

GUIDELINES TO PREPARE A SUPERVISOR LETTER OF SUPPORT

As part of the application process for Leadership University, a letter of support is required from the applicant's supervisor. This information will also be used in the selection process. By submitting a letter, you agree to fully support the applicant's participation in Leadership U. You also commit to release the individual from their regular duties over a two-year period so they may fully participate in Leadership U activities. The applicant and their supervisor will also be required to attend a half-day orientation session in January 2015.

Consistent, specific information is necessary to evaluate applicants for Leadership U. Therefore, it is requested that your letter of support address specific work experiences. These experiences are linked to critical leadership competencies such as Student/Customer Centered, Ethics/ Integrity, Self Development, Adaptability/Flexibility, Collaboration/Building Relationships, Decision Making and Communication.

We recognize that all applicants have not had the same experiences. However, as you prepare your letter of support, please respond to at least three of the following and be as specific and detailed as possible in your responses.

- 1) Successful leadership at UA requires exceeding customer service expectations. Customers can be students, co-workers, peers, managers, vendors, external partners, etc. Describe a time when the applicant provided exemplary service, above and beyond what was expected. Describe the situation, the actions of the applicant and outcome.
- 2) Dealing effectively with ambiguity and change is a critical aptitude for those in leadership roles. UA policies, goals and objectives change rapidly and may require immediate action. Describe a time when the applicant had to react quickly and decisively amid changing conditions in the workplace. Describe the situation, the actions of the applicant and outcome.
- 3) To be successful, an organization must have all entities work together toward a common mission and vision. A leader must model, encourage and facilitate communication and cooperation across the organization. Describe a time when the applicant had to work with constituents from other departments to achieve a common objective. Describe the situation/purpose, the actions of the applicant and outcome.
- 4) A single decision can have both short- and long-term impact on an organization. A leader must often make timely, informed decisions taking into account facts, goals, constraints and risks. Poor decisions can cost resources, time, customers and even the reputation of the organization. Describe a time when the applicant had to make a tough decision with broad impact. Describe the situation, the actions of the applicant and outcome.