



EAB

Enrollment Management Snapshot

Aggregate Report from the 2016 Enrollment
Management Benchmarking Survey

Enrollment
Management
Forum





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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 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**



**Individual sections
available on website**

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:

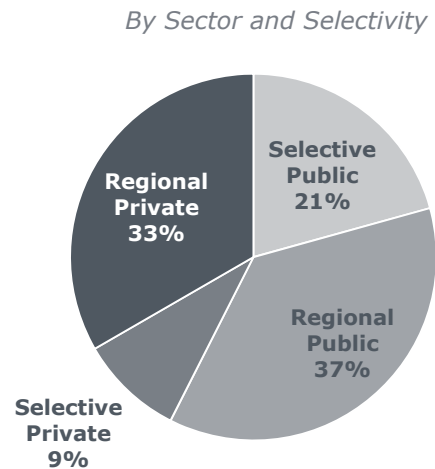
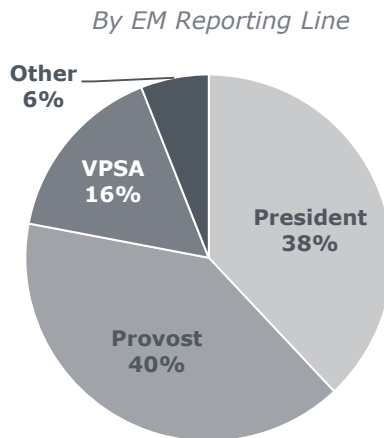
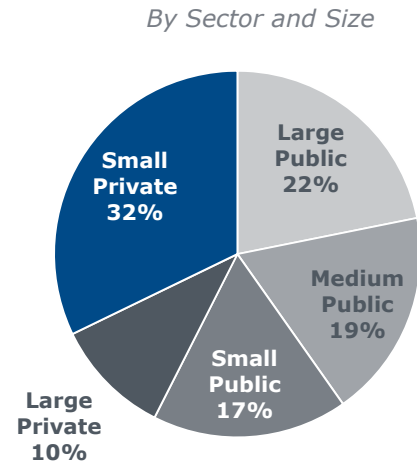
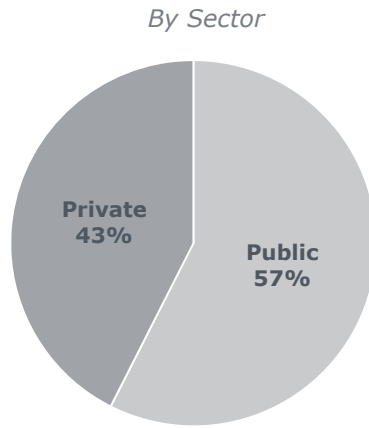
Size is calculated by total enrollment.

- Large Public: > 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 Characteristics¹



An EM Leader Snapshot

6.3 years

Average time in current position

62.5%

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

10.6 years

Average time at current institution

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 Organizational Structures

SECTION

- Recruiting Responsibilities by Student Segment
- EM Office Supervision
- EM Role in Student Success

1

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 of 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, Financial Aid, and Admissions Marketing 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:

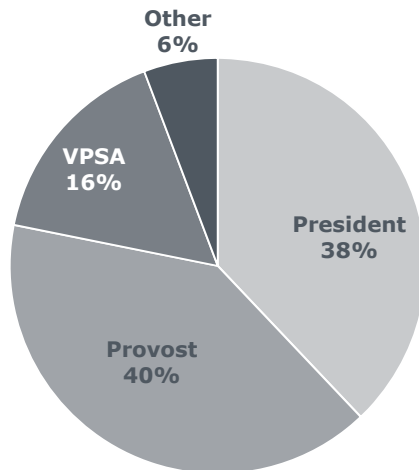
- President
- Provost
- Vice President for Student Affairs (VPSA)

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%).

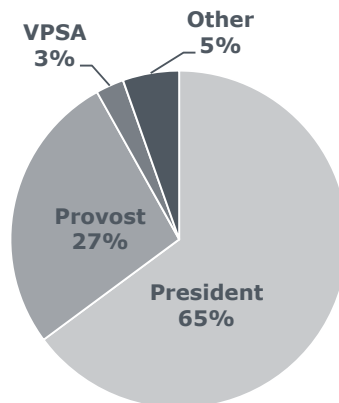
Most EMs Report to the President or Provost

Positions to which Enrollment Management Reports (All Schools)

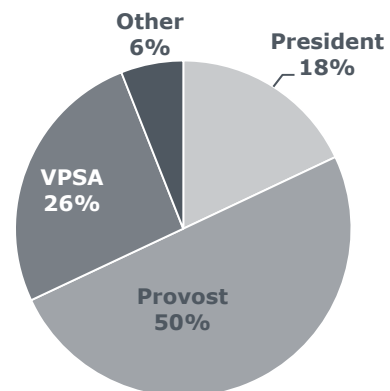


EMs Report to Presidents at Privates, to Provosts at Publics

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:

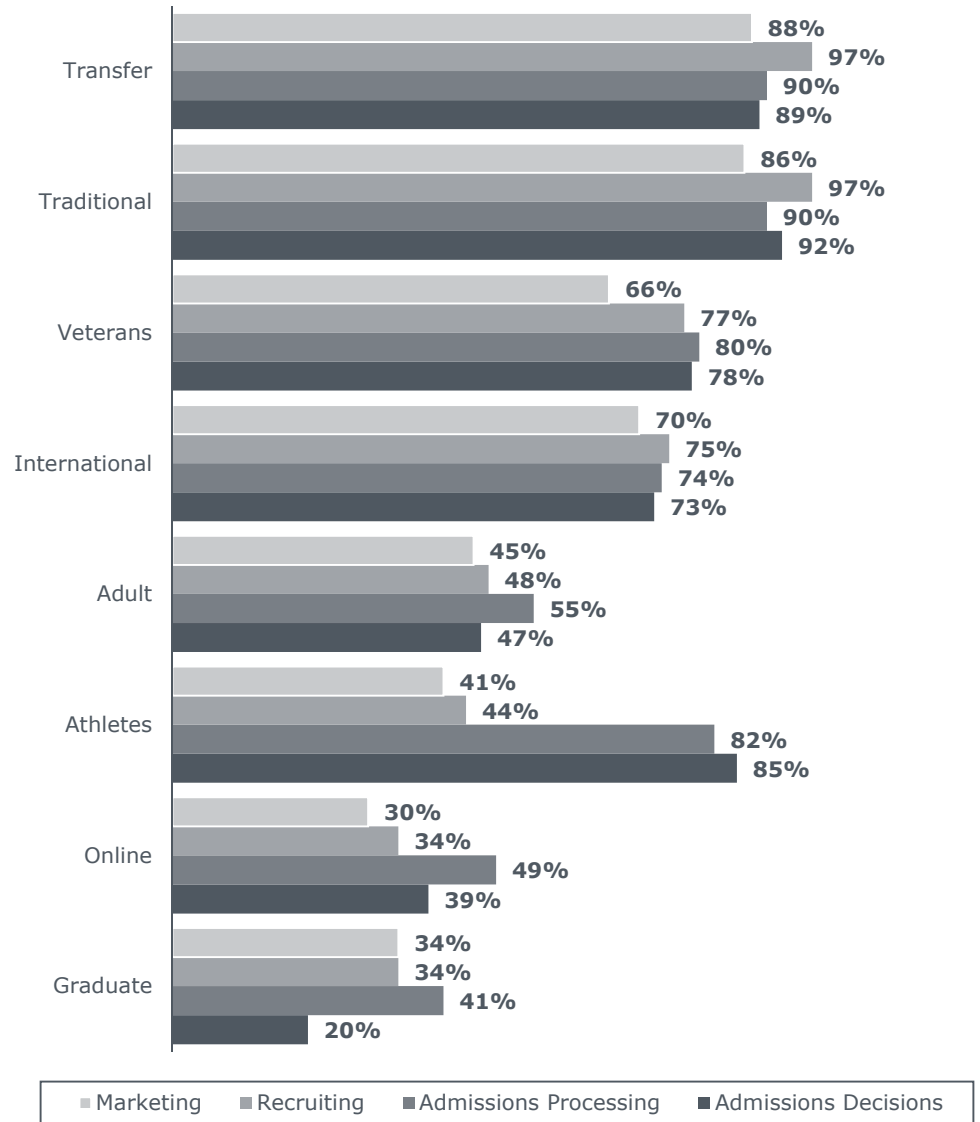
- Marketing (Advertising)
- Recruiting
- Admissions Processing
- Admissions Decisions

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)



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

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

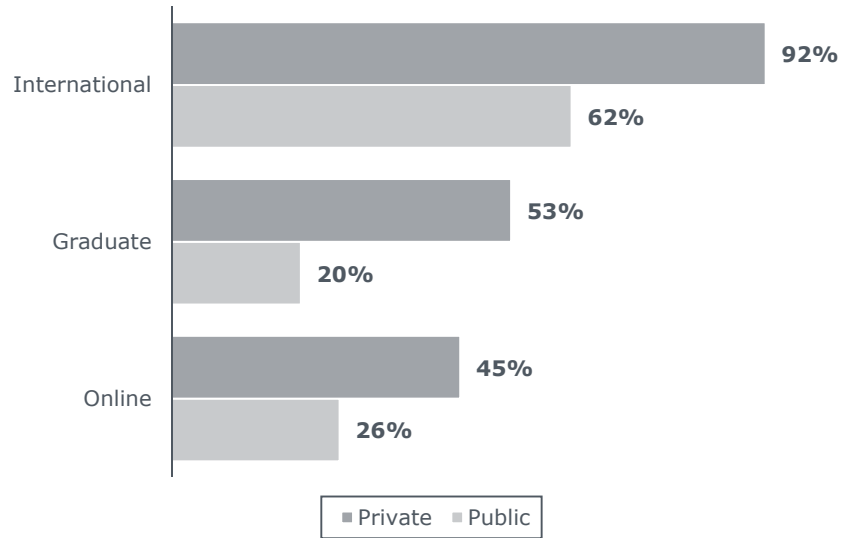
Three student segments are particularly important as universities look to grow enrollment and net tuition revenue:

- 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



Beyond Traditional Offices, EM Ownership Varies

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

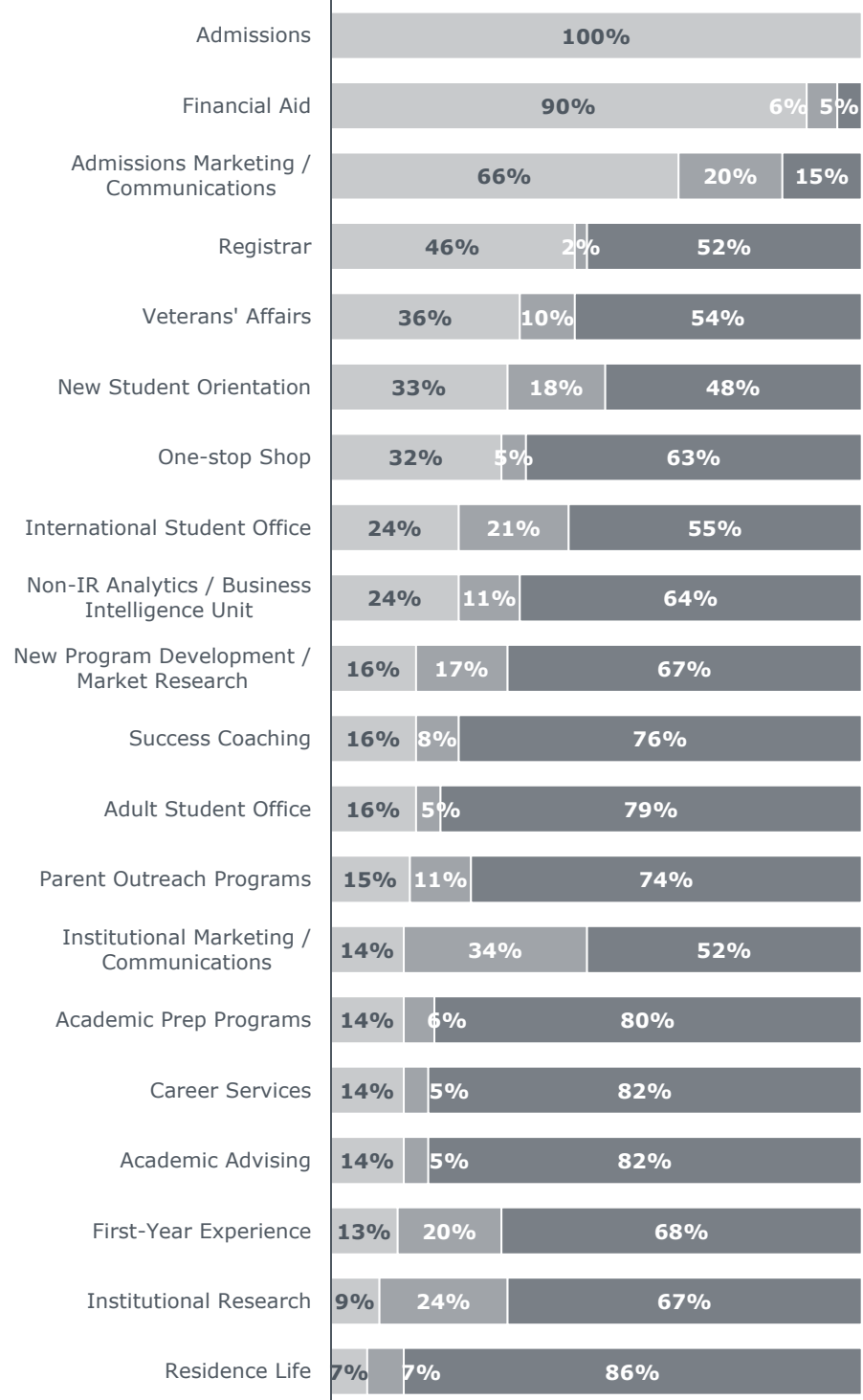
- The office reports to Enrollment Management
- The office allocates staff time to Enrollment Management
- The Enrollment Manager has little to no control over the office

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 notable that relatively few EMs own either an EM-specific data and analytics unit (24%) or Institutional Research (9%).

Admissions, Financial Aid Are Standard Parts of Portfolio

Distribution of Responsibilities for Different Offices (All Schools)



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

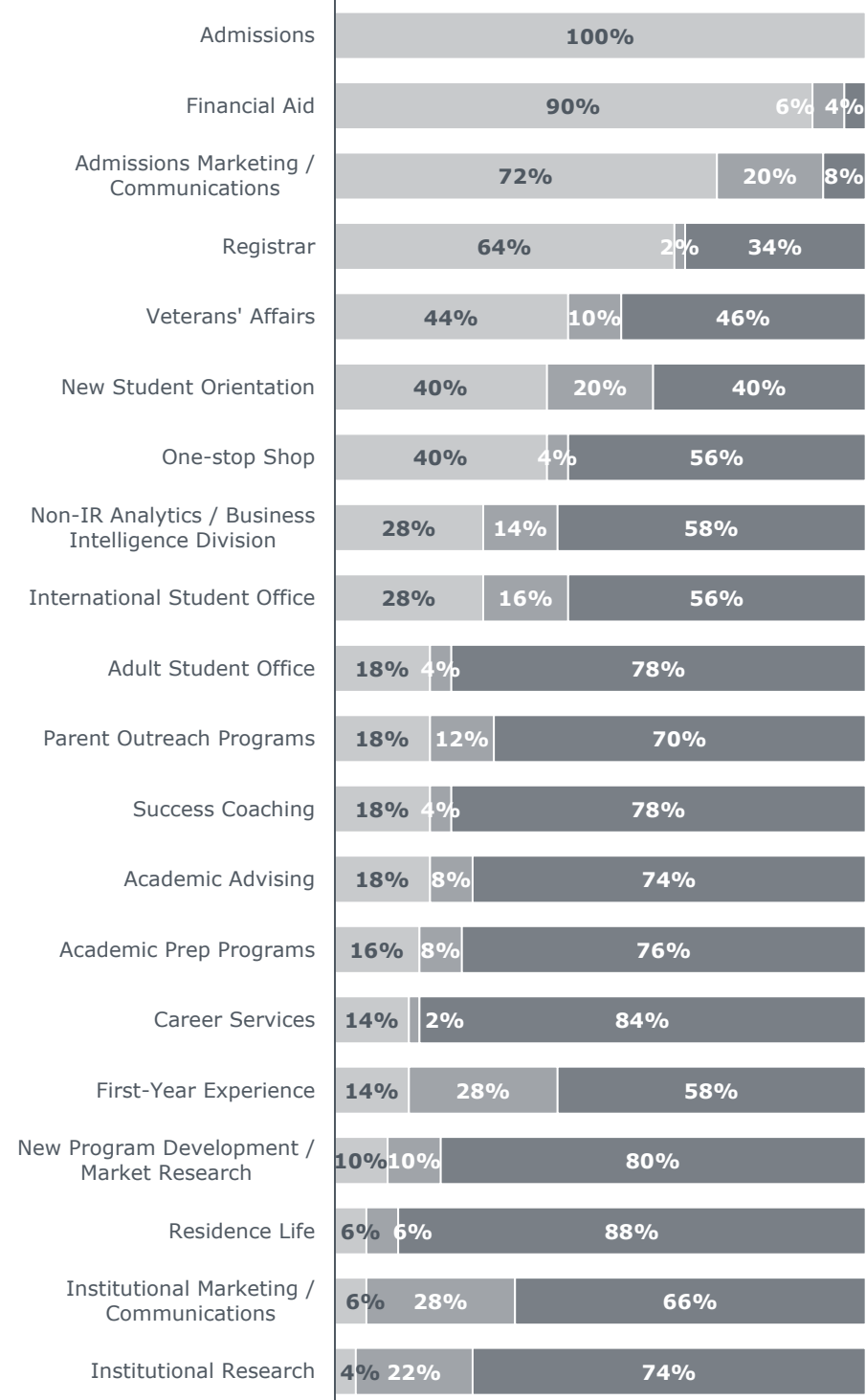
Public EMs: Office Oversight

The majority of EMs at publics oversee four core offices:

- Admissions
- Financial Aid
- Admission Marketing / Communications
- Registrar

Public University Enrollment Management Portfolio

Distribution of EM Responsibilities for Different Offices at Publics



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

Private EMs: Office Oversight

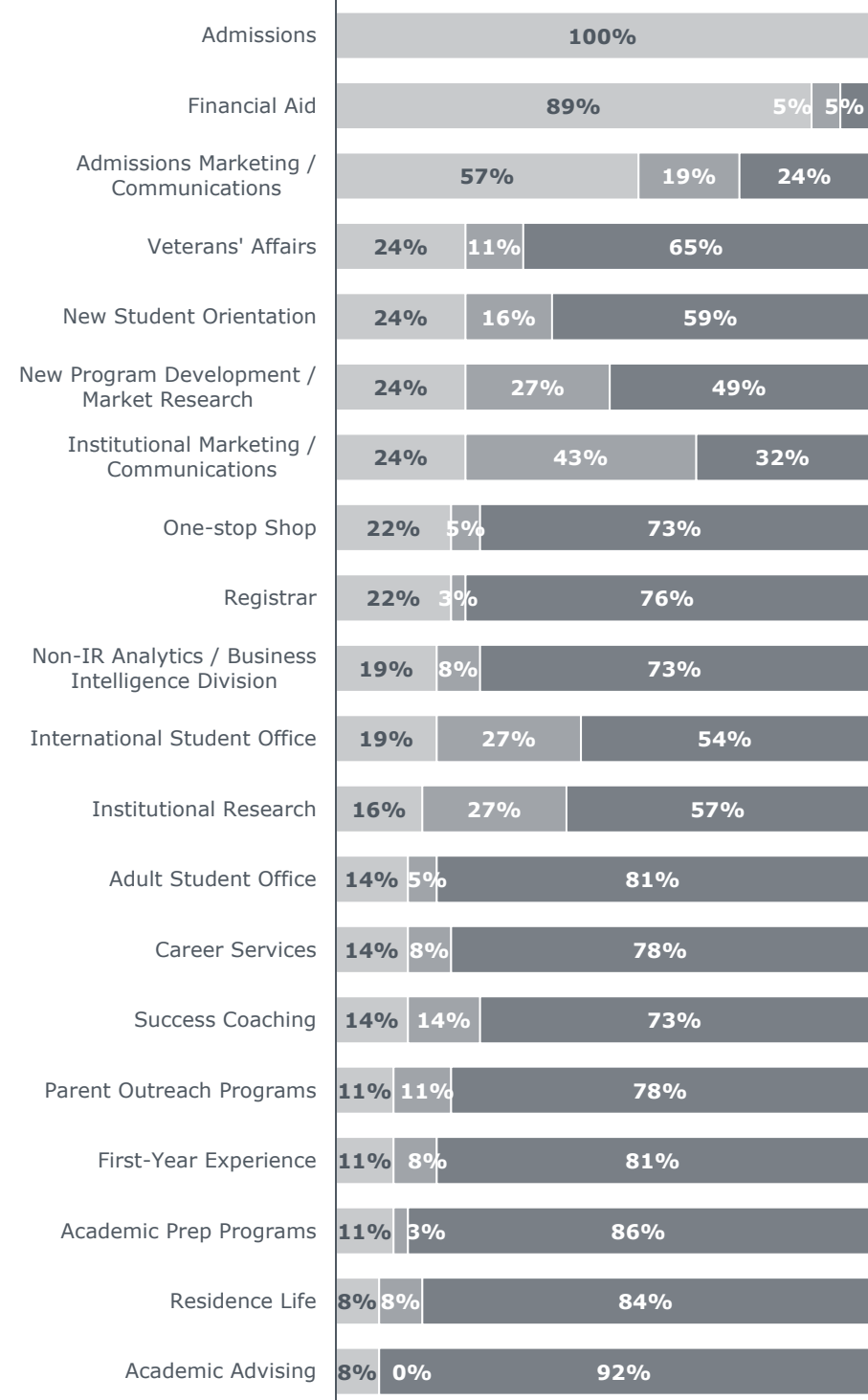
The majority of EMs at privates oversee three core offices:

- Admissions
- Financial Aid
- 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 public universities 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



■ 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 oversee¹ fewer offices (7.8 and 7.4 respectively) than those who report to the Provost (9.0).

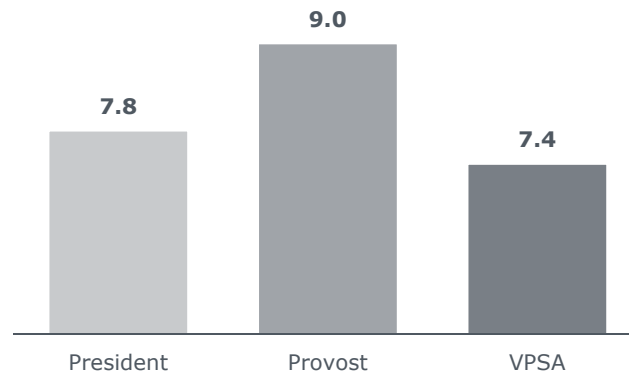
There is a very small difference between average number of offices reporting to EM between public and private universities (8.7 and 7.8 offices respectively).

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.

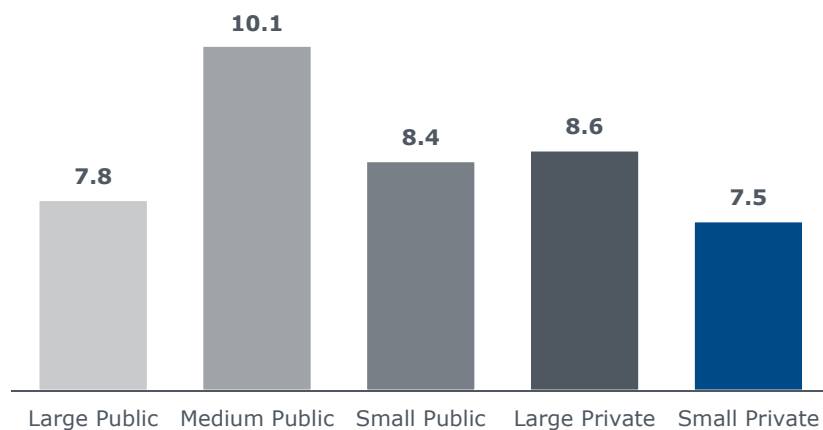
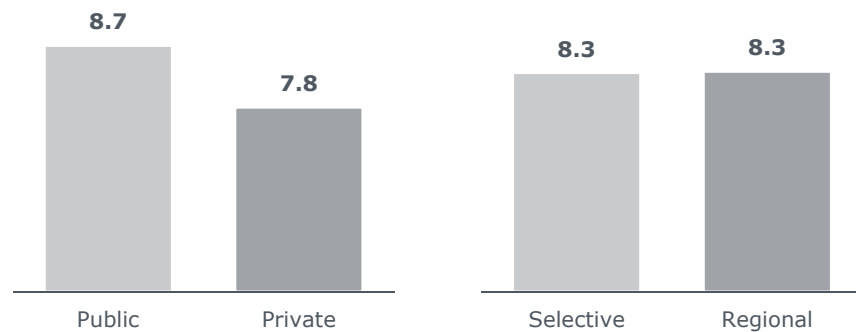
More Offices Managed by EMs Reporting to Provost

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



Few Differences by Sector, Selectivity, or Size

Average Number of Offices Reporting Up to or Allocating Staff Time to EM by Sector and Selectivity



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

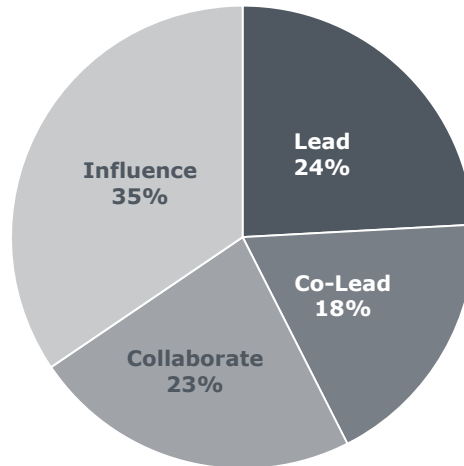
Enrollment Managers were asked to identify which of the following best characterized their relationship to their institution's student success mission:

- **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)



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"

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

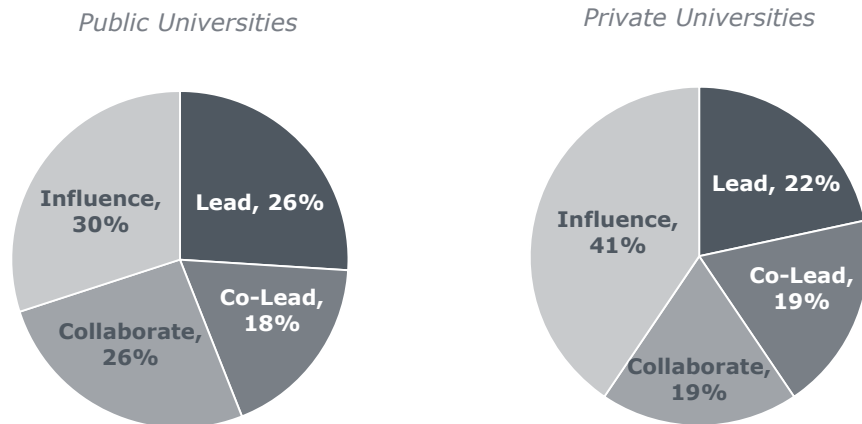
Success Responsibilities Slightly Greater at Publics

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.

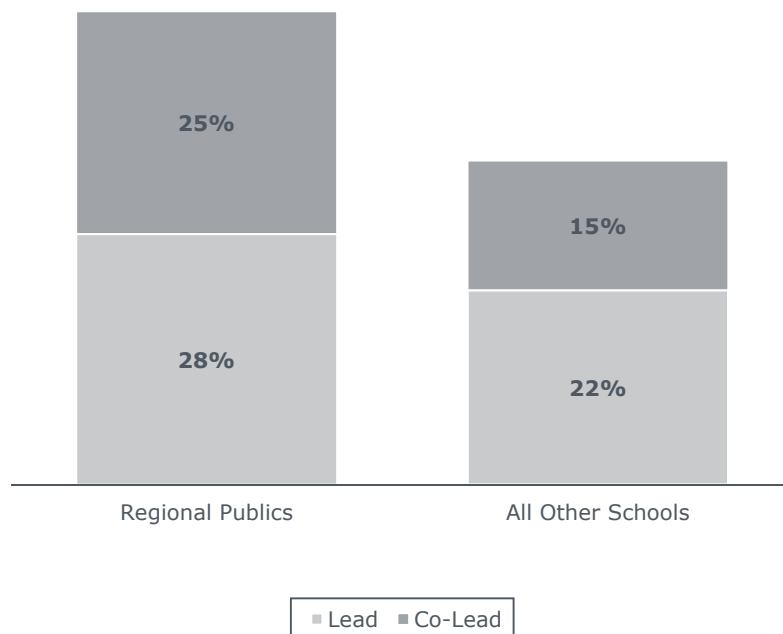
Public EMs More Frequently Lead/Co-Lead Success

Percentage of EMs by Their Student Success Role



Regional Public EMs Are Success Leaders More Often Than Other EMs

Percentage of EMs by Their Student Success Role



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

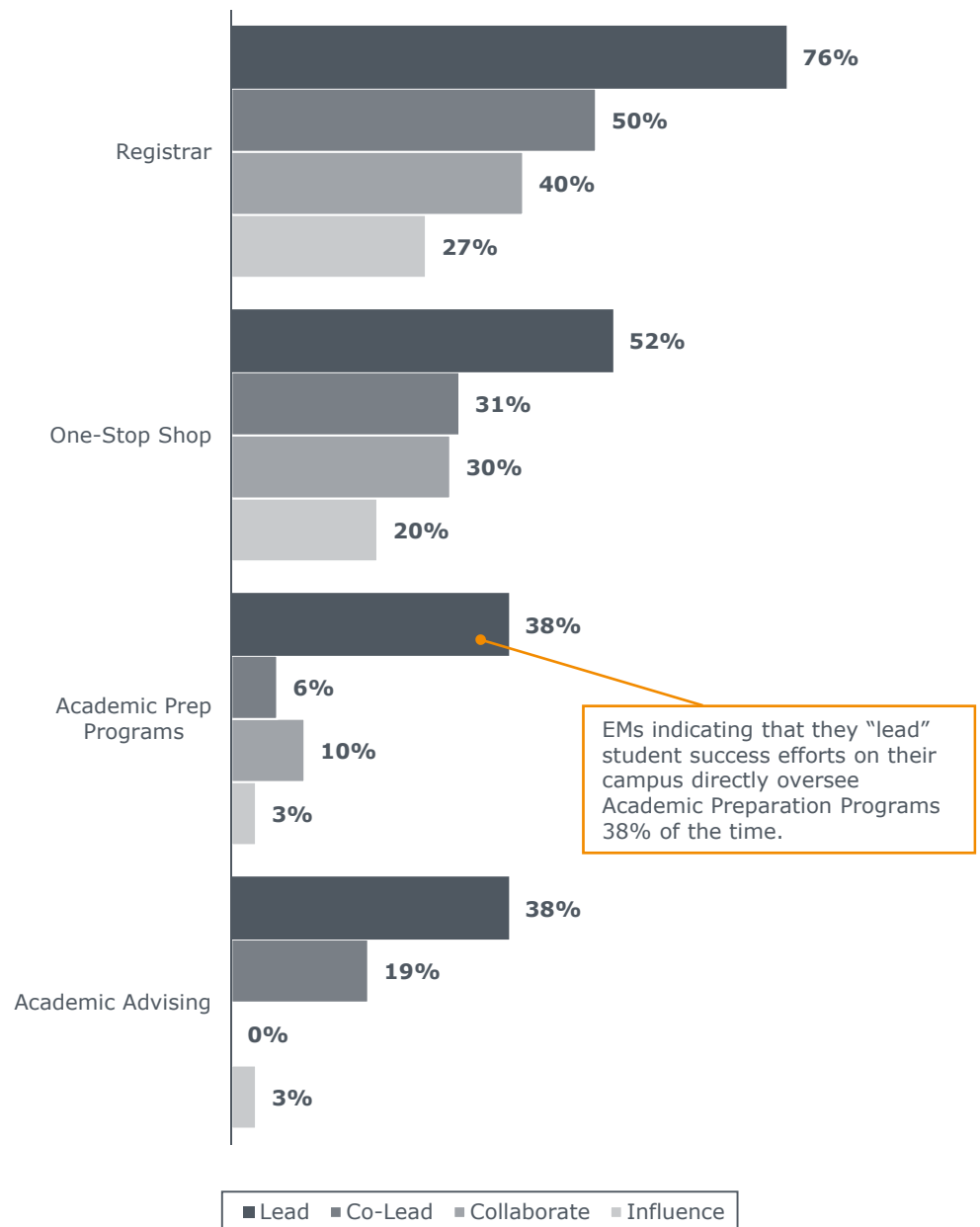
Within student academic support, leadership of student success is strongly correlated with greater supervision of four offices supporting student academics:

- Registrar
- One-Stop Shop*
- Academic Prep Programs
- 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 Supervision¹ of Offices by Role in Student Success (All Schools)



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

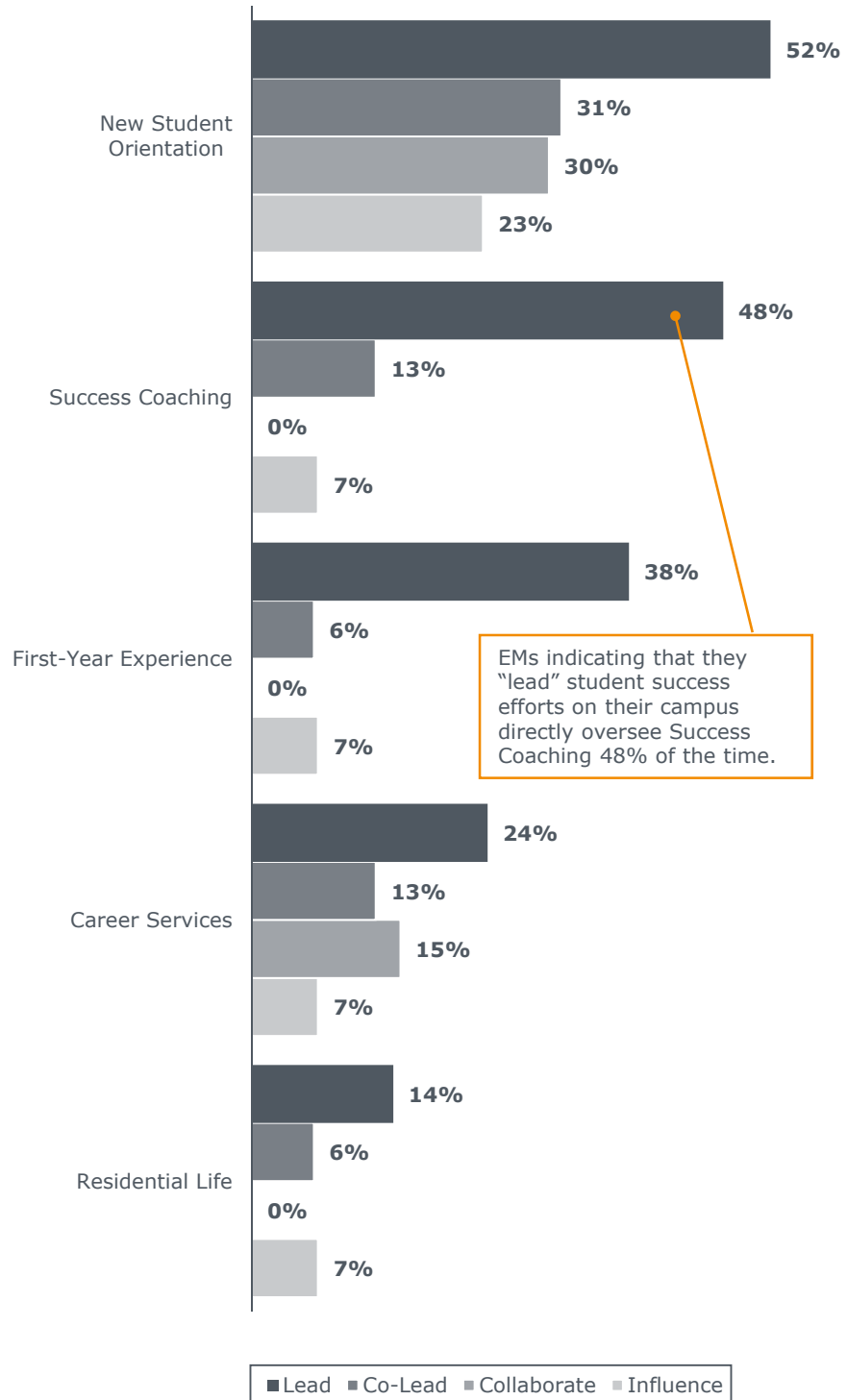
With respect to student services, EM leadership of student success is correlated with greater supervision of five relevant offices:

- New Student Orientation
- Success Coaching
- First-Year Experience
- Career Services
- 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 Supervision¹ of Offices by Role in Student Success (All Schools)



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



EM Staffing

SECTION

2

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

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.

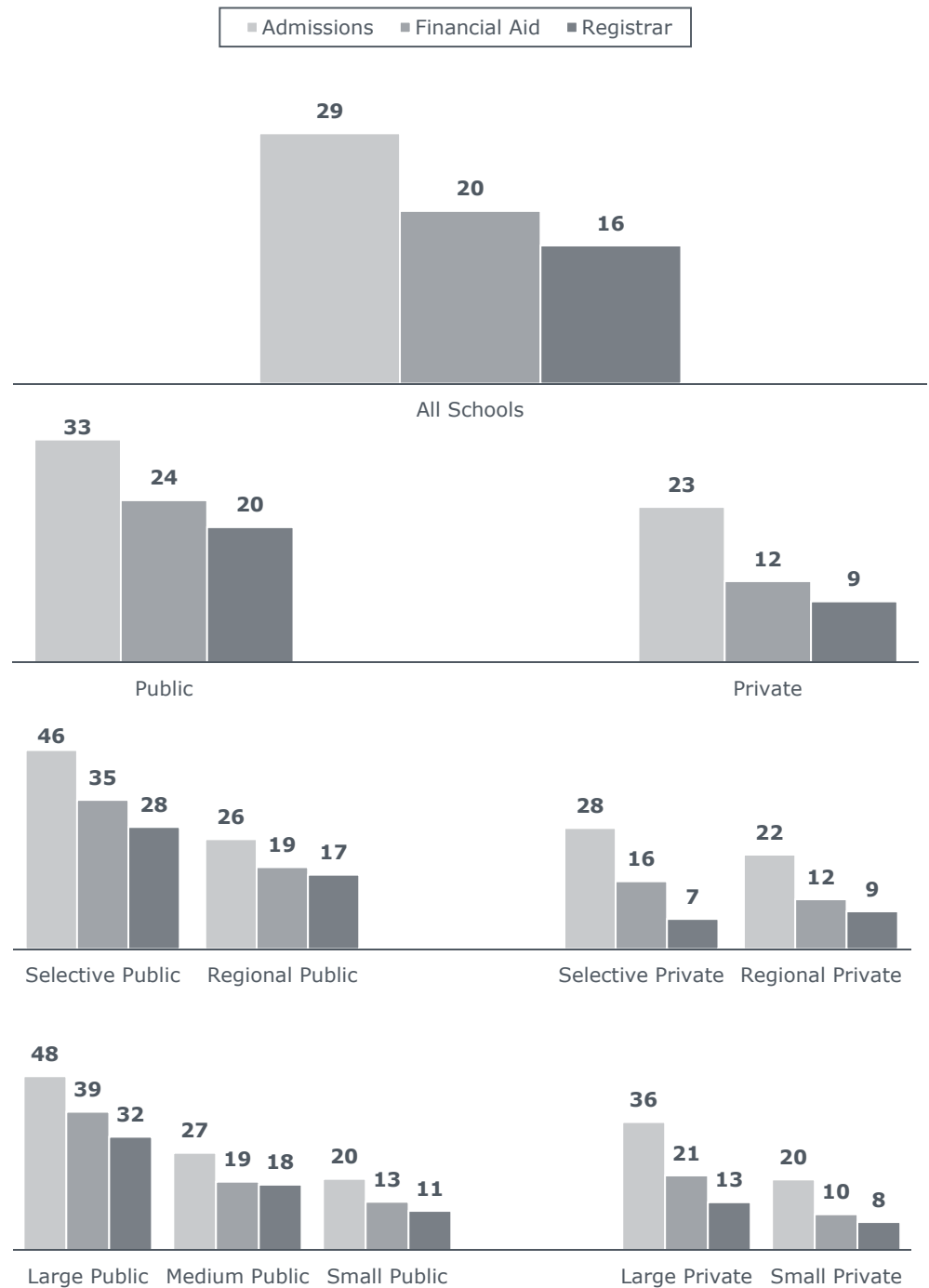
Category	Metric	Public	Private
Core EM Office Staffing Levels	Average Admissions Staff	33	23
	Average Financial Aid Staff	24	12
	Average Registrar Staff	20	9
Admissions Recruitment Travel Snapshot	% of Staff Devoted to Traveling Recruitment	40%	27%
	Average Number of States Visited	12	16
	Average Number 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	\$100K-120K	\$80K-100K
	Director of Financial Aid	\$100K-120K	\$80K-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:

- Number of applications¹ per staff member
- Number of new students per staff member

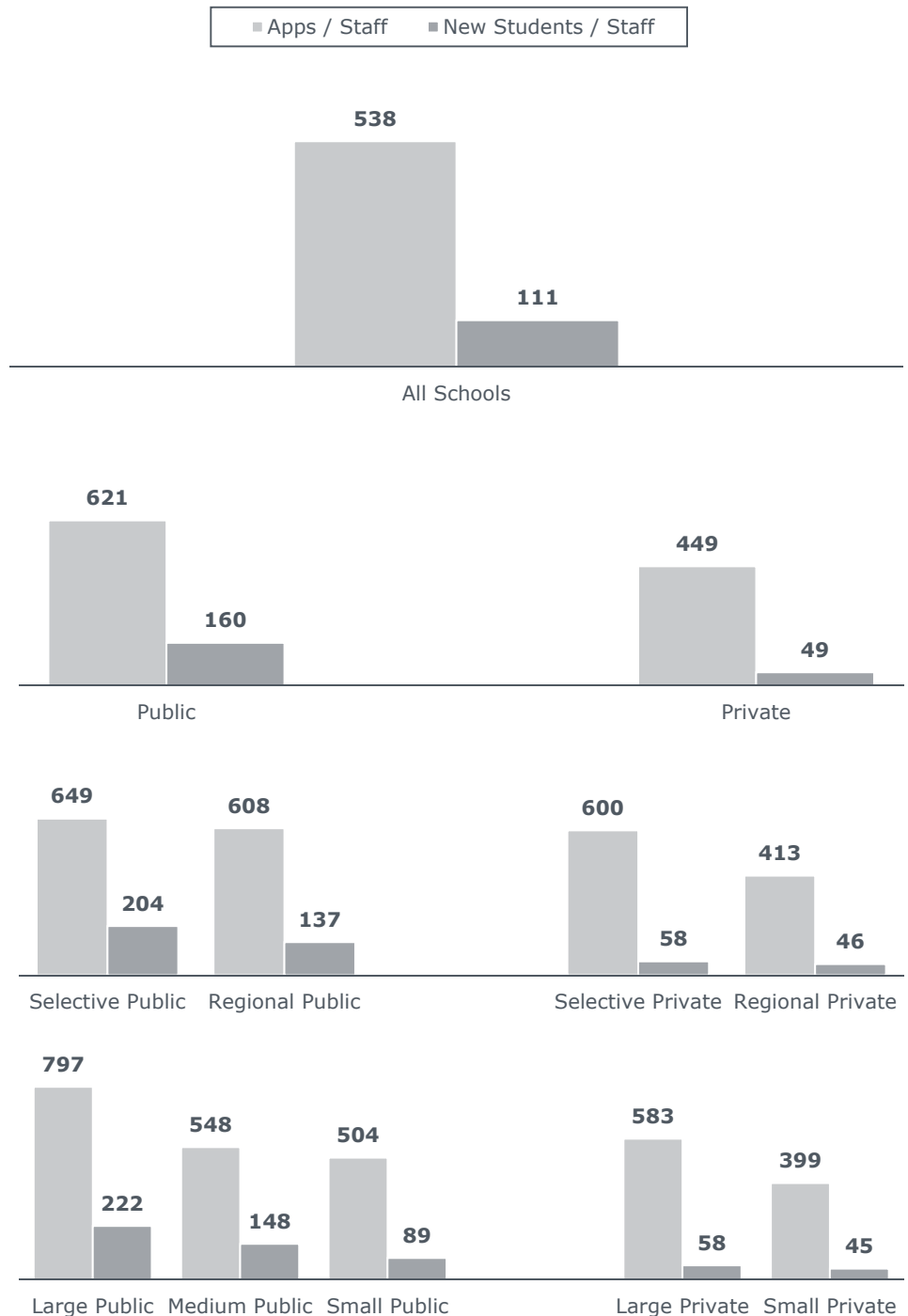
The results are shown to the right.

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

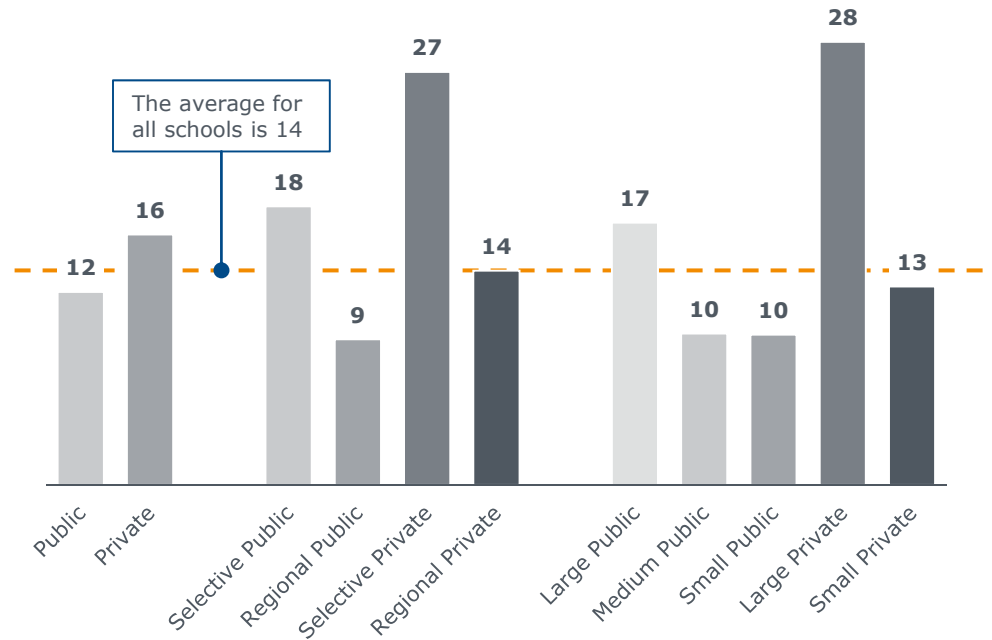
A core measure of the workload of admissions staff is how much they travel. The charts to the right benchmark the average number of states and countries visited by admissions teams broken out by segment.

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.

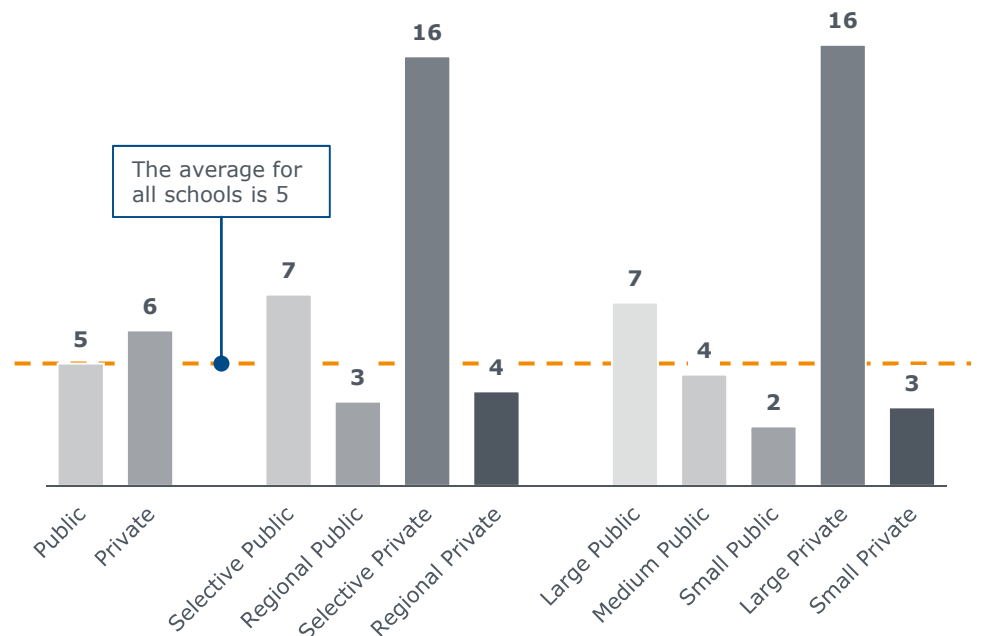
It is also clear that admissions personnel at selective universities (both public and private) travel more extensively than their counterparts at regional universities.

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

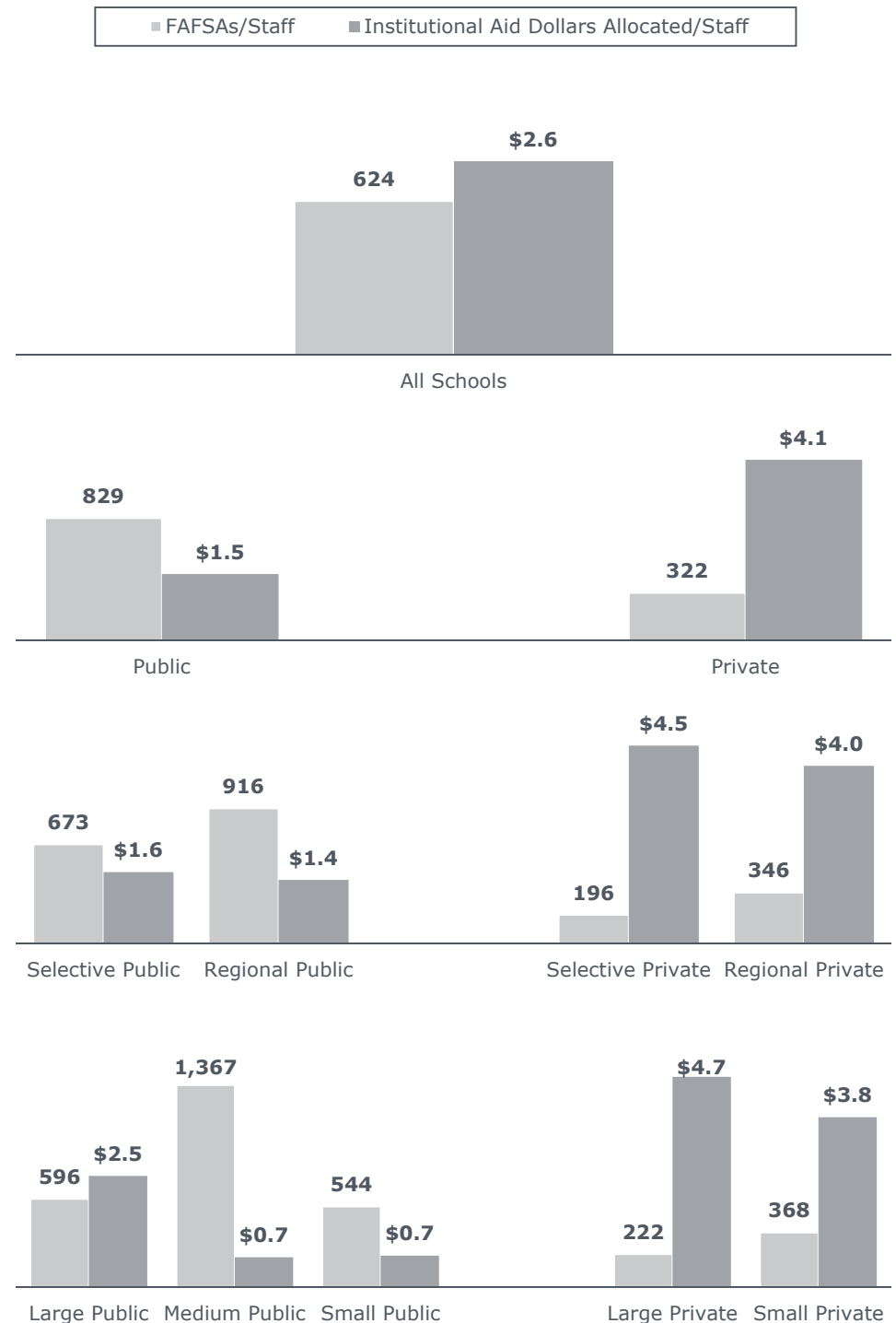
To place Financial Aid staffing in context, EAB calculated two measures of workload:

- Number of FAFSAs Submitted per Staff
- 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 three core units.

The Admissions staff roles are:

- Traveling Recruitment Staff (travel a substantial part of time)
- Regional Recruiters (based away from campus)
- Campus-Based (travel can occur, but is not main role)
- Processing, Clerical
- Management
- Other

The Financial Aid staff roles are:

- Student-Facing, Counseling
- Awarding/Packaging
- Processing, Clerical, Compliance
- Management
- Other

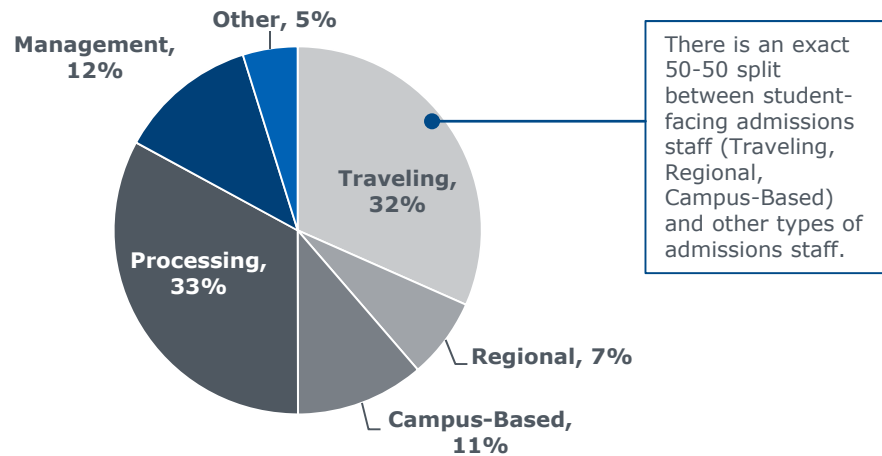
The Office of the Registrar staff roles are:

- Student-Facing, Customer Service
- Processing, Clerical
- Management
- Other

Benchmarks for Admissions, Financial Aid, Registrar

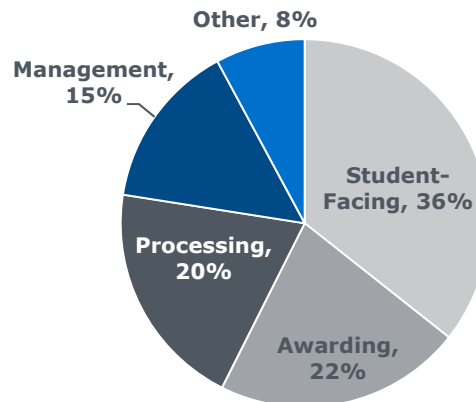
50% of Admission Staff Have Student-Facing Roles

Distribution of Staff in Admissions (All Schools)



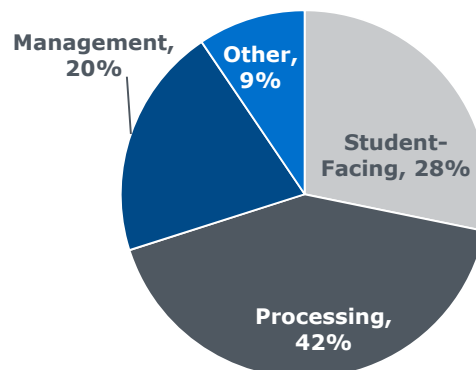
36% of Financial Aid Staff Have Student-Facing Roles

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%).

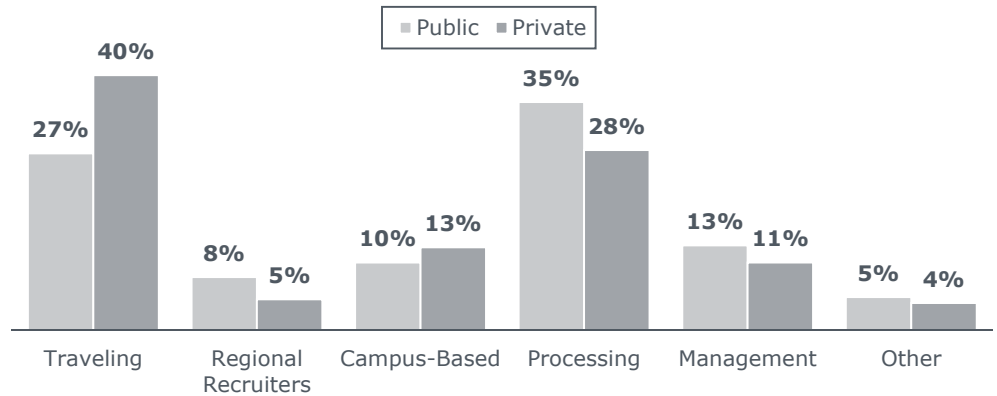
In Financial Aid, the distribution of staff responsibility is similar across publics and privates, though privates allocate marginally more staff to student-facing positions.

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

Public and Private EM Staff by Role

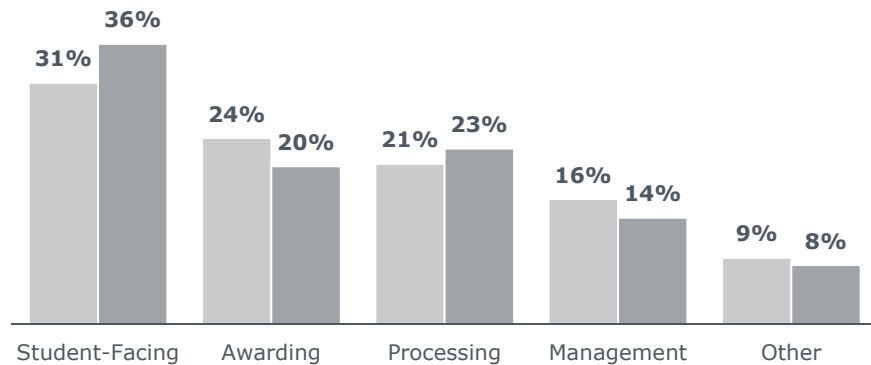
Admissions: More Recruitment Staff at Privates

Percentage of Staff Performing Role, by Sector



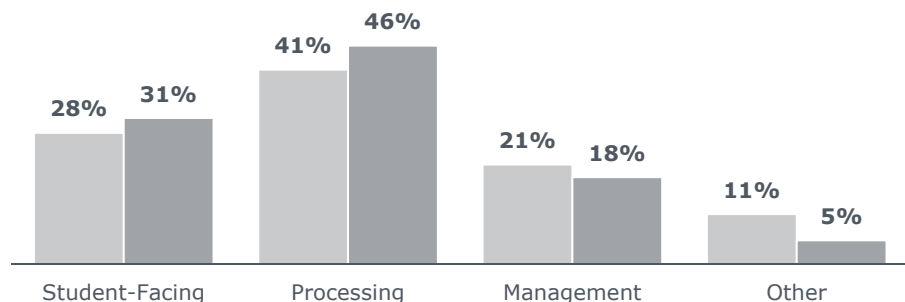
Financial Aid: Slightly More Student-Facing Staff at Privates

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.

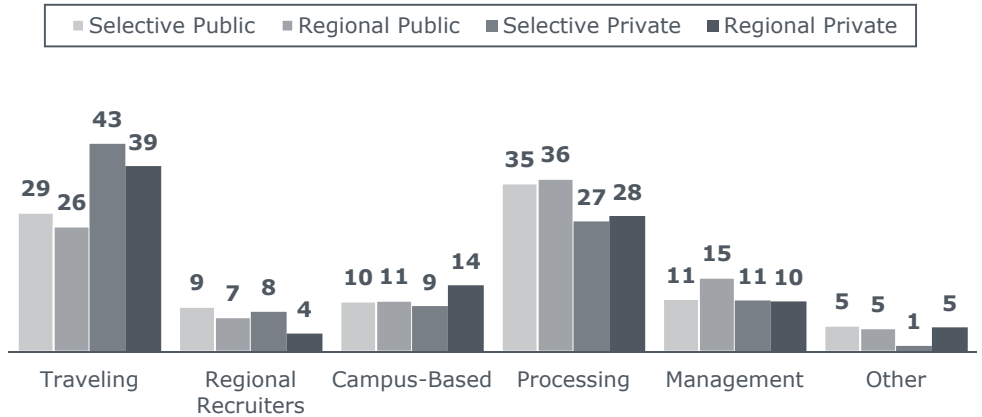
Irrespective of selectivity, private institutions have more admissions personnel in traveling recruitment roles than public institutions.

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

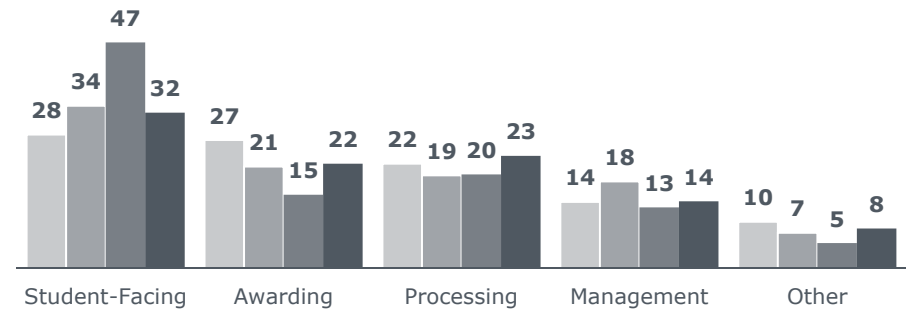
Admissions: Sector Traveling Divide Holds Across Selectivity

Percentage of Staff Performing Role, by Selectivity



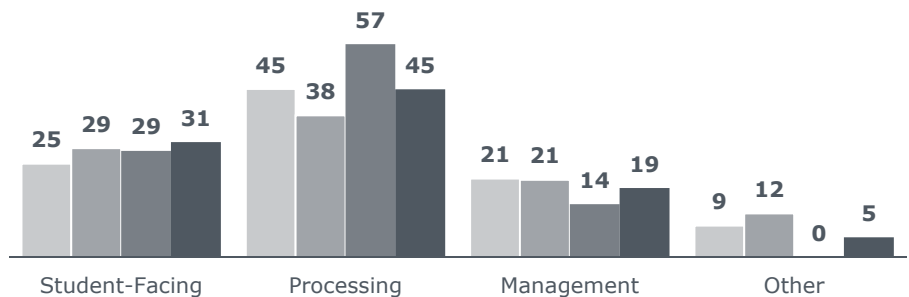
Financial Aid: Selective Privates Most Focused on Counseling

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

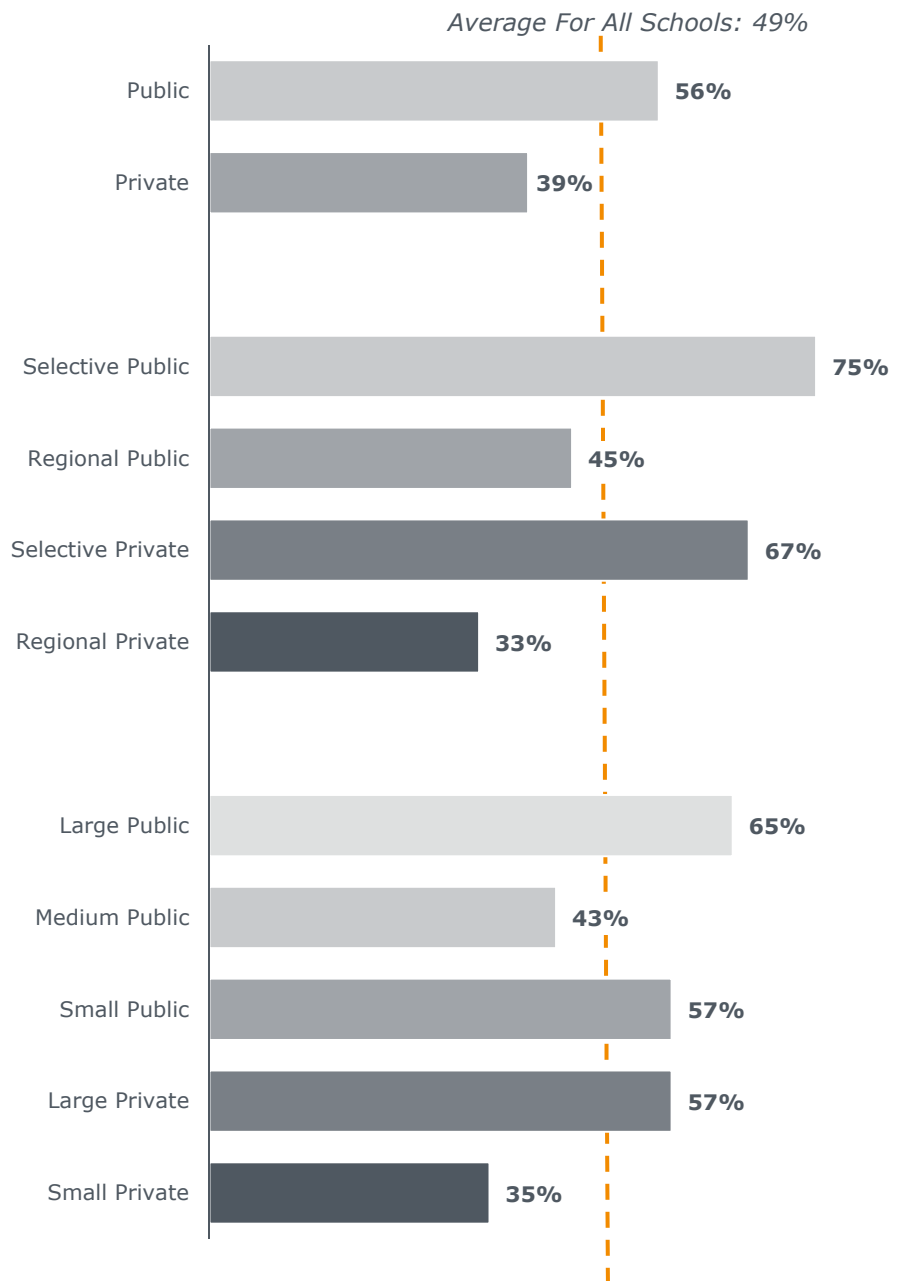
The survey found that having regional recruiters is not universal. 49% of EMs reported employing personnel in this role.

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

SECTION

3

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

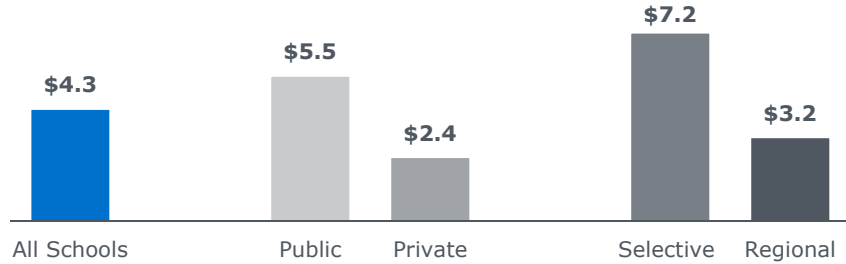
Total Salary Budgets for EM and Core Offices

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.

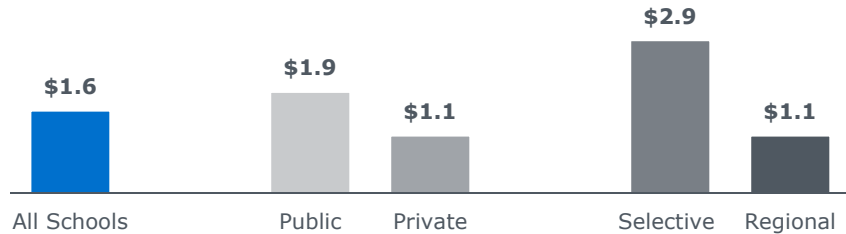
Notably, the budget differences are larger between selective and regional schools than between public and private schools.

Selectivity Divide More Pronounced Than Sector Divide

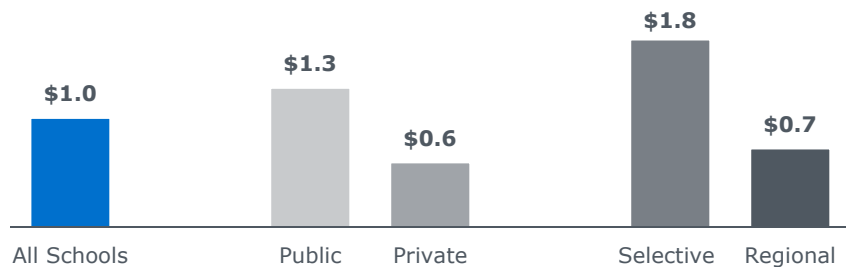
Average Total Salary Budget for **All EM Offices** (in Millions), by Segment



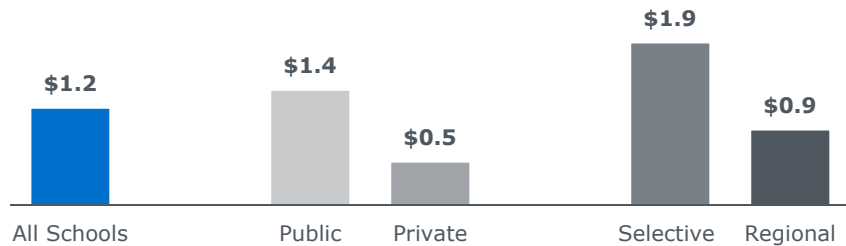
Average Total Salary Budget for **Admissions** (in Millions), by Segment



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



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



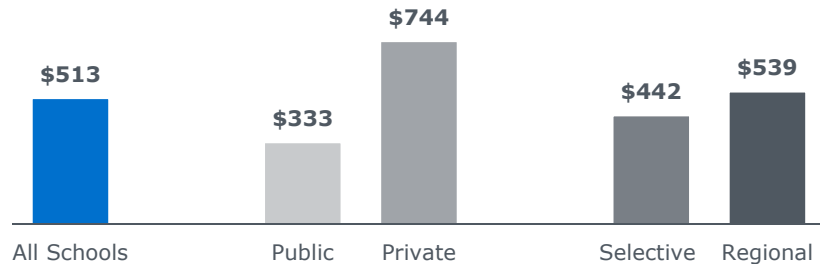
Salary Budgets per Student: Total EM and Core Offices

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.

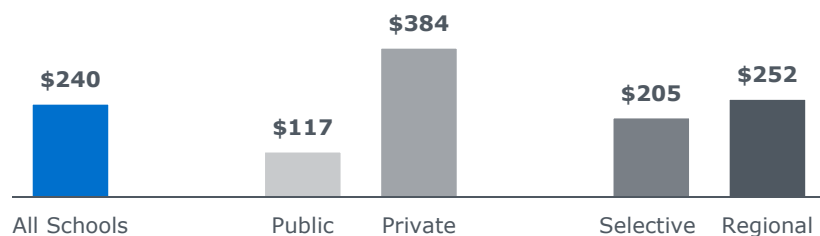
Once controlled for enrollment, the differences between public and private universities come to the fore. Private EM offices consistently spend more than double on salary per student than their public counterparts.

Sector Divide More Pronounced Than Selectivity Divide

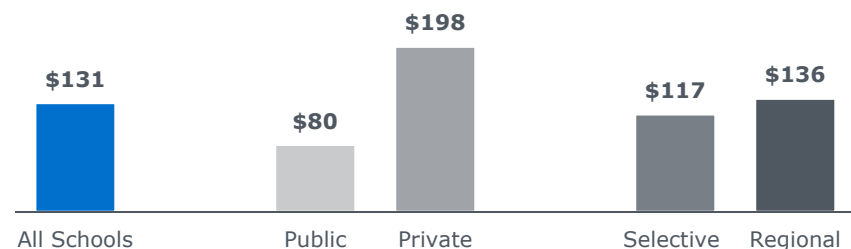
Average Salary Budget per Student for **All EM Offices**, by Segment



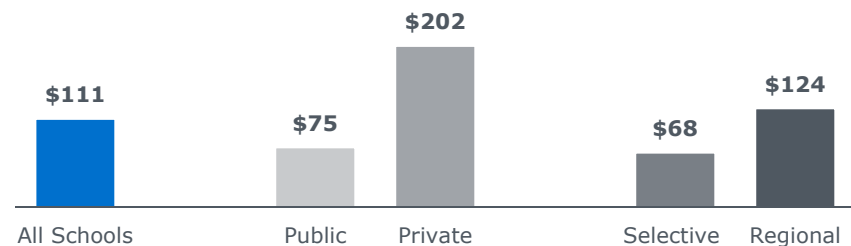
Average Salary Budget per Student for **Admissions**, by Segment



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 salary 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

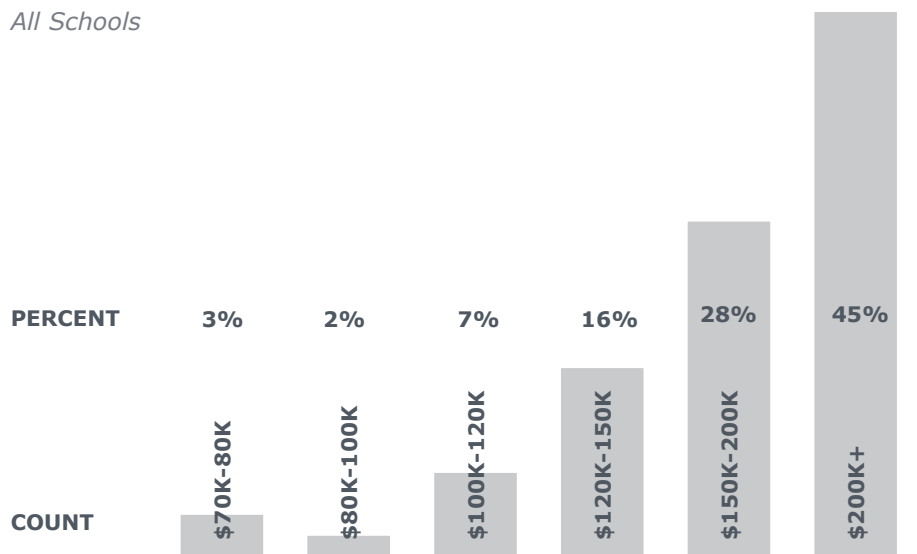
Salaries for Vice Presidents/Provosts of Enrollment Management range from \$70,000 to over \$200,000 per year.

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.

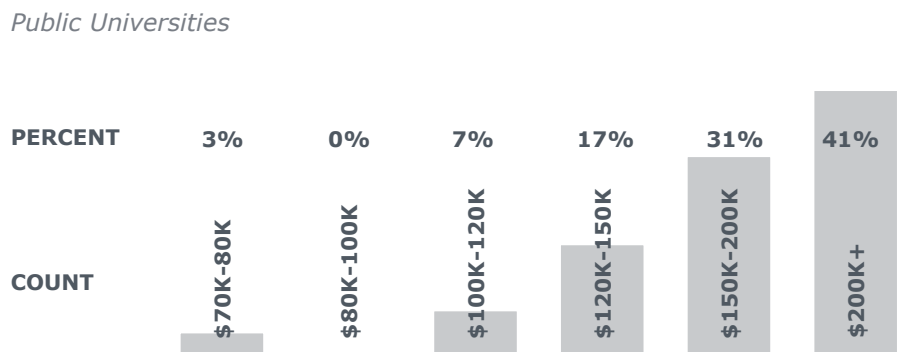
More Than 40% of VPs EM Earn More than \$200K per Year

Distribution (Number and Percent) of VP EM Salaries, by Range

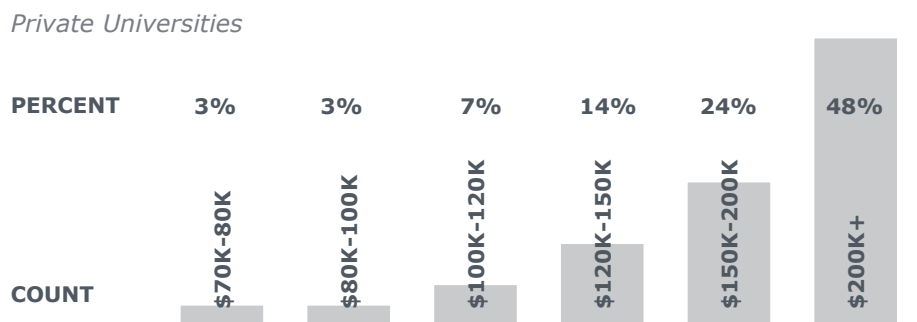
All Schools



Public Universities



Private Universities



Salary Data: Director of Admissions

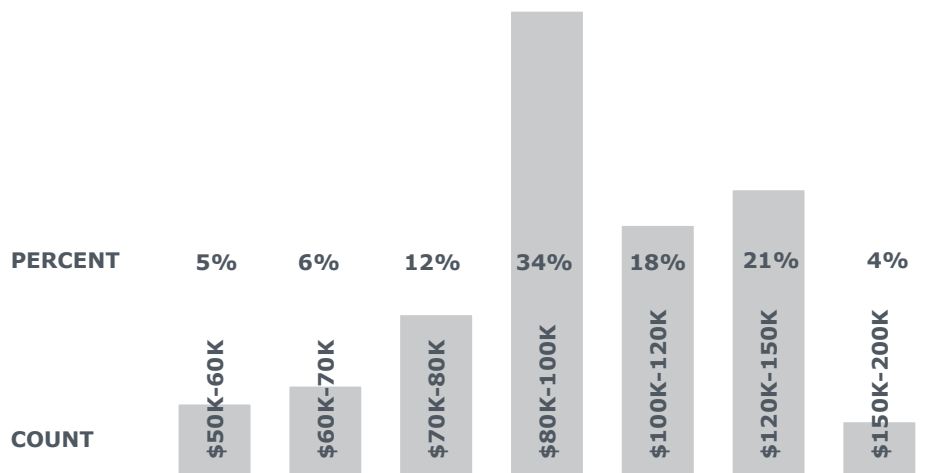
There is considerable variation among salaries for Directors of Admissions. The range stretches from \$50,000 to \$200,000.

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.

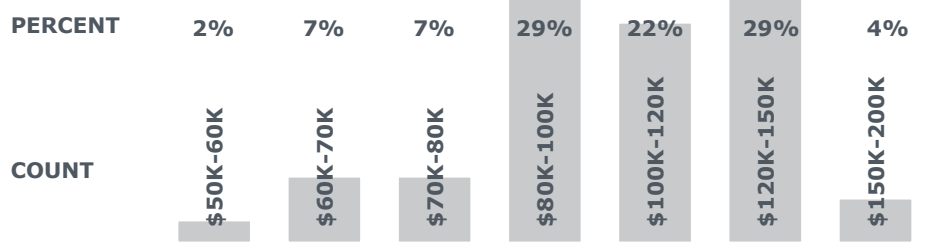
Salaries Slightly Higher at Public Institutions

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

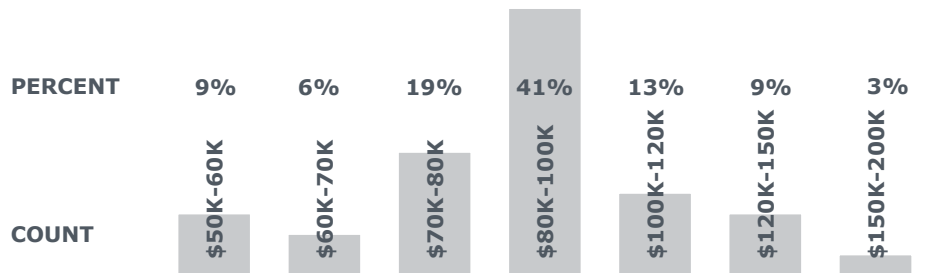
All Schools



Public Universities



Private Universities



Salary Data: Director of Financial Aid

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

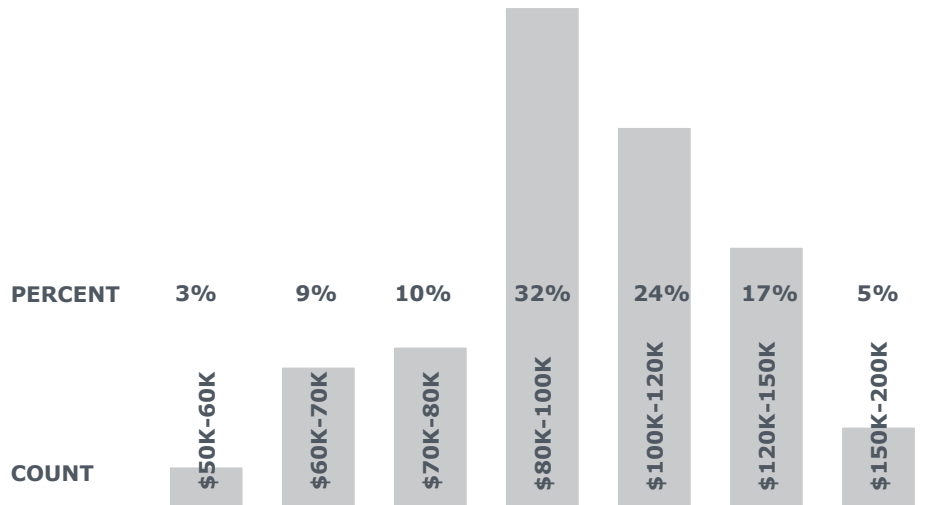
The pay is slightly higher at publics. The median salary for Directors of Financial Aid at publics is in the \$100-120K range whereas it is in the \$80-100K range at privates.

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

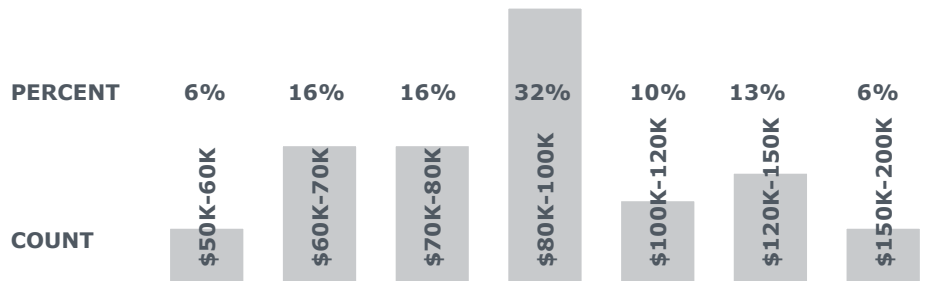
All Schools



Public Universities



Private Universities



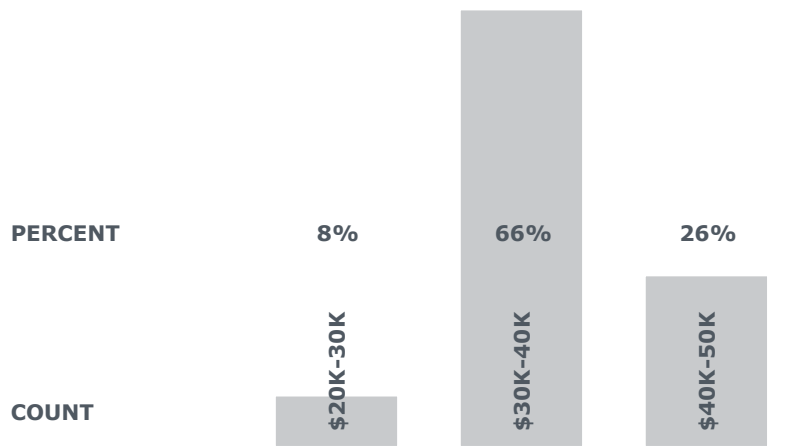
Salary Data: Entry-Level Admissions

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

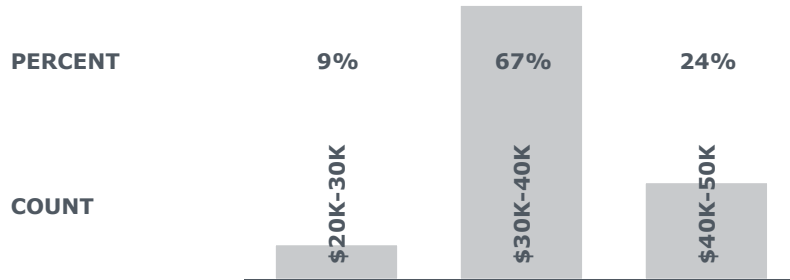
Little Variation in Entry-Level Salaries

Distribution (Number and Percent) of Entry-Level Admissions Salaries, by Range

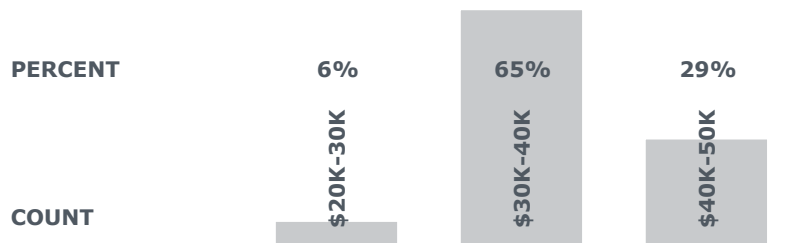
All Schools



Public Universities



Private Universities



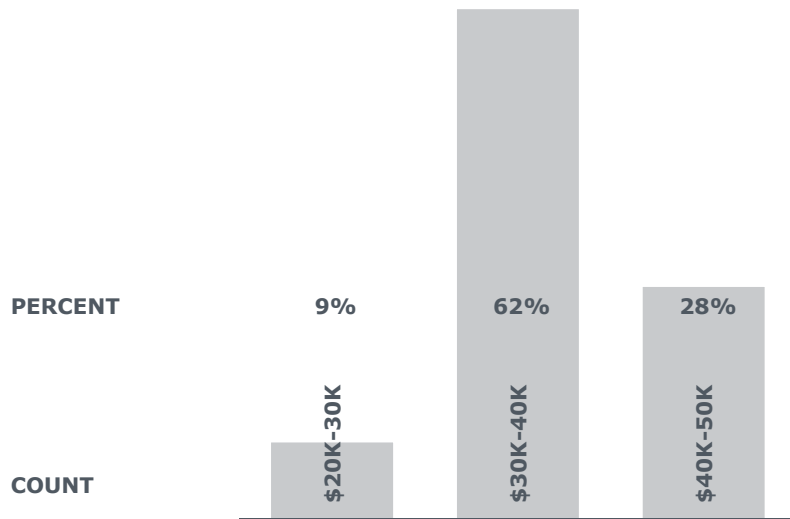
Salary Data: Entry-Level Financial Aid

Among 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.

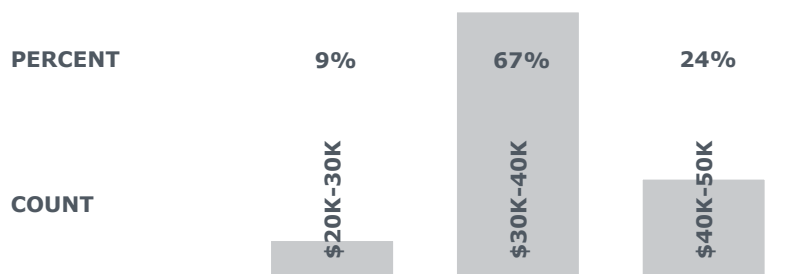
Little Variation in Entry-Level Salaries

Distribution (Number and Percent) of Entry-Level Financial Aid Salaries, by Range

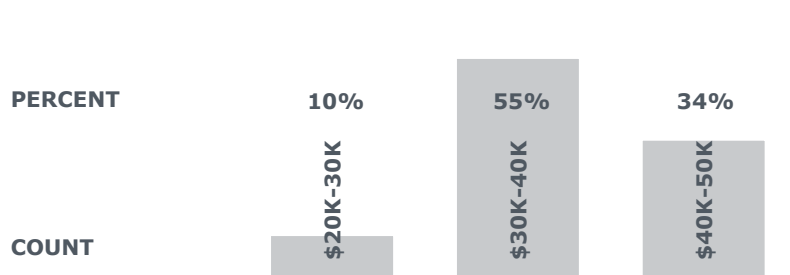
All Schools



Public Universities



Private Universities



Key Staffing and Salary Details: 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	



EM Budgeting and Vendor Relationships

SECTION

4

- Total EM Budget Breakdown
- Breakdown of Admissions Budget
- Admissions Marketing Budget Allocation
- Operational Budget Breakdown
- Frequency of Outsourcing of EM Activities

Key Findings on Budgeting and Vendor Relationships

Major Differences Between Publics and Privates

Public EM Budgets Tend to Be Larger, but Difference Driven by Salary Budgets

- Public EMs oversee larger total budgets, but this is driven nearly entirely by salary expenditures.
- Public and private EMs spend similar amounts on operations and vendors.
- EMs at private universities tend to spend more on admissions marketing.

When Controlled for Enrollment Size, Privates Spend More Across the Board

- Across the expense categories of operations, salary, vendor, and admissions marketing private universities spend significantly more per student than public universities.
- This trend is most pronounced with respect to admissions marketing, on which private universities spend approximately nine times what their public counterparts do.

Privates Embrace Online, Publics Focus on Print for Admissions Marketing

- 33% of private university admissions marketing dollars are spent online, only 14% of public university admissions marketing dollars are spent there.
- Public universities spend considerably more on print (66%) than private universities do (43%).

Privates Are Far More Likely to Outsource Recruiting Activities

- Private universities are more likely to outsource student search (69%) and financial aid optimization (68%) than public universities (39% and 14% respectively).
- Private universities are also likely to pay significantly more for student search (\$300-500K median range) than public universities (\$100-150K median range).

Public-Private Divide in Brief

Category	Metric	Public	Private
Total Budgets	Average Total EM Operations Budget	\$2.0M	\$1.8M
	Average Total EM Salary Budget	\$5.5M	\$2.3M
	Average Total EM Vendor Budget	\$0.6M	\$0.6M
	Average Total Admissions Marketing Budget	\$0.2M	\$0.5M
Total Per-Student Budgets	Total EM Operations Budget / Student	\$134	\$507
	Total EM Salary Budget / Student	\$333	\$741
	Total EM Vendor Budget / Student	\$73	\$246
	Total Admissions Marketing Budget / Student	\$18	\$161
Admissions Budget Distribution	% Operations	15%	27%
	% Salary	48%	35%
	% Vendor	30%	23%
	% Admissions Marketing	7%	15%
Outsourcing of Key EM Activities	Student Search - % Outsourcing	39%	69%
	Financial Aid Optimization - % Outsourcing	14%	68%
	Student Search - Median Contract Value	\$100-150K	\$300-500K
	Financial Aid Optimization - Median Contract Value	\$50-75K	\$50K

Budget Analysis: Controlling for Institutional Size

This section of the report focuses on Enrollment Management budgets.

Recognizing that raw budget dollars will be the easiest item for EMs to benchmark, this section reports raw budget dollars collected by the survey.

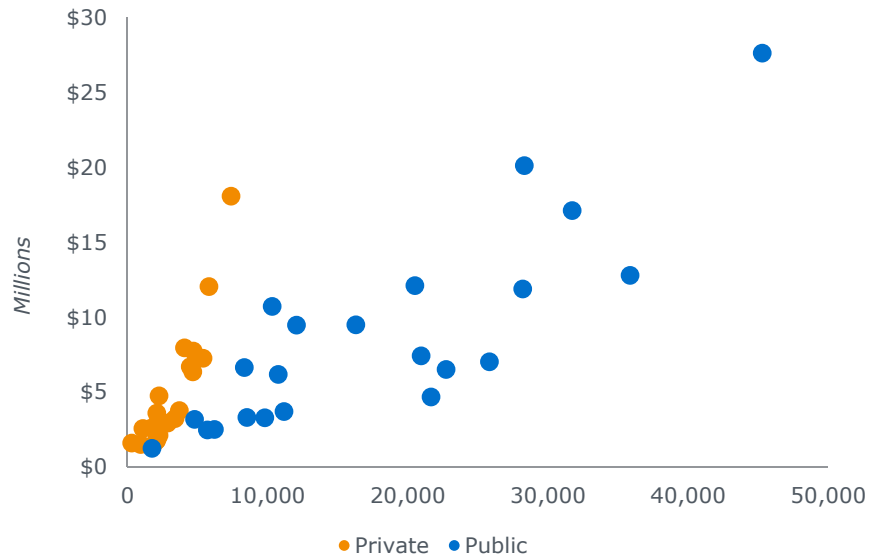
As the charts to the right show, budgets are strongly correlated with institution size. Thus, for budget benchmarks to be effectively compared, it is necessary to account for enrollment differences.

This section presents two calculations for many budget items:

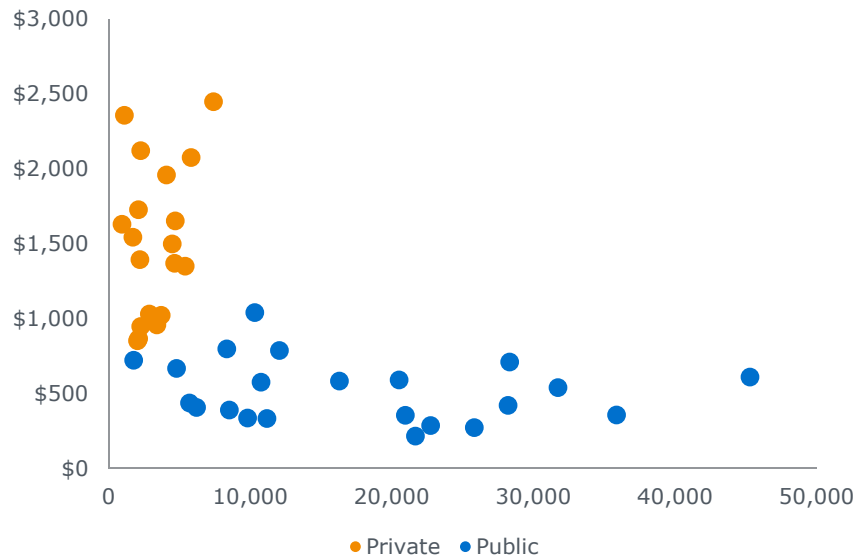
- Total budget
- Total budget adjusted for enrollment differences

Controlling for Enrollment Size Necessary for Creating Meaningful Budget Benchmarks

Total EM Budget¹ Versus Number of Full-Time Undergraduate Students



Total EM Budget per Student vs. Number of Full-Time Undergraduate Students



1) Total EM Budget is comprised of four components summed together: Operations Budget, Salary Budget, Admissions Marketing Budget, and Vendor Budget. Only institutions reporting all four numbers were included.

Total EM Budget Breakdown

The survey asked EMs to report total budgets for the four largest expense categories:

- Operations
- Salary
- Vendors
- Admissions Marketing

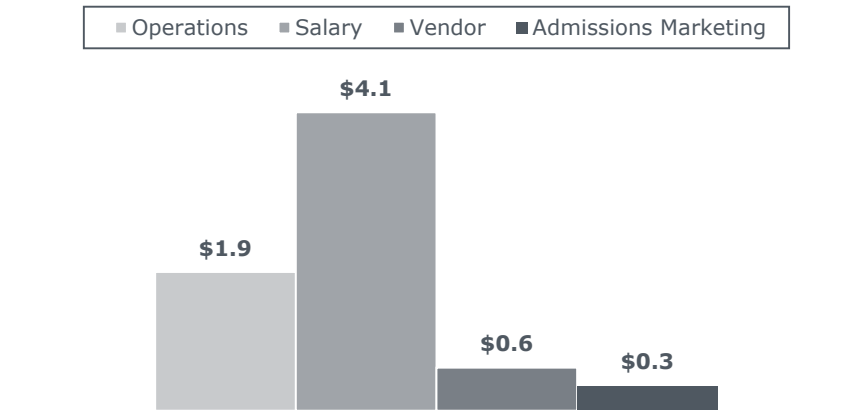
The data shown here are the average amounts spent on these four categories.

Clearly, salaries constitute the largest portion of the EM budget. At publics, the salary budget is approximately two times the rest of the EM budget combined.

Budget Breakdown by Expense Category

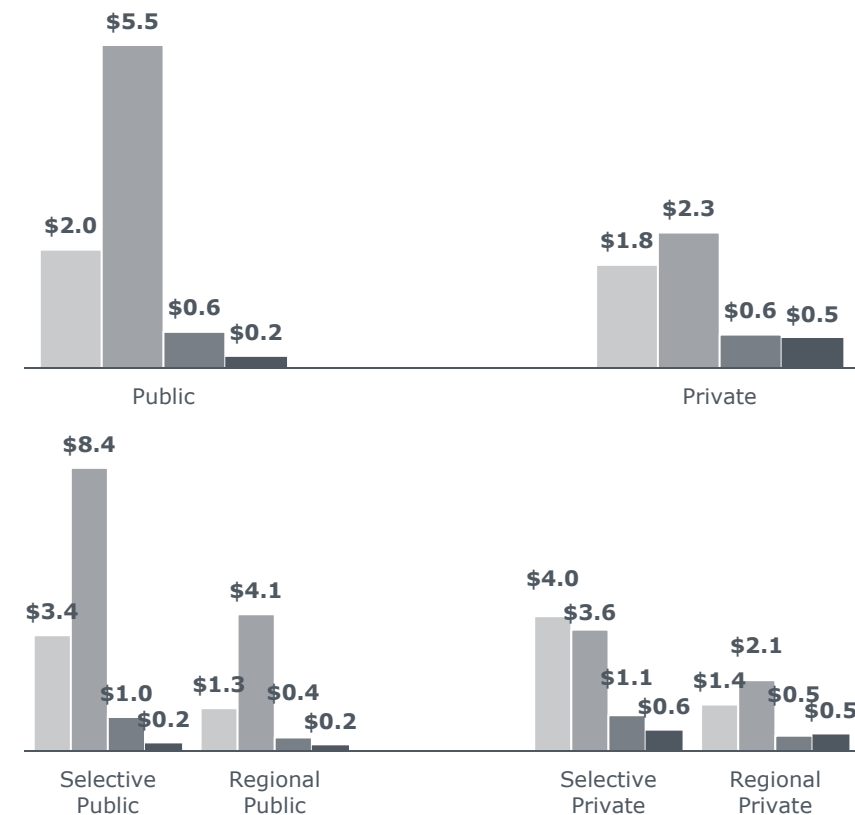
Average Total EM Budgets (in Millions of Dollars)

All Schools



Average Total EM Budgets (in Millions of Dollars)

By Sector and Segment



EM Budget Breakdown per Student

To take institution size into account, the budget data are presented here on a per student¹ basis for each of the four categories:

- Operations
- Salary
- Vendors
- Admissions Marketing

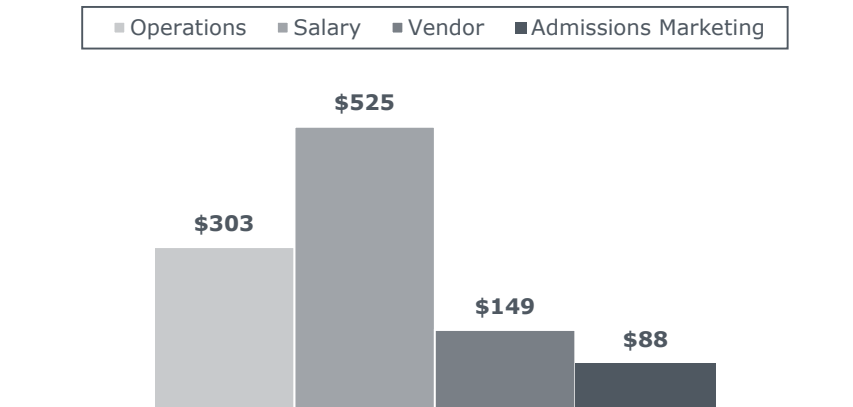
The data show a significant difference between public and private universities. Notably, privates spend approximately nine times what publics spend on admissions marketing per student.

With respect to vendor budgets, regional privates stand out markedly. While the other three segments spend between \$66 and \$109 per student on vendors, regional privates spend \$268, or approximately 150% more than the next highest spending segment.

Privates Spend More per Student Than Publics

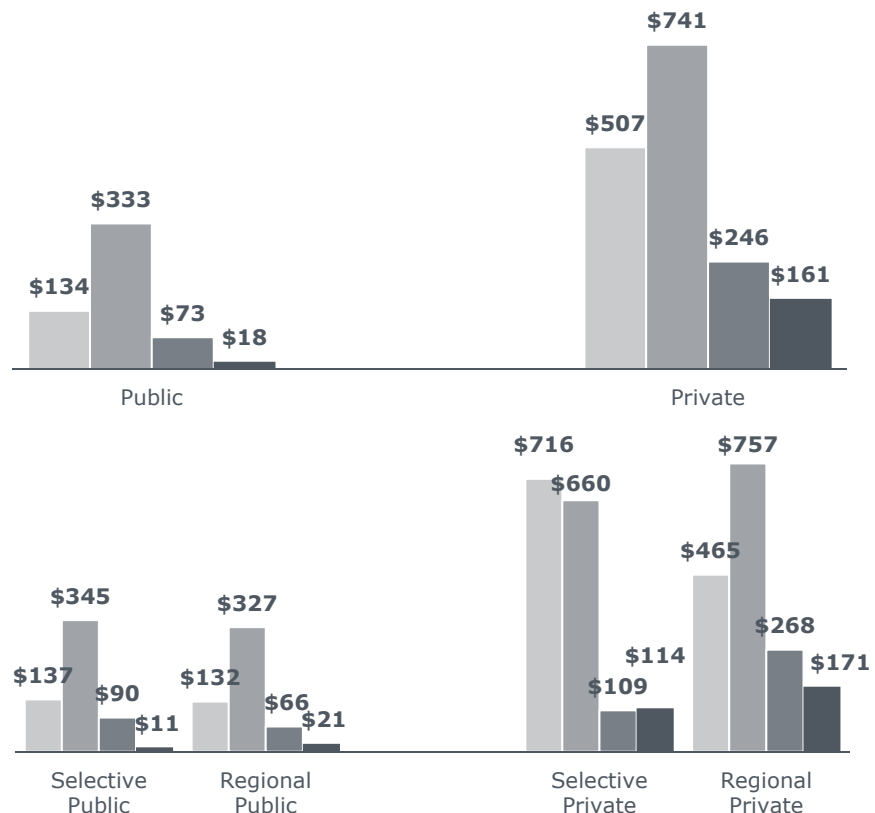
Average Total EM Budgets per Student

All Schools



Average Total EM Budgets per Student

By Sector and Segment



1) This calculation used total full-time undergraduate students.

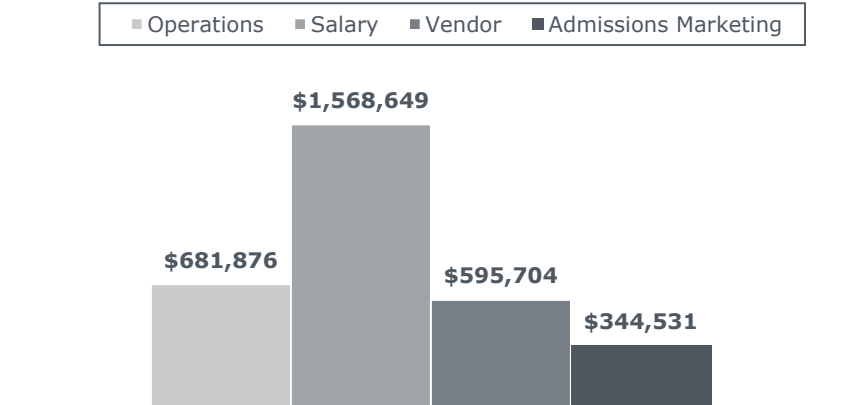
Breakdown of Admissions Budget

This page shows how the Admissions Office budget is allocated among the four expense categories¹.

Admissions Office Budget Allocation

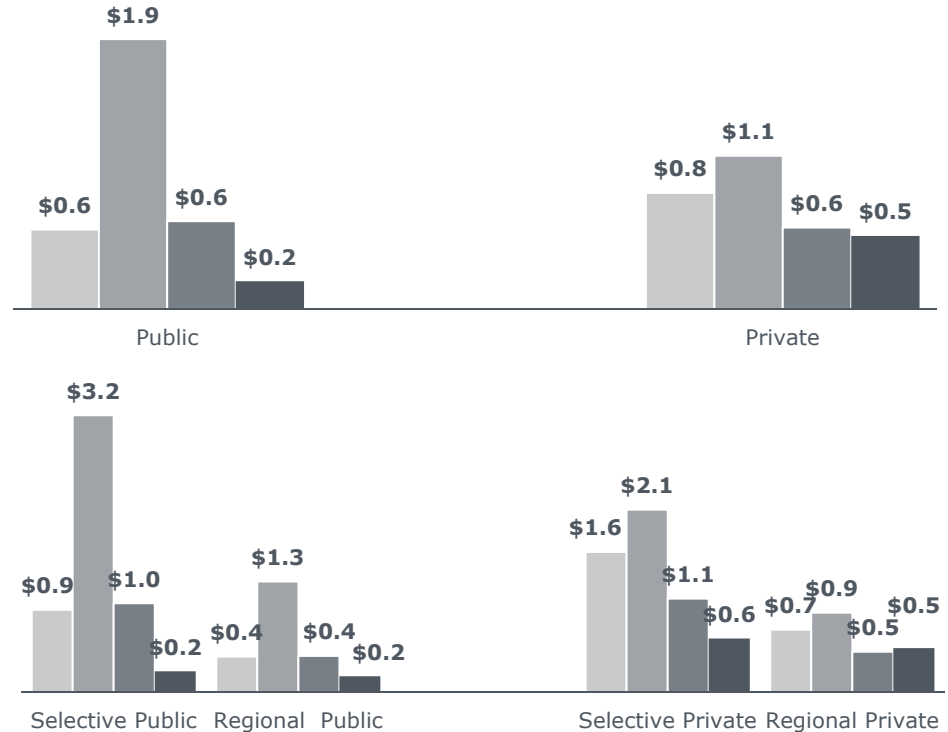
Average Total Admissions Budgets

By Expense Category, All Schools



Average Total Admissions Budgets (in Millions of Dollars),

By Sector and Segment



1) The point of comparison for the vendor budget is the total vendor budget, since the vast majority of vendor expenses could be considered to support the recruitment and enrollment of new students.

Admissions Budget Breakdown per Student

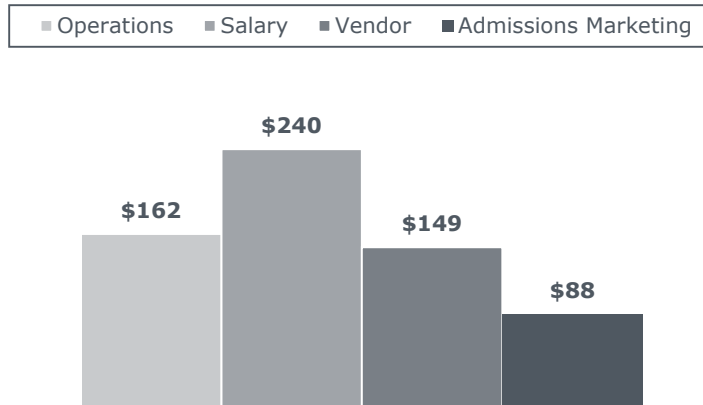
The admissions budget was divided by the number of students¹ to control for the size of the institution.

On a per student basis, private universities outspend public universities by at least three times. The difference is most pronounced for operations (eight times) and admissions marketing (nine times).

Salaries Absorb 50% of Publics' Admissions Budgets

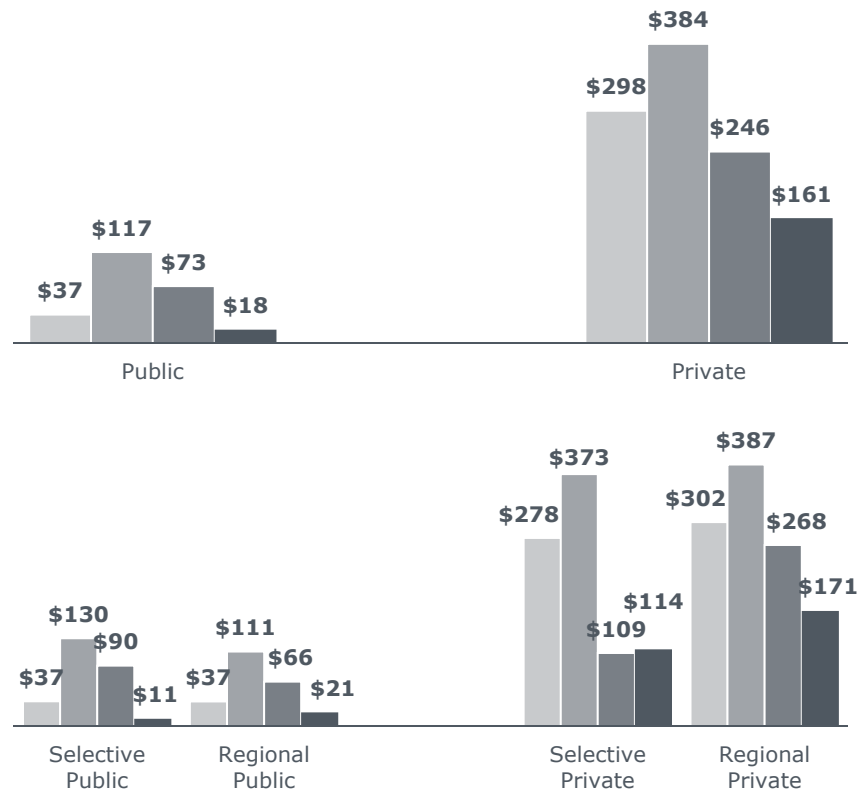
Average Total Admissions Budgets per Student

All Schools



Average Total Admissions Budgets per Student

By Sector and Segment



1) This calculation used total full-time undergraduate students.

Distribution of Admissions Office Budgets

The distribution of spending on different expense categories is also illustrative of trade-offs EMs make with respect to budget allocation.

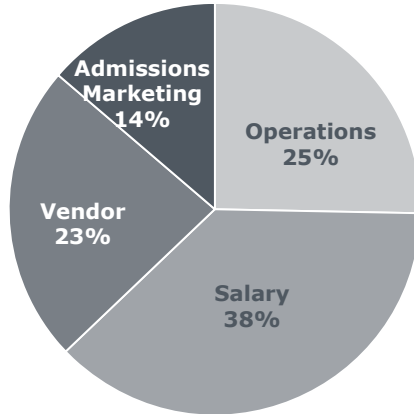
The pie charts on this page represent the percentage of the admissions budget spent on operations, salary, marketing, and vendors¹.

There are some notable differences between public and private universities. Publics spend nearly half of their admissions budget on salary and almost a third on vendors. Private universities' admissions budgets are more evenly distributed across all four categories.

Publics Spend Higher Proportion on Vendor and Salary

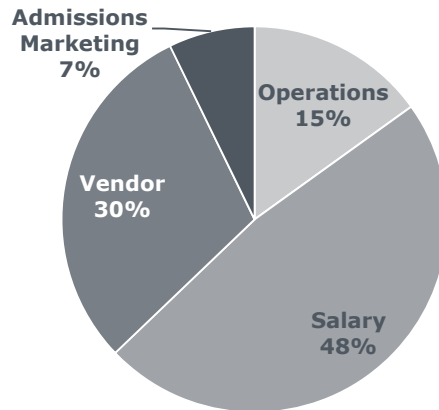
Distribution of Admissions Budgets per Student

All Schools

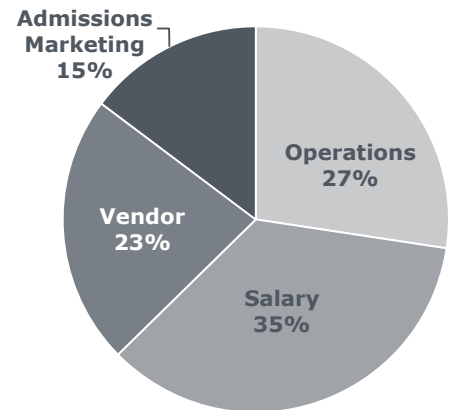


Distribution of Admissions Budgets per Student

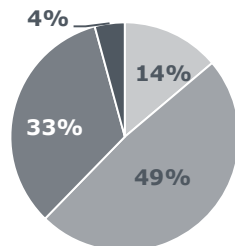
By Sector and Segment



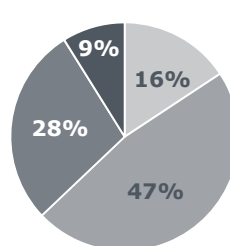
Public



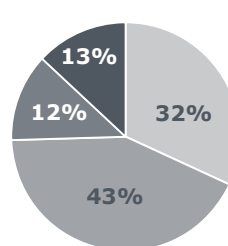
Private



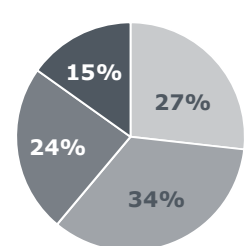
Selective Public



Regional Public



Selective Private



Regional Private

1) The distributions are based on the budget per student figures from the previous page.

Admissions Marketing Budget Allocation

The survey asked EMs to break out the admissions marketing budget into three categories:

- Print
- Online
- Other

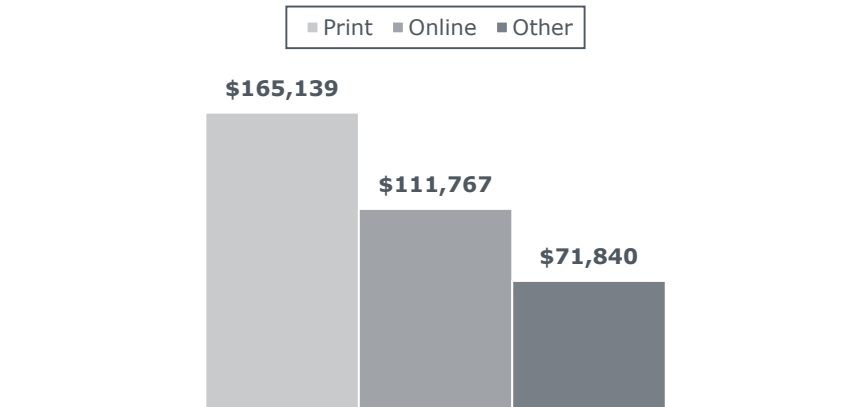
While publics' spending on print far exceeds spending on other channels, privates invest more in online, significantly outspending publics.

Notably, while regional private universities spend similar amounts across the three categories, selective private universities spend significantly more on print, a similar amount online, and comparatively little through other channels.

Privates Spend More, Especially Online

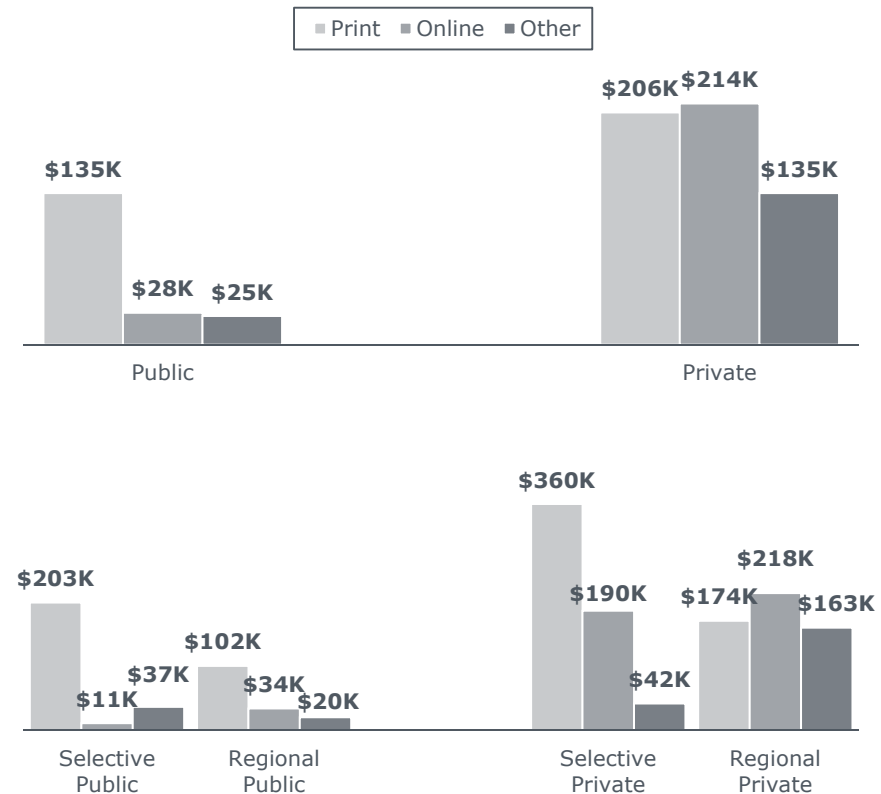
Average Admissions Marketing Budget Breakdowns

All Schools



Average Admissions Marketing Budget Breakdowns (in Thousands)

By Sector and Segment



Admissions Marketing Per Student Budget Breakdown

A key measure of admissions marketing effectiveness is the amount spent per new student¹. How many admissions marketing dollars does it take to bring in each new student?

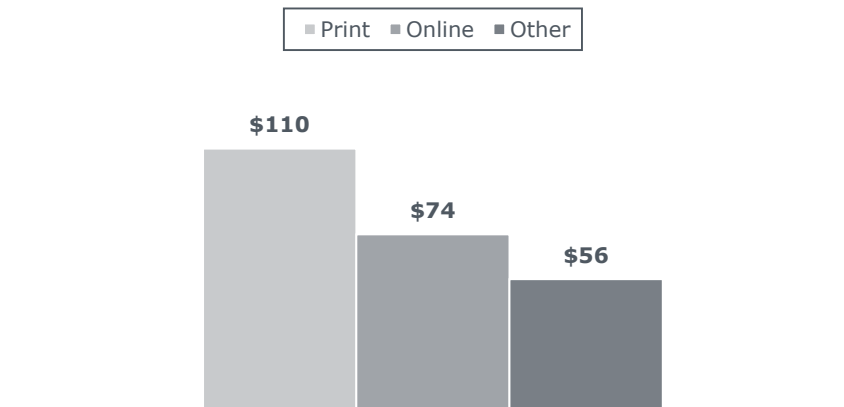
The public-private divide is stark. Privates spend over nine times what publics do on admissions marketing.

It is also notable that regional publics spend more than selective publics across all three categories of admissions marketing expenditures.

Privates Significantly Outspend Publics

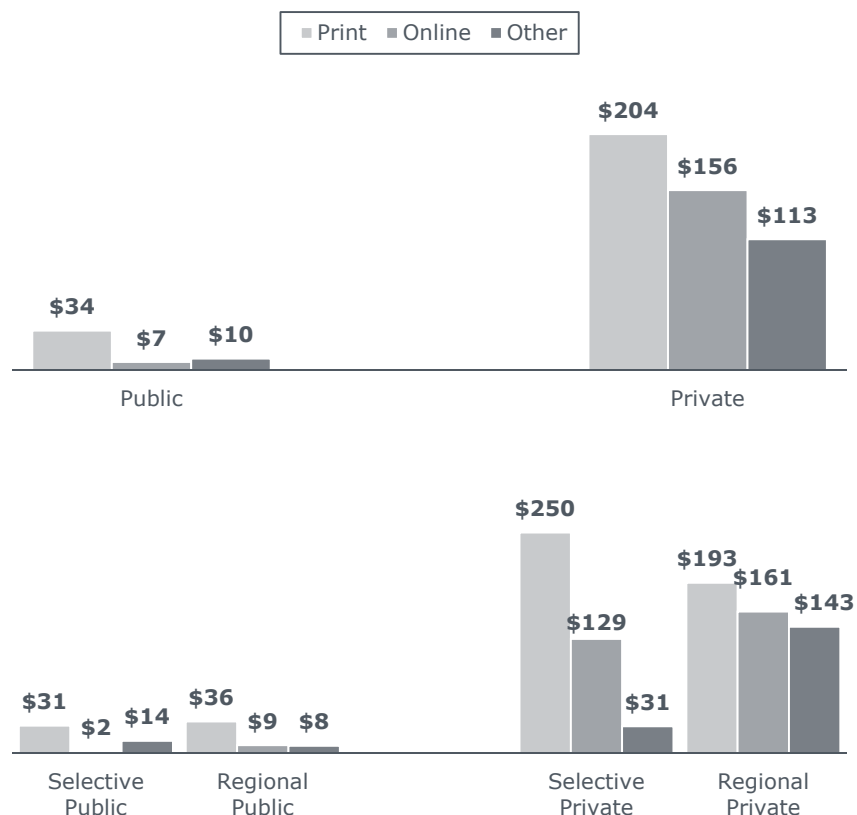
Average Admissions Marketing Budget Breakdowns per Student

All Schools



Average Admissions Marketing Budget Breakdowns per Student

By Sector and Segment



1) The number of first-time, full-time students plus the number of new transfer students.

Admissions Marketing Budget Breakdown

Perhaps more important than the total amount of dollars spent on each channel is the distribution of allocated dollars.

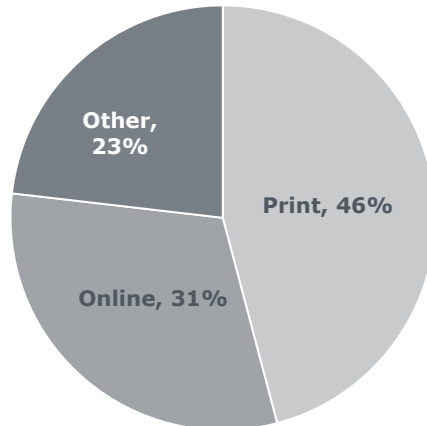
While publics allocate approximately two-thirds of their admissions marketing budget to print, privates more evenly allocate theirs across print, online, and other areas.

It is also notable that both selective publics and regional privates allocate close to one-third of their admission marketing budgets to the other category.

At Publics, Print Spend Greatly Exceeds Online

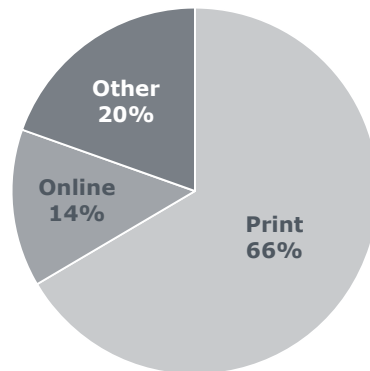
Distribution of Admissions Marketing Budget per Student

All Schools

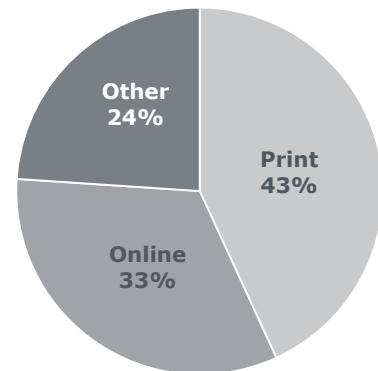


Distribution of Admissions Budgets per Student

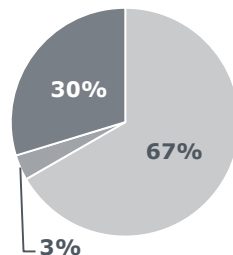
By Sector and Segment



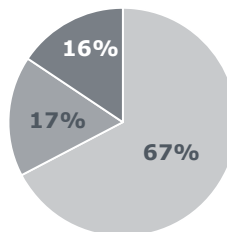
Public



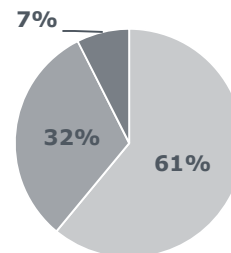
Private



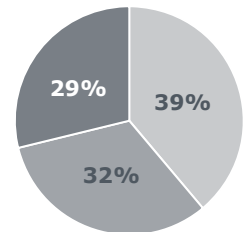
Selective Public



Regional Public



Selective Private



Regional Private

1) Given that the best measure of the influence of admissions marketing is the number of new students, this number (new first-time, full-time students plus new transfer students) was used as the denominator for these charts.

Operational Budget Breakdown by Core EM Offices

This analysis breaks down the operations budget by the three core offices reporting to EM— Admissions, Financial Aid, and the Registrar.

For these offices, two analyses are shown for all institutions, public institutions, and private institutions:

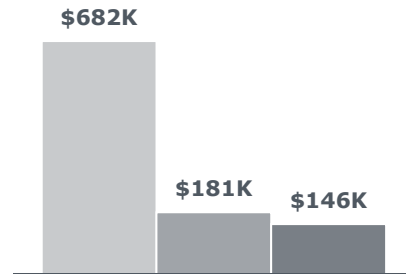
- Average Total Operational Budget
- Average Total Operational Budget per Student

Notably, public universities spend significantly less on operations per student than do private universities, suggesting that public universities benefit from economies of scale.

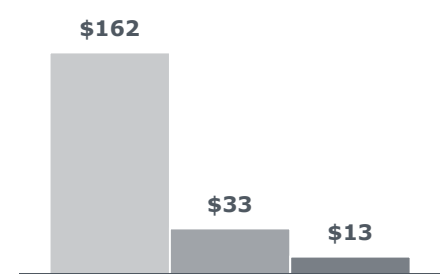
Total Dollars and Dollars per Student

All Schools

Average Operating Budget by Core Office (in Thousands)

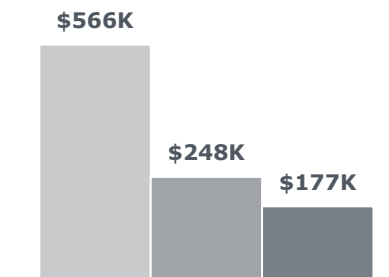


Average Operating Budget per Student, by Core Office

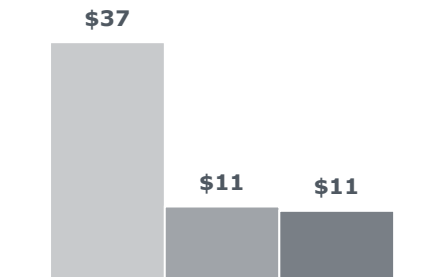


Public Universities

Average Operating Budget, by Core Office (in Thousands)

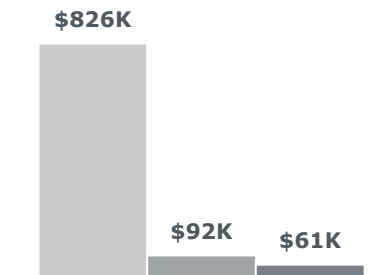


Average Operating Budget per Student, by Core Office

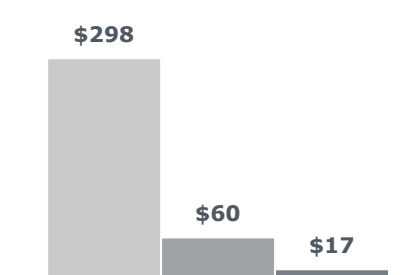


Private Universities

Average Operating Budget, by Core Office (in Thousands)



Average Operating Budget per Student, by Core Office



Budget Allocation to Staff Development

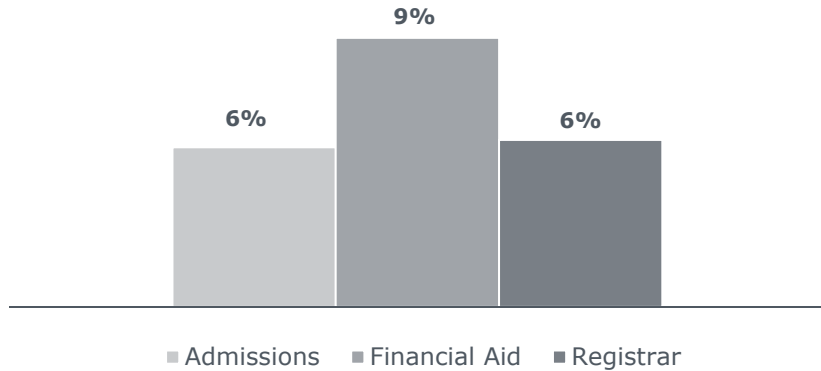
The charts on this page show the percentage of the operational budget allocated to staff development for each of the three core EM offices.

Across segments, the financial aid offices invests a greater percentage of the operational budget for staff development.

Small but Consistent Allocation to Staff Development

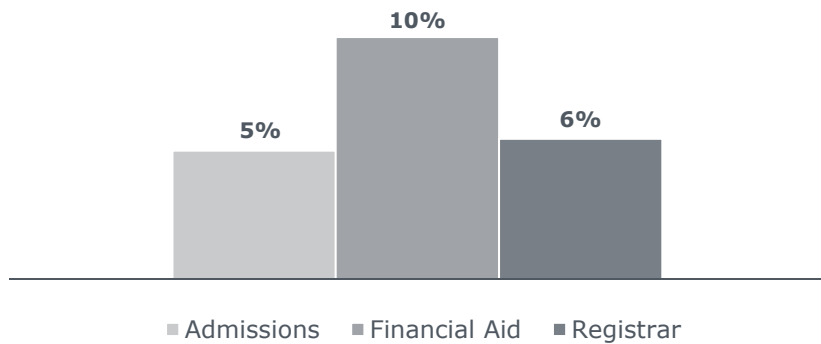
All Schools

Average Percent of Operating Budget Toward Staff Development



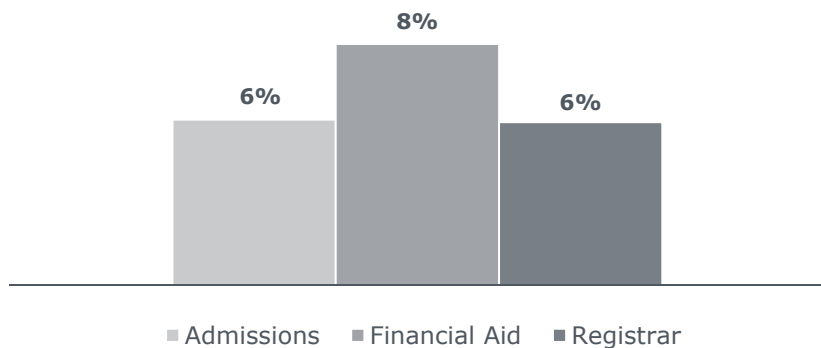
Public Universities

Average Percent of Operating Budget Toward Staff Development



Private Universities

Average Percent of Operating Budget Toward Staff Development



Frequency of Outsourcing of EM Activities

For 11 different activities, the survey asked which of the following descriptions best captured the institution's relationship with vendors. Was the activity...

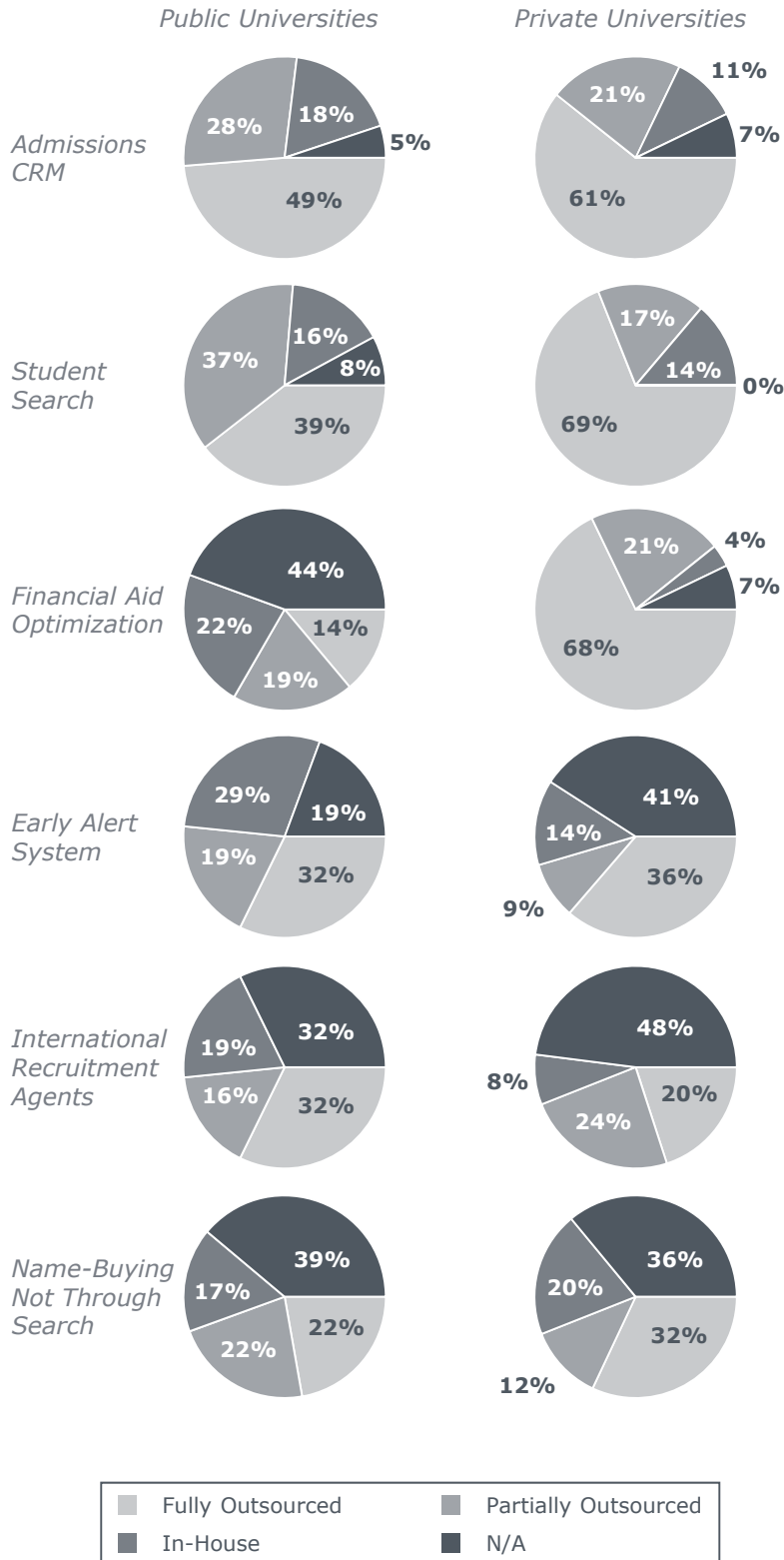
- Outsourced
- Partially Outsourced
- In-House / Not Outsourced
- Not Applicable

The distribution of responses are shown for all activities, broken out by sector.

Outsourcing financial aid optimization is the largest public-private contrast. 89% of privates either fully or partially outsource financial aid optimization, while only 31% of publics do. 44% of publics report that their institution doesn't do financial aid optimization at all.

Student search is also more commonly outsourced at privates, with 69% reporting it fully outsourced. This compares to only 39% of public universities fully outsourcing it.

Distribution of Level of Outsourcing, by EM Activity



Frequency of Outsourcing of EM Activities Cont'd

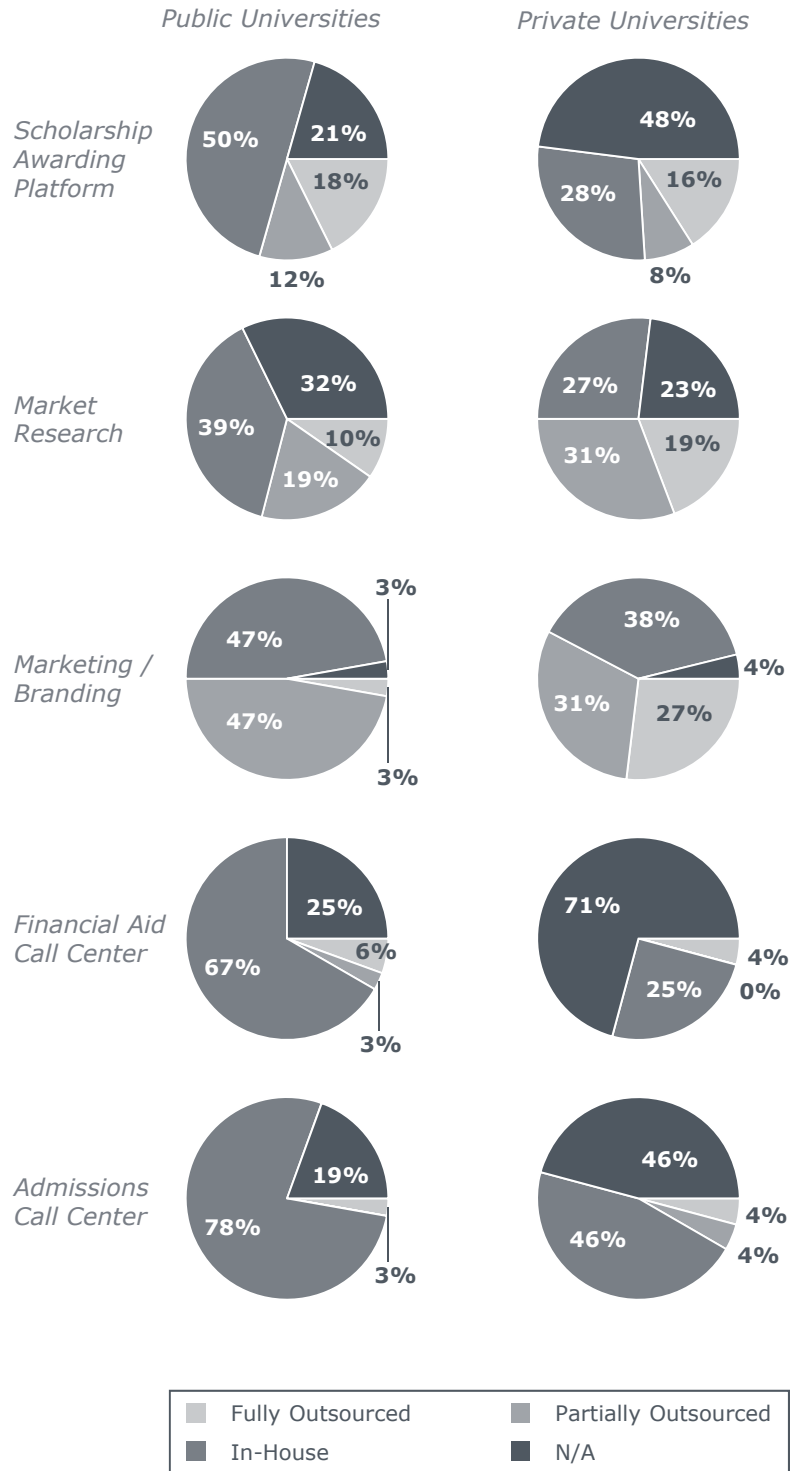
This page continues the ranking of EM activities based on level of outsourcing.

With respect to marketing and branding, over a quarter (27%) of private universities report fully outsourcing the activity while only 3% of public universities do.

Similarly, 50% of privates universities report fully or partially outsourcing market research, while only 29% of public universities do.

Most publics report having in-house admissions and financial aid call centers whereas most privates do not have a financial aid call center of any variety.

Distribution of Level of Outsourcing, by EM Activity



Benchmarking Key Vendor Relationships

For each of the 11 activities, the survey asked EMs to select the appropriate spending range for their vendors.

The ranges were:

- <\$10K
- \$10K-\$25K
- \$25K-\$50K
- \$50K-\$75K
- \$75K-\$100K
- \$100K-\$150K
- \$150K-\$200K
- \$200K-\$300K
- \$300K-\$500K
- >\$500K

The top table shows the median range reported by all schools, publics, and privates.

The subsequent tables report the use of vendors for three activities:

- Admissions CRM
- Financial aid optimization
- Search partners.

Median Pricing and Most Common Service Providers

Median Spending Ranges for Outsourced Activities

Function	All Schools	Public	Private
Admissions CRM	\$75-100K	\$75-100K	\$50-75K
Financial Aid Optimization	\$50-75K	\$50-75K	\$50K
Student Search	\$100-150K	\$100-150K	\$300-500K
Marketing / Branding	\$75-100K	\$50-75K	\$100K
Name-Buying Independent of Search	\$25-50K	\$25K	\$25-50K
Scholarship Awarding Platform	\$10-25K	\$10-25K	<\$10K
International Recruitment Agents	\$25-50K	\$50-75K	\$50K
Admissions Call Center	\$10-25K	<\$10K	\$50K
Financial Aid Call Center	\$10-25K	\$10-25K	<\$10K
Market Research	\$25-50K	\$25K	\$25-50K
Early Alert System	\$50-75K	\$75-100K	\$25-50K

Commonly Used Admissions CRMs

Admissions CRM	Percent Using
Hobsons	32%
Ellucian	22%
Slate	10%
Talisma	7%
Salesforce1	7%

Commonly Used Financial Aid Optimization Firms

Financial Aid Optimization	Percent Using
Noel-Levitz / Scannell & Kurz	26%
Hardwick Day	11%
Maguire	3%
Human Capital Research Corporation	1%
SH Brooks	1%

Commonly Used Name Sources and Search Consultants

Search	Percent Using
College Board	61%
ACT	51%
Royall	29%
Chegg	21%
Ruffalo Noel-Levitz	17%

Key Data Points for All Segments

Measure	Category	All Schools	Public	Private	Selective Public	Regional Public	Selective Private	Regional Private
Total EM Budget	Operations	\$1.9M	\$2.0M	\$1.8M	\$3.4M	\$1.3M	\$4.0M	\$1.4
	Salary	\$4.1M	\$5.5M	\$2.3M	\$8.4M	\$4.1M	\$3.6M	\$2.1M
	Vendor	\$0.6M	\$0.6M	\$0.6M	\$1.0M	\$0.4M	\$1.1M	\$0.5M
	Admissions Marketing	\$0.3M	\$0.2M	\$0.5M	\$0.2M	\$0.2M	\$0.6M	\$0.5M
Total EM Budget per Student	Operations	\$303	\$134	\$507	\$137	\$132	\$716	\$465
	Salary	\$525	\$333	\$741	\$345	\$327	\$660	\$757
	Vendor	\$149	\$73	\$246	\$90	\$66	\$109	\$268
	Admissions Marketing	\$88	\$18	\$161	\$11	\$21	\$114	\$171
Total Admissions Budget	Operations	\$0.7M	\$0.6M	\$0.8M	\$0.9M	\$0.4M	\$1.6M	\$0.7M
	Salary	\$1.6M	\$1.9M	\$1.1M	\$3.2M	\$1.3M	\$2.1M	\$0.9M
Total Admissions Budget per Student	Operations	\$162	\$37	\$298	\$37	\$37	\$278	\$302
	Salary	\$240	\$117	\$384	\$130	\$111	\$373	\$387
Percent of Admissions Budget Allocated To	Operations	25%	15%	27%	14%	16%	32%	27%
	Salary	38%	48%	35%	49%	47%	43%	34%
	Vendor	23%	30%	23%	33%	28%	12%	24%
	Admissions Marketing	14%	7%	15%	4%	9%	13%	15%
Total Admissions Marketing Budget	Print	\$165K	\$135K	\$206K	\$203K	\$102K	\$360K	\$174K
	Online	\$112K	\$28K	\$214K	\$11K	\$34K	\$190K	\$218K
	Other	\$72K	\$25K	\$135K	\$37K	\$20K	\$42K	\$163K
Total Admissions Marketing Budget per Student	Print	\$110	\$34	\$204	\$31	\$102	\$360	\$174
	Online	\$74	\$7	\$156	\$2	\$34	\$190	\$218
	Other	\$56	\$10	\$113	\$14	\$20	\$42	\$163
Percent of Admissions Marketing Budget Allocated To	Print	46%	66%	43%	67%	67%	61%	39%
	Online	31%	14%	33%	3%	17%	32%	32%
	Other	23%	20%	24%	30%	16%	7%	29%
Total Operations Budget	Admissions	\$682K	\$566K	\$826K	\$942K	\$405K	\$1,607K	\$715K
	Financial Aid	\$181k	\$248K	\$92K	\$320K	\$216K	\$137K	\$85K
	Registrar	\$146K	\$177K	\$61K	\$267K	\$135K	N/A	\$61K
Total Operations Budget per Student	Admissions	\$162	\$37	\$298	\$37	\$37	\$278	\$302
	Financial Aid	\$33	\$11	\$60	\$12	\$11	\$25	\$66
	Registrar	\$13	\$11	\$17	\$10	\$11	N/A	\$17
Percent of Operations Budget Allocated to Staff Development	Admissions	6%	5%	6%	4%	6%	6%	6%
	Financial Aid	9%	10%	8%	6%	12%	10%	8%
	Registrar	6%	6%	6%	6%	6%	N/A	6%

Key Data Points for All Segments

Measure	Category	All Schools	Public	Private	Selective Public	Regional Public	Selective Private	Regional Private
Frequency of Fully Outsourcing Given EM Activity	Admissions CRM	54%	49%	61%	36%	56%	33%	68%
	Student Search	52%	39%	69%	43%	38%	50%	74%
	FA Optimization	38%	14%	68%	14%	14%	50%	73%
	Early Alert System	34%	32%	36%	17%	42%	20%	41%
	Int'l Recruitment	27%	32%	20%	31%	33%	0%	26%
	Name Buying	26%	22%	32%	14%	27%	50%	26%
	Scholarship Awarding	17%	18%	16%	8%	24%	17%	16%
	Market Research	14%	10%	19%	7%	12%	0%	25%
	Marketing/Branding	13%	3%	27%	7%	0%	20%	29%
	FA Call Center	5%	6%	4%	8%	4%	0%	6%
	Admissions Call Center	3%	3%	4%	8%	0%	0%	6%
Median Contract Value of Outsourced Activities	Admissions CRM	\$75-100K	\$75-100K	\$50-75K	\$100-150K	\$50-75K	\$75-100K	\$50-75K
	Financial Aid Opt	\$50-75K	\$50-75K	\$50K	\$50-75K	\$25-50K	\$75K	\$25-50K
	Student Search	\$100-150K	\$100-150K	\$300-500K	\$100-150K	\$50-75K	\$500K	\$100-150K
	Marketing/Branding	\$75-100K	\$50-75K	\$100K	\$75K	\$50-75K	\$200-300K	\$75-100K
	Name Buying	\$25-50K	\$25K	\$25-50K	\$50-75K	\$10-25K	\$25-50K	\$25-50K
	Scholarship Awarding	\$10-25K	\$10-25K	<\$10K	\$25K	\$10-25K	<\$10K	\$10-25K
	Int'l Recruitment Ag.	\$25-50K	\$50-75K	\$50K	\$200K	\$10-25K	\$25-50K	\$50-75K
	Market Research	\$25-50K	\$25K	\$25-50K	\$150K	\$10K	\$10-25K	\$25-50K
	Early Alert System	\$50-75K	\$75-100K	\$25-50K	\$75-100K	\$75K	\$50-75K	\$25-50K

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



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