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Director of Admissions

Training Guide



INTRODUCTION

Campus Admissions is not an activity; it is not an event; it is a process. As in any other activity in life involving process, the extremes at either end of the brackets are “chaos” and “order.” Simply put, following the prescribed steps involved in any process generally yields the desired result.

Conversely, the less the steps in the process are followed, the less likely the desired result. This principle is the



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driving force behind Corinthian’s Admissions Training Program. Teaching Admissions Representatives how the admissions process works, teaching them the steps, is the single most important activity Admissions Directors can do as managers. This will increase the likelihood of achieving the desired result – enrollments and starts.

This said, what, then, is the role of the Director of Admissions? The answer lies in understanding the word “process” and what it takes to make it happen.

First, once the steps in the process are understood, the process must be managed. This is not as simple as it sounds. Things happen. Unexpected events occur. Other departments may not fully understand the process and may unwittingly disrupt the process. The environment can and must be controlled by the Director of Admissions. Therefore, one important role of the Director of Admissions is to manage the process.

Second, it takes people to make the process happen the way it is supposed to. Left to themselves, Admissions Representatives will continually find ways to change the process. Left to themselves, they will, often with the best of intentions, try to “improve” the process. Therefore, a Director of Admissions must be a leader. Certainly, the Director of Admissions must manage the behavior of the Admissions Representatives, but remember, managers are obeyed; leaders are followed. Successful Directors of Admissions are great leaders.

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Third, never assume that Admissions Representatives know and follow the process and thus, the Admissions Director must also be a trainer. Teaching Admissions Representatives how the process works is both essential and fundamental. Moreover, this training must be ongoing. Keep in mind, Admissions Representatives will eventually try to change the process, it's their nature. The Director of Admissions must continually face the challenge of keeping Admissions Representatives from being their own worst enemy. When they first learn the process they tend to be excited, enthused, and determined to follow it. Once they start enrolling students successfully, something inside them causes them to want to change the process – to make it better. Successful Directors of Admissions understand that ongoing and continual training of their Admissions Representatives will lead to the desired result – predictable enrollments and starts.

So, the role of the Director of Admissions is to achieve budgeted start goals by ensuring order and avoiding chaos in the admissions process, and this is done through management, leadership, and training. This guide will help you master these skills.

ROLE OF THE DIRECTOR OF ADMISSIONS

The Director of Admissions is responsible for hiring, training, monitoring, providing leadership, and managing a team of Admissions Representatives to achieve or over achieve their start budgets.

Additional responsibilities include:

- Overseeing the advertising of the campus;
- Reporting all pertinent data to the Corporate Office in a timely manner;
- Acting as a liaison between admissions and all other departments; and
- Monitoring each Admissions Representative to ensure that they are abiding by all state and federal regulations, and all requirements imposed by accrediting bodies.

You are the leader, manager, and trainer of the Admissions Department. Your objective is twofold. First, to achieve or over achieve the start budget, and secondly, to assist in the professional development of each team member while maintaining “order” by providing a disciplined and positive work environment.

PERSONNEL

HIRING THE RIGHT PEOPLE

Hiring the right people is one of the major components of any successful business. Colleges are certainly no exception. **You are responsible for identifying and interviewing potential candidates for Admissions Representative positions.** The Campus President will normally interview anyone to whom you may want to extend an offer of employment. In RCi, your Regional Vice-President of Admissions may also interview the candidate by telephone. In CSi, your Regional Vice-President of Admissions and the CSi Vice President of Admissions may also conduct a telephone interview with the candidate. The hiring of a new Admissions Representative is a collaborative effort because it is one of the more critical positions in the campus. **When a campus misses its start goal or budget for a particular start, ninety percent of the time the reason is understaffing!**

Time Saving Tip: Before you invite a potential candidate in for an interview, it is a good practice to question the candidate briefly on the telephone concerning their qualifications, past work history, and most recent salary experience. If the candidate's expectations are not realistic concerning the salary, or if they do not meet your qualification criteria, then there is no need to invite them in for an interview.

Your role in the hiring process is extremely important. You must identify people who possess what it takes to be successful in admissions. Although choosing the right person is not an exact science and anyone, on occasion, may make a hiring mistake, there is no doubt that there are certain qualities and skills that are needed to be a successful representative. The following is a list of the skills and qualities that you should look for when hiring.

- Communication skills
- Transferable skills (a plus, not a must)
- Willingness to learn and take direction
- Positive attitude
- Good work ethic
- Persistence
- Professional appearance

If the potential hire meets the educational requirements, then you must provide them with an adequate job description, recruitment expectations, work hours, compensation, and advancement information. On occasion, new hires do not work out because the Director of Admissions did not fully explain what is expected of them. Remember that this is a sales position and the new hire must understand that from the very beginning. It is also important they understand that some evening work is required, as well as some Saturdays. Always be honest and forthright with your potential new hires. This will be the cornerstone of your working relationship with them.

INTERVIEW QUESTIONS

Once you have explained the position thoroughly to the potential hire, then you must determine if they possess the right skills and qualities that the position requires. The following is a list of potential interview questions that will assist you in identifying a good candidate.

1. What five words best describe you as an employee?
2. If I called your previous supervisor, what would that person tell me about you?
3. Are you competitive?
4. What prompted you to apply for this position?
5. What do you know about us?
6. What motivates you and why?
7. How do you deal with stress?
8. How do you deal with rejection?
9. What attributes do you have to fill this position? What are your perceived weaknesses in relation to being successful in this position?
10. How do you feel about working evenings and Saturdays? How would your family feel?
11. Have you been in sales before? Tell me about your job. Were you successful?
12. Why do you think individuals will bond with you? Why should they take direction from you?
13. On a scale of one to ten with ten being the strongest, how would you rate your persistence in getting the task accomplished?
14. How do you like to be managed and why?
15. How do you feel about spending a good deal of time on the telephone?
16. Give me an example of a time when you've encountered a conflict with an employer or employee. How did you resolve it or deal with it?
17. What does teamwork mean to you?
18. How do you feel about contacting people at night? In the early morning?
19. How do you feel about taking direction?

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20. Have you had any public speaking experience? How do you feel about speaking in front of a group?
 21. Have you read any motivational material recently? Do you think motivational material is helpful? Why?
 22. How would you describe your attitude?
 23. How do you feel about asking for referrals from students that have applied for admission?
 24. How far would you have to drive to get to work? Could this pose a problem?
 25. If I offered you this position, how soon could you start?
 26. What questions do you have for me?

These questions will require the potential representative to think fast while communicating effectively. Their responses will give you valuable insight into how they think under pressure and their commitment to the job. It is much better to find out their level of commitment now rather than later.

One final point. New, rehired, and reinstated employees are normally evaluated after the first 90 calendar days of employment. During this 90-day orientation period, both you and the Company will evaluate the employee's performance, ability, compatibility, and interest in the job. The date of the evaluation may be extended if, in the Company's sole and absolute discretion, it deems such an extension necessary or appropriate. At any time during this period, or any extended orientation (probationary) period of employment, either the employee or the Company can terminate the employment relationship with or without cause and with or without advance notice.

List any questions for your Campus President or Regional Vice President of Admissions below.