



AACRAO



Competency Set 2026

Curriculum Committee

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AACRAO Competency Set

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Executive Summary

The **AACRAO Competency Set** is designed to guide **professional development and support operational effectiveness** within the AACRAO professions. It provides a **structured framework for evaluating and strengthening professional capabilities** through measurable performance indicators, defining the essential skills and abilities needed in critical administrative roles.

DEVELOPMENT & PURPOSE

- Developed in collaboration with C-BEN (Competency-Based Education Network).
- It revises and replaces an older framework from 2015, specifically designed to reflect the essential competencies for AACRAO professions.
- The set is cross-cutting, meaning its 15 unique competency areas are relevant and accessible to professionals across diverse positions in enrollment and academic services, rather than being specific to particular professional areas.

COMPETENCY STRUCTURE

Each of the 15 competencies follows a consistent structure:

- **Competency Statement:** A broad “I can” declaration of core skill mastery.
- **Foundational Level:** Demonstrates general knowledge, routine tasks, and application of established policies.
- **Intermediate Level:** Involves diagnosing complex requirements, managing processes, analyzing data, and guiding change.
- **Advanced Level:** Focuses on strategic leadership, policy development, mentoring, cross-divisional initiatives, and future planning.

KEY APPLICATIONS

The AACRAO Competency Set can be applied in several strategic ways to foster professional growth and operational excellence. The application of the competency set is guided by the values of AACRAO, which are woven into the fabric of the association in all its services and activities. These values are collaboration, innovation, inclusivity, inquiry, and integrity. It is expected and implied that all competencies will be carried out using these values.

- **Performance Measurement:** Establishes clear, measurable standards to assess strengths, identify gaps, and support evaluations.
- **Training and Development:** Informs the design of training activities, communication tools, and tailored professional development plans.
- **Hiring and Role Definition:** Aligns job descriptions, expectations, and evaluation tools with competency-based performance levels.
- **Strategic Alignment:** Connects individual and departmental objectives with institutional goals, such as enhancing student success, by emphasizing relevant competencies and professional growth initiatives.

The **AACRAO Competency Set** serves as a **valuable instrument for facilitating professional development and operational effectiveness** in the AACRAO professions and provides a clear map to support the AACRAO professions in contributing to institutional effectiveness and success.

AACRAO Competency Set User Guide

What is the AACRAO Competency Set

The **AACRAO Competency Set** is designed to be a **guide and tool** for individuals and staff to understand and develop competencies within higher education's enrollment, admissions, and academic operations. It provides a **structured framework for evaluating and developing professional capabilities** through statements and indicators of performance that define the skills and abilities needed in these critical administrative functions.

Why and How Was the AACRAO Competency Set Developed

In 2025, AACRAO formed its first Curriculum Committee to support AACRAO's strategic goals of being the premier provider of accessible and credentialed career pathways to demonstrate competencies in the professions engaged in enrollment and academic services. The first task of the Committee was to audit and revise, if necessary, the AACRAO Core Competencies and Professional Proficiencies, developed in 2015.

The Committee worked in conjunction with the Competency-Based Education Network (C-BEN), an organization with expertise in developing measurable skill-based competency models. Formal work with C-BEN began in February 2025.

Guided by C-BEN, the Committee reviewed the AACRAO Core Competencies and Professional Proficiencies and concluded that, in its existing form, the framework no longer reflected the competencies essential to AACRAO professions. The Committee determined that a new approach was needed.

The Committee created a new competency framework to represent a broad range of professional skill sets found in the AACRAO professions. Rather than being specific to specific professional areas, the more general, cross-cutting structure is designed so that competencies remain relevant and are accessible to professionals in diverse positions across enrollment and academic services.

Committee Members

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Competency Structure

Each competency in the AACRAO set uses the same structure to describe different levels of performance. A competency statement is a general-level “I can” statement that best describes the underlying skill or ability for that competency.

Competency Statement: This is a general-level “I can” statement that best describes the underlying skill or ability for that competency.

Foundational Level Performance

This level captures the routine, everyday, basic activities and general knowledge required for the competency. It includes the implementation of established policies and procedures, retrieving and reporting easily available information correctly, and applying basic competence to work with operating systems.

Intermediate Level Performance

It involves diagnosing more complex requirements, managing multi-step operations, analyzing data, enhancing or recommending enhancements, and collaborating with others. It typically involves designing and coordinating systems, assessing and applying technology solutions, and guiding others through the change process.

Advanced Level Performance

In this level, the person focuses on strategic leadership, building and executing new policies or systems, sponsoring events, and measuring long-term effects. It typically includes mentoring personnel, guiding cross-divisional initiatives, counseling institutional administration, and positioning the institution for its future demands.

Overview of Competencies

The **AACRAO Competency Set** has 15 unique competency areas as listed below. There are 15 competency areas in the set, each with three levels of performance.

SERVICE EXCELLENCE

I can support diverse stakeholders (e.g., students, faculty, staff, alumni, external agencies) by providing accurate and timely information consistent with established policies and procedures.

OPERATIONAL LOGISTICS

I can operate within established structures to execute processes related to admissions, enrollment, registrar functions (e.g., academic term processing, academic record updates), and/or student services by adhering to timelines, utilizing relevant technologies, and maintaining accurate documentation, per institutional policies.

ORGANIZATIONAL MANAGEMENT

I can lead the development and continuous improvement of systems, structures, and processes that advance enrollment goals by aligning people, policies, and resources with the institution's mission and vision.

DATA REPORTING & ANALYSIS

I can collect, analyze, and report data that supports institutional decision-making and strategic planning. I understand the nuances of data and the data definitions to ensure the applicability and consistency of the decisions being made.

LEADERSHIP

I can engage individuals and teams around a clear purpose by modeling ethical behaviors and nurturing a culture of collaboration and accountability that drives continuous growth and advances institutional goals.

PEOPLE & TEAM MANAGEMENT

I can guide, develop, and motivate individuals and teams throughout the employee lifecycle. I can set clear expectations, foster a positive and inclusive environment, manage performance, and align team efforts with organizational goals.

POLICY DEVELOPMENT & IMPLEMENTATION

I can develop, interpret, and implement institutional policies related to academic records, enrollment, admissions, and student services, ensuring they are clear, enforceable, equitable, aligned with regulatory and accreditation standards, and designed to support institutional integrity and student success.

TECHNOLOGY MANAGEMENT

I can evaluate, implement, and operationalize new technology solutions based on identified business process improvements, while championing a culture of digital fluency to transform institutional capabilities.

CREDIT ASSESSMENT

I can assess, articulate, and apply institutional, state, and national policies and standards to the evaluation of academic credit (inclusive of high school, domestic, competency-based education, JST, CPL, microcredentials or international coursework), ensuring accurate transcript interpretation, course equivalencies, and compliance with regulations to support academic standards, student mobility, and timely degree completion.

ACADEMIC INNOVATION

I can collaborate with faculty and other stakeholders to support the development and implementation of innovative academic services and programs that enhance institutional effectiveness, student success, and program integrity.

SYSTEMS MANAGEMENT

I can use, manage, and optimize technology systems that support enrollment, admissions, academic records, and student services, ensuring usability, data integrity, and regulatory compliance.

PROJECT MANAGEMENT

I can understand objectives and lead projects/teams toward defined objectives by organizing tasks, setting clear timelines, and fostering transparent communication to support alignment, monitor progress, and deliver outcomes on time and within scope and budget.

STUDENT SUCCESS & ENROLLMENT MANAGEMENT

I can design, implement, and assess enrollment strategies that leverage data-informed decision-making to support equitable student access, progression, and success by removing systemic barriers and aligning institutional goals with student-centered outcomes throughout the student lifecycle.

STRATEGIC PROFESSIONAL DEVELOPMENT

I can support strategic professional development by fostering growth that builds leadership capacity and aligns with our institutional direction. I help shape a culture where people are encouraged to develop their strengths in ways that contribute meaningfully to our shared goals. I recognize progress through deeper engagement, expanded roles, and steady team advancement.

COMPLIANCE

I can comply with institutional, state, and federal policies, regulations, and accreditation standards related to enrollment management, admissions, and academic operations, including student academic records.

When working with the **AACRAO Competency Set**, it should be noted that **Enrollment Management** is listed as its own unit. While other units may be part of EM, it is a standalone unit for the discussion of competencies.

Admissions is also a standalone term, but to be inclusive of a broad range of admissions units, including **undergraduate, graduate, professional schools, international admissions, etc.** When encountering the term ‘**admissions**’ in the competencies document, professionals should take care to apply that term to their appropriate type of admissions expertise.

Applying the Competencies

AACRAO Competency Set is designed as a tool and resource both for individuals and institutions. You or your employees can use these competencies in any of several ways:

Performance Measurement

Implement the following performance indicators at Foundational, Intermediate, and Advanced levels in order to assess current performance and identify areas of strength and areas for development. For example, a supervisor can set clear and measurable performance standards based on the indicators. An evaluation can be created based on those performance indicators, from which observable feedback can be provided.

Training and Development Activities

Design and execute training activities and develop standardized communication documents to promote consistency and service delivery efficacy within a unit or institution. For example, an individual or a supervisor could compare their current competencies with the desired competency performance. If performance gaps are found, tailored training and development plans can be developed.

Hiring and Role Definition

Competencies may be used to define proper job expectations and requirements for varying roles by linking them to the corresponding measures for each level of performance. For example, a supervisor could review and revise job descriptions and expectations for clarity and measurability. Based on the revised job description, one could then design an evaluation tool that is clearly aligned to measurable and observable expectations.

Strategic Alignment

Align individual and departmental objectives with overall institutional strategic objectives. For example, if part of the institution's strategic plan is to "improve student success", a supervisor emphasizes areas within the "Student Success" competency where the department may be weak. Specific professional development plans can be implemented and measured through performance level indicators.

Competency Set Overview

The AACRAO Competency Set is designed to be a guide and tool for individuals and staff to understand and develop competencies within higher education’s enrollment, admissions, and academic operations. It provides a structured framework for evaluating and developing professional capabilities through statements and indicators of performance that define the skills and abilities needed in these critical administrative functions.

AACRAO COMPETENCY SET

- | | |
|-------------------------------------|---|
| SERVICE EXCELLENCE | CREDIT ASSESSMENT |
| OPERATIONAL LOGISTICS | ACADEMIC INNOVATION |
| ORGANIZATIONAL MANAGEMENT | SYSTEMS MANAGEMENT |
| DATA REPORTING & ANALYSIS | PROJECT MANAGEMENT |
| LEADERSHIP | STUDENT SUCCESS & ENROLLMENT MANAGEMENT |
| PEOPLE & TEAM MANAGEMENT | STRATEGIC PROFESSIONAL DEVELOPMENT |
| POLICY DEVELOPMENT & IMPLEMENTATION | COMPLIANCE |
| TECHNOLOGY MANAGEMENT | |

SERVICE EXCELLENCE

I can support diverse stakeholders (e.g., students, faculty, staff, alumni, external agencies) by providing accurate and timely information consistent with established policies and procedures.

Foundational Level Performance:

- Accurately retrieve and communicate readily available information (e.g., from websites, FAQs, or policy/ procedure manuals) to address routine inquiries about academic processes, such as registration or application status.
- Direct complex or non-routine inquiries to the appropriate internal contact or department, clearly explaining the hand-off to the stakeholder.
- Document interactions according to departmental guidelines, ensuring essential information is captured within CRM systems or equivalent tools.
- Maintain a professional, clear, and respectful tone in all verbal and written communications (e.g., emails), adhering to institutional communication standards.

Intermediate Level Performance:

- Diagnose complex stakeholder needs and provide comprehensive, accurate information by interpreting and applying multiple relevant policies (e.g., transfer credit, residency, admissions).
- Troubleshoot and resolve technical or procedural issues within admissions or academic records, recognizing when to escalate unique or high-impact concerns.
- Proactively communicate, manage stakeholder expectations, and resolve challenges related to process timelines, requirements, or potential delays, adapting communication to de-escalate frustration.

Advanced Level Performance:

- Proactively identify and recommend system or process improvements based on anticipated stakeholder needs, inquiry trends, and service delivery metrics.
- Design and lead training initiatives and develop standardized communication resources to elevate customer service consistency and efficiency across the unit or institution.
- Successfully mediate and resolve highly complex or escalated stakeholder concerns, employing advanced communication and negotiation techniques while ensuring policy adherence or determining appropriate exceptions.
- Orchestrate cross-departmental collaboration to holistically resolve multifaceted student issues that span various administrative functions.
- Champion a service-oriented culture by evaluating performance data, implementing best practices, and mentoring colleagues to enhance overall satisfaction.

OPERATIONAL LOGISTICS

I can operate within established structures to execute processes related to admissions, enrollment, registrar functions (e.g., academic term processing, academic record updates), and/or student services by adhering to timelines, utilizing relevant technologies, and maintaining accurate documentation, per institutional policies.

Foundational Level Performance:

- Execute routine transactions (e.g., transcript requests, basic registration changes, application fee processing) by diligently following documented procedures and checklists.
- Navigate and input data accurately into core institutional systems (e.g., SIS, CRM), ensuring data integrity for assigned tasks.
- Complete assigned operational tasks within specified deadlines, escalating issues that impede completion to the supervisor.
- Organize and maintain records in accordance with established departmental and institutional naming conventions and retention schedules.

Intermediate Level Performance:

- Manage multi-step operational processes (e.g., admission application review and determination, degree conferral setup, transfer credit evaluation intake, complex residency documentation review, term set-up, and end-of-term processing) from initiation to completion, identifying and resolving common exceptions.
- Leverage various technological tools and software features (e.g., query tools, workflow management systems) to streamline data retrieval, reporting, and process execution.
- Identify potential bottlenecks or inefficiencies within established operational workflows and propose adjustments to improve timeliness or accuracy.
- Ensure compliance with relevant federal, state, or institutional policies (e.g., FERPA, SEVIS) when handling and documenting sensitive student data and records.

Advanced Level Performance:

- Design and implement new or significantly revised operational processes and workflows that enhance efficiency, scalability, and data accuracy across multiple functions and/or departments.
- Evaluate and select appropriate technologies to address complex operational challenges or to support strategic enrollment management initiatives, leading their integration and adoption.
- Develop and monitor key performance indicators (KPIs) for operational processes, using data analysis to identify systemic issues and drive continuous improvement.
- Advise on and ensure institutional compliance with state, federal, and accreditation standards related to academic records and student data, developing best practices and training for staff.
- Communicate with and guide institutional leadership to support critical changes in operational logistics and processes.

ORGANIZATIONAL MANAGEMENT

I can lead the development and continuous improvement of systems, structures, and processes that advance enrollment goals by aligning people, policies, and resources with the institution's mission and vision.

Foundational Level Performance:

- Applies federal, state, and institutional compliance requirements to daily operations in enrollment management, admissions, and academic operations.
- Demonstrates accuracy in maintaining admissions and academic records, follows established procedures, and documents actions to ensure transparency and accountability.
- Participates in efforts to align operational practices with institutional policies.
- Adapts to professional changes through training and reskilling as organizational needs and policies change.

Intermediate Level Performance:

- Develops and coordinates compliance-related systems and workflows that support enrollment management, admissions, and academic operations objectives, while upholding institutional standards.
- Analyzes existing policies and procedures for gaps or inefficiencies.
- Collaborates with cross-functional teams to revise practices and implement improvements that align with regulatory requirements and institutional goals.
- Trains staff, monitors adherence to compliance protocols, and evaluates the effectiveness of systems across enrollment management and academic operation functions.

Advanced Level Performance:

- Leads the strategic design and continuous improvement of compliance frameworks that integrate people, policies, and resources across the student lifecycle.
- Synthesizes institutional priorities with external regulatory requirements to construct scalable systems that support enrollment growth, institutional integrity, and operational excellence.
- Operationalizes best practices, mentors compliance-focused teams, and aligns cross-departmental efforts to ensure compliance structures are proactive, student-centered, and mission-driven.
- Positions the institution to meet evolving challenges while advancing access, equity, and accountability in higher education.

DATA REPORTING & ANALYSIS

I can collect, analyze, and report data that supports institutional decision-making and strategic planning. I understand the nuances of data and the data definitions to ensure the applicability and consistency of the decisions being made.

Foundational Level Performance:

- Collect and report data, including running reports, that support institutional decision-making and strategic planning.
- Identify and describe data collection methods that ensure accuracy and reliability.
- Operate within established frameworks to execute tasks related to enrollment management and academic operations by adhering to timelines, utilizing relevant technologies, and maintaining accurate documentation per institutional policies.

Intermediate Level Performance:

- Analyze and interpret data to identify trends, patterns, and insights that inform policy development and operational improvements.
- Evaluate and assess data collection methods related to enrollment management, admissions, and academic operations, including identifying areas for improvement and implementing changes to enhance efficiency and effectiveness.
- Create comprehensive reports that effectively communicate findings to stakeholders, ensuring that data-driven decisions align with the institution's mission and goals.

Advanced Level Performance:

- Develop and refine data collection methods that ensure accuracy and reliability.
- Design, formulate, and operationalize strategies, leading the implementation of these data-informed strategies to ensure compliance with institutional standards and the achievement of institutional goals.
- Utilize relevant technologies and tools to manage and present data, maintain data integrity and confidentiality, and demonstrate strategic leadership and operational expertise.
- Serve as the author of data definitions and data integration definitions for student data terms in the student information system and other CRM tools. Typically serves as the data steward for admissions or student data with a high level of understanding and leveraging governance best practices to ensure data quality, integrity, and accessibility.

LEADERSHIP

I can engage individuals and teams around a clear purpose by modeling ethical behaviors and nurturing a culture of collaboration and accountability that drives continuous growth and advances institutional goals.

Foundational Level Performance:

- Demonstrates ethical behavior and communicates a clear sense of purpose to colleagues related to enrollment management and academic operations..
- Engages with team members respectfully and responds to challenges with accountability, contributing to a positive work environment that values transparency and continuous learning.
- Gains an understanding of institutional policies and AACRAO best practices to support enrollment and compliance standards as they pertain to enrollment, admissions, and academic operations.

Intermediate Level Performance:

- Leads teams by aligning individual and departmental goals with the institution's strategic enrollment objectives.
- Fosters a culture of collaboration and shared accountability across enrollment management, admissions, and academic operations functions.
- Guides teams through change, resolves conflicts constructively, and implements initiatives that improve operational efficiency and student service delivery.
- Analyzes institutional data and team performance to inform decision-making and enhance outcomes aligned with professional standards and institutional priorities.

Advanced Level Performance:

- Champions institutional transformation by mobilizing cross-functional teams around a compelling vision that advances student success and institutional excellence.
- Designs and executes strategic leadership initiatives that integrate registrar, admissions, and enrollment management functions into a cohesive, mission-driven framework.
- Cultivates a high-trust culture rooted in ethical action, collaboration, and accountability, and inspires innovation and continuous improvement.
- Evaluates complex systems, synthesizes stakeholder input, and advocates for policies and structures that elevate the institution's enrollment strategy and uphold AACRAO's commitment to professional integrity and service.
- Act as a catalyst, leading the cutting edge of technology, policy, compliance, and creativity to approach new ways to perform enrollment management and operational functions.

PEOPLE & TEAM MANAGEMENT

I can guide, develop, and motivate individuals and teams throughout the employee lifecycle. I can set clear expectations, foster a positive and inclusive environment, manage performance, and align team efforts with organizational goals.

Foundational Level Performance:

- Support a positive team environment by being reliable, communicating clearly, and contributing to shared goals in alignment with our department's expectations.
- Meet deadlines, fulfill commitments, ask for assistance when needed, and offer support to others when the opportunity arises.
- Set clear expectations, foster a positive and inclusive environment, and align individual efforts with organizational goals.
- Understand the role of each task and the importance these elements have on the greater outcomes of the unit and the skills necessary to complete the objective successfully.

Intermediate Level Performance:

- Manage individual and team performance by onboarding, setting clear expectations, offering timely feedback, and guiding team members through their responsibilities to support the unit's success.
- Delegate tasks appropriately, conduct regular check-ins, and provide constructive feedback.
- Analyze and interpret methods to guide, develop, and motivate individuals and teams.
- Evaluate and assess strategies to foster a positive and inclusive environment, manage performance, and align team efforts with organizational goals.
- Understand the cross-implications of various functional areas and their interplay. Recognize the need for cross-training and back-up services to better deploy departmental resources and resolve issues.
- Innovate possible process improvements, increase efficiencies, and individual skillset development as appropriate.

Advanced Level Performance:

- Lead teams through the comprehensive employee lifecycle by fostering engagement, developing talent, and aligning day-to-day work with organizational values and strategic goals.
- Facilitate onboarding and mentorship guidance for managers to provide to their employees.
- Develop and sustain high-functioning teams by designing people-centered strategies that inspire performance, promote accountability, and integrate the employee experience with the institution's strategic goals/plan.
- Create long-term workforce development plans, cultivate a culture of inclusion and innovation, and lead organizational change through a people strategy meant to motivate individuals and teams.
- Design and formulate strategies to set clear expectations, foster a positive and inclusive environment with growth opportunities, manage performance constructively, and align team efforts with the institution's strategic goals/plan.
- Fitting necessary skills and skillsets with individual personnel strengths and weaknesses to establish the most effective aggregated team.

POLICY DEVELOPMENT & IMPLEMENTATION

I can develop, interpret, and implement institutional policies related to academic records, enrollment, admissions, and student services, ensuring they are clear, enforceable, equitable, aligned with regulatory and accreditation standards, and designed to support institutional integrity and student success.

Foundational Level Performance:

- Identify and explain academic policies relevant to a situation.
- Apply policies effectively within the institution, ensuring compliance and fostering an environment that supports institutional integrity and student success.
- Recognize how policies comply with federal and state regulatory and accreditation standards and are aligned with institutional values.

Intermediate Level Performance:

- Analyze and interpret policies that align with higher education standards and best practices.
- Evaluate academic policies to ensure they are comprehensive, clear, and enforceable.
- Assess existing policies and identify gaps and opportunities for refinement.
- Implement policies effectively to ensure compliance and foster an environment that supports institutional integrity and student success.
- Ensure alignment across regulatory and accreditation standards and alignment with the institution's mission.

Advanced Level Performance:

- Create and develop policies that align with higher education standards and best practices.
- Design and operationalize comprehensive, clear, and enforceable academic policies.
- Formulate strategies to improve existing policies and effectively implement them, ensuring compliance and fostering an environment that supports a commitment to academic standards and student success.
- Ensure alignment across regulatory and accreditation standards while aligning with the institutional mission.
- Educate and oversee limited but appropriate policy exceptions for students or the institution, as guided by professional standards, but maintain compliance where exceptions might be necessary.

TECHNOLOGY MANAGEMENT

I can evaluate, implement, and operationalize new technology solutions based on identified business process improvements, while championing a culture of digital fluency to transform institutional capabilities.

Foundational Level Performance:

- Recognize and list opportunities for existing system improvements.
- Stay abreast of higher education technologies via webinars, professional conferences, and vendor user groups.
- Create visual process maps and data flow maps to document the current state and desired state of business processes.

Intermediate Level Performance:

- Assess, implement, and integrate technology solutions to provide robust support for student services, with measurable performance indicators.
- Evaluate enterprise systems and emerging technologies to design scalable, secure, and student-centered solutions that streamline operations and improve data-driven decision-making.
- Collaborate with the information technology department and functional stakeholders to implement system solutions based on sound business process improvement, project management, and organizational change management methodologies.

Advanced Level Performance:

- Lead strategic planning and drive innovation in the use of technology across enrollment and academic operations.
- Operationalize best practices for system governance, advocate for user-centered design, and ensure compliance with data privacy and security standards.
- Mentor staff and champion a culture of digital fluency to transform institutional capabilities and position technology as a catalyst for continuous improvement and student success.

CREDIT ASSESSMENT

I can assess, articulate, and apply institutional, state, and national policies and standards to the evaluation of academic credit (inclusive of high school, domestic, competency-based education, JST, CPL, microcredentials, or international coursework), ensuring accurate transcript interpretation, course equivalencies, and compliance with regulations to support academic standards, student mobility, and timely degree completion.

Foundational Level Performance:

- Interprets transcripts using established guidelines and references articulation agreements to support accurate credit assignment.
- Demonstrates familiarity with transfer credit systems and performs basic evaluations that contribute to student mobility and timely degree progression.
- Supports enrollment management goals by ensuring that credit decisions are clearly documented and align with institutional standards within registrar and admissions offices.

Intermediate Level Performance:

- Evaluates complex academic records and determines course equivalencies by applying articulation agreements, accreditation standards, and transfer policies.
- Collaborates with academic departments and advising units to validate credit decisions and ensure alignment with degree requirements.
- Analyzes international transcripts and utilizes credential evaluation tools to maintain consistency and compliance with AACRAO and institutional guidelines.

Advanced Level Performance:

- Leads institutional strategy for credit evaluation by designing and implementing policies that uphold the institution's integrity and promote equitable treatment of transfer and international students.
- Synthesizes national and international standards, advocates for transparent articulation practices, and oversees the integration of credit evaluation into broader enrollment management systems.
- Mentors staff, audits institutional practices for compliance, and collaborates with external partners to advance credit mobility initiatives.
- Ensures that credit evaluation supports institutional goals, enhances student success, and reflects the values, fairness, accuracy, and academic excellence from the following guideposts:
 - The Joint Statement on the Transfer and Award of Credit as authored by AACRAO, CHEA, and ACE.
 - AACRAO EDGE (Electronic Database for Global Education).
 - International Education Standards Council.

ACADEMIC INNOVATION

I can collaborate with faculty and other stakeholders to support the development and implementation of innovative academic services and programs that enhance institutional effectiveness, student success, and program integrity.

Foundational Level Performance:

- Support academic innovation by applying institutional policies and procedures that facilitate new academic offerings and delivery models.
- Participate in initiatives that enhance curriculum flexibility, such as modular scheduling, alternative credentialing, or online learning formats.
- Maintain accurate records, process nontraditional credit, and adapt workflows to accommodate evolving academic structures.

Intermediate Level Performance:

- Collaborates with academic and administrative stakeholders to develop and implement innovative academic structures that align with institutional goals and professional standards.
- Identifies solutions that facilitate the integration of academic innovation into admissions and international credential evaluation, ensuring that new pathways maintain compliance and uphold academic integrity.
- Proposes flexible, student-centered practices that advance institutional effectiveness and timely degree completion.
- Evaluates the impact of new programs and delivery models on enrollment management, registration, and student progression, and adjusts operational processes to support these changes.

Advanced Level Performance:

- Leads strategic initiatives that transform academic operations through innovation, ensuring alignment with institutional mission, accreditation standards, and professional principles.
- Champions cross-functional collaboration to institutionalize new academic models—such as accelerated pathways, stackable credentials, or global partnerships—while ensuring operational readiness across enrollment management and academic operation departments.
- Assesses the long-term impact of academic innovation on student success and institutional performance, and advocates for policies and technologies that support sustainable, scalable change.
- Positions the institution as a forward-thinking, student-focused environment committed to academic excellence and access.

SYSTEMS MANAGEMENT

I can use, manage, and optimize technology systems that support enrollment, admissions, academic records, and student services, ensuring usability, data integrity, and regulatory compliance.

Foundational Level Performance:

- Identify and utilize core technologies that support enrollment management, admissions, enrollment, and academic operations.
- Demonstrate basic proficiency in navigating systems to support accurate data entry, record maintenance, and transactional processing based on institutional standards or protocols.
- Demonstrate the importance of data integrity and compliance with regulations through practical examples.
- Maintain accurate and secure academic records, as evidenced by audit results.
- Participate in training opportunities and assist colleagues in resolving routine technical issues, contributing to operational continuity and data integrity.

Intermediate Level Performance:

- Establish procedures for using student information systems, document imaging tools, and communication platforms.
- Develop training materials, lead user support initiatives, and monitor system performance to ensure tools are used effectively and securely.
- Analyze data outputs and system usage trends to recommend improvements that align with institutional goals and AACRAO best practices.
- Design and implement methods of collecting user suggestions and feedback for system improvements.
- Stay abreast of regular system upgrades and migrations, and test both new and existing functionality in pre- production tenants prior to deployment in a production environment.
- Adhere to regulatory requirements and institutional policies, documented through compliance checks.

Advanced Level Performance:

- Optimize technology systems to enhance institutional processes and the student experience, as shown by performance metrics.
- Analyze data to measure the impact of technology systems on the student experience, presenting findings in reports.
- Develop and implement strategies for continuous improvement in systems management, with clear outcomes and goals.
- Engage with vendor representatives and participate in user groups and advisory boards.

PROJECT MANAGEMENT

I can understand objectives and lead projects/teams toward defined objectives by organizing tasks, setting clear timelines, and fostering transparent communication to support alignment, monitor progress, and deliver outcomes on time and within scope and budget.

Foundational Level Performance:

- Follows established project direction to support initiatives across enrollment management, admissions, and academic operations.
- Demonstrates the ability to track timelines, document progress, and communicate updates to team members in a clear and timely manner.
- Participates in regular check-ins and contributes to shared goals, helping maintain alignment and engagement within the project team.
- Use tools and techniques to ensure that work is completed efficiently and in accordance with institutional expectations.

Intermediate Level Performance:

- Understands the scope of challenges and the necessary steps required to resolve them.
- Leads project teams by developing detailed plans, setting timelines, and coordinating resources to support cross-functional initiatives within a division.
- Facilitates communication, monitors progress through measurable milestones, and addresses risks or challenges proactively to keep projects on track.
- Collaborates with stakeholders across enrollment management, admissions, and academic support departments to align project goals with institutional priorities and student success outcomes.
- Applies project management methodologies to enhance team performance and ensure timely, within-scope delivery of outcomes.

Advanced Level Performance:

- Designs and executes strategic project portfolios that drive institutional transformation across enrollment management, admissions, and academic operations departments.
- Operationalizes project management frameworks, mentors team members, and cultivates a culture of accountability, trust, and continuous improvement.
- Synthesizes complex information, navigates competing priorities, and aligns cross-departmental efforts to deliver high-impact results on time and within budget.
- Evaluates and assesses project outcomes and refines processes to ensure initiatives meet deadlines and scope while advancing institutional effectiveness and student-centered innovation.

STUDENT SUCCESS & ENROLLMENT MANAGEMENT

I can design, implement, and assess enrollment strategies that leverage data-informed decision-making to support equitable student access, progression, and success by removing systemic barriers and aligning institutional goals with student-centered outcomes throughout the student lifecycle.

Foundational Level Performance:

- Applies institutional policies and procedures to support progression from admissions through graduation.
- Collects data related to enrollment trends, registration activity, and student demographics to support decision-making processes.
- Participates in initiatives within enrollment management and academic operations that remove procedural barriers and contribute to student-centered practices.
- Demonstrates a commitment to student success by engaging in cross-functional efforts that promote timely matriculation, accurate recordkeeping, and responsive service delivery.

Intermediate Level Performance:

- Designs and implements enrollment strategies that align institutional goals with student-centered outcomes throughout the student lifecycle.
- Reports and analyzes data to identify student equity gaps, evaluates the effectiveness of outreach and retention efforts, and adjusts practices to improve access, persistence, and degree completion.
- Collaborates with academic and administrative units to coordinate initiatives that streamline support for enrollment, admissions, and academic operations.
- Develops policies and workflows that reduce systemic barriers and enhance institutional effectiveness and continuous improvement in student success.

Advanced Level Performance:

- Leads strategic enrollment management planning by integrating data-informed insights with institutional mission and industry best practices.
- Synthesizes complex data sets to forecast enrollment trends, design inclusive policies, and drive innovation in student lifecycle management from recruitment and admissions to enrollment and through graduation.
- Operationalizes equity-focused frameworks, advocates for systemic change, and aligns cross-functional teams to ensure academic and administrative operations support holistic student success.
- Positions the institution to meet evolving student needs while maintaining institutional integrity and operational excellence.

STRATEGIC PROFESSIONAL DEVELOPMENT

I can support strategic professional development by fostering growth that builds leadership capacity and aligns with our institutional direction. I help shape a culture where people are encouraged to develop their strengths in ways that contribute meaningfully to our shared goals. I recognize progress through deeper engagement, expanded roles, and steady team advancement.

Foundational Level Performance:

- Demonstrates a commitment to growth by engaging in professional development opportunities that align with institutional goals and professional standards.
- Identifies areas for skill enhancement within enrollment management, registrar services, and admissions, and participates in training that builds core competencies.
- Contributes to a culture of learning by sharing knowledge with peers and supporting team development through collaboration and encouragement.
- Reinforces institutional direction and promotes steady team advancement through active involvement in professional growth activities.

Intermediate Level Performance:

- Facilitates strategic professional development by designing learning opportunities that build leadership capacity and align with institutional priorities.
- Mentors colleagues, coordinates training initiatives, and encourages team members to pursue growth that enhances their roles within enrollment services.
- Evaluates development needs, tracks progress, and recognizes contributions that reflect deeper engagement and expanded responsibilities.
- Aligns individual strengths with institutional goals to strengthen team performance and foster a culture of continuous improvement.

Advanced Level Performance:

- Leads institutional efforts to embed strategic professional development into the fabric of enrollment management, registrar operations, and both domestic and international admissions.
- Cultivates a culture of learning by establishing frameworks that promote leadership development, succession planning, and inclusive growth pathways.
- Assesses organizational capacity, aligns professional development with long-term strategic goals, and champions initiatives that empower individuals to contribute meaningfully to institutional success.
- Positions the institution as a learning-centered organization where professional growth drives innovation, engagement, and excellence.

COMPLIANCE

I can comply with institutional, state, and federal policies, regulations, and accreditation standards related to enrollment management, admissions, and academic operations, including student academic records.

Foundational Level Performance:

- Applies institutional, state, and federal regulations to routine processes in admissions, enrollment management, and academic records.
- Demonstrates awareness of compliance requirements such as FERPA, SEVIS, and Title IV, and follows established procedures to ensure accurate and secure handling of student data.
- Documents actions clearly and reports discrepancies or concerns to appropriate personnel within enrollment management, admissions, and academic operations.
- Supports institutional integrity and contributes to a culture of accountability and transparency through day-to-day tasks and information sharing/educational opportunities.

Intermediate Level Performance:

- Interprets and implements compliance policies across functional areas, ensuring that enrollment management, admissions, and academic operations align with evolving regulatory standards.
- Monitors institutional practices for adherence to AACRAO guidelines and regulatory mandates, trains staff on institutional, state, and federal compliance protocols, coordinates internal audits and reviews to assess risk and readiness, and supports data and document collection in external audits.
- Collaborates with legal, academic, and administrative stakeholders, internal and external, to resolve compliance challenges and update procedures in response to policy changes.

Advanced Level Performance:

- Leads institutional compliance strategy by designing and evaluating comprehensive frameworks that educate and govern enrollment management, admissions, and academic operations.
- Synthesizes regulatory developments, advocates for ethical and equitable practices, and institutionalizes policies that ensure long-term adherence to AACRAO standards and regulatory requirements.
- Audits systems for vulnerabilities, mentors staff in compliance leadership, and aligns institutional operations with state, federal, and international regulations.
- Coordinates and contributes to responses, in collaboration with institutional stakeholders (e.g., general counsel, university audit, financial aid, admissions, registrar) for external regulatory requests and audits.
- Proactively identify and escalate emerging compliance concerns, guiding institutional stakeholders toward timely, strategic solutions.