Reflection Paper
Content Analysis Evaluation Form

This instrument is designed to assess learning progress and behavioral change through analysis of written statements in reflection papers. The open-ended nature of the writing is intended to encourage self-directed reflection and expression of both feelings and thoughts. The categories represent major objectives of the Pathways to Leadership: Emerging and New Administrator Workshop* classified according to the Awareness—Acceptance—Action (AAA) paradigm of behavioral change as described by Mitstifer (1976).

Awareness: Statements imply that persons have made attempts to discover who they are and what they wish to become. This is usually expressed in second or third person only.

Acceptance: Persons made positive and/or consistent statements in the first person. Statements must show commitment and some decisions toward action.

Category	Examples
Self-Awareness—Statements indicate participation in the evaluation of self. Persons reflect on their own thinking and reasoning and participate in advocacy and inquiry.	_____awareness—The way individuals handle issues affects others. _____acceptance—I am beginning to examine my assumptions and conclusions so that I can be more comfortable in advocating my point of view.
Relationships and Teamwork—Statements indicate that one's self-knowledge is applied in interaction with others to develop relationships and teams.	_____awareness—It is obvious that relationships are key to collaboration and teamwork. _____acceptance—I realize I need to learn more about dealing with conflicting opinions in a team situation.
Alliances and Political Realities—Statements indicate the ability to examine alliances and identify how political realities are affecting the success of an organization. Persons need skills in using power and influence to enhance or protect interests.	_____awareness—By understanding more about the values and interests of the college, perhaps more points of agreement can be identified. _____acceptance—I want to work on building trust in our college.
Elements of a Promising Future—Statements indicate an understanding of vision and direction. Short-term goals are geared toward the larger picture. A long-term proactive stance flows from a shared vision.	_____awareness—It is clear that an organization needs a clear sense of direction—a vision. _____acceptance—I realize we have been operating from a reactive stance, and I need help in leading my organization in choosing its future.
Readings—Statements identify concepts in prescribed readings and generalize to the present.	_____awareness—By having a leadership development model, we have the opportunity to apply it to our own situation.. _____acceptance—I have a better understanding of RHA leadership theory, and I want to learn more about using the Action Wheel in framing issues.

Action: In each of the categories below first person specific statements should be made. Descriptions should be made of initiated behaviors that have been carried out in the now. Persons are able to see alternatives and choose one.

Category	Examples
Build Capacity—Statements indicate development in leading efforts to enhance infrastructure and human resources.	_____My department colleagues and I need more skills in obtaining external funds so we have scheduled a proposal-writing workshop.
Deal with Change—Statements indicate the ability to scan the environment, anticipate change, conduct strategic thinking, and initiate action.	_____I proposed that our department explore how to expand our outreach to the community, and I was asked to chair a task force to explore opportunities and alliances. We have begun to map our assets before we examine issues and partners.
Manage Resources—Statements indicate the ability to manage financial, material, and human resources.	_____I decided that I needed to learn more about conducting performance evaluations, so I have arranged to interview several department heads to identify effective policies and procedures. Two colleagues and I have agreed to conduct mock performance evaluations and receive feedback.
Create an Ongoing Learning Community—Statements indicate persons lead by example, work to develop learning infrastructures, and aid in the diffusion of new learnings.	_____I suggested that we plan a "support" program for new faculty and have volunteered to work on a plan for the program.

*These categories represent the basic components of the Reflective Human Action Leadership Development Model (Mitstifer, 2006).

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Description of Terms

Self-Awareness: Understanding why you feel what you feel and why you behave as you behave. Attempting to see oneself as others do.

Relationships: The relations connecting or binding participants.

Teamwork: Work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole.

Alliances: Associations that work together to further the common interests of the members.

Political Realities: The actual processes by which people engage in influencing policy regarding power and leadership among groups or individuals.

Elements of a Promising Future: The distinct components for making choices about the future: current realities and visions, core beliefs, conversion of beliefs into principles, and proposed practices to define and recreate the entity. (Various strategies and models are available to conduct thinking and planning.)

Readings: Prescribed and self-chosen manuscripts, books, and other material that instruct or inform.

Capacity: Competency or fitness for leadership.

Change: The act or process of transformation—different position, course, or direction.

Financial Resources: Information and expertise regarding wealth and revenue.

Material Resources: Information and expertise regarding physical possessions.

Human Resources: Information and expertise regarding people that staff and operate an organization.

Learning Community: Voluntary group that focuses on personal intellectual and professional development.

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Identifying Number_____

	1	2	3	4	5
Awareness/Acceptance (awareness x) (acceptance xx) Insight into:					
Self-Awareness					
Relationships and Teamwork					
Alliances and Political Realities					
Elements of a Promising Future					
Readings					
Total					
Action Evidence of:					
Building Capacity					
Dealing with Change					
Managing Resources					
Creating on Ongoing Learning Community					
Total					
Score					
5/5/4 – Possible Score					