

## Welcome!!!

- Please dial in to the conference:
- Call in number: [888-240-3210](tel: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

- 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

# 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

## 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

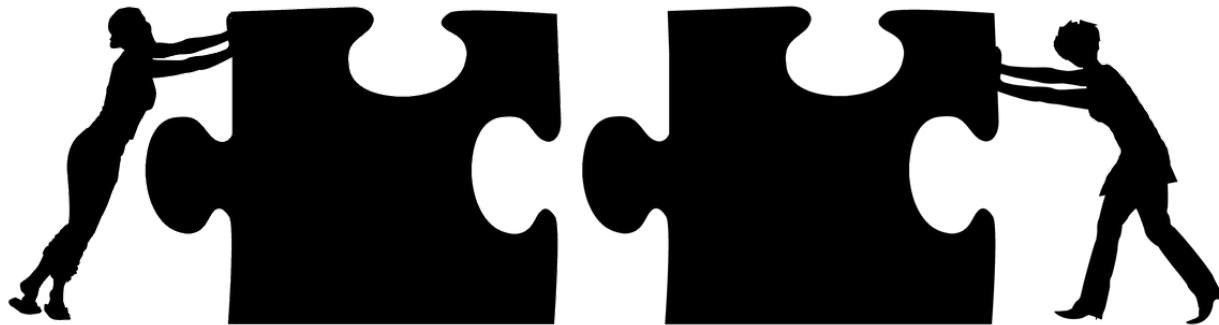
## Elements of the Positions

- 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





## 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

- 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

- 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

- **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



## From our Students & Alumni

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:**

<http://www.usc.edu/programs/cerpp>

**Email USC CERPP:**

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