



PRESENTATION HANDOUT



**Saint Mary's
University**
of MINNESOTA

Questions Enrollment Leaders Should Ask their Marketing Team

Amy Jauman, RNL

Sarah Dampier, Saint Mary's University of Minnesota



Session Outcomes

1. Recognize common workplace challenges that impact results
1. Articulate key questions to improve clarity, innovation, culture, and listening
1. Evaluate current practices and identify strategies to improve outcomes

Presenters

Sarah Dampier

Sarah Dampier is the director of academic operations at Saint Mary's University of Minnesota. With more than 10 years of experience leading the implementation of and full lifecycle of eLearning initiatives for both 2- and 4-year institutions. She brings a unique perspective to her work that spans a variety of roles from marketing to admissions to instructional design to faculty development to an online instructor. These experiences enable her to anticipate complex challenges across varied audiences and to lead cross-institutional teams to achieve results.

Sarah holds a Master of Science in Interactive Media from Quinnipiac University and a Bachelor of Science in Communications Management from Emerson College. She began her career in the communications field, practicing public relations, marketing, and corporate communications in Boston, New York City, and a number of towns in Connecticut.

LinkedIn: <http://linkedin.com/in/sarah-dampier>

Email: sdampier@smumn.edu



Dr. Amy Jauman, SMS, CDMP

Dr. Amy Jauman, SMS, is an author and ghostwriter, international speaker, and the Director of University Partnerships at Ruffalo Noel Levitz. Previously, she was the program director for the digital marketing graduate certificate at Saint Mary's University of Minnesota and the Director of Certification for the National Institute for Social Media. She focuses on using social media, experiential learning techniques, and online resources to make information meaningful to adult learners in traditional and remote business and educational environments.

Amy is a certified social media strategist and certified instructor through the National Institute for Social Media and a certified digital marketing professional through the Digital Marketing Institute with a master's degree in experiential education and a doctorate in organization development.

LinkedIn: linkedin.com/in/amyjauman

Email: amy.jauman@ruffalonl.com

Lewin's Theory of Change

Unfreeze	Change	Refreeze
		
Prepare for the change.	Implement the change.	Embed the change into the organization



Encouraging Conversations

What makes communicating in the workplace difficult?

What's the challenge?

People Science - what are the top three performance categories most important to the organization?

- work performance
- continuous improvement in mindset
- ownership

What are the top three performance categories most important to your organization?

People Science: The Missing Link in Performance Management
<https://www.shrm.org/executive/resources/articles/pages/susan-thompson-people-science-.aspx>

Effects of Virtual Components

"The medium is the message!"

- Marshall McLuhan

Your virtual campus communication likely increased, but it's also likely that the virtual communication in every other aspect of your students' lives increased.

- Many workplaces became hybrid or virtual
- Classrooms for every age became hybrid or virtual
- They don't even have to leave their house to get their groceries anymore!

How has that changed their expectations of you and your team can support their educational experience?

- The expectation is that you have and know how to use the best technology
- It is expected that response times will be fast...
- And that creative solutions will always be available.



Common challenges in the workplace

- Clarity
- Risk Aversion
- Culture
- Listening



Culture

How might the culture of your workplace influence what information your marketing team shares?

What is workplace culture in a university?

The personality of an organization from the employee perspective.

- Leadership
- Beliefs
- Values
- Attitudes
- Behaviors
- Interactions within the workplace

How do you know what the culture of your university is?

Culture Pros and Cons

	Benefits	Challenges
Collaborative “We focus on teamwork!”	<ul style="list-style-type: none">• High retention, positive work environment• Productive	<ul style="list-style-type: none">• Hard to maintain• Unclear career paths
Ad Hoc “Let’s focus on innovation and risk-taking.”	<ul style="list-style-type: none">• High risk, high reward• Maximize potential	<ul style="list-style-type: none">• Lack of stability• Potentially too competitive internally
Market “It’s all about the bottom line.”	<ul style="list-style-type: none">• Healthy competition• High success rate	<ul style="list-style-type: none">• Not every good idea is measurable• High burnout
Hierarchy “Stable. Reliable.”	<ul style="list-style-type: none">• Clearly defined expectations• Stable organization	<ul style="list-style-type: none">• Lack of agility• Little innovation

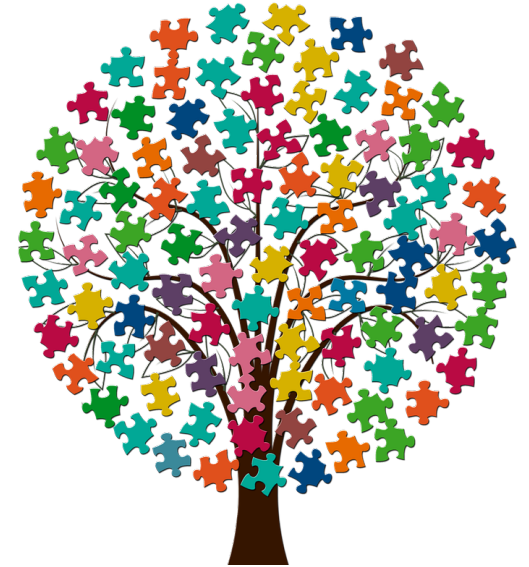
Enrollment leaders ask...

“

Since you have the most expertise in this area, would you be open to leading the exploration of this idea?

Anticipated Positive Results

- Increased communication
 - More clarity and more comfort will open communication
- Increased productivity
 - The right culture allows employees to focus their energy on the best ways to get their work done





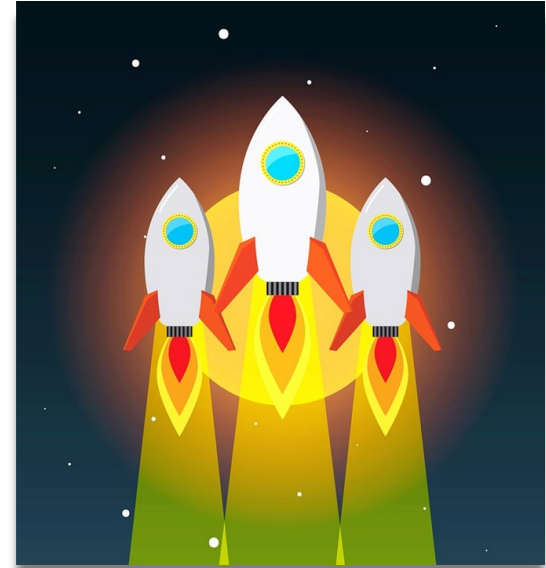
Risk Avoidance

How might fear impact your team's ability to innovate?



Business Impact

Sales teams with the highest levels of psych safety **outperformed their goal by an average of**
17%



Enrollment leaders ask...

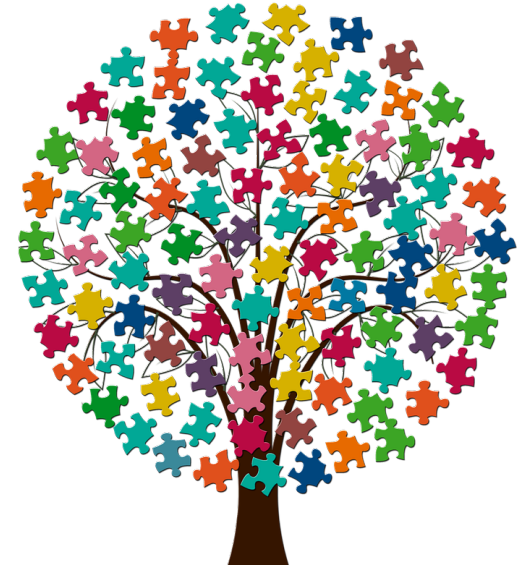
“

What new things can and should we do? This year, what is the right amount of times we could experiment?

Foster Psychological Safety

- Promotes teamwork
- Encourages employee authenticity
- Fosters learning and innovation
- Drives business outcomes including on-the-job effort, employee retention, and the bottom line

Managers whose overall skills are rated higher in areas like psych safety lead teams who bring in an average of \$4.3 million more in revenue per year



Ecsell Institute. (2022, January 27). [New Data Highlights Value of Psychological Safety in the Workplace.](#)
Gartner Research. (2020, April 20). [Leader Guide to Fostering Psychological Safety During a Crisis.](#)

Image [tree-gca53e36ba_1280](#) by [Gerd Altmann](#) from [Pixabay](#)



Listening

In a conversation, do you listen, or do you wait to talk?

How do people listen at your institution?

- Pay attention
- without judging what you're hearing.
- Reflect on what you've heard
- and ask for clarification.
- Summarize what you heard
- and share what you understand.

**Listening is
what best
prepares you
to contribute.**

What keeps you from listening?

- Distractions
 - Professional (a much bigger problem no one else knows about)
 - Personal (because you are human!)
- Past experience bias
 - “You’re too new to know what will and won’t work.” (group)
 - “You’ve never come up with a good idea, so I can’t imagine this is actually useful.” (individual)
- Too much information
 - Working in new territory (for example, a campaign in a new platform)
 - “Microwaving” an idea presentation without sufficient time to process the research
- Your own rate of thinking
 - While they’re talking, you’re identifying all of the reasons the idea won’t work (and possibly missing critical information)

What's the result?

- Miscommunication
- Low morale
- Lack of innovation
- High turnover
- Low productivity

Doing things twice because critical information was missed in the first conversations.

Persuasion

Reciprocity

...recognizes your audience's concern while allowing what you're pitching to be considered on a trial basis. For example, if management balks at introducing a wholly new system, suggest it be tried as a pilot program.

Likability

Harvard social psychologist Amy Cuddy, found likability is driven by:

- Listening more than you talk.
- Shifting the spotlight to others.
- Giving before you receive.
- Not acting self-important.
- Admitting your failings.

Increase Your Persuasiveness with These 6 Principles

<https://www.shrm.org/hr-today/news/hr-news/pages/increase-your-persuasiveness-with-these-6-principles.aspx>



Why don't we listen better?

- Campus culture values other interpersonal or technical skills.
- “Recovery habits” have formed - you're just used to planning to fail.

Why don't we listen better?

Critical conversations aren't happening.

- No one really realizes what's happening (lack of interdepartmental communication)
- The people who realize what's happening don't know what to do or who to tell (lack of training)
- The people who realize what's happening don't care (lack of commitment to the institution)
- The people who realize what's happening are too afraid to say anything (culture)

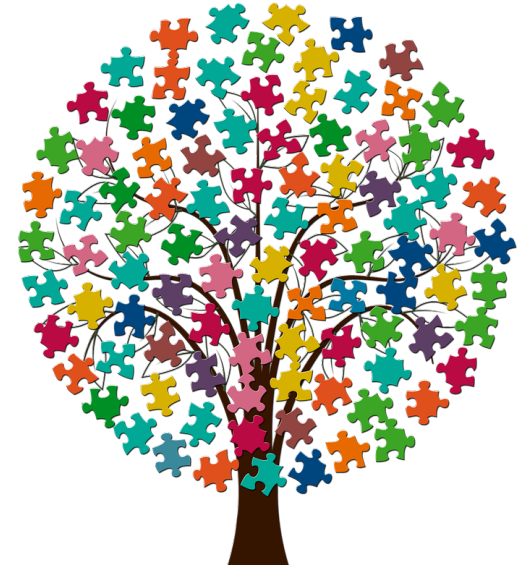
Enrollment leaders ask...

“

If I repeat back to you what I think you said, could you give me feedback on anything I may have misunderstood?

Positive Results

- Increased productivity
 - Better ideas will emerge
 - Fewer things will need to be done twice
- Better student experience
 - People who feel heard are more likely to successfully serve others





Clarity

How might clearly defining terms and KPIs impact your work?

Flying the Plane...



Business Impact

\$420,000

lost per year

Enrollment leaders ask...

“

At what point in the funnel
are you aiming to generate
leads?

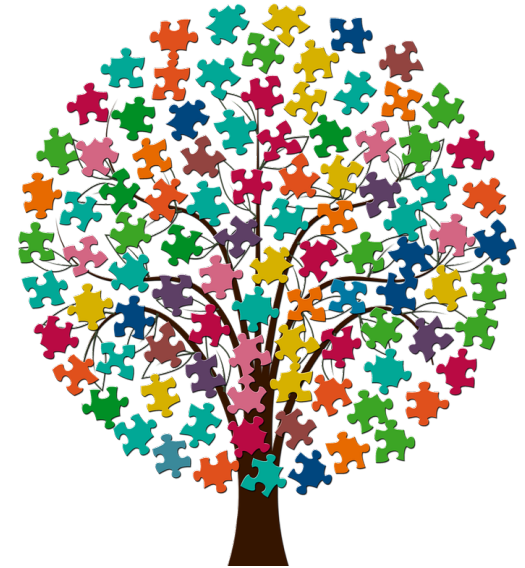
Common Frame of Reference

The power of sharing a common language includes:

- Shared definition gets everyone on the same page
- Establishes a common purpose

Tangible results such as:

- More productive and efficient
- Achievements are clear
- Opportunities are also more clear





Saint Mary's
University
of MINNESOTA

Thank you!



Amy Jauman

[LinkedIn](#)

amy.jauman@ruffalonl.com



Sarah Dampier

[LinkedIn](#)

sdampier@smumn.edu