



*Advancing Global Higher Education*

# Admissions Staffing and Responsibility

Results of the AACRAO November 2015 60 Second Survey



## Contents

Introduction .....	1
Key Findings .....	2
Response Rate .....	2
Results .....	2
Table 1: Full-time Employees for Undergraduate Admissions by Institution Type and Size .....	4
Table 2: Part-time Employees for Undergraduate Admissions by Institution Type and Size .....	5
Table 3: Student Employees for Undergraduate Admissions by Institution Type and Size .....	6
Table 4: Additional Employees for Undergraduate Admissions by Institution Type and Size .....	7
Table 5: Undergraduate Admissions Staff Responsibilities .....	8
Table 6: Full-time Employees for Graduate Admissions by Institution Type and Size .....	8
Table 7: Part-time Employees for Graduate Admissions by Institution Type and Size .....	9
Table 8: Student Employees for Graduate Admissions by Institution Type and Size .....	9
Table 9: Additional Employees for Graduate Admissions by Institution Type and Size .....	10
Table 10: Graduate Admissions Staff Responsibilities .....	10
Table 11: Name of Office Responsible for Graduate International Student Admissions .....	11
Appendix A: AACRAO November 2015 60 Second Survey .....	12
Appendix B: Respondent Count by Country, State/Province .....	14
Appendix C: Respondent Count by Institution Type, Size and Control .....	16
Appendix D: Number of Full-Time Employees .....	18
Appendix E: Number of Part-Time and Student Employees .....	20
Appendix F: Number of Additional Decentralized Employees .....	21
Appendix G: Name of the Office Responsible for Undergraduate Admissions .....	22
Appendix H: Position Responsible for Undergraduate Admissions .....	25
Appendix I: Additional Responsibilities – Undergraduate .....	31
Appendix J: Name of Office Responsible for Undergraduate International Student Admissions .....	37
Appendix K: Name of the Office Responsible for Graduate Admissions .....	39
Appendix L: Position Responsible for Graduate Admissions .....	41
Appendix M: Additional Responsibilities – Graduate .....	43
Appendix N: Sample Organizational Charts .....	45

## Introduction

The November 2015 AACRAO 60 Second Survey focused on the size of admissions staff and their collective responsibilities (Appendix A). This survey asked members to report on the number of staff associated with admissions functions (e.g., recruiting, application processing, and transfer equivalency). We recognize that not all institutions have a stand-alone "Office of Admissions" so this survey attempted to capture the number of staff across the institution responsible for admission-related functions regardless of the name of the office. We are also aware that a number of members from outside the United States house the function within the Registrar's Office. For this survey, traditional admissions functions are defined in U.S. context which includes recruitment, application processing, and sometimes transfer credit evaluation but not typically bursar, financial aid, or registration.

As with most AACRAO surveys member institution size, type and control categories are based on the following definitions and sources. The enrollment value used to delineate the institution size category is defined as full-time enrollment plus 1/3 of part-time enrollment (undergraduate and graduate, if applicable) and is based on the enrollments reported by the institution to the U.S. Department of Education National Center for Education Statistics (NCES). Institution type and control values are also defined by and verified through NCES criteria.

We did not capture information about admissions selectivity. However, it is assumed that as selectivity increases, the amount of hands-on work required to make an admissions decision increases and therefore, selectivity is likely correlated with the number of employees. That is, open-enrollment institutions are likely to have fewer admissions staff than highly-selective institutions relative to the size of the institution. However, proving this assumption would require additional research.



## Key Findings

1. The number of reported full-time employees varies widely among institutions of similar size and type (i.e., standard deviations are large relative to the averages).
2. Admissions offices are more likely to have student employees than part-time staff.
3. “Director of Admissions” is the most prevalent position title responsible for the daily operations of both undergraduate and graduate admissions staff.
4. “Office of Admissions”, or a permutation thereof, is the most common office name for admissions services at both the undergraduate and graduate level.
5. Manual document management is still part of most admissions staff portfolio of responsibilities (76% undergraduate, 80% graduate).
6. As expected, more undergraduate staff make admissions decisions for domestic students (86%) than graduate staff (62%).
7. More than half of the responding undergraduate institutions process international student admissions in a different office from domestic students.
8. There *is no* “one size fits most” staffing model for either undergraduate or graduate admissions.

## Response Rate

The survey received 735 usable responses with 599 representing undergraduate admissions and 136 for graduate admissions. Most were U.S. (n=675) and Canadian (n=43) institutions of varying size, type and control (Appendix B and C).

## Results

This survey asked respondents to indicate “For the purpose of this survey, which one student population do you represent?” Respondents were able to submit one survey for both populations. This technique enables us to clearly differentiate staffing and practices for both populations without relying on the institution “type” as recorded in the AACRAO membership which reflects the institution as a whole. If we relied solely on this membership category, many of the graduate-level responses would be categorized as “undergraduate, graduate and/or professional” institution types instead of just graduate and/or professional.



Institution size represents the total institution, which for the comprehensive institutions includes both undergraduate and graduate enrollment.

All respondents were asked to indicate how many employees, hourly or salaried, are primarily responsible for admissions. Primary responsibility was defined as functions that represent 50% or more of staff time on an annual basis. They were also asked to indicate the responsibilities these employees are responsible for and about reporting lines and office names. There are often employees housed outside of the admissions office who are part of the admissions process. As such, we asked for an approximation of how many, if any, additional employees contribute to admissions elsewhere in the institution on a regular basis (e.g., academic department representatives who help with admissions decisions, faculty members).

We found that there is little difference in the number of staff responsible for admissions processes reported by U.S. institutions compared to other countries so this report does not differentiate on that category. There is also minimal difference between institutional control types (public, private not-for-profit, private proprietary).

It is recommended that the average staffing results included in this report should be taken with a “grain of salt” because some of the standard deviations are large relative to the average number of employees for many of the subcategories by type of employee, institution size and institution type. It is possible to further differentiate the data.

The results are presented in summary tables and in detail in the appendices.



## Undergraduate Admissions Staffing

**Table 1: Full-time Employees for Undergraduate Admissions by Institution Type and Size\***

Type and Size	Average	StdDev	Min	Max	Count
lower division only	7.2	7.1	1.0	45.0	153.0
Under 1,000	4.9	7.0	1.0	40.0	30.0
1,000 - 2,499	4.5	2.1	1.0	10.0	35.0
2,500 - 4,999	6.0	3.5	1.0	15.0	40.0
5,000 - 9,999	11.0	8.5	2.0	40.0	31.0
10,000 - 19,999	13.2	12.0	5.0	45.0	13.0
20,000+	12.3	9.0	4.0	25.0	4.0
undergraduate	11.9	14.7	0.0	100.0	96.0
Under 1,000	5.3	4.1	0.0	22.0	42.0
1,000 - 2,499	13.7	13.2	2.0	75.0	29.0
2,500 - 4,999	20.3	15.8	6.0	60.0	13.0
5,000 - 9,999	25.6	41.8	2.0	100.0	5.0
10,000 - 19,999	19.0	12.8	5.0	44.0	7.0
undergraduate, graduate and/or professional	21.7	29.4	1.0	450.0	341.0
Under 1,000	8.2	8.8	1.0	50.0	30.0
1,000 - 2,499	10.6	4.9	1.0	24.0	76.0
2,500 - 4,999	14.3	8.1	1.0	45.0	48.0
5,000 - 9,999	18.1	10.7	2.0	70.0	71.0
10,000 - 19,999	31.5	58.7	5.0	450.0	55.0
20,000+	43.7	25.7	11.0	150.0	61.0
graduate and/or professional	3.0	2.8	1.0	5.0	2.0
Under 1,000	5.0	-	5.0	5.0	1.0
5,000 - 9,999	1.0	-	1.0	1.0	1.0
Other	10.4	8.9	1.0	21.0	7.0
Under 1,000	1.7	1.2	1.0	3.0	3.0
5,000 - 9,999	20.0	1.4	19.0	21.0	2.0
10,000 - 19,999	10.0	-	10.0	10.0	1.0
20,000+	18.0	-	18.0	18.0	1.0
<b>Grand Total</b>	<b>16.3</b>	<b>24.1</b>	<b>0.0</b>	<b>450.0</b>	<b>599.0</b>

\* Two institutions recorded as “graduate and/or professional” also reported undergraduate admissions staff.



**Table 2: Part-time Employees for Undergraduate Admissions by Institution Type and Size**

Type and Size	Average	StdDev	Min	Max	Count
lower division only	1.5	3.4	0.0	35.0	153.0
Under 1,000	0.7	1.3	0.0	6.0	30.0
1,000 - 2,499	0.9	1.1	0.0	5.0	35.0
2,500 - 4,999	0.9	1.3	0.0	6.0	40.0
5,000 - 9,999	1.9	2.6	0.0	9.0	31.0
10,000 - 19,999	3.5	4.2	0.0	15.0	13.0
20,000+	10.3	16.5	1.0	35.0	4.0
undergraduate	0.9	2.1	0.0	13.0	96.0
Under 1,000	0.5	0.9	0.0	4.0	42.0
1,000 - 2,499	1.4	3.0	0.0	13.0	29.0
2,500 - 4,999	1.5	2.4	0.0	7.0	13.0
5,000 - 9,999	0.2	0.4	0.0	1.0	5.0
10,000 - 19,999	1.4	2.1	0.0	5.0	7.0
undergraduate, graduate and/or professional	2.2	4.2	0.0	30.0	339.0
Under 1,000	1.1	2.2	0.0	10.0	30.0
1,000 - 2,499	0.9	1.2	0.0	5.0	75.0
2,500 - 4,999	0.7	1.0	0.0	4.0	47.0
5,000 - 9,999	2.0	3.4	0.0	20.0	71.0
10,000 - 19,999	2.9	4.3	0.0	25.0	55.0
20,000+	5.2	7.0	0.0	30.0	61.0
graduate and/or professional	0.0	0.0	0.0	0.0	2.0
Under 1,000	0.0	-	0.0	0.0	1.0
5,000 - 9,999	0.0	-	0.0	0.0	1.0
Other	1.9	4.5	0.0	12.0	7.0
Under 1,000	0.3	0.6	0.0	1.0	3.0
5,000 - 9,999	0.0	0.0	0.0	0.0	2.0
10,000 - 19,999	0.0	-	0.0	0.0	1.0
20,000+	12.0	-	12.0	12.0	1.0
<b>Grand Total</b>	<b>1.8</b>	<b>3.7</b>	<b>0.0</b>	<b>35.0</b>	<b>597.0</b>



**Table 3: Student Employees for Undergraduate Admissions by Institution Type and Size**

Type and Size	Average	StdDev	Min	Max	Count
lower division only	2.3	3.0	0.0	15.0	153.0
Under 1,000	0.9	1.1	0.0	3.0	30.0
1,000 - 2,499	1.6	2.6	0.0	13.0	35.0
2,500 - 4,999	2.5	2.4	0.0	9.0	40.0
5,000 - 9,999	3.5	3.3	0.0	11.0	31.0
10,000 - 19,999	3.3	5.3	0.0	15.0	13.0
20,000+	5.0	5.3	0.0	12.0	4.0
undergraduate	7.8	17.6	0.0	140.0	96.0
Under 1,000	2.3	2.8	0.0	10.0	42.0
1,000 - 2,499	16.0	27.5	0.0	140.0	29.0
2,500 - 4,999	10.5	16.9	0.0	60.0	13.0
5,000 - 9,999	6.4	12.2	0.0	28.0	5.0
10,000 - 19,999	3.0	7.5	0.0	20.0	7.0
undergraduate, graduate and/or professional	18.3	25.7	0.0	160.0	337.0
Under 1,000	4.6	5.1	0.0	15.0	30.0
1,000 - 2,499	11.9	10.9	0.0	50.0	74.0
2,500 - 4,999	13.0	12.8	0.0	50.0	46.0
5,000 - 9,999	15.6	19.9	0.0	100.0	71.0
10,000 - 19,999	26.7	35.6	0.0	160.0	55.0
20,000+	32.4	37.3	0.0	150.0	61.0
graduate and/or professional	1.0	1.4	0.0	2.0	2.0
Under 1,000	2.0	-	2.0	2.0	1.0
5,000 - 9,999	0.0	-	0.0	0.0	1.0
Other	0.3	0.5	0.0	1.0	7.0
Under 1,000	0.7	0.6	0.0	1.0	3.0
5,000 - 9,999	0.0	-	0.0	0.0	2.0
10,000 - 19,999	0.0	-	0.0	0.0	1.0
20,000+	0.0	-	0.0	0.0	1.0
<b>Grand Total</b>	<b>12.2</b>	<b>21.9</b>	<b>0.0</b>	<b>160.0</b>	<b>595.0</b>





**Table 4: Additional Employees for Undergraduate Admissions by Institution Type and Size**

Type and Size	Average	StdDev	Min	Max	Count
lower division only	4.8	7.5	0	50	121
Under 1,000	2.0	2.4	0	9	23
1,000 - 2,499	4.1	4.5	0	20	27
2,500 - 4,999	5.7	8.0	0	30	30
5,000 - 9,999	4.2	6.1	0	24	27
10,000 - 19,999	6.6	9.4	0	33	12
20,000+	30.0	28.3	10	50	2
undergraduate	12.5	22.2	0	150	79
Under 1,000	8.7	17.2	0	100	36
1,000 - 2,499	15.0	32.3	0	150	21
2,500 - 4,999	20.3	19.5	0	60	12
5,000 - 9,999	8.2	12.3	0	30	5
10,000 - 19,999	15.2	14.9	0	38	5
undergraduate, graduate and/or professional	18.4	61.9	0	800	257
Under 1,000	13.7	28.7	0	150	26
1,000 - 2,499	9.1	17.4	0	120	61
2,500 - 4,999	11.8	17.6	0	75	27
5,000 - 9,999	17.4	68.1	0	500	54
10,000 - 19,999	16.8	19.6	0	75	42
20,000+	39.3	118.4	0	800	47
graduate and/or professional	4.5	3.5	2	7	2
Under 1,000	7.0	-	7	7	1
5,000 - 9,999	2.0	-	2	2	1
Other	23.2	23.9	1	65	6
Under 1,000	6.3	7.6	1	15	3
5,000 - 9,999	20.0	-	20	20	1
10,000 - 19,999	65.0	-	65	65	1
20,000+	35.0	-	35	35	1
<b>Grand Total</b>	<b>13.8</b>	<b>47.5</b>	<b>0</b>	<b>800</b>	<b>465</b>



## Undergraduate Admissions Responsibilities

**Table 5: Undergraduate Admissions Staff Responsibilities (581 unique respondents)**

Responsibility	Percentage	Count
New student recruitment	81%	470
Making admissions decisions for domestic students	86%	501
Processing applications	94%	548
Making admissions wait-list decisions	48%	277
Developing and executing a comprehensive new student recruitment plan	69%	398
Supporting a CRM	57%	328
Participating in the development of the institution's SEM plan	65%	378
Determining transfer course equivalency	40%	233
Manual document management	76%	439
Electronic document management	83%	480
Making admissions decisions for international students	69%	403
Developing a recruitment plan	71%	414
Making admissions decisions for readmitted students	66%	385

Additional responsibilities are reported in Appendix I.

## Graduate Admissions Staffing

**Table 6: Full-time Employees for Graduate Admissions by Institution Type and Size**

Type and Size	Average	StdDev	Min	Max	Count
undergraduate, graduate and/or professional	6.0	5.1	1.0	30.0	88.0
Under 1,000	3.8	2.6	1.0	12.0	19.0
1,000 - 2,499	7.2	6.3	1.0	20.0	10.0
2,500 - 4,999	6.2	4.7	1.0	17.0	17.0
5,000 - 9,999	3.9	3.3	1.0	13.0	14.0
10,000 - 19,999	6.7	4.2	2.0	15.0	11.0
20,000+	8.9	7.1	1.0	30.0	17.0
graduate and/or professional	2.9	2.6	0.0	10.0	44.0
Under 1,000	2.3	2.1	0.0	10.0	37.0
1,000 - 2,499	6.0	2.8	3.0	10.0	7.0
Other	31.0	36.8	5.0	57.0	2.0
Under 1,000	57.0	-	57.0	57.0	1.0
1,000 - 2,499	5.0	-	5.0	5.0	1.0
Unknown	6.5	0.7	6.0	7.0	2.0
<b>Grand Total</b>	<b>5.4</b>	<b>6.4</b>	<b>0.0</b>	<b>57.0</b>	<b>136.0</b>



**Table 7: Part-time Employees for Graduate Admissions by Institution Type and Size**

Type and Size	Average	StdDev	Min	Max	Count
undergraduate, graduate and/or professional	0.4	1.0	0.0	5.0	88.0
Under 1,000	0.3	0.5	0.0	1.0	19.0
1,000 - 2,499	0.4	0.7	0.0	2.0	10.0
2,500 - 4,999	0.7	1.4	0.0	5.0	17.0
5,000 - 9,999	0.3	0.8	0.0	3.0	14.0
10,000 - 19,999	0.5	1.2	0.0	4.0	11.0
20,000+	0.5	1.1	0.0	3.0	17.0
graduate and/or professional	0.8	1.1	0.0	5.0	44.0
Under 1,000	0.8	1.2	0.0	5.0	37.0
1,000 - 2,499	0.4	0.8	0.0	2.0	7.0
Other	0.0	-	0.0	0.0	2.0
Under 1,000	0.0	-	0.0	0.0	1.0
1,000 - 2,499	0.0	-	0.0	0.0	1.0
Unknown	1.5	2.1	0.0	3.0	2.0
<b>Grand Total</b>	<b>0.6</b>	<b>1.0</b>	<b>0.0</b>	<b>5.0</b>	<b>136.0</b>

**Table 8: Student Employees for Graduate Admissions by Institution Type and Size**

Type and Size	Average	StdDev	Min	Max	Count
undergraduate, graduate and/or professional	2.3	3.4	0.0	20.0	88.0
Under 1,000	1.2	1.7	0.0	6.0	19.0
1,000 - 2,499	1.1	1.5	0.0	4.0	10.0
2,500 - 4,999	3.2	3.9	0.0	12.0	17.0
5,000 - 9,999	1.6	2.0	0.0	6.0	14.0
10,000 - 19,999	3.2	5.8	0.0	20.0	11.0
20,000+	3.5	3.8	0.0	15.0	17.0
graduate and/or professional	0.7	1.2	0.0	5.0	43.0
Under 1,000	0.5	0.9	0.0	3.0	37.0
1,000 - 2,499	1.7	2.1	0.0	5.0	6.0
Other	0.0	-	0.0	0.0	2.0
Under 1,000	0.0	-	0.0	0.0	1.0
1,000 - 2,499	0.0	-	0.0	0.0	1.0
Unknown	1.5	2.1	0.0	3.0	2.0
<b>Grand Total</b>	<b>1.7</b>	<b>3.0</b>	<b>0.0</b>	<b>20.0</b>	<b>135.0</b>



**Table 9: Additional Employees for Graduate Admissions by Institution Type and Size**

Type and Size	Average	StdDev	Min	Max	Count
undergraduate, graduate and/or professional	38.7	86.2	0	550	78
Under 1,000	5.9	6.3	0	20	18
1,000 - 2,499	7.6	7.4	0	20	9
2,500 - 4,999	16.2	23.5	0	100	16
5,000 - 9,999	34.9	32.5	0	100	12
10,000 - 19,999	36.0	38.3	0	120	9
20,000+	131.6	171.3	4	550	14
graduate and/or professional	8.6	15.9	0	100	40
Under 1,000	6.5	6.1	0	30	35
1,000 - 2,499	23.2	43.0	2	100	5
Other	1.0	1.4	0	2	2
Under 1,000	0.0	-	0	0	1
1,000 - 2,499	2.0	-	2	2	1
Unknown	7.5	0.7	7	8	2
<b>Grand Total</b>	<b>27.7</b>	<b>70.9</b>	<b>0</b>	<b>550</b>	<b>122</b>

## Graduate Admissions Responsibilities

**Table 10: Graduate Admissions Staff Responsibilities (133 unique respondents)**

Responsibility	Percentage	Count
New student recruitment	76%	101
Making admissions decisions for domestic students	62%	83
Processing applications	98%	130
Making admissions wait-list decisions	35%	47
Developing and executing a comprehensive new student recruitment plan	56%	74
Supporting a CRM	56%	75
Participating in the development of the institution's SEM plan	53%	71
Determining transfer course equivalency	31%	41
Manual document management	80%	106
Electronic document management	87%	116
Making admissions decisions for international students	50%	67
Developing a recruitment plan	61%	81
Making admissions decisions for readmitted students	52%	69

Additional responsibilities are listed in Appendix M.



**Table 11: Name of Office Responsible for Graduate International Student Admissions**

Name of Office
Admissions on Main Campus
Dean's Office : Associate Dean for International Programs
Education Program Solutions
International Admission
International admission office
International Admissions Department
International programs
International Student Advisor
International Student Management Office
Office of Admissions
Office of Admissions-International
Office of International Affairs-International Admissions
Office of International Studies

Questions regarding this or other AACRAO research should be directed to Wendy Kilgore, AACRAO Director of Research, at [wendyk@aacrao.org](mailto:wendyk@aacrao.org).



## Appendix A: AACRAO November 2015 60 Sec Survey

### Introduction

This survey asks members to report on the number of staff associated with admissions functions (e.g., recruiting, application processing, and transfer equivalency). We recognize that not all institutions have a stand-alone "Office of Admissions" so this survey attempts to capture the number of staff across the institution responsible for admission-related functions regardless of the name of the office. We are also aware that a number of members from outside the U.S. house the function within the Registrar's Office. Where we know this difference exists, we will differentiate the responses in the report. For this survey, traditional admissions functions are defined in U.S. context which includes recruitment, application processing, and sometimes transfer credit evaluation but not typically bursar, financial aid, or registration.

### For the purpose of this survey, which one student population do you represent?

You may repeat this survey if you represent both populations. To do so, use the link provided on the "Thank You" page to submit a second survey. We want to be able to clearly differentiate undergraduate from graduate staffing. Thank you.

<input type="radio"/>	Undergraduate
<input type="radio"/>	Graduate and/or Professional

### What is the name of the office primarily responsible for admissions at your institution?

### What is the position title of the administrator who is directly responsible for the daily operations of admission? (e.g., Director of Admissions, Vice President of Enrollment Management, Dean of Admissions, etc.)

### Please indicate how many employees, hourly or salaried, are primarily responsible for admissions. That is, these functions represent 50% or more of their time on an annual basis.

Full-time employees	<input type="text"/>
Part-time employees	<input type="text"/>
Student employees	<input type="text"/>



**For those employees whose primary responsibilities is admissions, please indicate which functions they are collectively responsible for.**

**Please check all that apply.**

<input type="checkbox"/>	New student recruitment
<input type="checkbox"/>	Making admissions decisions for domestic students
<input type="checkbox"/>	Processing applications
<input type="checkbox"/>	Making admissions wait-list decisions
<input type="checkbox"/>	Developing and executing a comprehensive new student recruitment plan
<input type="checkbox"/>	Supporting a CRM
<input type="checkbox"/>	Participating in the development of the institution's strategic enrollment management plan
<input type="checkbox"/>	Determining transfer course equivalency
<input type="checkbox"/>	Manual document management
<input type="checkbox"/>	Electronic document management
<input type="checkbox"/>	Making admissions decisions for international students
<input type="checkbox"/>	Developing a recruitment plan
<input type="checkbox"/>	Making admissions decisions for readmitted students

**Please list any other primary responsibilities not included above.**

**Are international student applications processed and decisions made in a different office from domestic students?**

<input type="radio"/>	Yes
<input type="radio"/>	No

**What is the name of that office?**

**Please approximate how many, if any, additional employees contribute to admissions elsewhere in the institution on a regular basis (e.g., academic department representatives who help with admissions decisions, faculty members).**

**Please upload your related organizational chart(s). The charts will not be included in any identifiable manner in the report. Most will be used for future comparative research.**

**Additional comments.**



## Appendix B: Respondent Count by Country, State/Province

Country	State and Province
American Samoa	1
Antigua and Barbuda	1
Armenia	1
Canada	43
AB	10
BC	13
MB	4
NB	1
NL	1
ON	10
QC	1
SK	3
Cote d'Ivoire	1
Egypt	1
Jamaica	1
Lebanon	1
Mexico	1
Netherlands Antilles	1
Palau	1
Qatar	2
Saudi Arabia	1
United Arab Emirates	2
United States	675
AK	2
AL	11
AR	9
AZ	13
CA	51
CO	13
CT	5
DC	5
DE	1
FL	17
GA	20
GU	1
HI	1
IA	9
ID	6





IL	35
IN	11
KS	12
KY	6
LA	9
MA	19
MD	16
ME	4
MI	19
MN	16
MO	19
MS	6
MT	7
NC	15
ND	3
NE	7
NH	1
NJ	14
NM	8
NV	4
NY	44
OH	31
OK	9
OR	14
PA	38
PR	5
RI	1
SC	12
SD	3
TN	10
TX	36
UT	8
VA	22
VT	3
WA	13
WI	20
WV	11
Unknown	2
<b>Grand Total</b>	<b>735</b>



## Appendix C: Respondent Count by Institution Type, Size and Control

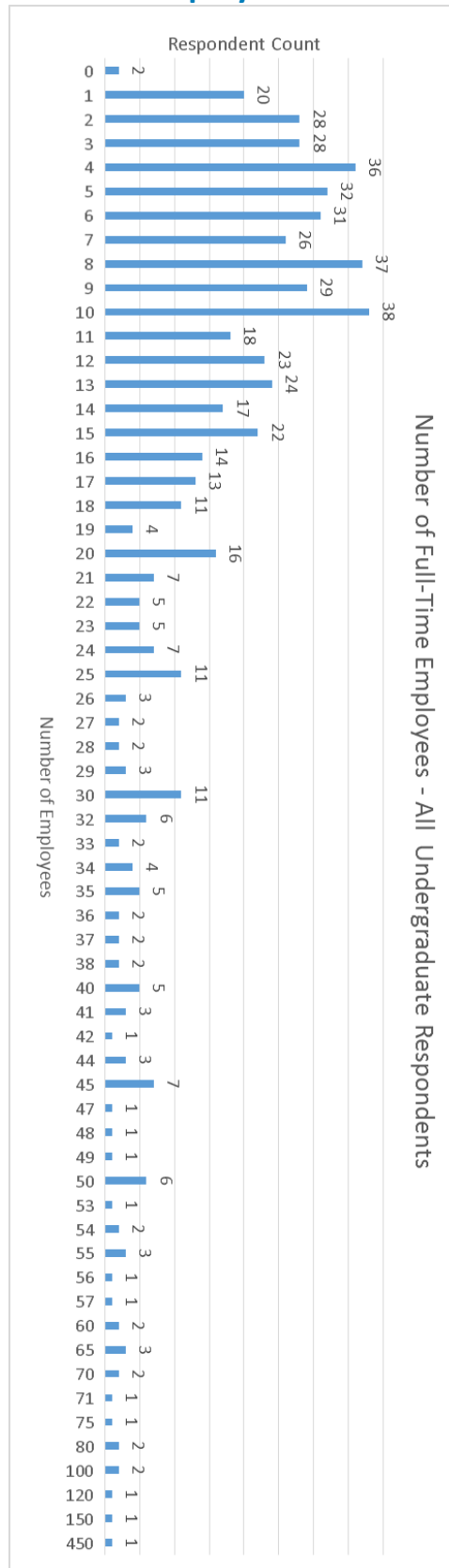
Control, type and size	Count
Public	400
lower division only	139
Under 1,000	18
1,000 - 2,499	34
2,500 - 4,999	40
5,000 - 9,999	30
10,000 - 19,999	13
20,000+	4
undergraduate	34
Under 1,000	8
1,000 - 2,499	9
2,500 - 4,999	7
5,000 - 9,999	4
10,000 - 19,999	6
undergraduate, graduate and/or professional	224
Under 1,000	2
1,000 - 2,499	10
2,500 - 4,999	30
5,000 - 9,999	63
10,000 - 19,999	52
20,000+	67
graduate and/or professional	1
1,000 - 2,499	1
Other	2
5,000 - 9,999	1
10,000 - 19,999	1
Private, not-for-profit	297
lower division only	8
Under 1,000	6
1,000 - 2,499	1
5,000 - 9,999	1
undergraduate	58
Under 1,000	29
1,000 - 2,499	21
2,500 - 4,999	6
10,000 - 19,999	2



undergraduate, graduate and/or professional	185
Under 1,000	39
1,000 - 2,499	72
2,500 - 4,999	34
5,000 - 9,999	21
10,000 - 19,999	11
20,000+	8
graduate and/or professional	41
Under 1,000	35
1,000 - 2,499	5
5,000 - 9,999	1
Other	5
Under 1,000	2
1,000 - 2,499	1
5,000 - 9,999	1
20,000+	1
Private, proprietary	36
lower division only	6
Under 1,000	6
undergraduate	7
Under 1,000	6
5,000 - 9,999	1
undergraduate, graduate and/or professional	19
Under 1,000	8
1,000 - 2,499	4
2,500 - 4,999	1
5,000 - 9,999	1
10,000 - 19,999	2
20,000+	3
graduate and/or professional	3
Under 1,000	3
Other	1
Under 1,000	1
Unknown	2
<b>Grand Total</b>	<b>735</b>

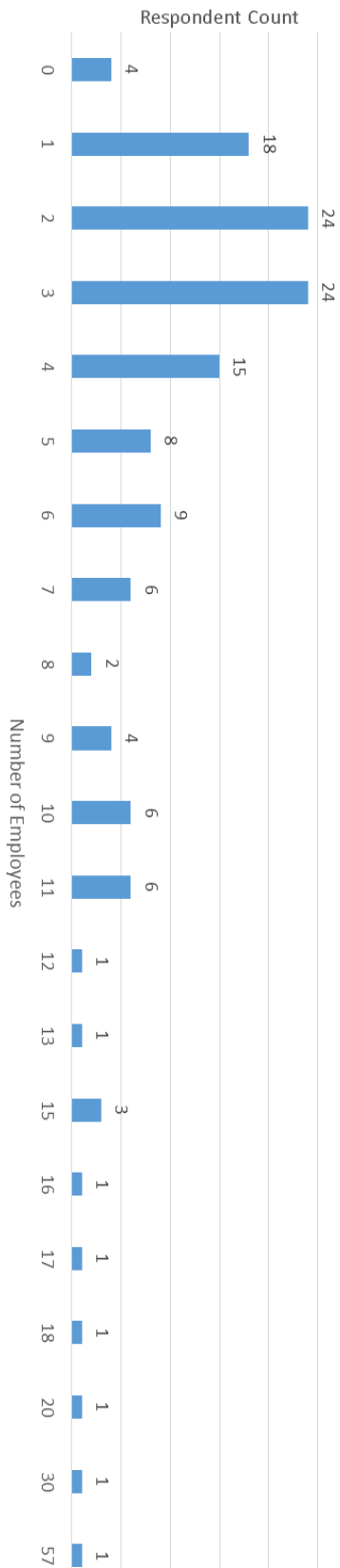


## Appendix D: Number of Full-Time Employees

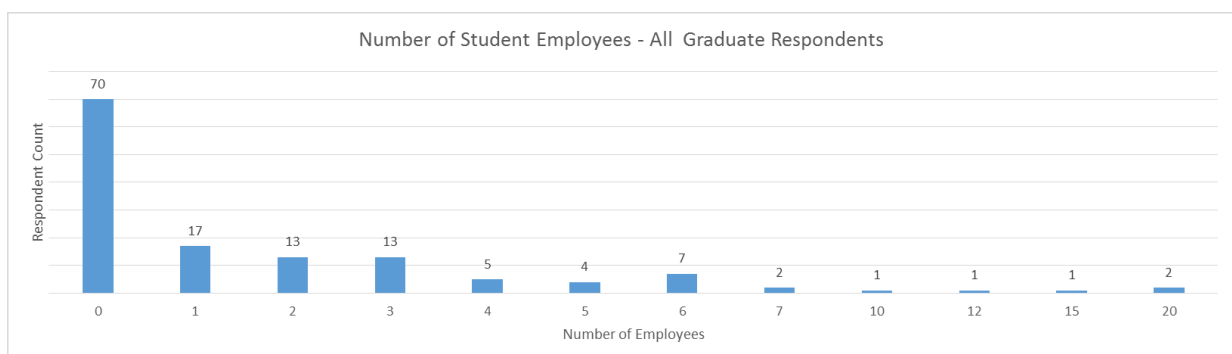
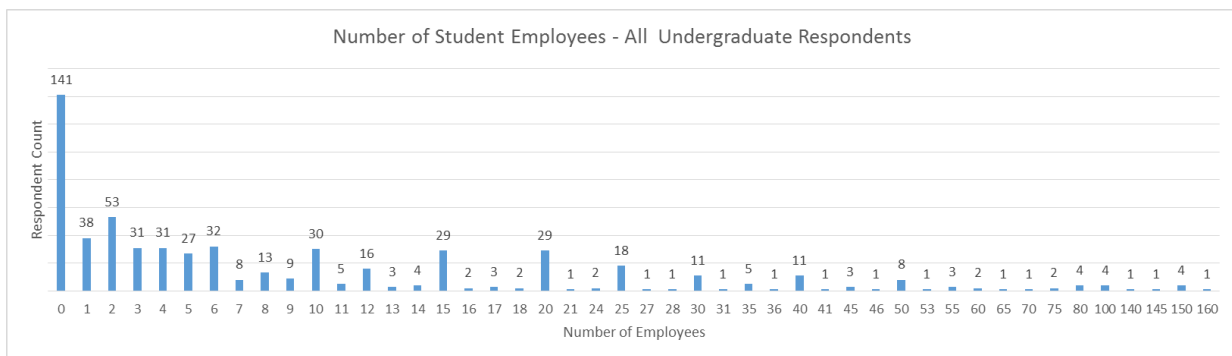
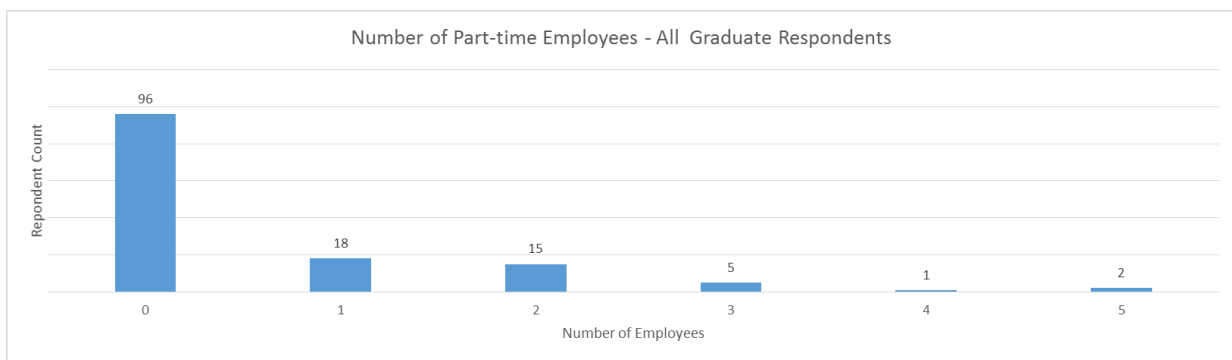
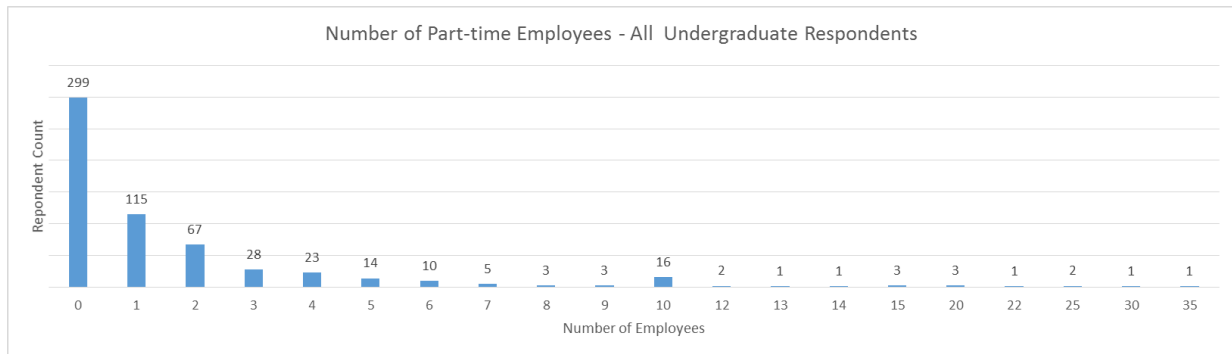




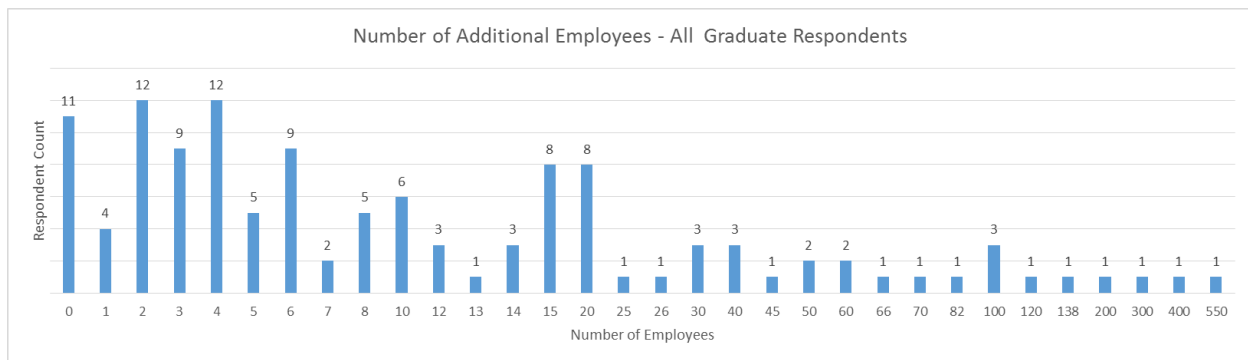
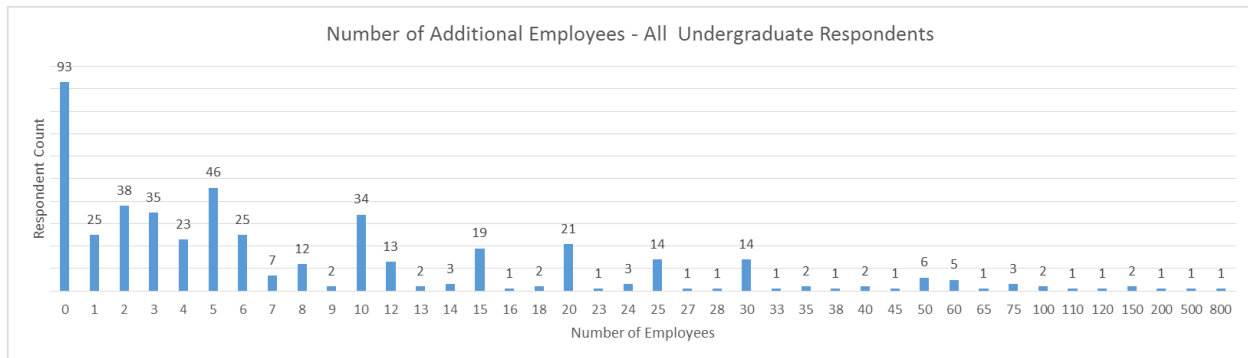
### Number of Full-Time Employees - All Graduate Respondents



## Appendix E: Number of Part-Time and Student Employees



## Appendix F: Number of Additional Decentralized Employees



## Appendix G: Name of the Office Responsible for Undergraduate Admissions

Name of Office	Count
2 different offices: Admissions and Records - strictly processing and Student Enrollment and Recruitment: all recruitment activities, dual admissions and international admissions	1
Academic Affairs	1
Academic Programs - Admissions	1
Access and Enrollment Management	1
Admission	7
Admission and Financial Aid	1
Admission Office	8
Admission Services	2
Admission, Records and Registration	1
Admissions	87
Admissions and Academics department	1
Admissions and Advising	1
Admissions and Enrollment Development	1
Admissions and Enrollment Management	1
Admissions and Enrollment Services Office	1
Admissions and Financial Aid Office	1
Admissions and Marketing	1
Admissions and Outreach	3
Admissions and Placement Testing	1
Admissions and Promotions Office	1
Admissions and Records	20
Admissions and Recruitment	4
Admissions and Registrar's Office	1
Admissions and Registration	3
Admissions and Scholarships	1
Admissions and Transfer Credit	1
Admissions Department	5
Admissions Division	1
Admissions Office	55
Admissions Office in the Enrollment Management Division	1
Admissions, Assessment, Orientation, Records, Evaluations for program awards	1
Admissions, Records and Registration	5
Admissions/Registrar	1
Admissions/Registrar's Office	1
Admissions/Registration/Information	1
Admissions/Student Services	1
College Recruiter	1





Dean of Students	1
Director of Admissions/Transfer Evaluator	1
Directorate of Admissions	1
District Admissions and Records	1
Division of Enrollment Management - Office of Admissions	1
Enrollment	2
Enrollment and Admissions	1
Enrollment and Registrar Services	1
Enrollment Management	16
Enrollment Services	34
Enrollment Services - but decisions are decentralized to our 4 Faculties	1
Enrollment Services Department	1
Learner Services and Operations	1
Learner Support Services	1
New Student Services	1
Office of Academic Records	1
Office of Administrative and Student Services	1
Office of Admission	35
Office of Admission and Enrollment Services	1
Office of Admissions	117
Office of Admissions (we handle processing from point of application to admission decision, not recruiting)	1
Office of Admissions / Department of Enrollment and Registration Services	1
Office of Admissions and Advising	1
Office of Admissions and Enrollment Services	1
Office of Admissions and Evaluation	1
Office of Admissions and Financial Aid	1
Office of Admissions and Merit Awards	1
Office of Admissions and Outreach	1
Office of Admissions and Records	2
Office of Admissions and Recruitment	6
Office of Admissions and Registrar	1
Office of Admissions and Registration	1
Office of Admissions and Student Records	2
Office of Admissions and the Registrar	1
Office of Admissions, Recruitment and Outreach Programs	1
Office of Admissions, Recruitment, and International Student Affairs	1
Office of Admissions, Registration, and Recruitment	1
Office of College Admissions	1
Office of Enrollment Management	7



Office of Enrollment Services	3
Office of Recruitment	1
Office of Recruitment and Admissions	2
Office of Student Recruitment and Admissions	1
Office of the Registrar	10
Office of the University Registrar	1
Office of Undergraduate Admission	9
Office of Undergraduate Admissions	26
Office of Undergraduate Admissions and Recruitment	1
Office of Undergraduate Admissions-Recruitment	1
Office of Undergraduate and Graduate Admissions	1
Office of University Admissions	1
One Stop Student Services	1
Outreach and Admissions	1
Recruit, evaluate applicants, admit and enroll students	1
Recruitment and Admissions	5
Registrar	1
Registrar and Enrollment Services	1
Registrar's Office	5
Registrar's Office -- Admissions Team	1
Registrar's Office/Enrollment Services and High School Concurrent Enrollment	1
Registration and Enrollment Services	1
Resident Enrollment	1
School of Arts and Sciences Admissions	1
Student Recruitment Office	1
Student Services	9
Student Services Department	1
Student Services-Admissions Office	1
Student Success	1
The Gateway	1
Three units collaborate - Student Recruitment, Admissions Office, Admission Client Services	1
Undergraduate Admission	5
Undergraduate Admissions	15
Undergraduate Admissions Office	1
Undergraduate and International Admissions	1
University Admissions	2
University Undergraduate Admissions	1



## Appendix H: Position Responsible for Undergraduate Admissions

Name of Position	Count
Admission coordinator	1
Admission Officer	2
Admissions & Registration Director, Registrar	1
Admissions Advisor	1
Admissions and Advising Manager	1
Admissions and Records Coordinator	1
Admissions Coordinator	2
Admissions Officer	1
Assistant Dean of Admissions	1
Assistant Dean for Enrollment	1
Assistant Dean for Enrollment and Registration Services	1
Assistant Dean of Enrollment Management	1
Assistant Director	1
Assistant Director of Admissions	1
Assistant Director of Undergraduate Admissions	1
Assistant Director, Recruitment and Admissions	1
Assistant Provost for Admissions and Merit Awards	1
Assistant Registrar	2
Assistant Registrar Enrollment Services and Admissions	1
Assistant Registrar, Admissions	1
Assistant Registrar, Enrolment Services	1
Assistant Vice Chancellor for Admission	1
Assistant Vice Chancellor for Enrollment Management	1
Assistant Vice Chancellor/Director of Undergraduate Admissions	1
Assistant Vice President and Director of Admissions	1
Assistant Vice President for Admissions	1
Assistant Vice President for Admissions and Enrollment Management	1
Assistant Vice President for Enrollment	1
Assistant Vice President for Enrollment Management	2
Assistant Vice President for Enrollment Management & Director of Admission	1
Assistant Vice President of Enrollment and Student Services	1
Assistant Vice President of Enrollment Management, and Director of Admissions	1
Assistant Vice President of Enrollment Services	1
Assistant Vice President of Traditional and Online admission	1
Assistant Vice President of Traditional Enrollment	1
Assistant Vice President of Undergraduate Enrollment	1
Assistant Vice President, Enrollment Management	1



Assistant Vice Provost for Enrollment Management and Director of Undergraduate Admissions	1
Assistant Vice-President, North American Recruitment	1
Associate Dean	1
Associate Dean Enrollment Services	1
Associate Dean of Admissions and Enrollment	1
Associate Dean of Enrollment Services	1
Associate Dean of Learning Support Services	1
Associate Dean of Student Services	1
Associate Dean of Support Services	1
Associate Director of Admissions	3
Associate Director of Enrollment and Financial Aid	1
Associate Director of Enrollment Management	1
Associate Director, Enrollment Services	1
Associate Provost for Enrollment Management	1
Associate Registrar	3
Associate Registrar & Director, Admissions & Student Recruitment	1
Associate Registrar of Admissions	1
Associate Registrar, Admissions	2
Associate Registrar, Admissions & Enrollment Services	1
Associate Registrar, Admissions and Transfer	1
Associate Registrar, Recruitment and Admissions	2
Associate Vice Chancellor and Director of Admission	1
Associate Vice President & Dean of Admission	1
Associate Vice President for Admission	1
Associate Vice President for Admissions and Enrollment	1
Associate Vice President for Enrollment Management	2
Associate Vice President for Enrollment Services	2
Associate Vice President of Academic Records	1
Associate Vice President of Admissions	1
Associate Vice President of Enrollment Management and Director of Admissions	1
Associate Vice-Provost Enrollment and Registrar	1
Associate VP for Admission	1
Associate VP for Enrollment Management	1
Associate VP for Enrollment	1
Associate Dean for Enrollment and Financial Aid Services	1
Asst. VP Admissions Systems and Operations	1
AVP of Admissions	1
AVS Enrollment	1
Chief of Staff, Dean of Admission	1



College Registrar	1
Coordinator	1
Coordinator of Admissions	1
Coordinator, Enrollment Services	1
Dean of Admission	6
Dean of Admission Services	1
Dean of Admissions	11
Dean of Admissions/ Associate VP for Enrollment	1
Dean of Campus Affairs	1
Dean of enrollment	3
Dean of Enrollment Management	5
Dean of Enrollment Management	1
Dean of Enrollment Services	3
Dean of SAS Enrollment	1
Dean of Student Affairs	1
Dean of Students	1
Dean of the College	1
Dean of Undergraduate Admission	3
Dean, Administrative & Student Services	1
Director of Admissions and Recruitment	1
Director	4
Director	1
Director of Admission	19
Director of Admission and Student Services	1
Director of Admission, Records and Registration	1
Director of Admission/Assistant VP of Enrollment	1
Director of Admissions	243
Director of Admissions & Enrollment Development	1
Director of Admissions & Enrollment Services	1
Director of Admissions & Financial Aid	1
Director of Admissions & Outreach	2
Director of Admissions & Records over daily processing Director of Student Enrollment/Recruitment over recruitment, international admission and dual admissions	1
Director of Admissions & Records/Registrar	1
Director of Admissions & Recruitment	2
Director of Admissions & Registrar	1
Director of Admissions and Advising	1
Director of Admissions and Enrollment Services	1
Director of Admissions and International Student Center	1
Director of Admissions and Marketing	1



Director of Admissions and Promotions Office	1
Director of Admissions and Records	4
Director of Admissions and Recruiting	1
Director of Admissions and Recruitment	6
Director of Admissions and Registrar	1
Director of Admissions and Registration	1
Director of Admissions and Student Affairs	1
Director of Admissions Operations and Processing	1
Director of Admissions, but moving forward effective Nov. 2015, Dean of Admissions	1
Director of Admissions, Marketing, and Public Relations	1
Director of Admissions, Operation	1
Director of Admissions, Registration & Records	1
Director of Admissions, Registration and Dual Credit	1
Director of Admissions, Registration, & Records	1
Director of Admissions, Registration, & Recruitment	1
Director of Admissions, Vice President for Enrollment Management	1
Director of Admissions/College Registrar	1
Director of Admissions/Registrar	3
Director of Admissions/Transfer Evaluator	1
Director of Admissions-Recruitment	1
Director of Admission Services	1
Director Of Enrollment	2
Director of Enrollment & Registrar Services	1
Director of Enrollment and Advisor Development	1
Director of Enrollment Management	5
Director of Enrollment Management and Financial Aid	1
Director of Enrollment Services	8
Director of Enrollment Services/Registrar	3
Director of Enrollment/Registrar	1
Director of Freshman and Operations	1
Director of Freshmen Admissions	1
Director of Marketing and Student Recruitment	1
Director of New Student Services	1
Director of Recruitment & Admissions	3
Director of Recruitment and Admissions	3
Director of Student Intake & Director of Evaluations	1
Director of Student Services	1
Director of Student Services and External Relations	1
Director of Student Services/Admissions	1
Director of Undergraduate Admission	3



Director of Undergraduate Admissions	14
Director of Undergraduate Recruiting	1
Director of University Admissions	1
Director, Admissions	1
Director, Admissions	1
Director, Admissions and Records	1
Director, Enrollment Management and One Stop Operations	1
Director, Recruitment & Admissions	1
Director, Student Recruitment & Admission	1
Director, Student Recruitment and Admissions	1
District Director of Admissions and Records	1
Enrollment Services Specialist	1
Ex Dir of Admissions	1
Ex. Director of Enrollment Services/Registrar	1
Executive Director	2
Executive Director of Admission	1
Executive Director of Admission and Scholarships	1
Executive Director of Admissions	4
Executive Director of College Admissions	1
Executive Director of Enrollment	1
Executive Director of Enrollment Management	3
Executive Director of Enrollment Management/Director of Admissions	1
Executive Director of Enrollment Services/Director of Admissions	1
Executive Director of Marketing and Enrollment	1
Executive Director of Undergraduate Admissions	1
Interim Admissions Manager	1
Interim Dean of Admission & Financial Aid	1
Interim Dean of Student Services	1
Interim Director of Admissions	1
Manager of Admissions	4
Manager of Admissions and Transfer Credit	1
Manager of New Student Transitions	1
Manager of Operations, Registrar's Office	1
Managing Director of Admissions	1
Program Director of Admissions and Recruitment	1
Program Supervisor 1 who reports to the Dean of Enrollment Services	1
Registrar	13
Registrar and Director of Enrollment Services	1
Registrar for Admissions App Processing	1
Registrar, Admissions and Records	1



Registrar/Director of Admissions	1
Senior Director of Admission	1
Senior Director of Admissions	2
Senior Vice President for Enrollment	1
Sr. Director of Enrollment Management	1
Sr. Executive Director of Enrollment Services	1
Sr. Manager, Admissions & Records Operations	1
V.P. of Enrollment and Student Success	1
Vice Chancellor of Enrollment Services	1
Vice Chancellor of Student Affairs	1
Vice President and Dean of Admissions	2
Vice President for Access and Enrollment Management	1
Vice President for Admissions and Financial Aid	2
Vice President for Enrollment	1
Vice President for Enrollment and Dean of Admissions	1
Vice President for Enrollment Management	8
Vice President for Institutional Advancement	1
Vice President for Student Affairs and Enrollment	1
Vice President of Admissions	1
Vice President of Enrollment	2
Vice President of Enrollment and Marketing	1
Vice President of Enrollment Management	20
Vice President of Enrollment Services	3
Vice President of Student Services	1
Vice Provost and Chief Enrollment Officer	1
Vice-Provost & University Registrar	1
VP for Enrollment and Dean of Admission & Financial Aid	1
VP of Marketing and Enrollment Management	1





## Appendix I: Additional Responsibilities – Undergraduate

Response
4 of our 44 = recruitment only. 40 = admissions, registration, graduation. Portfolios include application to graduation and all points between.
A lot
Admission and registration for dual enrollment/ credit program. Awarding and posting university scholarships.
Admission marketing; admission website maintenance; social media;
Admissions communications, campus visit planning
Admissions/recruitment marketing
Advising and registering new first year and transfer students
Advising applicants and decision influencers
Advising community college transfer students while attending community college and providing programming for them
All marketing functions
All prospective student individual and group visits
Assigning transfer credit
Assist recruiters with college fairs; on-site admissions; assist with orientation
Assist with open houses, new student orientation
Awarding academic scholarships upon admission; Reviewing financial aid package with students and families; Hosting FAFSA completion workshops for prospective students;
Awarding of financial aid
Awarding transfer credit
Background checks, residency decisions, technical responsibilities
Back-up supervision of Registration Staff
Basement and eligibility determination
Budget oversight
Business-side student systems development in the area of admissions.
Call Center for entire institution
Campus tours
Campus tours and on campus recruiting events
Campus visit (daily tours and campus events), community outreach (CBO's), supervision, off-campus events (counselor events, etc.), yield, reporting
Campus visit programs and daily campus visit information sessions and campus tours
Campus visitation programs and other large campus events
Campus visits
Cashiering, some Financial Aid, curriculum and technology
Chargebacks, campus tours
Communications and marketing
Community College coordination
community college partnerships, residency for tuition purposes
Community event recruitment



Community relations and outreach, event planning and execution. Performance measurement.
Completing transcript evaluations
Coordinating admission events
coordinating and managing on campus recruitment events
Coordinating, writing communications re: admissions; responding to student inquiries (in-person, telephone, email)
Covering registration counter, answering telephone and email for Enrollment Services Department
Customer service and registration
Customer service and relations (phone, email, etc.); outreach, planning on campus admission events
Data entry of evaluated transfer credits, organizing and executing campus recruitment events, supporting social media
Data entry of the transfer coursework, but not the equivalency. That is handled in the Registrar's Office by five personnel.
Data Management
Data reporting, marketing and communications, campus visit programs and daily tours
Dealing with Financial Aid
Dealing with Senior Leadership that have no understanding of admissions or higher education in general
Determine course equivalency for international students
Determine initial residency status
Determining residency status for tuition calculation; meeting walk-in students; conducting campus tours and prospective student events; responding to inquiries; managing communication plans
Developing and maintaining articulation agreements, corporate recruitment, military and veteran services, admission operations
Developing marketing materials
Developing promotional materials
Developing, generating, and distributing reports on a regular basis, and on request
Development of print, electronic and web-based marketing collateral and social media outreach
Directing the Open House, College Fair, and two other recruitment events. High School visits
Dual enrollment (high school students) admissions
Dual enrollment admission
Dual studies admissions
Enrollment marketing, publications, social media, and electronic
Enter section information
Event Management, Advising Ambassador Student Recruitment Team, Marketing and Publications, Social Media and Website
Event management, territory management
Event Planning
Event planning, community engagement
Events
Executing a recruitment plan, managing the campus visit experience, managing social media, managing on and off campus events
Execution of communication plans (not development), decision notification
Financial advising



Financial aid counseling
Financial aid,
freshmen and transfer orientation
Front Desk Duties
Generalist responsibilities for financial aid, enrollment assistance, academic advising appointments
Graduate Admissions Decisions; Graduate Processing;
Graduation compliance
Graduation, residency, appeals, grades and grade changes, enforcing academic policy
High school counsellor liaison, community partner liaison, call center responsibilities, general information
Hosting admissions events,
I also oversee graduate admissions, but did not include numbers for that office
Imaging and indexing admissions' files
Immunization process (collecting, documenting and communication) ,ex-offender and college dismissal review
Information Analysis; Report Writing
In-person registration, some online registration issues, some demographic corrections
International credential conversion
Issuing student visas for international students. Managing communication plans for New Student Orientation.
IT support, duplicate resolution
Lawful presence documentation, Prior education documents, Identification Authentication
Maintain system rules related to transfer credit equivalency and automated admission processing
Making initial residency classification decisions
Manage and implement major communication plan including internally generated and externally generated communications; primarily responsible for campus use of Mobile Commons texting platform for current and prospective students; extensive phone calling with over 30,000 attempted calls annually ;design and printing of materials for recruitment with support from Marketing
Managing communication tracks with applicants
Managing scholarship and financial aid budget.
Managing Transfer Credit & Articulation
Marketing
Marketing & Communication
Marketing and communication
Marketing and Communications
Marketing and communications
Marketing and Communications for recruitment, event planning, awarding new student scholarships, recruiting for online programs, social media
Marketing and publications, campus visitor center operations,, preparing initial degree audit,
Marketing, publication development, search, community outreach
Merit Aid
New student advising
New Student Orientation
New Student Orientation



New student orientation
New Student Registration Sessions- Scheduling, organizing, staffing
Organizing an independent college fair; making decisions about marketing/advertising;
Organizing on-campus events, planning and executing all aspects of travel for recruitment
Orientation
Orientation and Opening Week Activities
Orientation for new students
orientation, scholarships
Our application processing and operation functions are now somewhat separate from the recruitment and application decisions, etc.
Outreach opportunities and bridging orientation initiatives
Outreach to constituent organizations (churches, college access programs, guidance counselors, etc.)
Placement Testing
Placement testing and course selection
Planning and Hosting On Campus Events; daily information sessions and tours
Planning and implementing recruitment activities on and off campus
Planning and sponsoring high school day, campus tours, planning and sponsoring other recruitment related activities such as counselor workshops.
Planning campus visit programs
Portions of New Student Registration
Print transcripts
Process graduating applications, webpage support
Processing High School transcripts, change of majors, change of address information
Processing mail communications to recently admitted students.
Processing new inquiries, executing the daily communication flow (mailed items)
Prop 300, Student ID Cards, Residency
Publication and communication plans
Publications and marketing
Quarterly enrollment
Reception, event planning and participation, organizing campus tours, interviewing applicants, travel to high schools and fairs, managing student telemarketing, developing email recruitment strategies and implementation, printing and mailing letters and other materials, etc.
Recruitment travel planning
Refinement of transfer student's record to Academic Director for admissions decision. Evaluating academic records, communicate with students
Registration of part-time and non-degree seeking students
Represent the college at recruitment events, facilitate recruitment presentations, plan group visits to the college campus, facilitate and support new student orientation programs, manage assigned new applicants through the enrollment process, hold admissions appointments with new and prospective applicants, conduct campus tours, make initial residency classifications for tuition purposes, manage front line admissions office walk-ins, answer admissions phone calls, and conduct admissions/recruitment calling campaigns, manage admission review process for disciplinary review applicants, and create admissions statistical reports.
Request transcripts on behalf of students; follow up on incoming transcripts on behalf of students



Researches educational systems, programs and curricula, performs functional testing of admission systems, updates web application and admission material, provides information and counseling to applicants
Residency
Residency
Residency determination, Dual Credit registration
Residency Determination, Reciprocal residency agreements, athletic eligibility, and the Western Undergraduate Exchange Program
Residency determination, veteran's certification, grade desk, transcript requests, processing graduations
Residency determinations
Residency Evaluations for tuition purposes, admission of concurrent K-12 students
Residency for fee purposes
Residency officer for University for Graduate and Undergraduate residency
Residency, Bacterial Meningitis Law Compliance
Residency, Communications from Program Managers/Faculty, Data changes, Dual Enrollment
Retention
Scanning and indexing, communications, orientation, data entry, front desk operation, call center, event management
Scheduling and facilitating campus tours; supervising work-study students; organize special events; participate in professional conferences
Scheduling and processing campus visits
Scholarships
Sending out recruitment materials, sending out admissions packets
Sending transcripts, SEVIS,, Clearinghouse reporting
Since operations and recruiting are separated at our school I am submitting two surveys
Skills Appraisal - English and Math testing for applicants
Strategic marketing and communication including web design
Student Communications
Student service center one stop shop employee also
Student visit program
Support Dual Credit Coordinator and two Recruiters
Support recruitment functions International admissions is done by a separate group of 12 staff
Supporting enrolment priorities and the recruitment team. Some outreach to guidance counsellors
Supporting registration activities at main campus and the centers
The above tasks are distributed among the staff as their job descriptions list (they don't collectively do the above tasks)
This department is also responsible for registering students, sending out official transcripts and graduation
Transfer credit articulation and posting, graduation applications and degree awarding
Transfer student recruitment, Veteran student recruitment and admissions
Travel
Travel, campus visits, financial aid information
Traveling the United States and the world recruiting students
VA Educational benefits



Visitor Center Coordination - campus tours; Webinars/Social media Management
Visitor Services
Visitor/Continuing Student Services
We save the campus
Website, marketing, alumni database, technology implementation and utilization, database management
Work with designer to create all promotional materials
Working with Congressional staffs to administer the mandated nomination process, Working with the Department of Defense Medical Examination Review Board and Doctors to determine medical qualifications. Administering a system of physical fitness examinations to determine physical qualifications. Working with local volunteers to support recruitment and a 100% interview process. Support in the governance process for the entire institution. Institutional research, Marketing and Media planning and execution.
Working with Marketing for materials
Writing communications plan, international recruitment, recruitment mailing, new student orientation, campus visit planning and coordination



## Appendix J: Name of Office Responsible for Undergraduate International Student Admissions

Name of Office	Count
Admissions and Records	2
Advising	1
Advising Office	1
Athletics	1
Center for International Education	2
Center for International Student Programs	1
Center for International Students	1
Center for International Studies	1
Dean of Students/Registrar	1
English Language Learning Advisement	1
Global Education Services	1
Graduate and International Admissions	1
Graduate and International Studies	1
International	1
International Admissions	6
International Admissions and Recruiting	1
International Admissions Office	1
International Advising	2
International and Immigrant Services	1
International Center	1
International Education	2
International Education Centre	1
International Office	2
International Programs	6
International Programs and Services	2
International Programs Office	2
International Recruitment and Undergraduate Admissions	1
International Relations	1
International Services	1
International Student Admissions	1
International Student Center	1
International Student Office	1
International Student Services	1
International Student Services and Programs	1
International Student Services/ESL	1
International Students Affairs	1
International Students and Scholars	1
Intl student office	1



KPU International	1
Lakehead International	1
Multicultural Center	2
Office for International Students	1
Office of Admissions-International	1
Office of Global Education	1
Office of Graduate and International Admissions	1
Office of International Admissions	2
Office of International Affairs	1
Office of International and Graduation Admission	1
Office of International Education	3
Office of International programs	1
Office of International Services	1
Office of International Student and Scholar Services	1
Office of International Student Services	4
Office of International Students and Scholars	1
Office of International Studies	1
Office of Records & Registration	1
Office of the Registrar	3
Registrar's Office	1
School of Arts and Sciences	1
Services for International Students	1
Student Services	1
Student Success Center	1
The Office of International Student Affairs	1
UNM-Albuquerque Global Office	1





## Appendix K: Name of the Office Responsible for Graduate Admissions

Name of Office	Count
Academic and Student Affairs	1
Admission and Records Office	1
Admission Department	1
Admission Office	1
Admission Processing	1
Admissions	20
Admissions & Records	1
Admissions / Student Affairs	1
Admissions and Records	1
Admissions and Records Office	1
Admissions Office	14
Admissions Office, Enrollment Services	1
adult, graduate, international admissions	1
College of Graduate Studies-Office of Admission	1
CWRU School of Medicine, Office of Admissions; also Cleveland Clinic Lerner College of Medicine, Office of Admissions	1
Dean of Graduate Studies Office	1
Dean or Associate Dean	1
Department of Enrollment	1
Dirección de Servicios Escolares	1
Enrollment Management	3
Enrollment Management Team	1
Enrollment Services	2
Enrolment Management	1
Graduate Admissions	5
Graduate Admissions Office	2
Graduate and International Admissions	1
Graduate and International Admissions Center	1
Graduate College	1
Graduate Enrollment Management	1
Graduate Recruitment	1
Graduate School	2
Graduate Student Services	1
Graduate Studies	1
Law School Admissions Office	1
Learner Services and Operations	1
Membership Services Department	1
Office of Admission	4



Office of Admissions	19
Office of Admissions & Enrollment	1
Office of Admissions & Registrar	1
Office of Admissions and Enrollment	1
Office of Admissions and Evaluation	1
Office of Admissions and Records	1
Office of Admissions Recruitment	1
Office of Admissions, Student Affairs, and Alumni	1
Office of Enrollment	1
Office of Enrollment and Student Services	1
Office of Graduate Admission	1
Office of Graduate Admissions	4
Office of Graduate Admissions and Recruitment	1
Office of Graduate and Evening Admission	1
Office of Graduate Studies	1
Office of Student Admissions	1
Office of Student Services	1
Office of the Registrar	1
Office of the Registrar and Admissions	1
Office of Undergraduate Admissions	1
Recruitment and Admissions	1
Registrar's Office	2
School of Graduate and Continuing Studies	1
School of Graduate Studies	2
School of Medicine Admissions Office	1
Student Services Coordinator	1
The Graduate College	1
The Graduate School	2
The Graduate School and International Admissions	1
There is no name - we are very small, and we wear many hats. We are "administration," for all functions (admissions, registrar, financial aid, etc.).	1



## Appendix L: Position Responsible for Graduate Admissions

Position Title	Count
Admissions Coordinator	1
Admissions Director	2
Admissions Manager	3
Admissions Officer/Administrator	1
Admissions Systems Manager	1
Assistant Dean	1
Assistant Dean for Admissions	1
Assistant Dean of Admissions	3
Assistant Dean of Graduate Studies and Associate Director of Admissions	1
Assistant Director of Graduate Admissions	1
Associate Dean for Graduate Admissions	1
Associate Dean for Student Affairs & Admissions	1
Associate Dean of Administration & Student Services	1
Associate Dean of Admissions	2
Associate Dean of Student Affairs	1
Associate Dean of the Graduate School for Admissions and Enrollment Management	1
Associate Director Admissions	1
Associate Director of Admissions	1
Associate Director of Graduate Admission	1
Associate Registrar	1
Associate Vice President of Enrollment Management	2
Associate VP of Development/Director of Admissions	1
Asst. Dean for Admissions	1
Dean	1
Dean of Admissions	1
Dean of Enrollment Management	1
Dean of Graduate Admissions	1
Dean of Graduate Studies	2
Dean of Student Life	1
Dean of the Graduate College	1
Dean of the School of Graduate and Continuing Studies	1
Dean or Associate Dean	1
Dean, Graduate School	1
Director	3
Director of Academic and Student Affairs	1
Director of Admission	1



Director of Admission/VP of Enrollment Management	1
Director of Admissions	43
Director of Admissions and Enrollment	1
Director of Admissions and Records	1
Director of Admissions Recruitment	1
Director of Admissions/Registrar	1
Director of Enrollment	4
Director of Enrollment Management	3
Director of Enrollment Management and Financial Aid	1
Director of Enrollment Services	2
Director of Graduate Admissions	6
Director of Graduate Admissions	1
Director of Graduate Admissions & Programs	1
Director of Graduate and International Admissions	1
Director of Graduate Studies	1
Director of Recruiting and Admissions	1
Director of The Graduate School and International Admissions	1
Enrollment Management Counselor	1
Executive Director of Admission and Student Financial Services	1
Executive Director of Enrollment Management	1
Executive Director of Graduate and Evening Admission	1
Executive Director of Recruiting and Admissions	1
Graduate Admissions Director	1
Jefe de Admisiones	1
Manager of Admissions	1
Operations Supervisor	1
Registrar	2
Registrar and Director of Admissions	1
Registrar, Financial Aid & Admissions Manager	1
Senior Director of Admissions	1
Senior Director of Admissions and Enrollment Services	1
Sr. Manager, Admissions & Records Operations	1
Student Services Coordinator	1
Vice Dean, Enrollment Services	1
VP Enrollment Management	1
VP of Enrollment Management and International Initiatives	1



## Appendix M: Additional Responsibilities – Graduate

Response
Auto Admit/Deny decisions,
Accreditor reporting on admissions information
Admission Test
Admissions application policy and process oversight
Admissions briefings and visits
Answer phone questions and see student and parents. Travel to recruiting events. Help host on campus events.
Application, Registration, Event and Orientation system support
Assisting with registration
Attend international and local Educational fairs
Attending professional meetings relating to graduate admissions and retention
Awarding of scholarships for incoming students
Chairing Admissions Committee
Collaborating with Marketing, Faculty and staff in recruitment as well as in building partnerships
Converting applications
Coordinating on campus and community recruiting events. Maintaining the website. Marketing of the program.
Coordination of Interview Days, Campus Discovery Days, New Student Orientation
Data Management
Developing Graduate Professional Development Workshops
Developing Marketing Materials, Web Site updates
Event planning, travel to graduate fairs, interviews, email marketing plan and implementation, GPA calculations, printing and mailing letters, developing marketing materials, etc.
Executing a recruitment plan
Graduation Functions
I want to clarify - we do not have any one employee for whom admissions is at least 50% of her job. My job (Registrar, Financial Aid & Admissions Manager) and a coworker's job (Students Services Coordinator & Assistant Registrar) have admissions components, as does the job of the Dean - but again, none are at least 50% of our very diverse jobs.
Implementing and supporting electronic solutions (admissions system, ERP, CRM.....)
International Credential equivalency and grade point average assessment
Issuance of I-20's
Liaising with graduate departments on campus
Liaise with information technology for admissions application data to be loaded into university mainframe
Leasing with Graduate School Deans and Program Chairs on Admission Decisions and required information to support such decisions.
Maintaining graduate admissions web sites with dates, deadlines, contact and steps to enrollment as well as our on line application maintenance
Marketing, managing travel schedules
Organizing open house events, campus visits and tours,
Orientation, graduation, fellowships, assistantships, graduate customer service
Our office makes decisions for all undergraduate international students. graduate admission decisions, both domestic and intl, are made by the departments



Oversee campus owned student housing
Overseeing admission decisions entered in the student system by colleges and departments, processing admission letters
Overseeing reentry of former students resuming studies, upgrades in admission status (if allowed without reapplying)
Processing admissions decisions, tracking students until they reach unconditional status, processing admission letters
Processing auto admit/deny decisions made by the admission staff and by the admission committees
Reception
registration for classes, graduation audit, program completions,
Reporting, management of sponsored events/conferences
Retention reporting
Routing files for decision by faculty, communication plan execution (manual now; moving to CRM hopefully in the near future), international student transcript evaluation and GPA recalculation, coordinating open house and orientation events, reviewing master's thesis and doctoral dissertation submissions for format
Scheduling interviews
Serving as SEVIS PDSO and DSO
Student Advising
The above tasks are divided among the 7 (everyone has his/her own responsibilities). The above is the total.
These answers are for domestic graduate admissions only
Transcript evaluation (international) and I-20 issuance
Updating and producing annual recruitment publications, manage admission pages on .edu web site,
We have a hybrid process where graduate programs recommend and we review for university requirements and then admit.
Working with leads, working with student management system, facilitating admissions committees, attending graduate fairs/recruiting events



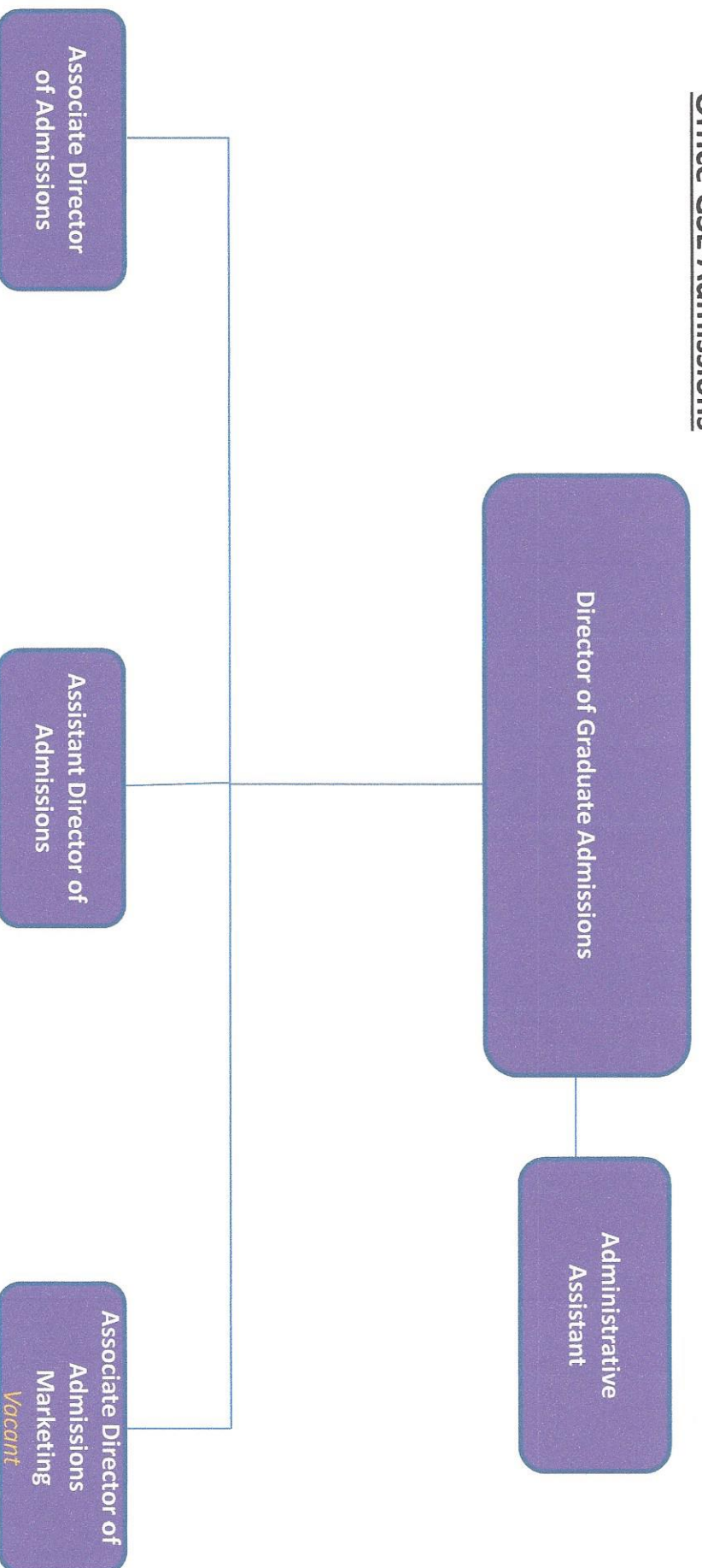
## Appendix N: Sample Organizational Charts\*

\*Note – although several dozen organizational charts were provided, most identified the name of the employee as well as the position. Only a sample de-identified organizational charts have been included here.

This page has been intentionally left blank. Organizational charts begin on the next page.

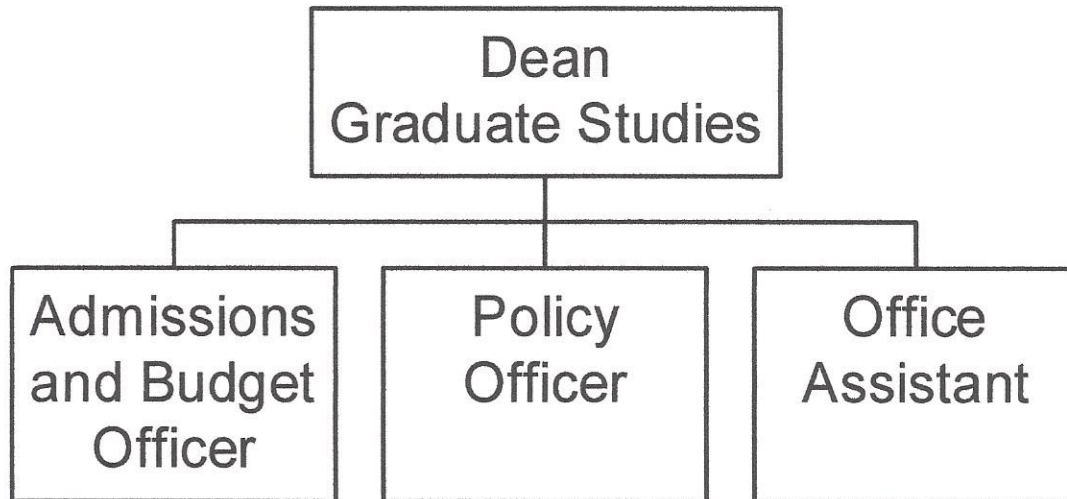


## Office GSE Admissions

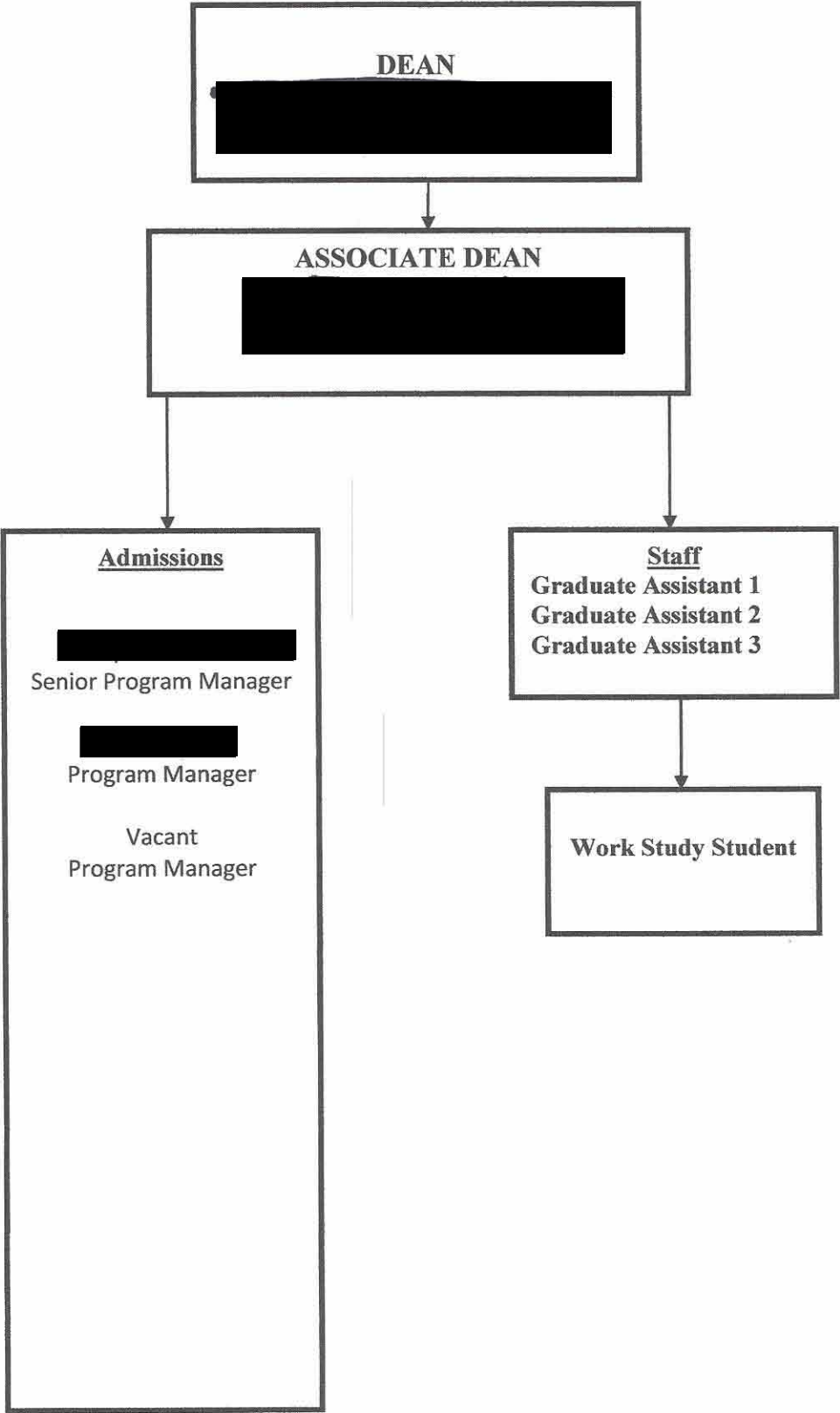




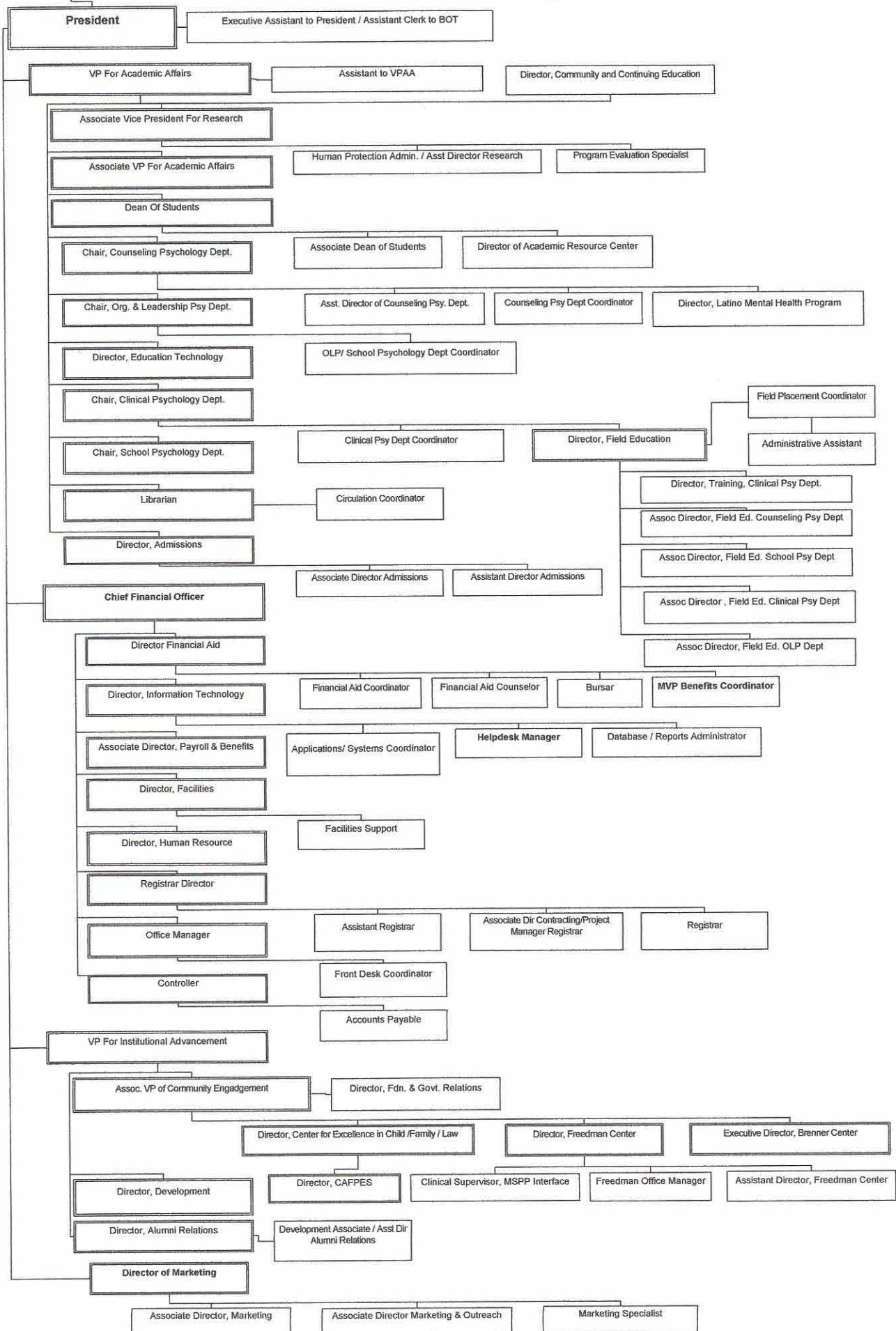
## Graduate Studies Admissions

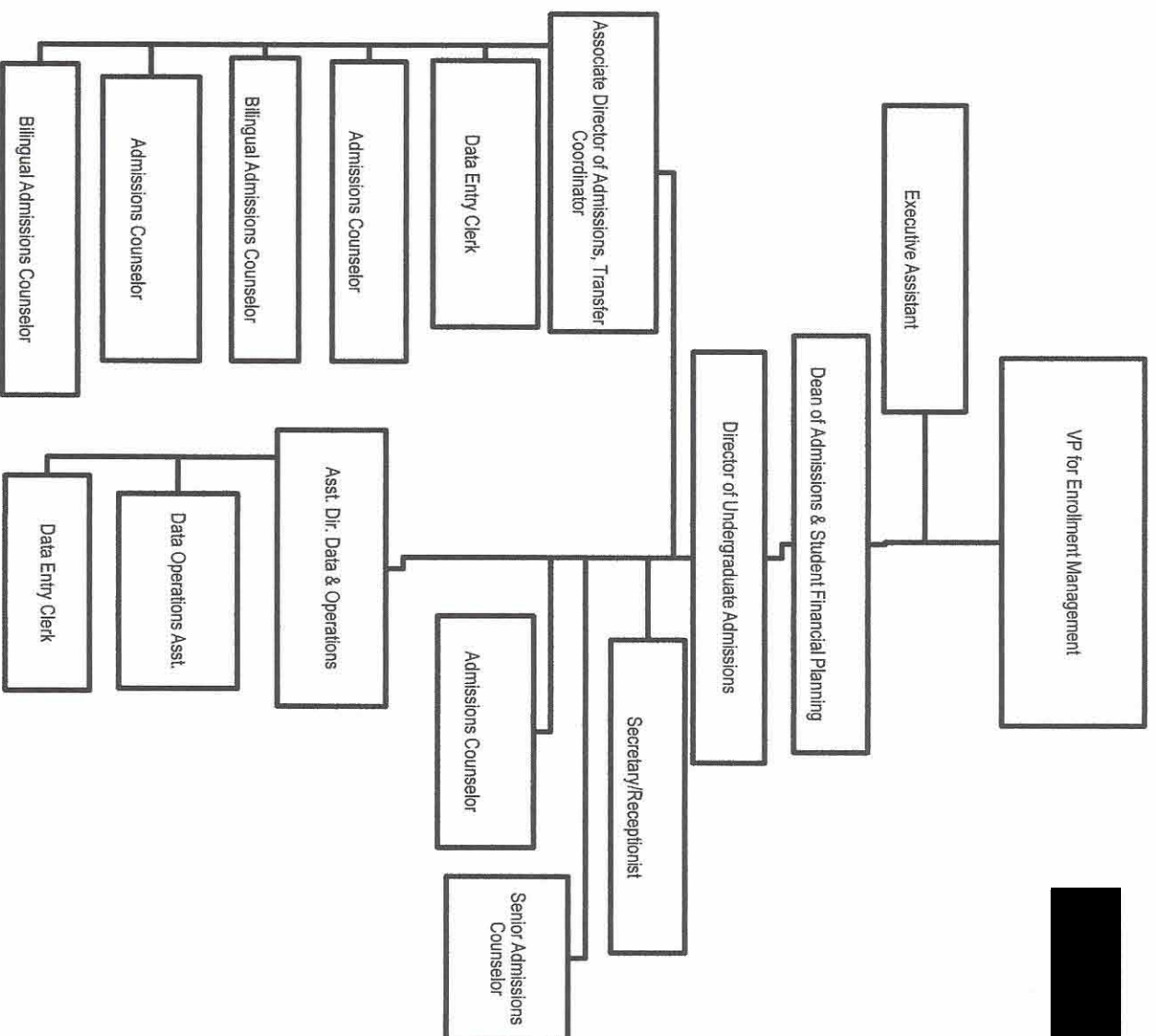


Organizational Chart  
GRADUATE SCHOOL



**College**  
**Organizational Chart, 2015**





Updated September 2015

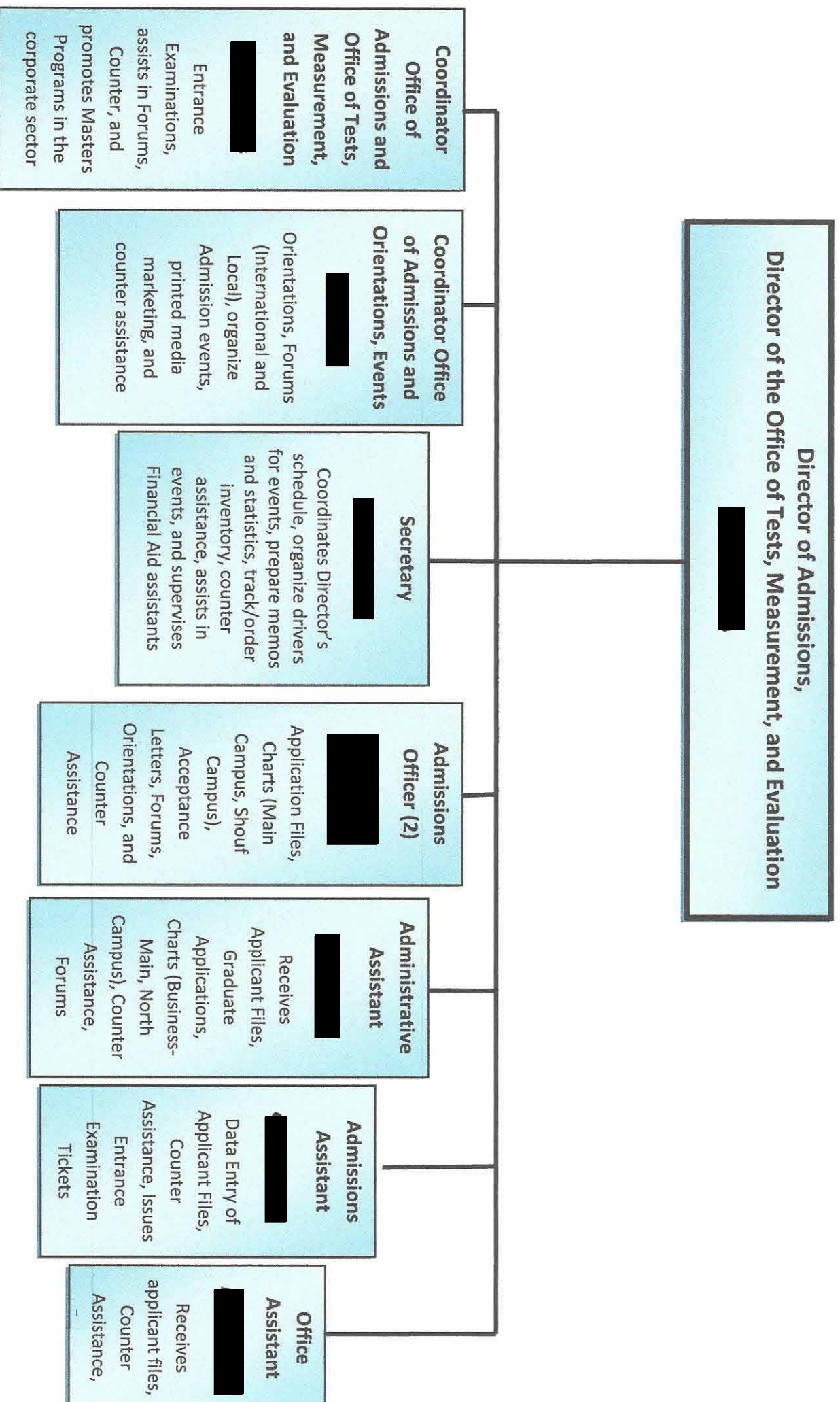
Enrollment Management Division:  
Undergraduate Admissions & Student  
Financial Planning

# Admissions



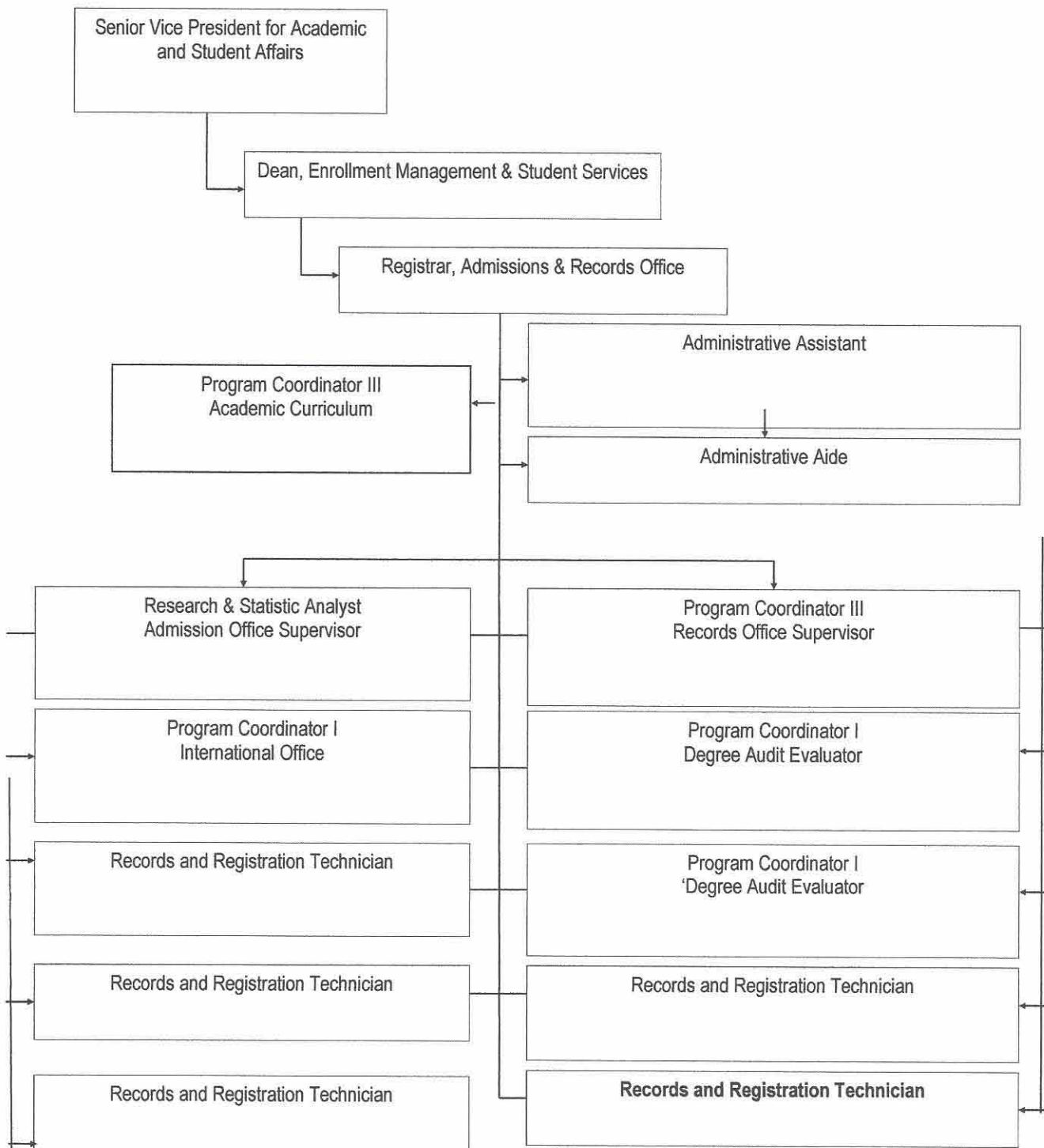


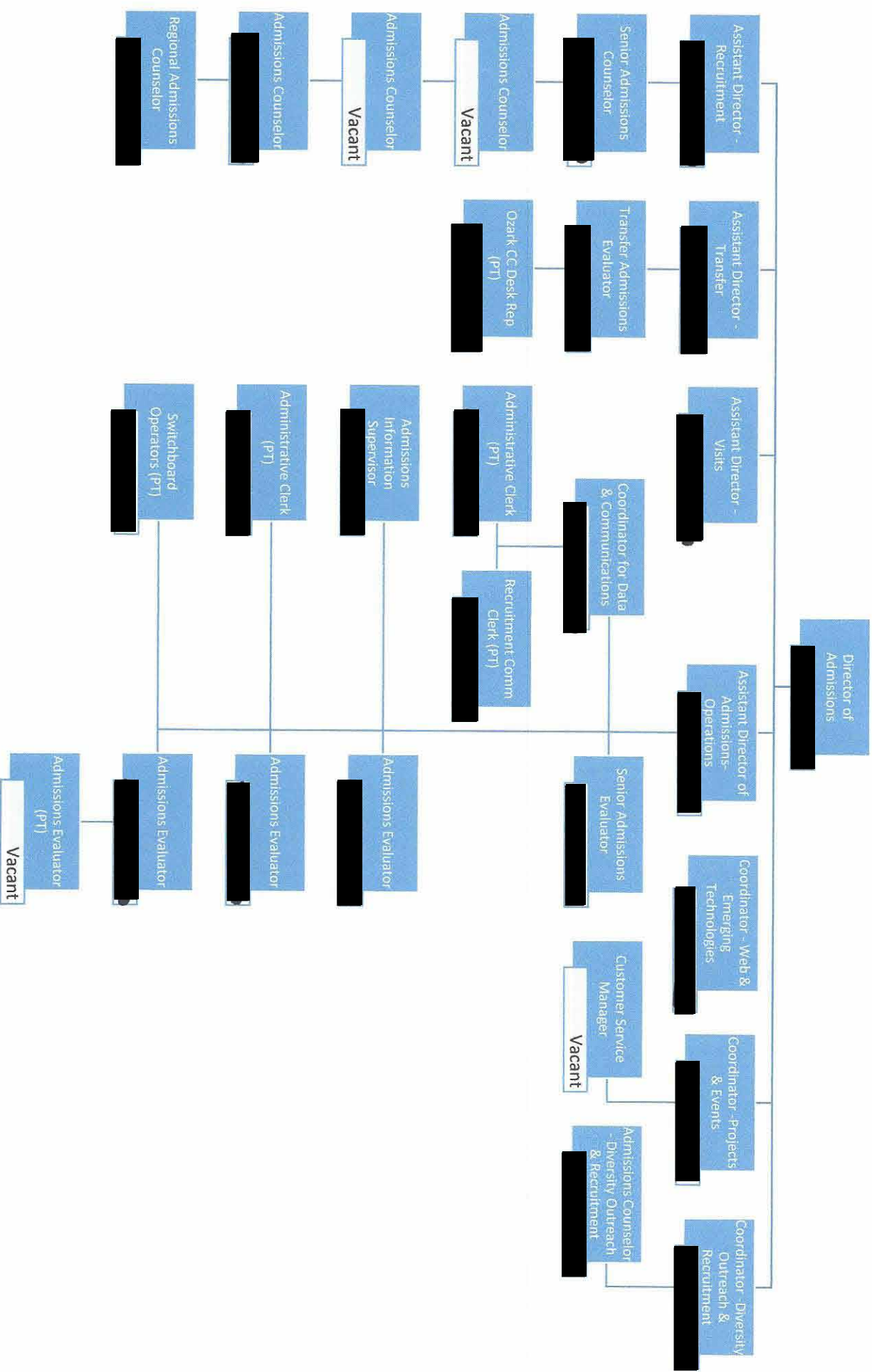
## APPENDIX B



**Enrollment Management and Student Services  
Admissions and Records Office**

**Organizational Chart**

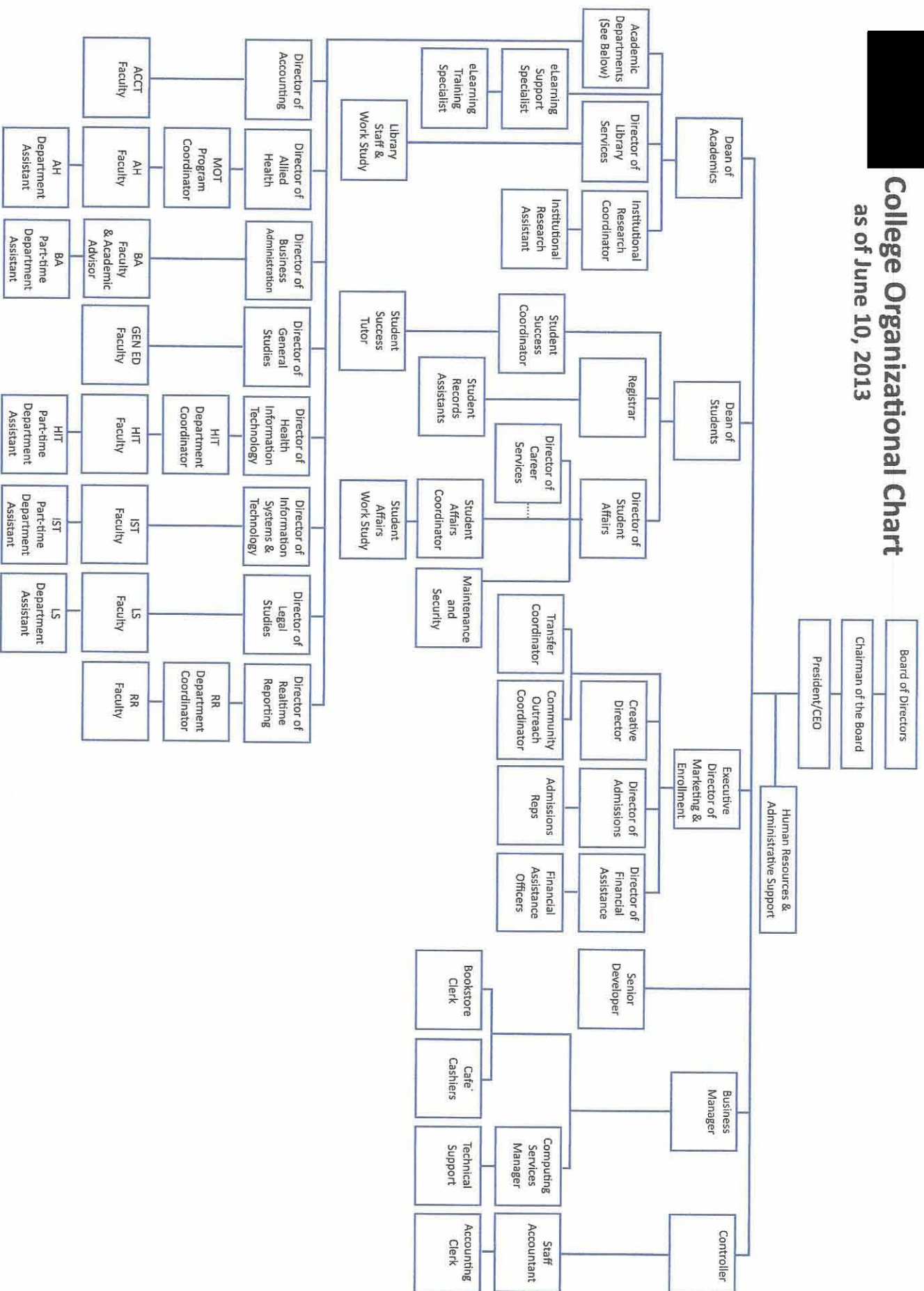






# College Organizational Chart

as of June 10, 2013

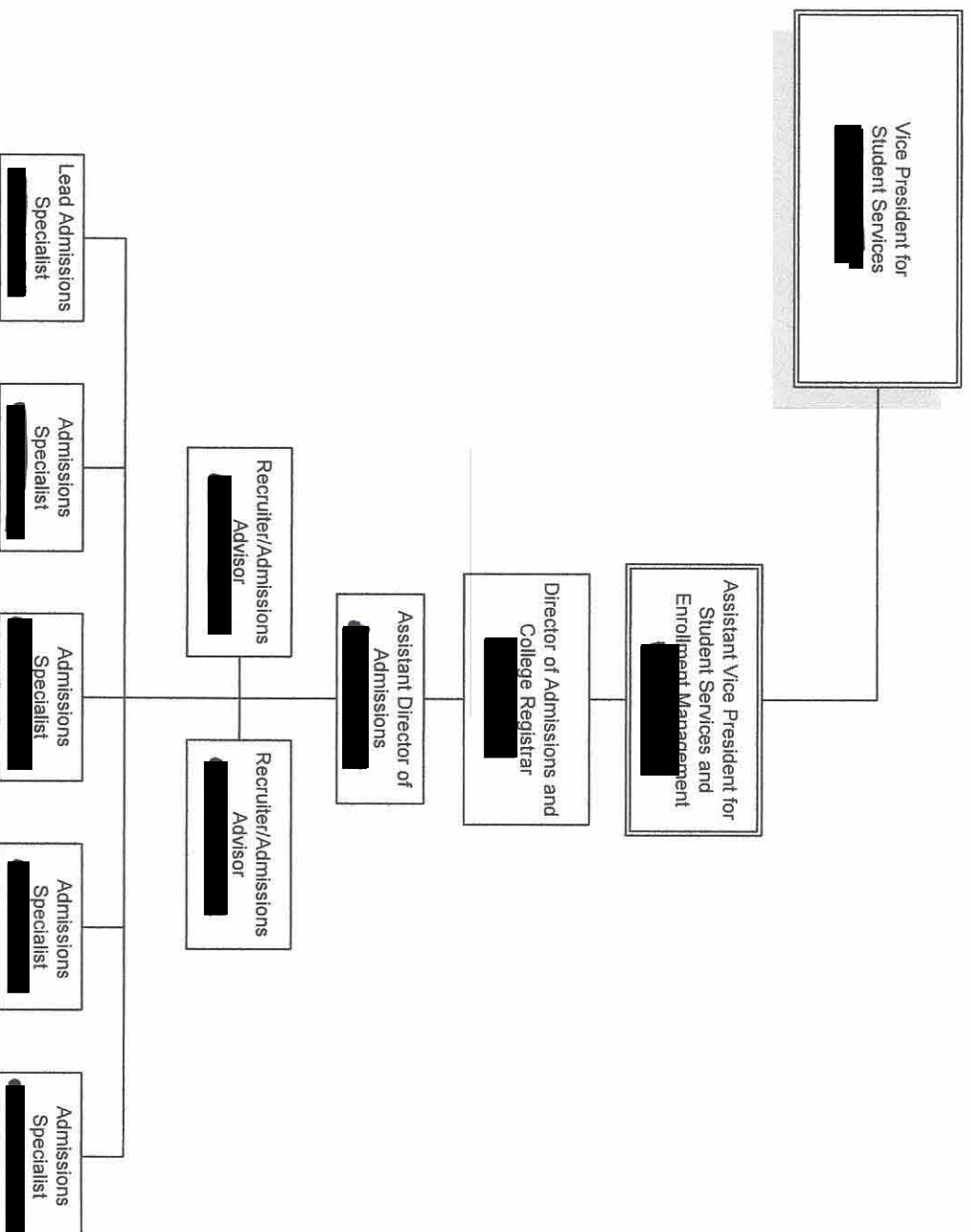


Position to be filled

## Organization Chart

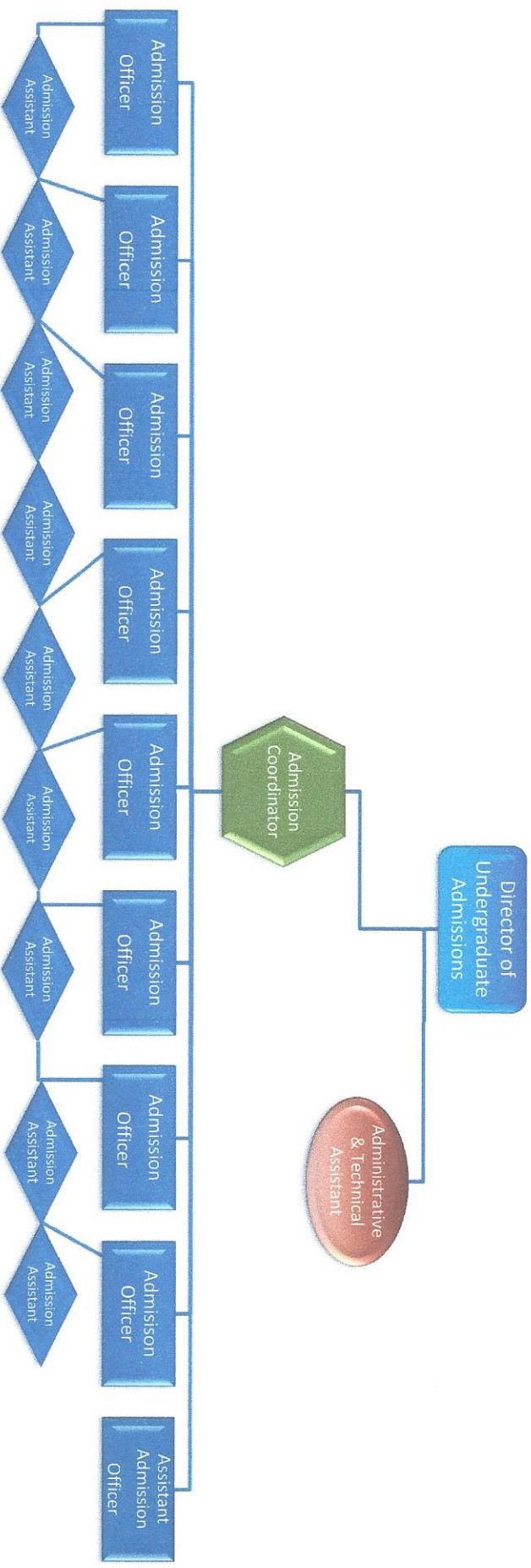
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# Office of Admissions



## Undergraduate Admissions Organizational Chart 2015-16

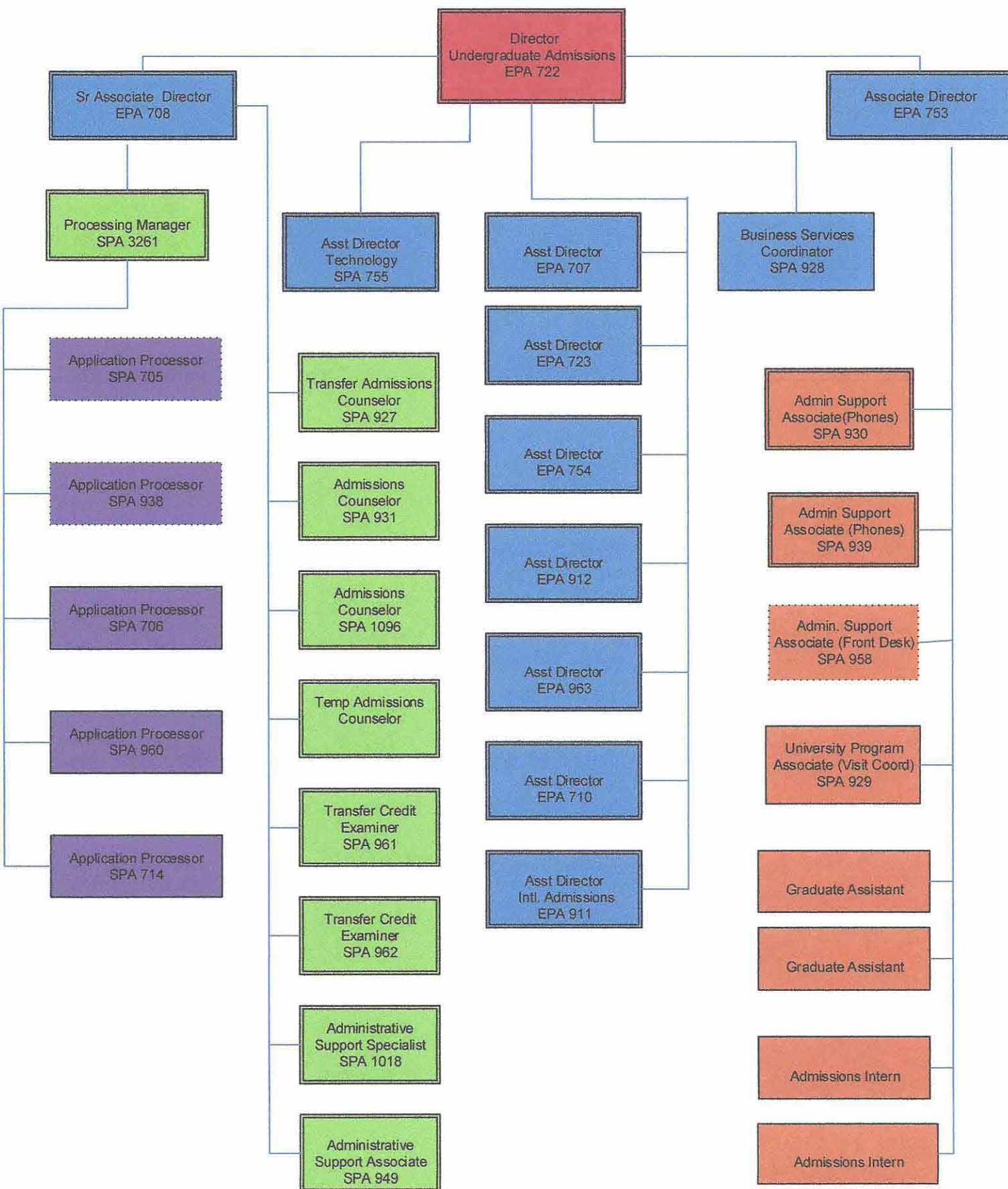
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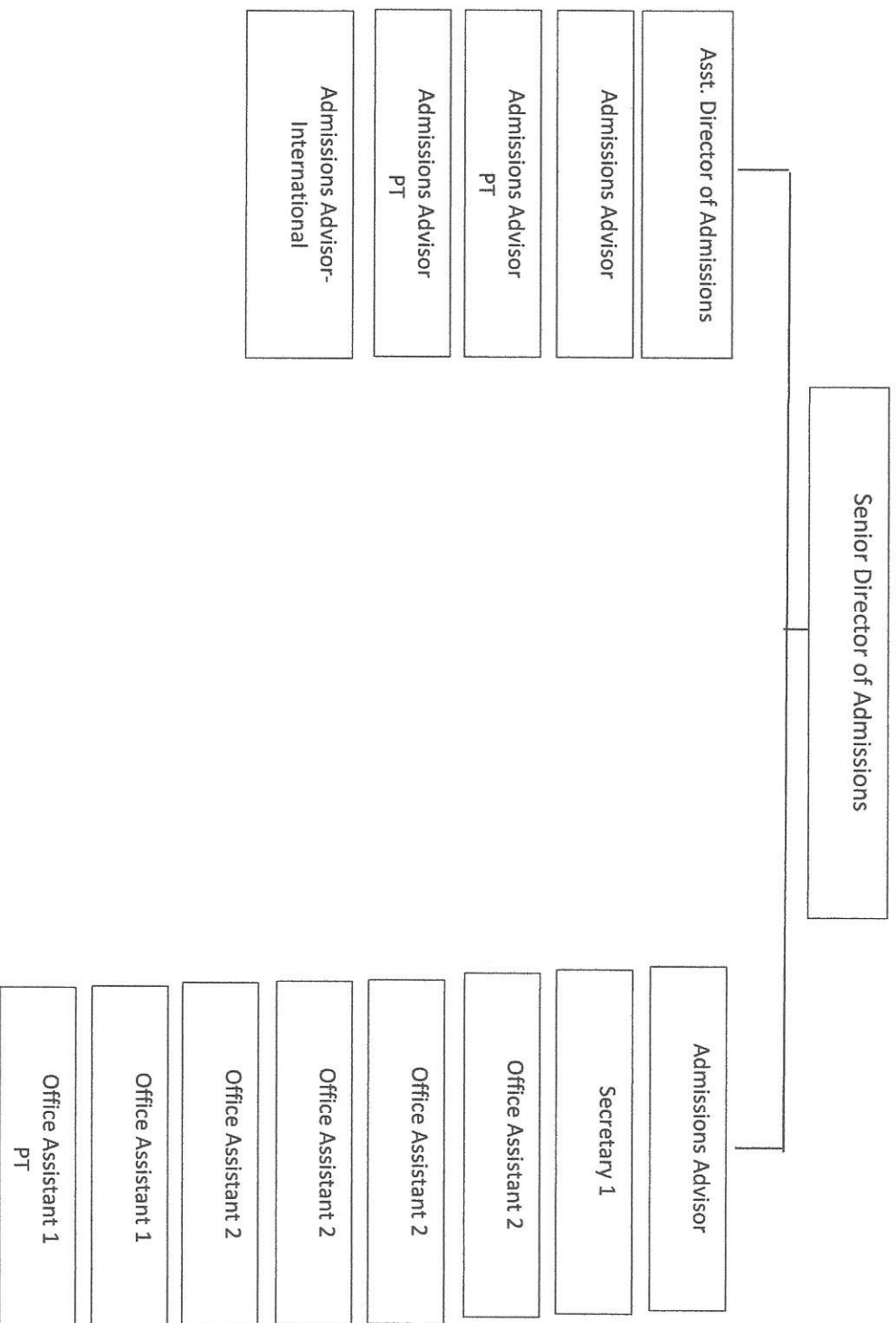


# Undergraduate Admissions

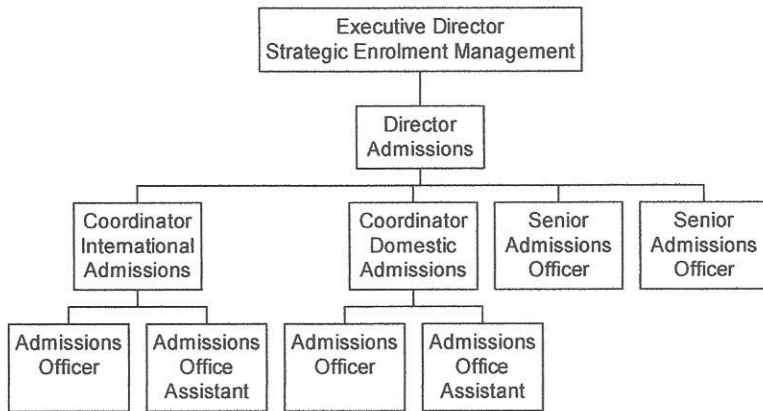
July 2015



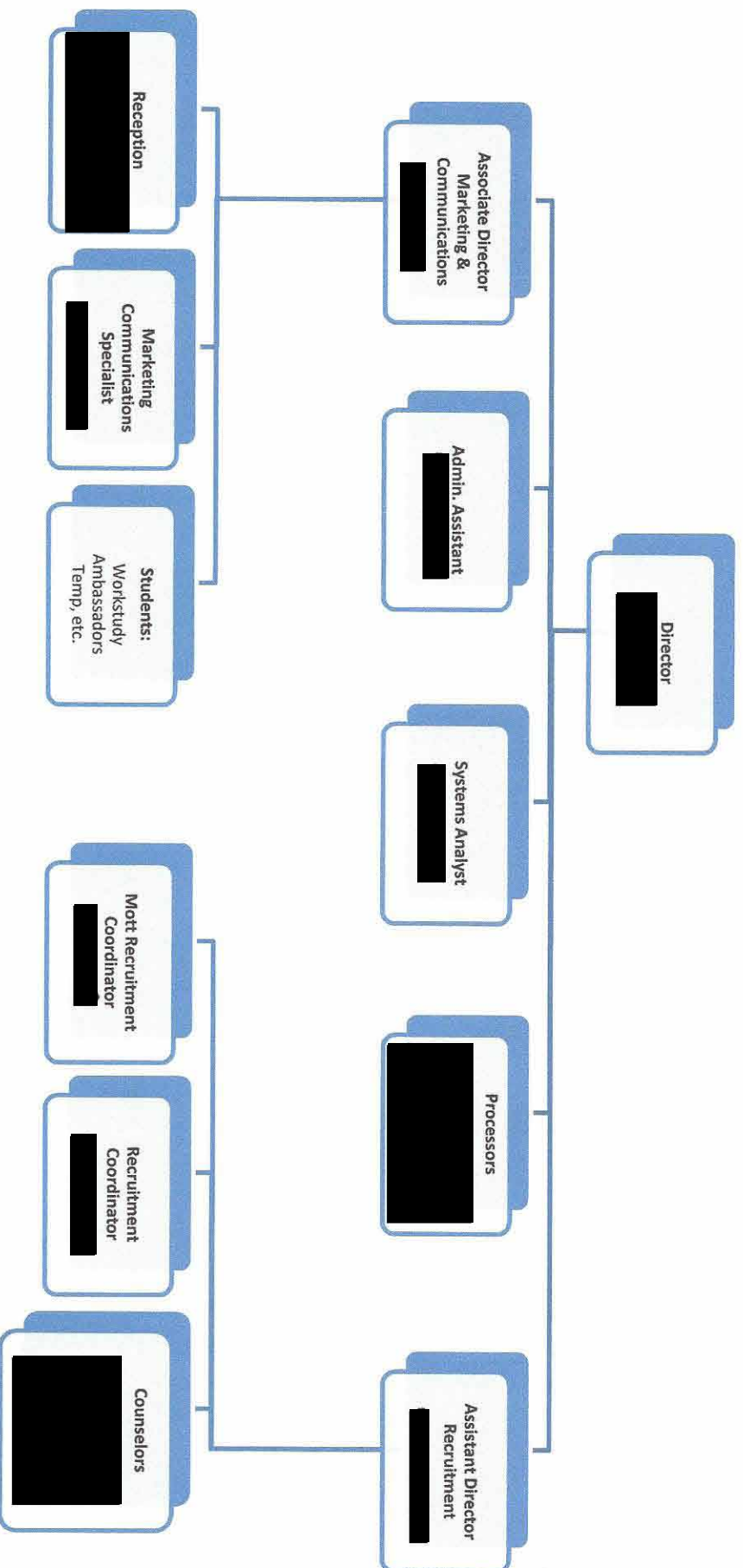
# Admission Organizational Chart



Admissions

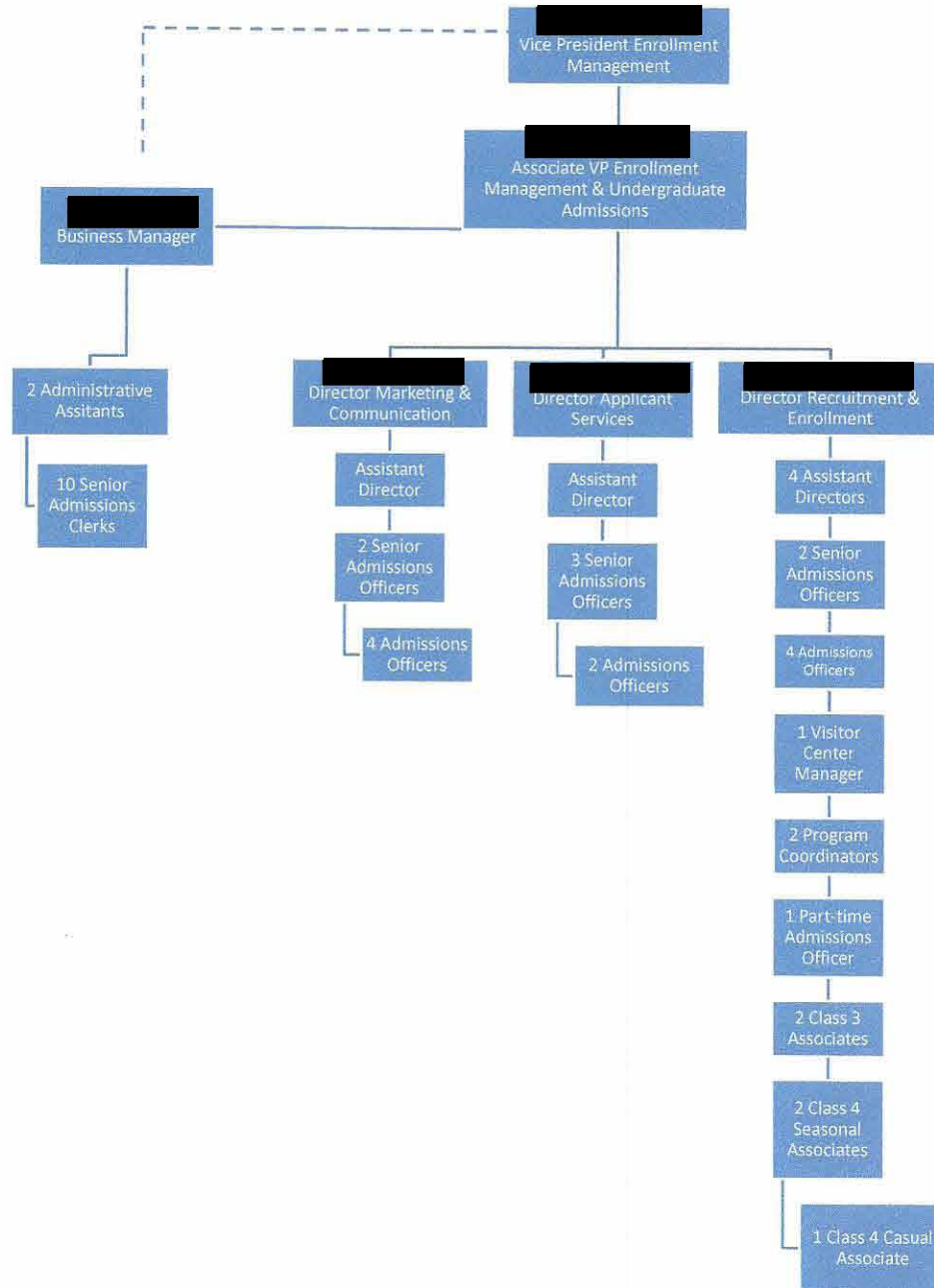


Office of Undergraduate Admissions  
Organizational Chart  
updated 8-1-15

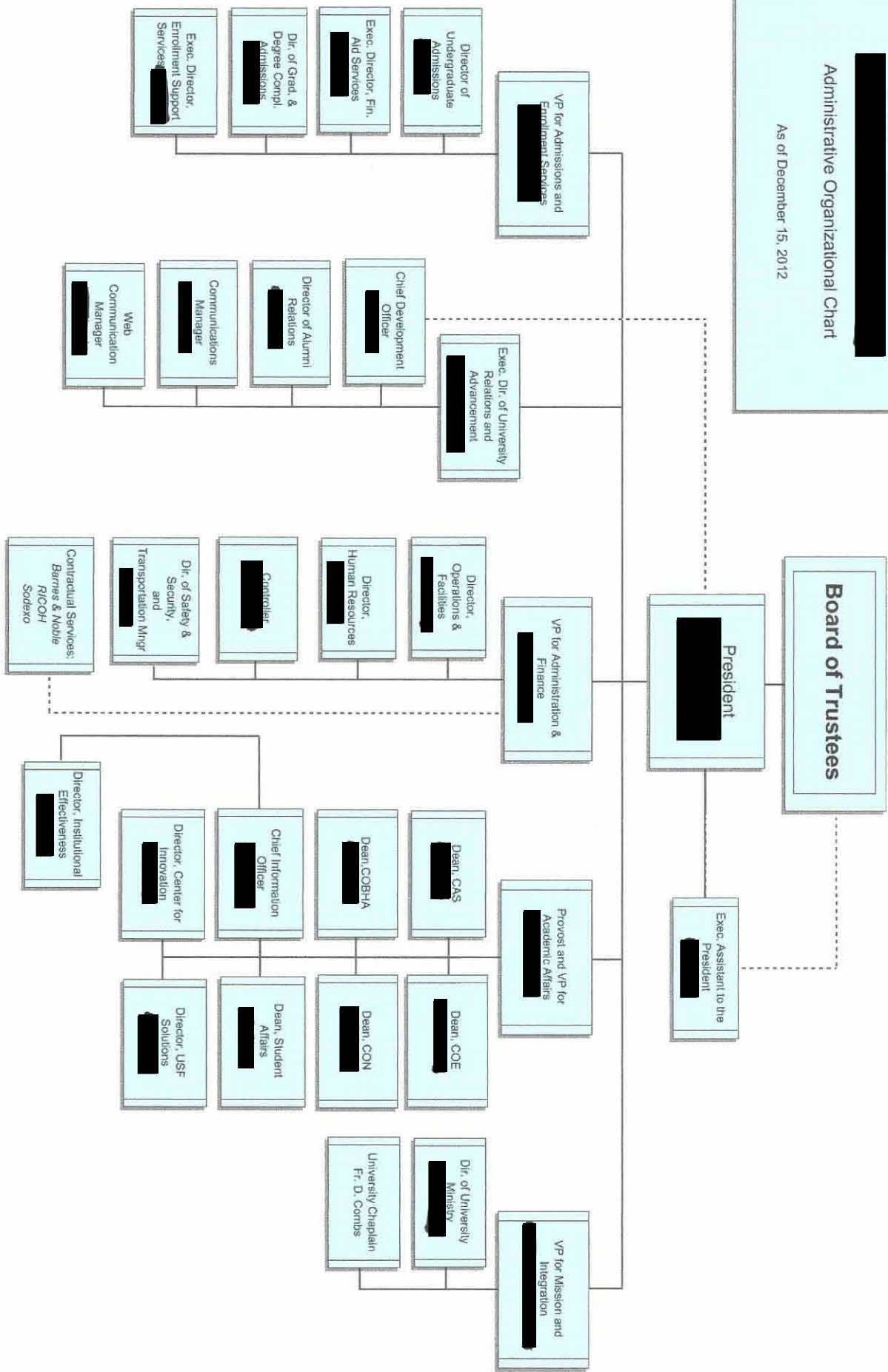




## OFFICE OF UNDERGRADUATE ADMISSIONS

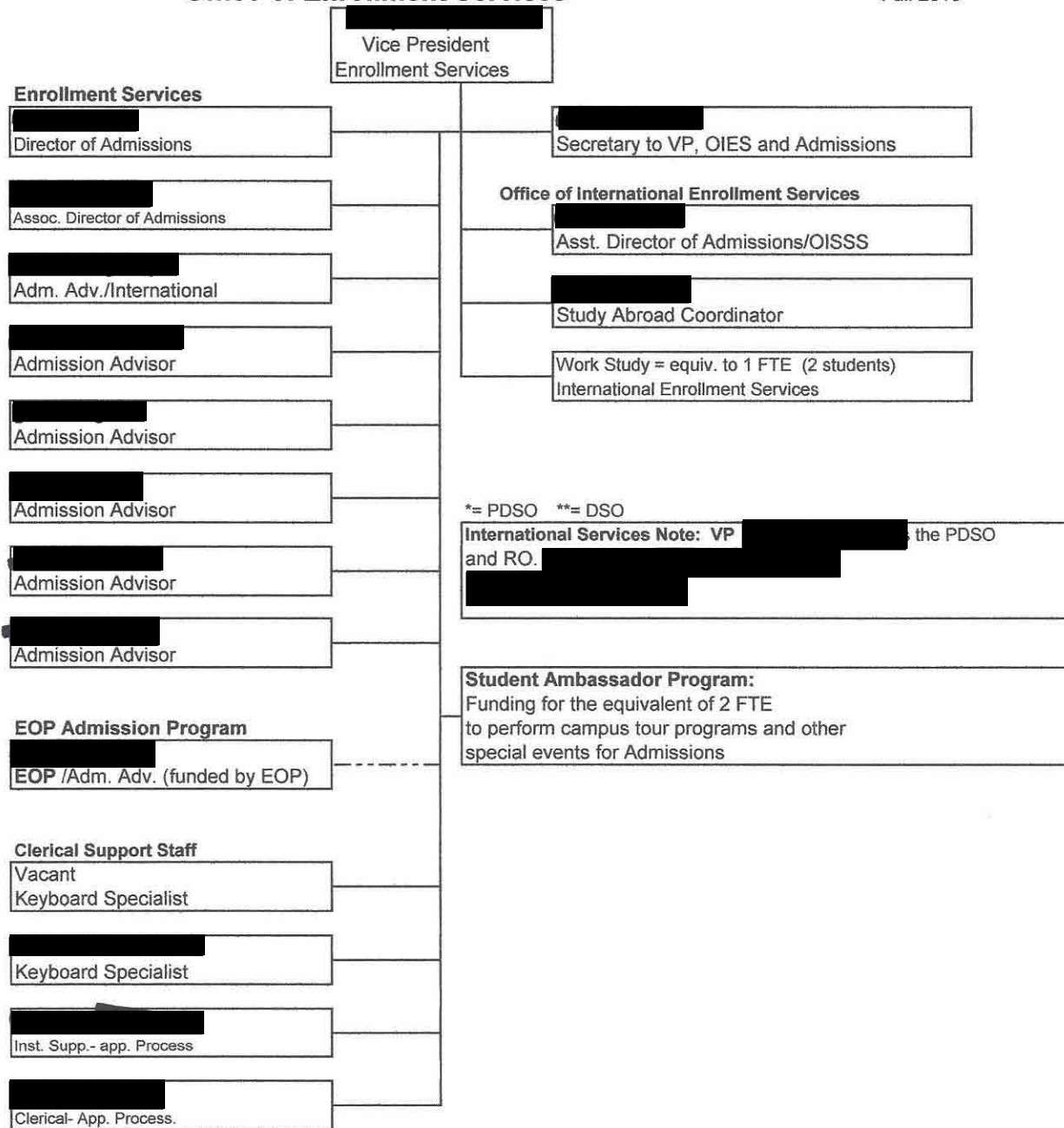


**Administrative Organizational Chart**  
As of December 15, 2012



## Office of Enrollment Services

Fall 2015



\*\*\* EOP Admission Advisor is funded by EOP program and has a secondary reporting responsibility to the Director of Admissions.

Academic Affairs

VP of Academic Affairs

Executive Assistant II

Faculty Receptionist

Page Instructional Site Director

SBDC Business Analyst

Enrollment Svcs Generalist

Dean of Arts & Sciences

Dean of Career & Technical Education

Registrar & Director of Enrollment Services

Registrar IT Analyst

Credentials & Scheduling Specialist II

Enrollment Services Specialist

Enrollment Services Generalist

Enrollment Services Assistant Vacant

Curriculum Coordinator

TAACCCT Aest. Credential Analyst

Director of Institutional Research & Assessment

IT Research Analyst

TAACCCT Analyst

eLearning Coordinator

Instructional Technology Specialist Vacant

Library Coordinator

SBDC Admin. Assistant

Page Campus Dir/ SBDC Business Analyst

\* denotes part-time  
\*\* denotes 3/4 time



