

# **Session 5:** Developing and Retaining Staff

CERPP CONFERENCE 2023
Standing on Shaky Ground:
Leading Enrollment
Management in 2023

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Standing on Shaky Ground: Leading Enrollment Management in 2023

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## Importance of Self-Care

- It's difficult to show up for others if you're not showing up for yourself
- Role modeling
- Encourage mindfulness/wellness
- Practice gratitude

## Key Reasons Staff Seek Change

- Are they making a meaningful contribution?
- Does their current role allow them to grow professionally?
- Are they excited about the mission and leadership (team)?
- Is it about the people or the portfolio?
- Do they fit into the culture and community?
- Is the move about the paycheck or professional development?

## Positioning Staff for Success

- Help staff find their own path
- Establish them as leaders
- Help staff seek out new opportunities
- Maximize their network through professional development
- Cultivate a growth mindset
- Think of them as partners vs employees
- Remain grounded

## Considerations in Light of the Pandemic

- Onboarding in a remote or hybrid campus
- The employment, hiring, financial climate
- Maximizing hybrid/remote work options
- Ensuring appropriate compensation
- Creating an engaging work environment
- Increasing staff



What's needed today is a Leadership Change of Mindset

We must let go of the past and embrace the opportunities

Empower your team to be successful

Management in 2023



#### Professional Education in EM

Why get professional education in enrollment management?

- A body of knowledge has emerged
- Profession is growing in scope and influence
- An expanding set of skills is needed
- The field is increasingly complex and an overarching and synthesizing view of enrollment management and other campus entities is critical

#### Professional Education in EM

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Why should I direct myself toward leadership?

- More senior level positions are emerging
- A new generation of leaders is needed
- The national attainment agenda places new pressures on completion
- Enrollment leaders are the translators of mission to the public and of public sentiments to the campus



Leading Enrollment

Management in 2023

#### Professional Education in EM

Why do intensive professional preparation?

- Episodic and chance preparation is narrow and unfocused
- On the job learning can be limited based upon your role
- Presidents and provosts are expecting leaders with the knowledge and the skills to navigate enrollment through changing times

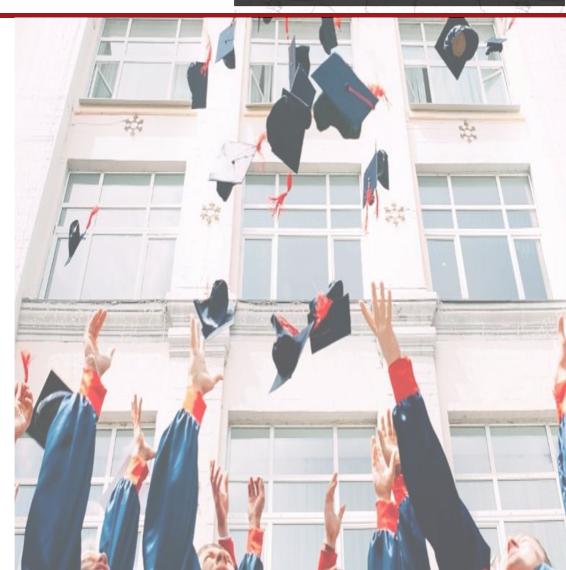
#### Professional Education in EM

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What are the competencies I will need?

- EM as a philosophy and an organizational entity
- How the units work and work together
- How EM contributes to institutional mission
- Institutional leadership in
  - -Admissions & Outreach
  - -Financial Aid
  - -Institutional Marketing
  - -Evidence-based decision making
  - -Diversity, equity and inclusion



#### Professional Education in EM

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- What are the unique benefits of the USC Programs?
  - Leadership in Enrollment Management certificate
  - Master of Education in Enrollment Management and Policy
- Nationally known and highly skilled faculty
- Fast-paced and comprehensive curricula
- National network of peers and leaders
- An achievable program for with the flexibility to meet your busy schedules
- Demonstrated advancement of the graduates





## Standing on Shaky Ground: Leading Enrollment Management in 2023

### **Questions?**

Please make your way to an available microphone.