

Daring to Lead Enrollment Management in a Time of Change and Challenge



May 31, 2023

Welcome & Agenda

Welcome!

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

Agenda

- WK Survey
- Content Knowledge
- Skills and Capabilities
- The Future of the Profession
- Dare to Lead

Who We Are: Presenters



Derek Kindle

Vice Provost for Enrollment Management
University of Wisconsin – Madison



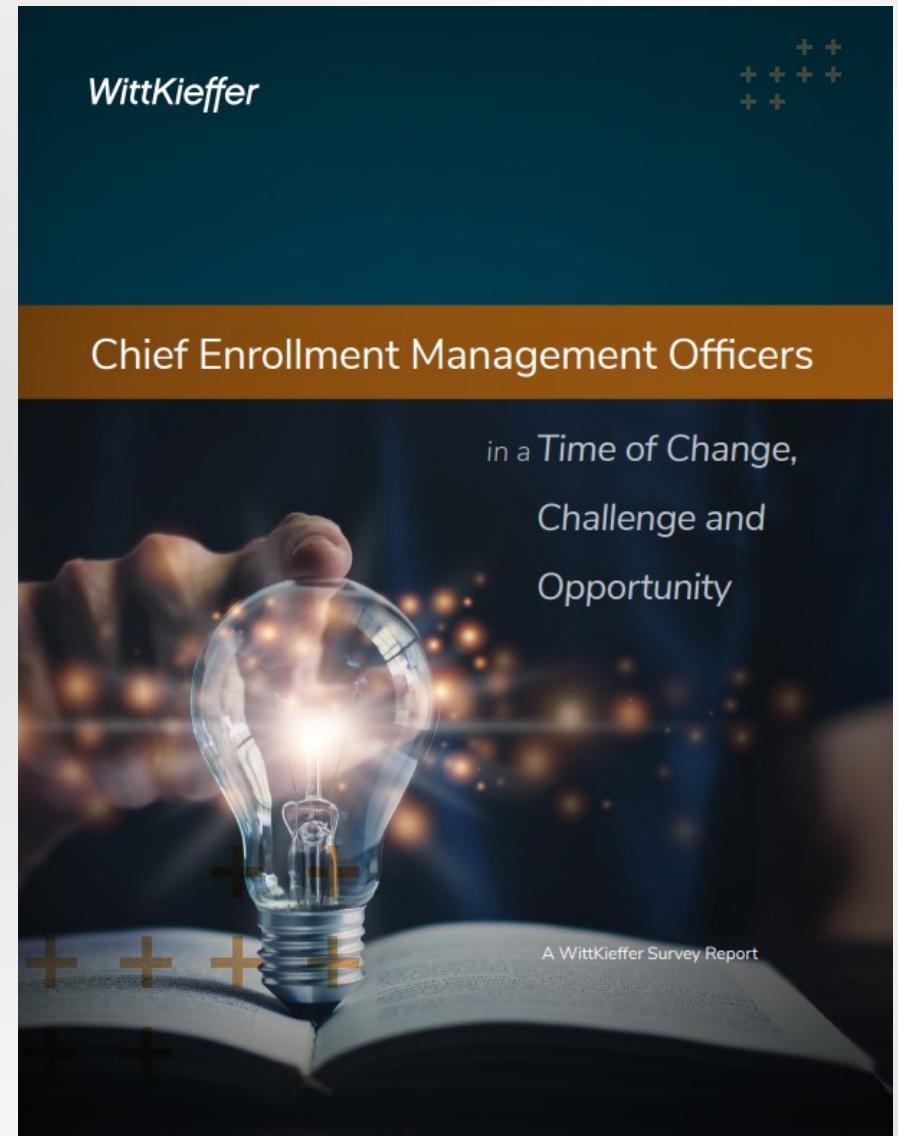
Shelley Arakawa

Consultant
WittKieffer

2022 WittKieffer Survey

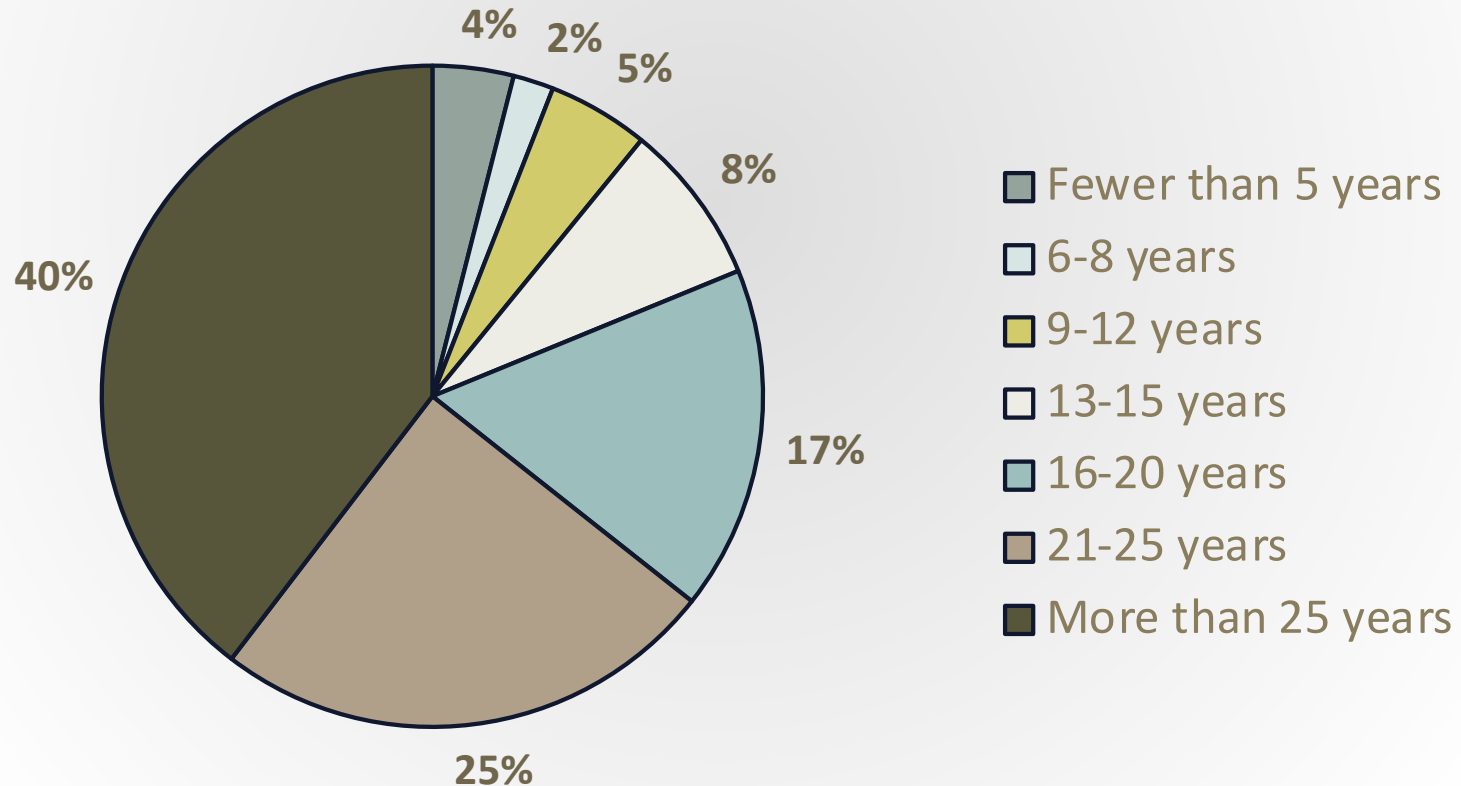
About the Survey

- ❑ Conducted June/July 2022
by direct email to CEMOs
- ❑ 182 respondents
- ❑ Follow-up to surveys
conducted in 2014 and 2018
- ❑ wittkieffer.com



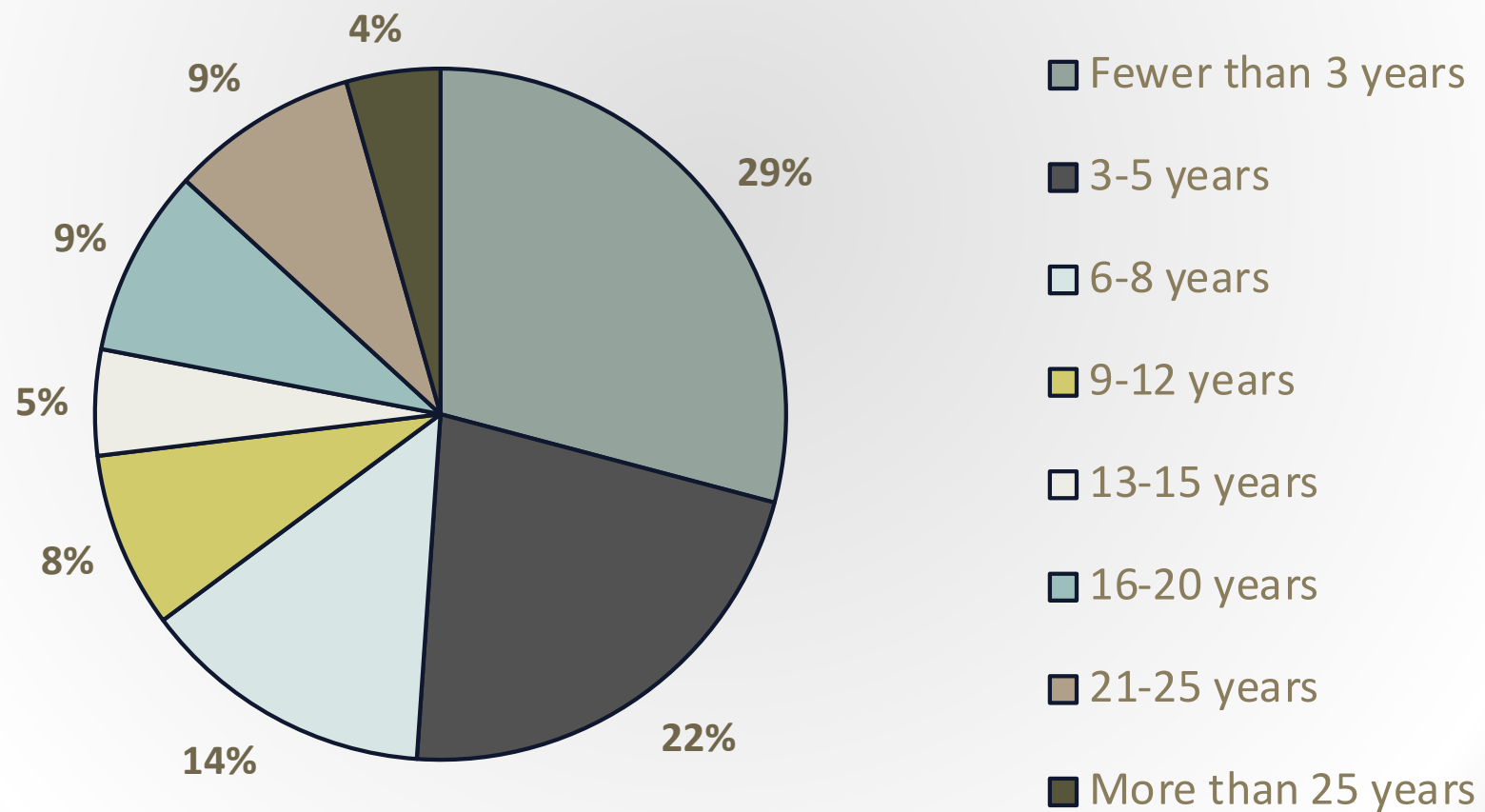
2022 WittKieffer Survey

Years of Enrollment Experience



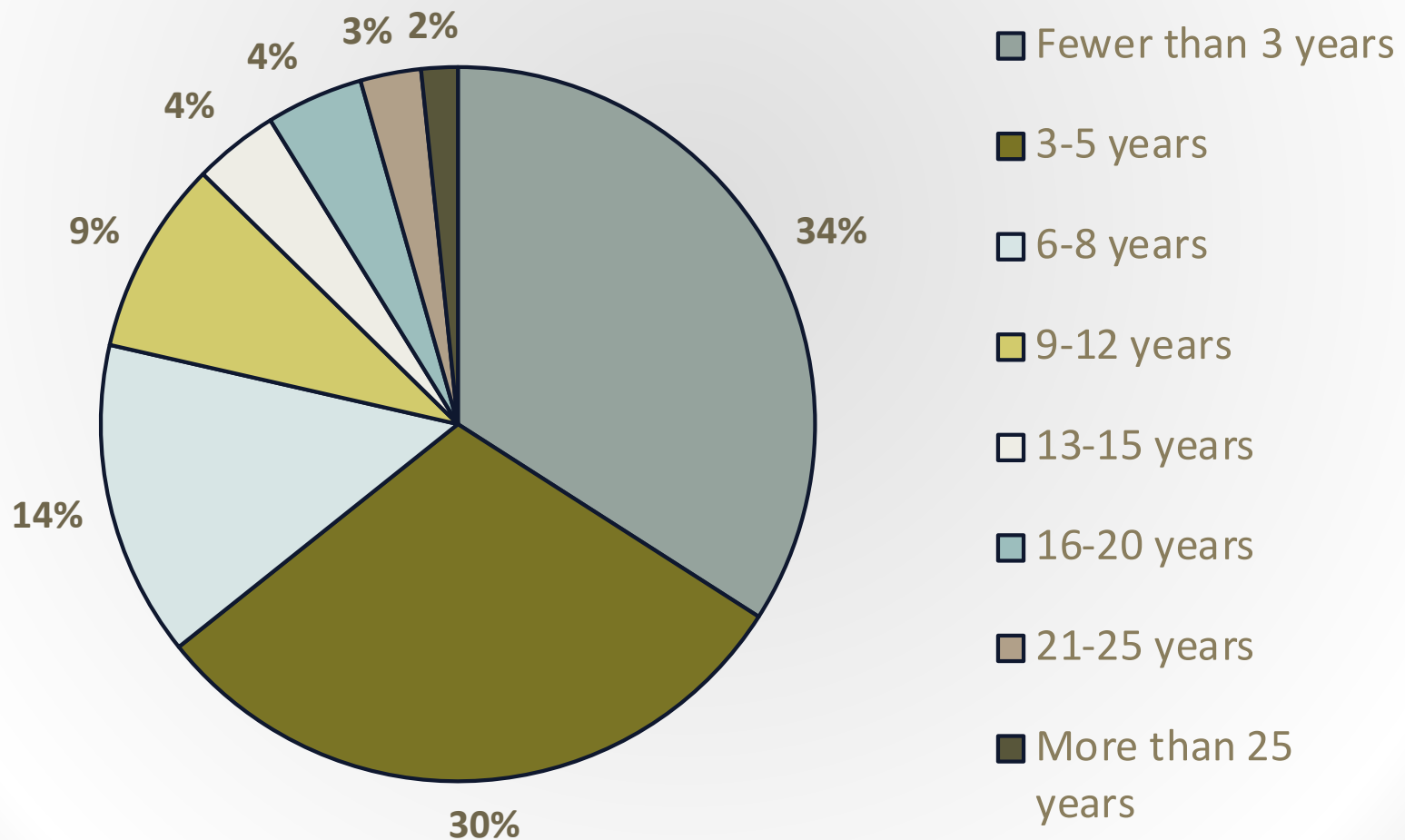
2022 WittKieffer Survey

Years at Current Institution



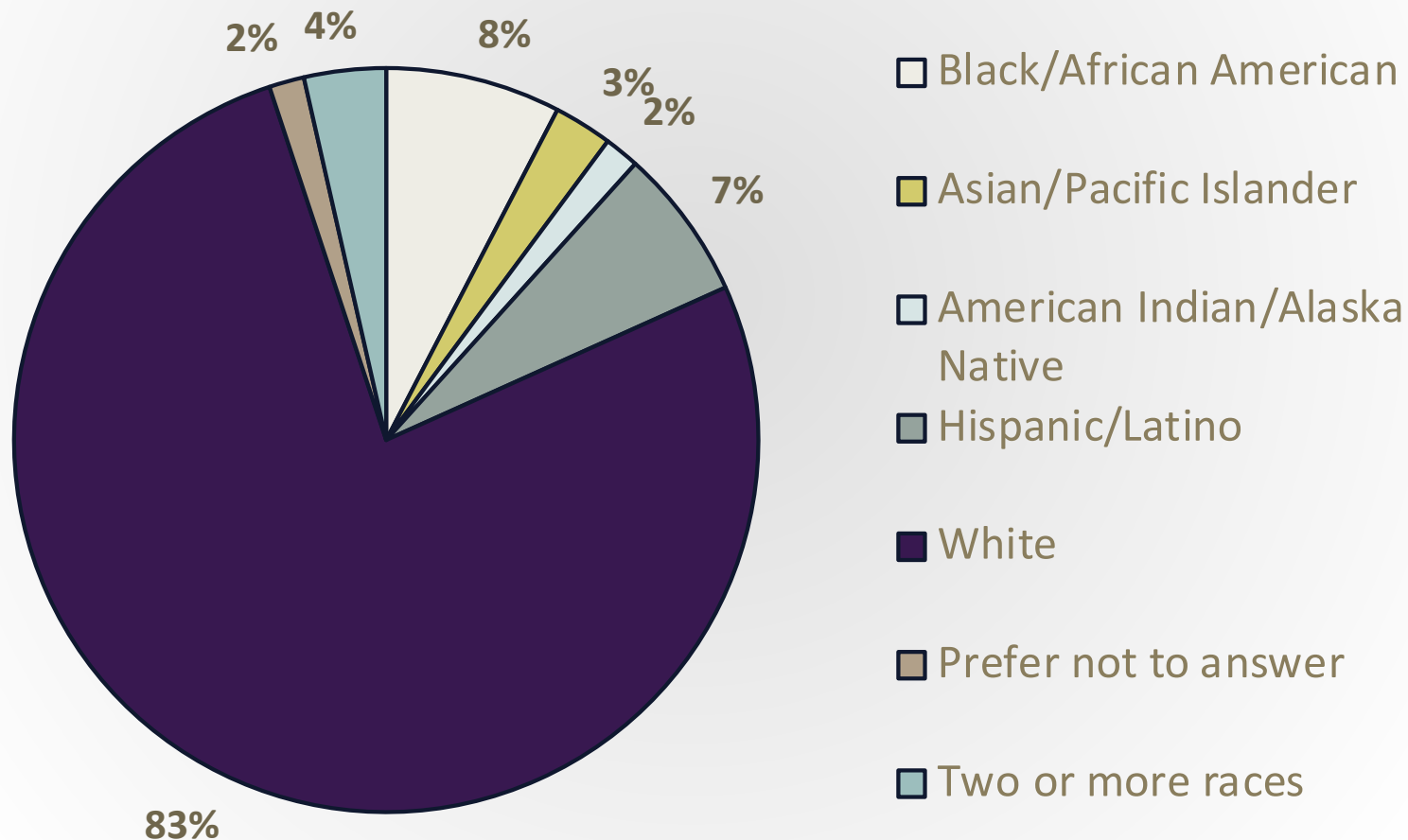
2022 WittKieffer Survey

Years in Current Position



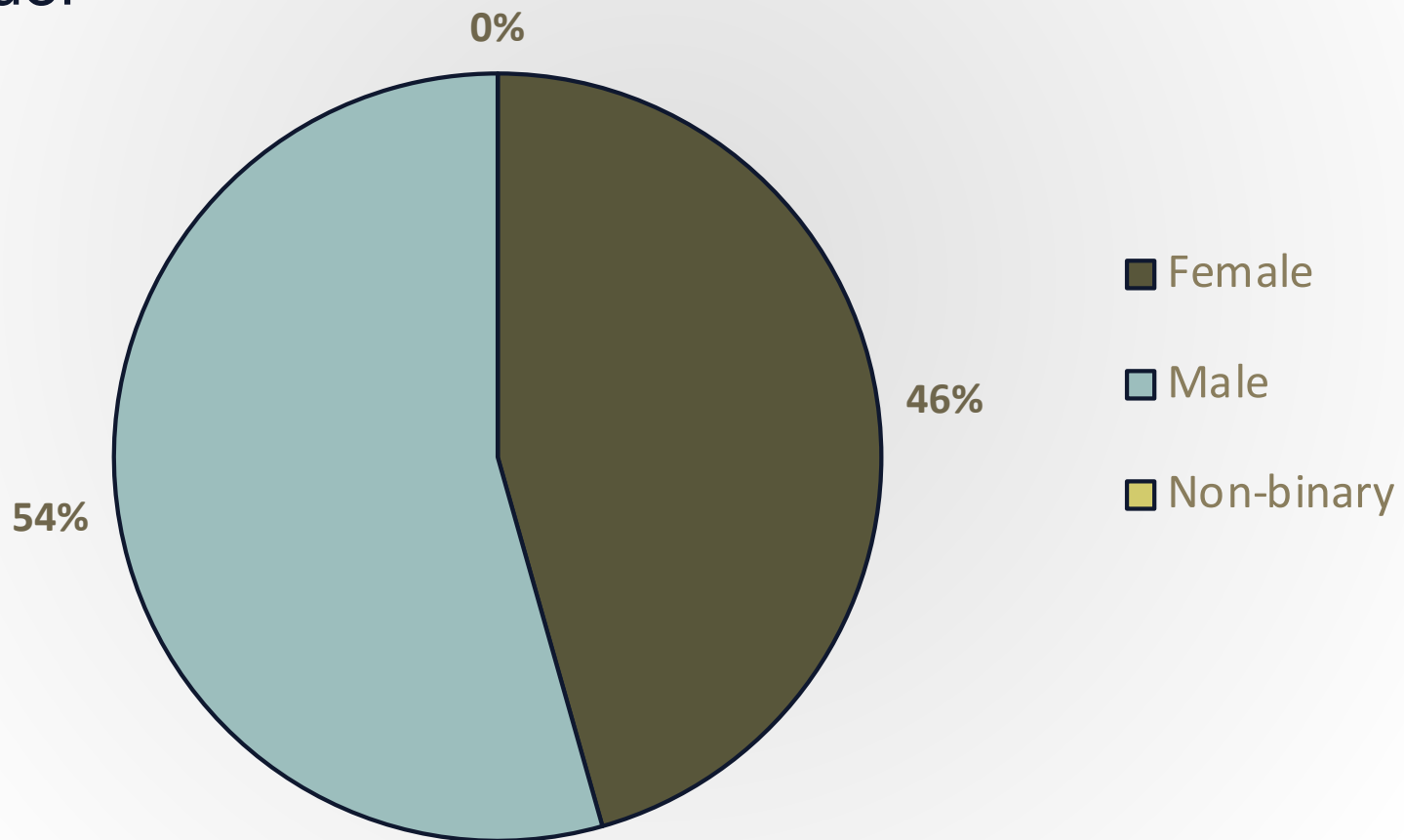
2022 WittKieffer Survey

Race/Ethnicity



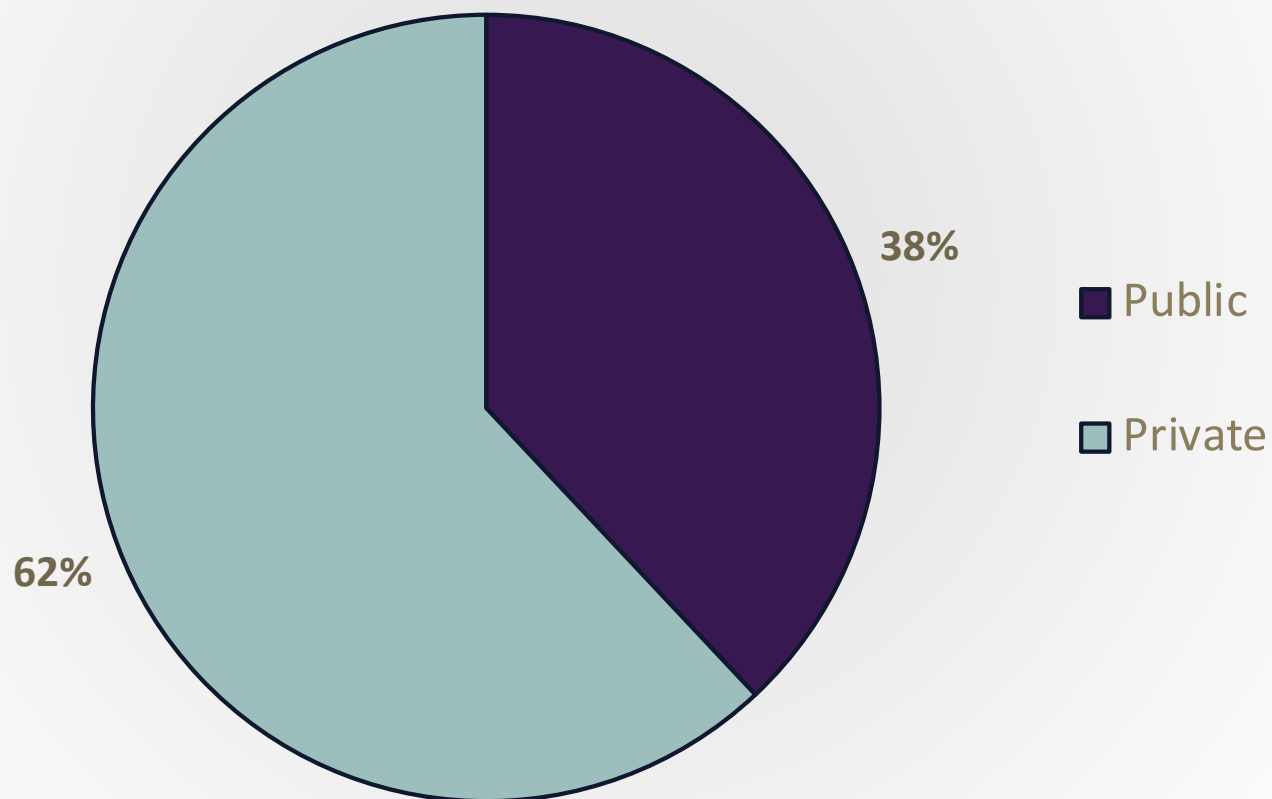
2022 WittKieffer Survey

Gender



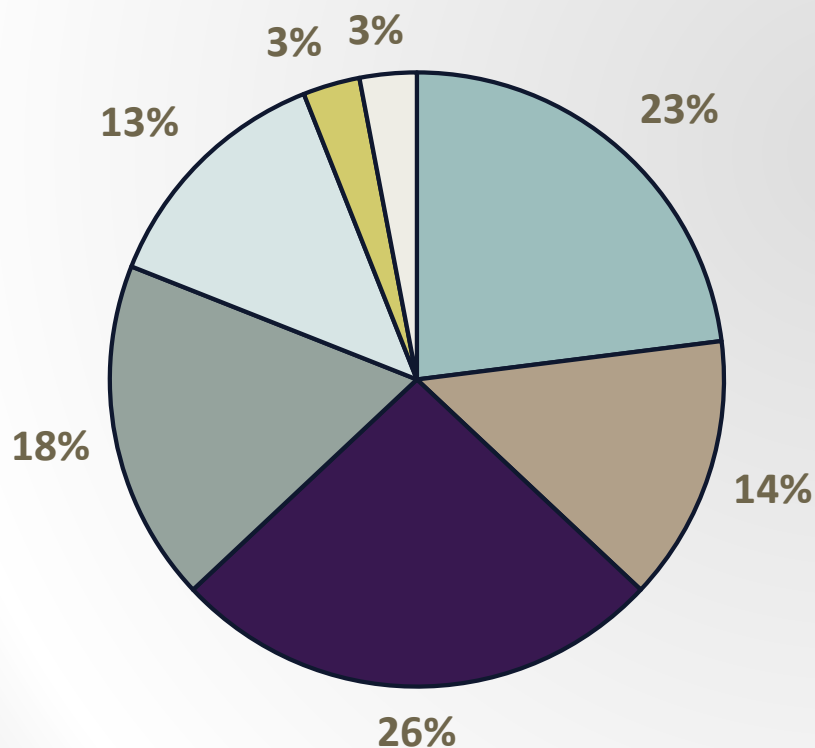
2022 WittKieffer Survey

Institution Type



2022 WittKieffer Survey

Institution Classification



- R1 Doctoral/Research University
- R2 Doctoral/Research University
- Master's College/Comprehensive University
- National Liberal Arts College
- Regional Liberal Arts College
- Art & Design
- Special focus

2022 WittKieffer Survey

Prevalence of Burnout

**Are you personally
experiencing
burnout?**

61%
Yes

2022 WittKieffer Survey

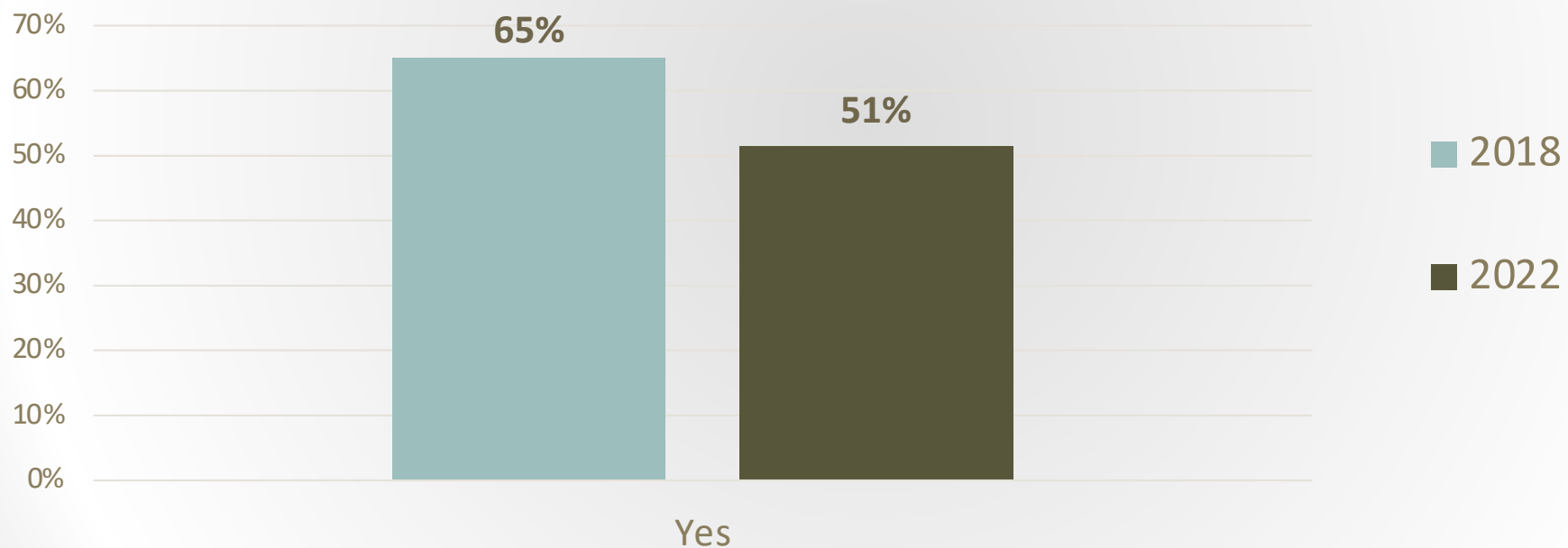
Prevalence of Burnout

**Is your staff
experiencing burnout
such that it impacts the
quality of their work?**

56%
Yes

2022 WittKieffer Survey

Are the expectations for your position reasonable?

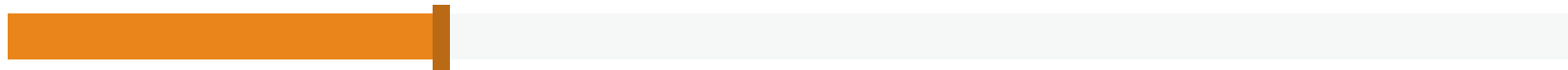


2022 WittKieffer Survey

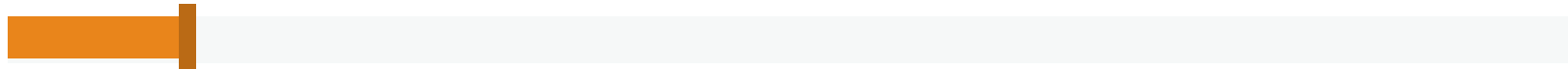
Since Fall 2019 (Before the Pandemic) Have your applications...



Increased 59%



Decreased 28%



Stayed about the same 13%

2022 WittKieffer Survey

Since Fall of 2019 (Before the Pandemic), has your employee turnover...



So... Do you still want to
be a chief enrollment
management officer?

What you need to be successful.

What content knowledge do you need to have?

Units Reporting to CEMO

- 1) Undergraduate Admission (98%)
- 2) Financial Aid (93%)
- 3) International Admission (68%)
- 4) Graduate Admission (49%)
- 5) Visitor's Center (42%)
- 6) Registrar (39%)
- 7) Online Admission (36%)
- 8) Marketing (34%)
- 9) Student Financial Services (26%)
- 10) Communications (24%)

Certificate Curriculum

Live and Asynchronous Topics Include:

Introduction to EM Concept

- How and Why Enrollment Management Works
- The Functional Units
- Admissions Models

Information & Knowledge Management

- Securing Institutional Cooperation
- Campus Politics
- Demonstrating Value
- Setting Enrollment Goals and Targets
- Data-Driven Decision Making

Marketing & Communications

- Marketing in the Modern Era
- Marketing: Translating the Mission Externally
- Evaluating ROI
- Working with Media

Pricing & Aid Policy

- Financial Aid Philosophies and Policies
- Financial Aid in the Enrollment Management Planning Process

Admissions Policy & Practice

- Student Recruitment
- Student Selection/Holistic Review
- K-20 Pipeline (Pre-College and Transfer Students)
- International Students

Diversity in Action

- Leading with an Equity Perspective
- Recruiting, Retaining, Graduating a Diverse Student Body

Retention & Graduation

- Organizing for Graduation Success

Leadership

- Managing Up
- Leadership: Institutional Change
- Leadership: Hiring, Retaining and Diversifying Staff
- Ethics

Case Studies

What skills do you need to have?

Important Skills and Capabilities

- 1) Data Informed (66%)
- 2) Strategic (56%)
- 3) Change Management (45%)
- 4) Results-Driven (35%)
- 5) Adaptable (34%)
- 6) Collaborative (34%)
- 7) Resilient (26%)
- 8) Communicative (26%)
- 9) Innovative (22%)
- 10) Emotionally Intelligent (19%)

What might you need to see
in the enrollment
management crystal ball?

The Future of the Profession

- 1) Supreme Court Decision on Affirmative Action
- 2) College-Going Pipeline: Demographic Cliff; Community College Enrollment
- 3) Institutional Finances
- 4) Talent Management: Hiring; Retention

Dare to Lead

Overcoming Imposter Syndrome

- 1) Realize that it's not just a syndrome
- 2) Speak from your strengths
- 3) Leverage your network
- 4) Take your fear and turn it into action
- 5) Accept that the feeling may never go away

Certificate Program Details

Newly redesigned 26-week program to provide current and emerging leaders with:

- Up-to-date, intensive training got insightful leadership
- Live sessions bringing together your peers, faculty and alumni
- Development of a strong professional network

Application Process

Deadline: Sep 11

[Online Application](#)

- Basic information
- Resume
- Letter of recommendation



Contact Us

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