

**Six Domains of
Knowledge for
Higher
Education
Leaders**

SUNY 360 Questions

Know Yourself

1. Is consistently displaying an authentic approach/style to leadership.
2. Is aware when others are able to relate to him/her, and when they are not.
3. Remains open to critical feedback and viewpoints.
4. Shares a vision and sense of purpose.
5. Effectively manages personal stress.
6. Demonstrates emotional intelligence by being able to understand and manage one's own emotions and moods.
7. Demonstrates an ability to self-regulate personal emotions to bring out the best in others.
8. Is honest and ethical in all actions.
9. Responds to others with tact and composure, and avoids defensiveness

Know Your Skills

10. Possesses the skills necessary to be successful in current role.
11. Seeks feedback on one's own performance and adjusts behaviors.
12. Demonstrates a willingness to build upon skills necessary for success in current role.
13. Uses time effectively, employing skills such as planning and delegating.
14. Accepts responsibility for taking risks and making difficult decisions.
15. Conveys ideas clearly when speaking/writing.
16. Is comfortable discussing personal leadership strengths and weaknesses.
17. Demonstrates skills and potential to be a successful leader in a future/advanced role in higher education.

Know Your Team

18. Listens carefully and understands others' perspectives.
19. Manages conflict and change by relating well with different viewpoints.
20. Shows respect for others and creates an environment where others feel safe to speak up.
21. Seeks to understand their team members' values and motivations.
22. Fosters professional development for everyone.
23. Shepherds and advances a collective vision for the team that encourages collective action, rather than independent activity.
24. Builds and listens to consensus among team members on a wide variety of projects.

- 25. Seeks ways to involve others in problem solving and decision-making.
- 26. Ensures accountability of team members through accurate and timely reporting.
- 27. Maintains open communication about use of time, budget and other resources.
- 28. Seeks input from others including those who differ from them (example: gender, ethnicity, nationality, age, ability, professional background, etc.).
- 29. Models inclusivity on campus/in the workplace.
- 30. Shows awareness of the team culture and values it.
- 31. Knows what motivates the team.
- 32. Is aware of team's strengths and weaknesses.
- 33. Consistently brings positive energy and attitude.

Know Your Students

- 34. Displays awareness and sensitivity to diverse populations of students (and staff).
- 35. Excels in operating/leading in a diverse campus environment.
- 36. Demonstrates cultural intelligence in responses to significant demographic shifts in student population.
- 37. Shows concern for student success.
- 38. Responds to needs/concerns expressed by student bodies and various constituencies in a timely fashion.
- 39. Attends to student input for advancing the college/university.
- 40. Promotes a lifelong learning environment for everyone in the (college).

Know Your Institution

- 41. Demonstrates knowledge of the college, such as its unique culture, enrollment trends and value propositions.
- 42. Demonstrates ability to explain the role of our institution within the higher education landscape.
- 43. Expresses the college/organization's values clearly.
- 44. Aligns goals and resources in order to support the college's priorities.
- 45. Persistently pursues ways to further the college's mission, vision and strategic plan.
- 46. Takes action to improve the quality of the college.
- 47. Effectively helps others support the college's mission, vision, strategic plan and policies.
- 48. Demonstrates understanding of the institution's external stakeholders.
- 49. Networks and establishes partnerships that help achieve the college's goals.

- 50. Maximizes use of the college's resources such as personnel time, budgeted funds, and other assets.
- 51. Displays competence with how the college is organized administratively in order to operationalize work and "get things done" on campus.
- 52. Values collaboration and is able to collaborate effectively across various departments on campus.

Know Your Context

- 53. Is responsive to the changes in the higher education context, such as federal and state policy changes, immigration, tax reforms, etc.
- 54. Weighs short-term needs with long-term goals.
- 55. Finds ways to marshal resources to support goals/fund new programs.
- 56. Establishes information gathering processes to inform decisions.
- 57. Works effectively with stakeholders across the community.
- 58. Integrates knowledge of other's cultures in daily performance

Leadership Derailment

- 59. Is easily distracted, shifting from task to task without getting the most critical things done.
- 60. Appears bored or dissatisfied with work, doing enough to just 'get by'.
- 61. Concerned with being accepted and liked.
- 62. Is obsessive and uncompromising.
- 63. Places personal agenda before the good of the team.
- 64. Violates or compromises the trust of others/has difficulty gaining trust.
- 65. Overly controlling; does not empower others to do their best.
- 66. Loses his/her temper, and/or lacks patience with others.
- 67. Avoids appropriate risk.
- 68. Is driven by a strong sense of entitlement.
- 69. Is distant and/or unapproachable.
- 70. Avoids opportunities for personal or professional growth