



NAGAP

The Leader in Graduate Enrollment Management

National
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NAGAP 2010

Membership and Salary

Survey Report

NAGAP Membership and Salary Survey Report

This membership report is being provided to members and interested others by NAGAP, the Leader in Graduate Enrollment Management. The Research and Global Issues Committee based this report on the 2010 survey results. The NAGAP Governing Board and the Research and Global Issues Committee gratefully acknowledge NAGAP members for their continued support in answering surveys such as this one.

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I. Methodology

In November 2010, members of the National Association of Graduate Admissions Professionals (NAGAP) were invited to participate in the biennial Membership Survey, conducted on-line. Survey invitations were sent via email the third week of November to 1,532 members with an active status as of November 18, 2010. The deadline was originally December 22, 2010, but this was extended to January 14, 2011, to increase participation with two reminder emails sent.

A total of 516 members completed the survey which is 33% of 1,556 active members invited. A total of 545 members completed parts of the survey for a respondent completion rate of 95%.

Results of the survey are provided below. Within each table, *n* represents the number of person who responded to that question. The *n* varies because respondents did not always answer all questions. To assure confidentiality, no detailed salary responses are reported in cases where the *n* is less than three.

II. Overview of Participants

Institution Characteristics

Respondents by Institution Type

As demonstrated in Table 1, the largest proportion of member participants (57%) represented private, non-profit institutions; 41% of participants represented public institutions.

Table 1: Respondents by Institution Type

Institution Type	Survey Respondents		Current Membership**	
	<i>n</i>	%	<i>n</i>	%
Private (Non-profit)	312	57	794	51
Public	222	41	512	33
Proprietary (Private for-profit)	6	1	9	<1
Other	4	<1	241*	15
Totals	544	100%	1556	100%

*Includes Missing/No Answer

**NAGAP membership as of December 2010.

Respondents by Institution Classification

The largest proportion of respondents (32%) represent Master's College and University I; the second largest group represented Doctoral/Research University - Extensive. The complete breakdown is shown below:

Table 2: Respondents by Institution Classification

Classification	<i>n</i>	%
Doctoral/Research University - Extensive	156	30
Master's College and University I	165	32
Doctoral/Research University - Intensive	95	18
Specialized Institution	63	12
Master's College and University II	44	8
Totals	523	100

Respondents by Size of Graduate Population

As demonstrated in Figure 1, the largest proportion of respondents (61.7%) represented institutions where graduate enrollment was less than 3,000 students.

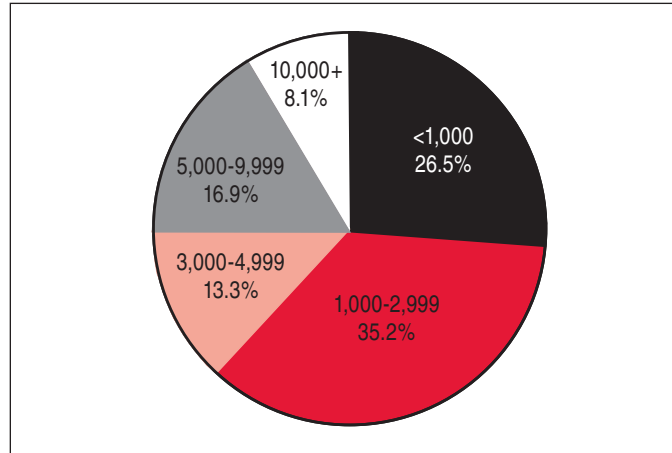


Figure 1: Respondents by Size of Graduate Enrollment

Respondents by Institution Setting

The majority of respondents (51%, $n = 276$) work in urban environments; 36% ($n = 192$) work in suburban environments and 13% ($n = 72$) work in rural environments.

Respondent Characteristics

Respondents by Education Level

The largest proportion of respondents (63%) hold a master's degree and 17% of respondents hold a doctoral degree. The complete breakdown appears below in Figure 2.

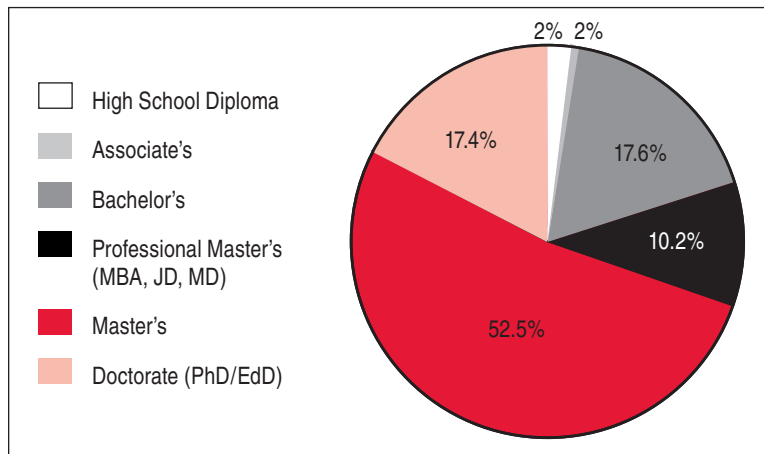


Figure 2: Respondents by Education Level

Respondents by Age and Gender

Table 3a shows the breakdown of member respondents by age range, with the age range of 30-34 representing the largest group (16%). Table 3b shows the breakdown of respondents by gender.

Table 3a: Respondents by Age Range

Age Range	<i>n</i>	%
19-24	4	<1
25-29	72	13
30-34	86	16
35-39	79	15
40-44	70	13
45-49	55	10
50-54	65	12
55-59	76	14
60-64	23	4
65+	8	1
Total	538	

Table 3b: Respondents by Gender

Gender	<i>n</i>	%
Female	386	72%
Male	150	28%

Respondents by Ethnicity

While the overwhelming majority of respondents (79%) were White, the number of ethnic minorities has increased since NAGAP's 2001 membership survey, when 86% of respondents were White. Table 4 provides the ethnicity breakdown for both respondents and the overall NAGAP membership as of December 2010.

Table 4: Respondents by Ethnicity

Ethnicity	Survey Respondents		Current Membership*	
	#	%	<i>n</i>	%
American Indian/Alaskan Native	3	<1	3	<1
Asian	9	2	41	3
Black/African American	43	8	131	8
Native Hawaiian/Pacific Islander	2	<1	3	<1
Hispanic	29	5	62	4
White	424	79	906	58
Other	10	2	0	0
Unknown/Not Given	20	4	474	30
Totals	540	100%		

*NAGAP membership as of December 2010.

Respondents by Experience

The largest proportion of respondents had been employed in higher education from six to 10 years (31%). The second highest proportion of respondents had been employed in higher education between 11 and 15 years (22%). Thirty-seven percent of respondents reported having previous undergraduate admissions and/or enrollment management experience. Of those individuals, 59% said their experience in undergraduate admissions and/or enrollment management was less than five years.

Respondents by Position Type and Title

The majority of respondents (90%) are full-time university administrators with no faculty appointment.

Table 5: Respondents by Position Type

Position Type	#	%
Full-Time University Administrator, No Faculty Appointment	469	90
Part-Time University Administrator, Part-Time Faculty Appointment	1	0
Full-Time University Administrator with Faculty Appointment	26	5
Part-Time University Administrator, No Faculty Appointment	6	1
Other	18	4
Total	520	100%

Respondents had a variety of individualized titles; for the purpose of this analysis, titles have been collapsed into like titles. Of those respondents who provided a title, 52% carry the title of Director or Coordinator. The full breakdown of titles appears below:

Table 6: Respondents by Position Title

Position Title	#	%	Position Title	#	%
Director	189	38	Associate Dean	11	2
Associate Director	59	12	Admissions Officer	7	1
Assistant Director	53	11	Program Director	7	1
Other	53	11	Associate Vice President	5	1
Coordinator	41	8	Assistant Vice President	5	1
Assistant Dean	38	7	Vice President	4	<1
Admissions Counselor	20	4			
Dean	12	2	Total	504	100

III. Salary Data

Overview

Salary data was an optional field but we still saw an outstanding percentage of respondents provide salary information. Out of the 544 respondents, 514 volunteered their salary amounts for this survey, representing 94% of the survey responses. Annual salaries ranged from \$14,000 to \$200,000. The average salary for all respondents was \$61,111; the median salary was \$58,000. For all the respondents, the 75th percentile salary was \$72,000.

Salary by Institution Characteristics

Tables 7-10 highlight the institutional characteristics that influence salary. On average, the private institutions appear to offer higher salaries than the public. There were not enough submissions from proprietary institutions to get an accurate average salary. Average salaries are highest at specialized institutions and extensive doctoral-granting institutions that award at least 50 doctoral degrees a year across 15 disciplines or more. Institutions located in urban settings offer noticeably higher salaries than rural or suburban settings.

Table 7: Salary by Institution Type

Institution Type	<i>n</i>	Range	Average	Median	75th Percentile
Private (Non-Profit)	295	\$14,000 - \$200,000	\$60,986	\$56,000	\$72,000
Public	212	\$28,000 - \$145,000	\$50,899	\$59,000	\$72,500

Table 8: Salary by Institution Category

Classification	<i>n</i>	Range	Average	Median	75th Percentile
Doctoral/Research University – Extensive	147	\$23,500 - \$145,000	\$64,473	\$61,000	\$75,000
Doctoral/Research University – Intensive	91	\$28,000 - \$125,000	\$60,539	\$60,000	\$70,000
Master’s College and University I	157	\$14,000 - \$135,000	\$59,339	\$56,000	\$72,000
Master’s College and University II	41	\$26,000 - \$110,000	\$53,191	\$50,000	\$60,000
Specialized Institution	59	\$28,000 - \$200,000	\$65,924	\$58,000	\$78,000

Table 9: Salary by Graduate Enrollment

Graduate Enrollment	<i>n</i>	Range	Average	Median	75th Percentile
< 999	137	\$14,000 - \$204,000	\$58,351	\$55,500	\$70,000
1,000 – 2,999	181	\$26,000 - \$145,000	\$62,061	\$58,000	\$72,000
3,000 – 4,999	66	\$23,500 - \$104,000	\$55,940	\$53,000	\$65,000
5,000 – 9,999	88	\$33,500 - \$125,000	\$64,638	\$61,000	\$80,000
10,000 <	40	\$35,000 - \$145,000	\$67,500	\$64,000	\$78,000

Table 10: Salary by University Setting

Setting	<i>n</i>	Range	Average	Median	75th Percentile
Rural	66	\$28,000 - \$122,000	\$52,406	\$52,000	\$67,500
Suburban	186	\$23,500 - \$135,000	\$58,318	\$55,000	\$70,000
Urban	261	\$14,000 - \$200,000	\$63,982	\$60,000	\$75,000

Salary by Respondent Characteristics

Salary by Position Classification

Table 11 shows salary by position classification, whether it is full-time, part-time, faculty appointment or administrative only. The salaries for respondents with full-time faculty appointments averaged higher rates of pay. There were not enough respondents to provide accurate averages for the part-time faculty appointment positions, but historically these rates of pay have been similar to average salaries for full-time faculty positions.

Table 11: Salary by Position Classification

Position Classification	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
Full-time University Administration, No Faculty Appointment	463	\$61,151	\$14,000	\$200,000	\$59,000	\$72,500
Full-Time University Administration with Faculty Appointment	24	\$72,000	\$36,000	\$122,000	\$70,000	\$81,000
Part-Time University Administration, No Faculty Appointment	6	\$36,500	\$27,000	\$45,000	\$40,000	\$42,000
Part-Time University Administration, Part-Time Faculty Appointment	*	\$145,000				
Other	18	\$52,027	\$23,500	\$150,000	\$40,000	\$53,000

*Indicates subsection of data where respondents were fewer than three.

Salary by Position Title

Tables 12a, 12b, and 12c show salary by title for private (non-profit), public, and proprietary (private for-profit) institutions. Titles have been collapsed into like titles. The salaries for respondents from public institutions ranged from \$28,000 to \$145,000. The range for respondents from private institutions had the highest and lowest salaries, ranging from \$23,500 to \$200,000. Using the limited data provided for proprietary institutions, salaries ranged from \$48,000 to \$150,000.

Table 12a: Salary by Title, Public Institutions

Position Title	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
Admissions Counselor	3	\$45,666	\$37,000	\$60,000	\$40,000	\$60,000
Admissions Officer	5	\$43,900	\$28,000	\$76,500	\$38,500	\$42,500
Advisor	4	\$39,000	\$34,000	\$42,000	\$40,000	\$40,000
Assistant Dean	23	\$73,217	\$39,000	\$106,000	\$75,000	\$86,000
Assistant Director	15	\$49,566	\$28,000	\$65,000	\$55,000	\$65,000
Associate Dean	*	\$70,000				
Associate Vice President	*	\$114,000				
Coordinator	27	\$48,105	\$28,000	\$73,000	\$45,000	\$60,000
Dean	*	\$101,000				
Director	89	\$68,840	\$33,000	\$145,000	\$65,000	\$77,000
Manager	6	\$49,633	\$32,000	\$75,000	\$48,500	\$55,300
Program Director	4	\$58,000	\$55,000	\$61,000	\$56,000	\$60,000
Other	21	\$49,890	\$30,000	\$122,000	\$42,000	\$59,000

*Indicates subsection of data where respondents were fewer than three.

Table 12b: Salary by Title, Private (Non-Profit) Institutions

Position Title	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
Admissions Counselor	18	\$38,805	\$30,000	\$45,000	\$38,000	\$42,000
Admissions Officer	3	\$47,500	\$42,000	\$55,000	\$45,500	\$50,000
Assistant Dean	16	\$78,843	\$62,000	\$110,000	\$75,000	\$85,000
Assistant Director	38	\$47,394	\$33,500	\$80,000	\$45,000	\$52,500
Assistant Vice President	5	\$97,000	\$74,000	\$113,000	\$100,000	\$110,000
Associate Dean	8	\$80,882	\$56,560	\$145,000	\$70,000	\$80,000
Associate Director	43	\$54,602	\$40,000	\$80,000	\$52,000	\$61,000
Associate Vice President	4	\$108,750	\$90,000	\$141,000	\$100,000	\$104,000
Coordinator	21	\$45,047	\$27,000	\$125,000	\$38,000	\$45,000
Dean	10	\$84,550	\$70,000	\$110,000	\$82,000	\$94,000
Director	101	\$66,454	\$37,500	\$120,000	\$65,000	\$77,000
Manager	8	\$61,437	\$23,500	\$82,500	\$50,000	\$72,500
Other	14	\$46,178	\$26,000	\$88,500	\$40,000	\$53,000
Program Director	3	\$91,000	\$73,000	\$100,000	\$100,000	\$100,000
Vice President	4	\$122,250	\$72,000	\$204,000	\$73,000	\$140,000

Table 12c: Salary by Title, Proprietary (Private For-Profit) Institutions

Position Title	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
Admissions Officer	*	\$48,000				
Associate Dean	*	\$75,000				
Associate Director	*	\$82,000				
Other	*	\$112,500				

*Indicates subsection of data where respondents were fewer than three.

Salary by Education Level

As in past years, salaries continue to be directly correlated to educational level. Respondents with Doctoral degrees earned the highest salaries. Examination of those with Master's degree shows that those with Professional Master's degrees (MBA, JD, MD, etc) appear to be earning slightly more on average than those with traditional Master's degrees (MA, MS, MEN, MSE, etc).

Table 13: Salary by Education Level

Educational Level	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
High School Diploma	9	\$43,888	\$32,000	\$55,000	\$43,500	\$50,000
Associate's	3	\$57,500	\$28,000	\$72,500	\$70,000	\$72,500
Bachelor's	91	\$51,444	\$23,500	\$125,000	\$48,500	\$52,000
Master's	271	\$64,344	\$26,000	\$150,000	\$60,000	\$75,000
Professional Master's	52	\$64,965	\$34,500	\$204,000	\$61,500	\$77,000
Doctorate	88	\$66,681	\$34,000	\$122,000	\$65,000	\$78,500

Salary by Age

When salaries are averaged by age, salaries generally increase with age, presumably attributable to increased experience.

Table 14: Salary by Age Range

Age Range	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
19 – 24	4	\$42,375	\$35,000	\$43,500	\$45,000	\$46,000
25 – 29	65	\$43,912	\$23,500	\$95,000	\$43,000	\$45,000
30 – 34	82	\$55,652	\$28,000	\$110,000	\$51,000	\$63,000
35 – 39	78	\$61,740	\$28,740	\$141,000	\$60,000	\$72,000
40 – 44	68	\$68,239	\$27,000	\$150,000	\$60,000	\$70,000
45 – 49	51	\$67,942	\$26,000	\$204,000	\$65,000	\$72,500
50 – 54	63	\$67,953	\$33,000	\$145,000	\$65,000	\$80,000
55 – 59	72	\$63,712	\$28,000	\$135,000	\$62,000	\$72,000
60 – 64	22	\$67,444	\$32,000	\$106,000	\$60,000	\$83,500
65 – older	8	\$72,125	\$43,500	\$100,000	\$75,000	\$80,000

Salary by Gender

Female respondents earn an average of \$13,965 less than male respondents. This disparity is discussed further in Section V.

Table 15: Salary by Gender

Gender	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
Female	369	\$57,458	\$23,500	\$125,000	\$55,000	\$68,500
Male	142	\$71,423	\$31,000	\$204,000	\$67,000	\$80,000

Salary by Ethnicity

Table 16 shows salaries by ethnicity.

Table 16: Salary by Ethnicity

Ethnicity	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
Asian/Pacific Islander	9	\$63,723	\$39,000	\$82,000	\$60,000	\$74,000
Black, non-Hispanic	42	\$67,997	\$40,000	\$140,000	\$65,000	\$80,000
Other	12	\$71,541	\$40,000	\$145,000	\$57,000	\$69,000
White	414	\$59,930	\$23,500	\$204,000	\$56,500	\$70,000
American Indian or Alaskan Native	*	\$46,750				
Native Hawaiian or other Pacific Islander	*	\$42,500				
Not applicable	23	\$65,630	\$31,000	\$107,000	\$58,000	\$79,000

*Indicates subsection of data where respondents were fewer than three.

Salary by Experience

Tables 17a-17c show salaries by experience in higher education, years of experience in graduate recruitment, and years of experience in graduate admissions. As would be expected, salaries increase with experience. Experience in graduate recruitment appears to drive salaries higher.

Table 17a: Salary by Years of Experience in Higher Education

Years of Higher Ed Experience	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
< 5 years	95	\$45,554	\$23,500	\$95,000	\$43,000	\$50,000
6 – 10	162	\$58,611	\$28,740	\$145,000	\$54,000	\$68,000
11 – 15	113	\$63,198	\$27,000	\$150,000	\$60,000	\$75,000
16 – 20	57	\$72,077	\$32,000	\$204,000	\$70,000	\$94,000
20 <	87	\$74,310	\$40,000	\$145,000	\$69,000	\$83,500

Table 17b: Salary by Years of Experience in Graduate Recruitment

Years of Graduate Recruitment Experience	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
< 5 years	228	\$53,199	\$23,500	\$140,000	\$47,000	\$60,000
6 – 10	140	\$63,801	\$28,750	\$145,000	\$61,000	\$73,000
11 – 15	77	\$70,851	\$35,000	\$150,000	\$69,000	\$80,000
16 – 20	26	\$75,862	\$32,000	\$204,000	\$70,000	\$80,000
20 <	26	\$77,050	\$43,500	\$145,000	\$68,000	\$95,000
Not applicable	13	\$59,346	\$35,000	\$100,000	\$50,000	\$75,000

Table 17c: Salary by Years of Experience in Graduate Admissions

Years of Graduate Admissions Experience	<i>n</i>	AVG	MIN	MAX	MEDIAN	75th Percentile
< 5 years	228	\$53,199	\$23,500	\$140,000	\$47,000	\$60,000
6 – 10	143	\$63,051	\$28,740	\$145,000	\$60,000	\$73,000
11 – 15	73	\$70,958	\$33,000	\$150,000	\$70,000	\$85,000
16 – 20	23	\$77,065	\$32,000	\$204,000	\$76,500	\$90,000
20 <	29	\$74,872	\$40,000	\$145,000	\$68,000	\$95,000
Not applicable	18	\$58,886	\$40,000	\$90,000	\$52,000	\$78,000

Salary Increases

As shown in Table 18, annual salary increases are more common at private universities (46%) than at public institutions (28%). Less frequent increases are more common in public institutions, where 19% of respondents indicated that they receive salary increases “sporadically,” and another 10% indicated that raises are received only every two or three years.

Table 18: Frequency of Salary Increases

Frequency of Salary Increases	Public Institutions	% of Public	Private Institutions	% of Private
Annually	58	28%	134	46%
Sporadically	40	19%	46	16%
Every 2 or 3 years	21	10%	23	8%
Rarely	48	23%	52	19%
Other	41	20%	33	11%
TOTALS	208	100%	288	100%

A wide variety of procedures are used for determining salary increases, with the most popular method being merit based. Some of the more common procedures for determining salary are shown in Table 19. The procedure for determining salary increases does not vary greatly between public and private institutions.

Table 19: Procedures for Determining Salary Increases

Procedure	Public Institutions	% of Public	Private Institutions	% of Private
Merit, based on evaluation of work	112	53%	170	62%
Automatic, no negotiation	33	16%	44	16%
Negotiated with a supervisor	17	8%	28	10%
Other	48	23%	32	12%
Totals	210	100%	274	100%

An overwhelming majority of respondents from both private and public institutions (93%) indicated their salary increases are paid in increments added to base salary on a permanent basis. This majority indicated receiving an evaluation from their immediate supervisor before receiving their salary increase. Some also reported soliciting input from their co-workers and/or staff, and also doing some form of self-evaluation.

Salary Freezes

Considering the current economic situation and its effect on educational endowments nationwide, respondents were asked to comment on whether or not their salaries would be frozen for the upcoming year. Respondents from private institutions generally indicated that they were not expecting a salary freeze for the upcoming year or were unsure at the time of the survey. For the moment, it seems more public institutions will be freezing salaries (44%) than private (15%). Table 20 gives total percentages by institution type.

Table 20: Salary Freezes by Institution Type for Upcoming Year

Salary Freezes for Upcoming Year	Public Institutions	% of Public	Private Institutions	% of Private
Yes	93	44%	46	15%
No	43	20%	133	45%
Unknown	76	36%	118	40%
Total	212	100%	297	100%

IV. Job Responsibilities

Changing Responsibilities

Respondents were asked to indicate whether the responsibilities for their current position had increased, decreased or remained the same. The majority, 85.9% of respondents, indicated their responsibilities have increased; 14.1% indicated that their responsibilities had remained unchanged; and less than 1% noted a decrease in duties. Reasons for increasing responsibilities overwhelmingly included changes in staffing/restructuring that added new responsibilities such as distance learning, web maintenance, CRM, social media, retention and international recruitment. Other reasons for increasing responsibilities were adding new academic programs and applications due to pressure to meet strategic goals, increasing skill levels for deliberate promotion opportunities, and new initiatives and/or technology.

Admission/Recruiting

Respondents reported that they spend an average of 58.7% of their time on enrollment and retention responsibilities and another 29.4% on activities related to admission and recruitment (although respondents report a range from 0 to 100%). Because position title should influence the distribution of responsibilities, Table 21 shows the average percentage of time spent on admissions and/or recruiting by position title and institution type.

Table 21: Average Percentage of Time Spent on Admission/Recruiting by Title

Position Title	Private Institutions		Public Institutions	
	<i>n</i>	Average Time	<i>n</i>	Average Time
Vice President	4	40%	0	0%
Associate Vice President	4	50%	1	50%
Assistant Vice President	5	50%	0	0%
Dean	10	42%	2	52%
Associate Dean	9	61%	2	67%
Assistant Dean	15	44%	23	49%
Program Director	3	53%	4	47%
Director	100	65%	89	57%
Associate Director	48	66%	11	68%
Assistant Director	38	71%	15	62%
Coordinator	13	70%	28	53%
Admissions Officer	3	90%	4	75%
Admissions Counselor	17	75%	3	57%
Other	25	59%	28	45%
Total	294	59.71%	210	48.71%

To further understand the role of admission and recruiting, we asked respondents to elaborate on the specific responsibilities they address within the area of admission and recruitment. The responses to this question are described in Table 22.

Table 22: Types of Admission/Recruiting Responsibilities

Responsibilities	Average Percent of Admissions/Recruiting
Recruiting	13.3%
Admissions	16.1%
Enrollment/Retention	58.7%
Student Services	4.8%
Other Responsibilities	7.2%

Budget and Supervisory Responsibilities

When asked to report their level of authority over budgets, 24% of respondents indicated they have full authority over budgets; 36.7% indicated limited authority.

Table 23: Budget Size and Authority Level

Budget Amount	Full Authority		Limited Authority	
	<i>n</i>	%	<i>n</i>	%
Under \$1,000	0	0	9	4
\$1,001-\$10,000	0	0	26	13
\$10,001-\$30,000	9	7	19	9
\$30,001-\$50,000	11	8	23	12
\$50,001-\$70,000	8	6	22	11
\$70,001-\$100,000	11	8	14	7
\$100,001-\$125,000	5	4	16	8
\$125,001-\$150,000	3	2	7	4
\$150,001-\$200,000	13	10	6	3
\$200,001-\$300,000	4	3	10	5
\$300,001-\$500,000	37	27	13	7
\$500,001 and Above	34	25	13	7
Other			21	10
Total	135	100	199	100

Of those respondents who reported authority over budgets larger than \$500,000, the average budget for respondents with full authority was \$3,102,909. For respondents with limited authority, the average budget was \$1,311,591.

Supervision of Staff Members

Respondents were also asked to report the number of staff members they supervised directly. Table 24 shows the average number of staff members by title and gender.

Table 24: Number of Staff Members Supervised by Title and Gender

Position Title	All Respondents		Female		Male	
	<i>n</i>	Average #	<i>n</i>	Average #	<i>n</i>	Average #
Vice President	4	5	2	5	2	5
Associate Vice President	5	5	2	5	3	5
Assistant Vice President	5	5	4	5	1	5
Dean	12	5	10	5	2	5
Associate Dean	12	5	7	5	5	5
Assistant Dean	39	4	28	4	11	4
Program Director	7	0	5	0	2	0
Director	189	4	125	4	64	4
Associate Director	54	2	39	1	15	3
Assistant Director	52	1	46	1	6	0
Coordinator	41	0	35	0	6	0
Assistant Coordinator	1	1	0	0	1	1
Admissions Officer	9	1	7	0	2	2
Admissions Counselor	20	0	14	0	6	0
Other	54	3	39	2	15	3

Professional Development

Position Descriptions

An overwhelming majority of respondents (94%) indicated they have written job descriptions. However only 64.5% felt their job descriptions accurately reflect their current responsibilities. Performance is evaluated at regular intervals for 88.6% of participants. Seventy-eight percent indicated their supervisors work with them to improve performance and offer constructive criticism.

Relationship of Salary to Job Description

Only 45.8% of respondents believed their salary matches their responsibility level. When asked to elaborate on why they felt their salaries did not match their responsibilities, respondents provided a variety of reasons (Figure 3).

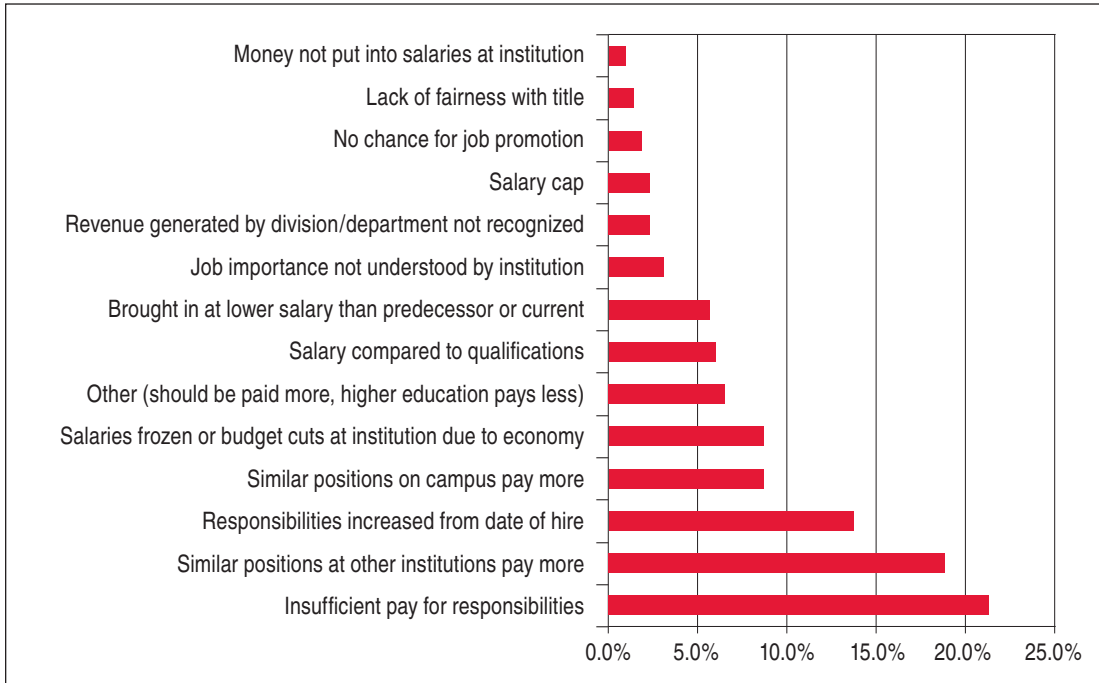


Figure 3: Responses to Salary Not Matching Responsibility Level

Promotion Opportunities

Only 6.4% of respondents reported opportunities for professional growth are offered through direct promotion within graduate admission. For those respondents who indicated no opportunities for professional growth are offered at their institution, 62% felt more opportunities exist in other areas outside of graduate admission, and 88.2% felt their best opportunity for advancement could be achieved by moving to a different institution.

V. Notable Findings

Membership

Changes in Membership

Consistent with prior years, the majority of respondents hold a master's or professional master's degree (63%). The percentage of survey respondents holding doctoral degrees has decreased over time (2006-22%, 2008-14%), but that rebounded in 2010 with 17% of respondents holding a Ph.D. or Ed.D. The percentage of respondents with a bachelor's degree decreased from 21% to 17%, perhaps indicating a need for advanced credentials to be hired and achieve career success in the graduate enrollment field.

Nearly two-thirds of respondents were women, and the largest percentage of respondents (16%) was between 30 and 34 years old. The largest proportion of respondents had been employed in higher education from six to 10 years (31%), also the same as in 2008. However, the second highest proportion of respondents has shifted from less than five years of experience in 2008 to those with between 11 and 15 years in higher education. This may indicate a "graying" of the graduate admissions workforce or a shifting of experienced higher education professionals over to the graduate admissions field.

Salaries

Salaries Continue to Increase During the Recession

When taken as a group, individuals in the graduate enrollment management field saw salary increases over the past two years. The average salary for all respondents was \$61,111 (\$58,910 in 2008), the median salary was \$58,000 (\$55,000 in 2008), and the 75th percentile salary was \$72,000 (\$70,000 in 2008). Average salaries for public and private employees were nearly identical due to public employees narrowing the gap between their private college counterparts over the last two years. Comparing the salaries of the most prevalent title (Director), public college Directors made more than private college counterparts.

Complex Relationship Between Institutional Traits and Compensation

In general, a positive correlation exists between average salaries and the size, complexity, and geographic location of the institution. For example, the average salary at a school with less than 1,000 graduate students was \$58,351, whereas the average salary at a school with more than 10,000 graduate students was \$67,500. However, this trend breaks off significantly when considering professionals working at schools with between 3,000 and 4,999 graduate students; these individuals pulled in the lowest average salary (\$55,940). The same vexing issue presented itself in 2008, where professionals working at schools with between 5,000 and 9,999 graduate students earned the lowest average salary.

Professionals at rural schools earned the lowest average salary (\$52,406), suburban schools in second place (\$58,318), and urban schools made the most (\$63,982). Professionals working at doctoral/research extensive universities and specialized institutions made the highest average salaries at nearly \$65,000. Over the past two years, average salaries for every Carnegie classification increased except for Masters I schools (-\$135).

Surprising Narrowing of Compensation Gaps by Education and Ethnicity

As in previous years, a positive correlation exists between income and education level. However, the gap between traditional masters, professional masters, and doctoral degrees closed significantly since 2008. In 2008, the gap between average salaries of master's and doctoral degree holders was slightly more than \$11,000. This year's results indicate a gap of only \$2,000, mainly because the average salary of a master's degree holder increased from \$59,000 to \$64,000, and the average salary of a professional master's decreased from \$68,000 to \$64,000.

The average salary of an individual also increases as he or she gets older, presumably because the individual has obtained additional and more in-depth experience and higher levels of degree credentials. This also helps explain the finding that average salaries are positively associated with increased levels of experience in higher education. Individuals with more years of experience in graduate admissions and recruitment make more on average than

individuals with similar years of experience in higher education, meaning that more specialized experience in graduate enrollment leads to a higher salary in a graduate enrollment position than someone with a similar number of years of experience across all facets of higher education administration.

In what might be the most surprising result from the entire survey, Blacks/African Americans are earning a higher average salary than Whites. Whites made on average the same (~\$59,000) as they did in 2008, but Blacks/African-American professionals saw a significant increase over the past two years (\$53,000 to \$67,000) and now earn more on average than Whites. However, the ratio of whites to non-whites among survey respondents still hovers around 10:1.

As was the case in 2008, men earned significantly more than women. The pay disparity was almost exactly the same as in 2008 (~\$14,000), indicating that women are not making progress in earning equal pay than their male peers.

Mismatch Between Pay and Level of Responsibility

Salary increases at public colleges occur more sporadically than at private colleges, but more than half of public and private college workers indicate that their salary increase is determined by the merits of their own performance. With regard to salary freezes, 45% of public workers indicated they expect a salary freeze for next year compared to 15% of private college workers. A significant percentage of professionals in both public and private sectors (36% and 40%, respectively) do not know if there will be a salary freeze or not for next year.

Only 64.5% of respondents felt their job descriptions accurately reflect their current responsibilities, and 46% feel their salary does not match their responsibilities. The top three reasons for inadequate compensation levels were: 1) insufficient pay for responsibilities, 2) similar positions at other schools pay more and 3) duties have increased since time of hire.

Dissatisfaction with compensation may also be related to the negative outlook on future career opportunities. 62% felt more opportunities exist in other areas outside of graduate admission, and 88.2% felt that their best opportunity for advancement could be achieved by moving to a different institution.

Work Responsibilities

Significantly More Time is Spent on Increasing Retention

Not surprisingly, graduate enrollment management professionals are being asked to do more with less. A staggering 86% of respondents indicated that their workload has increased over the past two years. Only 1% of respondents indicated their workload has decreased. On average, regardless of title, 60% of a private college employee's time and 49% of a public employee's time was spent on admissions/enrollment activities. This is an increase for both sectors from the 2008 survey (54% and 43%, respectively).

When asked in 2008 to delineate the specific activities that comprise the time spent on admissions and enrollment, respondents indicated they spent almost an equal time on recruiting, admissions, retention, student services, and other activities (roughly 20% per category). In this survey, the results are starkly different. Nearly 59% of a respondent's time is spent on retention, indicating that perhaps institutions are shifting their primary focus on retaining current students, rather than recruiting new students. Time spent in every other category dropped off sharply, with time spent on student services functions taking the largest hit.

VI. Summary

The 523 respondents providing data for the 2010 Salary Survey appears to be a representative sample of the NAGAP membership. Survey results were balanced among institution type (public/private/for-profit), classification (doctoral/masters), and institution setting. Respondents continue to be largely female (72%) and most hold at least a master's degree (80%). The majority of survey respondents are White (79%), which matched the percentage in the 2008 survey.

Volunteered information reveals that annual salaries ranged from \$14,000 to \$200,000, which represents a widening gap between the lowest and highest reported salaries. Although private colleges continue to produce higher salaries than public or proprietary colleges, public college salary levels increased significantly over the past two years and are very close to equaling average salaries at private colleges. In general, average salaries are positively correlated with the size of the graduate student population, research activity of the institution, university setting, education level, age, and years of experience in graduate enrollment management.

The 2010 survey provides strong continued evidence that women, although by far in the majority in terms of numbers, earn far less than men at both public and private colleges and universities. In a positive finding, average salaries for Black/African Americans professionals has increased since the 2008 survey, to the point where Blacks/African Americans make more, on average, than Whites. While most professionals in other ethnic groups earned roughly the same as they did in 2008, Blacks/African Americans increased their average salary from \$53,000 in 2008 to \$67,000 in 2010. While the exact reason for this significant increase cannot be explained, this finding could be a result of promotions, adjustments to correct for biases in compensation, or a movement of highly qualified and talented professionals to the graduate enrollment management field.

The vast majority of respondents have a formal job description, and more than half of all respondents (public and private) indicate that pay increases are directly related to job performance. Public college workers indicate that the frequency of these pay increases are much more sporadic than is found at private colleges. This could be a result of fluctuations in state budgets and political leadership, which predictably has a much higher impact on public colleges and universities.

In general, survey respondents are also dissatisfied with their career opportunities. Sixty-two percent felt more opportunities exist in other areas outside of graduate admission, and 88.2% felt that their best opportunity for advancement could be achieved by moving to a different institution.

