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APPENDIX A

Number of Rectors, Deans, and Department Heads at Institutions
of Higher Education in Mongolia (As of September 1, 1999)

Number of Rectors, Deans, and Department Heads at Institutions
of Higher Education in Mongolia (As of September 1, 1999)

Name of Institutions	Rectors	Deans	Department Heads
A. Public Higher Education Institutions			
1. Mongolian National University (MNU)	1	12	75
2. Technical University (TU)	1	11	43
3. Mongolian Agricultural University (MAU)	1	5	37
4. Medical University (MU)	1	5	36
5. State Pedagogical University (SPU)	1	13	31
6. University of Culture and Arts (UCA)	1	7	22
7. Institute for Economics and Finance (IEF)	1	1	5
8. Institute of Commerce and Business (ICB)	1	1	6
9. Institute of Adm. & Mgmt. Dev't (IAMD)	1	1	7
10. Institute of Foreign Languages (IFL)	1	1	7
11. Institute of Radio and Television (IRTV)	1	1	3
12. Institute of Technology (Branch, TU, Darkhan)	1	1	3
13. Branch of MNU , Khovd	1	1	9
14. Academy of Police	1	1	9
15. University of Ulaanbaatar	1	1	7
16. Military University	1	1	7
Subtotal	16	53	307
B. Private Higher Education Institutions			
1. "Otgontenger" Institute	1	1	7
2. "Orkhon" Institute of Foreign Languages	1	1	3
3. "Khan Hentii" Institute for Translators	1	1	2
4. Institute of Mongolian Language	1	1	3
5. "Shinjeech-21" Institute	1	1	2
6. "Ouyu" Institute of Foreign language	1	1	2
7. "Soyol Erdem" Institute	1	1	1
8. "Ih Zasag" Law Institute	1	1	3
9. "Mongol Business" Institute	1	1	3
10. Ulaanbaatar College	1	1	3
11. Institute of National Sports	1	1	2
12. "Ireedui" Institute	1	1	3
13. Institute of Labor	1	1	2
14. "Urlah Erdem" Institute	1	1	2
15. "Mandakh-Burtgel" Institute of Accounting	1	1	2
16. Institute of Business	1	1	2
17. "Ider" Institute	1	1	2
18. "Gazarchin" Institute	1	1	1
19. "Tenger" Institute	1	1	2
20. "Onol" Institute of Foreign Languages	1	1	3
21. Institute of Mongolian Language and Civilization	1	1	3
22. "Tsahim" Technical College	1	1	2
23. "Ulaanbaatar-Erdem" Institute	1	1	2

24. “Gurban Erdene” Pedagogic Institute	1	1	2
25. Jamiyargarav Institute of Oriental Studies	1	1	3
26. “Hel Sudlaach” Institute	1	1	2
27. “Bers” Institute	1	1	3
28. “Khartsaga” Institute of Cinema	1	1	2
29. “Kharhorum” Institute	1	1	4
30. “Tushee” Law Institute	1	1	2
31. “Seruuleg” Institute of Management	1	1	2
32. Institute of Literature	1	1	2
33. Institute of Oriental Philsophy	1	1	1
34. “Mongol Medleg” Institute	1	1	2
35. “Tsog” Institute of Foreign Languages	1	1	2
36. ”Shih Hutag” Law Institute	1	1	1
37. “Khalh Joram” Law Institute	1	1	1
38. “Khan Uul” Institute	1	1	3
39. “Ikh Shabi” Institute	1	1	3
40. “Setgemj” Design Institute	1	1	1
41. “Tsagaan Lavai” Pedagogic Institute	1	1	1
42. Institute of European languages	1	1	2
43. National Institute of Wrestling	1	1	2
44. “Gobi” Institute of Spanish Language	1	1	4
45. Otoch Maaramba Institute	1	1	1
46. Institute of Buddish Theology	1	1	1
Subtotal	46	46	114
TOTAL	62	99	421

APPENDIX B

Number of Full-Time Faculty Members at Institutions
of Higher Education in Mongolia (As of September 1, 1999)

Number of Full-Time Faculty Members at Institutions
of Higher Education in Mongolia (As of September 1, 1999)

Name of Institutions	Full-Time Faculty Members
A. Public Higher Education Institutions	
1. Mongolian National University (MNU)	421
2. Technical University (TU)	546
3. Mongolian Agricultural University (MAU)	158
4. Medical University (MU)	252
5. State Pedagogical University (SPU)	176
6. University of Culture and Arts (UCA)	87
7. Institute for Economics and Finance (IEF)	49
8. Institute of Commerce and Business (ICB)	65
9. Institute of Adm. & Mmg. Dev't (IAMD)	48
10. Institute of Foreign Languages (IFL)	80
11. Institute of Radio and Television (IRTV)	35
12. Institute of Technology (Branch, TU, Darkhan)	59
13. Branch of MNU , Khovd	60
14. Academy of Police	60
15. University of Ulaanbaatar	62
16. Military University	165
Subtotal	2,323
B. Private Higher Education Institutions	
1. "Otgontenger" Institute	41
2. "Orkhon" Institute of Foreign Languages	38
3. "Khan Hentii" Institute for Translators	38
4. Institute of Mongolian Language	27
5. "Shinjeech-21" Institute	22
6. "Ouyu" Institute of Foreign language	21
7. "Soyel Erdem" Institute	21
8. "Ih Zasag" Law Institute	20
9. "Mongol Business" Institute	17
10. Ulaanbaatar College	17
11. Institute of National Sports	16
12. "Ireedui" Institute	16
13. Institute of Labor	15
14. "Urlah Erdem" Institute	15
15. "Mandakh-Burtgel" Institute of Accounting	14
16. Institute of Business	14
17. "Ider" Institute	14
18. "Gazarchin" Institute	14
19. "Tenger" Institute	13
20. "Onol" Institute of Foreign Languages	13
21. Institute of Mongolian Language and Civilization	12
22. "Tсахим" Technical College	12
23. "Ulaanbaatar-Erdem" Institute	11

24. “Gurban Erdene” Pedagogic Institute	10
25. Jamiyargarav Institute of Oriental Studies	10
26. “Hel Sudlaach” Institute	10
27. “Bers” Institute	10
28. “Khartsaga” Institute of Cinema	10
29. “Kharhorum” Institute	10
30. “Tushee” Law Institute	9
31. “Seruuleg” Institute of Management	9
32. Institute of Literature	9
33. Institute of Oriental Philsophy	8
34. “Mongol Medleg” Institute	8
35. “Tsog” Institute of Foreign Languages	8
36. ”Shih Hutag” Law Institute	8
37. “Khalh Juram” Law Institute	7
38. “Khan Uul” Institute	7
39. “Ikh Shabi” Institute	7
40. “Setgemj” Design Institute	7
41. “Tsagaan Lavai” Pedagogic Institute	6
42. Institute of European languages	6
43. National Institute of Wrestling	5
44. “Gobi” Institute of Spanish Language	5
45. Otoch Maaramba Institute	5
46. Institute of Buddish Theology	3
Subtotal	614
TOTAL	2,937

APPENDIX C
Leadership Practices Inventory (LPI)
Self and Observer
and Demographic Survey

LEADERSHIP PRACTICES INVENTORY (LPI)

SELF

Your Name: _____

INSTRUCTIONS

Write your name above. On the next two pages are thirty statements about various leadership describing various leadership behaviors. Please read each carefully. Then look at rating scale and decide *how frequently you engage in the behavior* described.

Here's rating scale that you'll using:

- | | |
|---------------------|---------------------|
| 1 = Almost Never | 6 = Sometimes |
| 2 = Rarely | 7 = Fairly Often |
| 3 = Seldom | 8 = Usually |
| 4 = Once in a While | 9 = Very Frequently |
| 5 = Occasionally | 10 = Almost Always |

In selecting each response, please be realistic about the extent to which you *actually* engage in the behavior. Do *not* answer in terms of how you like to see yourself or in terms of you should be doing. Answer in terms of how you *typically* behave - on most days, on most projects, and most people.

For each statement, decide on a rating and record it in the blank to the left of the statement. When you have responded to all thirty statements, turn the response sheet on page 4. *Make sure that you write your name ion the response sheet in the blank marked "Your Name."* Transfer your responses and return the response sheet according to the instructions provided.

For the future reference, keep the portion of your LPI-Self form that lists the thirty statements.

LEADERSHIP PRACTICES INVENTORY (LPI)
SELF

To what extent do you TYPICALLY engage in the following behaviors? Choose the number that best applies to each statement and record in the blank to the left of the statement.

1	2	3	4	5	6	7	8	9	10
Almost Never	Rarely	Seldo m	Once in a While	Occasi onally	Some- times	Fairly Often	Usually	Very Frequently	Almost Always

- ___ 1. I seek out challenging opportunities that test my own skills and abilities.
- ___ 2. I talk about future trends that will influence how our work gets done.
- ___ 3. I develop cooperative relationships among the people I work with.
- ___ 4. I set a personal example of what I expect from others.
- ___ 5. I praise people for a job well done.
- ___ 6. I challenge people to try out new and innovative approaches to their work.
- ___ 7. I describe a compelling image of what our future could be like.
- ___ 8. I actively listen to diverse points of view.
- ___ 9. I spend time and energy on making certain that the people I work with adhere to the principles and standards that we have agreed on.
- ___ 10. I make it a point to let people know about my confidence in their abilities.
- ___ 11. I search outside formal boundaries of my organization for innovative ways to improve what we do.
- ___ 12. I appeal to others to share an exciting dream of the future.
- ___ 13. I treat others with dignity and respect.
- ___ 14. I follow through on the promises and commitments that I make.

- ___ 15. I make sure that people are creatively rewarded for their contributions to the success of our projects.
- ___ 16. I ask “What can we learn?” when things do not go as expected.
- ___ 17. I show others how their long-term interests can be realized by enlisting in a common vision.
- ___ 18. I support decisions that people make on their own.
- ___ 19. I am clear about my philosophy of leadership.
- ___ 20. I publicly recognize people who exemplify commitment to shared values.
- ___ 21. I experiment and take risks even when there is a chance of failure.
- ___ 22. I am contagiously enthusiastic and positive about future possibilities.
- ___ 23. I give people a great deal of freedom and choice in deciding how to do their work.
- ___ 24. I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on.
- ___ 25. I find ways to celebrate accomplishments.
- ___ 26. I take the initiative to overcome obstacles even when outcomes are uncertain.
- ___ 27. I speak with genuine conviction about the higher meaning and purpose of our work.
- ___ 28. I ensure that people grow in their jobs by learning new skills and developing themselves.
- ___ 29. I made progress toward goals one step at a time.
- ___ 30. I give the members of the team lots of appreciation and support for their contributions.

Now turn to the response sheet and follow the instructions for transferring your responses.

LEADERSHIP PRACTICES INVENTORY (LPI)
SELF

RESPONSE SHEET

Your Name: _____

Instructions: Write your name in the blank. Separate the response sheet from the rest of the LPI by tearing along the perforated line. Transfer the ratings for the statements to the blanks provided *on this sheet*. Please notice that the numbers of the statements on this sheet are listed from *left to right*.

After you have transferred all ratings, return the form according to the “Important Further Instructions” below.

- | | | | | |
|-----------|-----------|-----------|-----------|-----------|
| 1. _____ | 2. _____ | 3. _____ | 4. _____ | 5. _____ |
| 6. _____ | 7. _____ | 8. _____ | 9. _____ | 10. _____ |
| 11. _____ | 12. _____ | 13. _____ | 14. _____ | 15. _____ |
| 16. _____ | 17. _____ | 18. _____ | 19. _____ | 20. _____ |
| 21. _____ | 22. _____ | 23. _____ | 24. _____ | 25. _____ |
| 26. _____ | 27. _____ | 28. _____ | 29. _____ | 30. _____ |

Important Future Instructions

After completing this response sheet, return it to:

LEADERSHIP PRACTICES INVENTORY (LPI)

OBSERVER

Name of Leader : _____

INSTRUCTIONS

You are being asked by the leaders whose name appears above to assess his or her leadership behaviors. On the next two pages are thirty statements describing various leadership behaviors. Please read each statement carefully. Then look at the rating scale and decide how frequently this leader engages in the behavior described.

Here is the rating scale that you will be using:

- | | |
|---------------------|---------------------|
| 1 = Almost Never | 6 = Sometimes |
| 2 = Rarely | 7 = Fairly Often |
| 3 = Seldom | 8 = Usually |
| 4 = Once in a While | 9 = Very Frequently |
| 5 = Occasionally | 10 = Almost Always |

In selecting each response, please be realistic about the extent to which the leader actually engages in the behavior. Do not answer in terms of how you would like to see this person behave or in terms of how you think he or she should behave. Answer in terms of how the leader typically behaves - on most days, on most projects, and with most people.

For each statement, decide on a rating and record it in the blank to the left of statement. When you have responded to all thirty statements, turn to the response sheet on page 4. Do not write your name on the response sheet. Transfer your responses and return the response sheet according to the instructions provided. For future reference, keep the portion of your LPI-Observer form that lists the thirty statements.

LEADERSHIP PRACTICES INVENTORY (LPI)

OBSERVER

To what extent does this person typically engage in the following behaviors? Choose the number that best applies to each statement and record in the blank to the left of the statement.

1	2	3	4	5	6	7	8	9	10
Almost Never	Rarely	Seldo m	Once in a While	Occasi onally	Some- times	Fairly Often	Usually	Very Frequently	Almost Always

- ___ 1. Seeks out challenging opportunities that test his or her own skills and abilities.
- ___ 2. Talks about future trends that will influence how our work gets done.
- ___ 3. Develops cooperative relationships among the people he or she works with.
- ___ 4. Sets a personal example of what he or she expect from others.
- ___ 5. Praises people for a job well done.
- ___ 6. Challenges people to try out new and innovative approaches to their work.
- ___ 7. Describes a compelling image of what our future could be like.
- ___ 8. Actively listens to diverse points of view.
- ___ 9. Spends time and energy on making certain that the people he or she works with adhere to the principles and standards that have been agreed on.
- ___ 10. Makes it a point to let people know about his or her confidence in their abilities.
- ___ 11. Searches outside the formal boundaries of his or her organization for innovative ways to improve what we do.
- ___ 12. Appeals to others to share an exciting dream of the future.
- ___ 13. Treats others with dignity and respect.

- ___ 14. Follows through on the promises and commitments that he or she makes.
- ___ 15. Makes sure that people are creatively rewarded for their contributions to the success of projects.
- ___ 16. Asks “What can we learn?” when things do not go as expected.
- ___ 17. Shows others how their long-term interests can be realized by enlisting in a common vision.
- ___ 18. Supports the decisions that people make on their own.
- ___ 19. Is clear about his or her philosophy of leadership.
- ___ 20. Publicly recognizes people who exemplify commitment to shared values.
- ___ 21. Experiments and takes risks even when there is a chance of failure.
- ___ 22. Is contagiously enthusiastic and positive about future possibilities.
- ___ 23. Gives people a great deal of freedom and choice in deciding how to do their work.
- ___ 24. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on.
- ___ 25. Finds ways to celebrate accomplishments.
- ___ 26. Takes the initiative to overcome obstacles even when outcomes are uncertain.
- ___ 27. Speaks with genuine conviction about the higher meaning and purpose of our work.
- ___ 28. Ensures that people grow in their jobs by learning new skills and developing themselves.
- ___ 29. Makes progress toward goals one step at a time.
- ___ 30. Gives the members of the team lots of appreciation and support for their contributions.

Now turn to the response sheet and follow the instructions for transferring your responses.

LEADERSHIP PRACTICES INVENTORY (LPI)

OBSERVER

RESPONSE SHEET

Name of Leader: _____

Your Relationship to this Leaders:

___ Manager ___ Direct Report ___ Coworker ___ Other

Instructions: If the leader’s name does not appear in the blank above, please write it in. Do not write your name on this sheet. Separate the response sheet from the rest of the LPI by tearing along the perforated line. Transfer the ratings for the statements to the blanks provided *on this sheet*. Please notice that the numbers of the statements on this sheet are listed from *left to right*.

After you have transferred all ratings, return the form according to the “Important Further Instructions” below.

- | | | | | |
|-----------|-----------|-----------|-----------|-----------|
| 1. _____ | 2. _____ | 3. _____ | 4. _____ | 5. _____ |
| 6. _____ | 7. _____ | 8. _____ | 9. _____ | 10. _____ |
| 11. _____ | 12. _____ | 13. _____ | 14. _____ | 15. _____ |
| 16. _____ | 17. _____ | 18. _____ | 19. _____ | 20. _____ |
| 21. _____ | 22. _____ | 23. _____ | 24. _____ | 25. _____ |
| 26. _____ | 27. _____ | 28. _____ | 29. _____ | 30. _____ |

Important Future Instructions

After completing this response sheet, return it to:

DEMOGRAPHIC SURVEY

Please complete the following information survey of respondents by circling the appropriate number

- I. Gender: 1. Male
 2. Female
- II. Age: 1. Under 35 and 35
 2. 36-40
 3. 41-45
 4. Over 46
 5.
- III. Academic background:
- | | |
|----------------|---------------------|
| 1. Agriculture | 7. Medicine |
| 2. Biology | 8. Natural Sciences |
| 3. Business | 9. Social Sciences |
| 4. Education | 10. Others |
| 5. Engineering | |
| 6. Law | |
- IV. Type of institution:
1. Public University
 2. Private or Non-Public Institution
- V. Current position:
1. Rector
 2. Dean
 3. Department Head
- VI. When did you enter to this position:
1. before 1990
 2. 1990-1996
 3. After June 1996
- VI. Previous positions:
- For Rectors: 11. Vice-Rector
 12. Dean
 13. Department Head
- For Deans: 21. Department Head
 22. Faculty
- For Department Heads:
31. Faculty

VII. Where did you take your undergraduate study?

1. In Mongolia
2. In Russia
3. In other former socialist country (specify _____)
4. In industrialized country (specify _____)
5. In a developing country (specify _____)

VII. Where did you take postgraduate study?

1. In Mongolia
2. In Russia
3. In other former socialist country (specify _____)
4. In industrialized country (specify _____)
5. In a developing country (specify _____)

IX. Did you take part in seminar or workshop on leadership development?

1. Yes
2. No

X. When did take part in the seminar on leadership development?

1. During last four years
2. During last ten years

XI. Was this seminar or workshop was specifically designed for educational leaders?

1. Yes
2. No

XII. Where was conducted the last seminar or workshop on leadership you took part in?

1. In Mongolia
2. In a foreign country

APPENDIX D
Spreadsheet of Data
LPI-Self and LPI-Observers' Mean Scores
for Leaders of Higher Education in Mongolia

Spreadsheet of Data

LPI-Self and LPI-Observers' Mean Scores for Leaders of Higher Education in Mongolia*

	in	it	lp	gen	agg	ten	acb	sch	sin	seb	smd	sen	och	oin	oeb	omd	oen
1	1	1	1	2	4	2	8	37.0	33.0	45.0	43.0	44.0	44.8	43.9	47.6	48.3	46.9
2	1	1	2	2	2	3	9	53.0	46.0	59.0	56.0	50.0	43.3	43.2	45.0	48.4	44.6
3	1	1	3	2	4	1	6	49.0	41.0	56.0	50.0	51.0	50.4	48.0	54.0	52.8	49.8
4	1	1	3	2	4	2	6	40.0	39.0	48.0	51.0	50.0	39.2	36.0	46.8	47.6	44.4
5	2	1	1	2	4	2	5	46.0	47.0	56.0	59.0	38.0	48.2	47.2	45.0	50.7	45.2
6	2	1	2	2	1	3	4	49.0	48.0	51.0	47.0	41.0	41.8	41.3	43.9	43.8	39.7
7	2	1	3	2	1	3	5	42.0	38.0	45.0	41.0	47.0	41.4	42.8	43.6	44.6	42.8
8	2	1	3	2	1	3	5	27.0	35.0	46.0	37.0	40.0	48.4	53.2	49.6	45.6	50.2
9	3	1	1	2	3	2	7	52.0	51.0	56.0	55.0	56.0	46.7	45.3	37.1	46.0	43.6
10	3	1	2	1	3	3	7	48.0	51.0	58.0	56.0	57.0	46.3	45.5	42.8	49.3	44.0
11	3	1	3	2	2	3	7	32.0	31.0	48.0	39.0	31.0	39.4	39.4	45.6	48.4	45.4
12	3	1	3	2	2	3	7	40.0	47.0	45.0	48.0	47.0	50.2	51.6	54.4	55.8	49.8
13	4	1	1	2	3	3	1	32.0	30.0	36.0	30.0	29.0	36.4	36.2	42.7	39.9	35.2
14	4	1	2	2	3	3	3	43.0	39.0	42.0	34.0	44.0	40.3	38.9	42.3	48.3	39.2
15	4	1	3	2	1	3	3	43.0	41.0	46.0	48.0	44.0	43.6	40.2	44.4	47.4	44.2
16	4	1	3	2	4	2	3	35.0	39.0	49.0	48.0	41.0	29.0	29.0	42.8	34.0	37.2
17	5	1	1	2	4	3	8	53.0	36.0	49.0	53.0	52.0	43.8	44.6	43.6	45.2	36.5
18	5	1	2	2	4	3	4	45.0	46.0	50.0	49.0	49.0	45.4	49.0	48.2	50.9	45.6
19	5	1	3	2	4	2	9	34.0	27.0	50.0	44.0	29.0	45.4	50.6	57.2	52.8	48.6
20	5	1	3	2	4	3	9	31.0	43.0	48.0	38.0	43.0	42.6	48.6	52.6	49.0	48.6

21	6	1	1	1	4	1	9	42.0	32.0	49.0	51.0	40.0	41.1	38.3	45.4	45.0	42.2
22	6	1	2	2	4	3	9	49.0	48.0	54.0	50.0	51.0	42.1	40.2	42.3	43.9	42.2
23	6	1	3	1	2	2	9	38.0	44.0	47.0	45.0	43.0	41.0	42.4	47.8	50.0	45.6
24	6	1	3	1	3	3	9	48.0	48.0	48.0	48.0	58.0	37.2	34.4	46.2	41.6	37.6
25	7	1	1	2	4	3	3	27.0	37.0	39.0	43.0	38.0	41.2	42.3	35.7	40.5	37.2
26	7	1	2	2	4	3	3	51.0	51.0	53.0	55.0	49.0	32.3	29.9	34.2	37.2	28.8
27	7	1	3	2	4	3	3	49.0	47.0	51.0	48.0	52.0	44.2	44.0	49.2	50.0	31.2
28	7	1	3	2	4	3	8	54.0	55.0	56.0	56.0	55.0	43.4	45.2	45.6	46.2	45.2
29	8	1	1	2	4	3	3	46.0	47.0	48.0	46.0	48.0	38.8	45.3	44.0	37.2	39.9
30	8	1	2	2	2	3	9	36.0	33.0	41.0	50.0	39.0	38.6	36.4	37.6	49.8	37.7
31	8	1	3	2	3	2	9	41.0	41.0	56.0	51.0	51.0	43.6	42.0	52.8	51.4	50.0
32	8	1	3	2	4	2	3	41.0	49.0	44.0	47.0	45.0	36.0	42.8	45.2	40.8	40.6
33	9	1	1	2	3	3	5	38.0	43.0	50.0	38.0	39.0	40.0	43.2	51.9	42.4	41.8
34	9	1	2	2	2	3	5	38.0	39.0	54.0	45.0	37.0	37.0	40.7	49.3	43.1	39.6
35	9	1	3	1	3	3	5	43.0	51.0	51.0	50.0	53.0	45.4	49.8	51.8	50.2	52.6
36	9	1	3	2	2	3	5	42.0	47.0	58.0	54.0	53.0	41.8	43.2	53.4	49.4	49.6
37	10	1	1	2	4	3	10	42.0	46.0	50.0	49.0	47.0	37.3	39.9	43.1	41.8	39.4
38	10	1	2	2	3	3	10	28.0	19.0	47.0	46.0	46.0	34.2	33.5	40.2	43.2	39.7
39	10	1	3	2	3	2	10	33.0	30.0	49.0	45.0	43.0	42.8	46.6	37.0	47.2	45.0
40	10	1	3	2	3	3	10	46.0	47.0	51.0	44.0	48.0	46.0	45.6	44.8	47.0	50.2
41	11	2	1	2	2	2	9	50.0	58.0	43.0	51.0	56.0	43.5	46.8	45.5	44.2	43.1
42	11	2	2	1	2	2	2	36.0	30.0	45.0	44.0	45.0	42.8	31.7	41.3	38.3	47.0
43	11	2	3	2	2	3	9	29.0	25.0	51.0	40.0	46.0	32.4	45.2	40.0	35.6	41.8
44	11	2	3	2	4	3	10	27.0	21.0	44.0	38.0	42.0	22.2	21.8	38.8	33.0	33.2
45	12	2	1	2	3	2	3	38.0	37.0	45.0	47.0	35.0	38.9	38.6	42.8	39.4	29.0

46	12	2	2	1	3	2	9	38.0	25.0	38.0	43.0	36.0	31.4	25.2	39.8	40.0	37.1
47	12	2	3	2	3	3	3	46.0	46.0	59.0	51.0	53.0	30.6	28.4	45.0	39.8	39.4
48	12	2	3	2	4	2	3	31.0	30.0	45.0	40.0	39.0	28.6	29.2	40.6	36.2	36.4
49	13	2	1	2	4	2	9	30.0	37.0	47.0	36.0	38.0	39.4	38.5	41.9	44.5	39.1
50	13	2	2	1	3	3	9	24.0	29.0	34.0	32.0	32.0	26.6	26.8	36.7	34.5	35.4
51	13	2	3	2	2	3	9	33.0	32.0	46.0	39.0	43.0	35.2	37.0	43.2	48.0	42.2
52	13	2	3	2	3	3	9	37.0	30.0	42.0	37.0	40.0	35.2	39.4	48.4	47.6	49.2
53	14	2	1	2	4	2	3	54.0	55.0	58.0	58.0	57.0	38.8	43.2	40.4	44.2	39.9
54	14	2	2	1	4	3	3	46.0	51.0	52.0	56.0	55.0	35.0	37.8	39.8	40.7	36.3
55	14	2	3	2	1	3	6	42.0	34.0	53.0	55.0	38.0	26.0	29.6	34.2	38.4	29.0
56	14	2	3	2	4	3	6	46.0	45.0	47.0	46.0	43.0	40.6	44.6	46.0	49.0	32.6
57	15	2	1	2	4	2	3	53.0	57.0	59.0	56.0	58.0	50.7	53.2	50.4	51.3	52.8
58	15	2	2	1	1	3	3	33.0	28.0	42.0	34.0	32.0	40.9	39.8	42.6	43.0	41.5
59	15	2	3	2	1	3	10	53.0	50.0	59.0	56.0	54.0	44.2	46.0	49.2	45.8	35.8
60	15	2	3	2	4	3	9	51.0	44.0	48.0	52.0	45.0	34.8	33.6	40.0	41.6	35.0
61	16	2	1	1	3	3	9	42.0	45.0	48.0	49.0	44.0	44.8	42.9	44.2	44.2	44.4
62	16	2	2	1	4	3	9	31.0	34.0	48.0	47.0	42.0	29.8	29.5	39.4	39.8	36.3
63	16	2	3	1	2	3	9	28.0	31.0	43.0	37.0	34.0	23.6	30.2	35.8	33.0	33.8
64	16	2	3	1	4	3	9	34.0	37.0	54.0	47.0	50.0	36.2	37.2	48.0	45.4	39.2
65	17	2	1	1	2	3	9	48.0	38.0	46.0	39.0	38.0	42.2	38.0	46.7	41.2	42.5
66	17	2	2	1	1	3	9	50.0	49.0	51.0	52.0	46.0	40.3	37.5	36.2	42.8	42.7
67	17	2	3	2	2	3	9	32.0	31.0	48.0	41.0	41.0	30.6	29.0	42.4	37.6	39.0
68	17	2	3	2	4	3	9	34.0	26.0	42.0	39.0	43.0	29.6	26.2	40.4	35.0	37.2
69	18	2	1	2	4	3	3	42.0	46.0	53.0	54.0	52.0	47.2	46.5	50.7	52.3	48.1
70	18	2	2	1	1	3	9	42.0	36.0	44.0	39.0	40.0	38.9	40.5	42.6	43.2	40.2

71	18	2	3	1	2	3	3	49.0	55.0	48.0	39.0	37.0	40.6	36.2	40.2	39.4	35.4
72	18	2	3	1	3	3	9	38.0	33.0	42.0	53.0	39.0	31.2	30.0	42.2	42.8	35.8
73	19	2	1	2	4	2	9	39.0	38.0	53.0	48.0	53.0	39.5	36.1	45.9	44.6	33.8
74	19	2	2	2	1	3	9	42.0	42.0	53.0	47.0	51.0	37.1	33.7	43.9	41.3	42.0
75	19	2	3	1	3	3	9	32.0	29.0	42.0	36.0	40.0	26.3	24.5	37.5	34.5	35.3
76	19	2	3	2	4	3	9	33.0	34.0	44.0	42.0	42.0	26.8	29.5	35.0	33.8	35.3
77	20	2	1	2	4	2	3	49.0	45.0	53.0	52.0	53.0	44.8	37.1	48.2	50.5	50.2
78	20	2	2	1	2	3	3	36.0	32.0	45.0	42.0	42.0	32.5	29.0	40.3	38.7	40.2
79	20	2	3	1	2	3	9	31.0	28.0	42.0	45.0	41.0	27.3	24.5	37.0	36.5	34.5
80	20	2	3	2	4	2	3	27.0	28.0	42.0	31.0	37.0	23.8	24.2	36.0	29.4	33.2

* Notes:

1. Abbreviations of demographic information and their codes are the following :

- in - Institute's number in the list
- it - Institutional type (1=public; 2=private)
- lp - Leader's position (1=Rector; 2=Dean; 3=Department Head)
- gen - Gender (1=Female; 2=Male)
- agg - Age group (1= Under 35; 2=36-40 years old; 3=41-45 years old; 4=46 and over)
- ten - Tenure or years in office (1=Communist era; 2=Coalition era; 3=Democratic era)
- acb - Academic background (1=agriculture; 2=biology; 3=economics/business; 4=education; 5=engineering; 6=law; 7=medicine; 8=natural sciences; 9=social sciences; and 10=other).

2. Abbreviations of five leadership practices self-assessed by leaders and assessed by their observers are the following:

- | | |
|---|---|
| <ul style="list-style-type: none"> sch - challenging the process - self score; sin - inspiring a shared vision - self score; seb - enabling others to act - self score; smd - modeling the way - self score; sen - encouraging the heart - self score. | <ul style="list-style-type: none"> och - challenging the process - observers mean score; oin - inspiring a shared vision - observers mean score; oeb - enabling others to act - observers mean score; omd - modeling the way - observers mean score; oen - encouraging the heart - observers mean score. |
|---|---|

APPENDIX E

Percentile/Mean Rankings for LPI-Self and LPI-Observer Practices

Percentile/Mean Rankings for LPI-Self and LPI-Observer Practices

	Percentile	Challenging	Inspiring	Enabling	Modeling	Encouraging
H I G H	100	60	60	60	60	60
	.	58, 59	57, 58, 59	59	58, 59	59
	.	57	56	58	57	58
	.	56	55		56	57
	.	55	54	57		56
	.	54	53	56	55	55
	.		52	55	54	54
	.	53		54		53
	90	52	51	54	53	52
	.		50			51
M O D E R A T E	.					
	.	48	47		50	
	.					49
	.	47	46	51	49	
	60		45			48
	.	46	44	50	48	47
	.		43			46
	50	45	42	49	47	45
	.		41			44
	40	44	40	48	46	43
L O W	.					
	.		39		44	42
	.		38	46		41
	.	40	37		43	40
	20	39	36	45	42	39
	.	38	35		41	38
	.	37	34	44	40	37
	.		33		39	
	.	36	32	43	38	36
	10	35	31	42	37	35
.		30	41	36	34	
.	34	29	40	35	33	
.	33	28	39	34	32	
.	32	27	38	33	31	
.	31	26	37	32	30	
.	30	25	36	31	29	
.	29	24	35	30	28	
.	28	23	34	29	27	
1	24, 25, 26, 27	20, 21, 22, 23 16, 17, 18, 19	32, 33, 34	33, 34	29, 30	21, 22, 23, 24

Source: Kouzes and Posner (1997) Reprinted with permission.

VITA

Adiya Tsend was born in Dornogobi Province, Mongolia in 1948. He attended the elementary and secondary schools in city of Sain-Shand, the provincial center of the Dornogobi Province. He took his undergraduate study majoring in Economics at Moscow Institute for Economics and Statistics, Moscow, Russian Federation from 1966 to 1972 and he received a Diploma in Economics. He also took graduate study in Academy of Social Studies, Moscow for three years and received the Candidate of Sciences degree in Economics in 1979. He defended a dissertation titled “ Improvement of Quality Management in the Agriculture of Mongolia.”

Adiya Tsend began his professional career in 1972 as a lecturer in Mongolian Agricultural Institute where he worked for four years. After completion his graduate study in 1979, he worked at the Institute of Social Studies in Ulaanbaatar, Mongolia as a lecturer of economics and then worked as Head of the Department of Economics and Management. In 1990 he moved to the Institute of Administration and Management Development where he worked as Department Head for four years and then as Rector until 1997. Adiya Tsend also served as President of the Consortium of Mongolian Management Development Institutions, Vice-President of Mongolian Management Association, and Vice-Chairman of the Academic Council on Economics, Mongolian National Academy. He taught courses such as economics, agricultural economics, management, organizational behavior over twenty years.

He participated in developing and implementing a series of projects designed to strengthen higher education institutions in Mongolia. He also participated in several projects of public administration reform in Mongolia as a national expert in management along with international experts.

He started his doctoral study under the auspices of the Fulbright Program in Educational Leadership and Policy Studies Department at Virginia Polytechnic Institute and State University, Blacksburg, Virginia in 1997.