



A research white paper

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**You spent a lot of money
to get her attention.
Did you get what you paid for?**

**A REPORT ON
MARKETING SPENDING AT COLLEGES AND UNIVERSITIES.
LIPMAN HEARNE KEY INSIGHTS APRIL 2007**

TABLE N
Interactive/Web-Based Marketing Invested in Five Years Ago*

*Source: "Was your institution doing this work five years ago?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/ Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/ Comp. (N=59)
Regular website updates	51%	51%	51%	46%	56%	47%
E-communications with prospective students	33%	25%	42%¹	43%	37%	31%
Virtual tours	31%	27%	34%	32%	32%	36%
E-communications with alumni	25%	23%	26%	38%	20%	24%
Campaign sites and/or microsites	19%	21%	17%	24%	15%	22%
Alumni portals	13%	14%	12%	22%²	2%	17%²
Flash/streaming video	13%	17%	9%	22%²	-	15%²
On-line chats with admissions counselors and/or current students	8%	10%	5%	8%	2%	12%
Student blogs	5%	6%	4%	3%	2%	10%
Podcasts	1%	1%	1%	-	-	3%
Other	1%	1%	-	-	-	2%
None of the above	27%	30%	24%	19%	22%	34%

**Small base size; interpret with caution.

¹Significantly more than Public Institutions, p<.05.

²Significantly more than Liberal Arts Institutions, p<.05.

TABLE M
Interactive/Web-Based Marketing Investments*

*Source: "Focusing specifically now on interactive and web-based marketing, is your institution investing in ...?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Regular website updates	97%	96%	97%	97%	95%	97%
E-communications with prospective students	95%	92%	97%	97%	98%	93%
E-communications with alumni	88%	82%	95%¹	95%	98%	90%
Virtual tours	75%	73%	78%	78%	78%	75%
Campaign sites and/or microsites	65%	60%	71%	78%	68%	63%
Flash/streaming video	65%	65%	66%	76%	59%	63%
Alumni portals	61%	57%	66%	68%	61%	59%
On-line chats with admissions counselors and/or current students	48%	44%	51%	35%	49%	56%²
Student blogs	42%	36%	49%	46%	54%	39%
Podcasts	31%	25%	37%	30%	37%	32%
Other	7%	6%	7%	3%	5%	10%
None of the above	-	-	-	-	-	-

**Small base size; interpret with caution.

¹Significantly more than Public Institutions, p<.05.

²Significantly more than Research/Doctoral Institutions, p<.05.

About the survey

A year ago, we asked a high-achieving high school junior to collect what she received in the mail during the course of her college search. By March, she had 70 pounds of largely unsolicited viewbooks and brochures, not to mention emails from dozens of colleges and universities, invitations to campus visits, and earnest requests from administrators and alumni to attend a "meet and greet."

Was it worth it to those many colleges who so ardently pursued her? Has the ever-increasing "arms race" for applications, alumni engagement, and annual fund support been worth the effort?

To find out, we conducted a detailed nationwide survey among liberal arts colleges, master's-level universities, and research institutions who are members of the Council for the Advancement and Support of Education (CASE). Our sixth survey of integrated marketing practices asked 153 institutions around the country to tell us in detail how much they were spending in marketing, whom they were targeting, and which marketing programs seemed to work the best for their institutions. We wanted to know how marketing programs have matured over the last five

years and whether "outcome gaps" were developing between the innovators and the also-rans.

Results of the survey confirm that colleges and universities are spending significantly more on marketing than they used to—50 percent more, compared to the results of our 2000 survey. But more important, we found that the spending is working. Those that invest heavily in marketing (or more than 0.5 percent of the institution's operating budget—not counting staff salaries and benefits) are more likely to attract quality applicants and increase their enrollment yield than institutions that do not.

"We have known for a long time that colleges and universities benefit by telling their stories in a focused and cohesive way," Rae Goldsmith, Vice President for Communications and Marketing at CASE, said. "But what this survey points out is that the more an institution invests in strategic marketing and communications, the more it will gain in terms of achieving student recruitment and other goals."

"It's also interesting that direct marketing and interactive campaigns targeted to alumni and donor audiences improve alumni engagement, annual giving, and

overall fundraising,” adds Robert Moore, Lipman Hearne’s Managing Partner. “There is clear evidence that consistent and purposeful outreach to stakeholders produces results.”

What follows is a summary of key findings as well as detailed charts that allow institutions to benchmark their own marketing programs with comparable colleges and universities. For further information about the study, or if you would like to talk with the study authors, please email Elizabeth Drews at edrews@lipmanhearne.com.

About Lipman Hearne

Lipman Hearne is the nation’s leading marketing firm exclusively serving nonprofit institutions. Our clients include many of the nation’s most prestigious universities, foundations, associations, healthcare and cultural institutions.

With offices in Chicago and Washington, D.C., Lipman Hearne is led by marketing

specialists whose backgrounds include tenures in higher education, advertising and branding, market research, fundraising, and public affairs. For further information about Lipman Hearne, please visit www.lipmanhearne.com or call (312) 356-8000.

About CASE

Headquartered in Washington, D.C., with a satellite office in London and soon in the Asia-Pacific, the Council for Advancement and Support of Education is the professional organization for advancement professionals at all levels who work in alumni relations, communications, marketing, and development.

CASE’s membership includes more than 3,300 colleges, universities, and independent elementary and secondary schools in 54 countries around the world. CASE is one of the largest nonprofit education associations in terms of institutional membership.

For further information, please visit www.case.org or call (202) 328-2273.

TABLE L
Comparison of Marketing Budget Allocations to Last Year*

*Source: “Is this less, the same, or more than it was last year ... ?”

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master’s/Comp. (N=59)
Advertising						
More	22%	26%	18%	19%	27%	22%
Same	67%	66%	68%	68%	61%	73%
Less	10%	8%	13%	14%	12%	5%
Direct mail activities						
More	19%	17%	21%	19%	22%	19%
Same	71%	75%	66%	81%	66%	64%
Less	10%	8%	13%	-	12%¹	17%¹
Marketing research						
More	23%	26%	20%	27%	29%	19%
Same	61%	58%	64%	59%	59%	63%
Less	16%	16%	16%	14%	12%	19%
Publications						
More	18%	13%	24%	8%	27%¹	15%
Same	67%	68%	66%	73%	54%	75%²
Less	15%	19%	11%	19%	20%	10%
Web development						
More	35%	30%	41%	38%	44%	29%
Same	61%	69%	54%	62%	46%	71%²
Less	3%	1%	5%	-	10%^{1,3}	-
Consulting fees						
More	15%	14%	16%	19%	24%³	8%
Same	67%	68%	66%	62%	56%	75%
Less	18%	18%	18%	19%	20%	17%

**Small base size; interpret with caution.

¹Significantly more than Research/Doctoral Institutions, p≤.05.

²Significantly more than Liberal Arts Institutions, p≤.05.

³Significantly more than Master’s/Comprehensive Institutions, p≤.05.

TABLE K
Allocation of Marketing Budget*

*Source: "What percentage of the total institutional marketing/communications budget is devoted to ... ?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Advertising						
None	8%	8%	7%	17%⁴	8%	4%
1 – 24 percent	36%	29%	43%	37%	58%⁴	24%
25 – 49 percent	32%	29%	36%	26%	24%	44%³
50 percent or more	23%	35%²	13%	20%	11%	30%³
Direct mail activities						
None	15%	22%²	7%	23%	11%	16%
1 – 24 percent	67%	61%	74%	60%	76%	67%
25 – 49 percent	15%	14%	15%	9%	11%	16%
50 percent or more	3%	2%	3%	6%	3%	-
Marketing research						
None	36%	39%	33%	26%	32%	38%
1 – 24 percent	62%	58%	65%	71%	68%	58%
25 – 49 percent	1%	3%	-	-	-	4%
50 percent or more	-	-	-	-	-	-
Publications						
None	4%	8%²	-	9%	3%	4%
1 – 24 percent	26%	28%	24%	26%	16%	31%
25 – 49 percent	47%	44%	50%	40%	45%	49%
50 percent or more	23%	19%	26%	26%	37%⁴	17%
Interactive/Web						
None	16%	24%²	8%	9%	8%	18%
1 – 24 percent	74%	67%	82%¹	74%	79%	76%
25 – 49 percent	9%	8%	10%	17%⁴	13%	4%
50 percent or more	1%	1%	-	-	-	2%
Consulting fees						
None	52%	60%	44%	57%	39%	56%
1 – 24 percent	47%	40%	54%	43%	58%	44%
25 – 49 percent	1%	-	1%	-	3%	-
50 percent or more	-	-	-	-	-	-

**Small base size; interpret with caution.

¹Significantly more than Public Institutions, p≤.05.

²Significantly more than Private Institutions, p≤.05.

³Significantly more than Liberal Arts Institutions, p≤.05.

⁴Significantly more than Master's/Comprehensive Institutions, p≤.05.

College Marketing Spending: Is the Investment Worth It?

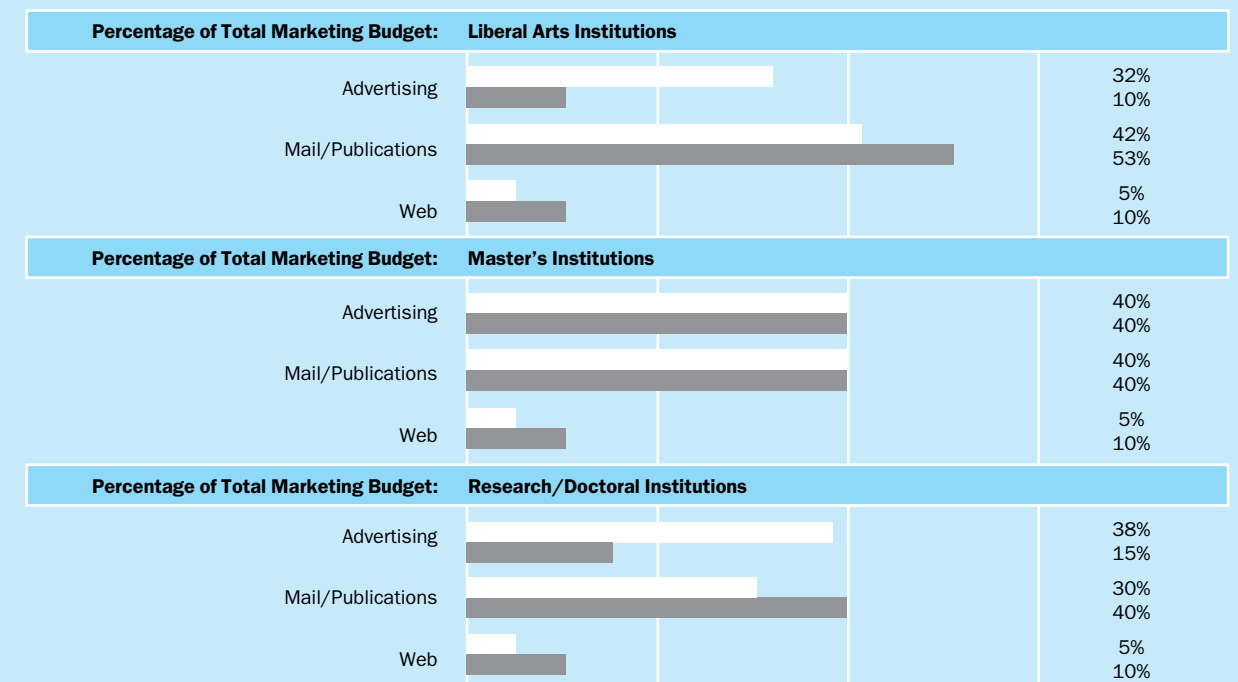
Finding #1: Spending on college and university marketing/communications programs increased 50 percent since 2000, with much of the additional investment going to support interactive and web initiatives.

Although budgets differ depending on the size of the institutions, both private and public institutions have seen a corresponding increase in marketing budgets over the last six years. While advertising, publications, and mailings continue to claim the major portion of marketing budgets, web-related spending has grown dramatically in the five years since our last survey.

FIGURE #1

Percentage of Total Marketing Budget

Source: "What percentage of the total institutional marketing/communications budget is devoted to ... ?"



NOTE: Percentages do not add to 100% because of other marketing expenses. For more detail, please see Table K on page 14.

Finding #2: Institutions that invest heavily in marketing communications experience positive trends in enrollment yield as well as inquiries and applications, regardless of the type of institution.

Increased visibility is the major outcome of higher marketing investments, closely followed by increased inquiries and applicants. But enrollment yield (percentage of accepted students who enroll) also increases with more marketing spending. Yield has become the battleground in college recruiting today as students apply to more schools because of common application forms and electronic filing. For more information on yield, please see Table I in the appendix. Few differences were seen in the positive impacts of marketing efforts based solely upon the classification of the institution. Research/Doctoral institutions did report a greater impact on academic reputation and attendance at athletic/cultural events as a result of increased marketing efforts than did Liberal Arts institutions.

TABLE #1
Positive Impacts of Institutional Marketing Efforts
Source: "Have overall institutional marketing efforts had a positive impact on ... ?"

	Investment in Marketing/Communications	
	Light/Moderate (N=60)	Heavy (N=70)
Visibility	75%	90%
Number of applicants	68%	79%
Inquiries from student prospects	68%	80%
On-campus collaboration	50%	61%
Enrollment yield	48%	57%

NOTES: Bold area shows statistically significant differences.
Light/Moderate Marketing Investors allocated less than 0.5 percent of their overall operating budget in marketing/communications; Heavy Marketing Investors allocated at least 0.5 percent of their overall operating budget in marketing/communications.

TABLE #2
Positive Impacts of Institutional Marketing Efforts
Source: "Have overall institutional marketing efforts had a positive impact on ... ?"

	Classification		
	Liberal Arts (N=41)	Master's/Comp. (N=59)	Research/Doctoral (N=37)
Academic reputation	39%	58%	68%
Attendance at athletic/cultural events	29%	37%	41%

TABLE I
Positive Impacts of Institutional Marketing Efforts*
*Source: "Have overall institutional marketing efforts had a positive impact on ... ?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Visibility	82%	77%	88%	76%	83%	85%
Web site hits	74%	68%	80%	70%	73%	75%
Student prospects	73%	64%	82%¹	73%	71%	75%
Number of applicants	72%	60%	84%¹	73%	76%	71%
Positioning	59%	58%	61%	65%	56%	61%
Academic reputation	56%	48%	63%	68%²	39%	58%
Quality of applicants	56%	51%	61%	62%	56%	58%
On-campus collaboration	55%	49%	61%	51%	64%	56%
Total philanthropic giving	55%	57%	53%	57%	59%	51%
Enrollment yield	51%	44%	58%	49%	59%	51%
Attendance at athletic/cultural events	37%	35%	38%	41%	29%	37%
Percentage of alumni who give	33%	27%	38%	38%	34%	34%
Average gift per alum	27%	21%	33%	30%	29%	25%
Other	4%	3%	5%	5%	-	5%
None of the above	5%	8%	3%	11%	2%	7%

**Small base size; interpret with caution.
¹Significantly more than Public Institutions, p≤.05.
²Significantly more than Liberal Arts Institutions, p≤.05.

TABLE J
Institutional Commitment to Internal Communication*
*Source: "How committed is your institution to informing internal audiences about what's happening on and off campus?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Very committed	39%	35%	43%	43%	46%	34%
Moderately committed	47%	48%	46%	38%	44%	53%
Not too committed	12%	16%	9%	19%	7%	12%
Not at all committed	1%	1%	1%	-	2%	2%

**Small base size; interpret with caution

TABLE G
Anticipated Change in Marketing/Communications Budget in Next Fiscal Year*

*Source: "How much do you expect budgets to change in the next fiscal year: marketing/communications budget?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Significant decrease	3%	5% ²	-	3%	-	3%
Minor decrease	13%	18%	8%	19%	5%	10%
No change	31%	44% ²	18%	38% ⁴	17%	34% ⁴
Minor increase	39%	27%	51% ¹	30%	56% ³	41%
Significant increase	14%	5%	22%	11%	22%	12%

**Small base size; interpret with caution.
¹Significantly more than Public Institutions, p≤.05.
²Significantly more than Private Institutions, p≤.05.
³Significantly more than Research/Doctoral Institutions, p≤.05.
⁴Significantly more than Liberal Arts Institutions, p≤.05.

TABLE H
Presence of Marketing Committees*

*Sources:
 "Does your institution have an alumni or trustee marketing committee?"
 "Does your institution have a campus-wide marketing committee?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Campus-wide marketing committee	49%	51%	47%	46%	61%	44%
Alumni/trustee committee	28%	26%	30%	32%	32%	29%
Neither	39%	38%	39%	41%	32%	39%

**Small base size; interpret with caution.

Finding #3: Specific marketing tactics are more likely to result in significant gains in certain areas, such as applicant quality and alumni giving.

Heavy investments in **interactive/web-based marketing** were likely to improve applicant quality and the percentage of alumni who give. Investments in **direct mail** were likely to relate to an increase in the average gift per alum as well as total philanthropic giving. Investments in **marketing research** positively influenced on-campus collaboration. "We have long emphasized the importance of market research in creating a shared understanding of the institution's market position, challenges, and opportunities," says Donna Van De Water, Managing Director and Principal, who leads Lipman Hearne's research group. "Faculty, in particular, can be made brand ambassadors by involving them in the research process."

TABLE #3
Positive Impacts of Specific Marketing Tactics

Source: "Have overall institutional marketing efforts had a positive impact on ... ?"

	Light/Moderate Investors in..	Heavy Investors in..
Interactive Marketing		
Quality of applicants	45%	64%
Percentage of alumni who give	22%	42%
Direct Mail		
Total philanthropic giving	47%	69%
Average gift per alum	22%	37%
Market Research		
On-campus collaboration	47%	65%

NOTES: Differences in bold are statistically significant.
 Light/Moderate Interactive Investors (N=67) allocate less than 10 percent of 2006 marketing budget to web; Heavy Interactive Investors (N=77) allocate at least 10 percent of 2006 marketing budget to web.
 Light/Moderate Direct Mail Investors (N=93) allocate less than 15 percent of 2006 marketing budget to direct mail; Heavy Direct Mail Investors (N=48) allocate at least 15 percent of 2006 marketing budget to direct mail.
 Light/Moderate Research Investors (N=85) allocate less than 5 percent of 2006 marketing budget to market research; Heavy Research Investors (N=59) allocate at least 5 percent of 2006 marketing budget to market research.

Finding #4: Investment in internal communications dramatically increased on-campus collaboration. It also positively influenced external audiences on several measures of success, such as quality of applicants and alumni giving.

Internal communications build understanding and pride in an institution’s strategic direction. In turn, this enhances the institution’s ability to seek more qualified students, engage alumni, and even encourage attendance at sports events.

“Colleges and universities where faculty, staff, and students share a common pride in the school’s vision and accomplishment absolutely stand out in a crowd,” Van De Water, said. “Investing in internal communications—such as emails from the president, campus events, an intranet—go beyond informing the ‘family’ to building their reputation.”

TABLE #4
Positive Impacts of Internal Communications

Source: “Have overall institutional marketing efforts had a positive impact on ... ?”

	Low/No Commitment to Internal Comm (N=21)	Moderate Commitment to Internal Comm (N=72)	High Commitment to Internal Comm (N=60)
Visibility	71%	81%	88%
Number of applicants	62%	67%	82%
Inquiries from student prospects	57%	69%	82%
On-campus collaboration	29%	50%	70%
Quality of applicants	43%	53%	63%
Academic reputation	48%	56%	58%
Total philanthropic giving	43%	57%	57%
Enrollment yield	48%	49%	55%
Attendance at athletic/cultural events	24%	35%	43%
Percentage of alumni who give	14%	31%	42%
Average gift per alum	14%	26%	32%

NOTE: Bold areas show statistically significant differences.

TABLE E
Change in Marketing/Communications Budget from Previous Fiscal Year*

*Source: “How much have current budgets changed from the previous fiscal year: marketing/communications budget?”

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master’s/Comp. (N=59)
Significant decrease	7%	9%	4%	11%	5%	5%
Minor decrease	18%	19%	16%	16%	17%	17%
No change	31%	35%	28%	32%	27%	31%
Minor increase	30%	26%	34%	27%	39%	29%
Significant increase	14%	10%	18%	14%	12%	19%

**Small base size; interpret with caution.

TABLE F
Anticipated Change in Total Operational Budget in Next Fiscal Year*

*Source: “How much do you expect budgets to change in the next fiscal year: total operational budget?”

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master’s/Comp. (N=59)
Significant decrease	1%	1%	-	-	-	-
Minor decrease	14%	18%	9%	24% ²	5%	12%
No change	27%	30%	25%	27%	17%	32%
Minor increase	55%	49%	61%	49%	78% ^{1,3}	47%
Significant increase	3%	1%	5%	-	-	8%

**Small base size; interpret with caution.

¹Significantly more than Research/Doctoral Institutions, p≤.05.

²Significantly more than Liberal Arts Institutions, p≤.05.

³Significantly more than Master’s/Comprehensive Institutions, p≤.05.

TABLE C
Marketing/Communications Dollars Spent per Student*

*Sources:

"What is your total student enrollment?"

"What is the total marketing/communications budget for your campus, not including staff salaries and benefits?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Under \$50 per student	36%	61% ²	11%	54% ⁴	12%	44% ⁴
\$50 – \$99 per student	16%	18%	14%	8%	17%	19%
\$100 – \$199 per student	14%	8%	20% ¹	14%	17%	12%
\$200 – \$299 per student	8%	-	16% ¹	3%	17% ³	5%
\$300 or more per student	14%	1%	28% ¹	-	24% ³	14% ³
Refused	12%	12%	11%	21%	13%	6%

**Small base size; interpret with caution.

¹Significantly more than Public Institutions, p≤.05.

²Significantly more than Private Institutions, p≤.05.

³Significantly more than Research/Doctoral Institutions, p≤.05.

⁴Significantly more than Liberal Arts Institutions, p≤.05.

TABLE D
Change in Operational Budget from Previous Fiscal Year*

*Source: "How much have current budgets changed from the previous fiscal year: total operational budget?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Significant decrease	1%	1%	1%	3%	-	2%
Minor decrease	20%	25%	16%	22%	12%	22%
No change	23%	23%	22%	24%	20%	22%
Minor increase	51%	49%	53%	51%	66% ²	44%
Significant increase	5%	1%	8% ¹	-	2%	10% ³

**Small base size; interpret with caution.

¹Significantly more than Public Institutions, p≤.05.

²Significantly more than Master's/Comprehensive Institutions, p≤.05.

³Significantly more than Research/Doctoral Institutions, p≤.05.

Institutions that have marketing committees, particularly campus-wide committees, also reported greater on-campus collaboration. Half of the institutions surveyed reported that their institution had a campus-wide marketing committee (CWC), while only one-quarter had an alumni/trustee marketing committee (AT).

FIGURE #2
Marketing Committees at Institutions

Sources: "Does your institution have an alumni or trustee marketing committee?"

"Does your institution have a campus-wide marketing committee?"

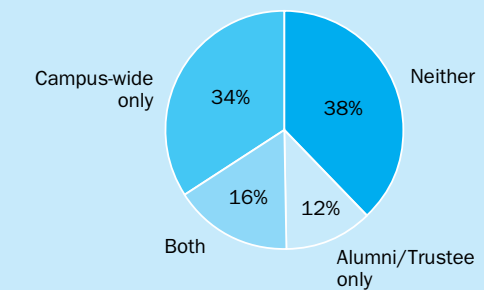


TABLE #5
Positive Impacts of Marketing Committees

Source: "Have overall institutional marketing efforts had a positive impact on ... ?"

	Utilize Marketing Committees		
	Alumni/Trustee (N=43)	Campus-wide (N=75)	Neither (N=59)
Visibility	91%	84%	80%
Inquiries from student prospects	67%	72%	75%
Number of applicants	67%	72%	75%
On-campus collaboration	63%	68%	39%
Academic reputation	56%	53%	56%
Quality of applicants	56%	49%	63%
Enrollment yield	51%	43%	61%
Total philanthropic giving	51%	57%	54%
Attendance at athletic/cultural events	40%	43%	32%
Percentage of alumni who give	37%	31%	34%
Average gift per alum	30%	21%	29%

NOTE: Bold areas show statistically significant differences.

Finding #5: More colleges are investing in emerging technologies to reach students and alumni.

More than two-thirds of institutions—regardless of their type—use e-communications, virtual tours, and streaming video to engage prospective students. Those with larger budgets are now investing in Flash/streaming video, student blogs, and podcasts to build relationships. Those investing smaller dollar amounts, however, were just as likely to focus on website updates, e-communications with prospects and alumni, and virtual tours, among other web-based offerings.

TABLE #6
Interactive/Web-Based Marketing Investments

Source: "Focusing specifically now on interactive and web-based marketing, is your institution investing in ...?"

	Smaller Budget (N=48)	Mid-level Budget (N=43)	Large Budget (N=43)
Website updates	96%	100%	95%
E-communications with prospective students	90%	98%	98%
E-communications with alumni	79%	93%	91%
Virtual tours	71%	81%	77%
Flash/streaming video	58%	58%	84%
Alumni portals	52%	70%	60%
Campaign sites/microsites	46%	72%	72%
On-line chats with counselors and students	42%	60%	51%
Student blogs	29%	35%	60%
Podcasts	23%	28%	44%

NOTES: Bold area shows statistically significant differences.
Smaller budget institutions invested less than \$15,000 on 2006 web budget;
Mid-level budget institutions invested \$15,000-\$49,999 on 2006 web budget;
Large budget institutions invested \$50,000 or more on 2006 web budget.

Appendix

TABLE A
Marketing/Communications Budget (Not Including Staff Salaries/Benefits)*

*Source: "What is the total marketing/communications budget for your campus, not including staff salaries and benefits?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Under \$100,000	7%	6%	8%	5%	5%	12%
\$100,000 – \$199,999	16%	21%	11%	5%	20%	17%
\$200,000 – \$299,999	11%	10%	12%	11%	10%	15%
\$300,000 – \$399,999	12%	17%	8%	11%	12%	15%
\$400,000 – \$499,999	8%	3%	13%¹	3%	7%	12%
\$500,000 – \$749,999	15%	16%	14%	11%	20%	8%
\$750,000 – \$999,999	7%	5%	8%	5%	7%	5%
\$1,000,000 or more	13%	10%	16%	27%^{2,3}	7%	10%
Refused	11%	12%	10%	22%³	12%	6%

**Small base size; interpret with caution.
¹Significantly more than Public Institutions, p≤.05.
²Significantly more than Liberal Arts Institutions, p≤.05.
³Significantly more than Master's/Comprehensive Institutions, p≤.05.

TABLE B
Percent of Operating Budget Spent on Marketing/Communications

*Sources:

"What is your institution's operating budget for your campus?"

"What is the total marketing/communications budget for your campus, not including staff salaries and benefits?"

	Affiliation			Classification		
	Total (N=153)	Public (N=77)	Private (N=76)	Research/Doctoral (N=37)**	Liberal Arts (N=41)**	Master's/Comp. (N=59)
Less than 0.5 percent	39%	57%²	21%	65%^{4,5}	22%	41%⁴
0.5 – 0.9 percent	20%	19%	21%	5%	22%³	24%³
1 – 2 percent	18%	5%	32%¹	-	32%³	22%³
3 – 4 percent	3%	-	5%¹	3%	-	2%
5 – 9 percent	3%	1%	5%	3%	7%	-
10 percent or more	1%	1%	1%	-	-	3%
Refused	16%	17%	15%	24%⁵	17%	8%

**Small base size; interpret with caution.
¹Significantly more than Public Institutions, p≤.05.
²Significantly more than Private Institutions, p≤.05.
³Significantly more than Research/Doctoral Institutions, p≤.05.
⁴Significantly more than Liberal Arts Institutions, p≤.05.
⁵Significantly more than Master's/Comprehensive Institutions, p≤.05.