



PROJECT: Assessing the Changing Face of Institutional Enrollment Efforts: An Examination of Chief Enrollment Officers and Chief Admission Officers

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JUSTIFICATION FOR THIS STUDY: The Chronicle of Higher Education and Noel-Levitz have both conducted surveys in recent years detailing the prevalence, duties, and perspectives of senior level enrollment management and admissions officials. However, little is known about why some institutions have chief enrollment officers (CEnOs) overseeing all admission and financial aid efforts, including the recruitment and retention of students, while other institutions have a more decentralized administrative structure with chief admission officers (CAdOs), traditionally more responsible for coordinating the front-end components of an institution's enrollment system, overseeing comprehensive institutional enrollment efforts. How might CAdOs at institutions with CEnOs differ from CAdOs at institutions without CEnOs and from CEnOs in general with concern to their demographic profiles, their job responsibilities, the ways they are evaluated and rewarded, their professional associations, and their perspectives regarding professional preparation and on-going development? What can CAdOs tell us about the institutional motivation to develop new administrative structures that have led to the creation of CEnO positions, why institutions do or do not create such positions, and the barriers that prevent interested institutions from centralizing their enrollment operations? Drawing upon a national sample of and interviews with chief enrollment and admission officers, this research study intends to address these pertinent questions, revealing organizational trends that may impact how effectively institutions of higher education serve students and society.

RESEARCH GOALS:

- Identify the similarities and differences between CAdOs at institutions with and without CEnOs, as well as the similarities and differences between CAdOs and CEnOs
- Learn which types of institutions have CEnOs versus those whose CAdOs are the primary administrator overseeing enrollment responsibilities
- Learn the extent to which the scope of responsibilities differs for CAdOs when a CEnO is present
- Learn why institutions create a CEnO position and the barriers that prevent interested institutions from creating a CEnO position
- Reveal the similar and different ways CEnOs and CAdOs are evaluated and rewarded. To what extent does this differ when both exist within an institution or when a CAdO is the top administrator overseeing enrollment responsibilities?
- Determine the extent to which CEnOs and CAdOs perceive they set the institutional enrollment agenda
- Learn the extent to which CEnOs and CAdOs in various organizational structures are satisfied with their initial levels of preparation, how CEnOs and CAdOs inform and enhance their practice, and the extent to which this differs by position

TARGET AUDIENCE:

- Enrollment professionals who wish to understand themselves, their positions, their peers, and their institutions
- Sociologists who wish to study the emergence of a profession

DATA SOURCE AND INSTRUMENT:

- Online Survey (Phase I)

A descriptive survey link will be e-mailed to chief enrollment officers at institutions with both a CEnO and a CAdO, to chief admission officers at institutions with a CEnO, and to chief admission officers at institutions with a CAdO but not a CEnO.

- Interviews (Phase II)

Following the collection and analysis of quantitative survey data, interviews will be conducted by phone with CEnOs and CAdOs (from institutions with and without CEnOs) who volunteer to be interviewed by checking an appropriate box on the survey and enter contact information in a separate window online. These interviews will be digitally recorded to fulfill stated research goals and compliment the survey. Data will be transcribed and coded, and themes extracted for further analysis.

DATA REPORTING: CERPP intends to report on its website and/or publish:

- One or more research articles

SURVEY DATE: October/November to December 19, 2008

INTERVIEW DATE: January 2009

REPORTING DATE: Beginning in September 2009 with conference presentations and a series of publications