



Staff Development:

Facilitating a Learning Environment to Grow Your Team

FCRAO, JUNE 2019

Topics

- ❖ Careers in higher education & what it takes to succeed
- ❖ How do we develop staff (and ourselves)
 - ❖ Challenges
 - ❖ Opportunities
 - ❖ Resources
- ❖ Learning from each other and outside higher education

Higher Education Career Path

Ask Yourself...

- ❖ How did you get here? Why did you get into higher education?
- ❖ What path lead you to higher education?
 - Did you go to college for this job?
 - Are you working at your alma mater?
- ❖ What training was provided? Formal or informal?
- ❖ What does it take to be successful as a Registrar or Admissions Officer?

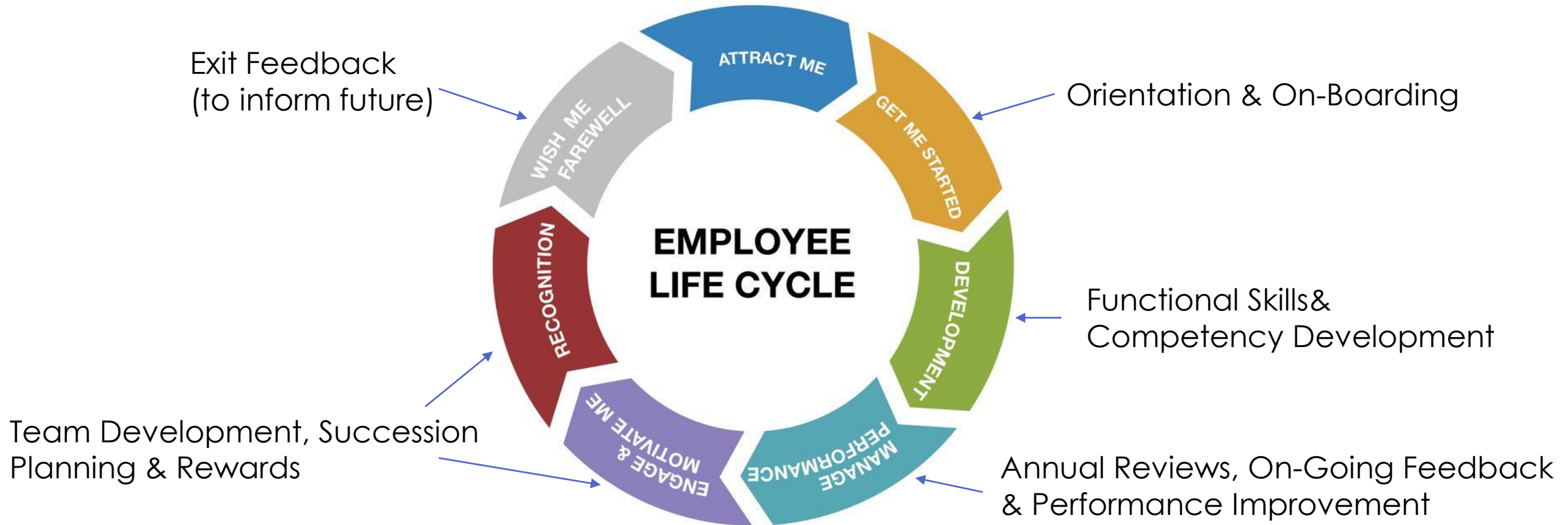
Think about your team... How do the answers the questions above change?

Learn As We Go; Sink or Swim; Trial by Fire

“Research literature on career preparation and development issues as they directly relate to chief admission officers and enrollment managers is substantially lacking.... Their educational backgrounds and aspirations, reasons for entering the enrollment management field, career paths, perceived preparation for the roles and responsibilities as chief admission officers and enrollment managers, and first-hand insight regarding development needs have remained relatively uncertain or undefined.”

Schulz, S. & Lucido, J. (2011) Who We Are: An In-Depth Look at the Educational Backgrounds, Career Paths and Development Needs of Chief Admission Officers and Enrollment Managers, *Journal of College Admissions*, www.nacacnet.org.

When to Develop Staff?



Competencies & Proficiencies

For a Successful Career in Higher Education

Competencies = knowledge, skills and dispositions needed to be successful.

Designed to be used in a variety of ways:





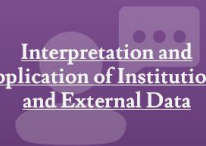






- ❖ Crafting professional development plans for individuals or teams
- ❖ Self-assessment and benchmarking individual professional development
- ❖ Drafting position descriptions and evaluating office functions

Competency Resources

- ❖ ACPA/NASPA – https://www.naspa.org/images/uploads/main/ACPA_NASPA_Professional_Competencies_FINAL.pdf
- ❖ AACRAO

Competencies for Success

AACRAO

 <p>Change Management</p>	 <p>Collaborative Decision-Making</p>	 <p>Diversity & Inclusion</p>
 <p>Holistic and Systemic Thinking</p>	 <p>Interpretation and Application of Institutional and External Data</p>	 <p>Leadership and Management</p>
 <p>Problem Solving</p>	 <p>Professional Integrity</p>	 <p>Communication</p>
 <p>Technological Knowledge</p>	 <p>Professional Development & Contributions to the Field</p>	<p>Learn More</p> <p>PROFESSIONAL PROFICIENCIES</p>

AACRAO Proficiencies for Success

By Profession



Developing Staff is a Big Job

How do you meet training needs?

- ❖ Small group conversations:
 - ❖ What are the biggest challenges to developing yourself/your team?
 - ❖ What is your greatest training need?
 - ❖ Who can you go to get assistance with these challenges & needs?

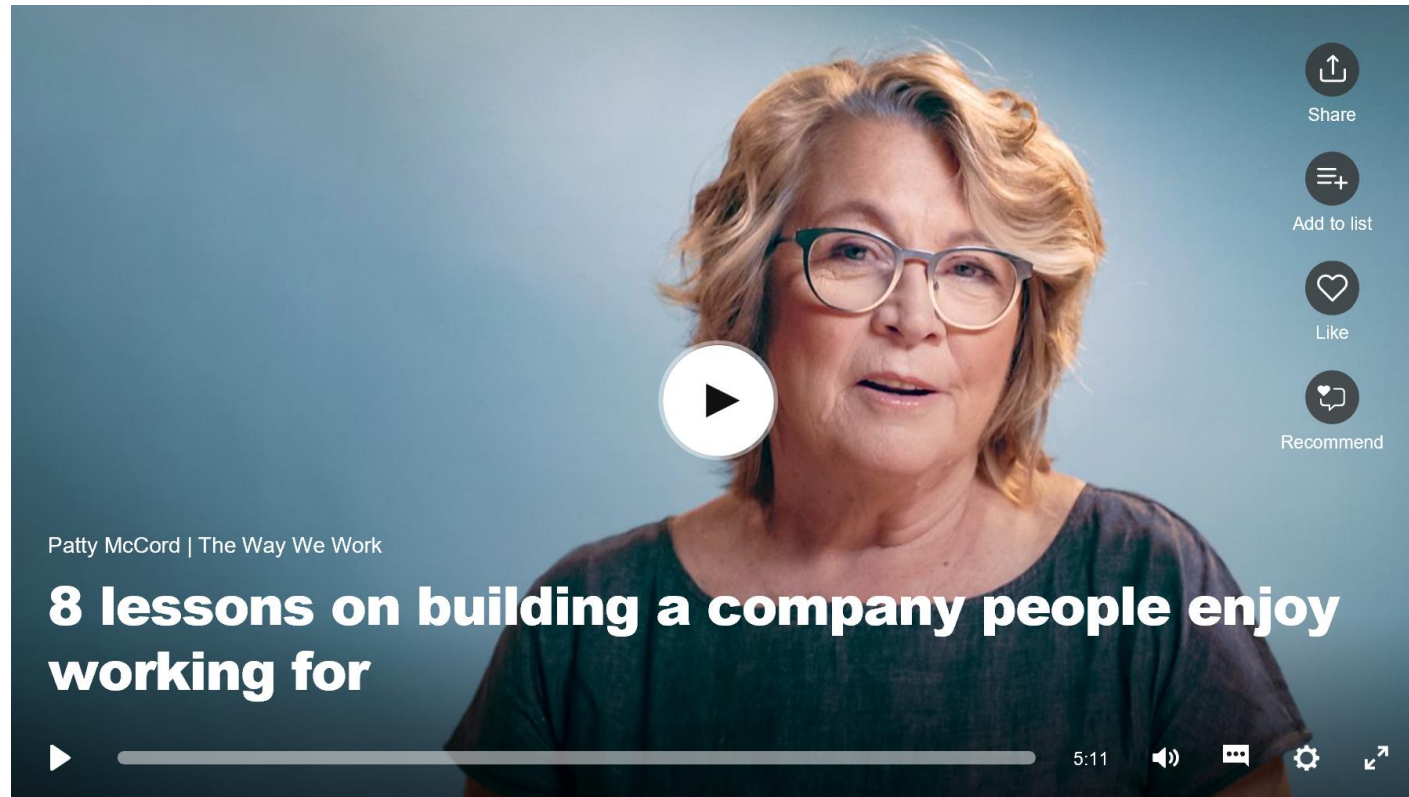
Continuing the Conversation...

Small group conversations:

- ❖ What you are doing to meet the training needs you've defined?
- ❖ How are you overcoming the challenges related to delivering training at your institution?
- ❖ Do you have a "go to" tool, resource, activity, etc. to develop your staff?
- ❖ What training are you doing in your department or is occurring in your institution that you believe is working well?

Patti McCord

Former Chief Talent Officer at Netflix



TED

What Can We Learn

from McCord's Lessons & How Does it Relate to Training?

1. Your employees are adults.
2. The job of management isn't to control people, it's to build great teams.
3. People Want to Do Work That Means Something. After they do it, they should be free to move on.
4. Everyone in your company should understand the business.
5. Everyone in your company should be able to handle the truth.
6. Your company needs to live out its values.
7. All start up ideas are stupid.
8. Every company needs to be excited for change.

Closing

- ❖ Different paths to higher education careers
- ❖ Path may not involve or afford formal training/education opportunities
- ❖ Review professional association resources regarding competencies, proficiencies, training and related resources
- ❖ Consider team members, identify needs and potential challenges
- ❖ Look to peers, best practices inside and outside higher education to inform individual and team development plans

Thank You!