What is a typical budget and staff size for admissions and recruitment for public vs. private and small vs. large institutions? To answer this question and to provide up-to-date benchmarks, Noel-Levitz conducted a brief, Web-based poll in October of 2011 as part of the firm’s ongoing series of benchmark polls for higher education.

Among this year’s findings:

- Despite the challenging economic climate, the median cost to recruit a single student held steady for four-year public and private colleges and universities compared to two years earlier;
- Four-year private colleges and universities continued to spend the most to bring in new undergraduates in 2010-2011, spending $2,185 per new student at the median. They also continued to use the most staff per new student, with a ratio of one FTE staff member for every 33 new students at the median;
- Four-year and two-year public institutions spent much less to recruit each new student than private colleges, spending $457 per student and $108 per student at the median, respectively, while using far fewer staff in relation to the number of new students who enrolled (two-year institutions—see caveat on page 3);
- Total budgets rose and fell for a substantial portion of campuses over the past two years, with only 40 percent of respondents reporting that they kept their budgets at the same level, give or take 2 percent, from 2009-2010 to 2010-2011 and again from 2010-2011 to 2011-2012.

How does your own institution’s spending compare?
To compare the benchmarks in this report to your own institution’s budget and staff size for admissions/recruitment, simply run the calculations described on pages 4 and 5.

For additional benchmarks, see earlier Cost of Recruiting reports from Noel-Levitz at www.noellevitz.com/BenchmarkReports.
About this report

This Noel-Levitz report provides comparative, up-to-date benchmarks on the cost of recruiting undergraduate students based on the following four data points reported in October 2011 by college and university officials in response to an electronic poll:

1. Total approximate budget for undergraduate recruitment and admissions for 2010-2011, rounded to the nearest thousand dollars (see breakdown of budget components below);
2. Total number of new, undergraduate, first-year and transfer students who enrolled in all terms beginning January 1, 2011, including the fall 2011 term;
3. Total number of full-time-equivalent (FTE) employees, including student workers, who worked in the undergraduate recruitment or admissions office during the 2010-2011 academic year;
4. Total number of the above FTE employees who represented the institution in face-to-face outreach (e.g., high school visits, college fairs, or on-campus events/tours)

To calculate the cost of recruiting a single undergraduate student, the total budget figure (#1) was divided by the total number of new undergraduates (#2). For context, this figure was then compared with data reported in previous Noel-Levitz polls conducted in fall 2009, fall 2007, and fall 2005, as shown on page 3.

To calculate how many staff were used in relation to the number of new students, the total number of new undergraduates (#2) was divided by the staff size figures (#3 and #4), shown on pages 5 and 6.

The poll was e-mailed to enrollment and admissions officers at all accredited, two-year and four-year, degree-granting U.S. institutions. See a list of responding institutions on pages 8 and 9.

Detail on budget components

For consistency in reporting the total approximate budget for recruiting and admissions, the poll instructed respondents to include the sum of:

- Staff salaries and benefits, pro-rated, for all full- or part-time employees working with undergraduate recruitment or admissions, including temporary or work-study employees and supervisors who carried additional responsibilities outside of undergraduate recruitment and admissions;
- Capital costs (equipment, if any);
- Supplies;
- Travel (if any);
- Publications and advertising;
- Consultant services (if any);
- Vendor/outsourced services; and
- Any additional expenses related to recruitment and admissions not named, such as any costs associated with recruiting and admissions that are covered by departments outside the admissions office but excluding grants and/or scholarships.
Median cost of recruiting a single student holds steady for four-year institutions compared to two years earlier

Compared to 2009, the median cost of recruiting a single undergraduate student held steady for 2010-2011 (shown below as simply “2011”) for four-year public and private institutions. Consistent with the findings of previous Noel-Levitz studies, costs were highest at four-year private institutions.

Since 2005, median costs per student have held remarkably steady for four-year private and public institutions despite significant shifts in the economy, student demographics, and electronic recruiting.

Looking at costs and staff sizes through the correct lens

The benchmarks in this report are based on final enrollment counts—i.e., cost per enrollee—a more reliable metric for measuring institutional effectiveness and efficiency than comparing budgets and staff sizes to the number of student applications. For example, a cost-per-applicant metric can mistakenly signal that an institution generating a lot of “soft” applications (applicants who are unlikely to enroll) is more efficient, when in fact the institution may be less efficient by generating the softer applicants.

* Two-year public institutions—please note

The benchmarks for two-year public institutions in this report are based on a finite number of observations, due to a limited two-year sample size. Although the sample proved to be too small to ensure statistical significance, we judged these benchmarks to be helpful, but ultimately leave that judgment up to the reader. See list of responding institutions on page 9.
Smaller schools continue to spend more per new student, larger schools continue to spend less

Consistent with Noel-Levitz findings in 2009 and earlier, a closer look at 2011 institutional costs for the four-year institutions by enrollment size (see size definition below) found that the smallest four-year institutions spent the most to recruit a student, while the largest four-year institutions spent the least.

Table 2: Cost to recruit a single undergraduate student in 2011 by enrollment size for four-year institutions and by percentile for all sectors

<table>
<thead>
<tr>
<th>Percentile</th>
<th>Four-Year Private Institutions</th>
<th>Four-Year Public Institutions</th>
<th>Two-Year Public Institutions*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall</td>
<td>Smallest third in enrollment size</td>
<td>Middle third in enrollment size</td>
</tr>
<tr>
<td>25th percentile</td>
<td>$1,364</td>
<td>$1,761</td>
<td>$1,368</td>
</tr>
<tr>
<td>Median</td>
<td>$2,185</td>
<td>$2,351</td>
<td>$2,304</td>
</tr>
<tr>
<td>75th percentile</td>
<td>$3,172</td>
<td>$3,519</td>
<td>$2,975</td>
</tr>
</tbody>
</table>

Consistent with earlier Noel-Levitz studies, the cost of recruiting a single student in 2011 varied based on the number of new undergraduates enrolled, with larger schools spending less per new student and smaller schools spending more.

Definition of enrollment size

To determine differences by enrollment size, four-year institutions with total enrollments below the 33.3rd percentile for enrollment size were classified as “small,” while four-year institutions with enrollment sizes above the 66.7th percentile were classified as “large.”

For four-year private institutions, the 33.3rd percentile for total enrollment size was 1,567 and the 66.7th percentile was 3,267.

For four-year public institutions, the 33.3rd percentile for total enrollment size was 6,314 and the 66.7th percentile was 12,149.

For two-year public institutions, differences by enrollment size were unavailable due to the smaller size of the two-year sample, as noted on page 3.

To compare your institution’s budget to the benchmarks in this report, simply divide your 2010-2011 recruiting/admissions budget by the number of new students who enrolled at your institution between January 1, 2011, and October 1, 2011 (see details on which budget components to include at bottom of page 2). Then, compare this figure with the 2011 benchmarks shown above for your institution type.

* See note at bottom of page 3 regarding the benchmarks for two-year public institutions.
Four-year private colleges and smaller institutions continue to employ more recruitment staff per student compared to other institutions

Also consistent with Noel-Levitz findings in 2009 and earlier, four-year private institutions and smaller institutions in 2011 reported using more staff for each new undergraduate enrollee. The smallest four-year institutions used the most staff per new student, as did the middle third compared to the largest third of four-year institutions.

In contrast, respondents from the two-year public sector (see note about small sample size, page 3) reported using fewer recruitment staff for each new undergraduate enrolled. This finding was similar to a finding two years ago. In 2009 (not shown below), respondents from two-year public institutions reported a staff-to-enrollee ratio of 1 employee to 198 new students at the median, 1 employee to 146 new students at the 25th percentile, and 1 employee to 292 new students at the 75th percentile.

Table 3: Number of new undergraduates in 2011 for each FTE employee involved in undergraduate recruitment or admissions in 2010-2011

<table>
<thead>
<tr>
<th>Percentile</th>
<th>Four-Year Private Institutions</th>
<th>Four-Year Public Institutions</th>
<th>Two-Year Public Institutions*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>Smallest third in enrollment size</td>
<td>Middle third in enrollment size</td>
<td>Largest third in enrollment size</td>
</tr>
<tr>
<td>25th percentile</td>
<td>24</td>
<td>19</td>
<td>27</td>
</tr>
<tr>
<td>Median</td>
<td>33</td>
<td>25</td>
<td>33</td>
</tr>
<tr>
<td>75th percentile</td>
<td>43</td>
<td>35</td>
<td>39</td>
</tr>
</tbody>
</table>

Again, four-year private institutions used the most staff per student in 2011, with one FTE employee for every 33 new students at the median, compared to a median ratio of 1 employee to 117 new students for four-year public institutions and a median ratio of 1 employee to 328 new students for respondents from two-year public institutions.

To compare your staff size to the benchmarks shown, simply divide the number of new students who enrolled at your institution in all terms between January 1, 2011, and October 1, 2011, by the number of FTE staff in your admissions/recruitment division in 2010-2011 (see FTE definition below). Then, compare this figure with the benchmarks shown above for your corresponding type of institution.

**FTE definition**

The number of full-time equivalent employees is the sum of:

1) The number of employees working full-time; and

2) The number of part-time employees, expressed as fractions of full-time (i.e., half-time = 0.5 and quarter-time = 0.25).

For example, an office with 20 full-time employees and 12 students who work an average of 10 hours per week (0.25 of full-time) has 23 full-time equivalent employees (20+3).

* See note at bottom of page 3 regarding the benchmarks for two-year public institutions.
Four-year private colleges and smaller institutions also continue to use more outreach staff per student

Mirroring the findings for admissions/recruitment staff in general, the ratios of recruited students to employees involved in face-to-face outreach, such as high school visits, college fairs, or on-campus events/tours, showed that four-year private institutions and smaller public and private institutions used more outreach employees per student. In addition, the middle third compared to the largest third of four-year institutions used more outreach staff per student.

In contrast, respondents from two-year public institutions reported using fewer outreach staff for each new undergraduate enrolled. This finding was similar to Noel-Levitz findings in 2009 (not shown below) which found the outreach-staff-to-enrollee ratio for two-year public institutions was 1 employee to 385 new students at the median, 1 employee to 256 new students at the 25th percentile, and 1 employee to 928 new students at the 75th percentile.

<table>
<thead>
<tr>
<th>Percentile</th>
<th>Four-Year Private Institutions</th>
<th>Four-Year Public Institutions</th>
<th>Two-Year Public Institutions*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall</td>
<td>Smallest third in enrollment size</td>
<td>Middle third in enrollment size</td>
</tr>
<tr>
<td></td>
<td>Overall</td>
<td>Smallest third in enrollment size</td>
<td>Middle third in enrollment size</td>
</tr>
<tr>
<td>25th percentile</td>
<td>39</td>
<td>30</td>
<td>47</td>
</tr>
<tr>
<td>Median</td>
<td>57</td>
<td>43</td>
<td>59</td>
</tr>
<tr>
<td>75th percentile</td>
<td>81</td>
<td>57</td>
<td>78</td>
</tr>
</tbody>
</table>

Four-year private institutions also used the most outreach staff per new student with 1 FTE outreach employee for every 57 new students at the median, compared to a median ratio of 1 FTE outreach employee to 256 new students for four-year public institutions and a median ratio of 1 FTE outreach employee to 533 new students reported by respondents from two-year public institutions.

* See note at bottom of page 3 regarding the benchmarks for two-year public institutions.

Only 40 percent of four-year institutions kept total recruiting budgets steady for the last two consecutive years (2010-2011 and 2011-2012)

New in this year’s report, respondents were asked to indicate whether their total budgets for recruitment and admissions had: A) decreased 2 percent or more; B) stayed the same, give or take 2 percent; or C) increased 2 percent or more for each of the past two years. Tables 5-7 on the next page show the findings for each sector, providing another perspective on the median costs per student reported on pages 3 and 4.

For clarification, the final column shown in Tables 5-7 indicates the percentages of respondents that reported the same category both years (i.e., budget decreased 2 percent or more, budget stayed the same, or budget increased 2 percent or more for 2009-2010 vs. 2010-2011 and again for 2010-2011 vs. 2011-2012). Note that the percentages in this column do not add up to 100 percent because many respondents reported different responses for the two years.

Please see the next page for these findings...
As these findings show, only 39 to 41 percent of respondents across all three sectors reported keeping their budgets steady for the last two consecutive years. In addition, 12 to 15 percent of respondents reported increasing their budgets 2 percent or more for both years, and 6 to 14 percent of respondents reported decreasing their budgets 2 percent or more for both years.

Table 5: Four-year private institutions—Percentage changes in budget for recruitment and admissions each of the last two years

<table>
<thead>
<tr>
<th>Four-year private institutions</th>
<th>2010-2011 Budget vs. 2009-2010 Budget</th>
<th>2011-2012 Budget vs. 2010-2011 Budget</th>
<th>Reported Same Category Both Years*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget decreased 2% or more</td>
<td>16%</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>Budget stayed the same</td>
<td>56%</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>Budget increased 2% or more</td>
<td>29%</td>
<td>29%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Just 41 percent of respondents from four-year private institutions reported that they held their budgets steady each of the past two years. Private institutions were significantly more likely to increase their budgets than to decrease their budgets for both intervals examined above.

Table 6: Four-year public institutions—Percentage changes in budget for recruitment and admissions each of the last two years

<table>
<thead>
<tr>
<th>Four-year public institutions</th>
<th>2010-2011 Budget vs. 2009-2010 Budget</th>
<th>2011-2012 Budget vs. 2010-2011 Budget</th>
<th>Reported Same Category Both Years*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget decreased 2% or more</td>
<td>18%</td>
<td>25%</td>
<td>8%</td>
</tr>
<tr>
<td>Budget stayed the same</td>
<td>61%</td>
<td>49%</td>
<td>39%</td>
</tr>
<tr>
<td>Budget increased 2% or more</td>
<td>20%</td>
<td>27%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Respondents from four-year public institutions whose budgets did not stay the same were almost evenly split between reporting increases vs. decreases for both years examined.

Table 7: Two-year public institutions—Percentage changes in budget for recruitment and admissions each of the last two years

<table>
<thead>
<tr>
<th>Two-year public institutions**</th>
<th>2010-2011 Budget vs. 2009-2010 Budget</th>
<th>2011-2012 Budget vs. 2010-2011 Budget</th>
<th>Reported Same Category Both Years*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget decreased 2% or more</td>
<td>27%</td>
<td>23%</td>
<td>14%</td>
</tr>
<tr>
<td>Budget stayed the same</td>
<td>64%</td>
<td>55%</td>
<td>41%</td>
</tr>
<tr>
<td>Budget increased 2% or more</td>
<td>9%</td>
<td>23%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Respondents from two-year public institutions were least likely to report budget increases.

* This column represents the percentage of respondents that chose the same category (i.e., budget decreased 2 percent or more, budget stayed the same, or budget increased 2 percent of more) for 2009-2010 vs. 2010-2011 and again for 2010-2011 vs. 2011-2012. For further clarification, see the description at bottom of page 6.

**See note at bottom of page 3 regarding the benchmarks for two-year public institutions.
Representatives from 236 colleges and universities participated in Noel-Levitz’s 2011 national electronic poll of undergraduate recruiting costs. Respondents included 165 four-year private institutions, 49 four-year public institutions, and 22 two-year public institutions. The poll was completed between October 12 and October 28, 2011. Below is a list of institutions that participated.

Four-year private institutions
- Abilene Christian University (TX)
- Andrew College (GA)
- Appalachian Bible College (WV)
- Arcadia University (PA)
- Aurora University (IL)
- Baldwin-Wallace College (OH)
- Baptist Bible College (MO)
- Bellevue University (NE)
- Bennington College (VT)
- Berea College (KY)
- Bethany College (KS)
- Bethel College (IN)
- Biola University (CA)
- Boston University (MA)
- Brevard College (NC)
- Bryan College (TN)
- Bryan LGH College of Health Sciences (NE)
- Bucknell University (PA)
- California Baptist University (CA)
- California College of the Arts (CA)
- California Institute of the Arts (CA)
- Campbell University (NC)
- Campbellsville University (KY)
- Capital University (OH)
- Carroll College (MT)
- Carroll University (WI)
- Cedarville University (OH)
- Central College (IA)
- Chatham University (PA)
- Christian Brothers University (TN)
- Clark University (MA)
- Cleveland Chiropractic College-Kansas City (KS)
- Coe College (IA)
- College Saint Benedict/Saint John’s University (MN)
- Columbia College (SC)
- Columbia University (MO)
- Converse College (SC)
- Curry College (MA)
- Davidson College (NC)
- Defiance College, The (OH)
- DePaul University (IL)
- Dillard University (LA)
- Dominican University (IL)
- Dominican University of California (CA)
- Dowling College (NY)
- East Texas Baptist University (TX)
- Eastern Nazarene College (MA)
- Eckerd College (FL)
- Edgewood College (WI)
- Elizabeth Town College (PA)
- Emmanuel College (GA)
- Evangel University (MO)
- Faith Baptist Bible College and Seminary (IA)
- Franciscan University of Steubenville (OH)
- Gallaudet University (DC)
- God’s Bible School and College (OH)
- Grace Bible College (MI)
- Greenville College (IL)
- Guilford College (NC)
- Heidelberg University (OH)
- Hendrix College (AR)
- Hilbert College (NY)
- Holy Cross College (IN)
- Hope College (MI)
- Houston Baptist University (TX)
- Howard University (DC)
- Immaculata University (PA)
- Indiana Wesleyan University (IN)
- Jacksonville University (FL)
- Juniata College (PA)
- Kentucky Mountain Bible College (KY)
- Keystone College (PA)
- King College (TN)
- Lancaster Bible College (PA)
- Lawrence Technological University (MI)
- Le Moyne College (NY)
- Lenoir-Rhyne University (NC)
- Lesley University (MA)
- LeTourneau University (TX)
- Loyola Marymount University (CA)
- Lyme Academy College of Fine Arts (CT)
- Lynn University (FL)
- Malone University (OH)
- Marist College (NY)
- Maryhurst University (OH)
- Master’s College and Seminary, The (CA)
- Mercyhurst College (PA)
- Meredith College (NC)
- Methodist College of Nursing (IL)
- Methodist University (NC)
- Mid-Atlantic Christian University (NC)
- Milwaukee Institute of Art & Design (WI)
- Milwaukee School of Engineering (WI)
- Mississippi College (MS)
- Missouri Baptist University (MO)
- Montana Bible College (MT)
- Montreat College (NC)
- Mount Mary College (WI)
- Mount Vernon Nazarene University (OH)
- Muskingum University (OH)
- Nebraska Christian College (NE)
- New Hampshire Institute of Art (NH)
- Newman University (KS)
- North Central University (MN)
- North Park University (IL)
- Northland College (WI)
- Northwestern College (IA)
- Northwood University (MI)
- Ohio Northern University (OH)
- Ohio Valley University (WV)
- Oklahoma Baptist University (OK)
- Oral Roberts University (OK)
- Otis College of Art and Design (CA)
- Otterbein University (OH)
- Pace University (NY)
- Park University (MO)
- Pfieffer University (NC)
- Post University (CT)
- Quincy University (IL)
- Rhodes College (TN)
- Robert Morris University (PA)
- Rocky Mountain College (MT)
- Saint Leo University (FL)
- Saint Mary’s College (IN)
- Saint Mary’s University of Minnesota (MN)
- Saint Michael’s College (VT)
- Saint Peter’s College (NJ)
- Samford University (AL)
- Savannah College of Art and Design (GA)
- Seattle University (WA)
- Sewanee: The University of the South (TN)
- Siena Heights University (MI)
- Simmons College (MA)
- Southwestern Adventist University (TX)
- Southwestern Assemblies of God University (TX)
- Spartanburg Methodist College (SC)
- St. Catharine College (KY)
- St. John’s University (NY)
- St. Thomas Aquinas College (NY)
- Sterling College (KS)
- Sweet Briar College (VA)
- Syracuse University Main Campus (NY)
- Texas Wesleyan University (TX)
- Thomas College (ME)
- Tiffin University (OH)
- Unity College (ME)
- University of Dallas (TX)
- University of Denver (CO)
- University of Findlay, The (OH)
- University of Indianapolis (IN)
- University of LaVerne (CA)
- University of Mary (ND)
- University of Richmond (VA)
- University of Rochester (NY)
- University of South Florida Polytechnic (FL)
- University of St. Thomas (TX)
- University of the Pacific (CA)
- University of the Sciences in Philadelphia (PA)
- Valparaiso University (IN)
- Wagner College (NY)
- Wells College (NY)
- Whitworth University (WA)
- William Penn University (IA)
- Wofford College (SC)
- Xavier University (OH)
### Four-year public institutions
- Adams State College (CO)
- Alfred State College, SUNY College of Technology (NY)
- Arizona State University (AZ)
- California State University-Channel Islands (CA)
- Colorado State University (CO)
- Delta State University (MS)
- Emporia State University (KS)
- Illinois State University (IL)
- James Madison University (VA)
- Metropolitan State University (MN)
- Michigan Technological University (MI)
- Midwestern State University (TX)
- Minnesota State University Moorhead (MN)
- Minot State University (ND)
- Missouri University of Science & Technology (MO)
- Missouri Western State University (MO)
- Northern Oklahoma State University (OK)
- Ohio State University Main Campus, The (OH)
- Prairie View A&M University (TX)
- Richard Stockton College of New Jersey, The (NJ)
- Saginaw Valley State University (MI)
- Salisbury University (MD)
- Shepherd University (WV)
- Southern Polytechnic State University (GA)
- State University of New York at Albany (NY)
- State University of New York at Fredonia (NY)
- State University of New York College at Oswego (NY)
- State University of New York College of Technology at Delhi (NY)
- State University of New York, The College at Brockport (NY)
- Texas A&M University - Commerce (TX)
- Texas Tech University (TX)
- Texas Woman's University (TX)
- University of Cincinnati Main Campus (OH)
- University of Connecticut (CT)
- University of Houston - Victoria (TX)
- University of Nebraska at Omaha (NE)
- University of North Dakota Main Campus (ND)
- University of Northern Colorado (CO)
- University of South Carolina Columbia (SC)
- University of South Dakota (SD)
- University of Texas at Arlington, The (TX)
- University of Virginia's College at Wise, The (VA)
- University of Wisconsin-River Falls (WI)
- Utah State University (UT)
- Washburn University (KS)
- West Texas A&M University (TX)
- Western Illinois University (IL)
- Western New Mexico University (NM)
- Western State College (CO)

### Two-year public institutions
- Arizona Western College (AZ)
- Broome Community College (NY)
- Clark State Community College (OH)
- Colorado Mountain College (CO)
- Colorado Northwestern Community College (CO)
- Cuyahoga Community College (OH)
- Edgecombe Community College (NC)
- Gateway Technical College (WI)
- Inver Hills Community College (MN)
- Jones County Junior College (MS)
- Mount Wachusett Community College (MA)
- New Mexico Military Institute (NM)
- Northeastern Junior College (CO)
- Northwest State Community College (OH)
- Oakland Community College (MI)
- Sheridan College (WY)
- Stark State College (OH)
- State Fair Community College (MO)
- West Virginia Northern Community College (WV)
- Western Texas College (TX)
- Williston State College (ND)
- York County Community College (ME)

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**Get another perspective on your recruiting costs**

Readers of this report are invited to contact Noel-Levitz for a complimentary telephone consultation. We’ll listen carefully to your circumstances and offer our outside perspective on your costs based on our research and consulting work with campuses nationwide. To schedule an appointment, contact us at 1-800-876-1117 or ContactUs@noellervitz.com.
Questions about this report?

We hope you found this report to be helpful and informative. If you have questions or would like additional information about the findings, please contact Dr. James Mager, Noel-Levitz associate, at 1-800-876-1117 or jim-mager@noellevitz.com.

About Noel-Levitz and our higher education research

A trusted partner to higher education, Noel-Levitz focuses on strategic planning for enrollment and student success. Our consultants work side by side with campus executive teams to facilitate planning and to help implement the resulting plans.

For more than 20 years, we have conducted national surveys to assist campuses with benchmarking their performance. This includes benchmarking marketing/recruitment and student success practices and outcomes, monitoring student and campus usage of the Web and electronic communications, and comparing institutional budgets and policies. There is no charge or obligation for participating and responses to all survey items are strictly confidential. Participants have the advantage of receiving the findings first, as soon as they become available.

For more information, visit www.noellevitz.com.

Please watch for Noel-Levitz’s next survey of undergraduate recruiting costs in fall 2013.

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