

Enrollment Leaders of Tomorrow

College Board Annual Forum

WITT / KIEFFER

Leaders Connecting Leaders

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Overview of Witt/Kieffer Survey

- Surveyed 1,460 chief enrollment leaders at colleges and universities, September 2010
- 349 respondents; 23 percent response rate
- Survey recipients include:
 - Chief enrollment officers
 - Chief admission officers
 - Chief financial aid officers

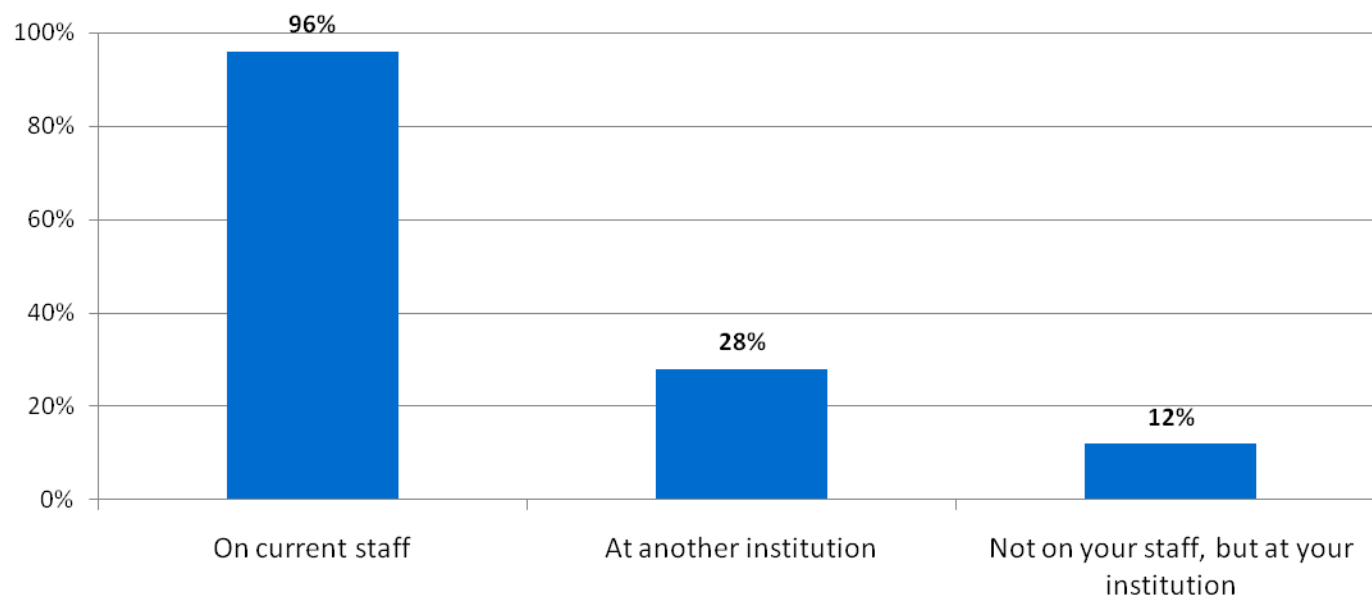
Developing Future Leaders

Developing others to assume leadership roles in admission, financial aid or enrollment management

- Nearly half – 46 percent – believe this is their responsibility and work it into their routine regularly
- Another 46 percent report it to be their responsibility, but wish they could give it more attention
- Seven (7) percent see it as their responsibility but cannot devote enough attention to the task

Developing Future Leaders

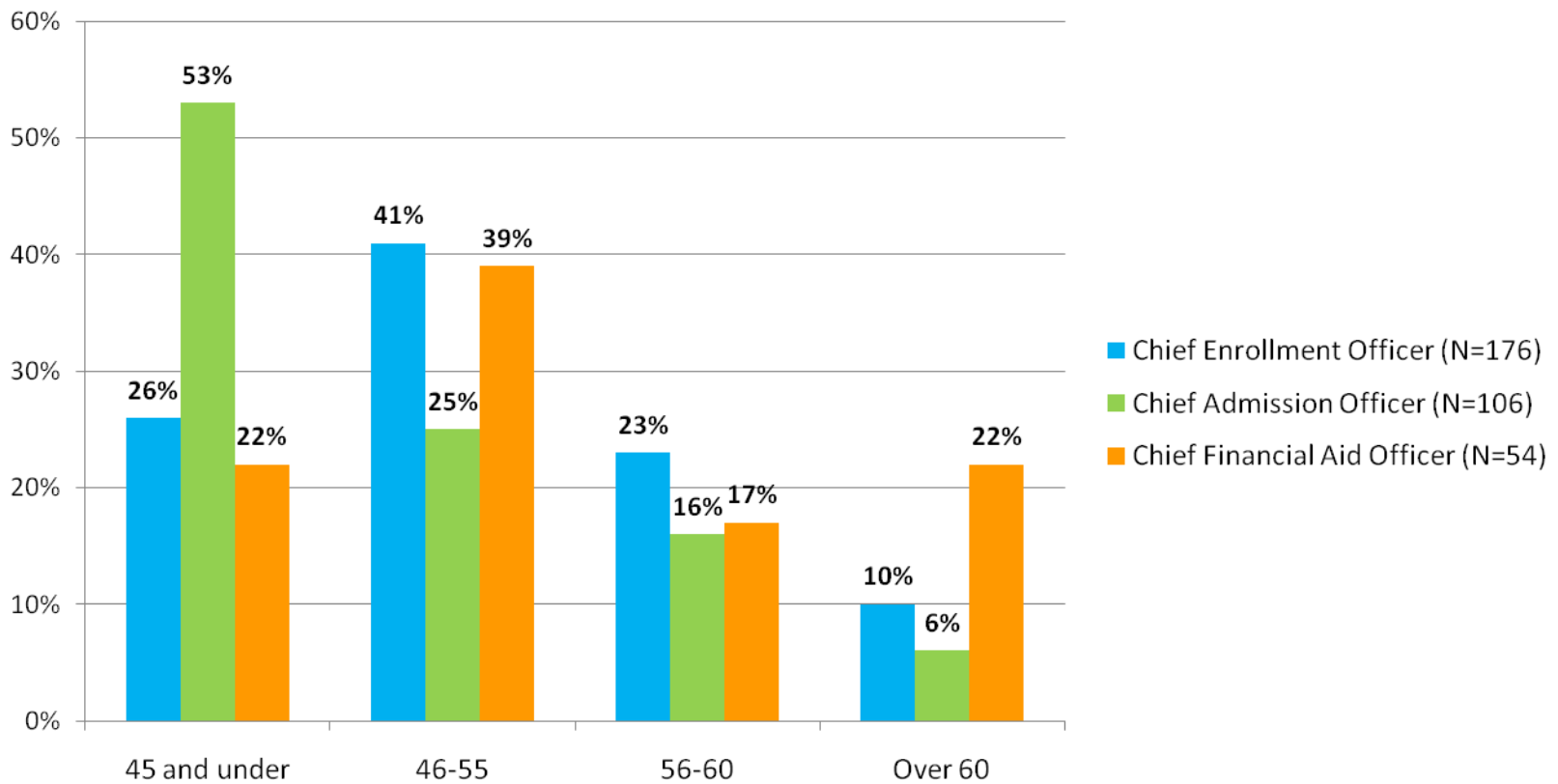
Nearly all respondents – 94 percent* – are currently developing one or more leaders on current staff, at current institution or at other institutions



*N=345 responses

Developing Future Leaders

Age of Respondents by Role



Developing Future Leaders

Age of Persons 1, 2 and 3 by Respondents' Role

	Chief Enrollment Officer	Chief Admission Officer	Chief Financial Aid Officer
35 or under	39%	60%	42%
36-40	32%	23%	24%
41-45	17%	13%	23%
46-50	7%	4%	8%
51-55	3%	0%	4%
56-60	1%	0%	0%
Over 60	1%	0%	0%

N=769 responses

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Salary by Respondents' Role

	Chief Enrollment Officer (N=172)	Chief Admission Officer (N=102)	Chief Financial Aid Officer (N=53)
Under \$100,000	8%	37%	17%
\$100,001-\$150,000	44%	38%	57%
\$150,001-\$200,000	34%	23%	25%
\$200,001-\$250,000	10%	1%	2%
\$250,001-\$300,000	1%	0%	0%
Over \$300,000	4%	1%	0%

Developing Future Leaders

Salary of Persons 1, 2 and 3 by Respondents' Role

	Chief Enrollment Officer (N=398)	Chief Admission Officer (N=251)	Chief Financial Aid Officer (N=104)
Under \$80,000	62%	86%	74%
\$80,001-\$90,000	17%	8%	16%
\$90,001-\$100,000	8%	3%	6%
\$100,001-\$125,000	8%	2%	4%
\$125,001-\$150,000	4%	0%	0%
Over \$150,000	1%	0%	0%

Developing Future Leaders

Race of Respondents by Role

	White	Black or African American	Hispanic or Latino	Asian	American Indian, Alaska Native, Native Hawaiian or Other Pacific Islander
Chief Enrollment Officer	86%	7%	2%	2%	1%
Chief Admission Officer	84%	8%	2%	5%	2%
Chief Financial Aid Officer	85%	6%	2%	4%	0%

N= 297 responses

Developing Future Leaders

Race of Top 3 Future Leaders

	White	Black or African American	Hispanic or Latino	Asian	American Indian, Alaska Native, Native Hawaiian or Other Pacific Islander
Person 1	71%	11%	11%	3%	2%
Person 2	67%	15%	9%	4%	1%
Person 3	58%	12%	12%	3%	0%

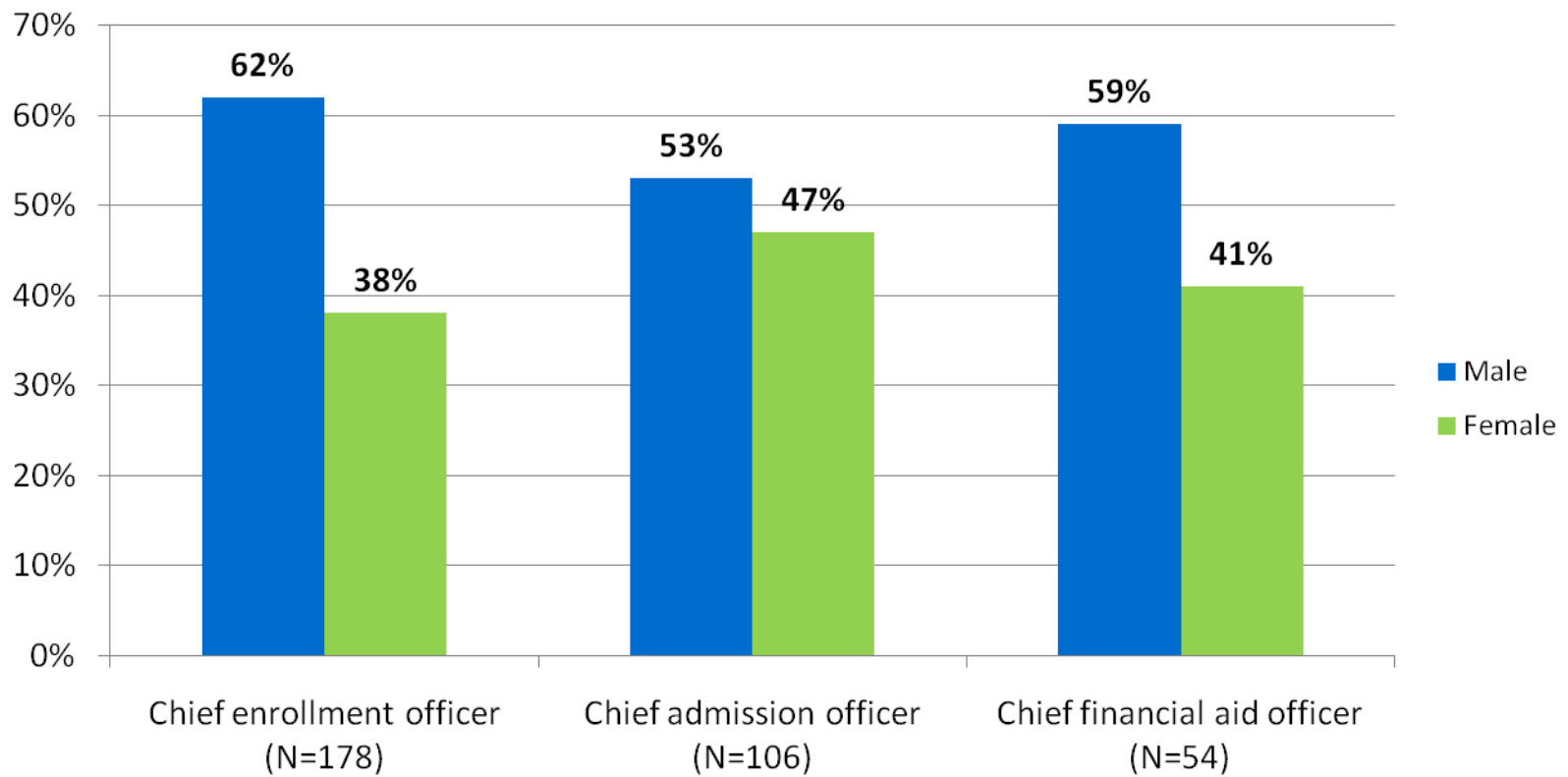
Developing Future Leaders

Race of Persons 1, 2 and 3 by Respondents' Role

	Chief Enrollment Officer (N=402)	Chief Admission Officer (N=260)	Chief Financial Aid Officer (N=105)
White	69%	71%	64%
Black or African American	14%	16%	16%
Hispanic or Latino	11%	9%	14%
Asian	4%	3%	4%
American Indian, Alaska Native, Native Hawaiian or Other Pacific Islander	1%	1%	2%

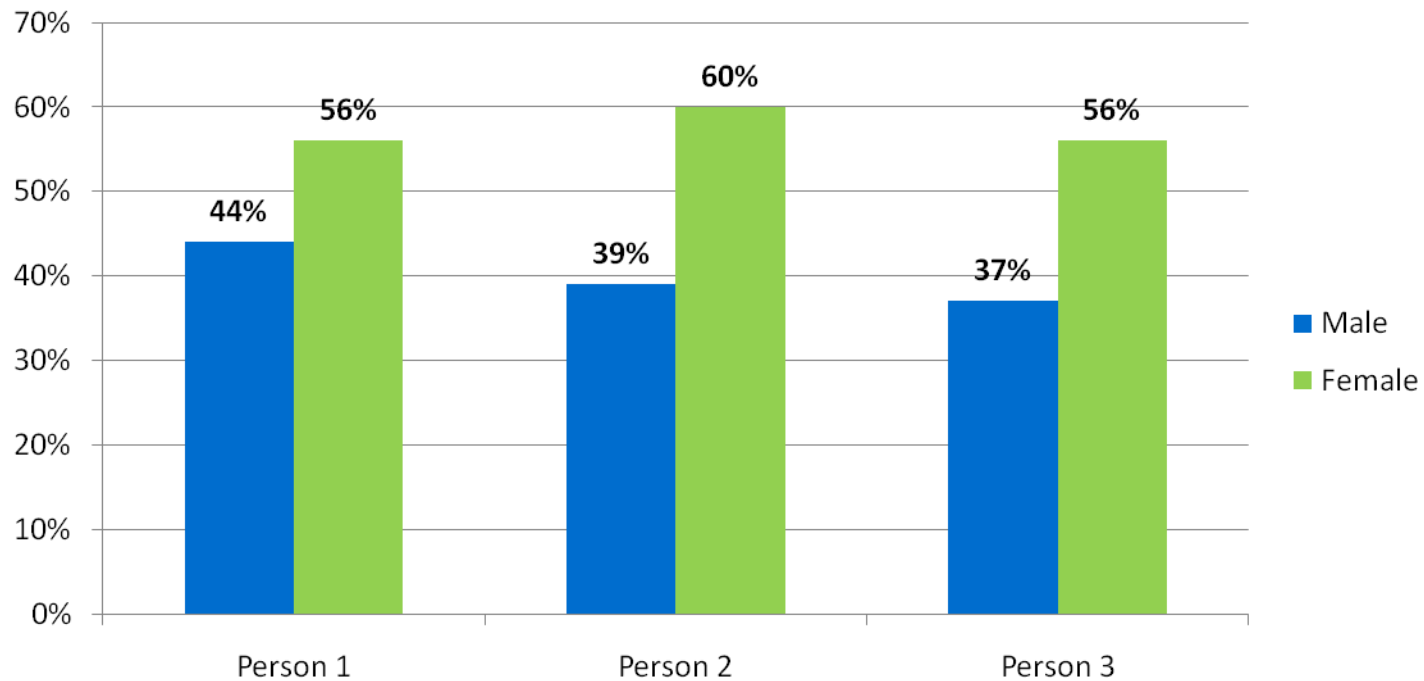
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Gender of Respondents



Developing Future Leaders

Gender of Top 3 Future Leaders

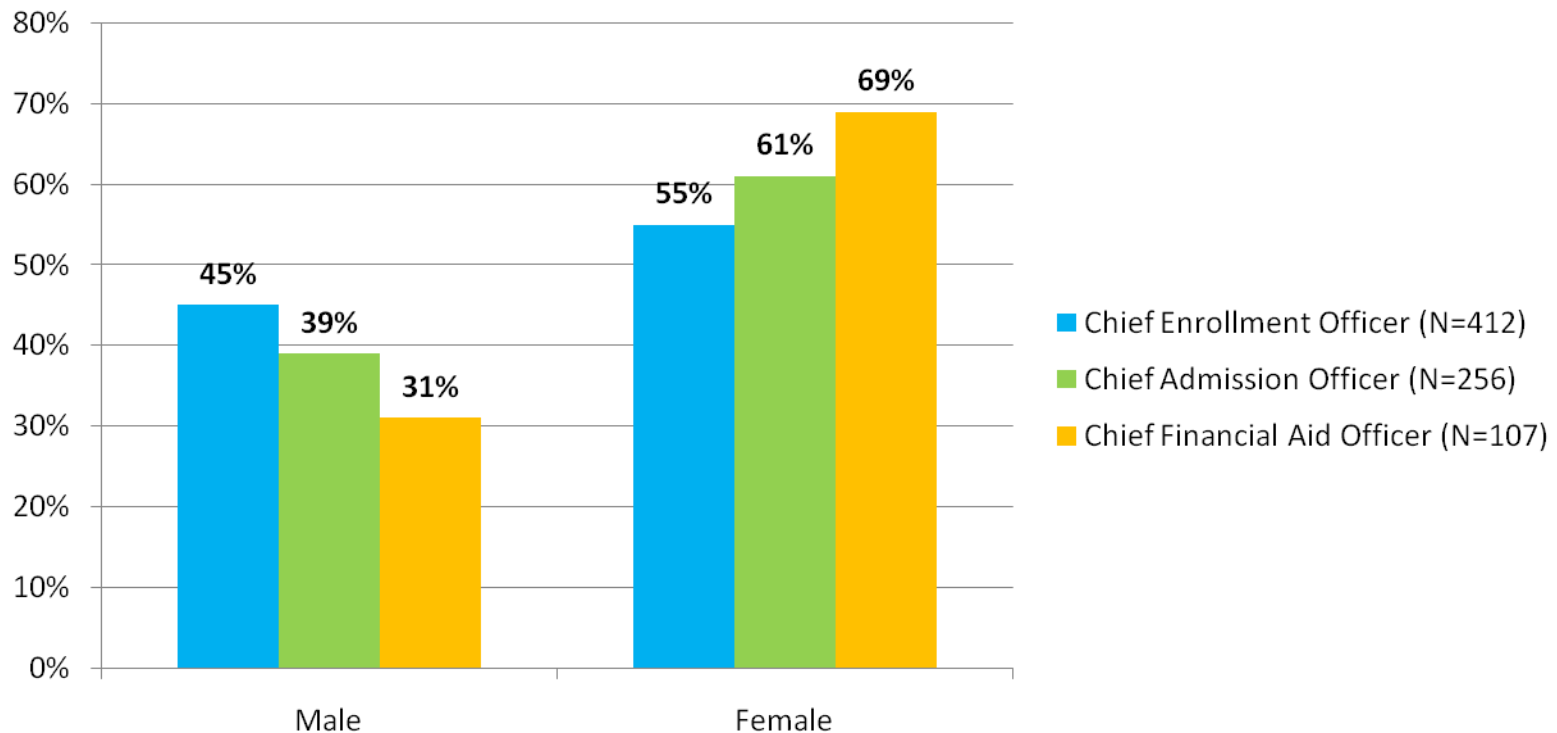


N=794 responses

Developing Future Leaders

Gender of Persons 1, 2 and 3 by Respondents' Role

- Females are being mentored more often across all role types



Developing Future Leaders

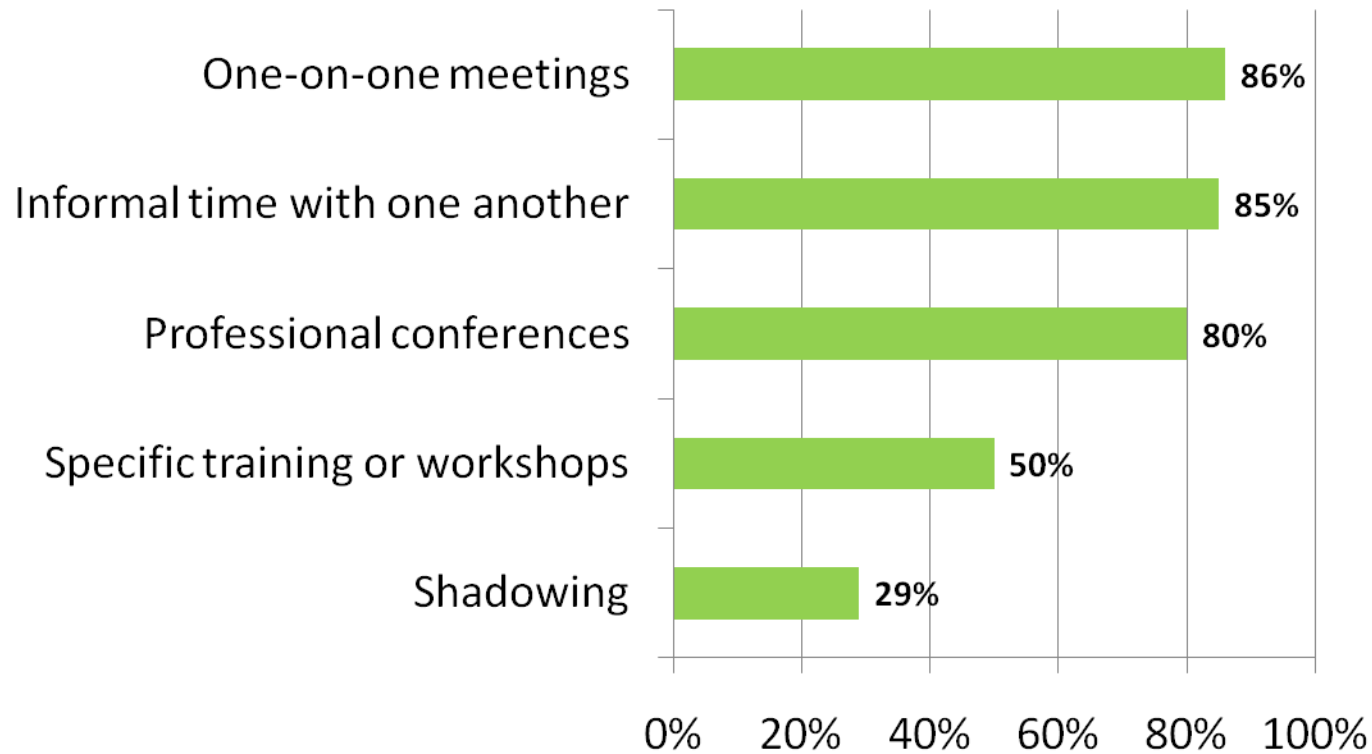
- Forty-six (46) percent of respondents wish they could give more attention to mentoring.
- Nearly all – 92 percent – do not believe workshops and conferences are enough to train future leaders; 71 percent believe there should be different options than those currently available.
- Interestingly, only about one-quarter – 24 percent – believe certificates and/or degrees should be required.

Developing Future Leaders

Reasons respondents mentor others include:

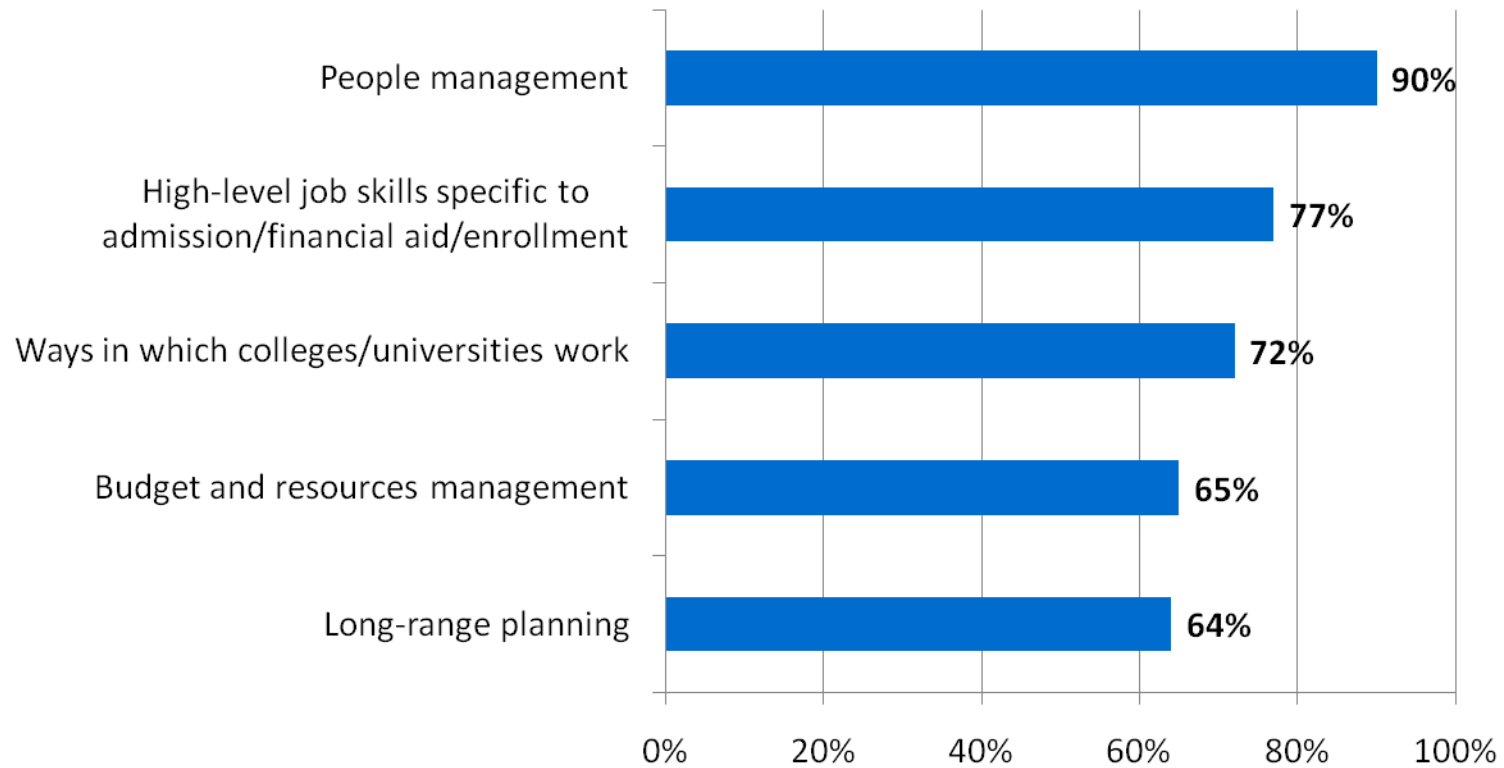
- To occupy a seat like yours, but at another institution (67 percent)
- Take your place someday (64 percent)
- Take another position within your organization (43 percent)
- Take another position at your institution, outside of your organization (17 percent)

Mentoring Format/Structure



N=1,093 responses

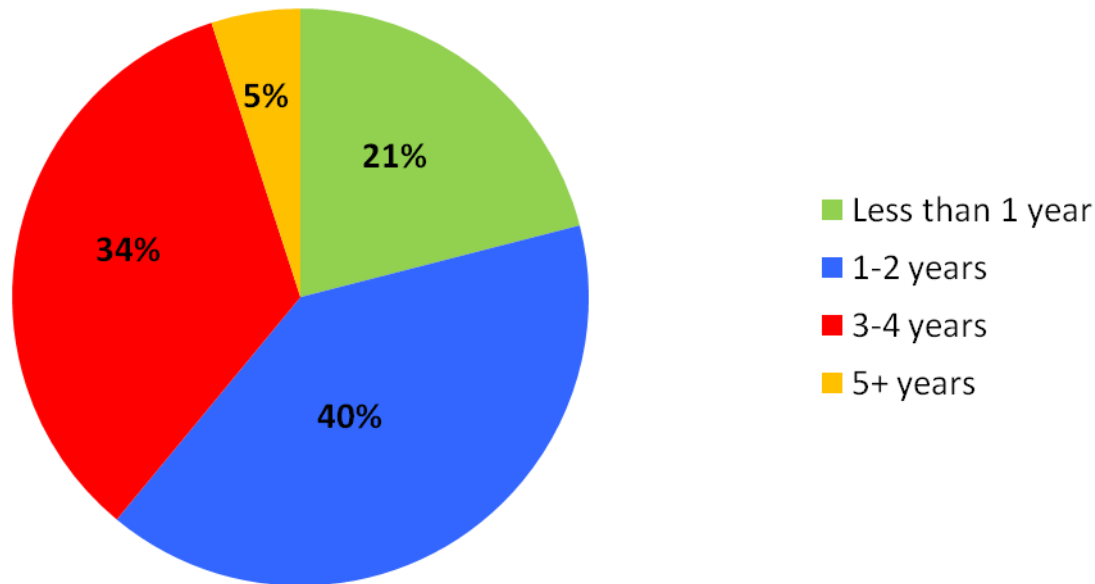
Mentoring Substance/Content



N=1,320 responses

When Will Future Leaders be Ready?

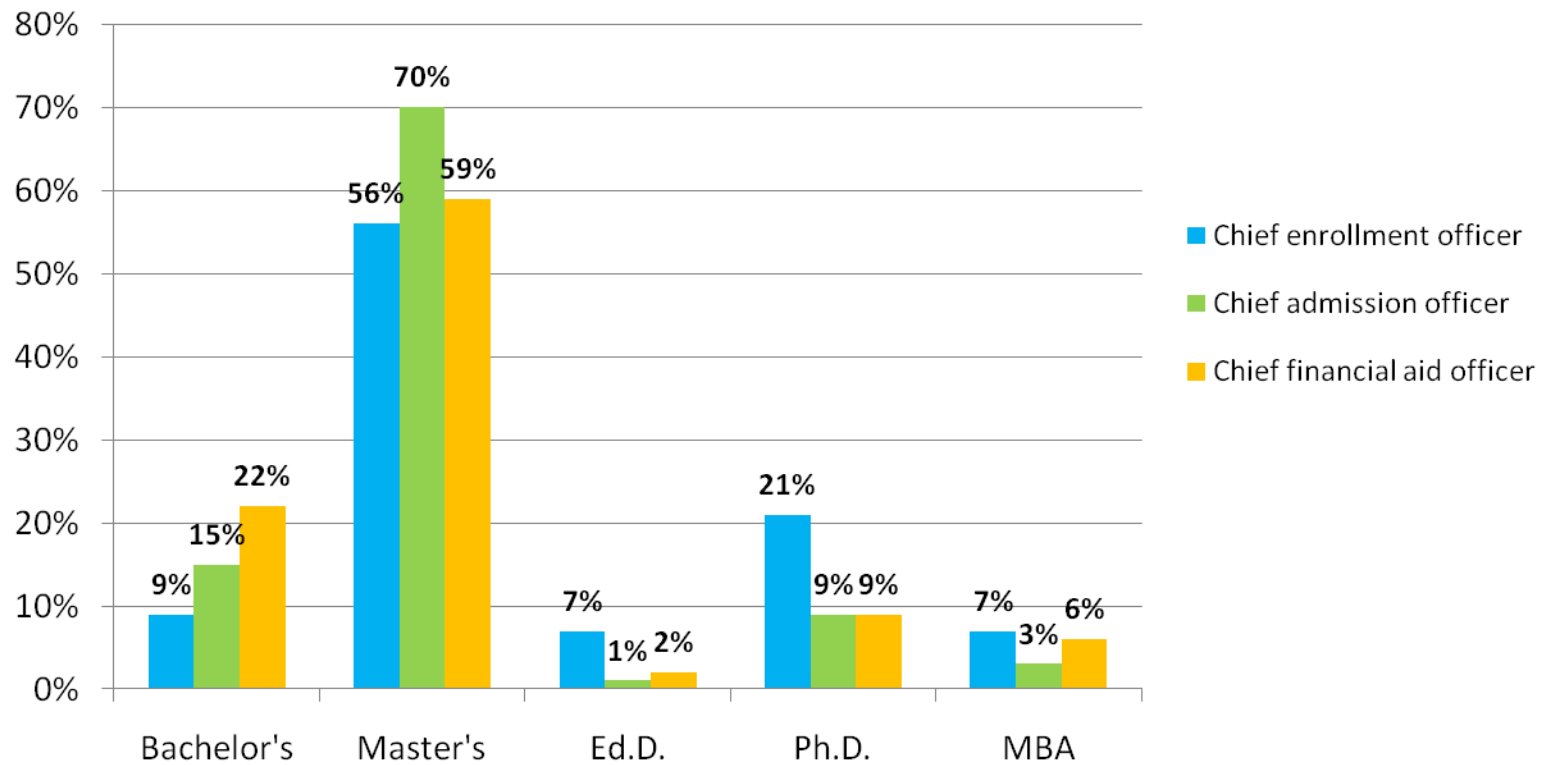
Majority of respondents – 61 percent – believe the people they are mentoring will be ready to assume their next position in 2 years or less.



N=331 responses

Professional Training for Success Needed

Degrees Held by Respondents



N= 335 responses

Professional Training for Success Needed

- The overwhelming majority of respondents – 92 percent do not believe professional workshops and conferences are enough for people to be successful moving up to chief admission/financial aid/enrollment management positions.
- Seventy-one (71) percent feel different options are needed than what are currently available.

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WITT / KIEFFER
Leaders Connecting Leaders

Scott Schulz
Program Director

USC Center for Enrollment
Research, Policy and Practice

USC Center for Enrollment Research, Policy, and Practice

- Founded in 2007 at the University of Southern California
- Mission
 - “The USC Center for Enrollment Research, Policy, and Practice is dedicated to research and action that advances the societal benefit of enrollment policies and practices in higher education”
- Current events and activities
 - “Making the Case for Change in College Admissions” conference
 - Study of Community College Efforts toward Student Success (SCCESS)
 - College Access and Success Assessment (CASA)
 - Resources for enrollment professionals and educational policymakers

The screenshot shows the website for the USC Center for Enrollment Research, Policy, and Practice. At the top, the USC logo is in the upper right corner, and the text "University of Southern California" is in the upper left. Below this is a dark banner with the center's name in white. A navigation menu includes "Overview", "Goals", "Staff", "Board Members", and "Contact". The date "February 8, 2010" is displayed in the top right. A central banner features a circular refresh icon and the text "USC Center for Enrollment Research, Policy, and Practice presents: WHAT MATTERS NOW: College Access and Success in the Age of Obama" for January 13-15, 2010 in Los Angeles, CA. A "CLICK HERE for the Conference Blog" link is provided. A sidebar on the right lists "Podcast Series", "Enroll. Citation Clearinghouse", "Research" (with "CERPP Sponsored" and "CERPP Other" sub-links), "Presentations", "Publications", and "Conferences and Symposia". The main content area is divided into four columns: "ENROLLMENT NEWS" with several news items and "Enrollment News Archives"; "CENTER CALENDAR" with dates for February 2010 and March 2010; "PROFILE OF THE WEEK" featuring Meredith Kelley, Vice Provost for Enrollment Management at California State University, Chico; and a "WEEKLY POLL QUESTION" titled "Is Obama's new vision for education on target?" with radio button options and a "vote" button. At the bottom, there is a section for "USC's support for the Center for Enrollment Research, Policy, and Practice", a "Messages from Scholars and Practitioners" input field, "CERPP's Partners" including NACAC, ASHE, CollegeBoard, and ACT, and a "Follow Us On twitter" button. A large circular refresh icon is visible in the bottom right corner of the page.

Observations about what is needed to prepare future leaders

- Role preparation
 - Autonomous, strategic, political, data-driven skills
 - Hands-on experience
 - Mentoring
- Educational preparation
 - Understanding why advanced credentials are important
 - Recognizing barriers to degree attainment
- Intentional pipeline development, especially among ethnic minorities
 - Establishing connections between students and administrators
 - Cultivating new professionals

Defining future research

- Understanding where enrollment managers come from and what this means
- Mentoring issues
- Diversity issues
- Development opportunities/methods
- Certification issues