Motivating Enrollment Leaders for Extraordinary Results

Dr. Keith Mock
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• Private, Christian University in Montgomery, AL
• Founded in 1942
• About 3300 students overall - 1100 traditional

• Headquartered in Boston, MA
• Known for CAS systems
• EMP division in Poughkeepsie, NY
• Campaign creation/deployment
• CRM
Why is it more important than ever to motivate the enrollment team?

• It’s more competitive than ever, and it will get worse!

• “How Colleges can Survive the Coming Enrollment Crash” - Kevin Paquette (James G Martin Center for Academic Renewal)

  • Downsize, Deflate, Discount

  • Even large state schools are discounting

  • The commoditization of education

• National Association for College Admission Counseling (NACAC) policy changes

• Customer service and outcomes centric
Sharpen the Saw

Take care of yourself

- Spiritually
- Family time
- Physically
- Socially
- Take time for recreation

If I had six hours to chop down a tree, I’d spend the first four hours sharpening the axe.
~ Abraham Lincoln
Sharpen the Saw

Find a mentor

- Capacity
- Commitment
- Conversations
- Clarity
- Curiosity
- Connections
- Confidence
- Choreography
- Celebration
Sharpen the Saw....

Continue to read and study
Your Leadership Style

**Transactional**
Laser focused on performance

**Coach**
Recognize strengths/weaknesses
Time intensive

**Laissez-faire**
Leave ‘em alone!

**Transformational**
Organizational objectives
Your Leadership Style

Find ways to have fun

• Get Away
• Team building
• Food!
• Work in fun at retreat

How do you encourage work/life balance?
Get the rocks out of their way!

Provide warm prospects

Identify areas of frustration

Continual process improvement

Fortify relationships with internal customers
Leaders are responsible for creating an environment in which people feel they can be their best.

Simon Sinek
You’re ready to lead ..........

Who will you find to follow?
All Admissions Counselors Should Be:

- Really good looking
- Loved by everyone
- Able to converse with a fencepost
- Working all the time
Get the Right People

Focus on those who major in Admissions Counseling

Focus on those who’ve always dreamed of being an Admissions Counselor

Five of us intend to leave within 3 years
Goal Oriented
Focused
Relator/Interpersonal
Comfortable with Ambiguity and Indecision
High energy
Competitive
Belief in the Mission
Empathic
Can sell the Invisible
Belief in the Mission
Goal Oriented
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Do you know your counselors?

* Gary Smalley Personality Test
A recent alum or someone with more experience?

Energetic
Cost effective?
Institutional Knowledge
Easy to identify
Flighty

Experienced
Cost effective?
Driven
Grounded
Step 2

Develop the Right People
Train your leaders on soft skills

Many of our leaders have a narrow frame of reference. This is where we could have our biggest ‘miss’. We’ve got to ensure that our leaders are encouraging true engagement by modeling it.

- Meaningful conversations
- Natural interaction
- Bold but appropriate
- Not just systems
Adopt a formal training program for new counselors

• Develop a written plan for new counselors
  • 30 day, 90 day, 6 month and 12 month benchmarks
  • Cover all the systems and procedures
  • Enlist the help of content experts (office workers, other admissions counselors, personnel from other offices)
  • Ensure training to keep messaging on point
  • Use role play and presentations to the staff
  • Allow the plan to evolve over time
Continue training and professional development for existing counselors

- Departmental liaison
- Books
- Conferences
- Audiobooks
- Continued quarterly/yearly expectations
- External trainers
- Podcasts
- Webinars
- Professional Associations
- Subscriptions
- Mentorships
- Videos
Show the Right People their Role in the Grand Scheme

- New counselors have difficulty in understanding their role as enrollment officers
- Although many are familiar with the college, it is difficult to maintain consistency in messaging
The college depends on them!

Do they know:
Their goals?
The office goals?
Their importance in the conversion process?
Goals

- Counselor-specific
  - How/when agreed upon?
  - Yearly?
  - Monthly?
  - Daily?
- Office-wide
  - Stretch (inside) vs. budget (outside)?
- Reporting
- Are the expectations clear?
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They are brand managers

A Hero

Has a problem

And finds a guide

Who gives him a plan

To avoid catastrophe

And end in triumph

Tell your story with clarity
Avoid Burning them out!

Long hours

Emails, Texts

College Expert

Lots of Paperwork

Parents!

Endless Phone Calls

High Pressure

Extensive Travel

At least they are very well paid ....
Compensation

Salary
Make this an institutional discussion
Raise awareness
Pay accordingly

Raises
Consider each year
Performance-based

Bonuses
Based on performance factors
A good substitute when no raise is avail

Educational Benefits
Re-invest in them
Requirement to stay?

*Adapted from “How to Lose a Counselor in 10 days” by Neil Scott
Avoiding Burnout

- Set the expectation for them to stay
- Develop a comprehensive training program
- Show them a clear career path
  - Opportunities for creative title or other role within admissions?
  - Examples of other counselors who are still working at the college in some capacity?
- Involve them in other facets of the university (committees, projects, as liaisons, etc)
- Hitting the numbers, and the numbers within the numbers
  - Be very clear about the expectation to hit goals, and what to do when not tracking well
  - Define extraordinary results
- Be a buffer for them
Thanks for coming!

Please clap and don't ask hard questions

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