

The Law Admission Profession in 2003

Results From a Survey of Admission Professionals



A Publication of the Law School Admission Council



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Executive Summary

This report on the results of a survey of chief law school admission officers reveals that this relatively new profession is populated by a well-educated, highly skilled group of persons. These professionals report that they are fully integrated into the life of their law schools, are generally well-supported in professional development activities, take a primary role in the evaluation and selection of students, and report directly to the dean or associate dean. Eighty-three percent have graduate or law degrees, and nearly half had experience in law admissions prior to accepting their current positions. Many administer budgets, manage professional and support staffs, blend other administrative responsibilities with their admission work, and participate in faculty meetings.

This snapshot of the law admission profession in 2003 also yielded the following selected findings about admission professionals and their law schools:

- Most law schools support admission officers' professional development through LSAC events and university-sponsored events. A smaller number also provide support for privately sponsored seminars and workshops.
- Two-thirds of admission offices have between 2.5 and 4.5 staff members.
- Virtually all admission committees have faculty members, while 70% include admission professionals and 32% include students.
- Among the 94 schools that provided data, the average recruitment budget exceeds \$100,000.
- Three-quarters of admission professionals participate in budget planning and administration.
- The vast majority of admission officers (91%) are supported by an in-house IT staff.
- Participation in senior-level meetings and law school retreats is directly related to an admission professional's title, which is also true for participation in school committees other than the admission committee.
- Half of the admission professionals have delegated sole authority to admit certain groups of applicants.
- Forty-one percent of respondents reported having student affairs responsibilities in addition to their admission work. This is the most common additional responsibility reported.
- More than half (59%) of the chief admission officers are either associate or assistant deans.
- Nearly one-third of respondents have been in their current positions for 2–5 years and one-fourth have more than 10 years of experience.
- Thirty-eight percent have law degrees and 45% have a graduate degree other than a law degree.
- The median salary for admission professionals falls between \$60,000 and \$70,000 in a range from less than \$40,000 to more than \$100,000.
- Admission professionals agree nearly unanimously about the skills necessary for their success but tend to rate their mastery of certain skills slightly lower than they rate the importance of those skills.

Because the law school admission profession has evolved in recent decades, the Law School Admission Council (LSAC) undertook a survey to learn more about the specifics of the responsibilities, training, and backgrounds of today's admission professionals. Questionnaires were sent to the chief admission officer of LSAC's member schools in the United States and Canada. One hundred fifty-five schools completed the survey, yielding a set of responses that comprehensively represents the complete LSAC membership. This report briefly describes the evolution of the admission professional and presents the key findings of the survey.

The Role of the Admission Professional

The admission professional is a relative newcomer on a law school administrative staff. Historically, one or more faculty members were charged with the responsibility of selecting students, and law schools did little to publicize themselves other than producing a catalog listing their courses and faculty members. At one time, the faculty member conducting the admission process had to calculate each applicant's grade-point average and judge the quality of undergraduate schools as a predictor of law school success based on personal knowledge. Many schools were content to draw students from their town or region, and no one had to contend with national law school rankings.

Interest in admission to law school grew rapidly in the 1970s, fueled by a dramatic increase in the number of women interested in law school. A greater interest in a diverse student body—in the broadest sense—suggested that targeted student recruiting become a priority. At the same time, LSAC began to offer many admission services that made the admission function both more efficient and more challenging as schools had to digest and utilize the barrage of information about their applicants. Advances in technology began to offer the opportunity to communicate easily with prospective students around the country and the world. In addition, competition for the most qualified students grew. As the decade passed, it became increasingly clear that law schools needed a professional administrator to manage the complex process of identifying, recruiting, and enrolling students.

In the 1980s, many law schools hired their first admission professional. Many of the first admission officers' primary responsibility was to process applications for the faculty to evaluate. As admission officers began to develop expertise in the application evaluation process and experience in recruiting students, more and more deans delegated greater authority to make admission decisions on behalf of the school. As it became evident that an in-depth knowledge of the law school's mission, curriculum, and success in the marketplace aided student recruitment, the value of a permanent admission officer grew. A number of admission officers became key members of the policy-making team at many law schools, and a new profession began to develop.

Most schools now employ an admission professional and give that person varying degrees of authority to recruit and admit students. The set of skills necessary to be a successful admission professional has expanded, but continues to emphasize the personal qualities useful to anyone dealing with external and internal constituencies, especially an ability to interact with prospective students, prelaw advisors, law school faculty and administrators, and alumni. In addition, admission professionals must also be knowledgeable about budgets, information systems, databases, and spreadsheets. They supervise staff and often oversee other law school departments such as student affairs and career services. The job description and required skills of admission professionals are regularly refined as the scope of their work expands. While faculty members continue to be fully engaged in file evaluation and admission policy, most law schools have come to depend on an admission professional to create and sustain a marketing strategy, file-evaluation process, and yield activities that result in a highly qualified and diverse student body.

With this background in mind, LSAC decided to take this portrait of the admission profession as it exists in 2003.

Survey Results

The Professional Issues Subcommittee of LSAC’s Services and Programs Committee designed and distributed a survey in January 2003 to solicit information from admission professionals about the status of their profession. Included in this report are the compiled results of the survey questions, along with some general observations about the data. The subcommittee intends this report to provide deans, faculty, and admission professionals with a “snapshot” of the profession in 2003.

The 155 law schools that responded to the survey look much like the total LSAC membership in terms of public/private affiliation and represent the full range of law schools in terms of size and geographic distribution.

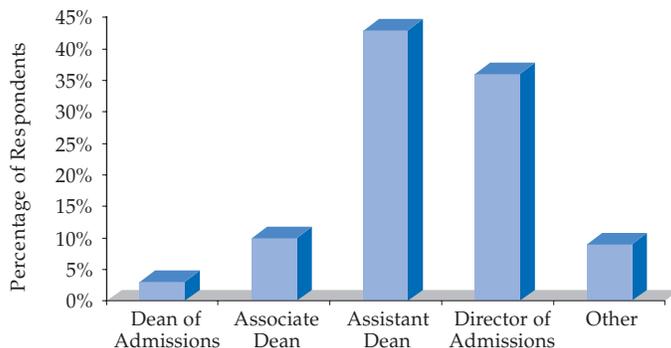
Please refer to Appendix I, page 14, for a more complete statistical description of the schools that responded to the survey. Survey questions and the complete survey data set are included in Appendix II, page 17. Appendix III, page 27, provides many cross-tabulation tables not discussed elsewhere in this report.

Admission Professionals—Who Are They?

Job Titles

The job titles of the chief admission officer generally range from associate dean to director of admissions. A few hold titles different than the primary categories listed in Figure 1.

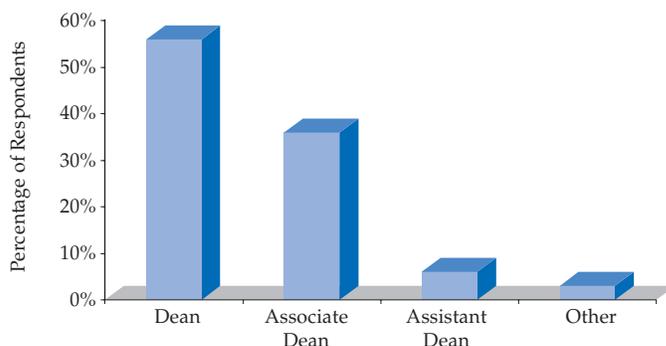
FIGURE 1. *Titles of Respondents*



Supervision

Either the dean (56%) or an associate dean (36%) of the law school directly supervises admission professionals at nearly all law schools.

FIGURE 2. *Supervisor of Chief Admission Officer*



Experience

Each year approximately 100 new law school faculty and staff members participate in the LSAC Newcomers Workshop. The turnover in admission committees and admission office staffs is reflected in the data from the survey. Although more than one-fourth of the respondents are seasoned professionals who have worked more than 10 years in admissions, many chief admission officers are relatively new to their positions.

Half of the respondents brought experience in law school admission to their current position. A significant percentage also brought admission experience in graduate, other professional, or undergraduate schools. It appears that some law schools are willing to hire persons with the right set of skills and personal qualities to become successful admission professionals rather than expecting them to bring direct law school experience to the job. Table 1 contains data about the levels of prior experience in law school or university administration among admission professionals.

TABLE 1. *Years of Experience in Each Area Listed—Prior to Beginning Current Position*

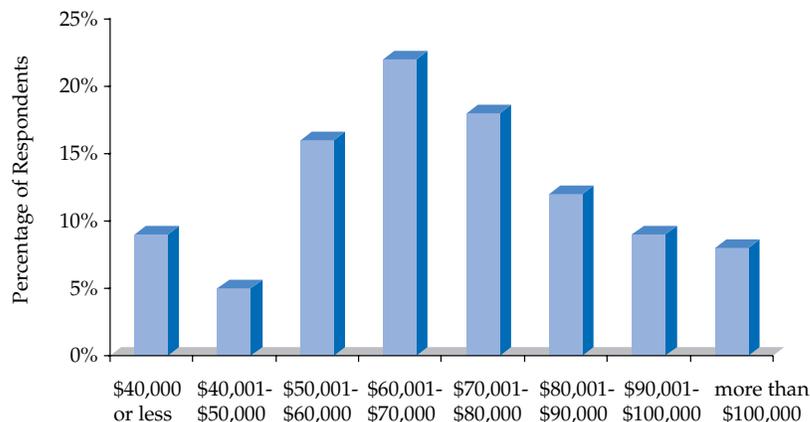
	Law Admissions		Other Admission Areas		Other Areas of Law School		Other Areas of the University	
No experience	71	50.00%	60	54.10%	66	62.90%	61	63.50%
Less than 1 year	4	2.80%	4	3.60%	2	1.90%	2	2.10%
1–2 years	10	7.00%	8	7.20%	5	4.80%	7	7.30%
2–5 years	25	17.60%	11	9.90%	12	11.40%	8	8.30%
5–10 years	16	11.30%	13	11.70%	13	12.40%	11	11.50%
More than 10 years	16	11.30%	15	13.50%	7	6.70%	7	7.30%
Total responses	142	100.00%	111	100.00%	105	100.00%	96	100.00%

When comparing titles with years of experience, 44 percent of directors of admission have less than a year of service in their current position. Among assistant deans/deans of admissions, 54 percent have between 5 and 10 years of service, and 82 percent of those with more than 10 years of service are either assistant deans or directors of admission.

Salaries

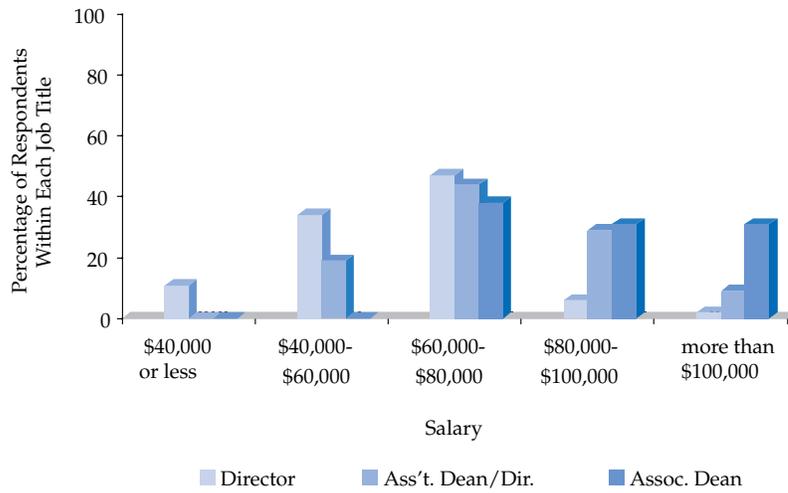
Figure 3 shows the distribution of salary levels among survey respondents. The median salary for the chief admission officer represented by these data is within the \$60,000 to \$70,000 range. Canadian law schools reported salary figures in U.S. dollars, and their figures are included in salary data.

FIGURE 3. *Distribution of Reported Salaries*



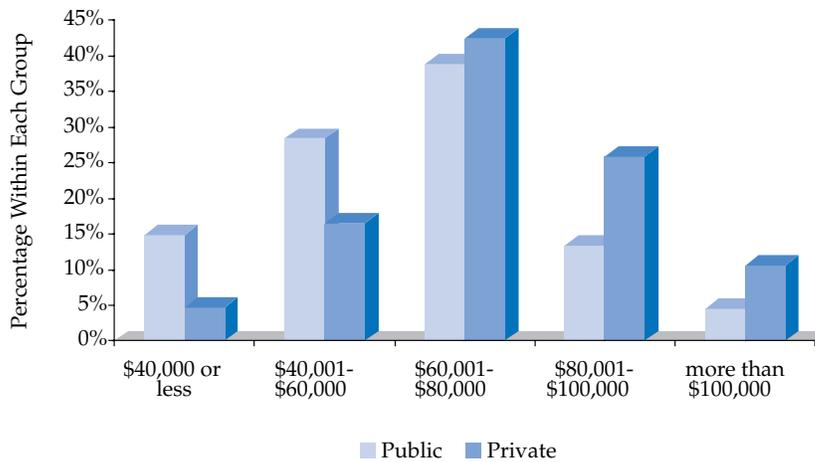
As expected, there is a direct relationship between job title and salary: all respondents who hold the title of associate dean earn salaries greater than \$60,000, with 63 percent of them earning more than \$80,000. Seventy-three percent of assistant deans/deans of admissions earn more than \$60,000.

FIGURE 4. *Relationship Between Job Title and Salary*



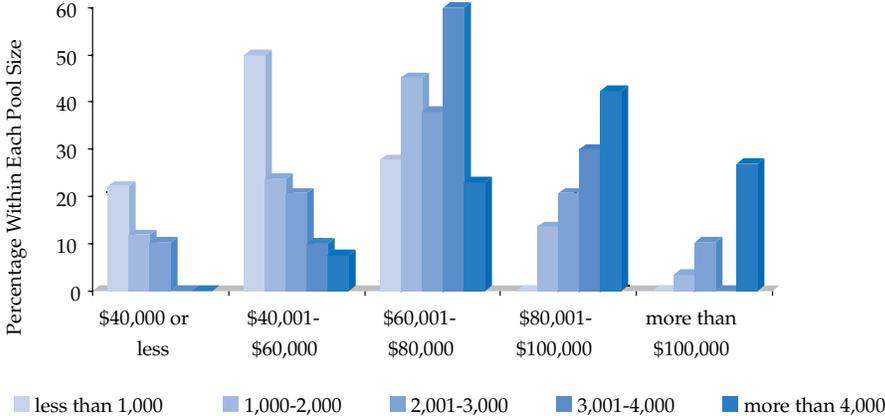
In general, private schools pay more than public schools. Specifically, 71 percent of the schools that pay in the lowest salary range are public, while 75 percent of the schools whose pay is in the highest range are private.

FIGURE 5. *Relationship of Salary to Governance*



The following figure illustrates the relationship between salary and applicant volumes. In general, schools with greater applicant volumes pay higher salaries.

FIGURE 6. Relationship Between Size of Applicant Pool and Salary



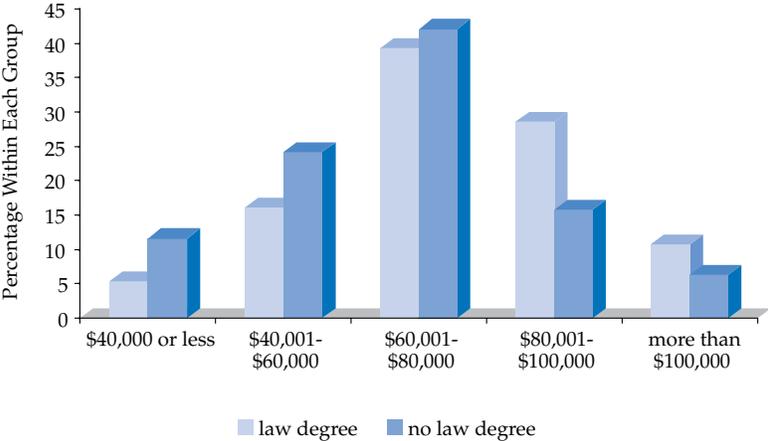
Advanced Degrees

There is a perception that many law schools now require their newly-hired admission professionals to have earned a law degree. However, the survey data show that only 12 percent of schools require a law degree, while 39 percent have a preference for a law degree in their job postings, and 48 percent have no requirement or preference.

Thirty-eight percent of respondents have law degrees. Forty percent of public school admission professionals have a J.D. and 36 percent of private school admission professionals have earned a law degree. Of those with a J.D., 21 percent are associate deans, 53 percent are assistant deans/deans of admission, and 21 percent are directors.

Figure 7 shows the comparison of salaries for admission professionals with and without a law degree.

FIGURE 7. Relationship of Salary to Law Degree

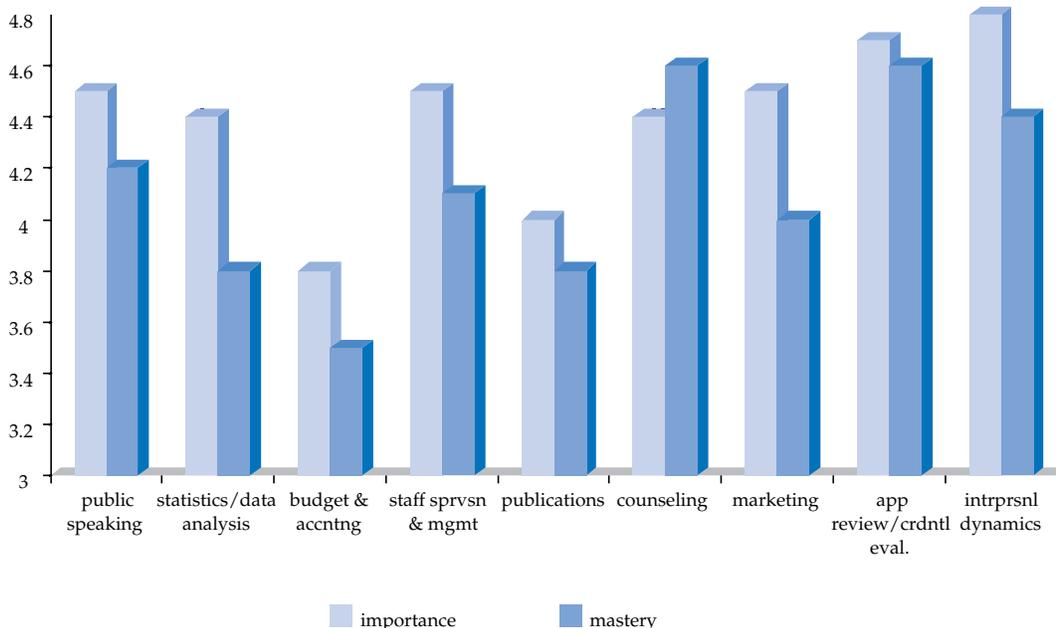


Admission Professionals—Skills and Responsibilities

Skills

The survey asked respondents to rate a set of skills—public speaking, data analysis, budget, staff supervision, publication management, counseling, marketing, application review, and interpersonal dynamics—that are important for the success of an admission professional, as well as their own perception of their level of mastery of those skills. Every skill was rated at least of greater-than-average importance, and most respondents also rated their mastery of each skill as higher than average.

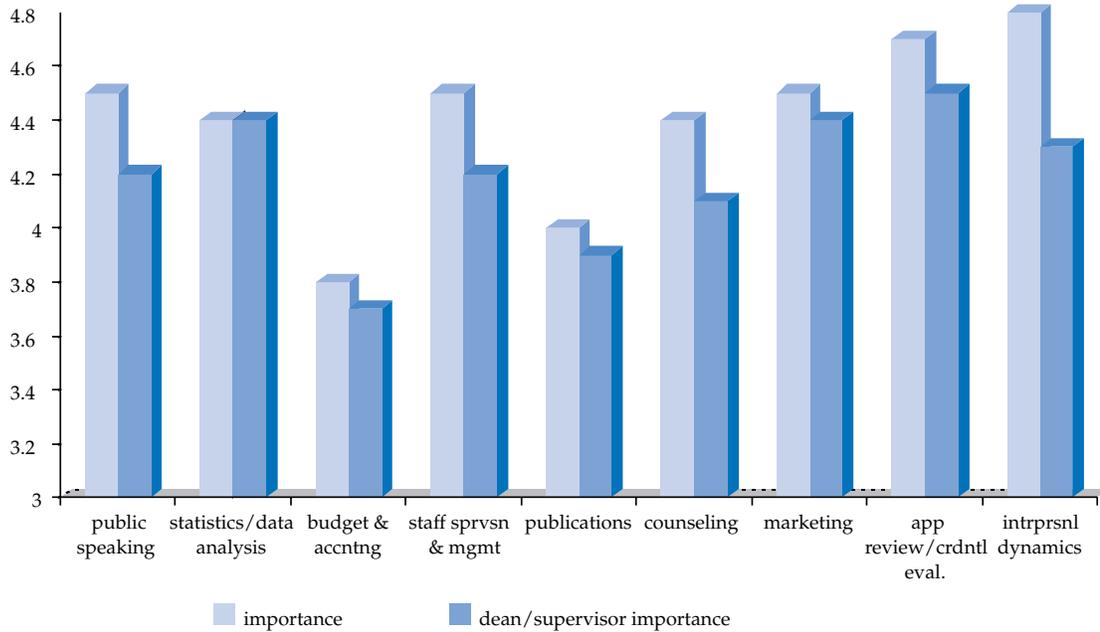
FIGURE 8. Admission Professional Ratings of Skill Importance and Skill Mastery



Respondents reported that budgeting and accounting and publications are the least important, but not unimportant, skills in the list. The most important are interpersonal dynamics and application review and credential evaluation. Admission professionals rate their mastery of skills lower than they rate the importance of each, with one exception—they rate their mastery of advising and counseling higher than its level of importance. This suggests that admission professionals believe they need to strengthen their skills in some critical areas.

There are some minor differences between what skills admission professionals think are important and what they think their deans believe is important. In general, other than the area of statistics and data analysis, most admission professionals believe their deans would rate the skills they need as lower in importance than the admission officers rate them.

FIGURE 9. Admission Professional Ratings of Skill Importance vs. Their Perception of Dean/Supervisor Importance



Application Review and Evaluation

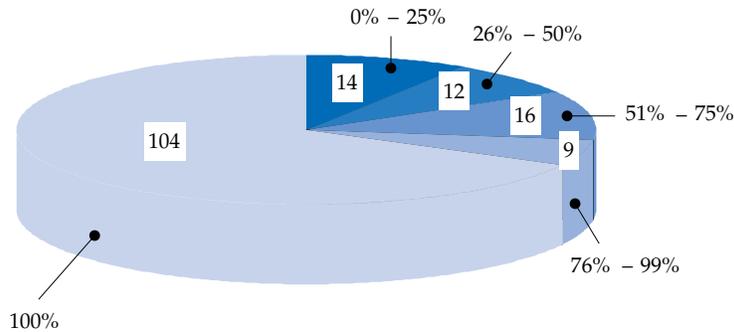
The authority granted to admission professionals to evaluate files and admit applicants is distributed as follows.

TABLE 2. Authority to Evaluate and Admit Applicants

	Number of Schools	Percent of Respondents
Full authority	48	31%
Delegated authority within a set range	74	48%
No authority separate from an admission committee	23	15%
Other	10	7%

Figure 10 shows the percentage of applications that receive full-file review by the admission office staff. Note that this review does not necessarily preclude additional review by an admission committee.

FIGURE 10. Percentage of Applicants on which a Full-File Review is Done by Admission Office Staff (with number of schools shown in slices)



Only 12 percent of responding schools report that the admission committee conducts a full-file review of all applications. The majority of schools (51%) have between 10 percent and 50 percent of their files read by the admission committee. At three schools, the admission committee does not perform file review.

When the survey was distributed, there was concern about whether understaffed admission offices could maintain their levels of full-file review in the face of the recent dramatic increase in applicant volume. The survey asked whether respondents agreed with the following statement: *We are unable to conduct full-file review for the range of applications that we feel appropriate due to the level of staffing available in the admission office.* Responses indicate that schools have been able to maintain their previous levels of full-file review despite the volume increase.

TABLE 3. *Inadequate Level of Staffing to Maintain Full-File Review for Range of Applicants*

Response	Number of Schools	Percent of Respondents
Strongly Agree	7	5%
Agree	16	11%
Somewhat Disagree	42	28%
Strongly Disagree	88	58%

Responsibilities Other Than Admission

Admission professionals also have responsibilities in many other areas of the law school. See Appendix II, page 24, for a full list of the responsibilities of the admission professionals who perform a variety of tasks outside of the admission function. Nearly 62 percent (96) of the survey respondents combine their admission role with another area of the law school. Student affairs is the most frequently reported additional responsibility (41 percent), followed by career services (12 percent), alumni relations (12 percent), and development (9 percent).

Budgets

Law schools appear to be vesting responsibility for budgetary matters in the admission professional. Nearly three-fourths of the chief admission officers participate in annual budget discussion for their offices, and 77 percent of respondents administer those budgets.

Admission Professionals—Status in the Law School

The status of the admission professional in a law school can be judged in part by the degree to which the individual participates in law school policy-making and in the number of services other than admission that the admission professional oversees. The survey reveals that the majority of admission professionals attend faculty meetings and other senior-level meetings and retreats. Additionally, many admission professionals serve on law school committees other than the admission committee.

Participation in Senior-Level Meetings

In general, the more senior a staff person's title, the more likely the incumbent is to participate in senior-level meetings. Data on the number of admission office staff who are included in senior-level meetings are presented in Table 4. These data include all professional admission staff, not just the chief admission officer; thus the total number of "yes" responses is greater than the number of surveys returned.

TABLE 4. *Job Title and Participation in Senior-Level Meetings*

Job Title	Number of Schools Responding "yes"	Percent of Schools Responding "yes"
Associate/ Assistant Dean	111	76%
Director	57	42%
Associate Director	12	10%
Assistant Director	19	15%

Service on Law School Committees

A similar relationship is seen regarding service on other law school committees.

TABLE 5. *Job Title and Participation in Committees Other Than Admission*

Job Title	Number of Schools Responding "yes"	Percent of Schools Responding "yes"
Associate/ Assistant Dean	93	65%
Director	57	41%
Associate Director	14	11%
Assistant Director	10	14%

Admission Professionals—Tools and Resources

The survey explored the resources available to admission professionals—technology support, professional development, recruitment budgets, and staffing.

Support for Professional Development

When it comes to support for professional development, most law schools provide funding or release time for admission professionals to pursue continuing education and training.

TABLE 6. *Law School Funding for Professional Development*

Type of Program	Number of Schools Responding ‘yes’	Percent of Schools Responding “yes”
1. LSAC annual meeting	152	99%
2. University-sponsored events	141	93%
3. LSAC summer workshop	134	88%
4. Tuition remission for university courses	121	81%
5. Privately sponsored events	109	75%
6. Flexible schedules to enroll in school	98	69%

Twelve percent of respondents reported that their school offers administrative leaves or sabbaticals for admission professionals.

Support for Technology Needs

The survey asked how the admission office’s technology needs are supported (all applicable sources of support were indicated by individual respondents). Respondents reported no uniform system to manage applicant pools, although 90 percent of schools do use either Admit-M or another data management system. The other 10 percent use spreadsheets or other means for data management.

TABLE 7. *Support for Technology Needs*

Type of Support	Number of Schools	Percent of Respondents
IT staff/department in the law school	141	91%
IT staff/department at the university	62	40%
Admission office staff	50	32%

Recruitment Budgets

Schools vary widely in the amount of money they commit to student recruiting. Respondents offered the following data on their recruiting budgets (including travel, publications, special programs, and other marketing efforts).

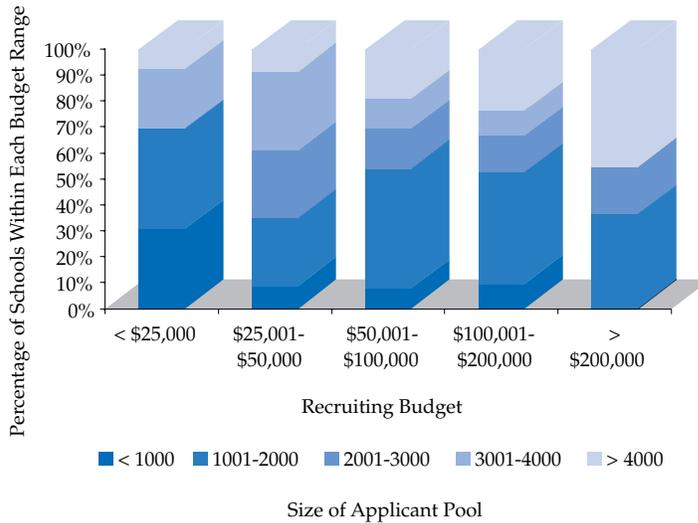
TABLE 8. *Recruiting Budget*

Recruiting Budget	Number of Schools	Percent of Respondents
\$25,000 or less	13	14%
\$26,000 through \$50,000	23	25%
\$51,000 through \$100,000	26	28%
\$101,000 through \$200,000	21	22%
\$201,000 through \$300,000	8	9%
\$301,000 through \$450,000	3	3%

Only 60 percent of responding schools provided specific recruitment budget information. Nearly two-thirds of those respondents have budgets of less than \$100,000. Not surprisingly, private schools have larger recruitment budgets than public schools. For example, 69 percent of the schools with a recruitment budget of \$25,000 or less are public schools and 91 percent of the schools with a budget of \$200,000 or more are private schools.

Not surprisingly, there is a strong relationship between the size of applicant pool and recruiting budget.

FIGURE 11. *Relationship Between Applicant Pool Size and Recruiting Budget*



Staffing

Among admission professionals, it is generally accepted that admission offices are understaffed, particularly in light of the dramatic applicant volume increase that began in 2001. The survey asked respondents how they would use additional staff if available. The two categories receiving highest priority are post-admission recruiting and additional clerical support. It is worth noting that the survey was administered before the Supreme Court’s decision in *Grutter v. Bolinger*. That decision essentially mandates full review of all files for schools that consider race and ethnicity as an admission factor. It is possible that “full file review” would garner more responses were the survey administered today.

Figure 12 portrays the distribution of full-time staff in respondents’ schools, and Figure 13 shows how schools would prioritize the use of additional staff.

FIGURE 12. *Distribution of Full-Time Staff*

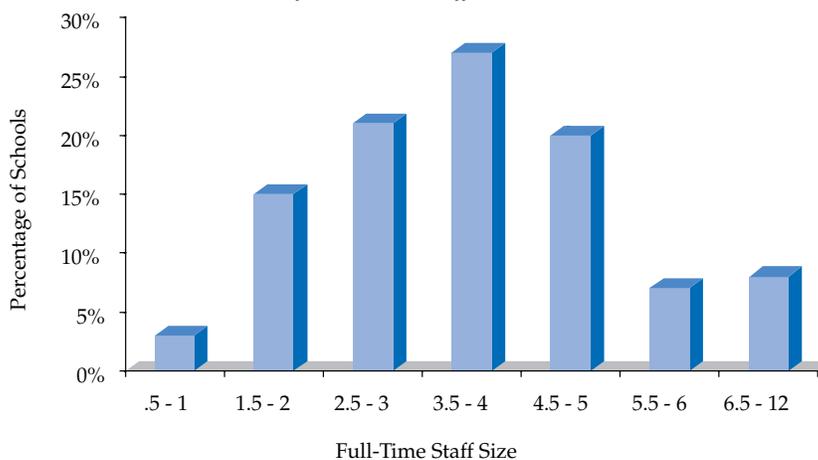
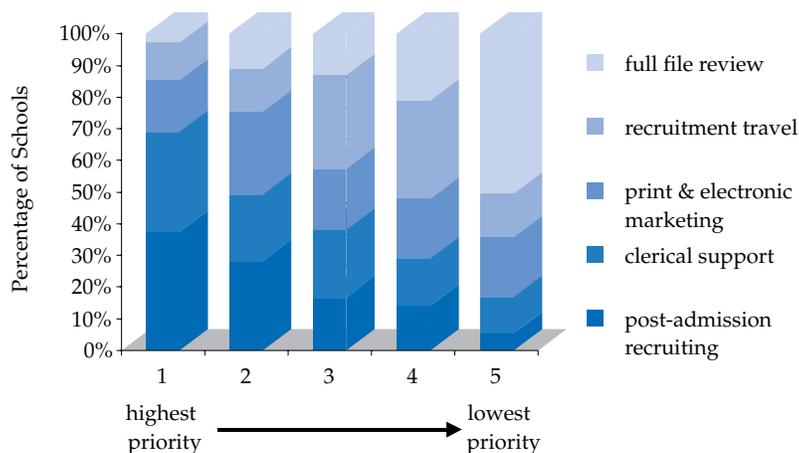


FIGURE 13. *Prioritization of How an Admission Office Might Use Additional Staff*



In general, private schools employ larger admission staffs. Eighty-two percent of schools with 2 or fewer staff members are public. Sixty-seven percent of staff numbering 4.25–5 are in private schools. More than three-fourths of the largest staffs—more than 5 employees—are also private.

As would be expected, the size of the admission staff is related to the size of the applicant pool. Seventy-seven percent of schools with fewer than 1,000 applicants have 2 or 3 staff members; 33 percent of schools with 1,000–2,000 applicants have either 3 or 4 staff members; and 33 percent of schools with 2,000–3,000 applicants also have 3 or 4 staff members. Seventy-three percent of schools with a staff of 5 or more have more than 4,000 applicants. (For complete data, please see the table at the top of page 29.)

Appendix I. Participating Schools

More than three-quarters of LSAC member schools responded to the survey. Because the responses are anonymous, it is not possible to identify or follow up with schools that did not respond. However, with 155 (77 percent) member schools participating, the survey results offer representative information that reflects the variety of law schools in the LSAC membership.

A. Respondents compared to LSAC membership

Table 1 compares survey participants with all LSAC-member schools in several important characteristics.

TABLE 1. *A Comparison of Schools That Participated in the Survey With the Full LSAC Membership*

	Study Participants		Full LSAC Membership	
	N	%	N	%
Size of Applicant Pool				
< 1,000	19	12.3	45	22.4
1,000–2,000	59	38.1	65	32.3
2,001–3,000	30	19.4	42	20.9
3,001–4,000	20	12.9	20	10
4,001–5,000	12	7.7	13	6.5
5,001–6,000	5	3.2	5	2.5
> 6000	10	6.5	11	5.5
Total	155	100	201	100
Size of First-Year Class				
< 100	5	3.2	9	4.5
100–150	26	16.8	26	12.9
151–200	39	25.2	45	22.4
201–205	33	21.3	42	20.9
251–300	21	13.6	27	13.4
301–350	15	9.7	18	9
351–400	7	4.5	9	4.5
>401	9	5.8	25	12.4
Total	155	100	201	100
Governance				
Public	68	43.9	93	46.3
Private	87	56.1	108	53.7
Total	155	100	201	100

B. Law School Governance

The distribution between private and public law schools among responding law schools is 56 percent to 44 percent. Half of the private law schools are in an urban setting, with two-thirds of public law schools in a rural/suburban location. When comparing the applicant volume of these schools, 40 percent of public schools and 60 percent of private schools have applicant pools larger than 2000. On average, private schools have larger applicant pools, as the following table illustrates.

TABLE 2. Applicant Volumes at Public and Private Schools

Number of Applicants	Public Schools		Private Schools	
	#	%	#	%
Fewer than 1,000	10	15	9	10
Between 1,000–2,000	27	40	32	37
Between 2,001–3,000	12	17	18	21
Between 3,001–4,000	8	12	12	14
Greater than 4,000	11	15	16	18

C. Size of Applicant Pools and Enrollments

There is a direct correlation between the number of students in the first-year class and applicant volume. Nearly two-thirds of schools with classes larger than 200 are in the 2,000–3,000-applicant volume range and 85 percent of schools with 3,000–4,000 applicants have first-year classes of more than 200 students.

D. Location

Responding schools were divided into LSAC-designated regions. Table 3 contains information about the number of schools in each region.

TABLE 3. Regional Locations of Law Schools

	Number of Schools	Percent of Respondents
Northwest (AK, OR, WA)	6	4
Far West (CA, HI, NV)	18	12
Mountain West (AZ, CO, ID, MT, NM, UT, WY)	9	6
Midwest (IA, KS, MO, NE, ND, SD)	9	6
South Central (AR, LA, OK, TX)	13	8
Great Lakes (IL, IN, MI, MN, OH, WI)	28	18
Mid South (DE, KY, MD, NC, TN, VA, WV)	21	14
Southeast (AL, GA, FL, MS, SC)	15	10
Northeast (NJ, NY, PA)	19	12
New England (CT, MA, ME, NJ, RI, VT)	10	7
Canada	7	5

Note: In reporting location relative to the various other categories, these regions were collapsed into five main geographical divisions. The LSAC-designated regions as listed in the table are contained in the following survey regions.

1. West (Northwest, Far West, and Mountain West)
2. South (South Central, Mid-South, and Southeast)
3. Central (Midwest and Great Lakes)
4. East (Northeast and New England)
5. Canada

These categories are used in some cross-tabular analyses found in Appendix III, page 28.

Appendix II. Survey Data

LAW SCHOOL ADMISSION COUNCIL
2003 SURVEY ON THE STATUS OF THE ADMISSION PROFESSION
Professional Issues Subcommittee
LSAC Services and Programs Committee

1. How important do you feel each of the following skills is for success in your current position?

	Extremely Important				Not At All Important			
	5	4	3	2	1			
a. public speaking	94 61.0%	49 31.8%	11 7.1%	0 0.0%	0 0.0%			
b. statistics & data analysis	78 50.3%	68 43.9%	9 5.8%	0 0.0%	0 0.0%			
c. budget & accounting	38 24.5%	65 41.9%	39 25.2%	10 6.5%	3 1.9%			
d. staff supervision & mgmt	91 58.7%	57 36.8%	5 3.2%	1 0.7%	1 0.7%			
e. publications (writing, editing)	53 34.2%	57 36.8%	40 25.8%	4 2.6%	1 0.7%			
f. counseling & advising	88 56.8%	50 32.3%	13 8.4%	3 1.9%	1 0.7%			
g. marketing & promotion	82 52.9%	61 39.4%	12 7.7%	0 0.0%	0 0.0%			
h. app review/credential eval	119 76.8%	29 18.7%	7 4.5%	0 0.0%	0 0.0%			
i. interpersonal dynamics	118 76.6%	34 22.1%	2 1.3%	0 0.0%	0 0.0%			
j. Other*	13 8.4%							

Total Respondents = 155

*Other:

- Organization/time management (2)
- Leadership
- Integrity (2)
- Ability to educate deans/faculty
- Creativity
- Organization, promotion of prelaw activities, event planning
- Strategic planning
- Computer skills

2. Rate your level of mastery of the following skills.

	Highly Skilled			Need Improvement		
	5	4	3	2	1	
a. public speaking	55 35.5%	70 45.2%	30 19.4%	0 0.0%	0 0.0%	
b. statistics & data analysis	33 21.3%	66 42.6%	47 30.3%	7 4.5%	2 1.3%	
c. budget & accounting	22 14.3%	54 35.1%	59 38.3%	13 8.4%	6 3.9%	
d. staff supervision & mgmt	48 31.0%	76 49.0%	28 18.1%	3 1.9%	0 0.0%	
e. publications (writing, editing)	40 25.8%	54 34.8%	51 32.9%	6 3.9%	4 2.6%	
f. counseling & advising	102 66.2%	46 29.9%	6 3.9%	0 0.0%	0 0.0%	
g. marketing & promotion	42 27.3%	77 50.0%	30 19.5%	4 2.6%	1 0.7%	
h. app review/credential eval	98 63.2%	49 31.6%	8 5.2%	0 0.0%	0 0.0%	
i. interpersonal dynamics	77 49.7%	66 42.6%	11 7.1%	1 0.7%	0 0.0%	
j. Other*	11 7.1%					

Total Respondents = 155

*Other:

- Organization/time management
- Patience
- Integrity (2)
- Ability to educate deans/faculty
- Creativity
- Organization, promotion of prelaw activities, event planning
- Integrity
- Strategic planning
- Computer skills

3. How important do you feel your dean or supervisor considers each of the following skills for success in your position?

	Extremely Important				Not At All Important					
	5	4	3	2	1					
a. public speaking	69	45.7%	54	35.8%	24	15.9%	3	2.0%	1	0.7%
b. statistics & data analysis	77	50.7%	55	36.2%	17	11.2%	3	2.0%	0	0.0%
c. budget & accounting	46	30.1%	42	27.5%	41	26.8%	21	13.7%	3	2.0%
d. staff supervision & mgmt	69	45.4%	54	35.5%	25	16.5%	4	2.6%	0	0.0%
e. publications (writing, editing)	47	30.7%	55	36.0%	42	27.5%	6	3.9%	3	2.0%
f. counseling & advising	72	47.4%	38	25.0%	28	18.4%	11	7.2%	3	2.0%
g. marketing & promotion	88	57.5%	48	31.4%	13	8.5%	4	2.6%	0	0.0%
h. app review /credential eval	97	63.8%	33	21.7%	17	11.2%	5	3.3%	0	0.0%
i. interpersonal dynamics	72	47.4%	55	36.2%	21	13.8%	4	2.6%	0	0.0%
j. Other	7	4.6%								

Total Respondents = 153

*Other:

- Organization/time management
- Creativity
- Integrity
- Strategic planning
- Computer skills

4. Does your school support (with funding, release time, etc.) you in any of the following ways?

	Yes	No
a. Attendance at LSAC Annual Meeting	152	99.4%
b. Attendance at LSAC Summer Regional Workshops	134	88.2%
c. Participation in univ-sponsored professional development	141	92.8%
d. Participation in privately sponsored seminars, workshops	109	74.7%
e. Permission to work flexible schedule to enroll in school	98	69.0%
f. Staff benefits providing tuition remission for univ courses	121	81.2%
g. Other*	6	3.9%

Total Responses = 153

*Other:

- Merit pay
- Tuition remission for my children

5. LSAC subsidizes all educational programs except the advanced training workshops. Does the law school's share of the cost (registration fee, travel, subsistence or other expenses) of attending educational programs prevent your school from participating in the:

	Yes	No
Annual Meeting	24	15.8%
Newcomers Workshop	22	14.6%
Summer Regional Workshops	29	19.6%
Advanced Workshops	31	22.3%

Total Responses = 152

Section II: Staffing and Resource

1. Type of Institution

	Public		Private	
	68	43.9%	87	56.1%

Total Responses = 155

2. Campus Description

	Rural		Suburban		Urban	
	15	9.8%	50	32.7%	88	57.5%

Total Responses = 153

3. Size of your applicant pool

Fewer than 1,000	19	12.3%
1,000–2,000	59	38.1%
2,001–3,000	30	19.4%
3,001–4,000	20	12.9%
4,001–5,000	12	7.7%
5,001–6,000	5	3.2%
6,001 or greater	10	6.5%

Total Responses = 155

4. Size of your first-year class

Fewer than 100	5	3.2%
100–150	26	16.8%
151–200	39	25.2%
201–250	33	21.3%
251–300	21	13.6%
301–350	15	9.7%
351–400	7	4.5%
401 or greater	9	5.8%

Total Responses = 155

5. Where is your law school located?

Northwest (AK, OR, WA)	6	3.9%
Far West (CA, HI, NV)	18	11.6%
Mountain West (AZ, CO, ID, MT, NM, UT, WY)	9	5.8%
Midwest (IA, KS, MO, NE, ND, SD)	9	5.8%
South Central (AR, LA, OK, TX)	13	8.4%
Great Lakes (IL, IN, MI, MN, OH, WI)	28	18.1%
Mid South (DE, KY, MD, NC, TN, VA, WV)	21	13.6%
Southeast (AL, GA, FL, MS, SC)	15	9.7%
Northeast (NJ, NY, PA)	19	12.3%
New England (CT, MA, ME, NH, RI, VT)	10	6.5%
Canada	7	4.5%

Total Responses = 155

6. How many full-time equivalent staff are employed by your law school in the admission office?

Total Full-time Equivalent Staff:		
One-half to one	4	2.6%
One and one-half to two	23	14.9%
Two and one-quarter to three	32	20.8%
Three and one-half to four	42	27.3%
Four and one-half to five	31	20.1%
Five and one-half to six	10	6.5%
Six and one-third to twelve	12	7.8%

Total Responses = 154

Of the total number of staff in the admission office, please list the total number of professional and support staff.

Total Professional Staff:			Total Support Staff:		
One-half to One	36	23.5%	One-half to One	45	29.6%
One and one-half to Two	63	41.2%	One and one-third to Two	63	41.4%
Two and one-third to Three	43	28.1%	Two and one-half to Three	32	21.1%
Three and one-half to Four	8	5.2%	Three and one-half to Four	6	3.9%
Five	3	2.0%	Five	1	0.7%
			Six	3	2.0%
			Seven	2	1.3%

Total Responses = 153

Total Responses = 152

7. Who currently serve as members of your admission committee? (Since more than one response can be entered, the total percentage will not add up to 100).

Faculty	151	97.4%
Deans	62	40.0%
Admission Office Professional Staff	108	69.7%
Students	50	32.3%
Alumni	2	1.3%
Other	8	5.2%

Total Responses = 155

Other:

- Full-time clinical faculty
- Hired alumnae, part-time readers—not a member of the committee but summarize files for the admission committee
- Director of Diversity Services
- Director of Student and Minority Affairs

8. Does the composition of the committee change from year to year in terms of the sorts of members listed in question 6?

Yes	32	20.6%
No	123	79.4%

Total Responses = 155

9. What percentage of your applications receive a full-file review by admission office staff?

0 Percent	9	5.8%
1 to 10%	0	0.0%
11-25%	5	3.2%
26-50%	12	7.7%
51-75%	16	10.3%
76-99%	9	5.8%
100 Percent	104	67.1%

Total Responses = 155

... by members of the Admission Committee:

0 Percent	3	2.0%
1 to 10%	19	12.4%
11-25%	36	23.5%
26-50%	42	27.5%
51-75%	26	17.0%
76-99%	8	5.2%
100%	19	12.4%

Total Responses = 153

10. Please indicate your level of agreement or disagreement with the following statement.

We are unable to conduct full-file reviews for the range of applications that we feel appropriate due to the level of staffing available in the admission office.

Strongly Agree	7	4.6%
Agree	16	10.5%
Somewhat Disagree	42	27.5%
Strongly Disagree	88	57.5%

Total Responses = 153

11. If additional staffing resources were made available to your office, please rank order how you would deploy them.

	1	2	3	4	5	Total
Additional full-file review	3 3.1%	12 12.2%	14 14.3%	21 21.4%	48 49.0%	98
Increased recruitment travel	13 12.5%	15 14.4%	32 30.8%	31 29.8%	13 12.5%	104
Post-admission recruiting	41 37.6%	31 28.4%	18 16.5%	14 12.8%	5 4.6%	109
Increased print & electronic mktg	18 17.1%	29 27.6%	21 20.0%	19 18.1%	18 17.1%	105
Additional clerical support	35 32.7%	23 21.5%	23 21.5%	15 14.0%	11 10.3%	107

12. Please indicate the approximate size of your recruitment budget. Please include resources available for travel, publications, special programs, and other marketing efforts.

\$25,000 or less	13	13.8%
\$26,000 through \$50,000	23	24.5%
\$51,000 through \$100,000	26	27.7%
\$101,000 through \$200,000	21	22.3%
\$201,000 through \$300,000	8	8.5%
\$301,000 through \$450,000	3	3.2%

Total Responses = 94

Do not know budget amount	21	41.2%
No budget is specifically earmarked for recruitment	30	58.8%

Total Responses = 51

13. Do you participate in annual budget discussions for the admission office?

Yes	112	73.7%
No	40	26.3%

Total Responses = 152

14. Are you accountable for administering the budget of the admission office?

Yes	116	77.3%
No	34	22.7%

Total Responses = 150

15. How are your technology needs supported? Check all that apply:

IT staff/department in the law school	141	91.0%
Staff in the admission office	50	32.3%
IT staff/department at the university	62	40.0%
Other	11	7.1%

Total Respondents = 155

16. What system do you use to track your inquiries, applicants, and matriculants?

Admit-M	67	43.2%
Other database	72	46.5%
Spreadsheets	3	1.9%
Other*	13	8.4%

Total Responses = 55

*Other:

- University mainframe (2)
- Banner (6)
- PeopleSoft, Access, Excel (4)
- OLSAS (Ontario Law School Application Service) (2)
- AOP (2)
- SIS (2)
- Developed in-house by College of Law IT staff (2)

Section III: The Admission Professional's Role in the Law School

1. Does any admission staff attend senior level meetings and/or retreats?

	Yes		No		N/A		Total
Associate/ Assistant Dean	111	76.0%	6	4.1%	29	19.9%	146
Director	57	41.9%	38	27.9%	41	30.2%	136
Associate Director	12	9.8%	36	29.5%	74	60.7%	122
Assistant Director	19	15.0%	58	45.7%	50	39.4%	127

2. Do you attend faculty meetings?

Yes	88	58.7%
No	62	41.3%

Total Responses = 150

3. Does any of the following admission staff participate in any school committees beyond an admission committee?

	Yes		No		N/A		Total
Associate/ Assistant Dean	93	64.6%	21	14.6%	30	20.8%	144
Director	57	40.7%	44	31.4%	39	27.9%	140
Associate Director	14	11.1%	44	34.9%	68	54.0%	126
Assistant Director	19	14.7%	59	45.7%	51	39.5%	129

4. What level of authority do you have in evaluating and admitting applicants?

Full Authority	48	31.0%
Delegated authority for files within a set range	74	47.7%
No authority separate from an admission committee	23	14.8%
Other*	10	6.5%

Total Responses = 155

*Other:

Ex officio member of committee—my opinion counts

Chair committee and make recommendations, vote

Evaluate all and provide recommendation for committee review

The chair and I must agree on each file and, in combination, we have full authority for files within a set range.

Evaluating—full authority, admitting—advisory capacity

Something between full authority and delegated because the admission committee has veto power but seldom use it

With direction and some decisions from Dean and Faculty Admissions Committee

I select all files that will be reviewed by the Admissions Committee and I have a vote in scoring of files

5. Do you do any of the following:

	Yes		No		Total
a. Control law school recruitment activities and budget?	130	85.0%	23	15.0%	153
b. Have authority to establish new recruitment and conversion initiatives?	143	92.9%	11	7.1%	154
c. Supervise recruitment publications?	133	85.8%	22	14.2%	155
d. Have input on other publications not directly associated with admission?	74	48.1%	80	52.0%	154

6. In addition to your admission responsibilities, in what other areas of the law school do you work?

Career Services	12	12.5%
Alumni Relations	12	12.5%
Development	9	9.4%
Student Affairs	39	40.6%
Other*	68	70.8%

Total Respondents = 96

*Other:

Director of International LLM Program/Scholarship Manager (2)

Faculty (5)

Financial aid (3)

Housing

Coach moot court team

General dean's office decision-making (2)

Orientation

Marketing (3)

Website management (2)

Records/Registrar (6)

Scheduling

Liaison with several university offices

ADA

Academic support (2)

Assistant to the dean—administrative role (20)

Communications

Other administrative responsibilities (3)

Diversity Services

Section IV: Experience, Titles, Compensation, and Benefits

1. Please indicate your title.

Associate Dean	16	10.3%
Assistant Dean	66	42.6%
Dean of Admissions	4	2.6%
Director of Admissions	55	35.5%
Associate Director	1	0.7%
Assistant Director	1	0.7%
Other	12	7.7%

Total Responses = 155

2. Who is your direct supervisor?

Dean	86	55.5%
Associate Dean	55	35.5%
Assistant Dean or Dean of Admissions	9	5.8%
Director of Admissions	0	0.0%
Other*	5	3.2%

*Total Responses = 155

Other:

- Vice Chancellor
- Vice Dean
- Director of Administration Service

3a. Before beginning your current position, how many years of experience did you have in each of the following areas?

	Law Admissions		Other Admission Areas		Other Areas of Law School		Other Areas of University	
No experience	71	50.0%	60	54.1%	66	62.9%	61	63.5%
Less than 1 year	4	2.8%	4	3.6%	2	1.9%	2	2.1%
1-2 years	10	7.0%	8	7.2%	5	4.8%	7	7.3%
2-5 years	25	17.6%	11	9.9%	12	11.4%	8	8.3%
5-10 years	16	11.3%	13	11.7%	13	12.4%	11	11.5%
More than 10 years	16	11.3%	15	13.5%	7	6.7%	7	7.3%
Total Responses	142	100.0%	111	100.0%	105	100.0%	96	100.0%

3b. Number of years in current position.

Less than 1 year	18	11.6%
1-2 years	19	12.3%
2-5 years	49	31.6%
5-10 years	28	18.1%
More than 10 years	41	26.5%

Total Responses = 155

4. Do you have a law degree?

Yes		No		Total
58	37.7%	96	62.3%	154

5. Was a law degree a posted requirement for your current position?

Yes		Preferred		No		Total
19	12.4%	60	39.2%	74	48.4%	153

6. Do you have a graduate degree other than a law degree?

Yes		No		Total
69	44.8%	85	55.2%	154

7. Please indicate the range of your current annual salary in U.S. dollars.

Less than \$30,000	1	0.7%
\$30,000-\$40,000	13	8.6%
\$40,001-\$50,000	8	5.3%
\$50,001-\$60,000	25	16.4%
\$60,001-\$70,000	34	22.4%
\$70,001-\$80,000	28	18.4%
\$80,001-\$90,000	18	11.8%
\$90,001-\$100,000	13	8.6%
\$100,001-\$110,000	6	3.9%
\$110,001-\$120,000	0	0.0%
More than \$120,000	6	3.9%

Total Responses = 152

8. Are administrative leaves or sabbaticals available for admission professionals at your school?

Yes		No		Total
19	12.6%	132	87.4%	151

Appendix III. Selected Cross-Tabulated Tables

The following is a collection of cross-tabulated tables that provide comparisons of the data collected from multiple survey questions.

Applicant Pool Size/Law School Governance

Applicant Pool	Type		Total
	Public	Private	
Fewer than 1,000			
Count	10	9	19
% within Applicant Pool	52.6%	47.4%	100.0%
% within Type	14.7%	10.3%	12.3%
1,000–2,000			
Count	27	32	59
% within Applicant Pool	45.8%	54.2%	100.0%
% within Type	39.7%	36.8%	38.1%
2,001–3,000			
Count	12	18	30
% within Applicant Pool	40.0%	60.0%	100.0%
% within Type	17.6%	20.7%	19.4%
3,001–4,000			
Count	8	12	20
% within Applicant Pool	40.0%	60.0%	100.0%
% within Type	11.8%	13.8%	12.9%
4,001 and greater			
Count	11	16	27
% within Applicant Pool	40.7%	59.3%	100.0%
% within Type	16.2%	18.4%	17.4%
Total			
Count	68	87	155
% within Applicant Pool	43.9%	56.1%	100.0%
% within Type	100.0%	100.0%	100.0%

Applicant Pool Size/First-Year Class Size

Applicant Pool	First Year Class				Total
	Fewer than 150	151–200	201–250	251 and greater	
Fewer than 1,000					
Count	13	6			19
% within Applicant Pool	68.4%	31.6%			100.0%
% within First Year Class	41.9%	15.4%			12.3%
1,000–2,000					
Count	15	18	13	13	59
% within Applicant Pool	25.4%	30.5%	22.0%	22.0%	100.0%
% within First Year Class	48.4%	46.2%	39.4%	25.0%	38.1%
2,001–3,000					
Count	3	8	10	9	30
% within Applicant Pool	10.0%	26.7%	33.3%	30.0%	100.0%
% within First Year Class	9.7%	20.5%	30.3%	17.3%	19.4%
3,001–4,000					
Count		3	8	9	20
% within Applicant Pool		15.0%	40.0%	45.0%	100.0%
% within First Year Class		7.7%	24.2%	17.3%	12.9%
4,001 and greater					
Count		4	2	21	27
% within Applicant Pool		14.8%	7.4%	77.8%	100.0%
% within First Year Class		10.3%	6.1%	40.4%	17.4%
Total					
Count	31	39	33	52	155
% within Applicant Pool	20.0%	25.2%	21.3%	33.5%	100.0%
% within First Year Class	100.0%	100.0%	100.0%	100.0%	100.0%

Region/Applicant Pool Size		Applicant Pool					Total
		Fewer than 1,000	1,000–2,000	2,001–3,000	3,001–4,000	4,001 and greater	
Region							
West							
Count	6	9	7	6	5	33	
% within Region	18.2%	27.3%	21.2%	18.0%	15.2%	100.0%	
% within Applicant Pool	31.6%	15.3%	23.3%	30.0%	18.5%	21.3%	
Central							
Count	7	16	7	4	3	37	
% within Region	18.9%	43.2%	18.9%	10.8%	8.1%	100.0%	
% within Applicant Pool	36.8%	27.1%	23.3%	20.0%	11.1%	23.9%	
South							
Count	5	21	8	6	9	49	
% within Region	10.2%	42.9%	16.3%	12.2%	18.4%	100.0%	
% within Applicant Pool	26.3%	35.6%	26.7%	30.0%	33.3%	31.6%	
East							
Count	1	8	6	4	10	29	
% within Region	3.4%	27.6%	20.7%	13.8%	34.5%	100.0%	
% within Applicant Pool	5.3%	13.6%	20.0%	20.0%	37.0%	18.7%	
Canada							
Count		5	2			7	
% within Region		71.4%	28.6%			100.0%	
% within Applicant Pool		8.5%	6.7%			4.5%	
Total							
Count	19	59	30	20	27	155	
% within Region	12.3%	38.1%	19.4%	12.9%	17.4%	100.0%	
% within Applicant Pool	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Region/Salary		Salary					Total
		\$40,000 and less	\$40,001 to 60,000	\$60,001 to 80,000	\$80,001 to 100,000	More than \$100,000	
Region							
West							
Count	3	8	18	2	1	32	
% within Region	9.4%	25.0%	56.3%	6.3%	3.1%	100.0%	
% within Salary	21.4%	24.2%	29.0%	6.5%	8.3%	21.1%	
Central							
Count	2	9	10	14	1	36	
% within Region	5.6%	25.0%	27.8%	38.9%	2.8%	100.0%	
% within Salary	14.3%	27.3%	16.1%	45.2%	8.3%	23.7%	
South							
Count	3	13	19	9	4	48	
% within Region	6.3%	27.1%	39.6%	18.8%	8.3%	100.0%	
% within Salary	21.4%	39.4%	30.6%	29.0%	33.3%	31.6%	
East							
Count		2	15	6	6	29	
% within Region		6.9%	51.7%	20.7%	20.7%	100.0%	
% within Salary		6.1%	24.2%	19.4%	50.0%	19.1%	
Canada							
Count	6	1				7	
% within Region	85.7%	14.3%				100.0%	
% within Salary	42.9%	3.0%				4.6%	
Total							
Count	14	33	62	31	12	152	
% within Region	9.2%	21.7%	40.8%	20.4%	7.9%	100.0%	
% within Salary	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Staffing/Applicant Pool Size

	Applicant Pool					Total
	Fewer than 1,000	1,000–2,000	2,001–3,000	3,001–4,000	4,001 and greater	
Total Staff						
2 or less						
Count	5	16	5	1		27
% within Total Staff	18.5%	59.3%	18.5%	3.7%		100.0%
% within Applicant Pool	27.8%	27.1%	16.7%	5.0%		17.5%
2 1/4 to 3						
Count	9	14	6	3		32
% within Total Staff	28.1%	43.8%	18.8%	9.4%		100.0%
% within Applicant Pool	50.0%	23.7%	20.0%	15.0%		20.8%
3 1/4 to 4						
Count	3	20	10	5	4	42
% within Total Staff	7.1%	47.6%	23.8%	11.9%	9.5%	100.0%
% within Applicant Pool	16.7%	33.9%	33.3%	25.0%	14.8%	27.3%
4 1/4 to 5						
Count	1	8	7	8	7	31
% within Total Staff	3.2%	25.8%	22.6%	25.8%	22.6%	100.0%
% within Applicant Pool	5.6%	13.6%	23.3%	40.0%	25.9%	20.1%
More than 5						
Count		1	2	3	16	22
% within Total Staff		4.5%	9.1%	13.6%	72.7%	100.0%
% within Applicant Pool		1.7%	6.7%	15.0%	59.3%	14.3%
Total						
Count	18	59	30	20	27	154
% within Total Staff	11.7%	38.3%	19.5%	13.0%	17.5%	100.0%
% within Applicant Pool	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Total Staff/Professional Staff

	Professional Staff				Total
	2 or less	2 1/4 to 3	3 1/4 to 4	4 1/4 to 5	
Total Staff					
2 or less					
Count	26				26
% within Total Staff	100.0%				100.0%
% within Professional Staff	26.3%				17.0%
2 1/4 to 3					
Count	30	2			32
% within Total Staff	93.8%	6.3%			100.0%
% within Professional Staff	30.3%	4.7%			20.9%
3 1/4 to 4					
Count	27	14	1		42
% within Total Staff	64.3%	33.3%	2.4%		100.0%
% within Professional Staff	27.3%	32.6%	12.5%		27.5%
4 1/4 to 5					
Count	14	17			31
% within Total Staff	45.2%	54.8%			100.0%
% within Professional Staff	14.1%	39.5%			20.3%
More than 5					
Count	2	10	7	3	22
% within Total Staff	9.1%	45.5%	31.8%	13.6%	100.0%
% within Professional Staff	2.0%	23.3%	87.5%	100.0%	14.4%
Total					
Count	99	43	8	3	153
% within Total Staff	64.7%	28.1%	5.2%	2.0%	100.0%
% within Professional Staff	100.0%	100.0%	100.0%	100.0%	100.0%

Total Staff/Support Staff

	Support Staff					Total
	2 or less	2 1/4 to 3	3 1/4 to 4	4 1/4 to 5	More than 5	
Total Staff						
2 or less						
Count	23	1	1			25
% within Total Staff	92.0%	4.0%	4.0%			100.0%
% within Support Staff	21.3%	3.1%	16.7%			16.4%
2 1/4 to 3						
Count	30	2				32
% within Total Staff	93.8%	6.3%				100.0%
% within Support Staff	27.8%	6.3%				21.1%
3 1/4 to 4						
Count	38	3			1	42
% within Total Staff	90.5%	7.1%			2.4%	100.0%
% within Support Staff	35.2%	9.4%			20.0%	27.6%
4 1/4 to 5						
Count	15	16				31
% within Total Staff	48.4%	51.6%				100.0%
% within Support Staff	13.9%	50.0%				20.4%
More than 5						
Count	2	10	5	1	4	22
% within Total Staff	9.1%	45.5%	22.7%	4.5%	18.2%	100.0%
% within Support Staff	1.9%	31.3%	83.3%	100.0%	80.0%	14.5%
Total						
Count	108	32	6	1	5	152
% within Total Staff	71.1%	21.1%	3.9%	0.7%	3.3%	100.0%
% within Support Staff	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Recruitment Budget/Law School Governance

	Type		Total
	Public	Private	
Recruitment Budget			
\$25,000 or less			
Count	9	4	13
% within Recruitment Budget	69.2%	30.8%	100.0%
% within Type	26.5%	6.7%	13.8%
\$25,001 to 50,000			
Count	13	10	23
% within Recruitment Budget	56.5%	43.5%	100.0%
% within Type	38.2%	16.7%	24.5%
\$50,001 to 100,000			
Count	8	18	26
% within Recruitment Budget	30.8%	69.2%	100.0%
% within Type	23.5%	30.0%	27.7%
\$100,001 to 200,000			
Count	3	18	21
% within Recruitment Budget	14.3%	85.7%	100.0%
% within Type	8.8%	30.0%	22.3%
\$200,001 or more			
Count	1	10	11
% within Recruitment Budget	9.1%	90.9%	100.0%
% within Type	2.9%	16.7%	11.7%
Total			
Count	34	60	94
% within Recruitment Budget	36.2%	63.8%	100.0%
% within Type	100.0%	100.0%	100.0%

Recruitment Budget/Size of Applicant Pool

	Applicant Pool					Total
	Fewer than 1,000	1,000–2,000	2,001–3,000	3,001–4,000	4,001 and greater	
Recruitment Budget						
\$25,000 or less						
Count	4	5	3		1	13
% within Recruitment Budget	30.8%	38.5%	23.1%		7.7%	100.0%
% within Applicant Pool	40.0%	13.9%	16.7%		5.6%	13.8%
\$25,001 to 50,000						
Count	2	6	6	7	2	23
% within Recruitment Budget	8.7%	26.1%	26.1%	30.4%	8.7%	100.0%
% within Applicant Pool	20.0%	16.7%	33.3%	58.3%	11.1%	24.5%
\$50,001 to 100,000						
Count	2	12	4	3	5	26
% within Recruitment Budget	7.7%	46.2%	15.4%	11.5%	19.2%	100.0%
% within Applicant Pool	20.0%	33.3%	22.2%	25.0%	27.8%	27.7%
\$100,001 to 200,000						
Count	2	9	3	2	5	21
% within Recruitment Budget	9.5%	42.9%	14.3%	9.5%	23.8%	100.0%
% within Applicant Pool	20.0%	25.0%	16.7%	16.7%	27.8%	22.3%
\$200,001 or more						
Count		4	2		5	11
% within Recruitment Budget		36.4%	18.2%		45.5%	100.0%
% within Applicant Pool		11.1%	11.1%		27.8%	11.7%
Total						
Count	10	36	18	12	18	94
% within Recruitment Budget	10.6%	38.3%	19.1%	12.8%	19.1%	100.0%
% within Applicant Pool	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Job Title/Salary

Title	Salary					Total
	\$40,000 and less	\$40,001 to 60,000	\$60,001 to 80,000	\$80,001 to 100,000	More than \$100,000	
Assoc Dean						
Count			6	5	5	16
% within Title			37.5%	31.3%	31.3%	100.0%
% within Salary			9.7%	16.1%	41.7%	10.5%
Assist Dean / Dean Admissions						
Count		13	30	20	6	69
% within Title		18.8%	43.5%	29.0%	8.7%	100.0%
% within Salary		39.4%	48.4%	64.5%	50.0%	45.4%
Director Admissions						
Count	6	18	25	3	1	53
% within Title	11.3%	34.0%	47.2%	5.7%	1.9%	100.0%
% within Salary	42.9%	54.5%	40.3%	9.7%	8.3%	34.9%
Assist or Assoc Director						
Count	2					2
% within Title	100.0%					100.0%
% within Salary	14.3%					1.3%
Other						
Count	6	2	1	3		12
% within Title	50.0%	16.7%	8.3%	25.0%		100.0%
% within Salary	42.9%	6.1%	1.6%	9.7%		7.9%
Total						
Count	14	33	62	31	12	152
% within Title	9.2%	21.7%	40.8%	20.4%	7.9%	100.0%
% within Salary	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Experience/Salary

	Salary					Total
	\$40,000 and less	\$40,001 to 60,000	\$60,001 to 80,000	\$80,001 to 100,000	More than \$100,000	
Years in Position						
Less than a year						
Count	2	4	6	3	2	17
% within Years in Position	11.8%	23.5%	35.3%	17.6%	11.8%	100.0%
% within Salary	14.3%	12.1%	9.7%	9.7%	16.7%	11.2%
1-2 years						
Count	1	3	9	6		19
% within Years in Position	5.3%	15.8%	47.4%	31.6%		100.0%
% within Salary	7.1%	9.1%	14.5%	19.4%		12.5%
2-5 years						
Count	7	13	18	6	4	48
% within Years in Position	14.6%	27.1%	37.5%	12.5%	8.3%	100.0%
% within Salary	50.0%	39.4%	29.0%	19.4%	33.3%	31.6%
5-10 years						
Count	1	3	13	9	2	28
% within Years in Position	3.6%	10.7%	46.4%	32.1%	7.1%	100.0%
% within Salary	7.1%	9.1%	21.0%	29.0%	16.7%	18.4%
More than 10 years						
Count	3	10	16	7	4	40
% within Years in Position	7.5%	25.0%	40.0%	17.5%	10.0%	100.0%
% within Salary	21.4%	30.3%	25.8%	22.6%	33.3%	26.3%
Total						
Count	14	33	62	31	12	152
% within Years in Position	9.2%	21.7%	40.8%	20.4%	7.9%	100.0%
% within Salary	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Salary/Law School Governance

	Type		Total
	Public	Private	
Salary			
\$40,000 and less			
Count	10	4	14
% within Salary	71.4%	28.6%	100.0%
% within Type	14.9%	4.7%	9.2%
\$40,001 to 60,000			
Count	19	14	33
% within Salary	57.6%	42.4%	100.0%
% within Type	28.4%	16.5%	21.7%
\$60,001 to 80,000			
Count	26	36	62
% within Salary	41.9%	58.1%	100.0%
% within Type	38.8%	42.4%	40.8%
\$80,001 to 100,000			
Count	9	22	31
% within Salary	29.0%	71.0%	100.0%
% within Type	13.4%	25.9%	20.4%
More than \$100,000			
Count	3	9	12
% within Salary	25.0%	75.0%	100.0%
% within Type	4.5%	10.6%	7.9%
Total			
Count	67	85	152
% within Salary	44.1%	55.9%	100.0%
% within Type	100.0%	100.0%	100.0%

Salary/Applicant Pool Size

	Applicant Pool Size					Total
	Fewer than 1,000	1,000–2,000	2,001–3,000	3,001–4,000	4,001 and greater	
Salary						
\$40,000 and less						
Count	4	7	3			14
% within Salary	28.60%	50.00%	21.40%			100.00%
% within Applicant Pool	22.20%	11.90%	10.30%			9.20%
\$40,001 to 60,000						
Count	9	14	6	2	2	33
% within Salary	27.30%	42.40%	18.20%	6.10%	6.10%	100.00%
% within Applicant Pool	50.00%	23.70%	20.70%	10.00%	7.70%	21.70%
\$60,001 to 80,000						
Count	5	28	11	12	6	62
% within Salary	8.10%	45.20%	17.70%	19.40%	9.70%	100.00%
% within Applicant Pool	27.80%	47.50%	37.90%	60.00%	23.10%	40.80%
\$80,001 to 100,000						
Count		8	6	6	11	31
% within Salary		25.80%	19.40%	19.40%	35.50%	100.00%
% within Applicant Pool		13.60%	20.70%	30.00%	42.30%	20.40%
More than \$100,000						
Count		2	3		7	12
% within Salary		16.70%	25.00%		58.30%	100.00%
% within Applicant Pool		3.40%	10.30%		26.90%	7.90%
Total						
Count	18	59	29	20	26	152
% within Salary	11.80%	38.80%	19.10%	13.20%	17.10%	100.00%
% within Applicant Pool	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Law Degree/Salary

	Salary					Total
	\$40,000 and less	\$40,001 to 60,000	\$60,001 to 80,000	\$80,001 to 100,000	More than \$100,000	
Law degree						
Yes						
Count	3	9	22	16	6	56
% within Law degree	5.40%	16.10%	39.30%	28.60%	10.70%	100.00%
% within Salary	21.40%	28.10%	35.50%	51.60%	50.00%	37.10%
No						
Count	11	23	40	15	6	95
% within Law degree	11.60%	24.20%	42.10%	15.80%	6.30%	100.00%
% within Salary	78.60%	71.90%	64.50%	48.40%	50.00%	62.90%
Total						
Count	14	32	62	31	12	151
% within Law degree	9.30%	21.20%	41.10%	20.50%	7.90%	100.00%
% within Salary	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

