

# Leading Remote Enrollment & Marketing Teams

CAHEA : Enrollment and Marketing Learning Community

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Presented by Johnna Vanover, Vice President of Enrollment, Marketing and Student Services

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**PROFESSIONAL & GRADUATE  
STUDIES**

**Live in Newark, OH and work for SNU in  
Bethany, OK**

**Worked in Adult Christian Higher Ed for 10+  
years**

**In leadership role and remote 6+ of those 10  
years**

- **Recruiter/enrollment counselor  
experience (remote and on campus)**

**Currently lead 23 employees**

- **15 remote**
- **8 on campus**
  - **Zero were remote 20 months ago!**

## **In the chat:**

- **Where do you work?**
- **What's your position?**
- **Are you remote?**
- **How many employees do you lead (if any)? Feel free to break out remote vs. campus**



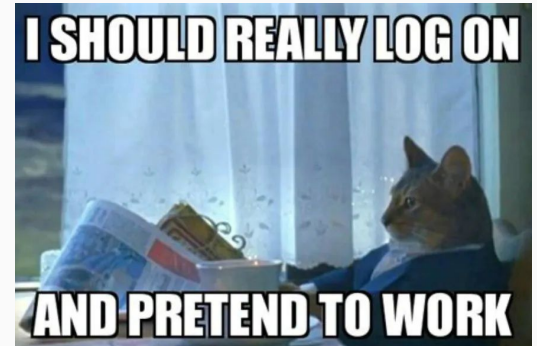
- Make sure goals and expectations are clear
  - Sense of urgency
  - Specific response time (that could be different responding to you vs. responding to student, responding to coworker, etc.)
- Create healthy accountability:
  - “responsiveness tells your boss you’re working”
    - Replying to emails quickly
      - Leaders lead!
    - Expect more emails than an in office environment
      - Must have good organization skills with emails
  - Multiple forms of communication: email, text and chat (if you have a preference, communicate that)
    - Sent voice messages

# *Typical Work Day of a Remote Worker*

- Set expectations for their schedule
  - talk about this in the interview process for new employees
  - Each newer employee should have a mentor/go to person to answer questions
- Remote employees “9-5” looks different
  - Let employees work during their optimal efficiency time periods
  - Some roles more task/project oriented can be done any hour of the day or night
- Sales/customer facing jobs should be done at certain times of day
  - Not too early, not too late
- Employees need to be available throughout the normal day to answer support staff that do work 9-5
- Make sure you've got ways to monitor workload
  - Calendar reminders to check in with them on projects, assignments, etc.
  - Trust your team to do their job

# Monitoring Workload

- Have daily reports that show your team's activity
- We monitor: EC's, advisors, transcript reviews, and manage our marketing projects, etc.
  - If it's low, check in with them
    - When someone is struggling, run to the 🔥
    - If it is high, give them kudos
- Measure activity, but more importantly-- *measure productivity*
  - Choose your battles— don't micromanage or get on someone that's performing well

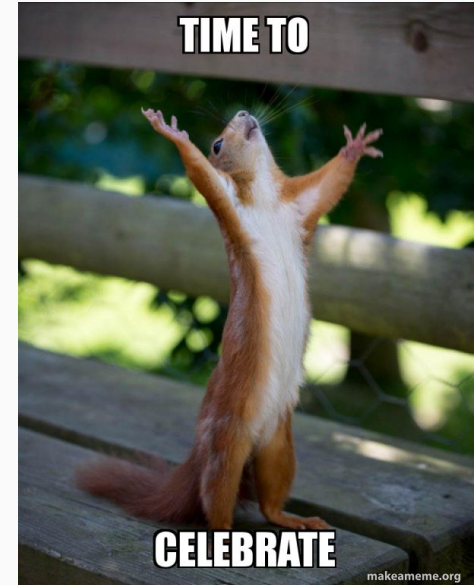


## RUN TO THE FIRE

- **Once someone doesn't meet an expectation *communicate***
  - **They can't fix something if they don't understand it is below standards**
- **Bring in additional coaching, training**
  - **Have them go through their work day/routine**
  - **Go through their activities/files/work and see if you find notes or ways you could help them**
  - **Listen in on some of their calls. Ask them to leave you a vm like they would a prospective student**
- **Give specific goals and time period of improvement (typically 30, 60 or 90 days)**
  - **Document, document, document!**
- **Have the hard conversation if it isn't a good fit**
  - **Healthy fear with high performing teams**
  - **Strong performers feel valued and respected and will stay longer**

# Celebrate

- Make a list of accomplishments and share them with the team and leadership
- Celebrating milestones- big and small
  - A new employees first app, first start, etc.
  - A group hitting goal
  - Individual EC goals
  - Lead/app goals
  - Website traffic
  - Monthly goals
  - Annual enrollment goals (IPEDS count)
- Celebrating small goals will keep employees motivated to reach those big goals
- It also lets them know you are on top of things and cheering them on!





# CONNECT

- Understanding personalities is key
  - Use tools like Myers-Brigg, Enneagram and Strengths Finder
  - Understand strengths, weaknesses and even communication preferences
  - You can't coach everyone the same way
- Be vulnerable/relatable
  - Let them get to know you-- your team will follow your lead
    - Let the weight/responsibility drive you
    - Be willing to share prayer requests and personal needs
    - Create a safe environment for your employees to let down their guard
    - Use social media to help connect you
      - Learn about their interests, families, favorite shows, sports teams, etc.
      - Genuine connection
      - Calendar events/things happening in their life and send a quick text/email/voice message



# Meetings

- **Have a consistent meeting schedule**
  - I suggest weekly check-ins
  - Have a large team meeting at least once a month
- **Talk numbers every meeting**
  - Every person on the team needs to understand their role and how they impact enrollment
  - Numbers = lives changed



# Video Conferencing

## Zoom/Skype expectations

- Everyone is expected to be on camera for meetings, just as you would be in person
- Ask others to get involved
  - Share the devotional
  - Play fun games



# Annual Retreat

- Strongly suggest in person retreat at least once a year
  - Virtual retreat with covid
  - Schedule time for team building
  - Break bread together
    - Go to local restaurant, have something catered in or budget friendly option: potluck/pizza
  - Fun games/scavenger hunt etc.
    - Laser tag, escape room, bowling, arcade games, painting, top golf, budget friendly options; card games, heads up
  - Have a faith based element
  - Set up meetings for them to meet with campus folks like program directors
  - Have Sr. leaders participate



have fun.



Questions?

- Ideas for future webinar sessions or sessions at the in person CAHEA conference?



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