USC Rossier School of Education — Center for Enrollment Research, Policy and Practice

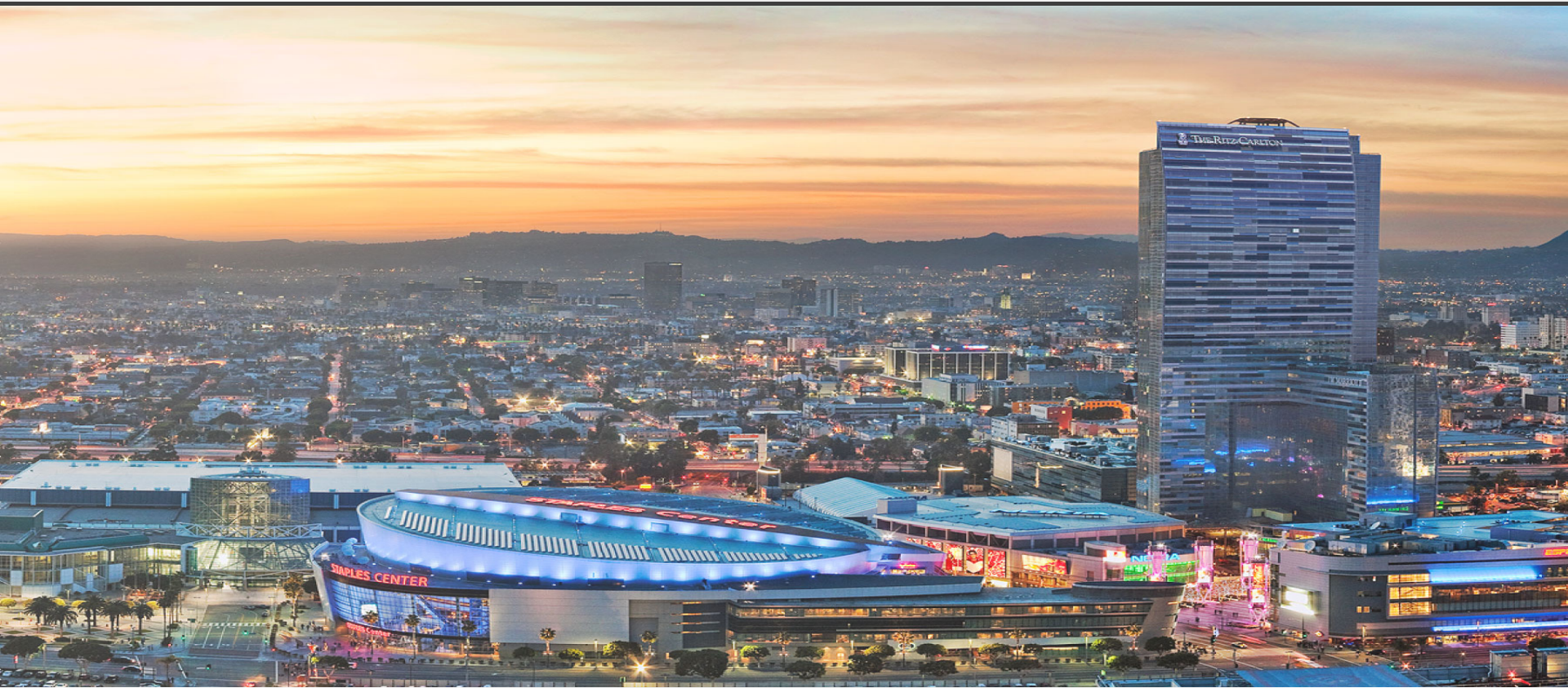# USC Leadership in Enrollment Management Certificate Program

Forum & Webinar: Leading by Example

Welcome!

- **You will be able to type in your questions in the chat box.**
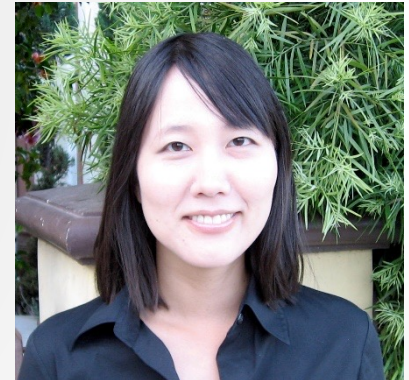- **Please MUTE yourself unless asking a question.**

Agenda

- Introductions
- Leading by Example led by Derek Kindle
- Exploration of USC Leadership in Enrollment Management
- Q&A

Who We Are

Derek Kindle

Vice Provost for Enrollment Management
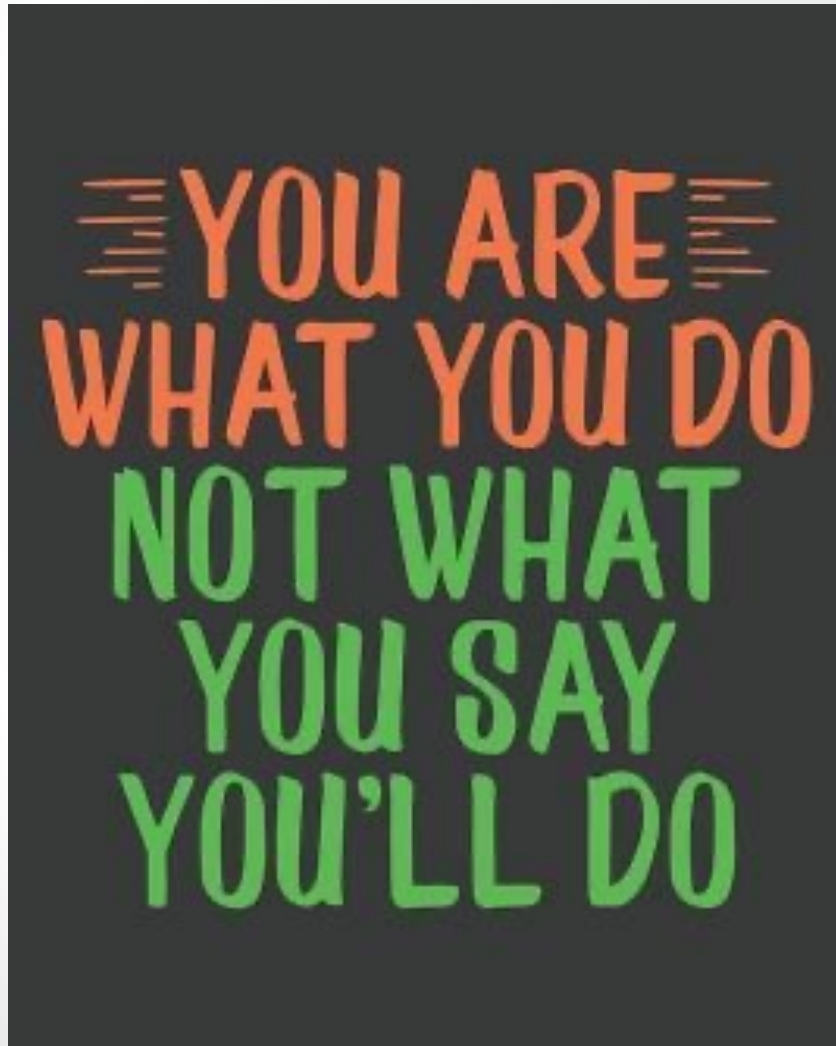University of Wisconsin-Madison

Emily Chung, EdD

Interim Director, Center for Enrollment
Research, Policy and Practice

Wendy Marshall, EdD

Educational Program Designer, CERPP

Leading by Example

YOU ARE
WHAT YOU DO
NOT WHAT
YOU SAY
YOU'LL DO

- Prioritize professional development for yourself and others

- Practice intellectual humility

- Pivot your team to a learning culture

What's a Learning Culture?

LEARNING CULTURE

A learning culture is a set of organizational values, conventions, processes, and practices that encourages individuals—and the organization as a whole—to increase their knowledge, competence, and performance.

Why?

94%

of employees would stay longer if their company **invested in their professional development**

Source: Linkedin Workplace Report

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sparkbay

- Engagement & Satisfaction

- Productivity

- Ability to Cope with Stress

- Retention

How?

- Show investment through participation
- Set time aside for team members
- Provide diverse opportunities
- Reward and celebrate learning
- Give feedback

USC Leadership in Enrollment Management:

The Program

Why a Certificate: Leadership in Enrollment Management?

- The field has become increasingly complex and important
- Most enrollment management leaders enter the profession serendipitously
- As a result, they find themselves lacking in critical knowledge and skills for leadership roles
- Few formal programs exist, particularly at Research Intensive Universities
- Skilled leaders are in high demand

The Role of Enrollment Management in Education

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To manage the intersection of:

- Revenue
- Prestige
- Access
- Diversity
- College Completion (in some cases)

A rigorous 25-week 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

Expected Participants

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

- Professionals from Higher Education (undergrad and graduate) and K-12/Independent School sectors.

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

Certificate Faculty
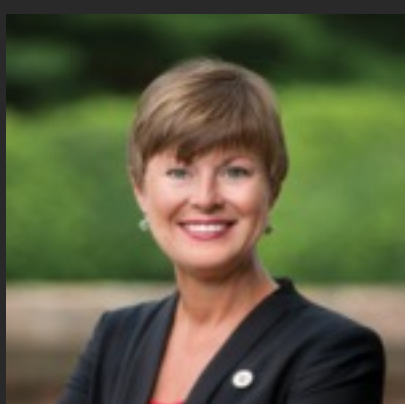
**Jerome Lucido, PhD
USC**

**Laurel Baker-Tew
Viewpoint School**

**Philip Ballinger, PhD
U. of Washington**

**John Barnhill
Florida State U.**

**Youlonda Copeland-
Morgan
UCLA**

**Barbara Gill
U. of Maryland,
College Park**

**Don Hossler, PhD
USC; Indiana U.**

**David Kalsbeek, PhD
DePaul U.**

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Derek Kindle
U of Wisconsin-Madison

Robert Lay, PhD
Boston College

Leo Marshall
The Webb School

Courtney McAnuff
Rutgers U.

Stuart Schmill
MIT

Richard Shaw
Stanford U.

Arlene Wesley Cash
Frostburg State U.

- Nationally-recognized faculty and advisors

- Online and flexible

- Three sessions (2 10-week and one 5-week)

- Emphasis on leading in the field

- Electronic portfolio to share and showcase work

- A national network of colleagues

Certificate Curriculum

Session 1

- **Enrollment Management in the Societal Context**
- Social Foundations of the Profession
- The Enrollment Management Concept
- Enrollment Management in the Public Interest
- The Units Involved
- Commercial Enterprises: Rankings, Consultants, and Vendors
- **Information and Knowledge Management**
- Managing Knowledge and Information: Data-Driven Decision Making
- Setting Enrollment Goals and Targets
- Garnering and Allocating Resources and Evaluating Return on Investment
- **Enrollment Management in the Institutional Context**
- Translating the Mission Externally
- Adding Value to the Educational Enterprise
- Garnering Institutional Support and Confidence
- Demonstrating Value
- **Ethics**

Session 2

- **Pricing and Aid Policy**
- Institutional Financing: Cost vs. Price
- Institutional Revenue Sources
- The Nexus of Financial Aid and Revenue Considerations

- **College Admissions Policy and Practice**
- Who do you Recruit, Select, and Why
- Issues/Problems in Recruitment and Selection: Policy in Action
- Contemporary Issues in Access and Diversity
- Nonacademic Factors
- **Retention Organization**
- Recruiting, Retaining, Graduating Underserved Students: Diversity in Action
- Organizing for Graduation
- Promising Practices and Models
- **Leadership**
- Change as a Constant Condition
- Leading Institutional Change
- Leading on Campus
- Creativity and Adaptability as a Leader
- Trustees, Presidents, Provosts, and Faculty
- Leading in the Profession

Session 3: Case Studies

- Application of Theory and Content

USC Leadership in Enrollment Management:

The Logistics

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- [Online Application](#)
- Basic Personal Information
- 2 Personal Statements (3 for K-12/IS)
- Resume/CV
- Letter of Recommendation

- Tuition is $10,000
- Priced to provide substance, value, and convenience

- Independent School professionals-Balmer Scholarship available through Enrollment Management Association (**Deadline: Sep 10**)
- Graduate admissions professionals-NAGAP members may be eligible for discount

Q&A

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**Visit us online:
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