Training & Management of Road Warriors

Amy Moffatt & Kristin Odom
About Us!

Amy Moffatt

Education
- BA Public Relations, University of Pittsburgh
- M.Ed. Higher Ed/Student Affairs, USC

Background:
- USC
  - Admissions Counselor
  - Coordinator of Special Events
- Armstrong State University / GSU
  - Associate Director of Admissions
- USC
  - Assistant Director of OOS Recruitment

Kristin Odom

Education
- BA Communication, USA
- M.S. Instructional Design, USA
- Ed.D. (In Progress), USA

Background:
- USA
  - Admissions Counselor
  - Assistant/Associate Director, Communication Center
  - Assistant Director, Division of Enrollment Services
  - Director, Office of New Student Recruitment
About our Institutions

University of South Carolina

Undergraduate Population: 34,099  
Type: Public 4-year  
Demographics: Male: 47% / Female: 53%  
OOS: 41%  
Process: Selective Admissions Process  
  - Priority Deadline: December 1  
Profile:  
  GPA - 4.04  
  SAT - 1254 & ACT - 27.3

Recruiter Structure:  
18 Regionals & 6 In-state Counselors

University of South Alabama

Undergraduate Population: 15,500  
Type: Public 4-year  
Demographics: Male: 37% / Female: 63%  
OOS: 29%  
Process: Rolling Admissions Process  
  - Priority Deadline: July 15  
Admissions Requirements:  
  GPA 2.5  
  SAT - 980 & ACT - 19

Recruiter Structure:  
7 Regionals & 7 In-office Counselors
Discussion for Today

**TRAINING**

Selection Process
- Qualified Applicant Pool
- Salary Discussion
- Interview Tips

Training
- Overview of Taxonomy of Significant Learning
- Prior to Start Date
- Onboarding
- Continuous Training

**MANAGEMENT**

Selection Process
- Build Trust
- Provide feedback
- Give genuine praise
- Build relationships & get to know your people
- Two types of management - task & people
- Understanding different generations & personalities
- Admissions is not for the faint at heart

**QUESTIONS/CHALLENGES**
Selection Process: Qualified Applicants

- Recruit internally
  - Advertise with campus partners
  - Email student organizations (ambassadors, orientation leaders)
  - Job Fair or job database
  - Create an admissions student group - easy pipeline (Gamecock Connection)

- External Efforts
  - Advertise with ACRAO & ACAC & regional groups
  - Network with colleagues about future openings
Selection Process: Salary

- Post a range (not every institution can do this so be prepared in case your top candidate doesn’t accept your offer)

- Emphasize the benefits
  - Great team
  - Professional Development
  - Tuition assistance
  - Retirement/health insurance
  - Per diem / Flex or Comp Time
Selection Process: Interview Tips

- Phone, Skype, or In-Person
- Detailed Itinerary
- Details Matter
- Writing Sample
- Interview Questions
Training: Prior to Start Date

- Establish the start date
- Introduction & Hire email to All-staff
- Employee Welcome Email
- Greeting Card or ecard on First Day
Training Theory

Taxonomy of Significant Learning (Fink, 2003)

Use as a frame for training

INTERACTIVE rather than HIERARCHIAL
Training: Foundational Knowledge

What does this mean?

- Ask the following:
  What facts, terms, key ideas, and relationships do your staff need to know about?

How do you apply it?

- Establish a training platform
- Training Schedule
- Training Resources
Training: Application

What does this mean?
- Analyze, evaluate, imagine, create, solve problems and make decisions

How do you apply it?
- Assessment
  - Case Study & Scenario
  - Check-in Quizzes
  - BSAT Written & Verbal
# Training: Integration

<table>
<thead>
<tr>
<th>What does this mean?</th>
<th>How do you apply it?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• How does this fit into daily life?</td>
<td>• Always a rep for your institution</td>
</tr>
<tr>
<td>• What impact can be made?</td>
<td>• You can make a difference</td>
</tr>
</tbody>
</table>
Training: Human Dimension

What does this mean?

- Learn about yourself
- Learn about your team

How do you apply it?

- Strengths and Weaknesses
- Relationship Building
- Team Bonding
Personality Tests:

- **DOPE Personality Test**

- **16 personalities**
  - [https://www.16personalities.com/free-personality-test](https://www.16personalities.com/free-personality-test)

- **Strengths finder**
  - [https://www.gallupstrengthscenter.com/](https://www.gallupstrengthscenter.com/)

- **Strengths Quest**
  - [http://www.strengthsquest.com/home.aspx](http://www.strengthsquest.com/home.aspx)

- **True Colors**
  - [https://truecolorsintl.com/](https://truecolorsintl.com/)

## Training: Caring

### What does this mean?
- Interests and Values
- Motivation

### How do you apply it?
- **Love Languages**
  - Quality Time
  - Words of Affirmation
  - Acts of Service
  - Gifts
  - Physical Touch
- **Matching Strengths**
Training: Learning How to Learn

What does this mean?

- Learning Styles
- Self-Awareness
- Professional Judgment
- Critical Thinking

How to apply it:

- Self-Assessment Survey
- Videos
- Complaint without solution
- Role Playing
- Job Aids
Continuous Training and Reinforcement

- Knowledge exams based on years of experience
- Department Meetings
- Training & Brainstorming yearly calendar
- Needs Evaluation
- Summer & Winter Retreats
Management of Road Warriors

- Build Trust
- Provide feedback
- Give genuine praise
- Leadership Styles
- Understanding different generations
- Admissions is not for the faint at heart
Management: Building Trust

Creating Trust in Teams

- Be a Good Role Model
- Be Honest
- Be a Team Player
- Be Transparent
- Avoid Micromanagement
Management: Providing Feedback

- Takes Practice
- Around the Circle
- Be Timely
- Make it Regular
- Prepare
- Be Specific
- Make a Positive Process & Experience
- Critizize in Private
- Use “I” Statements
- Limit your Focus
- Provide specific suggestions
- Follow-up
Management: Giving Genuine Praise

- Be Specific
- Praise Often
- Show As Well As Tell
- Praise Appropriately
- Spread Your Praise
Leadership Styles


https://www.floridatechonline.com/blog/psychology/what-leadership-isnt/
Understanding Different Generations & Perspectives

https://www.technologycityinc.com/what-generation-am-i-in/
Admissions is not for the faint of heart

- Long Hours
- Lots of Travel
- Must be flexible
- Always customer service oriented
Thank you!

Amy Moffatt  
Assistant Director of Out-of-State Recruitment  
University of South Carolina  
803-521-4724  
amymoffatt@sc.edu

Kristin Odom  
Director, Office of New Student Recruitment  
University of South Alabama  
251-460-7795  
kodom@southalabama.edu