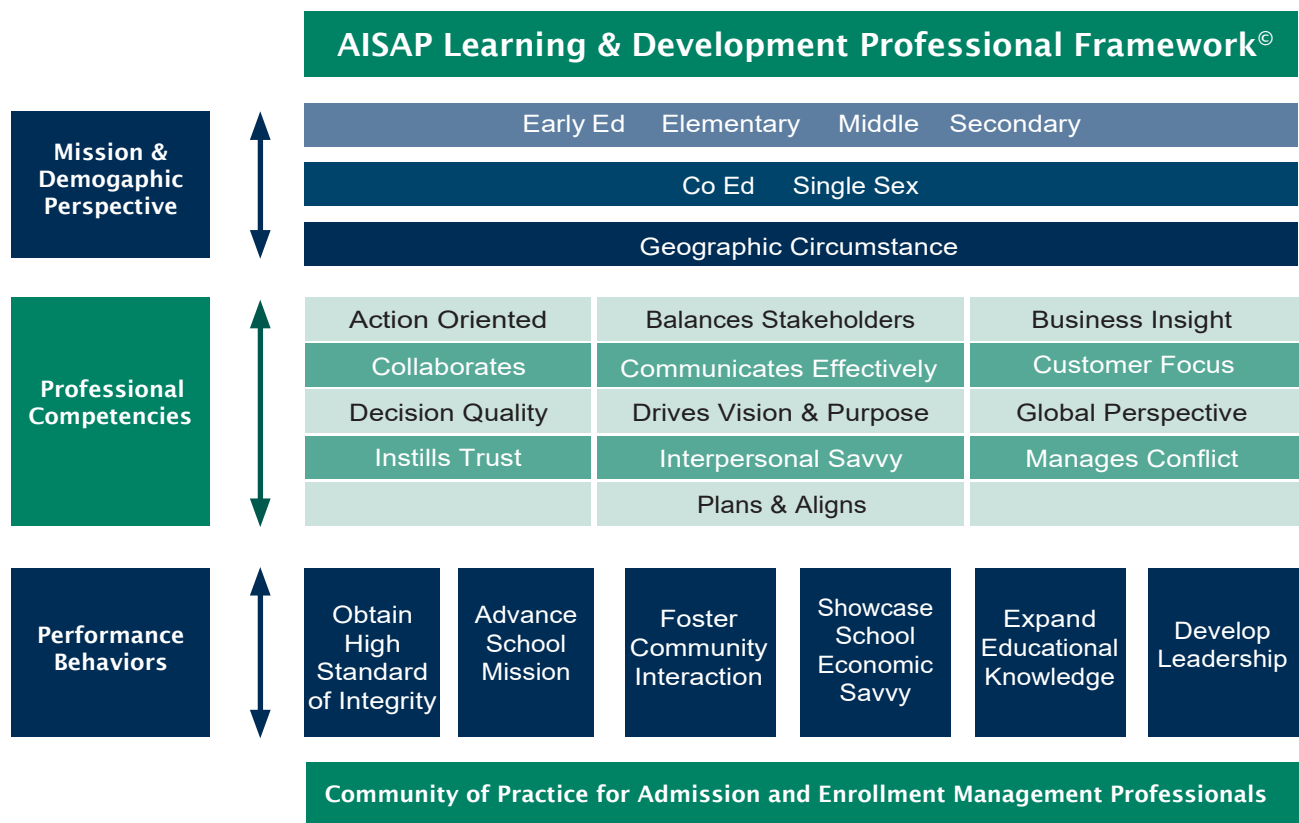


AISAP LEARNING & DEVELOPMENT FRAMEWORK[®]

AN INTRODUCTION TO THE LEARNING AND DEVELOPMENT FRAMEWORK[®]

AISAP is dedicated to your development as an Admission & Enrollment Management (A&EM) professional. Therefore, education is a cornerstone of all we do at AISAP. And as with any cornerstone, it is set to begin the layout of a structure and to

mark the occasion of that work. We introduce that structure in the Learning & Development Framework. All educational offerings will be linked in some manner to the framework.



The framework is comprised of four key areas:

- **Mission & Demographic Perspective:** Identify the type of educational institution and geographic area served
- **Professional Competencies:** Describe the 13 competencies from which the A&EM professional employs
- **Performance Behaviors:** Explain the actions and activities the A&EM professional uses to carry out his or her work
- **A Community of Practice:** Offer support and education for all who share our passion for the profession and want to continuously learn how to do it better.

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Competency Defined

ACTION ORIENTED – Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

DRIVES VISION AND PURPOSE – Painting a compelling picture of the vision and strategy that motivates others to action

BALANCES STAKEHOLDERS – Anticipating and balancing the needs of multiple stakeholders.

GLOBAL PERSPECTIVE – Taking a broad view when approaching issues, using a global lens.

BUSINESS INSIGHT – Applying knowledge of business and the marketplace to advance the organization's goals.

INSTILLS TRUST – Gaining the confidence and trust of others through honesty, integrity, and authenticity.

COLLABORATES – Building partnerships and working collaboratively with others to meet shared objectives.

INTERPERSONAL SAVVY – Relating openly and comfortably with diverse groups of people.

COMMUNICATES EFFECTIVELY – Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

MANAGES CONFLICT – Handling conflict situations effectively, with a minimum of noise.

CUSTOMER FOCUS – Building strong customer relationships and delivering customer-centric solutions.

PLANS AND ALIGNS – Planning and prioritizing work to meet commitments aligned with organizational goals.

DECISION QUALITY – Making good and timely decisions that keep the organization moving forward.

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PROFESSIONAL COMPETENCIES – DEFINITIONS & SKILLED/LESS SKILLED ATTRIBUTES

The advantage of using competencies is that they are measurable skills, attitudes, or attributes that can be closely aligned to the professional's strategy for success. The complete competency framework helps us to

- Define what is required for success.
- Align talent processes with a common language.

- Serve as a long-term strategic planning tool.
- Provide a solid foundation to the work at hand. Our professional competencies are closely tied to the original AISAP Standards and Competencies documents. This is a fluid document and will be modified over time as the demands of the profession change.

PERFORMANCE BEHAVIORS - DEFINITIONS

The requirements and expectations of a job are defined based on the specific behaviors one would want to see as that job is executed. AISAP created performance behaviors in its 2012 work entitled Standards and

Competencies of Admission & Enrollment Management professionals. In 2018, the performance behaviors were upgraded and simplified to support the Learning and Development framework

Professional Behaviors	Definitions
Obtain High Standard of Integrity	Maintain high standards of integrity and ethical behavior with all constituents served.
Advance School Mission	Advance the mission of the school using best-in-class resources and tools in all aspects of admission and enrollment management.
Foster Community Interaction	Demonstrate exemplary communication skills appropriate to the unique landscape of education.
Showcase School Economic Savvy	Understand the school's economic context, revenue streams, and financial management and the implication to admission and enrollment management.
Expand Educational Knowledge	Maintain current knowledge of local, regional, national, and global educational policies, practices, and programs.
Develop Leadership	Incorporate leadership, management, organizational development and change readiness in all areas of admission and enrollment management.

AISAP LEARNING & DEVELOPMENT FRAMEWORK[®]

LEVELS OF LEARNING & DEVELOPMENT PROGRESSION

There are four distinct developmental stages to the Learning and Development progression.

Entering | Emerging | Advancing | Mastering

In addition, there are six areas of growth within each stage of development.

Expertise | Scope | Organization Focus | Value to System | Commitment to Profession | Experience

Developmental Stage	Emerging	Advancing	Mastering
Expertise	Provides technical experience/skills to the A&EM office. Developing skills through the AISAP L & D Framework.	Supports, designs, and manages all aspects of the A&EM office. Practice is consistent with L&D Framework.	Can support, design and manage complex programs to advance the school. Meets the highest qualification of an A&EM professional.
Scope	Focus on the A&EM processes for success.	Focus on A&EM office as it relates to the success of the school.	Creates frameworks and new systems to advance the school and profession.
Organization Focus	Tactical Support.	Tactical & Relational Support to the school.	Strategic advisor on leadership team of the school.
Value to System	Upholds AISAP Learning & Development Framework as a way to advance A&EM office.	Recommends & implements complex change to A&EM office.	Considered a valued partner in the advancement of the system.
Commitment to Profession	Consistent membership in AISAP. May belong to other professional associations. May present at regional and annual institutes.	Consistent member in AISAP obtaining CAEP certification & its continuing education components.	CAEP Certified A&EM professional with consistent membership in AISAP. Leadership responsibilities in AISAP.
Experience	Up to 3 - 4 years as an A&EM professional or A&EM Director.	5 - 9 years as an A&EM professional or A&EM Director managing increasingly complex projects.	Greater than 10 years in role of AEM professional or A&EM Director. Able to teach and mentor other professionals easily.

Entering Professionals with 0 - 2 years experience have a distinct track

AISAP - Levels of L&D Professional Progression

SKILL, KNOWLEDGE, AND ATTITUDE SELF-ANALYSIS

Using this framework, a professional can identify where they are in their professional progression and complete a gap analysis of the competencies and performance standards. Through the gap analysis, the areas competence and performance will indicate higher levels and lower levels of attainment, knowledge,

application, and growth. Using this self-analysis, the A&EM professional can focus on the areas that are need of strengthening and improvement through the many educational opportunities that AISAP has to offer at the Annual Institute and throughout the coming year.

