



## Introduction

The mission of the Association of Independent School Admission Professionals is to support and advance those involved in admission and enrollment management in their responsibilities for advancing institutional mission and financial sustainability.

The Association of Independent School Admission Professionals (AISAP) serves as the leading resource for admission professionals of schools from early childhood through grade 12. AISAP supports admission and enrollment management professionals in their responsibilities to advance institutional mission and financial sustainability in the essential areas of education and leadership, advocacy, partnerships, access, and communication.

AISAP understands that independent school admission offices function under a wide range of circumstances and operate in complex educational environments. The following standards will allow those individuals responsible for admission and enrollment management to meet the challenges of the admission landscape as well as understand the leadership role admission plays in a school's advancement. These standards, and the competencies required to achieve them, have been developed to support independent schools and to enhance the professionalism of the admission field for all. AISAP is committed to these standards and to developing resources to strengthen each of these competencies.

## Standards & Competencies for Admission and Enrollment Management Professionals

1. **Maintain high standards of integrity and ethical behavior with all constituents served.**
  - a. Demonstrate belief in and commitment to the school's mission, values, and practices.
  - b. Develop a professional philosophy consistent with the school's objectives.
  - c. Demonstrate knowledge of the AISAP *Ethical Behavior & Best Practices for Admission Professionals*.
  - d. Understand and adhere to the law regarding operational aspects of the admission and enrollment process.
  - e. Adhere to the standards of applicable state, regional, and national accrediting associations and guidelines of other membership associations and appropriate professional organizations.
2. **Advance the mission of the school using best practices in admission and enrollment management.**
  - a. Understand expectations of the head of school and board of trustees.
  - b. Understand institutional goals for student body composition within a complex environment.
  - c. Demonstrate knowledge of current admission practices, data, and trends.
  - d. Understand market trends to maintain the school's relevance in a broader educational context and use this knowledge to enhance recruitment, retention, revenue generation, and constituent relations.
  - e. Understand how to develop and maintain a strategic marketing plan that differentiates the school's unique brand.

- f. Establish and maintain a process to support recruitment and retention of mission-appropriate students.
  - g. Determine suitable assessment tools to evaluate an applicant's readiness for admission.
  - h. Understand the proper administration and uses of standardized tests and be able to analyze other relevant data for students, parents, educators, institutions, and the public.
  - i. Possess the ability to communicate effectively with students and families from a variety of social, cultural, socioeconomic, and educational backgrounds.
  - j. Identify and utilize research tools to better understand the experience of currently enrolled students and alumni.
  - k. Demonstrate the ability to develop, collect, analyze, and interpret data.
  - l. Respect the confidentiality and sensitivity of all aspects of the admission and enrollment process.
3. **Demonstrate exemplary communication skills appropriate to the unique landscape of education.**
- a. Exhibit the ability to communicate admission and enrollment goals, trends, and challenges to the head, board, school leadership team, and school community.
  - b. Exhibit mastery of verbal, non-verbal, and written communication for multiple audiences and for a variety of purposes.
  - c. Employ relevant technology in a rapidly changing environment.
  - d. Demonstrate a thorough understanding of all areas of school mission, vision, culture, history, curriculum, and co-curricular programs.
  - e. Demonstrate the ability to place the school's advantages and benefits within the context of a family's wants and needs.
  - f. Exercise tact, discretion, and diplomacy in dealing with sensitive circumstances.
4. **Understand the school's economic context, revenue streams, and financial management and their implications for admission and enrollment management.**
- a. Understand the influence of the local, regional, national, and global economic forces on the school.
  - b. Convey critical data and trends to the head of school and the board to understand access and affordability and to inform budgetary decisions.
  - c. Understand the school's commitment to financial aid relative to other priorities.
  - d. Establish mission driven financial aid philosophy, policies, and procedures.
  - e. Understand systems and tools to determine financial need and demonstrate the ability to analyze financial aid data.
5. **Maintain current knowledge of local, regional, national, and global educational policies, practices, and programs.**
- a. Maintain knowledge of current educational discourse and trends.
  - b. Demonstrate knowledge of current curriculum and assessment practices in the school's market.
  - c. Understand the educational needs, developmental stages, and values of the students and families served.

6. **Model best practices in management and organizational development.**
- a. Demonstrate the ability to effectively lead and manage the admission and enrollment process.
  - b. Exhibit the ability to coordinate and facilitate committees and work effectively with volunteers.
  - c. Collaborate effectively with all key constituencies to advance the mission of the school.
  - d. Demonstrate the ability to engage the faculty and the entire school community in the admission process.
  - e. Organize the office to effectively and efficiently use resources.
  - f. Work within the employment policies and procedures of the school.