



Enrollment Management Snapshot: Structure, Operations, and Partnerships

Part 2: EM Staffing and Salaries—Findings from the 2016
Enrollment Management Benchmarking Survey

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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 87 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.

87 Enrollment Managers¹ 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.

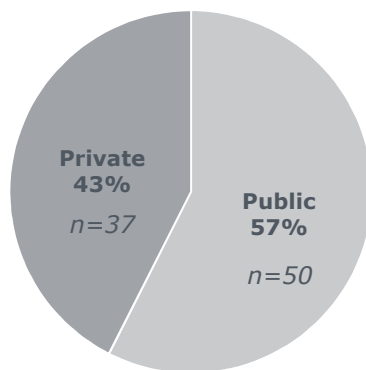
- Large Publics: > 20,000
- Medium Public: > 10,000
- Small Public: < 10,000
- Large Private: > 5,000
- Small Private: < 5,000

Selectivity is based on 75th-percentile test scores.

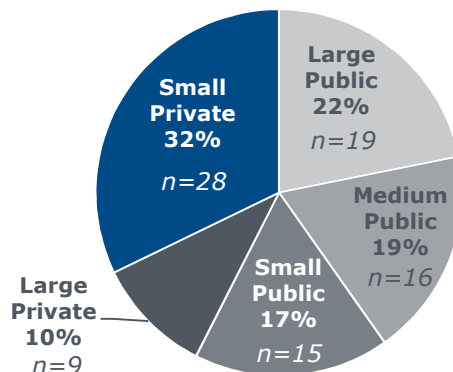
- Selective Public: SAT > 1249 or ACT > 27
- Regional Public: SAT < 1250 or ACT < 28
- Selective Private: SAT > 1299 or ACT > 29
- Regional Private: SAT < 1300 or ACT < 30

Survey Respondent Characteristics

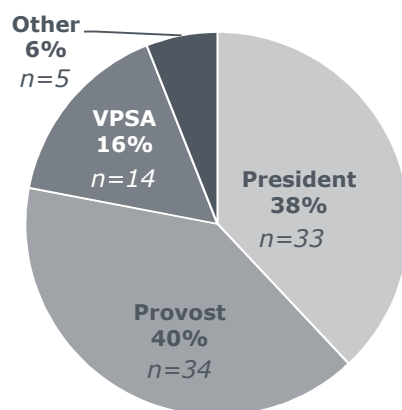
By Sector



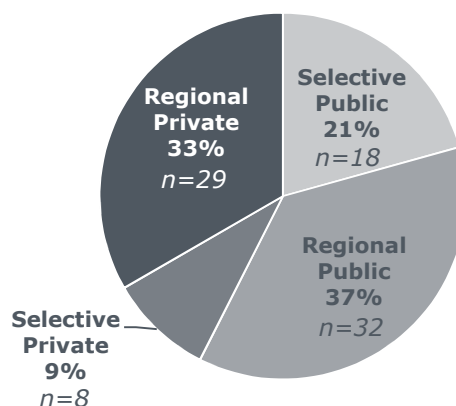
By Sector and Size



By EM Reporting Line



By Sector and Selectivity



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

1) N=87. Titles included: (Senior/Associate/Assistant) Vice President/Provost for Enrollment Management; Chief Enrollment Officer; Executive Director of Enrollment Management; Dean/VP of Admissions and Financial Aid



EM Staffing

-
- Core EM Office Total Staff Levels
 - Admissions Office Staff Workload and Productivity
 - Financial Aid Staff Productivity
 - Staff Roles in Core Offices

2

Key Findings on EM Staffing and Salaries

Minor Differences between Publics and Privates

Core EM Office Staffing Higher at Publics

- Across Admissions, Financial Aid, and the Registrar, public institutions have more staff.
- On average, selective public universities have more staff in these core offices than regional public universities.

Publics do Well on Key Productivity Measures

- In Admissions, public universities process more applications per staff member (621) than privates (449).
- In Financial Aid, public universities process more FAFSAs per staff member (829) than privates (322).

Privates Invest More in Recruitment Travel

- A higher percentage of Admissions staff work in traveling recruitment at private universities (40%) compared to public universities (27%).
- The average number of states and countries visited is higher at private institutions (16, 6) than at public institutions (12, 5).

Although Publics Spend More on Salaries, Privates Spend Significantly More Per Student

- Due to their larger size, Enrollment Management salary budgets are larger at public universities.
- When measured per enrolled student, core office salary budgets are significantly larger at private universities.

Small (if any) Differences in Position-Level Salary Ranges

- 48% of VPs EM at privates and 41% at publics earn greater than \$200,000 per year.
- Directors of Admissions and Financial Aid tend to earn slightly more at public universities.
- More than 90% of entry-level Admissions and Financial Aid staff earn between \$30,000 and \$50,000 per year.

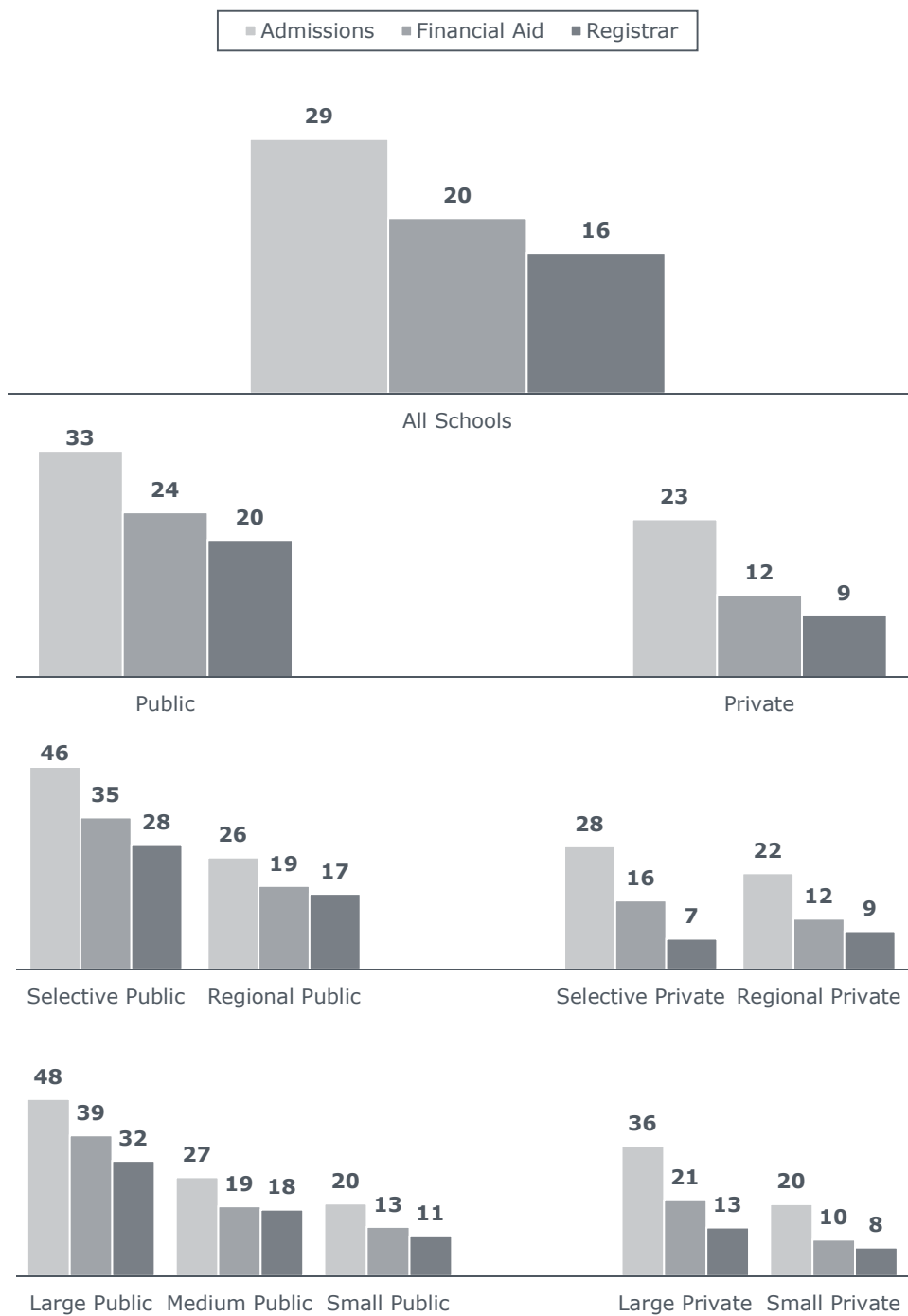
Category	Metric	Public	Private
Core EM Office Staffing Levels	Average Admissions Staff	33	23
	Average Financial Aid Staff	24	12
	Average Registrar Staff	20	9
Admissions Recruitment Travel Snapshot	% of Staff Devoted to Traveling Recruitment	40%	27%
	Average Number of States Visited	12	16
	Average Number of Countries Visited	5	6
Salary Budgets	Total EM Salary Budget	\$5.5M	\$2.4M
	Total EM Salary Budget / Student	\$333	\$744
	Admissions Salary Budget	\$1.9M	\$1.1M
	Admissions Salary Budget / Student	\$117	\$384
	Financial Aid Salary Budget	\$1.3M	\$0.6M
	Financial Aid Salary Budget / Student	\$80	\$198
Median Salaries	Director of Admissions	\$100-120K	\$80-100K
	Director of Financial Aid	\$100-120K	\$80-100K

Staffing Levels in Core EM Offices

The core offices reporting to Enrollment Management are Admissions, Financial Aid, and the Registrar. The survey asked Enrollment Managers to report the total number of staff in each office, not including temporary staff or student workers. The average staffing levels for the three core offices are shown here.

Average Staffing: Admissions, Financial Aid, Registrar

Average Total Staff in Core Offices, by Segment



Admissions Staff Productivity

Naturally, the number of admissions staff in an office will correspond with the size of the institution. To control for this, EAB calculated two measures of workload:

- 1. Number of applications¹ per staff member
- 2. Number of new students per staff member

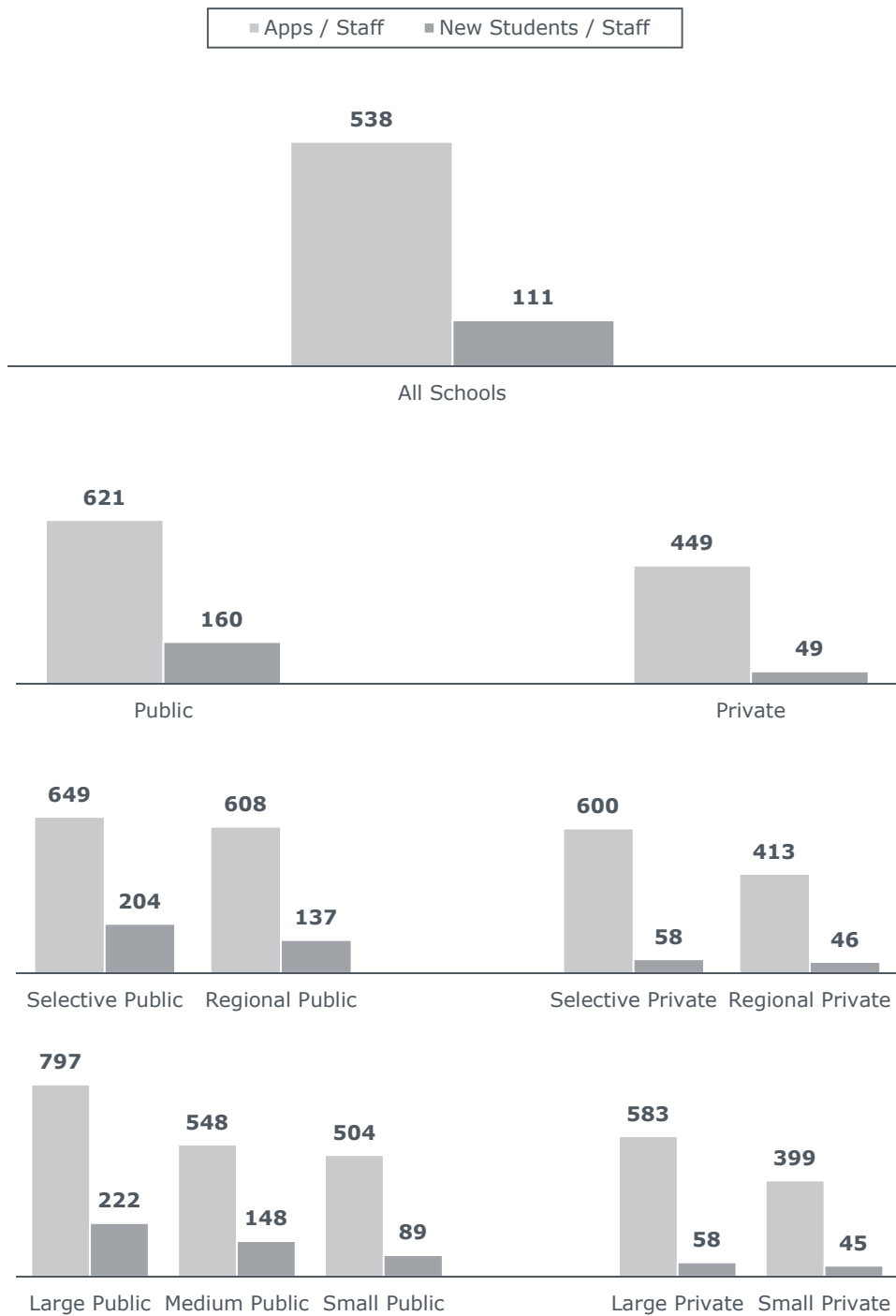
The results are shown to the right.

One notable finding is the consistent number of applications per staff across all segments other than regional private. The other three segments have between 600 and 649 applications per staff, but regional privates have only 413.

A second noteworthy finding is the value of scale. Even after controlling for institutional size, admissions staff at larger universities process more applications on average than those at smaller universities.

Benefits of Scale Clearly Evident at Public Universities

Average Applications per Staff and New Students per Staff, by Segment



1) Number of applications refers to the total applications from both first-time, full-time students and transfer students.
2) Number of new students refers to the number of new first-time, full-time students and transfer students.

Admissions Staff Workloads: Geographic Reach

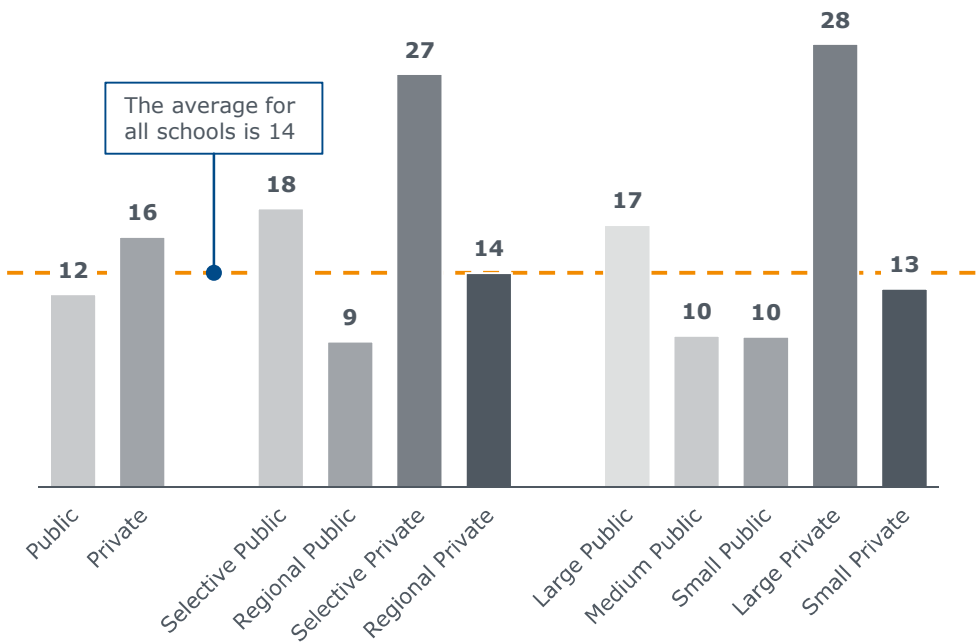
A core measure of the workload of admissions staff is how much they travel. The charts to the right benchmark the average number of states and countries visited by admissions teams broken out by segment.

Unsurprisingly, the survey found that admissions staff at private universities travel more extensively than those at public universities do, a distinction augmented further by size of institution.

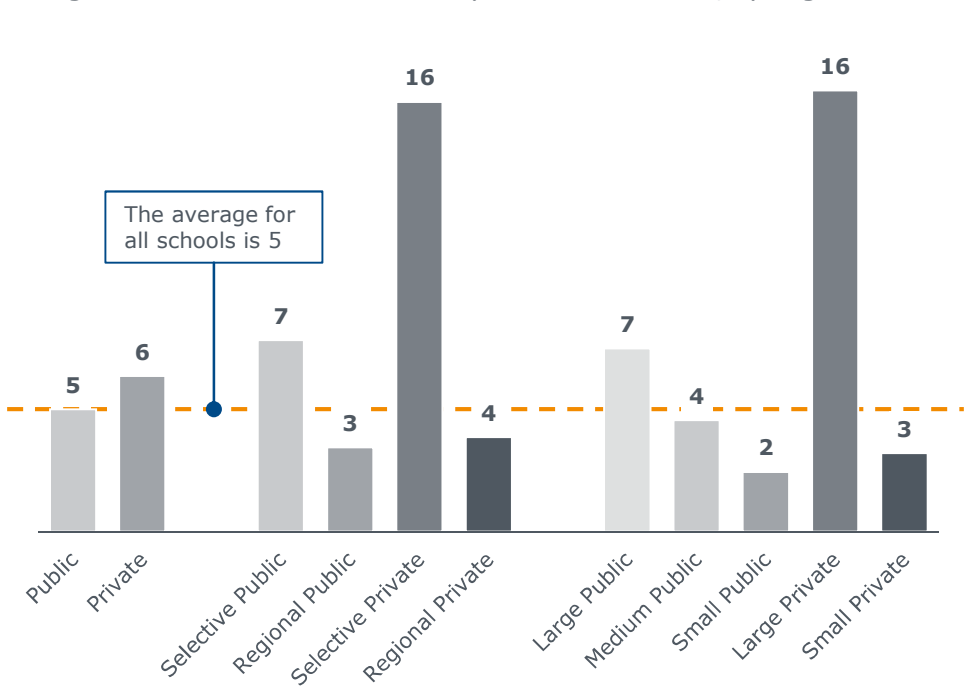
It is also clear that admissions personnel at selective universities (both public and private) travel more extensively than their counterparts at regional universities.

Selective Universities' Admissions Personnel Travel More

Average Number of States Visited by Admissions Teams, by Segment



Average Number of Countries Visited by Admissions Teams, by Segment



Financial Aid Staff Productivity

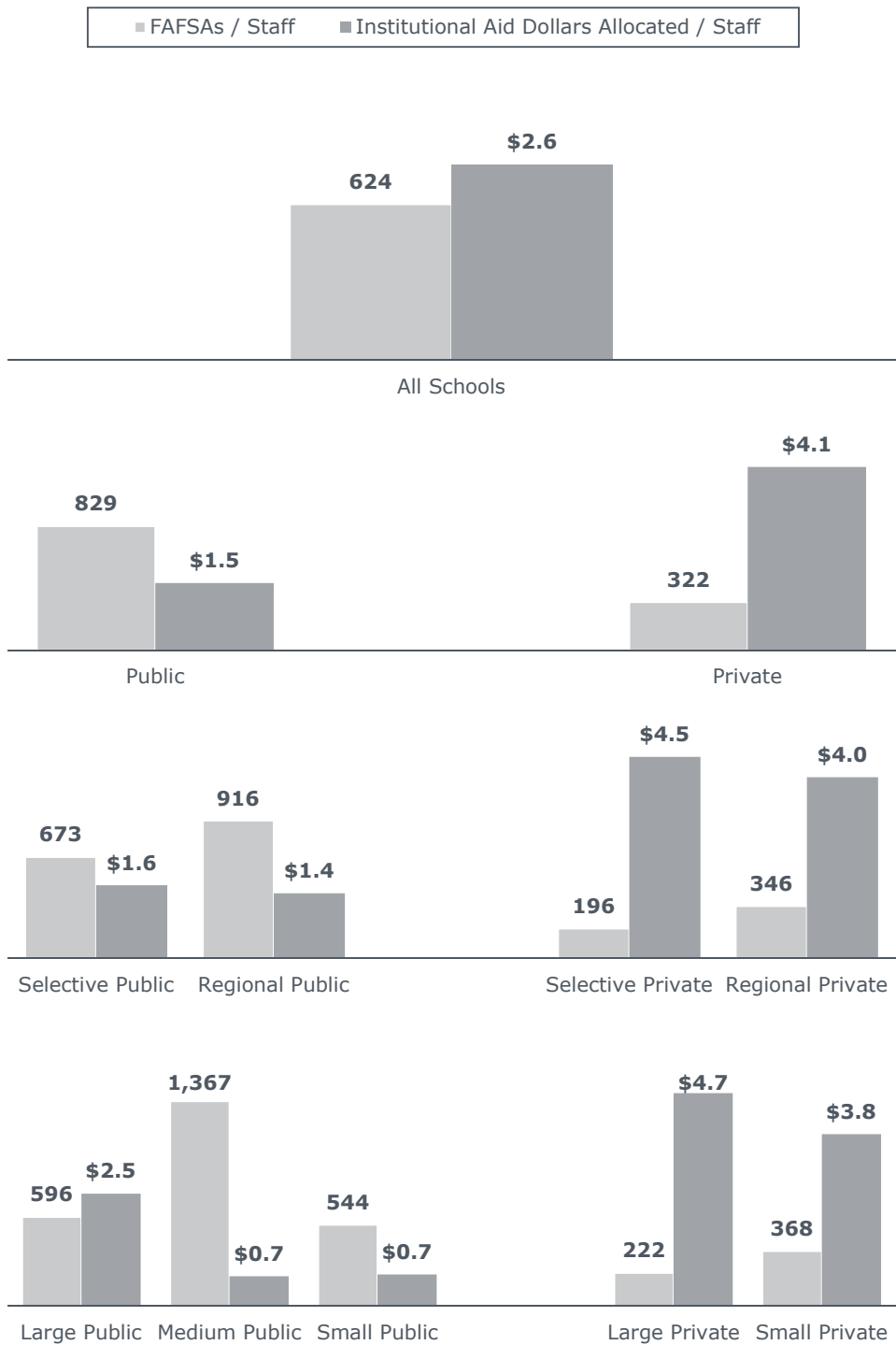
To place Financial Aid staffing in context, EAB calculated two measures of workload:

- 1. Number of FAFSAs Submitted per Staff
- 2. Institutional Aid Dollars Allocated per Staff

As expected, private universities, allocate significantly more aid dollars per staff member, while public universities process more FAFSAs per staff member.

More FAFSAs, Fewer Dollars at Publics

Average FAFSAs per Staff and Aid Dollars Allocated per Staff (in millions), by Segment



Distribution of Staff Roles in Core Offices

In the survey, EMs reported the distribution of Admissions, Financial Aid, and Registrar staff by key roles within these core units.

The Admissions staff roles are:

1. Traveling Recruitment Staff (travel substantial part of time)
2. Regional Recruiters (based away from campus)
3. Campus-Based (travel can occur, but is not main role)
4. Processing, Clerical
5. Management
6. Other

The Financial Aid staff roles are:

1. Student-Facing, Counseling
2. Awarding / Packaging
3. Processing, Clerical, Compliance
4. Management
5. Other

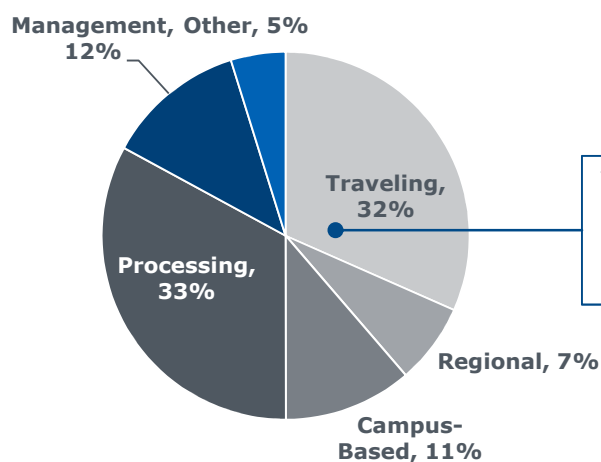
The Office of the Registrar staff roles are:

1. Student-Facing, Customer Service
2. Processing, Clerical
3. Management
4. Other

Benchmarks for Admissions, Financial Aid, Registrar

50% of Admission Staff Have Student-Facing Roles

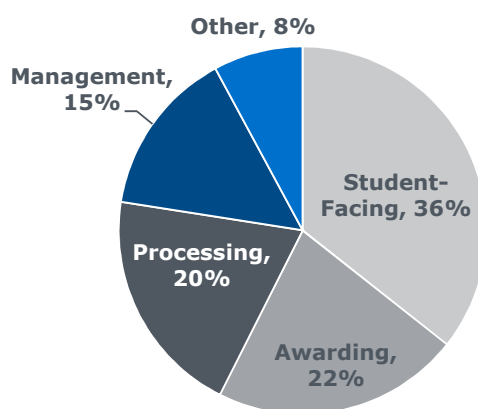
Distribution of Staff in Admissions (All Schools)



There is an exact 50-50 split between student-facing admissions staff (Traveling, Regional, Campus-Based) and other types of admissions staff.

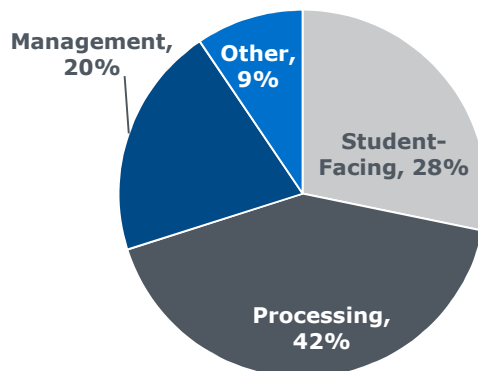
36% of Financial Aid Staff Have Student-Facing Roles

Distribution of Staff in Financial Aid (All Schools)



Nearly Half of Registrar Staff Have Processing Roles

Distribution of Staff in the Registrar (All Schools)



Core Office Staff Allocation by Sector

In Admissions, private universities allocate a higher percentage of staff to traveling recruitment (40%) relative to public universities (27%).

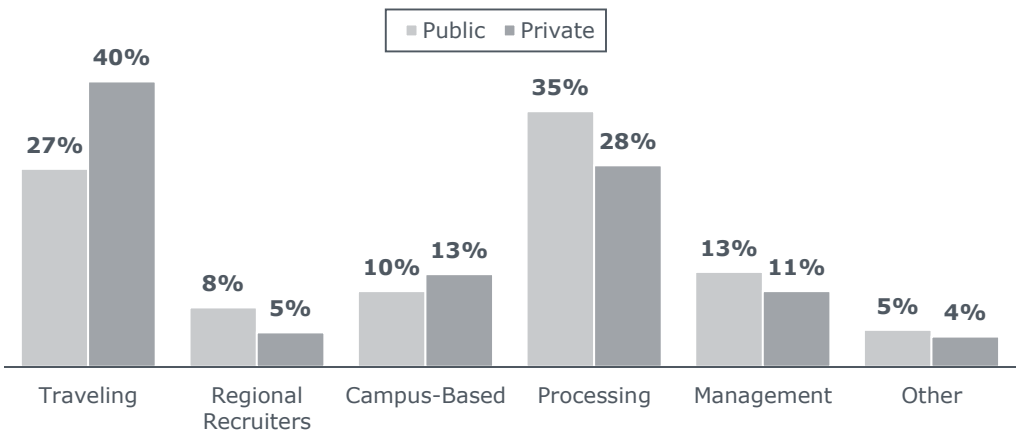
In Financial Aid, the distribution of staff responsibility is similar across publics and privates, though privates allocate marginally more staff to student-facing positions.

In the Office of the Registrar, the difference between publics and privates is insignificant.

Public and Private EM Staff by Role

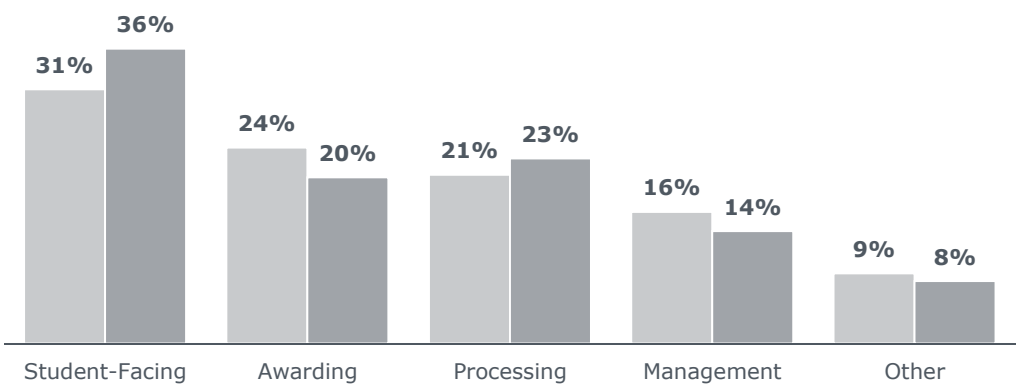
Admissions: More Recruitment Staff at Privates

Percentage of Staff Performing Role, by Sector



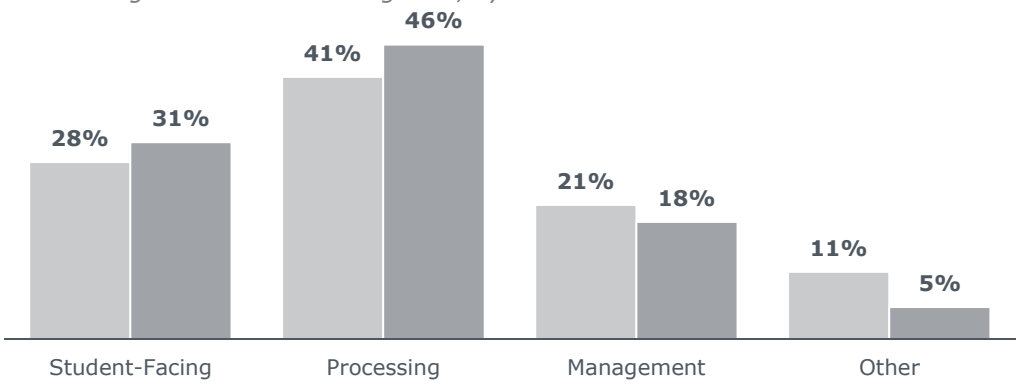
Financial Aid: Slightly More Student-Facing Staff at Privates

Percentage of Staff Performing Role, by Sector



Registrar: Similar Staff Allocation between Publics and Privates

Percentage of Staff Performing Role, by Sector



Core Office Staff Allocation by Selectivity

The charts to the right show the distribution of staff roles by selectivity.

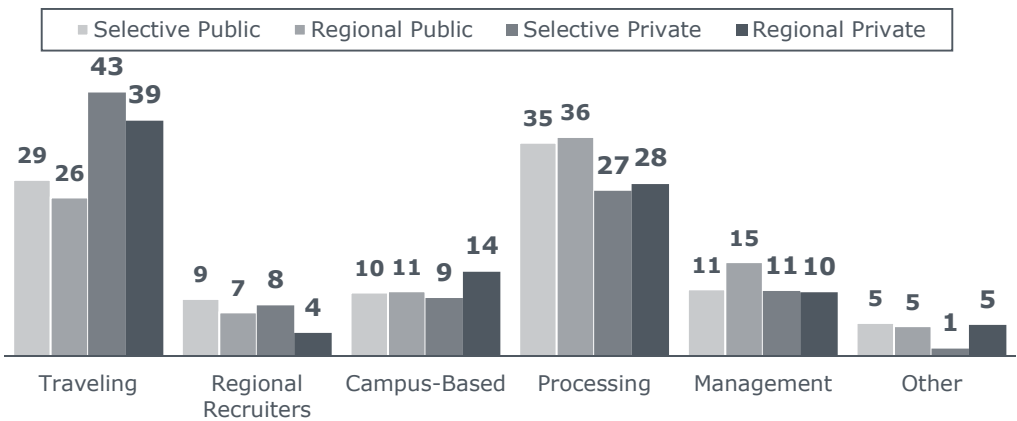
Irrespective of selectivity, private institutions have more admissions personnel in traveling recruitment roles than public institutions.

With respect to Financial Aid, selective privates dedicate the highest percentage of staff to student-facing financial aid work while selective publics dedicate the lowest.

Selective and Regional Staff by Role

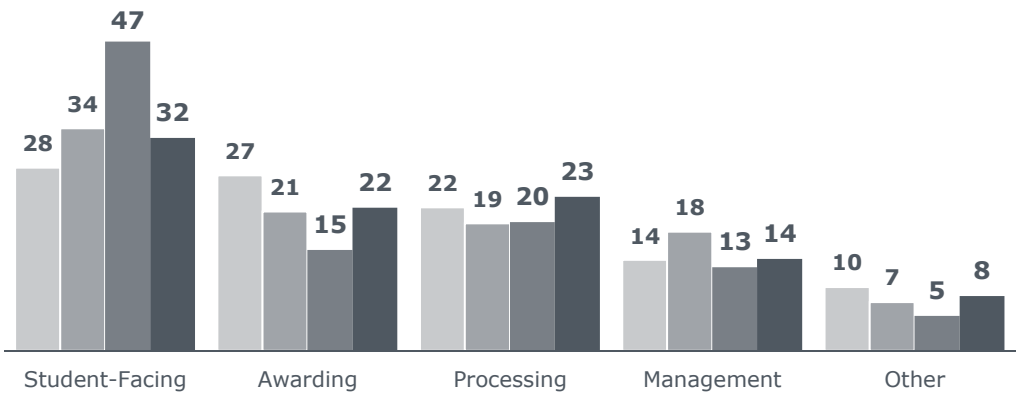
Admissions: Sector Traveling Divide Holds Across Selectivity

Percentage of Staff Performing Role, by Selectivity



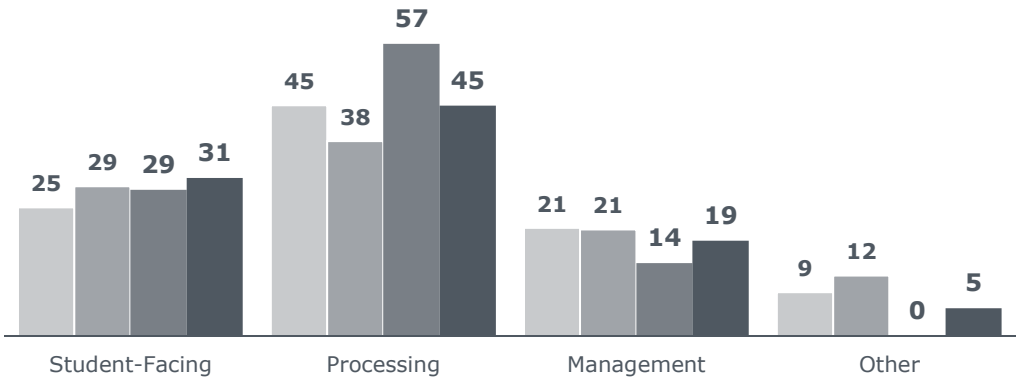
Financial Aid: Selective Privates Most Focused on Counseling

Percentage of Staff Performing Role, by Selectivity



Registrar: Similar Staff Allocation between Publics and Privates

Percentage of Staff Performing Role, by Selectivity



Use of Regional Recruiters Skews Selective

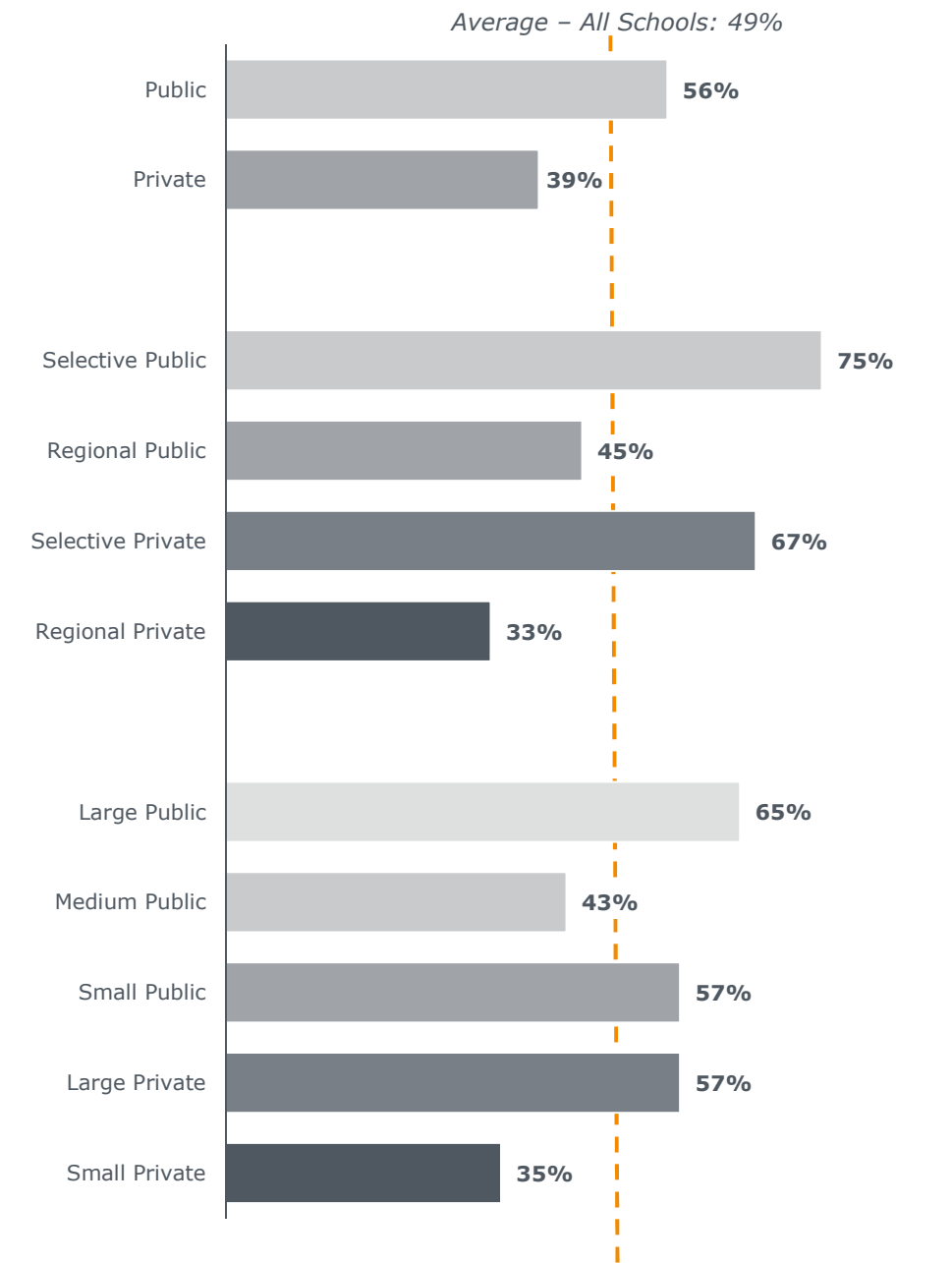
The survey found that having regional recruiters is not universal. 49% of EMs reported employing personnel in this role.

The chart at the right shows the percentage of schools having regional recruiters by sector and segment.

The largest divide is clearly by selectivity. Selective publics and privates are each 30% more likely than their regional counterparts to employ regional recruiters.

Selective Publics Most Likely to Use Regional Recruiters

Percentage of Schools Using Regional Recruiters, by Segment





EM Salaries



- Core Office and Total EM Salary Budgets
- Position-Specific Salary Benchmarks

2

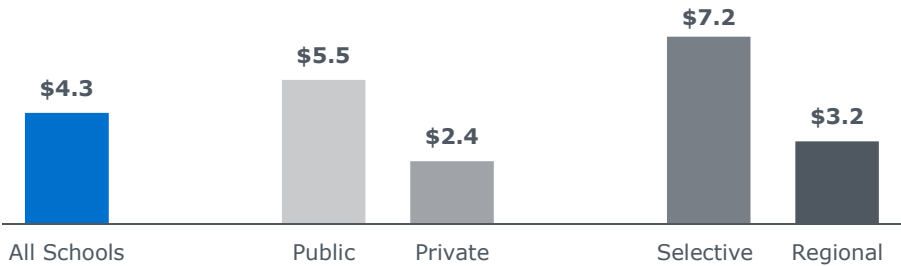
Total Salary Budgets for EM and Core Offices

This analysis displays the average total salary budget for all staff within EM and for each of the three core offices—Admissions, Financial Aid, and the Registrar.

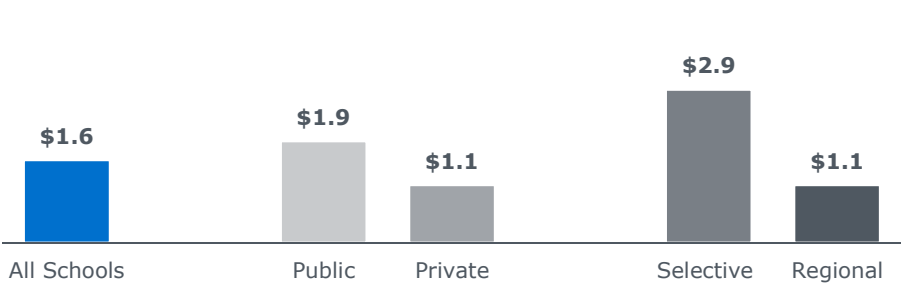
Notably, the budget differences are larger between selective and regional schools than between public and private schools.

Selectivity Divide More Pronounced than Sector Divide

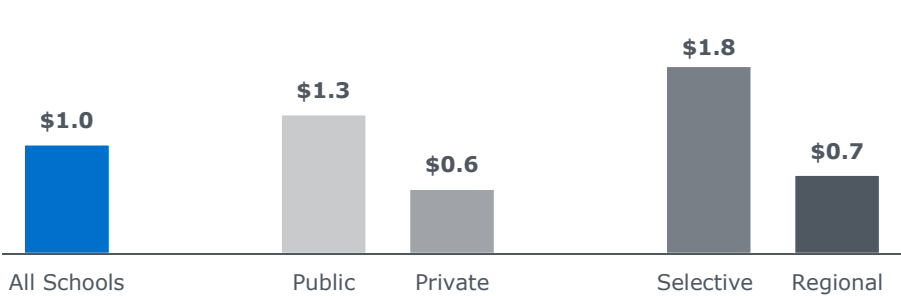
Average Total Salary Budget for **All EM Offices** (in Millions), by Segment



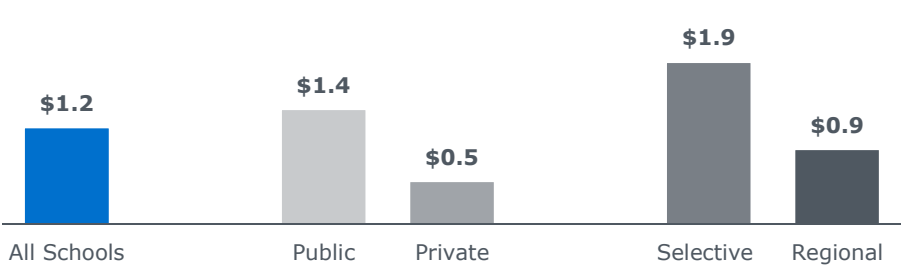
Average Total Salary Budget for **Admissions** (in Millions), by Segment



Average Total Salary Budget for **Financial Aid** (in Millions), by Segment



Average Total Salary Budget for the **Registrar Office** (in Millions), by Segment



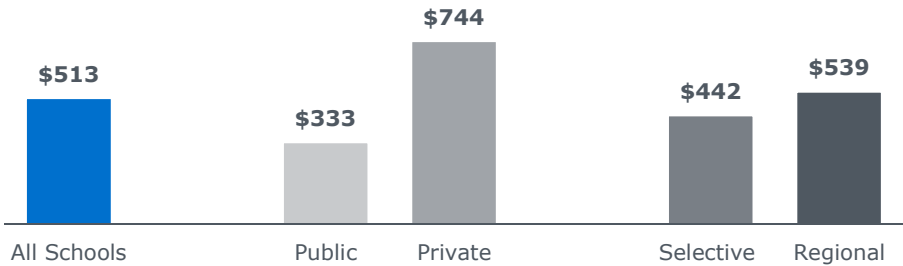
Salary Budgets per Student: Total EM and Core Offices

To put salary budgets in perspective, these charts show total salary budgets for the core EM offices and total EM office portfolio divided by total undergraduate enrollment.

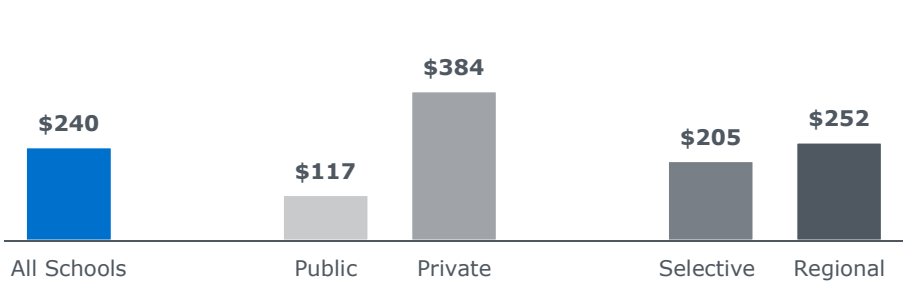
Once controlled for enrollment, the differences between public and private universities come to the fore. Private EM offices consistently spend more than double on salary per student than their public counterparts.

Sector Divide More Pronounced than Selectivity Divide

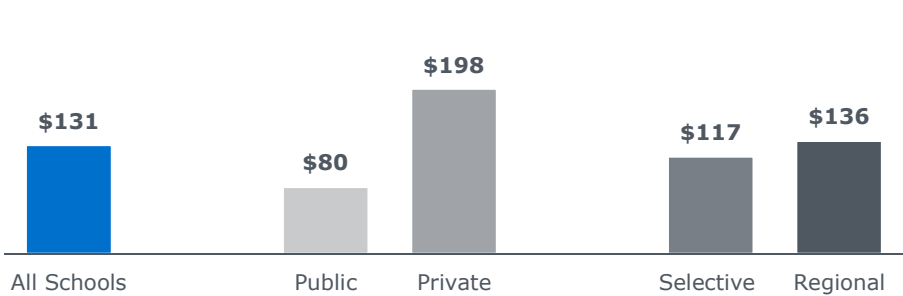
Average Salary Budget per Student for **All EM Offices**, by Segment



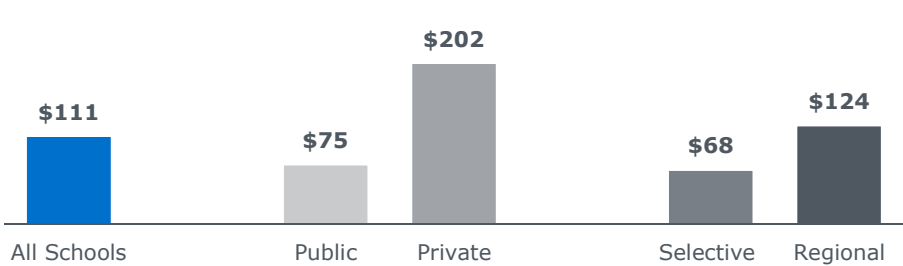
Average Salary Budget per Student for **Admissions**, by Segment



Average Salary Budget per Student for **Financial Aid**, by Segment



Average Salary Budget per Student for **the Registrar Office**, by Segment



Salary Data: VP EM

EMs were asked to select a salary range for a number of key positions within Enrollment Management. The ranges were:

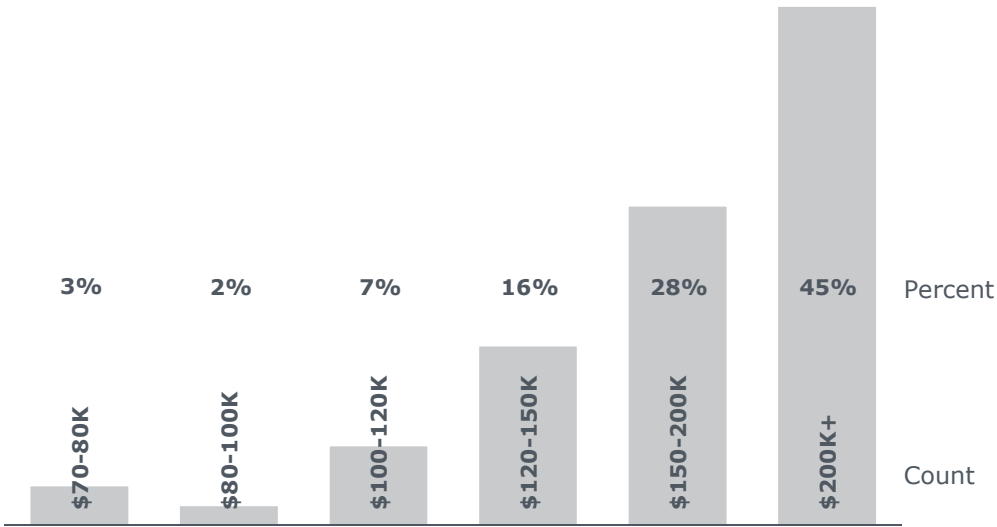
- \$20-30K
- \$30-40K
- \$40-50K
- \$50-60K
- \$60-70K
- \$70-80K
- \$80-100K
- \$100-120K
- \$120-150K
- \$150-200K
- Greater than \$200K

Salaries for Vice Presidents / Provosts of Enrollment Management range from \$70,000 to over \$200,000 per year.

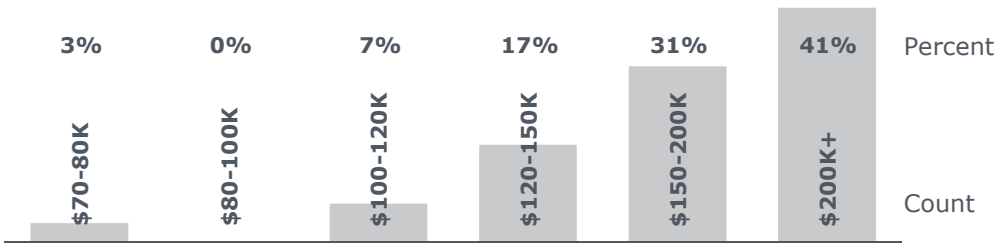
There is relatively little difference in salary ranges for VPs EM at private and public institutions. In both groups, a majority of VPs EM earn more than \$150,000 per year.

More than 40% of VPs EM Earn More than \$200K per Year

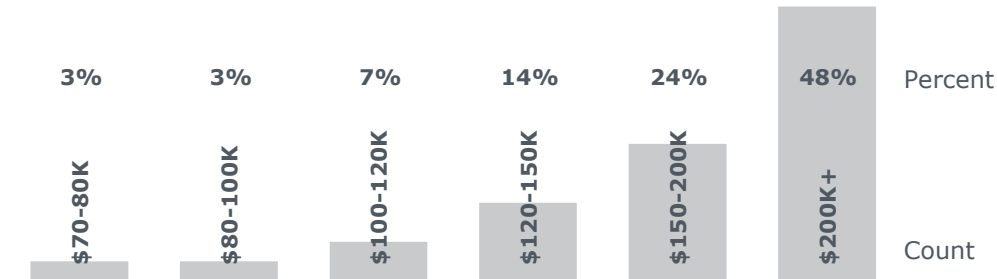
Distribution (Count and Percent) of VP EM Salaries, by Range
All Schools



Public Universities



Private Universities



Salary Data: Director of Admissions

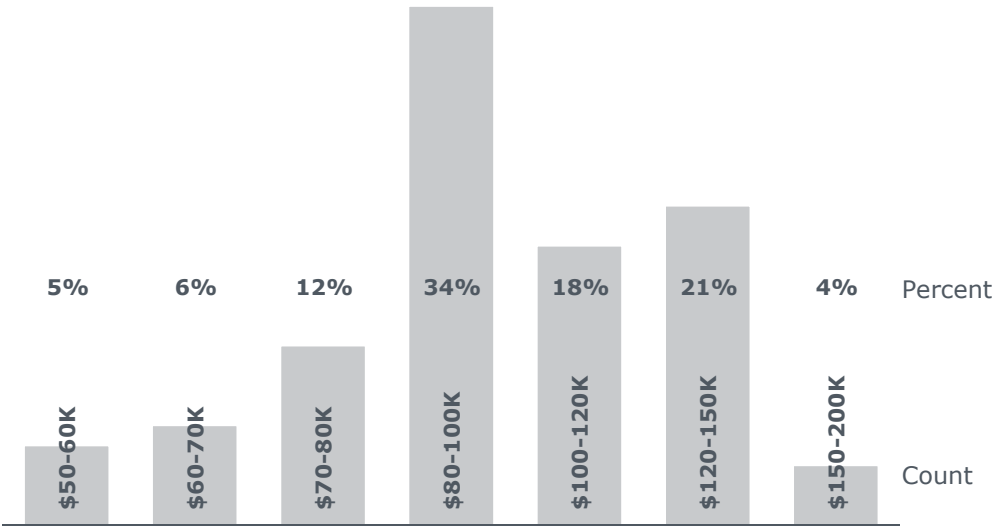
There is considerable variation within salaries for Directors of Admissions. The range stretches from \$50,000 to \$200,000.

Directors of Admissions’ pay is slightly higher at public institutions compared with private institutions. The median salary for Directors of Admissions at publics is in the \$100-120K range whereas it is in the \$80-100K range at privates.

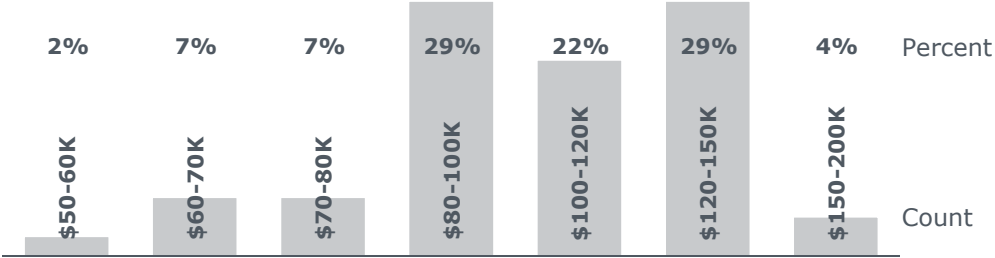
Salaries Slightly Higher at Public Institutions

Distribution (Count and Percent) of Director of Admissions Salaries, by Range

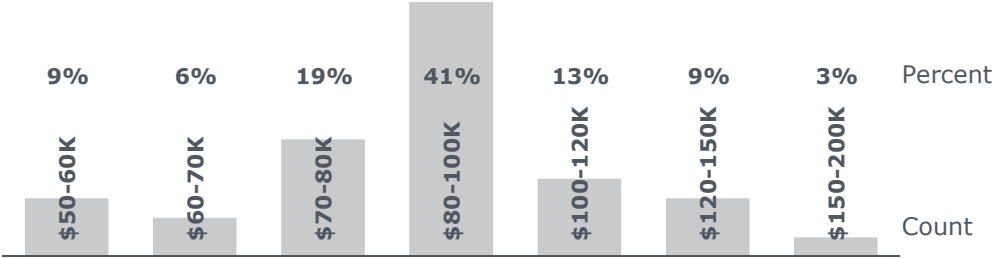
All Schools



Public Universities



Private Universities



Salary Data: Director of Financial Aid

There is considerable variation within salaries for Directors of Financial Aid. The range stretches from \$50,000 to \$200,000.

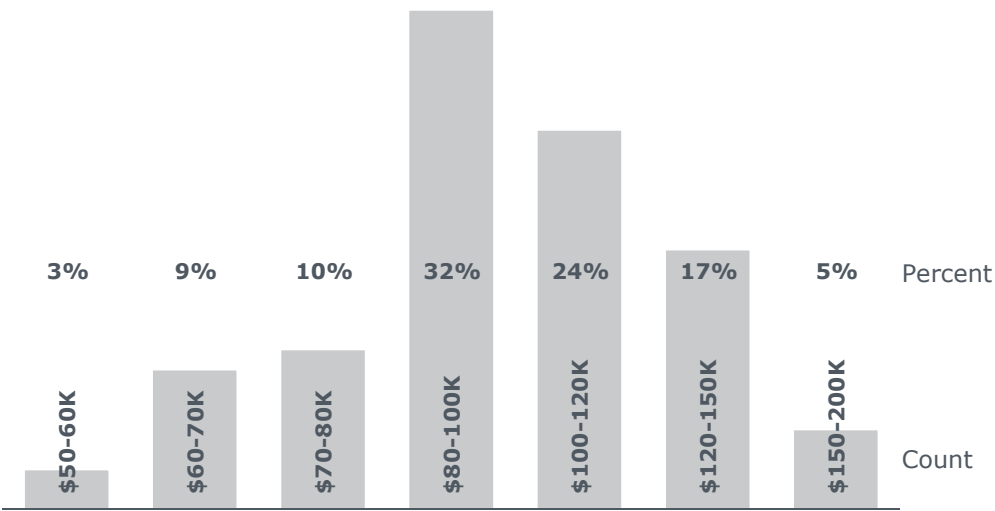
The pay is slightly higher at publics. The median salary for Directors of Financial Aid at publics is in the \$100-120K range whereas it is in the \$80-100K range at privates.

Notably, 90% of Directors of Financial Aid at public universities earn more than \$80,000 per year. In contrast, only 61% of Directors of Financial Aid at private universities earn above the same threshold.

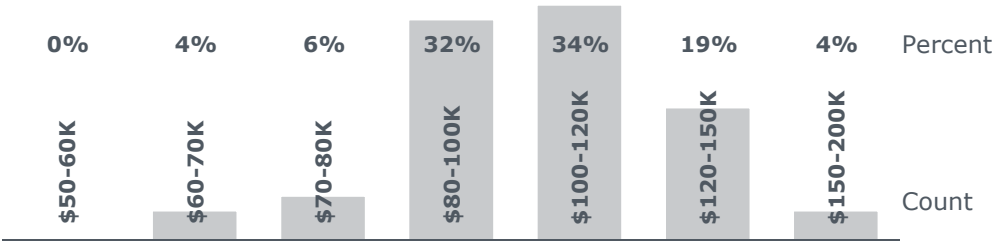
Salaries Slightly Higher at Public Institutions

Distribution (Count and Percent) of Director of Financial Aid Salaries, by Range

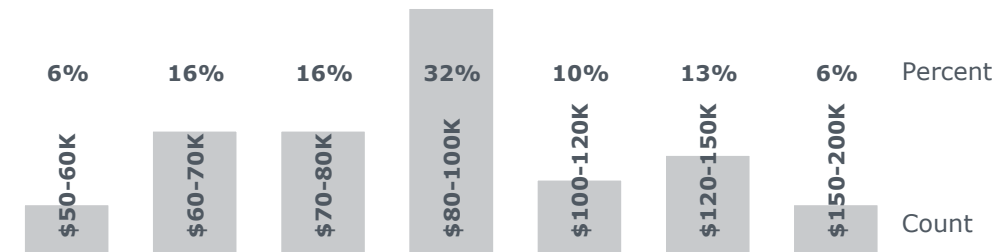
All Schools



Public Universities



Private Universities

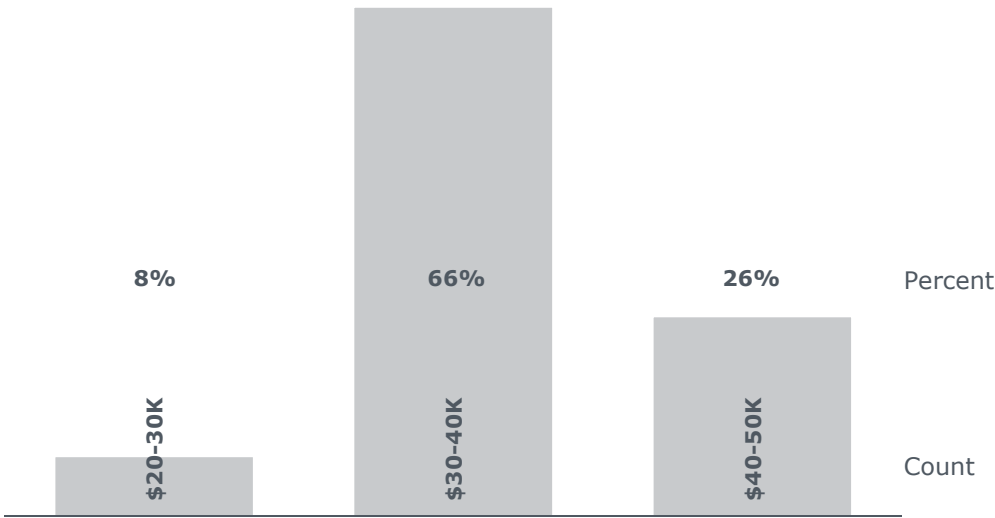


Salary Data: Entry-Level Admissions

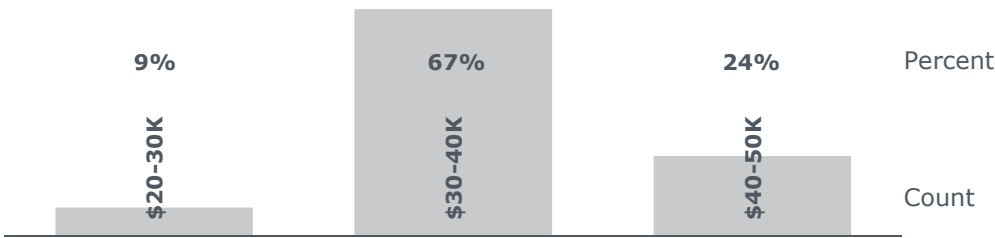
With respect to entry-level salaries in Admissions, there is little variation. Over 90% of entry-level staff earn between \$30,000 and \$50,000 per year.

Little Variation in Entry-Level Salaries

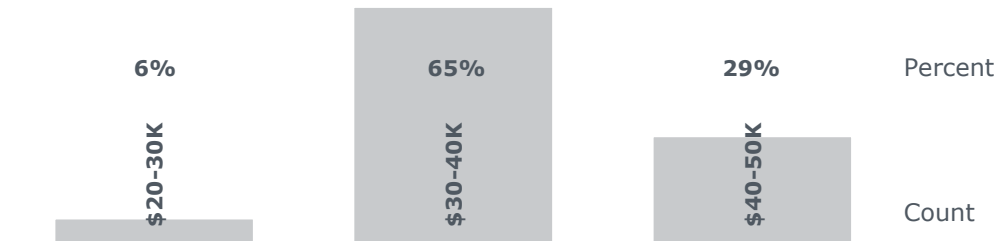
Distribution (Count and Percent) of Entry-Level Admissions Salaries, by Range
All Schools



Public Universities



Private Universities

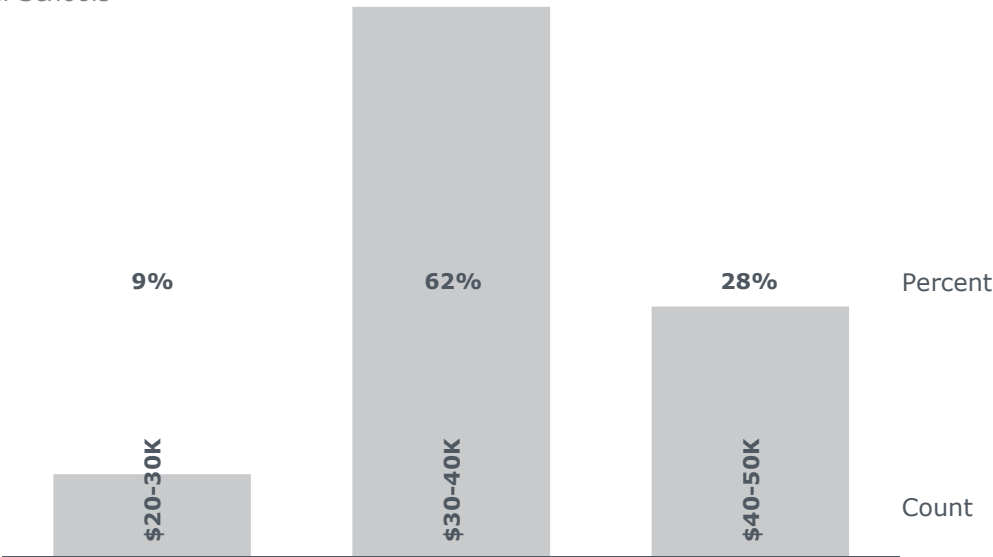


Salary Data: Entry-Level Financial Aid

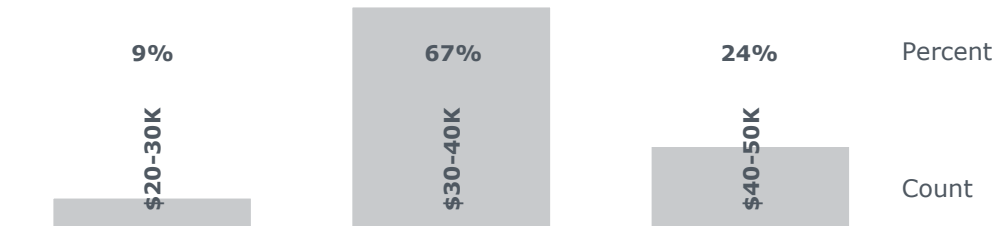
With respect to entry-level salaries in Financial Aid, there is little variation. Over 90% of entry-level staff earn between \$30,000 and \$50,000 per year.

Little Variation in Entry-Level Salaries

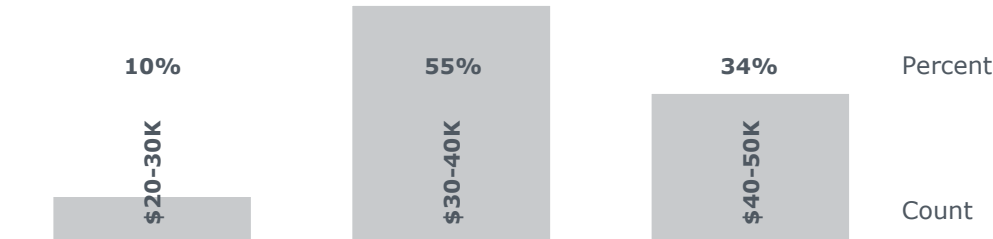
Distribution (Count and Percent) of Entry-Level Financial Aid Salaries, by Range
All Schools



Public Universities



Private Universities



Key Staffing and Salary Detail: By Segment

Category	Office	Measure	All Schools	Public	Private	Selective Public	Regional Public	Selective Private	Regional Private
Staffing Levels	Admissions	Total Staff	29	33	23	46	26	28	22
		Apps / Staff	538	621	449	649	608	600	413
		New Enr. / Staff	111	160	49	204	137	58	49
	Financial Aid	Total Staff	20	24	12	35	19	16	12
		FAFSAs / Staff	624	829	322	673	916	196	346
		Aid \$ / Staff	\$2.6M	\$1.5M	\$4.1M	\$1.6M	\$1.4M	\$4.5M	\$4.0M
	Registrar	Total Staff	16	20	9	28	17	7	9
Staff Workload	Admissions	States Visited	13.9	12.4	16.1	17.9	9.3	26.5	13.7
		Countries Visited	5.1	4.6	5.8	7.1	3.1	16.0	3.5
Distribution of Staff by Role	Admissions	Traveling	32%	27%	40%	29%	26%	43%	39%
		Regional	7%	8%	5%	9%	7%	8%	4%
		Campus-Based	11%	10%	13%	10%	11%	9%	14%
		Processing	33%	35%	28%	35%	36%	27%	28%
		Management	12%	13%	11%	11%	15%	11%	10%
		Other	5%	5%	4%	5%	5%	1%	5%
	Financial Aid	Student-Facing	36%	31%	36%	28%	34%	47%	32%
		Awarding	22%	24%	20%	27%	21%	15%	22%
		Processing	20%	21%	23%	22%	19%	20%	23%
		Management	15%	16%	14%	14%	18%	13%	14%
		Other	8%	9%	8%	10%	7%	5%	8%
	Registrar	Student-Facing	28%	28%	31%	25%	29%	29%	31%
		Processing	42%	41%	46%	45%	38%	57%	45%
		Management	20%	21%	18%	21%	21%	14%	19%
		Other	9%	11%	5%	9%	12%	0%	5%
Salary Budget Data by Core Office	Admissions	Total Salary Budget	\$1.6M	\$1.9M	\$1.1M	\$3.2M	\$1.3M	\$2.1M	\$0.9M
		Sal. Budget/Student	\$240	\$117	\$384	\$130	\$111	\$373	\$387
	Financial Aid	Total Salary Budget	\$1.0M	\$1.4M	\$0.6M	\$2.0M	\$1.0M	\$1.1M	\$0.5M
		Sal. Budget/Student	\$131	\$80	\$198	\$78	\$82	\$205	\$197
	Registrar	Total Salary Budget	\$1.2M	\$1.4M	\$0.5M	\$1.9M	\$1.1M	N/A	\$0.5M
		Sal. Budget/Student	\$111	\$75	\$202	\$68	\$78	N/A	\$202
	All EM Offices	Total Salary Budget	\$4.3M	\$5.5M	\$2.4M	\$8.4M	\$4.1M	\$3.6M	\$2.2M
		Sal. Budget/Student	\$513	\$333	\$744	\$345	\$327	\$660	\$763
Median Position Salary	Enrollment Management	VP EM	\$150-200K	\$150-200K	\$150-200K	>\$200K	\$150-200K	>\$200K	\$150-200K
		Assoc VP EM	\$120-150K	\$150-200K	\$120-150K	\$150-200K	\$120-150K	\$120-150K	\$120K
		Asst VP EM	\$100-120K	\$120-150K	\$100K	\$120-150K	\$100-120K	\$120-150K	\$80-100K
	Admissions	Director Admission	\$80-100K	\$100-120K	\$80-100K	\$120-150K	\$80-100K	\$80-100K	\$80-100K
		Assoc Dir Admission	\$60-70K	\$70K	\$50-60K	\$70-80K	\$60-70K	\$60K	\$50-60K
		Asst Dir Admission	\$40-50K	\$50-60K	\$40-50K	\$50-60K	\$40-50K	\$40-50K	\$40-50K
		Entry Admission	\$30-40K	\$30-40K	\$30-40K	\$30-40K	\$30-40K	\$40K	\$30-40K
	Financial Aid	Director FA	\$80-100K	\$100-120K	\$80-100K	\$120-150K	\$80-100K	\$80-100K	\$80-100K
		Assoc Dir FA	\$60-70K	\$70-80K	\$60K	\$70-80K	\$60-70K	\$60-70K	\$50-60K
		Asst Dir FA	\$50-60K	\$50-60K	\$40-50K	\$50-60K	\$40-50K	\$50K	\$40-50K
		Entry FA	\$30-40K	\$30-40K	\$30-40K	\$30-40K	\$30-40K	\$40K	\$30-40K

The best
practices are
the ones that
work for **you.**SM



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