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History and Background

- Several years of informal discussions among AACRAO Board members and staff.
- Ad hoc efforts by AACRAO Executive Director Mike Reilly, VP for Professional Development Paul Kyle, and me to develop a draft list of competencies, including analysis of job postings to see what institutions were looking for.
- Discussions with Program Committee, PAC chairs and state and regional association leadership at the 2012 AACRAO Leadership Meeting, including a discussion of “competencies” versus “proficiencies”.

History and Background

- Mike, Paul, and I develop a framework for describing competencies and proficiencies and refine the list.
- Discussions with the Program Committee, PAC chairs and state and regional association leadership at the 2013 AACRAO Leadership Meeting.
- Formalized the effort in 2014 with the appointment of a Professional Competencies Working Group composed of nine registrars, admissions directors, and enrollment managers. I chaired the group.
- We issued what we considered “Competencies 1.0” prior to the 2015 Annual Meeting.

History and Background

- The document was reviewed by the Board and staff and presented to the Program Committee, PAC chairs and state and regional leadership at the 2015 Annual Meeting.
- The document was posted on the AACRAO web site and comments were requested from the membership.
- The document was further refined based on those suggestions and made more web-friendly for the current AACRAO web site (version 2.0).
- Competencies and proficiencies are being integrated to AACRAO program content.

What do we mean by “Competencies” and “Proficiencies”?

“The ***Competencies*** consist of the knowledge, skills and dispositions that are necessary for all AACRAO professionals irrespective of their role at the institutions, while the ***Proficiencies*** describe the specific knowledge and skills required to excel in the professions of Admissions, Enrollment Management, and Records & Academic Services.”

The descriptions all include a functional description, content knowledge, skill, and ethical requirements, as well as descriptions of entry level, intermediate, and expert characteristics.

KEY TO COMPETENCIES AND PROFICIENCIES


Core Competencies

 Change Management	 Interpretation and Application of Institutional and External Data	 Communication
 Collaborative Decision-Making and Consensus-Building	 Leadership and Management	 Technological Knowledge
 Diversity and Inclusion	 Problem Solving	 Professional Development and Contributions to the Field
 Holistic and Systemic Thinking	 Professional Integrity	

Admissions Core Proficiencies

-  Creating a Communications Plan
-  Developing Speeches and Presentations
-  Evaluating Emerging Technologies
-  Market Analysis
-  Reporting Progress Toward Enrollment Goals
-  Strategic Staffing and Operations
-  Utilizing Social Media

Enrollment Management Core Proficiencies

-  SEM Assessment
-  Developing Enrollment Mix
-  SEM Leadership
-  Staffing Leadership
-  Enrollment Technology

Records & Academic Services Core Proficiencies

-  Reporting and Institutional Research
-  Data Systems Management
-  Knowledge of Student Records Management Law, Policy, and Governance
-  Record-Keeping and Data Stewardship
-  Academic Policy and Curriculum Delivery
-  Operations and Business Process Management
-  Graduation, Commencement and Academic Events

Cross-Functional Proficiencies

-  Transfer and Articulation
-  Assessing Prior International Education
-  International Recruitment and Marketing

How is the information being used?

AACRAO

- Has done an audit to tag programs and services with competencies and proficiencies to see what they have and what is missing.
- Is using the information in conference program planning.
- Is using the information to revise online courses (e.g., SEM 101 and REG 101).
- Has developed a Professional Development Planning Tool for members.

An example from the SEM Conference Program

7468: Planning & Assessment in Enrollment Services: Creating Models for Continuous Improvement

2:00 PM–4:45 PM

Salon 2, Level 1

Fee: \$240



This workshop will guide participants towards a successful department planning and assessment process, including development of mission, goals, learning outcomes, and assessment tools and timelines, as well as developing action plans.

PRESENTERS:

Alicia Moore, *Central Oregon Community College*

Tara Sprehe, *Clackamas Community College*

How is the information being used?

Institutions

- Have used the information in developing or revising position descriptions.
- Have used the information in evaluating office functions.
- Have used the information to craft professional development plans for individuals and teams.
- The Registrar's Office at the University of Maryland University College is using the information to develop goals for individual staff members and part of the formal performance appraisal process.

Creating Pathways for Success & Succession through Staff Development: A competency-based Model

Learn how University of Maryland University College (UMUC) is pilot testing [AACRAO's Professional Competencies report](#) as a tool to increase morale, build pathways for staff professional development and support succession planning in the Office of the Registrar. This session will briefly discuss the current landscape of competency-based education and hiring and then detail UMUC's plans for a competency-based professional development program in the Office of the Registrar. The intent is to share UMUC's initial plans on using the [AACRAO Professional Competencies](#) and provide context and suggestion on how to use the professional competencies in your organization.

How is the information being used?

Individuals

- Have used the information in creating professional development plans.
- Have used the information in deciding which sessions to attend at AACRAO conferences.
- Have referenced AACRAO competencies and proficiencies on CVs and Resumes.

A tour of the site

<http://www.aacrao.org/resources/professional-competencies>

Some concluding thoughts

- Suggestions for future versions to competencies@aacrao.org (Melanie Gottlieb)
- For the past year we've included a series of articles on mentorship in AACRAO's journal *College & University*. These will be released in book form in early 2018.

Questions and Comments?

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Please be sure to fill out the
session evaluation at:
neacrao.org/feedback/

Thank you!

