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The Role of Admissions Training in the Career College Drama

Presented by:

Dr. Jean Norris

Norton | Norris, Inc.

Overview

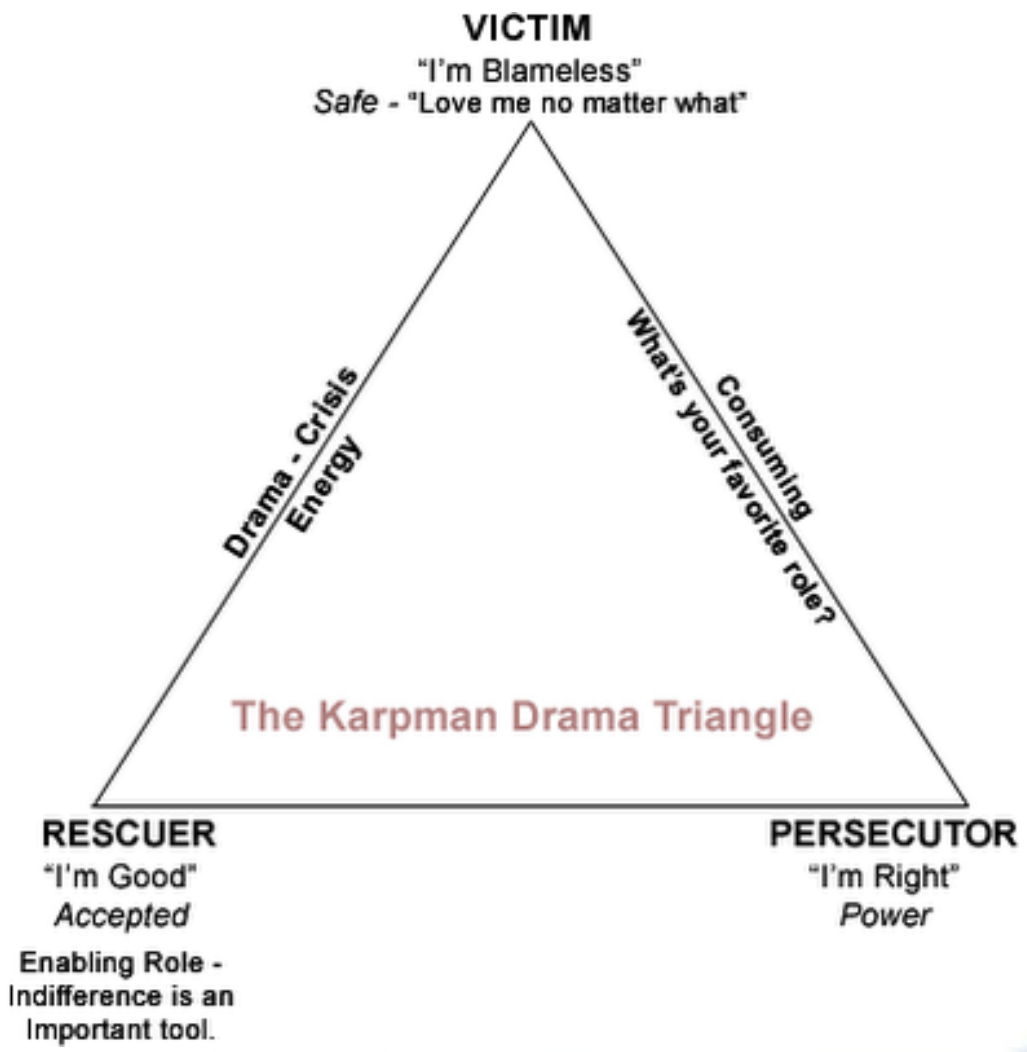
- Take a closer look at the drama
- Reflect on the history of selling in the career college sector
- Discuss mystery shop findings
- Define essential skills for success moving forward
- Provide a new tool to get you started

The Drama

- Private sector schools are under attack by Congress and the Department of Education.
- Negative publicity has painted a less than positive picture of private sector education.
- Some schools are actually doing the wrong things (the bad apple syndrome).

The collage features a screenshot of a congressional hearing with a man raising three fingers, a GAO report titled "FOR-PROFIT COLLEGES Undercover Testing Finds Colleges Encouraged Fraud and Engaged in Deceptive and Questionable Marketing Practices", and a red "FRONTLINE" logo.

Karpman's Triangle



The Student?

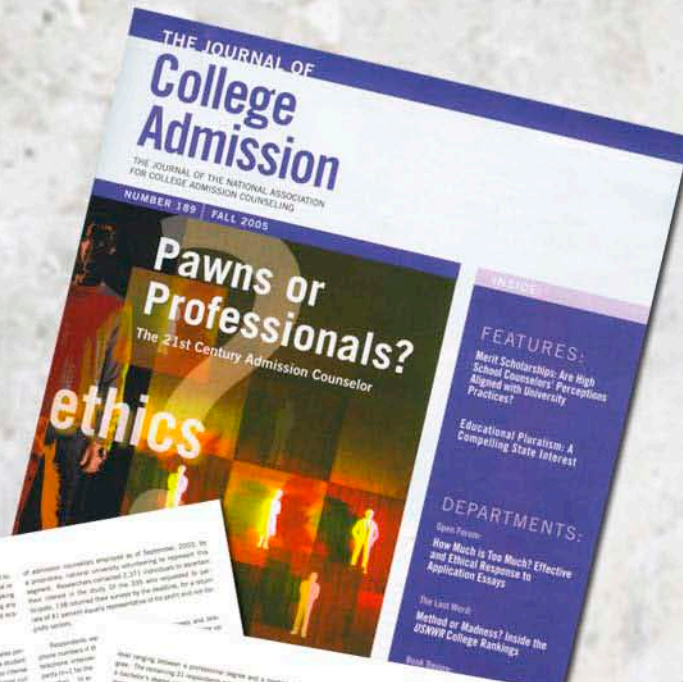
*What if they
really
don't belong
here?*

The School?

*What are the
ramifications
of not enrolling
enough or the
“right”
students?*



...is the higher education "salesperson" to be trusted to ethically balance the needs of the student and the organization?



...how are admission decisions made differently at for-profit and not-for-profit organizations?

Pawns or Professionals?
The 21st Century Admission Counselor

This past presidential election solidified what is foremost in the minds of Americans today: George W. Bush was, at least in part, the result of moral values unrepresented in Congress. The war and the economy, and voters believed he was a "weak leader" person (Tommer, 2004). Lippin, Hults, Meadows and Staudland, 2004; Gilgoff and Schultz, 2004; Tommer, 2004). This should not come as a surprise as the ethical behavior of leaders has become increasingly important in recent years with the fall of major corporations, widespread failures and popular initiatives (American Family Issues, 2003; Brennan, 2002; Crawford, 2003; Johns and Spaid, 2000; Kraemer, 2003; Uhlir, 2002; Zimmerman, 2002).

The higher education sector faces these same moral values issues. The 21st century admission counselor is not just a salesperson, but a professional who must balance the needs of the student and the organization. This is a complex task that requires a high level of ethical judgment and a commitment to the highest standards of professional conduct.

Pawns or Professionals?
The 21st Century Admission Counselor

As the 21st century admission counselor, you are in a unique position. You are not just a salesperson, but a professional who must balance the needs of the student and the organization. This is a complex task that requires a high level of ethical judgment and a commitment to the highest standards of professional conduct.

The higher education sector faces these same moral values issues. The 21st century admission counselor is not just a salesperson, but a professional who must balance the needs of the student and the organization. This is a complex task that requires a high level of ethical judgment and a commitment to the highest standards of professional conduct.

Public Judgment and the Admission Counselor

The public's perception of the admission counselor has changed significantly in recent years. This is due to a number of factors, including the widespread use of the term "salesperson" and the perception that admission counselors are primarily concerned with their own interests rather than those of the student.

This perception is not only unfair, but it is also inaccurate. Admission counselors are professionals who are trained to provide a high level of service to their students. They are not just salespeople, but educators who are committed to the success of their students.

...are they unbiased?
...are they honest?

...do they work equally well for students and schools? Who benefits?

"Pawns or Professionals? The 21st Century Admission Counselor"
The Journal of College Admission, Fall 2005
By Dr. Jean Norris, Norton Norris

Mystery Shop Findings

- Career Colleges
- Community Colleges/Others
- There are some people out there doing unethical things in ALL sectors
 - There are many more doing GREAT things

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“Community Colleges Mislead Prospects, Fall Short with Students”

October 4, 2010

EarthTimes

TD AMERITRADE

CENTREDAILY.com
CENTRAL PENNSYLVANIA'S HOME PAGE

MarketWatch

canada.com

TMCnet.com

EXTRADE

Forbes.com

Bloomberg Businessweek

BRADENTON.COM

WSJ.com THE WALL STREET JOURNAL.
ONLINE

SunHerald.com
BILOXI-GULFPORT AND SOUTH MISSISSIPPI

PR-inside.com
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EON | Enhanced Online NewsSM

benzinga
THE TRADING IDEA NETWORK

USA TODAY

MORNINGSTAR

Business Wire
A Berkshire Hathaway Company

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BUSINESS INSIDER

News Blaze

The Dallas Morning News

YAHOO! FINANCE

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Outdated Training is the Culprit!

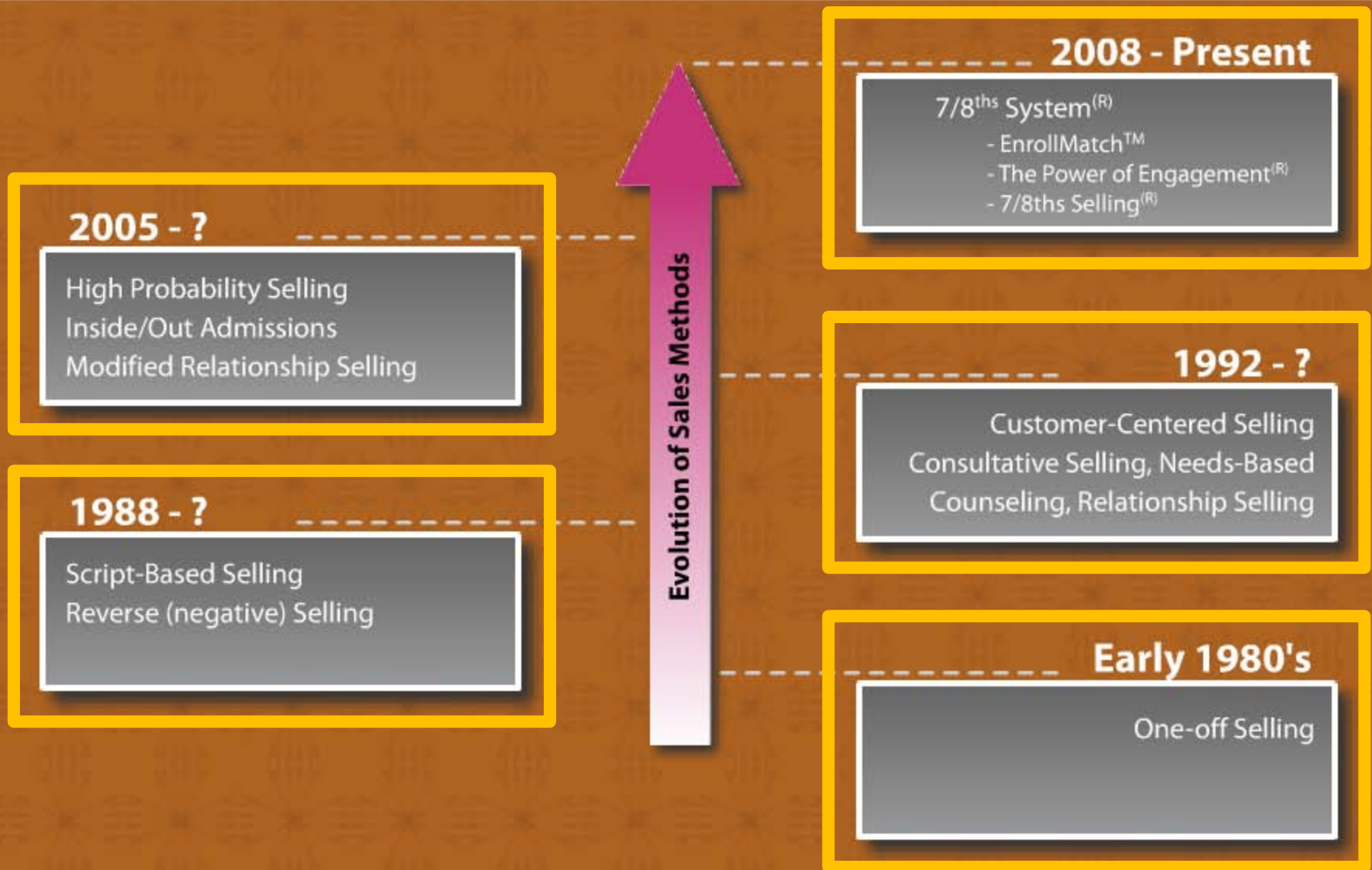
- Outdated training is a contributor to sector problems

**Old ways of selling aren't working as well
so reps push harder to make it work**

OR

Reps add in their own elements to adapt

History of Selling in Higher Education



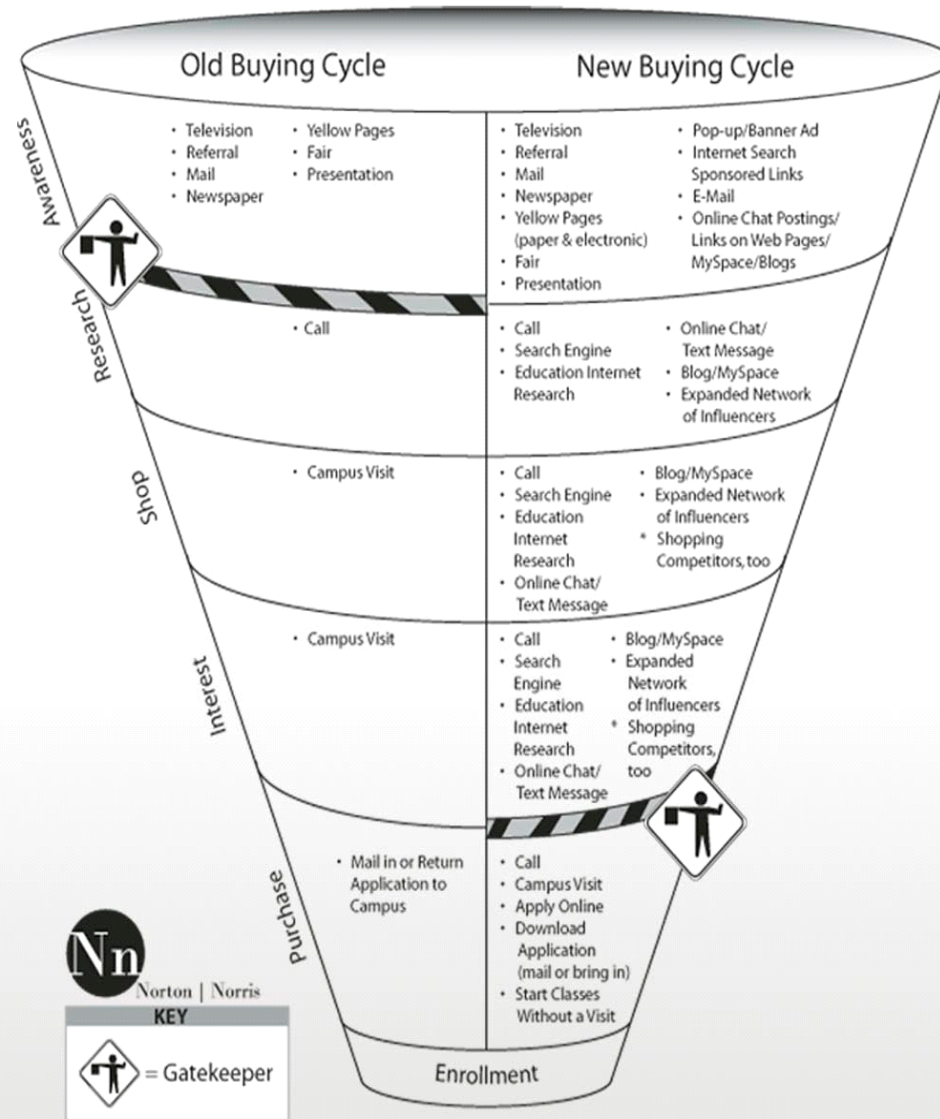
Buying Cycle Changes

- New ways of delivering and getting information
- Selling methods evolved from model built prior to invention of computers and cell phones
- Buyers more educated
 - Entering cycle at later stages
- Buying and making decisions without face-to-face



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*How have
your
admissions
training &
processes
changed to
adapt?*



Time

People are busy

- Single parenthood
- Busy raising busy children
- Blended families
- Elder care
- “Cognitive Intrusion”
- Technology



Lockwood, Nancy R. 2003 Research Quarterly. www.shrm.org. *Work/Life Balance: Challenges and Solutions*.

Wright, Aliah. 2008, October 10. Free Time? What Free Time? Technology Seizes Workers' Lives.

<http://moss07.shrm.org/hrdisciplines/technology/Articles/Pages/TechnologySeizesWorkers>

Trust

- People don't trust like they use to – afraid of being sold
- Higher expectations of salespeople
 - True understanding of prospect needs
 - Listening and providing sound advice
 - Creating a “win-win” situation

Trust

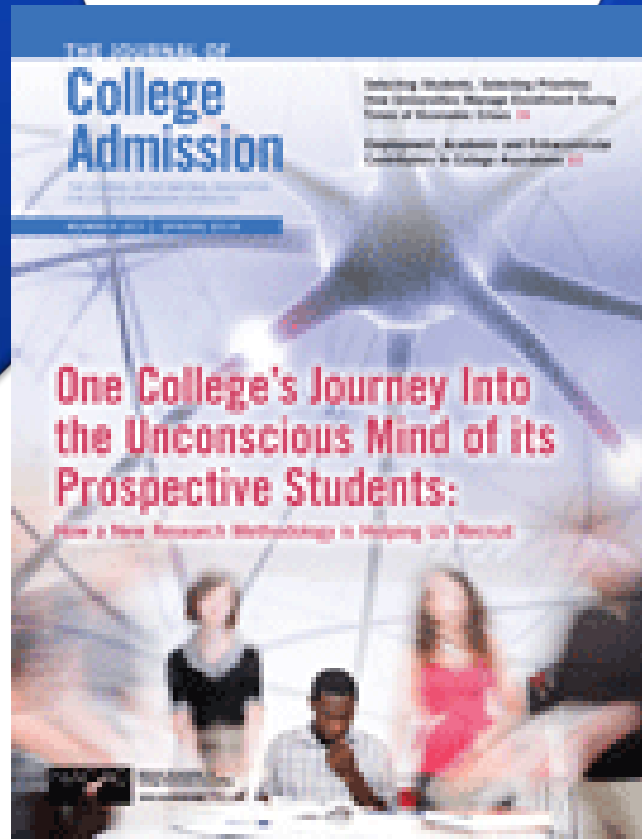
- Truth, sincerity, product knowledge, and understanding prospects needs



Mitchell, S., Bradford, T., and Hughes, P. (DDI-Development Dimensions International, Inc.). Is the Sales Force Delivering Business Value? 2007-2008 Global Sales Perceptions Report

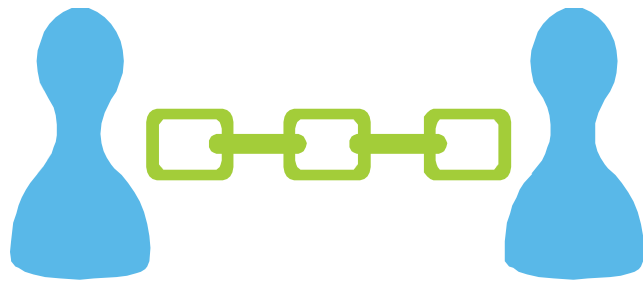
Students Don't Know How They Know...

...and we have limited “tools” to tap into what they know and how they communicate it.



“about 95% of thought, emotion, and learning occur in the unconscious mind – without our awareness”
(Zaltman 2003)

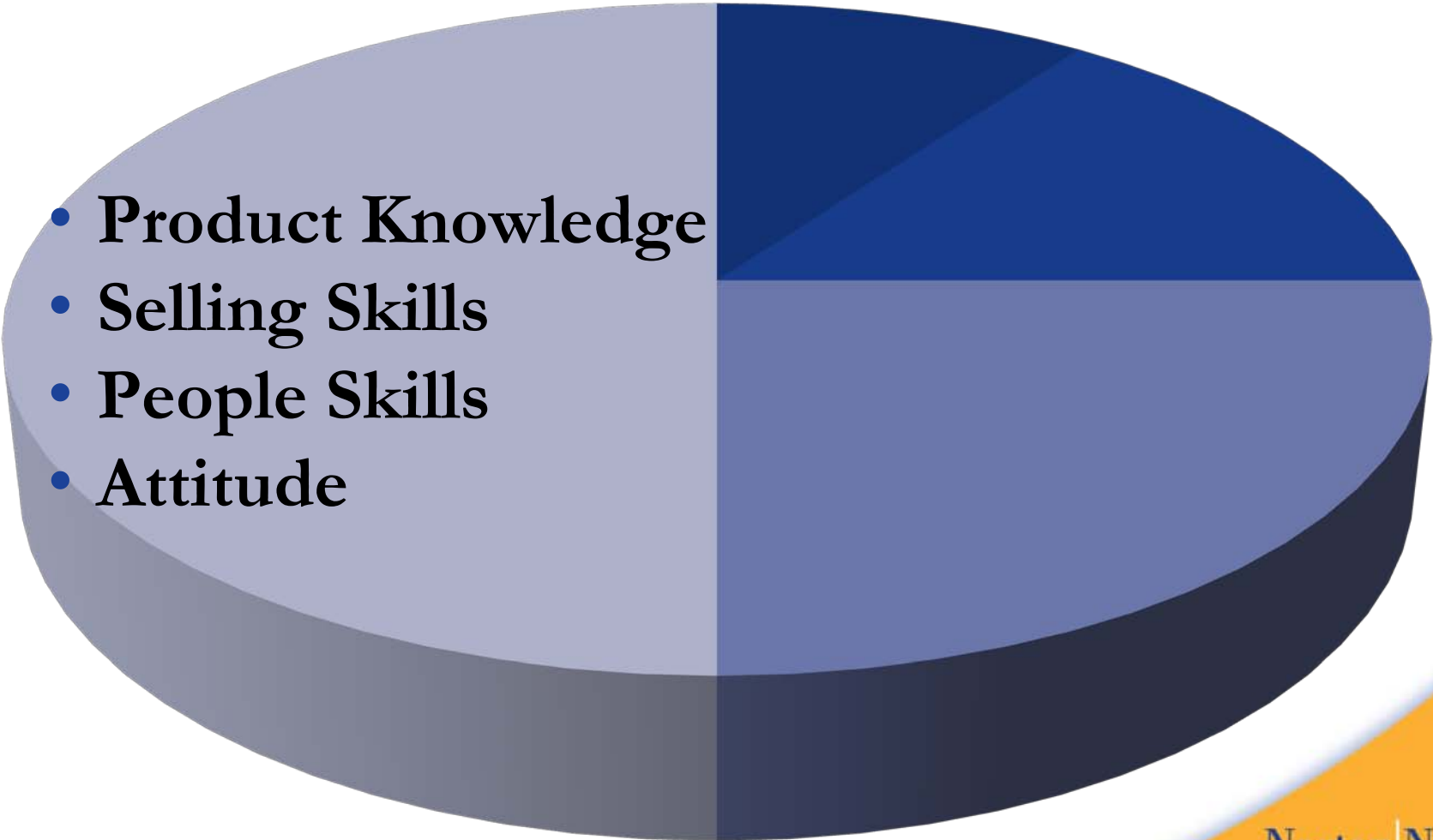
**How do we connect with
students (and stay compliant)
given these
challenges/changes?**



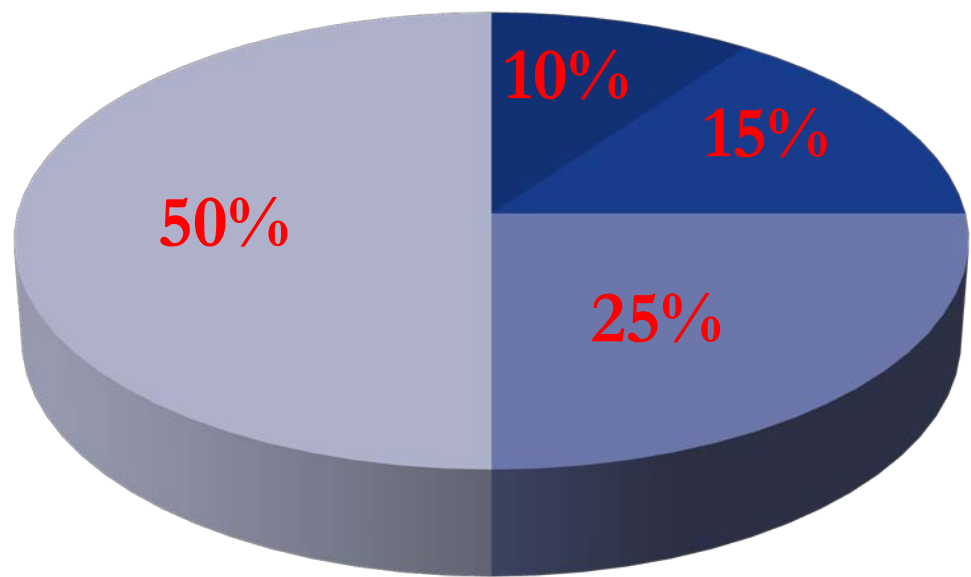
Great News!

- Clearing Event we needed – is here!
- Reps can now connect and meet student needs like they've always inherently known
- Selling is one of the least important skill sets!

4 Components of a Successful Admissions Rep

- 
- Product Knowledge
 - Selling Skills
 - People Skills
 - Attitude

4 Components of a Successful Admissions Rep



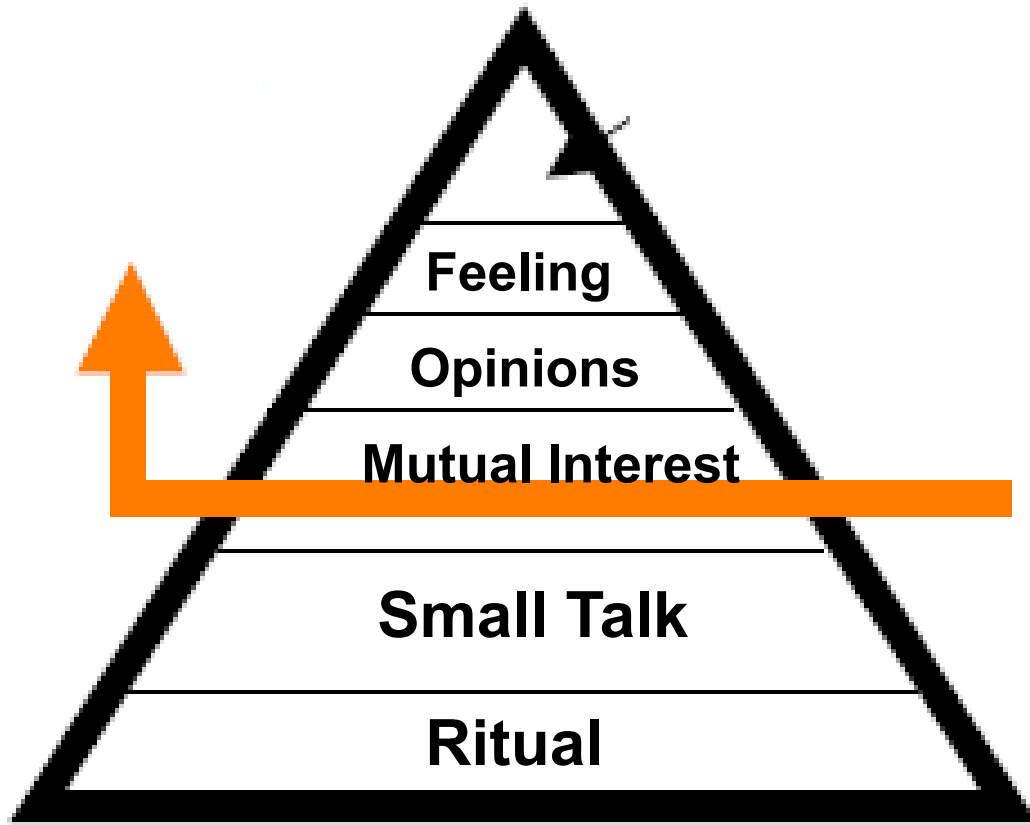
- Product Knowledge
- Selling Skills
- People Skills
- Attitude

Requisite Variety

- “... in any system, the individual with the widest range of responses will control the system.”
“...if you have more variety in your behavior than the other person, then you can control your interactions with that person.”
- You need awareness - (is what I’m doing working?)
and flexibility - (what else can I do to reach them?)

Adapted from The Magic of Rapport

Communication Hierarchy



Source: Lyn Sykes, Lyn Sykes Facilitation and Training

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WHAT IF YOU'RE "CEILINGED"?





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Matching Communication Preferences in Recruitment

- Recruitment flexibility
 - Required campus visits?
 - Can't send info?
 - No info over the phone?



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Future Admissions Training Programs

- 100% compliant with law and ethics
- Guardrails to allow for REAL connections and conversations
- Ability to communicate and share info to match buying cycle stage and preferences of each student
- New tools to help students figure out their own best decision
- May require development of other muscles



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Take the lead in creating positive change!

- Make history!
- Adapt how you sell to how student's want to buy!
 - Offer more options
- Practice, practice, practice
- Act with Integrity and Ethics – Always!
- Break Karpman's Triangle!



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Questions & Ideas



Training Programs

Innovative Leadership in Higher Education Program
Best Practices in an Ethical Enrollment Process

www.nnuniversity.org

7/8ths System™

- **EnrollMatch™ – The Ethical Enrollment Process**
 - **7/8ths Selling®**
 - **The Power of Engagement®**

Thank You!

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