EAB

Enrollment Management Snapshot: Structure, Operations, and Partnerships

Findings from the 2016 Enrollment Management Benchmarking Survey

Enrollment Management Forum

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About the Study

Occasion for the Research

Based on member requests for data on operational performance, the Enrollment Management Forum conducted the Enrollment Management Benchmarking Survey. The survey provides a snapshot of four components of Enrollment Management (EM) operations: organizational structures, staffing and salaries, budgeting, and vendor relationships.

The data presented in the study are based on survey responses from 88 EM leaders.

The study is being published in four components:

- **EM Organizational Structures**

- EM Staffing and Salaries

- EM Budgeting and Vendor Relationships

- Aggregate Report on EM Operations (combining above reports)

Forthcoming

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Profile of Survey Participants

In early 2016, the Enrollment Management Forum administered the Enrollment Management Benchmarking Survey.

88 Enrollment Managers participated, providing the Forum a set of over 10,000 data points on EM operational performance.

The charts to the right show the distribution of survey participants by segment.

Segment Definitions:

Size is calculated by total enrollment.

- Large Publics: > 20,000
- Medium Public: > 10,000
- Small Public: < 10,000
- Large Private: > 5,000
- Small Private: < 5,000

Selectivity is based on 75th-percentile test scores.

- Selective Public: SAT > 1249 or ACT > 27
- Regional Public: SAT < 1250 or ACT < 28
- Selective Private: SAT > 1299 or ACT > 29
- Regional Private: SAT < 1300 or ACT < 30

Survey Respondent Characteristics

By Sector

Private 43%
Public 57%

By Sector and Size

Small Private 32%
Large Public 22%
Medium Public 19%
Small Public 17%
Large Private 10%

By EM Reporting Line

Other 6%
VPSA 16%
President 38%
Provost 40%

By Sector and Selectivity

Regional Private 33%
Selective Public 21%
Regional Public 37%
Selective Private 9%
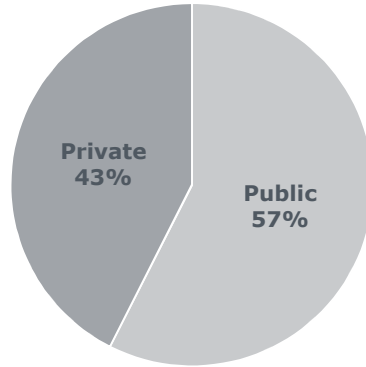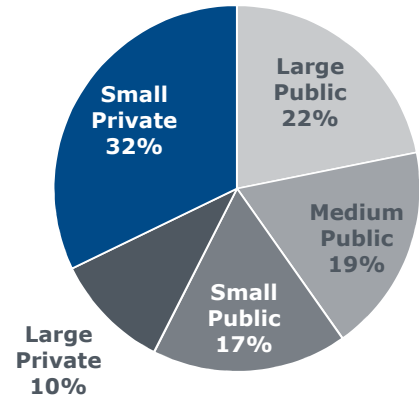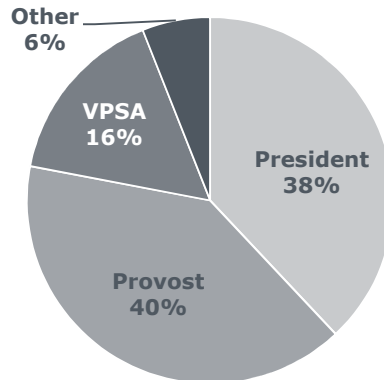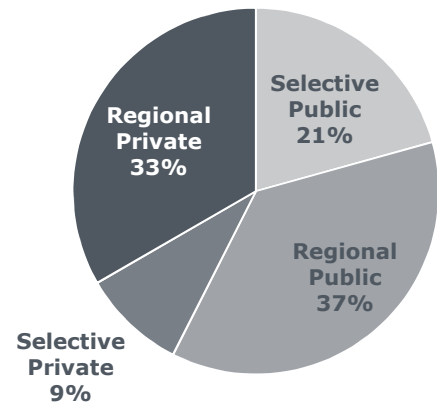
An EM Leader Snapshot

6.3 years
Average time in current position

10.6 years
Average time at current institution

62.5% of Enrollment Managers are part of the President's or Chancellor's Cabinet

EM Organizational Structures

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Key Findings on EM Organizational Structures

Major Differences Along Public-Private Divide

EMs Mostly Report to Presidents or Provosts

- 78% of EMs report to the President or Provost.
- 93% of EMs reporting to the Vice Presidents/Provosts of Student Affairs (VPSA) work at public universities.

EMs at Privates Have More Responsibility for Recruiting Key Non-Traditional Student Populations

- Traditional undergraduates and transfer students are the core recruitment responsibilities for EMs at all institutions.
- At private universities, EMs have more responsibility for recruiting international, graduate, and online students.

Office Portfolio Managed by EMs at Public and Private Universities Show Little Uniformity

- For both publics and privates, the offices reporting to EM vary considerably beyond the core offices: Admissions, Financial Aid, and Admissions Marketing and Communications.
- The Registrar is a core part of the office portfolio for EMs at publics but not for EMs at privates.

EMs Leading Institution's Student Success Initiatives Have Broader Roles

- A minority of EMs lead (24%) or co-lead (18%) their institution's student success initiatives
- Nonetheless, many EMs (45%) expect their role in student success to expand in the next year.
- EMs leading the institution's success initiatives more frequently oversee student academic support units like Academic Preparation Programs and Academic Advising.
- EMs leading the institution's success initiatives more frequently supervise traditionally student affairs units such as New Student Orientation, Success Coaching, and First-Year Experience.

Public-Private Divide in Brief:

Category	Metric	Public	Private
Reporting Lines	**President**	18%	65%
	Provost	50%	27%
	VPSA	25%	3%
Recruiting Responsibilities	**International**	62%	92%
	Graduate	53%	20%
	Online	45%	26%
Role in Student Success	**Lead**	26%	22%
	Co-Lead	18%	19%
	Collaborate	26%	19%
	Influence	30%	40%
	Anticipate Greater Role in Student Success?	51%	36%
Oversight of Offices	**Registrar**	64%	22%
	Almost all EMs oversee Admissions and Financial Aid, but with respect to other offices, there is little consistency. EMs oversee many other offices, but there is considerable variation.		

EM Reporting Lines

A substantial majority of EMs report to three positions:

- President
- Provost
- Vice President for Student Affairs (VPSA)

In the "Other" category, the most common reporting line is to both the President and the Provost.

Unsurprisingly, there is a major public-private divide. While most EMs at public universities report to the Provost (50%), most EMs at private universities report to the President (65%).

Most EMs Report to the President or Provost

Positions to which Enrollment Management Reports (All Schools)
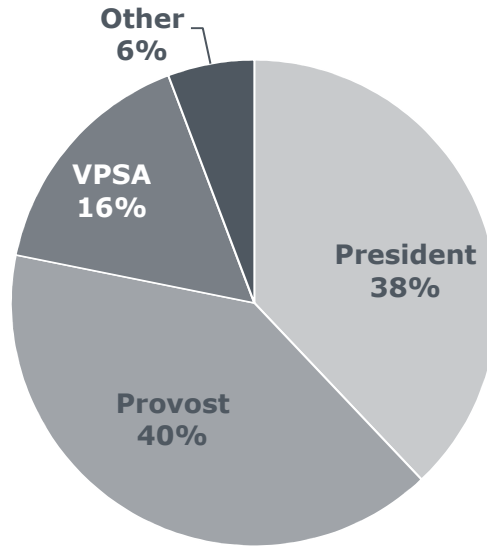
EMs Report to Presidents at Privates, to Provosts at Publics

Distribution of Reporting – Privates   *Distribution of Reporting – Publics*
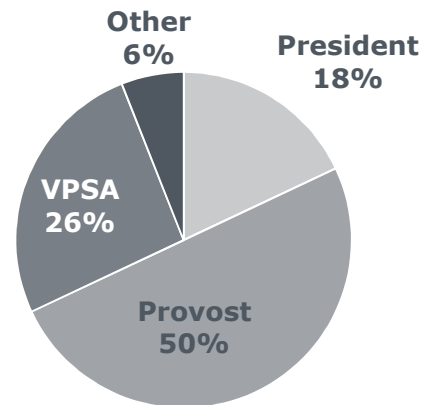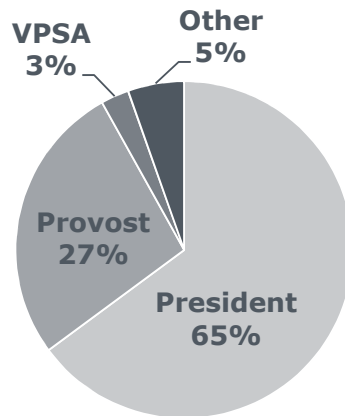
93% of EMs reporting to the VPSA work at public institutions

Front-End Responsibilities Vary by Student Segment

With respect to eight student populations shown on the right, Enrollment Managers were asked to identify their responsibilities for:

- Marketing (Advertising)
- Recruiting
- Admissions Processing
- Admissions Decisions

The vast majority of EMs have full recruiting responsibilities for traditional and transfer students. For other student populations there is considerable variation.

Notably, Enrollment Managers report the least responsibility for recruiting two of the largest growth opportunities—Online and Graduate.

Traditional and Transfer Are Core Responsibilities

Percentage of EMs Responsible for Specific Front-End Functions for the Given Student Segment (All Schools)

Legend: ▪ Marketing ▪ Recruiting ▪ Admissions Processing ▪ Admissions Decisions

Transfer
- Marketing: 88%
- Recruiting: 97%
- Admissions Processing: 90%
- Admissions Decisions: 89%

Traditional
- Marketing: 86%
- Recruiting: 97%
- Admissions Processing: 90%
- Admissions Decisions: 92%

Veterans
- Marketing: 66%
- Recruiting: 77%
- Admissions Processing: 80%
- Admissions Decisions: 78%

International
- Marketing: 70%
- Recruiting: 75%
- Admissions Processing: 74%
- Admissions Decisions: 73%

Adult
- Marketing: 45%
- Recruiting: 48%
- Admissions Processing: 55%
- Admissions Decisions: 47%

Athletes
- Marketing: 41%
- Recruiting: 44%
- Admissions Processing: 82%
- Admissions Decisions: 85%

Online
- Marketing: 30%
- Recruiting: 34%
- Admissions Processing: 49%
- Admissions Decisions: 39%

Graduate
- Marketing: 34%
- Recruiting: 34%
- Admissions Processing: 41%
- Admissions Decisions: 20%

Boost Transfer Recruitment: "Paving the Path to Transfer" Study

Click here to learn about how Enrollment Managers can remove obstacles to community college transfer at the recruitment, admission, and enrollment stages or access the study at EAB.com

Private EMs: More Ownership of Key Growth Segments

Three student segments are particularly important as universities look to grow enrollment and net tuition revenue:

- International

- Graduate

- Online

For all three segments, EMs at private universities have greater recruiting responsibilities than EMs at publics.

Biggest Disparities in International and Graduate

Percentage of EMs Responsible for Recruiting the Given Student Segment at Publics and Privates

Legend: ■ Private ■ Public

International
- Private: 92%
- Public: 62%

Graduate
- Private: 53%
- Public: 20%

Online
- Private: 45%
- Public: 26%
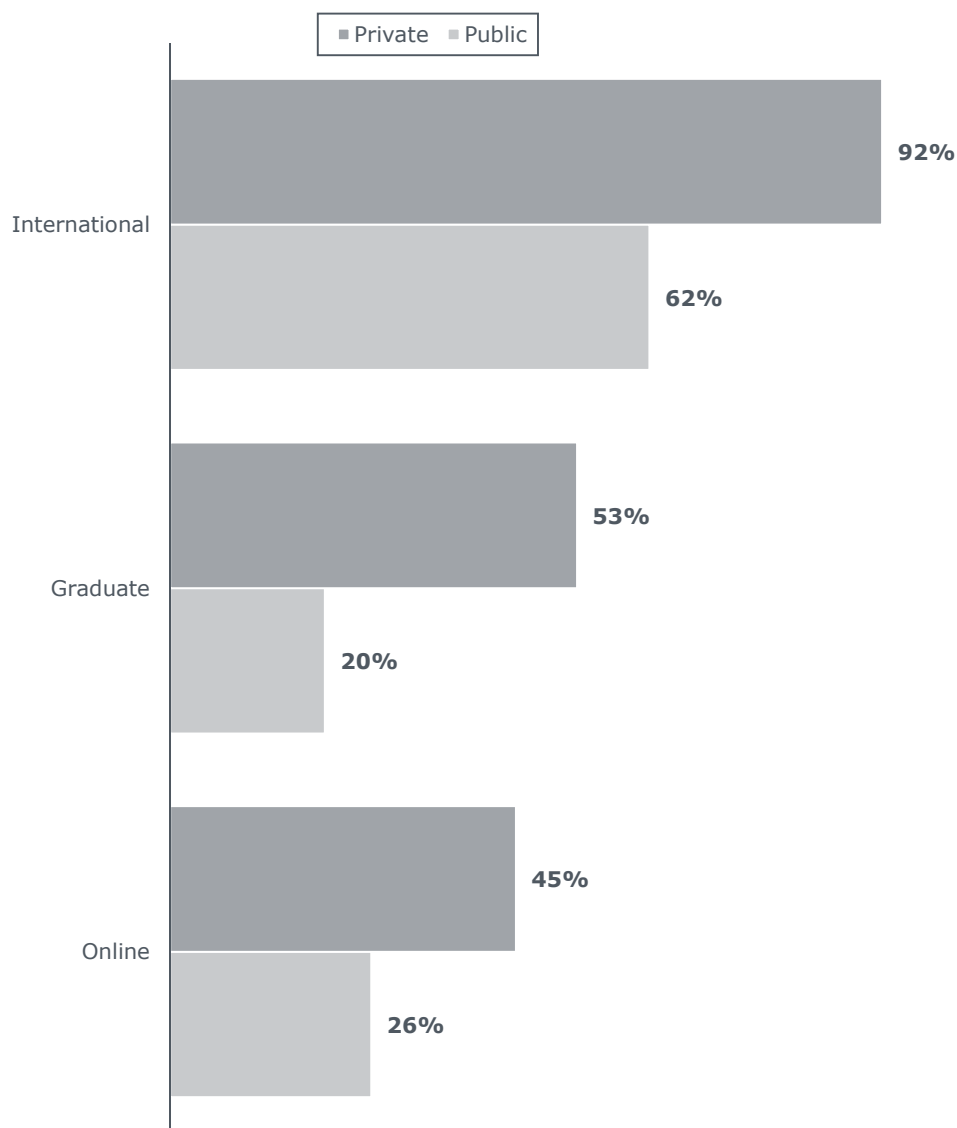
Beyond Traditional Offices, EM Ownership Varies

Enrollment Managers were asked to describe their relationship to 20 offices in terms of the amount of oversight:

- The office reports to Enrollment Management

- The office allocates staff time to Enrollment Management

- The Enrollment Manager has little to no control over the office

The results show that outside of the traditional offices and responsibilities (Admissions, Financial Aid, Admissions Marketing), there is little uniformity.

Given the growing importance of data and analytics, it is noticeable to see that relatively few EMs own either an EM-specific data and analytics unit (24%) or Institutional Research (9%).

Admissions, Financial Aid Are Standard Part of Portfolio

Distribution of Responsibilities for Different Offices (All Schools)

Office	Reports to EM	EM Allocated Staff Time	Limited / No Control
Admissions	100%		
Financial Aid	90%	6%	5%
Admissions Marketing / Communications	66%	20%	15%
Registrar	46%	2%	52%
Veterans' Affairs	36%	10%	54%
New Student Orientation	33%	18%	48%
One-stop Shop	32%	5%	63%
International Student Office	24%	21%	55%
Non-IR Analytics / Business Intelligence Unit	24%	11%	64%
New Program Development / Market Research	16%	17%	67%
Success Coaching	16%	8%	76%
Adult Student Office	16%	5%	79%
Parent Outreach Programs	15%	11%	74%
Institutional Marketing / Communications	14%	34%	52%
Academic Prep Programs	14%	6%	80%
Career Services	14%	5%	82%
Academic Advising	14%	5%	82%
First-Year Experience	13%	20%	68%
Institutional Research	9%	24%	67%
Residence Life	7%	7%	86%

Legend: ■ Reports to EM ■ EM Allocated Staff Time ■ Limited / No Control

Public EMs: Office Oversight

The majority of EMs at publics oversee four core offices:

1. Admissions

2. Financial Aid

3. Admission Marketing / Communications

4. Registrar

Public University Enrollment Management Portfolio

Distribution of EM Responsibilities for Different Offices at Publics

Office	Reports to EM	EM Allocated Staff Time	Limited / No Control
Admissions	100%		
Financial Aid	90%	6%	4%
Admissions Marketing / Communications	72%	20%	8%
Registrar	64%	2%	34%
Veterans' Affairs	44%	10%	46%
New Student Orientation	40%	20%	40%
One-stop Shop	40%	4%	56%
Non-IR Analytics / Business Intelligence Division	28%	14%	58%
International Student Office	28%	16%	56%
Adult Student Office	18%	4%	78%
Parent Outreach Programs	18%	12%	70%
Success Coaching	18%	4%	78%
Academic Advising	18%	8%	74%
Academic Prep Programs	16%	8%	76%
Career Services	14%	2%	84%
First-Year Experience	14%	28%	58%
New Program Development / Market Research	10%	10%	80%
Residence Life	6%	6%	88%
Institutional Marketing / Communications	6%	28%	66%
Institutional Research	4%	22%	74%

Legend: ■ Reports to EM ■ EM Allocated Staff Time ■ Limited / No Control

Private EMs: Office Oversight

The majority of EMs at privates oversee three core offices:

1. Admissions

2. Financial Aid

3. Admission Marketing / Communications

A notable difference between EMs at private and public universities is the reduced rate of ownership of the Registrar at privates. 64% of EMs at publics oversee the Registrar directly, but only 22% of EMs at privates do.

Private University Enrollment Management Portfolio

Distribution of EM Responsibilities for Different Offices at Privates

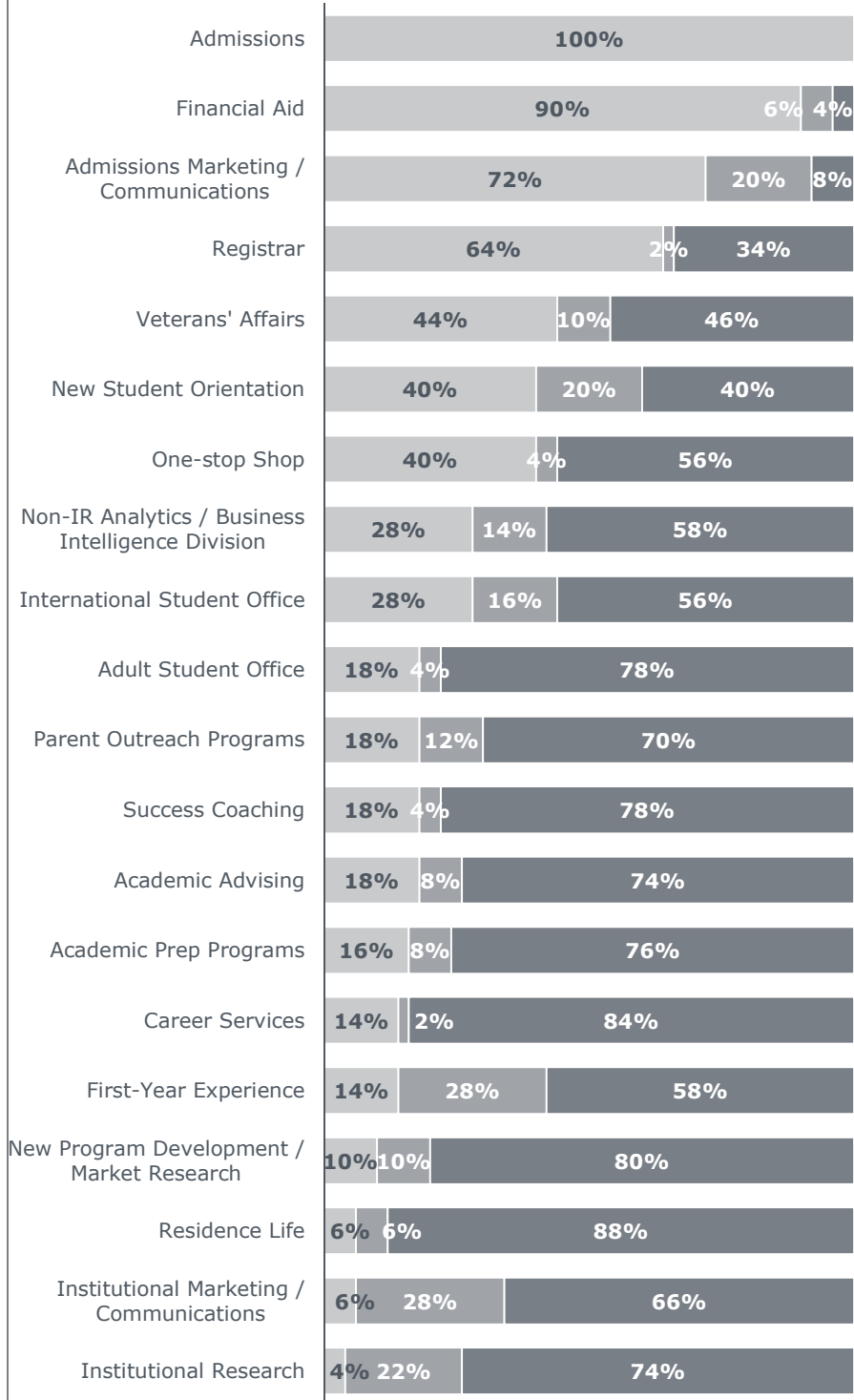| Office	Reports to EM	EM Allocated Staff Time	Limited / No Control
Admissions	100%		
Financial Aid	89%	5%	5%
Admissions Marketing / Communications	57%	19%	24%
Veterans' Affairs	24%	11%	65%
New Student Orientation	24%	16%	59%
New Program Development / Market Research	24%	27%	49%
Institutional Marketing / Communications	24%	43%	32%
One-stop Shop	22%	5%	73%
Registrar	22%	3%	76%
Non-IR Analytics / Business Intelligence Division	19%	8%	73%
International Student Office	19%	27%	54%
Institutional Research	16%	27%	57%
Adult Student Office	14%	5%	81%
Career Services	14%	8%	78%
Success Coaching	14%	14%	73%
Parent Outreach Programs	11%	11%	78%
First-Year Experience	11%	8%	81%
Academic Prep Programs	11%	3%	86%
Residence Life	8%	8%	84%
Academic Advising	8%	0%	92%

Legend: ■ Reports to EM ■ EM Allocated Staff Time ■ Limited / No Control

Oversight of Offices Consistent across Segments

The breadth of offices reporting into Enrollment Management is minimally related to reporting lines. EMs who report to the President or VPSA typically oversee[1] fewer offices (7.8 and 7.4 respectively) than those who report to the Provost (9.0).

There is a very small difference between average number of offices reporting to EM between public and private universities (8.7 and 7.8 offices respectively).

Notably, there is no distinction based on the selectivity of school. Selective schools' EMs oversee the same 8.3 offices on average that regional schools' EMs do.

The differences by size, though slightly more pronounced, remain small. EMs at Medium Public institutions oversee a few more offices than other EMs.

More Offices Managed by EMs Reporting to Provost

Average Number of Offices Reporting up to or Allocating Staff Time to EM (All Schools)

President	Provost	VPSA
7.8	9.0	7.4
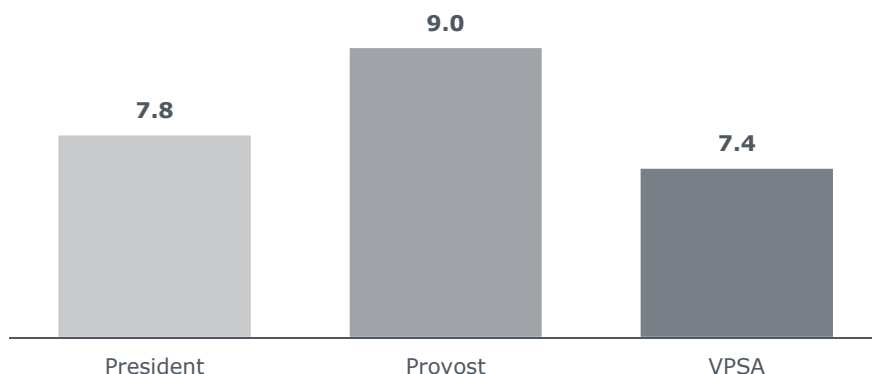
Few Differences by Sector, Selectivity, or Size

Average Number of Offices Reporting up to or Allocating Staff Time to EM by sector and selectivity

Public	Private	Selective	Regional
8.7	7.8	8.3	8.3

Large Public	Medium Public	Small Public	Large Private	Small Private
7.8	10.1	8.4	8.6	7.5
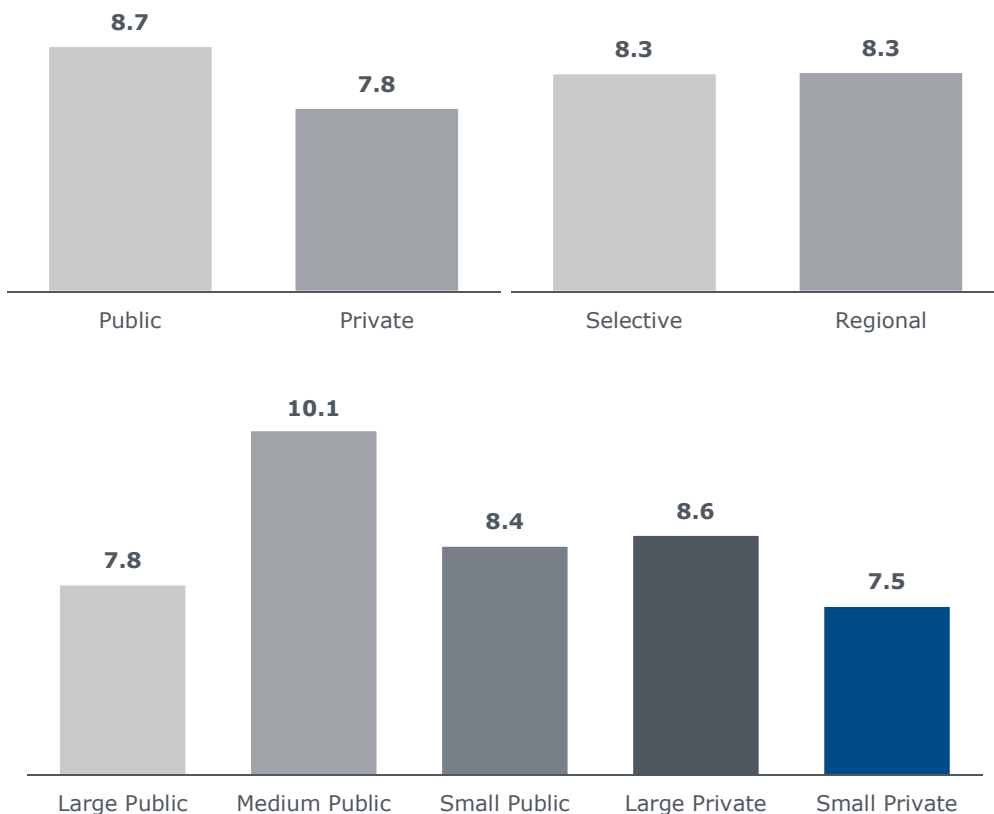
1) "Oversee" in this context means that the office reports directly or indirectly up to the Enrollment Manager or that the Enrollment Manager is allocated staff time from that office.

Majority of EMs Don't Play Leadership Role in Success

Enrollment Managers were asked to identify which of the following best characterized their relationship to their institution's student success mission:

- **Lead**: Job description / Performance review explicitly assign primary leadership and formal accountability for student success

- **Co-Lead**: Lead or co-chair a committee or task force on student success

- **Collaborate**: Sit on but do not lead a student success committee or task force

- **Influence**: Influence student success through owned EM functions, but not tasked with it formally

While a minority of EMs have a formal leadership role in success, almost half of respondents anticipate their role expanding in the next year.

42% of Respondents Lead or Co-Lead Success Efforts

Percentage of EMs by their Student Success Role (All Schools)

Lead 24%

Co-Lead 18%

Collaborate 23%

Influence 35%
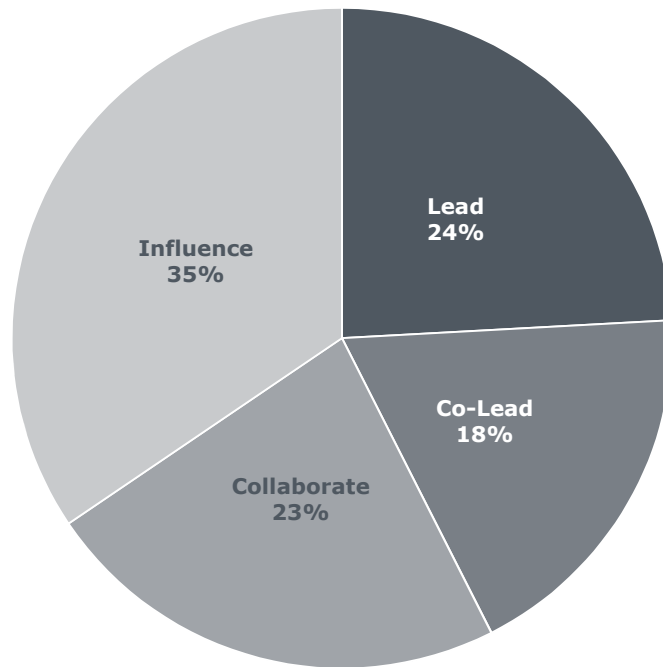
45% of Enrollment Managers expect their student success role to expand in the next year. The percentage was 51% for publics and 36% for privates.

Expanding EM Impact on Student Success: "Incentivizing Behavioral Change with Aid Dollars"

Click here to learn about how Enrollment Managers can improve student success with timely financial aid interventions or access the study at EAB.com

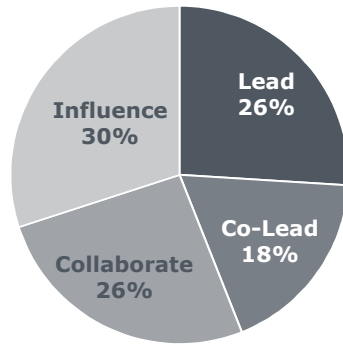# Success Responsibilities Slightly Greater at Publics

There is only a slight difference between Enrollment Managers at public and private universities with respect to success roles. EMs at publics are more often leaders of campus student success initiatives and less often Influencers.

In terms of selectivity, regional publics represent the segment where EM success leadership is most common—53% lead or co-lead. Given the access mission of regional publics, it is unsurprising that they might have a more pronounced emphasis on student success.

Public EMs More Frequently Lead/Co-Lead Success

Percentage of EMs by their Student Success Role

Public Universities

Lead
26%

Influence
30%

Co-Lead
18%

Collaborate
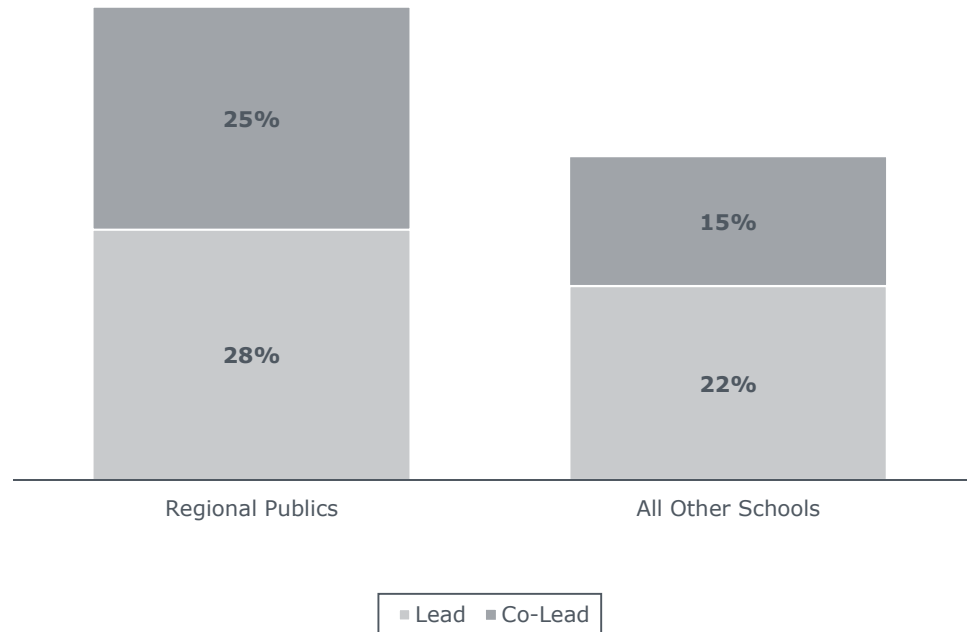26%

Private Universities

Lead
22%

Influence
40%

Co-Lead
19%

Collaborate
19%

Regional Public EMs Are Success Leaders More Often than Other EMs

Percentage of EMs by their Student Success Role

25%

28%

15%

22%

Regional Publics

All Other Schools

■ Lead ■ Co-Lead

Success Leadership Links to Academic Support Units

EMs who characterized their role in success as either "lead" or "co-lead" have greater ownership of two categories of units:
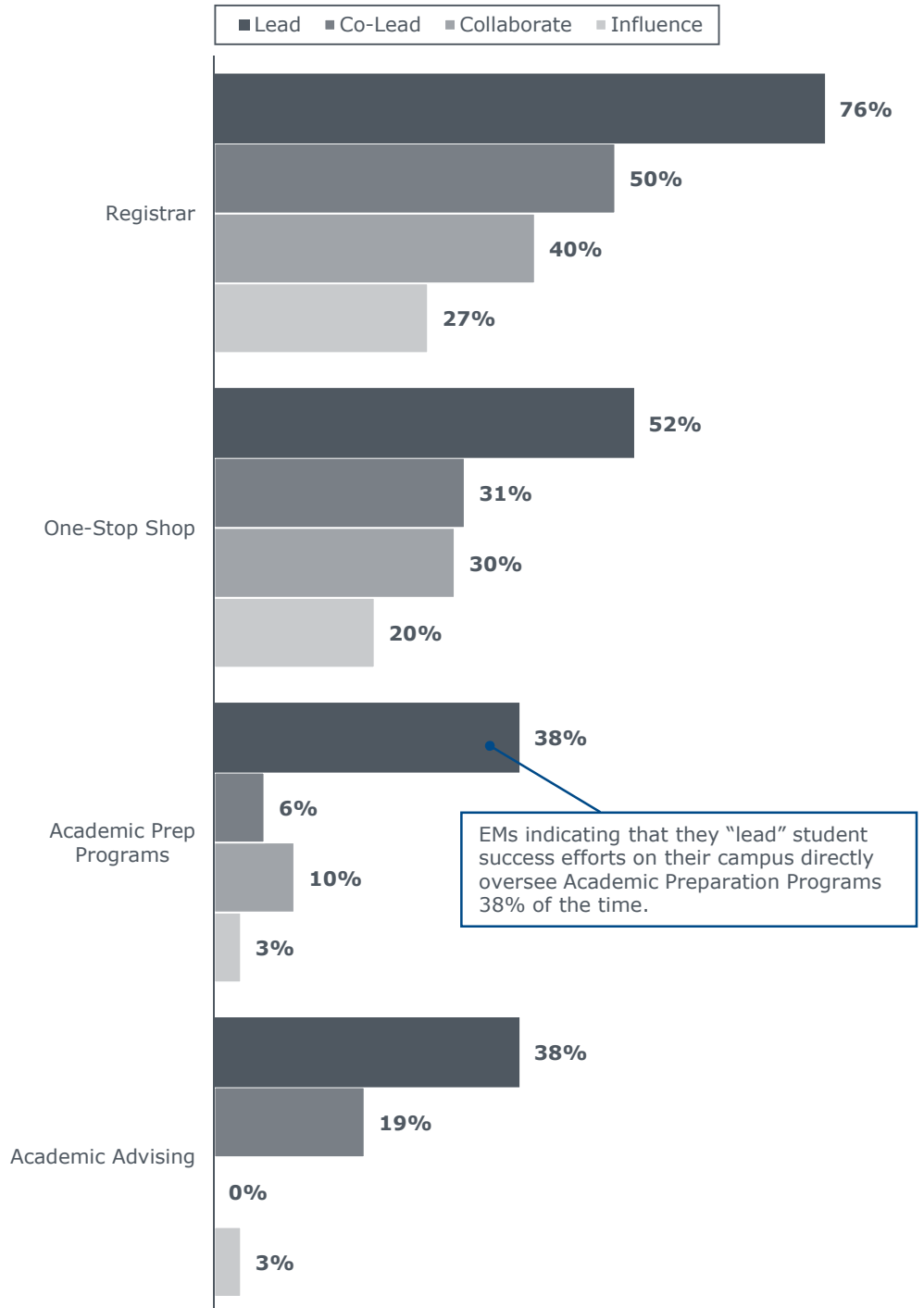
- Student Academic Support

- Student Life

Within student academic support, leadership of student success is strongly correlated with greater supervision of four offices supporting student academics:

1. Registrar

2. One-Stop Shop*

3. Academic Prep Programs

4. Academic Advising

* One-Stop Shops pertain to both categories but have been included here because they typically include the Registrar, a key student academic support unit.

Success Leaders Have Larger Role in Student Academics

Rate of Direct Supervision[1] of Offices by Role in Student Success (All Schools)

Legend: ■ Lead ■ Co-Lead ■ Collaborate ■ Influence

Registrar
- Lead: 76%
- Co-Lead: 50%
- Collaborate: 40%
- Influence: 27%

One-Stop Shop
- Lead: 52%
- Co-Lead: 31%
- Collaborate: 30%
- Influence: 20%

Academic Prep Programs
- Lead: 38%
- Co-Lead: 6%
- Collaborate: 10%
- Influence: 3%

EMs indicating that they "lead" student success efforts on their campus directly oversee Academic Preparation Programs 38% of the time.

Academic Advising
- Lead: 38%
- Co-Lead: 19%
- Collaborate: 0%
- Influence: 3%

1) "Direct Supervision" refers to the office reporting up to the Enrollment Manager, either directly or through another office.

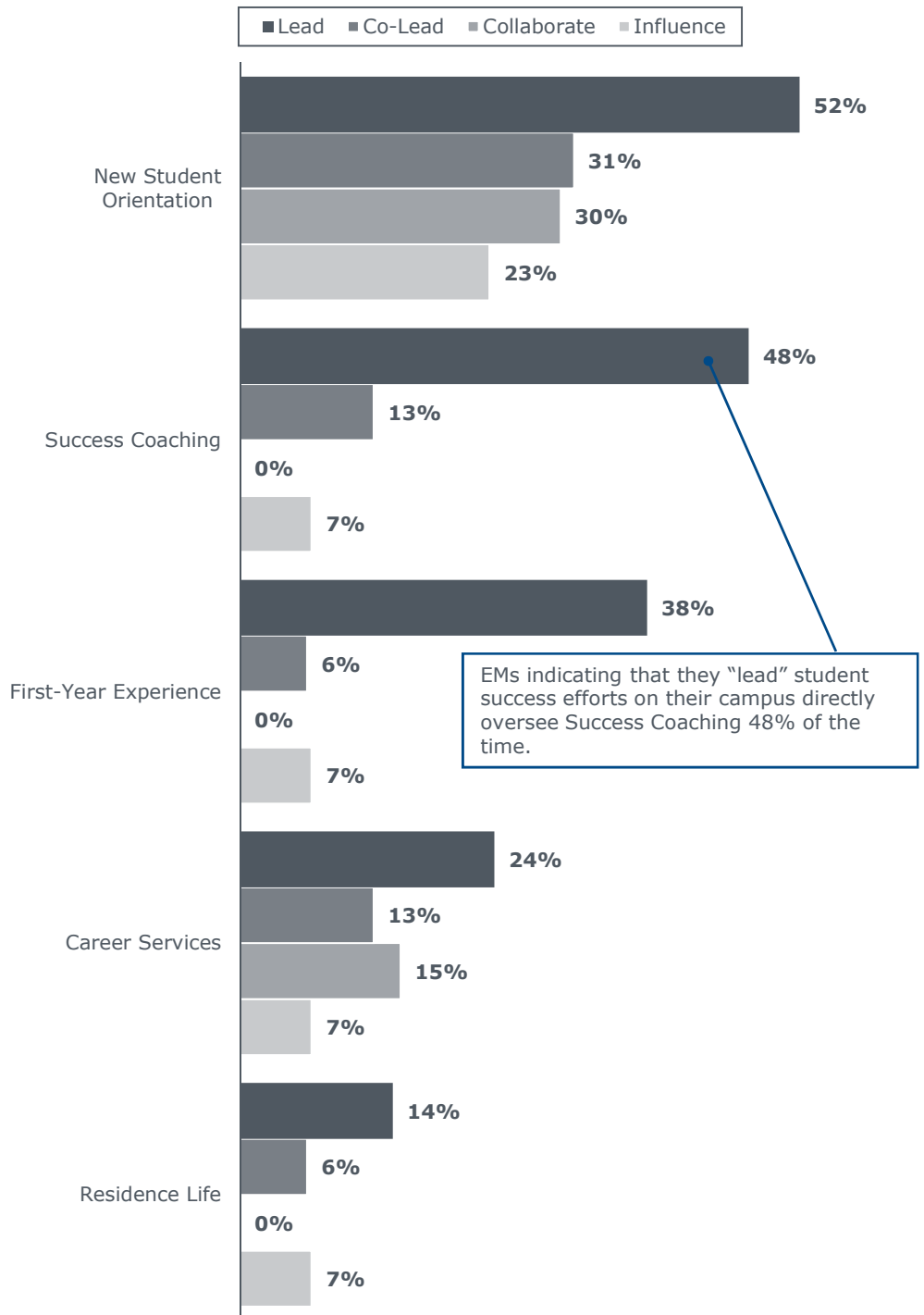# Leadership Role in Success Tied to Student Life Units

With respect to student services, EM leadership of student success is correlated with greater supervision of five relevant offices:

1. New Student Orientation

2. Success Coaching

3. First-Year Experience

4. Career Services

5. Residential Life

Based on the survey results, Enrollment Managers tasked with leading the institution's student success initiatives should examine the portfolio of offices they supervise to determine if they have oversight of the services that support the implementation of the success strategy.

Success Leaders Own Key Student Life Offices

Rate of Direct Supervision[1] of Offices by Role in Student Success (All Schools)

Legend: ■ Lead ■ Co-Lead ■ Collaborate ▪ Influence

New Student Orientation
- Lead: 52%
- Co-Lead: 31%
- Collaborate: 30%
- Influence: 23%

Success Coaching
- Lead: 48%
- Co-Lead: 13%
- Collaborate: 0%
- Influence: 7%

First-Year Experience
- Lead: 38%
- Co-Lead: 6%
- Collaborate: 0%
- Influence: 7%

Career Services
- Lead: 24%
- Co-Lead: 13%
- Collaborate: 15%
- Influence: 7%

Residence Life
- Lead: 14%
- Co-Lead: 6%
- Collaborate: 0%
- Influence: 7%

> EMs indicating that they "lead" student success efforts on their campus directly oversee Success Coaching 48% of the time.

1) "Direct Supervision" refers to the office reporting up to the Enrollment Manager, either directly or through another office.