

Mid-Level Competencies



SWACUHO
Southwest Association of College & University Housing Officers

Purpose

The purpose of this evaluation was to update the list of necessary competencies for mid-level administrators who are members of the Southwest Association of University and College Housing Officers (SWACUHO) regional housing organization.

Evaluation Questions

Evaluation Questions	Method
What competencies are necessary for a residence life administrator to be successful in a mid-level role?	Ranking of competencies
What are the differences in previously desired competencies (assessed in 2013) compared to data collected in 2019?	Comparison of 2013 and 2019 survey results
What professional development is recommended for obtaining the ranked competencies?	Coding of qualitative responses

Method

- Survey technique
- Survey sent to Chief Housing Officers in the SWACUHO region
- 27 % response rate

- Ranking of competencies
- Comparison of 2013 and 2019 competencies
- Coding of qualitative feedback to elicit justification for ranking and recommendations for professional development

Survey Questions

Competency #1 (most need competency)

Why did you rank this competency as the #1 competency?

What types of professional development would help a mid-level professional master this competency?

Competency #2

Why did you rank this competency as the #2 competency?

What types of professional development would help a mid-level professional master this competency?

Competency #3

Why did you rank this competency as the #3 competency?

What types of professional development would help a mid-level professional master this competency?

Competency #4

Why did you rank this competency as the #4 competency?

What types of professional development would help a mid-level professional master this competency?

Competency #5

Why did you rank this competency as the #5 competency?

What types of professional development would help a mid-level professional master this competency?

2013 Competencies

- Crisis Management
- Evaluation/Planning
- Human Resources
- Resident Educational Services
- Student Behavior

ACUHO-I updates from 2013-2019

- Category of Evaluation and Planning was expanded to include 5 functional areas
- Allows professionals to narrow down a specific functional area of proficiency

2013 Competency	2019 Competency
Evaluation and Planning	Evaluation and Planning: Assessment
	Evaluation and Planning: Research
	Evaluation and Planning: Policy/Legal Issues
	Evaluation and Planning: Strategic Planning
	Evaluation and Planning: Campus Politics

2019 Competencies

- Leadership
- Crisis Management*
- Evaluation and Planning: Assessment
- Facilities Management
- Evaluation and Planning: Campus Politics

Leadership

Respondent rationale

- “As one of the most broad competencies, I think leadership is important in an individual's ability to identify and solve problems, self-direct, and provide a positive example for those they may supervise.”
- Mid-level staff also have a unique role in the organization because they “straddle the hierarchy chart, they have to both lead their own direct reports and provide feedback and challenge to upper management.”

Development Opportunities

Training	SWACUHO Annual Conference s	SWACUHO Mid-Level Conference	College/on- going education courses	Webinars, professional journals
Leadership Assessments	Clifton Strengths	Hogan Leadership	EQ-I 2.0	Energy Leadership
ACUHO-I	Mid-Level Institute	Women in Housing Institute	ACUHO-I Professional Standards	Pre- conference events targeting leadership

Crisis Management*

Respondent rationale

- “Mid-level professionals need to be responsive and make good decisions; they need to also role model and teach junior staff these things”
- “[...] the mid-level is the one all the entry-level staff look to for direction. The mid-level must be able to fully handle situations while correctly communicating things to senior administration.”

Development Opportunities

	Higher Ed Law Conference (regional)	State Legislation	Federal Legislation	Policy and process review with staff when critical situations take place on other campuses
Policy and Law				
Training	Process review of other institutions	Webinars, professional journals TNG Consulting	Table top exercises with campus partners	FEMA National Incident Management System Training (ICS-100, IS-700, ICS – 400)
ACUHO-I	Online Course - Legal Issues in Higher Education	Online course – Student Mental Health		

Evaluation and Planning: Assessment

Respondent rationale

- “Assessment is applied everywhere across the department. Assessment will help a mid-level professional grow in their understanding of the operation/process being assessed”
- “You have to evaluate not only your employees but also your programs for the effectiveness in order to improve.”
- “The mid-level must help support the entry-level by showing what they are doing still works and matters. If not, the mid-level must be able to present new department initiatives backed up by research and assessment.”

Development Opportunities

Resources	Student Affairs Assessment Leaders Listserv	Your campus assessment office	Standards: ACUHO-I, CAS	
Training	Assessment Symposium (University of Houston)	Canvas Course – Applying and Leading Assessment in Student Affairs	Program Evaluation Course	CAS Review for department
SWACUHO	Research and Assessment Committee	Research and Assessment projects	Research and Assessment grant opportunities	
ACUHO-I	Certificate- Assessment	Program sessions during conference	Professional Standards review for department	Assessment Committee

Facilities Management

Respondent rationale

- “mid-levels must be able to notice things in facilities and make reports and recommendations. Sometimes they truly are property managers.”
- “This is an often ignored area at this level because most schools don't deal with facilities, but more and more campuses are moving to a model of managing the facilities repair and replacement. This type of knowledge could open so many more doors for staff.”

Development Opportunities

Resources	APPA website	APPA webinars	Architecture and construction vendors as mentors
Training	APPA Institute	Job Shadow with your campus facility partners	Architecture courses through college/university
ACUHO-I	Certificate - Architecture	Housing Facilities Conference	Job shadowing with the facilities group on your home campus

Evaluation and Planning: Campus Politics

Respondent rationale

- “I think mid mgrs [sic] are sheltered from the university politics by their CHOs/AVPs. However, it is a critical skill to learn. We should learn this as we move through the different levels, but I'm not sure we always get to see the realities of how to manage and negotiate the politics above and below. They are everywhere and middle mgrs [sic] have one leg in each pasture.”
- “This is a key component to any campus, and managing those relationships is important for housing programs on academic-led campuses that provide little support to the student housing programs.”

Development Opportunities

Resources	Articles over subject matter (Higher Ed Jobs)	Books	Mentors on your home campus
Training	Canvas Course - University and Governance and Academic Leadership	Review of University Governance Models	



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Talk

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