

ACUBO Competency Survey. Completed September 2005

ACUBO represents a coalition of the five associations serving college and university business officers—CACUBO, EACUBO, NACUBO, SACUBO and WACUBO. Formed in 2001, the ACUBO coalition uses a knowledge-based approach to strengthen member services through collaborative projects. The survey's purpose was to identify key competencies and the professional development needs of finance and business professionals.

Competencies are listed for each of the major job groups of respondents.

Chief Business Officers 2,200 surveys, 241 responses, 11%

Staff in the Business Office, 6,000 surveys, 613 responses, 10%

Individuals, Administrative & Financial Responsibilities, Academic, Other Units, 500 surveys, 55 responses, 10%

Chief Business Officer		Importance	PD Complex	Comp. type
Administration	Developing energizing goals and holding self and others accountable for goal attainment related to institutional mission and planning priorities	3.44	55	L
	Assessing the impact of information and management systems and procedures on institutional operations	3.34	59	L
	Developing institutional policies (e.g., compliance with federal, state and local regulations; good business practices)	3.33	56	L
	Projecting the need for and obtaining resources to carry out initiatives	3.40	50	L
	Working with governing bodies and advisory committees (e.g., Board of Trustees; visiting committees)	3.60	50	L
Budgeting and Planning	Budget models and techniques	3.69	54	T
	Multi-year financial planning	3.50	59	T
Business Knowledge and Skills	Developing quantitative and qualitative measures, and employing comparative analysis strategies (e.g., benchmarks; budget; systems; performance; productivity measures)	3.34	59	T
	Cost analysis (e.g., cost recovery; reimbursement; business planning evaluation)	3.23	55	T
	Operational management principles and practices	3.34	49	T
	Auxiliary services (e.g., campus bookstores; food service; parking; print shop)	3.17	41	T
	Campus security	2.68	38	T
Business Process	Business process improvement techniques	3.27	61	T
Communications	Demonstrating effective written, oral communication, and presentation skills	3.64	41	O
	Budget as a management communications tool	3.41	51	O
	Crisis communication	3.21	49	O
Diversity	Establishing an organizational culture that values and supports diversity	3.14	49	L

Importance: How important is this competency to perform effectively in your current position? (Scale of 0 to 4; 0= no importance; 4= very important) Average of responses shown; bolding for those rated 3.5 or above

PD Complex. Percentage of respondents who selected, "I could use professional development to handle complex and/or unusual issues/situations more effectively." Bolding for those with scoring of 55 percent and above.

Comp. Type. C= Core: business operations of a higher education institution; T= Technical: major business areas; O= Organizational: performance management and organizational oversight; L= Leadership: determining institutional directions and encouraging and/or enabling others to achieve those directions

Chief Business Officer		Importance	PD Complex	Comp. type
Donor Relations	Support of the development office(e.g., review of gift agreements; planned giving calculations; providing supporting information)	2.56	40	T
Empowerment	Creating an organizational climate that facilitates individual motivation, commitment, achievement and growth	3.38	49	L
	Championing solutions and encouraging decision making	3.32	48	O
Ethics	Adhering to ethical business practices and promoting ethical behavior	3.72	42	L
	Business ethics principles	3.67	40	L
Facilities	Master planning and financing	3.30	54	T
	Construction management	2.98	44	T
	Maintenance/asset preservation	2.84	44	T
	Space utilization	2.82	37	T
	Energy conservation	2.79	44	T
Finance and Treasury	Accounting and financial reporting	3.56	52	T
	Tax compliance and regulations	2.90	56	T
	Cash management	3.25	47	T
	Debt management	3.19	53	T
	Asset management (e.g., intellectual property; real estate; non-real estate)	3.00	54	T
	Endowment and investment management	2.97	54	T
	Student financial aid programs (managing scholarships, grants and loans)	2.88	49	T
Research accounting and cost principles	2.40	42	T	
Higher Education Environment	Compliance with governmental, regulatory, professional, and accreditation agency regulations at the federal, state, and local levels	3.59	65	C
	The interrelationships among access, quality, cost, resource allocation, accountability, and community	3.23	56	C
	Socioeconomic environment in which the institution functions (e.g., market forces; workforce issues; community; state; national; and international)	3.02	56	C
	Regulatory and political environment in which the institution functions (e.g., tenure; academic governance; academic freedom)	2.92	48	C
Human Resources	Supervising the workforce (e.g., hiring staff; planning work; motivation; delegation and empowerment; staff training and development)	3.48	51	L
	Human resources management (e.g., the institution's compensation, benefits and performance management policies, procedures, and systems; labor relations)	3.22	54	T

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Institutional Perspective	Championing systems thinking and managing subsystems (e.g., breaking down silos; integrating parts; big picture)	3.41	53	O
	Managing the performance of subsystems in a manner that optimizes the whole--synergy	3.22	50	O
Mission	Institutional mission, strategic planning and decision making	3.47	48	C
Organizational Development	Promoting and managing change	3.55	58	L
	Planning for leadership succession, including supporting and mentoring high-potential talent within the organization	3.29	50	L
	Organizational dynamics including the governance structure, political realities, and the institutional culture (internal focus)	3.05	43	T
	Legislative and advocacy issues and processes (external focus)	2.65	44	T
Professionalism	Acquiring and staying current with the professional body of knowledge (e.g., participating in one's professional organization)	3.38	55	L
	Networking with colleagues	3.12	46	L
	Participating in continuing education and career planning	2.81	36	L
	Contributing to the body of knowledge	2.78	44	L
	Participating in community service	2.68	29	L
Relationships	Demonstrating effective interpersonal relations (e.g., integrity; trust; diplomacy; negotiation skills)	3.63	48	O
	Creating, participating in, and leading teams	3.50	52	O
Risk Management	Identifying and responding to stakeholder needs/expectations	3.40	46	O
	Leadership styles/techniques of self and others	3.34	50	L
	Developing and managing partnerships	3.27	49	O
	Liability (e.g., financial; general; property; contract management; personnel management issues)	3.24	55	T
	Risk assessment and analyses	3.07	59	T
	Risk mitigation (e.g., insurance; outsourcing; disaster recovery)	3.01	57	T
	Disaster preparedness planning and management	3.04	54	T
Strategy	Strategic planning processes and procedures	3.32	56	T
	Identifying, evaluating, and exploiting developmental and growth opportunities	3.21	61	T
Structure	Organizational structure and alignment	3.18	45	O
Technology	Information systems and technology trends	2.96	57	
	Information privacy, confidentiality and security (e.g., student records; personnel records)	3.15	53	T
	Information systems and technology planning and integration (includes service architecture; technology lifecycles)	2.98	55	T
Trust	Fostering an environment of mutual trust including personal credibility and trust between and among stakeholders	3.70	45	L

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