Investing in Your Staff

CREATING A ROBUST CONTINUING-EDUCATION PROGRAM WITHIN YOUR OFFICE

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Topics to Cover Today

- Definition and purpose of continuing education
- Benefits reaped and the costs accrued with continuing education
- How to pick and choose conference attendees
- Creating a unique training program for your team that fits staff and institutional needs
- A brief look at C-N’s summer continuing education program
What is a Continuing-Education Program?

- Synonyms:
  - Professional Development
  - On-The-Job Extended Training

- What constitutes a professional development or continuing education experience?
  - According to Hayes Mizell’s 2010 booklet *Why Professional Development Matters*, focused on educational professional development, often “professional development” refers to a formal process of learning, such as through a conference, seminar, workshop, or scholastic course, but such development can also occur in less formal contexts, like collegial discussions, independent study, or peer-to-peer learning.
Who Benefits From Continued Training?

**The Individual Staff Member**
additional knowledge, job satisfaction

**The Team**
job satisfaction and knowledge lead to a happier, more focused team

**The Supervisor**
a content, focused team leads to an effective and efficient team

**The Institution**
efficiency and effectiveness lead to institutional success
Why Do We Cut Professional Development?

- Budgets are tight, and conference costs are high.
  - We’re trying to do more with less as budgets are cut.
  - Conferences (and even online resources) are often costly.
    - Conference fees are unpredictable, with some being very reasonable and others very expensive.
    - Travel, lodging, and meals add up when several staff members attend or are gone for extended periods of time.
    - Time out of the office is disruptive to immediate organizational efficiency, and the cost is in the lost productivity.

- We’re training staff to advance their careers – sometimes elsewhere.
  - We are worried about our institution’s “here and now.”
  - We don’t want to train our future competition.
Don’t be a selfish or stingy supervisor because...

there’s a very real cost associated with NOT developing your staff.
The Cost of NOT Developing Staff

- **Poor staff retention**
  - In the 2012 July-August edition of the *Harvard Business Review*, authors Hamori, Cao, and Koyuncu reveal that...
    - a “vicious cycle” is created when “companies won’t train workers because they might leave, and workers leave because they don’t get training.”
    - today’s most “sought-after” professionals are in a constant state of networking and preparing for the next step – and they aren’t getting enough satisfactory guidance and development from their employers.

- **Low office morale**
  - In her August 2015 post on the University of Vermont’s business blog, Career Development Workshop instructor Markey Read shares...
    - that “most young professionals point to a lack of opportunity for personal and professional growth for their reasons to leave,” and she reports that many mature professionals report the same.
    - that “research shows that individuals who access professional development [...] are more engaged and committed to meeting the challenges of working at a dynamic organization.”

- **Inefficient and insufficient work**
Being Selective with Conference/Workshop Attendance

Who goes where and why?

- Does the location provide territory knowledge for a specific staff member?
- Does the conference or workshop offer something that would interest or benefit a certain staff member?
- What other opportunities do staff members have throughout the year?
- Do you view professional development as a reward? Does your staff?

Now, how do you bring the team together for training opportunities?
Creating Your Unique Program

Identify...
- Team and individual needs
- Understand who your experts are
- Select the means
- Provide opportunity
- Enforce a learning atmosphere
# Identifying Needs & Wants

## Team Needs
- Where does your team, as a whole, excel?
- What tasks or topics could be explored deeper for better efficiency or effectiveness?
- Where could your team dynamic improve?
- Where could there be additional cross-training?

## Individual Staff Needs & Desires
- Who could use additional resources?
- Who has knowledge to share?
- Who has talked to you about developing further?
- Who could use a boost of confidence?
Types of Internal Training

- **E-Training**
  - Pros: Flexible with timing, easy to pass along quickly
  - Cons: No team-building, very hands off

- **Internal Office Training**
  - Pros: Very team spirited, no/little direct costs, team moral booster
  - Cons: Scheduling, time outside of office tasks

- **Cross-Campus Training**
  - Pros: Facilitates cross-campus relationship building, builds institutional knowledge
  - Cons: Scheduling, time outside of office tasks
Training Tuesdays

a look into the Carson-Newman summer training program

- 6 Consecutive Tuesdays (June 7-July 12)
- Reward: wear jeans and school colors if you attend and don’t have meetings/prospective student visitors!
- Team lunch, provided by a staff volunteer from 12-12:30 pm
- Team training, led by a selected staff member from 12:30-1:30 pm
Training Tuesdays Con’t

<table>
<thead>
<tr>
<th>Date</th>
<th>Lunch – (12:00-12:30)</th>
<th>Topic – (12:30 -1:30)</th>
<th>Presenter -</th>
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</thead>
<tbody>
<tr>
<td>June 7</td>
<td>Kate – chicken tacos/ fiesta</td>
<td>Enrollment Management Terminology</td>
<td>Aaron</td>
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<tr>
<td>June 14</td>
<td>Clay – burgers!</td>
<td>Transfers 101</td>
<td>Clay</td>
</tr>
<tr>
<td>June 21</td>
<td>Aaron &amp; Lynnsey – tacos ring</td>
<td>Accepted Senior Track Review</td>
<td>Paula</td>
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<tr>
<td>June 28</td>
<td>Paula – Ham sandwiches &amp; other stuff</td>
<td>Managing Your Territory</td>
<td>Kate</td>
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<tr>
<td>July 5</td>
<td>Kayla &amp; Jonathan – Pizza &amp; Cookie Cake</td>
<td>Intro to Excel</td>
<td>Jonathan</td>
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<tr>
<td>July 12</td>
<td>Louise – Dawg Days of Summer!</td>
<td>Internationals 101</td>
<td>Shaleen</td>
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- How do you select your presenters?
- How do you select your topics?
- How do you approach your presenters?
Resources

