Appendix A.   SUNY360 Competency Items

The SUNY360 Skills Inventory provides flexibility to meet the needs of the participants at each college while providing reliable and valid results. When a SUNY360 project is set up at a college, two choices should be made to customize the inventory.

1. For the participants expected to complete the SUNY360, should the items use the word "college" or, instead, "university"? (Items, such as "Effectively helps others support {college} policies" are worded so that "college" can be replaced by "university" when appropriate.)

2. Are there up to nine items of special interest to this group of participants? These nine items will be highlighted on a targeted report with the participant's individual report. The targeted items may be selected from the 42 SUNY360 items or may be selected from any of the other items in the lists in this appendix.

   Note: The items below each have a unique tag created when the item was created. These tags are used to help you communicate with SUNYLI. The text of the items will appear in reports to the participants. The unique tags will not be used in those reports.

A.1 SUNY360 Skills Inventory Competencies

A.1.1. Leading with Effective Decisions

Effective decisions meeting both long and short term goals occur when leaders collect and use data and understand and use their resources effectively.

DEC01   Aligns goals and resources in order to support {college} priorities.

DEC02   Effectively helps others support {college} policies.

DEC03   Ensures accountability through accurate and timely reporting.

DEC04   Establishes information gathering processes to inform decisions.

DEC05   Fosters professional development for everyone.

DEC06   Initiates a budgeting strategy to guide effective use of staff and resources in support of program goals.

DEC07   Maintains a {college}-wide systems perspective when solving problems.

DEC08   Maximizes use of {college} resources such as personnel time, budgeted funds, and other assets.

DEC09   Uses time effectively, employing skills such as planning and delegating.

DEC10   Weighs short-term needs with long-term goals.

A.1.2. Leading by Developing Others

A college leader must always support a learning environment that values and promotes the diversity within the college community.

DVO01   Builds consensus on ways to work toward the common good.

DVO02   Considerate of individual differences such as cultures, values and styles.

DVO03   Helps others align their goals with the primary teaching and learning goals of the {college}.

DVO04   Integrates knowledge of others' cultures in daily performance.

DVO05   Promotes a lifelong learning environment for everyone in the {college}.

DVO06   Seeks input from people who differ by gender, ethnicity, or nationality.

A.1.3. Leading by Advocating and Developing the College

A college leader needs to have a real passion for the mission of the college and must be able to clearly express the vision, culture and values of the organization. Successful development requires networking with the community to develop that vision.

INS01   Demonstrates ability to explain the role of {community colleges} within higher education.

INS02   Demonstrates deep knowledge of the {community college}, such as its history and culture.

INS03   Expresses {college} values clearly.

INS04   Finds ways to fund new programs.

INS05   Helps improve the {college} by developing one's own professional knowledge.

INS06   Helps others understand the {community college}'s mission and goals so they can in turn do the same.

INS07   Networks and establishes partnerships that help achieve the {college}'s goals.

INS08   Persistently pursues ways to further the {college} mission.

INS09   Takes action to improve the quality of the {college}.

INS10   Works effectively with stakeholders across the community.

A.1.4. Leading by Building Effective Relationships

Relationship skills are required to build a strong team. They incorporate ways of addressing differing perspectives and positive problem solving to order to achieve change and successful outcomes. These skills include active listening, clear oral and written communication, and collaboration along with honest, tactful and ethical personal expressions. Relationships are strengthened when the leader takes steps to demonstrate personal responsibility for her actions and serves as a role model for the team.

REL01   Accepts responsibility for taking risks and making difficult decisions.
REL02   Combines personal transparency with an awareness of others.
REL03   Conveys ideas clearly in writing.
REL04   Conveys ideas clearly when speaking.
REL05   Develops and sustains teamwork and cooperation.
REL06   Develops open communication about priorities and expectations.
REL07   Effectively manages personal stress.
REL08   Is honest and ethical in all actions.
REL09   Listens carefully and recognizes others' perspectives.
REL10   Manages conflict and change by relating well with different viewpoints.
REL11   Responds to others with tact and composure, and avoids defensiveness.
REL12   Seeks feedback on one's own performance and adjusts behavior.
REL13   Seeks ways to involve others in problem solving and making decisions.
REL14   Shares a vision and sense of purpose.
REL15   Shows respect for others.
REL16   Uses influence wisely to create a positive working climate.

A.2 Targeted Items for Specific Groups of Participants

A.2.1. For Chief Business Officers

The following list of items is based on the top competencies published by NACUBO [2]. These items expand on the SUNY360 items using language appropriate for College Business Officers.

Leadership

BO001   Adheres to ethical business practices and promotes ethical behavior.
BO003   Fosters an environment of mutual trust including personal credibility and trust between and among stakeholders.
BO004   Possesses business ethics principles.
BO007   Works well with governing bodies and advisory committees (e.g., board of trustees, visiting committees).

Technical

BO002   Has budget models and techniques.

Organizational

BO005   Demonstrates effective interpersonal relations (e.g., integrity, trust, diplomacy, negotiation skills).

BO006   Demonstrates effective written and oral communication and presentation skills.

A.2.2. For Business Office Staff

The following list of items is also based on the top competencies for Business Office Staff as published by NACUBO [2].

Technical

BO012   Is familiar with accounting reporting standards (e.g., FASB, GAAP, GASB).

BO019   Knows how to use spreadsheets (e.g., advanced functions—filtering, macros).

BO016   Presents financial information effectively.

BO015   Understands financial reporting concepts (e.g., cash vs. accrual basis, fixed assets).

BO013   Understands internal control procedures (e.g., separation of duties, fraud prevention, risk assessment).

BO011   Uses desktop applications (e.g., database, spreadsheets, query tools).

Leadership

BO018   Communicates effectively with diverse individuals and groups.

BO014   Demonstrates and models ethical behavior, integrity, and trust.

Organizational

BO017   Applies various communications techniques (e.g., listening skills, written communication, group interaction, presentations).

A.2.3. For Senior IT Leaders

The following items address the targeted results that Senior IT Leaders expect from a Leadership Development program (EDUCAUSE, 2012). By targeting some of these items you can provide participants with a baseline valuable to their goals.

Collaborate and Negotiate

IT002   Seeks to identify areas of mutual interest.

IT003   Successfully negotiates agreements when conflict arises.

Develop Leadership Skills

DEC05   Fosters professional development for everyone.

INS05   Helps improve the {college} by developing one's own professional knowledge.

IT001   Understands and continues to develop personal skill strengths.

Teamwork

TM001   Brings team members together working toward common goals.

REL05   Develops and sustains teamwork and cooperation.

TM002   Helps resolve team conflicts through conversation and understanding.

TM003   Navigates group members toward consensus while understanding differences.

TM004   Seeks to identify common goals.

TM005   Taps the strengths of each group member.

Explore Leadership Roles

REL13   Seeks ways to involve others in problem solving and making decisions.

Open Channels of Communication

REL06   Develops open communication about priorities and expectations.

Plan For and Initiate Change

REL10   Manages conflict and change by relating well with different viewpoints.

IT004   Plans timetables and critical paths for new projects.

Self-awareness

REL12   Seeks feedback on one's own performance and adjusts behavior.

System-wide Initiatives

DEC07   Maintains a {college}-wide systems perspective when solving problems.

A.3   Leadership Wheel

The Johnson Leadership competencies, as described within the Johnson Leadership Model (Johnson Graduate School of Management, 2012), define five key leadership components based on benchmarks of Fortune 100 firms. The following lists help to connect the Johnson Leadership Model with the SUNY360 Skills Inventory.

A.3.1. Knowledge

Knowledge skills cover subject matter, critical thinking, and integrative problem solving.

DEC04   Establishes information gathering processes to inform decisions.

DEC06   Initiates a budgeting strategy to guide effective use of staff and resources in support of program goals.

DEC09   Uses time effectively, employing skills such as planning and delegating.

A.3.2. Relationships

Relationship skills cover empathy and trust, collaboration, communication, conflict management, development of others, and inclusion.

Empathy and Trust

DVO02   Considerate of individual differences such as cultures, values and styles.

DVO06   Seeks input from people who differ by gender, ethnicity, or nationality.

Conflict Management

REL10   Manages conflict and change by relating well with different viewpoints.

Collaboration

DVO01   Builds consensus on ways to work toward the common good.

INS07   Networks and establishes partnerships that help achieve the {college}'s goals.

REL13   Seeks ways to involve others in problem solving and making decisions.

INS10   Works effectively with stakeholders across the community.

Relationships - Other

REL05   Develops and sustains teamwork and cooperation.

REL06   Develops open communication about priorities and expectations.

A.3.3. Vision

Vision skills include change catalyst, direction and purpose, systems thinking, and judgment.

INS01   Demonstrates ability to explain the role of {community colleges} within higher education.

INS02   Demonstrates deep knowledge of the {community college}, such as its history and culture.

DVO03   Helps others align their goals with the primary teaching and learning goals of the {college}.

DEC08   Maximizes use of {college} resources such as personnel time, budgeted funds, and other assets.

INS08   Persistently pursues ways to further the {college} mission.

DEC10   Weighs short-term needs with long-term goals.

A.3.4. Action

Action skills include personal drive, role model, decisiveness, commitment, and influence.

REL01   Accepts responsibility for taking risks and making difficult decisions.

DEC02   Effectively helps others support {college} policies.

A.3.5. Personal Mastery

The Johnson Leadership Model highlights the primacy of personal mastery as the foundation of all leadership success. Personal Mastery skills include self-awareness, self-development, authenticity, composure and balance, integrity, and presence.

REL07   Effectively manages personal stress.

DVO05   Promotes a lifelong learning environment for everyone in the {college}.

REL12   Seeks feedback on one's own performance and adjusts behavior.

A.4 Targeted Items for Specific College Missions and Goals

A.4.1. To Improve Our Customer Service

CS001   Actively serves others in the college who are pursuing student success

CS002	Considers ways in which job goals affect overall student success
CS003	Finds ways to recommend improvements in areas affecting student success.
CS004	Finds ways to understand the ways in which his/her job affects student success.
CS005	For every activity, considers effect on student success.
CS006	Initiates interaction with students to develop better understanding of student needs
CS007	Listens carefully to student feedback in order to recommend better ways.
CS008	Maintains focus on student success not just task completion.

A.4.2. To Improve Our Succession Planning

SP001	Seeks to understand relationship of own task and the tasks of those above her/him in the organization.
SP002	Shares her/his job duties and responsibilities with direct reports to help them develop broader understandings of the college.
SP003	Shows interest in expanding contributions to the college
SP004	Takes ownership of tasks by seeking and using feedback on ways to meet college needs.
SP005	Tries to understand connection between own tasks and intersection with other areas of the college.

A.4.3. To Encourage and Develop Teamwork

TM001	Brings team members together working toward common goals
REL05	Develops and sustains teamwork and cooperation.
TM002	Helps resolve team conflicts through conversation and understanding
TM003	Navigates group members toward consensus while understanding differences
TM004	Seeks to identify common goals
TM005	Taps the strengths of each group member

A.4.4. To Foster Entrepreneurial Leadership

EL001	Agile in solving unstructured problems.
EL002	Embraces change as healthy way to respond to future needs.
EL003	Encourages others who introduce new ideas.
EL004	Fosters testing new ideas.
EL005	Helps team build on each other's ideas and solutions.
EL006	Identifies and explores resistance and concerns about change.
EL007	Identifies and takes risks while sharing pros and cons of the actions.
EL008	Identifies the positive aspects of change.
EL009	Is agile in responding to new opportunities for organization.
EL010	Is willing to explore a new idea when others are saying it won't work.
REL10	Manages conflict and change by relating well with different viewpoints.
EL011	Sees future potentials for organization.
EL012	Supports entrepreneurial activities such as fundraising, incubation, forming strategic alliances and training in entrepreneurship.
EL013	Supports wide participation in making change.
EL014	Suspends judgment while new ideas are explored.

A.5 **Deactivated SUNY360 Items**

The following items have been used in past SUNY360 Skills Inventories and have been discontinued as SUNY Leadership Institute continues to improve this tool. Each of these items have been replaced by one or more of the current SUNY360 standard items. You may select to include some of these items in your Inventory.

A.5.1. Leading with Effective Decisions

CCM06   Disseminates and supports policies and strategies.

CCM06B Explains {college} strategies clearly and frequently.

CPR02   Weighs short-term and long-term goals in decision-making.

CPR02B Weighs short term needs with long term goals.

ORG01   Aligns organizational mission, structures and resources with the {college} master plan.

ORG01B Aligns own work plan with {college} plan.

ORG03   Identifies and solves problems using a systems perspective.

ORG03B Uses knowledge of {college} wide systems to solve problems.

ORG05   Uses data and best practices to solve problems and to plan strategically.

ORG05B Uses data to inform decision making process.

ORG06   Maintains and grows {college} personnel, fiscal resources and assets.

ORG06B Finds ways to maximize use of time and other resources.

RDV01   Ensures accountability through accurate and timely reporting.

RDV01B Demonstrates accountability for own work by summarizing work progress.

RDV02   Implements performance management systems and fosters professional development and advancement of faculty and staff.

RDV02B Seeks development opportunities for self and others by finding new challenges.

RDV03   Initiates budgeting strategies for effective support of programs, staff and facilities.

RDV03B Effectively prioritizes use of resources such as staff time, facilities, and equipment.

RDV04   Supports operational decisions by managing information resources.

RDV07   Plans and manages resources consistent with {college} priorities and local, state, and national policies.

RDV07B Considers {college} goals when planning own work.

RDV08   Uses time management, planning, delegation, and organizational skills.

RDV08B Effectively manages time and work tasks.

A.5.2. Leading by Developing Others

ADV01   Advances life-long learning and supports a learner-centered and learning-centered environment.

ADV01B Treats all situations as an opportunity to learn something.

ADV05   Promotes teaching, learning, equity, open access, and innovation as primary goals for the {college}.

ADV05B Urges others to consider ways to include {college} goals in work plans.

ADV06   Values and promotes diversity, inclusion, equity, and academic excellence.

ADV06B Includes people with diverse perspectives when making plans.

CCL02   Embraces and employs differences in individuals, cultures, values, and communication styles.

CCL02B   Considerate of others values .

CCL03   Invites faculty, staff, students, and the community to work for the common good.

CCL04   Demonstrates cultural competence reflective of a global society.

CCL04B   Integrates knowledge of other's cultures in daily performance.

CPR05   Understands the impact of culturally-based perceptions on self and others.

CPR06   Supports lifelong learning for self and others.

CPR06B   Treats all situations as learning opportunities.

A.5.3. Leading by Advocating and Developing the College

ADV02   Advocates the {community college} mission to all constituents and empowers them to do the same.

ADV02B   Helps others understand our {college} mission and goals.

ADV03   Demonstrates a passion and commitment to the mission of {community colleges}.

ADV03   Demonstrates a passion and commitment to the mission of higher education.

ADV03B   Persistently pursues ways to further the {college} mission.

ADV04   Presents the {community college} in a variety of settings as integral to higher education.

ADV04B   Demonstrates ability to explain the role of {community colleges} within higher education.

CCL05   Works effectively and diplomatically with legislators, board members, business leaders, and accrediting associations.

CCL05B   Works effectively with community stakeholders.

CCL07   Establishes networks and partnerships to advance the mission of the {community college}.

CCL07B   Seeks ways to work with others across the {college}.

CCM04   Effectively communicates {college} mission and values to varied audiences.

CCM04B   Expresses {college} values clearly.

CPR03   Contributes to improvement in {community college} leadership through participation in local and national professional organizations.

CPR03B   Helps improve {college} by developing own professional knowledge.

CPR09   Understands and endorses the history, philosophy, and culture of the {community college}.

CPR09B   Demonstrates deep knowledge of {community college} culture.

ORG04   Regularly takes action toward continuous improvement of the quality of the {college}.

ORG04B   Regularly takes action to improve the quality of the {college}.

RDV05   Seeks new and ethical funding mechanisms.

A.5.4. SUNY360 Skill: Leading by Building Effective Relationships

CCL01   Facilitates shared problem-solving and decision-making.

CCL06   Develops, enhances, and sustains teamwork and cooperation.

CCL06B   Develops and sustains teamwork and cooperation.

CCL08B   Manages conflict and change by building and maintaining productive relationships.

CCM01   Effectively conveys ideas and information to all constituents.

CCM01B   Conveys ideas clearly, both orally and in writing.

CCM02   Listens actively to understand, comprehend, analyze, engage, and act.

CCM02B   Listens by asking clarifying questions.

CCM03B Develops open communication about effective use of time and other resources.

CCM05 Projects confidence and responds responsibly and tactfully.

CCM05B Responds to others in responsible and tactful manner.

CPR01 Uses influence and power wisely in facilitating the teaching-learning process and the exchange of knowledge.

CPR01B Uses influence wisely to create positive working climate.

CPR07 Assesses own performance and sets goals using feedback, reflection, and evaluation.

CPR07B Actively reflects on own performance and adjusts behavior.

CPR08 Demonstrates the courage to take risks, make difficult decisions, and accept responsibility.

CPR08B Demonstrates the courage to take risks, make difficult decisions, and accept responsibility.

CPR10 Manages personal stress.

CPR10B Manages stress during unexpected events.

CPR11 Demonstrates leadership that incorporates authenticity, awareness of other perspectives, creative processes, and vision.

CPR11B Combines personal authenticity with awareness of others.

ORG02B Encourages a positive environment that supports innovation, teamwork, and successful outcomes.

RDV06 Manages conflict and change in ways that contribute to the long-term viability of the {college}.

RDV06B Deals effectively with different viewpoints in order to assure success.

Appendix B.   Bibliography

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