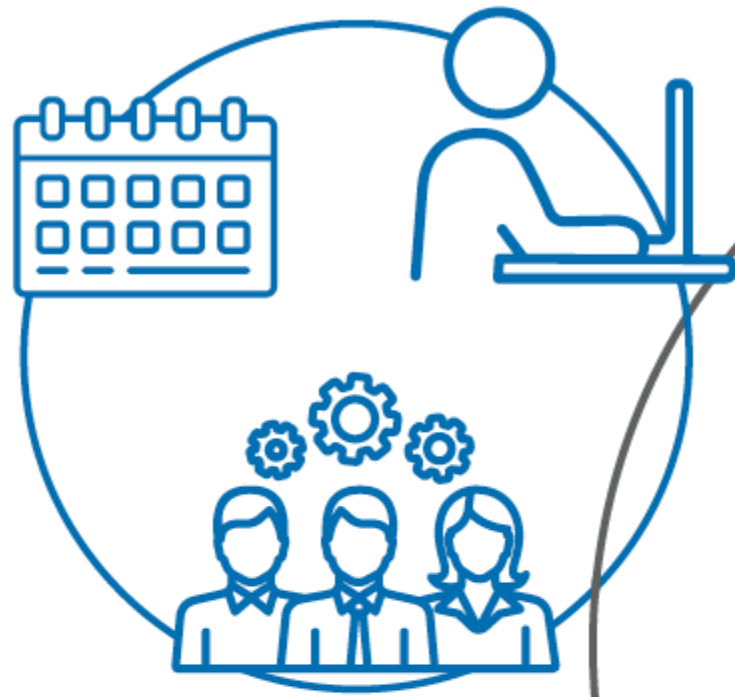


2021 Admissions Workshop



Leadership in Enrollment Management



Navigating Enrollment Management – Leadership in Turbulent Times

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&

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Disclosures

- Donald Godwin has no current conflicts or relevant financial interests to disclose
- Michael Dietrich has no current conflicts or relevant financial interests to disclose

Learning Objectives

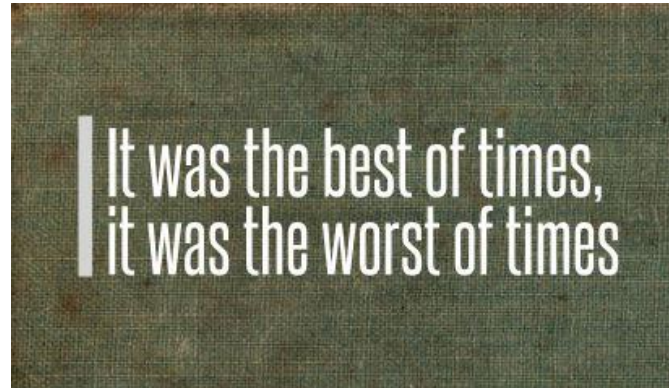
- Understand the importance of leadership in enrollment management.
- Develop a mindset action plan.
- Identify ways to maximize the learning opportunities in the Workshop webinar series.

Importance of Leadership in Enrollment Management



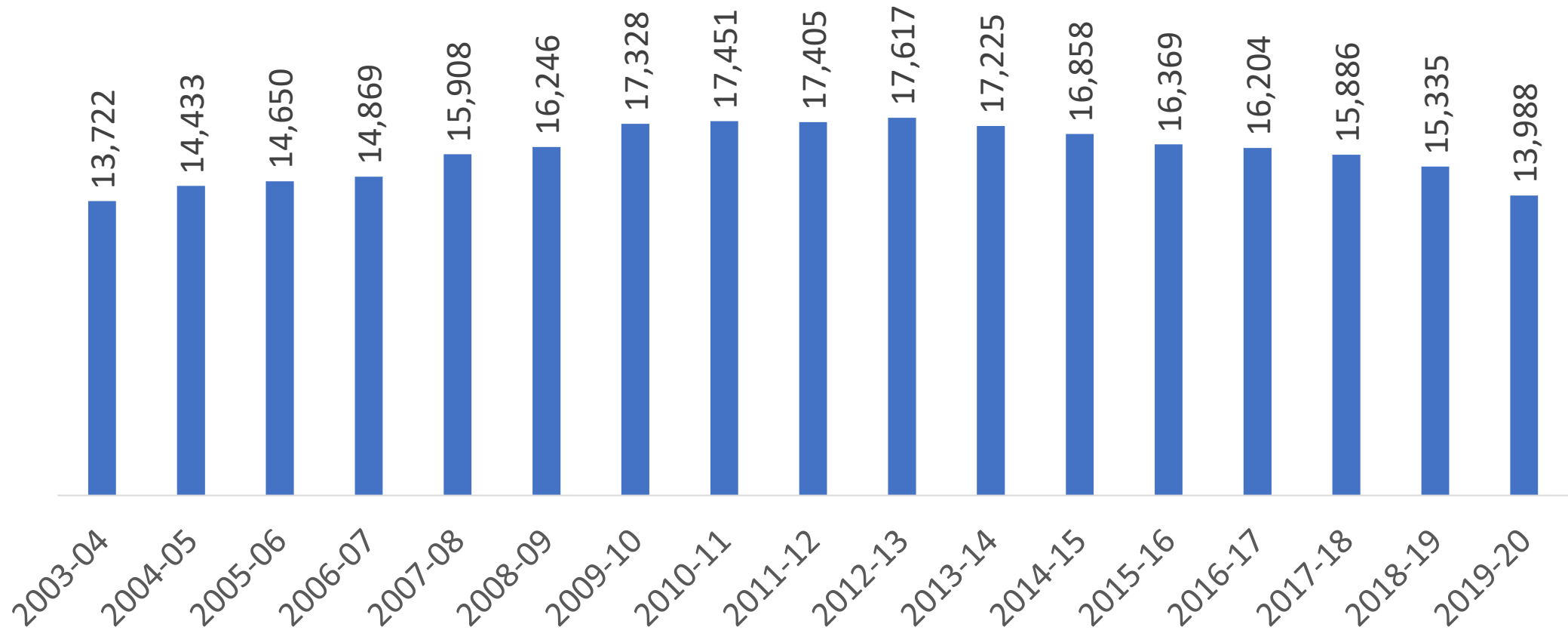
Leadership in Turbulent Times

- Leading during good times is easy.
- It is when times grow tough that a true leader's colors are revealed



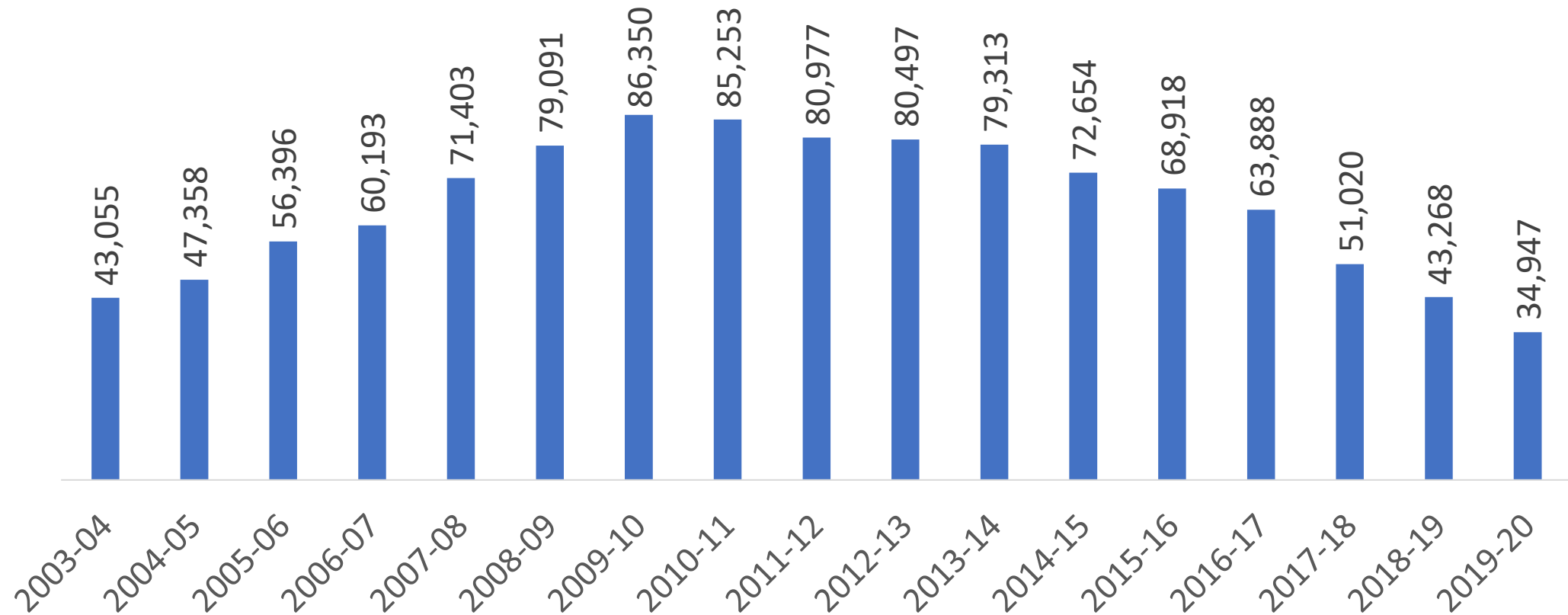
- These are very hard times
 - A year long pandemic with over 500,000 lost in the US alone
 - Political unrest and protests across the country
 - Lower high school and college enrollments in the future
 - Competition for students with other health professions and other colleges/schools of pharmacy
 - Etc., etc.

PharmCAS Applicant Trends



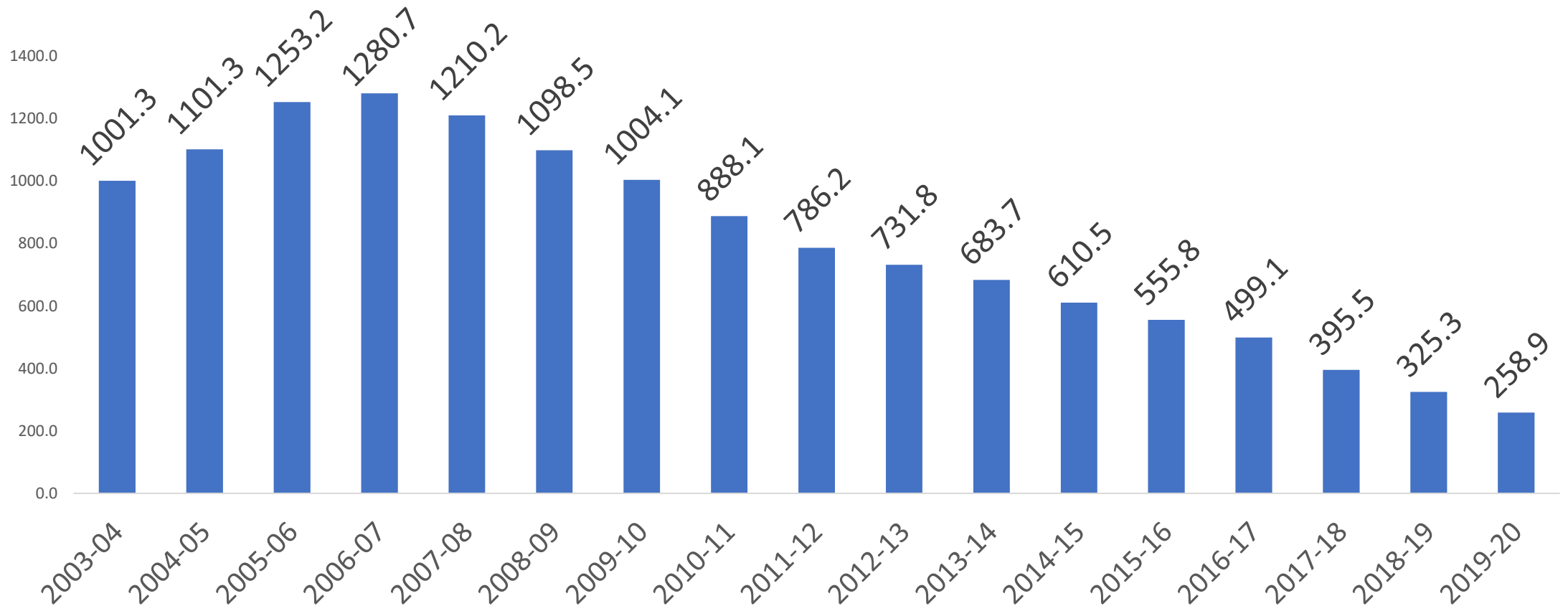
Source: 2019-2020 PharmCAS Applicant Data Report

PharmCAS Application Trends



Source: 2019-2020 PharmCAS Applicant Data Report

Mean Number of PharmCAS Applicants per School



Source: 2019-2020 PharmCAS Applicant Data Report

There is hope

- COVID-19 cases, hospitalizations, and deaths decreasing throughout the US.
- Vaccinations have arrived and are effective
- Pharmacy has gotten an expanded scope of practice because of the pandemic and we will fight to keep it and expand further.
- The visibility of pharmacy will lead to an increase in the number of students interested in the profession and increases in applications to our schools.

Coronavirus in the U.S.

Seven-day average lines



SOURCE: Johns Hopkins University (cases/deaths), Covid Tracking Project (hospitalizations). As of 2/18.



The Evolving Scope of Practice
for Pharmacists

2021 Admissions Workshop:

Leadership in Enrollment Management



PharmCAS Applicant Volume Comparison

as of March 2, 2021

PharmCAS Applicants

Date	All PharmCAS Applicant Accounts	In-progress Applicants	Received Applicants	Complete Applicants	Verified Applicants	All Submitted Applicants (includes all received, complete, and verified applicants combined)
03/02/2020	21222	9593	865	115	10649	11629
03/02/2021	22619	11428	745	796	9650	11191
% Change	+6.6%	+19.1%	-13.9%	+592.2%	-9.4%	-3.8%

Source: AACP PharmCAS Monthly Volume Report – March 2021.

PharmCAS Application Volume Comparison

as of March 2, 2021

PharmCAS Applications

Date	All PharmCAS Applications	All Submitted Applications (includes all received, complete, and verified applications combined)	Mean # of Submitted Applications per Applicant
03/02/2020	63210	27521	2.37
03/02/2021	65654	27102	2.42
% Change	+3.9%	-1.5%	+2.3%

Optimal Mindset for Leadership

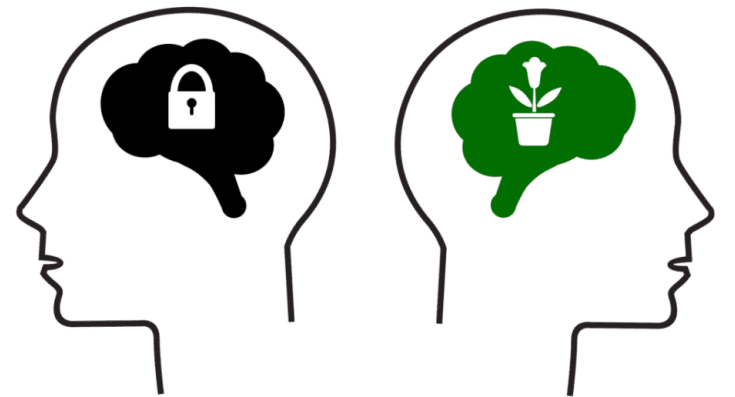
Traits of A Great Leader

- Curiosity
- Positivity
- The ability to listen
- Openness
- Empathy
- Resourcefulness
- A good relationship with change
- Communicativeness
- Connection
- Confidence
- Conviction
- Solution-seeking



Mindsets – Growth vs. Fixed

- A growth mindset is a belief that people, including oneself, can change their talents, abilities, and intelligence.
- Those with a fixed mindset do not believe that people can change their talents, abilities, and intelligence.
- Growth mindset
 - more mentally primed to approach and take on challenges
 - take advantage of feedback
 - adopt the most effective problem-solving strategies
 - provide developmental feedback to followers
 - be persistent in seeking to accomplish goals.



Mindset - Learning vs. Performance

- A learning mindset involves being motivated toward increasing one's competence and mastering something new.
- A performance mindset involves being motivated toward gaining favorable judgements (or avoiding negative judgements) about one's competence.
- Learning mindset
 - mentally primed to increase their competence
 - engage in deep-level learning strategies
 - seek out feedback
 - exert more of an effort.
 - also persistent, adaptable, willing to cooperate, and tend to perform at a higher level.



Mindset – Deliberative vs. Implemental

- A deliberative mindset demonstrates thinking about the desirability and feasibility of a range of possible goals one might or might not pursue
- An implemental mindset demonstrates thinking that considers on information related to goal attainment and shields against non-goal related considerations



- Deliberative mindset
 - tend to make better decisions because they are more impartial, more accurate, and less biased in their processing and decision making.

Mindset – Promotion vs. Prevention

- A promotion mindset is focused on winning and gains.
 - identify a specific purpose, goal, or destination and prioritize making progress toward it.
- Leaders with a prevention mindset, however, are focused on avoiding losses and preventing problems at all costs.



- Promotion mindset
 - more prone to positive thinking
 - more open to change
 - more likely to persist despite challenges and setbacks
 - demonstrate higher levels of task performance and innovative behaviors



Practical Leadership Frameworks

The Leadership Framework

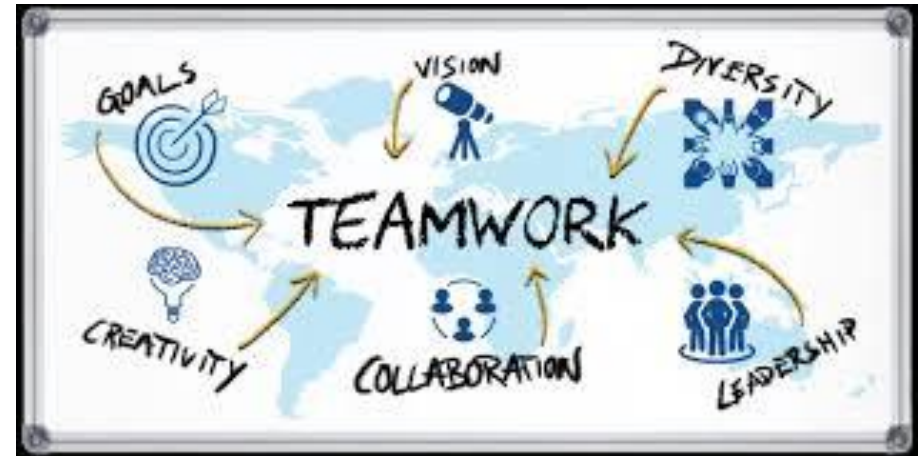
<https://www.theleadershipframework.com.au/the-leadership-framework.html>

- **Manager-employee relationship**
 - A two-way, trusting, productive, working relationship focused on achieving the business goals with each person working to their full potential.



Leading People

- Provide a safe working environment
- Create effective roles & fill them with good people
- Effectively assign & assess work
- Develop team capability
- Recognize & reward work
- Build teamwork
- Enable continuous improvement & lead change



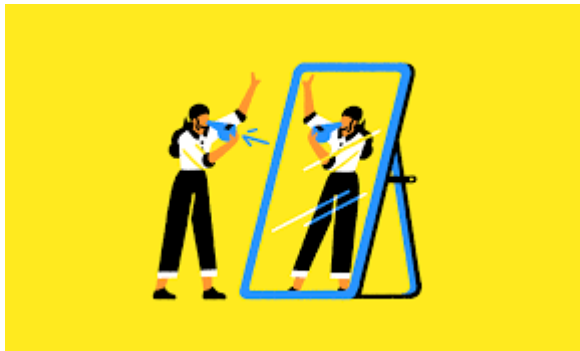
Leading the organization

- Implement business strategy
- Design the organization
- Design & maintain productive systems of work
- Enable systemic trust & fairness
- Build workforce capability
- Manage strategic relationships



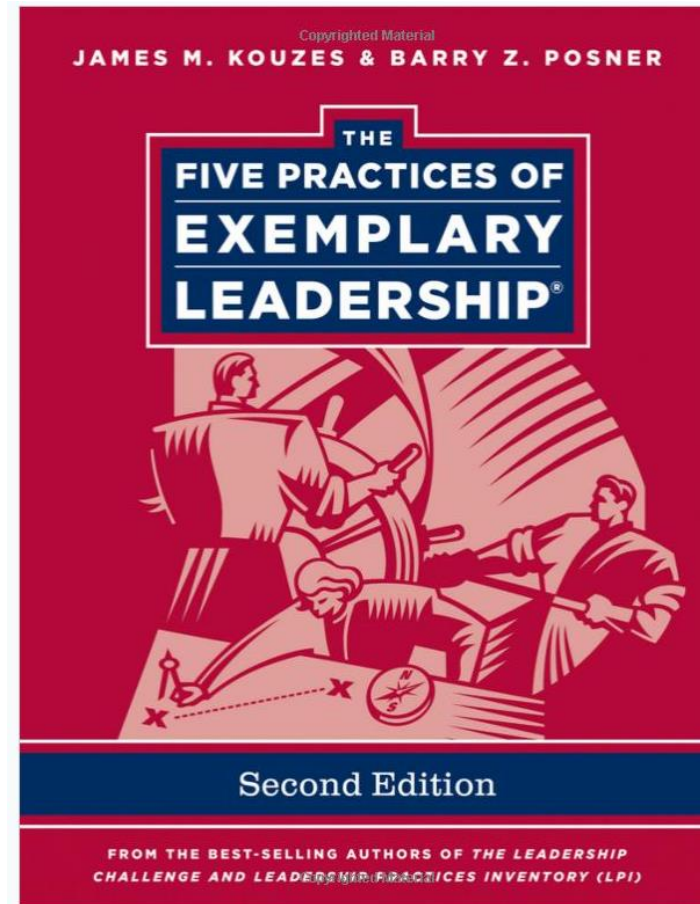
Leading yourself

- Understand your role
- Understand & respect the role of others
- Manage relationships
- Develop important managerial leadership skills & behaviors
- Practice self-care

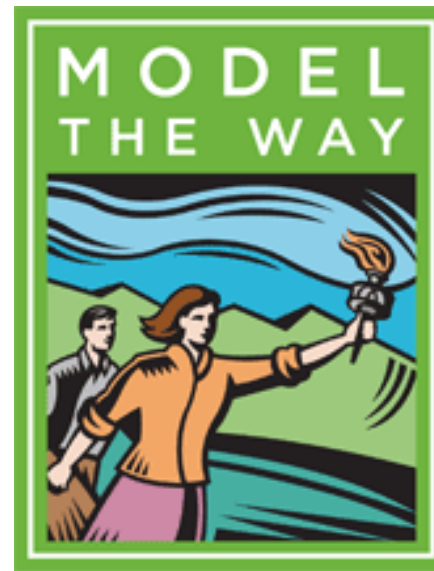


The Five Practices of Exemplary Leadership

James Kouzes and Barry Posner, 2011

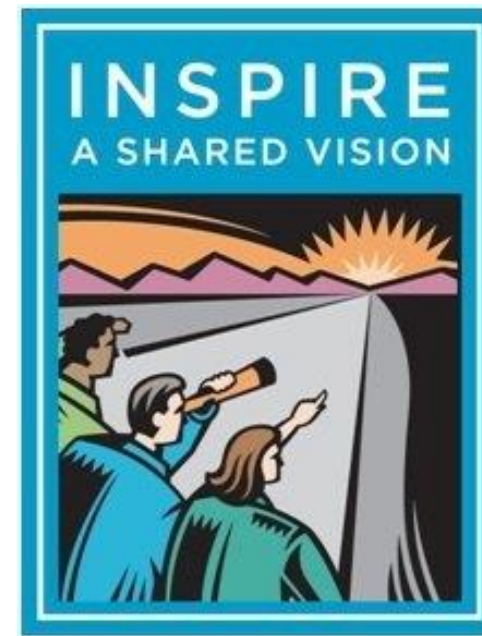


Model the Way



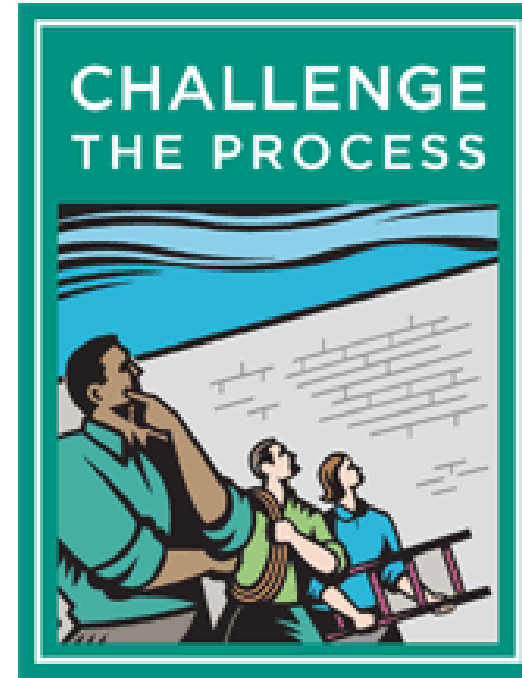
- Leaders establish principals for how people should be treated and the way goals are pursued
- Create standards of excellence and set an example for others to follow
- Cut through red tape when it slow the progress of the organization
- Create small wins and celebrate those wins

Inspire a Shared Vision



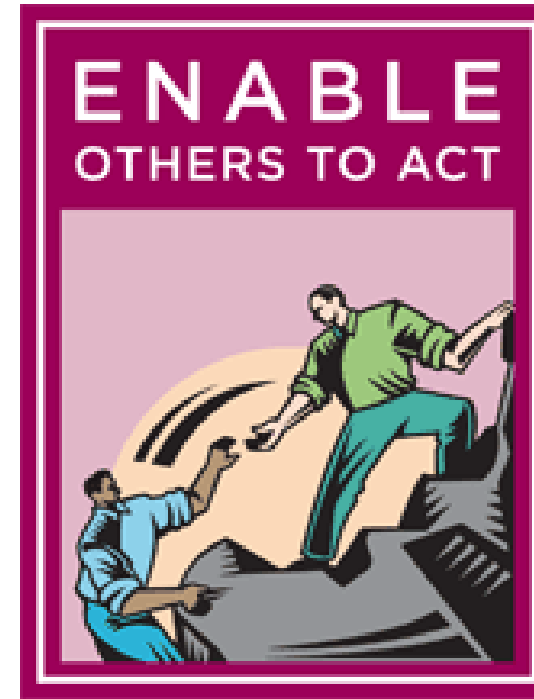
- Be passionate and believe you can make a difference
- Envision the future and what your organization can become
- Help others see your vision and get them excited about it

Challenge the Process



- Change the status quo
- Find innovative ways to improve the organization
- Experiment and take risks
- Learn from the inevitable failures

Enable Others to Act



- Build teams and nurture collaboration
- Actively involve others
- Strengthen others to make them feel capable and powerful
- Create a culture of trust and mutual respect

Encourage the Heart



- Celebrate accomplishments
- Recognize the contributions of individual team members

Leadership Development Tips

Five Tips for Developing Your Future Leaders

<https://dleadershipgroup.com/five-tips-for-developing-your-future-leaders/>

- Give them opportunities to lead
- Let them observe you
- Use your coaching sessions to steer them toward more responsibility
- Make sure your supervisor can see your mentee
- Send them to real leadership training



4 Tips for Developing Great Leaders in Your Organization

<https://thetrainingassociates.com/4-tips-for-developing-great-leaders-in-your-organization/>

- Develop Your High Potential Employees
- Begin Leadership Development Early
- Create Coaching and Mentoring Opportunities
- Share Top Level Strategy and Vision



Developing New Leaders: Leadership Development Tips for New Leader Training

<https://www.rhythmsystems.com/blog/5-leadership-development-tips-to-transform-an-employee-into-a-leader>

- Establish Trust
- Develop a Quarterly Plan to Achieve Results
- Know When to Delegate
- Develop Team Accountability
- Provide Autonomy



10 Tips for Becoming a Better Leader

<https://www.verywellmind.com/ways-to-become-a-better-leader-2795324>

- Start by Understanding Your Leadership Style
- Encourage Creativity
- Serve as a Role Model
- Be Passionate
- Listen and Communicate Effectively
- Have a Positive Attitude
- Encourage People to Make Contributions
- Motivate Your Followers
- Offer Rewards and Recognition
- Keep Trying New Things



Preview of other Admissions Workshop webinars

Don't Panic! The Importance of Strategic Planning in Enrollment Management during Challenging Times

- In these times of extreme challenges in the recruitment, admission, matriculation, and retention of student pharmacists, it is more important than ever to create and sustain enrollment management strategic plans that work in concert with the vision, mission, values, and objectives of our institutions.
- This session will examine the relevant internal and external factors affecting enrollment management and how the development and implementation of various strategies will allow institutions to be primed for success in enrollment management.

Professional Competency Areas for Student Affairs Educators

- In 2009, the National Association of Student Personnel Administrators (NASPA) and the American College Personnel Association (ACPA) collaborated to establish a common set of professional competency areas for student affairs educators.
- Dr. Jason Pina, who served on this Task Force, will provide a frame of reference for the competencies and rubrics and how they can be utilized for personal and professional growth and development across roles and functions for those serving in enrollment management roles within pharmacy education.

Diamonds in the Rough: Developing Enrollment Management Professionals for the Long-term in a High-pressure Environment

- This session will highlight best practices and provide key takeaways for participants in the continual development of individual enrollment management professionals.
- The speakers will utilize scenarios from both the college-controlled and university-controlled admissions environments to provide guidance and strategies that will nurture and sustain enrollment management professionals, so they can best contribute to the institution's strategic goals as highly effective, long-term team members.

