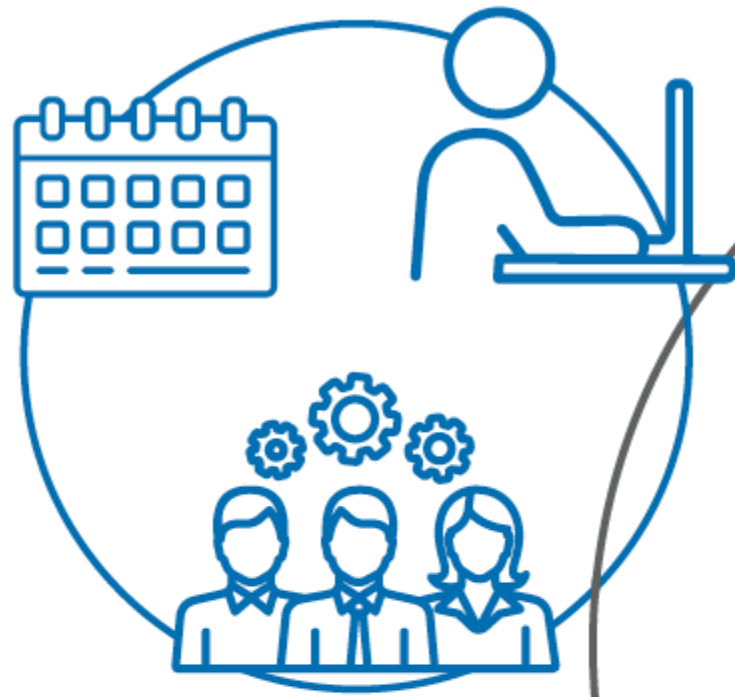


2021 Admissions Workshop



Leadership in Enrollment Management



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

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Disclosures

- Dr. Dietrich and Dr. English have no current conflicts or relevant financial interests to disclose

Learning Objectives

- Apply the NASPA competencies to advance personal and professional development goals
- Understand how to utilize the NACAC “Career Paths for Admission Officers” resource
- Learn to align professional role to the institution’s enrollment management goals

Program Overview

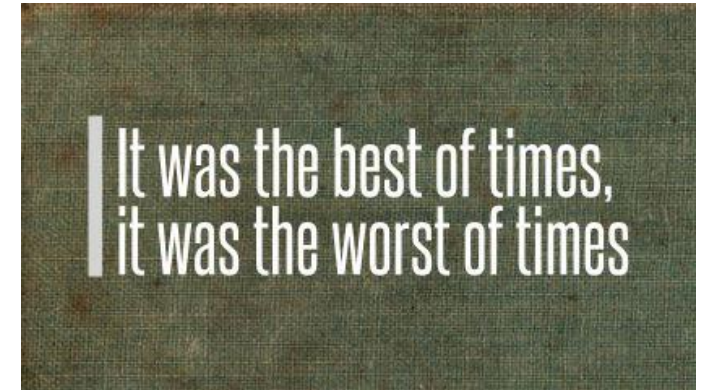
This session will highlight best practices and provide key takeaways for participants in the continual development of individual enrollment management professionals. The speakers will utilize scenarios from both the college-controlled and university-controlled admissions environments to provide guidance 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.

Importance of Development in Enrollment Management Professionals



Leadership in Turbulent Times (*Session 1*)

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



- These are really hard times
 - A year long pandemic with over 500,000 lost in the US alone
 - Lower high school and college enrollments in the future
 - Competition for students with other health professions and other college/schools of pharmacy

There is hope... (Session 1)

Coronavirus in the U.S.

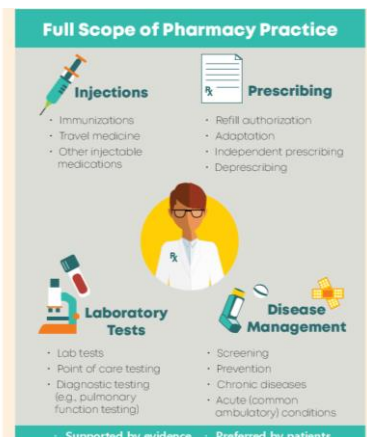
Seven-day average lines



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



- 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



The Evolving Scope of Practice
for Pharmacists

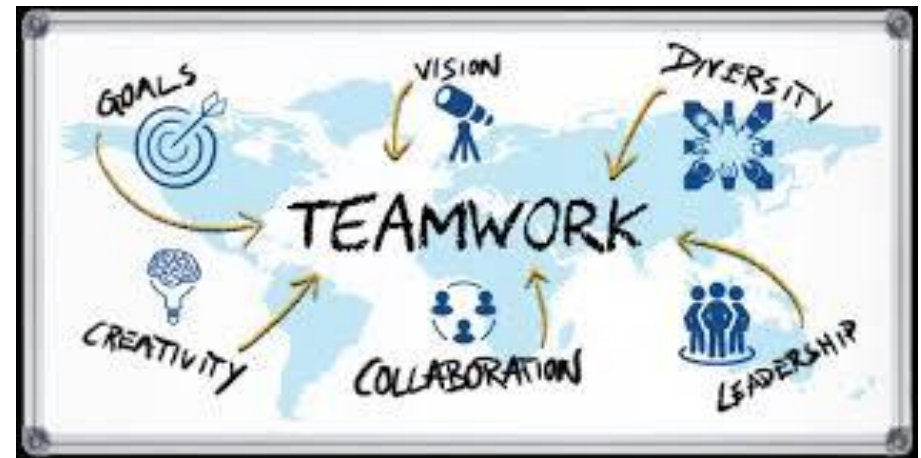
2021 Admissions Workshop:

Leadership in Enrollment Management



Leading People (*Session 1*)

- 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



Strategic Planning (*Session 2*)



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- Tips for Strategic Planning

- Evaluate your strategic plan from multiple perspectives (faculty, staff, students, alumni)
- Test your assumptions against others' thinking when building key aspects of your strategic plan
- Involve your stakeholders (internal or external) during the early stages of gathering information and evaluating strategies

Strategic Planning (*Session 2*)



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- Tips for Strategic Planning

- Involve team members early and often in the process of establishing long-range goals and plans
- Develop a list of alternatives before selecting the most appropriate strategy or strategies
- Identify possible threats to your strategies and how to overcome them
- Assume the stakeholders' perspective and ask yourself if your strategic plan will meet stakeholder needs

ACPA/NASPA Competencies (*Session 3*)

- Foundational
 - Personal and Ethical Foundations
 - Leadership

- Practical
 - Assessment, Evaluation, and Research
 - Organizational and Human Resources
 - Technology
 - Advising and Supporting

ACPA/NASPA Competencies (*Session 3*)

- Student Affairs
 - Values, Philosophy, and History
 - Law, Policy and Governance
 - Social Justice and Inclusion
 - Student Learning and Development
- ACPA/NASPA Professional Competencies Rubrics
 - Foundational
 - Intermediate
 - Advanced

NACAC Career Paths for Admissions Officers

- Survey Report – July 2014
- Divided into five (5) chapters covering
 - Entry Into the Admission Profession
 - Retention in the Admission Profession
 - Advancement in the Admission Profession
 - The Changing Landscape of the Admission Profession
 - Looking Ahead: Conclusions and Recommendations

NACAC Career Paths for Admissions Officers

- Executive Summary – Seven (7) Key Findings
 1. Women and minority racial/ethnic groups are under-represented in key segments of the admission profession
 2. There is no defined career path in college/university admission, something that rising professionals seek
 3. Communications and writing skills are critical, though requirements for success in admission are diversifying
 4. Mobility is a key factor—though not necessarily required—for advancement in admission

NACAC Career Paths for Admissions Officers

- Executive Summary – Seven (7) Key Findings
 5. Admission officers' responsibilities are increasingly integrated across other areas of institutional responsibility
 6. Beyond institutional, on-the-job training, admission professionals gain significant professional development from external resources in order to advance in their careers
 7. As external and internal changes influence higher education, admission professionals face challenges to their traditional practices

NACAC Career Paths for Admissions Officers

- Understanding the challenges of admissions officers and their career trajectories
- Understanding the ever-changing landscape of admissions and how to assist admissions officers in their development to meet these challenges and demands
- Understanding and providing the appropriate support of admissions officers for professional development, beyond internal and on-the-job training, for them to continue to advance their career goals

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COMMUNICATION

Key Elements of Development and Partnership: Lessons from a University/College Hybrid Model

Structure

- University Office of Admissions
 - Director, Assistant Director, Counselors, Administrative Staff
 - Reports to VP of University Relations
- College of Pharmacy – Dean reports to VP of Academic Programs for Pharmacy, Optometry, and Veterinary
 - Admissions Committee (recommending body to Dean)
 - Associate Dean of Professional Affairs and Admissions Director, *ex officio*
- I wonder what could go wrong?
...spoiler alert, nothing will go wrong if you do one thing well...

Communication is Vital

- Shared mission
 - Have you clearly communicated your expectations with them?
- Communication is a two-way street
- Why isn't just a question...
 - Tell them why their role is important to you and the program
- People matter
 - People respond positively to being needed and appreciated
 - Thank them when they do their job, yes for simply doing their job!
 - Tell their immediate supervisor(s) and incorporate them in Program activities, especially student functions on campus

Values,
Philosophy,
and History

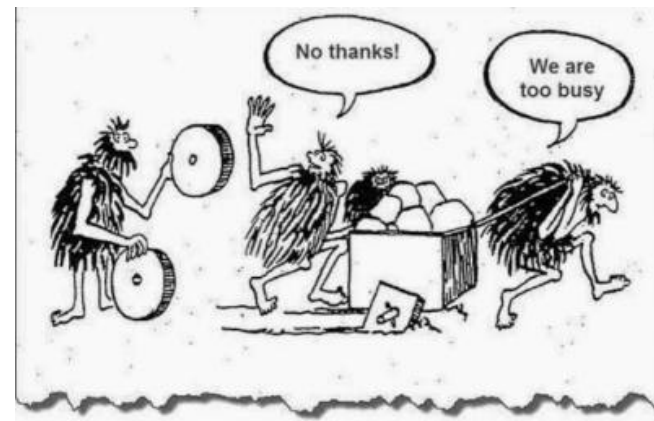
Social
Justice and
Inclusion



Listen

Organizational
and Human
Resources

- Listen to what they say and refine it to work for you.
 - Some of the best strategies for improving the pool have come from the admissions team
- Don't be blinded or deafened by your title or degree; listen all the way down the organizational chart
- Slow down to move forward



Question the Status Quo

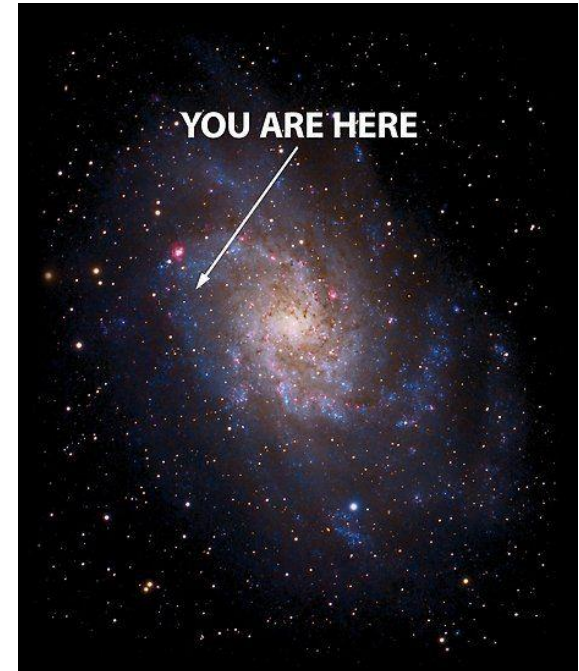


- When you hear “we can’t do it that way” ask WHY??
 - Are the barriers real or were they thrown at you because others don’t want to change
 - Listen for precedent from another program that allows you to move effortlessly in the new direction
- Empower your admissions committee and admissions staff to ask questions
 - Control the egos and enjoy the dialogue
- If it can’t be done now explain why to those who posed the question

Assessment,
Evaluation,
and Research

Close the Loop with Feedback

- Now that you've communicated, listened, questioned, valued, and assessed; you need to seek feedback from your target audience (e.g., applicants) and those on the team
 - Did the team provide the service that you thought?
 - What can we do better?
 - What can we celebrate?
- How did you communicate this back to the team?



Summary

- Communication, communication, communication
- Encourage and support, both internal and external, development of your admissions staff
- Listen to and encourage your admissions staff to question the status quo
- Provide and encourage constructive feedback to and from your admissions staff on a regular basis

Resources

- ACPA/NASPA Professional Competency Areas for Student Affairs Educators
 - https://www.naspa.org/images/uploads/main/ACPA_NASPA_Professional_Competencies_FINAL.pdf
- ACPA/NASPA Professional Competencies Rubrics
 - https://www.myacpa.org/sites/default/files/ACPA%20NASPA%20Professional%20Competency%20Rubrics%20Full.pdf?utm_source=ACPA+Communications+List&utm_campaign=ae55f4837d-EMAIL_CAMPAIGN_2016_10_27&utm_medium=email&utm_term=0_e83904aedd-ae55f4837d-83827993
- NACAC Career Paths for Admissions Officers
 - <https://www.nacacnet.org/globalassets/documents/publications/research/careerpaths2014.pdf>

