

CAPPS 32nd Annual Conference

**THE CAREER EDUCATION ADMISSIONS
PROFESSIONAL**
What it will take to thrive in 2017

October 6, 2017

Presented by:
Dr. Amanda Opperman, Wonderlic, Inc.
&
Dr. Jean Norris, Norton Norris, Inc.

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WONDERLIC,
INC



Dr. Amanda Opperman

Sr. Institutional
Effectiveness
Specialist

Wonderlic.

NORTON
NORRIS, INC



Dr. Jean Norris

Managing Partner



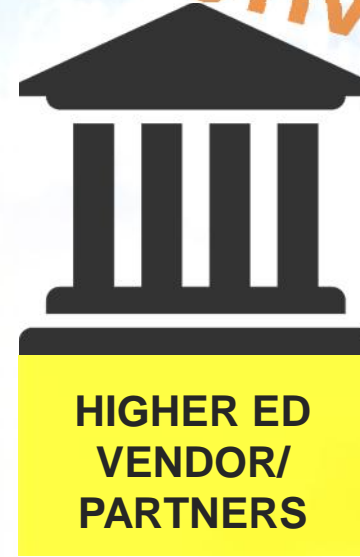
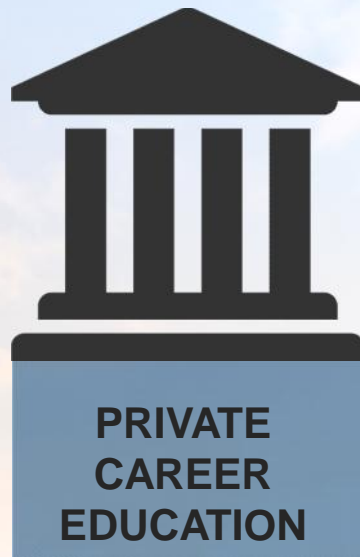
Norton|Norris
INCORPORATED

Overview

- Understand perceptions of career college admission professionals
- Learn how to partner effectively with high school guidance counselors
- Identify the most challenging obstacles to enrollment success
- Pinpoint personal skills needed for success
- Explore opportunities for professional admissions development and credentialing
- Understand the importance of having the right people working in and leading admissions
- Improve ROI and compliance through a more professional admissions process

CAREER EDUCATION ADMISSIONS SYMPOSIUM

4 PERSPECTIVES



3 THEMES

1. Improve service to students interested in alternate routes to higher education
2. Identify effective approaches to meeting the challenges ahead
3. Provide methods to support the growth/expansion of the career education college admissions profession

RESEARCH FOCUS

- CHANGES AND CHALLENGES
- SERVING UNDERSERVED POPULATIONS
 - BEST PRACTICES
- PROFESSIONAL DEVELOPMENT

RESEARCH SOURCES

- Survey of career school and community college admissions personnel
- Analysis of related research
- In-depth interviews with admissions directors



CHANGES AND CHALLENGES

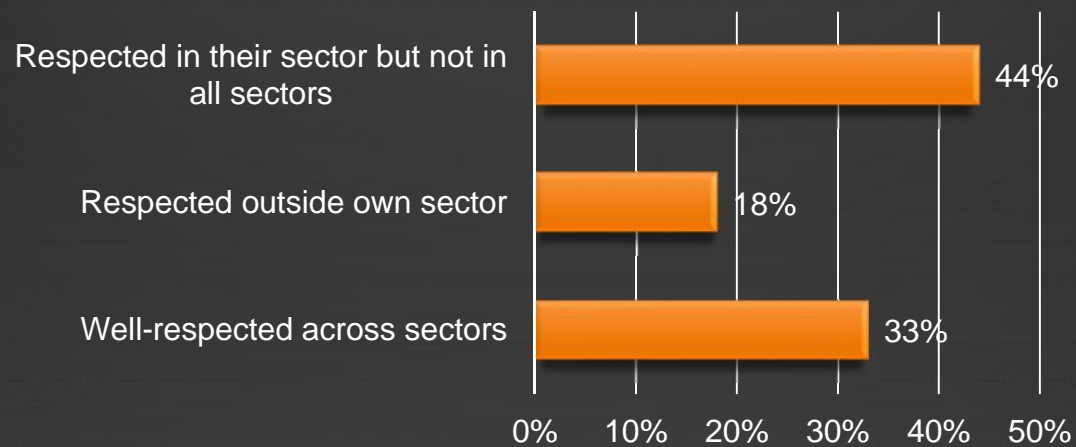
- Admissions and recruitment are top challenges for both public and private sector schools
- Schools are using recruiting and marketing practices that they believe to be ineffective.
- Schools aren't using practices that they believe are effective.
- The quantity of leads judged to be qualified has declined over the past few years.
- Technology has changed the way that prospective students interact with admissions.
- Prospective students are underprepared and overwhelmed by the process.

IS THERE RESPECT FOR THE ADMISSIONS PROFESSION?

What we found:

- The profession of admissions representative is not perceived as being well-respected across all sectors.

Sales



EFFECTIVE ADMISSIONS PRACTICES

- High school visits
- Campus Day for high school students
- Using enrolled students in recruitment and marketing
- Campus Day for high school counselors
- Dual enrollment
- Pre-enrollment education/advising

SERVING THE UNDERSERVED

- Recruit students in nontraditional settings
- Involve enrolled minority students
- Emphasize “recruiting the family”
- Early outreach
- Native language materials
- Flexible financial aid packages
- Make full use of TRIO

PROFESSIONAL DEVELOPMENT

- Most admissions representatives participate in professional development beyond that required of them.
- Most professional development is done via webinar.
- In a majority of instances, professional development is paid for by the institution.
- Only a small portion of reps belong to a professional association.
- 74% of those surveyed felt that belonging to a professional association would somewhat or greatly enhance their feelings of professionalism.


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Top Challenges



CURRENT STATE
AND CHALLENGES

Top Challenges to Enrollment Success



What specifically is preventing you from recruiting and enrolling more of the right students?

Top Challenges to Enrollment Success

- Government Scrutiny
- 

Money Heroes

MILITARY HEROES

How For-Profit Colleges Target Military Veterans (and Your Tax Dollars)

Jacob Davidson @JakeD



For-profit colleges have targeted veterans for recruitment, leading to shady marketing and troubling outcomes for the nation's service men and women.

Career College
CENTRAL
AN IMAGINE AMERICA FOUNDATION PUBLICATION

Fear and Loathing in

Like 3 Tweet

G+1 0

by Kevin Kuzma, Online Editor

At its core, college recruitment is the act of convincing a potential student to choose one institution over another – and in that regard, it's no different from the sales industry. As plain as it is to explain it that way, such a statement puts a charge of fear through the collective hearts of college administrators and academicians. The "s-word" is a no-no, and so is any sort of analogy that relates the process of helping a potential student choose a college with any tactic that works to move their idle hands. They do not want to create the impression that students are overly pressured into making their selection despite the basic understanding among them about the best ways to attract students and ... let's choose our words carefully here.

A SUBPRIME EDUCATION

FRONTLINE

SPOTLIGHT EDUCATION

BEGINNING SEPTEMBER 13TH

www.pbs.org/FRONTLINE

For-Profit College Recruiters Taught To Use 'Pain,' 'Fear,' Internal Documents Show

From several for-profit colleges illustrate the enrollment by focusing on emotions of students who are struggling with

The Sketchy World of For-Profit Colleges

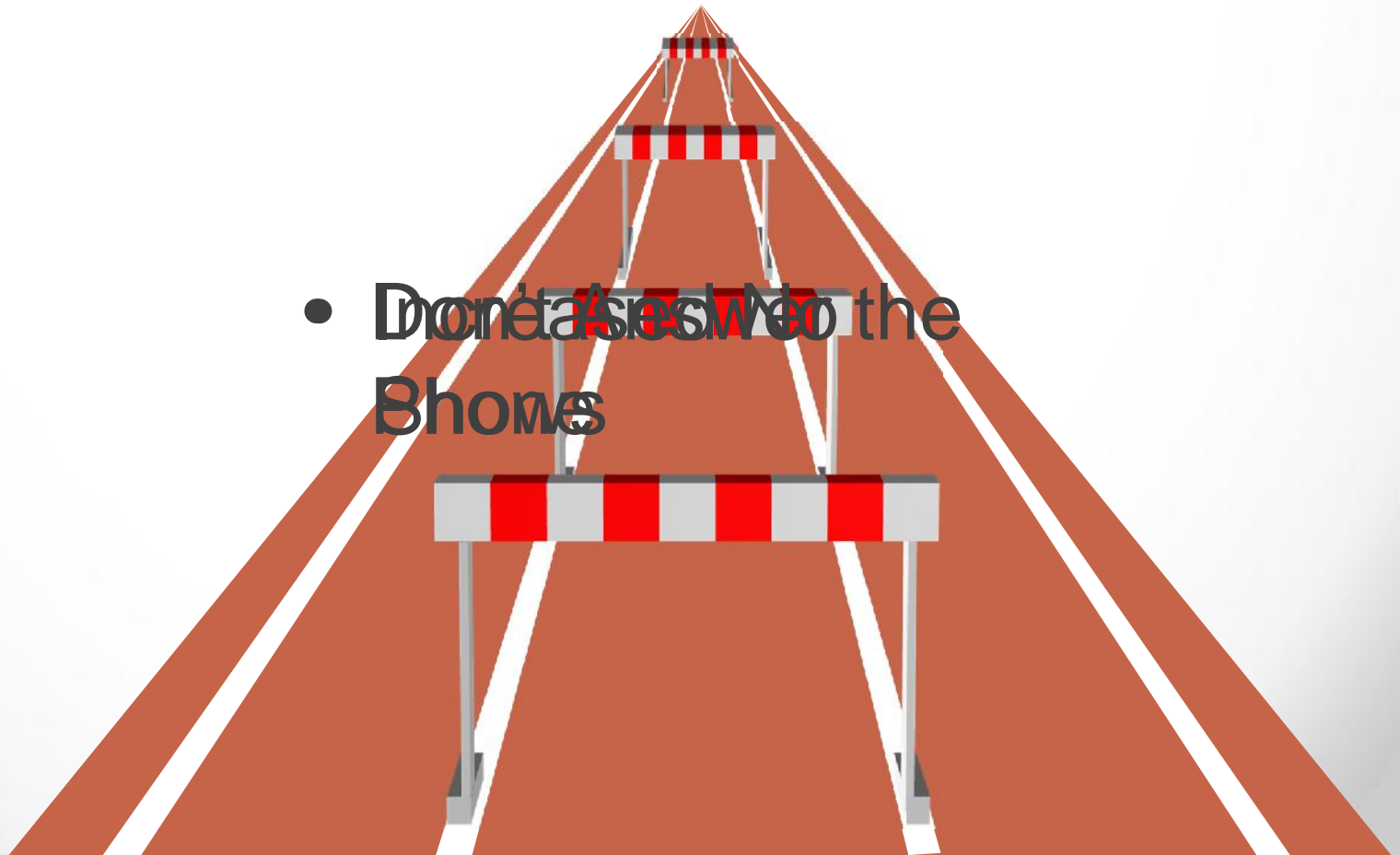
Kristin Wong
12/02/15 4:09am - Filed to: COLLEGE

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Top Challenges to Enrollment Success

- Government Scrutiny

- Don't Answer the Bells



Prospective Student Preferences

Getting/
Submitting
Information via
Technology

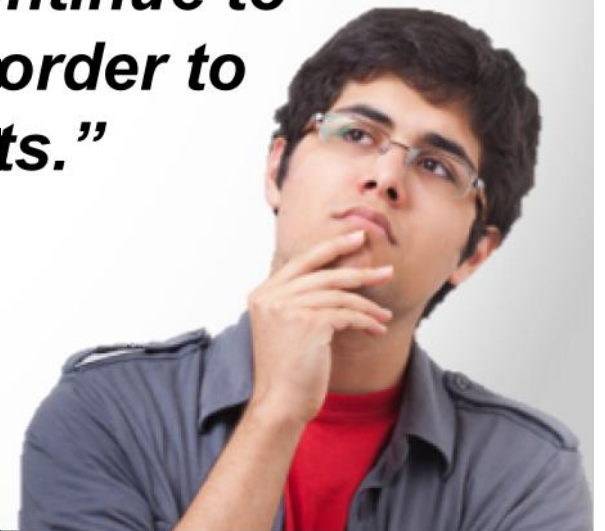
Desire 24/7
Access

Expect Instant
Response

Prefer Virtual
over Face-to-
Face

Customization is
Key

“Institutions need to adopt multi-mode communication strategies and *continue to develop information sources in order to engage prospective students.*”



Source: A Model of Students' University Decision-Making Behavior. *SEA - Practical Application of Science* Volume II, Issue 3 (5) /2014.



**24/7,
On-
Demand
?
Really?**

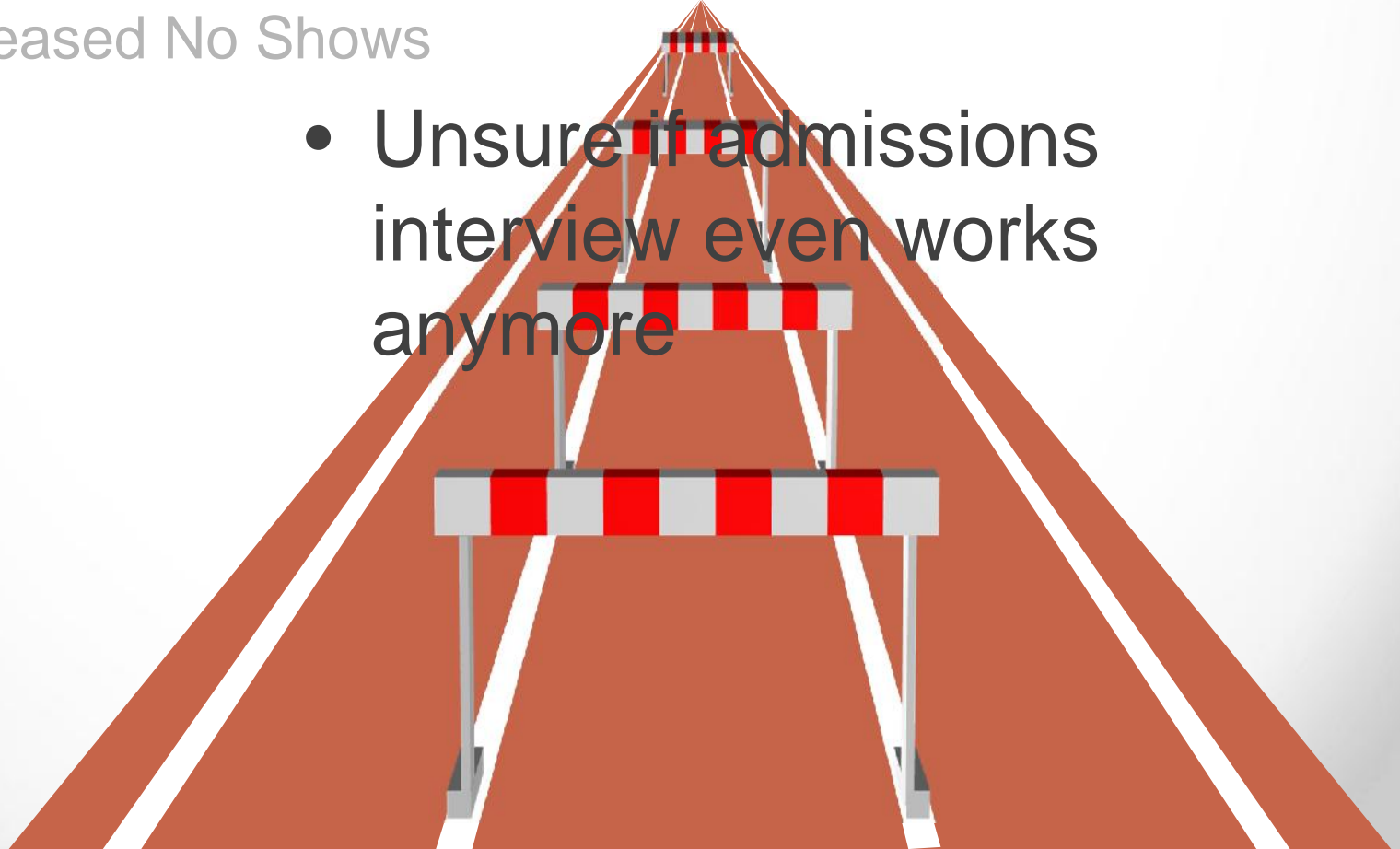
A close-up photograph of a person's hand holding a small, square, yellow sticky note. The word "Problem" is written on the note in a dark blue, cursive-style font. The background is a soft, out-of-focus light gray.

Problem

**Ease of getting college info
doesn't make it the right choice**

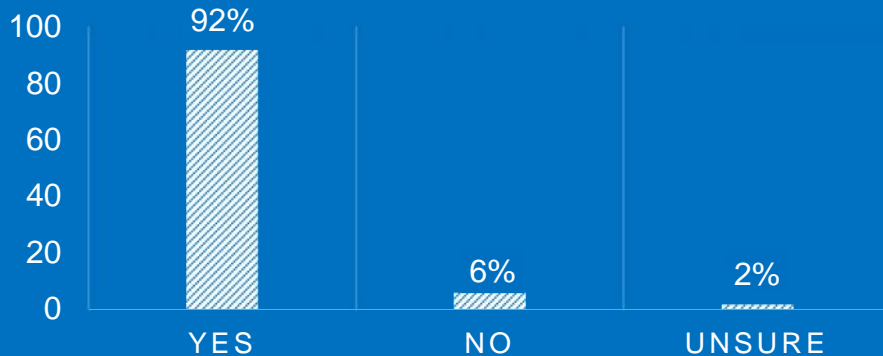
Top Challenges to Enrollment Success

- Government Scrutiny
- Don't Answer the Phone
- Increased No Shows
- Unsure if admissions interview even works anymore

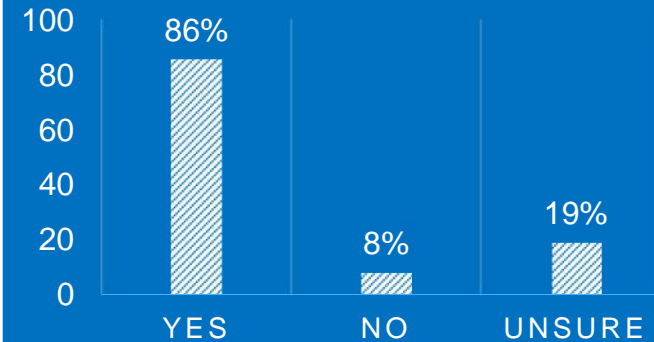


Survey Results

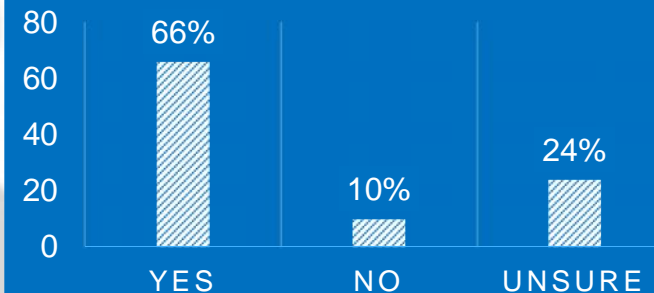
DOES YOUR SCHOOL CURRENTLY USE AN ADMISSIONS INTERVIEW AS PART OF YOUR RECRUITMENT STRATEGY?



DO YOU BELIEVE IT HAS A POSITIVE IMPACT ON STUDENT RETENTION?

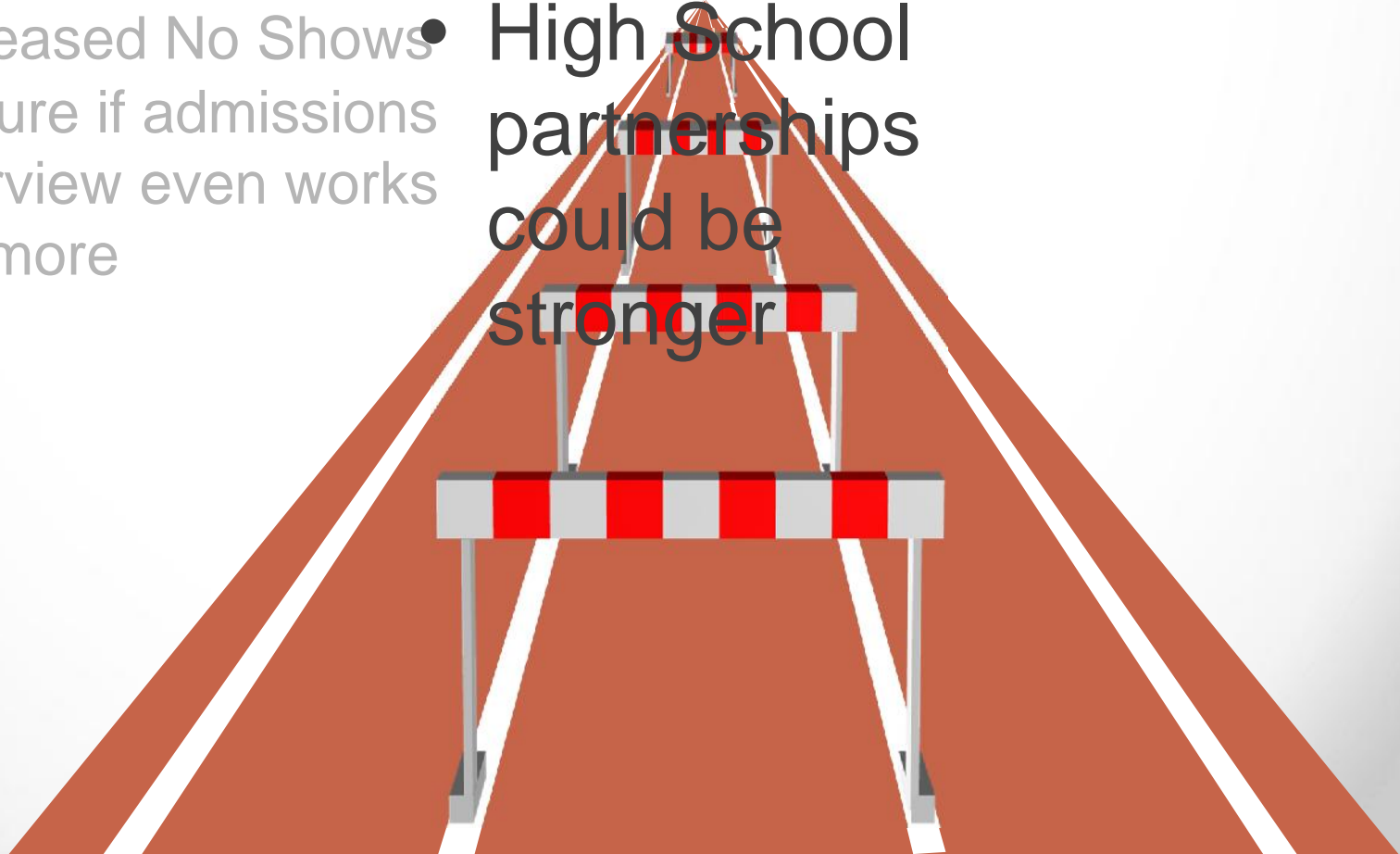


DO YOU BELIEVE IT IS EFFECTIVE IN SECURING QUALITY ENROLLMENTS, AS IT IS CURRENTLY USED?



Top Challenges to Enrollment Success

- Government Scrutiny
 - Don't Answer the Phone
 - Increased No Shows
 - Unsure if admissions interview even works anymore
- **High School partnerships could be stronger**



But...High School Guidance Needs YOUR Help!

- High student-counselor ratio
- Many demands placed on school counselors
- High poverty, low home support, many roadblocks
- Lack of time, lack of resources
- Counselors lack knowledge about ALL options available to students - need for communication & training
- Limited scholarship dollars and limited knowledge about financial aid process

How can we help them?

So, What Can We Do?



- Hire caring, talented professionals at the high school and post-secondary level.
- Form partnerships between high schools and post-secondary institutions.
- Provide professional development opportunities for high school counselors to learn more about programs and resources.
- Help counselors provide opportunities for students and parents to learn about and explore programs.

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The Future of Admissions

DR. JEAN NORRIS
MANAGING PARTNER
NORTON | NORRIS, INC.



BEST PRACTICES

**Moving Forward
2017 & Beyond**

5 Universal Truths



Admission Professionals are passionate about helping students



Guidance Professionals are passionate about helping students



Vendor/Partners are passionate about their Client/Partners who want to help students



Student preferences may not align with approaches used in recruitment/admissions



Meaningful student outcomes take center stage



**24/7,
On-
Demand
?
Really?**

**Problem:
Expensive/Lack
of Resources**

**Solution:
Automated
Pre-Enrollment
Advising**

The Future of Recruitment & Admissions



“Reverse Teleportation” bringing the campus to the prospective student

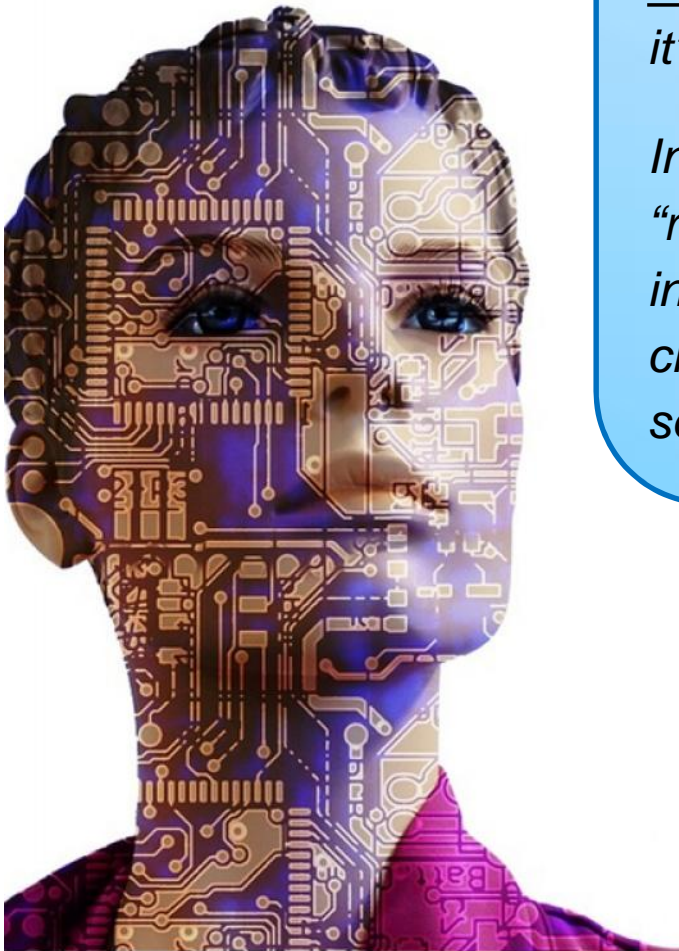
Guided by real-life, onscreen students

Source: Virtual Reality And The Brave New World Of College Recruiting (Forbes July 2014)

Can Admission Professionals Be Replaced?

It has been estimated that 47% of total U.S. jobs could be automated and taken over by computers by 2033 and it's not just blue-collar jobs.

In a recent Fortune article, the author states, "researchers are beginning to see that artificial intelligence, robotics and new disruptive technology are challenging white-collar professionals that previously seemed invulnerable."



What's Causing The Shift?

“Technology has become more sophisticated” and the sheer speed of technological advancements and the availability of data, leads to machines that can now perform “higher level cognitive tasks.”

“The machines of the Industrial Revolution overcame limitations of human muscle, while the robots and artificial intelligence of today are overcoming the limitations of our individual minds.”



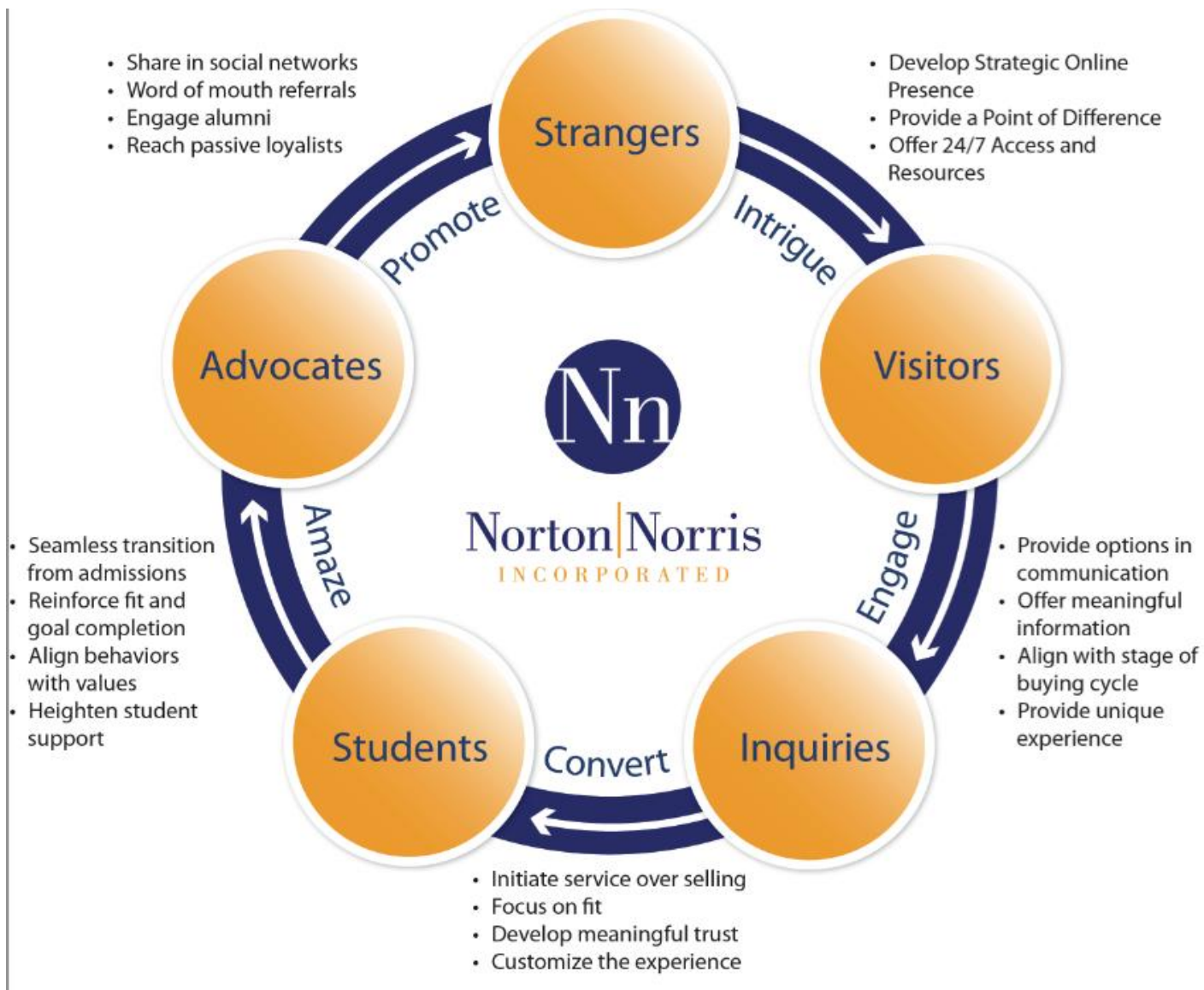
On-Demand, Pre-Enrollment Advising



Hi, Kimmie Tee ▾



Turning Strangers into Students[®] (and Advocates)



What Do Prospective Students Think?

MGC goes WAY beyond a few questions on a website - it's a proven coaching/counseling process to help a prospect determine life goals, program fit, and school selection. Even better...my "life plan" is shared with Guidance Coaches at the school from admissions through graduation!

Capturing unique inquiries not duplicated by other sources

Students entering MGC are 350% MORE likely to enroll

Up to 25% of prospective students complete the entire pre-enrollment advising process online while others prefer contact with an admission professional during discovery



Meaningful Student Outcomes

...begin in recruitment and admissions

1.2 Million students drop out (of college) every year. Each of these students will cost taxpayers roughly \$292,000, as they're more likely to need community assistance.

“Getting the right fit between a student’s goals, needs, and values and the institution is a critical factor in retention” and the cost of a poor fit is high: “almost half of students who leave school in their first year, never return to post-secondary education.”



Sources:

Changing the Picture of Education Across America

Recruitment Begins with Retention

The Art of Student Retention



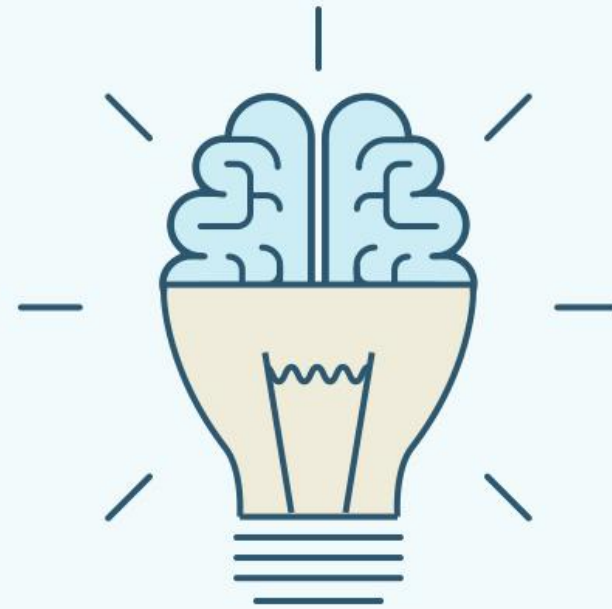
Professionalize College Admissions

pro·fes·sion·al·ize | pr feSH nI īz/ *Verb*
give (an occupation, activity, or group)
professional qualities, typically by increasing
training or raising required qualifications.

Celebrate & Expand the Profession!

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Dr. Amanda
Opperman



Wonderlic.

The Importance of the Admissions Representative

- Drive enrollment by providing superior customer service to students
- Reduce costly mistakes by maintaining compliance
- Contribute to retention by admitting qualified students
- Contribute to job placement by setting realistic expectations
- Engage students before they enter a classroom with a positive introduction to the school

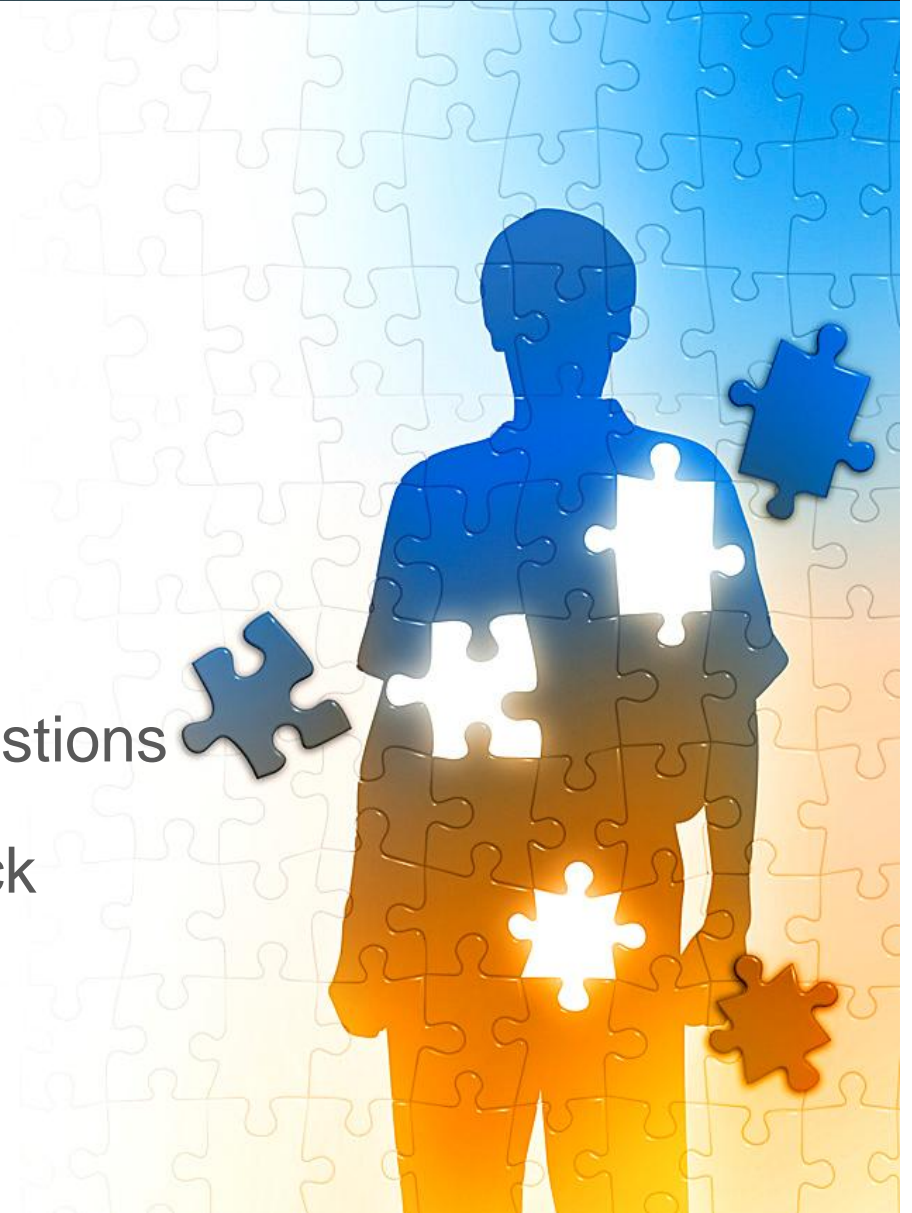
Wonderlic, Inc.

- For over 75 years, Wonderlic has been successfully helping employers with employee selection.
- Wonderlic assessments help identify and select the most qualified job candidates.
- The knowledge and expertise we've acquired in working with tens of thousands of employers is unmatched in the industry.
- From screening thousands of applicants for multinational enterprises with hundreds of locations to assisting small employers, Wonderlic employment tests result in better hiring decisions.

Wonderlic.

Employee Assessments

- Cognitive Ability
- Personality & Integrity
- Motivation
- Job Knowledge & Skills
- Pre-screen & Interview Questions
- Automated Reference Check



Building the Job Profile & Setting Cut Scores

Wonderlic has developed an algorithm (correlated with the O*NET database) that generates pre-employment assessment solutions according to specific job profiles:



- Tasks
- Tools & Technology
 - Knowledge
 - Skills
 - Abilities
- Work Activities
 - Work Context
 - Interests
 - Work Styles
 - Work Values

Building the Job Profile: Identifying Competencies

- ✓ Wonderlic
- ✓ Norton Norris
- ✓ Subject Matter Experts



- During the job analysis process, a Wonderlic Consultant asked for examples of tasks that align with overall competencies.
- After the job analysis conversation, the Consultant utilized these tasks and other information gathered to rate the importance and the level or difficulty of 92 subcompetencies.
- Importance was rated on a five-point scale from "Not Important" to "Extremely Important." Level or difficulty was rated on a seven-point scale, from very "Easy to "Very Difficult."

Digital Badges Verify that You've Got the Skills!



4 PERSPECTIVES. 1 GOAL.

MOVING FORWARD

**Where do we go
from here?**



Career Education Admissions Member Organization

What would
you like to see?

Desired
Services

Local,
State,
National

Leadership
Opportunity



**“Never doubt
that a small
group of
thoughtful,
committed
citizens can
change the
world; indeed,
it’s the only
thing that ever
has.”**

-Margaret Mead

Thank You!!

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