

## Chief Admissions Officer 2019

### WORK EXPERIENCE



### ASPIRATIONS



### PORTFOLIO



### FACTOIDS



### SKILL, ABILITY, KNOWLEDGE



### So, you want to be a Chief Admissions Officer? - Let's Talk

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Michele Sandlin, AACRAO Managing Consultant

Tracey Jamison, Director of Articulation and Enrollment Services University System of Maryland

James Miller, Director of Admissions, Seattle University

Session ID: 8820  
Tues., Nov 5 3:15-4:15



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PORTFOLIO

 AACRAO  
Advancing Global Higher Education



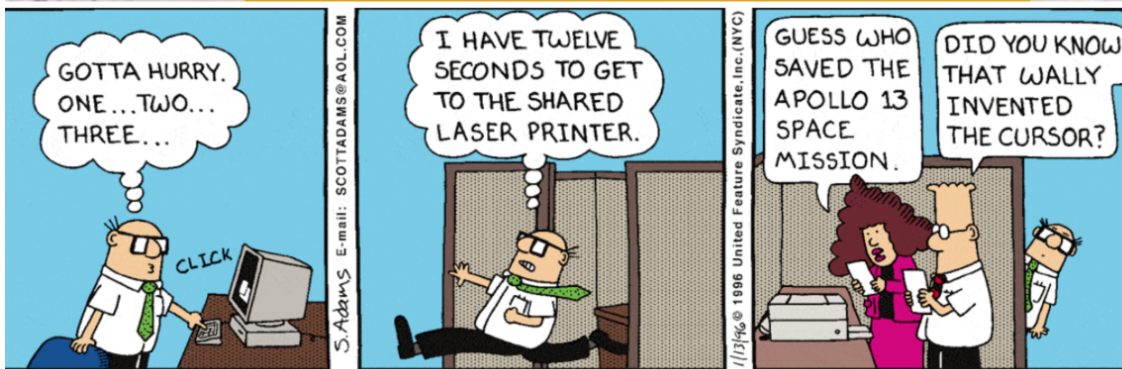
# WORK EXPERIENCE

CAO and  
CEMO

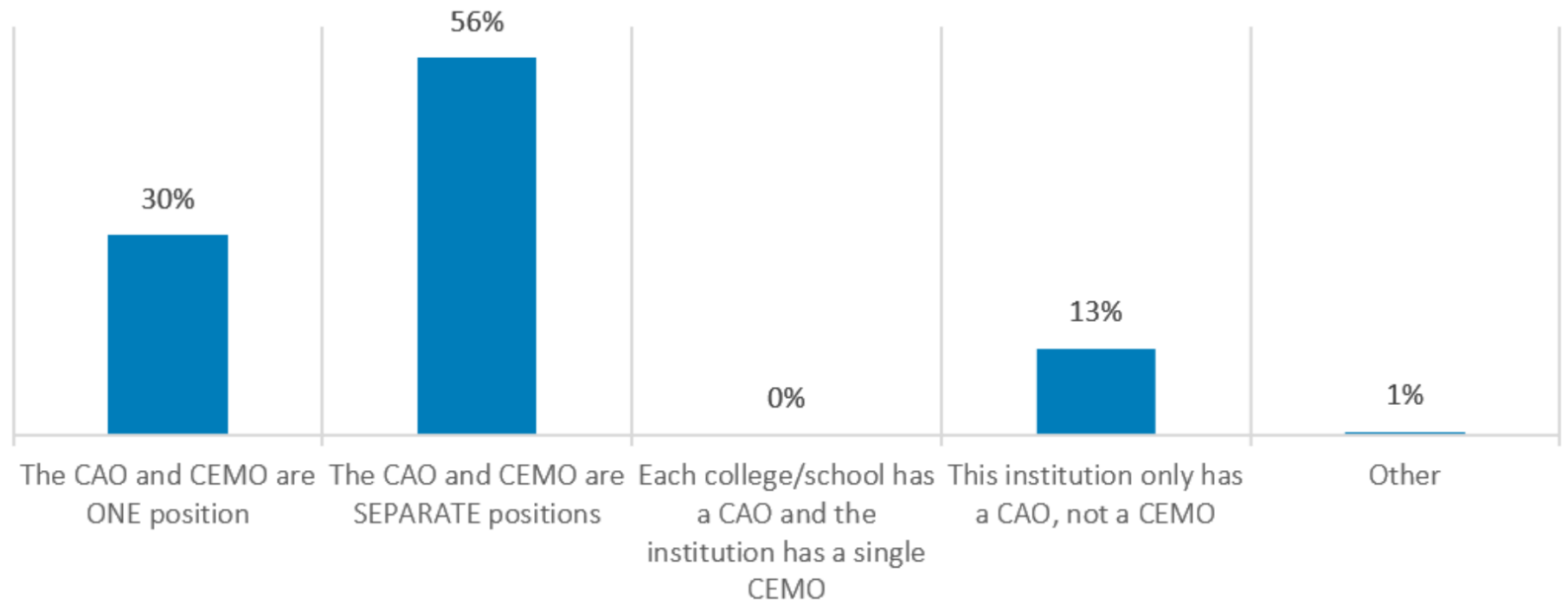
CAREER  
PATH

REPORTING  
LINE

WoW



### Relationship between CAO and CEMO Positions







## Road to the CAO

32%

Never been a CAO  
and does not work  
at the institution

49%

Another  
position at the  
institution

19%

CAO at  
another  
institution

New CAO at  
the institution

# CAREER PATH

**77%** Entire career in higher education

**68%** came from Admissions and/or Recruitment - If not another a CAO

Just **20%** have worked at only one institution

## Reports Through

42% Enrollment Management Division

24% Chief Executive Division

15% Academic Affairs Division

## Reports To

43% Vice President or equivalent

25% Chief Executive

11% Associate VP or equivalent



"Senior roles in admissions and enrollment require a distinct set of leadership skills and a level of accountability that earlier roles often don't provide an adequate foundation for. You should be prepared to stumble, find yourself in uncomfortable positions, and even fail in your role as a leader. How you carry yourself and lead when things are most difficult, is the best measurement of your efficacy as a leader. Be humble, have integrity, and lead with a focus on service to your team."

Kim Medina  
Director of Admissions  
Colorado School of Mines



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# WHAT, WHEN & WHERE?

## WHAT

40% Don't know

23% Stay at institution

23% Change institutions

11% Retire

## WHEN

41% 1 to 3 years

What Job  
and Where

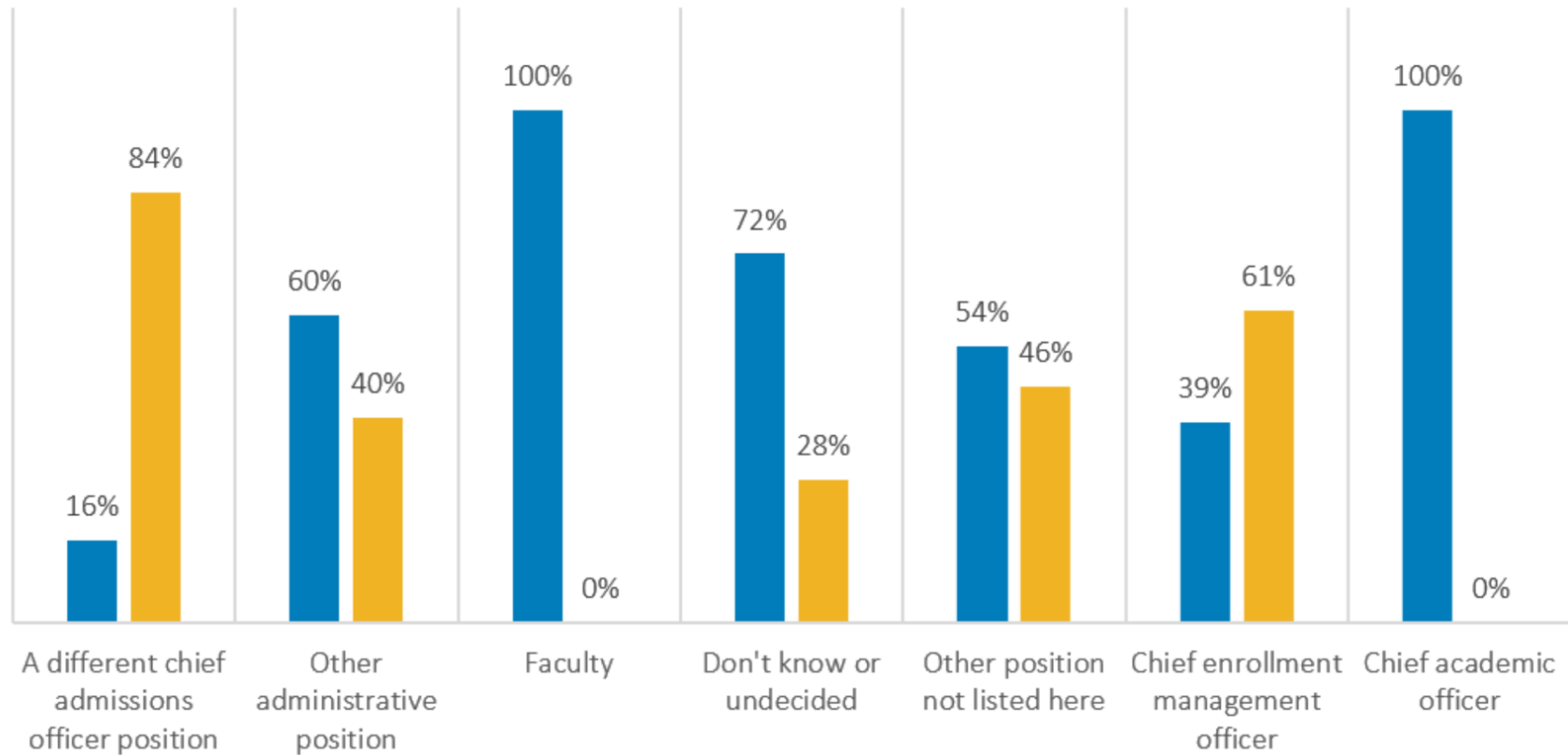
Roadblocks  
to Next Goal

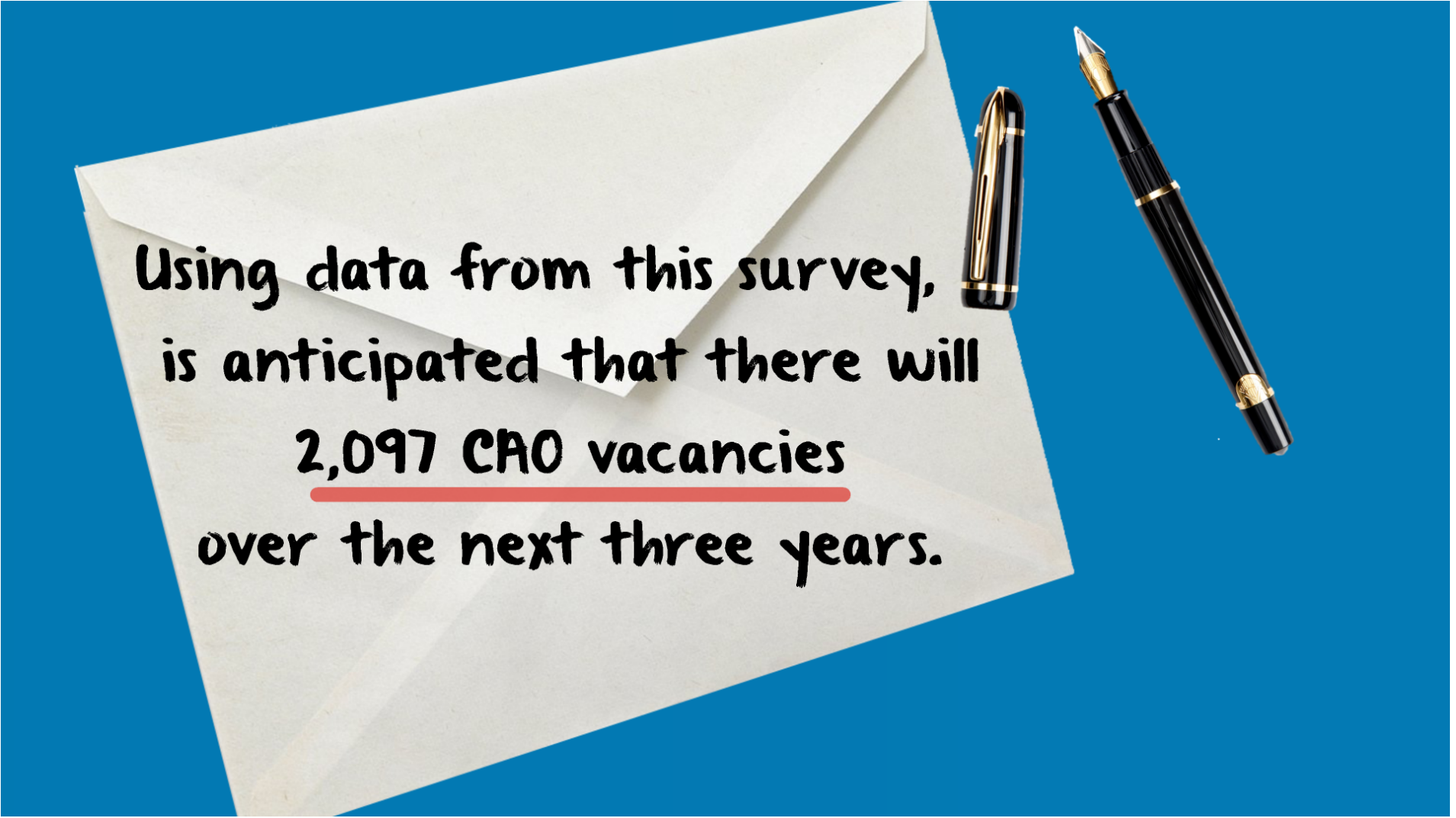
What does  
this mean?



## Next Higher Education Career Move by Location

■ Stay at this institution   ■ Change institutions





Using data from this survey,  
is anticipated that there will  
2,097 CAO vacancies  
over the next three years.

## Roadblocks to Next Career Move

- Perceptions of age, gender and race discrimination
- Gaining the appropriate breadth and depth of experience/knowledge for the next level
- Geographic limitations by choice
- Completing or having a graduate degree
- Family commitments
- Meeting enrollment goals
- Navigating the choices and finding fit

Steps to  
Overcoming  
the  
Roadblocks



## Steps Current CAO's are Taking

- Expanding skill and knowledge base
- Completing a graduate degree or relevant certificate program
- Meeting enrollment goals
- Consulting with current mentor or finding a mentor
- Networking and professional development



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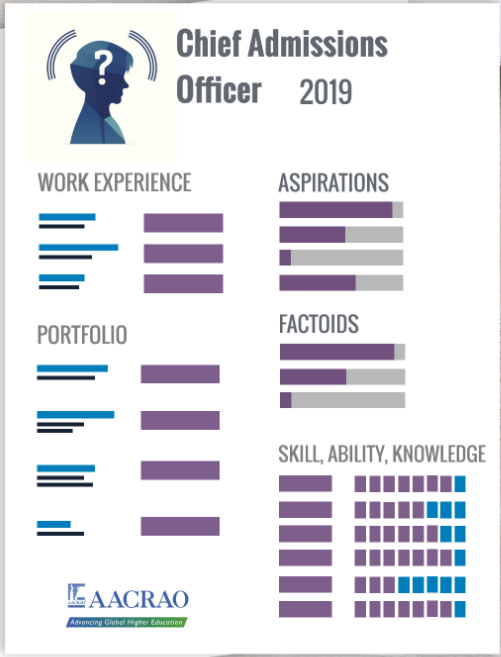
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Portfolio

Committees

Challenges



# Portfolio Categories

**Responsible:** I perform this myself. I do not delegate the activity or responsibility.

**Supervise:** I have responsibility, but I have delegated the performance of this activity, and I supervise it.

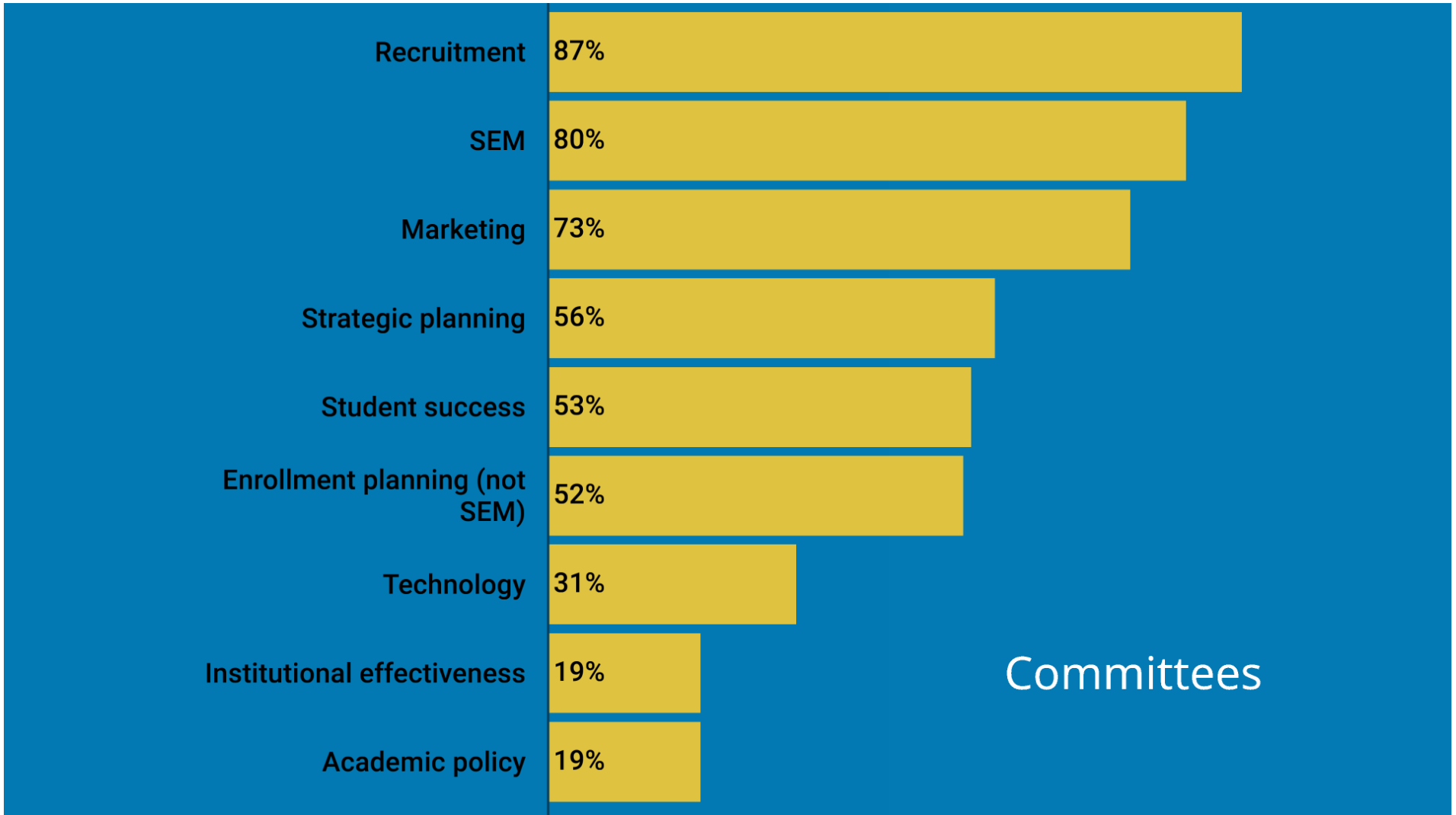
**Participate:** I neither delegate nor supervise this activity, but I influence decisions related to that function.

**Inform:** I have no authority or responsibility for this activity, but I inform others about this function.

**N/A:** none of these

Portfolio of Responsibilities	Responsible	Supervise	Participate	Inform	N/A
New student recruitment	21%	69%	6%	3%	1%
Enrollment reporting	51%	27%	18%	2%	0%
Ad-hoc reporting and research	37%	29%	27%	6%	2%
SEM plan development	50%	7%	36%	3%	3%
Budget development	57%	14%	21%	5%	2%
Non-degree admission	9%	47%	10%	11%	22%
Re-admit processing	11%	51%	11%	10%	16%
Yield management	39%	50%	5%	2%	3%
Evaluation and analysis of marketing and recruitment effectiveness	53%	24%	18%	3%	2%
Social media posting and management	2%	50%	25%	17%	6%

<b>Portfolio of Responsibilities</b>	<b>Responsible</b>	<b>Supervise</b>	<b>Participate</b>	<b>Inform</b>	<b>N/A</b>
International admission	16%	55%	11%	9%	9%
Residency determination	9%	30%	14%	14%	32%
Campus visits (in-person and virtual)	9%	76%	9%	4%	2%
Transfer credit evaluation	4%	43%	22%	21%	10%
Orientation	6%	16%	34%	31%	13%
Veterans education certification and reporting	1%	14%	18%	32%	34%
Territory management	21%	66%	5%	2%	7%
Related website development and maintenance	9%	35%	37%	17%	2%
Target market identification	45%	29%	18%	3%	4%
Managing technology solutions	22%	42%	27%	7%	2%





### Most Challenging Aspect of the Position





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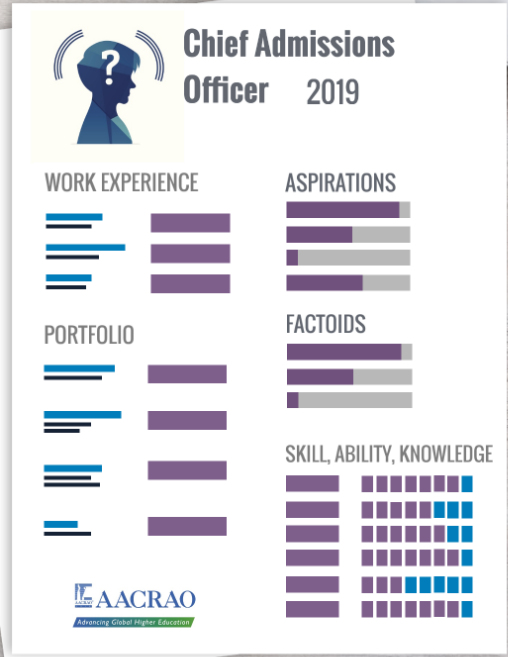
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## DEMOGRAPHICS

AGE

At least 30 years old

IDENTITY

Nearly equally likely to identify as a man or woman.

ETHNICITY

non-Hispanic, white

EDUCATION

Master's degree

Travel

Hours Per Week

Supervises

Meetings

Time in Position

Job Satisfaction



**Travel More than 20  
Business Days a Year**





**Average work week 50  
hours or more**



**Directly supervises more  
than five people**



**2 to 4 scheduled  
meetings per day on  
average**

**"I am satisfied with my current position."**

**29% describes me moderately well**

**34% describes me very well**

**24% describes me extremely well**





**Been in current position  
less than five years**



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**AACRAO Core  
Competencies**

AACRAO  
Admissions  
Proficiencies

**What CAO's  
Say**

**Panel Q&A**

**Resources**



- Change management
- Collaborative decision-making
- Diversity and inclusion
- Holistic and systemic thinking
- Interpretation and application of data
- Leadership and management
- Problem solving
- Professional integrity
- Communication
- Technological knowledge
- Professional development and contributions to the field

## AACRAO Core Competencies



- Report progress towards enrollment goals
- Strategic staffing and organization
- Research and evaluate emerging technologies
- Conduct a market analysis
- Develop short and long-term communication plans
- Understand and use social media in recruitment and marketing
- Develop speeches and presentations

AACRAO Admissions Proficiencies

## Most Important Skills and Abilities



## Discussion

# Conversation Starters

There were 100 words of wisdom comments from CAO's in this study.

What are your WoWs?

Budget management was at the bottom of the list for most important skills needed for a CAO. However budget limitations moved up to the 3rd most challenging aspect of the job.

How did you learn budget management?

## AACRAO Resources

- Career Navigator for job postings, mentorship ideas.
- 
- SEM Endorsement Program
- 
- Online Courses
- 
- LEAD Initiative and the ASCEND Leadership Development Program





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