Session 5: Developing and Retaining Staff

Cornell LeSane, College of the Holy Cross
Jerry Lucido, University of Southern California
Yvonne Romero da Silva, Rice University
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
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
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
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
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

- 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
Questions?

Please make your way to an available microphone.