

FINAL APPROVED CONTENT OUTLINE

*Percentages are approximate

	Subdomain % of Total Test*	Domain % of Total Test*
DOMAIN 1: MANAGEMENT		30%
Domain: Management	9.9%	
Subdomain: Project Management		
Determines short and long-term goals and strategies to achieve them.		
Sets priorities and determines methods and resource requirements to achieve goals.		
Develops, schedules, coordinates, and manages projects and resources.		
Coordinates with others within and outside the institution to accomplish goals.		
Monitors and evaluates projects and programs and uses the data for program improvement and accountability.		
Uses qualitative and quantitative data to guide decision-making.		
Balances risks and rewards inherent in new ventures.		
Develops and implements strategies to manage change and promote innovation.		
Maintains and articulates a focus on results as a key driver for organizational activity.		
Is alert to opportunities to achieve efficiencies.		
Ensures proper use and execution of contracts to receive all negotiated deliverables and mitigate exposure to risk.		
Develops and implements emergency operations and business continuity planning.		
Supports and encourages solutions and technologies designed to reduce waste, save energy, and act in an environmentally responsible manner.		
Domain: Management	4.6%	
Subdomain: Financial Management		
Develops, recommends and manages budgets to achieve short-term and long-term goals.		

Implements systems, metrics and tools to monitor and manage financial performance.		
Provides financial transparency to the board and/or senior management, staff and members.		
Implements policies and procedures to ensure strong internal financial controls to prevent financial/ accounting irregularities and inappropriate funds accounting.		
Implements a policy of independent periodic review and analysis of the organization's financials to identify weaknesses and capitalize on strengths.		
Evaluates the impact of economic and budget factors to effectively guide financial planning and financial performance.		
Domain: Management	10.7%	
Subdomain: Human Resource Management		
Implements legally compliant recruiting and hiring practices to attract qualified staff.		
Identifies and maintains a clear delineation of job functions, personnel responsibilities and chain of command.		
Ensures personnel comply with institutional and departmental policies and state and federal regulations.		
Identifies personnel development needs and implements training, coaching and mentoring programs.		
Encourages professional development and growth to achieve department/institution goals.		
Empowers and engages personnel to accomplish their work.		
Ensures physical and psychological safety of personnel as well as compliance with health and safety laws, regulations, policies, procedures and best practices.		
Recognizes individual growth and achievement through periodic assessment		
Conducts timely and productive performance evaluations.		
Advocates for appropriate compensation levels.		
Ensures continuity of operations when faced with staff turnover.		
Applies disciplinary standards according to institutional policy.		
Creates a shared vision for service excellence.		
Ensures compliance with personnel-related terms and conditions of employment (including union activities).		

Domain: Management	4.6%	
Subdomain-Technology/Information Systems		
Demonstrates a working knowledge of computer systems, software, cloud and mobile technology used for auxiliary services.		
Identifies areas in which technologies can improve the delivery of services.		
Enforces policies and procedures to meet Payment Card Industry (PCI) compliance for credit card acceptance.		
Participates in the research and purchase of technology for auxiliary service(s).		
Enforces policies and procedures to ensure information management system security and integrity.		
Utilizes data as a decision support tool.		

DOMAIN 2: LEADERSHIP					24%
Domain: Leadership	Frequenc y Mean	Importance Mean	Weigh t	6.9%	
Subdomain: General					
Establishes a results-oriented organizational culture.	2.61	2.48	7.56		
Guides and assists personnel in executing their responsibilities	2.82	2.50	7.82		
Integrates strategic leadership and calculated risk taking to achieve the long-term goals of the institution/department.	2.27	2.32	6.91		
Structures the institution/department to achieve vision and goals.	2.31	2.41	7.13		
Explores creative/entrepreneurial ventures within auxiliary operations that support the university mission.	2.15	2.21	6.56		
Sets direction for the institution/department and influences personnel to follow that direction.	2.48	2.43	7.34		
Provides service excellence through prioritized attention to those constituencies he/she serves.	2.76	2.58	7.92		
Develops, implements and assesses programs and initiatives that promote inclusiveness and demonstrate respect for diversity and inclusion.	2.25	2.36	6.98		
Develops, implements and assesses programs and initiatives that coordinate with and strengthen the institution's ideals of a safe and secure environment through prevention, response or mitigation.	2.28	2.38	7.04		
Domain: Leadership	Frequenc y Mean	Importance Mean	Weigh t	3.8%	
Subdomain: Ethics					
Complies with NACAS Standards of Conduct to model integrity and ethical behavior.	2.57	2.47	7.51		
Complies with institutional code of conduct and conflict of interest policies.	2.87	2.69	8.24		
Maintains the highest degree of personal integrity in order to resolve ethical dilemmas.	2.96	2.84	8.65		
Insures transparency.	2.81	2.57	7.96		

Takes responsibility for and shares recognition for outcomes.	2.89	2.73	8.35		
Domain: Leadership Subdomain: Interpersonal Skills & Group Facilitation	Frequency Mean	Importance Mean	Weight	6.1%	
Models appropriate professional behavior and encourages personnel to act in a professional manner.	2.95	2.66	8.28		
Demonstrates commitment to and encourages inclusivity of diverse constituent groups.	2.77	2.57	7.92		
Works effectively with others to accomplish tasks and goals and to find solutions to problems.	2.96	2.66	8.27		
Demonstrates flexibility in work practices, procedures or processes.	2.89	2.47	7.83		
Participates in and actively supports group decisions.	2.78	2.45	7.69		
Utilizes negotiation skills to achieve consensus.	2.74	2.44	7.62		
Works actively to resolve conflict to a positive outcome.	2.7	2.54	7.79		
Facilitates individual participation and ownership in group decision-making and consensus-building.	2.68	2.42	7.53		
Domain: Leadership Subdomain: Strategic Management	Frequency Mean	Importance Mean	Weight	7.6%	
Sets the strategic agenda and conveys it to all levels of the organization through word and action.	2.17	2.40	6.97		
Develops and implements business plan(s) and initiatives.	2.11	2.39	6.90		
Monitors trends and acts upon them, as appropriate.	2.32	2.30	6.93		
Creates and conveys a clear, consistent vision of products and services.	2.56	2.45	7.47		
Advocates the goals and role of auxiliary service(s) within the institution.	2.49	2.39	7.26		

Ensures staffing and systems align with the needs of the auxiliary service(s).	2.44	2.43	7.30		
Develops and implements a plan for leadership succession.	1.96	2.28	6.52		
Develops and leverages enduring customer relationships.	2.62	2.54	7.69		
Ensures an organizational environment that listens to auxiliary services stakeholders.	2.42	2.42	7.25		
Assesses the effectiveness of services in meeting needs.	2.43	2.52	7.47		
DOMAIN 3: MARKETING/COMMUNICATION/BUSINESS					17%
Domain 3: Marketing/Communication/Business Relations Subdomain: Marketing	Frequency Mean	Importance Mean	Weight	5.3%	
Identifies and determines the best methods for responding to the needs and interests of stakeholders to develop relevant auxiliary programs and services.	2.11	2.29	6.69		
Conducts needs assessment and market research to evaluate the feasibility of introducing, modifying, or discontinuing programs and services.	1.81	2.21	6.24		
Formulates and implements a marketing plan for auxiliary services programs and services.	1.8	2.16	6.12		
Actively promotes the auxiliary service(s) to all target audiences.	2.32	2.33	6.97		
Collaborates with other stakeholders to ensure coordination of marketing plans within the institution.	2	2.24	6.47		
Assesses effectiveness of marketing efforts, and make recommendations to maintain, improve, or discontinue.	1.87	2.16	6.19		
Celebrates and promotes new program launches and successes through submissions for awards and magazine/periodical inclusion.	1.73	1.96	5.65		

Domain 3: Marketing/Communication/Business Relations Subdomain: Communications	Frequenc y Mean	Importance Mean	Weigh t	5.3%	
Is the advocate for auxiliary service(s) to internal and external audiences.	2.51	2.28	7.07		
Represents the institution to internal and external audiences.	2.56	2.39	7.35		
Establish a high degree of trust and credibility with others.	2.93	2.72	8.38		
Maintains open and ongoing communications within own department and with institution directors, trustees, and senior management.	2.8	2.66	8.13		
Considers issues of content, medium, audience, impact and timing when shaping communications.	2.54	2.37	7.28		
Communicates the programs within auxiliary services and how those services are funded.	2.23	2.21	6.66		
Keeps the institution’s media services abreast of significant news-worthy auxiliary events and new program launches.	2.04	2.18	6.39		
Domain 3: Marketing/Communication/Business Relations Subdomain: Business Relations	Frequenc y Mean	Importance Mean	Weigh t	6.1%	
Leverages contacts to obtain information relevant to the continued growth of the institution/ department.	2.27	2.24	6.74		
Seeks ways of increasing business opportunities with contacts.	2.18	2.19	6.56		
Establishes collaborative relationships with other departments within institution.	2.71	2.59	7.89		
Develops and sustains business relationships to enhance the delivery of services.	2.62	2.44	7.50		
Negotiates with business partners to create opportunities that increase the competitive position of both parties.	2.16	2.33	6.83		
Negotiates agreements benefiting the institution/department.	2.07	2.47	7.01		

Identifies mutually beneficial goals and works cooperatively with partners to achieve them.	2.4	2.36	7.13		
Keeps current on new and innovative auxiliary services and programs launched by businesses and other institutions.	2.29	2.30	6.90		
DOMAIN 4: STUDENT RELATIONS					8%
Domain 4: Student Relations	Frequenc	Importance	Weigh	3.8%	
Subdomain: Student Personal Development	y Mean	Mean	t		
Manages the student governance, relationship building, and student input required to run student-funded and/or student-focused facilities, services and programs.	1.84	2.22	6.28		
Actively supports and promotes institutional and community efforts on issues of social responsibility, social justice, respect and inclusion.	2.06	2.21	6.49		
Develops, fosters and promotes new opportunities for partnering and collaborating with multiple constituencies across campus to create positive student learning environments.	2.16	2.32	6.80		
Manages the recruitment, training, recognition and accountability systems necessary to attract, develop and retain effective unit/departmental staff and student employees.	1.96	2.30	6.57		
Provides employment and mentoring opportunities to student employees that enhance their development of skills and leadership abilities.	2.25	2.32	6.89		

Domain 4: Student Relations	Frequen		Weig	2.3%	
Subdomain: Physical Environment	cy Mean	Importance	ht		
Provides and operates facilities, services and programs to facilitate student development programs and encourages student learning and development of community.	2.18	2.39	6.95		
Aligns and manages the auxiliary operations to support the institutional mission (including efforts of Student Affairs and Academic Affairs).	2.46	2.48	7.43		
Designs systems that facilitate ease of student access to services, promote inclusion and community, encourage student use and enable continuous feedback.	2.37	2.48	7.34		
Domain 4: Student Relations	Frequen		Weig	1.5%	
Subdomain: Research & Assessment	cy Mean	Importance	ht		
Establishes assessment programs, analyzes results, and interprets the student learning and outcomes occurring in auxiliary services.	1.69	2.11	5.91		
Interprets the characteristics of students and prospective students in order to provide quality services that meet their needs.	1.94	2.27	6.49		
DOMAIN 5: OPERATIONAL AREAS					21%
Domain 5: Operational Areas	Frequen		Weig	4.6%	
Subdomain: Physical Facilities	cy Mean	Importance	ht		
Identifies, acquires and deploys the resources required to meet the goals of the physical facilities area.	2.17	2.39	6.94		
Complies with federal or state regulation, industry standards and institution policies related to physical facilities.	2.28	2.46	7.20		
Identifies sources of key contacts/resources for physical facilities.	2.16	2.30	6.77		
Stays abreast of industry trends in the physical facilities area including architectural aesthetics, green	1.91	2.06	6.04		

building, energy efficiency and other facilities best practices.					
Coordinates with a variety of stakeholders to assure building functionality meets existing and future occupant and program needs.	2.1	2.36	6.81		
Establishes and implements processes and procedures to minimize construction impacts to programs and activities.	1.99	2.29	6.57		
Domain 5: Operational Areas Subdomain: Bookstores/Commercial Retail	Frequen cy Mean	Importance Mean	Weig ht	4.6%	
Identifies, acquires and deploys the resources required to meet the goals of the bookstore/commercial retail area.	1.73	2.18	6.08		
Complies with federal or state regulation, industry standards and institution policies related to textbooks and commercial retail operations.	1.72	2.19	6.10		
Identifies sources of key contacts/resources for bookstore/commercial retail operations.	1.71	2.10	5.91		
Stays abreast of industry trends in the commercial retail and licensed merchandise area.	1.74	2.06	5.85		
Stays abreast of industry trends in textbooks and course materials, including digital course materials.	1.69	2.13	5.95		
Coordinates bookstore/commercial retail operations with other auxiliary services.	1.69	2.04	5.77		
Domain 5: Operational Areas Subdomain: Food Services	Frequen cy Mean	Importance Mean	Weig ht	3.8%	
Identifies, acquires and deploys the resources required to meet the goals of food services.	1.99	2.34	6.67		
Complies with federal or state regulation, industry standards and institution policies related to food services.	1.91	2.49	6.89		
Identifies sources of key contacts/resources for food services.	1.84	2.21	6.25		
Stays abreast of industry trends in the food services area that meet the needs and preferences of students and other constituencies.	2	2.22	6.44		

Coordinates food services operations with other auxiliary services.	2.07	2.26	6.59		
Domain 5: Operational Areas Subdomain: Card Services	Frequency Mean	Importance Mean	Weight	4.6%	
Identifies, acquires and deploys the resources required to meet the goals of card services.	1.73	2.21	6.14		
Complies with federal or state regulation, industry standards and institution policies related to card services.	1.75	2.36	6.46		
Identifies sources of key contacts/resources for card services.	1.64	2.07	5.78		
Stays abreast of industry trends in card services.	1.79	2.06	5.92		
Coordinates card services with other auxiliary services.	1.84	2.19	6.22		
Enforces policies and procedures to maintain security and integrity of card systems.	1.86	2.45	6.75		
Domain 5: Operational Areas Subdomain: Automated Vending Machines	Frequency Mean	Importance Mean	Weight	3.8%	
Identifies, acquires and deploys the resources required to provide automated vending services.	1.74	1.97	5.67		
Complies with federal or state regulation, industry standards and institutional policies related to automated vending services.	1.72	2.12	5.95		
Identifies sources of key contacts/resources for automated vending services	1.71	1.95	5.61		
Stays abreast of industry trends related to automated vending services	1.75	1.86	5.47		
Coordinates and collaborates with campus community with placement and servicing of automated vending services.	1.8	1.99	5.78		
				100.0%	100%