Welcome!!!

• Please dial in to the conference:
• Call in number: **888-240-3210**
• Participant code: 721359
  • **Please MUTE yourself.**
  • You will be able to type in your questions in the chat box

Thank you for joining! We will start shortly.
Hiring and Developing Enrollment Management Personnel

Webinar

Dr. Jerry Lucido

Dr. Wendy Marshall
Agenda

- Understanding Enrollment Management (EM) as a Profession and the Positions Within It
- How to Hire and Develop EM Professionals
- The Role of Formal Training in Professional Development
- USC Leadership in Enrollment Management certificate
Hiring & Developing EM Personnel

Dr. Jerome Lucido

Executive Director, USC Center for Enrollment Research, Policy, and Practice

Professor of Research and Associate Dean of Strategic Enrollment Services, USC Rossier School of Education
Hiring & Developing EM Personnel

Elements of the Profession

• Educational values
• Marketing
• Market research
• Admissions policy and practice
• Student aid policy and practice
• Understanding the imperative of diversity
• Understanding demographics
• Enrollment research and planning (forecasting, predictive modeling, strategic planning)
• Transition, persistence, and student progress services
• Office and campus leadership
• Legal issues in EM (affirmative action, FERPA, digital identity)
Hiring & Developing EM Personnel

Elements of the Positions

- Customer service
- Communication skill
  - Management information systems (CRM, SIS)
  - Strategic decision-making and research
- Budget and personnel management
  - School relations
  - Internal relations
  - Financial acumen
- Counseling skills
  - Management acumen
  - Leadership
Allow Personal Goals to Flourish While Achieving Organizational Goals

- Create a good mix of people and team building
- Celebrate the skills, quirks, and ambitions of your team
- Work deliberately to form an effective team
Creating a Ladder for Staff to Grow

- Consciously find pathways
- Succession planning

Avenues of Growth

- Honest and development-oriented evaluations
- Professional associations
  - State, regional, and national
- Summer workshops, seminars, and institutes
- Certificate programs
- Master’s programs
Hiring & Developing EM Personnel

Fundamental Lessons

• Establish your values in hiring
• Consider the skills you require (not just in a particular job but across the organization)
• Craft meaningful position descriptions
• Ask probing interview questions (what has this person actually done and what can they be reasonably projected to do)
• On board well and train continuously (serendipity is not a training program)
• Create a budget for staff development
• Give your team a management and leadership perspective
How to Build Management and Leadership Perspective in the Field

USC Leadership in Enrollment Management is a rigorous program designed to nurture current and emerging leaders through:

• Concentrated engagement with the critical issues, trade-offs, responsibilities, and opportunities in the field
• Contact with recognized experts, and
• Development of a strong professional network
Program Highlights

• Nationally-recognized faculty and advisors
• Online and flexible
• Three 10-week sessions
• Emphasis on leading in the field
• Electronic portfolio to share and showcase work
• A national network of colleagues
Expected Participants

• Professionals in admissions, financial aid, registration and records, institutional research, enrollment management, and related fields

• Individuals or campus teams who want to gain a leadership and managerial perspective, hone their skills, and learn from like-minded colleagues
Expected Participants

• Higher Education Institutions

• Graduate Enrollment Management

• Independent Schools
  • Partnership with The Enrollment Management Association
• Boston College
• DePaul University
• Florida State University
• Guilford College
• Harpeth Hall
• LeMoyne College
• MIT
• Rutgers University

• Stanford University
• UCLA
• University of Maryland, College Park
• University of New Haven
• University of Washington
• USC
Program Calendar

• Session 1          October 2-December 15
• Session 2          January 8-March 16, 2018
• Session 3          March 19-May 25
• Tuition is $10,000

• Priced to provide substance, value, and convenience

• One professional development conference may run up to $2,000, a weeklong program may cost $3,500 or more, and master’s programs may cost up to $50,000
I feel confident that blending this certificate program with real experience has prepared me for the challenges ahead along with new career opportunities. In the future, I fully expect to reach back into the professional toolbox that was created this past year.

The professional network as well as readings and resources will continue to support me throughout my career.

By participating in this class, I have learned or given greater thought to many new/different perspectives. I don’t know of any other method by which one can gain as well rounded of a view of the enrollment management profession as students gain in this program. Truly, this program is providing a great service to our profession (and to students) by training a new generation of enrollment management leaders in this regard.
Visit USC CERPP:
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