

GAP ANALYSIS WORKSHEET—M. Manley

Desired occupation: Vice President for Student Affairs and Student Development

You have	You need to have	Action	Anticipated Result	Key Player
Supervisory experience	Over 5+ years experience in higher education			
Knowledge of academic advising	Knowledge of residential life; past experience			
Residential life experience	Knowledge of student development			
Knowledge of student development theory; career, personal and multicultural counseling theories	Experience in judicial affairs and student conduct; disciplinary issues	<p>Short term: Determine, if appropriate, whether there are hearing processes that require additional persons outside of UB's Dean of Students</p> <p>Year 2 of program: Find internship opportunity at community college in judicial affairs</p>	There will not be an opportunity at UB to get involved in disciplinary matters and will need to continue reviewing materials and literature until employed at an institution that does	UB's Dean of Students self
Over 5+ years professional experience in higher education administration	Extensive knowledge and experience in various student life areas*	Look for a position in student affairs that touches on key areas: student activities, career and academic services; and disability support services (TRIO program?)	<p>I will need to leave UB and return to the community college setting as I anticipate that there won't be an opportunity at my current institution</p> <p>I will find an internship in a student life area that will enhance my resume and skill set</p>	<p>CCBC staff in student life; self</p> <p>CCLDP advisor;</p> <p>UB's VP for Student Development</p>

		<p>Short term goal—Identify department to serve as an intern</p> <p>Long-term-- Look for opportunities at UB or elsewhere in these areas</p>		
Experience teaching	Extensive facilitation/leading experience	<p>Continue to facilitate and run meetings and workgroups in my current position</p> <p>Get involved in professional organization as a committee leader or executive board member</p>	<p>Continuation in current position will strengthen facilitation skills</p> <p>Involvement in professional organizations in a leadership role may be slow-going as involvement at this stage may add more to an already full plate; but I certainly do not want to rule this out</p>	<p>Continued support from my supervisor regarding involvement in on campus, off-campus initiatives</p> <p>self</p>
Knowledge of various student life functions operations and departments	Thorough understanding of legal issues in higher education	Enroll in Legal Issues course-review course materials from graduate course, keep current through publications and Chronicle	My knowledge base will expand greatly in this area and I will be able to weigh-in on issues of liability, student freedoms, and the appropriate institutional/programmatic response to sticky situations	<p>UB's VP of Student Affairs, UB's Dean of Students; instructor in Legal Issues course</p> <p>self</p>
Experience with development and Implementation of retention strategies	Budgetary experience (both the management of and requesting of funds)	<p>Enroll in budget and finance course;</p> <p>Short term—shadow individuals in student life regarding budgets and disbursement of funds and planning for</p>	Budgetary experience will occur outside of current institution; may be further behind competition in this area upon graduation	<p>UB's VP of Student Affairs; Director of Student Activities; Director of Career Center</p> <p>self</p>

		<p>future years</p> <p>Long term goal—serve as director of program that has budget</p>		
<p>Goal setting experience</p>	<p>Shared governance</p>	<p>Short terms goals: Participate in UB’s shared governance structuring committee</p> <p>Run in upcoming election for a seat on UB’s university council</p> <p>Continue participating as executive member of administrative council</p>	<p>I will continue in Administrative council and will throughout the next two years continue to participate in positions of increasing responsibility and scope</p> <p>Will hopefully participate in university council in the near future</p>	<p>Support from supervisor and faculty who I currently support</p> <p>self</p>
<p>Recruitment, hiring and training of residential life staff</p>	<p>Development of strategic plans</p>	<p>Work with advising staff to develop mission & philosophy of advising and how we fit into UB’s overall strategic plan</p> <p>Develop strategic plan for College of Public Affairs advising to anticipate new academic programs, a new Dean and new staffing in the future</p>	<p>College of Public Affairs advising will have clearly articulated goals and a vision as well as benchmarks to measure programmatic successes by end of 2011.</p>	

		<p>Participate in steering or planning committees at whatever institution I work for</p> <p>Currently in process of petition to AVP of Student Affairs to participate as committee member on UB 21 strategic planning committee</p>		
Master's degree in student affairs	5+ years at the director level or higher	Continue serving in role of director in advising or other student service area	Recognition that in some areas where I am not an expert, I may have to serve as Assistant Director or lower position to get foot in the door and experience	<p>Unofficial Mentor and friend— Assistant Dean for Undergraduate Studies at UB</p> <p>CCLDP advisor</p> <p>self</p>
Familiarity with and experience in assessment activities	Knowledge of best practices nationally (function specific)	Continue to join professional organizations; read associated journals and publications, attend conferences	I may not receive institutional support (dollars) to attend outside conferences, but will remain current on best practices by self-initiated actions (see actions column)	self
	HR issues: experience with Personnel selection, evaluation and termination	When staffing needs change, ensure that I am heavily involved in the process of finding additional staff	<p>I will continue to develop my own style for providing feedback and supervision</p> <p>I will leave UB having the experience of advertising a position and will screen applicants, interview and rate candidates</p>	<p>Current supervisor</p> <p>HR recruitment specialist</p> <p>self</p>

		<p>Preparing currently for formal performance appraisals of staff; will work with advisors on goal setting for next year's evaluation period</p> <p>Apply for where hiring responsibilities are part of the position</p>		
	<p>Assessment experience— development, implementation and subsequent analysis of data</p>	<p>Enroll in research methods, quantitative and qualitative data courses;</p> <p>Develop assessment tools and student learning outcomes for advisement area</p> <p>Create assessment plan</p> <p>Long term goal to assess other co-curricular programs according to CAS standards and to serve as leader/expert for this task</p>	<p>I will become proficient in assessment and will use data to drive for change and improvement</p>	<p>CCLDP instructors</p> <p>UB's institutional research staff;</p> <p>self</p>

	Supervisory experience	Continue to develop supervisory style; adhere to set expectations, document situations and provide on-going and timely feedback to employees Explore opportunities to supervise large numbers of staff and multiple units	I will grow as a supervisor and hope to add more employees to the list Feedback from employees will be positive Continue to grow number of employees in each position I take	Self Guidance from current supervisor
	Create and maintain effective relationships with faculty	Short term—continued online and in-person communication with College of Public Affairs faculty; Hopeful involvement in university council which includes both faculty and staff	Positive relationships will be formed throughout my tenure in my current position and collaborative efforts will occur within our college and in various committee work	self
	Doctorate degree	Finish the CCLDP	I will complete this program in 3+years	Self Continued family support

*Student life areas to include: Career services, athletics, student activities, judicial affairs, religious life, Greek life, leadership development, disability support services, counseling services, residential life, multicultural and international programs

GAP ANALYSIS SUMMARY

In completing this exercise, it is clear to me that I have much to do in order to prepare for my long-range goal of assuming a vice president position in student affairs and student development. Although my professional experience has all been in higher education, the type of position I am aiming for requires far more years of training and experience and I believe I may be middle-aged before it all comes together.

While currently the director of an academic advisement unit within the University of Baltimore, I am admittedly new to the role and it is my first position as director. The position that I wish to obtain in the future requires 5-plus years of experience in a director's role. I anticipate that I will serve in my current position for the next 3 years and will then move on to another director position in a student services unit. My largest concern is whether I will be able to transition to another student service unit at a director's-level when I have not demonstrated expertise and am unable to point to my proven track record of success in that area.

In viewing the position descriptions from the Chronicle's website, all indicated a preference for candidates with experience in several student service units; most notably student activities. Unfortunately as it stands today, I've shied away from student activities (once out of concern that I was not creative enough, then out of concern that if a program failed it was the fault of the staff member or department and then later out of a fear of developing and negotiating contracts). Although my initial concerns regarding student activities no longer drive my thinking, I hesitate still in pursuing this area because I know I would have to take steps backward in salary and title to begin in student activities. As an alternative and as a next step, I am leaning towards pursuing a director position in a TRIO program. TRIO Student Support Services programs offer a little slice of everything, informally speaking, (with the exception of judicial affairs) that many of the VP positions are looking for. TRIO program directors complete assessment inventories, maintain budgets, develop grants, create student activities, hire and evaluate staff, offer disability support services, financial aid counseling, academic and personal counseling, academic workshops, develop and implement retention strategies and much more in an insulated unit. This move is a logical one for me as I have worked in TRIO programs in the past and working with first generation and low-income students is my passion. Perhaps however after consulting with key players listed throughout my worksheet, they'll recommend other options and pathways towards meeting my goal.

Other gaps between my current position and the desired one include the lack of strategic planning experience, little experience in assessment from conception to evaluation, inexperience in budgetary matters, a failure to remain current regarding best practices in student affairs and legal issues in higher education, lopsided supervisory experiences (more experience at paraprofessional level versus professional) and limited exposure to larger constituents and senior-level administrators. Professional development measures needed to be taken to set me on the path towards goal attainment include seeking out positions in student services that will allow me to learn about special populations and the varying methods of delivering service, learning how to successfully marry academic affairs with student affairs initiatives, how to prepare and operate a budget, how to articulate and plan strategically for

student service delivery in an ever-changing educational climate, and how to effectively handle personnel issues as well as crises and behavioral problems and incidents.

Academic advising at the University of Baltimore is not a component of student affairs and my current unit is housed under the Office of the Dean for the College of Public Affairs. In my day-to-day, I have very limited exposure to the efforts and initiatives of the student affairs and student life division. Thus in order to move towards my goal, I have to actively pursue guidance and feedback from the Dean of Students and Associate Vice President as they are not readily accessible to me in my current position. Both the AVP and Dean of Students have been identified as key players in my analysis worksheet, but the inherent distance between us prompted me to add myself as key player because it will take my prompting and prodding to initiate a relationship. I have spent this semester trying to get on their radar and have volunteered to assist in residential assistant training, have asked to serve on the student life committee for the university's strategic plan initiative and am aligning certain aspects of my unit's vision with both academic and student affairs. I am hoping that I will be tapped to participate in projects that will add to my experience and will strengthen my relationship with the student affairs departments. On the flip side, while the separation between advising and student affairs is marked by a lack of collaboration, the relationships and the exposure I have to faculty and academic affairs will prove valuable as I progress in my career.

Working with faculty is a definite plus and I will continue to engage in discourse and participate, where appropriate, in decision-making processes that connect academic affairs and student services. Key players to assist me as I navigate through faculty matters include the Assistant Dean for undergraduate studies at UB as well as my current supervisor who serves as the Associate Dean for the college. I have appreciated my supervisor because he includes me in the communications loop between senior-level administrators and faculty—he runs ideas and thoughts by me and allows me to contribute ideas and comments. Outside of these key players, I will need to continue to identify gaps and outside individuals who can assist me.

In terms of outside players, I have identified additional ways to narrow the gap between my current position and the vice president post. I will need to get involved in professional organizations and experiential opportunities that will enhance my skills base. Fortunately, the CCLDP's internship requirement will allow me to narrow my focus on a particular area of weakness or limited exposure and I can spend the allotted time working in an area of student affairs that will challenge me. I am thinking that I will pursue an opportunity to work alongside a director or vice president as they shape planning initiatives in the area of student activities and hope that I can perhaps assist in assessing the strengths of programs and the overall unit. Affiliations with the American Association of Community Colleges and the American College Personnel Association are two great choices for getting involved and in increasing my exposure to trends in higher education in addition to the occupational outlook for vice president positions in the coming years.

In summary, the road to my ultimate goal is not without potholes and speed bumps, but recognizing the gaps is beneficial and will allow me to focus efforts on creating opportunities for continued professional development while I pursue this much-needed terminal degree. I will keep this

gap analysis worksheet with me as I navigate my path and will refer to this often, not only for accountability purposes, but to check-in over time to measure growth in skills and ability, but also growth in recognizing other factors I may not be considering today, but after further exposure at work and throughout my studies in the program, I will be considering later.

Job descriptions (all initially found through the Chronicle's postings at <http://chronicle.com>)

Vice President for Student Affairs at Bloomsburg University of Pennsylvania Retrieved from: www.bloomu.edu/hr/postings/02-0-111.php

Associate Vice President & Dean of Students at the College of New Jersey Retrieved from: https://jedi.tcnj.edu/webteam/employment/show_job.php?jobid=9361&category=Administrative/Staff%20Positions

Vice President for Student Affairs at Mohawk Valley Community College Retrieved from: http://www.mvcc.edu/human-resources/job_info/news-story/vice-president-for-student-affairs/

Associate Vice President for Student Life at California State University, Northridge Retrieved from: https://cmsweb.csun.edu/psc/HNRPRD/EMPLOYEE/SA/c/HRS_HRAM.HRS_CE.GBL