Enrollment Leaders of Tomorrow

College Board Annual Forum

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Enrollment Practice Leader
Witt/Kieffer

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Program Director of the USC Center for Enrollment Research, Policy and Practice
University of Southern California

October 29, 2010
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
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

- **Chief Enrollment Officer (N=176)**
  - 45 and under: 26%
  - 46-55: 41%
  - 56-60: 23%
  - Over 60: 22%

- **Chief Admission Officer (N=106)**
  - 45 and under: 22%
  - 46-55: 39%
  - 56-60: 16%
  - Over 60: 6%

- **Chief Financial Aid Officer (N=54)**
  - 45 and under: 25%
  - 46-55: 17%
  - 56-60: 10%
  - Over 60: 22%
### Developing Future Leaders

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

<table>
<thead>
<tr>
<th>Age Group (Years)</th>
<th>Chief Enrollment Officer</th>
<th>Chief Admission Officer</th>
<th>Chief Financial Aid Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>35 or under</td>
<td>39%</td>
<td>60%</td>
<td>42%</td>
</tr>
<tr>
<td>36-40</td>
<td>32%</td>
<td>23%</td>
<td>24%</td>
</tr>
<tr>
<td>41-45</td>
<td>17%</td>
<td>13%</td>
<td>23%</td>
</tr>
<tr>
<td>46-50</td>
<td>7%</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>51-55</td>
<td>3%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>56-60</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Over 60</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

N=769 responses
## Developing Future Leaders

### Salary by Respondents’ Role

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Chief Enrollment Officer (N=172)</th>
<th>Chief Admission Officer (N=102)</th>
<th>Chief Financial Aid Officer (N=53)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $100,000</td>
<td>8%</td>
<td>37%</td>
<td>17%</td>
</tr>
<tr>
<td>$100,001-$150,000</td>
<td>44%</td>
<td>38%</td>
<td>57%</td>
</tr>
<tr>
<td>$150,001-$200,000</td>
<td>34%</td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>$200,001-$250,000</td>
<td>10%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>$250,001-$300,000</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Over $300,000</td>
<td>4%</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Developing Future Leaders

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

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Chief Enrollment Officer (N=398)</th>
<th>Chief Admission Officer (N=251)</th>
<th>Chief Financial Aid Officer (N=104)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $80,000</td>
<td>62%</td>
<td>86%</td>
<td>74%</td>
</tr>
<tr>
<td>$80,001-$90,000</td>
<td>17%</td>
<td>8%</td>
<td>16%</td>
</tr>
<tr>
<td>$90,001-$100,000</td>
<td>8%</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>$100,001-$125,000</td>
<td>8%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>$125,001-$150,000</td>
<td>4%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Over $150,000</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
# Developing Future Leaders

## Race of Respondents by Role

<table>
<thead>
<tr>
<th>Role</th>
<th>White</th>
<th>Black or African American</th>
<th>Hispanic or Latino</th>
<th>Asian</th>
<th>American Indian, Alaska Native, Native Hawaiian or Other Pacific Islander</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Enrollment Officer</td>
<td>86%</td>
<td>7%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Chief Admission Officer</td>
<td>84%</td>
<td>8%</td>
<td>2%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Chief Financial Aid Officer</td>
<td>85%</td>
<td>6%</td>
<td>2%</td>
<td>4%</td>
<td>0%</td>
</tr>
</tbody>
</table>

N= 297 responses
## Developing Future Leaders

### Race of Top 3 Future Leaders

<table>
<thead>
<tr>
<th></th>
<th>White</th>
<th>Black or African American</th>
<th>Hispanic or Latino</th>
<th>Asian</th>
<th>American Indian, Alaska Native, Native Hawaiian or Other Pacific Islander</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person 1</td>
<td>71%</td>
<td>11%</td>
<td>11%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Person 2</td>
<td>67%</td>
<td>15%</td>
<td>9%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Person 3</td>
<td>58%</td>
<td>12%</td>
<td>12%</td>
<td>3%</td>
<td>0%</td>
</tr>
</tbody>
</table>

N=788
## Developing Future Leaders

### Race of Persons 1, 2 and 3 by Respondents’ Role

<table>
<thead>
<tr>
<th>Race</th>
<th>Chief Enrollment Officer (N=402)</th>
<th>Chief Admission Officer (N=260)</th>
<th>Chief Financial Aid Officer (N=105)</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>69%</td>
<td>71%</td>
<td>64%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>14%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>11%</td>
<td>9%</td>
<td>14%</td>
</tr>
<tr>
<td>Asian</td>
<td>4%</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>American Indian, Alaska Native, Native Hawaiian or Other Pacific Islander</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Developing Future Leaders

Gender of Respondents

<table>
<thead>
<tr>
<th>Position</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief enrollment officer</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>(N=178)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief admission officer</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>(N=106)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief financial aid officer</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>(N=54)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

- One-on-one meetings: 86%
- Informal time with one another: 85%
- Professional conferences: 80%
- Specific training or workshops: 50%
- Shadowing: 29%

N=1,093 responses
Mentoring Substance/Content

- People management: 90%
- High-level job skills specific to admission/financial aid/enrollment: 77%
- Ways in which colleges/universities work: 72%
- Budget and resources management: 65%
- Long-range planning: 64%

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

- Bachelor's: 9% Chief enrollment officer, 15% Chief admission officer, 22% Chief financial aid officer
- Master's: 70% Chief enrollment officer, 56% Chief admission officer, 59% Chief financial aid officer
- Ed.D.: 1% Chief enrollment officer, 2% Chief admission officer, 9% Chief financial aid officer
- Ph.D.: 21% Chief enrollment officer, 9% Chief admission officer, 9% Chief financial aid officer
- MBA: 7% Chief enrollment officer, 3% Chief admission officer, 6% Chief financial aid officer

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.
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
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