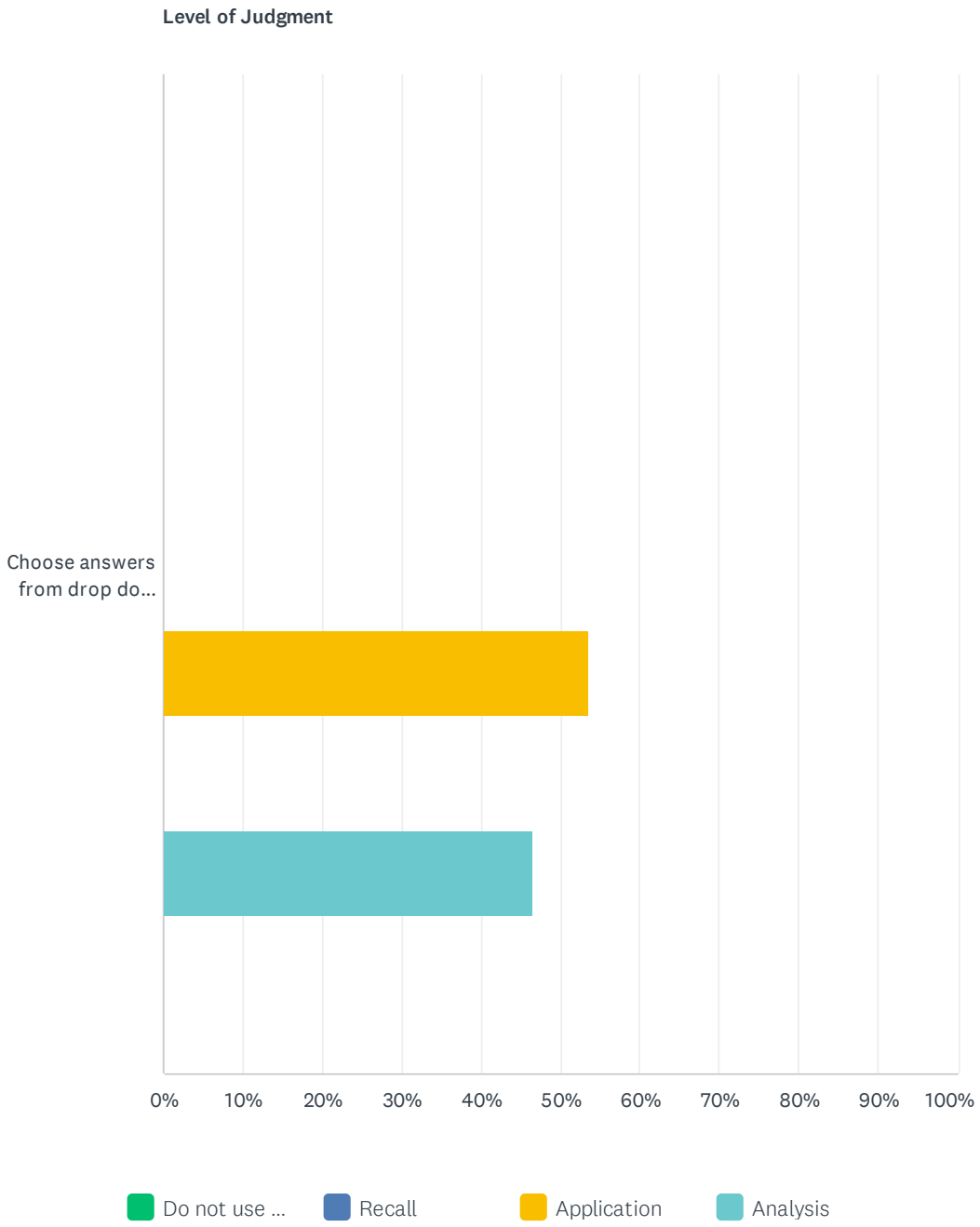


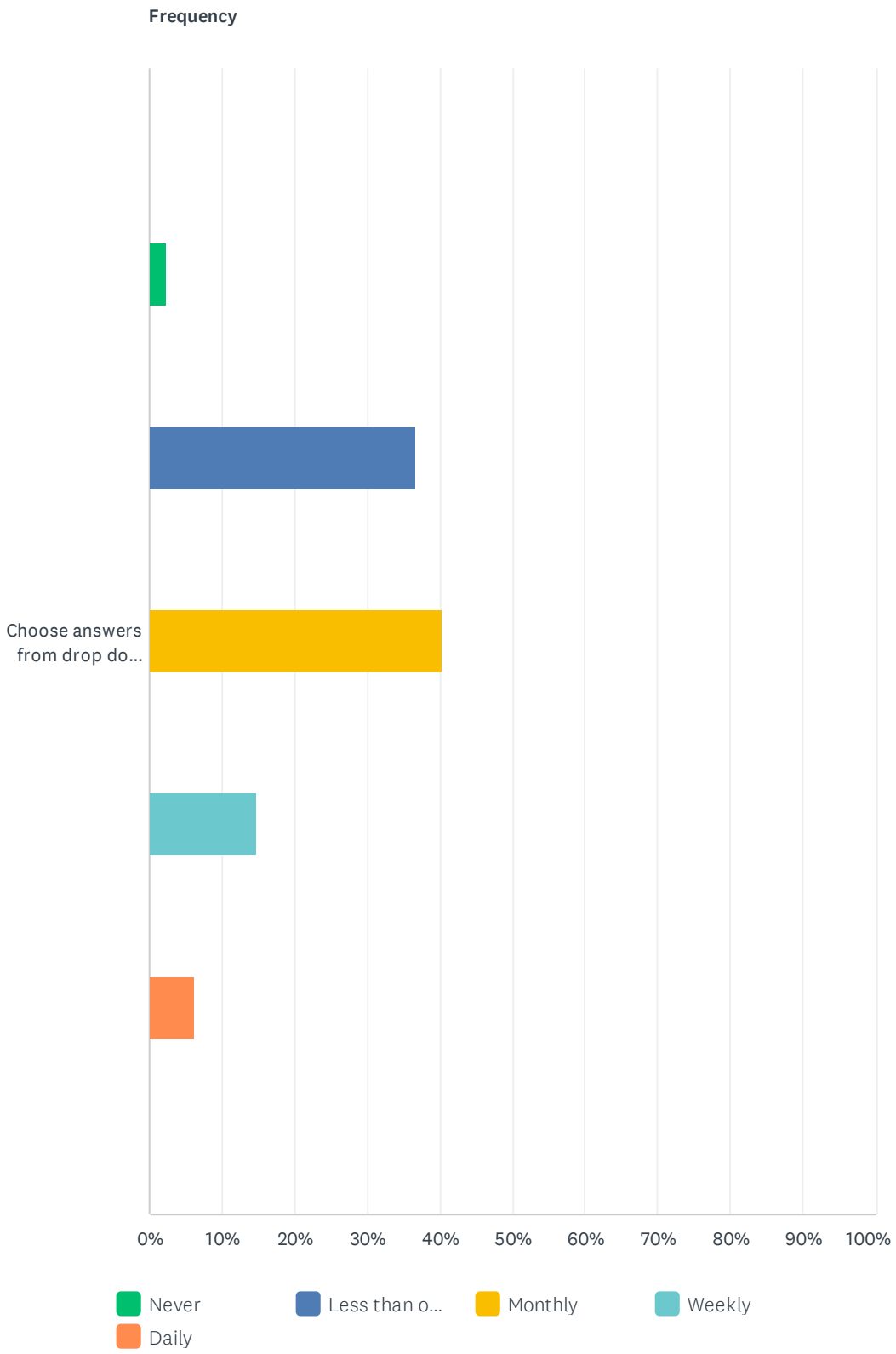
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	11.36% 10	20.45% 18	68.18% 60	88

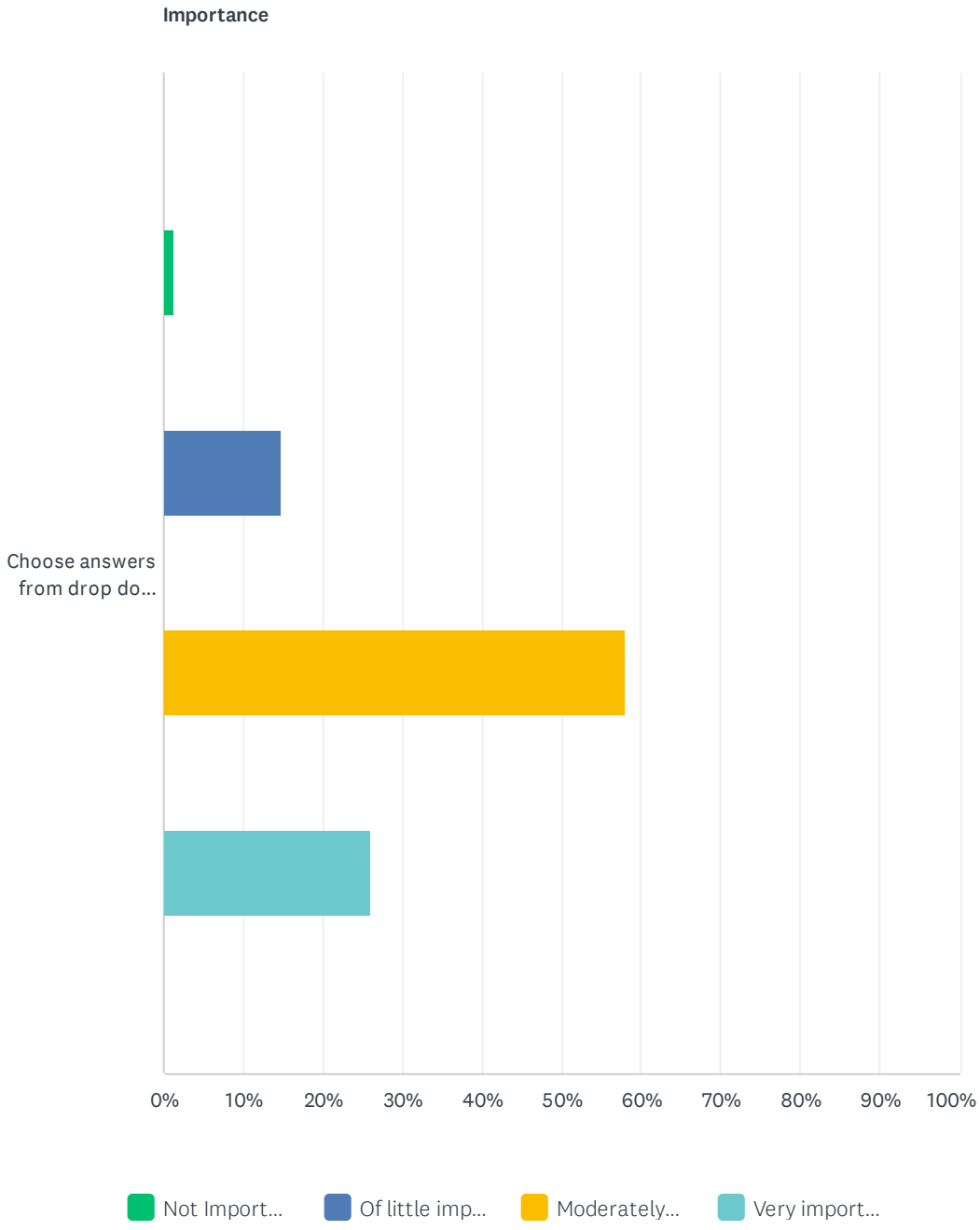
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	11.49% 10	88.51% 77	87

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	53.49% 46	46.51% 40	 86

Q15 1.3.1 Seize opportunities through entrepreneurial thinking.

Answered: 82 Skipped: 179

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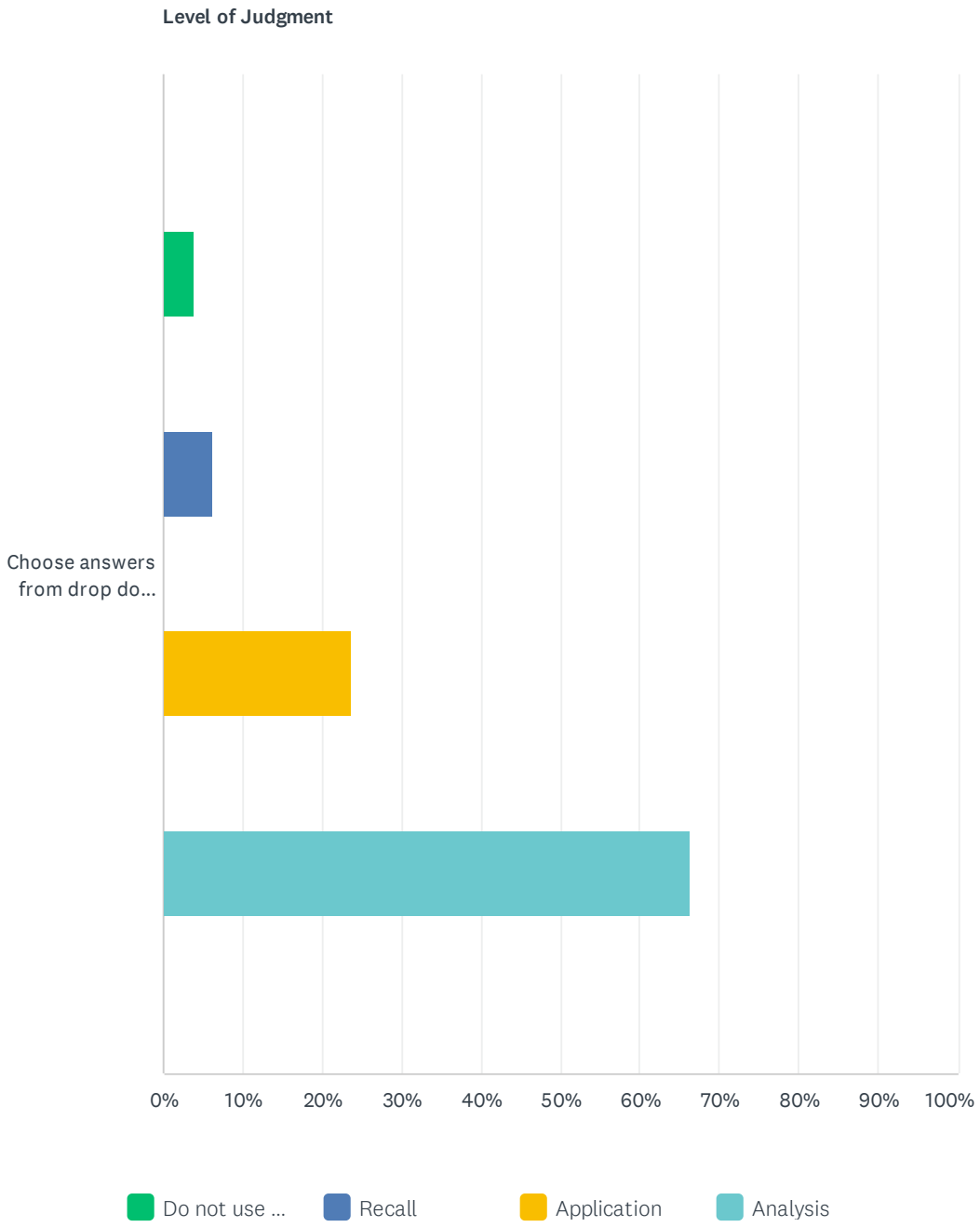


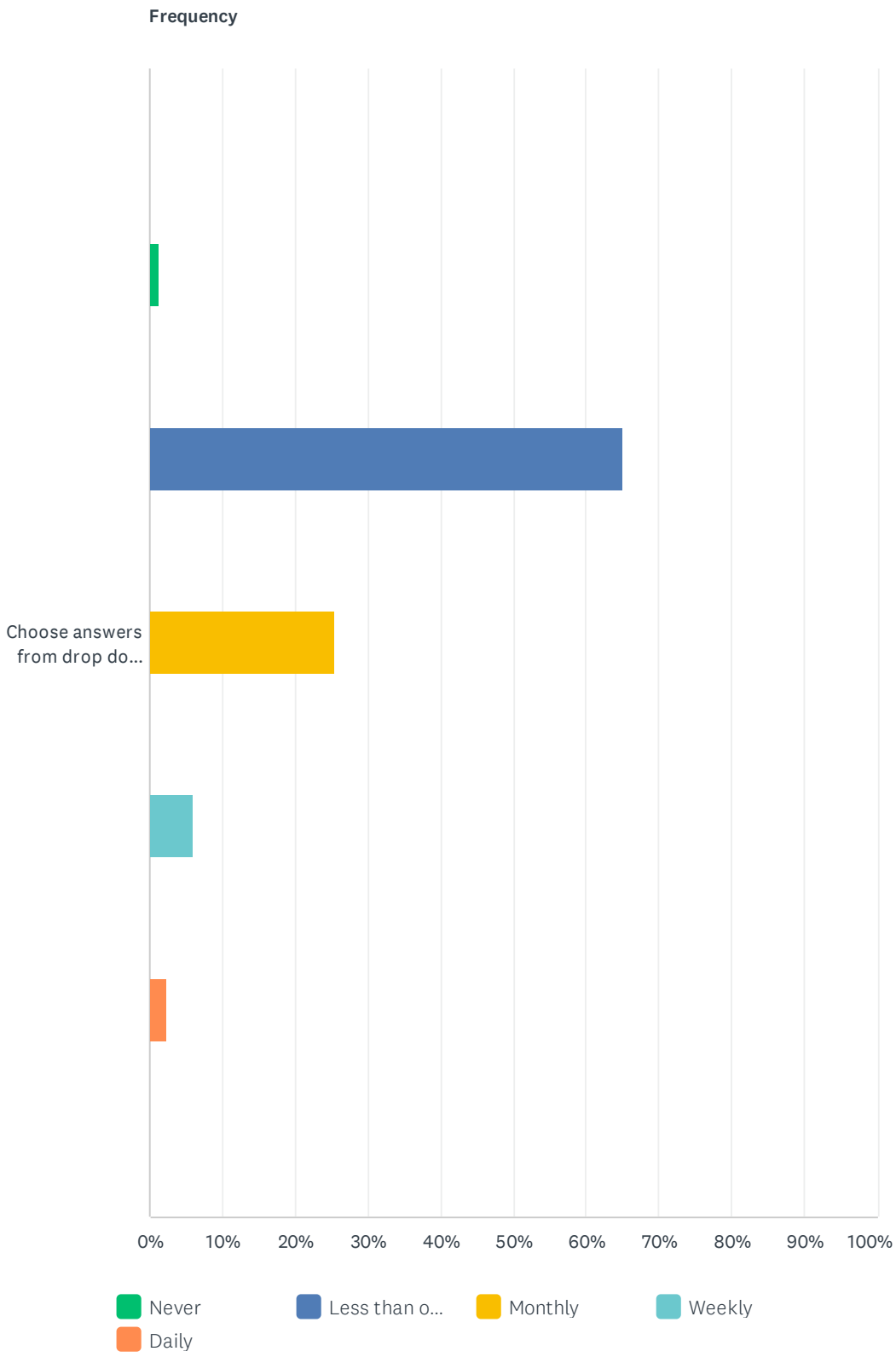
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	2.44% 2	36.59% 30	40.24% 33	14.63% 12	6.10% 5	82

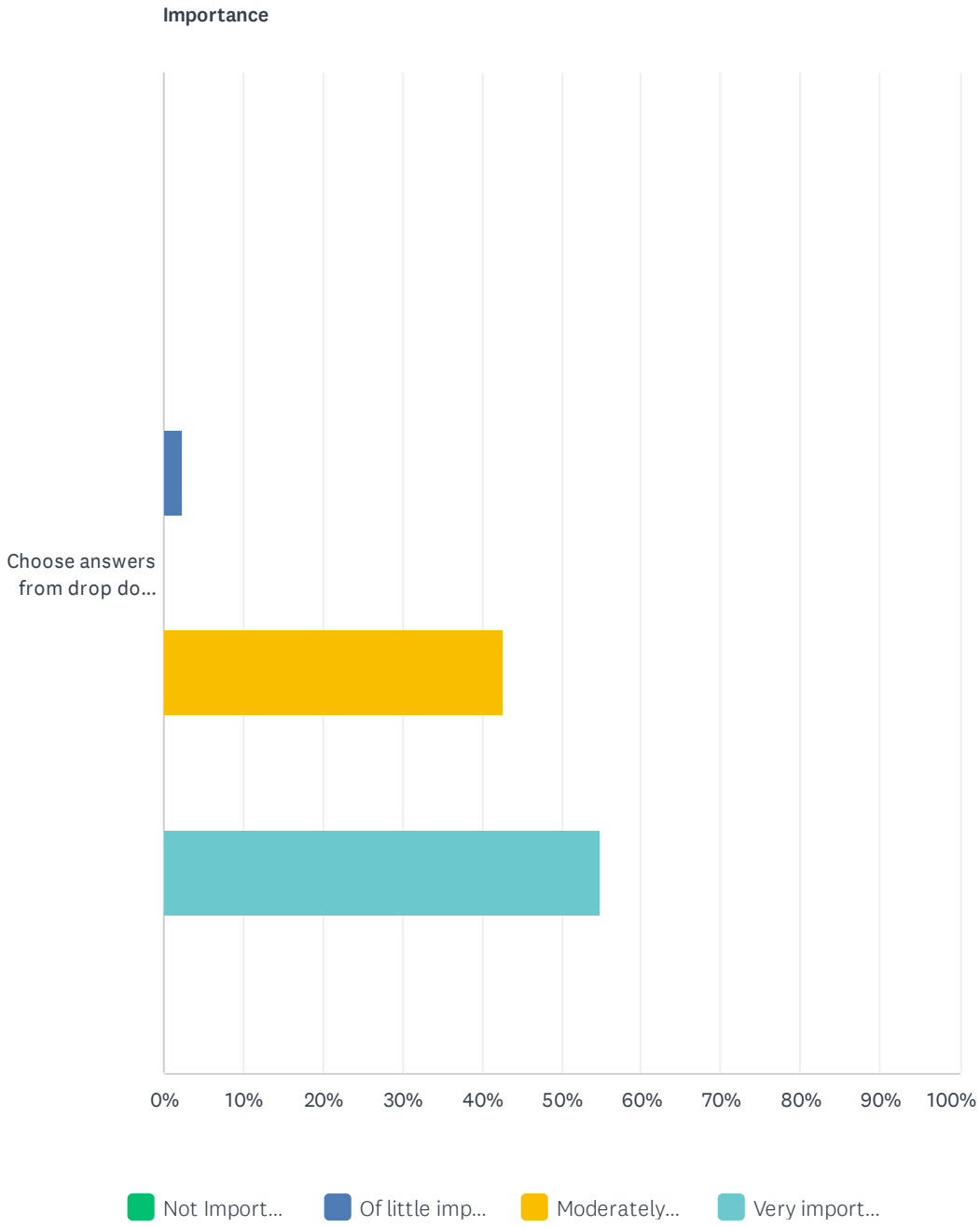
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	1.23% 1	14.81% 12	58.02% 47	25.93% 21	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	3.75% 3	6.25% 5	23.75% 19	66.25% 53	 80

Q16 1.4.1 Negotiates faculty workload.

Answered: 83 Skipped: 178

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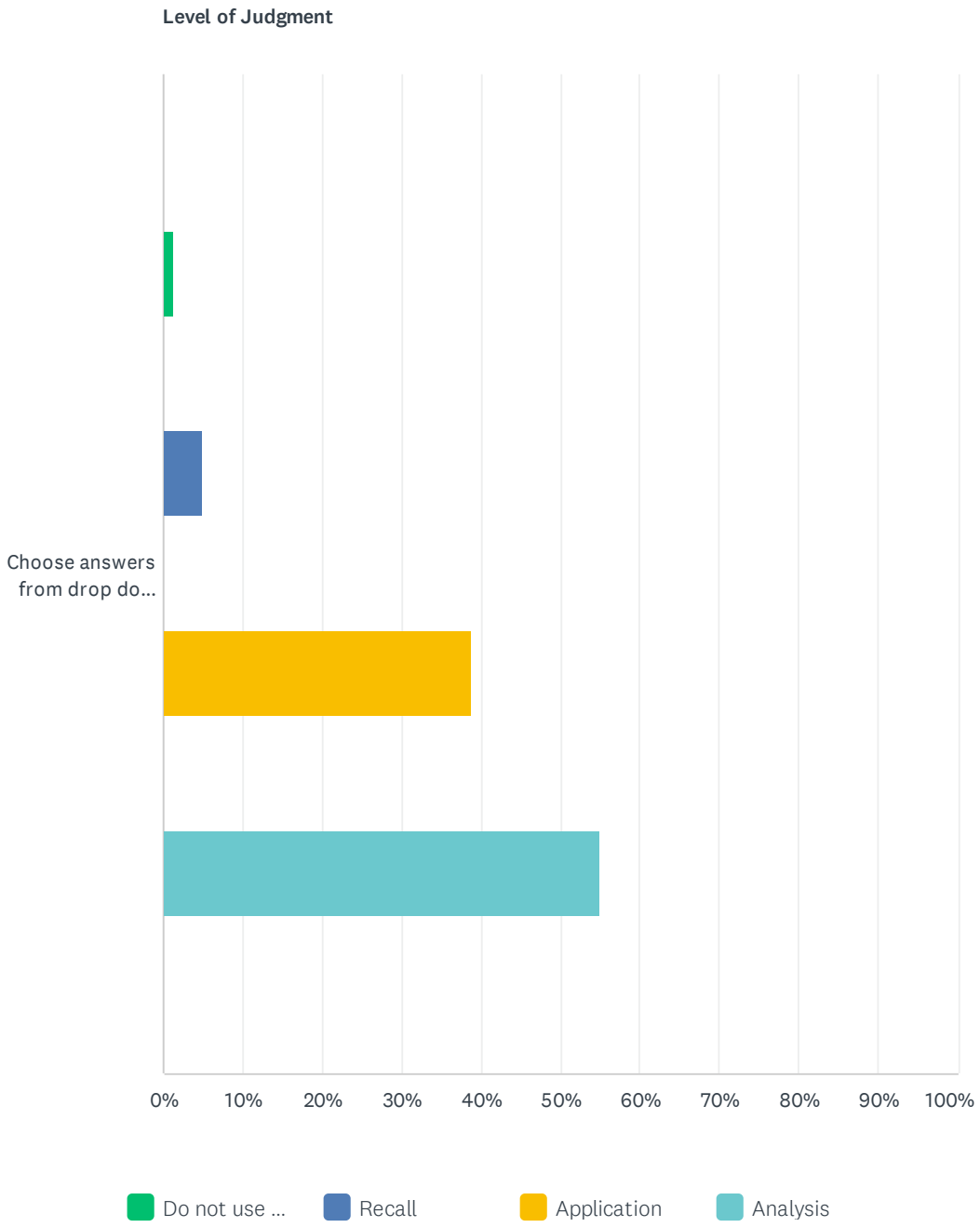


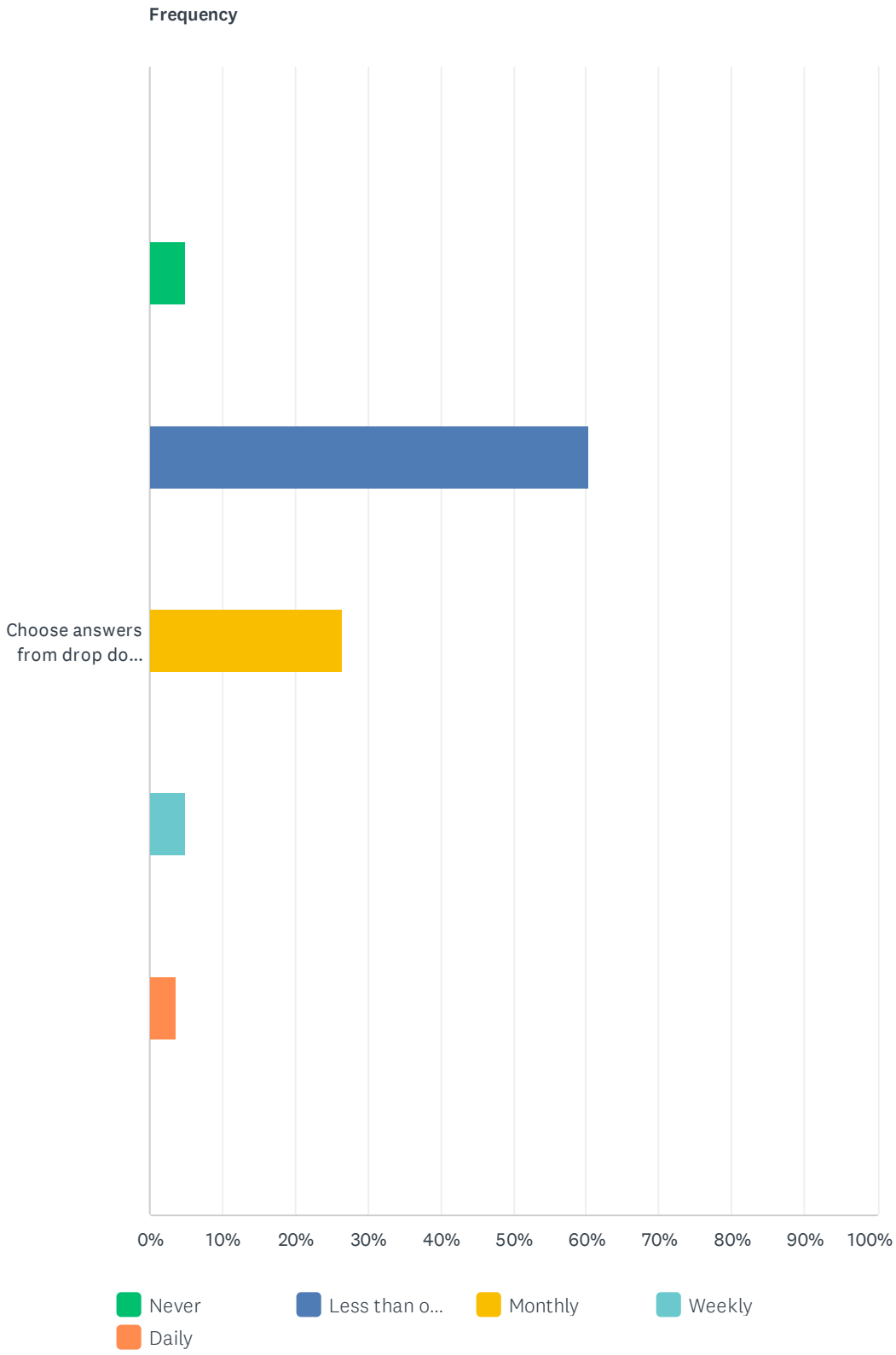
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	1.20% 1	65.06% 54	25.30% 21	6.02% 5	2.41% 2	83

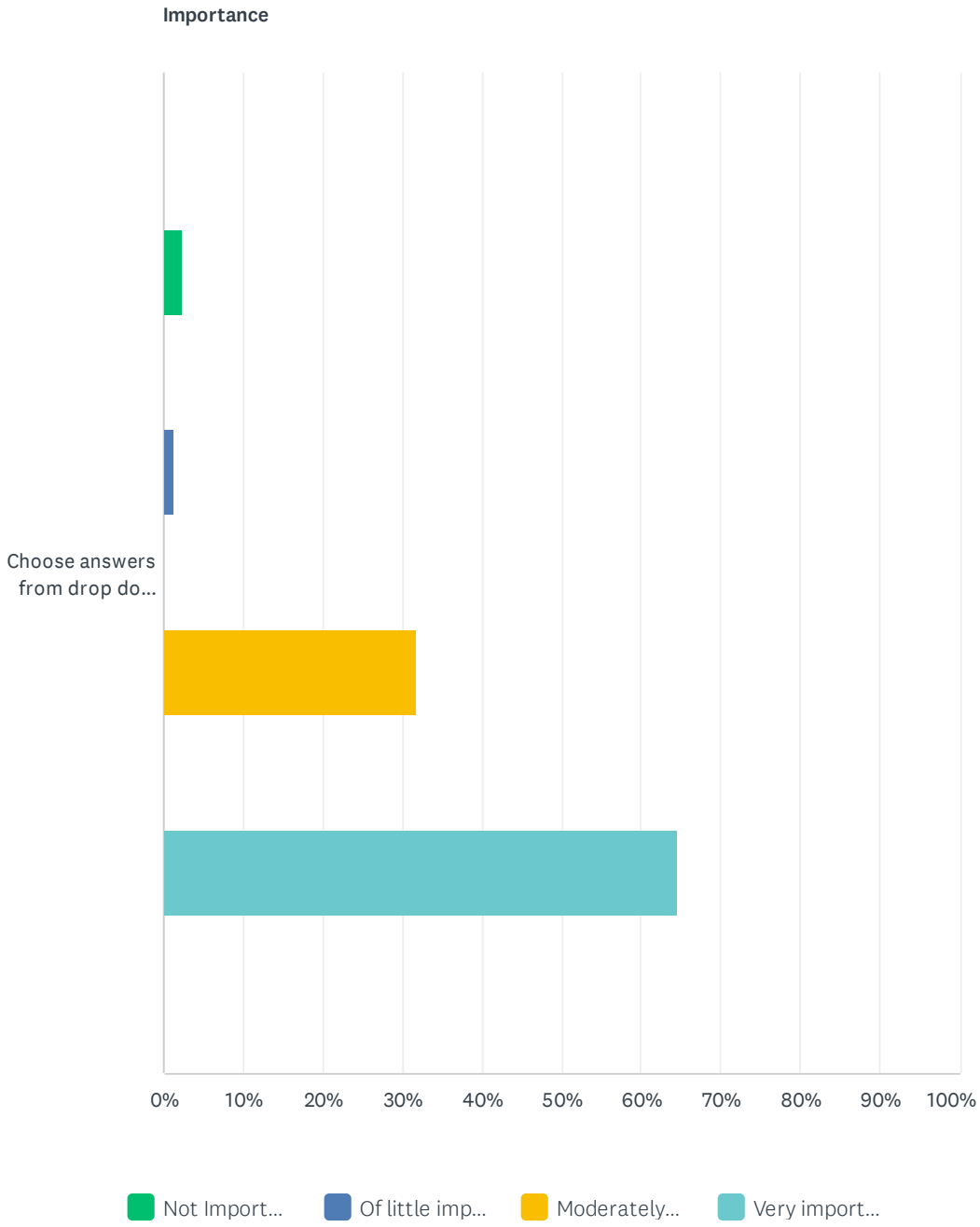
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	2.44% 2	42.68% 35	54.88% 45	82

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	1.25% 1	5.00% 4	38.75% 31	55.00% 44	80

Q17 1.4.2 Guides faculty in the process of advancement (promotion and tenure as applicable).

Answered: 83 Skipped: 178

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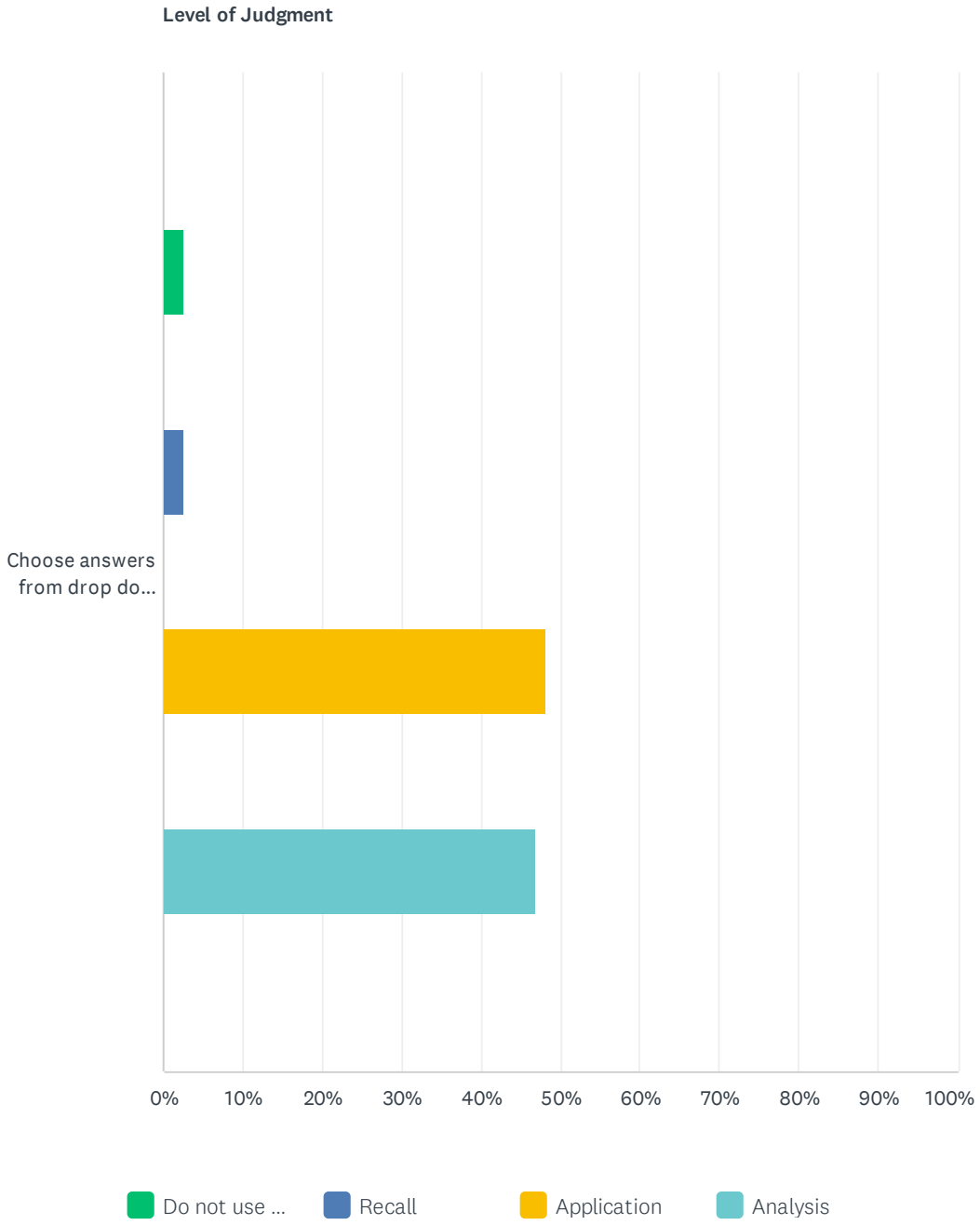


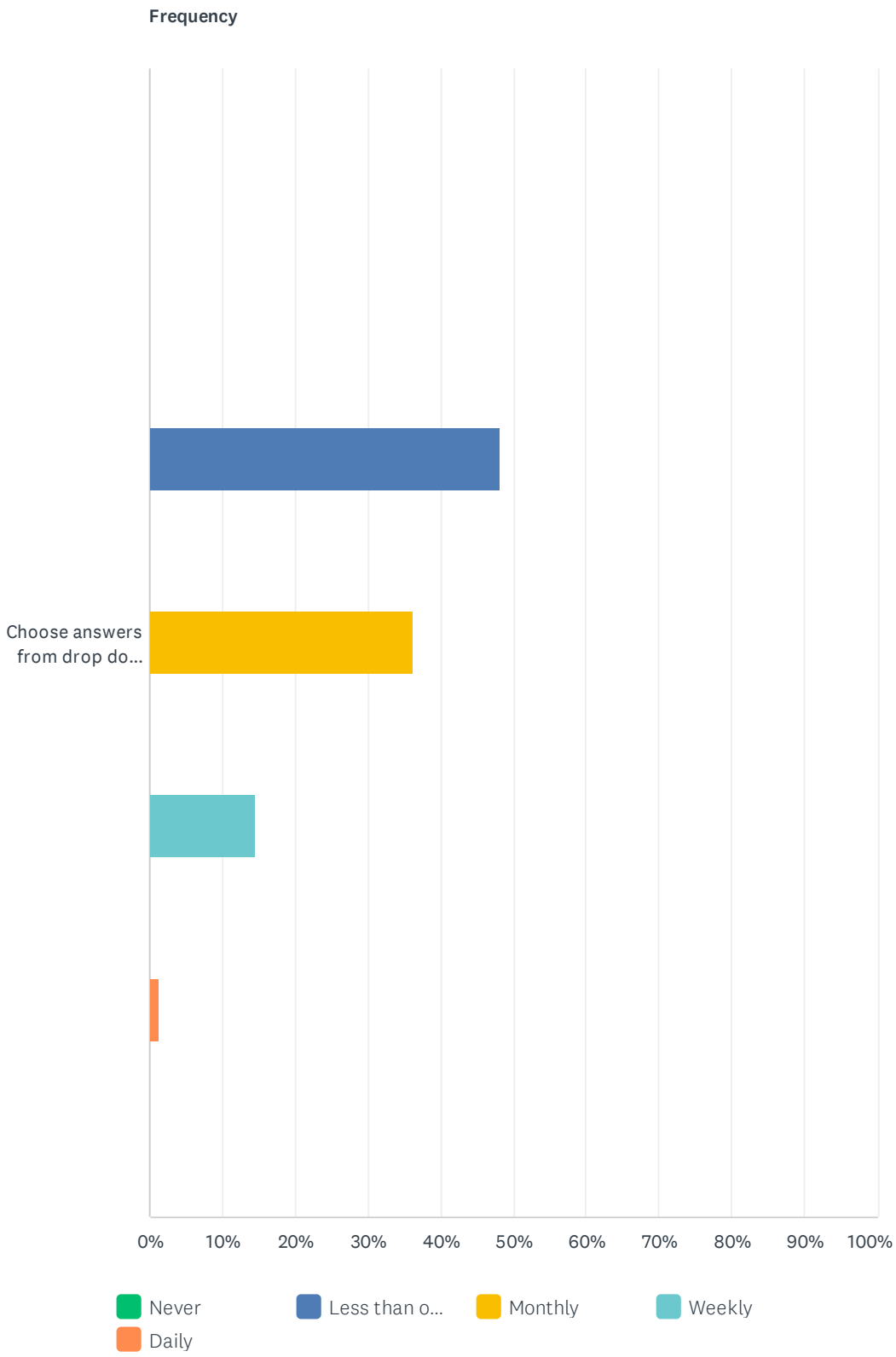
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	4.82% 4	60.24% 50	26.51% 22	4.82% 4	3.61% 3	83

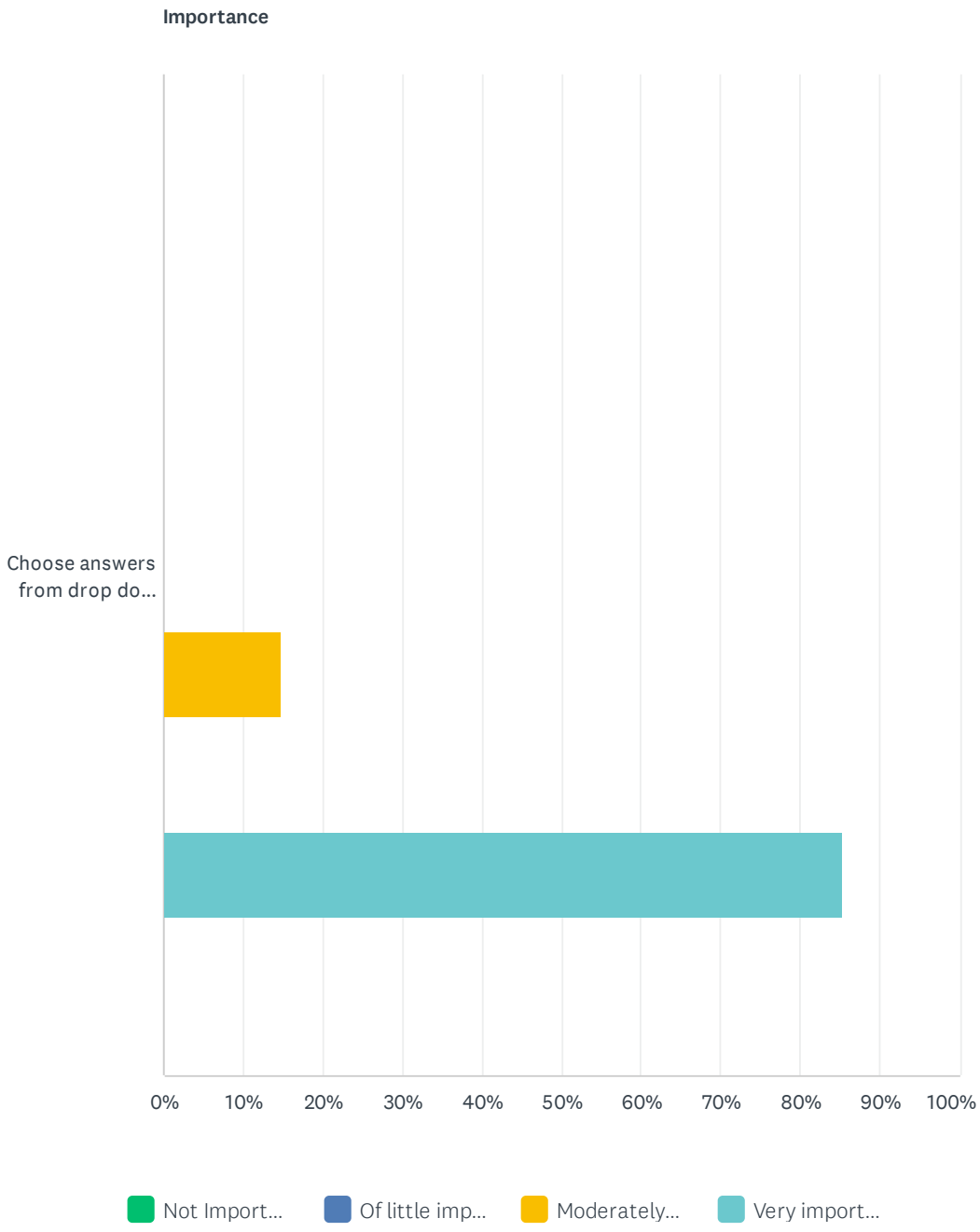
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	2.44% 2	1.22% 1	31.71% 26	64.63% 53	82

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	2.47% 2	2.47% 2	48.15% 39	46.91% 38	 81

Q18 1.4.3 Designs and implements program assessment cycle.

Answered: 83 Skipped: 178

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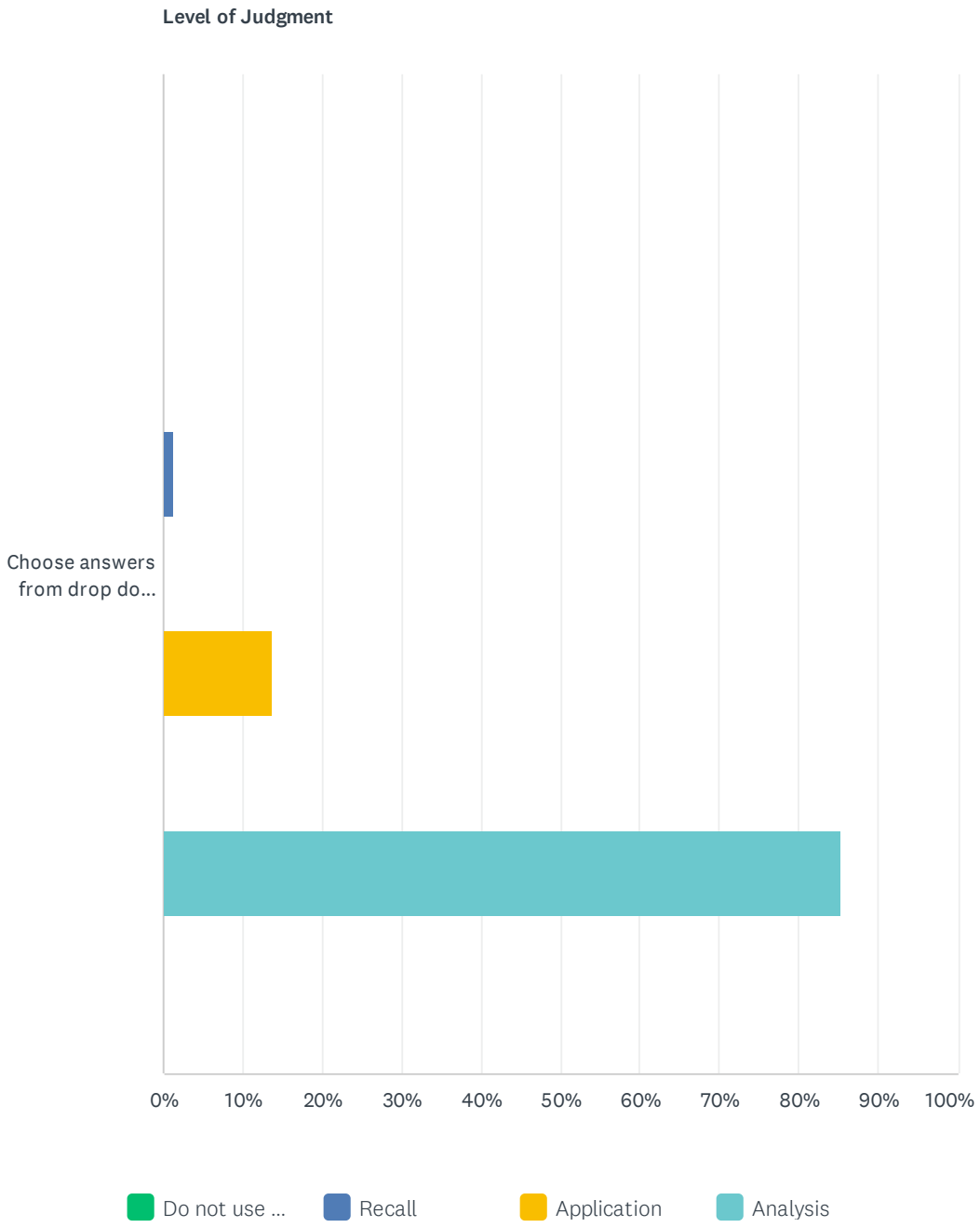


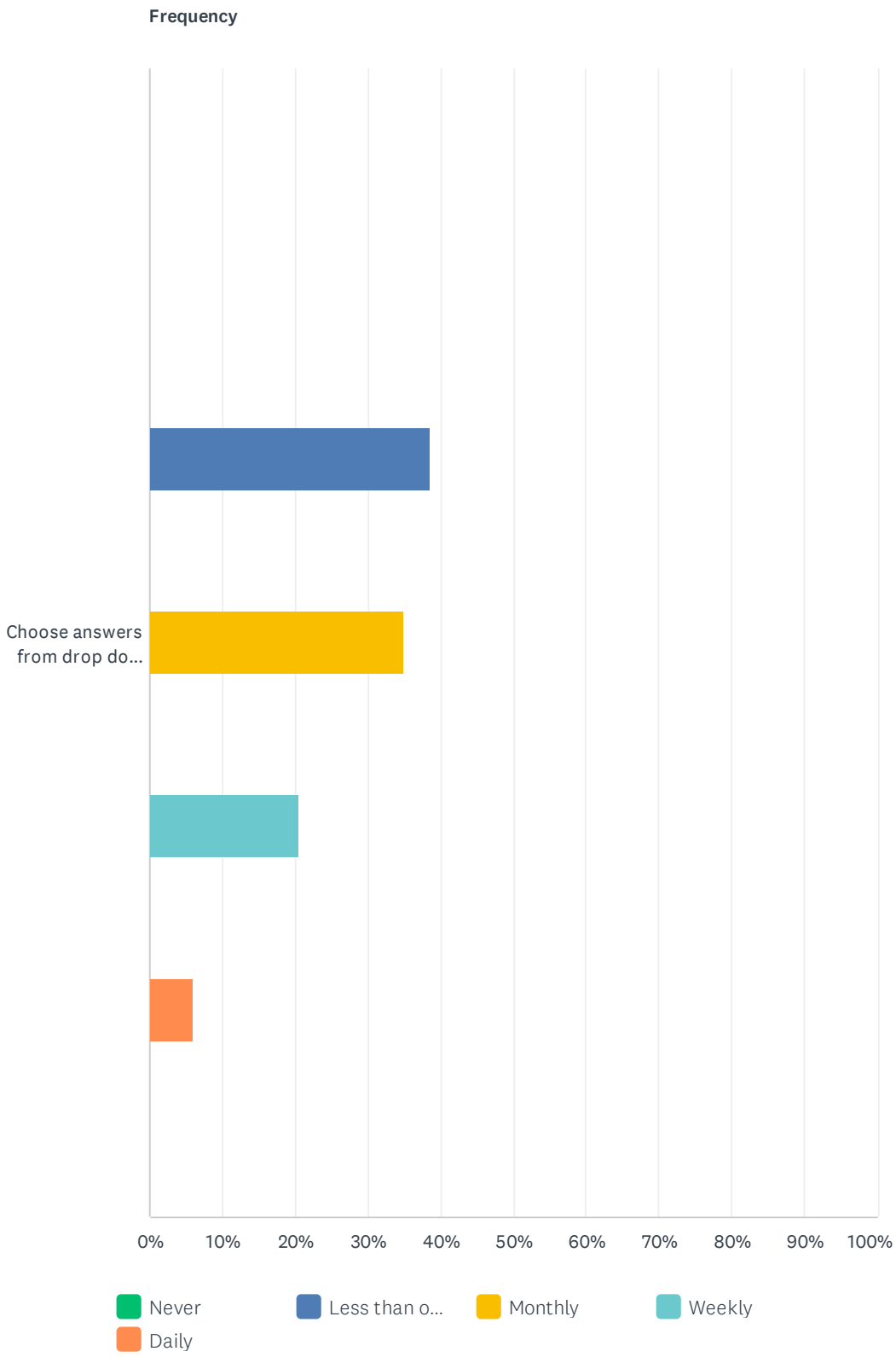
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	48.19% 40	36.14% 30	14.46% 12	1.20% 1	83

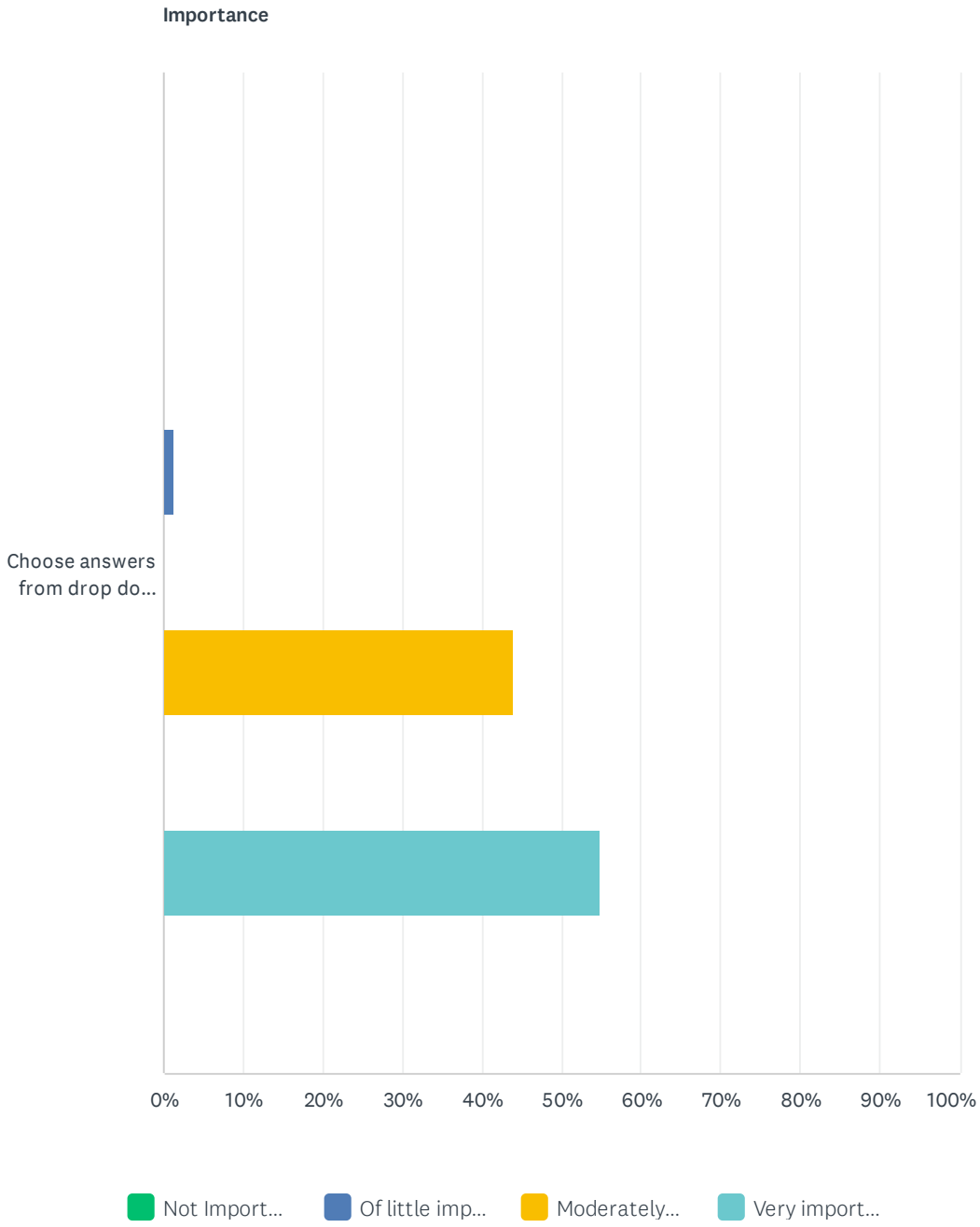
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	14.63% 12	85.37% 70	82

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.23% 1	13.58% 11	85.19% 69	 81

Q19 1.4.4 Advocates program/institutional goals to all stakeholders.

Answered: 83 Skipped: 178

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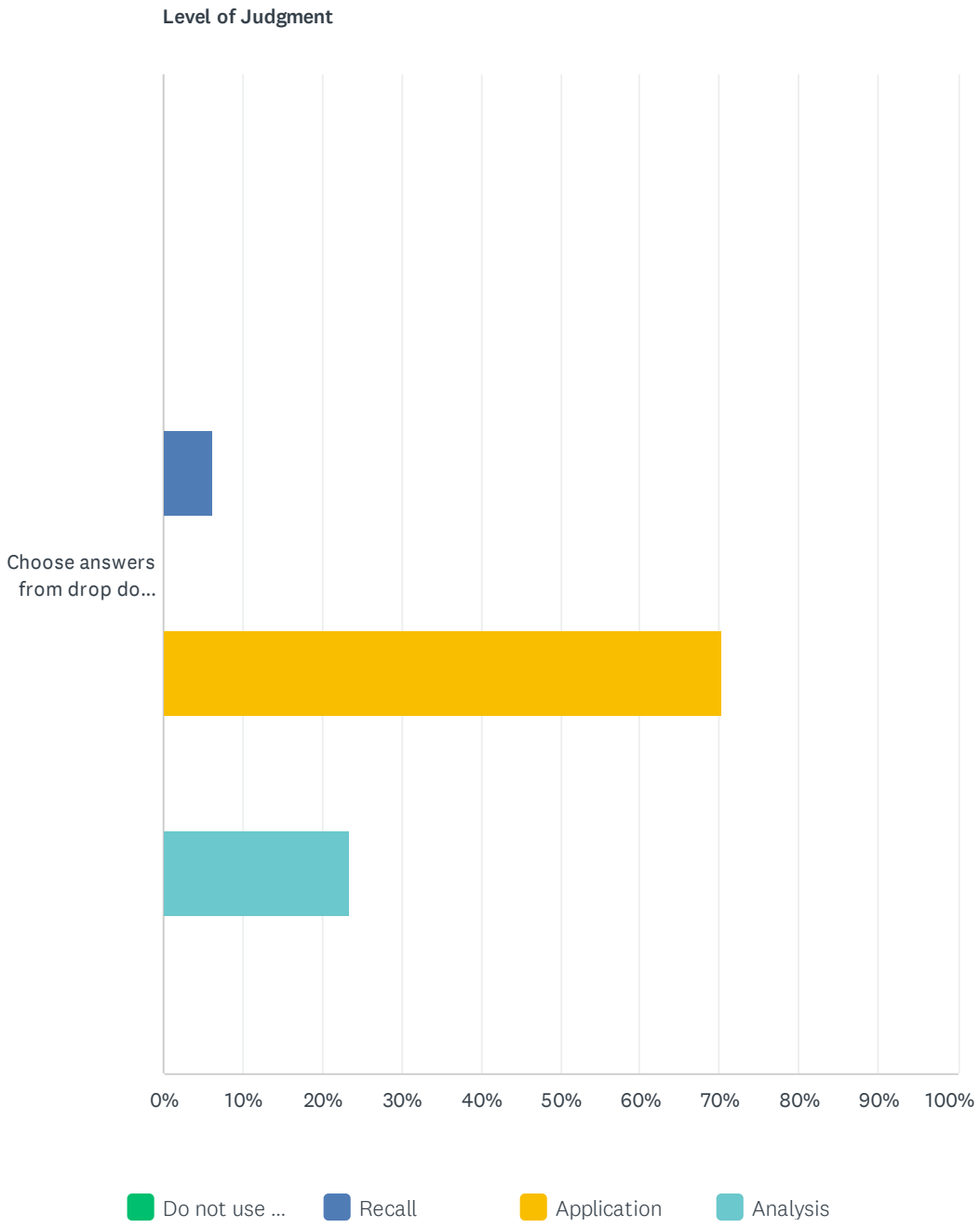


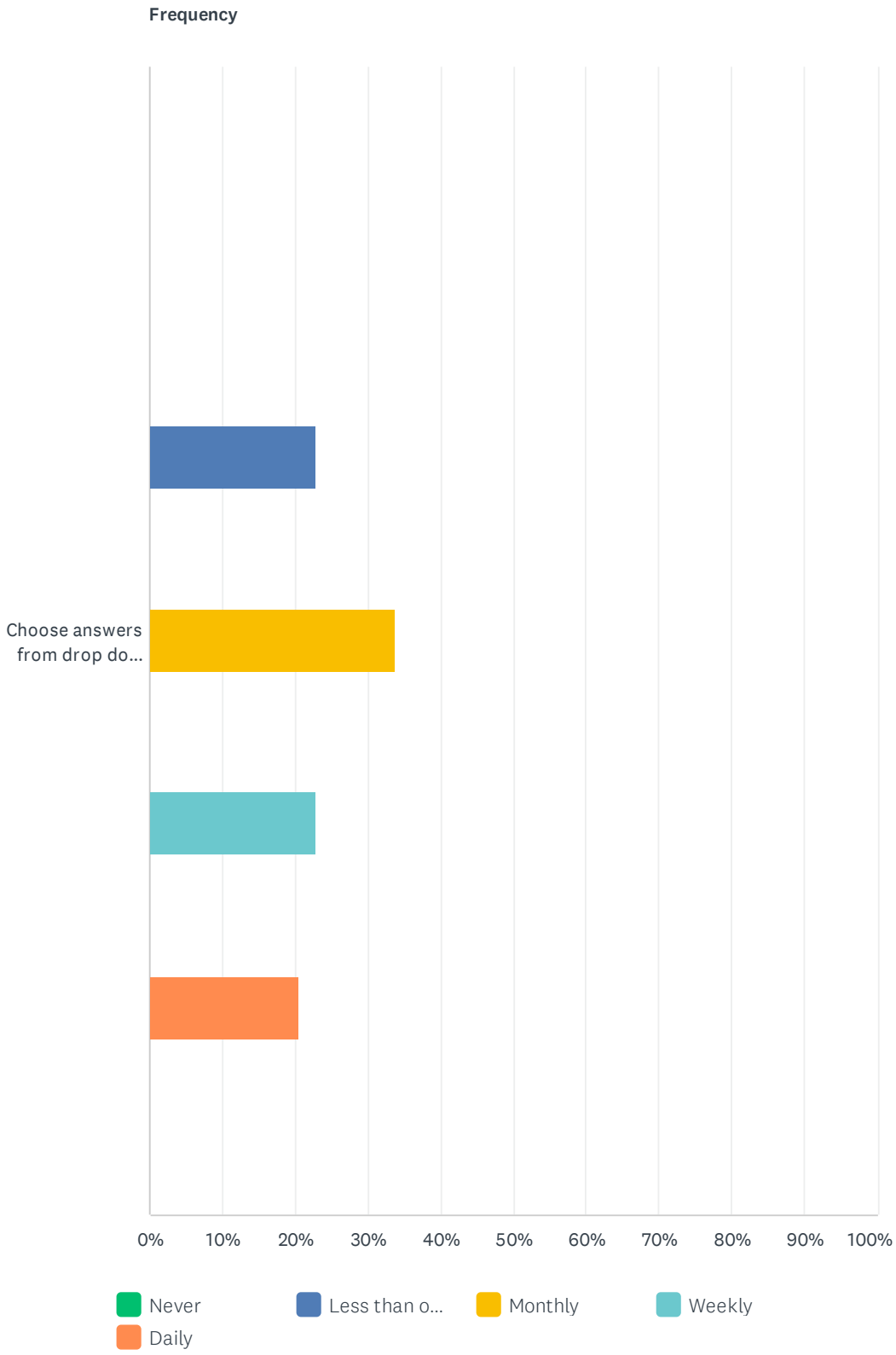
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	38.55% 32	34.94% 29	20.48% 17	6.02% 5	83

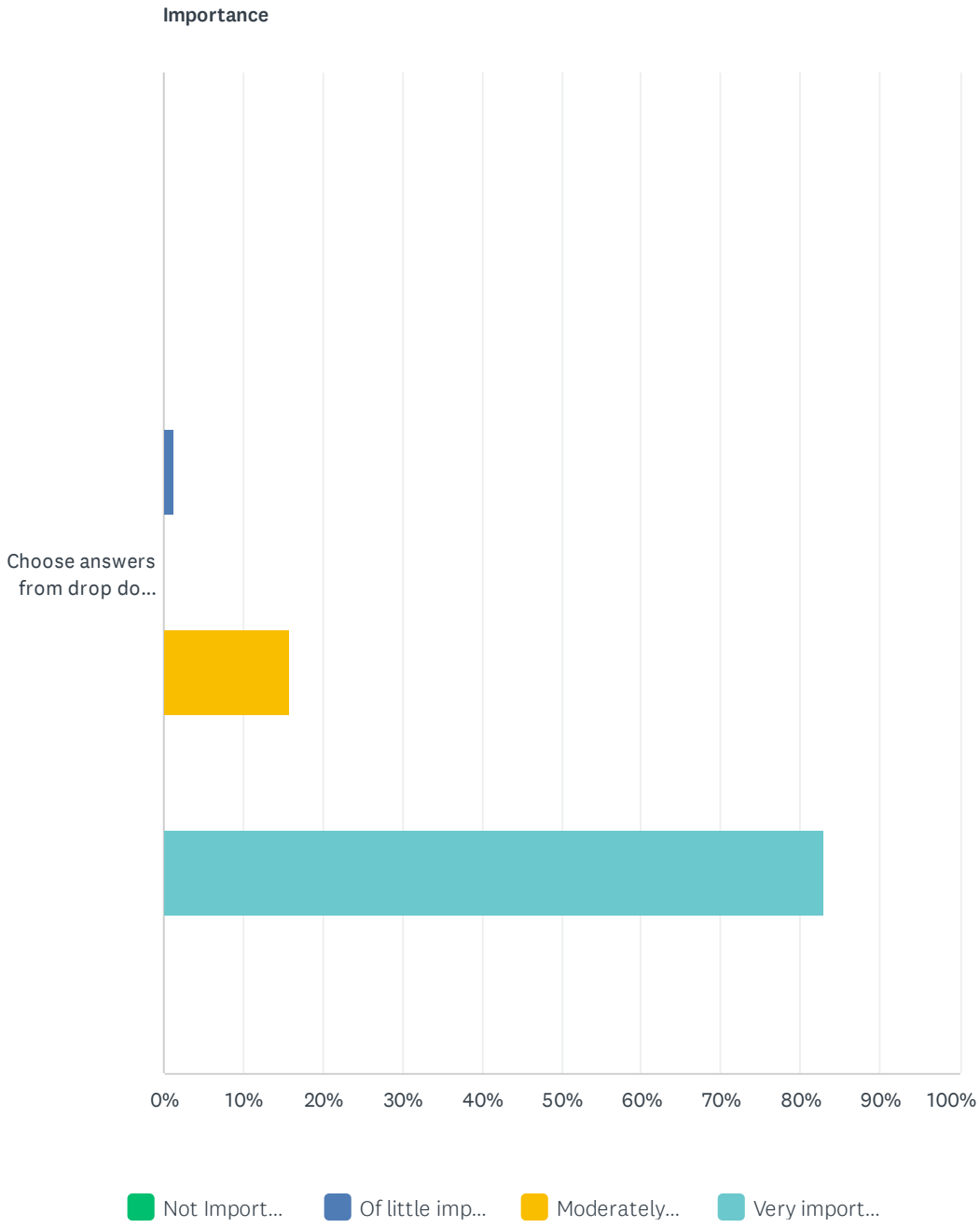
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.22% 1	43.90% 36	54.88% 45	82

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	6.17% 5	70.37% 57	23.46% 19	 81

Q20 1.4.5 Monitors and implements standards compliant with regulatory environment.

Answered: 83 Skipped: 178

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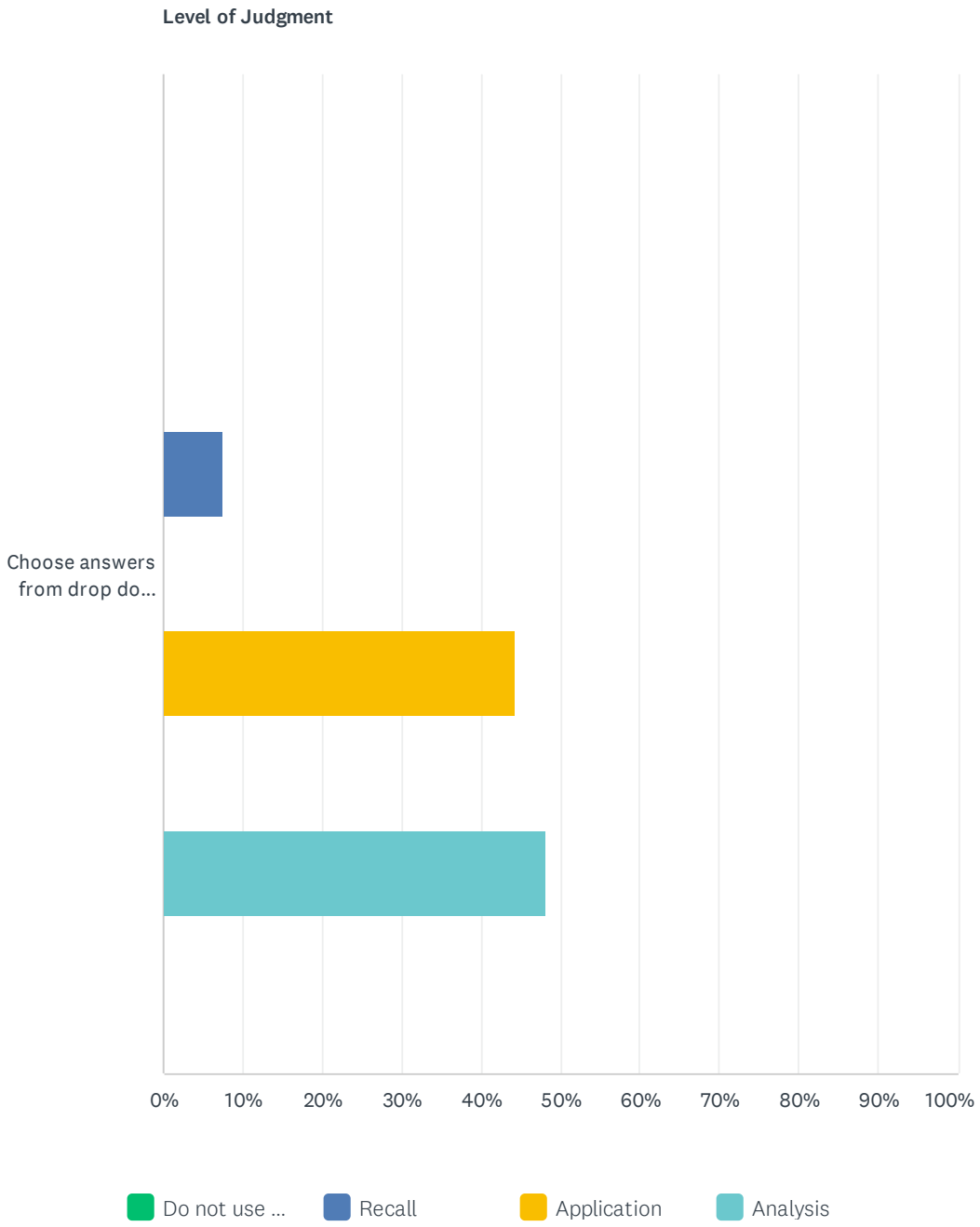


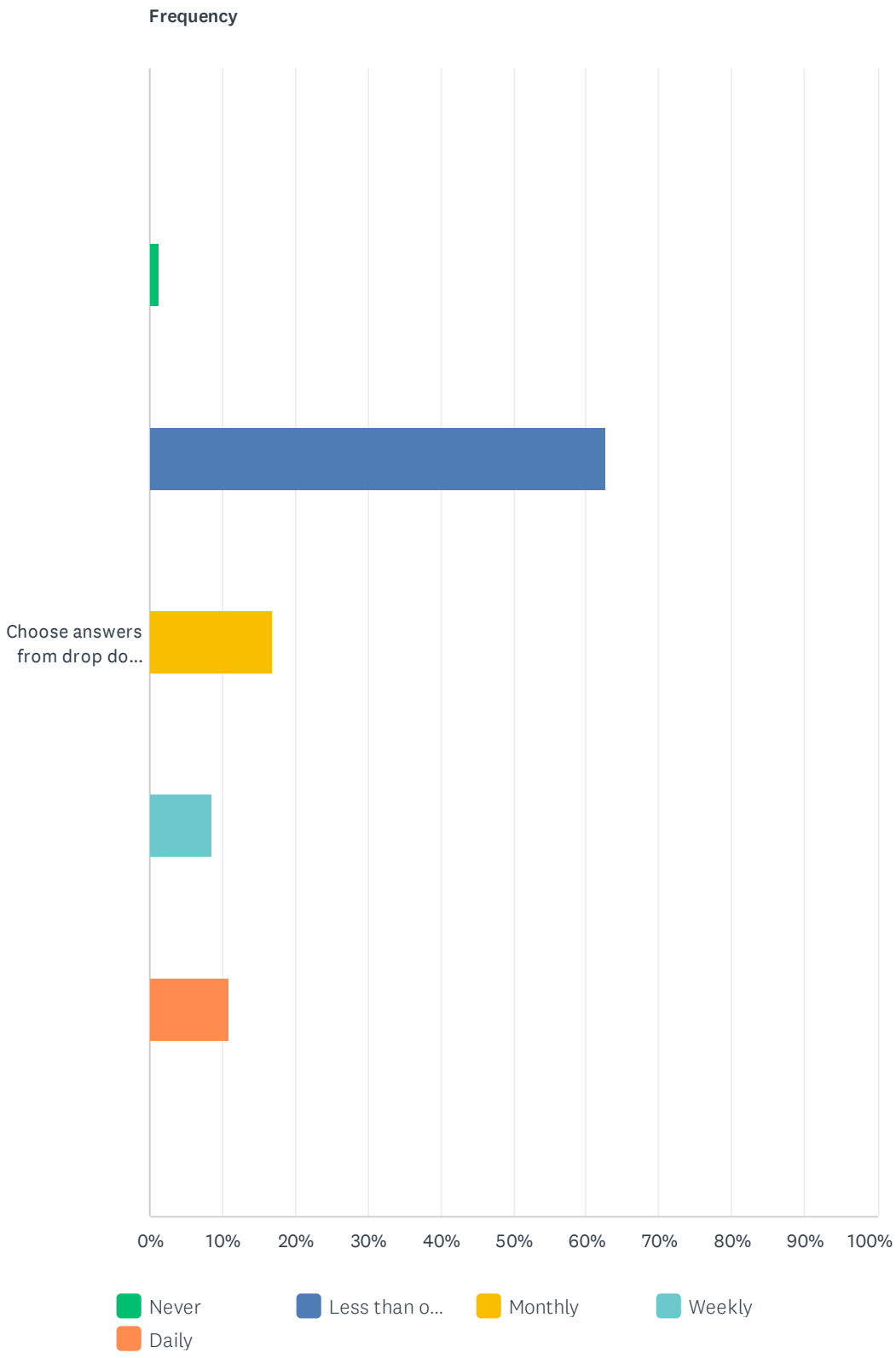
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	22.89% 19	33.73% 28	22.89% 19	20.48% 17	83

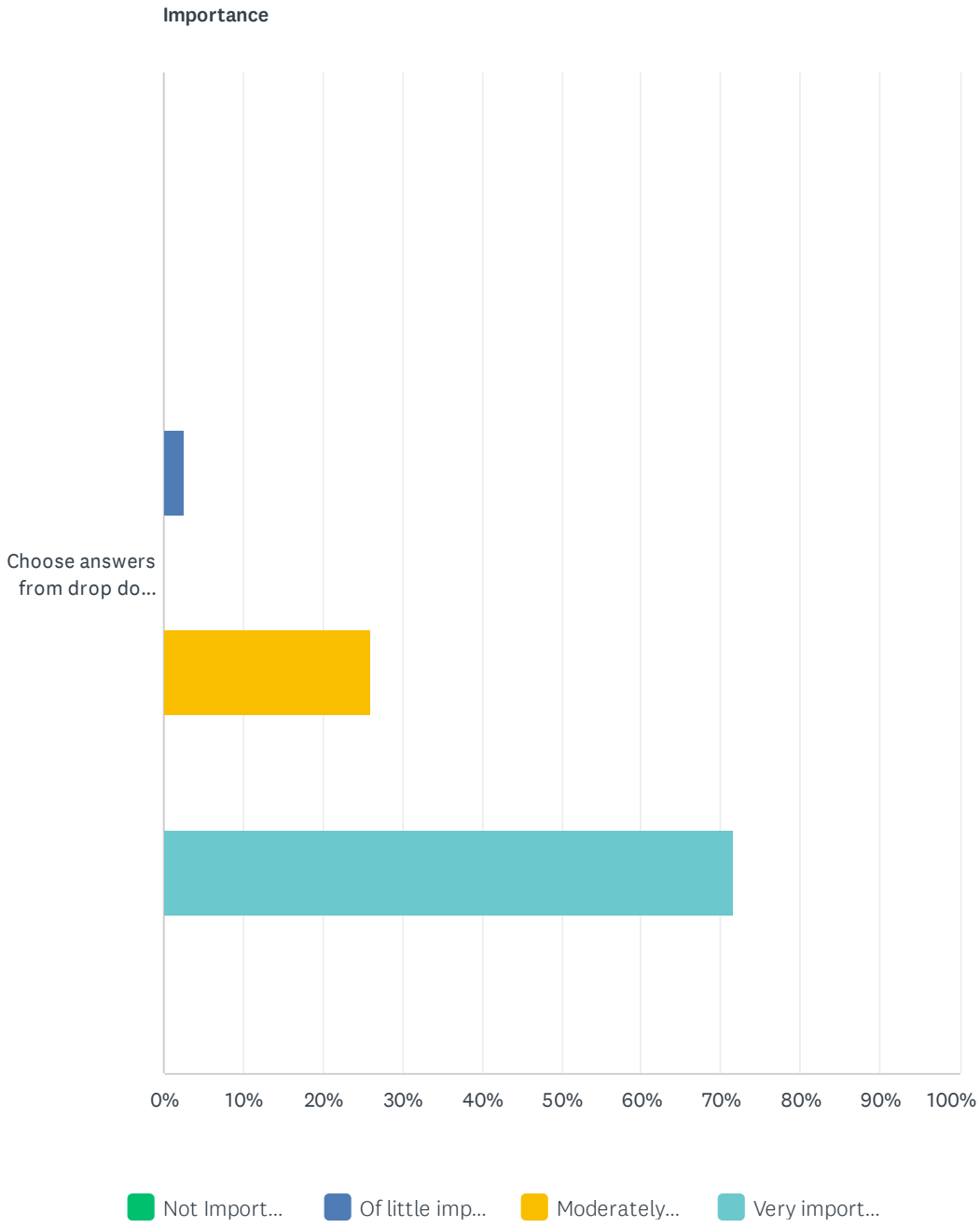
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.22% 1	15.85% 13	82.93% 68	82

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	7.41% 6	44.44% 36	48.15% 39	 81

Q21 1.4.6 Develops a vision for professional physical therapy education.

Answered: 83 Skipped: 178

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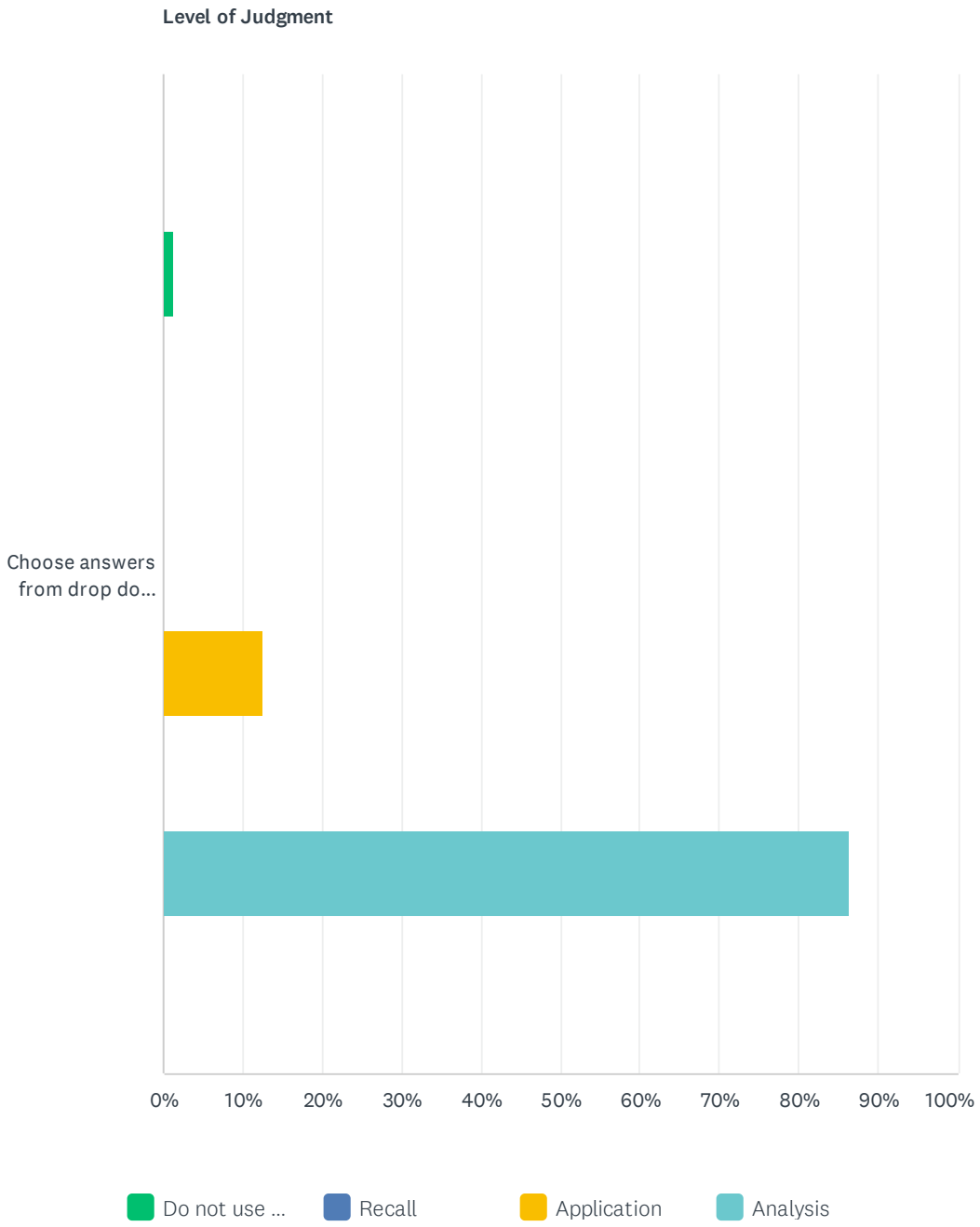


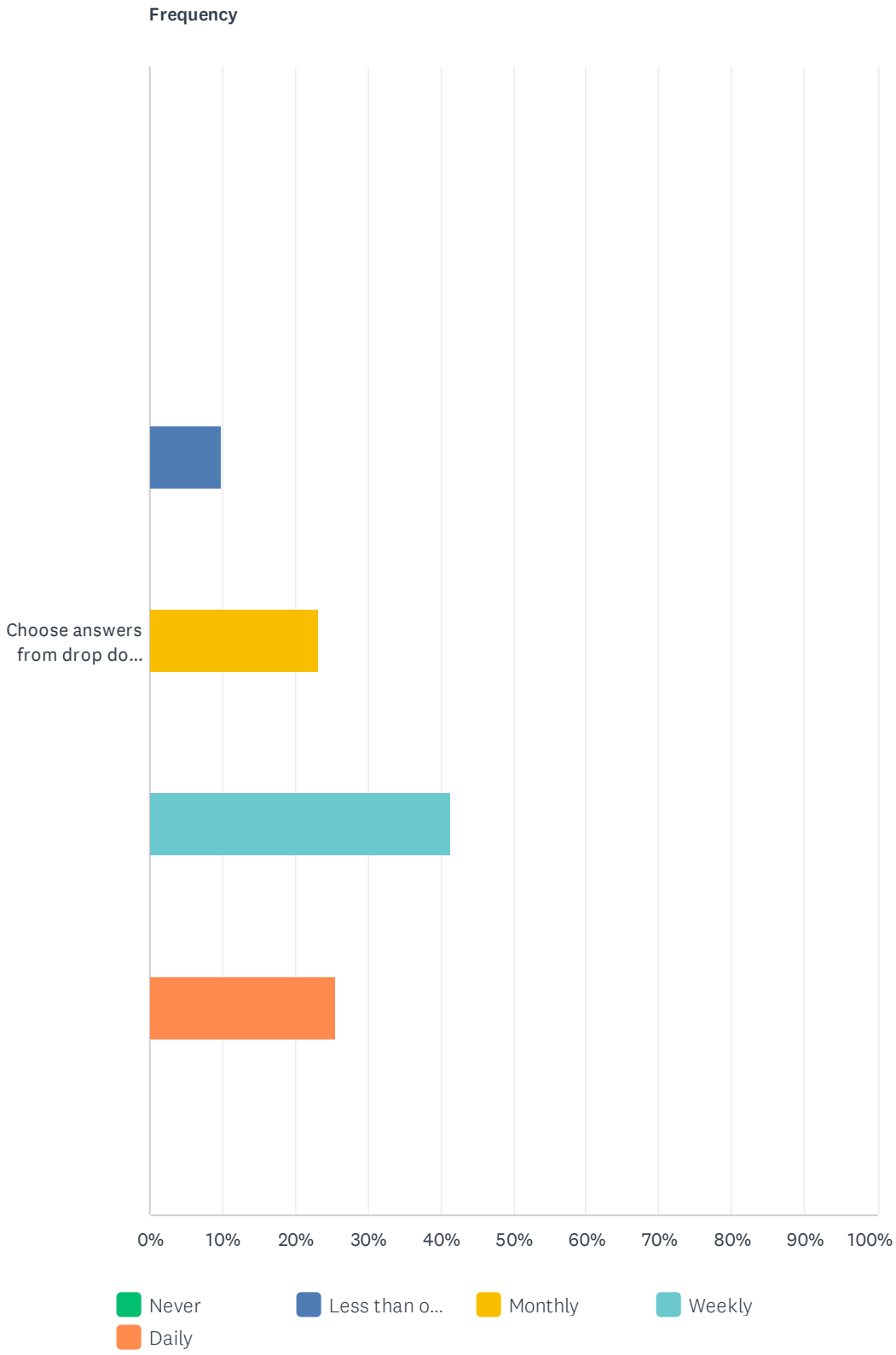
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	1.20% 1	62.65% 52	16.87% 14	8.43% 7	10.84% 9	83

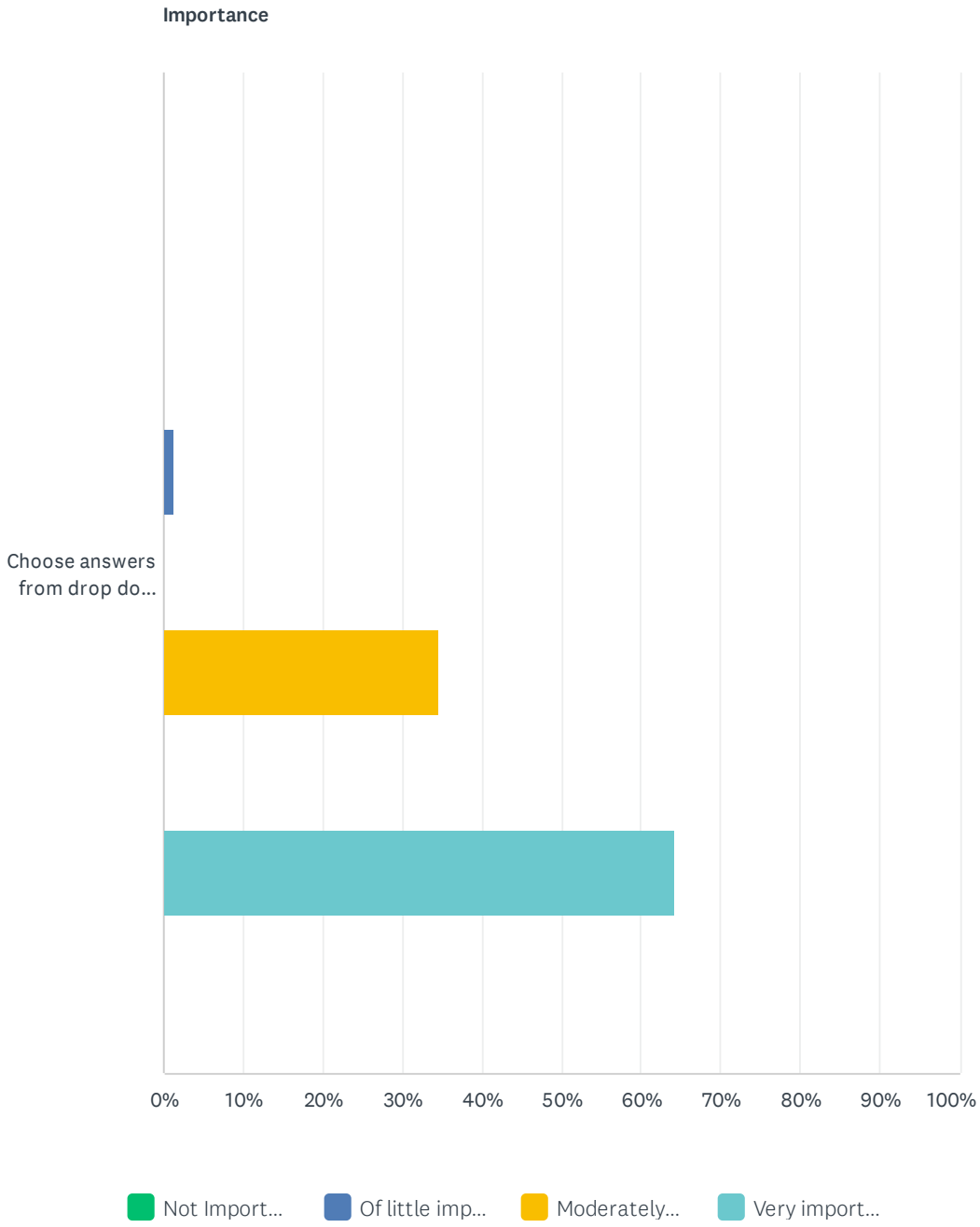
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	2.47% 2	25.93% 21	71.60% 58	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	1.25% 1	0.00% 0	12.50% 10	86.25% 69	 80

Q22 3.1.1 Knowledge of strategies to engage multiple perspectives, disciplines, and constituencies.

Answered: 82 Skipped: 179

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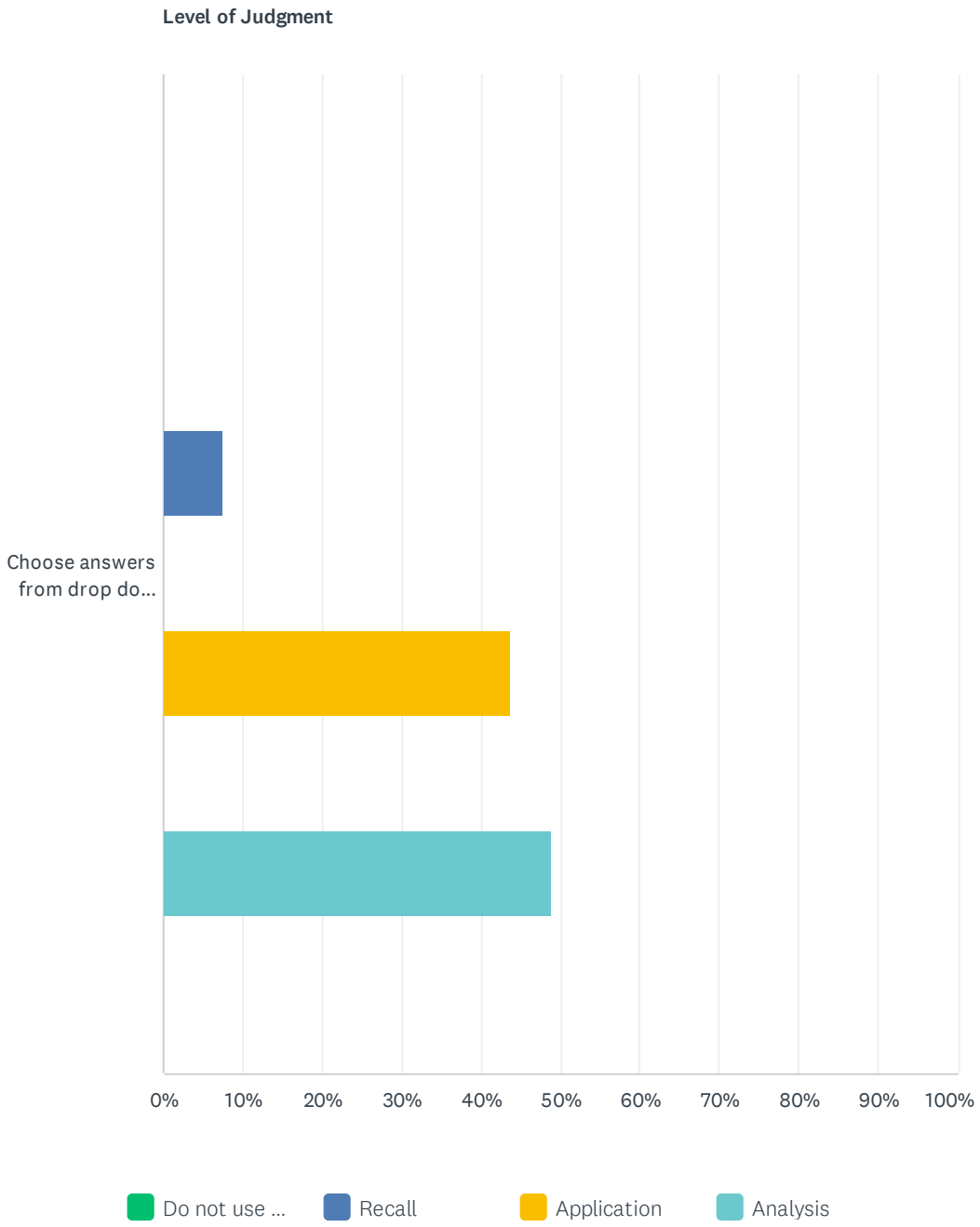


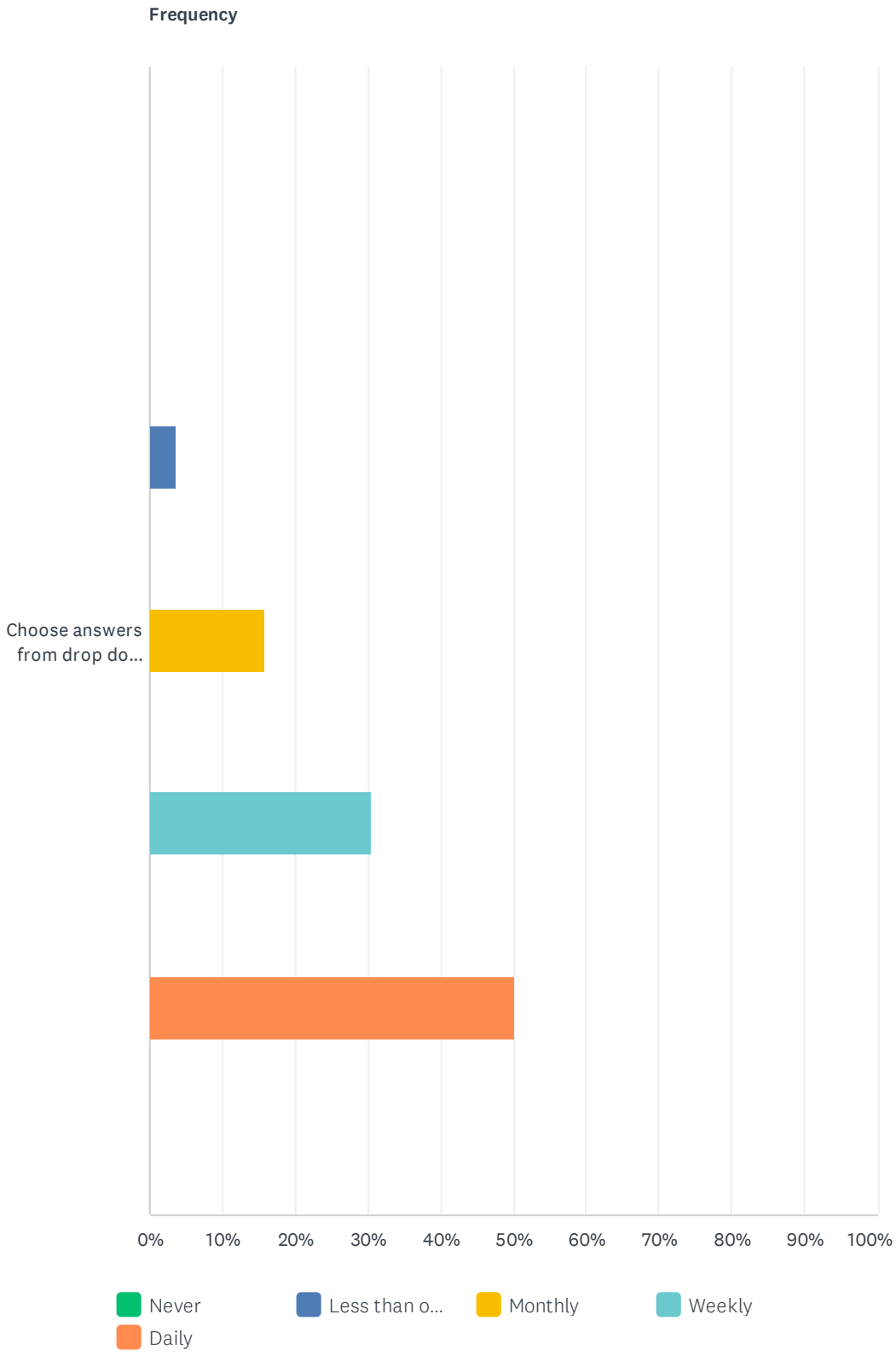
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	9.76% 8	23.17% 19	41.46% 34	25.61% 21	82

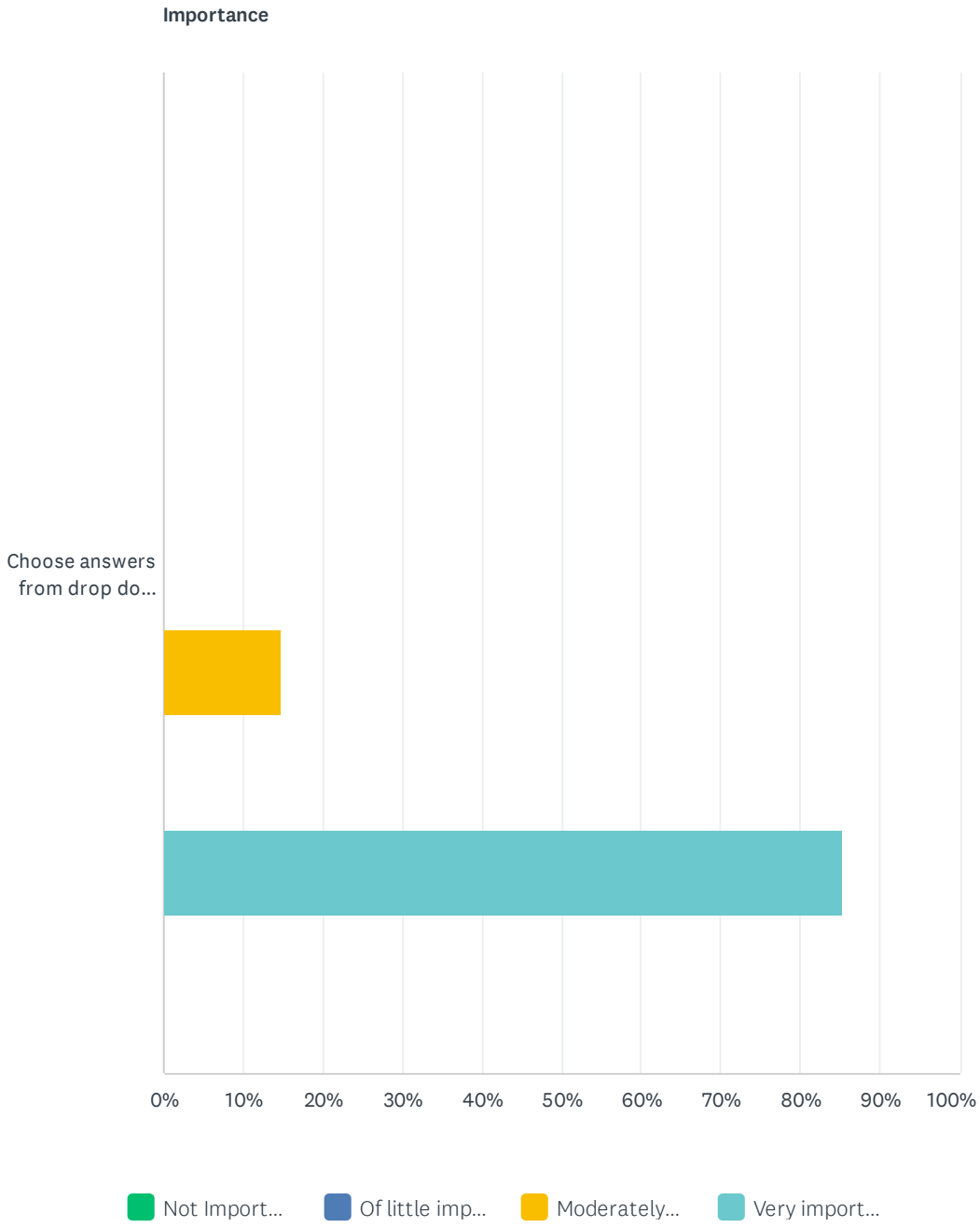
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.23% 1	34.57% 28	64.20% 52	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	7.50% 6	43.75% 35	48.75% 39	 80

Q23 3.1.2 Knowledge of strategies to engage collaboration, teamwork, and relationship building.

Answered: 82 Skipped: 179

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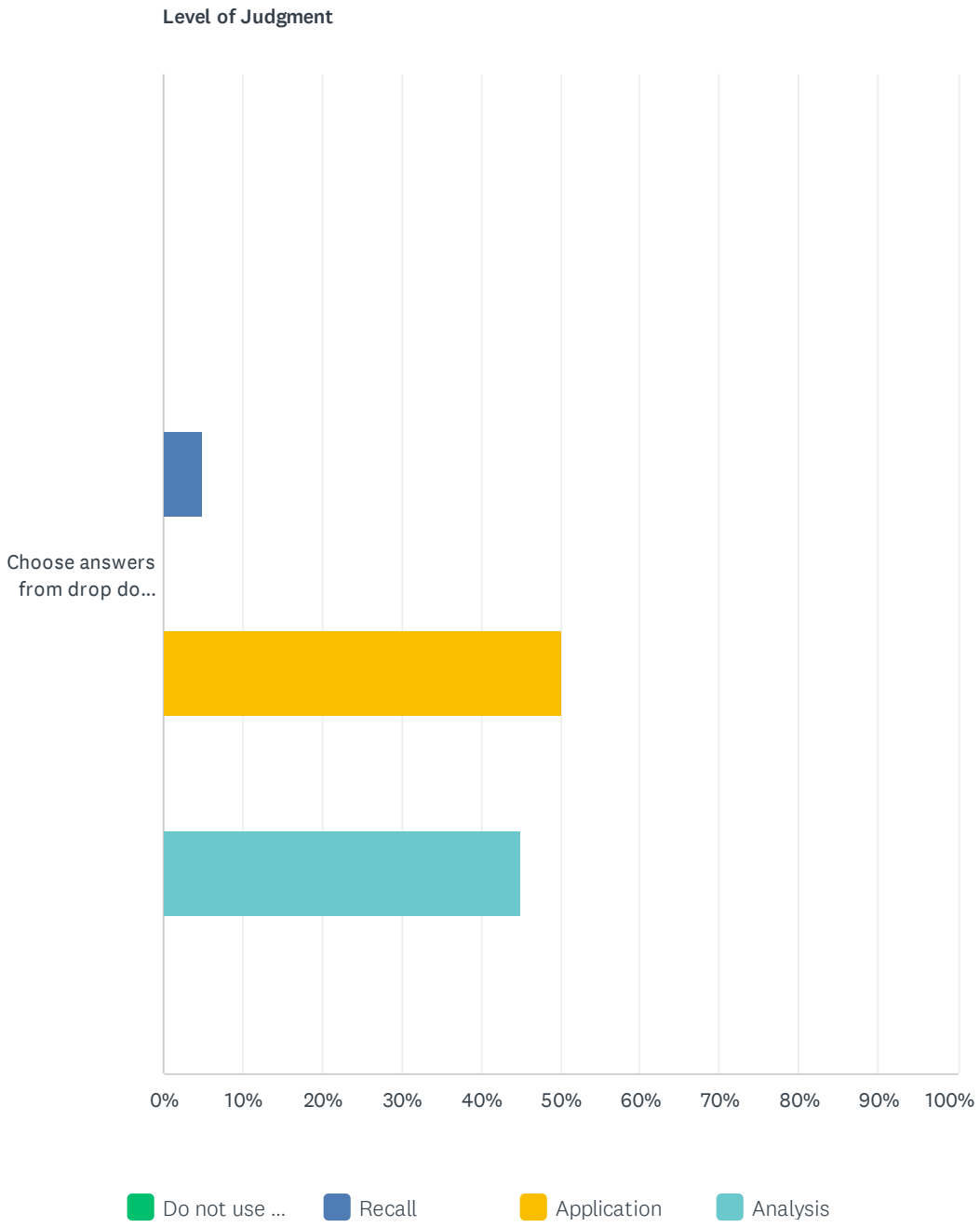


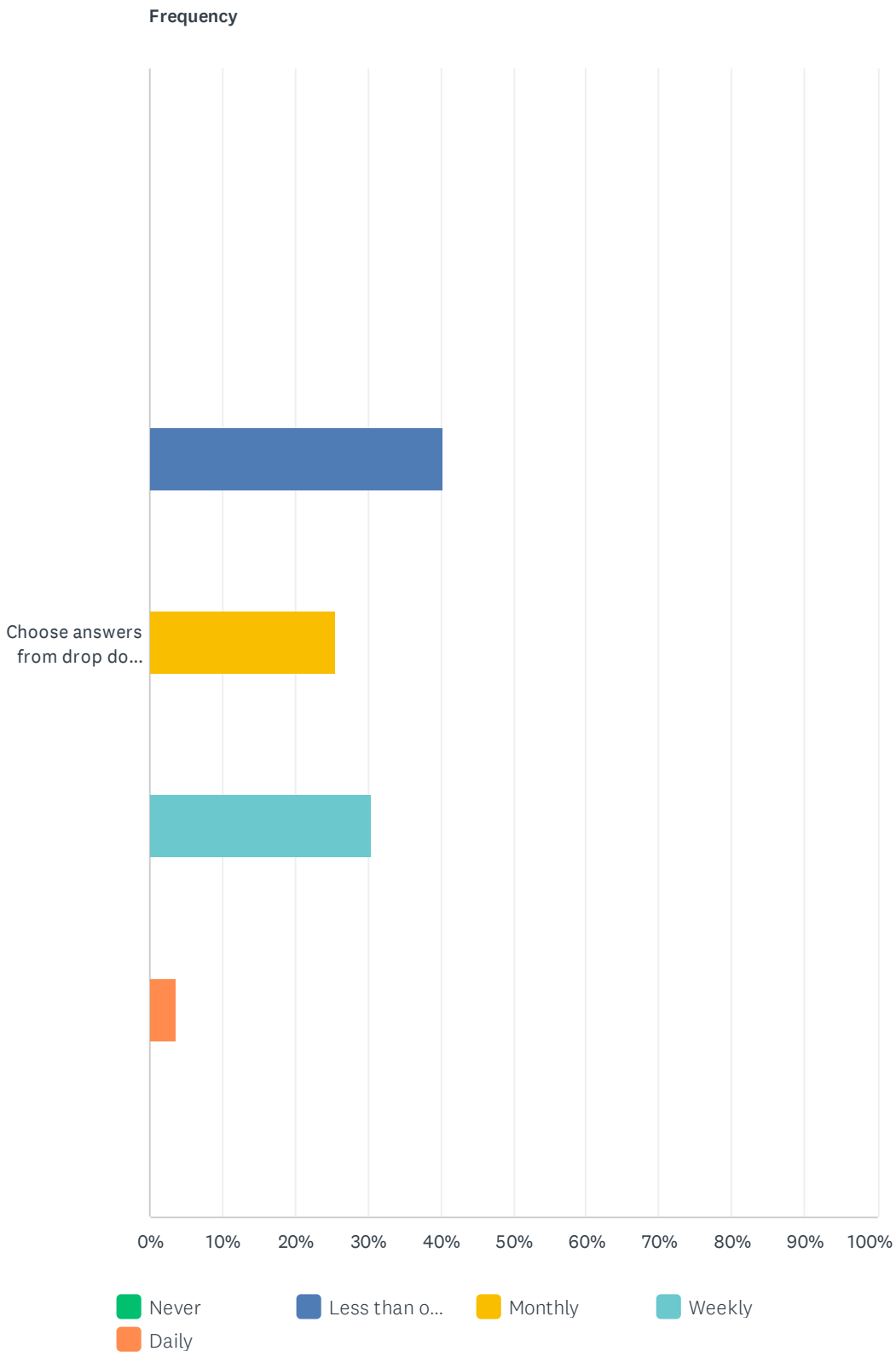
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	3.66% 3	15.85% 13	30.49% 25	50.00% 41	82

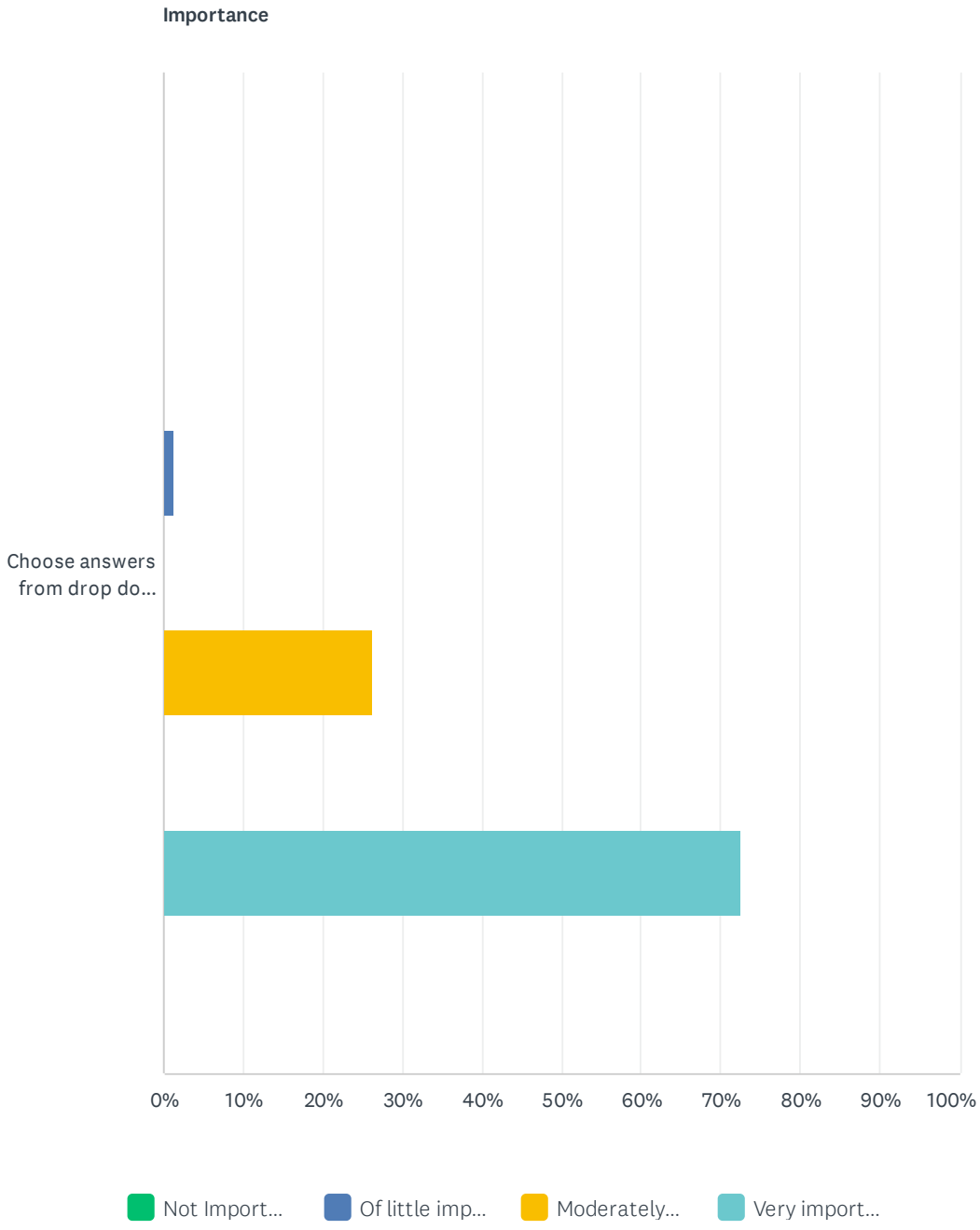
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	14.81% 12	85.19% 69	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	5.00% 4	50.00% 40	45.00% 36	 80

Q24 3.2.1 Mediates conflict engagement.

Answered: 82 Skipped: 179

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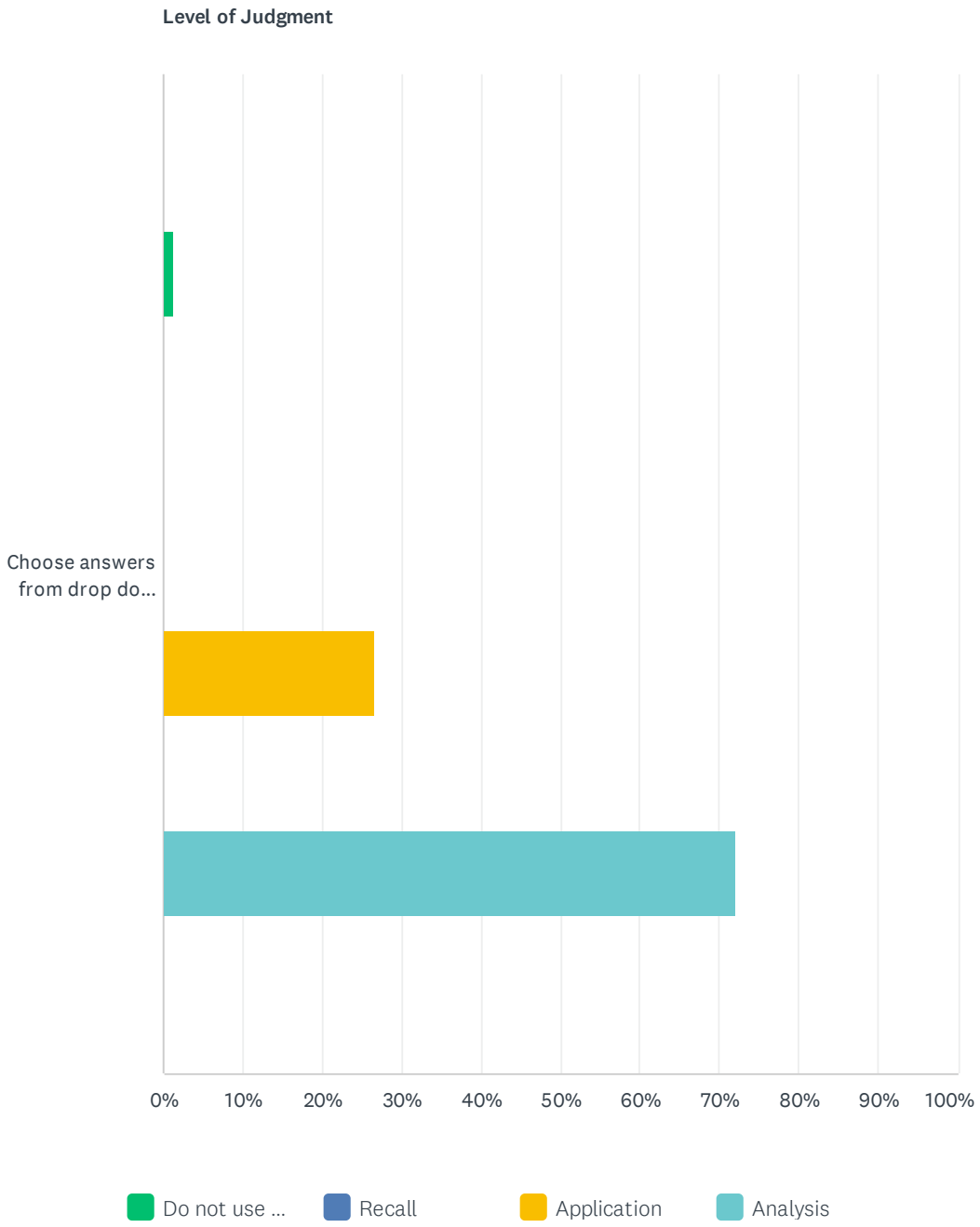


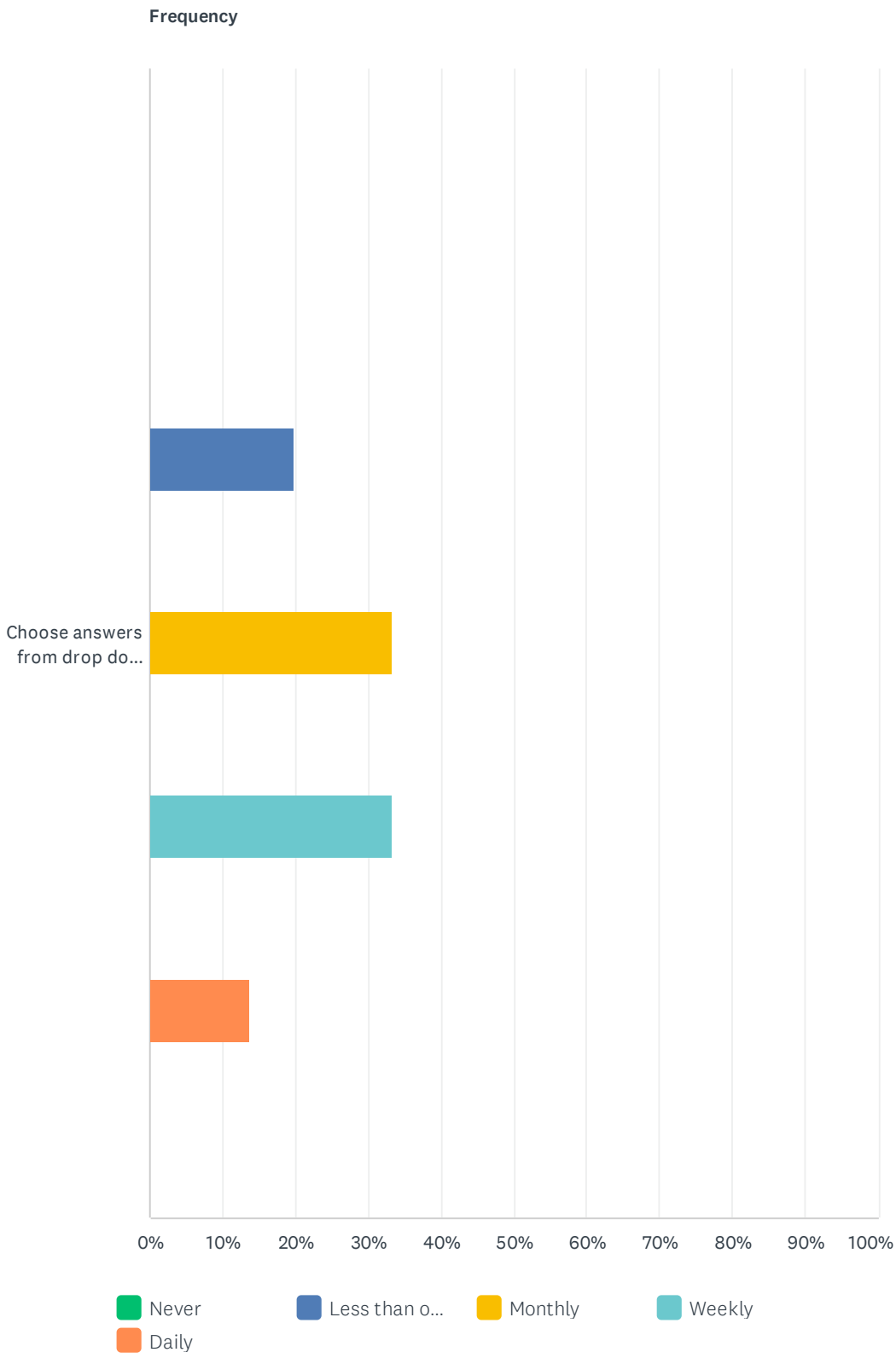
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	40.24% 33	25.61% 21	30.49% 25	3.66% 3	82

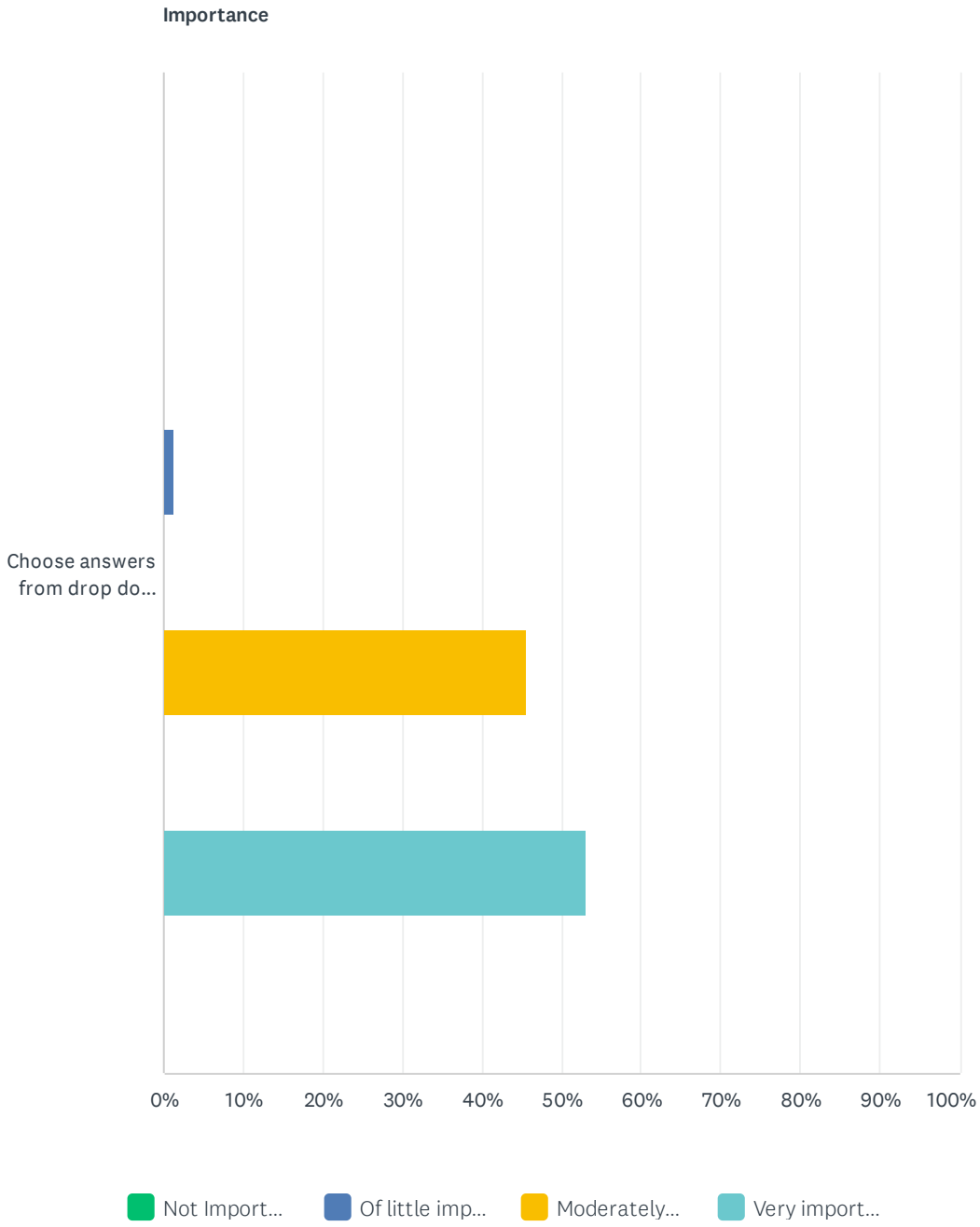
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.25% 1	26.25% 21	72.50% 58	80

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	1.27% 1	0.00% 0	26.58% 21	72.15% 57	 79

Q25 3.2.2 Collaborates across stakeholders.

Answered: 82 Skipped: 179

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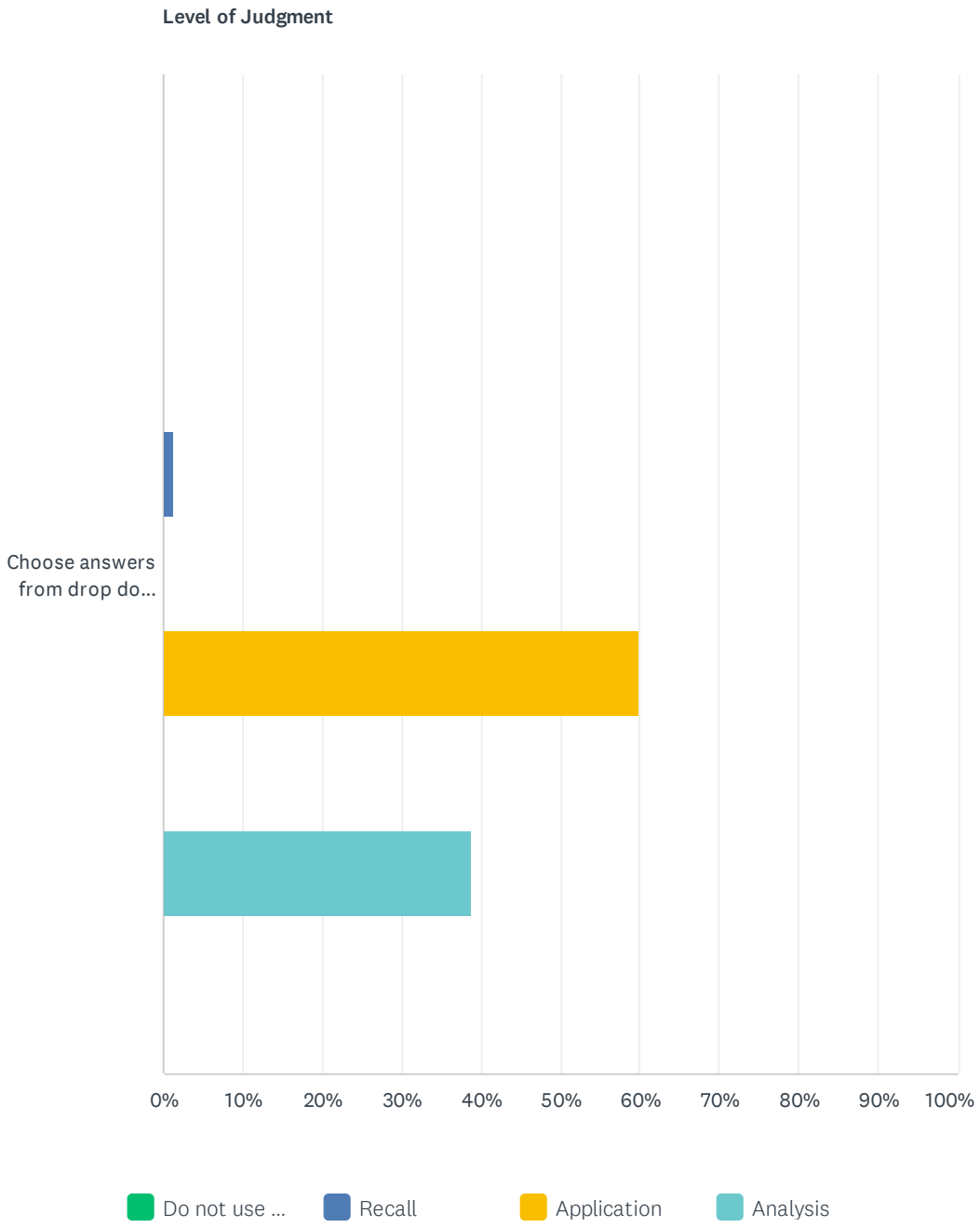


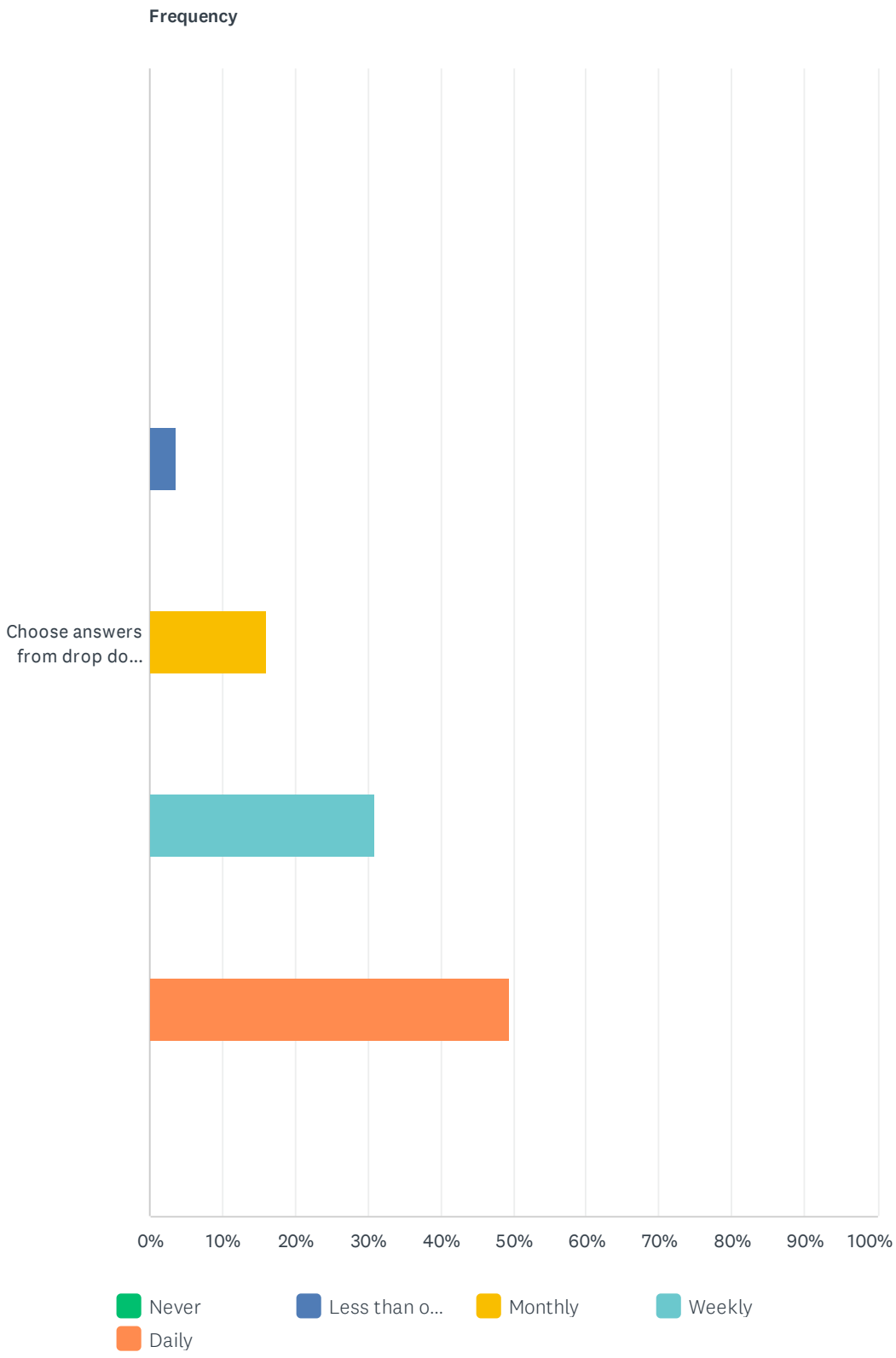
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	19.75% 16	33.33% 27	33.33% 27	13.58% 11	81

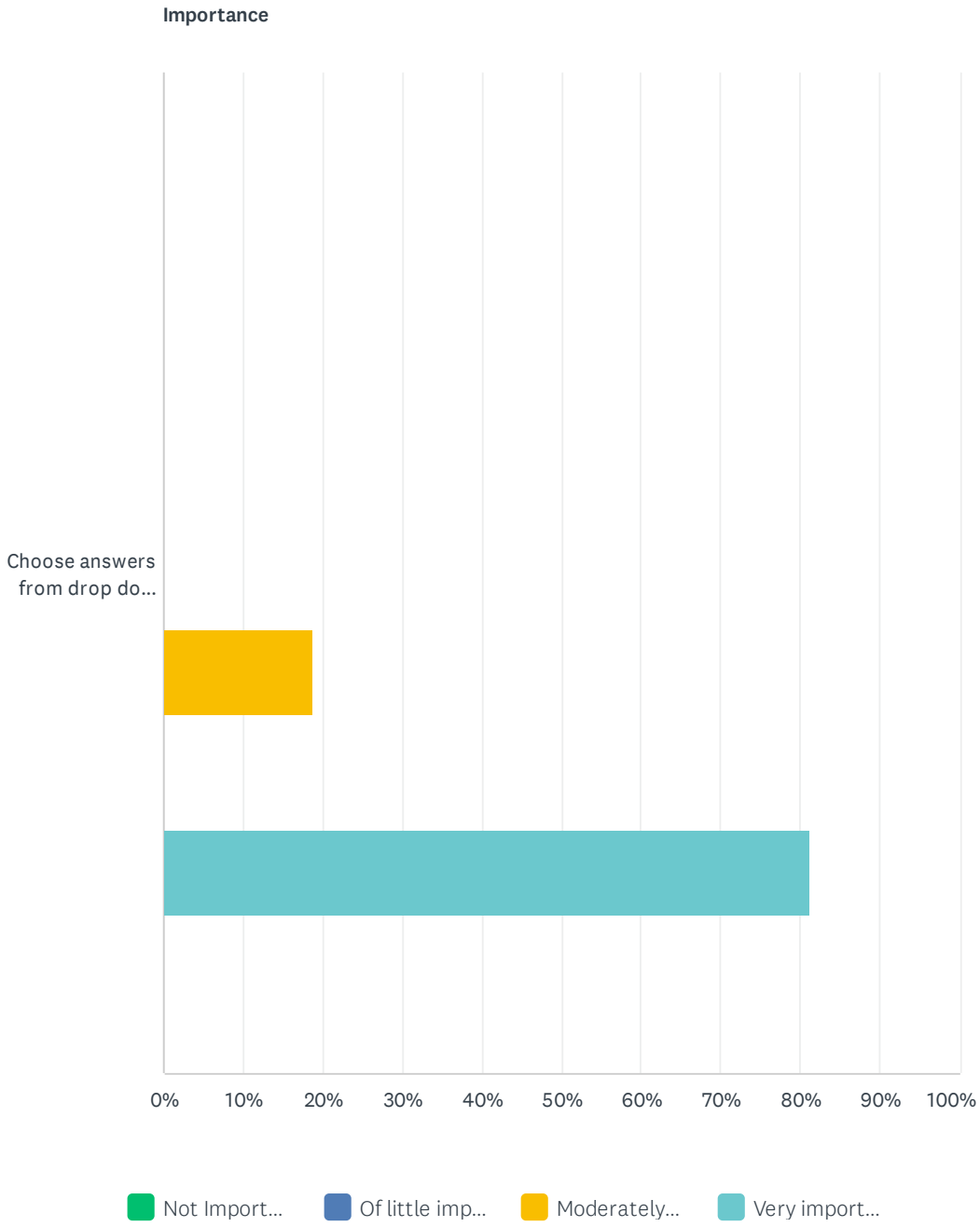
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.23% 1	45.68% 37	53.09% 43	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.25% 1	60.00% 48	38.75% 31	 80

Q26 3.2.3 Promotes team relationships.

Answered: 81 Skipped: 180

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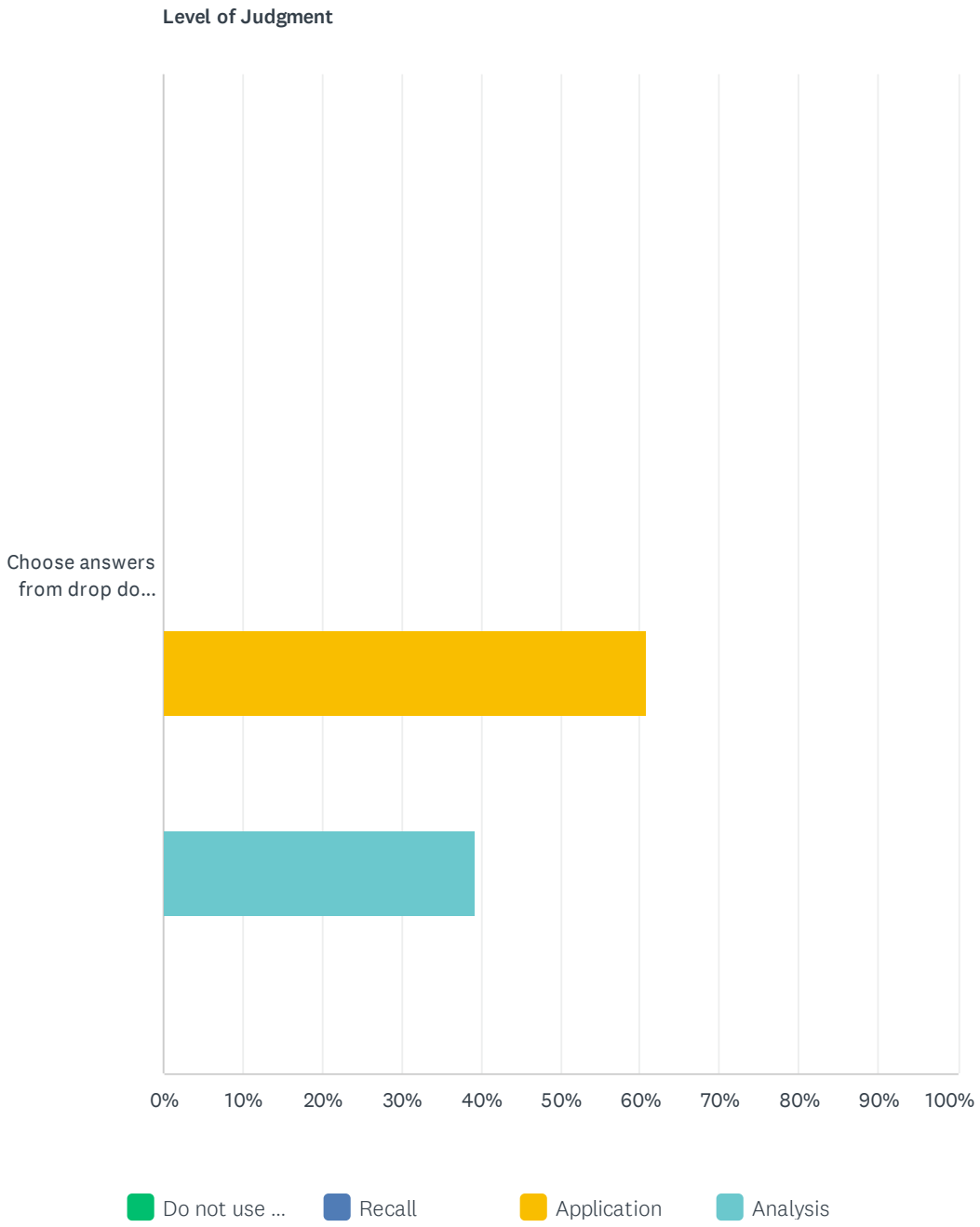


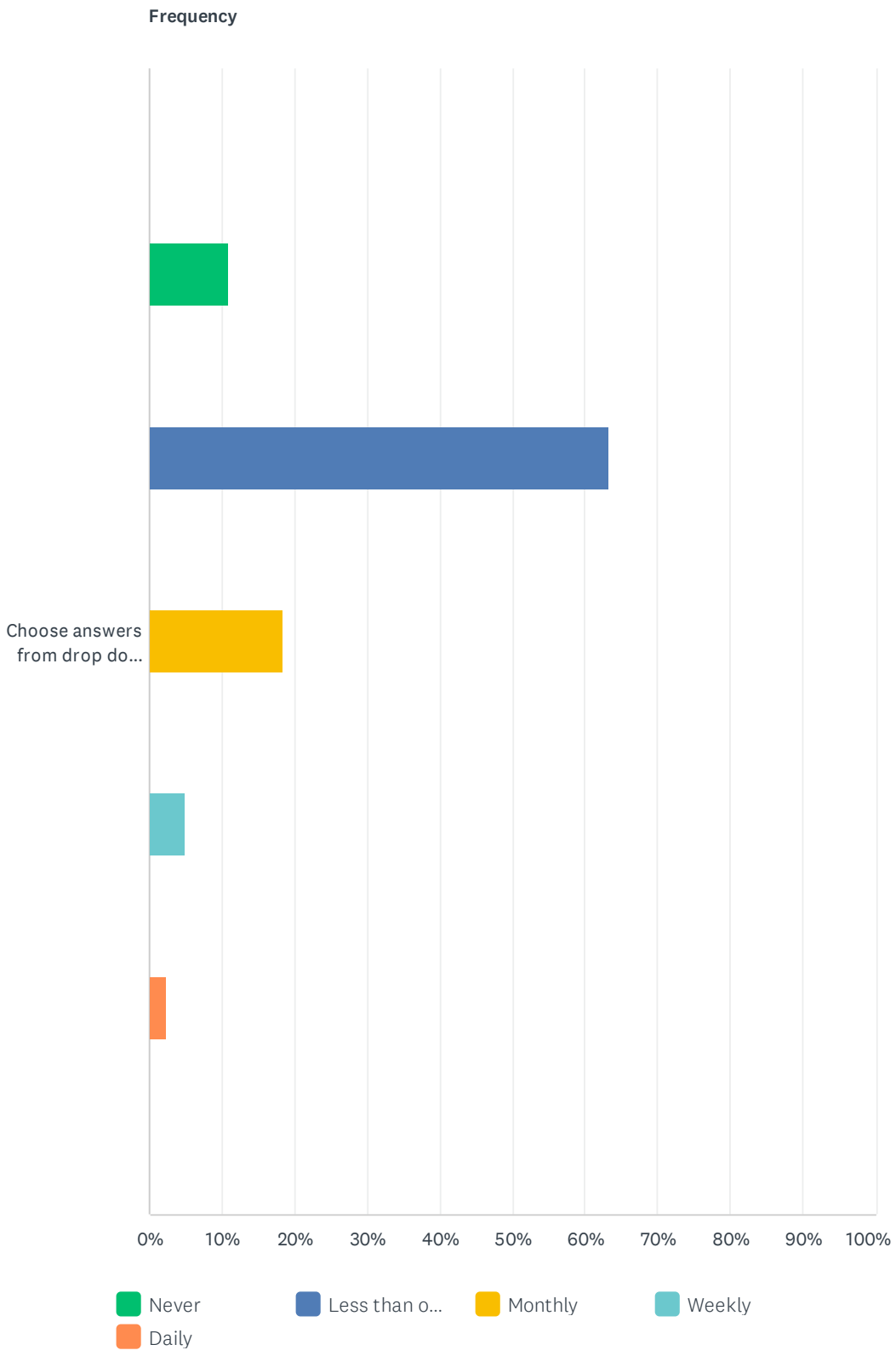
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	3.70% 3	16.05% 13	30.86% 25	49.38% 40	81

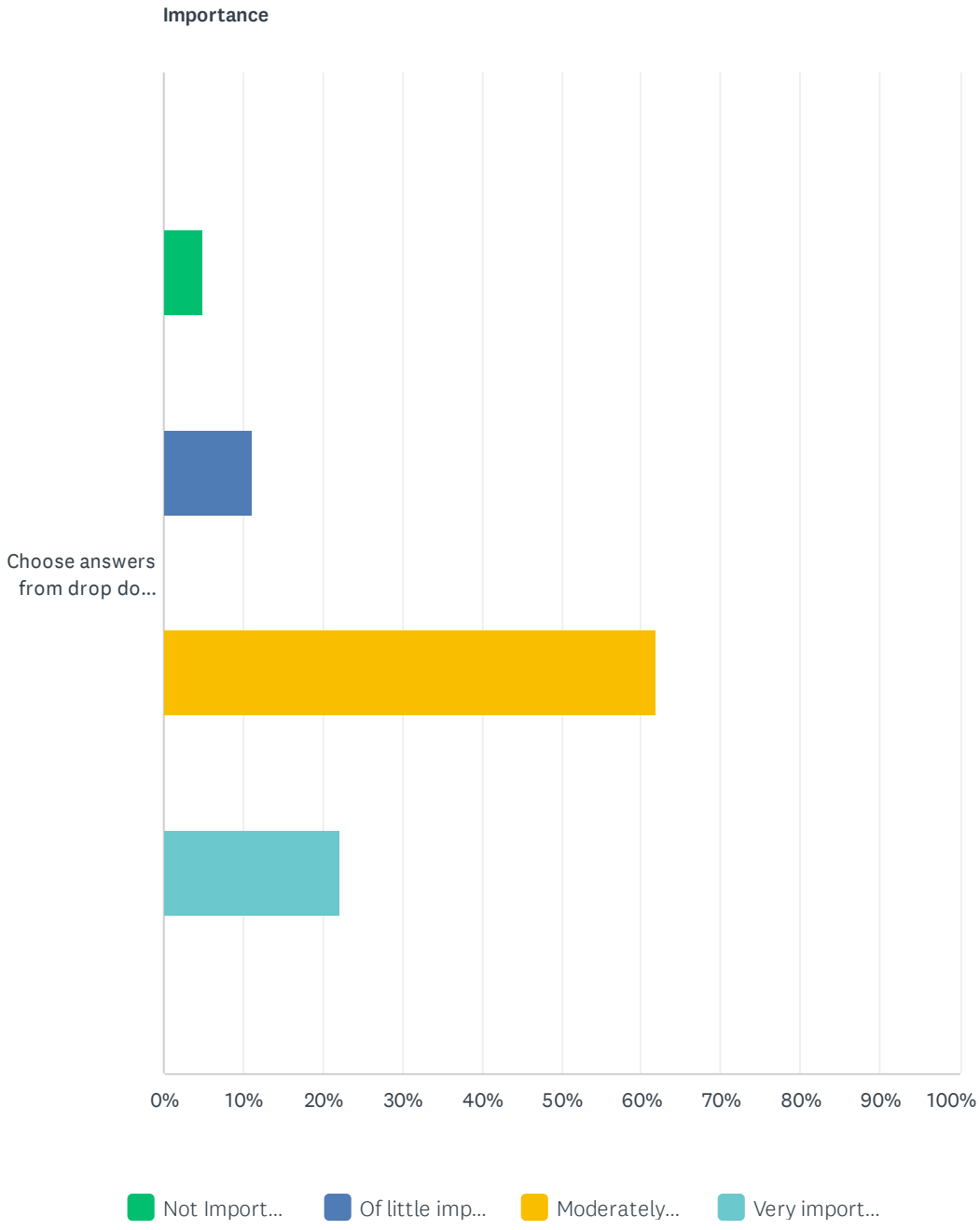
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	18.75% 15	81.25% 65	80

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	60.76% 48	39.24% 31	 79

Q27 3.2.4 Navigates media relations/publicity.

Answered: 82 Skipped: 179

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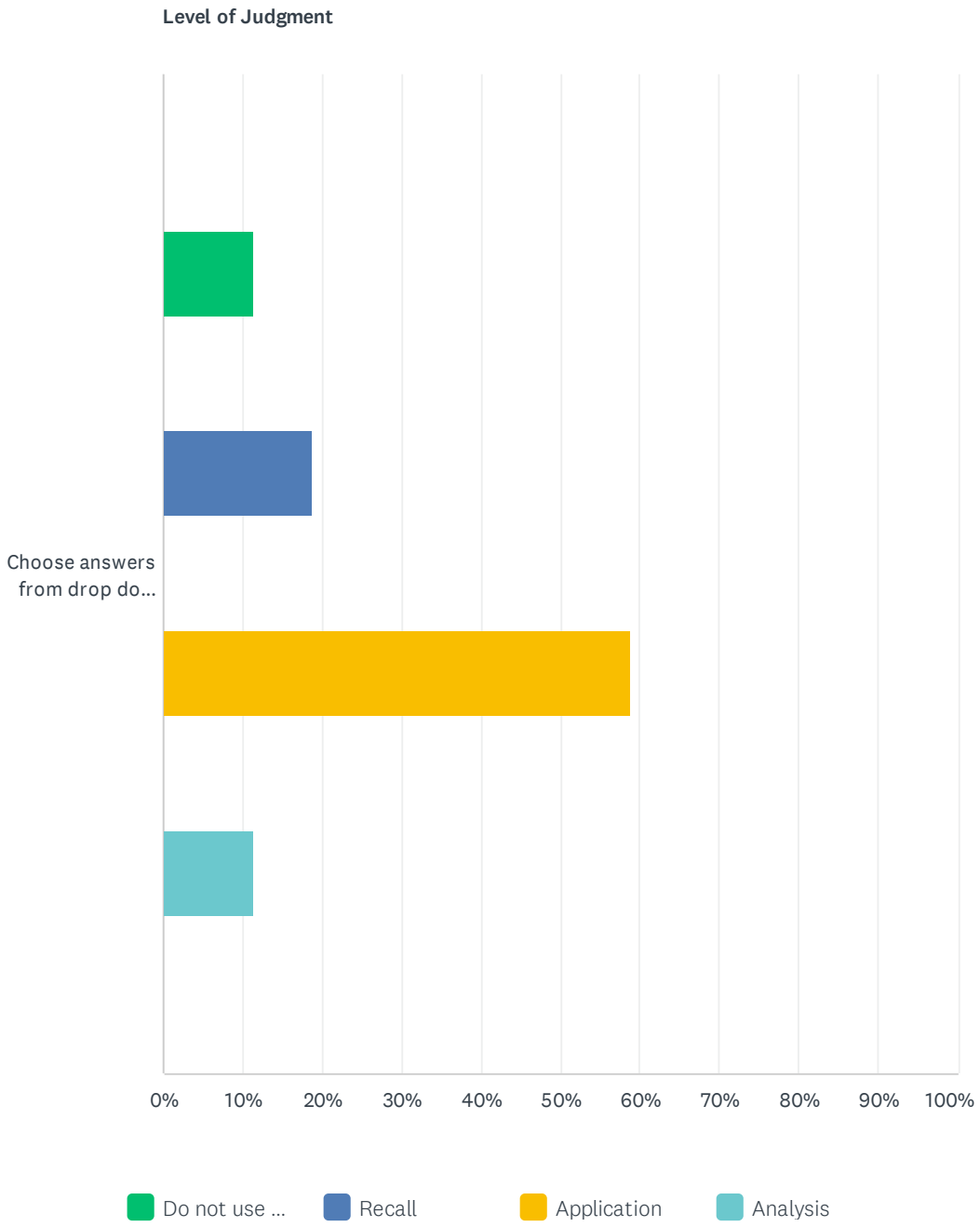


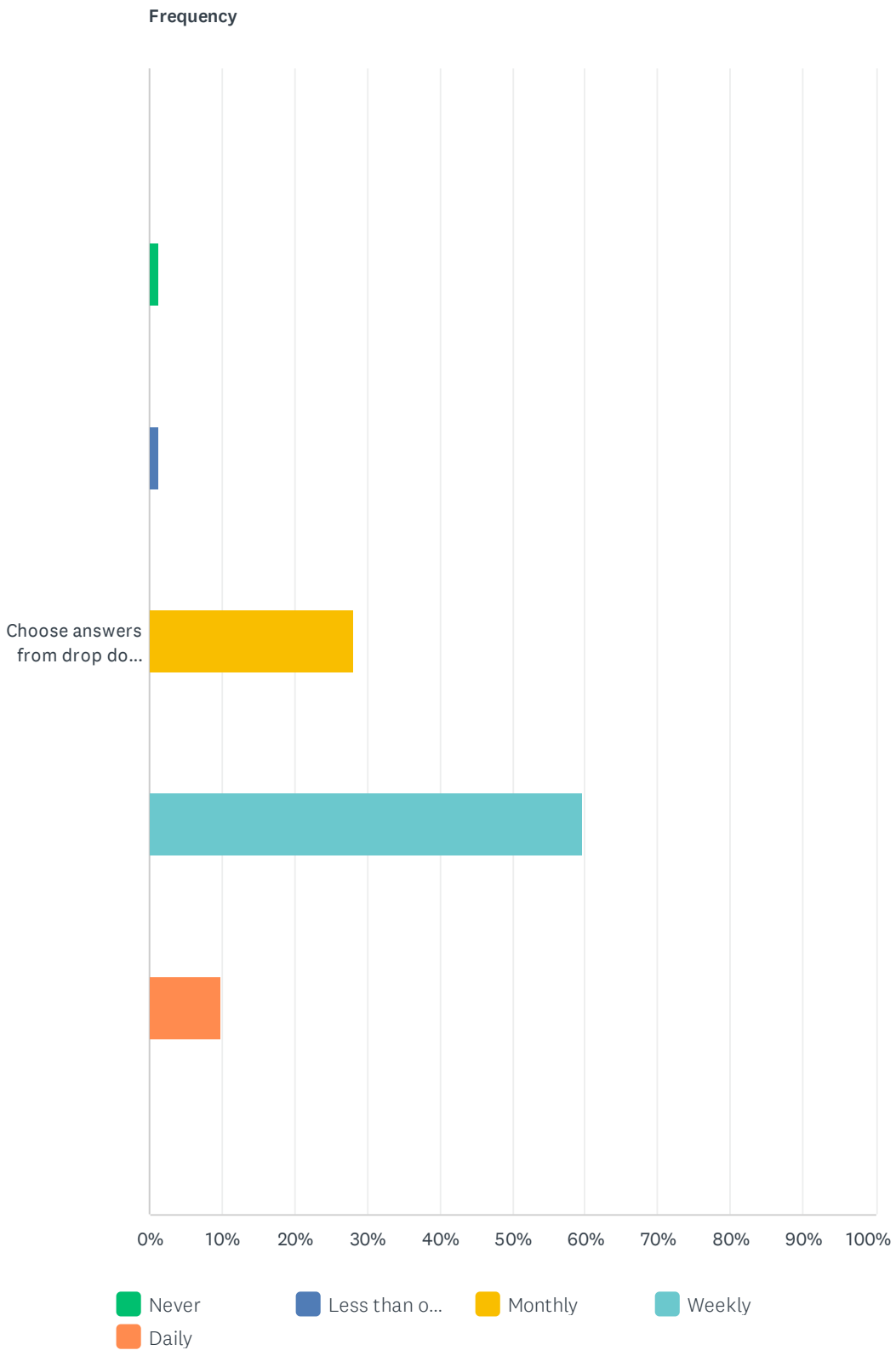
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	10.98% 9	63.41% 52	18.29% 15	4.88% 4	2.44% 2	82

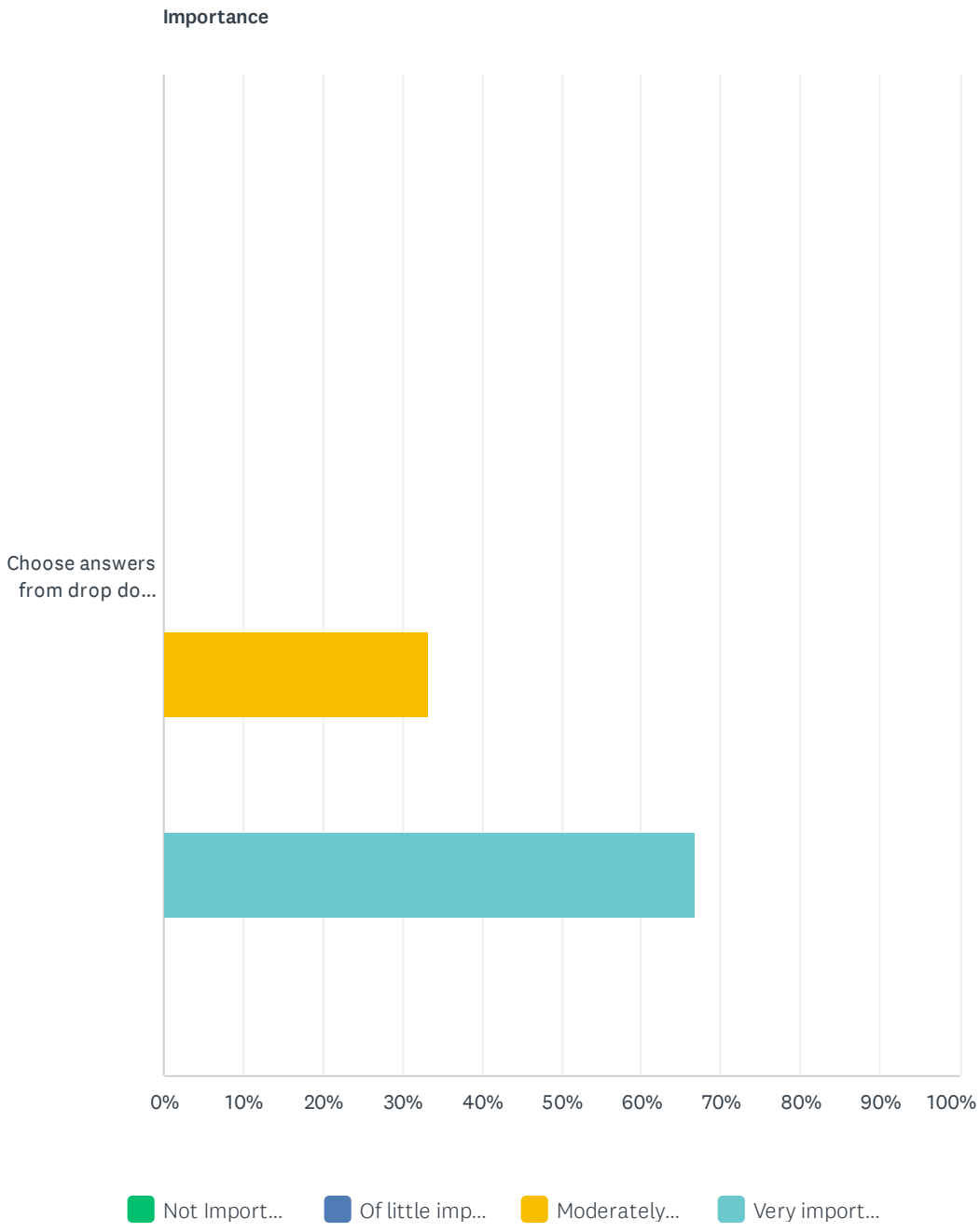
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	4.94% 4	11.11% 9	61.73% 50	22.22% 18	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	11.25% 9	18.75% 15	58.75% 47	11.25% 9	80

Q28 3.2.5 Leads meetings efficiently and effectively.

Answered: 82 Skipped: 179

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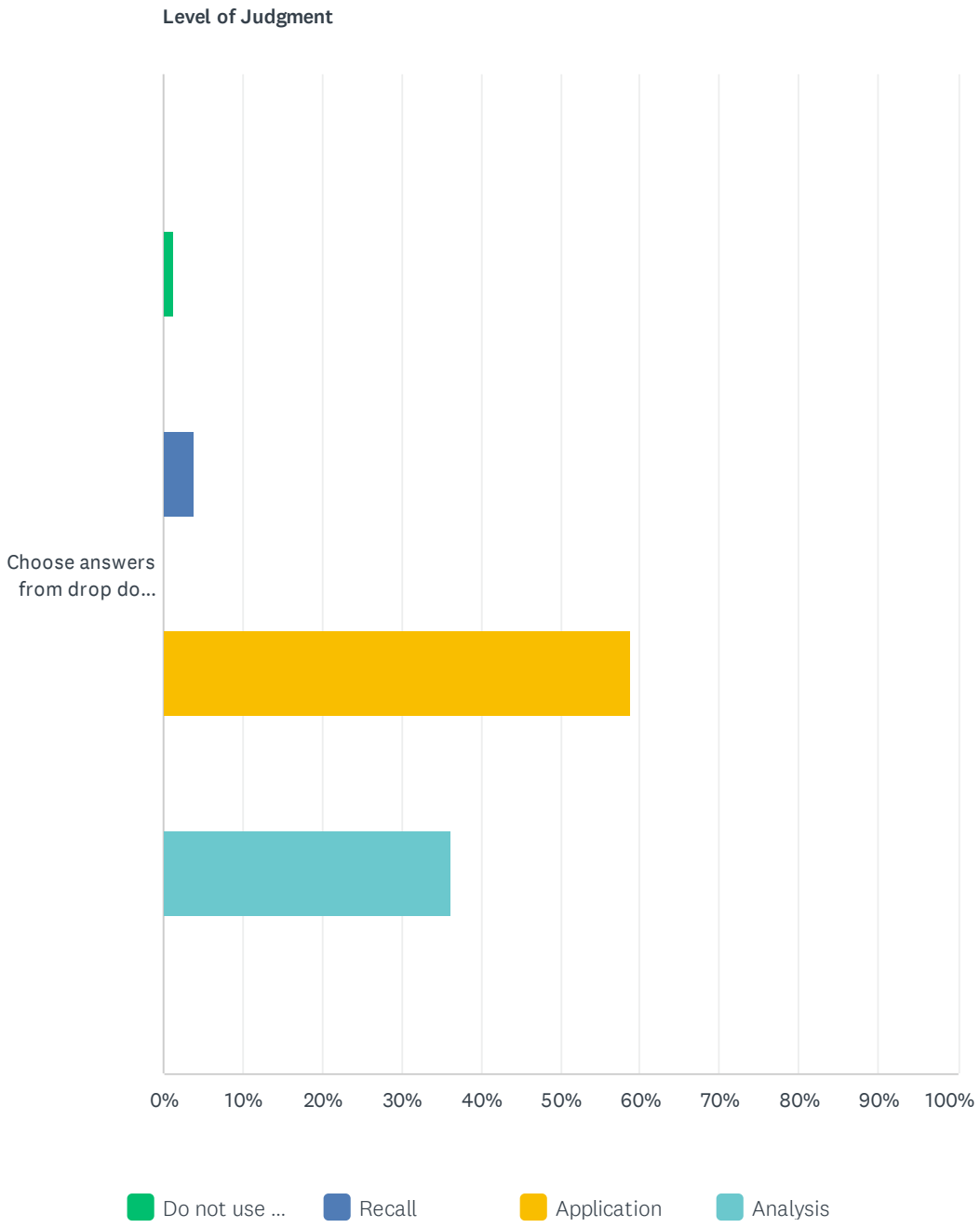


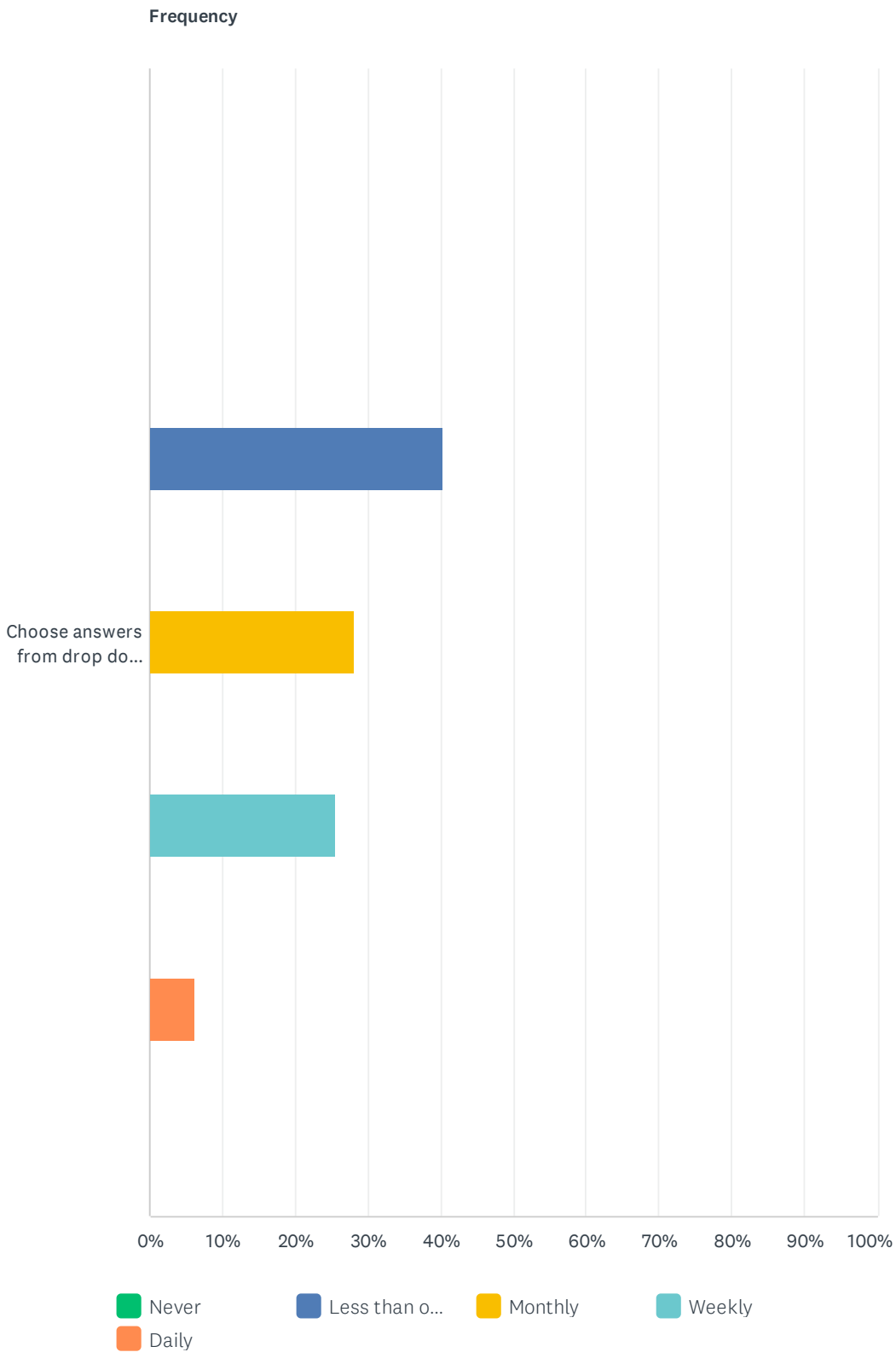
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	1.22% 1	1.22% 1	28.05% 23	59.76% 49	9.76% 8	82

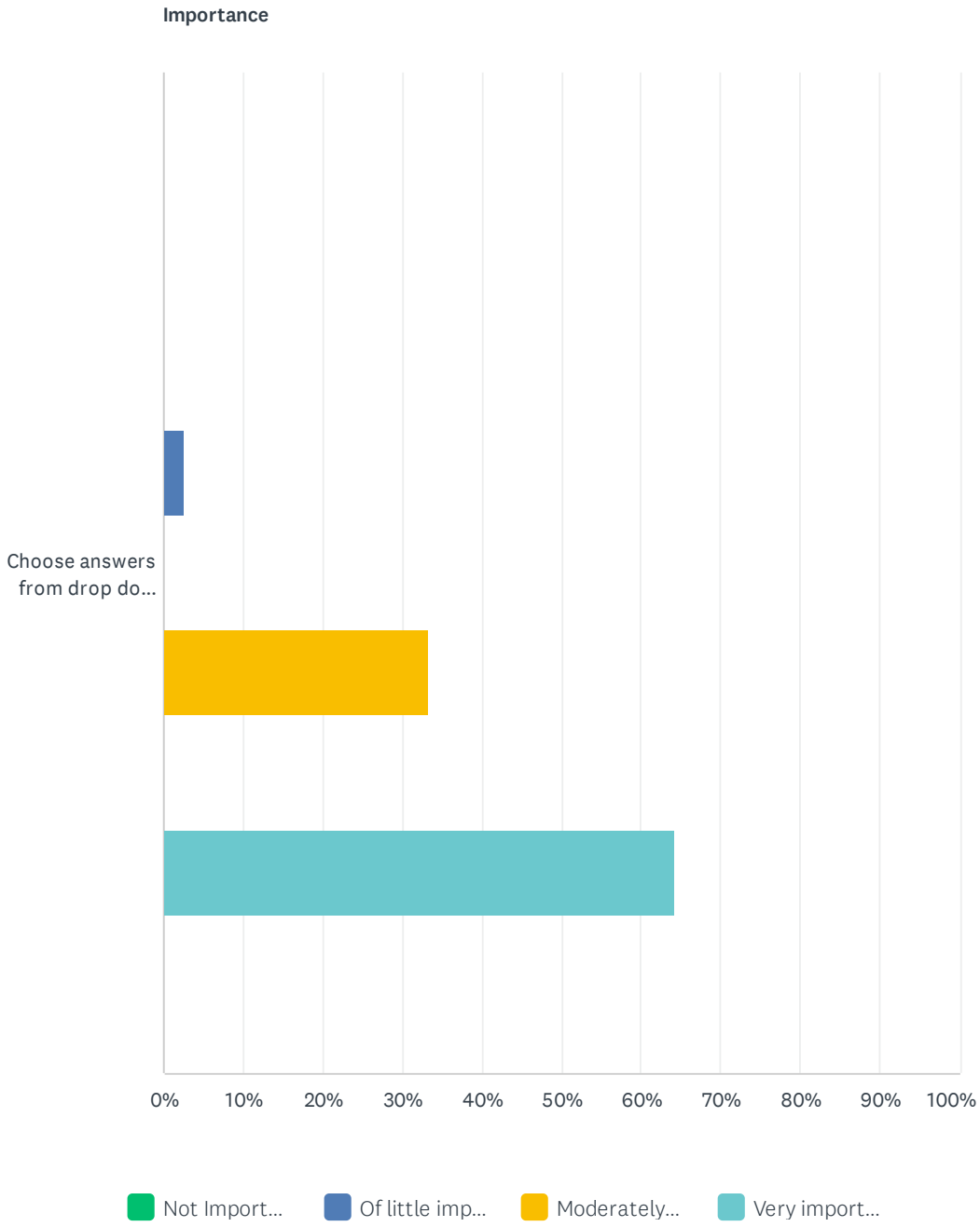
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.33% 27	66.67% 54	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	1.25% 1	3.75% 3	58.75% 47	36.25% 29	 80

Q29 3.2.6 Engages in civil dialogue on controversial issues.

Answered: 82 Skipped: 179

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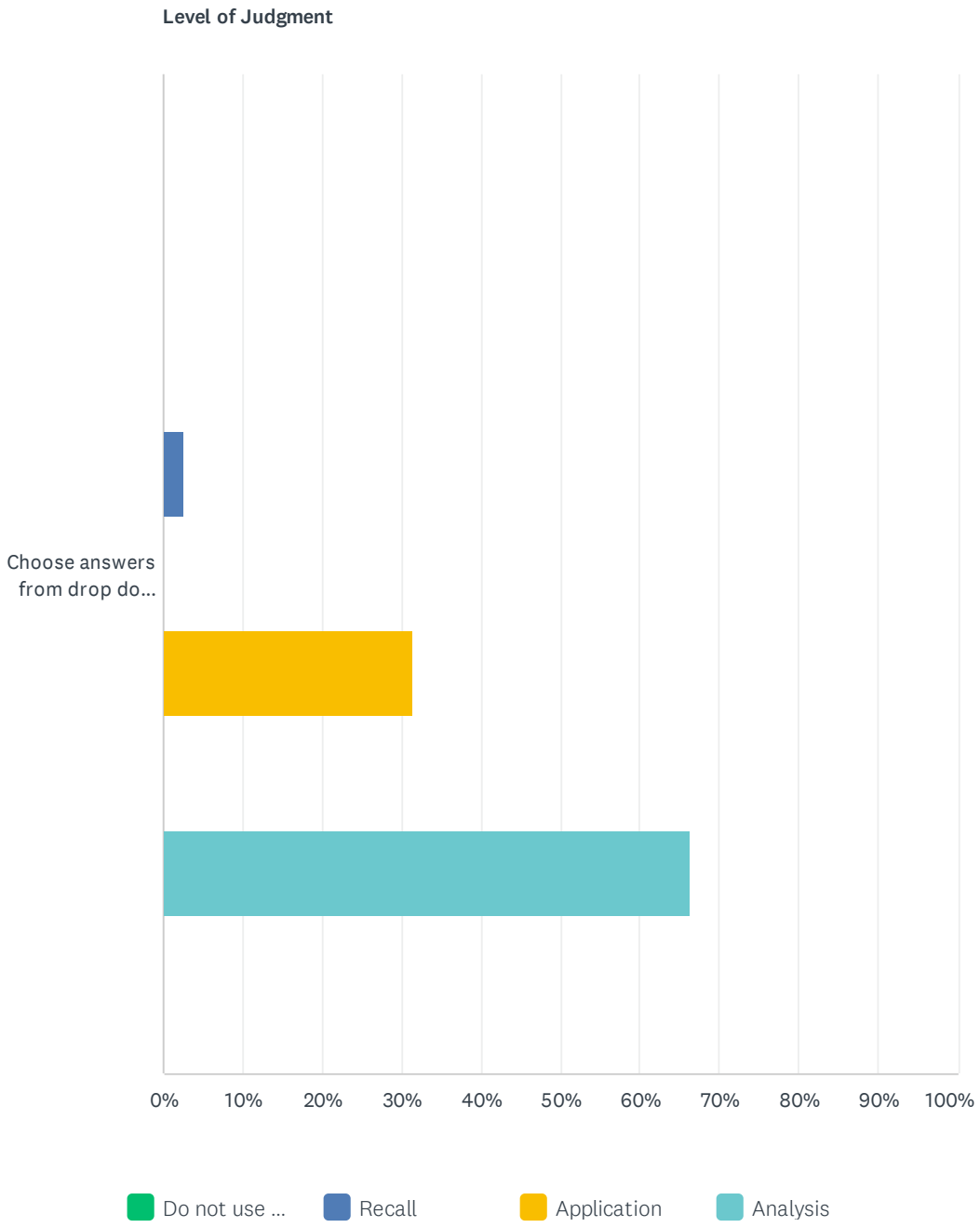


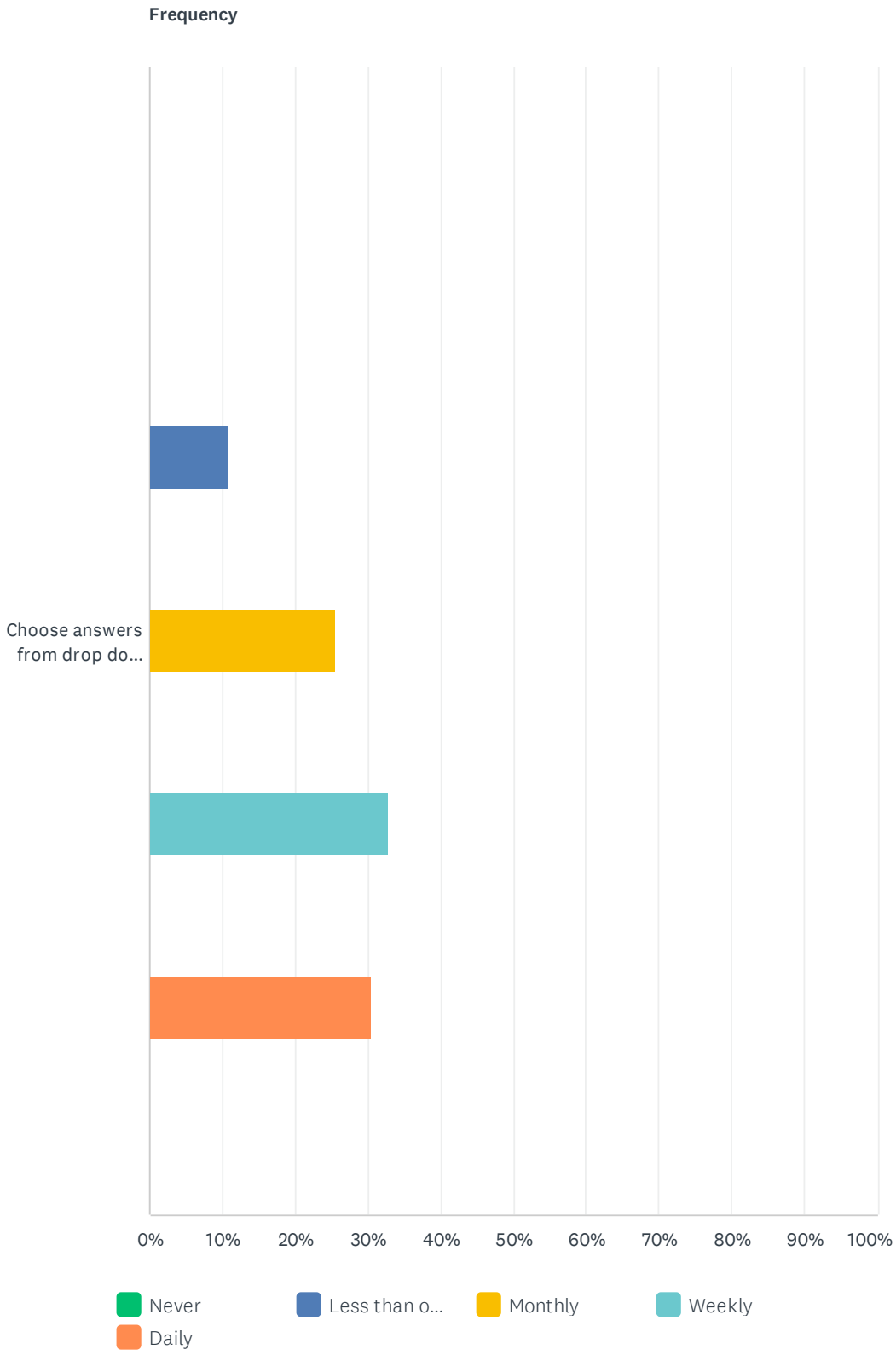
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	40.24% 33	28.05% 23	25.61% 21	6.10% 5	82

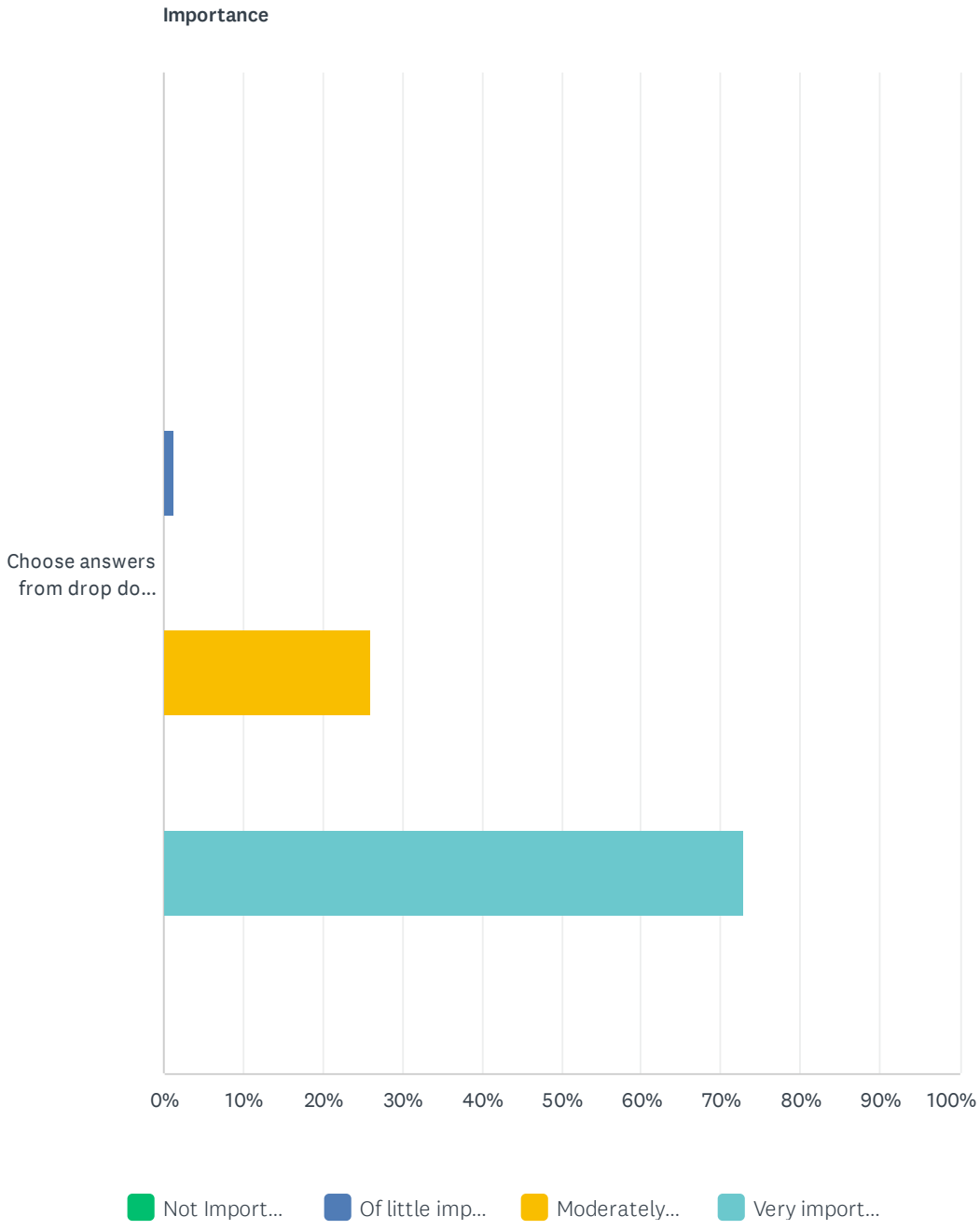
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	2.47% 2	33.33% 27	64.20% 52	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	2.50% 2	31.25% 25	66.25% 53	 80

Q30 3.2.7 Facilitates effective communication among people with different perspectives.

Answered: 82 Skipped: 179

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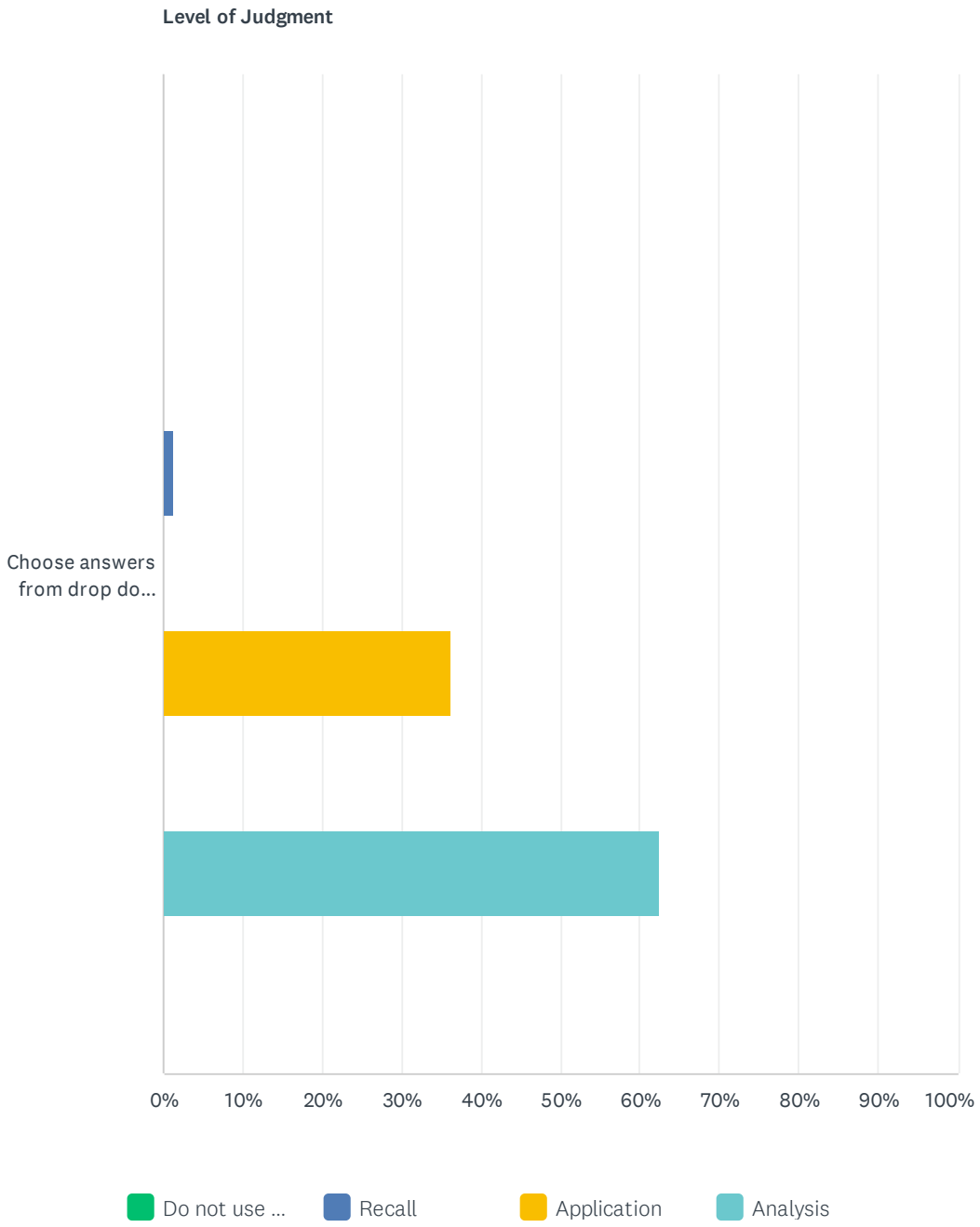


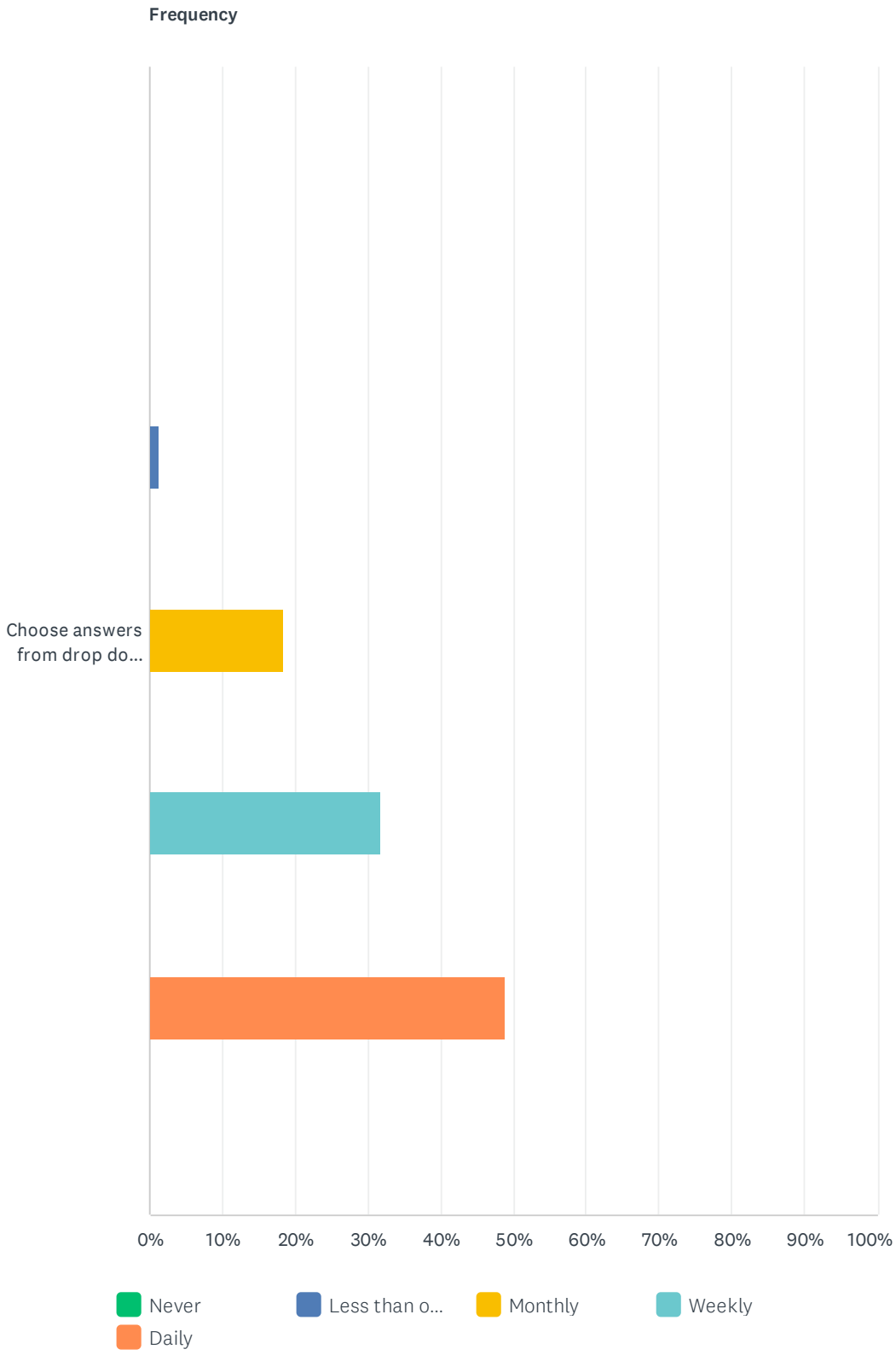
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	10.98% 9	25.61% 21	32.93% 27	30.49% 25	82

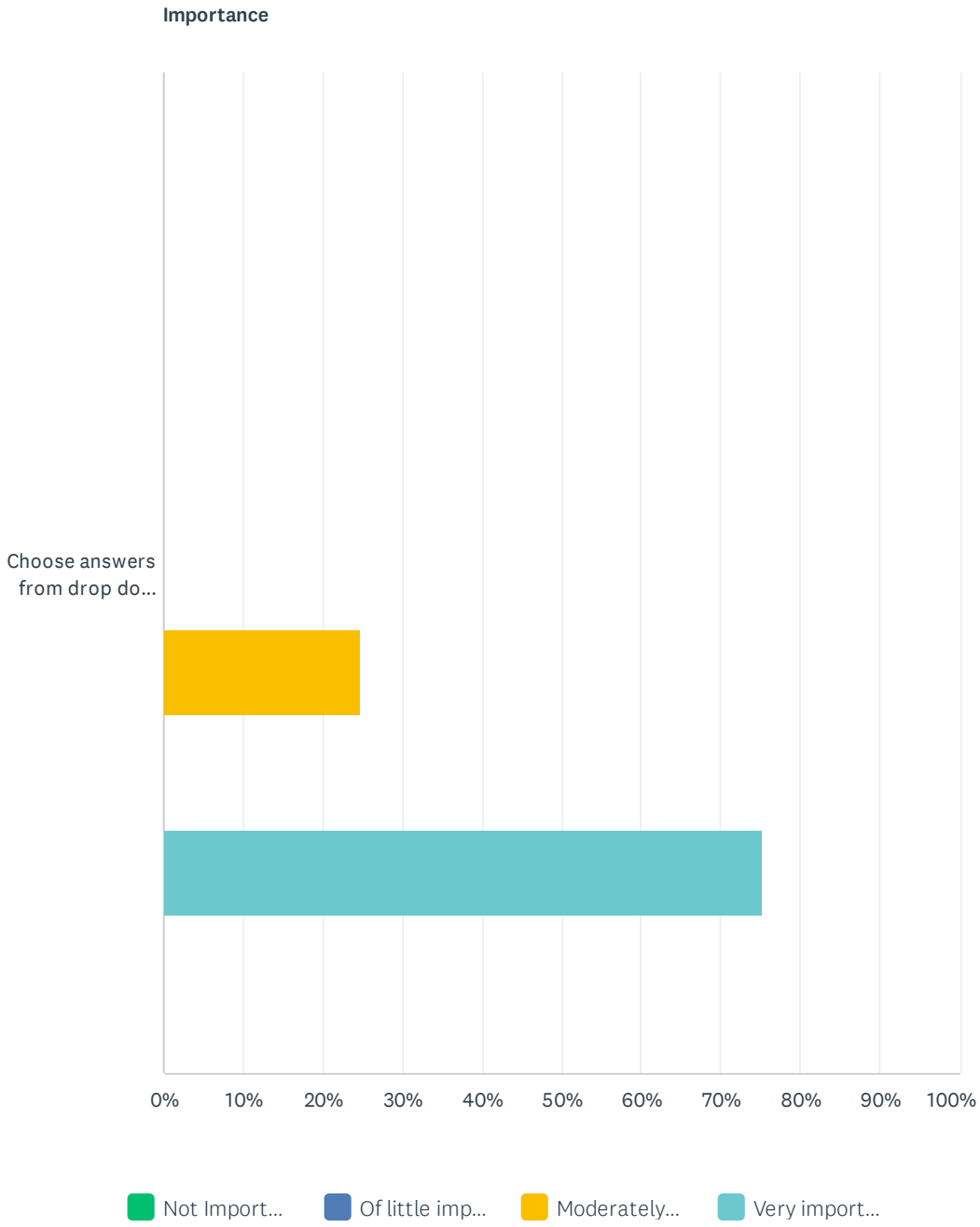
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.23% 1	25.93% 21	72.84% 59	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.25% 1	36.25% 29	62.50% 50	 80

Q31 3.2.8 Adaptable communication for different situations, mediums or modalities, and stakeholders.

Answered: 82 Skipped: 179

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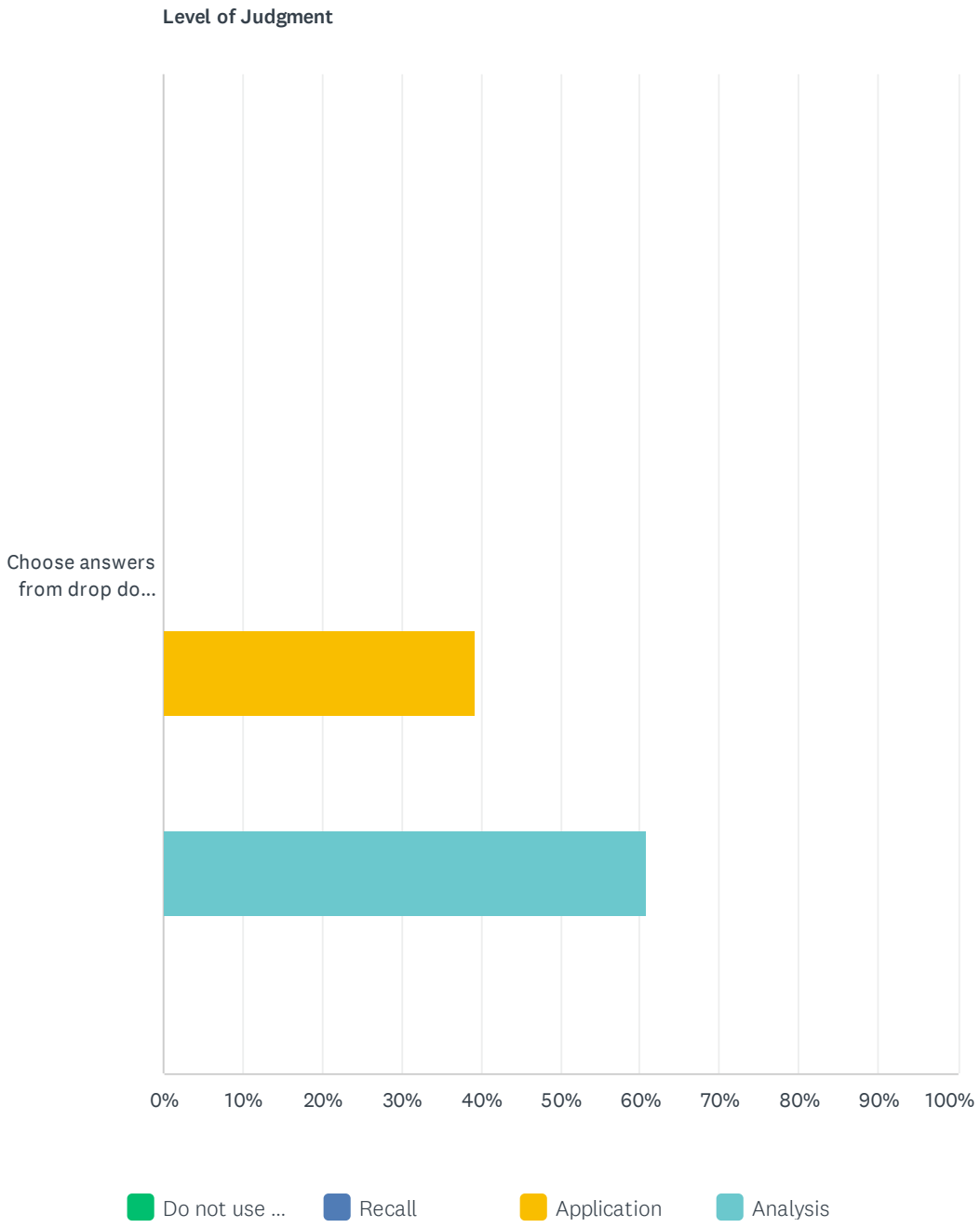
Not Import...
Of little imp...
Moderately...
Very import...



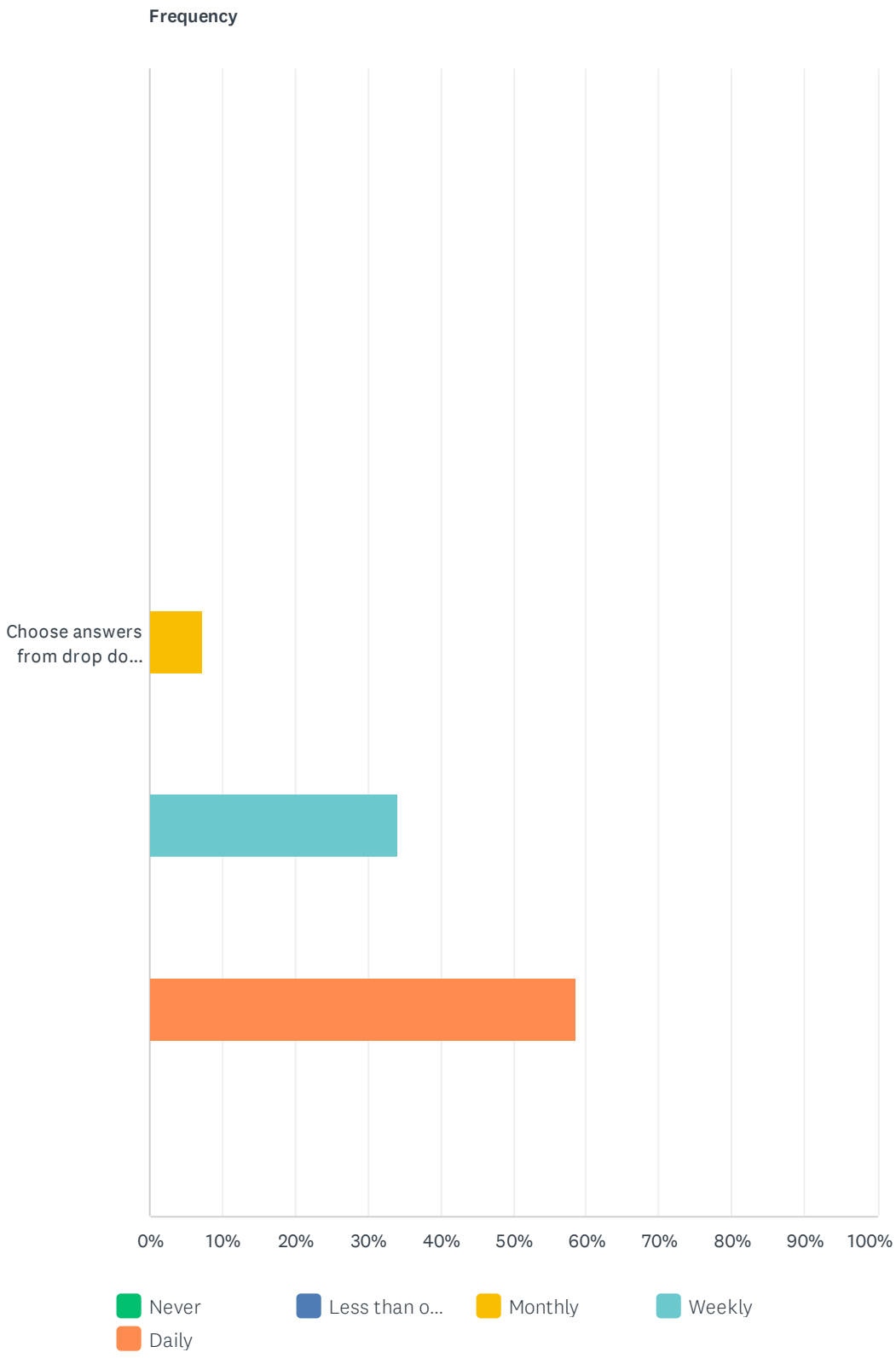
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	1.22% 1	18.29% 15	31.71% 26	48.78% 40	82

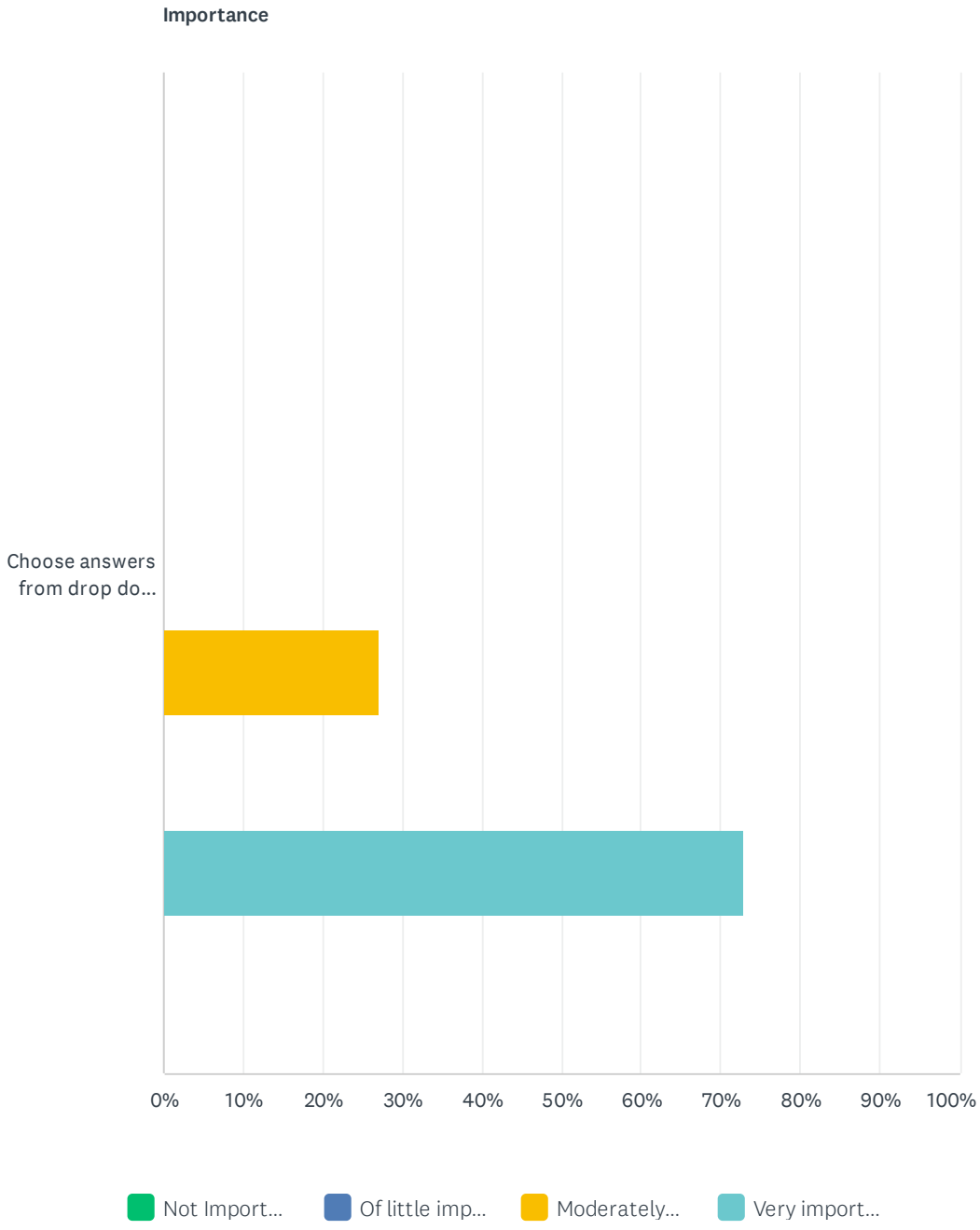
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	24.69% 20	75.31% 61	81

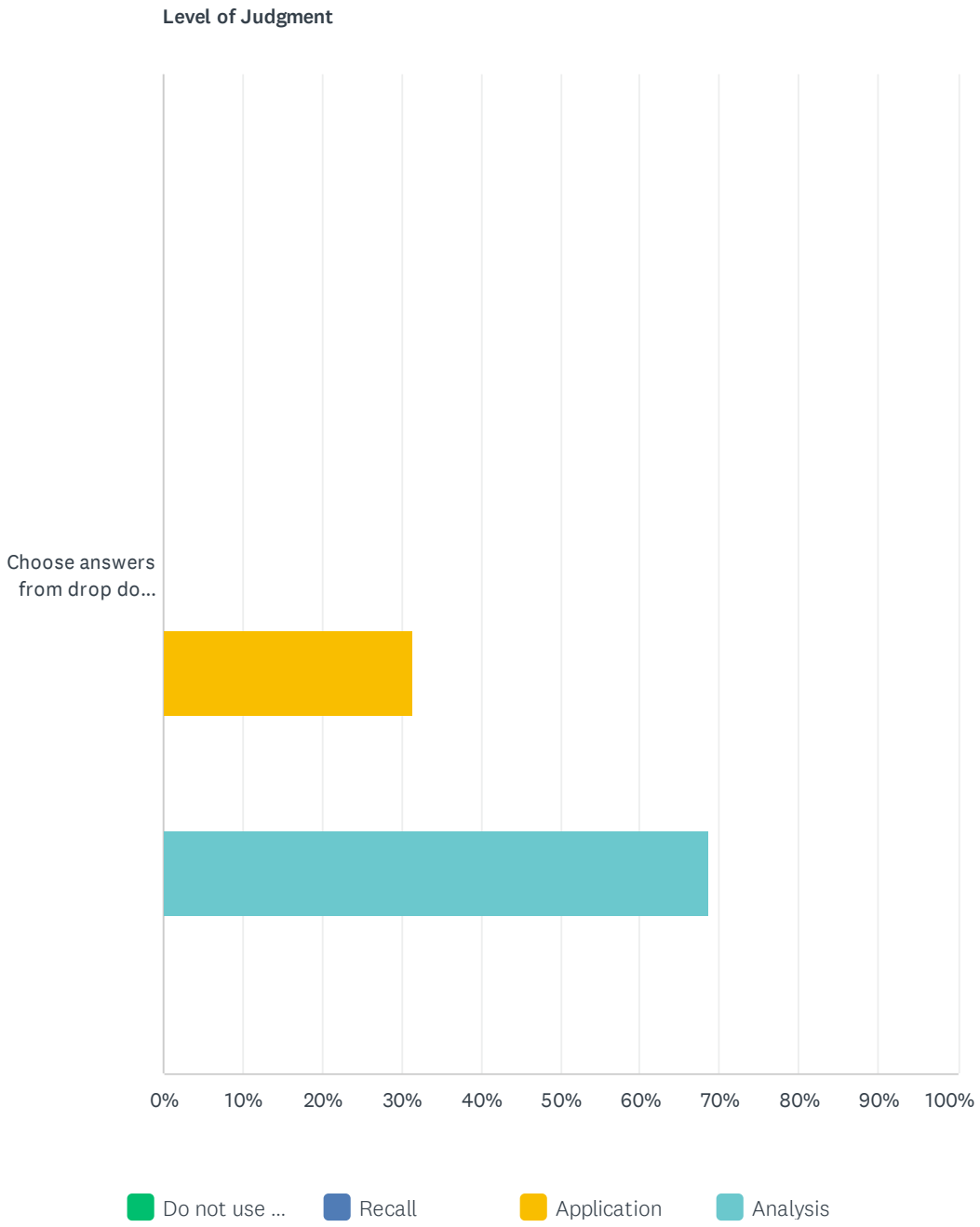
Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	39.24% 31	60.76% 48	 79

Q32 3.3.1 Communicates in a manner which influences others.

Answered: 82 Skipped: 179




Importance
Choose answers from drop do...
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Not Import...
Of little imp...
Moderately...
Very import...



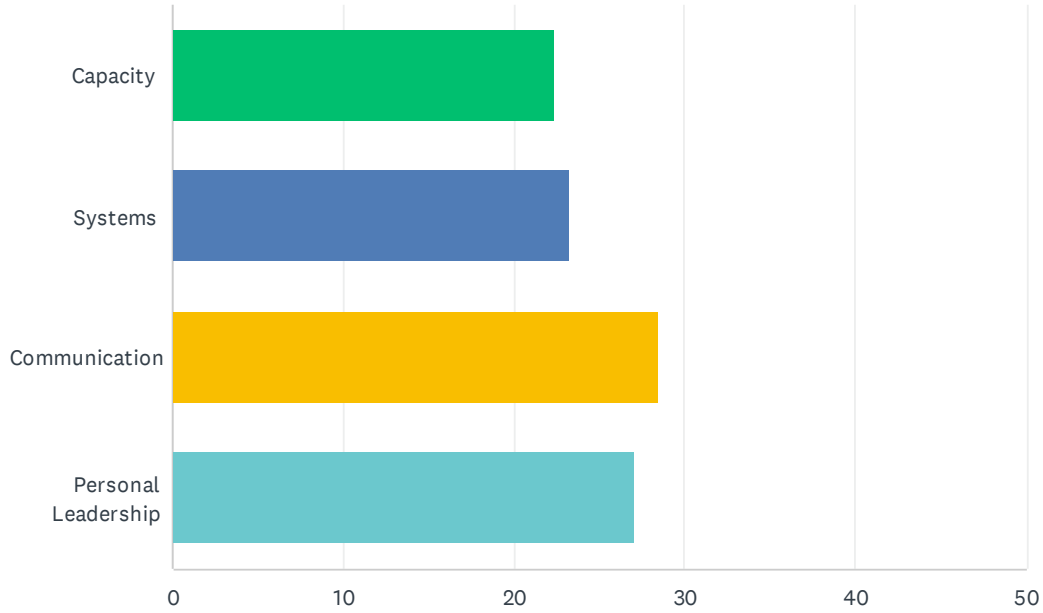
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	7.32% 6	34.15% 28	58.54% 48	82

Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	27.16% 22	72.84% 59	81

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	31.25% 25	68.75% 55	 80

Q33 5.1 Please indicate the the minimum number of curriculum hours that should be devoted to each competency.

Answered: 61 Skipped: 200



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Capacity	22	1,364	61
Systems	23	1,415	61
Communication	28	1,735	61
Personal Leadership	27	1,653	61
Total Respondents: 61			

#	CAPACITY	DATE
1	20	10/29/2023 3:23 PM
2	6	10/23/2023 3:10 PM
3	30	10/17/2023 9:54 PM
4	5	10/16/2023 2:20 PM
5	8	10/16/2023 11:21 AM
6	25	10/16/2023 10:18 AM
7	10	10/16/2023 10:02 AM
8	80	10/2/2023 11:59 AM
9	5	10/2/2023 11:06 AM
10	10	10/1/2023 9:24 AM

11	55	9/29/2023 11:48 AM
12	10	9/29/2023 9:55 AM
13	30	9/28/2023 1:51 PM
14	1	9/28/2023 1:44 PM
15	10	9/28/2023 12:54 PM
16	30	9/28/2023 10:35 AM
17	15	9/28/2023 8:34 AM
18	1	9/28/2023 8:17 AM
19	10	9/28/2023 8:12 AM
20	10	9/28/2023 8:00 AM
21	5	9/28/2023 7:52 AM
22	8	9/26/2023 2:14 PM
23	15	9/26/2023 10:08 AM
24	10	9/24/2023 3:00 PM
25	20	9/23/2023 2:36 PM
26	3	9/21/2023 1:44 AM
27	9	9/20/2023 11:39 PM
28	25	9/20/2023 3:33 PM
29	3	9/20/2023 2:29 PM
30	6	9/20/2023 2:06 PM
31	15	9/20/2023 1:35 PM
32	3	9/20/2023 11:59 AM
33	3	9/20/2023 11:31 AM
34	10	9/20/2023 11:16 AM
35	16	9/20/2023 11:13 AM
36	20	9/20/2023 10:49 AM
37	25	9/20/2023 10:42 AM
38	2	9/20/2023 10:20 AM
39	8	9/20/2023 10:01 AM
40	60	9/20/2023 9:58 AM
41	15	9/20/2023 9:43 AM
42	20	9/20/2023 9:35 AM
43	5	9/19/2023 11:16 AM
44	20	9/18/2023 3:23 PM
45	10	9/18/2023 11:41 AM
46	20	9/14/2023 11:01 AM
47	50	9/13/2023 1:14 PM
48	40	9/12/2023 4:38 PM

49	60	9/11/2023 11:39 PM
50	10	9/11/2023 12:32 PM
51	40	9/11/2023 12:26 PM
52	12	9/11/2023 11:27 AM
53	50	9/11/2023 10:39 AM
54	25	9/11/2023 10:20 AM
55	20	9/11/2023 10:00 AM
56	10	9/11/2023 9:48 AM
57	250	9/11/2023 9:42 AM
58	10	9/11/2023 9:29 AM
59	20	9/11/2023 9:19 AM
60	10	9/11/2023 8:37 AM
61	30	9/11/2023 8:35 AM
#	**SYSTEMS**	**DATE**
1	20	10/29/2023 3:23 PM
2	6	10/23/2023 3:10 PM
3	30	10/17/2023 9:54 PM
4	3	10/16/2023 2:20 PM
5	42	10/16/2023 11:21 AM
6	20	10/16/2023 10:18 AM
7	10	10/16/2023 10:02 AM
8	80	10/2/2023 11:59 AM
9	5	10/2/2023 11:06 AM
10	10	10/1/2023 9:24 AM
11	45	9/29/2023 11:48 AM
12	10	9/29/2023 9:55 AM
13	30	9/28/2023 1:51 PM
14	1	9/28/2023 1:44 PM
15	20	9/28/2023 12:54 PM
16	10	9/28/2023 10:35 AM
17	15	9/28/2023 8:34 AM
18	1	9/28/2023 8:17 AM
19	10	9/28/2023 8:12 AM
20	20	9/28/2023 8:00 AM
21	5	9/28/2023 7:52 AM
22	8	9/26/2023 2:14 PM
23	15	9/26/2023 10:08 AM
24	10	9/24/2023 3:00 PM

25	20	9/23/2023 2:36 PM
26	3	9/21/2023 1:44 AM
27	9	9/20/2023 11:39 PM
28	25	9/20/2023 3:33 PM
29	3	9/20/2023 2:29 PM
30	6	9/20/2023 2:06 PM
31	15	9/20/2023 1:35 PM
32	3	9/20/2023 11:59 AM
33	3	9/20/2023 11:31 AM
34	10	9/20/2023 11:16 AM
35	16	9/20/2023 11:13 AM
36	10	9/20/2023 10:49 AM
37	25	9/20/2023 10:42 AM
38	2	9/20/2023 10:20 AM
39	8	9/20/2023 10:01 AM
40	60	9/20/2023 9:58 AM
41	60	9/20/2023 9:43 AM
42	20	9/20/2023 9:35 AM
43	5	9/19/2023 11:16 AM
44	20	9/18/2023 3:23 PM
45	10	9/18/2023 11:41 AM
46	20	9/14/2023 11:01 AM
47	50	9/13/2023 1:14 PM
48	40	9/12/2023 4:38 PM
49	45	9/11/2023 11:39 PM
50	10	9/11/2023 12:32 PM
51	40	9/11/2023 12:26 PM
52	6	9/11/2023 11:27 AM
53	50	9/11/2023 10:39 AM
54	25	9/11/2023 10:20 AM
55	30	9/11/2023 10:00 AM
56	10	9/11/2023 9:48 AM
57	250	9/11/2023 9:42 AM
58	10	9/11/2023 9:29 AM
59	20	9/11/2023 9:19 AM
60	20	9/11/2023 8:37 AM
61	30	9/11/2023 8:35 AM
#	**COMMUNICATION**	**DATE**

1	30	10/29/2023 3:23 PM
2	6	10/23/2023 3:10 PM
3	40	10/17/2023 9:54 PM
4	10	10/16/2023 2:20 PM
5	16	10/16/2023 11:21 AM
6	30	10/16/2023 10:18 AM
7	50	10/16/2023 10:02 AM
8	80	10/2/2023 11:59 AM
9	5	10/2/2023 11:06 AM
10	10	10/1/2023 9:24 AM
11	30	9/29/2023 11:48 AM
12	20	9/29/2023 9:55 AM
13	30	9/28/2023 1:51 PM
14	2	9/28/2023 1:44 PM
15	40	9/28/2023 12:54 PM
16	40	9/28/2023 10:35 AM
17	15	9/28/2023 8:34 AM
18	1	9/28/2023 8:17 AM
19	20	9/28/2023 8:12 AM
20	30	9/28/2023 8:00 AM
21	15	9/28/2023 7:52 AM
22	8	9/26/2023 2:14 PM
23	30	9/26/2023 10:08 AM
24	10	9/24/2023 3:00 PM
25	20	9/23/2023 2:36 PM
26	3	9/21/2023 1:44 AM
27	9	9/20/2023 11:39 PM
28	25	9/20/2023 3:33 PM
29	3	9/20/2023 2:29 PM
30	12	9/20/2023 2:06 PM
31	20	9/20/2023 1:35 PM
32	12	9/20/2023 11:59 AM
33	5	9/20/2023 11:31 AM
34	15	9/20/2023 11:16 AM
35	32	9/20/2023 11:13 AM
36	20	9/20/2023 10:49 AM
37	25	9/20/2023 10:42 AM
38	4	9/20/2023 10:20 AM

39	16	9/20/2023 10:01 AM
40	60	9/20/2023 9:58 AM
41	60	9/20/2023 9:43 AM
42	30	9/20/2023 9:35 AM
43	15	9/19/2023 11:16 AM
44	40	9/18/2023 3:23 PM
45	10	9/18/2023 11:41 AM
46	40	9/14/2023 11:01 AM
47	50	9/13/2023 1:14 PM
48	20	9/12/2023 4:38 PM
49	30	9/11/2023 11:39 PM
50	15	9/11/2023 12:32 PM
51	20	9/11/2023 12:26 PM
52	6	9/11/2023 11:27 AM
53	120	9/11/2023 10:39 AM
54	25	9/11/2023 10:20 AM
55	50	9/11/2023 10:00 AM
56	10	9/11/2023 9:48 AM
57	250	9/11/2023 9:42 AM
58	20	9/11/2023 9:29 AM
59	30	9/11/2023 9:19 AM
60	15	9/11/2023 8:37 AM
61	30	9/11/2023 8:35 AM

#	PERSONAL LEADERSHIP	DATE
1	30	10/29/2023 3:23 PM
2	3	10/23/2023 3:10 PM
3	40	10/17/2023 9:54 PM
4	10	10/16/2023 2:20 PM
5	24	10/16/2023 11:21 AM
6	25	10/16/2023 10:18 AM
7	30	10/16/2023 10:02 AM
8	40	10/2/2023 11:59 AM
9	5	10/2/2023 11:06 AM
10	10	10/1/2023 9:24 AM
11	20	9/29/2023 11:48 AM
12	10	9/29/2023 9:55 AM
13	30	9/28/2023 1:51 PM
14	2	9/28/2023 1:44 PM

15	40	9/28/2023 12:54 PM
16	20	9/28/2023 10:35 AM
17	15	9/28/2023 8:34 AM
18	1	9/28/2023 8:17 AM
19	60	9/28/2023 8:12 AM
20	15	9/28/2023 8:00 AM
21	10	9/28/2023 7:52 AM
22	8	9/26/2023 2:14 PM
23	30	9/26/2023 10:08 AM
24	20	9/24/2023 3:00 PM
25	20	9/23/2023 2:36 PM
26	3	9/21/2023 1:44 AM
27	9	9/20/2023 11:39 PM
28	25	9/20/2023 3:33 PM
29	3	9/20/2023 2:29 PM
30	12	9/20/2023 2:06 PM
31	25	9/20/2023 1:35 PM
32	6	9/20/2023 11:59 AM
33	5	9/20/2023 11:31 AM
34	15	9/20/2023 11:16 AM
35	24	9/20/2023 11:13 AM
36	25	9/20/2023 10:49 AM
37	25	9/20/2023 10:42 AM
38	4	9/20/2023 10:20 AM
39	16	9/20/2023 10:01 AM
40	80	9/20/2023 9:58 AM
41	15	9/20/2023 9:43 AM
42	30	9/20/2023 9:35 AM
43	15	9/19/2023 11:16 AM
44	20	9/18/2023 3:23 PM
45	10	9/18/2023 11:41 AM
46	40	9/14/2023 11:01 AM
47	50	9/13/2023 1:14 PM
48	40	9/12/2023 4:38 PM
49	45	9/11/2023 11:39 PM
50	15	9/11/2023 12:32 PM
51	20	9/11/2023 12:26 PM
52	8	9/11/2023 11:27 AM

53	120	9/11/2023 10:39 AM
54	25	9/11/2023 10:20 AM
55	50	9/11/2023 10:00 AM
56	10	9/11/2023 9:48 AM
57	250	9/11/2023 9:42 AM
58	15	9/11/2023 9:29 AM
59	30	9/11/2023 9:19 AM
60	20	9/11/2023 8:37 AM
61	30	9/11/2023 8:35 AM

Q34 6.1 Please indicate the state/jurisdiction that you reside in.

Answered: 80 Skipped: 181

#	RESPONSES	DATE
1	NJ	10/29/2023 3:24 PM
2	Iowa	10/23/2023 3:10 PM
3	Virginia	10/17/2023 9:54 PM
4	MD	10/16/2023 2:20 PM
5	Michigan	10/16/2023 11:57 AM
6	North Carolina	10/16/2023 11:21 AM
7	Missouri	10/16/2023 10:19 AM
8	GA	10/16/2023 10:16 AM
9	Idaho	10/16/2023 10:02 AM
10	Florida	10/16/2023 10:00 AM
11	IL	10/16/2023 9:15 AM
12	Oklahoma	10/2/2023 11:59 AM
13	nj	10/2/2023 11:07 AM
14	Illinois	10/1/2023 9:24 AM
15	MA	10/1/2023 9:07 AM
16	massachusetts	9/29/2023 4:43 PM
17	Ohio	9/29/2023 11:49 AM
18	NC	9/29/2023 9:55 AM
19	Texas	9/28/2023 5:20 PM
20	PA	9/28/2023 1:51 PM
21	Ohio	9/28/2023 1:45 PM
22	New Mexico	9/28/2023 12:54 PM
23	MO	9/28/2023 12:19 PM
24	Maryland	9/28/2023 12:05 PM
25	OR	9/28/2023 11:49 AM
26	Florida	9/28/2023 10:35 AM
27	Pennsylvania	9/28/2023 9:43 AM
28	Minnesota	9/28/2023 9:16 AM
29	Pennsylvania	9/28/2023 8:34 AM
30	Minnesota	9/28/2023 8:31 AM
31	New York	9/28/2023 8:17 AM
32	Massachusetts	9/28/2023 8:12 AM
33	OR	9/28/2023 8:00 AM

34	FL	9/28/2023 7:53 AM
35	MN	9/26/2023 2:15 PM
36	Virginia	9/26/2023 10:08 AM
37	Nebraska	9/24/2023 3:00 PM
38	Florida	9/23/2023 2:36 PM
39	Georgia	9/23/2023 10:50 AM
40	California	9/21/2023 1:45 AM
41	Maryland	9/20/2023 11:39 PM
42	NY	9/20/2023 3:33 PM
43	New York	9/20/2023 2:29 PM
44	Virginia	9/20/2023 2:07 PM
45	MI	9/20/2023 1:35 PM
46	IL	9/20/2023 12:00 PM
47	MI	9/20/2023 11:31 AM
48	Florida	9/20/2023 11:17 AM
49	Texas	9/20/2023 11:17 AM
50	CT	9/20/2023 11:13 AM
51	Indiana	9/20/2023 10:50 AM
52	Arkansas	9/20/2023 10:20 AM
53	MA	9/20/2023 10:01 AM
54	Pennsylvania	9/20/2023 9:58 AM
55	Arizona	9/20/2023 9:49 AM
56	Illinois	9/20/2023 9:43 AM
57	DC	9/20/2023 9:36 AM
58	WI	9/20/2023 7:30 AM
59	New Jersey	9/20/2023 7:29 AM
60	CA	9/19/2023 1:43 PM
61	Nebraska	9/19/2023 11:16 AM
62	FL	9/18/2023 11:41 AM
63	Ohio	9/14/2023 11:01 AM
64	Ohio	9/13/2023 1:15 PM
65	Iowa	9/12/2023 4:38 PM
66	Idaho	9/11/2023 11:39 PM
67	Illinois	9/11/2023 3:58 PM
68	Maryland	9/11/2023 12:35 PM
69	AZ	9/11/2023 12:33 PM
70	Washington	9/11/2023 12:26 PM
71	Florida	9/11/2023 11:27 AM

72	Missouri	9/11/2023 10:40 AM
73	Ohio	9/11/2023 10:21 AM
74	fl	9/11/2023 10:00 AM
75	Missouri	9/11/2023 9:48 AM
76	Missouri	9/11/2023 9:42 AM
77	Pennsylvania	9/11/2023 9:29 AM
78	In	9/11/2023 9:19 AM
79	MA	9/11/2023 8:37 AM
80	FL	9/11/2023 8:35 AM

Q35 6.2 Please indicate the state/jurisdiction that you teach in.

Answered: 80 Skipped: 181

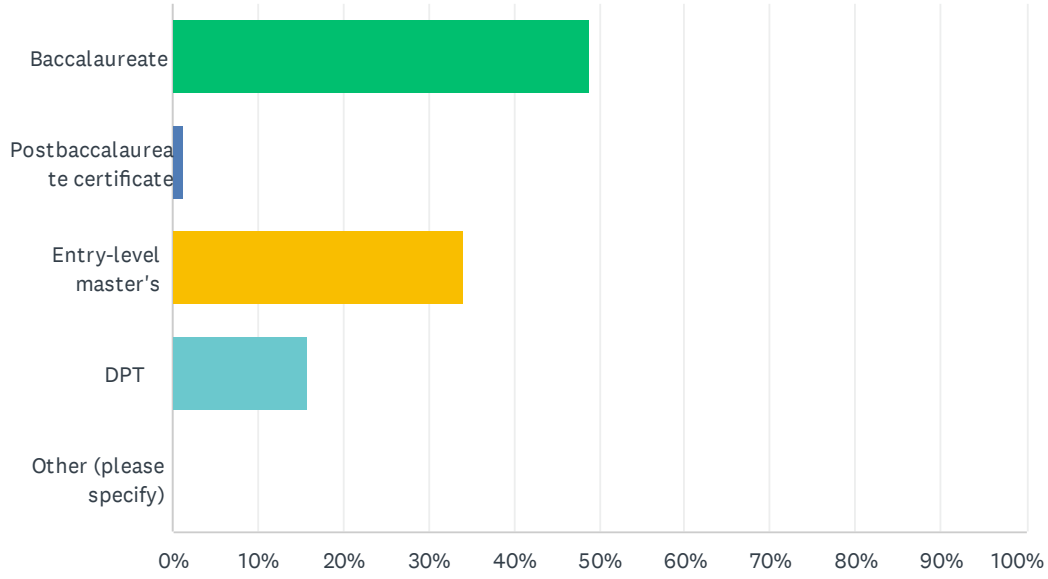
#	RESPONSES	DATE
1	NY	10/29/2023 3:24 PM
2	Iowa	10/23/2023 3:10 PM
3	Virginia	10/17/2023 9:54 PM
4	MD	10/16/2023 2:20 PM
5	Michigan	10/16/2023 11:57 AM
6	North Carolina	10/16/2023 11:21 AM
7	Missouri	10/16/2023 10:19 AM
8	GA	10/16/2023 10:16 AM
9	Idaho	10/16/2023 10:02 AM
10	Florida	10/16/2023 10:00 AM
11	IL	10/16/2023 9:15 AM
12	Oklahoma	10/2/2023 11:59 AM
13	nj	10/2/2023 11:07 AM
14	Illinois	10/1/2023 9:24 AM
15	MA	10/1/2023 9:07 AM
16	Massachusetts	9/29/2023 4:43 PM
17	Ohio	9/29/2023 11:49 AM
18	NC	9/29/2023 9:55 AM
19	Texas	9/28/2023 5:20 PM
20	PA	9/28/2023 1:51 PM
21	Ohio	9/28/2023 1:45 PM
22	New Mexico	9/28/2023 12:54 PM
23	MO	9/28/2023 12:19 PM
24	Maryland	9/28/2023 12:05 PM
25	OR	9/28/2023 11:49 AM
26	Florida	9/28/2023 10:35 AM
27	Pennsylvania	9/28/2023 9:43 AM
28	Minnesota	9/28/2023 9:16 AM
29	Pennsylvania	9/28/2023 8:34 AM
30	Minnesota	9/28/2023 8:31 AM
31	New York	9/28/2023 8:17 AM
32	Massachusetts	9/28/2023 8:12 AM
33	OR	9/28/2023 8:00 AM

34	FL	9/28/2023 7:53 AM
35	MN	9/26/2023 2:15 PM
36	Virginia	9/26/2023 10:08 AM
37	Nebraska	9/24/2023 3:00 PM
38	Florida	9/23/2023 2:36 PM
39	Georgia	9/23/2023 10:50 AM
40	California	9/21/2023 1:45 AM
41	Virginia	9/20/2023 11:39 PM
42	NY	9/20/2023 3:33 PM
43	New York	9/20/2023 2:29 PM
44	Virginia	9/20/2023 2:07 PM
45	MI	9/20/2023 1:35 PM
46	IL	9/20/2023 12:00 PM
47	MI	9/20/2023 11:31 AM
48	Florida	9/20/2023 11:17 AM
49	Texas	9/20/2023 11:17 AM
50	CT	9/20/2023 11:13 AM
51	Indiana	9/20/2023 10:50 AM
52	Arkansas	9/20/2023 10:20 AM
53	MA	9/20/2023 10:01 AM
54	Pennsylvania	9/20/2023 9:58 AM
55	Arizona	9/20/2023 9:49 AM
56	Illinios	9/20/2023 9:43 AM
57	VA	9/20/2023 9:36 AM
58	Wi	9/20/2023 7:30 AM
59	Pennsylvania	9/20/2023 7:29 AM
60	CA	9/19/2023 1:43 PM
61	Nebraska	9/19/2023 11:16 AM
62	FL	9/18/2023 11:41 AM
63	Ohio	9/14/2023 11:01 AM
64	Ohio, Florida, Delaware	9/13/2023 1:15 PM
65	Iowa	9/12/2023 4:38 PM
66	Idaho	9/11/2023 11:39 PM
67	Illinois	9/11/2023 3:58 PM
68	Maryland	9/11/2023 12:35 PM
69	AZ	9/11/2023 12:33 PM
70	Washington	9/11/2023 12:26 PM
71	Florida	9/11/2023 11:27 AM

72	Missouri	9/11/2023 10:40 AM
73	Ohio	9/11/2023 10:21 AM
74	fl	9/11/2023 10:00 AM
75	Missouri	9/11/2023 9:48 AM
76	Missouri	9/11/2023 9:42 AM
77	Pennsylvania	9/11/2023 9:29 AM
78	In	9/11/2023 9:19 AM
79	MA	9/11/2023 8:37 AM
80	Multiple States	9/11/2023 8:35 AM

Q36 7.1 What is your entry-level physical therapy education?

Answered: 82 Skipped: 179

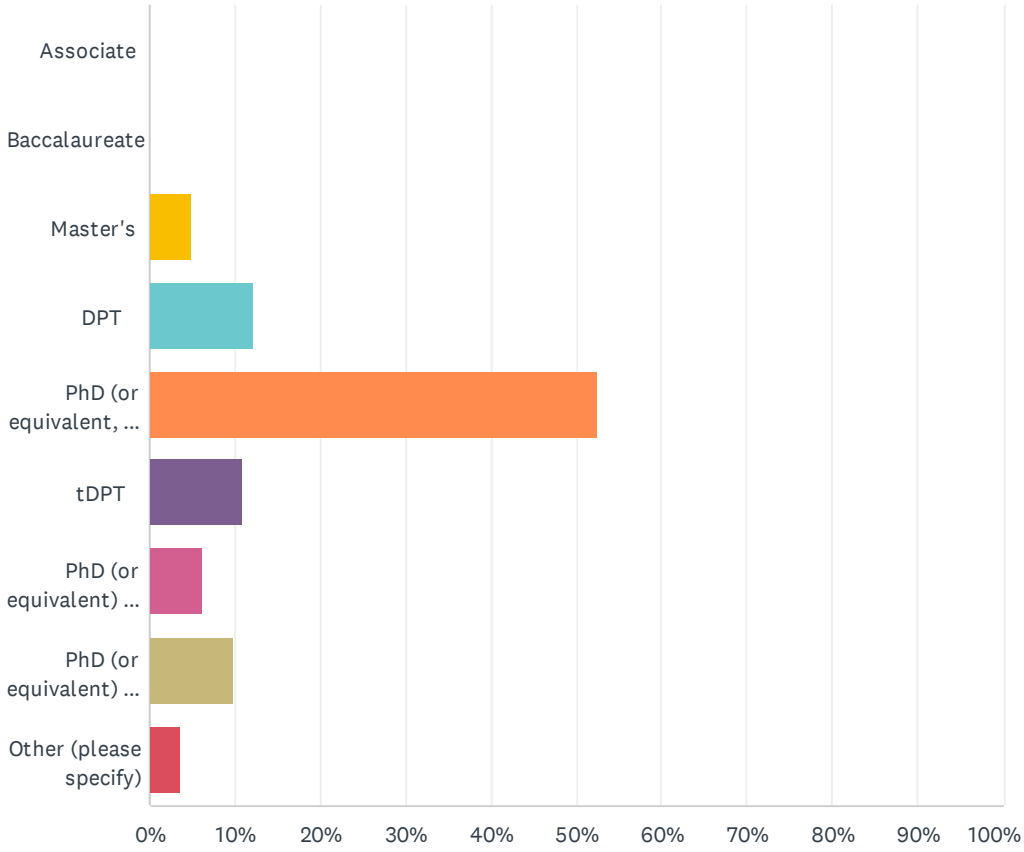


ANSWER CHOICES	RESPONSES	
Baccalaureate	48.78%	40
Postbaccalaureate certificate	1.22%	1
Entry-level master's	34.15%	28
DPT	15.85%	13
Other (please specify)	0.00%	0
TOTAL		82

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q37 7.2 What is your highest earned academic degree in any area of study?

Answered: 82 Skipped: 179



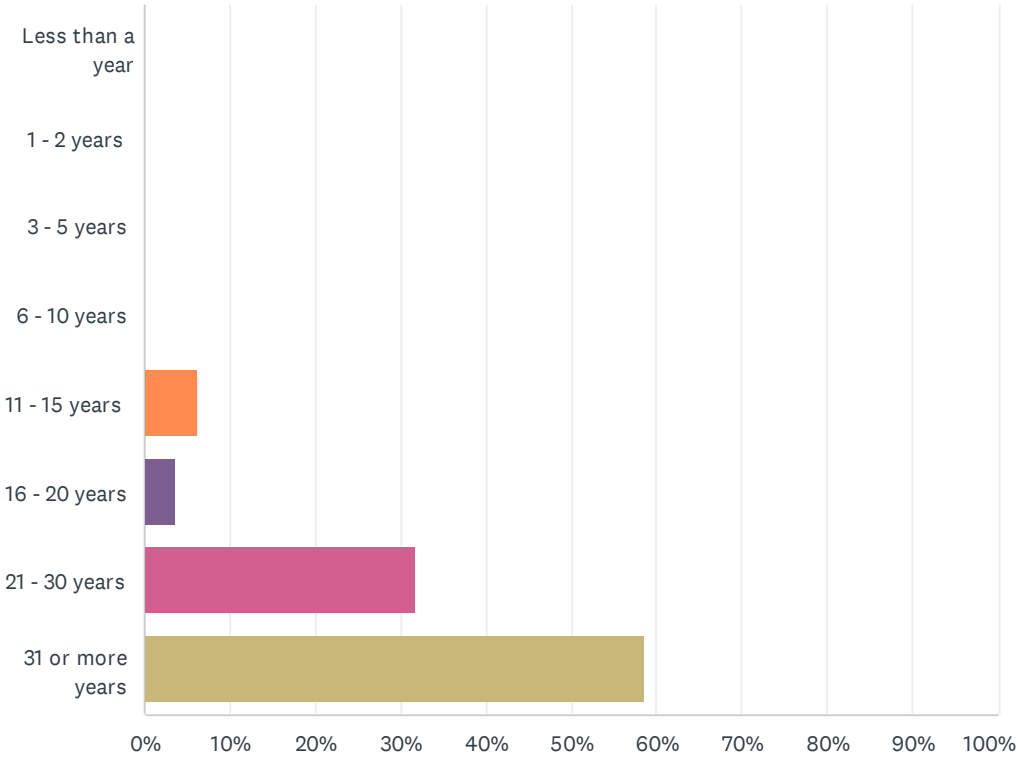
ANSWER CHOICES	RESPONSES	
Associate	0.00%	0
Baccalaureate	0.00%	0
Master's	4.88%	4
DPT	12.20%	10
PhD (or equivalent, eg EdD or ScD)	52.44%	43
tDPT	10.98%	9
PhD (or equivalent) and DPT	6.10%	5
PhD (or equivalent) and tDPT	9.76%	8
Other (please specify)	3.66%	3
TOTAL		82

#	OTHER (PLEASE SPECIFY)	DATE

1	Masters and tDPT	9/20/2023 11:15 AM
2	Entered the Masters Program after 3 years of undergraduate work, so no academic degree	9/19/2023 11:17 AM
3	DScPT	9/11/2023 12:37 PM

Q38 7.3 What is the total number of years you have been a practicing physical therapist?

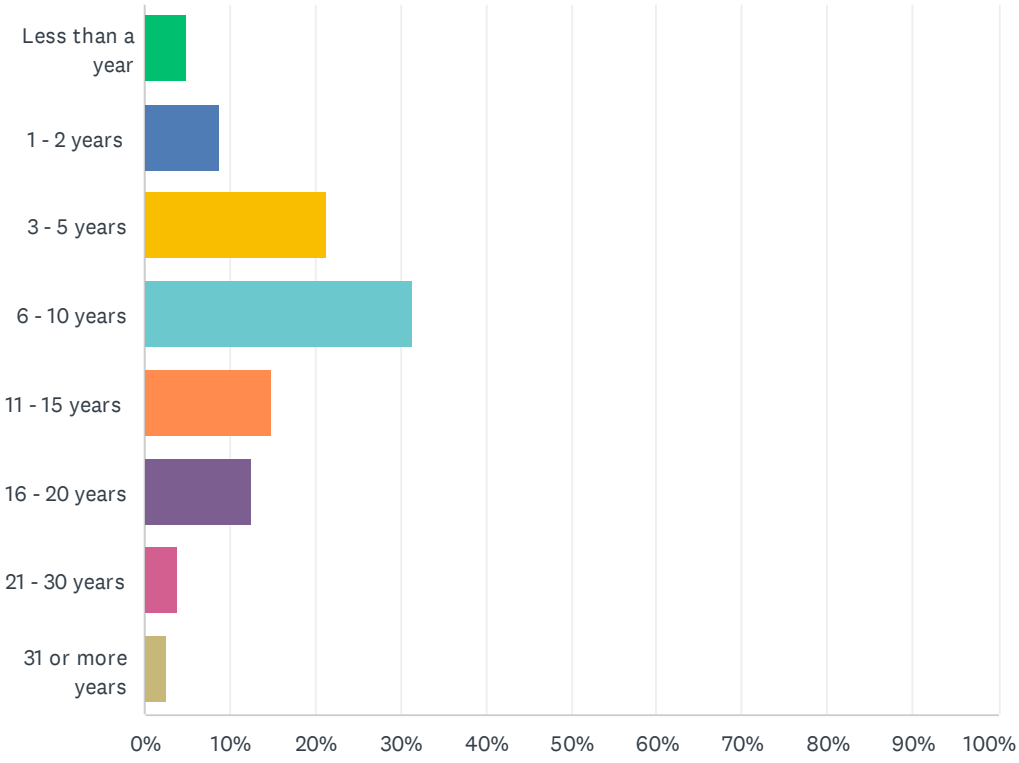
Answered: 82 Skipped: 179



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
1 - 2 years	0.00%	0
3 - 5 years	0.00%	0
6 - 10 years	0.00%	0
11 - 15 years	6.10%	5
16 - 20 years	3.66%	3
21 - 30 years	31.71%	26
31 or more years	58.54%	48
TOTAL		82

Q39 7.4 What is the total number of years you have been in your current position?

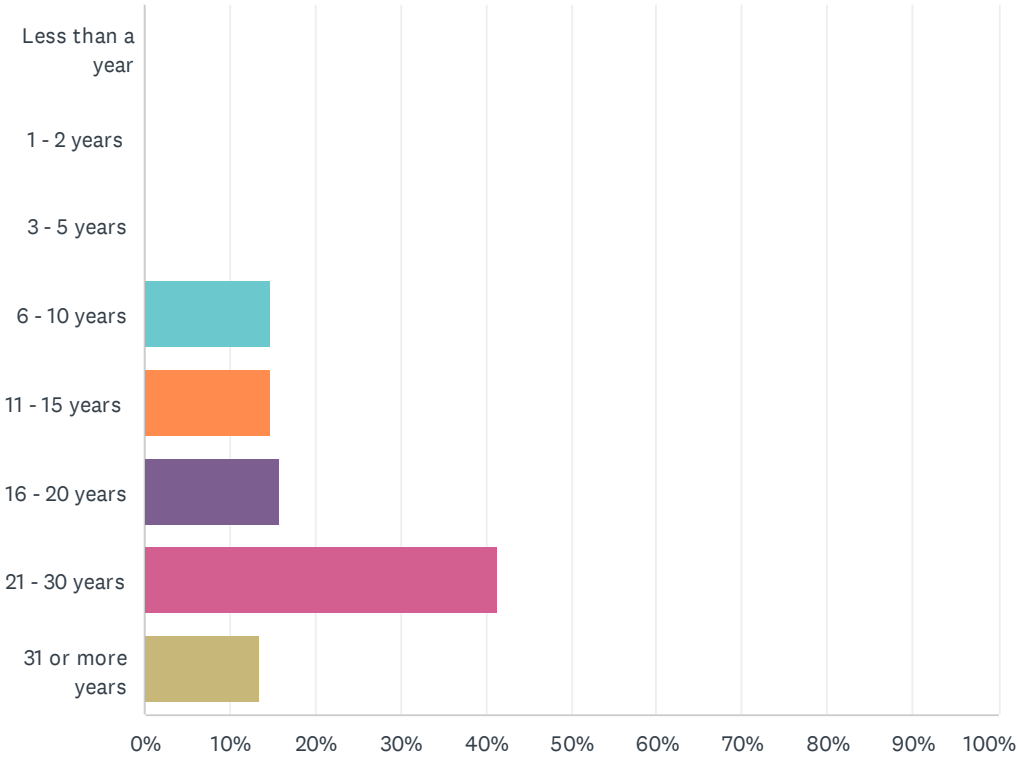
Answered: 80 Skipped: 181



ANSWER CHOICES	RESPONSES	
Less than a year	5.00%	4
1 - 2 years	8.75%	7
3 - 5 years	21.25%	17
6 - 10 years	31.25%	25
11 - 15 years	15.00%	12
16 - 20 years	12.50%	10
21 - 30 years	3.75%	3
31 or more years	2.50%	2
TOTAL		80

Q40 7.5 What is the total number of years you have been involved in academic education?

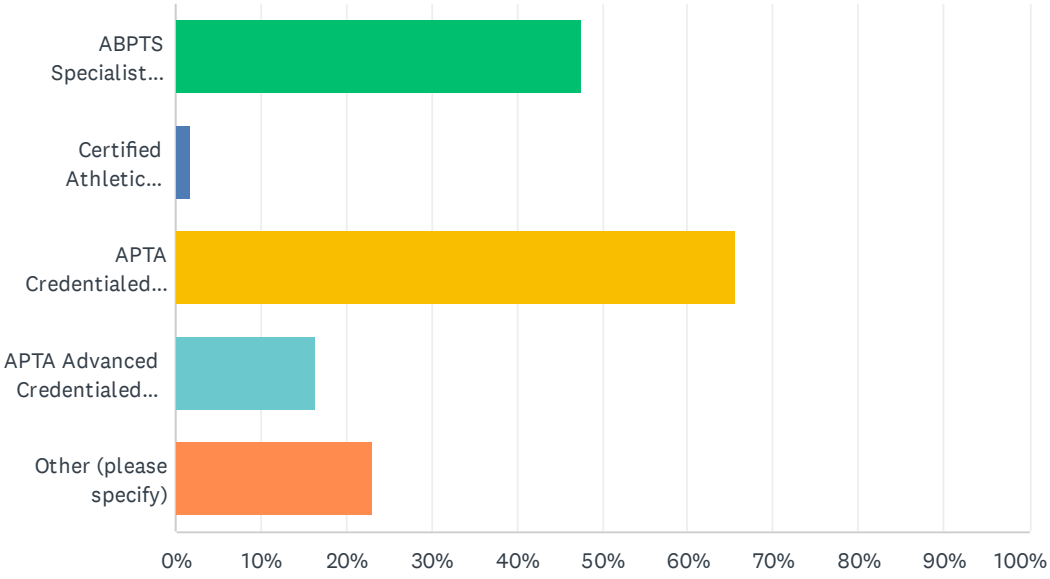
Answered: 82 Skipped: 179



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
1 - 2 years	0.00%	0
3 - 5 years	0.00%	0
6 - 10 years	14.63%	12
11 - 15 years	14.63%	12
16 - 20 years	15.85%	13
21 - 30 years	41.46%	34
31 or more years	13.41%	11
TOTAL		82

Q41 7.6 Do you hold any of the following certifications or credentials?

Answered: 61 Skipped: 200



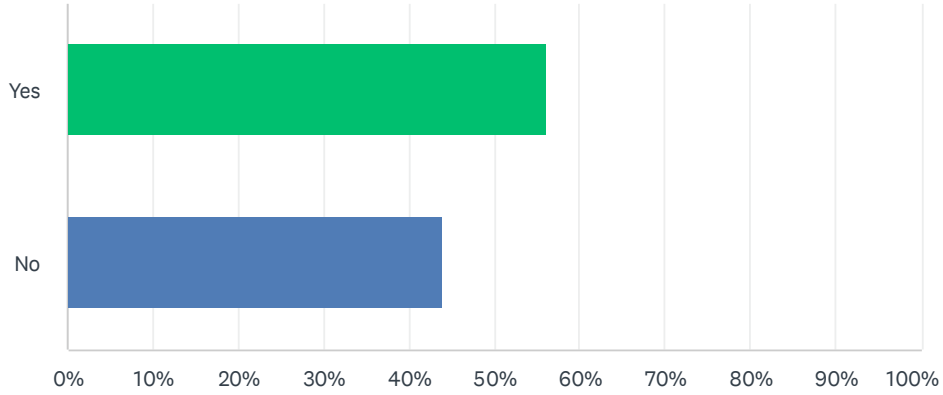
ANSWER CHOICES	RESPONSES	
ABPTS Specialist Certification	47.54%	29
Certified Athletic Trainer	1.64%	1
APTA Credentialed Clinical Instructor (Level 1)	65.57%	40
APTA Advanced Credentialed Clinical Instructor (Level 2)	16.39%	10
Other (please specify)	22.95%	14
Total Respondents: 61		

#	OTHER (PLEASE SPECIFY)	DATE
1	CEEAA; ACEEAA	10/29/2023 3:25 PM
2	CEEAA, AVPT	10/16/2023 2:21 PM
3	Certified lymphedema therapist	9/29/2023 11:49 AM
4	ELI Fellow graduate	9/28/2023 12:08 PM
5	Cert MDT, CSCS	9/28/2023 8:18 AM
6	LAMP program	9/26/2023 2:15 PM
7	ergonomist	9/20/2023 9:37 AM
8	APTA credentialled trainer - level 1	9/18/2023 11:42 AM
9	Credentialed CI trainer Level 1	9/14/2023 11:02 AM
10	Rural Health Fellow in Leadership and Advocacy	9/12/2023 4:39 PM
11	CSCS	9/11/2023 12:37 PM

12	No	9/11/2023 11:28 AM
13	CEEAA, Advanced CEEAA, Advanced Bal/Fall	9/11/2023 10:41 AM
14	previous PCS	9/11/2023 10:21 AM

Q42 7.7 Have you completed a leadership development program?

Answered: 82 Skipped: 179



ANSWER CHOICES	RESPONSES	
Yes	56.10%	46
No	43.90%	36
TOTAL		82

Q43 7.8 Identify the name of the leadership program you completed.

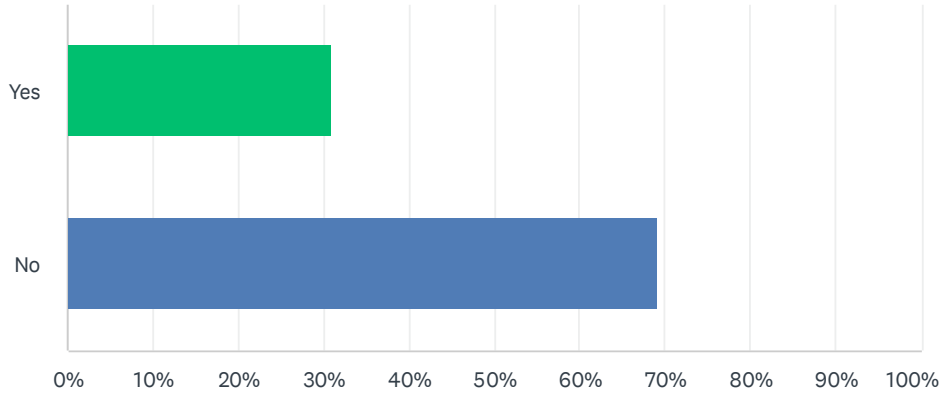
Answered: 45 Skipped: 216

#	RESPONSES	DATE
1	CUIMC Leadership and Management Course for Faculty	10/29/2023 3:26 PM
2	Education Leadership Institute	10/17/2023 9:55 PM
3	APTA Educational Leadership Institute	10/16/2023 2:22 PM
4	Multiple ones at local institution... Chair's Coaching, Leadership Fundamentals	10/16/2023 11:23 AM
5	ASAHP Leadership Development Program; Idaho State University Leadership Development Program	10/16/2023 10:04 AM
6	ELI	10/16/2023 10:01 AM
7	University specific leadership training	10/2/2023 11:08 AM
8	Educational Leadership Institute	10/1/2023 9:26 AM
9	APTA Education Leadership Institute	9/29/2023 4:44 PM
10	Leadership UD; APTA FHEL	9/29/2023 11:50 AM
11	APTA ELI Fellowship	9/28/2023 12:09 PM
12	ASAHP Leadership Development Program	9/28/2023 9:17 AM
13	ELI	9/28/2023 8:32 AM
14	ELI	9/28/2023 8:13 AM
15	LAMP, also have my Masters in Organizational Leadership	9/26/2023 2:16 PM
16	HERS - women leaders; Jesuit/Ignatian leadership training	9/24/2023 3:02 PM
17	ELI as it was called when I completed it in 2015	9/23/2023 10:52 AM
18	Fellowship in Higher Education Leadership	9/20/2023 3:34 PM
19	Educational Leadership and Policy Studies	9/20/2023 2:31 PM
20	The Academy Virginia Community College New Faculty Leadership Development Program	9/20/2023 2:08 PM
21	ELI	9/20/2023 12:01 PM
22	Leading Mott Strong	9/20/2023 11:32 AM
23	APTA Education Leadership Fellowship (called ELI at the time))	9/20/2023 11:16 AM
24	PhD in Educational Leadership	9/20/2023 10:52 AM
25	ELI	9/20/2023 10:43 AM
26	Fellowship in Higher Education Leadership; LAMP 101 & 102	9/20/2023 10:02 AM
27	Fellowship in Higher Education Leadership	9/20/2023 9:59 AM
28	multiple mostly through business schools	9/20/2023 9:37 AM
29	Local Leadership Program associated with University of Wisconsin, intended for leaders in local businesses, non-profits, and academic institutions	9/20/2023 7:32 AM
30	HERS: Women in Higher Education Leadership	9/20/2023 7:32 AM
31	ELI	9/19/2023 1:45 PM

32	EDD in educational leadership	9/18/2023 11:42 AM
33	ELI and one at my institution (which was a year long)	9/14/2023 11:02 AM
34	New PT/PTA Faculty Development Workshop	9/13/2023 1:16 PM
35	National Rural Health Association Fellowship	9/12/2023 4:39 PM
36	APTA Fellowship in Higher Education Leadership (ELI)	9/11/2023 11:43 PM
37	ASAHP, HERS	9/11/2023 4:00 PM
38	Leadership Education And Development (through our college); United States Navy Leadership Training	9/11/2023 12:38 PM
39	Masters in Educational Leadership	9/11/2023 11:28 AM
40	EdD	9/11/2023 10:01 AM
41	Aptana Education Leadership Fellowship	9/11/2023 9:56 AM
42	Academic Medical Leadership Program for Physicians & Scientists	9/11/2023 9:49 AM
43	ELI	9/11/2023 9:44 AM
44	FEL (ELI)	9/11/2023 8:38 AM
45	ELI / Fellowship in Higher Education Leadership	9/11/2023 8:37 AM

Q44 7.9 Have you experienced any barriers to accessing leadership programs?

Answered: 81 Skipped: 180



ANSWER CHOICES	RESPONSES	
Yes	30.86%	25
No	69.14%	56
TOTAL		81

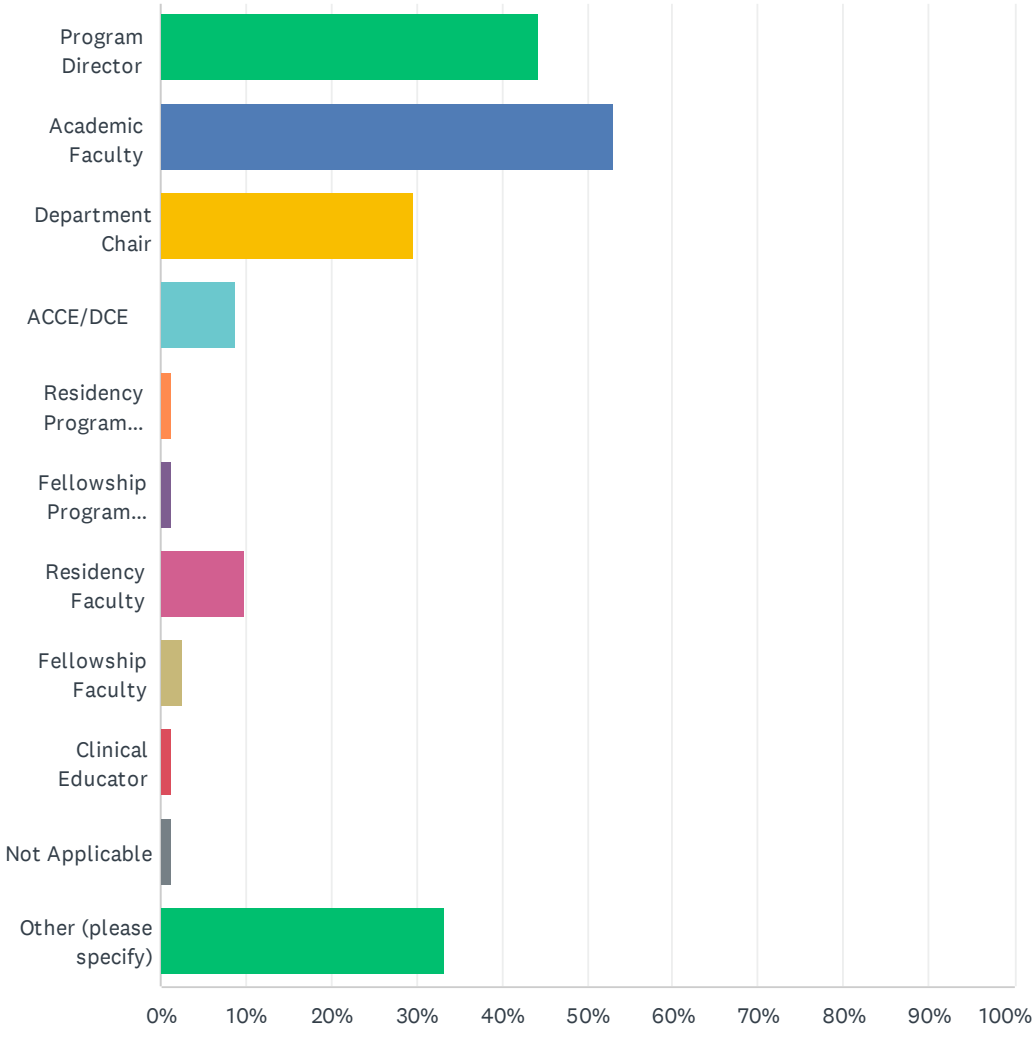
Q45 7.10 Please explain.

Answered: 25 Skipped: 236

#	RESPONSES	DATE
1	Time and financial resources.	10/17/2023 9:56 PM
2	Time to complete	10/16/2023 11:23 AM
3	Cost	10/2/2023 12:00 PM
4	Barrier is cost and support from institution	9/29/2023 11:50 AM
5	Time	9/28/2023 5:20 PM
6	I was accepted to a leadership development at Harvard in 2020. It was cancelled due to the pandemic and it never returned to in person. I also wanted to give a comment to if I ever had leadership development. I selected yes because my EdD was in educational leadership	9/28/2023 1:02 PM
7	Cost and time	9/28/2023 12:21 PM
8	The time required frequently conflicts with the amount of time I can dedicate to a program.	9/28/2023 10:37 AM
9	cost prohibitive	9/28/2023 9:44 AM
10	I had to do some work in leadership prior to gaining my position as PD. It was difficult for me to get these hours, but I was able to piece together different activities that satisfied the requirement.	9/28/2023 8:36 AM
11	Time and cost	9/28/2023 7:54 AM
12	Too costly or too time consuming; Location/travel	9/21/2023 1:48 AM
13	Financial barrier but was able to make it work!	9/20/2023 3:35 PM
14	Distance to desired in-person program, Cost	9/20/2023 2:32 PM
15	Cost	9/20/2023 10:52 AM
16	internal institution offerings - scheduling conflicts	9/20/2023 10:22 AM
17	Cost and time; as you progress in leadership there are more demands on time. Budgets are tight, especially post-pandemic.	9/20/2023 7:33 AM
18	these developmental programs are not funded for Chair level administrators (only for Deans and above) at my organization	9/19/2023 1:45 PM
19	Time and money.	9/19/2023 11:19 AM
20	wanted to do ELI back in its early days but previous institution wouldn't pay for it.	9/18/2023 11:43 AM
21	Associated costs and required time not supported by institution	9/11/2023 12:28 PM
22	Those outside of APTA are not easily accessed to find out more about the quality and time committment	9/11/2023 10:42 AM
23	time and money	9/11/2023 10:22 AM
24	Cost	9/11/2023 9:56 AM
25	Cost	9/11/2023 8:38 AM

Q46 7.11 What is your current role(s) in education? (Check all that apply)

Answered: 81 Skipped: 180



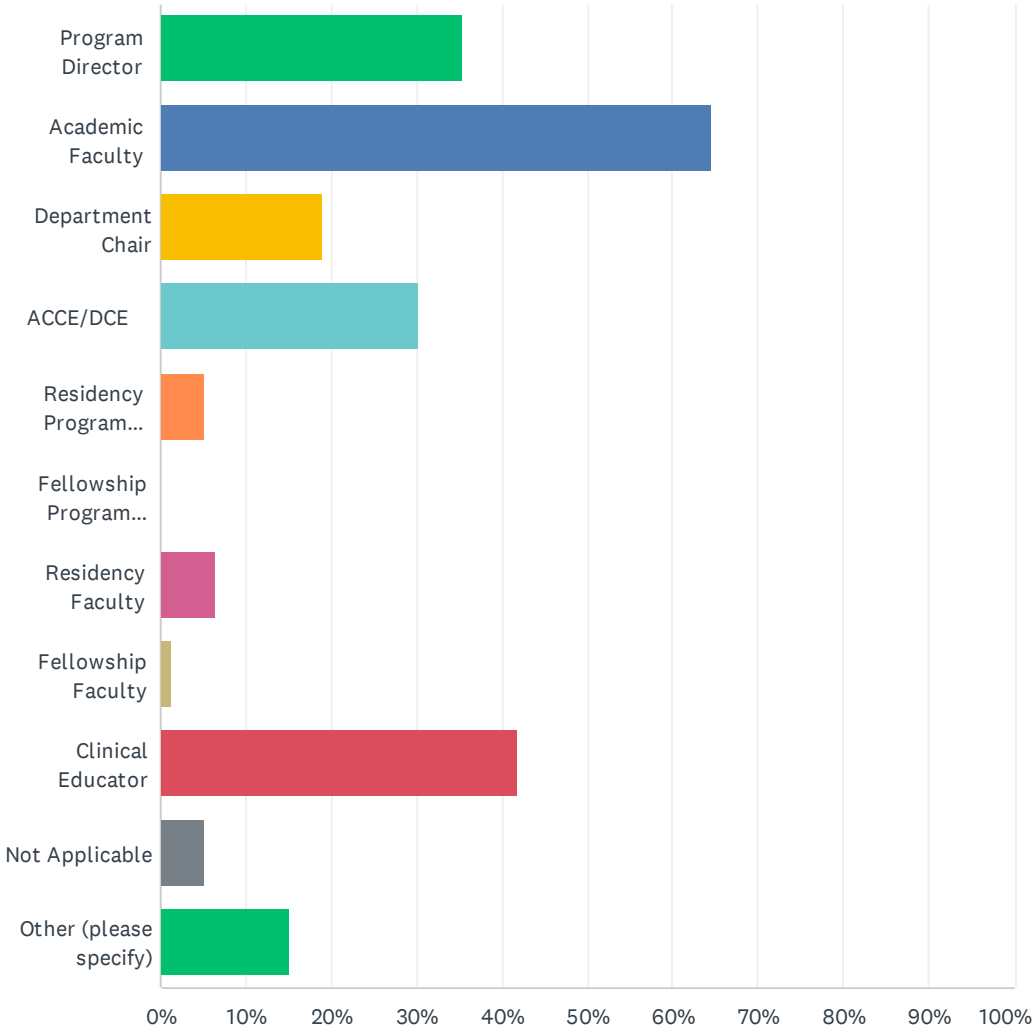
ANSWER CHOICES	RESPONSES	
Program Director	44.44%	36
Academic Faculty	53.09%	43
Department Chair	29.63%	24
ACCE/DCE	8.64%	7
Residency Program Director	1.23%	1
Fellowship Program Director	1.23%	1
Residency Faculty	9.88%	8
Fellowship Faculty	2.47%	2
Clinical Educator	1.23%	1
Not Applicable	1.23%	1
Other (please specify)	33.33%	27
Total Respondents: 81		

#	OTHER (PLEASE SPECIFY)	DATE
1	Director, Diversity, Equity & Inclusion	10/29/2023 3:27 PM
2	Interim provost	10/17/2023 9:59 PM
3	Director for Academic Affairs	10/16/2023 2:23 PM
4	DScPT Director	10/16/2023 12:10 PM
5	School Director and Associate Dean	10/16/2023 10:03 AM
6	Academic assistant director	10/16/2023 9:17 AM
7	Departmental Vice-Chair of Curriculum/Accreditation	10/2/2023 11:09 AM
8	Director of Accreditation and Compliance	9/28/2023 10:38 AM
9	Academy of Education SIG Chair	9/28/2023 9:45 AM
10	Associate Dean	9/28/2023 9:18 AM
11	Faculty Union VP	9/28/2023 8:03 AM
12	Dean of Allied Health Programs	9/26/2023 10:11 AM
13	Vice Provost	9/24/2023 3:03 PM
14	Assoc Director	9/23/2023 10:53 AM
15	Associate Provost of Online and Graduate Education	9/20/2023 11:41 PM
16	Dean of Health and Human Services	9/20/2023 11:33 AM
17	Associate Dean	9/20/2023 11:18 AM
18	Associate Dean of Faculty Affairs	9/20/2023 10:53 AM
19	Dean of Online Education	9/20/2023 9:51 AM
20	Dean	9/20/2023 7:34 AM
21	Corporate Director of Academic Affairs	9/13/2023 1:17 PM
22	Program Director for PhD Program	9/11/2023 11:44 PM

23	Dean, College of Health Professions	9/11/2023 4:00 PM
24	Dean	9/11/2023 9:57 AM
25	Associate Director of the Professional Curriculum	9/11/2023 9:45 AM
26	Dean - just stepped down	9/11/2023 9:32 AM
27	Director of a program that works with multiple universities	9/11/2023 8:38 AM

Q47 7.12 What were your previous role(s) in education (not currently service)? (Check all that apply)

Answered: 79 Skipped: 182

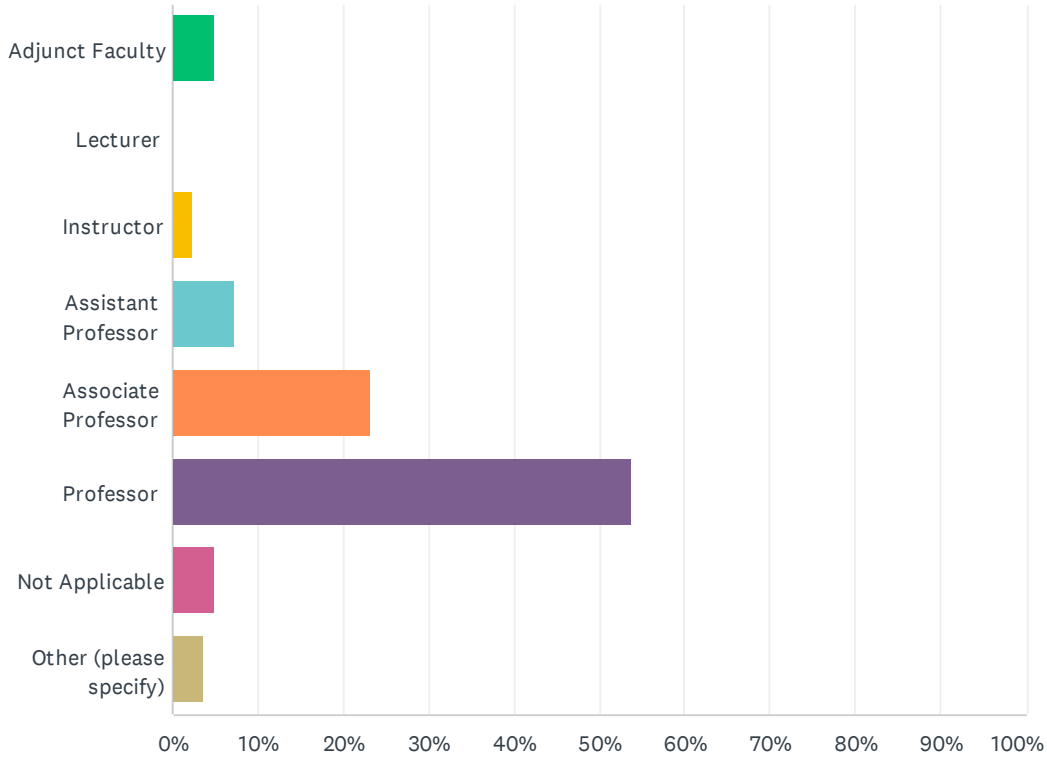


ANSWER CHOICES	RESPONSES	
Program Director	35.44%	28
Academic Faculty	64.56%	51
Department Chair	18.99%	15
ACCE/DCE	30.38%	24
Residency Program Director	5.06%	4
Fellowship Program Director	0.00%	0
Residency Faculty	6.33%	5
Fellowship Faculty	1.27%	1
Clinical Educator	41.77%	33
Not Applicable	5.06%	4
Other (please specify)	15.19%	12
Total Respondents: 79		

#	OTHER (PLEASE SPECIFY)	DATE
1	Dean	10/17/2023 9:59 PM
2	Associate Dean	10/16/2023 10:04 AM
3	Associate School Director	10/16/2023 10:03 AM
4	lab assistant; guest lecturer	9/28/2023 1:53 PM
5	Assistant Dean	9/28/2023 8:19 AM
6	Graduate program director; Academic dean	9/24/2023 3:03 PM
7	CCCE	9/20/2023 11:33 AM
8	Dean	9/20/2023 9:39 AM
9	Associate Dean	9/20/2023 7:34 AM
10	tDPT Director; Interprofessional Education Center Faculty	9/12/2023 4:40 PM
11	Associate Department Chair	9/11/2023 10:22 AM
12	PhD Program Director	9/11/2023 9:50 AM

Q48 7.13 What is your current faculty status in your program? (Check one category only)

Answered: 82 Skipped: 179

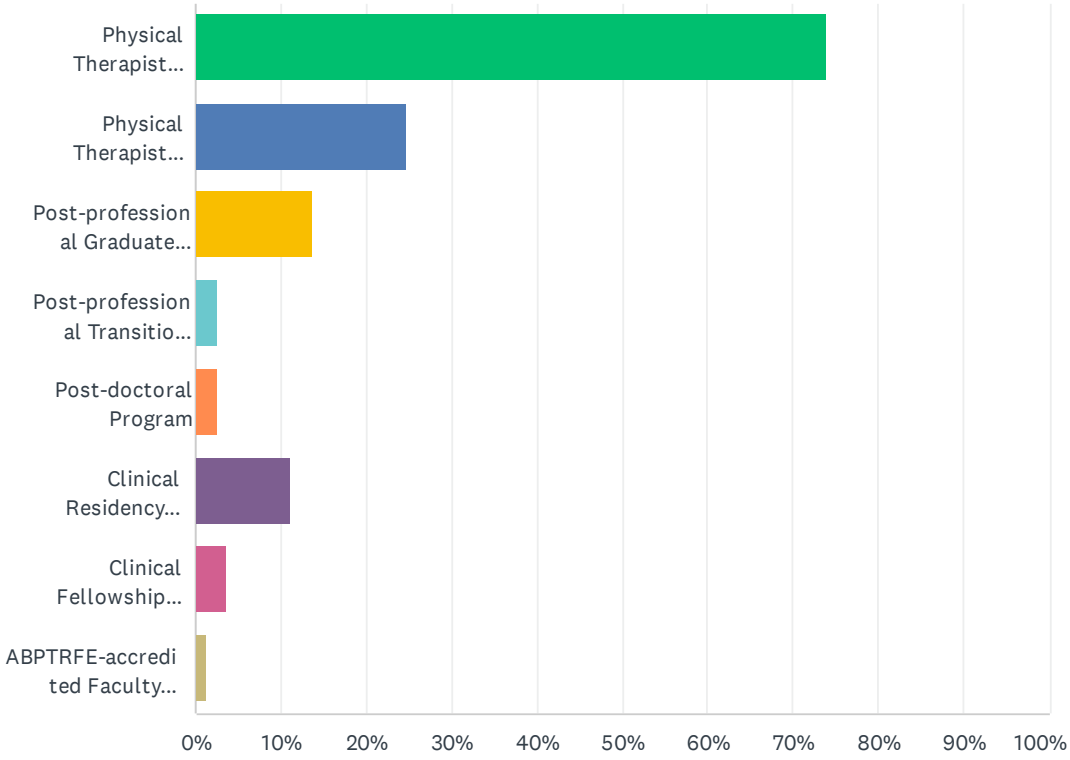


ANSWER CHOICES	RESPONSES	
Adjunct Faculty	4.88%	4
Lecturer	0.00%	0
Instructor	2.44%	2
Assistant Professor	7.32%	6
Associate Professor	23.17%	19
Professor	53.66%	44
Not Applicable	4.88%	4
Other (please specify)	3.66%	3
TOTAL		82

#	OTHER (PLEASE SPECIFY)	DATE
1	Clinical Associate Professor	9/29/2023 4:45 PM
2	Clinical Professor	9/20/2023 11:18 AM
3	Institution does not subcategorize faculty	9/20/2023 7:34 AM

Q49 7.14 In which programs do you currently teach? (Check all that apply)

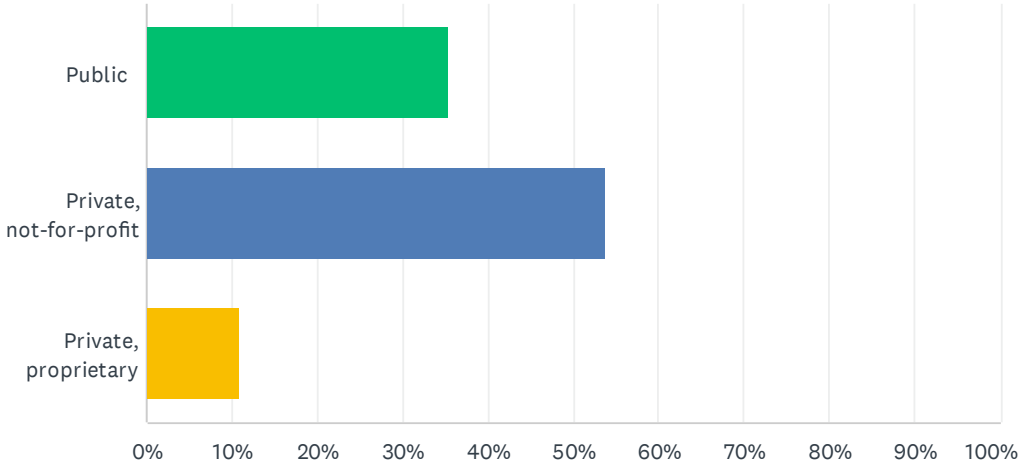
Answered: 81 Skipped: 180



ANSWER CHOICES	RESPONSES	
Physical Therapist Professional Program	74.07%	60
Physical Therapist Assistant Professional Program	24.69%	20
Post-professional Graduate Program	13.58%	11
Post-professional Transition DPT Program	2.47%	2
Post-doctoral Program	2.47%	2
Clinical Residency Program	11.11%	9
Clinical Fellowship Program	3.70%	3
ABPTRFE-accredited Faculty Residency Program	1.23%	1
Total Respondents: 81		

Q50 7.14 In type of educational institution do you currently teach?

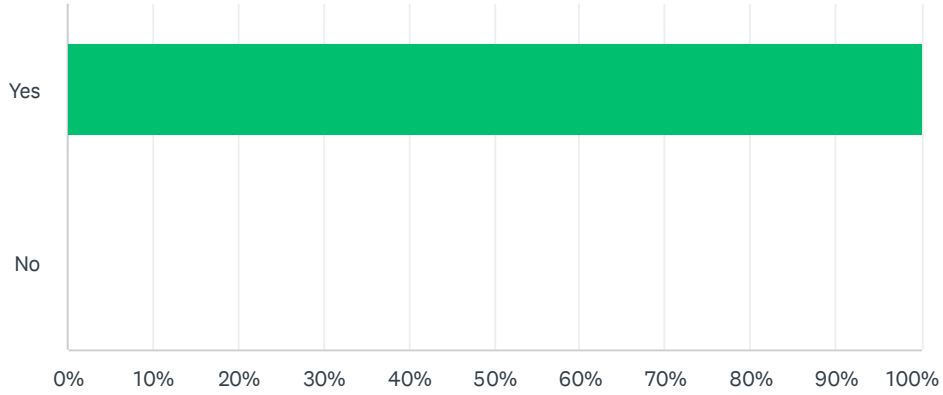
Answered: 82 Skipped: 179



ANSWER CHOICES	RESPONSES	
Public	35.37%	29
Private, not-for-profit	53.66%	44
Private, proprietary	10.98%	9
TOTAL		82

Q51 7.15 Are you a member of the APTA?

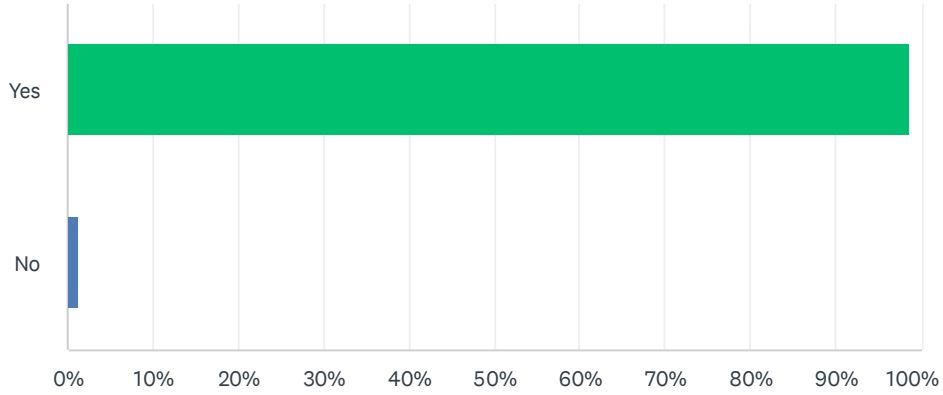
Answered: 82 Skipped: 179



ANSWER CHOICES	RESPONSES	
Yes	100.00%	82
No	0.00%	0
TOTAL		82

Q52 7.16 Are you a member of the APTA Academy of Education?

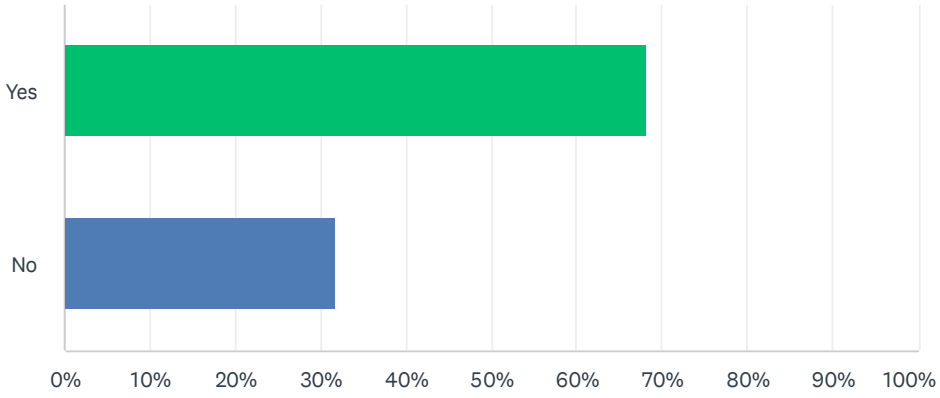
Answered: 81 Skipped: 180



ANSWER CHOICES	RESPONSES	
Yes	98.77%	80
No	1.23%	1
TOTAL		81

Q53 7.17 Are you a member of the American Council of Academic Physical Therapy?

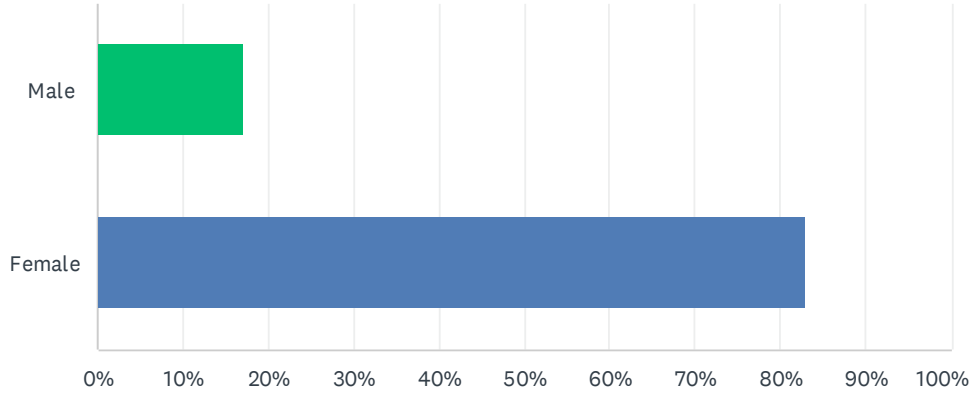
Answered: 82 Skipped: 179



ANSWER CHOICES	RESPONSES	
Yes	68.29%	56
No	31.71%	26
TOTAL		82

Q54 7.18 What is your sex?

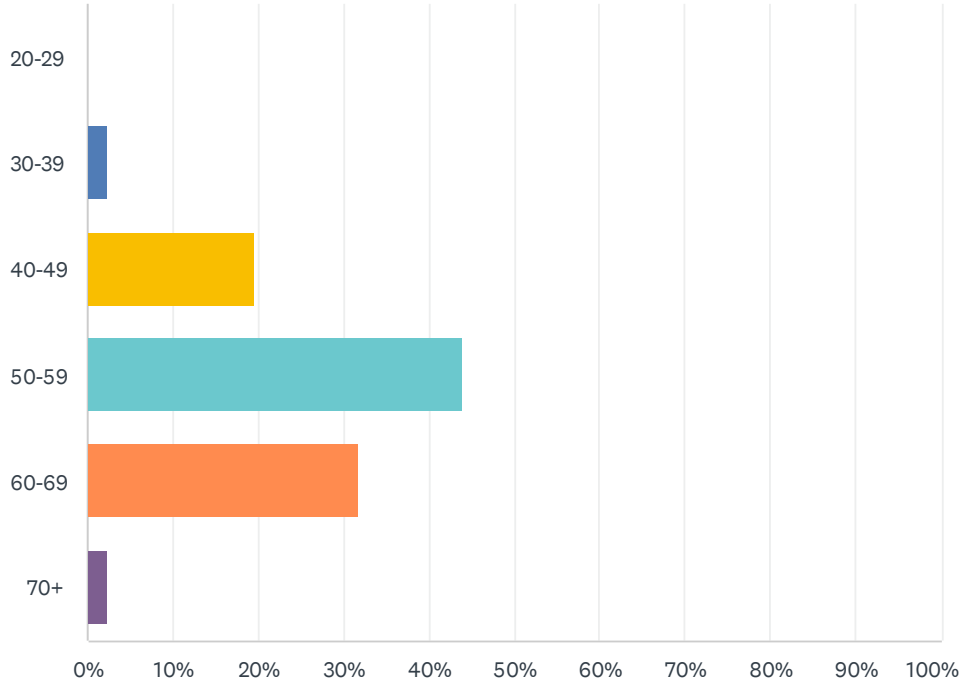
Answered: 82 Skipped: 179



ANSWER CHOICES	RESPONSES	
Male	17.07%	14
Female	82.93%	68
TOTAL		82

Q55 7.19 What is your age?

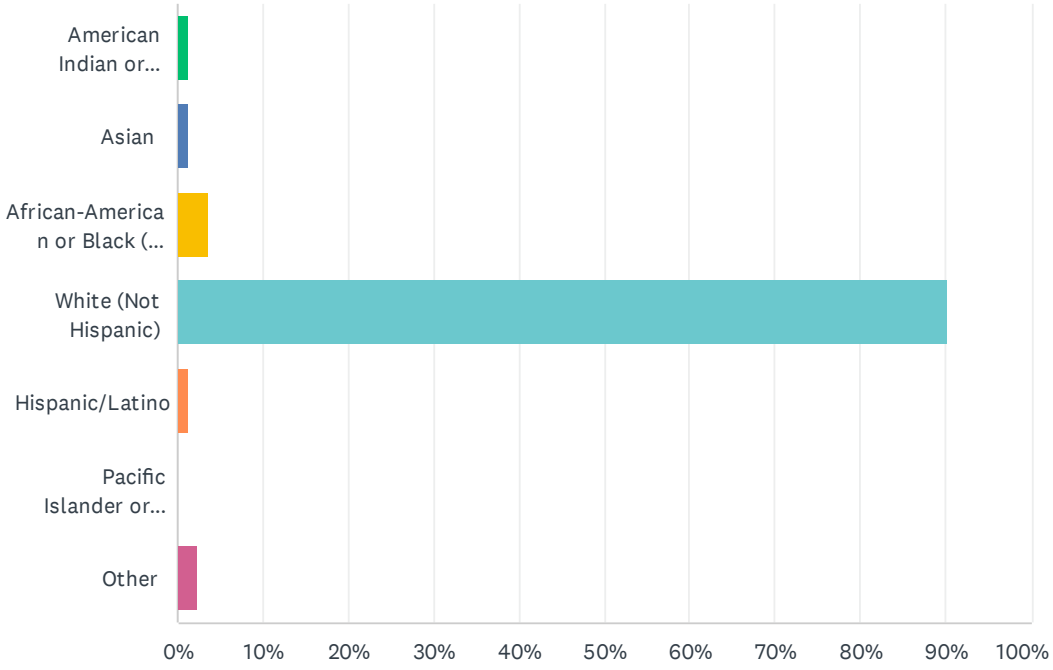
Answered: 82 Skipped: 179



ANSWER CHOICES	RESPONSES	
20-29	0.00%	0
30-39	2.44%	2
40-49	19.51%	16
50-59	43.90%	36
60-69	31.71%	26
70+	2.44%	2
TOTAL		82

Q56 7.20 Which of the following best describes your race/ethnic origin?

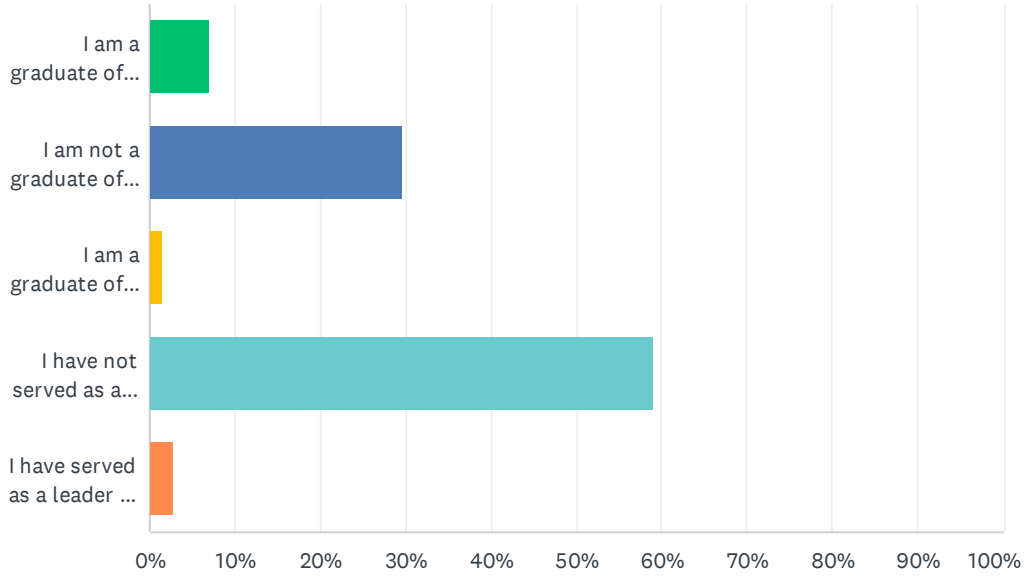
Answered: 82 Skipped: 179



ANSWER CHOICES	RESPONSES	
American Indian or Alaskan Native	1.22%	1
Asian	1.22%	1
African-American or Black (Not Hispanic)	3.66%	3
White (Not Hispanic)	90.24%	74
Hispanic/Latino	1.22%	1
Pacific Islander or Native Hawaiian	0.00%	0
Other	2.44%	2
TOTAL		82

Q1 Please select one of the following survey options:

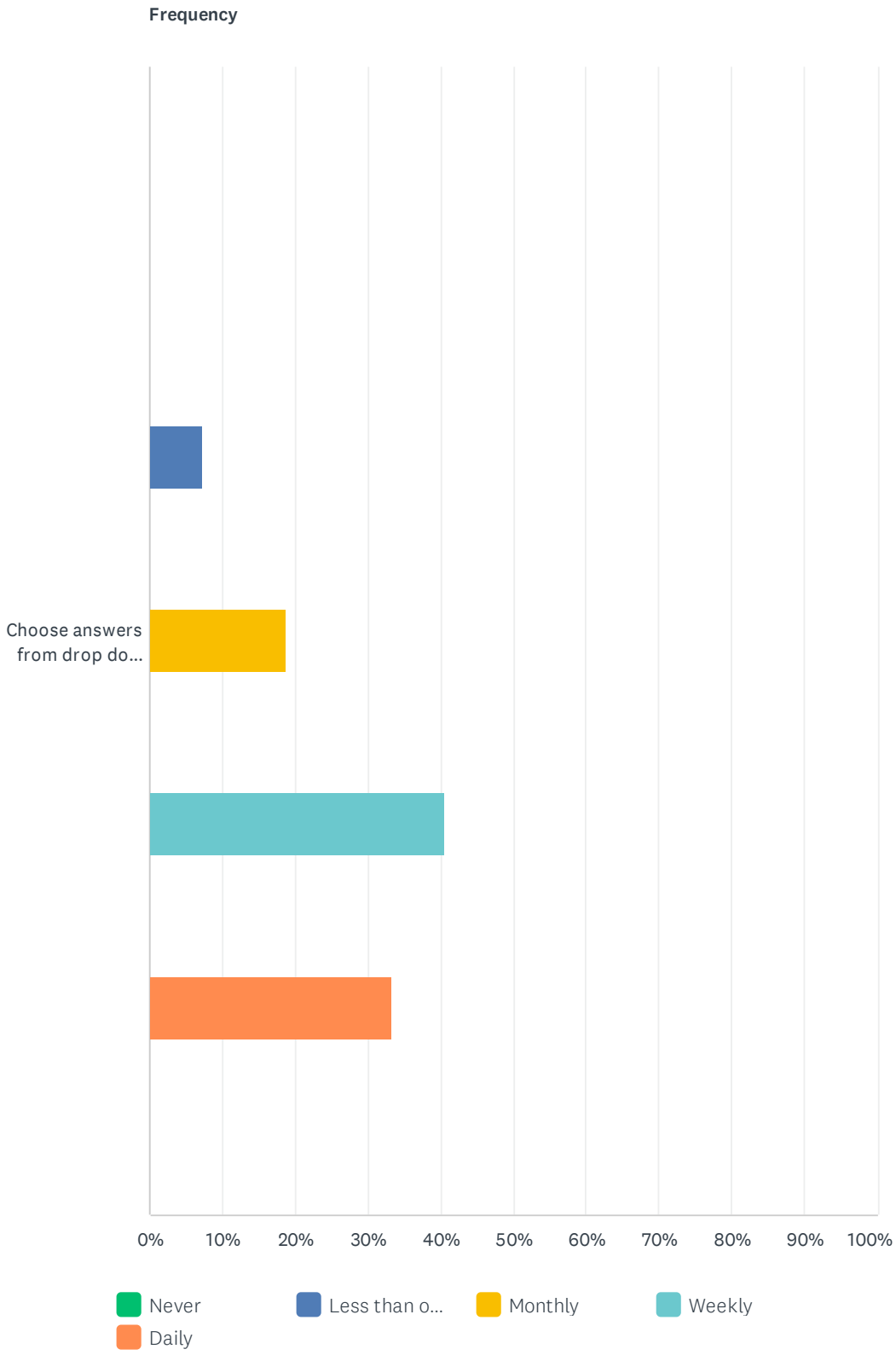
Answered: 257 Skipped: 0

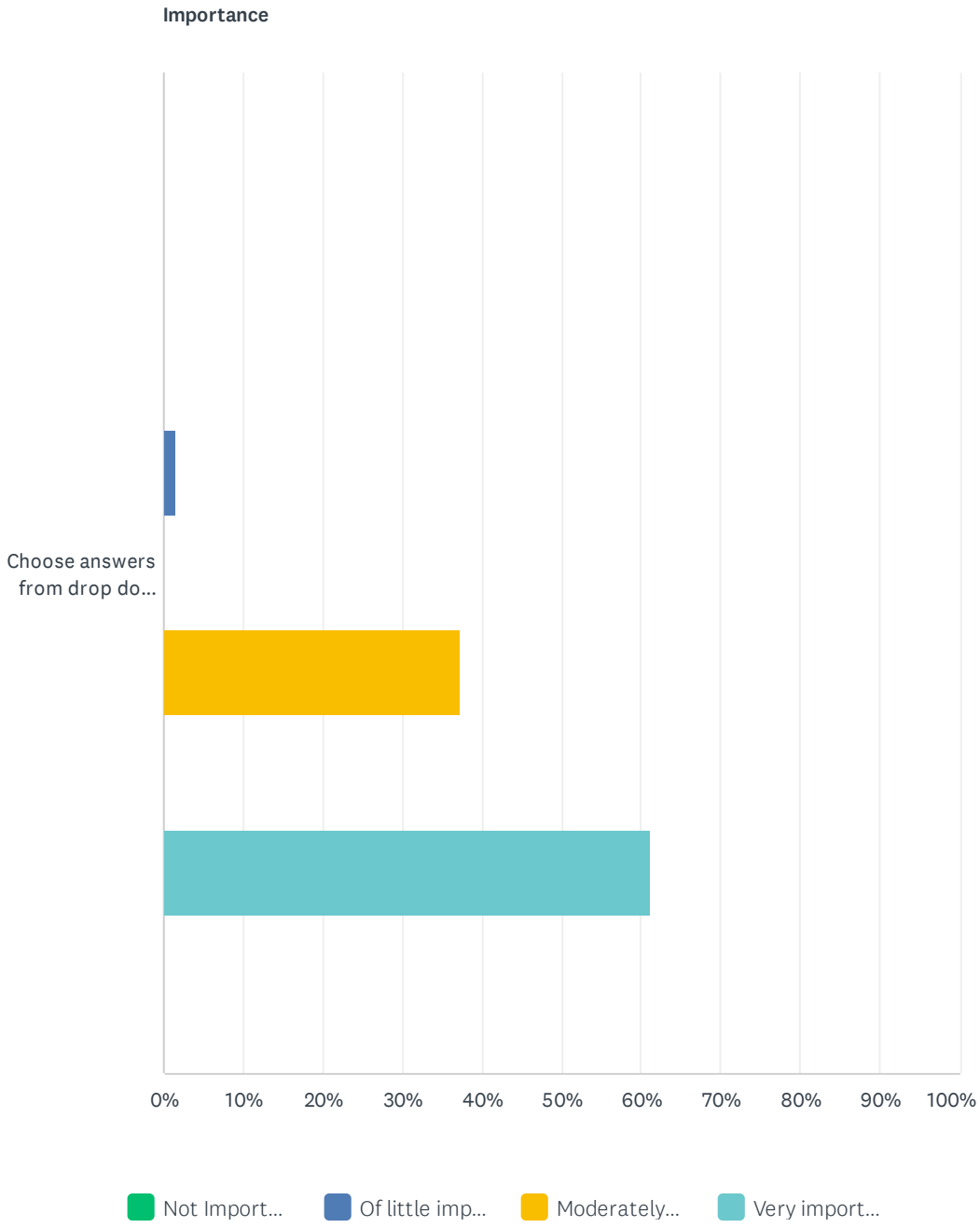


ANSWER CHOICES	RESPONSES	
I am a graduate of APTA's Higher Education Leadership Fellowship and have served as a leader in higher education.	7.00%	18
I am not a graduate of APTA's Higher Education Leadership Fellowship, but I have a minimum of 5 years of experience serving as a leader in higher education within the last 10 years (e.g., program director, chair, vice-chair, dean).	29.57%	76
I am a graduate of APTA's Higher Education Leadership Fellowship, but have not served as a leader in higher education, therefore I am not eligible to participate in this survey.	1.56%	4
I have not served as a leader in higher education for a minimum of 5 years within the last 10 years therefore I am not eligible to participate in this survey.	59.14%	152
I have served as a leader in higher education for a minimum of 5 years within the last 10 years, but am unable to participate in this survey at this time.	2.72%	7
TOTAL		257

Q2 2.1.1 Knowledge of contemporary education landscape to include organizational behavior and culture.

Answered: 69 Skipped: 188

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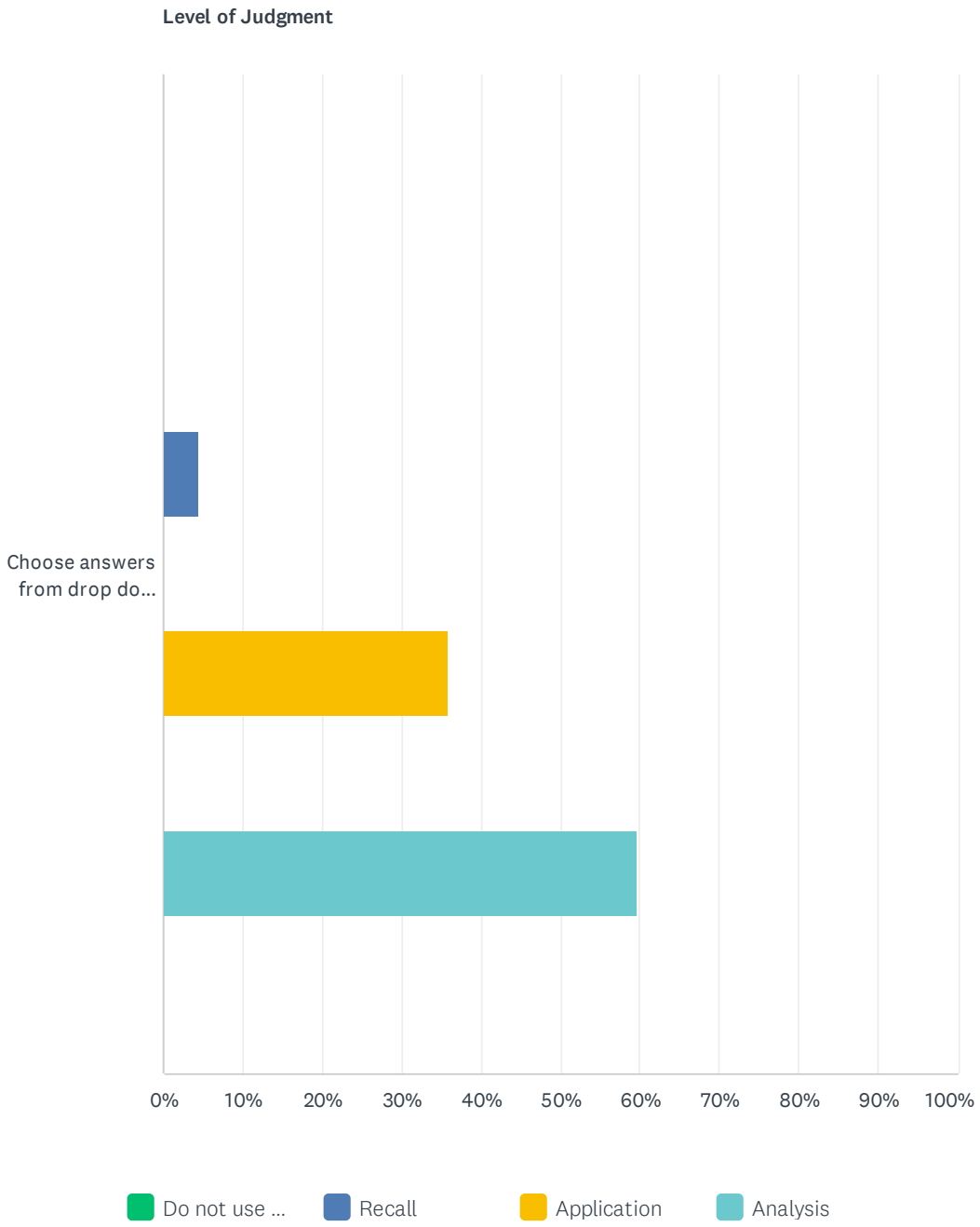


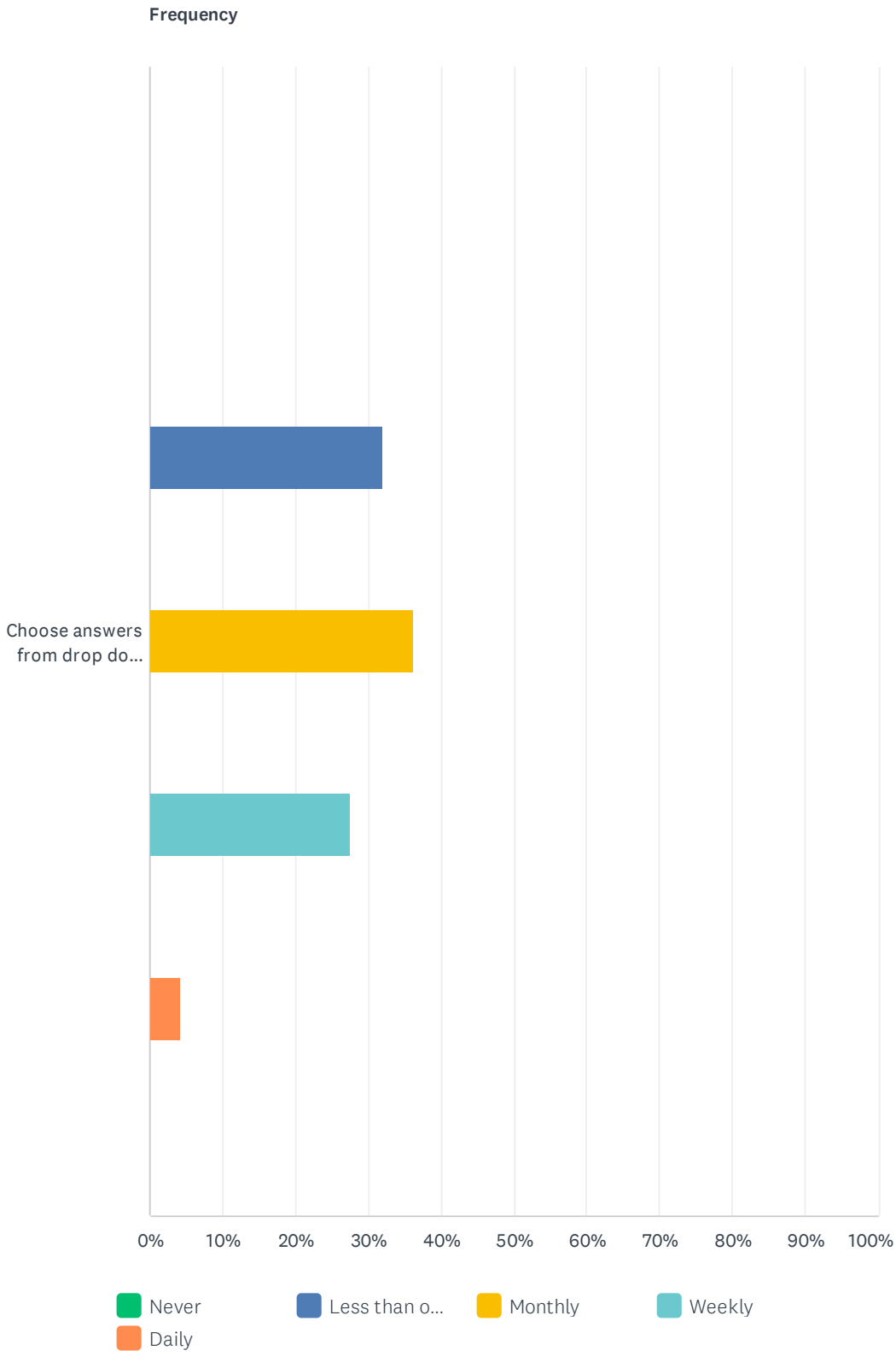
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	7.25% 5	18.84% 13	40.58% 28	33.33% 23	69

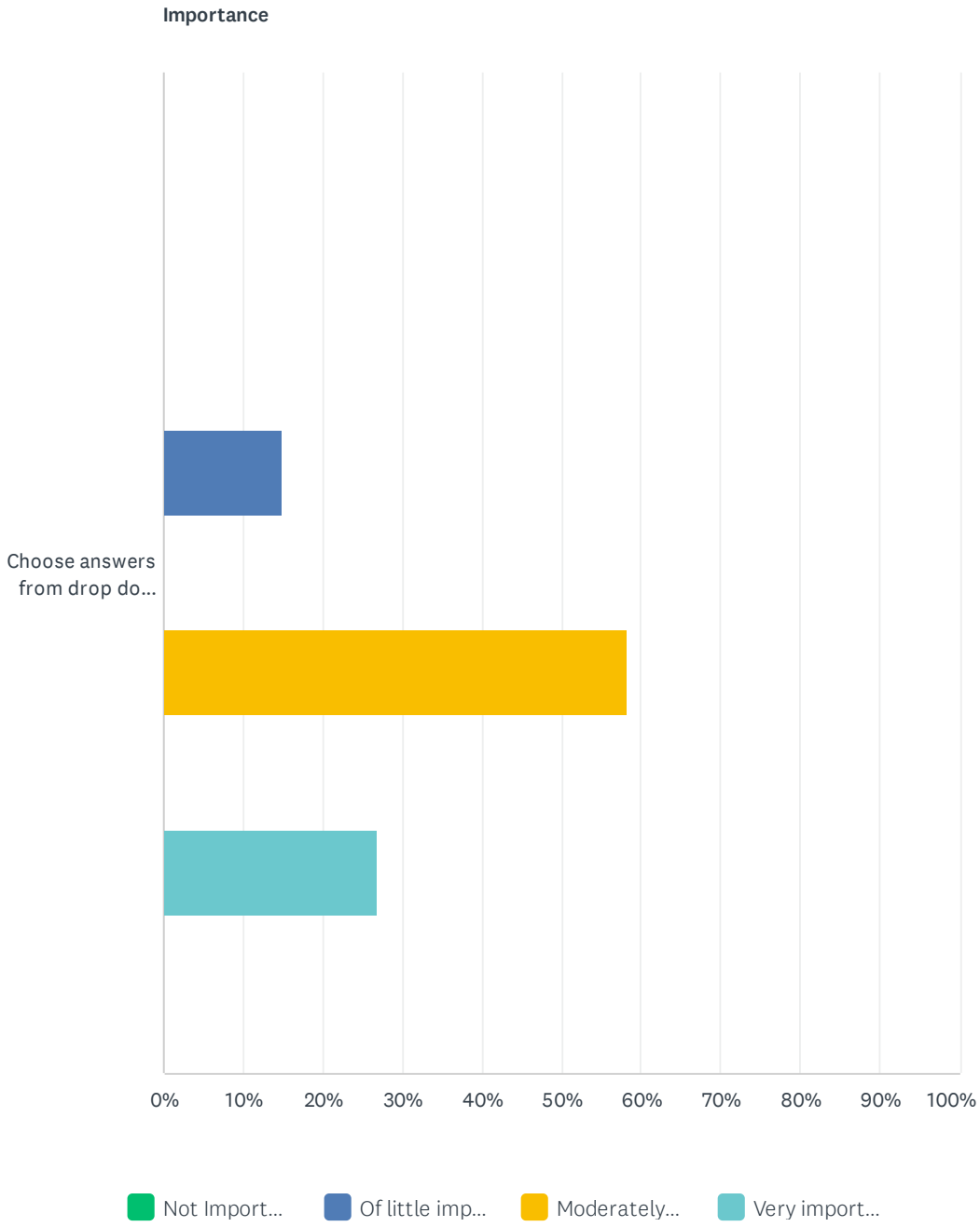
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.49% 1	37.31% 25	61.19% 41	67

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	4.48% 3	35.82% 24	59.70% 40	67

Q3 2.1.2 Knowledge of contemporary global issues in healthcare and higher education.

Answered: 69 Skipped: 188

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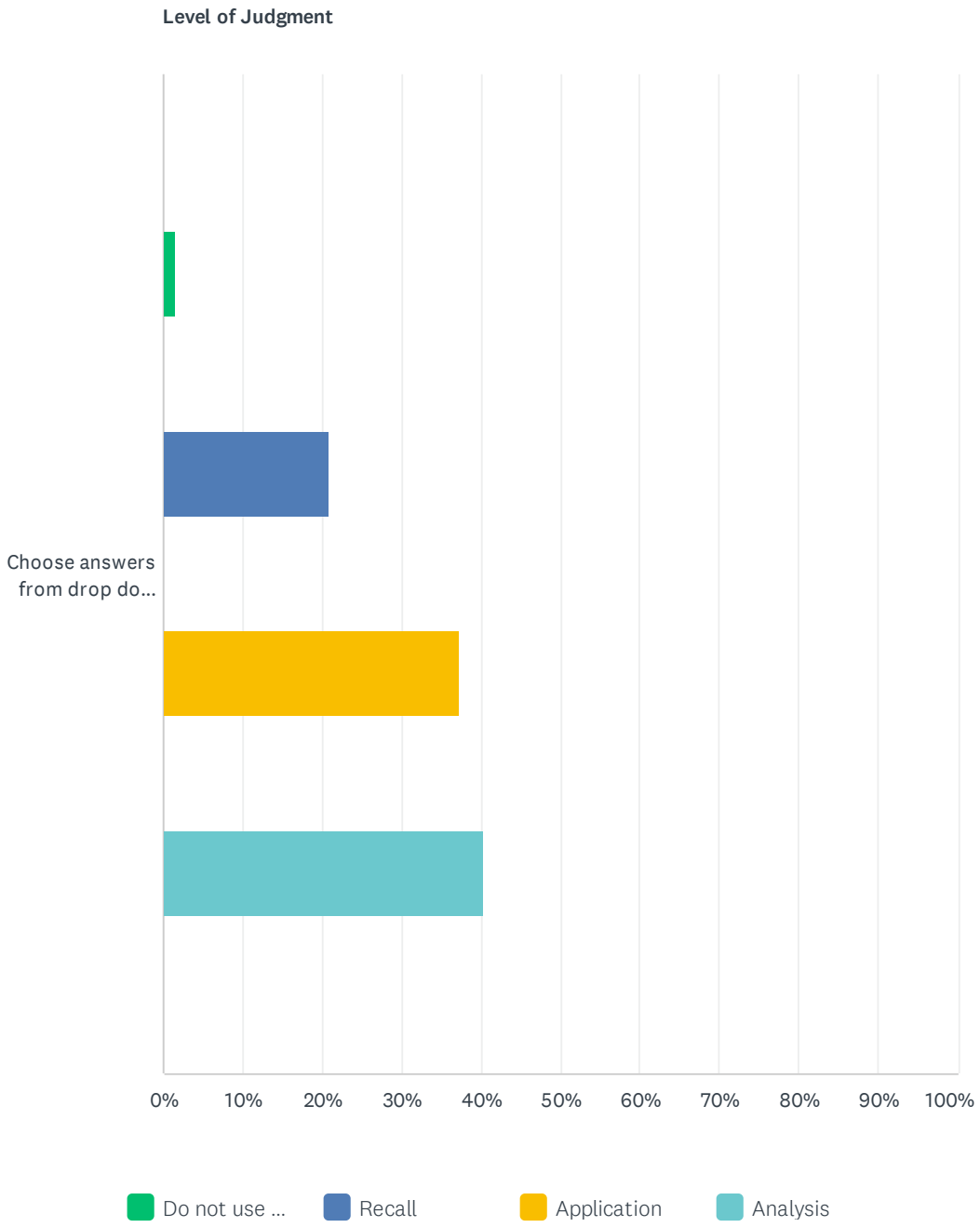


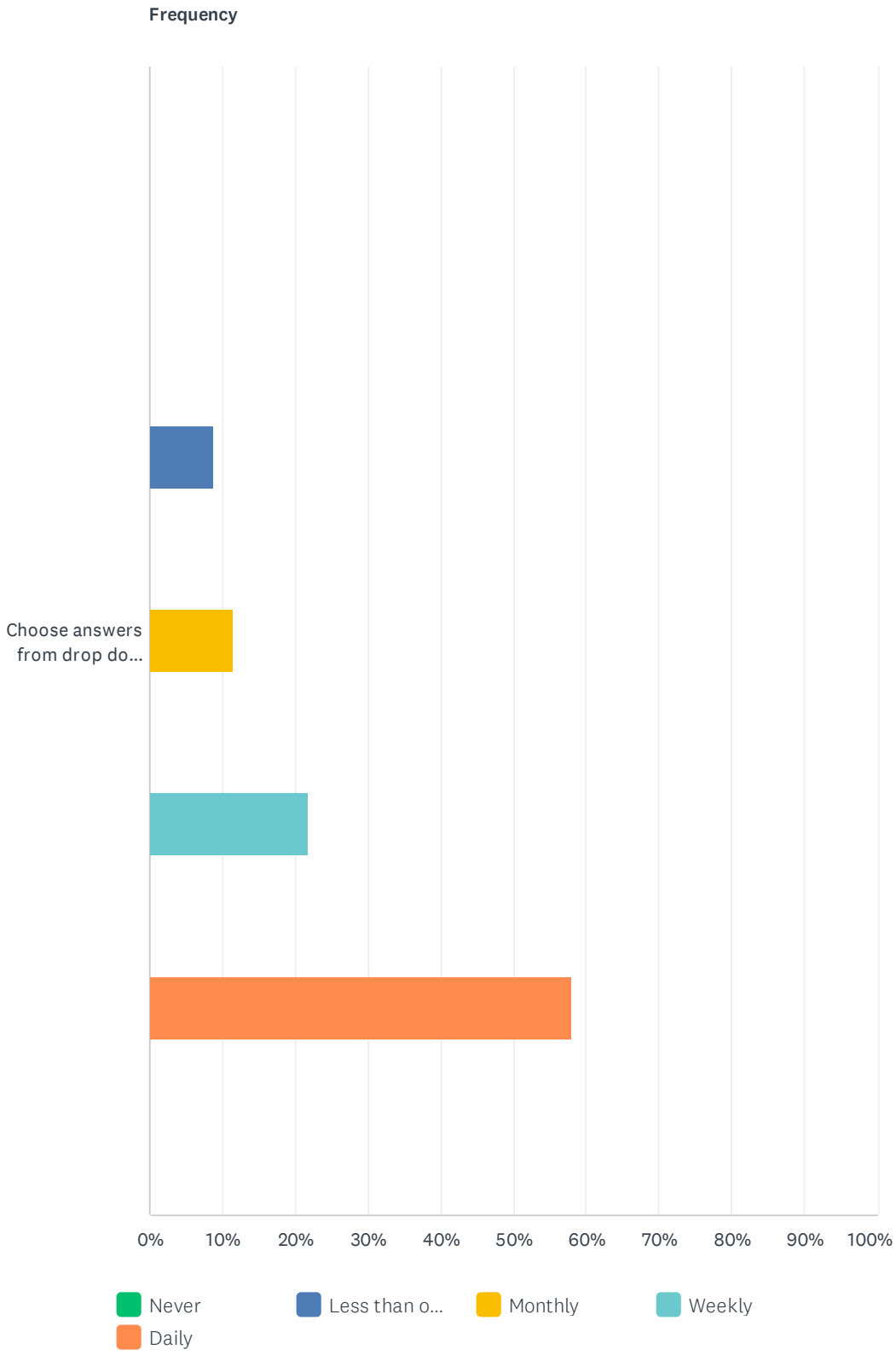
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	31.88% 22	36.23% 25	27.54% 19	4.35% 3	69

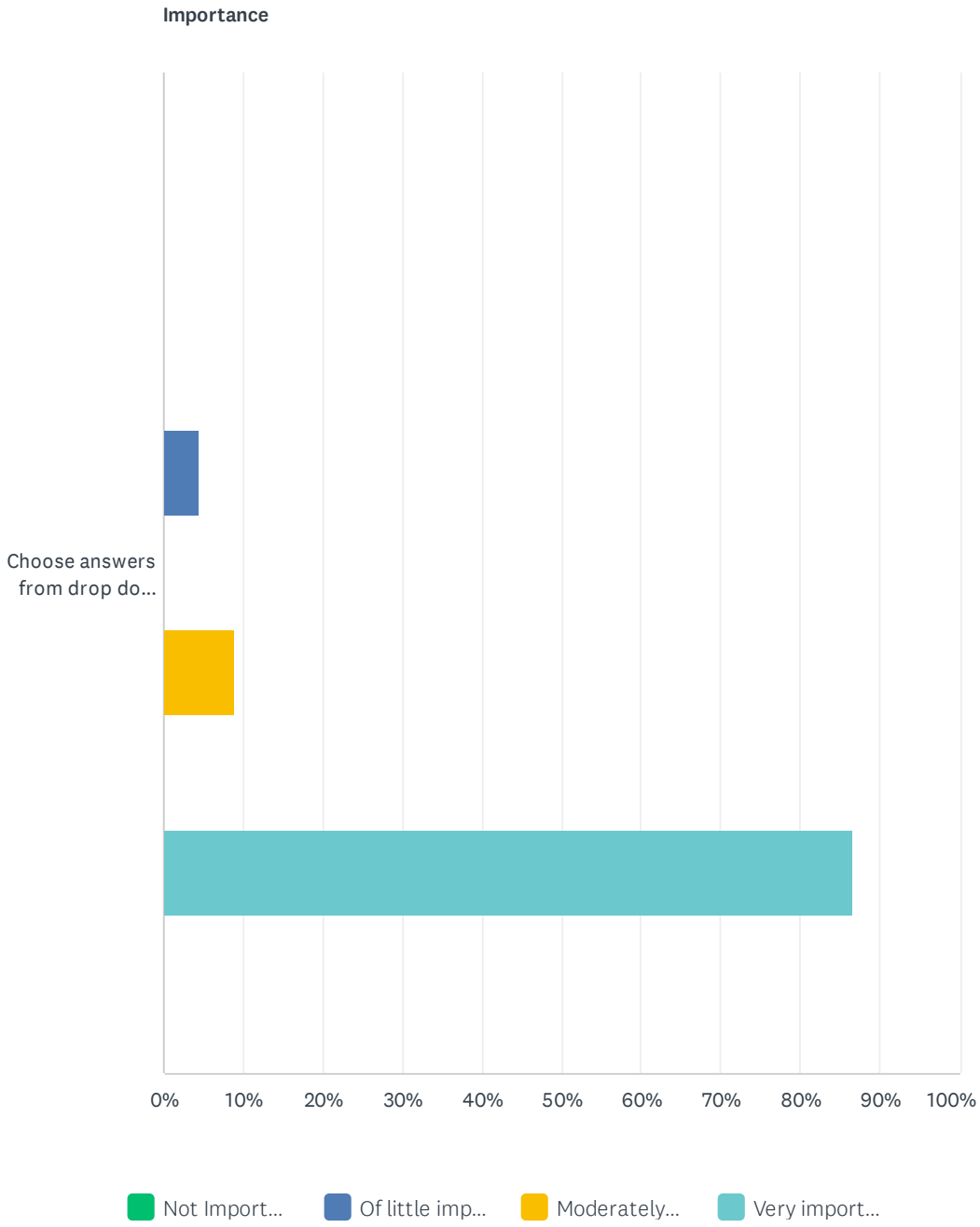
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	14.93% 10	58.21% 39	26.87% 18	67

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	1.49% 1	20.90% 14	37.31% 25	40.30% 27	 67

Q4 2.1.3 Knowledge of resource management (personnel, finances, budgetary processes, fund-raising, and facilities).

Answered: 69 Skipped: 188

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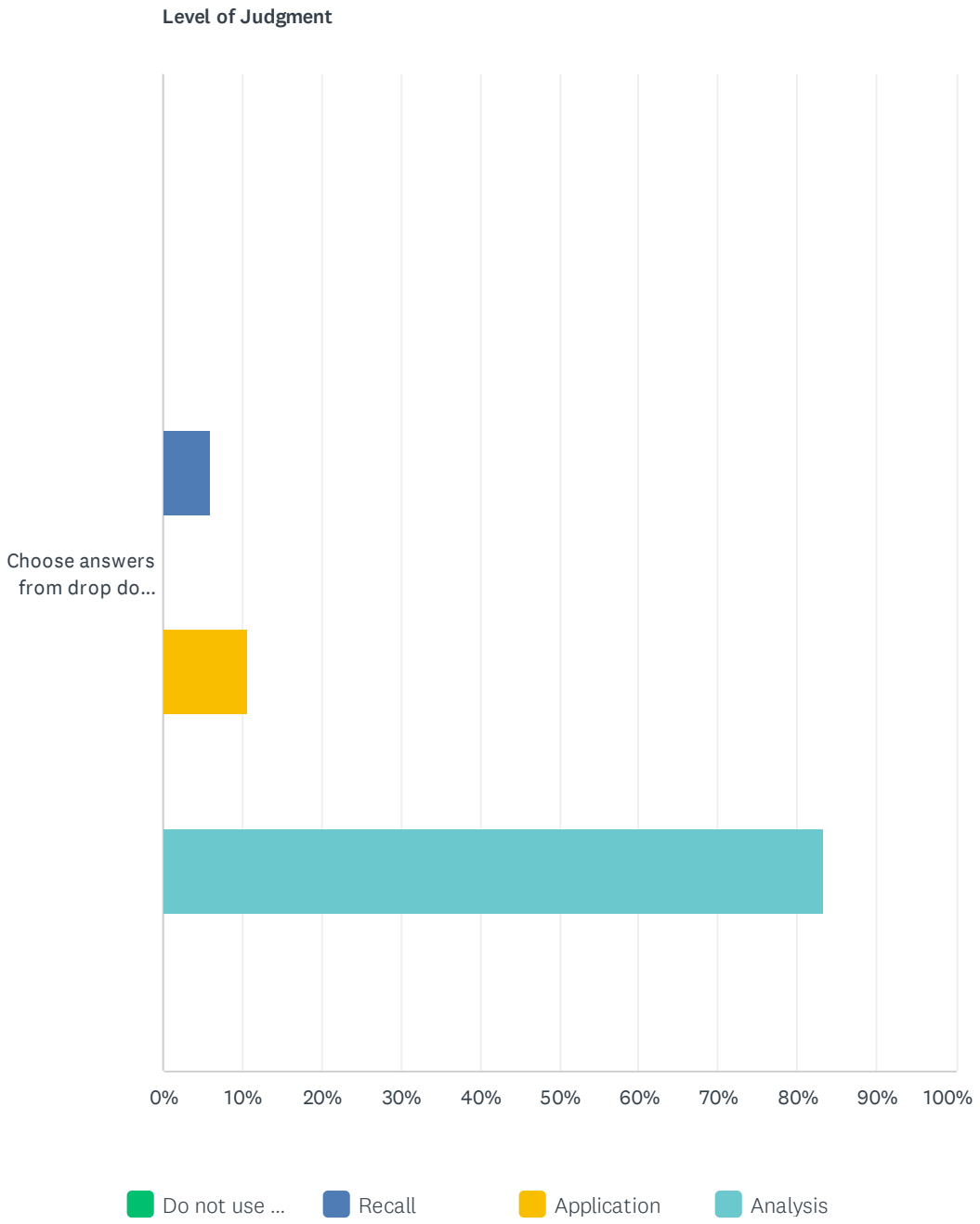


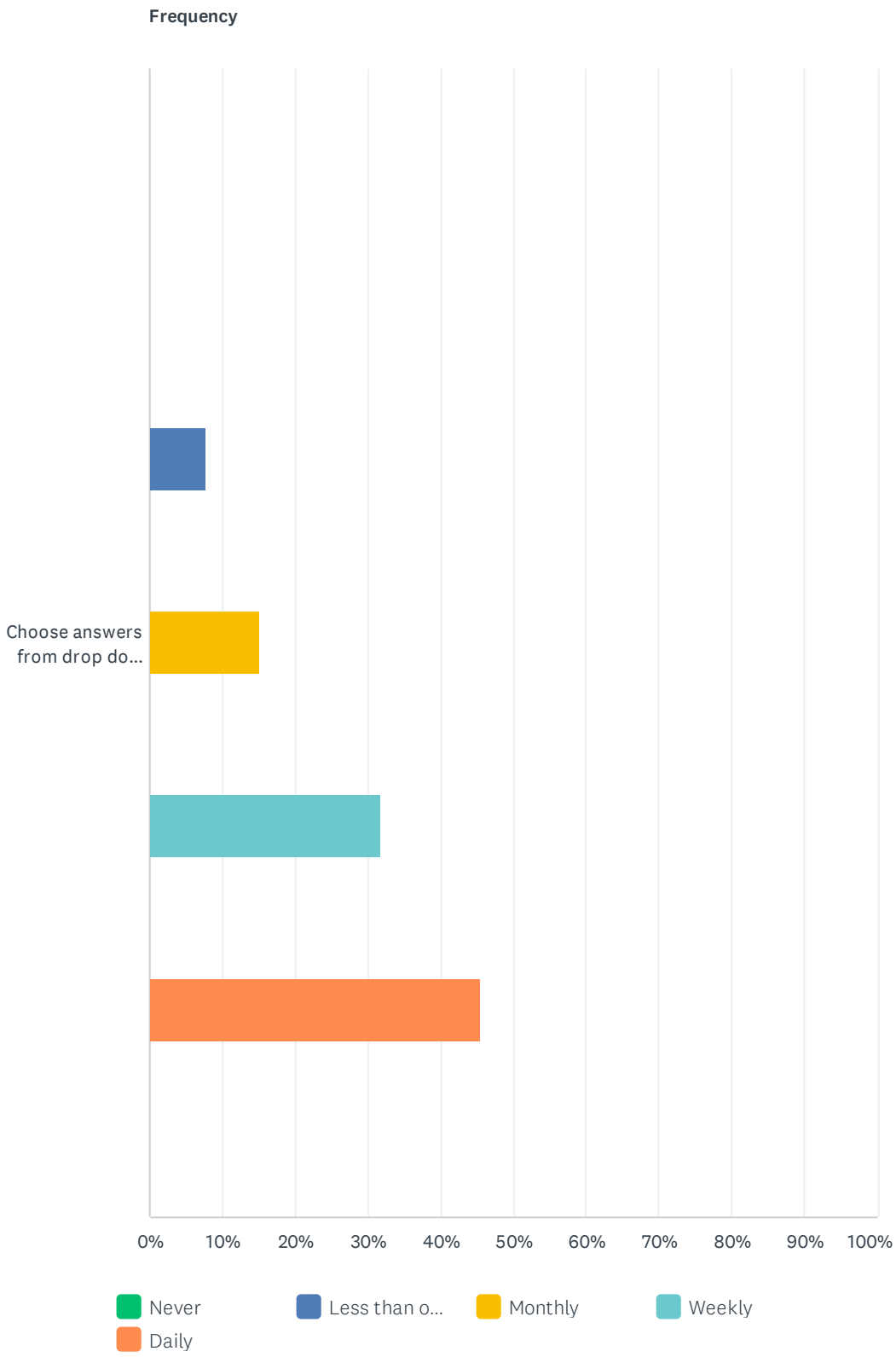
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	8.70% 6	11.59% 8	21.74% 15	57.97% 40	69

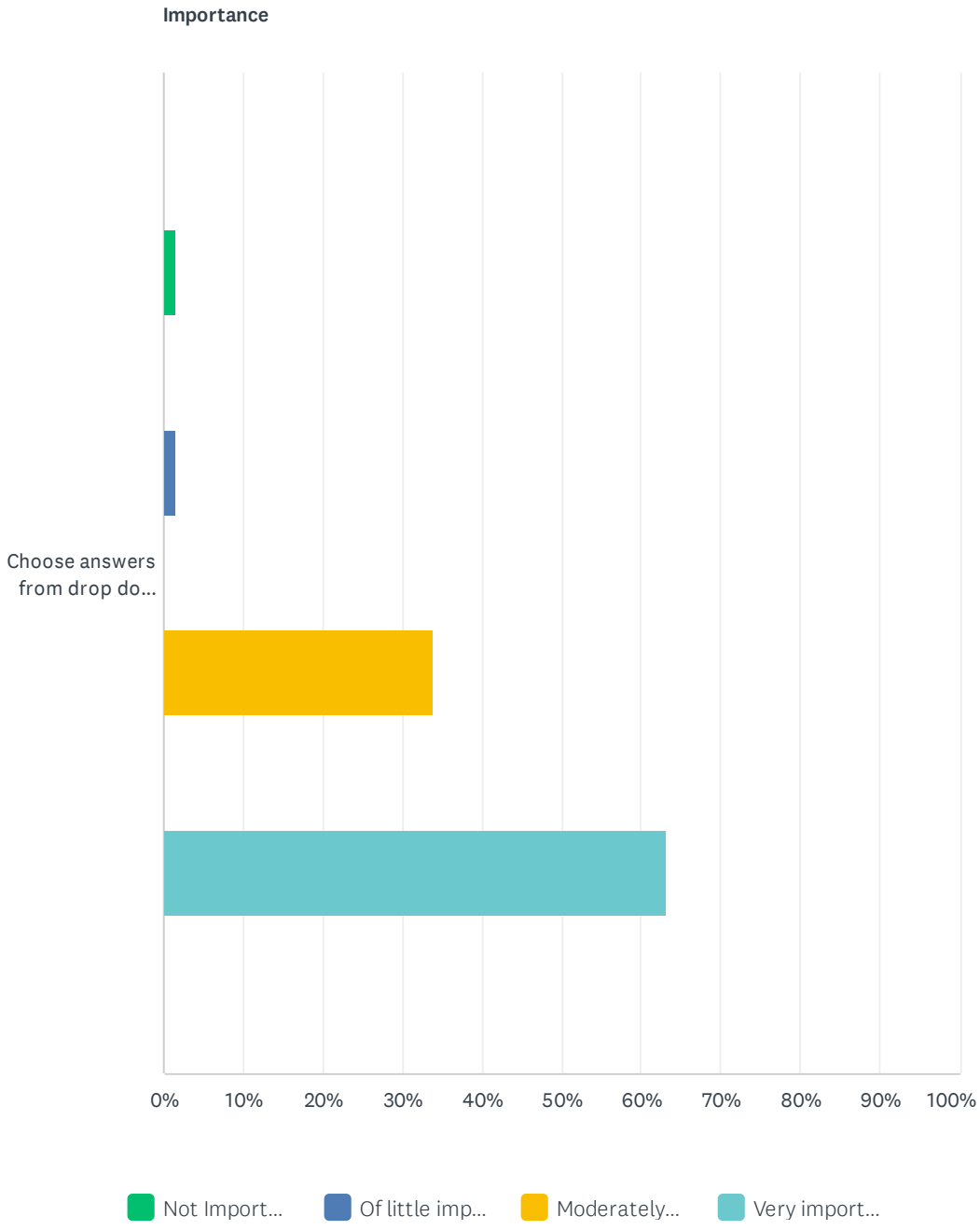
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	4.48% 3	8.96% 6	86.57% 58	67

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	6.06% 4	10.61% 7	83.33% 55	 66

Q5 2.2.1 Navigates the structure of higher education.

Answered: 66 Skipped: 191

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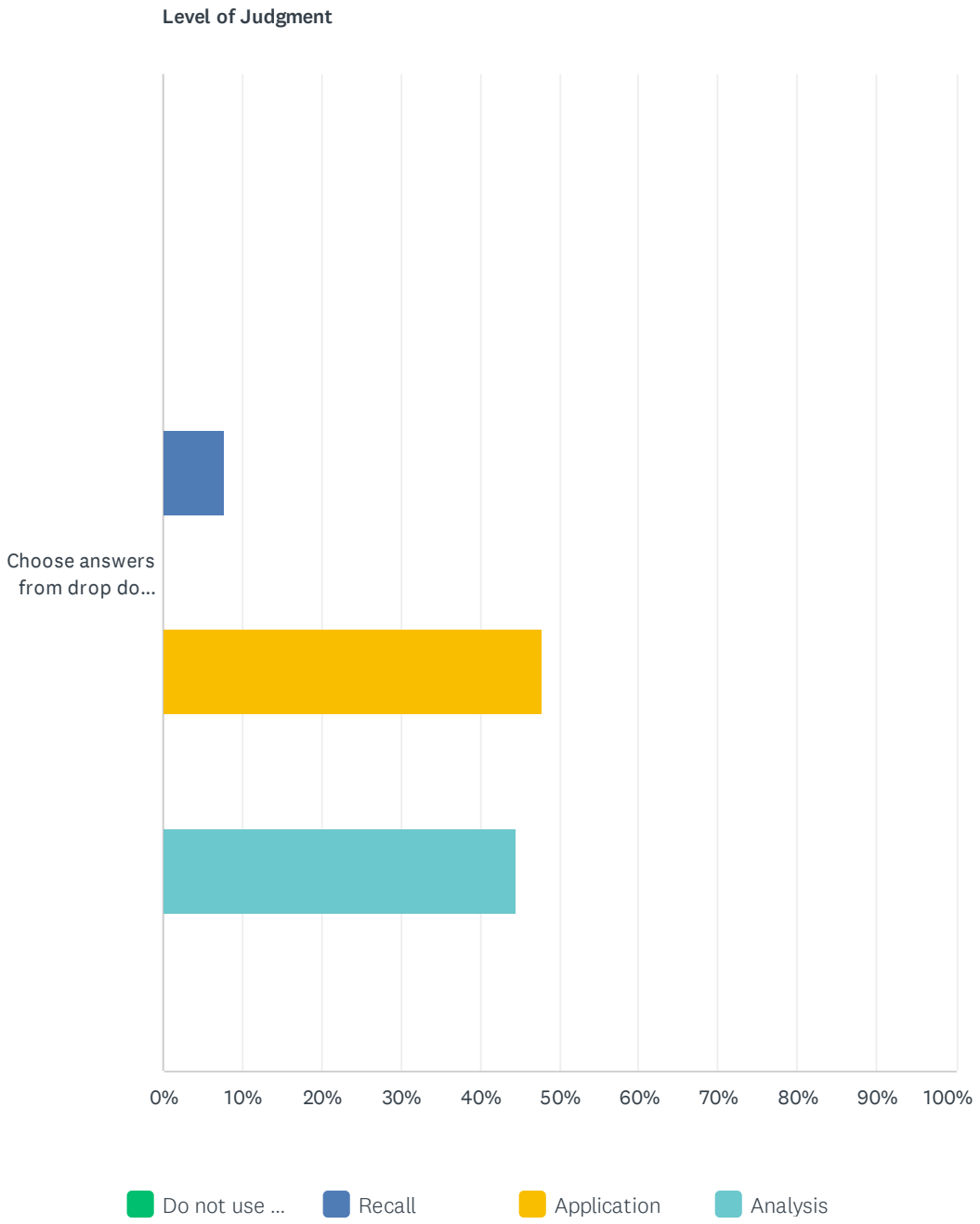


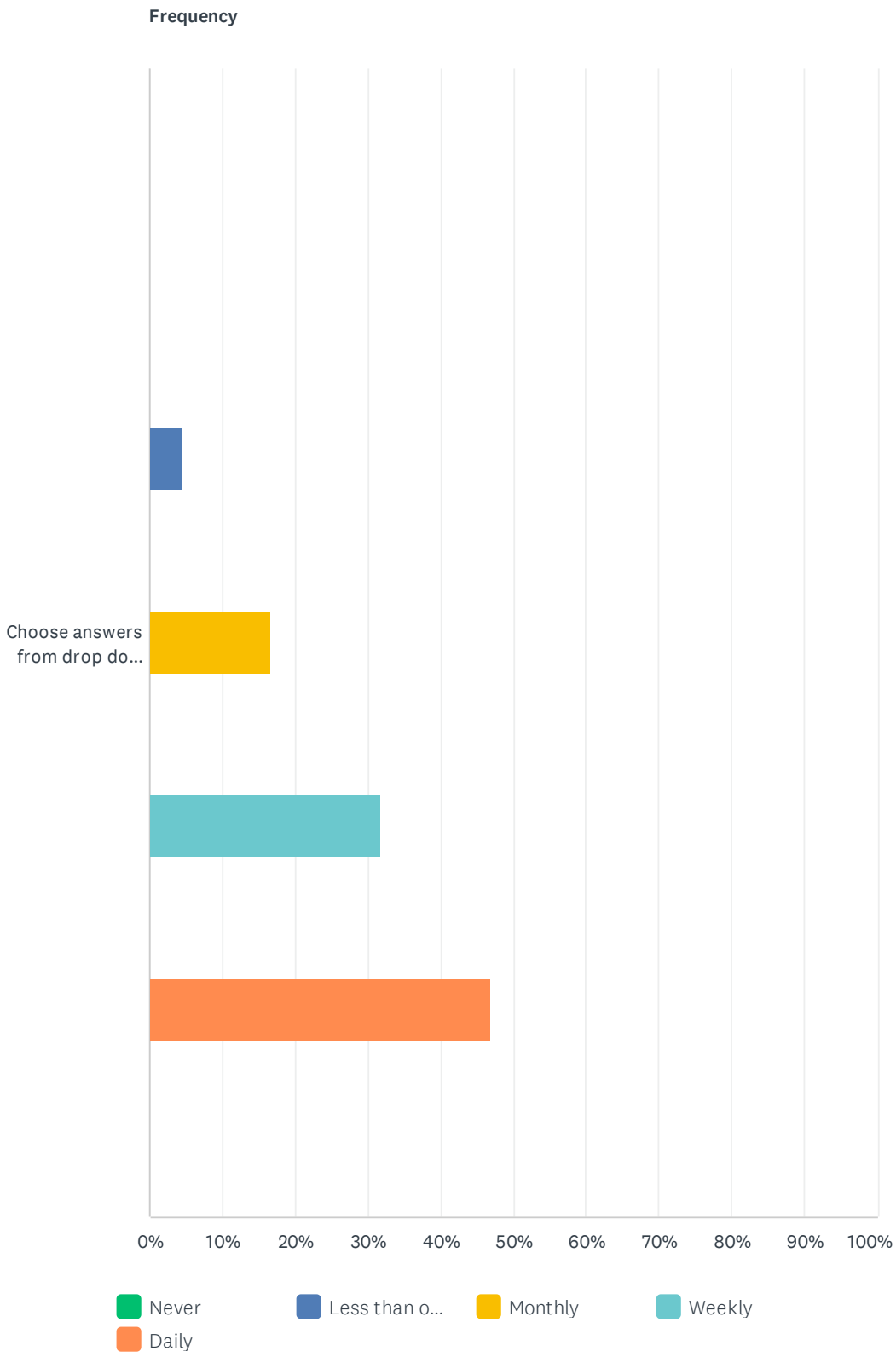
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	7.58% 5	15.15% 10	31.82% 21	45.45% 30	66

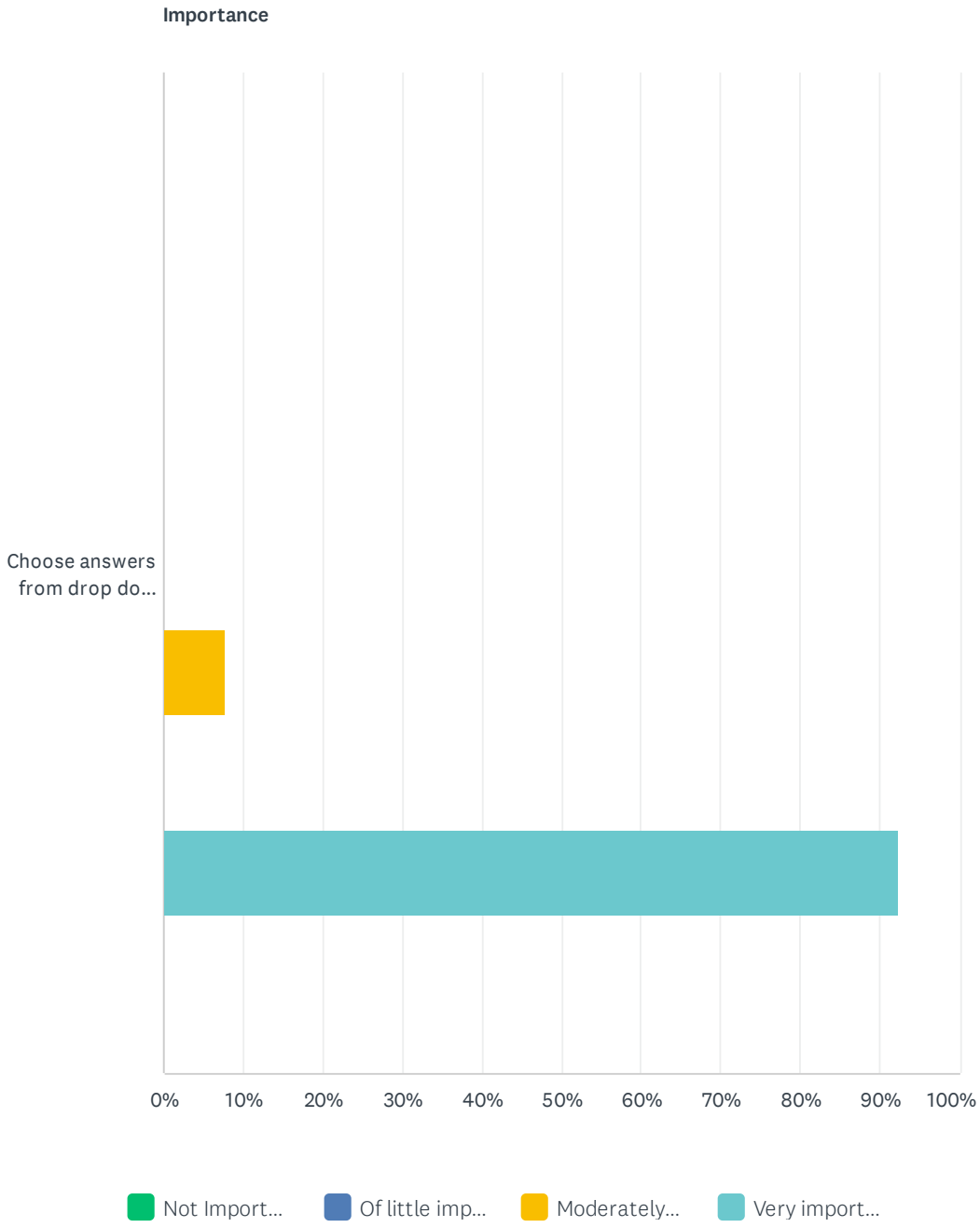
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	1.54% 1	1.54% 1	33.85% 22	63.08% 41	65

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	7.69% 5	47.69% 31	44.62% 29	 65

Q6 2.2.2 Applies legal, ethical, and regulatory issues in higher education.

Answered: 66 Skipped: 191

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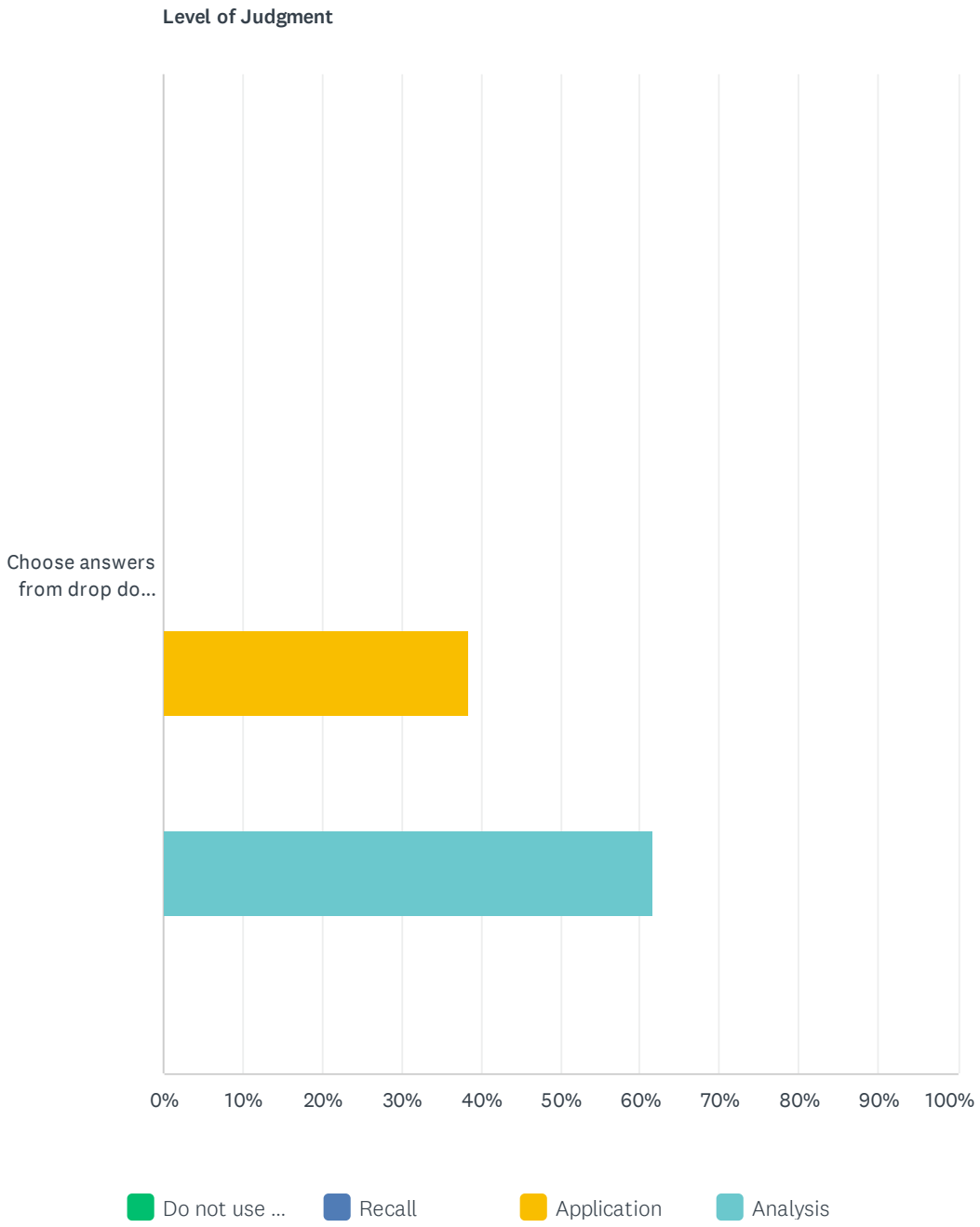


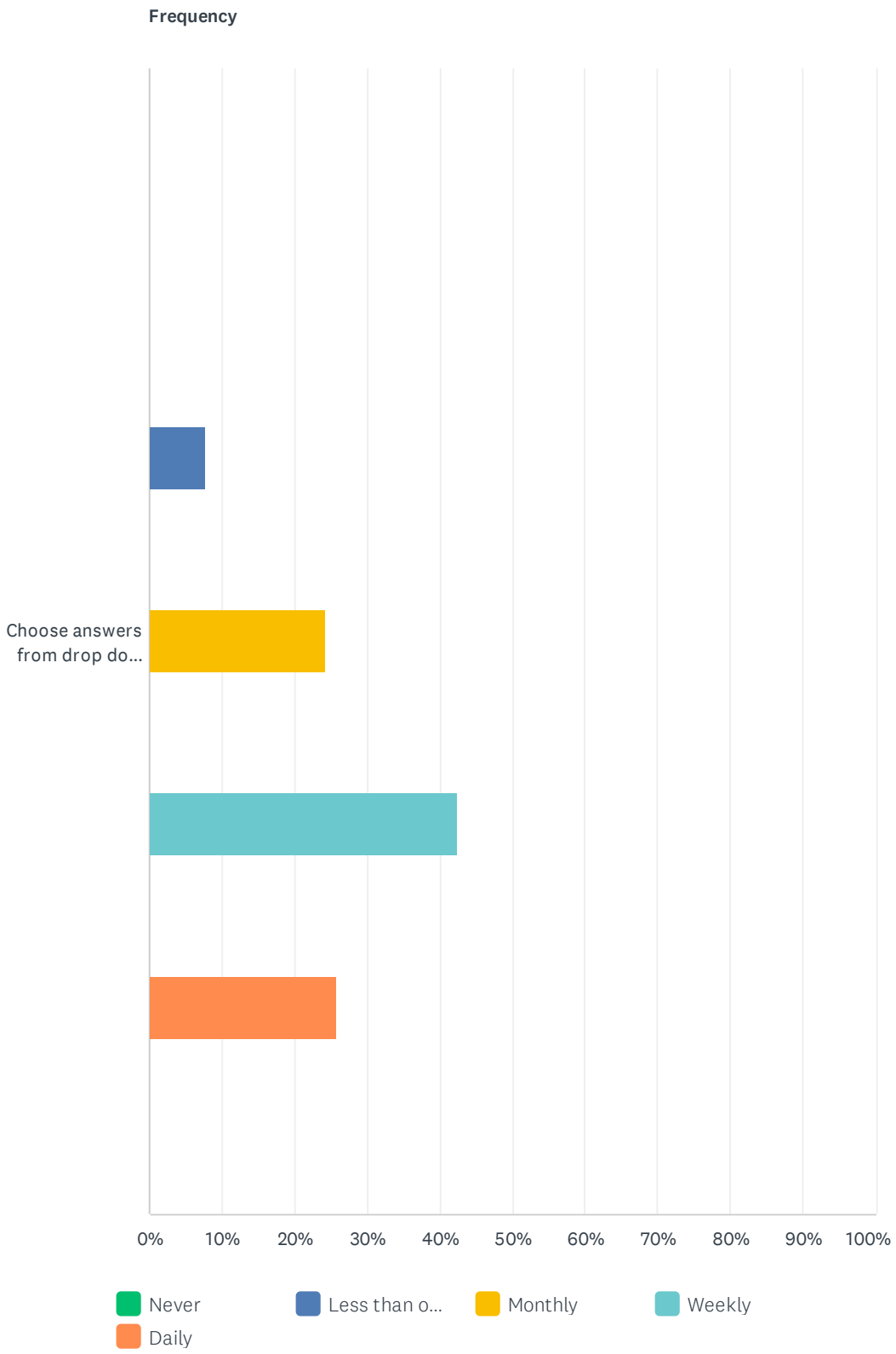
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	4.55% 3	16.67% 11	31.82% 21	46.97% 31	66

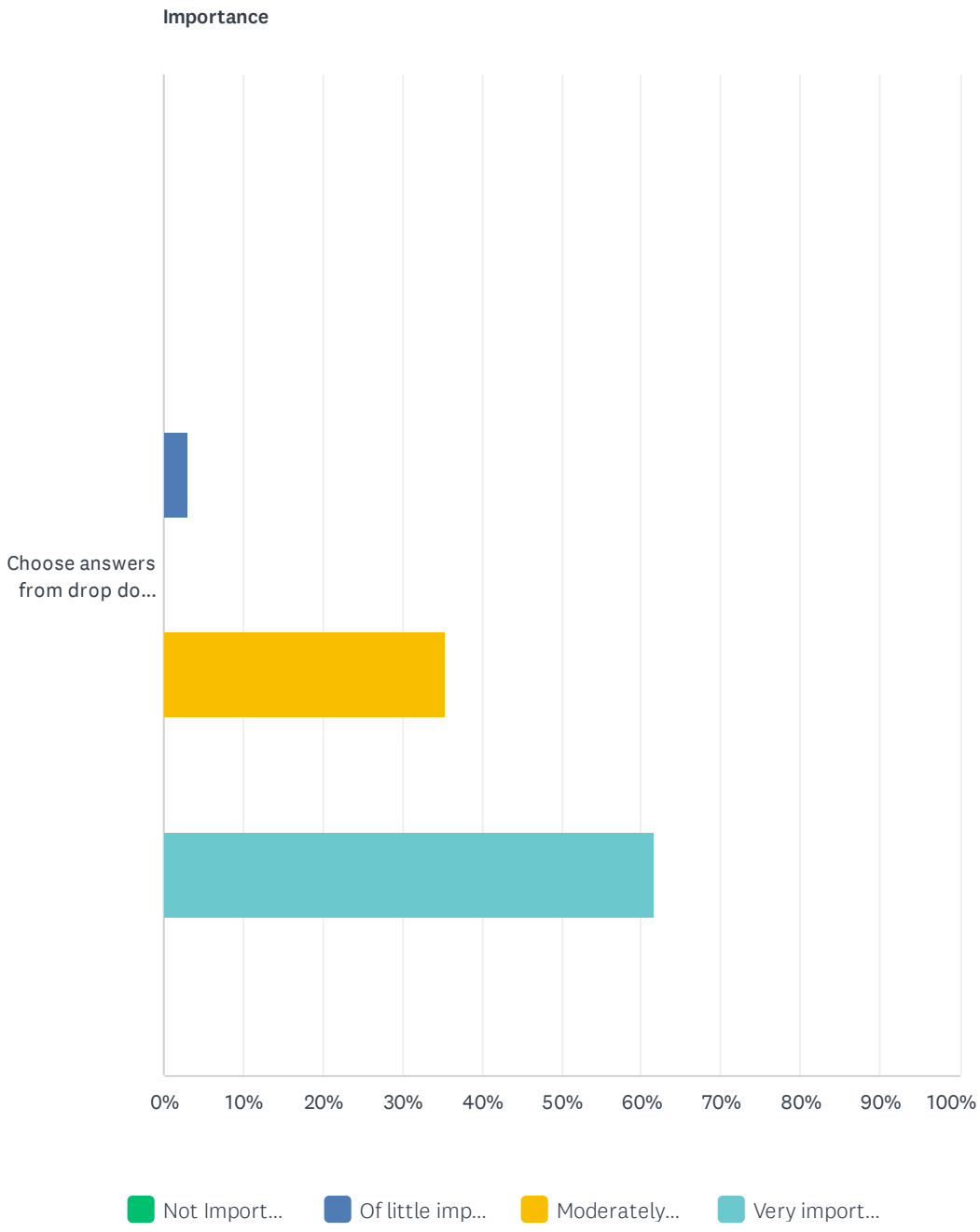
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	7.69% 5	92.31% 60	65

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	38.46% 25	61.54% 40	 65

Q7 2.2.3 Advocates to internal and external stakeholders.

Answered: 66 Skipped: 191

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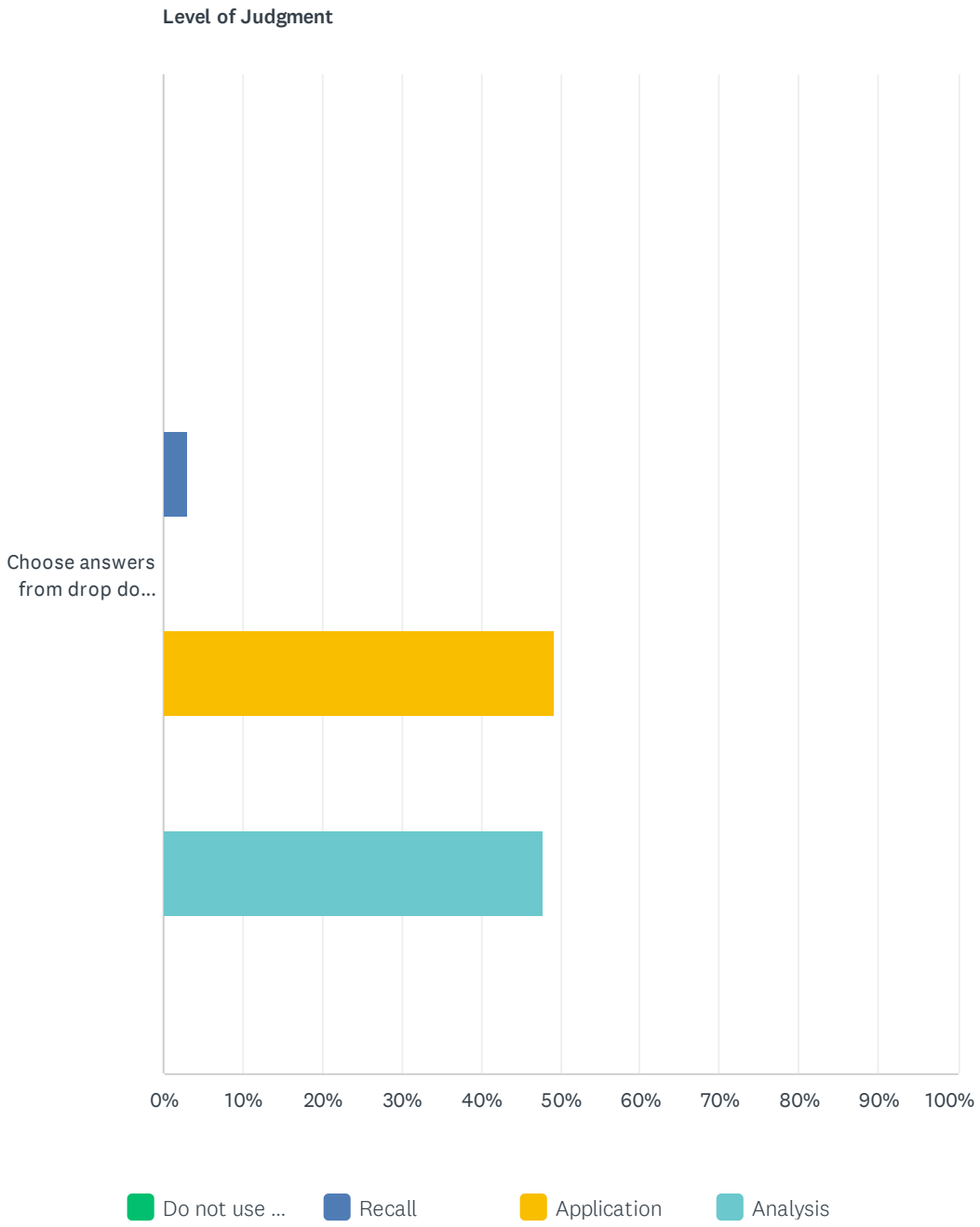


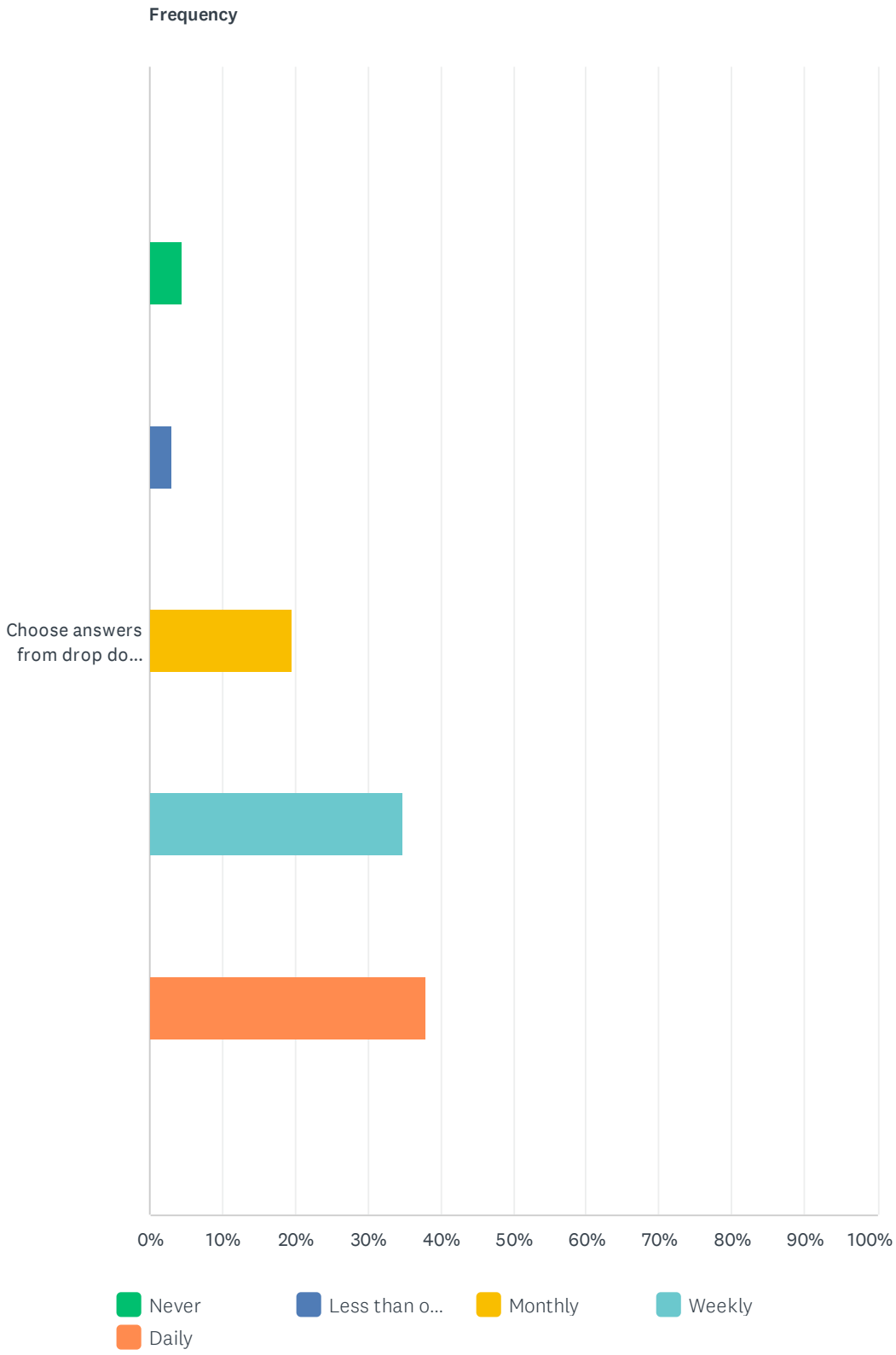
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	7.58% 5	24.24% 16	42.42% 28	25.76% 17	66

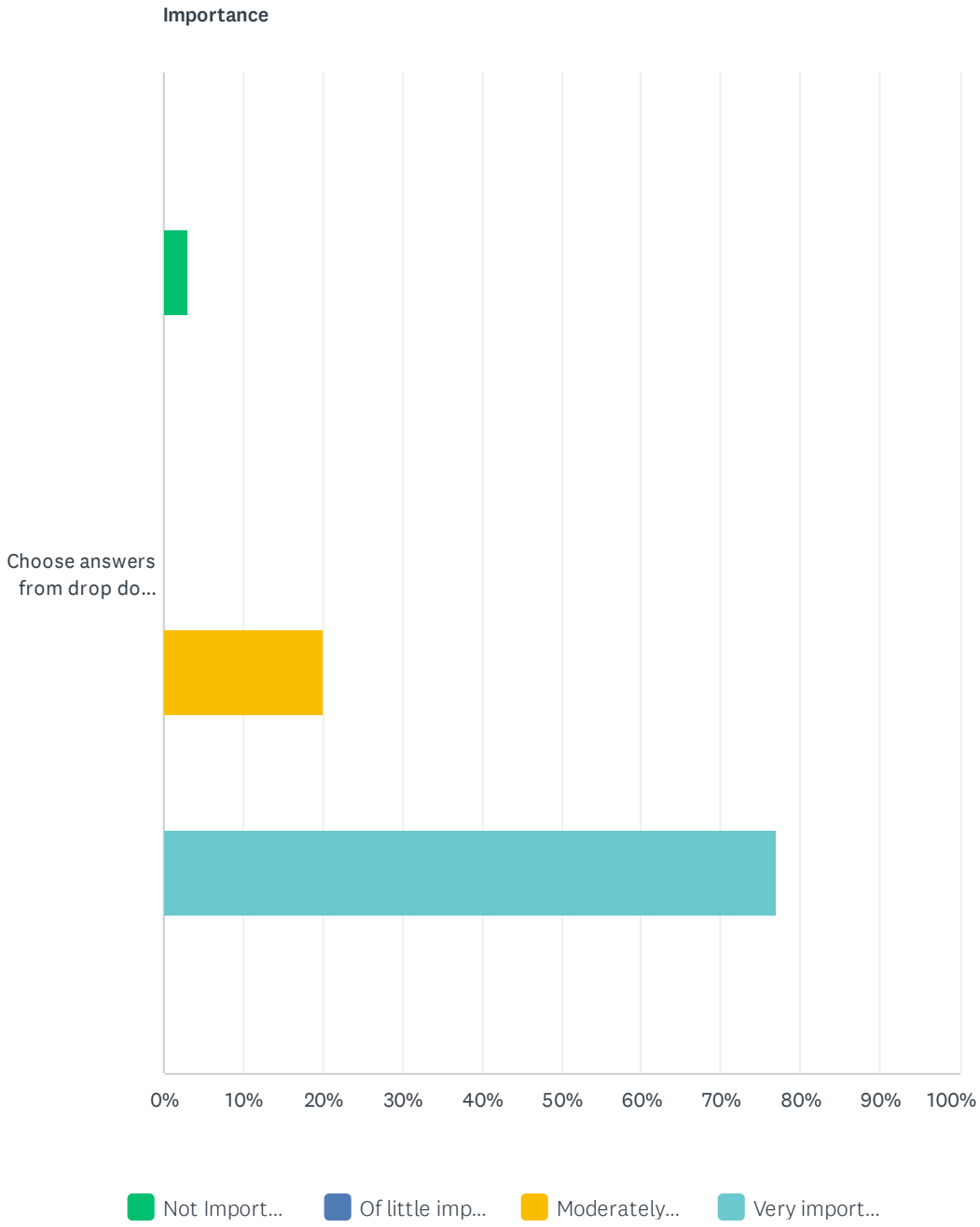
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	3.08% 2	35.38% 23	61.54% 40	65

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	3.08% 2	49.23% 32	47.69% 31	 65

Q8 2.2.4 Allocates and leverages resources (personnel, finances, budgetary processes, fund-raising, and facilities).

Answered: 66 Skipped: 191

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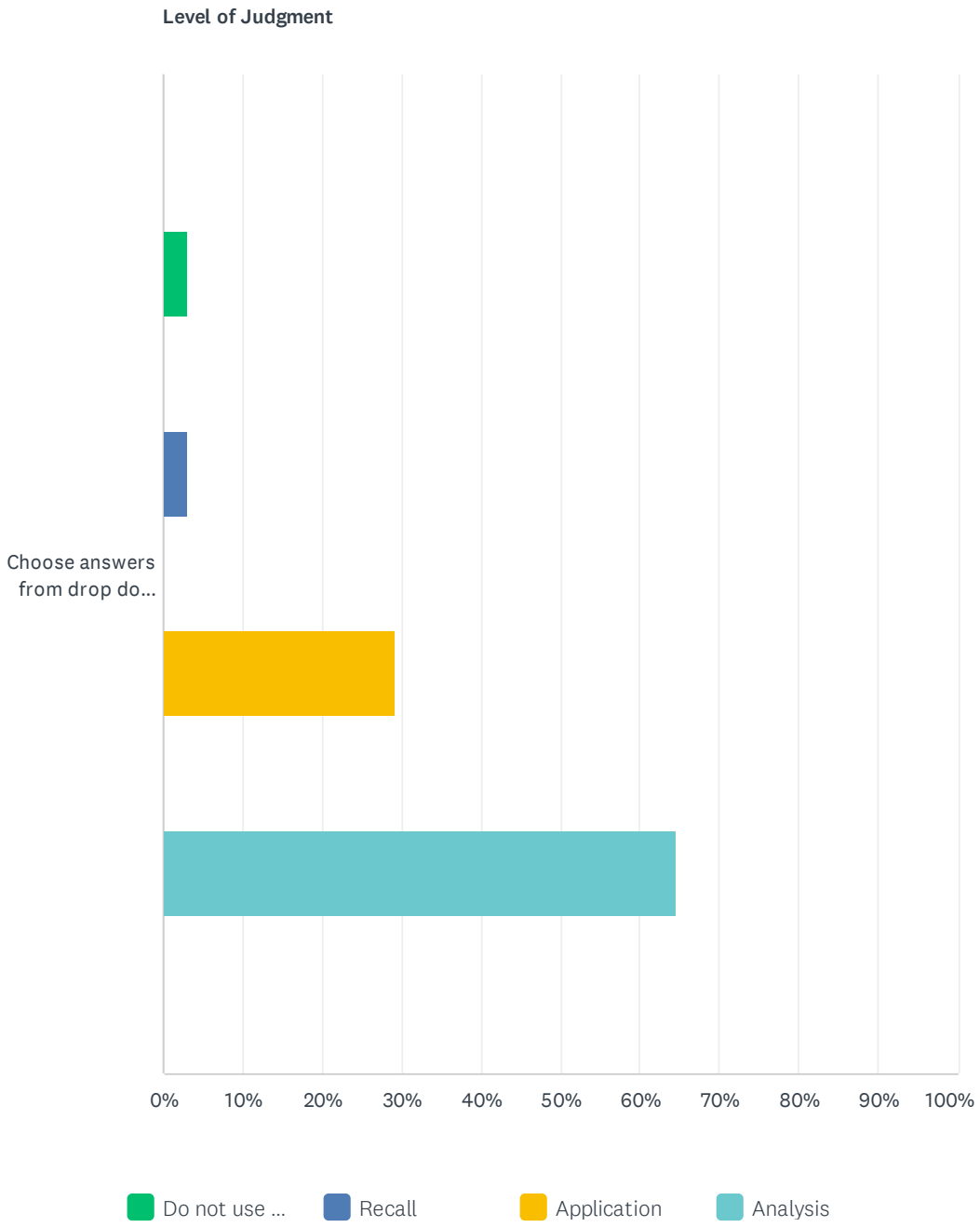


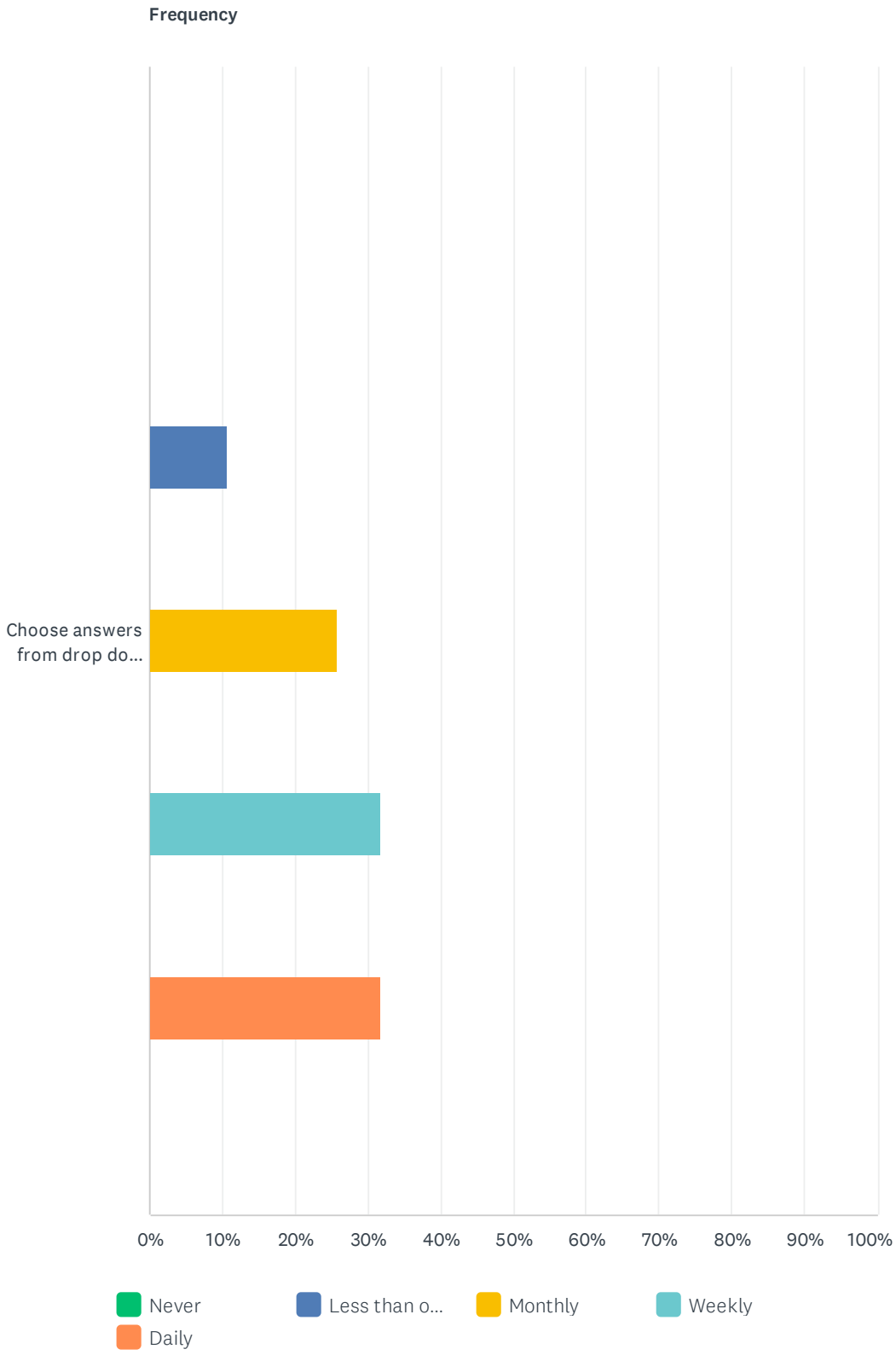
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	4.55% 3	3.03% 2	19.70% 13	34.85% 23	37.88% 25	66

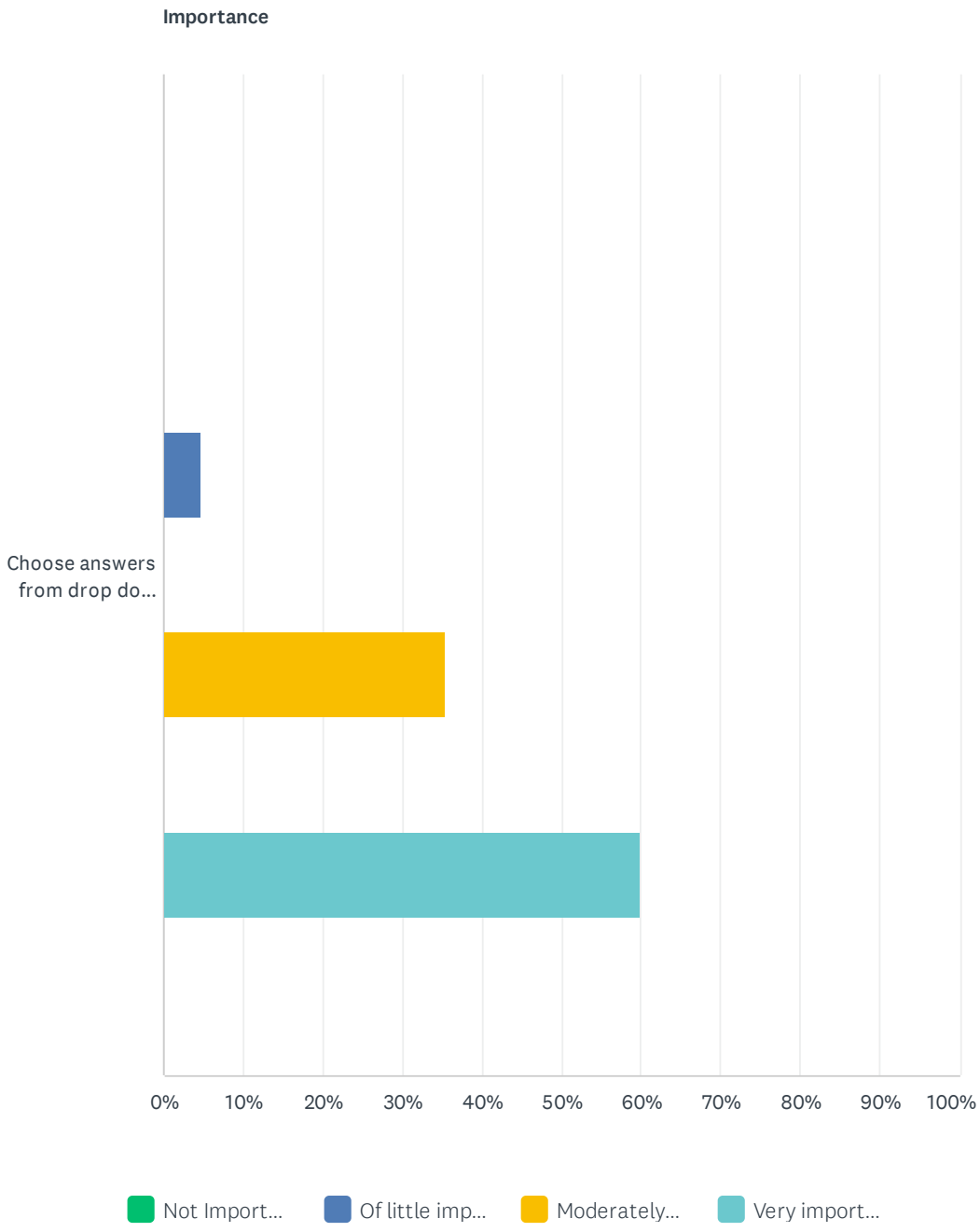
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	3.08% 2	0.00% 0	20.00% 13	76.92% 50	65

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	3.08% 2	3.08% 2	29.23% 19	64.62% 42	 65

Q9 2.2.5 Champions and actively advances justice, diversity, equity, and inclusion.

Answered: 66 Skipped: 191

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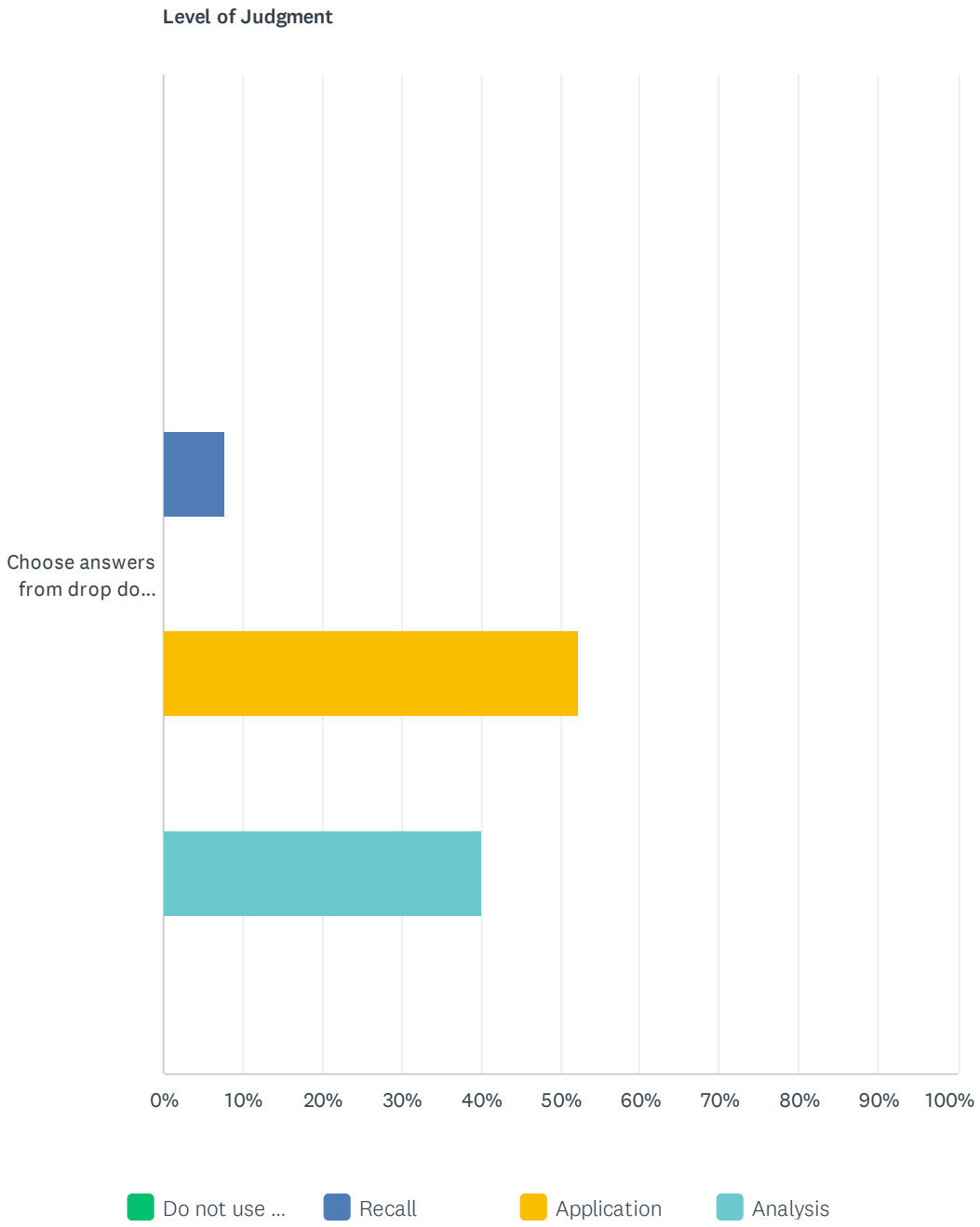


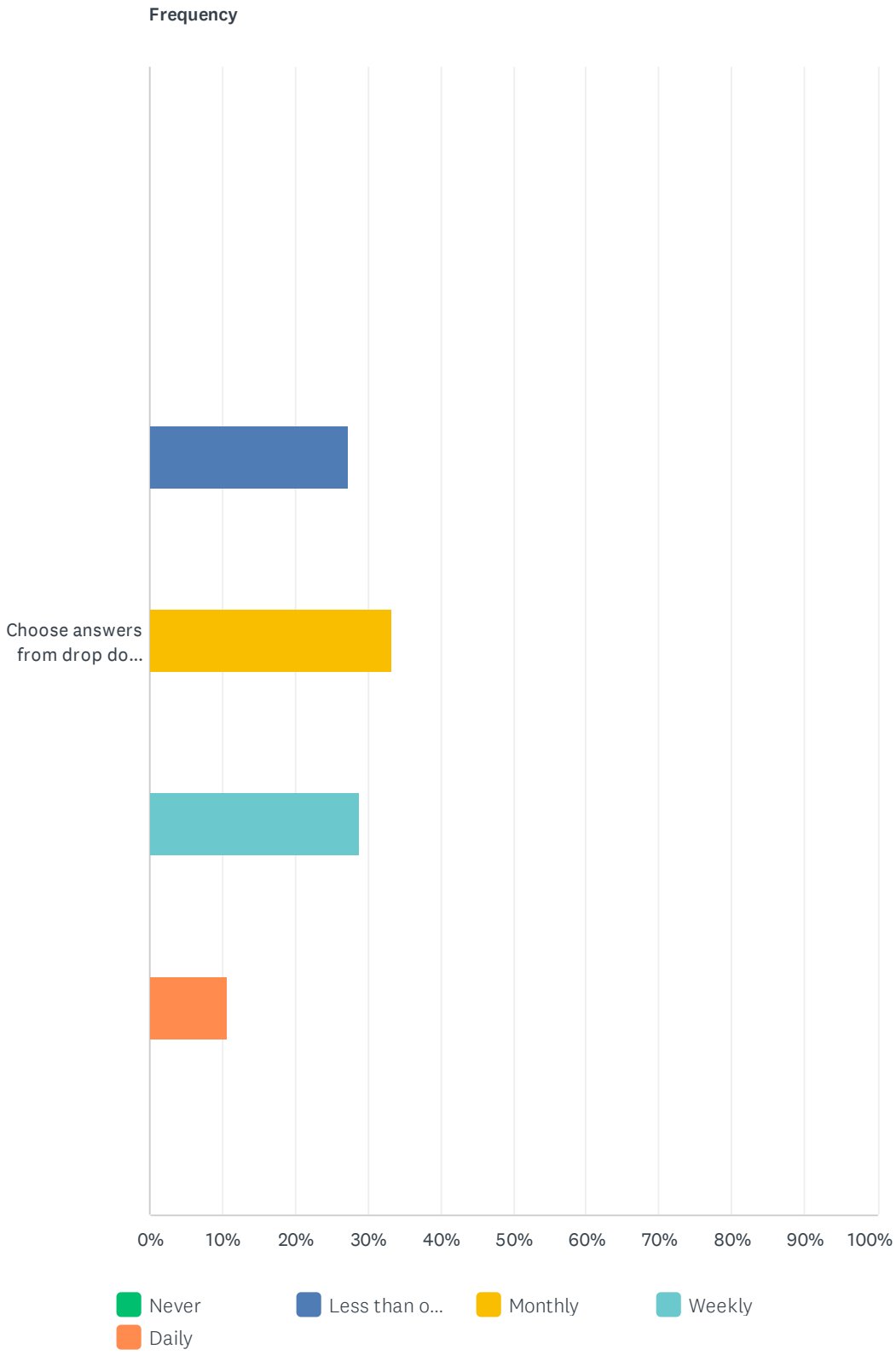
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	10.61% 7	25.76% 17	31.82% 21	31.82% 21	66

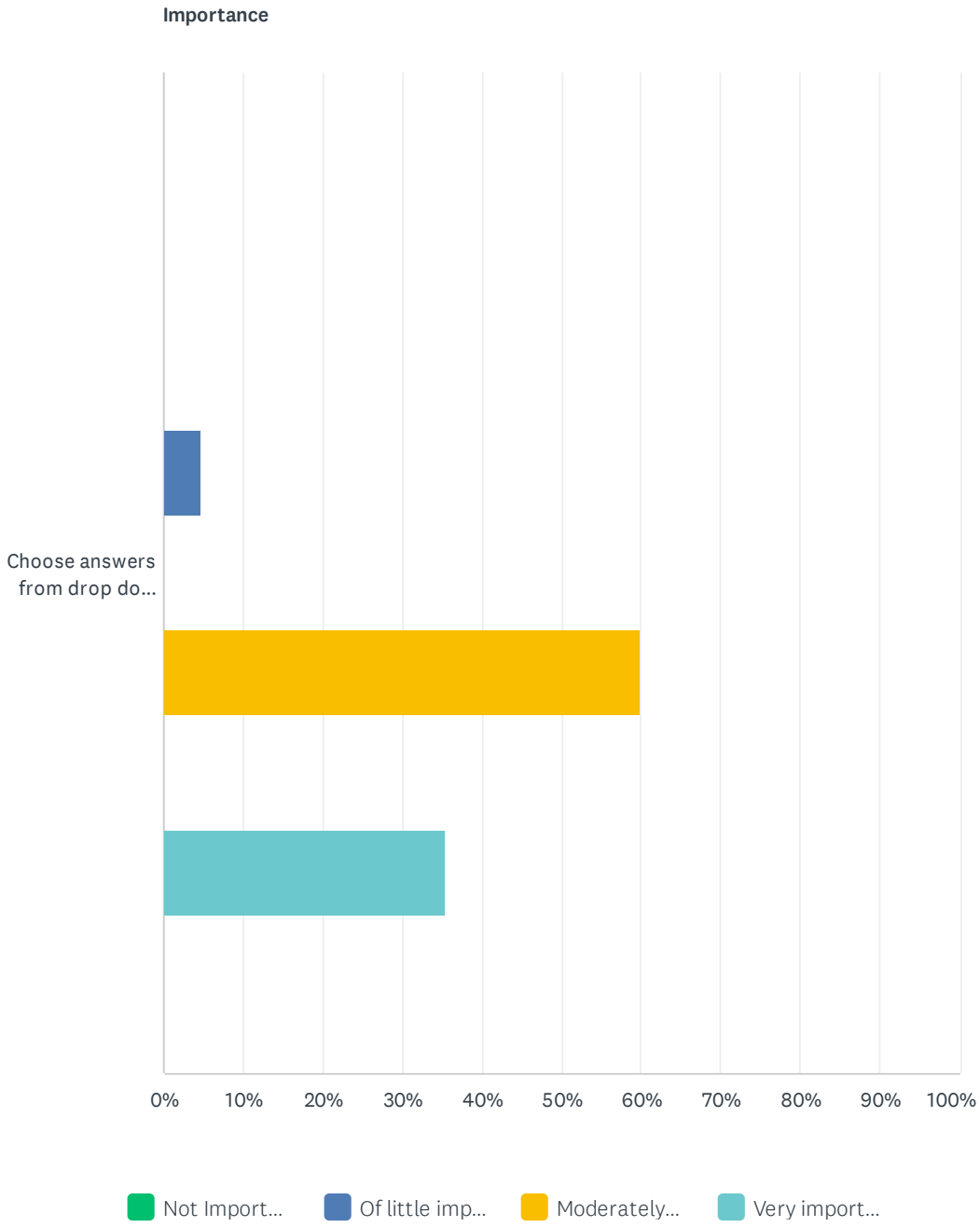
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	4.62% 3	35.38% 23	60.00% 39	65

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	7.69% 5	52.31% 34	40.00% 26	 65

Q10 2.2.6 Advocates for modern technology knowledge in higher education.

Answered: 66 Skipped: 191

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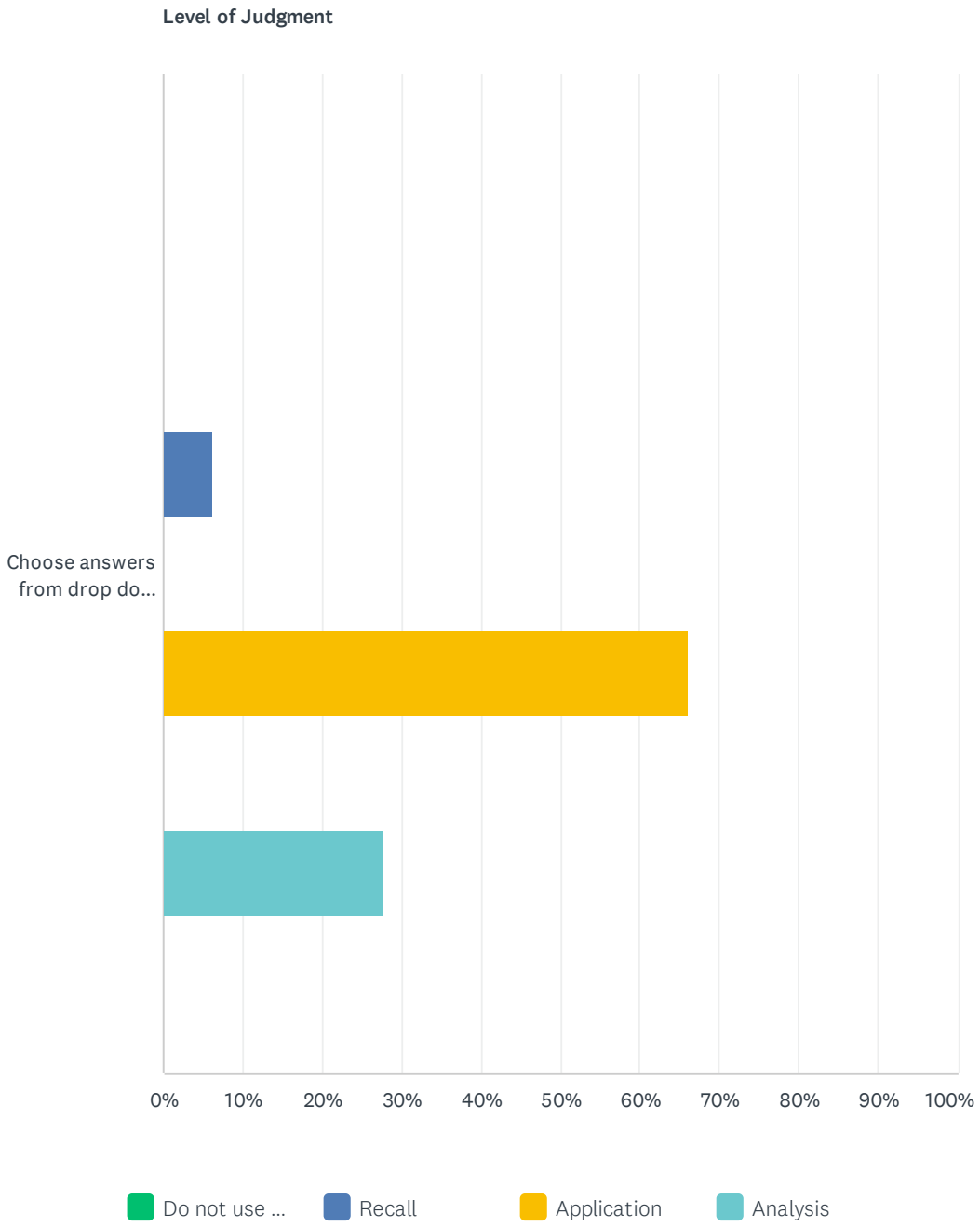


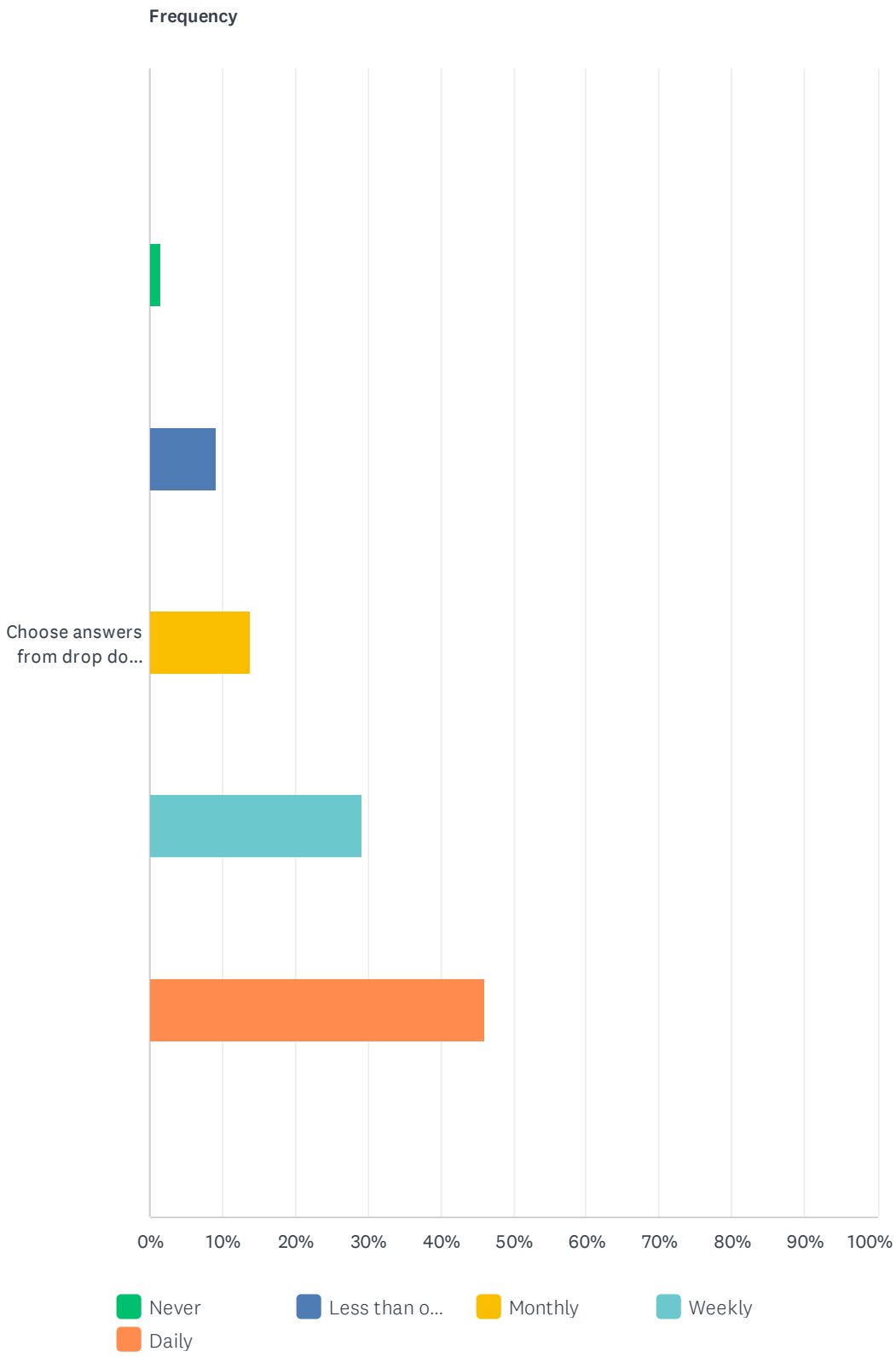
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	27.27% 18	33.33% 22	28.79% 19	10.61% 7	66

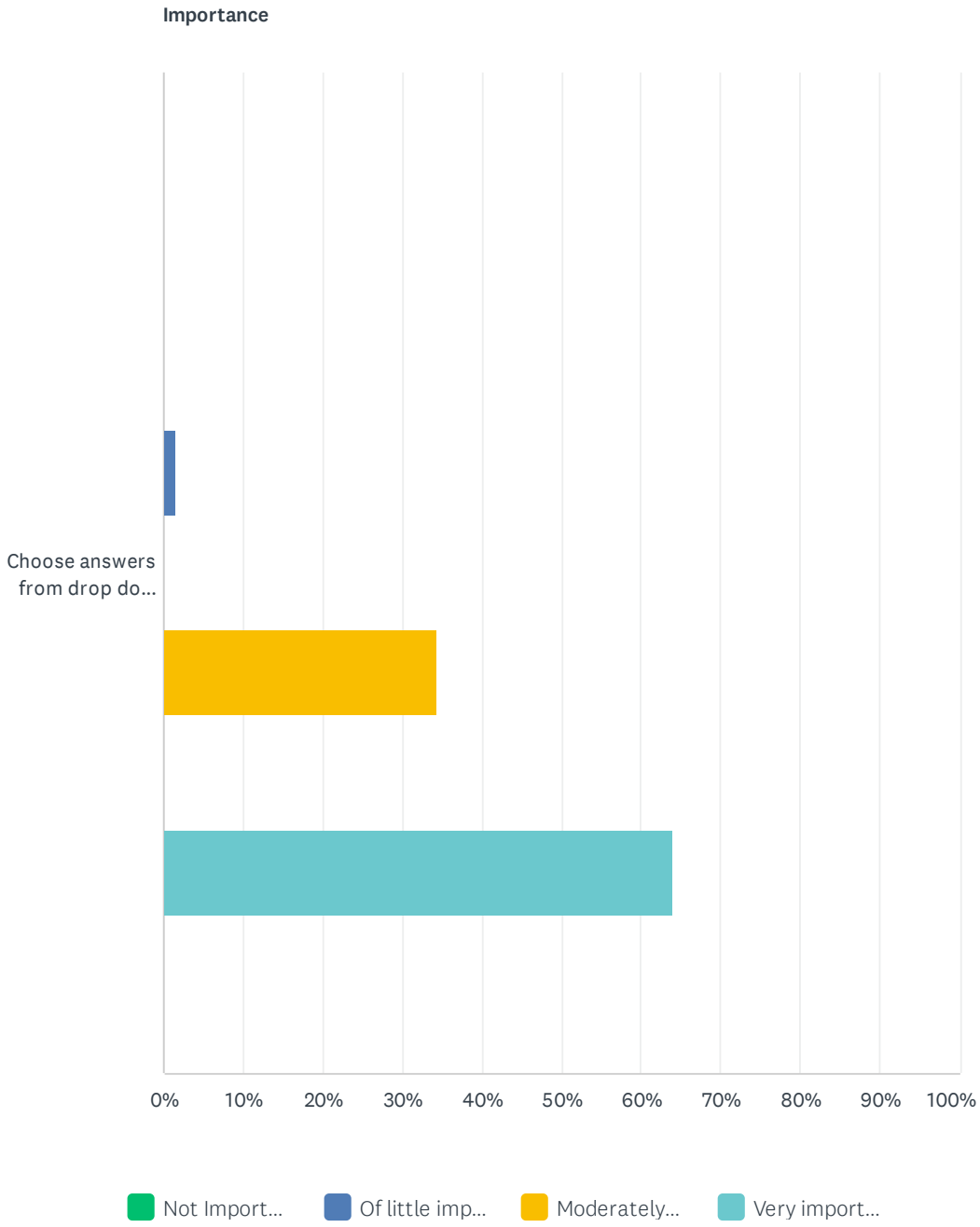
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	4.62% 3	60.00% 39	35.38% 23	65

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	6.15% 4	66.15% 43	27.69% 18	 65

Q11 2.2.7 Demonstrates systems level problem solving.

Answered: 65 Skipped: 192

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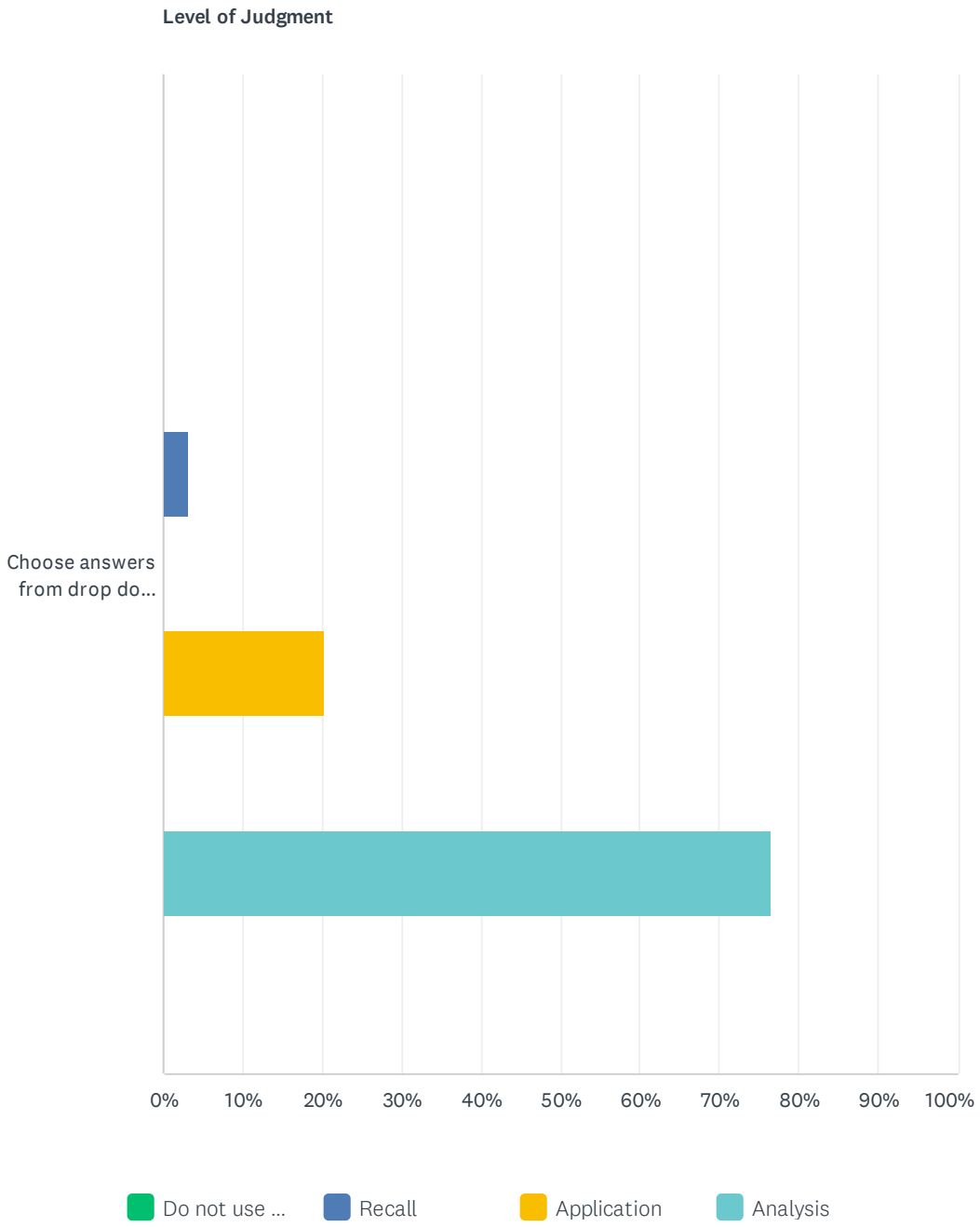


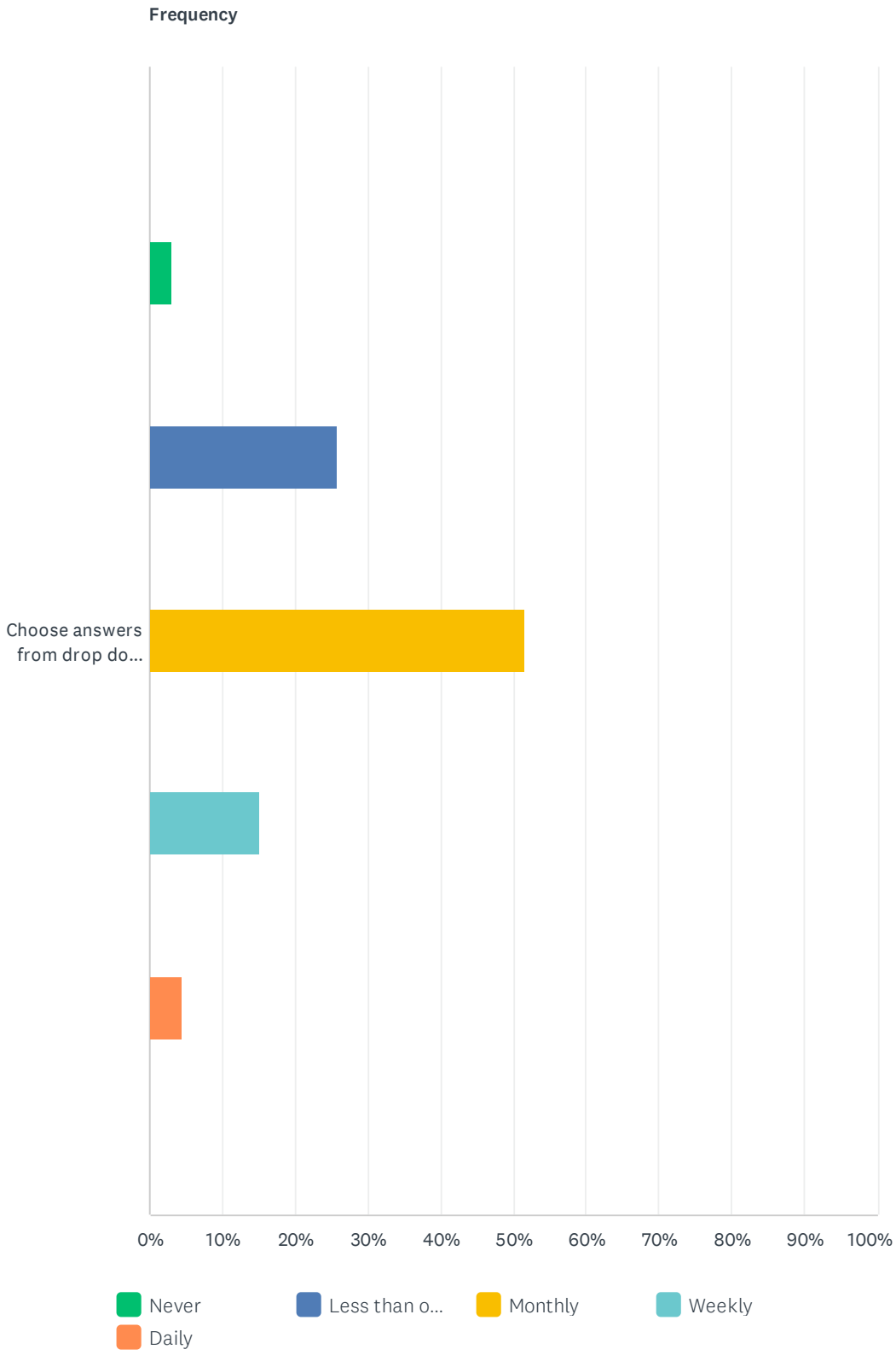
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	1.54% 1	9.23% 6	13.85% 9	29.23% 19	46.15% 30	65

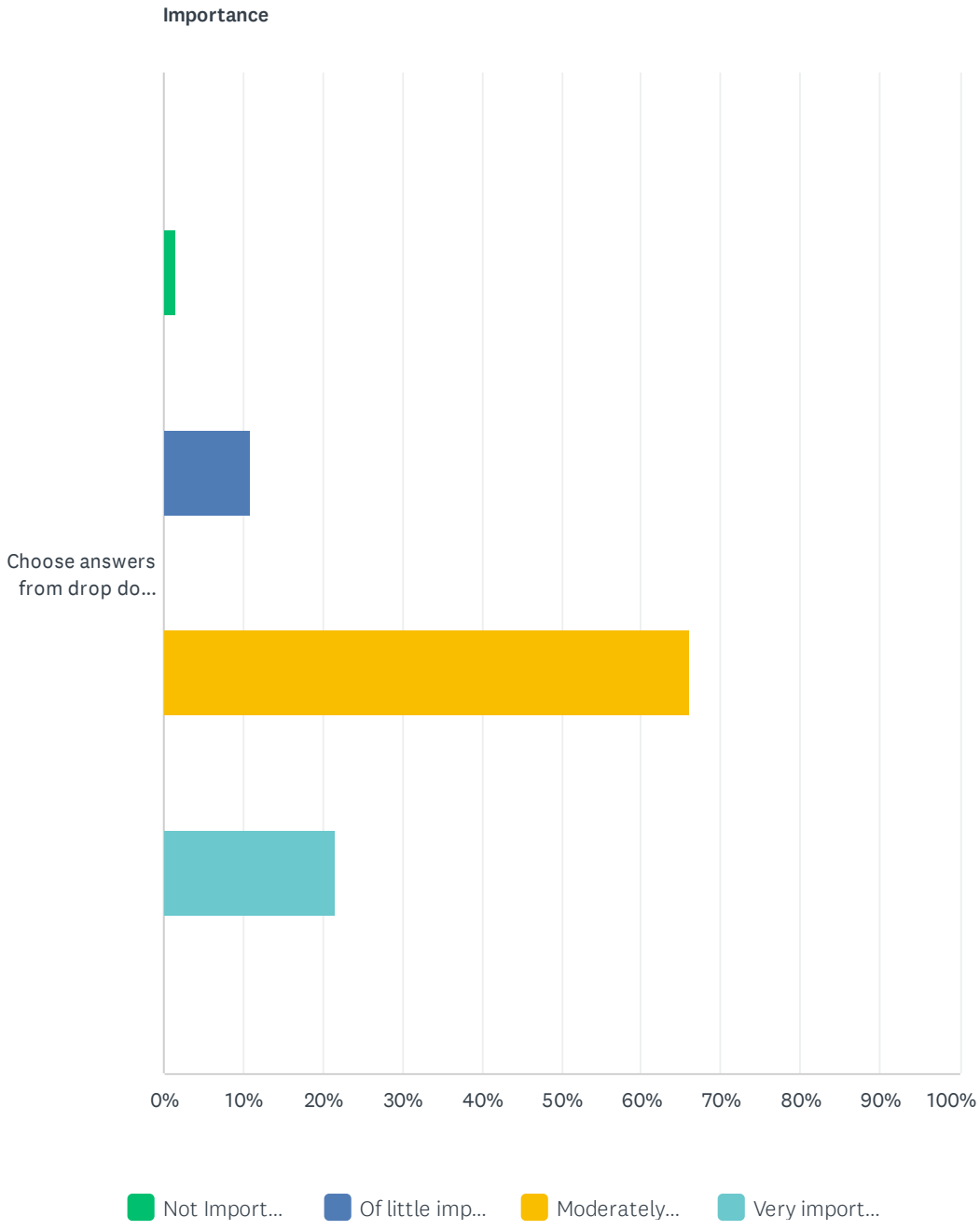
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.56% 1	34.38% 22	64.06% 41	64

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	3.13% 2	20.31% 13	76.56% 49	 64

Q12 2.2.8 Promotes the exploration and integration of meaningful technology.

Answered: 66 Skipped: 191

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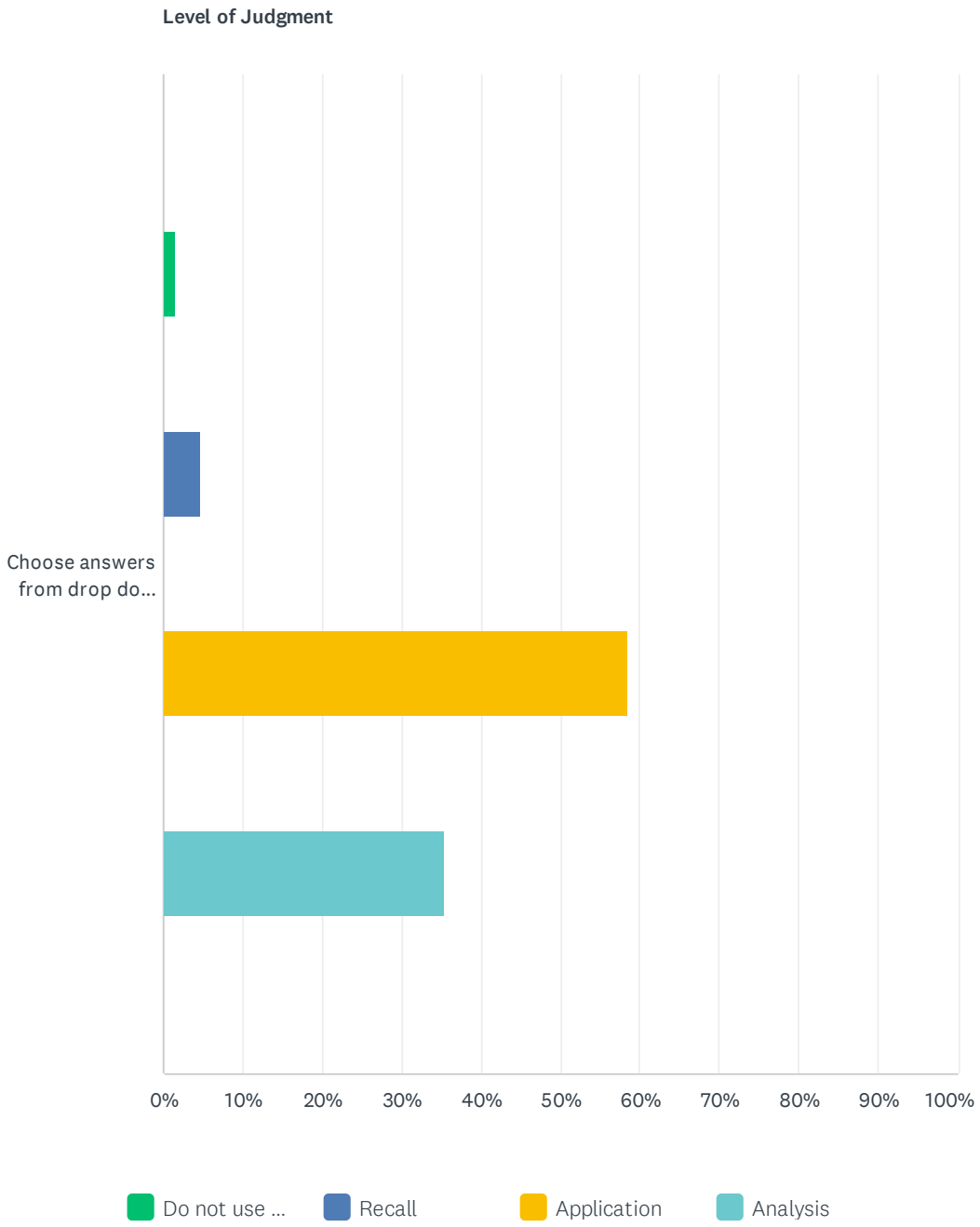


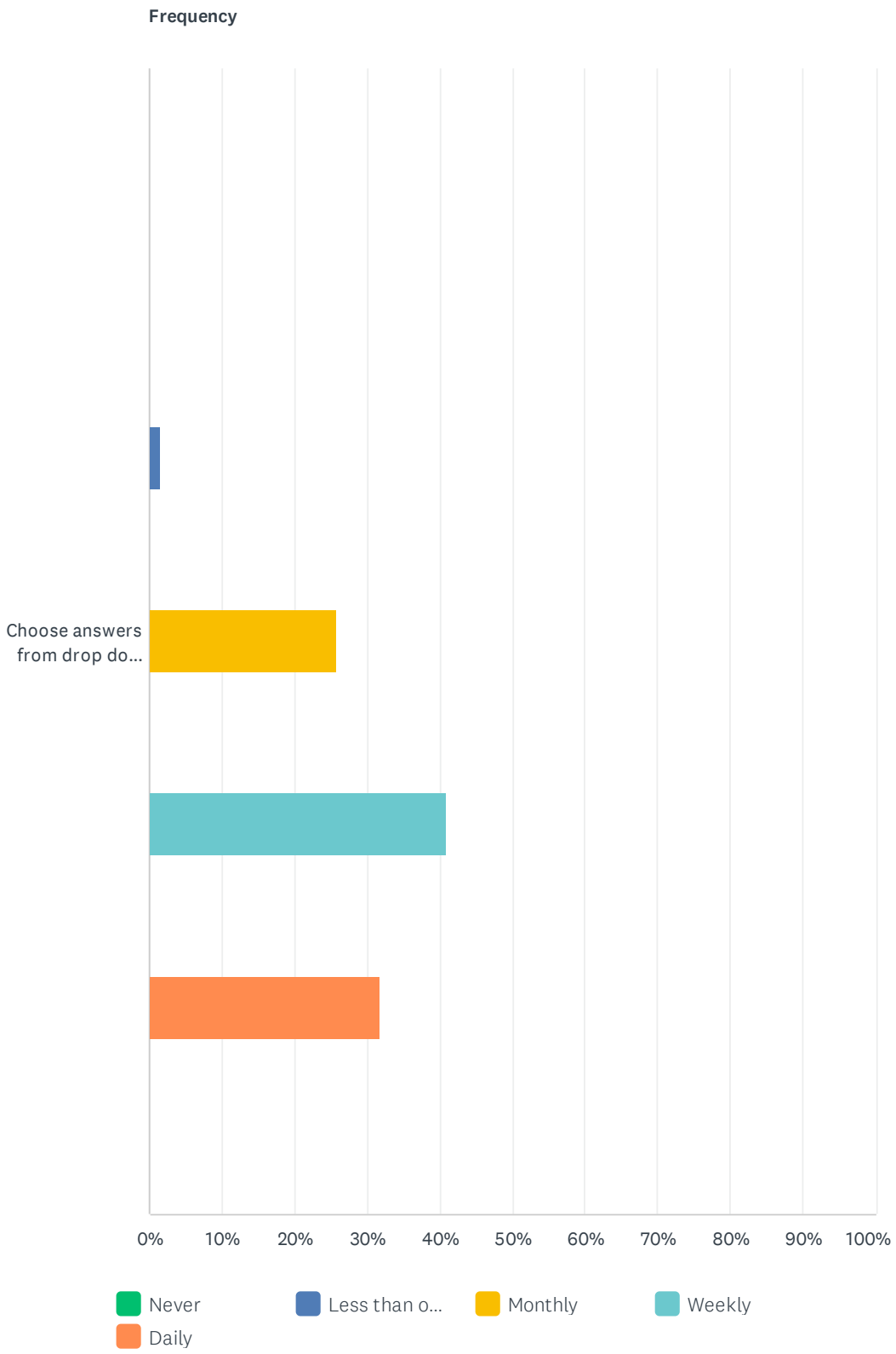
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	3.03% 2	25.76% 17	51.52% 34	15.15% 10	4.55% 3	66

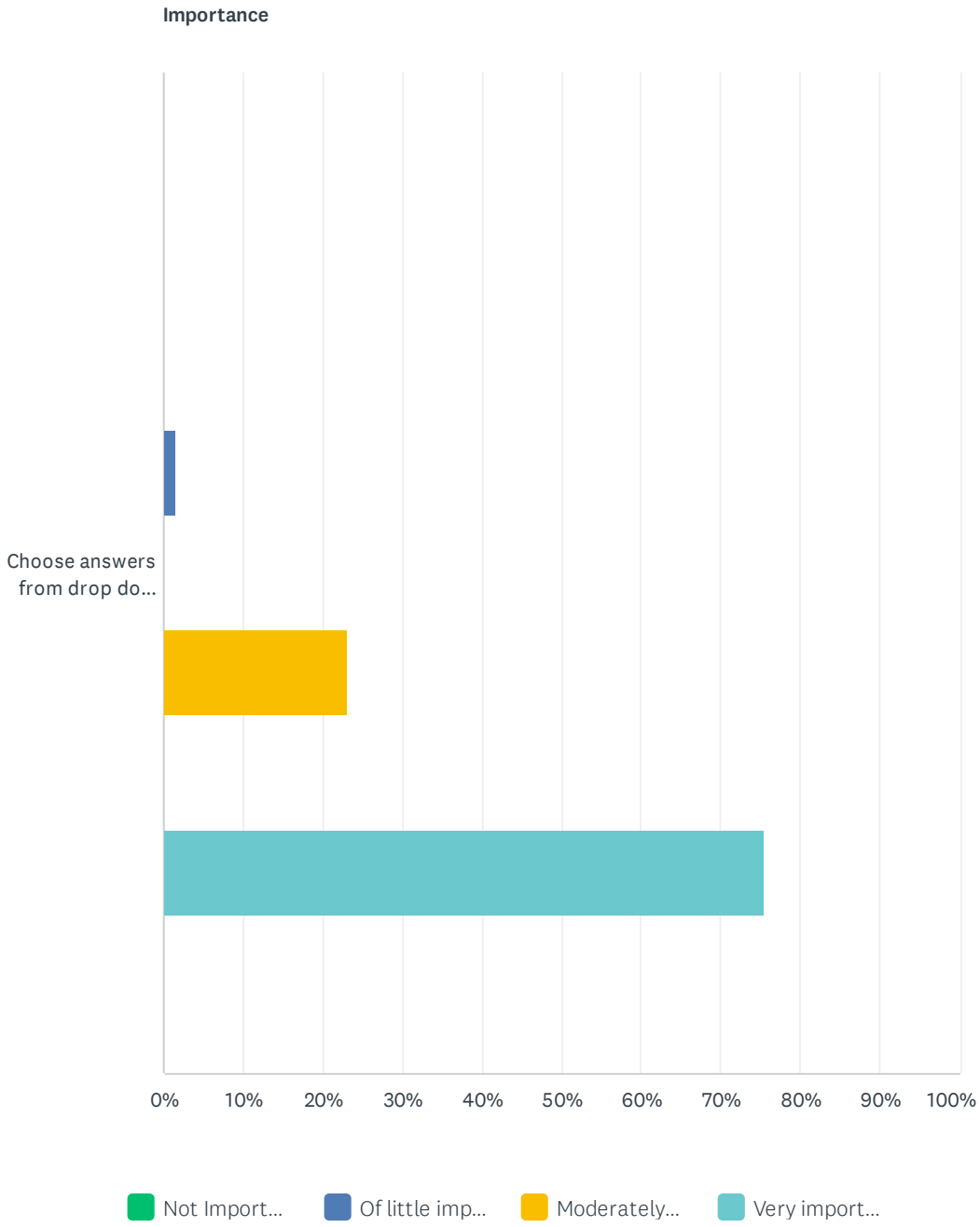
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	1.54% 1	10.77% 7	66.15% 43	21.54% 14	65

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	1.54% 1	4.62% 3	58.46% 38	35.38% 23	 65

Q13 2.3.1 Recognizes and celebrates individual and group success.

Answered: 66 Skipped: 191

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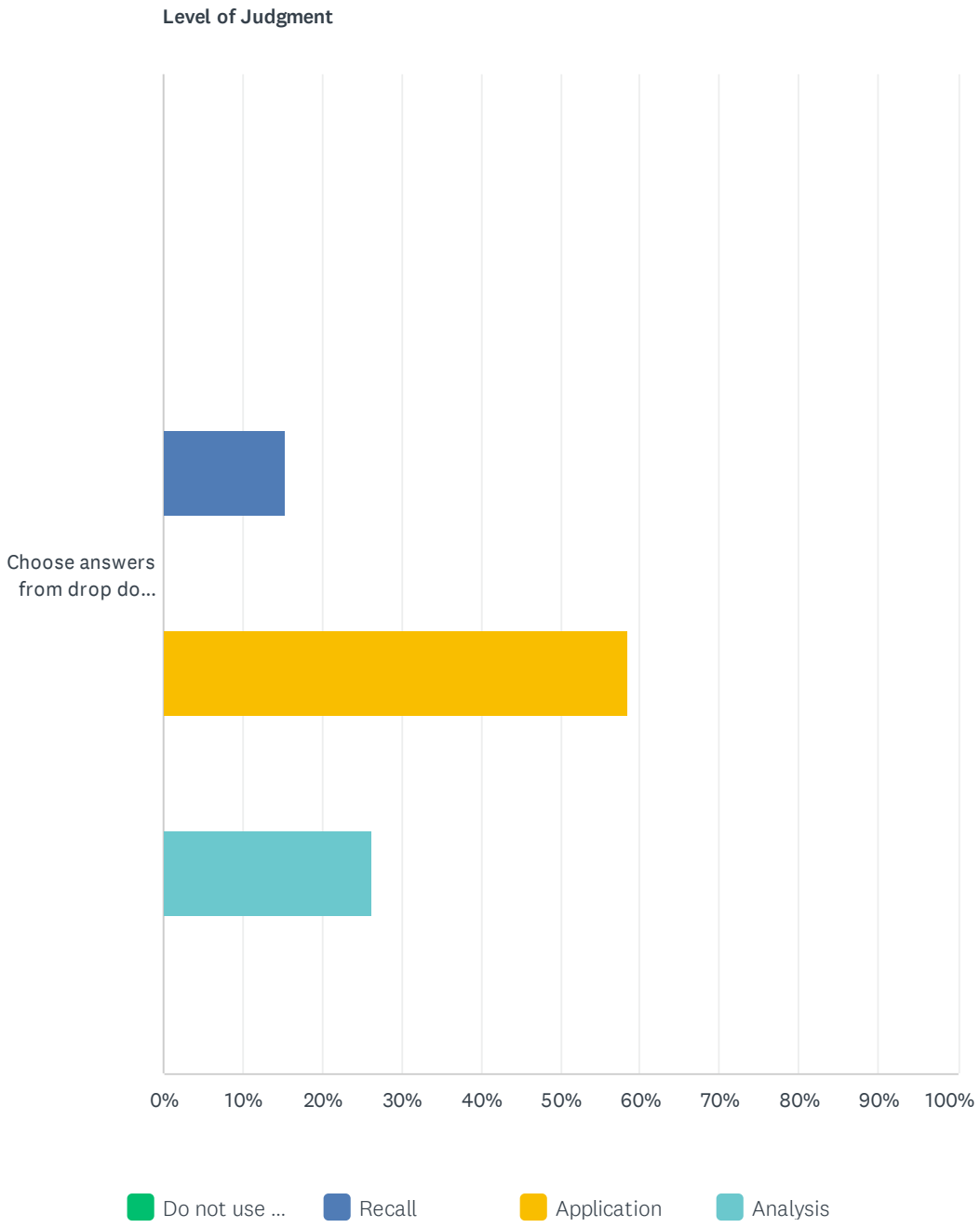


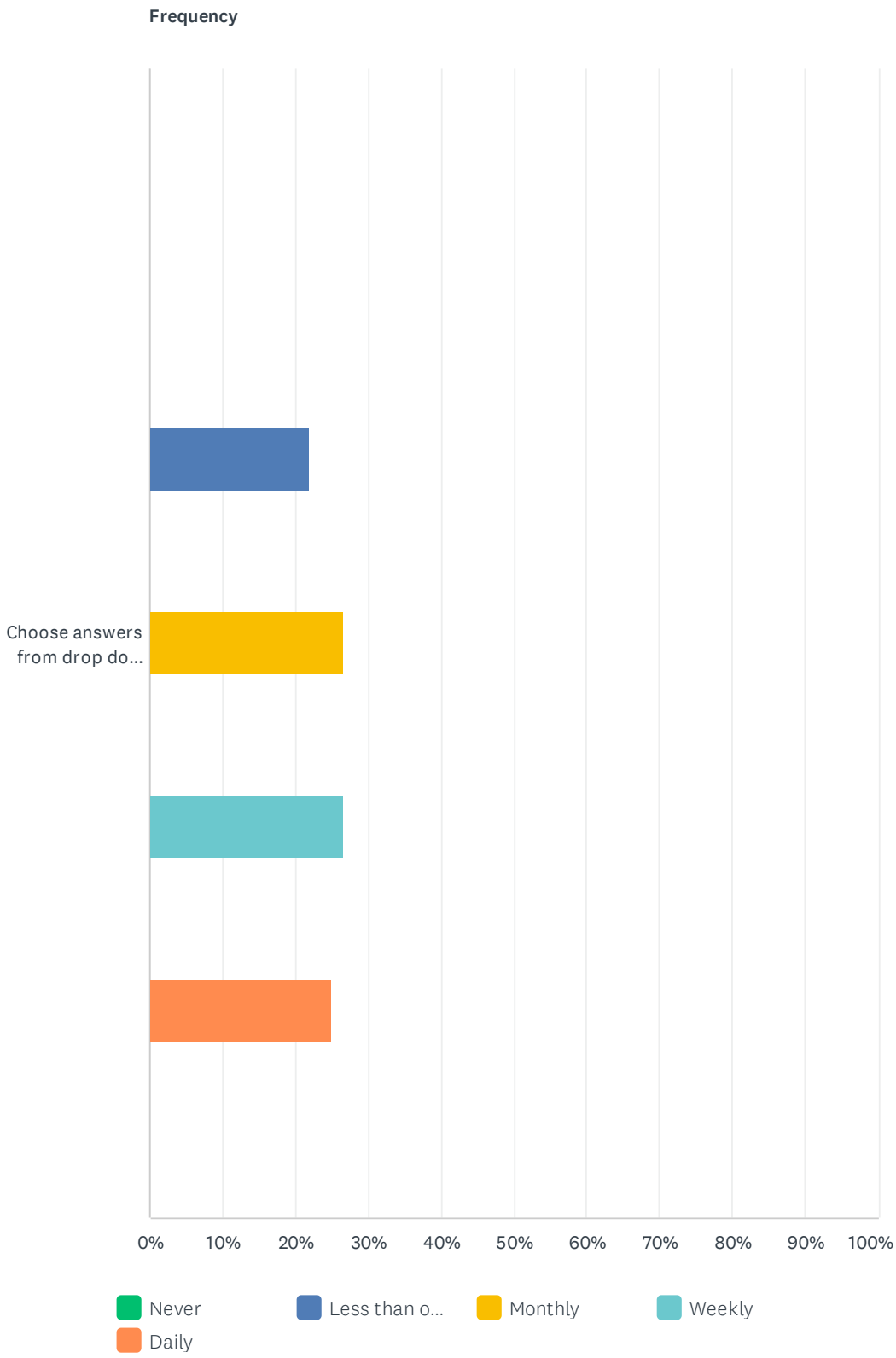
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	1.52% 1	25.76% 17	40.91% 27	31.82% 21	66

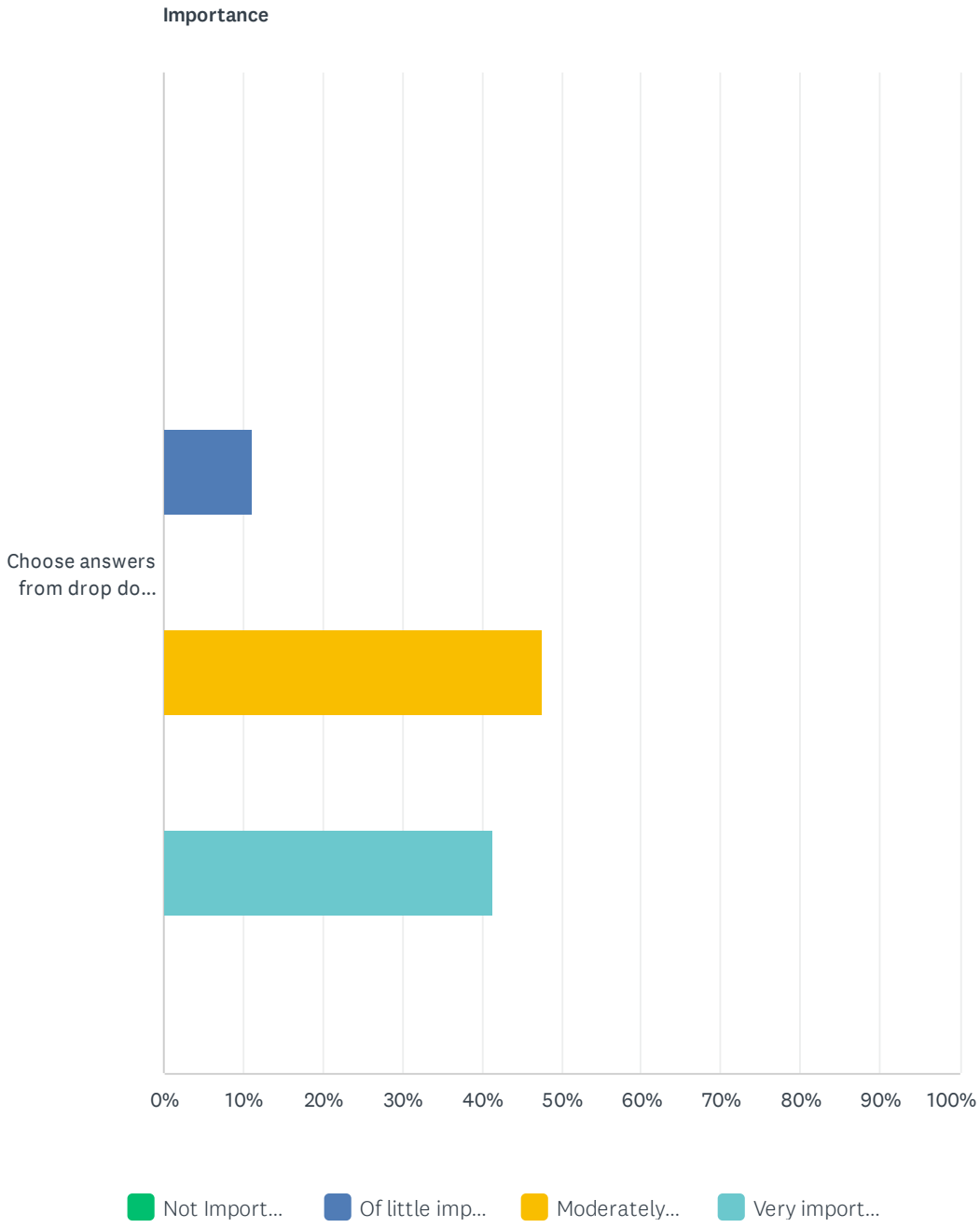
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.54% 1	23.08% 15	75.38% 49	65

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	15.38% 10	58.46% 38	26.15% 17	 65

Q14 4.1.1 Knowledge of leadership and management theories.

Answered: 64 Skipped: 193

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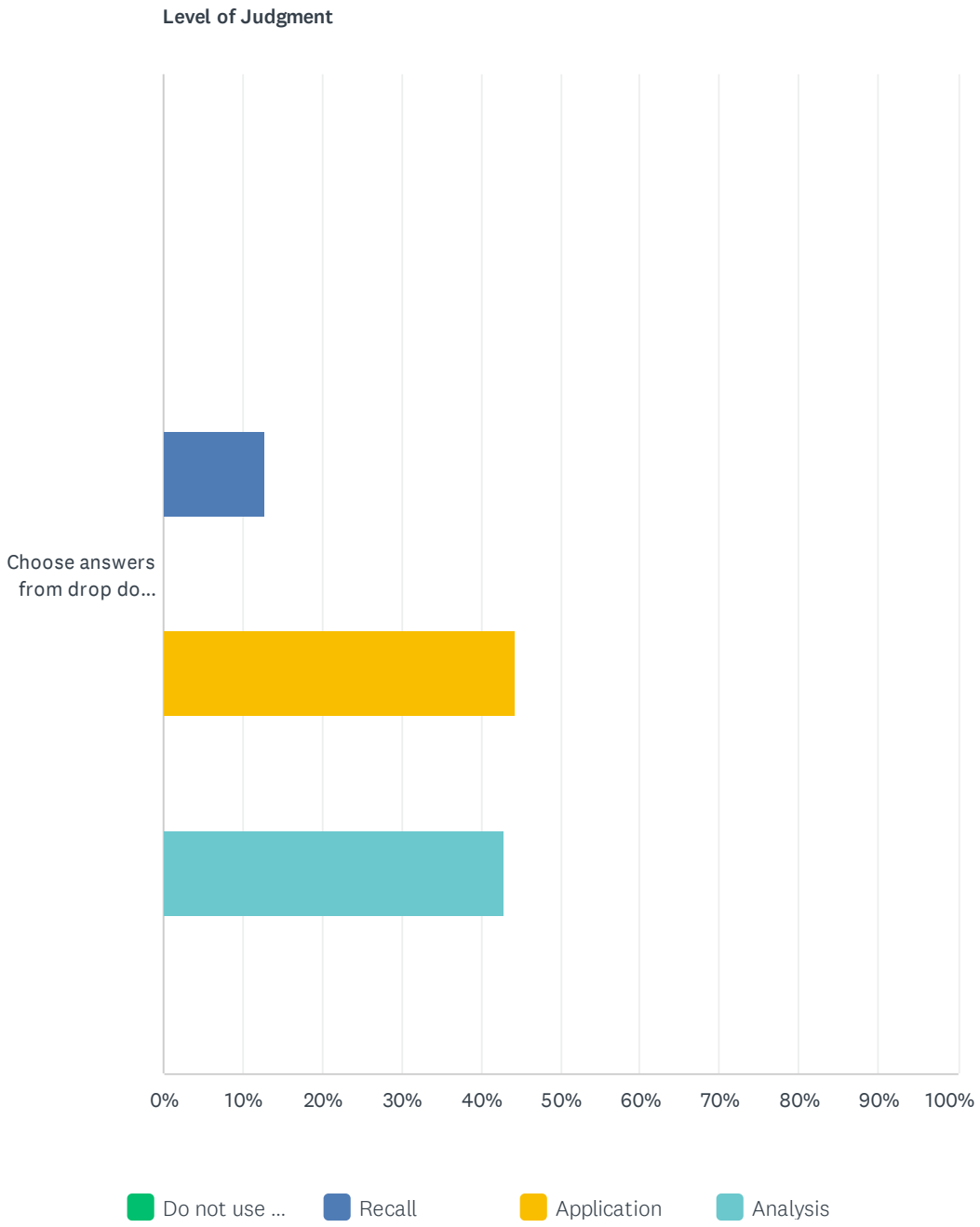


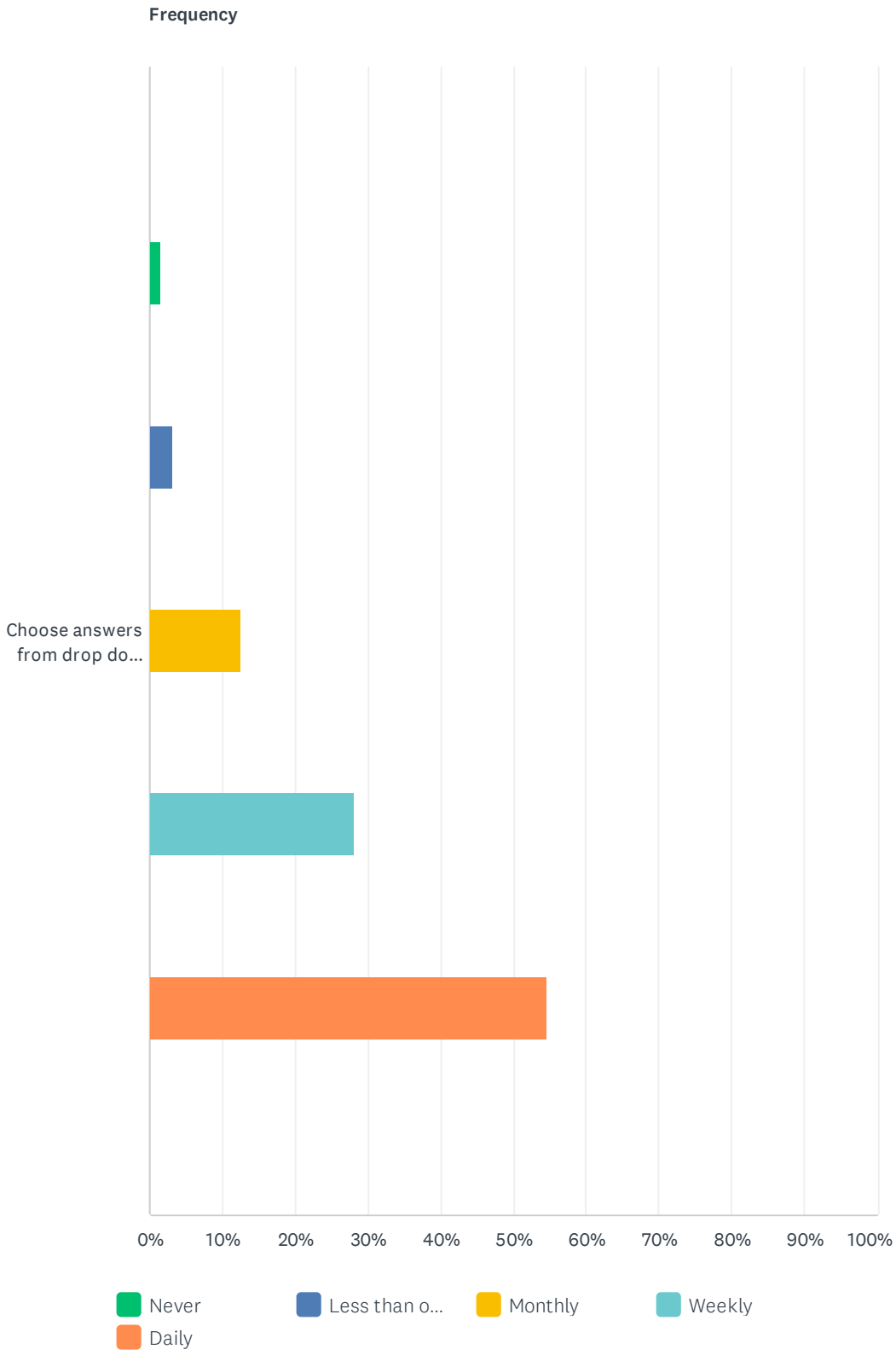
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	21.88% 14	26.56% 17	26.56% 17	25.00% 16	64

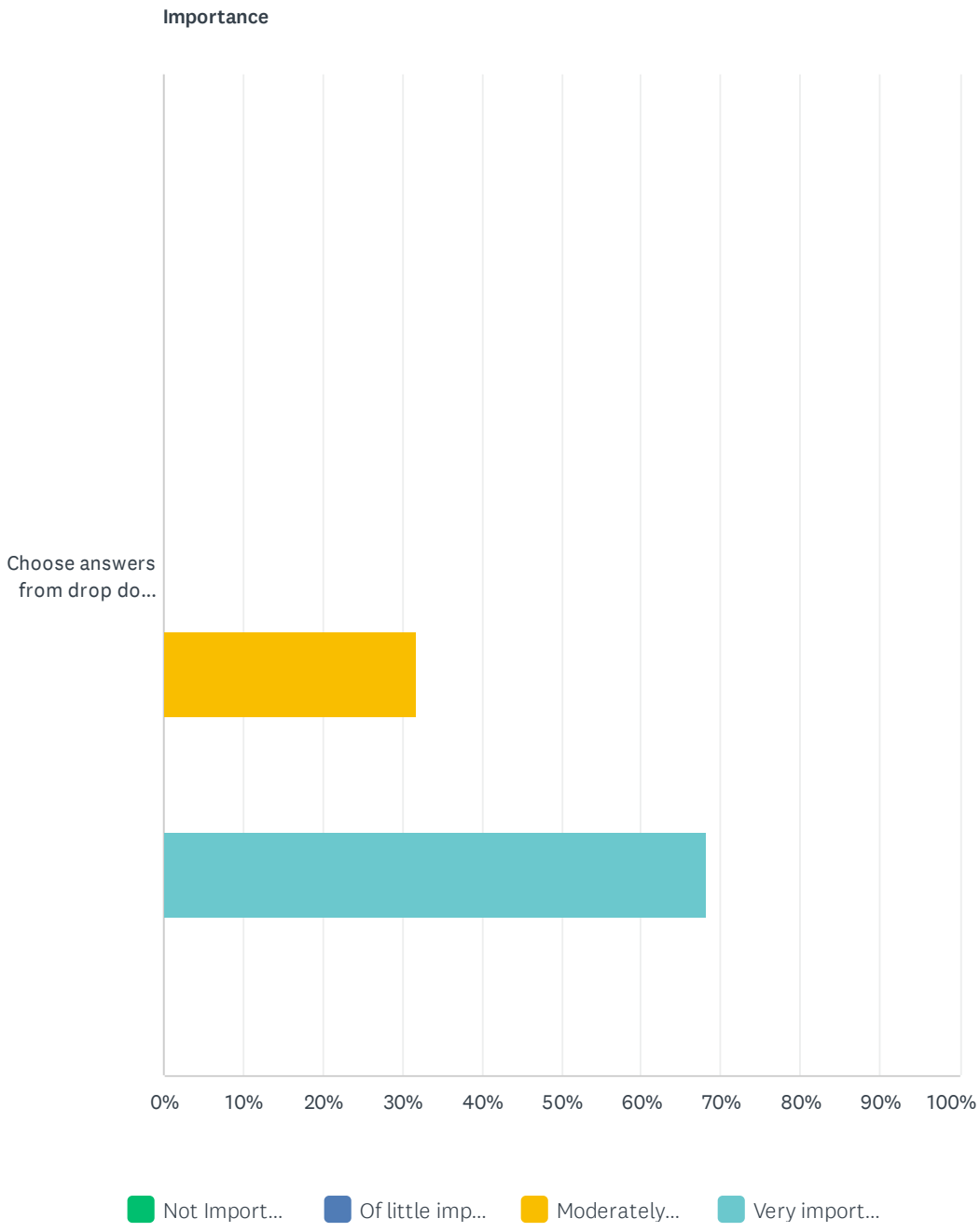
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	11.11% 7	47.62% 30	41.27% 26	63

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	12.70% 8	44.44% 28	42.86% 27	 63

Q15 4.1.2 Knowledge of individual behaviors and characteristics among faculty that supports students and institutional mission.

Answered: 64 Skipped: 193

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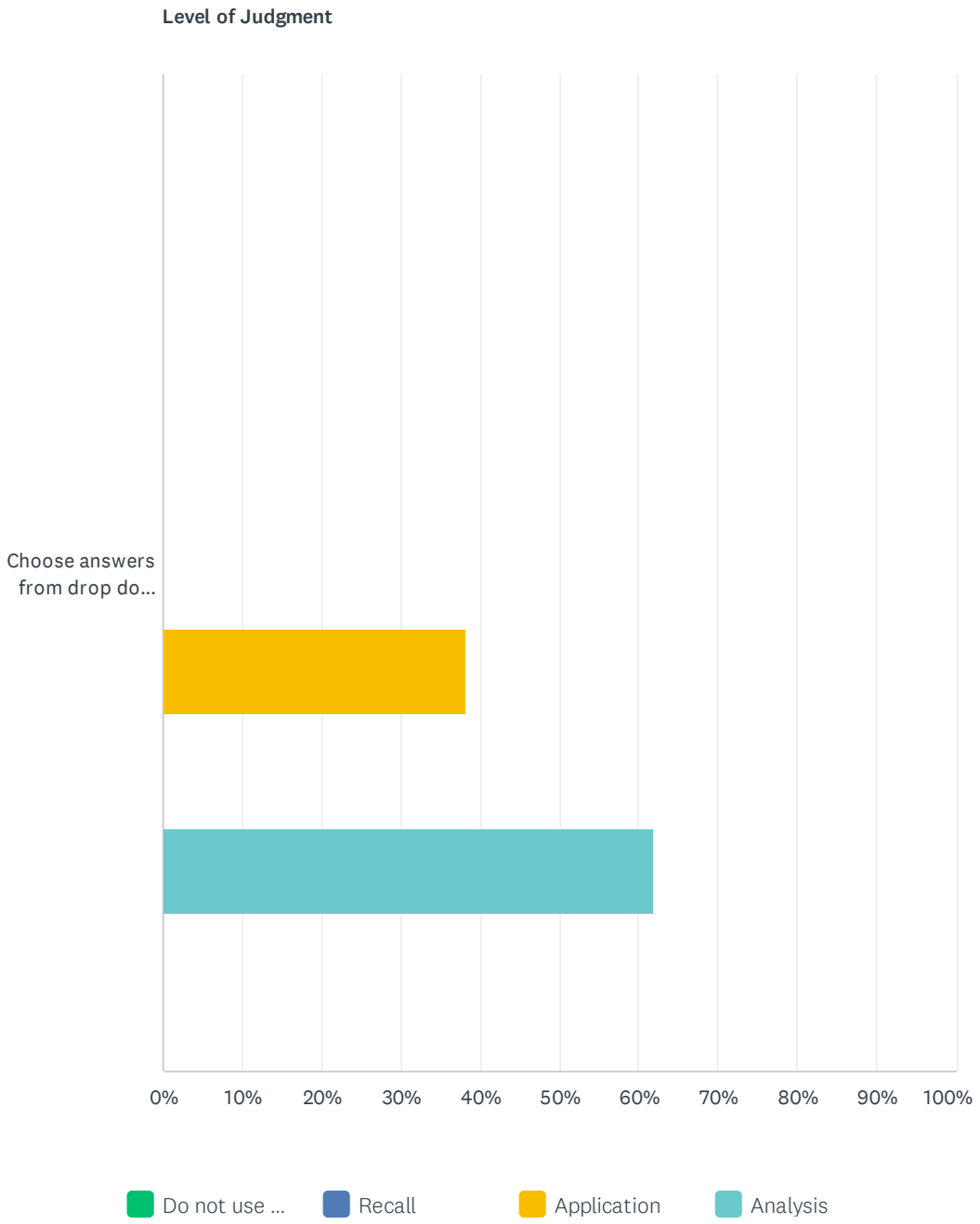


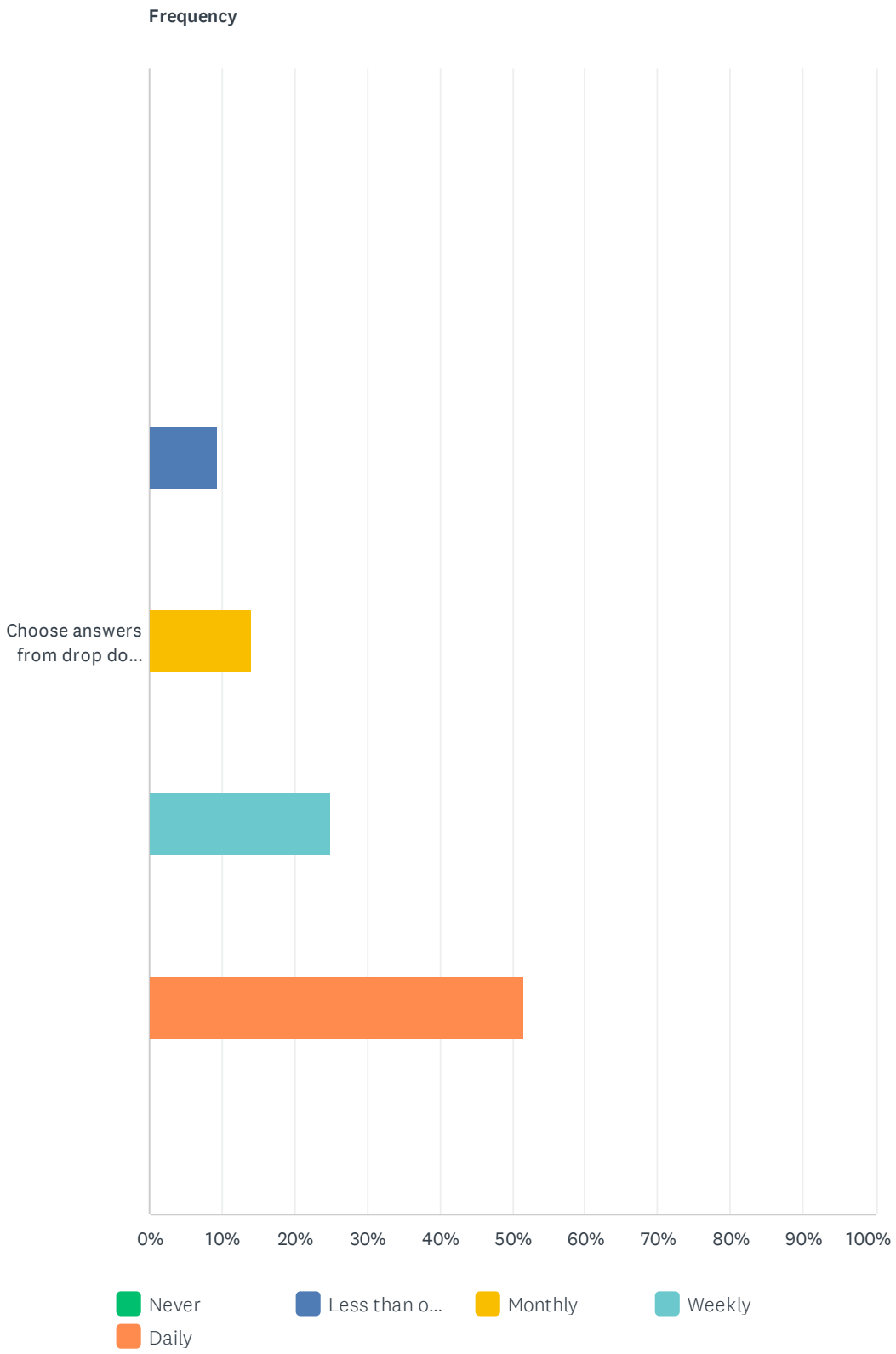
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	1.56% 1	3.13% 2	12.50% 8	28.13% 18	54.69% 35	64

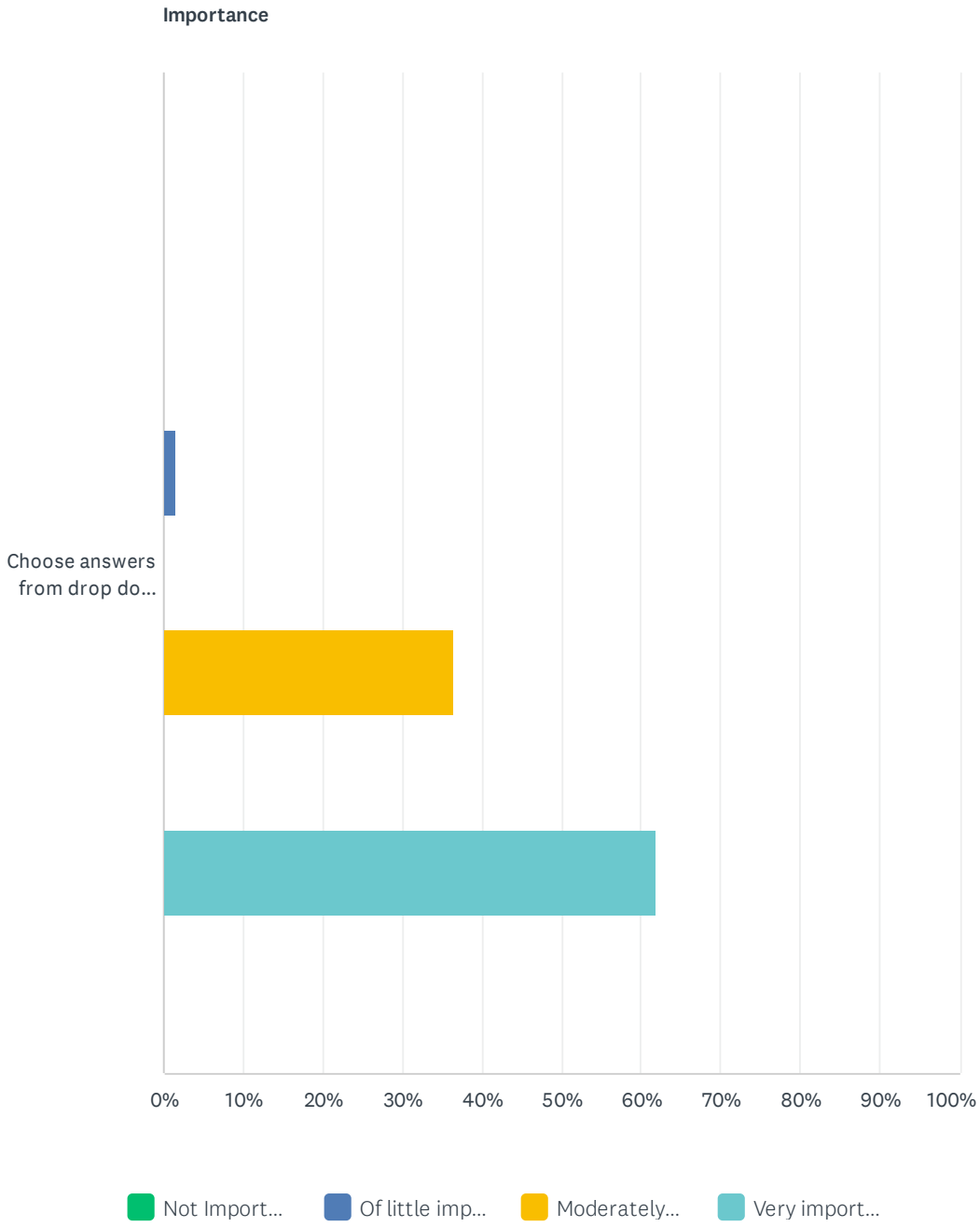
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	31.75% 20	68.25% 43	63

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	38.10% 24	61.90% 39	 63

Q16 4.2.1 Practices work-life integration.

Answered: 64 Skipped: 193

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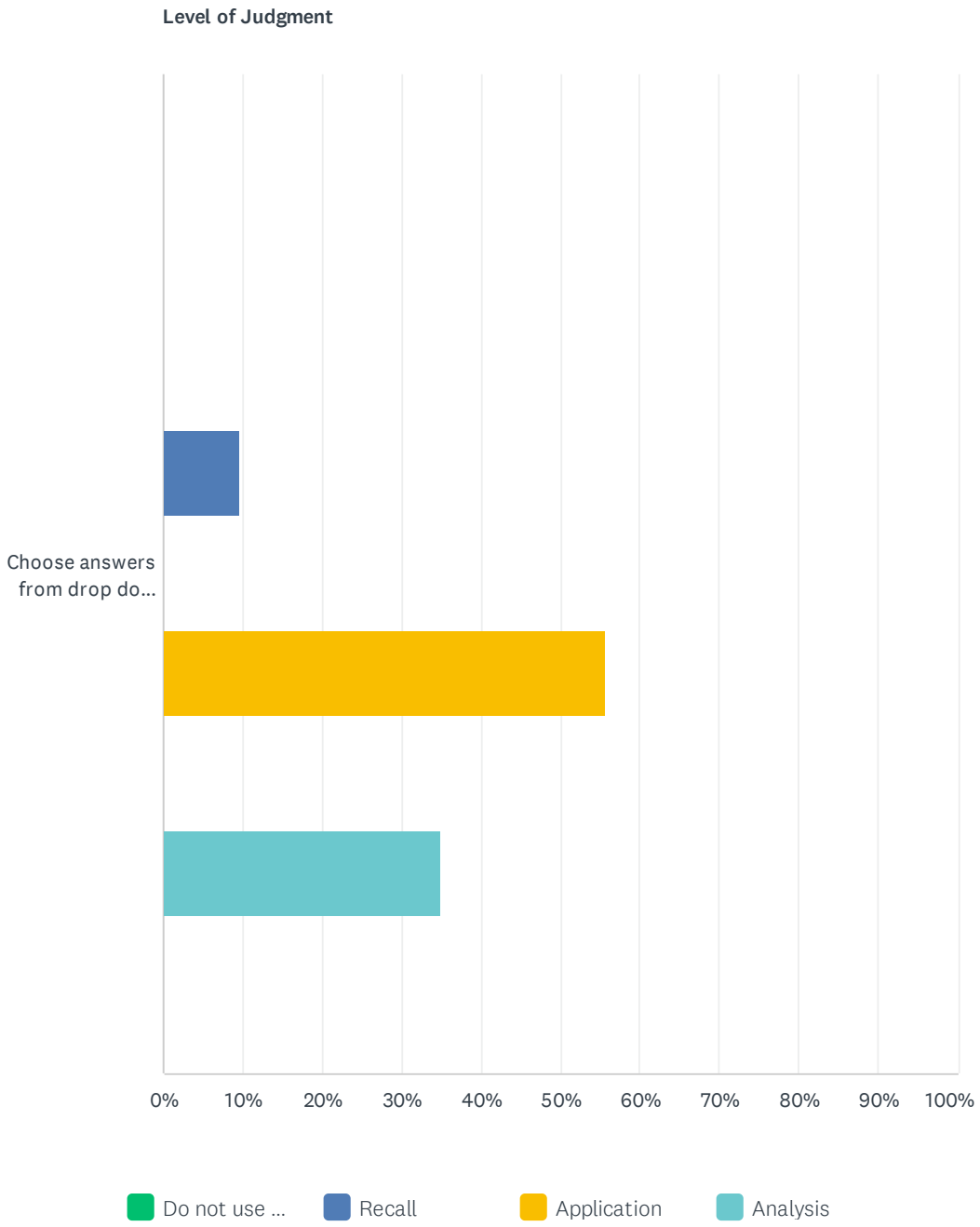


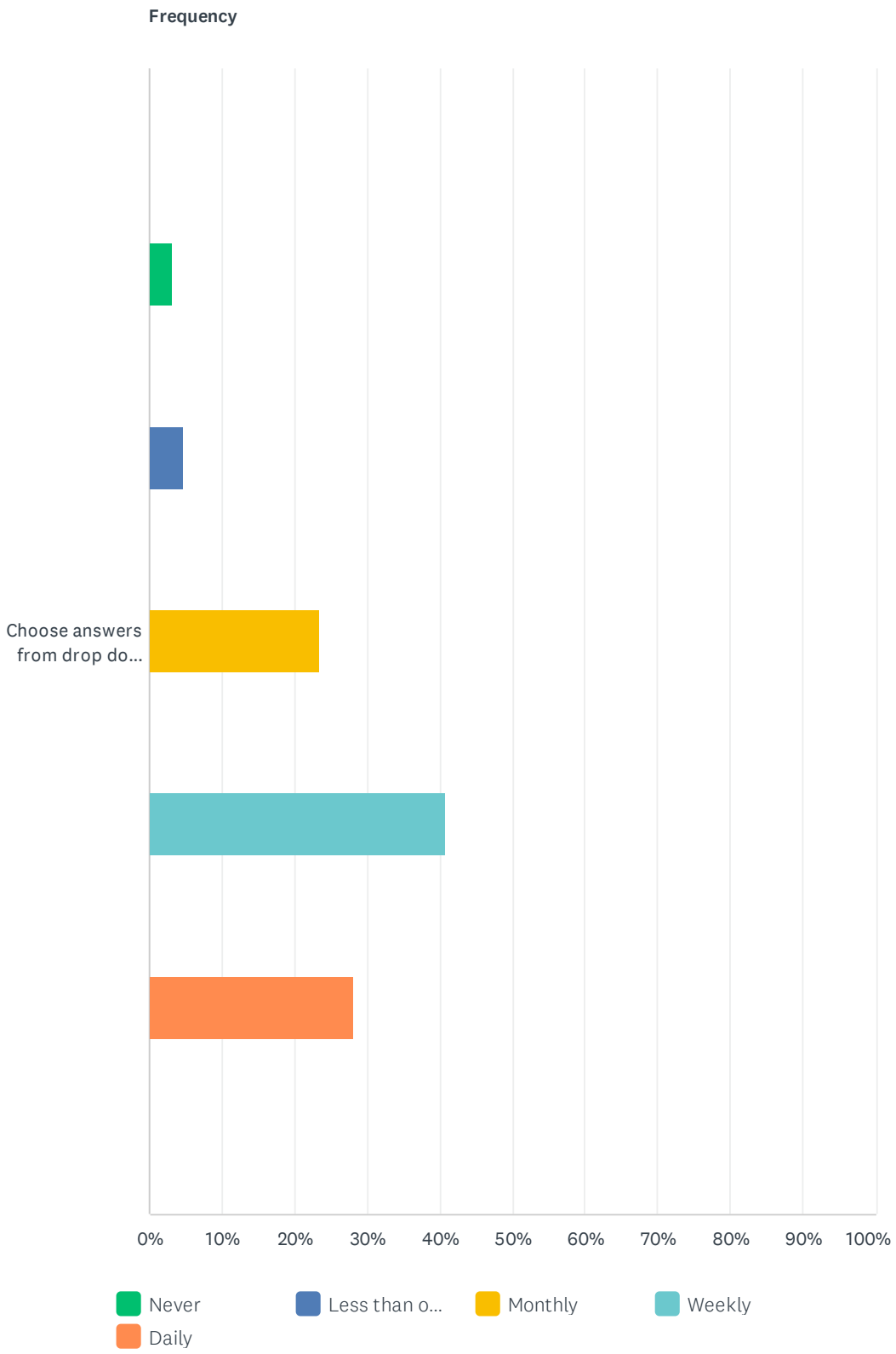
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	9.38% 6	14.06% 9	25.00% 16	51.56% 33	64

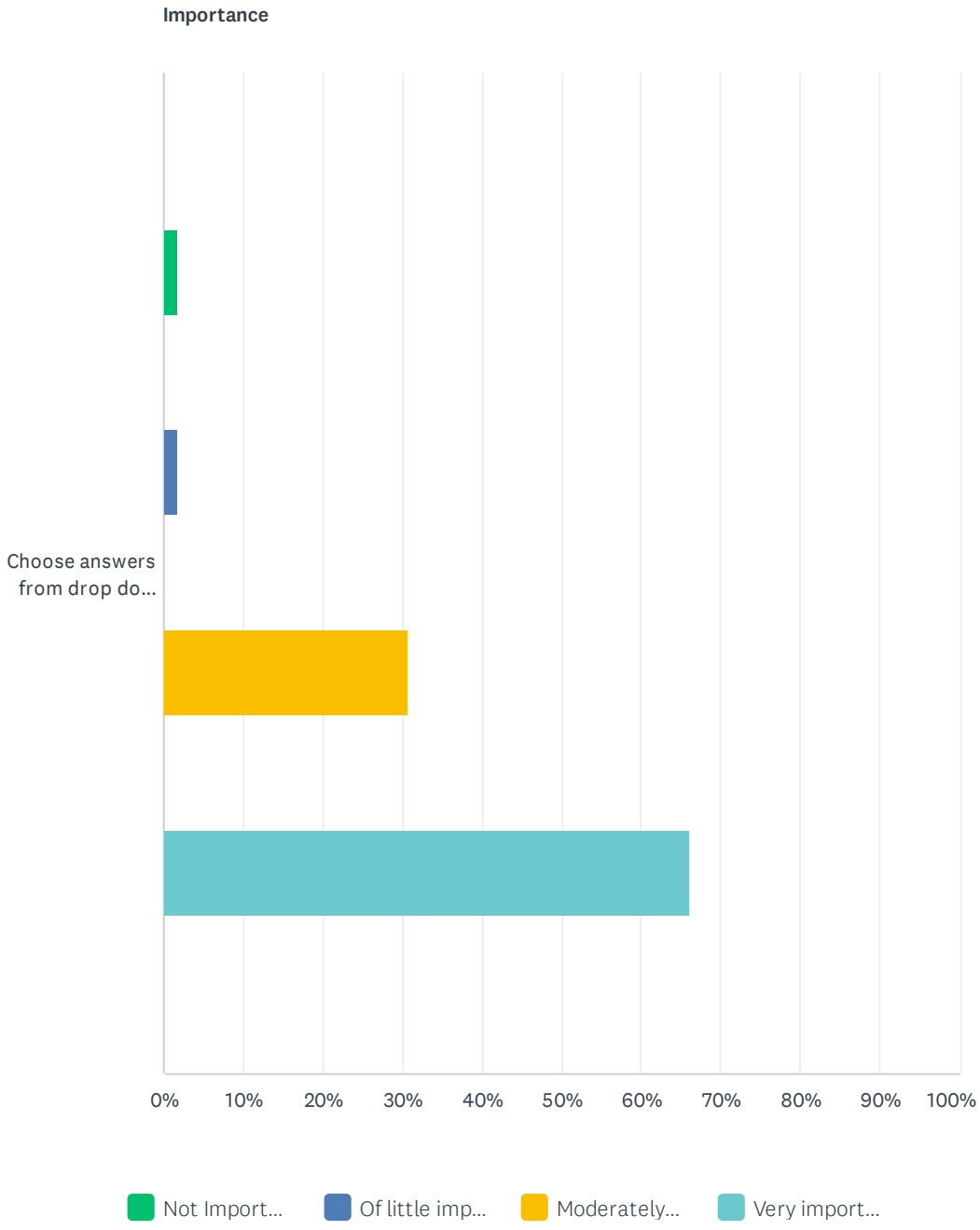
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.59% 1	36.51% 23	61.90% 39	63

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	9.52% 6	55.56% 35	34.92% 22	 63

Q17 4.2.2 Employs negotiation tactics.

Answered: 64 Skipped: 193

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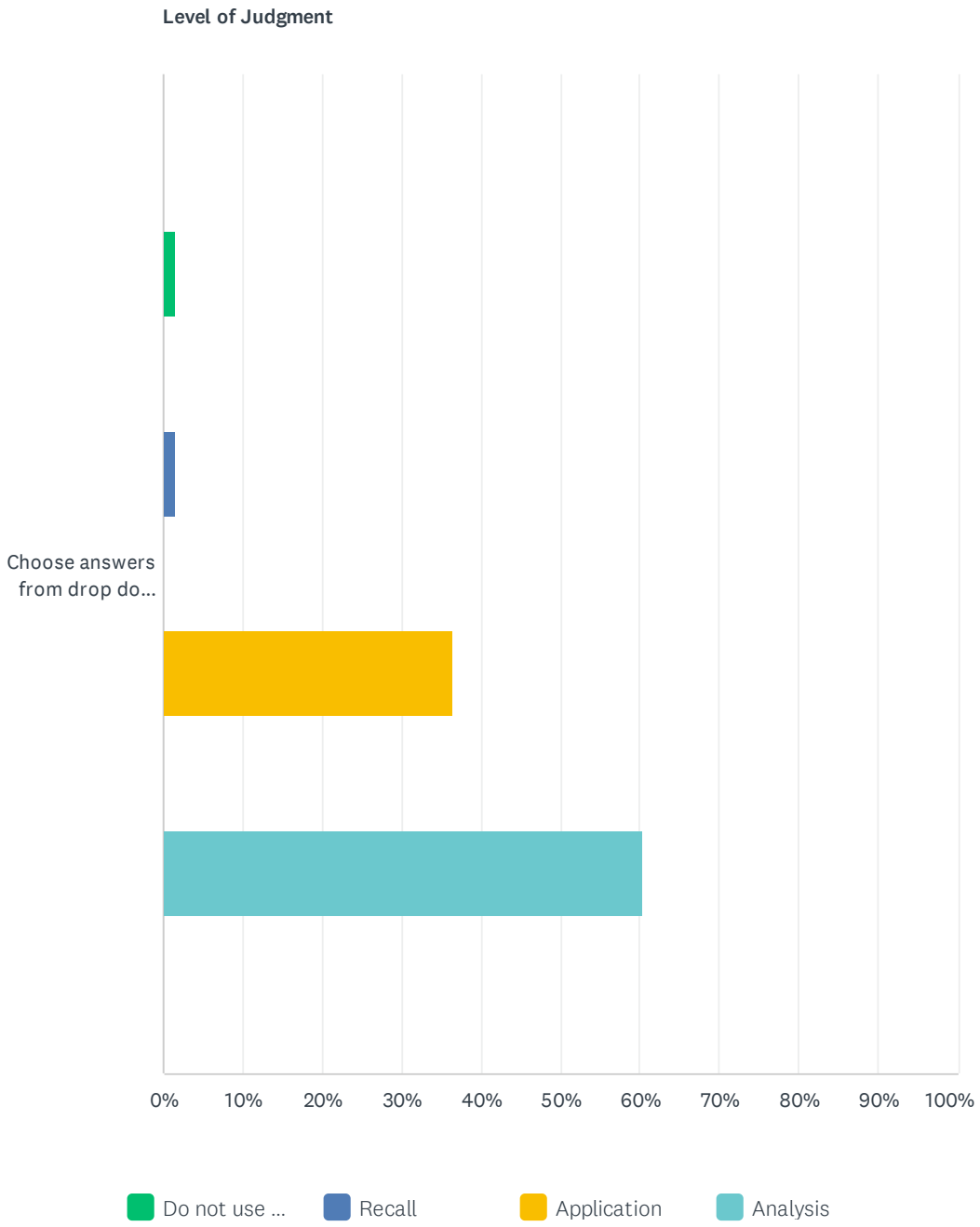


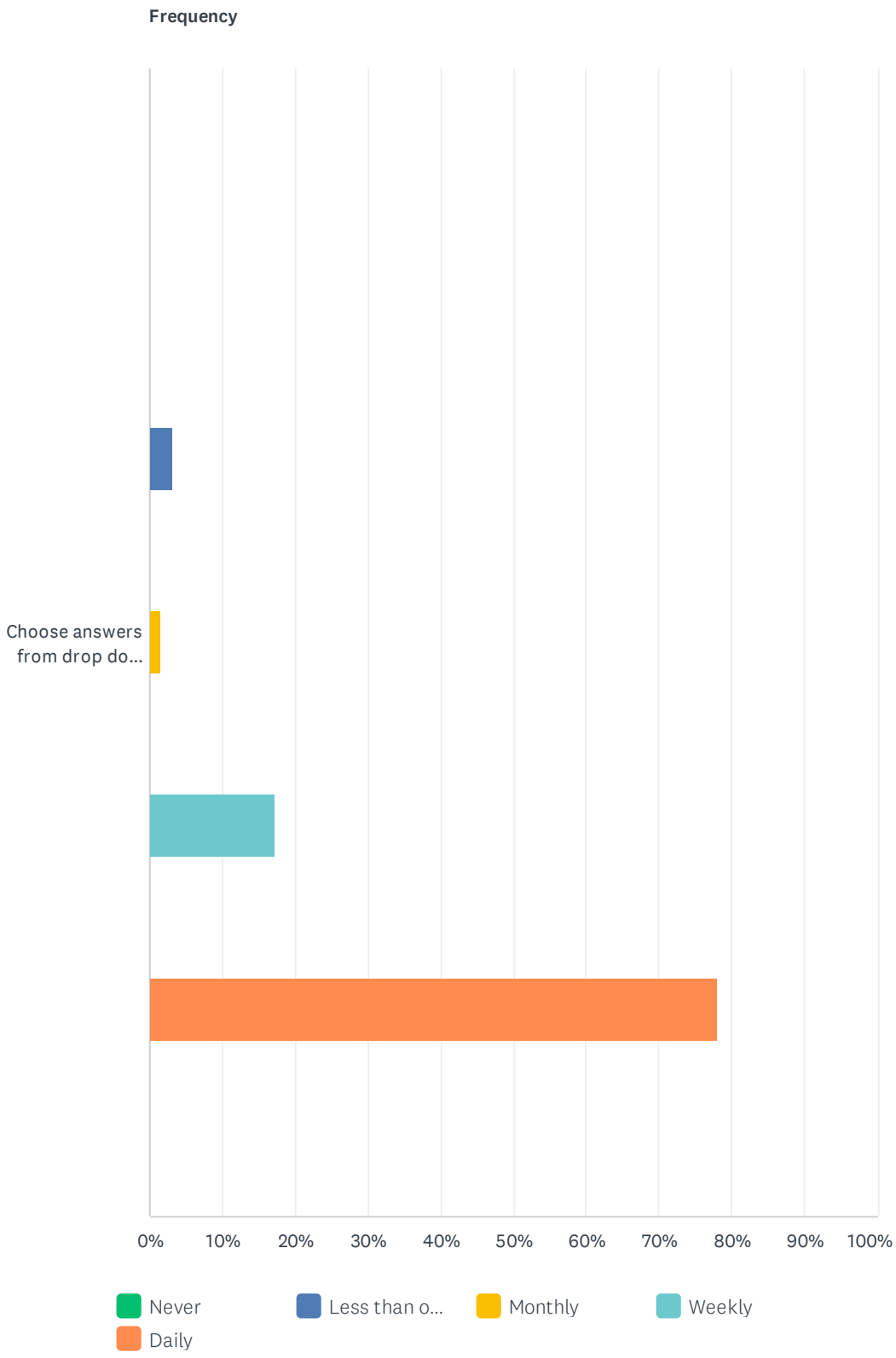
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	3.13% 2	4.69% 3	23.44% 15	40.63% 26	28.13% 18	64

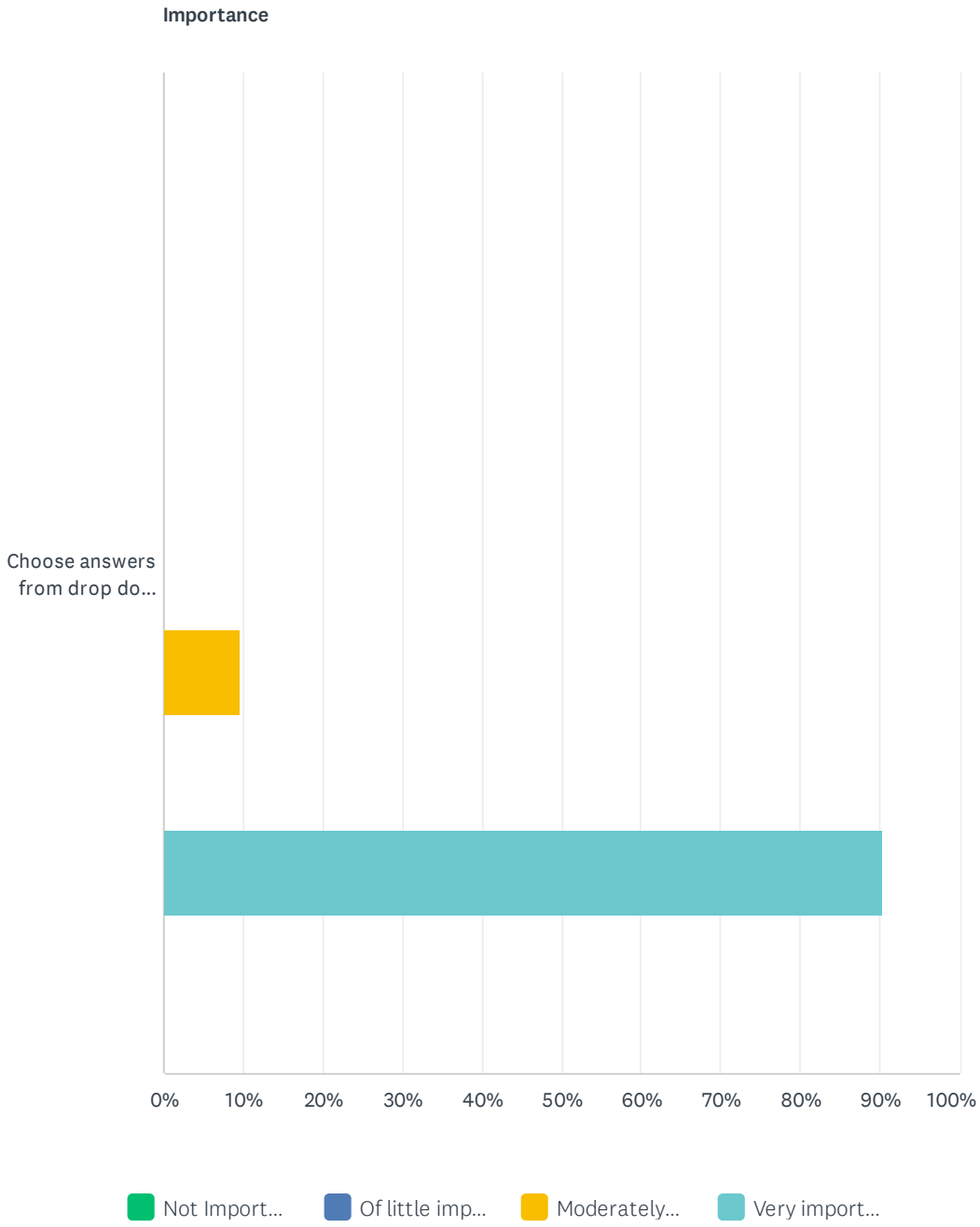
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	1.61% 1	1.61% 1	30.65% 19	66.13% 41	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	1.59% 1	1.59% 1	36.51% 23	60.32% 38	 63

Q18 4.2.3 Empowers others.

Answered: 64 Skipped: 193

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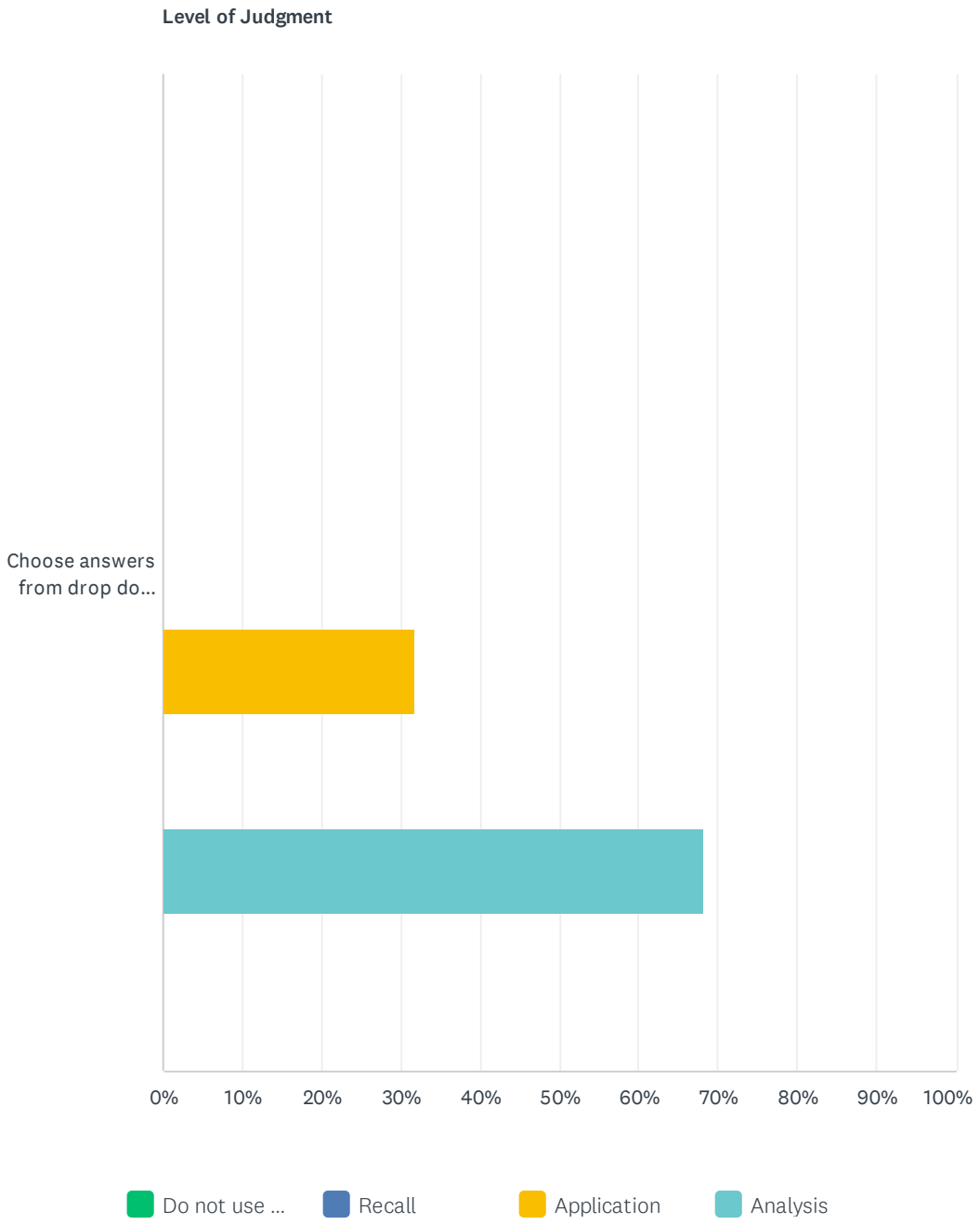


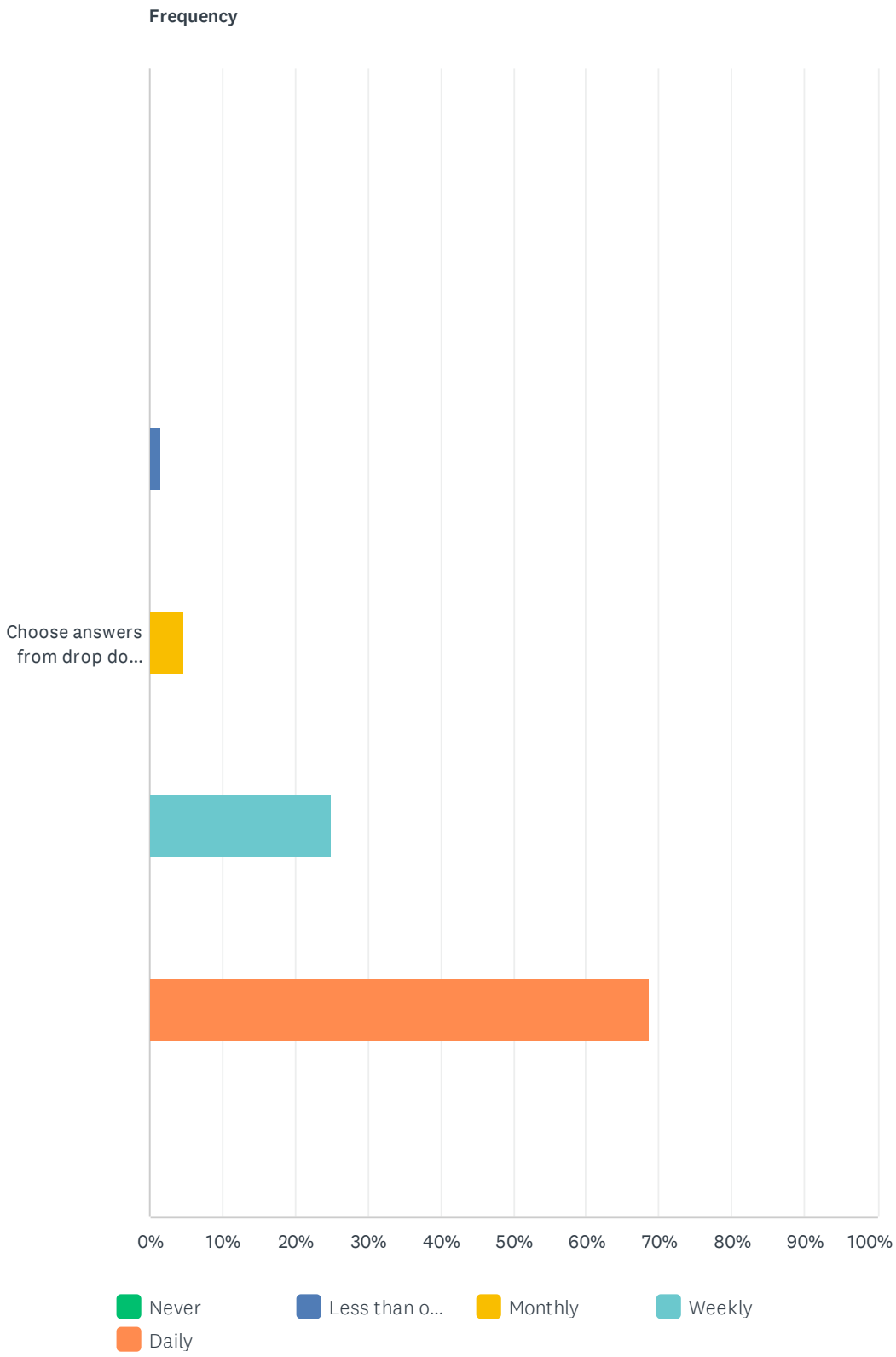
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	3.13% 2	1.56% 1	17.19% 11	78.13% 50	64

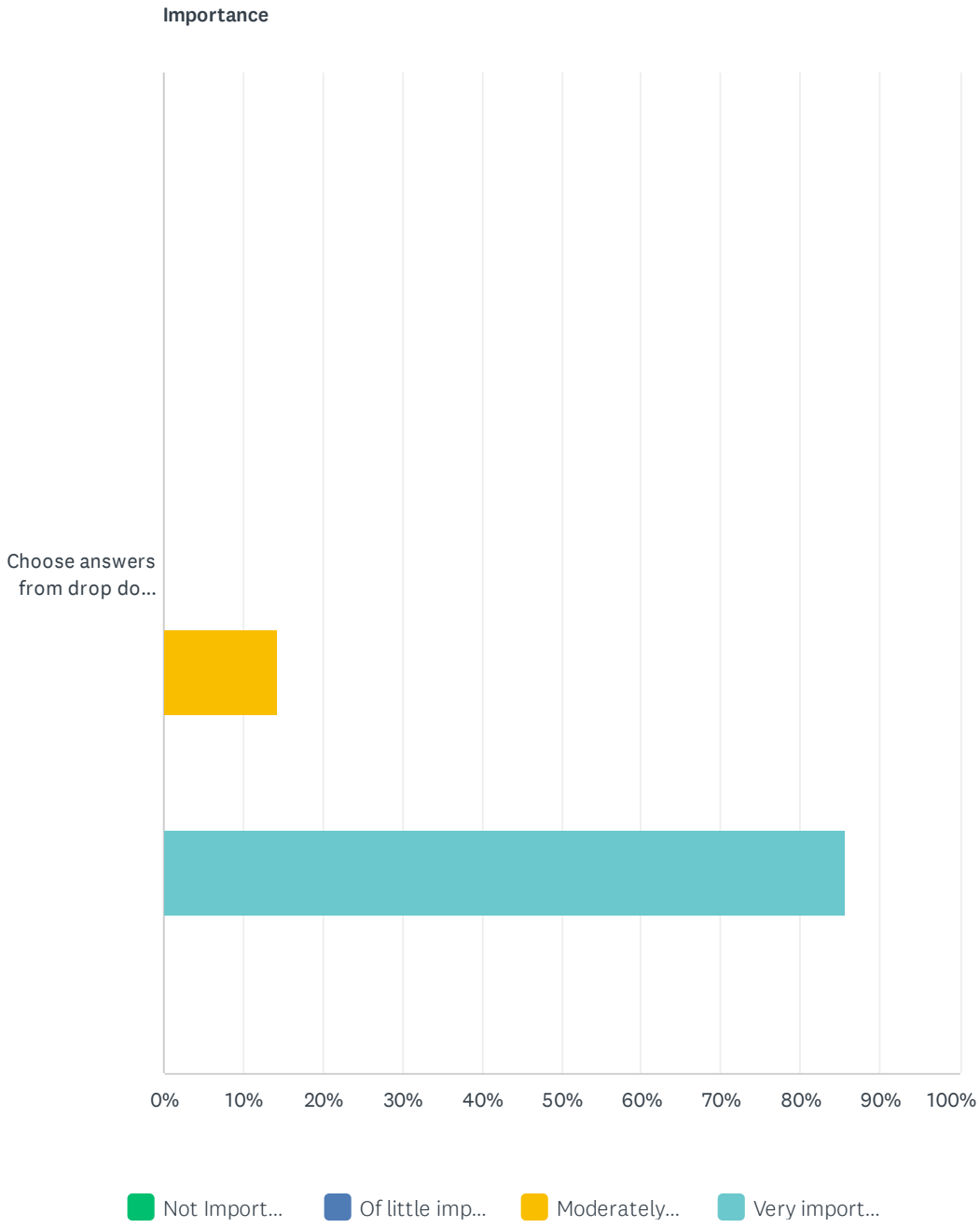
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	9.52% 6	90.48% 57	63

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	31.75% 20	68.25% 43	63

Q19 4.2.4 Learns from others.

Answered: 64 Skipped: 193

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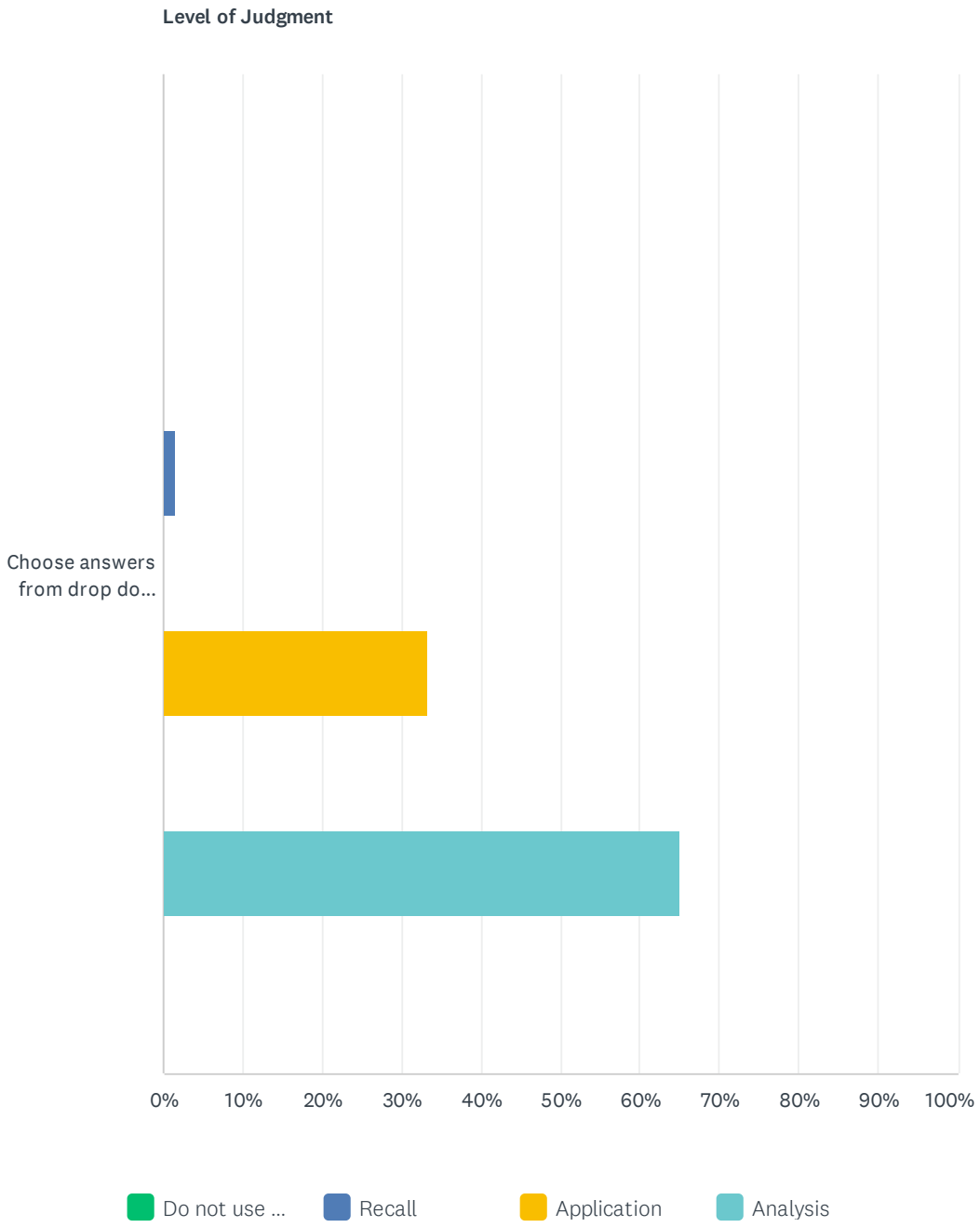


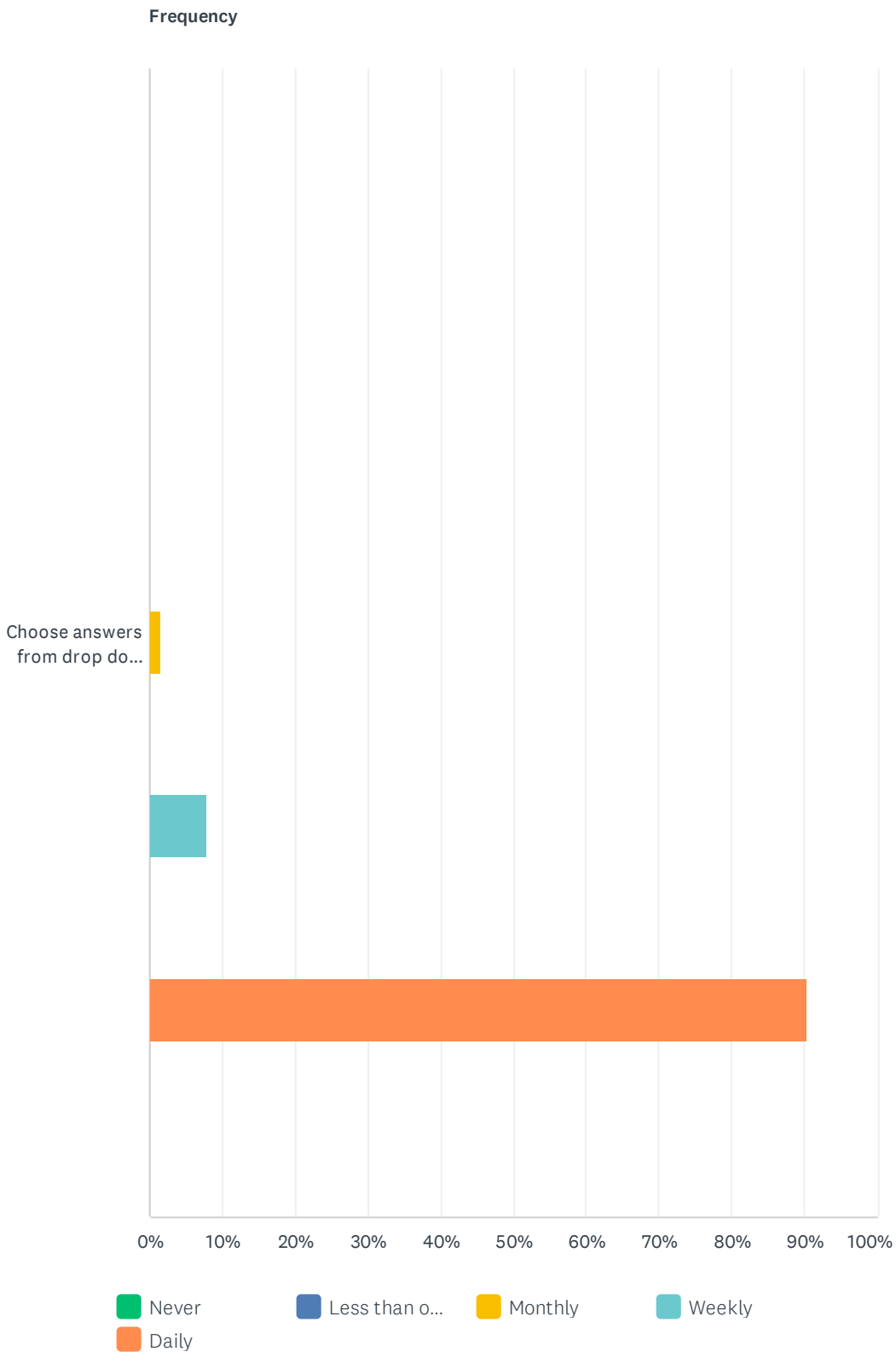
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	1.56% 1	4.69% 3	25.00% 16	68.75% 44	64

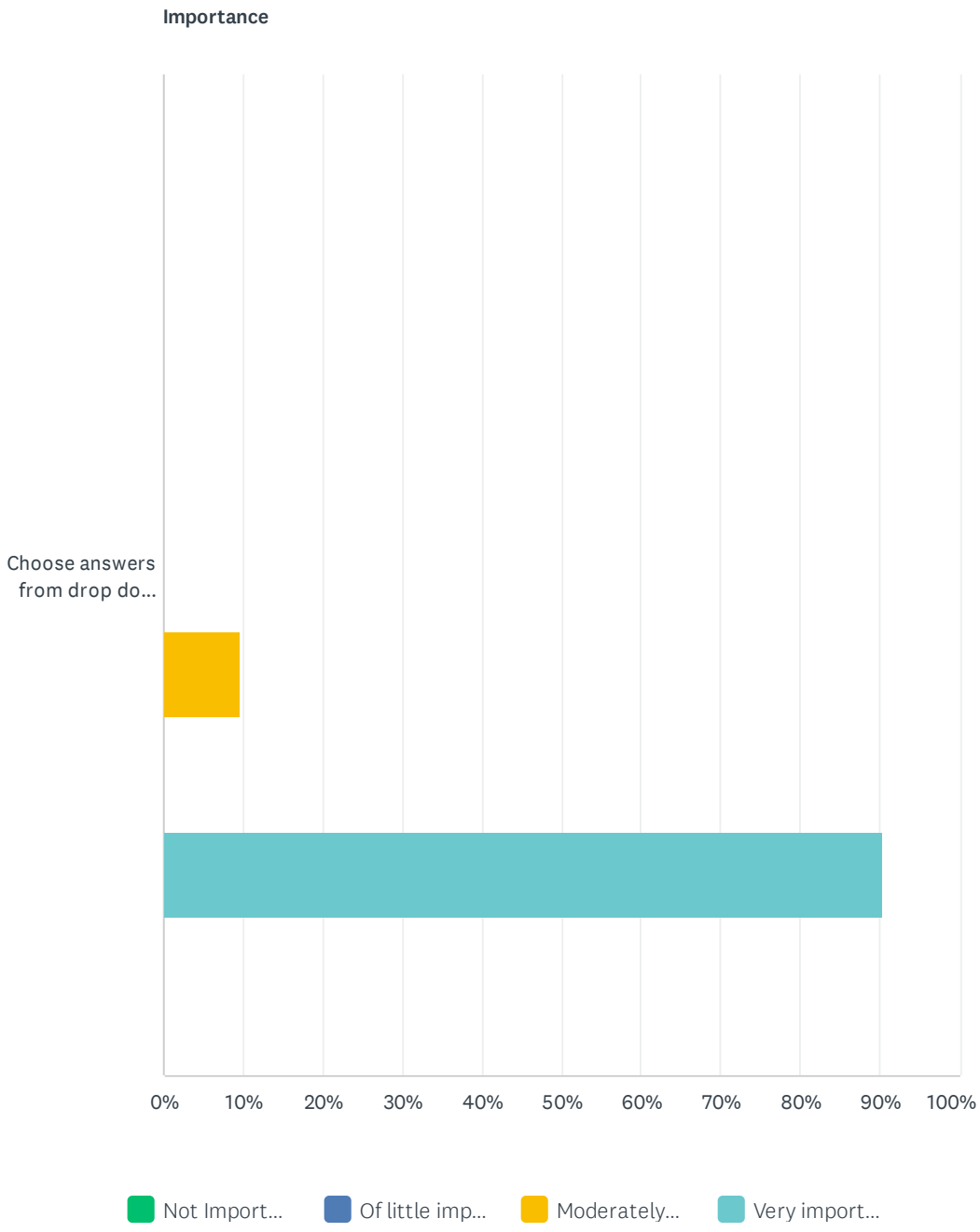
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	14.29% 9	85.71% 54	63

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.59% 1	33.33% 21	65.08% 41	 63

Q20 4.3.1 Self-aware.

Answered: 63 Skipped: 194

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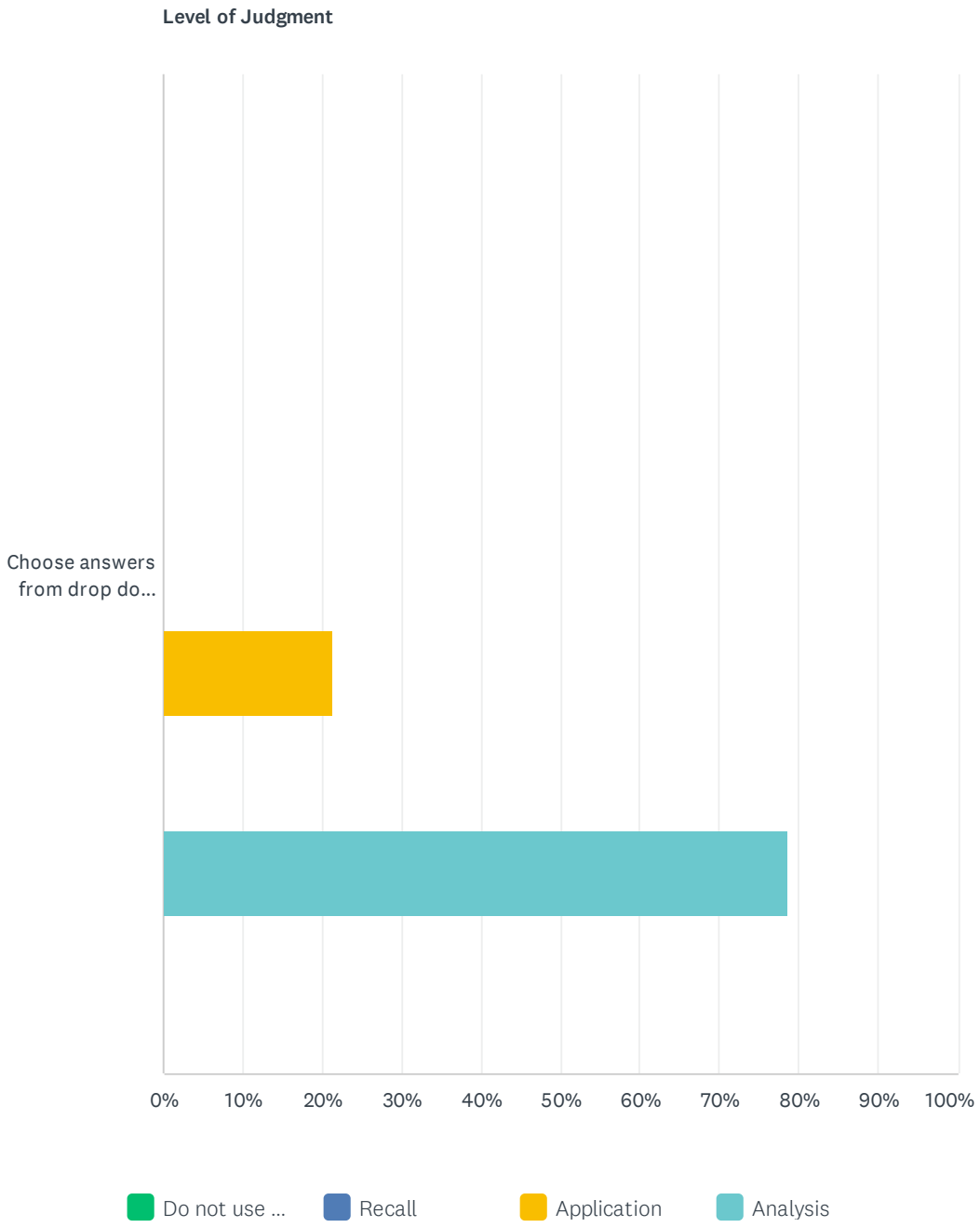


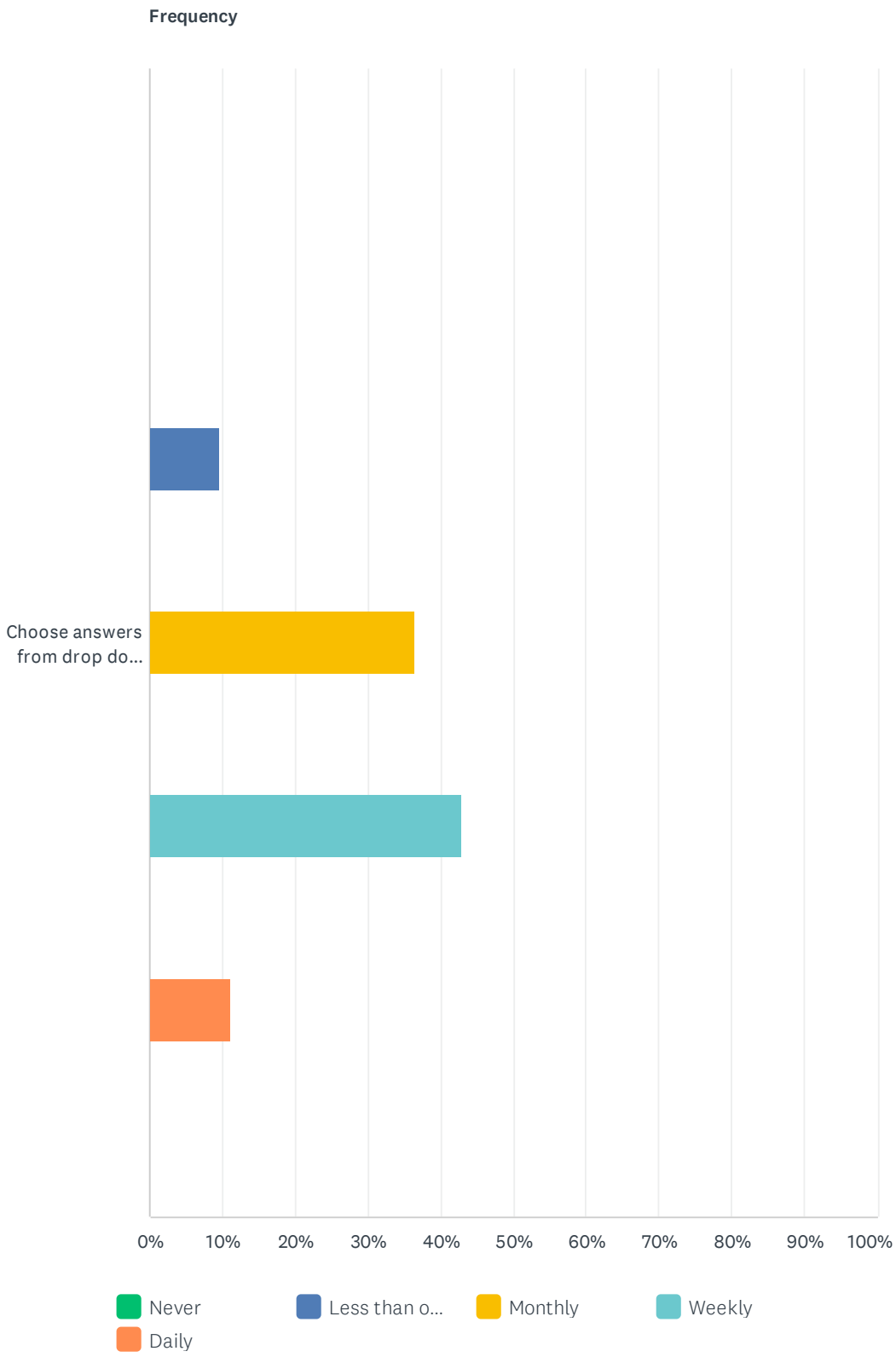
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	1.59% 1	7.94% 5	90.48% 57	63

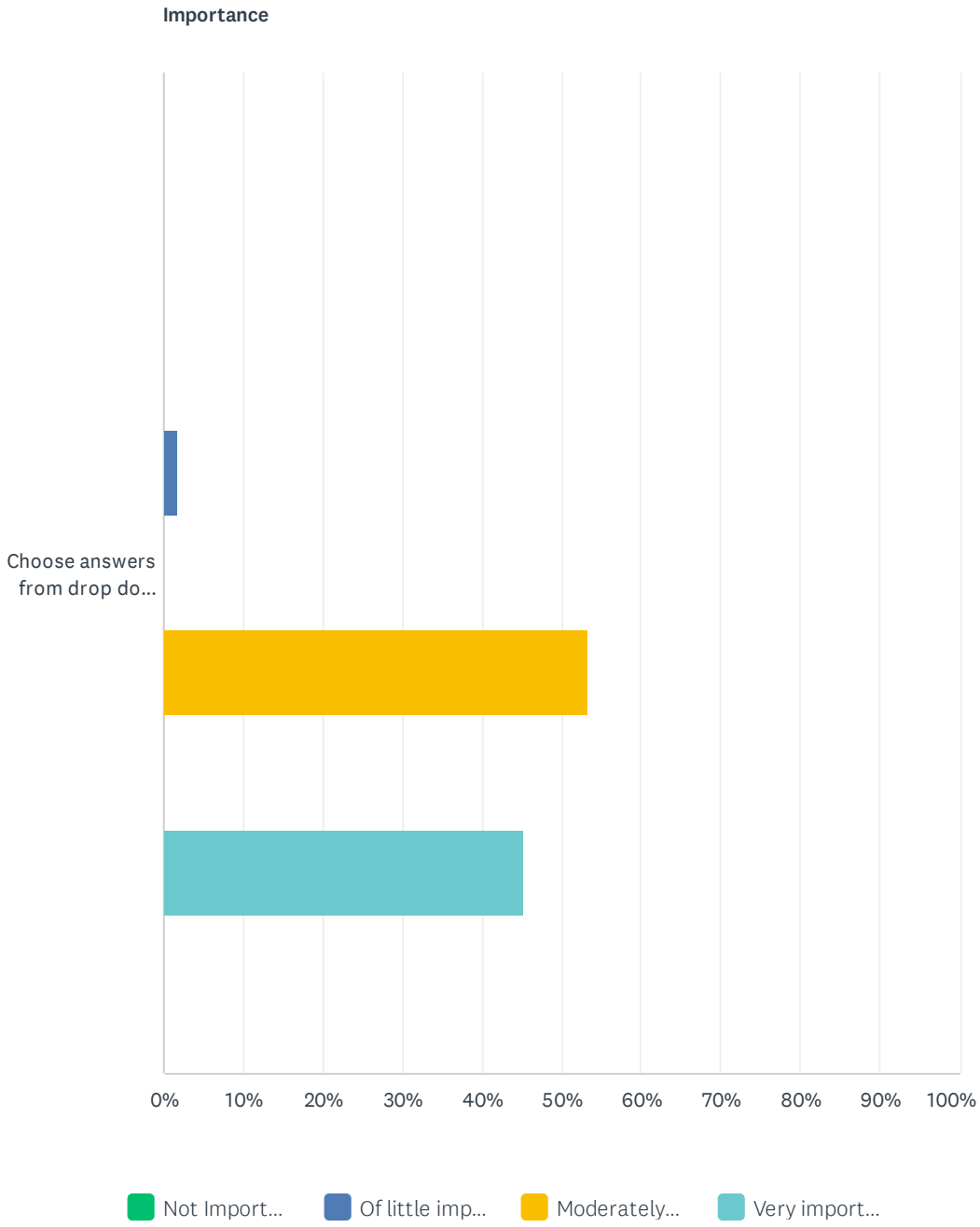
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	9.68% 6	90.32% 56	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	21.31% 13	78.69% 48	 61

Q21 4.3.2 Change agent.

Answered: 63 Skipped: 194

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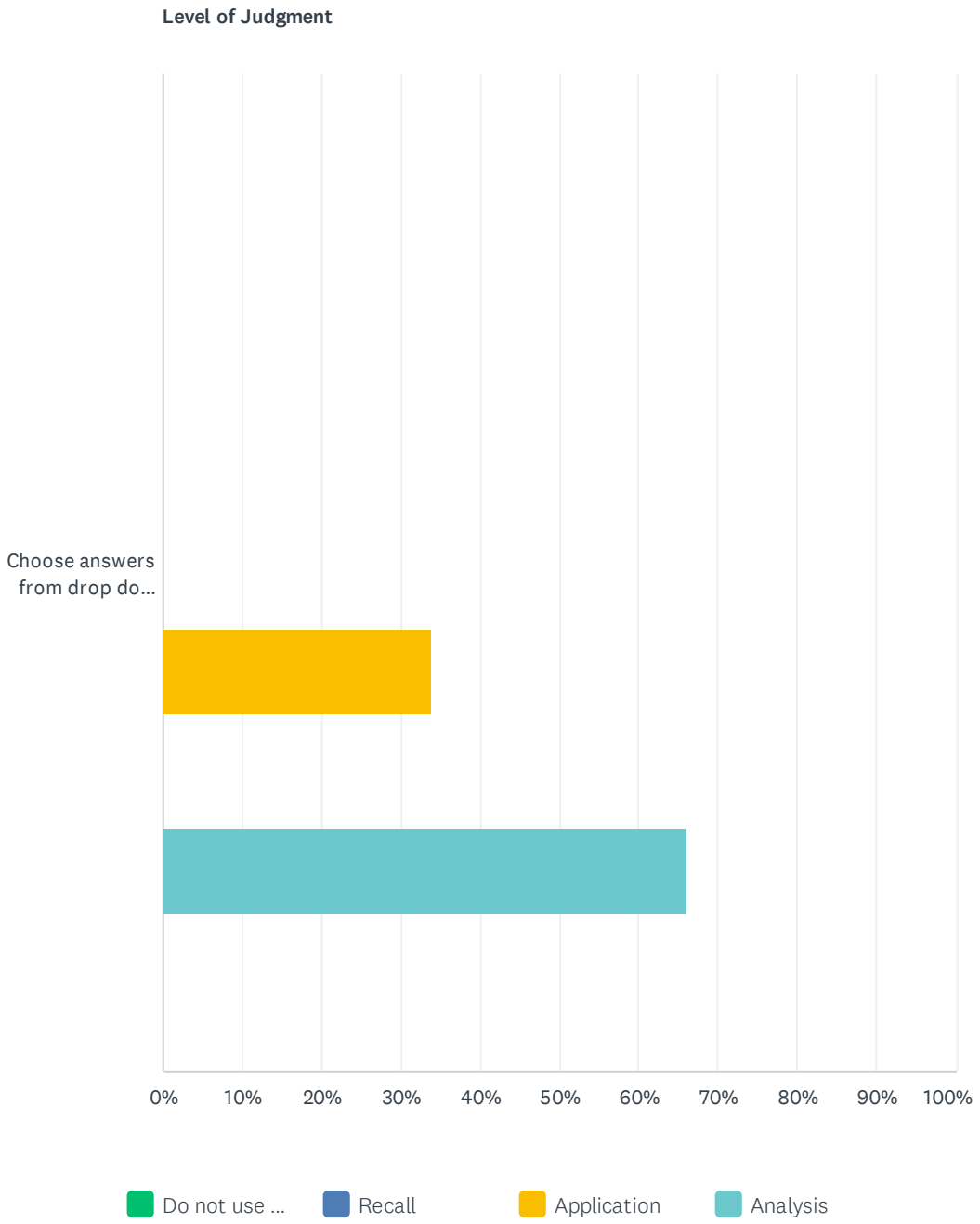


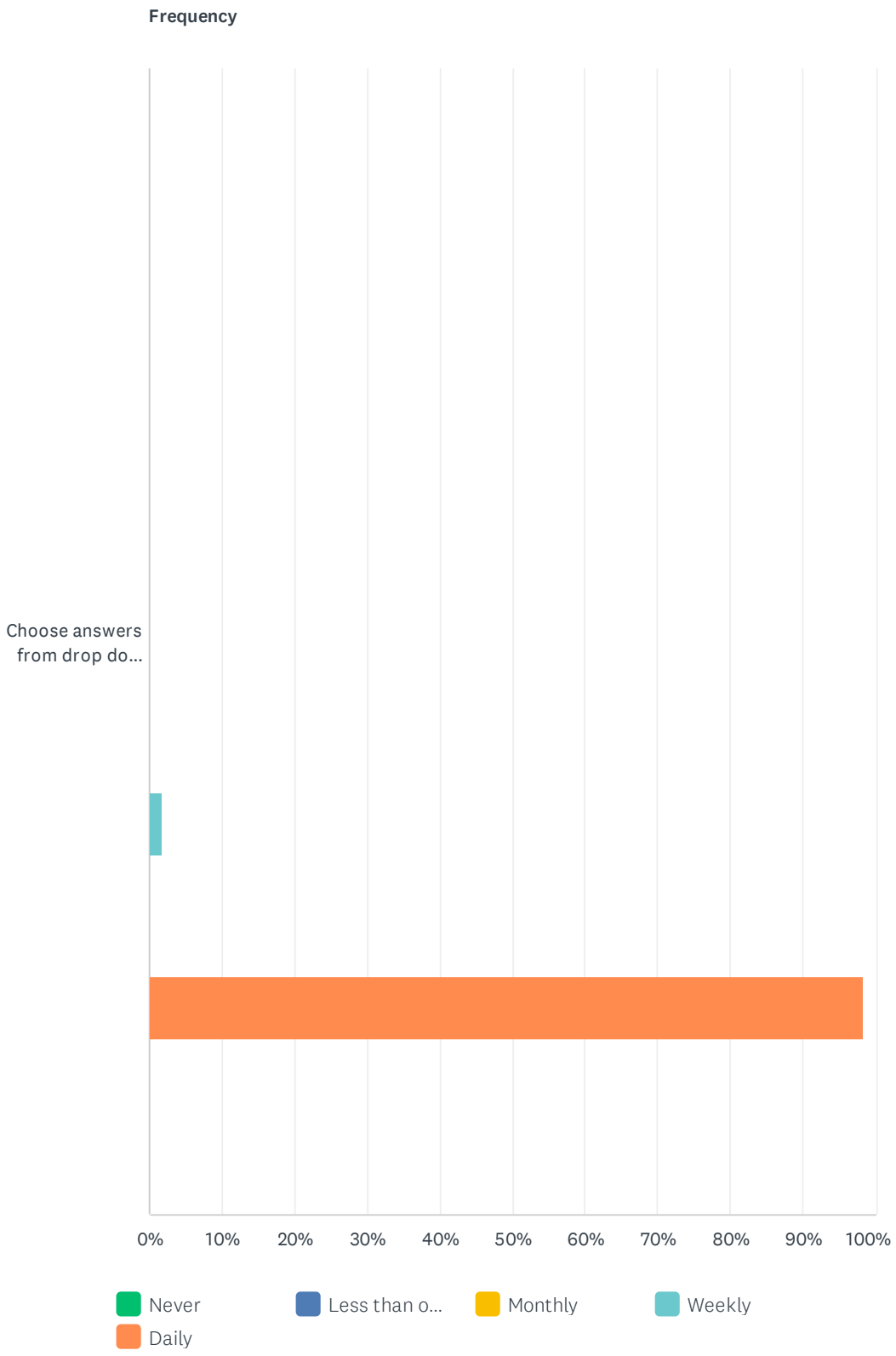
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	9.52% 6	36.51% 23	42.86% 27	11.11% 7	63

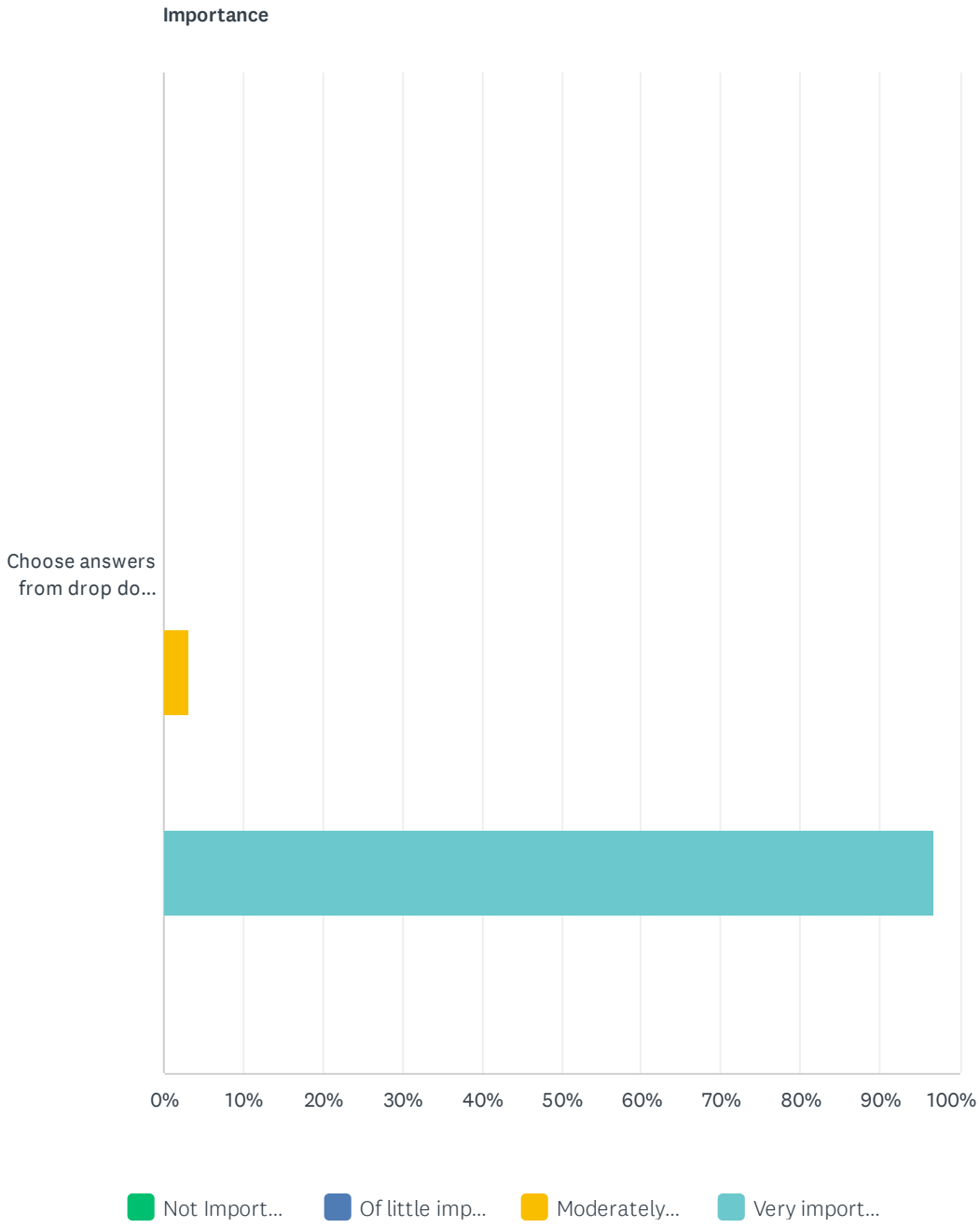
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	1.61% 1	53.23% 33	45.16% 28	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	0.00% 0	33.87% 21	66.13% 41	 62

Q22 4.3.3 Acts with integrity.

Answered: 63 Skipped: 194

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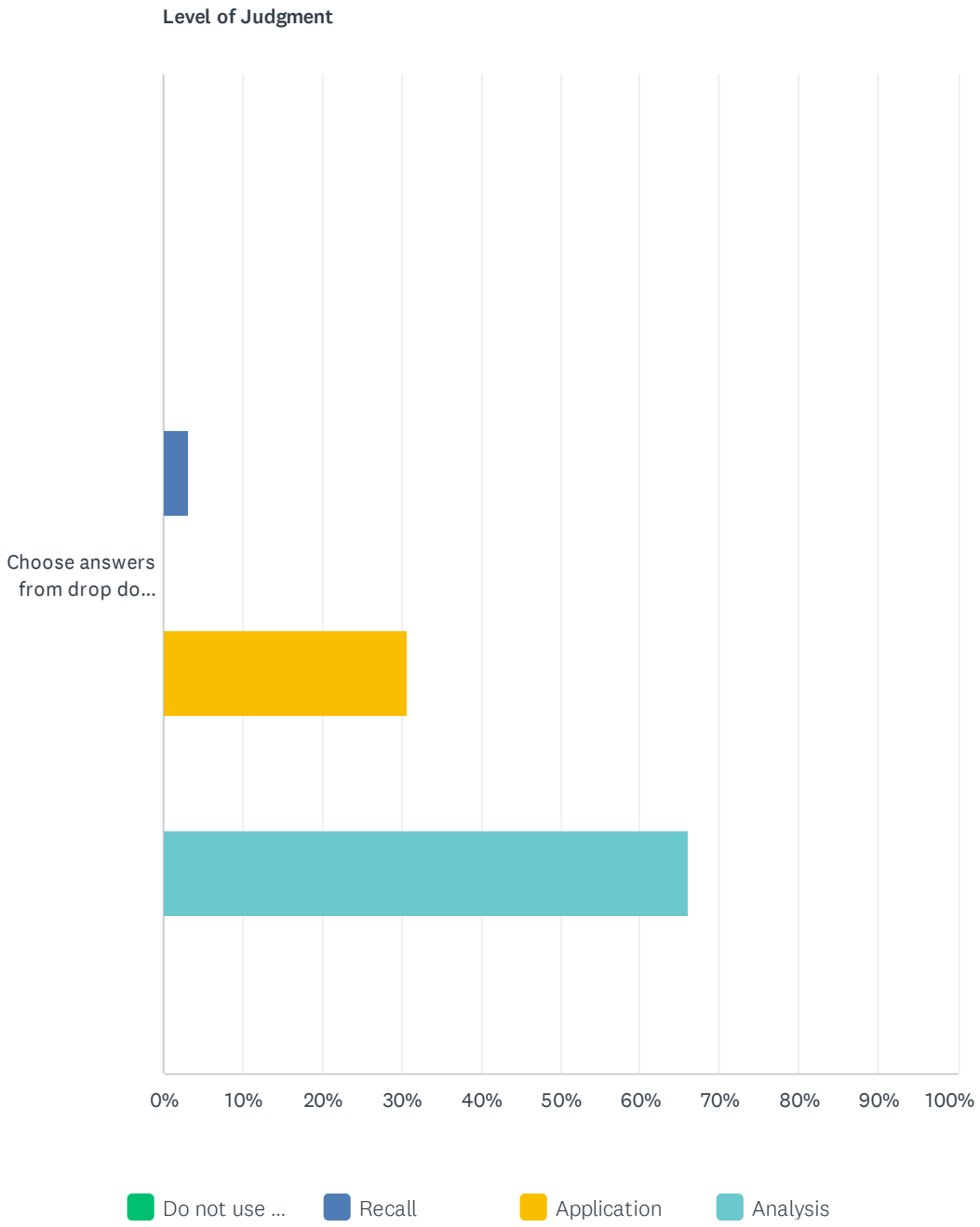


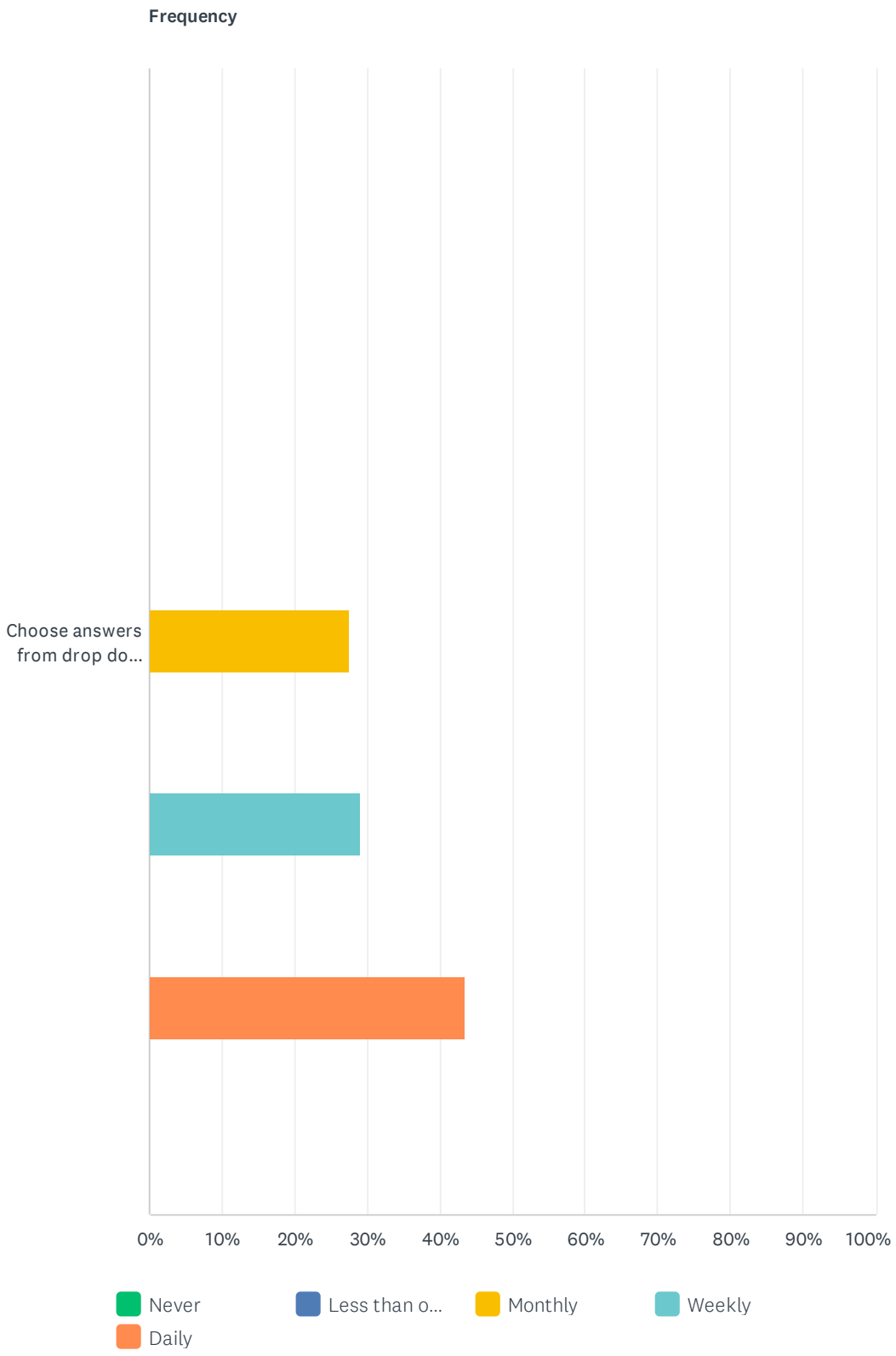
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	0.00% 0	1.61% 1	98.39% 61	62

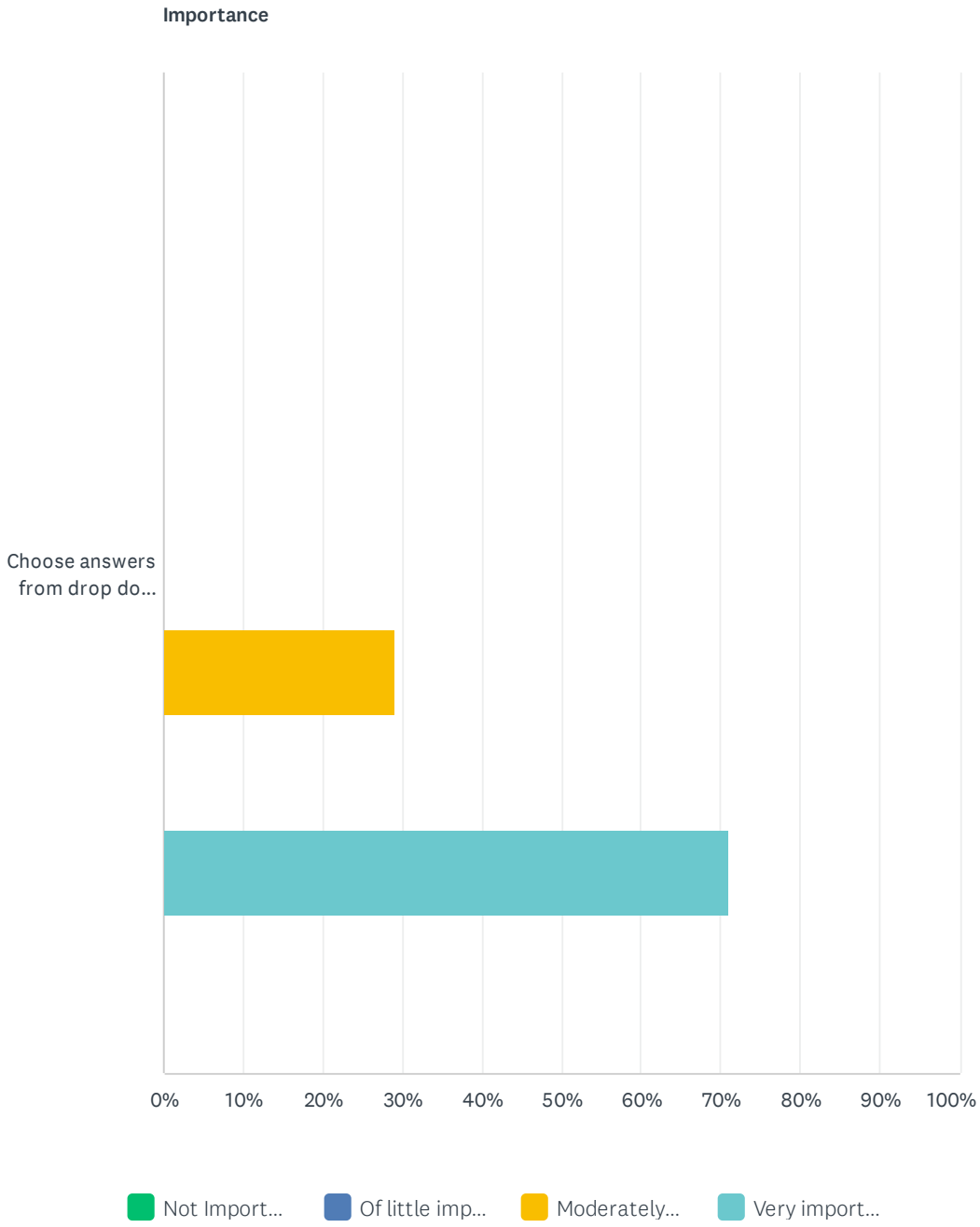
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	3.23% 2	96.77% 60	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	3.23% 2	30.65% 19	66.13% 41	 62

Q23 4.3.4 Commits to lifelong development and learning.

Answered: 63 Skipped: 194




Importance
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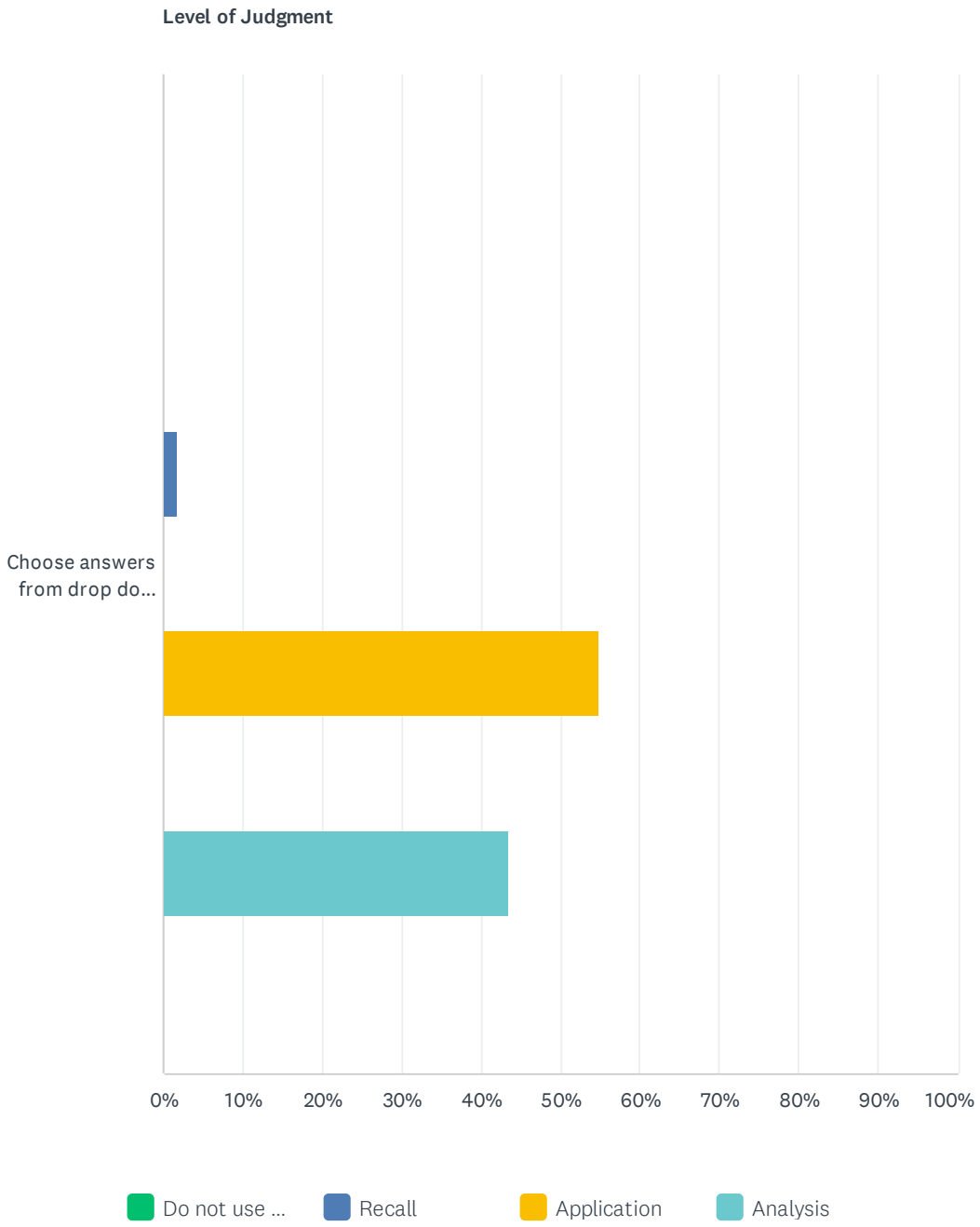


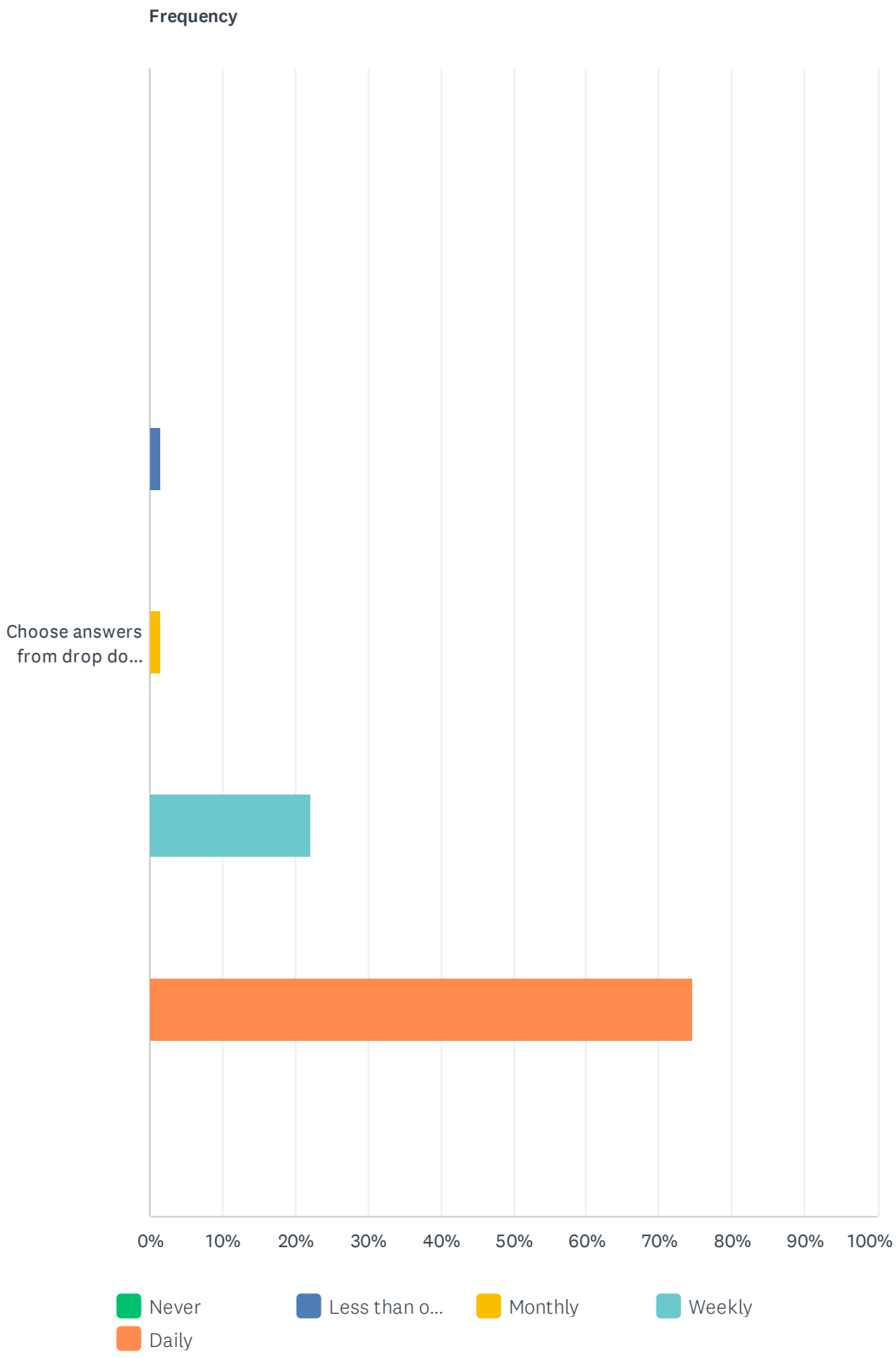
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	27.42% 17	29.03% 18	43.55% 27	62

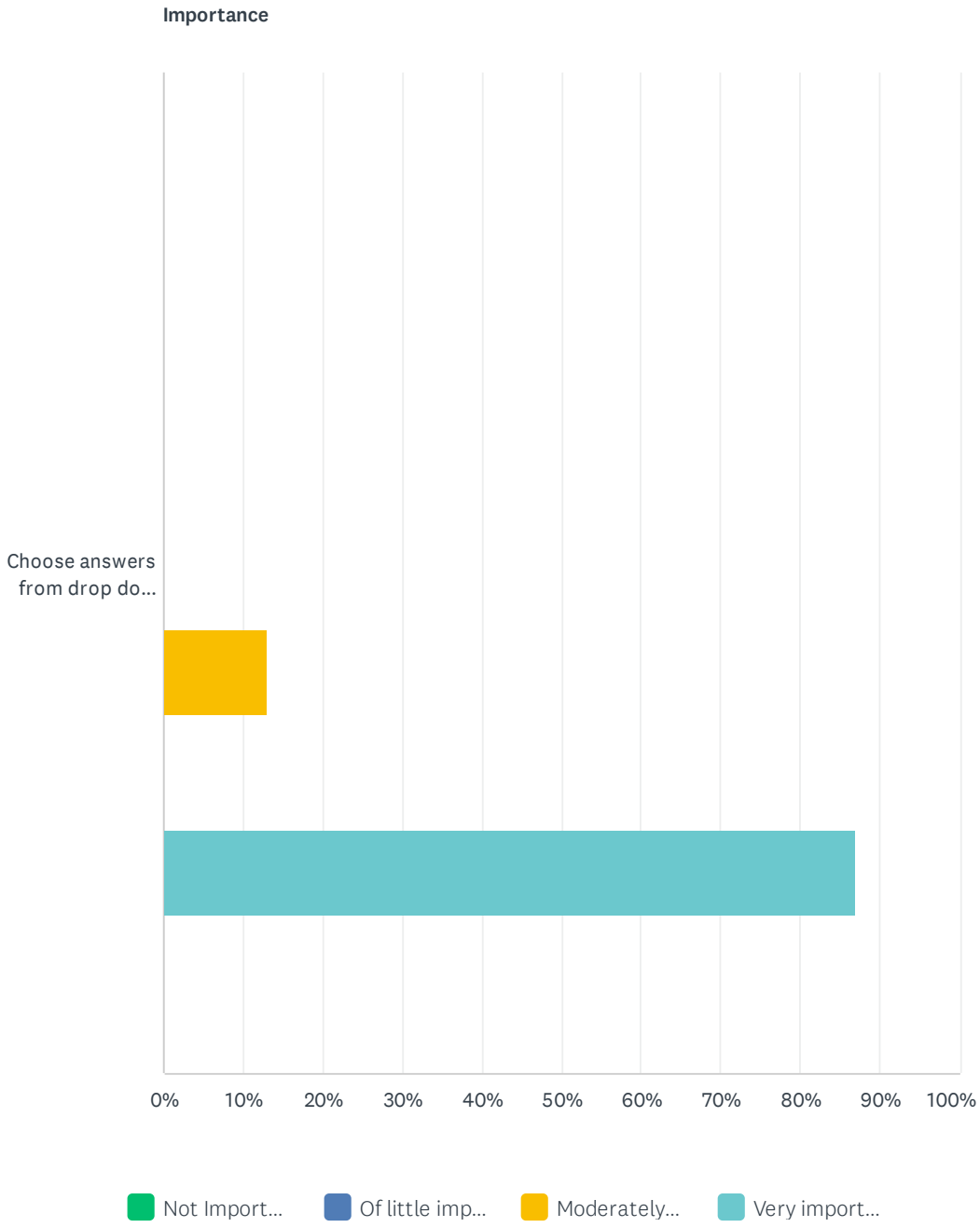
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	29.03% 18	70.97% 44	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.61% 1	54.84% 34	43.55% 27	 62

Q24 4.3.5 Self-reflective.

Answered: 63 Skipped: 194

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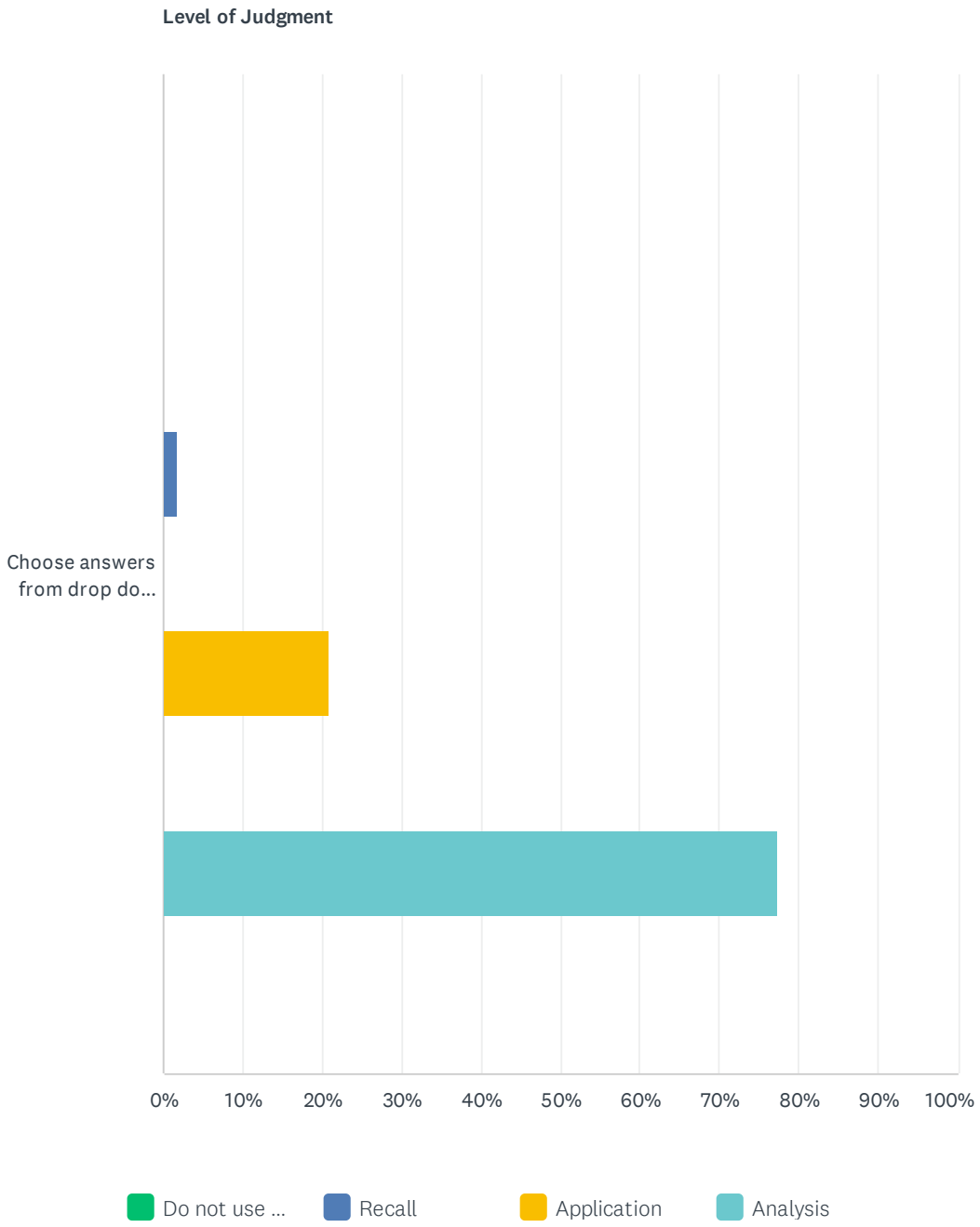


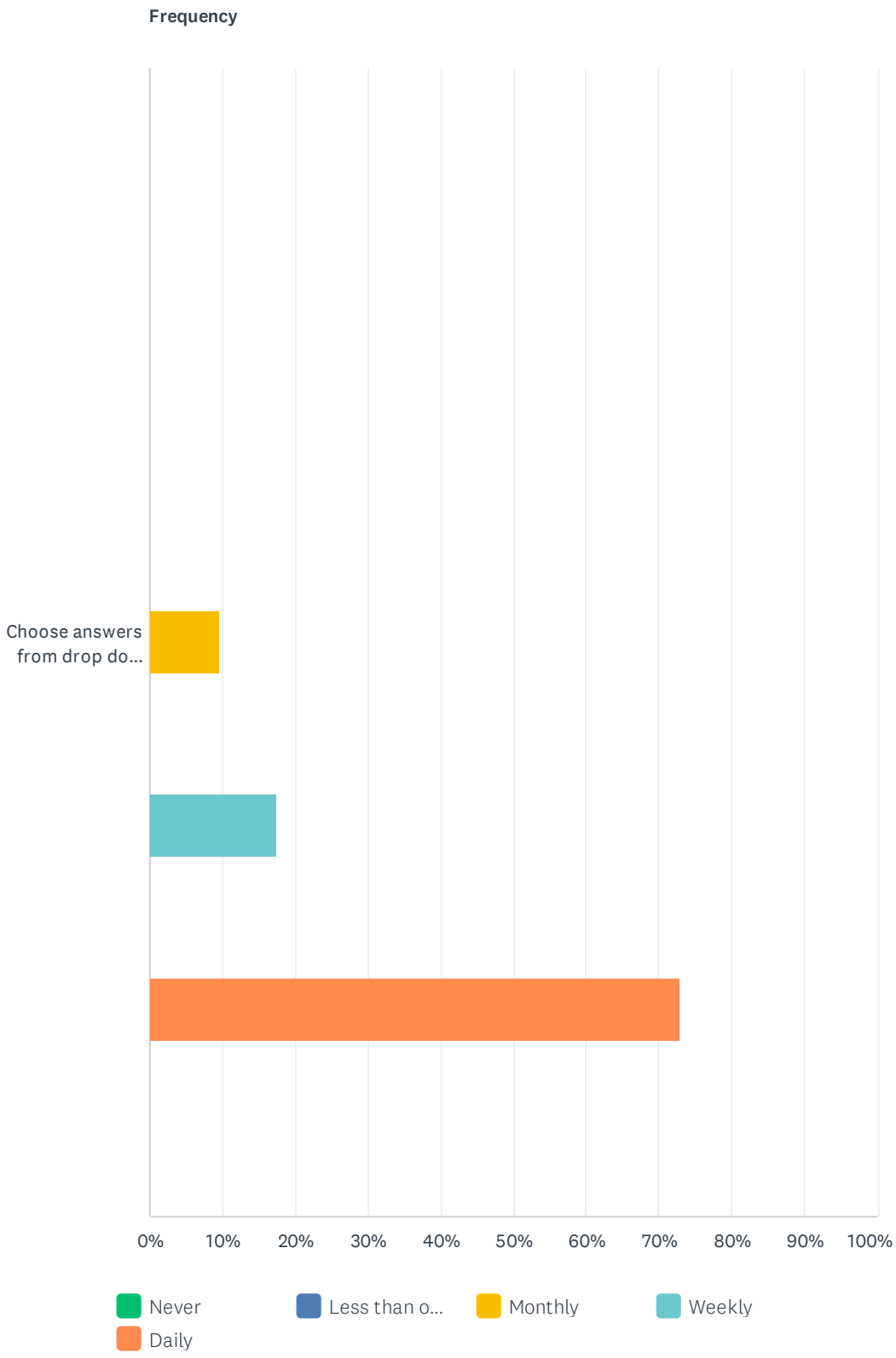
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	1.59% 1	1.59% 1	22.22% 14	74.60% 47	63

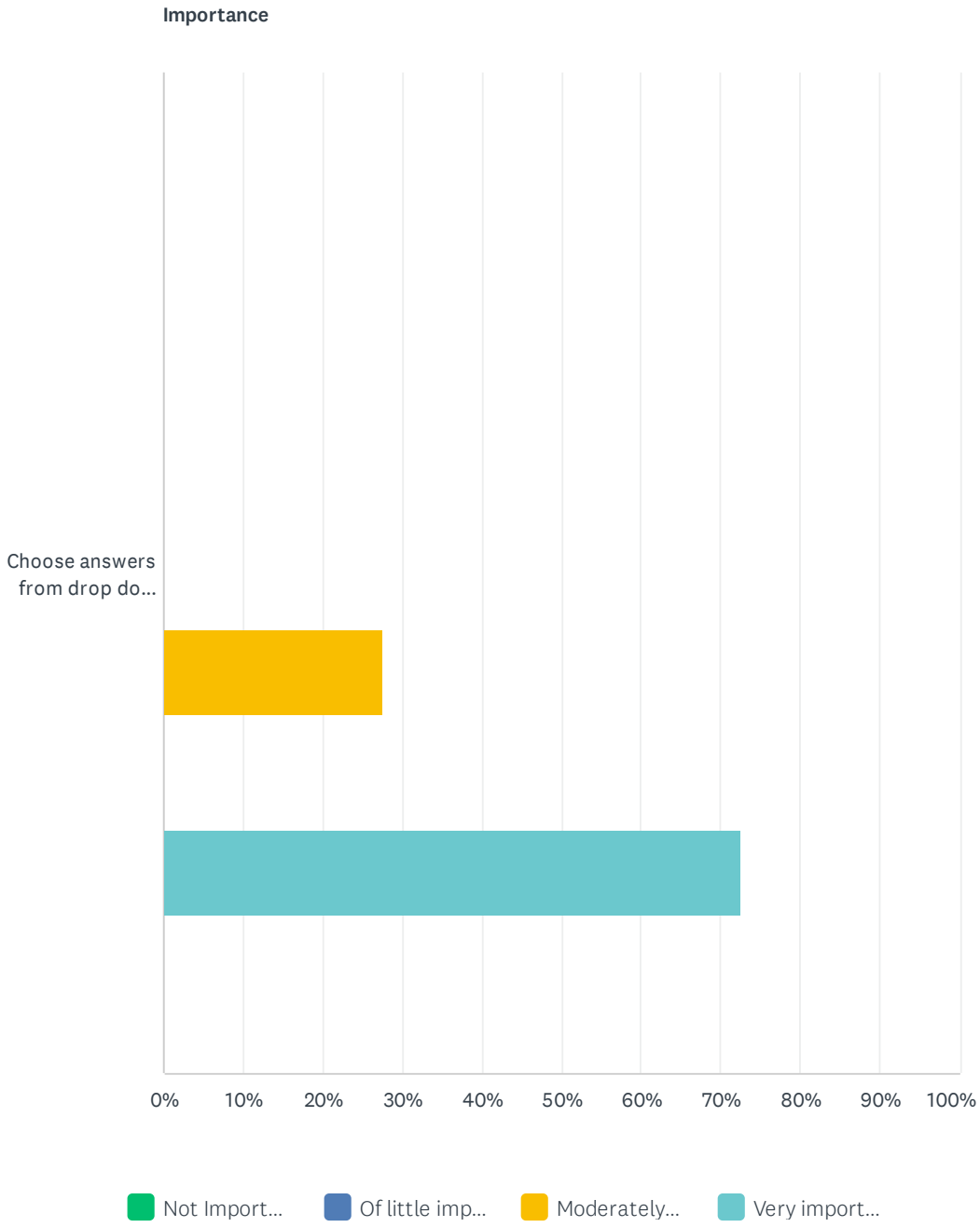
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	12.90% 8	87.10% 54	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.61% 1	20.97% 13	77.42% 48	 62

Q25 4.3.6 Excellence-oriented.

Answered: 63 Skipped: 194

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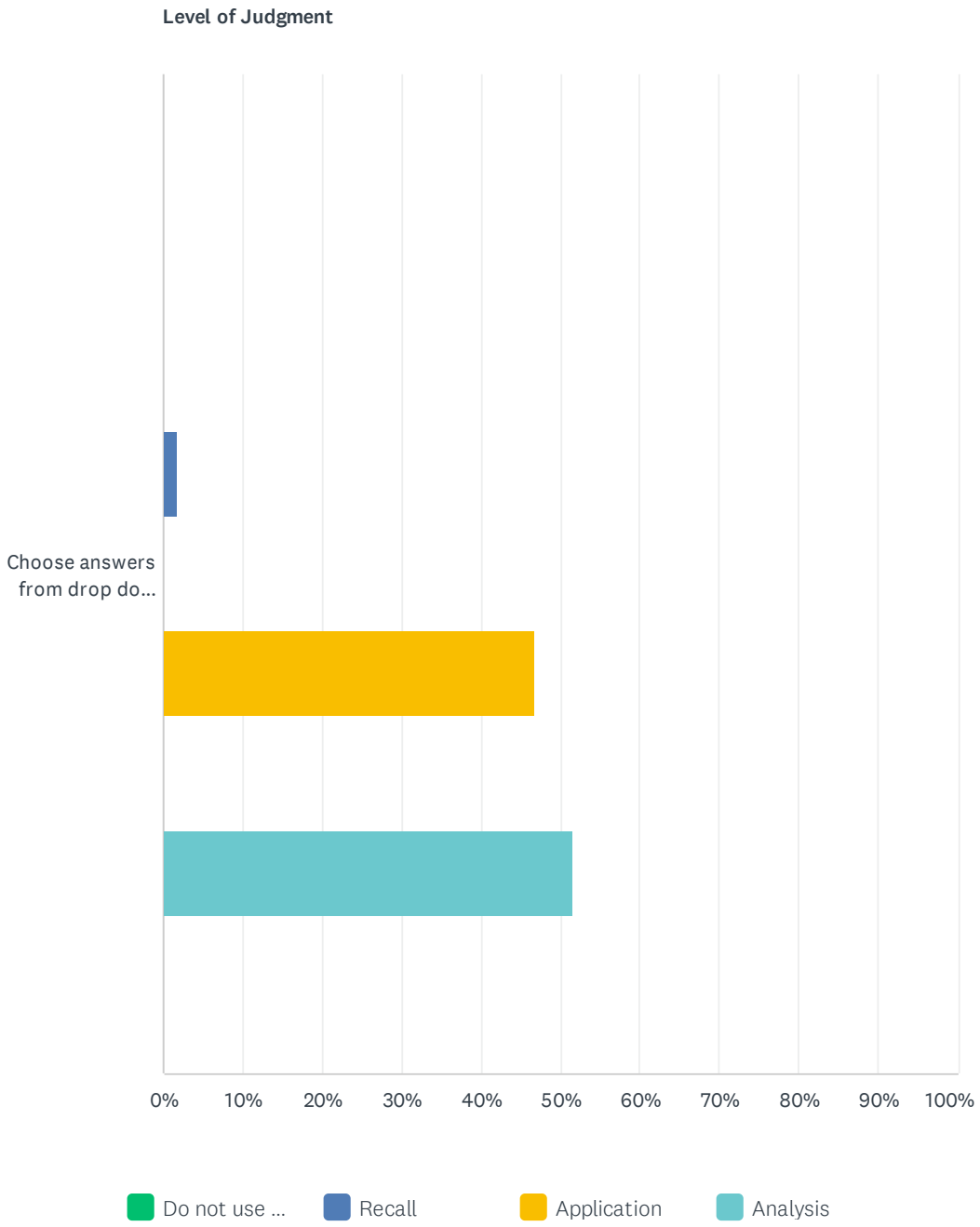


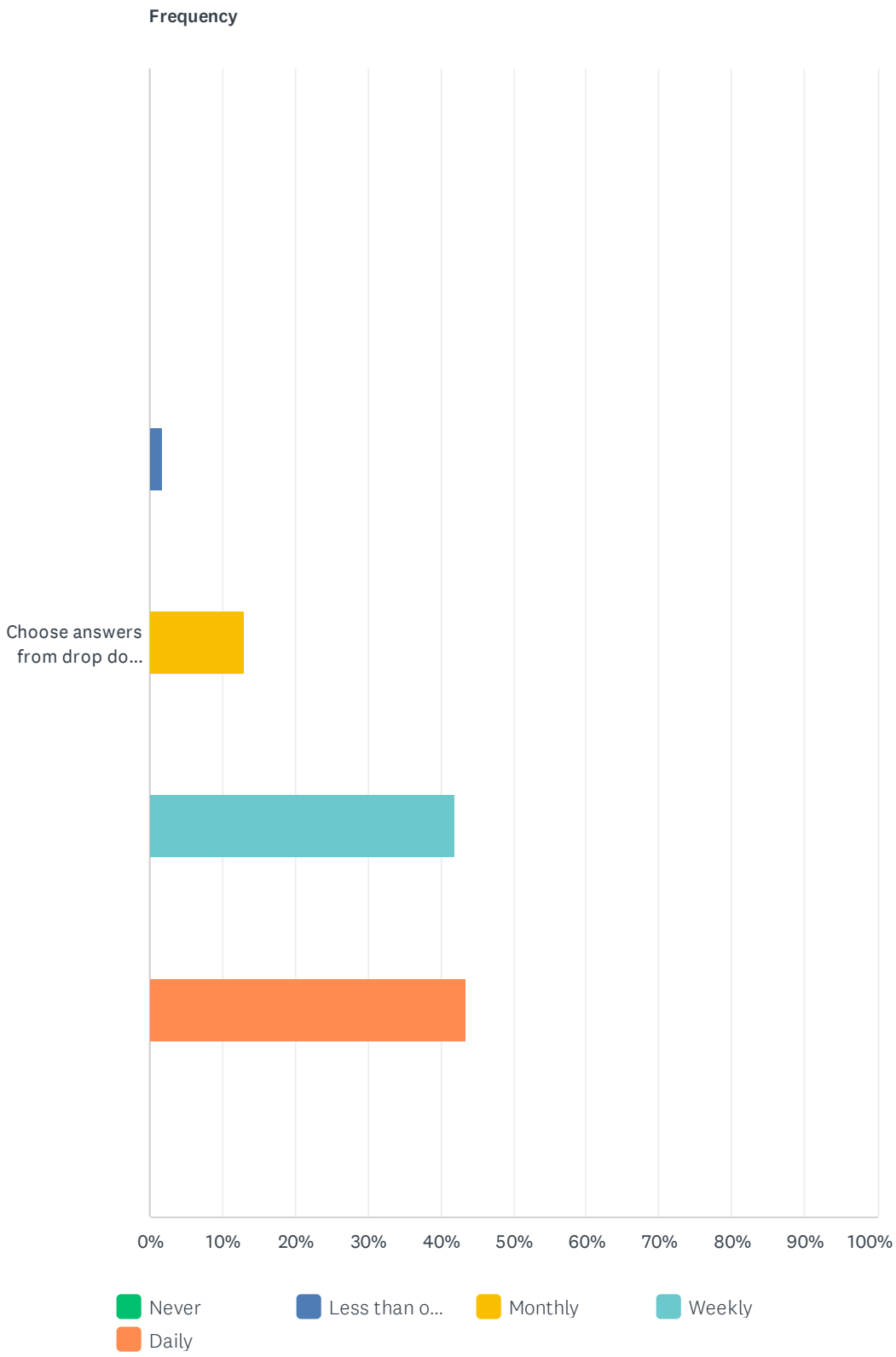
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	9.52% 6	17.46% 11	73.02% 46	63

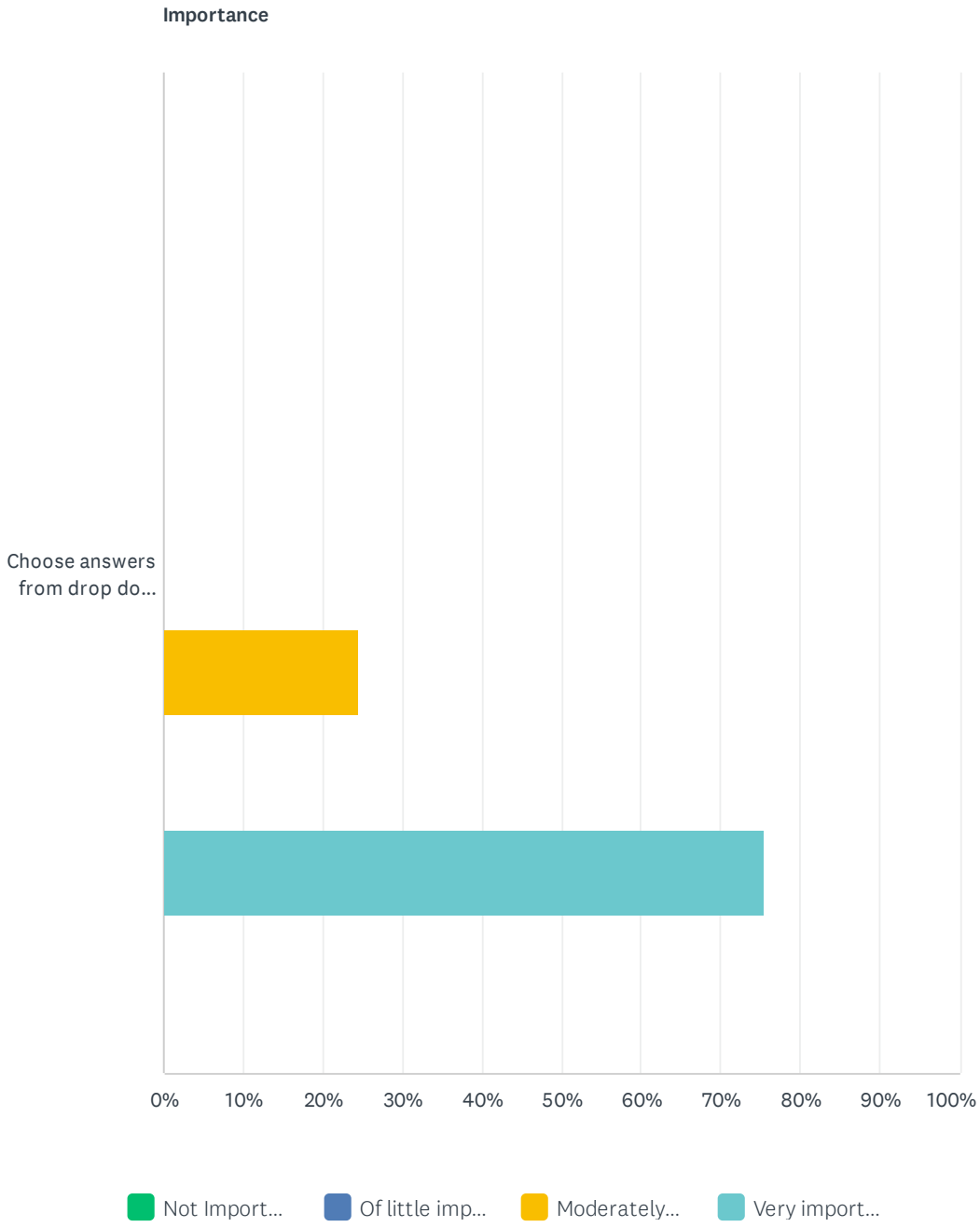
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	27.42% 17	72.58% 45	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.61% 1	46.77% 29	51.61% 32	 62

Q26 4.3.7 Strategic thinker.

Answered: 62 Skipped: 195

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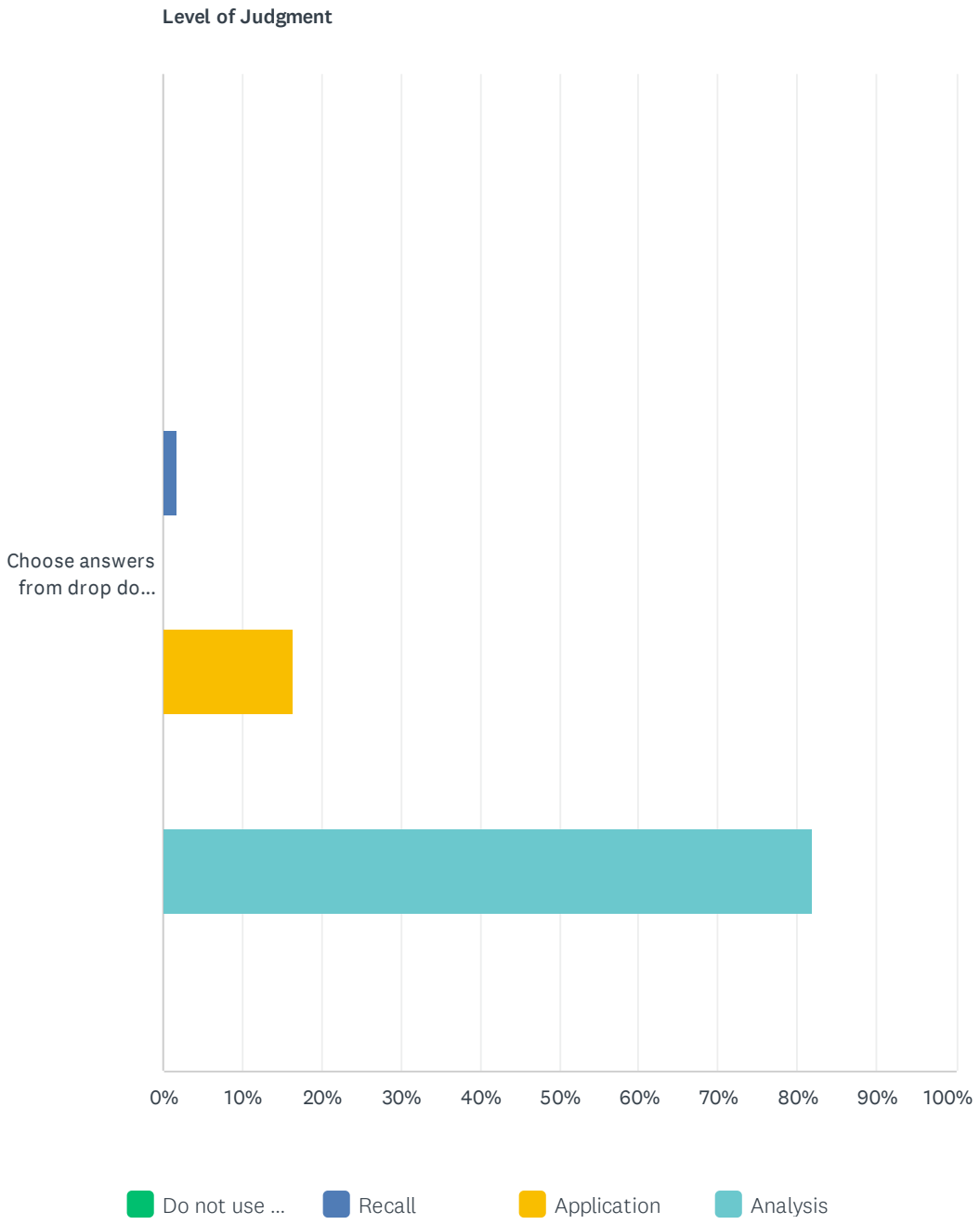


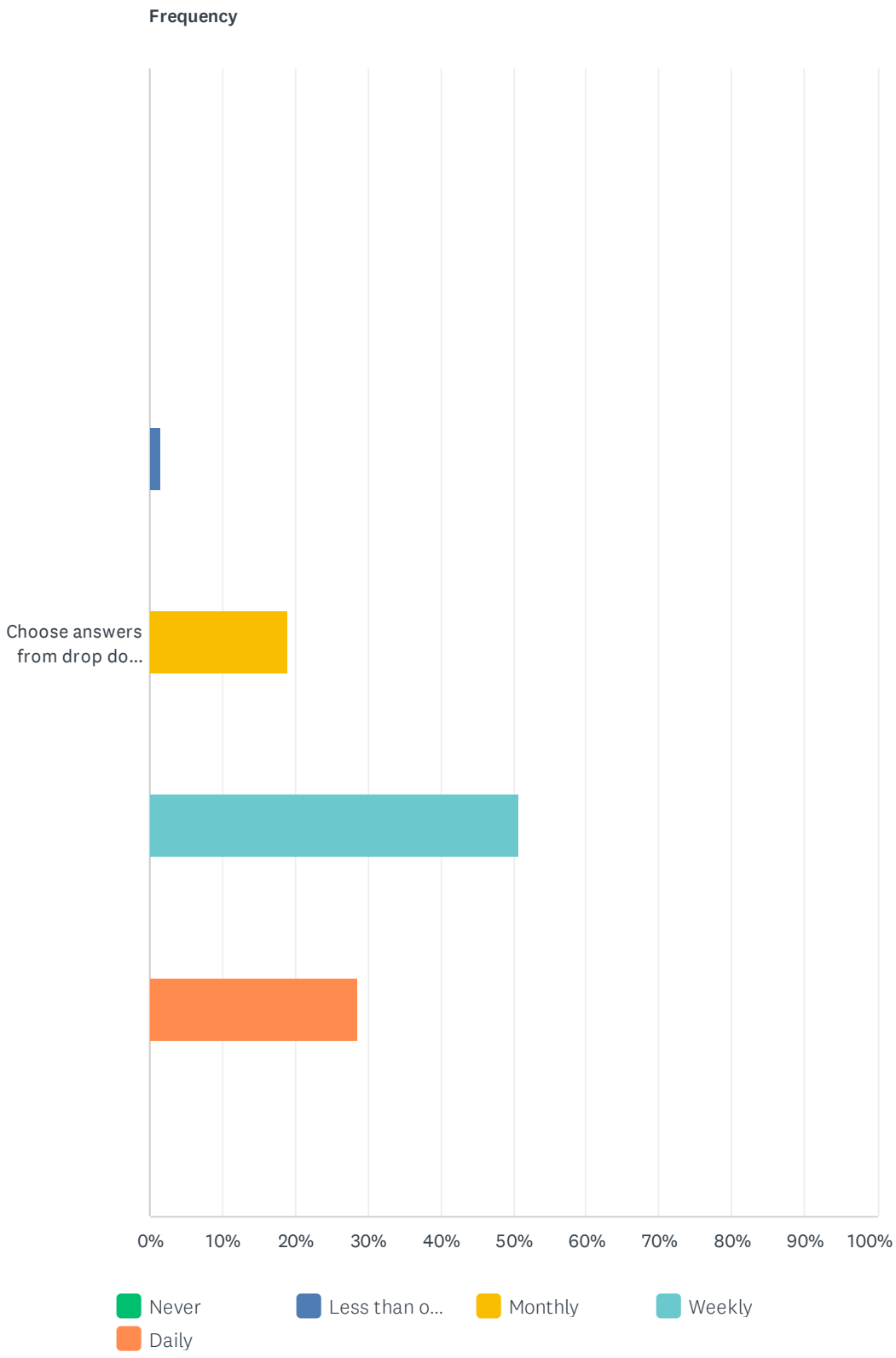
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	1.61% 1	12.90% 8	41.94% 26	43.55% 27	62

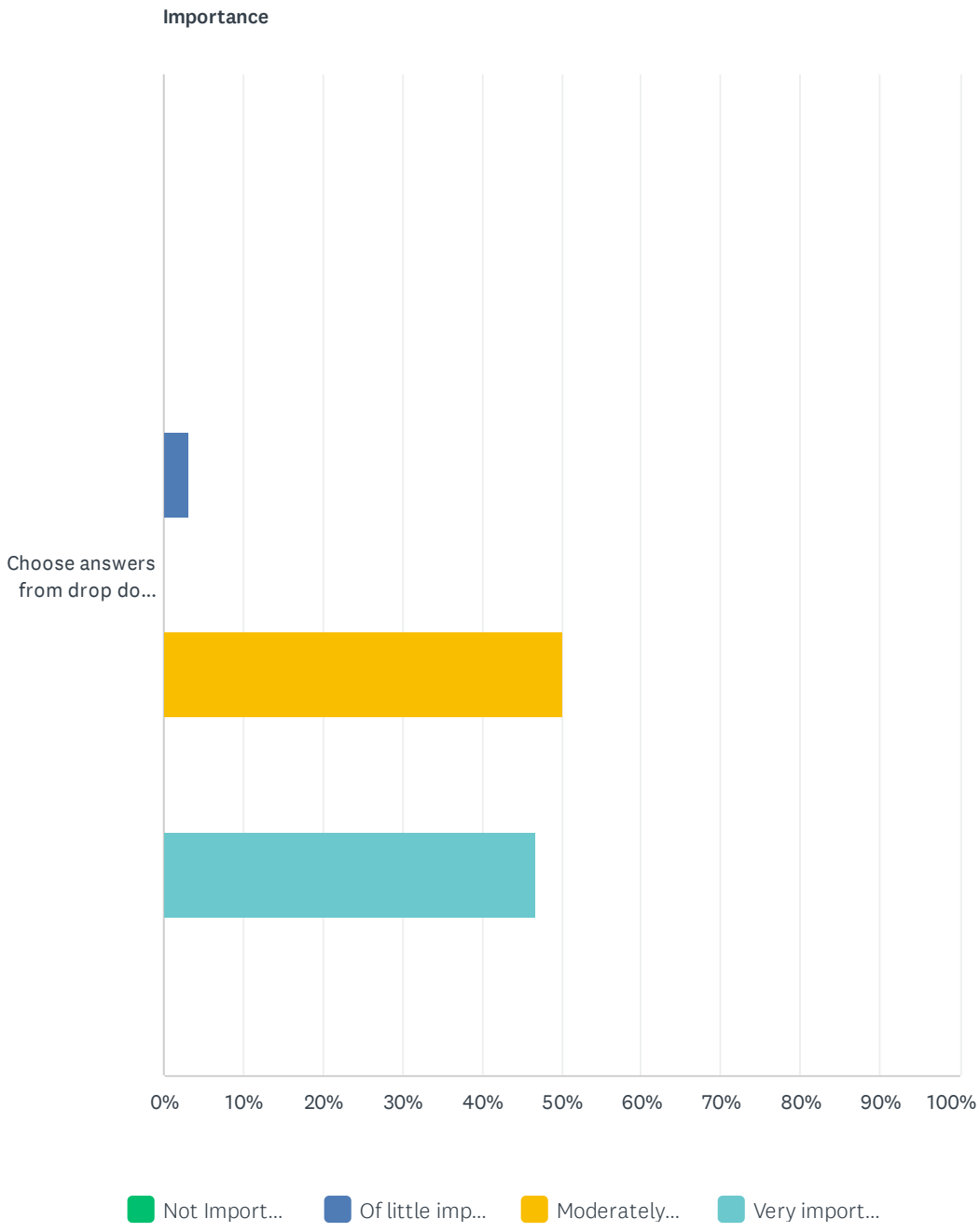
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	24.59% 15	75.41% 46	61

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	1.64% 1	16.39% 10	81.97% 50	 61

Q27 4.3.8 Inspirational.

Answered: 63 Skipped: 194

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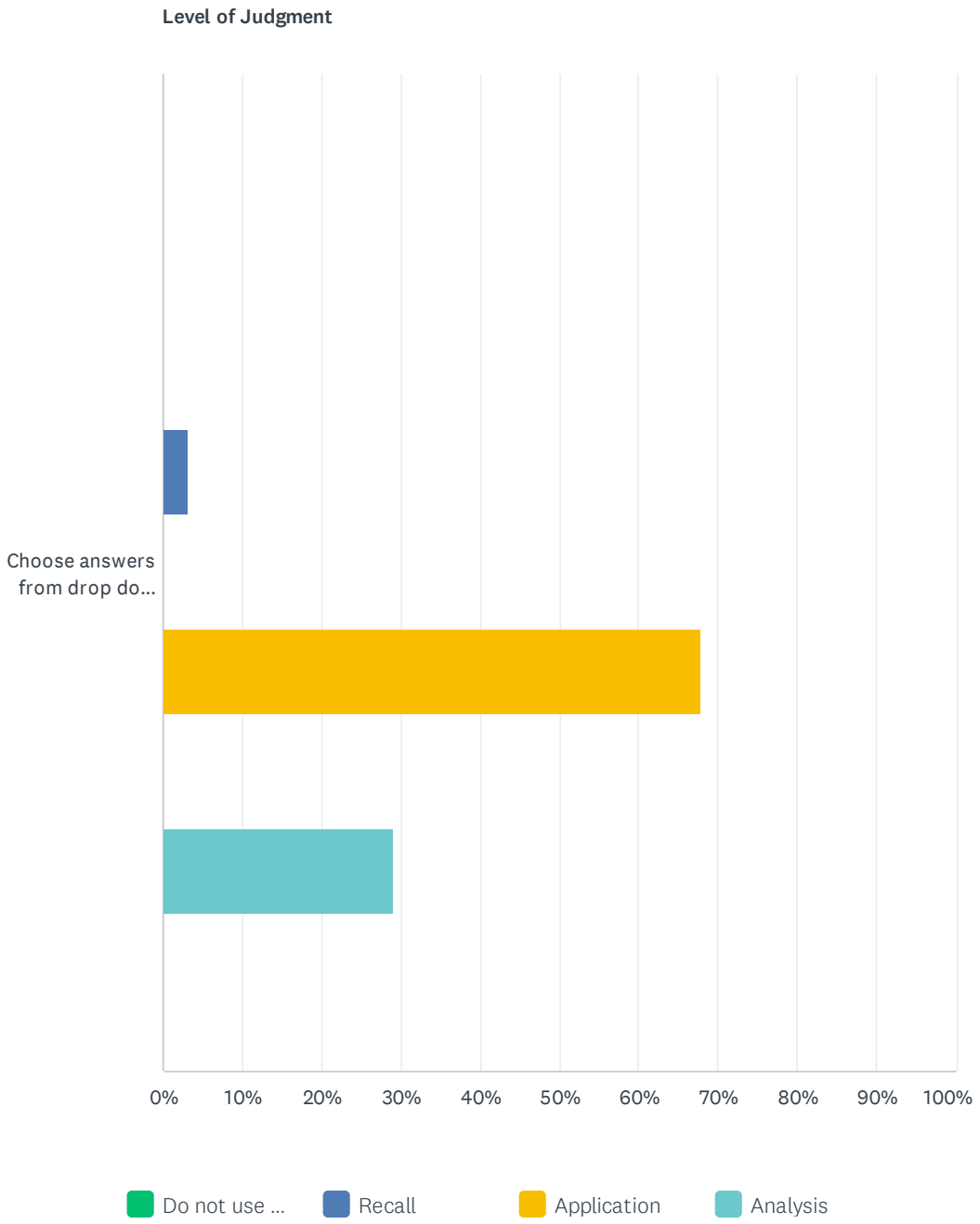


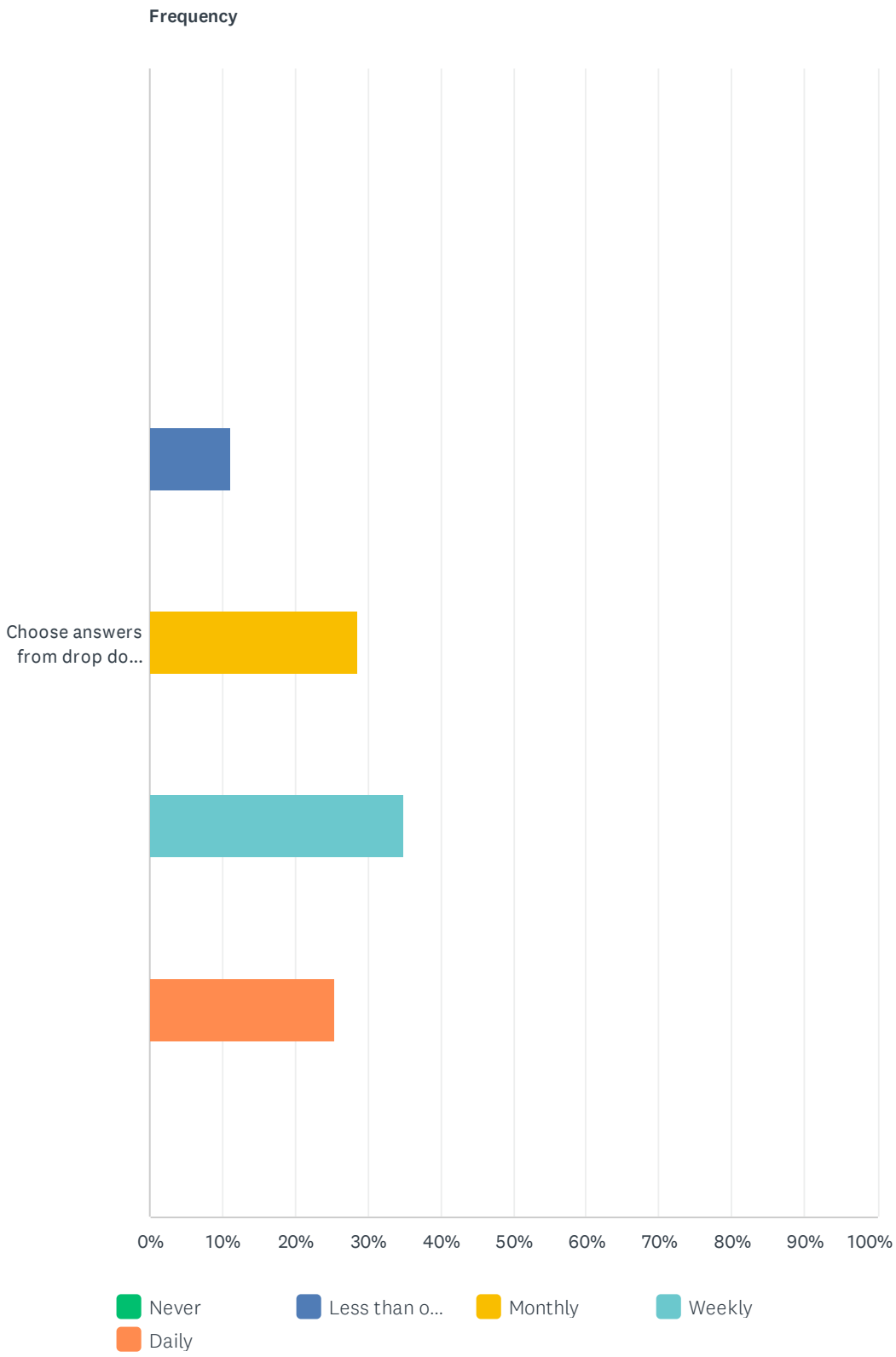
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	1.59% 1	19.05% 12	50.79% 32	28.57% 18	63

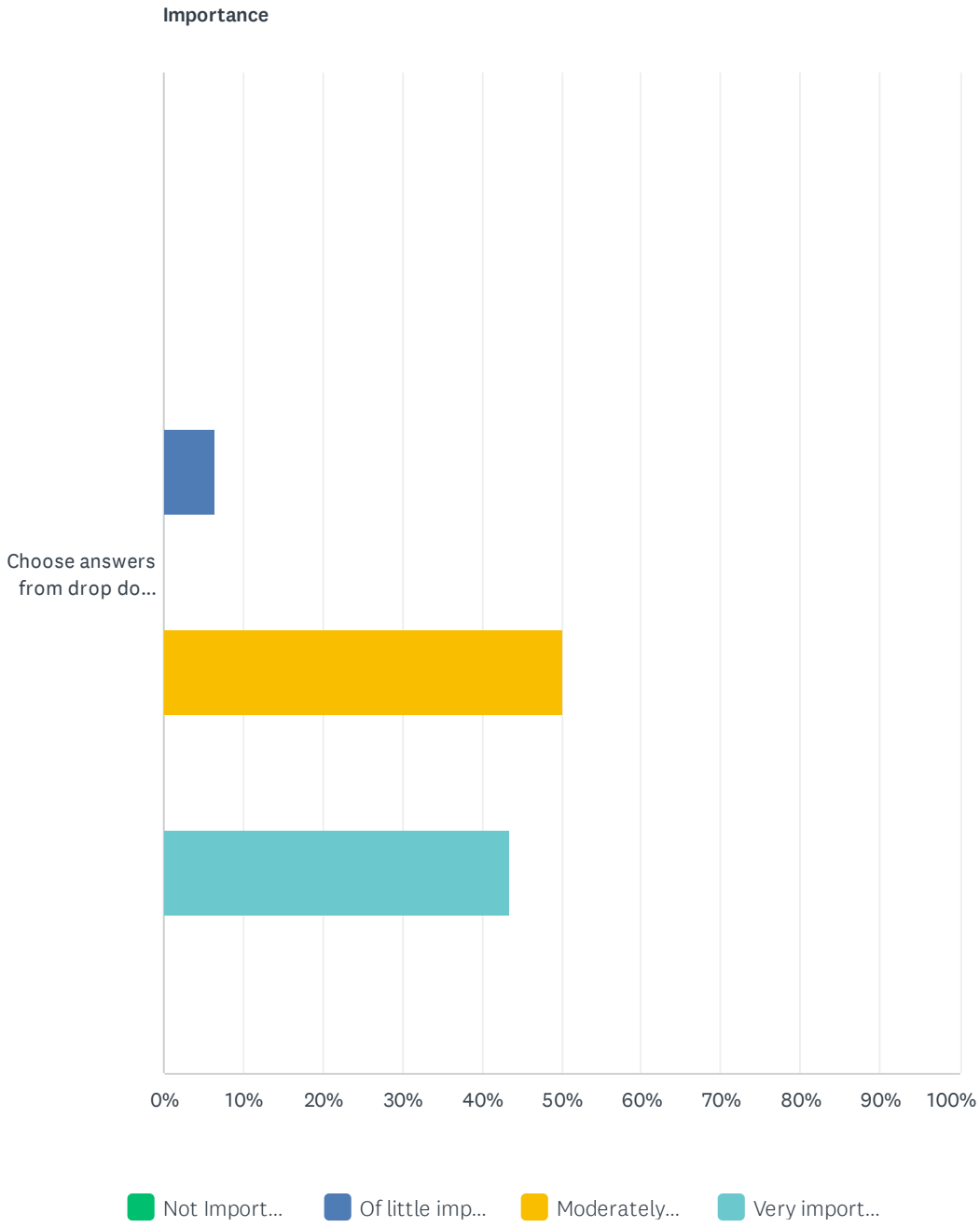
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	3.23% 2	50.00% 31	46.77% 29	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	3.23% 2	67.74% 42	29.03% 18	 62

Q28 4.3.9 Courageous.

Answered: 63 Skipped: 194

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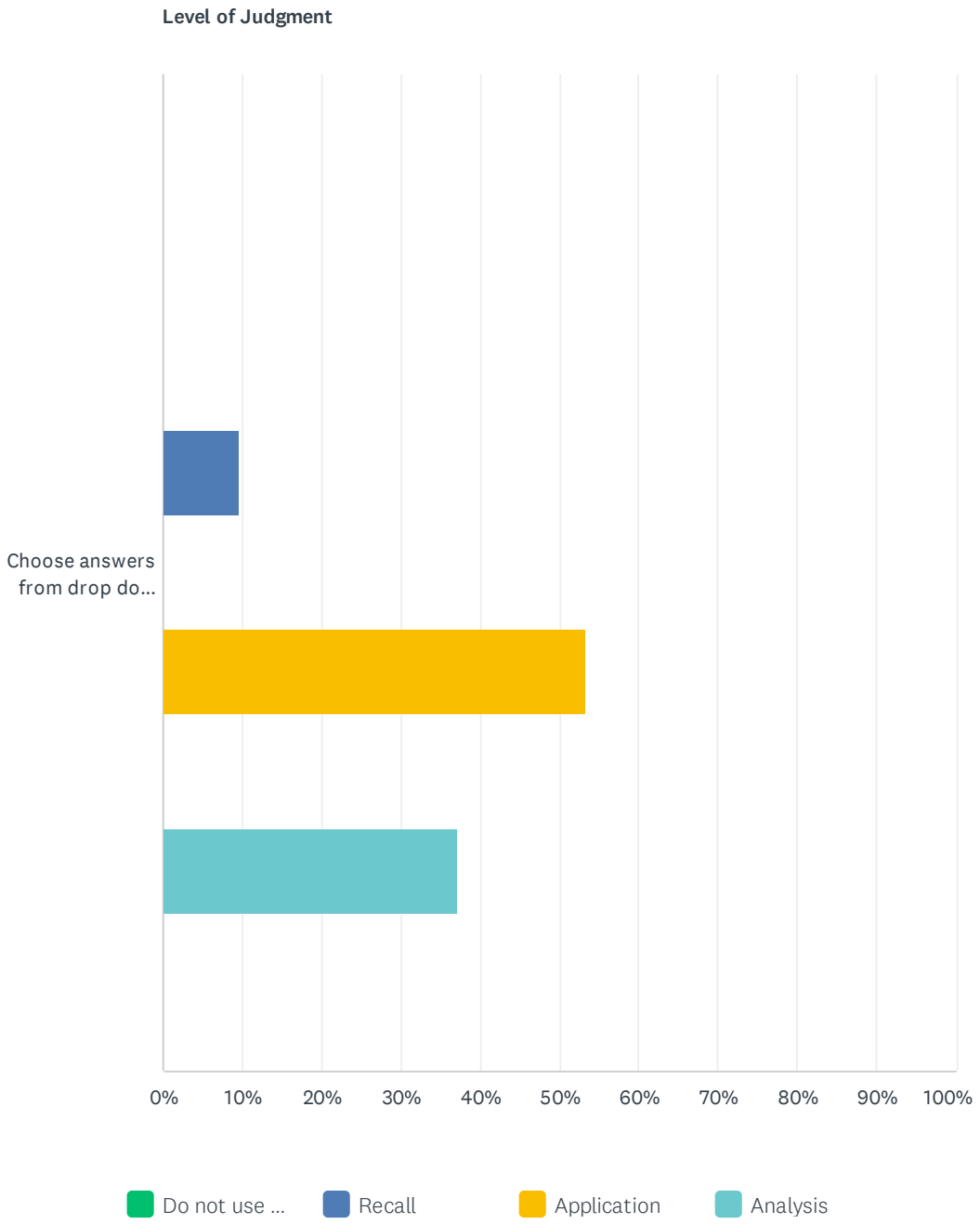


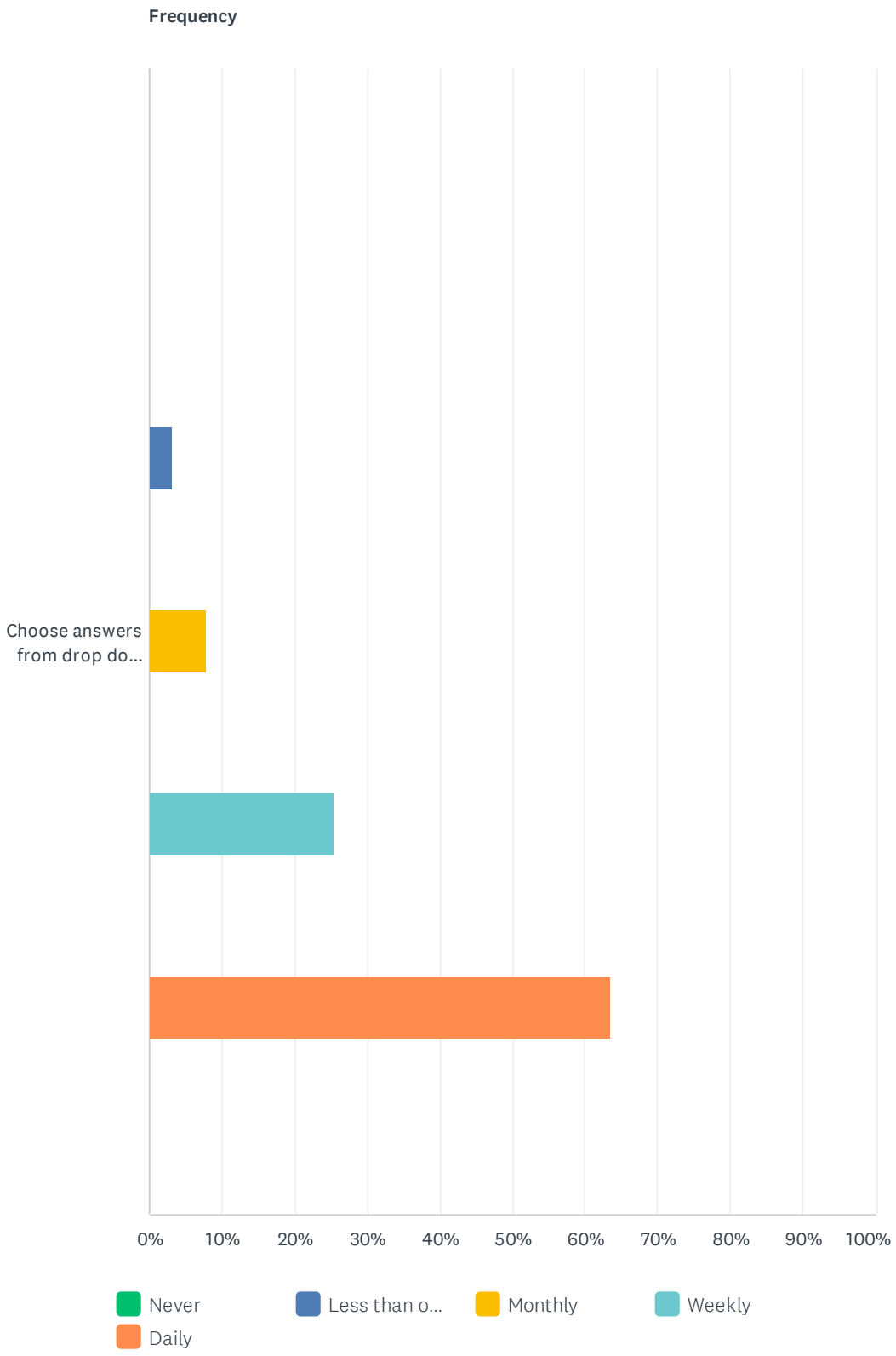
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	11.11% 7	28.57% 18	34.92% 22	25.40% 16	63

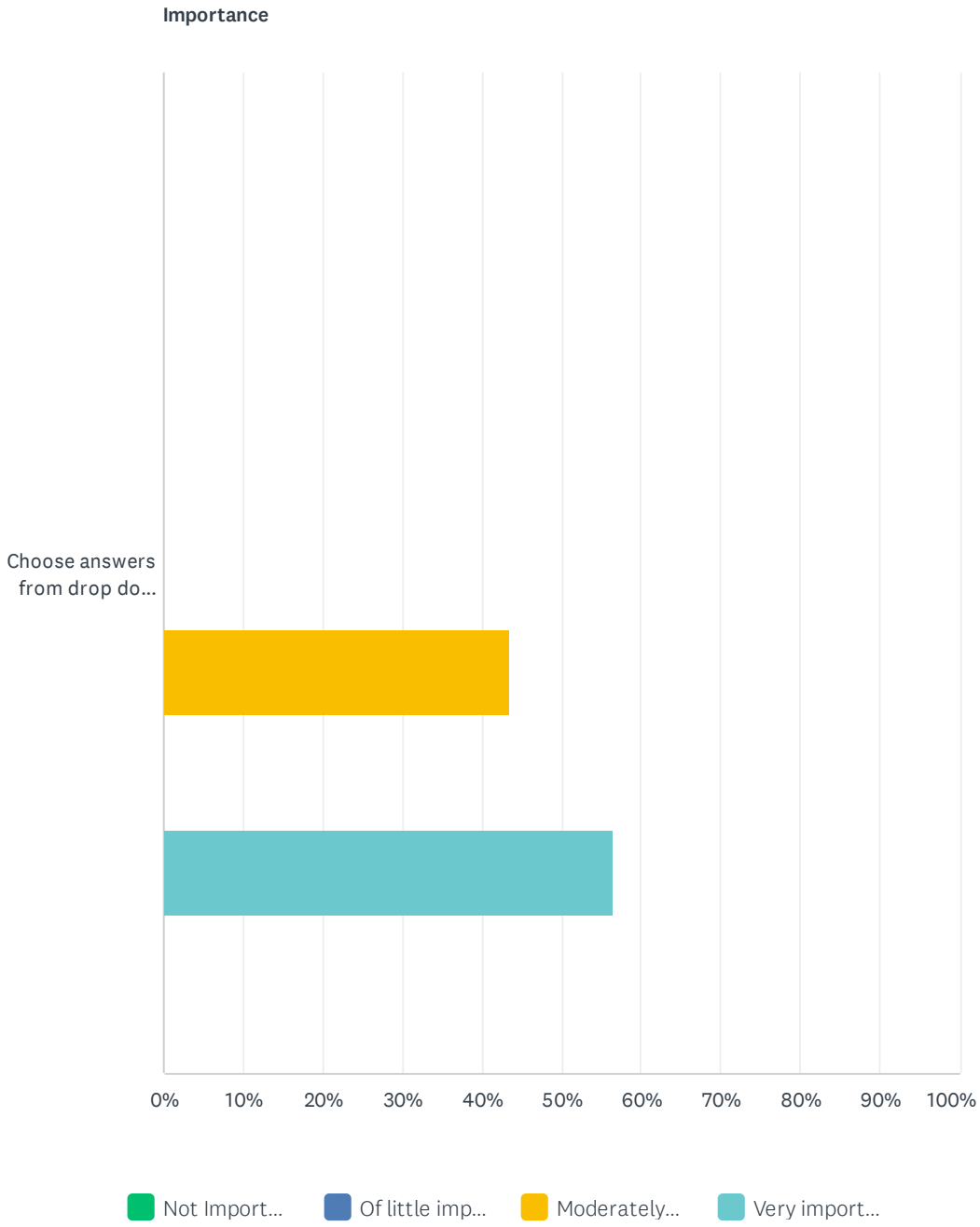
Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	6.45% 4	50.00% 31	43.55% 27	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	9.68% 6	53.23% 33	37.10% 23	 62

Q29 4.3.10 Self-confident.

Answered: 63 Skipped: 194

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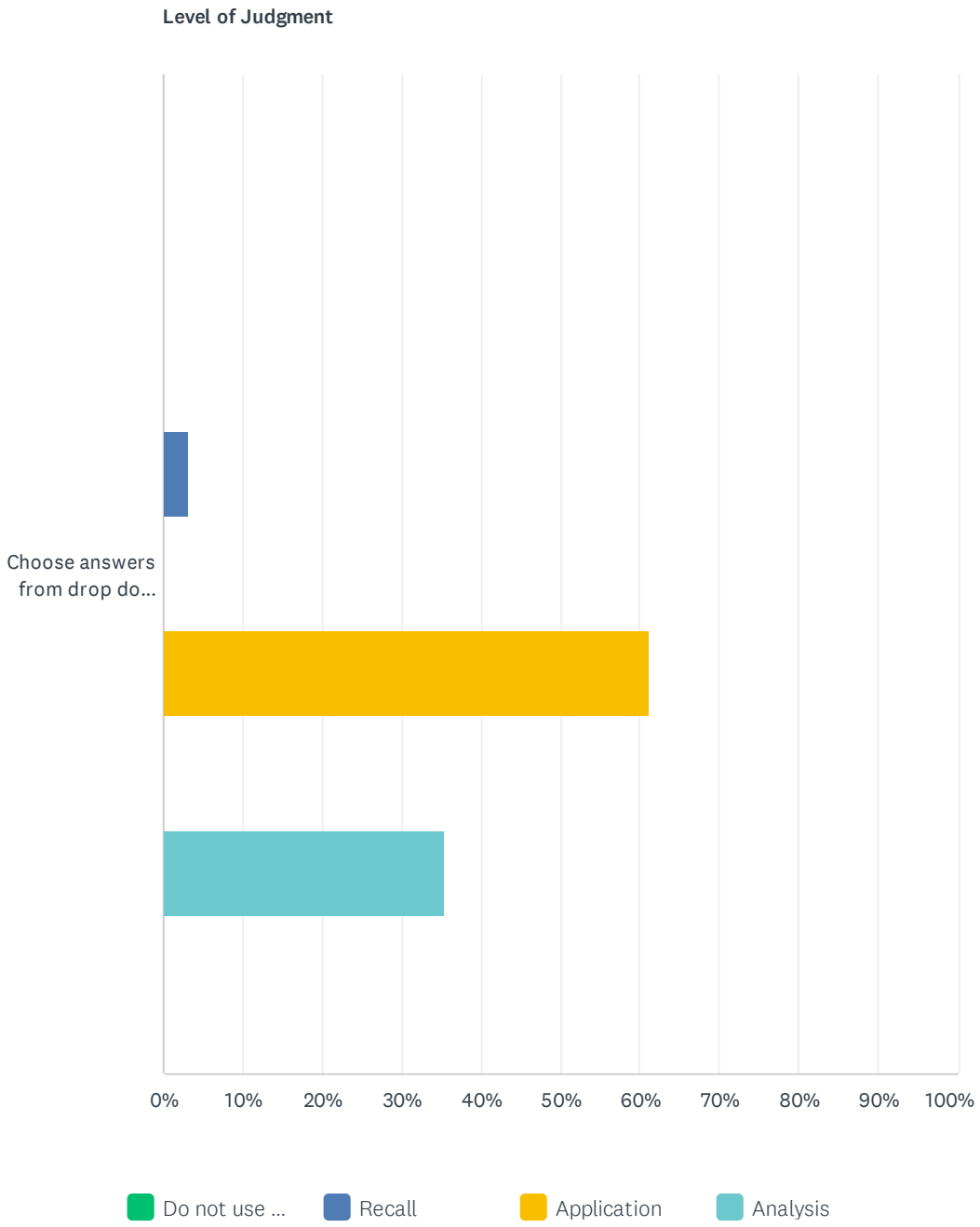


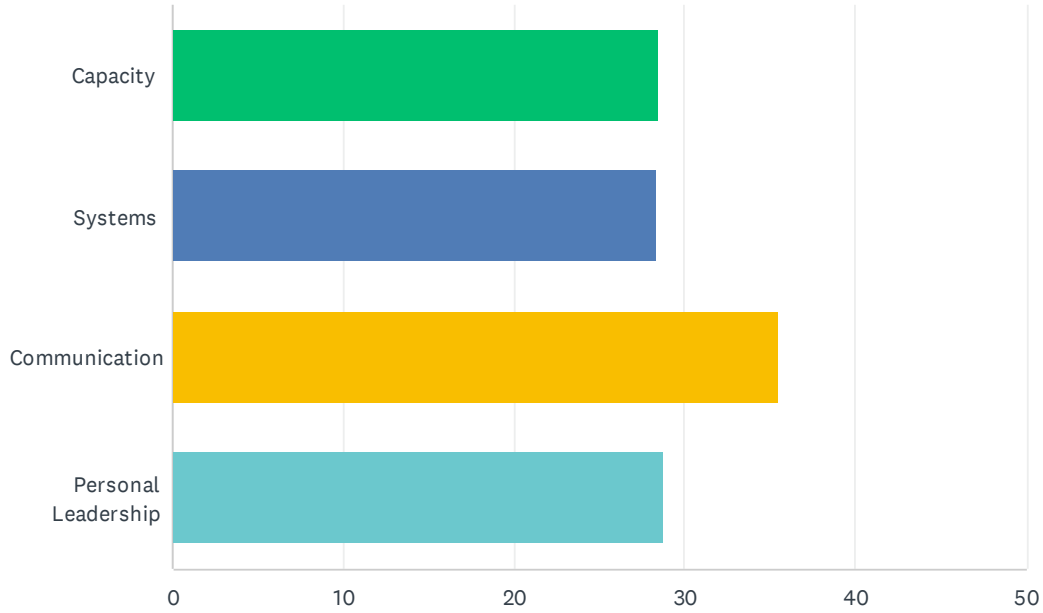
Frequency						
	NEVER	LESS THAN ONCE A MONTH	MONTHLY	WEEKLY	DAILY	TOTAL
Choose answers from drop down menus.	0.00% 0	3.17% 2	7.94% 5	25.40% 16	63.49% 40	63

Importance					
	NOT IMPORTANT	OF LITTLE IMPORTANCE	MODERATELY IMPORTANT	VERY IMPORTANT	TOTAL
Choose answers from drop down menus.	0.00% 0	0.00% 0	43.55% 27	56.45% 35	62

Level of Judgment					
	DO NOT USE IN THEIR WORK	**RECALL**	**APPLICATION**	**ANALYSIS**	**TOTAL**
Choose answers from drop down menus.	0.00% 0	3.23% 2	61.29% 38	35.48% 22	 62

Q30 5.1 Please indicate the the minimum number of curriculum hours that should be devoted to each competency.

Answered: 48 Skipped: 209



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Capacity	28	1,365	48
Systems	28	1,363	48
Communication	35	1,703	48
Personal Leadership	29	1,382	48
Total Respondents: 48			

#	CAPACITY	DATE
1	4	10/16/2023 7:45 PM
2	15	10/16/2023 5:56 PM
3	4	10/16/2023 2:32 PM
4	40	10/16/2023 1:27 PM
5	30	10/10/2023 5:41 PM
6	15	10/1/2023 5:18 PM
7	6	9/30/2023 5:26 PM
8	30	9/29/2023 1:10 PM
9	10	9/29/2023 7:56 AM
10	4	9/28/2023 3:47 PM

11	40	9/28/2023 1:57 PM
12	10	9/28/2023 11:34 AM
13	20	9/28/2023 10:17 AM
14	5	9/28/2023 9:34 AM
15	20	9/28/2023 9:34 AM
16	5	9/28/2023 8:53 AM
17	10	9/28/2023 8:37 AM
18	5	9/28/2023 8:36 AM
19	15	9/28/2023 8:31 AM
20	20	9/28/2023 8:26 AM
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42	2	9/11/2023 12:23 PM
43	15	9/11/2023 11:46 AM
44	500	9/11/2023 9:58 AM
45	6	9/11/2023 9:38 AM
46	10	9/11/2023 8:46 AM
47	15	9/11/2023 8:00 AM
48	20	9/11/2023 7:34 AM

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33	15	9/25/2023 7:34 AM
34	6	9/25/2023 7:24 AM
35	40	9/16/2023 7:44 AM
36	45	9/13/2023 10:06 AM
37	15	9/12/2023 11:51 AM

38	8	9/12/2023 8:32 AM
39	30	9/11/2023 10:34 PM
40	10	9/11/2023 8:21 PM
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45	6	9/11/2023 9:38 AM
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47	30	9/11/2023 8:00 AM
48	20	9/11/2023 7:34 AM
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25	40	9/25/2023 1:13 PM
26	15	9/25/2023 12:56 PM

27	15	9/25/2023 11:27 AM
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46	10	9/11/2023 8:46 AM
47	15	9/11/2023 8:00 AM
48	40	9/11/2023 7:34 AM
#	**PERSONAL LEADERSHIP**	**DATE**
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2	25	10/16/2023 5:56 PM
3	4	10/16/2023 2:32 PM
4	80	10/16/2023 1:27 PM
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11	60	9/28/2023 1:57 PM
12	10	9/28/2023 11:34 AM
13	40	9/28/2023 10:17 AM
14	15	9/28/2023 9:34 AM
15	16	9/28/2023 9:34 AM

16	10	9/28/2023 8:53 AM
17	20	9/28/2023 8:37 AM
18	5	9/28/2023 8:36 AM
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20	40	9/28/2023 8:26 AM
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22	21	9/26/2023 12:14 PM
23	15	9/26/2023 12:39 AM
24	60	9/25/2023 2:55 PM
25	20	9/25/2023 1:13 PM
26	30	9/25/2023 12:56 PM
27	15	9/25/2023 11:27 AM
28	100	9/25/2023 10:51 AM
29	10	9/25/2023 9:23 AM
30	25	9/25/2023 8:29 AM
31	60	9/25/2023 8:19 AM
32	25	9/25/2023 7:41 AM
33	30	9/25/2023 7:34 AM
34	10	9/25/2023 7:24 AM
35	20	9/16/2023 7:44 AM
36	45	9/13/2023 10:06 AM
37	45	9/12/2023 11:51 AM
38	8	9/12/2023 8:32 AM
39	60	9/11/2023 10:34 PM
40	20	9/11/2023 8:21 PM
41	15	9/11/2023 1:34 PM
42	2	9/11/2023 12:23 PM
43	50	9/11/2023 11:46 AM
44	100	9/11/2023 9:58 AM
45	6	9/11/2023 9:38 AM
46	20	9/11/2023 8:46 AM
47	15	9/11/2023 8:00 AM
48	20	9/11/2023 7:34 AM

Q31 6.1 Please indicate the state/jurisdiction that you reside in.

Answered: 62 Skipped: 195

#	RESPONSES	DATE
1	NC	10/16/2023 7:45 PM
2	Il	10/16/2023 5:56 PM
3	CA	10/16/2023 2:32 PM
4	CT	10/16/2023 1:27 PM
5	Arizona	10/16/2023 9:54 AM
6	Missouri	10/16/2023 7:57 AM
7	TX	10/10/2023 5:41 PM
8	RI	10/2/2023 7:45 PM
9	Arizona	10/1/2023 5:18 PM
10	New York	9/30/2023 5:27 PM
11	Texas	9/29/2023 1:11 PM
12	Alabama	9/29/2023 7:56 AM
13	NJ	9/28/2023 4:18 PM
14	Texas	9/28/2023 1:57 PM
15	UT	9/28/2023 1:10 PM
16	FL	9/28/2023 11:34 AM
17	TX	9/28/2023 10:17 AM
18	Maine	9/28/2023 9:34 AM
19	PA	9/28/2023 9:34 AM
20	DC	9/28/2023 8:53 AM
21	Arkansas	9/28/2023 8:37 AM
22	NY	9/28/2023 8:36 AM
23	AZ	9/28/2023 8:32 AM
24	NC	9/28/2023 8:26 AM
25	Southeast	9/28/2023 8:23 AM
26	Illinois	9/26/2023 9:00 PM
27	CA	9/26/2023 8:49 PM
28	wa	9/26/2023 12:26 PM
29	New York	9/26/2023 12:14 PM
30	California	9/26/2023 12:40 AM
31	Texas	9/25/2023 2:55 PM
32	Utah	9/25/2023 1:24 PM
33	MA	9/25/2023 1:14 PM

34	Florida	9/25/2023 12:56 PM
35	CA	9/25/2023 11:27 AM
36	Mississippi	9/25/2023 10:51 AM
37	Arkansas	9/25/2023 10:37 AM
38	New York	9/25/2023 10:16 AM
39	Wisconsin	9/25/2023 9:23 AM
40	KY	9/25/2023 8:29 AM
41	PA	9/25/2023 8:19 AM
42	CT	9/25/2023 7:57 AM
43	WV	9/25/2023 7:41 AM
44	NY	9/25/2023 7:34 AM
45	MI	9/25/2023 7:24 AM
46	Pennsylvania	9/25/2023 7:24 AM
47	NC	9/16/2023 7:44 AM
48	Minnesota	9/13/2023 10:06 AM
49	MI	9/12/2023 11:51 AM
50	MN	9/12/2023 8:32 AM
51	California	9/11/2023 10:34 PM
52	IN	9/11/2023 8:21 PM
53	missouri	9/11/2023 6:19 PM
54	United States	9/11/2023 1:35 PM
55	CA	9/11/2023 12:23 PM
56	Virginia	9/11/2023 11:46 AM
57	Utah	9/11/2023 9:58 AM
58	Maryland	9/11/2023 9:38 AM
59	Pennsylvania	9/11/2023 8:46 AM
60	Kentucky	9/11/2023 8:24 AM
61	PA	9/11/2023 8:00 AM
62	GA	9/11/2023 7:35 AM

Q32 6.2 Please indicate the state/jurisdiction that you teach in.

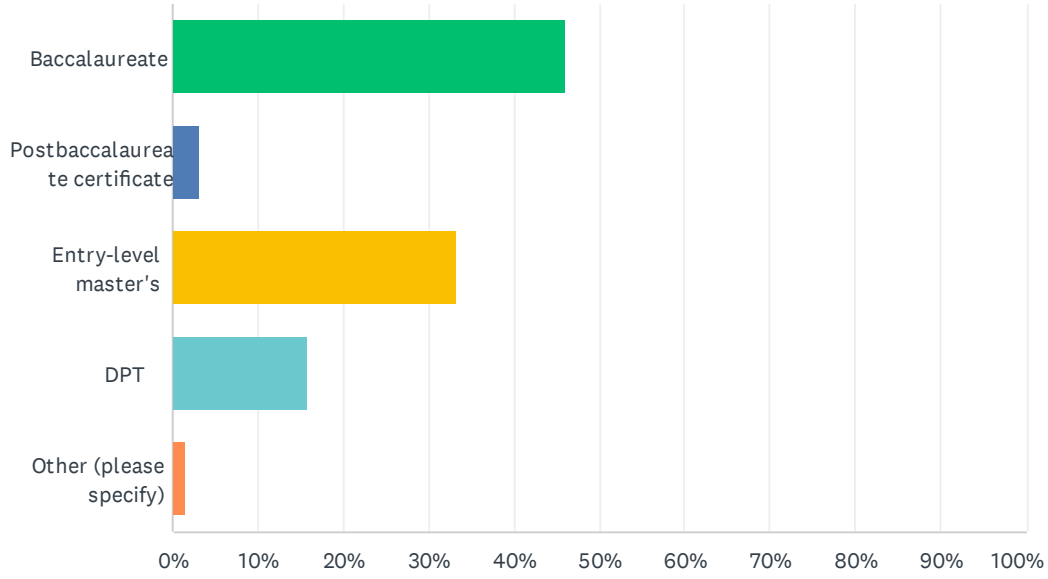
Answered: 62 Skipped: 195

#	RESPONSES	DATE
1	NC	10/16/2023 7:45 PM
2	Il	10/16/2023 5:56 PM
3	CA	10/16/2023 2:32 PM
4	CT	10/16/2023 1:27 PM
5	Arizona	10/16/2023 9:54 AM
6	Missouri	10/16/2023 7:57 AM
7	TX	10/10/2023 5:41 PM
8	RI	10/2/2023 7:45 PM
9	Nebraska	10/1/2023 5:18 PM
10	New Jersey	9/30/2023 5:27 PM
11	Utah	9/29/2023 1:11 PM
12	Alabama	9/29/2023 7:56 AM
13	PA	9/28/2023 4:18 PM
14	Texas	9/28/2023 1:57 PM
15	UT	9/28/2023 1:10 PM
16	FL	9/28/2023 11:34 AM
17	TX	9/28/2023 10:17 AM
18	Maine	9/28/2023 9:34 AM
19	PA	9/28/2023 9:34 AM
20	DC	9/28/2023 8:53 AM
21	Arkansas	9/28/2023 8:37 AM
22	NY	9/28/2023 8:36 AM
23	AZ	9/28/2023 8:32 AM
24	NC	9/28/2023 8:26 AM
25	Southeast	9/28/2023 8:23 AM
26	Illinois	9/26/2023 9:00 PM
27	CA	9/26/2023 8:49 PM
28	wa	9/26/2023 12:26 PM
29	New York	9/26/2023 12:14 PM
30	California	9/26/2023 12:40 AM
31	Texas	9/25/2023 2:55 PM
32	Utah	9/25/2023 1:24 PM
33	RI	9/25/2023 1:14 PM

34	Florida	9/25/2023 12:56 PM
35	CA	9/25/2023 11:27 AM
36	MS	9/25/2023 10:51 AM
37	Arkansas	9/25/2023 10:37 AM
38	New York	9/25/2023 10:16 AM
39	Wisconsin	9/25/2023 9:23 AM
40	TX	9/25/2023 8:29 AM
41	PA	9/25/2023 8:19 AM
42	CT	9/25/2023 7:57 AM
43	MD	9/25/2023 7:41 AM
44	NY	9/25/2023 7:34 AM
45	MI	9/25/2023 7:24 AM
46	Pennsylvania	9/25/2023 7:24 AM
47	NC	9/16/2023 7:44 AM
48	Minnesota	9/13/2023 10:06 AM
49	MI	9/12/2023 11:51 AM
50	ND	9/12/2023 8:32 AM
51	CA	9/11/2023 10:34 PM
52	IL	9/11/2023 8:21 PM
53	missouri	9/11/2023 6:19 PM
54	51	9/11/2023 1:35 PM
55	CA	9/11/2023 12:23 PM
56	Virginia	9/11/2023 11:46 AM
57	Utah	9/11/2023 9:58 AM
58	N/A	9/11/2023 9:38 AM
59	Pennsylvania	9/11/2023 8:46 AM
60	Kentucky	9/11/2023 8:24 AM
61	PA	9/11/2023 8:00 AM
62	GA	9/11/2023 7:35 AM

Q33 7.1 What is your entry-level physical therapy education?

Answered: 63 Skipped: 194

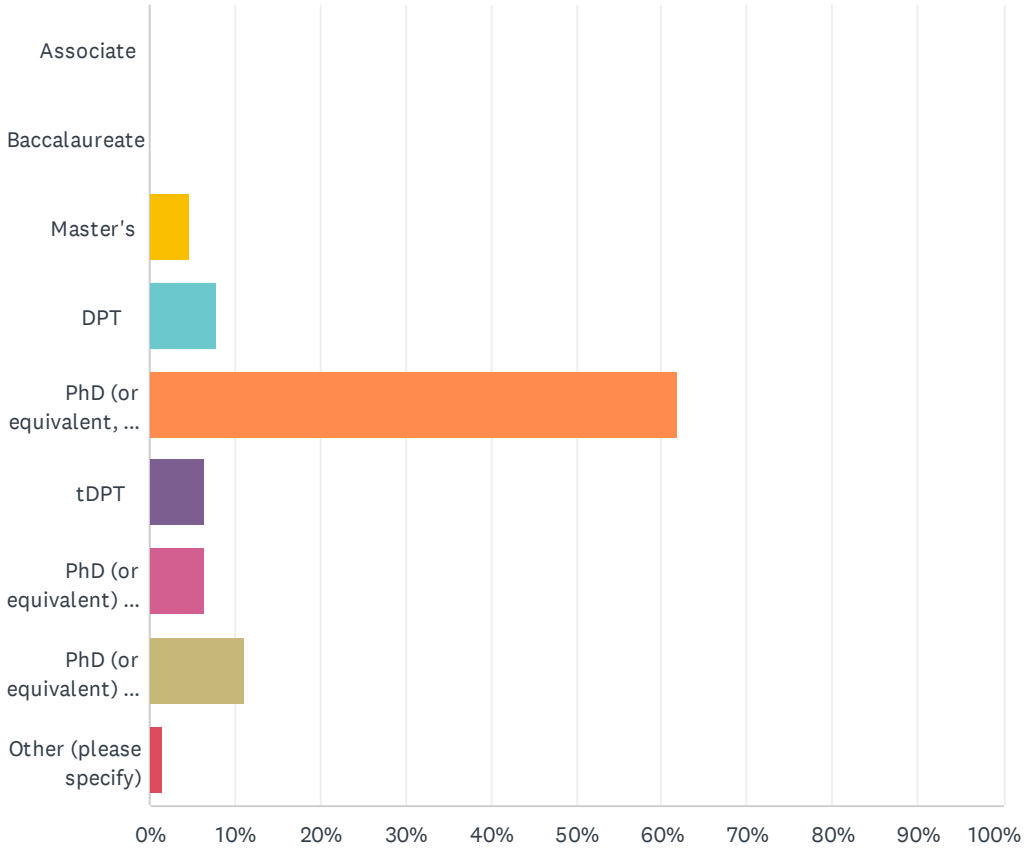


ANSWER CHOICES	RESPONSES	
Baccalaureate	46.03%	29
Postbaccalaureate certificate	3.17%	2
Entry-level master's	33.33%	21
DPT	15.87%	10
Other (please specify)	1.59%	1
TOTAL		63

#	OTHER (PLEASE SPECIFY)	DATE
1	Master of Science	9/26/2023 12:27 PM

Q34 7.2 What is your highest earned academic degree in any area of study?

Answered: 63 Skipped: 194



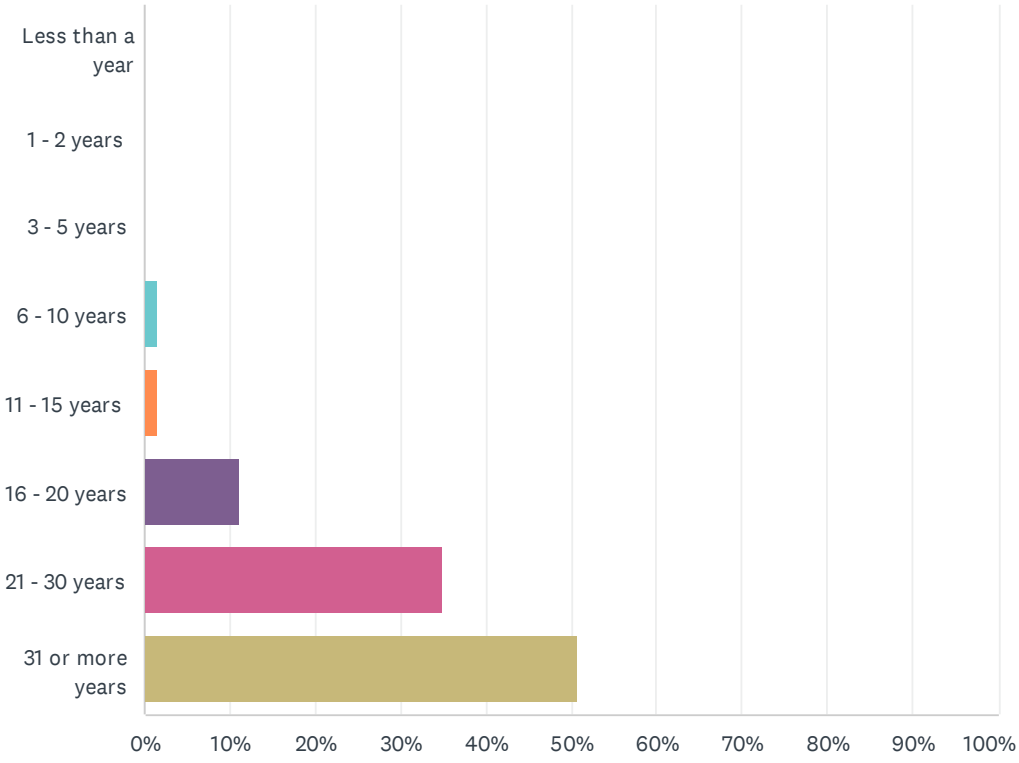
ANSWER CHOICES	RESPONSES	
Associate	0.00%	0
Baccalaureate	0.00%	0
Master's	4.76%	3
DPT	7.94%	5
PhD (or equivalent, eg EdD or ScD)	61.90%	39
tDPT	6.35%	4
PhD (or equivalent) and DPT	6.35%	4
PhD (or equivalent) and tDPT	11.11%	7
Other (please specify)	1.59%	1
TOTAL		63

#	OTHER (PLEASE SPECIFY)	DATE

1	Post professional DPT	9/11/2023 6:20 PM

Q35 7.3 What is the total number of years you have been a practicing physical therapist?

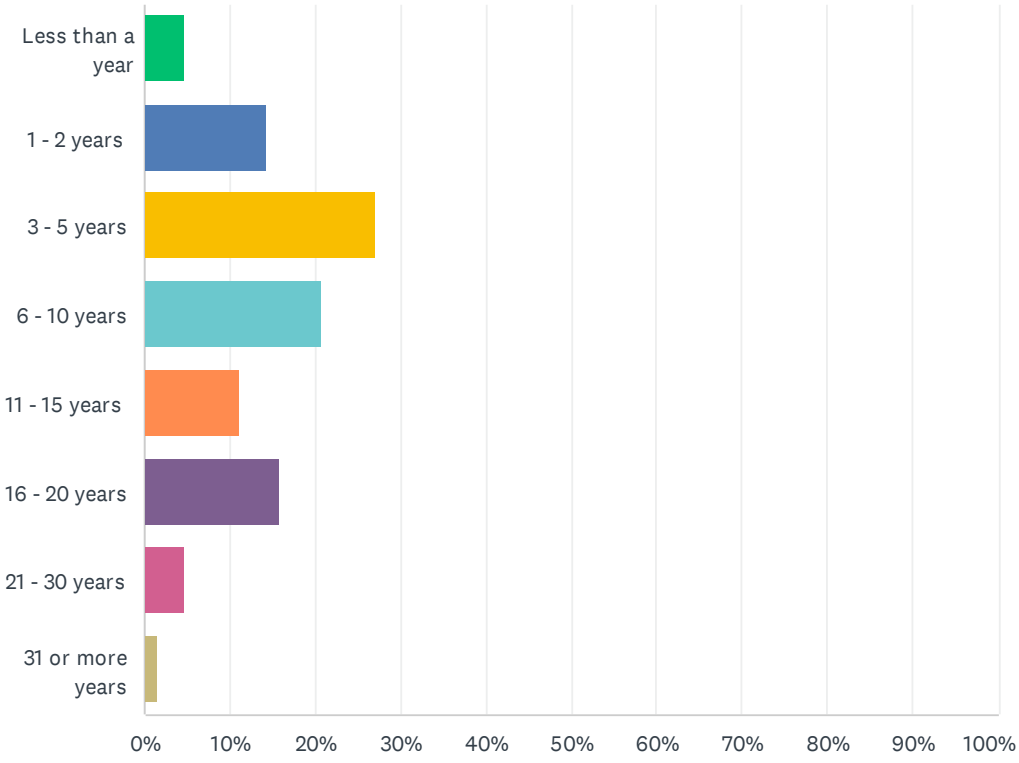
Answered: 63 Skipped: 194



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
1 - 2 years	0.00%	0
3 - 5 years	0.00%	0
6 - 10 years	1.59%	1
11 - 15 years	1.59%	1
16 - 20 years	11.11%	7
21 - 30 years	34.92%	22
31 or more years	50.79%	32
TOTAL		63

Q36 7.4 What is the total number of years you have been in your current position?

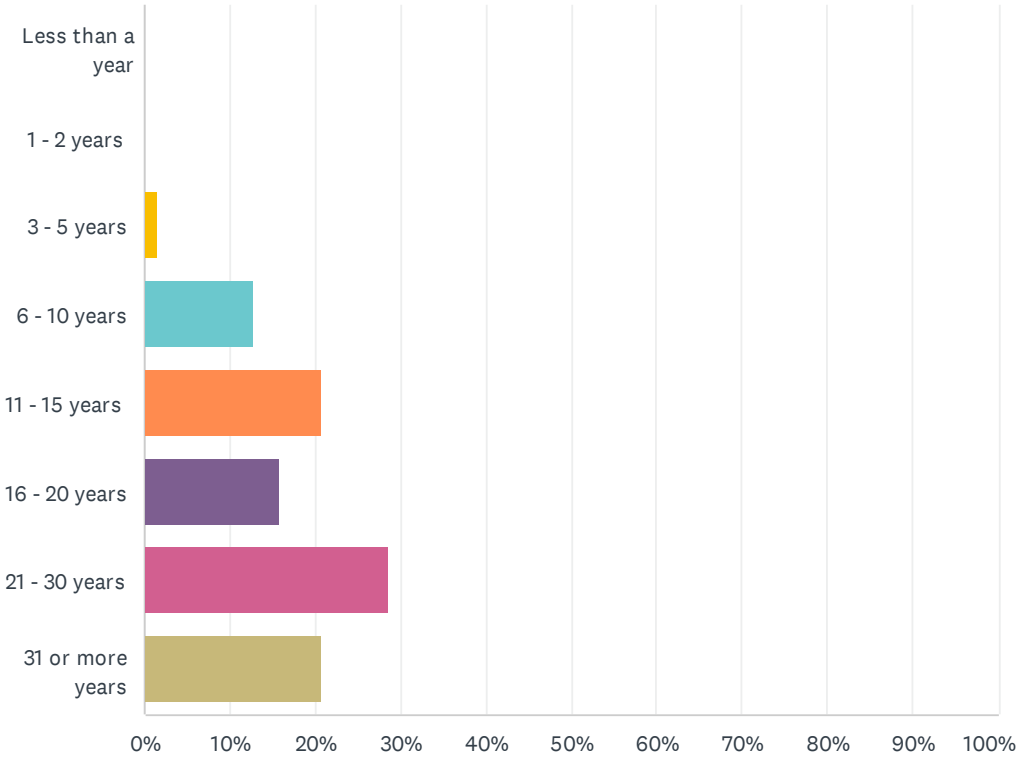
Answered: 63 Skipped: 194



ANSWER CHOICES	RESPONSES	
Less than a year	4.76%	3
1 - 2 years	14.29%	9
3 - 5 years	26.98%	17
6 - 10 years	20.63%	13
11 - 15 years	11.11%	7
16 - 20 years	15.87%	10
21 - 30 years	4.76%	3
31 or more years	1.59%	1
TOTAL		63

Q37 7.5 What is the total number of years you have been involved in academic education?

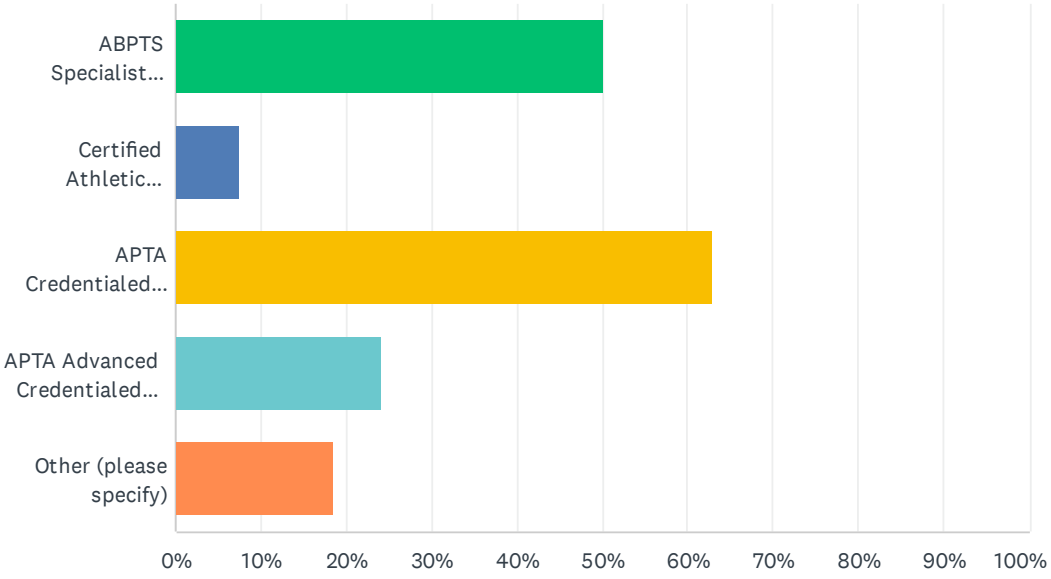
Answered: 63 Skipped: 194



ANSWER CHOICES	RESPONSES	
Less than a year	0.00%	0
1 - 2 years	0.00%	0
3 - 5 years	1.59%	1
6 - 10 years	12.70%	8
11 - 15 years	20.63%	13
16 - 20 years	15.87%	10
21 - 30 years	28.57%	18
31 or more years	20.63%	13
TOTAL		63

Q38 7.6 Do you hold any of the following certifications or credentials?

Answered: 54 Skipped: 203

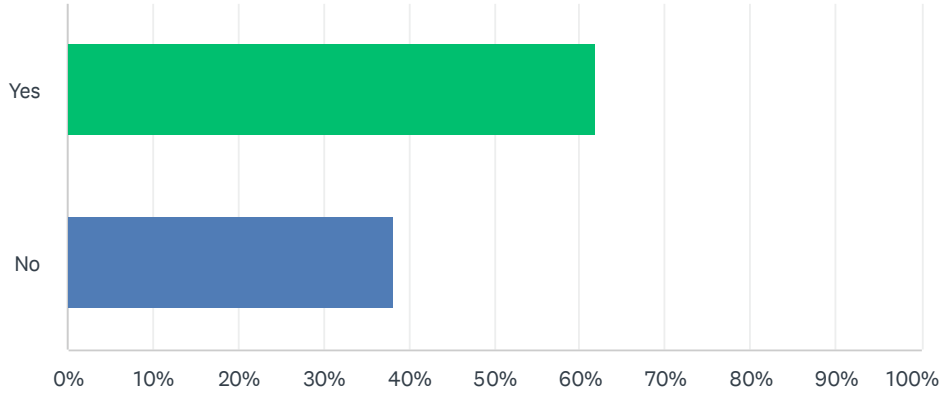


ANSWER CHOICES	RESPONSES	
ABPTS Specialist Certification	50.00%	27
Certified Athletic Trainer	7.41%	4
APTA Credentialed Clinical Instructor (Level 1)	62.96%	34
APTA Advanced Credentialed Clinical Instructor (Level 2)	24.07%	13
Other (please specify)	18.52%	10
Total Respondents: 54		

#	OTHER (PLEASE SPECIFY)	DATE
1	Advanced Simulation Instructor, TeamSTEPPS Master Trainer, Mental Health First Aid Certification, Lean Sigma, Project Management	10/10/2023 5:43 PM
2	Fellow of the American Academy of Orthopedic Manual Physical Therapists	10/1/2023 5:19 PM
3	NCS from 1991-2001	9/30/2023 5:28 PM
4	Texas CI Credential	9/29/2023 1:12 PM
5	Executive Coaching	9/28/2023 1:58 PM
6	LAMP grad; MBA	9/28/2023 11:36 AM
7	Certified Manual Physical Therapist (CMPT)	9/25/2023 1:27 PM
8	Fellowship	9/11/2023 10:36 PM
9	CWS, CHES	9/11/2023 11:47 AM
10	N/A	9/11/2023 9:39 AM

Q39 7.7 Have you completed a leadership development program?

Answered: 63 Skipped: 194



ANSWER CHOICES	RESPONSES	
Yes	61.90%	39
No	38.10%	24
TOTAL		63

Q40 7.8 Identify the name of the leadership program you completed.

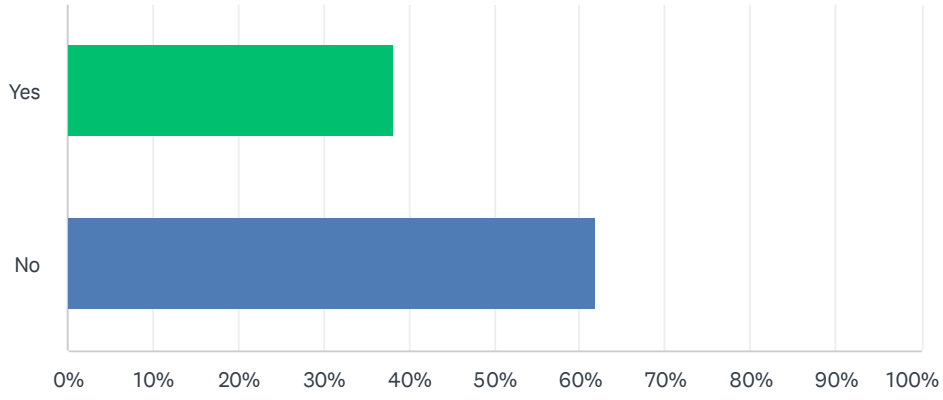
Answered: 36 Skipped: 221

#	RESPONSES	DATE
1	Educational Leadership Institute	10/16/2023 7:46 PM
2	LAMP	10/16/2023 2:33 PM
3	APTA Fellowship in Higher Education Leadership	10/16/2023 1:29 PM
4	APTA Fellowship in Higher Education Leadership	10/16/2023 7:58 AM
5	APTA ELI: Education Leadership Institute; Internal/university leadership training, Associate Dean Bootcamp (Academic Impressions)	10/10/2023 5:45 PM
6	Fellowship in Higher Education Leadership	10/1/2023 5:20 PM
7	Harvard Management and Leadership in Education (MLE)	9/30/2023 5:29 PM
8	Texas A&M University, Baylor College of Medicine leadership certificate as part of PhD program. Tom Waugh Leadership Program in Texas. School Directors Leadership Development 35 years ago.	9/29/2023 1:15 PM
9	LAMP, self study	9/29/2023 7:57 AM
10	APTA FHEL	9/28/2023 1:58 PM
11	LAMP	9/28/2023 11:36 AM
12	Air Force developmental leadership courses	9/28/2023 10:19 AM
13	During my doctoral studies	9/28/2023 9:35 AM
14	ELATE	9/28/2023 8:54 AM
15	Harvard Management Development Program	9/28/2023 8:39 AM
16	HERS	9/28/2023 8:33 AM
17	My PhD is in Higher Education Adminstration	9/26/2023 9:01 PM
18	Through hospital system	9/26/2023 8:50 PM
19	Harvard University Graduate School of Education Management Development Program	9/26/2023 12:16 PM
20	ACCOE Leadership Academy	9/26/2023 12:42 AM
21	Aspire Leadership	9/25/2023 2:57 PM
22	to many to list	9/25/2023 1:15 PM
23	Penn State Leadership Academy	9/25/2023 8:06 AM
24	ABPTRFE Fellowship in Higher Education	9/25/2023 7:36 AM
25	LAMP	9/25/2023 7:25 AM
26	APTA Educational Leadership Institute Fellowship	9/13/2023 10:10 AM
27	APTA ELI, Women in Leadership (Cornell Univ. certificate)	9/12/2023 8:34 AM
28	Abptrfe leadership fellowship, norris	9/11/2023 10:37 PM
29	Formerly known as ELI	9/11/2023 6:21 PM
30	Online university program through, ACAPT Resources, plus lots of reading on leadership	9/11/2023 12:25 PM
31	Vital Learning	9/11/2023 10:00 AM

32	ACE	9/11/2023 9:40 AM
33	Executive Leadership Programs	9/11/2023 8:47 AM
34	Chronicle's Strategic Leadership Program for Department Chairs (Chronicle of Higher education); Chairs Academy I & II (University of Kentucky); Institute for Academic Leadership I & II (Florida Board of Governors, State University System)	9/11/2023 8:28 AM
35	ELI	9/11/2023 8:01 AM
36	Higher Ed Leadership Workshop	9/11/2023 7:36 AM

Q41 7.9 Have you experienced any barriers to accessing leadership programs?

Answered: 63 Skipped: 194



ANSWER CHOICES	RESPONSES	
Yes	38.10%	24
No	61.90%	39
TOTAL		63

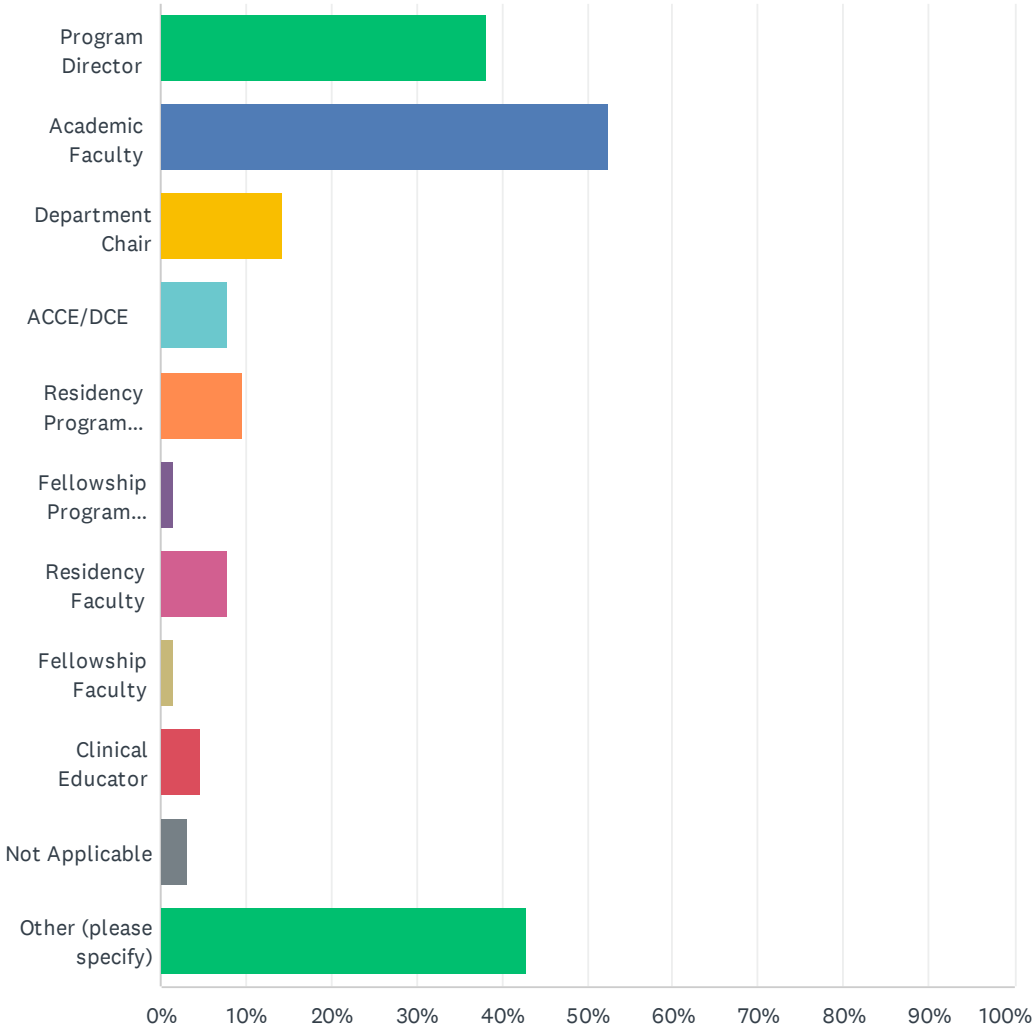
Q42 7.10 Please explain.

Answered: 24 Skipped: 233

#	RESPONSES	DATE
1	Value of leadership training as relates to budget priorities.	10/16/2023 2:34 PM
2	Cost and financial support, Schedule with workload, Access to training	10/10/2023 5:46 PM
3	Cost	10/1/2023 5:20 PM
4	Expense (time and money)	9/29/2023 7:58 AM
5	Requirement that I have a member of my leadership to support my development, when the lack of integrity, support, and competence of my leadership is the reason why I would be interested in developing my own skills. My leadership is threatened by excellence and development of their faculty.	9/28/2023 4:21 PM
6	Time and resources	9/28/2023 11:36 AM
7	Cost is the primary barrier	9/28/2023 8:39 AM
8	Funds available	9/28/2023 8:34 AM
9	Time. Funding. Qualifications (often only open to program directors or those with advanced degrees)- many faculty hold leadership positions other than program director and may not have a PhD	9/28/2023 8:28 AM
10	not being perceived fairly	9/26/2023 12:16 PM
11	Cost	9/26/2023 12:42 AM
12	Time, Funding	9/25/2023 1:27 PM
13	time and money	9/25/2023 10:38 AM
14	cost, time commitment	9/25/2023 8:21 AM
15	Approximately for 10 years and 3 higher education upper management applications: cisgender, white, middle class, male.	9/25/2023 8:09 AM
16	Previous Chair was not willing to support it.	9/25/2023 7:42 AM
17	Cost and location and time to complete and attend	9/25/2023 7:25 AM
18	Institutional financial support	9/13/2023 10:11 AM
19	unable to find time in my early years when I needed them	9/11/2023 8:23 PM
20	Other than a Conference on Leadership, I have not found appropriate programs for leadership development.	9/11/2023 1:37 PM
21	Our Dean, who is a manager, not a leader, only provides funding for 1-2 people who agree to support her management tactics 100%. She herself has no leadership or management training.	9/11/2023 12:28 PM
22	Time constraints	9/11/2023 11:47 AM
23	Financing	9/11/2023 9:40 AM
24	Financial Cost	9/11/2023 8:47 AM

Q43 7.11 What is your current role(s) in education? (Check all that apply)

Answered: 63 Skipped: 194



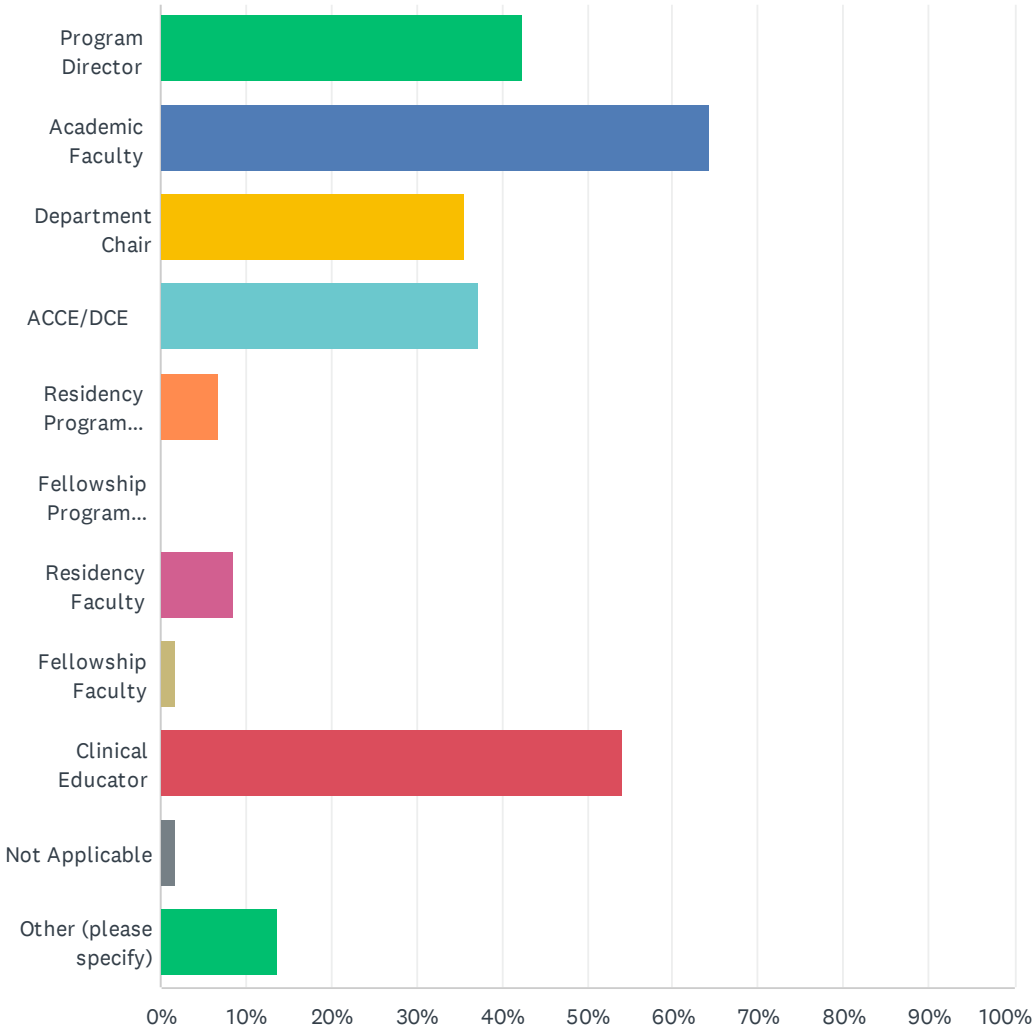
ANSWER CHOICES	RESPONSES	
Program Director	38.10%	24
Academic Faculty	52.38%	33
Department Chair	14.29%	9
ACCE/DCE	7.94%	5
Residency Program Director	9.52%	6
Fellowship Program Director	1.59%	1
Residency Faculty	7.94%	5
Fellowship Faculty	1.59%	1
Clinical Educator	4.76%	3
Not Applicable	3.17%	2
Other (please specify)	42.86%	27
Total Respondents: 63		

#	OTHER (PLEASE SPECIFY)	DATE
1	Associate Dean	10/16/2023 7:47 PM
2	Provost	10/16/2023 5:58 PM
3	Chair Promotion and Tenure Committee	10/10/2023 5:49 PM
4	Recently Retired Department Chair	10/2/2023 7:48 PM
5	Assistant to the Program Director	9/29/2023 1:17 PM
6	Associate Program Director	9/28/2023 3:49 PM
7	Executive Director for Faculty and Academic Affairs	9/28/2023 1:59 PM
8	Dean	9/28/2023 8:55 AM
9	College Dean (8 depts plus School of Nursing)	9/28/2023 8:40 AM
10	Assistant Director in area of program	9/28/2023 8:29 AM
11	Associate Chair	9/26/2023 9:02 PM
12	Dean of Student Affairs	9/25/2023 2:58 PM
13	College Dean, Accreditation Liaison Officer (ALO) for Institution	9/25/2023 1:29 PM
14	Dean	9/25/2023 12:59 PM
15	Retired dept chair, program director, and assoc dean	9/25/2023 8:31 AM
16	Associate Dean of Rehab Sciences	9/25/2023 8:22 AM
17	Dean	9/25/2023 7:43 AM
18	retired as Department Director 1 year ago	9/12/2023 11:56 AM
19	Provost	9/11/2023 8:24 PM
20	recently retired	9/11/2023 6:22 PM
21	Dean; was Program Director for 21 yrs.	9/11/2023 1:37 PM
22	I provider guidance and leadership for current Chair and Assoc Chair	9/11/2023 12:31 PM

23	Assistant Chair	9/11/2023 11:48 AM
24	Association director	9/11/2023 9:41 AM
25	Associate Dean for Academic Affairs	9/11/2023 8:48 AM
26	Associate Dean	9/11/2023 8:02 AM
27	Retired	9/11/2023 7:37 AM

Q44 7.12 What were your previous role(s) in education (not currently service)? (Check all that apply)

Answered: 59 Skipped: 198

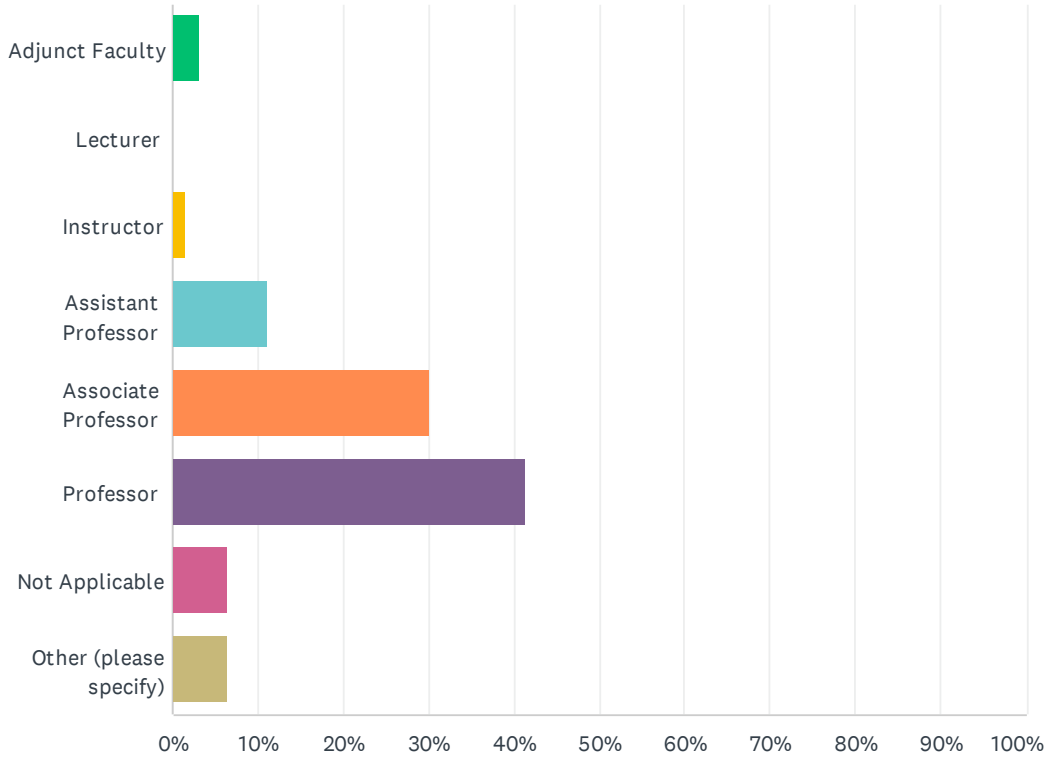


ANSWER CHOICES	RESPONSES	
Program Director	42.37%	25
Academic Faculty	64.41%	38
Department Chair	35.59%	21
ACCE/DCE	37.29%	22
Residency Program Director	6.78%	4
Fellowship Program Director	0.00%	0
Residency Faculty	8.47%	5
Fellowship Faculty	1.69%	1
Clinical Educator	54.24%	32
Not Applicable	1.69%	1
Other (please specify)	13.56%	8
Total Respondents: 59		

#	OTHER (PLEASE SPECIFY)	DATE
1	Associate Dean	10/10/2023 5:49 PM
2	Assistant Program Director	9/28/2023 3:49 PM
3	Provost, Dean	9/28/2023 8:35 AM
4	Assoc dean	9/25/2023 8:31 AM
5	Dean and Associate VP of Academics	9/25/2023 8:10 AM
6	Dean	9/11/2023 8:24 PM
7	Served as Interim Chair, Faculty President and other leadership positions in faculty governance, leadership in APTA at multiple levels	9/11/2023 12:31 PM
8	Dean	9/11/2023 9:41 AM

Q45 7.13 What is your current faculty status in your program? (Check one category only)

Answered: 63 Skipped: 194



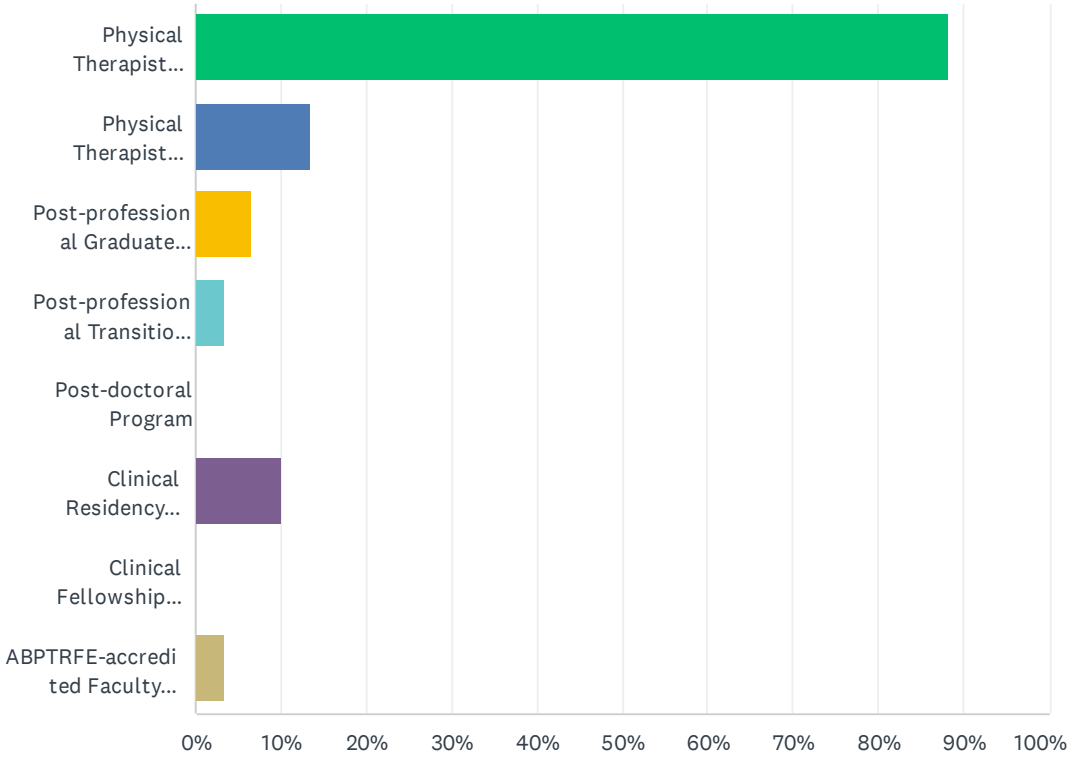
ANSWER CHOICES	RESPONSES	
Adjunct Faculty	3.17%	2
Lecturer	0.00%	0
Instructor	1.59%	1
Assistant Professor	11.11%	7
Associate Professor	30.16%	19
Professor	41.27%	26
Not Applicable	6.35%	4
Other (please specify)	6.35%	4
TOTAL		63

#	OTHER (PLEASE SPECIFY)	DATE
1	Professor Emeritus	9/25/2023 8:31 AM
2	Faculty - Lecture and Lab for up to 4 credits as Dean	9/25/2023 7:43 AM
3	Emerita	9/12/2023 11:56 AM

4	recently retired	9/11/2023 6:22 PM

Q46 7.14 In which programs do you currently teach? (Check all that apply)

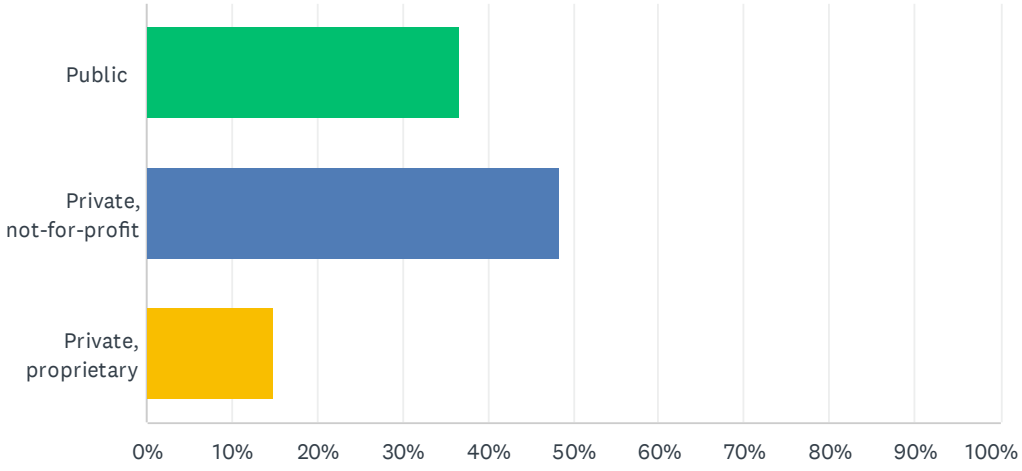
Answered: 60 Skipped: 197



ANSWER CHOICES	RESPONSES	
Physical Therapist Professional Program	88.33%	53
Physical Therapist Assistant Professional Program	13.33%	8
Post-professional Graduate Program	6.67%	4
Post-professional Transition DPT Program	3.33%	2
Post-doctoral Program	0.00%	0
Clinical Residency Program	10.00%	6
Clinical Fellowship Program	0.00%	0
ABPTRFE-accredited Faculty Residency Program	3.33%	2
Total Respondents: 60		

Q47 7.14 In type of educational institution do you currently teach?

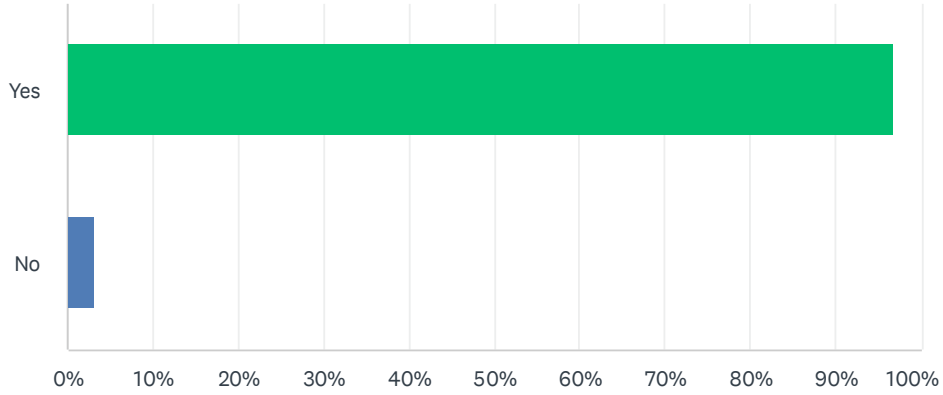
Answered: 60 Skipped: 197



ANSWER CHOICES	RESPONSES	
Public	36.67%	22
Private, not-for-profit	48.33%	29
Private, proprietary	15.00%	9
TOTAL		60

Q48 7.15 Are you a member of the APTA?

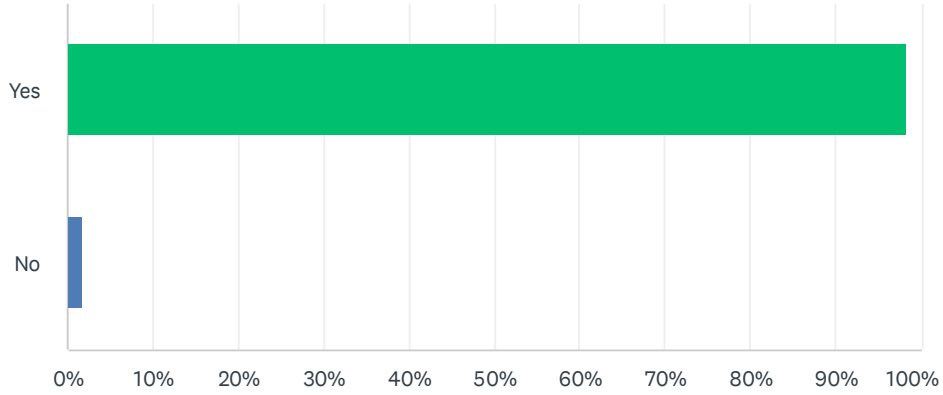
Answered: 61 Skipped: 196



ANSWER CHOICES	RESPONSES	
Yes	96.72%	59
No	3.28%	2
TOTAL		61

Q49 7.16 Are you a member of the APTA Academy of Education?

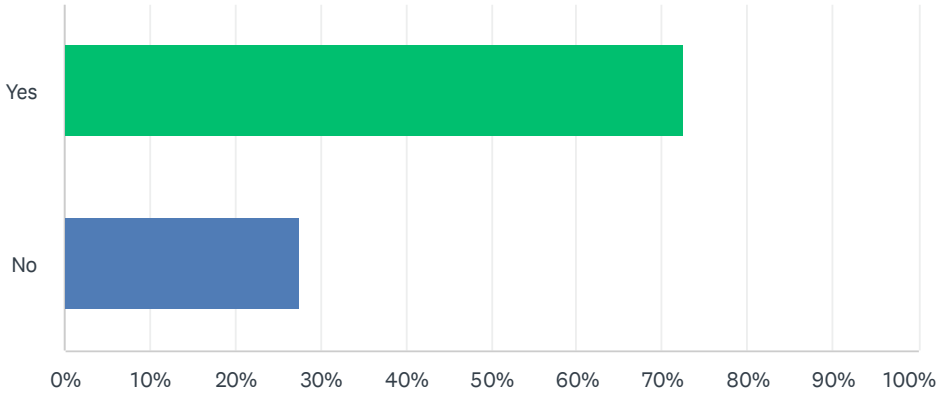
Answered: 62 Skipped: 195



ANSWER CHOICES	RESPONSES	
Yes	98.39%	61
No	1.61%	1
TOTAL		62

Q50 7.17 Are you a member of the American Council of Academic Physical Therapy?

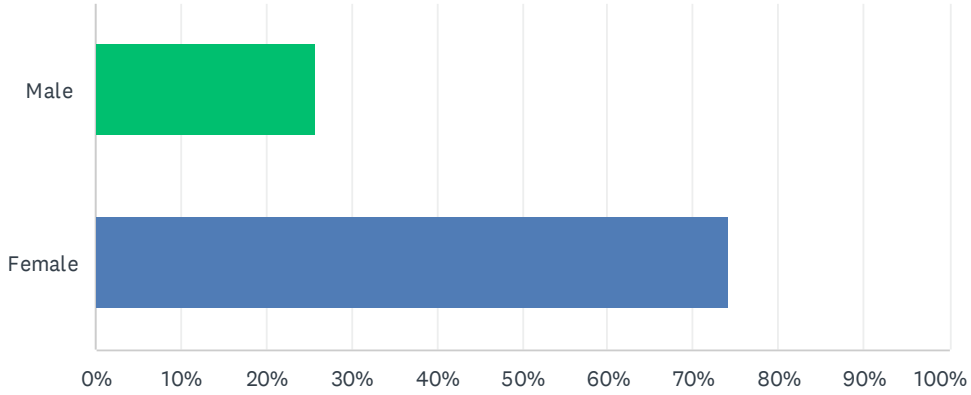
Answered: 62 Skipped: 195



ANSWER CHOICES	RESPONSES	
Yes	72.58%	45
No	27.42%	17
TOTAL		62

Q51 7.18 What is your sex?

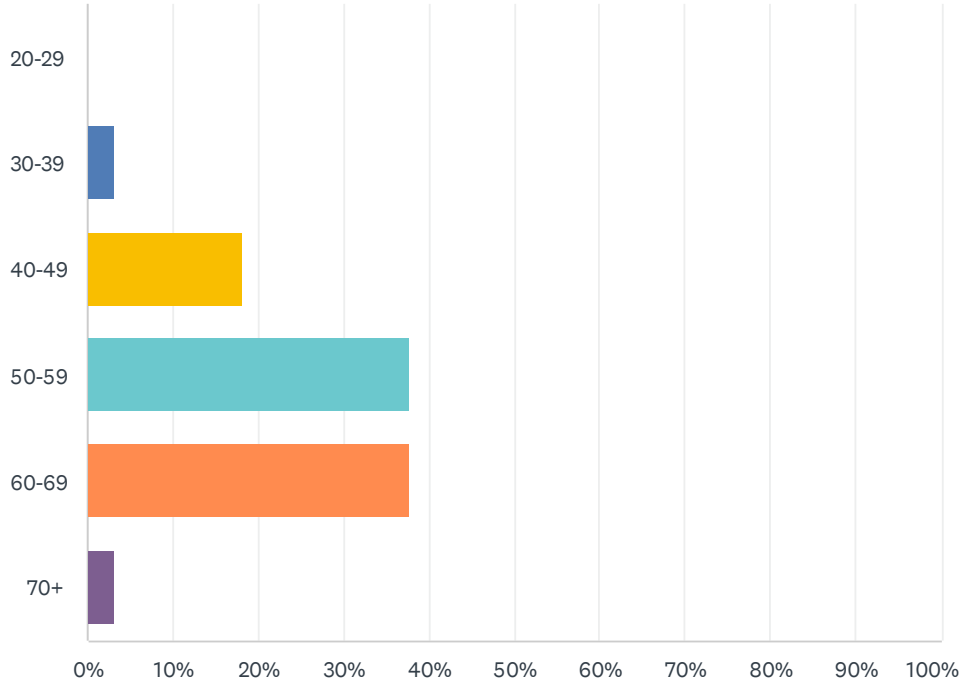
Answered: 62 Skipped: 195



ANSWER CHOICES	RESPONSES	
Male	25.81%	16
Female	74.19%	46
TOTAL		62

Q52 7.19 What is your age?

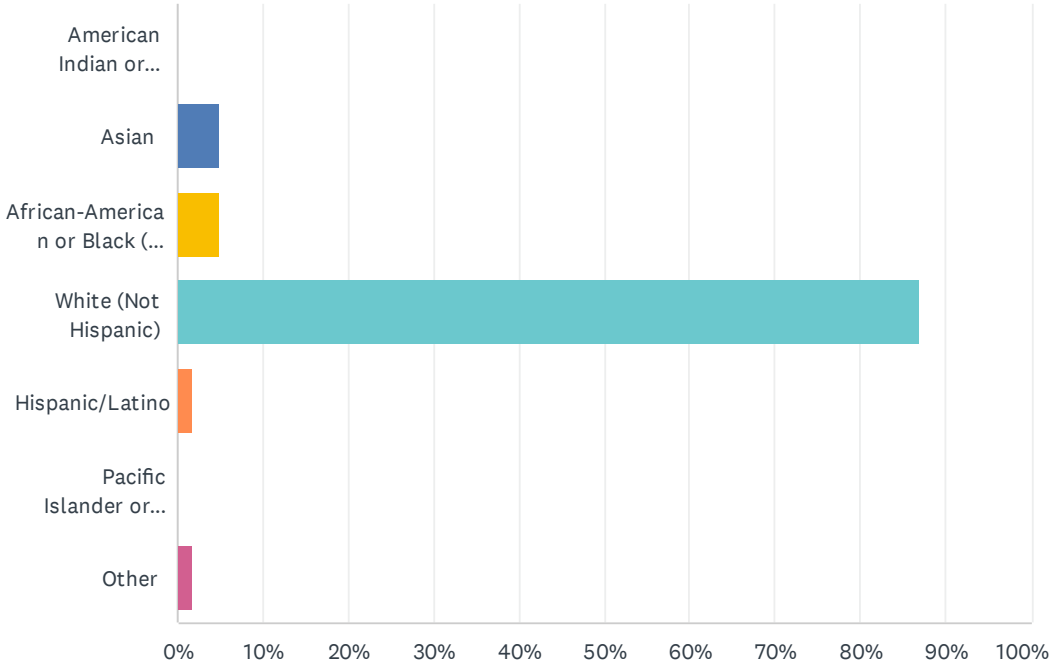
Answered: 61 Skipped: 196



ANSWER CHOICES	RESPONSES	
20-29	0.00%	0
30-39	3.28%	2
40-49	18.03%	11
50-59	37.70%	23
60-69	37.70%	23
70+	3.28%	2
TOTAL		61

Q53 7.20 Which of the following best describes your race/ethnic origin?

Answered: 62 Skipped: 195



ANSWER CHOICES	RESPONSES	
American Indian or Alaskan Native	0.00%	0
Asian	4.84%	3
African-American or Black (Not Hispanic)	4.84%	3
White (Not Hispanic)	87.10%	54
Hispanic/Latino	1.61%	1
Pacific Islander or Native Hawaiian	0.00%	0
Other	1.61%	1
TOTAL		62

Appendix 9: Synopsis of Decisions Based on Decision Rules Applied

Descriptives in Survey Order

Key	
High frequency (>= 3.0), high importance (>= 2.5) tasks. Very likely	28
Low frequency (< 3.0), high importance (>= 2.5) tasks. May be crit	23
High frequency (>= 3.0), low importance (< 2.5)tasks. Less likely t	0
Low frequency (< 3.0), low importance (< 2.5) tasks. Very unlikely	8

Response Scales		
Frequency	**Importance**	**Level of Judgment/Mastery**
0. Never	0. Not important	0. Do not use/ Advanced beginner skill level
1. Less than monthly	1. Of little importance	1. Recall/ Competent skill level
2. Monthly	2. Moderately important	2. Application/ Proficient skill level
3. Weekly	3. Very important	3. Analysis/Expert skill level
4. Daily		

			Keep or Delete Content	Justification of Decision	General Comments
Part 1 - Capacity	**1.1 KNOWLEDGES**	1.1.1 Knowledge of institutional processes required for academic administration.	No challenge/Keep		
		1.1.2 Knowledge of individual skills required for academic administration.	No challenge/Keep		
	1.2 SKILLS	1.2.1 Builds collaborative partnerships, alliances, and networks.	Keep/Critical		
		1.2.2 Delegates to improve efficiency and effectiveness.	No challenge/Keep		
		1.2.3 Fosters academic excellence.	No challenge/Keep		
		1.2.4 Assesses, implements, and adapts to necessary change.	No challenge/Keep		
		1.2.5 Recruits and retains a qualified workforce.	No challenge/Keep		
		1.2.6 Leads the development and implementation of the strategic planning process.	No challenge/Keep		
		1.2.7 Cultivates leadership skills in others.	No challenge/Keep		
		1.2.8 Fosters mentoring relationships.	No challenge/Keep		
		1.2.9 Builds relationships with internal and external stakeholders.	No challenge/Keep		
		1.2.10 Encourages innovation in scholarship, practice, service, and teaching.	No challenge/Keep		
		1.2.11 Cultivates a culture of inclusivity.	No challenge/Keep		
	1.3 ABILITIES/ATTRIBUTES	1.3.1 Seize opportunities through entrepreneurial thinking. **(Leverages opportunities through entrepreneurial thinking.)**	Keep/Revised	Critical skill/Low frequency. Better prepare graduates/professionals	Revised language in bold text.
	1.4 TASKS	1.4.1 Negotiates faculty workload.	No challenge/Keep	Management rather than Leadership?	Negotiating challenging conversations? Helping to professionally develop others? This is task oriented in the current wording. Is this captured later? Does the word negotiate belong with faculty workload (task)?
		1.4.2 Guides faculty in the process of advancement (promotion and tenure as applicable).	No challenge/Keep		People investment
		1.4.3 Designs and implements program assessment cycle. **(Oversees and assures implementation of the program assessment cycle.)**	Keep/Revised	Management rather than Leadership?	Unsure whether the leader needs to implement program assessment cycle. Should be a part of design and provide input. Is it oversee the implementation? Empower others to implement the program? Assures implementation. Revised language in bold text.
		1.4.4 Advocates program/institutional goals to all stakeholders.	No challenge/Keep		
		1.4.5 Monitors and implements standards compliant with regulatory environment. **(Assures compliance with regulatory requirements.)**	Keep/Revised		Revised language in bold text.
		1.4.6 Develops a vision for professional physical therapy education. **(Develops a vision for physical therapy higher education.)**	Keep/Revised		Do we want to be restrictive to professional physical therapist education (entry-level)? Or along the entire continuum? Revised language in bold text.
Part 2 - Systems	**2.1 KNOWLEDGES**	2.1.1 Knowledge of contemporary education landscape to include organizational behavior and culture.	No challenge/Keep		
		2.1.2 Knowledge of contemporary global issues in healthcare and higher education.	Keep/Critical		The global lens has become more critical over time. Big picture vs global?
		2.1.3 Knowledge of resource management (personnel, finances, budgetary processes, fund-raising, and facilities).	No challenge/Keep		
	2.2 SKILLS	2.2.1 Navigates the structure of higher education.	No challenge/Keep		
		2.2.2 Applies legal, ethical, and regulatory issues in higher education. **(Navigates legal, ethical, and regulatory issues in higher education.)**	Keep/Revised	Important redundancy.	What does this add or distinguish from above? Does not go far enough to clearly communicate the intent. Revised language in bold text.
		2.2.3 Systems: Advocates to internal and external stakeholders.	No challenge/Keep	Different one is building relationships for future capital vs advocating for	Trouble separating this from 22 above. Not just systems but part of capacity as Dept. Chair.
		2.2.4 Allocates and leverages resources (personnel, finances, budgetary processes, fund-raising, and facilities).	No challenge/Keep		

		2.2.5 Champions and actively advances justice, diversity, equity, and inclusion.	No challenge/Keep		
		2.2.6 Advocates for modern technology knowledge in higher education.	Delete		
		2.2.7 Demonstrates systems level problem solving.	No challenge/Keep		
		2.2.8 Promotes the exploration and integration of meaningful technology **in higher education**.	Keep/Revised		Revised language in bold text.
	2.3 ABILITIES	2.3.1 Recognizes and celebrates individual and group success.	No challenge/Keep		
PART 3 - Communication	**3.1 KNOWLEDGES**	3.1.1 Knowledge of **various communication** strategies **and theories** to engage multiple perspectives, disciplines, and constituencies.	Keep/Revised		Revised language in bold text.
		3.1.2 Knowledge of **various communication** strategies **and theories** to engage collaboration, teamwork, and relationship building.	Keep/Revised		Revised language in bold text.
	3.2 SKILLS	3.2.1 Mediates conflict engagement.	No challenge/Keep		
		3.2.2 Collaborates across stakeholders.	No challenge/Keep		Redundant? Do we repeat if in a different part?
		3.2.3 Promotes team relationships.	No challenge/Keep		Affirm importance and see where redundant.
		3.2.4 Navigates media relations/publicity. **(Promotes visibility and navigates publicity/public relations.)**	Keep/Revised		Redundant? See Line 54 A lot of people do not have control in this area. Promoting and enhancing visibility and navigating when something happens and have to manage the fall out (correct sources). Revised language in bold text.
		3.2.5 Leads meetings efficiently and effectively.	No challenge/Keep	Management rather than Leadership?	
		3.2.6 Engages in civil dialogue on controversial issues. **(Engages in civil dialogue on contentious issues.)**	Keep/Revised		Change controversial to contentions as it is more inclusive of a wide range of viewpoints. Revised language in bold text.
		3.2.7 Facilitates effective communication among people with different perspectives. **(Cultivates effective communication among people with different perspectives.)**	Keep/Revised		The term facilitates is more managerial versus cultivates is a leadership skill. Revised language in bold text.
		3.2.8 Adaptable communication for different situations, mediums or modalities, and stakeholders. **(Adapts communication for different situations, medium or modalities, and stakeholders.)**	Keep/Revised		Alignment of language by changing adaptable to adapts. Revised language in bold text.
	3.3 ABILITIES/ATTRIBUTES	3.3.1 Communicates in a manner which influences others.	No challenge/Keep		
PART 4 - Personal Leadership	**4.1 KNOWLEDGES**	4.1.1 Knowledge of leadership and management **theoretical foundations**.	Keep/Revised		Evidence-informed foundation/framework to apply to practice. Revised language in bold text.
		4.1.2 Knowledge of individual behaviors and characteristics among faculty that supports students and institutional mission. **(Knowledge of behaviors and characteristics among faculty congruent with student needs and institutional mission.)**	Keep/Revised		Revised language in bold text.
	4.2 SKILLS	4.2.1 Practices work-life integration. **(Models work-life integration.)**	Keep/Revised		Revised language in bold text.
		4.2.2 Employs negotiation tactics.	Keep/Critical		
		4.2.3 Empowers others.	No challenge/Keep		
		4.2.4 Learns from others.	No challenge/Keep		
	4.3 ABILITIES	4.3.1 Self-aware.	No challenge/Keep		
		4.3.2 Change agent.	No challenge/Keep		
		4.3.3 Acts with integrity.	No challenge/Keep		
		4.3.4 Commits to lifelong development and learning.	No challenge/Keep		
		4.3.5 Self-reflective.	No challenge/Keep		
		4.3.6 Excellence-oriented.	No challenge/Keep		
		4.3.7 Strategic thinker.	No challenge/Keep		
		4.3.8 Inspirational.	No challenge/Keep		
		4.3.9 Courageous.	Keep/Critical		
		4.3.10 Self-confident.	No challenge/Keep		