

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

CERPP CONFERENCE 2023

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

February 5 - 7

Los Angeles, CA

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

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

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

Professional Education in EM

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



Q & A

Questions?

Please make your way to an
available microphone.