

THE 2016 INSIDE HIGHER ED SURVEY OF College and University Presidents

A study by Gallup® and *Inside Higher Ed*

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EDITORS, INSIDE HIGHER ED

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FOREWORD

Inside Higher Ed's sixth annual Survey of College and University Presidents aims to understand how these leaders perceive and address the challenges facing postsecondary institutions in the U.S.

Among the questions it explores:

- How do presidents assess the state of race relations on their own campuses and on campuses nationwide?
- Do presidents believe demands made by those protesting the treatment of racial minorities on college campuses last fall were reasonable? Did some of those protesters' actions violate principles of free speech and academic freedom?
- Should college presidents mainly be selected from those with academic careers, or are business and managerial skills more important in light of the financial challenges colleges are facing?
- How concerned are presidents about legislation that would overturn campus bans on guns?
- How do presidents rate President Obama's treatment of higher education?
- What do presidents think of the new, scaled-down version of the College Scorecard?
- Are presidents confident in the sustainability of their institution's financial model in the next five or 10 years?



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SNAPSHOT OF FINDINGS

- College and university presidents take a generally positive view of race relations on their own campuses, with 84 percent describing them as excellent or good.
- Campus leaders are much less positive about the state of race relations at colleges nationwide -- 24 percent say they are excellent or good, down significantly from 2015.
- More presidents were surprised than not by the number and intensity of protests on racial issues on college campuses last fall.
- Presidents are not inclined to agree that the protesters' demands were reasonable. They also say they were concerned some of the protesters' actions and behaviors violated principles of free speech and academic freedom.
- When selecting new presidents at colleges and universities, presidents tend to endorse the traditional practice of hiring candidates from academic backgrounds and believe presidents should have Ph.D.s.
- At the same time, presidents agree that the financial climate for colleges and universities necessitates an emphasis on choosing leaders with business and managerial skills.
- Presidents overwhelmingly see state laws that allow concealed weapons on campus as a threat to student and faculty safety.
- College presidents give President Obama a passing grade -- but not a very good one -- for his handling of higher education policy.
- Presidents differ in their opinions of whether the scaled-down version of the Obama administration's College Scorecard is better than the initial proposal. They do not believe the information provided in the College Scorecard is very accurate and do not expect it to be helpful to families in choosing colleges.
- The majority of presidents, 59 percent, are confident in the sustainability of their institution's financial model over the next five years. Slightly less than half, 48 percent, are confident about the model's sustainability over the next 10 years. Both of those numbers are up from last year.



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METHODOLOGY

The following report presents findings from a quantitative survey research study that Gallup conducted on behalf of *Inside Higher Ed*. The objective was to examine how college and university presidents perceive pressing issues they face in higher education.

To achieve these objectives, Gallup sent email invitations to 3,046 college and university presidents, with regular reminders sent throughout the Jan. 7-Feb. 2, 2016, field period. Gallup collected 727 completed Web interviews, yielding a 24 percent response rate. As an incentive for participation, *Inside Higher Ed* offered respondents a chance to win one of 10 \$100 gift card prizes.

Respondents represent 371 public institutions, 304 private institutions and 30 institutions from the for-profit sector.

Total Participation by Sector												
	All Institutions by Sector				Public				Private Nonprofit			
	All	Public	Private Non-profit	For-Profit	Doctoral	Master's	Bacc.	Assoc.	Doctoral	Master's	Bacc.	Assoc.
Total	727	371	304	30*	40	68	28^	220	25^	99	144	10*

*Data are not reported as a result of small sample size. ^Data are not reported as a result of small sample size.

^Data are reported in combination with a similar institution type in the report.

Note: The total sample size includes 22 institutions that Gallup could not categorize as public, private or for-profit because of missing sample information. Gallup could not categorize 15 public institutions and 26 private institutions more specifically by highest degree offering because of missing sample information.

Gallup determined sector groupings based on the 2010 Carnegie Basic Classification code for each institution and did not report data for some sectors because of small sample sizes.

Gallup education consultants developed the questionnaire in collaboration with Scott Jaschik and Doug Lederman of *Inside Higher Ed*. The sample did not include specialty colleges, namely Bible colleges and seminaries, or institutions with enrollments under 500. Each institution is represented only once in the sample.

The survey is an attempted census of all presidents using the most comprehensive sample information available. Gallup statistically weighted data to correct for nonresponse, matching the obtained sample to targets for all U.S. colleges and universities from the Integrated Postsecondary Education Data System database.

Gallup weighted the sample based on institutional control (public or private nonprofit), four-year or two-year degree offerings, student enrollment and geographical region. Therefore, the weighted sample results represent the views of presidents at colleges nationwide.

The following sections present the findings of the survey. In some cases, reported frequencies may not add up to 100 percent as a result of rounding. The results do not include "don't know" and "refused" responses.



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DETAILED FINDINGS

RACE RELATIONS

Last fall, protests about the treatment of racial and ethnic minority students broke out at a number of college campuses, most notably the University of Missouri. The protests called attention to the concerns of minority college students.

Most presidents describe race relations on their own campus in positive terms, with 20 percent saying they are “excellent” and 64 percent saying they are “good.” That is a far more positive assessment than they give to race relations on campuses throughout the country – only 24 percent say they are good and most, 65 percent, say they are fair.

This pattern of college leaders viewing situations on their own campuses much more positively than in higher education at large has been evident in recent *Inside Higher Ed* surveys of groups of officials on issues such as sexual assault, academic fraud in athletic programs and false reporting of standardized test scores.

The majority of college presidents, 54 percent, do not perceive that race relations have changed on college campuses in this country over the last five years. But twice as many believe race relations have gotten worse (31 percent) than gotten better (15 percent).

As you may know, there has recently been intense discussion about race on many college and university campuses.								
	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
Generally speaking, would you say the state of race relations on your campus is excellent, good, fair or poor?								
% Excellent	20	15	22	15	18	14	17	22
% Good	64	67	62	71	70	67	65	60
% Fair	16	17	16	11	12	18	18	18
% Poor	1	0	0	3	0	0	1	0
Generally speaking, would you say the state of race relations on college and university campuses in this country is excellent, good, fair or poor?								
% Excellent	0	0	0	0	0	1	0	0
% Good	24	25	25	24	21	26	24	21
% Fair	65	63	66	64	68	63	64	69
% Poor	10	12	9	12	11	11	12	10
Generally speaking, would you say the state of race relations on college and university campuses in this country is better, about the same, or worse than it was five years ago?								
% Better	15	14	16	11	9	17	16	16
% About the same	54	54	53	50	63	51	58	51
% Worse	31	32	30	39	28	32	26	32

RACE RELATIONS (cont.)

These same items were included in *Inside Higher Ed's* 2015 Survey of College and University Presidents, conducted before the wave of campus protests occurred. Presidents' assessments of race relations at their own institutions are largely unchanged, but presidents are currently much less positive about race relations on campuses nationwide (43 percent described these as excellent or good in 2015, compared with 24 percent this year).

The survey also asked presidents for reactions to some of the specific issues emerging from last fall's protests. As seen on the following page, 42 percent indicate they were surprised by the number and intensity of protests, while 27 percent say they were not.

Presidents tilt toward being more unsympathetic than sympathetic to the protesters' demands and actions. Twenty-two percent strongly agree or agree that the protesters' demands were reasonable while 38 percent strongly disagree or disagree; 40 percent are neutral.

Also, a majority, 54 percent, strongly agree or agree they were concerned that some of the students' demands and actions violated principles of free speech and academic freedom; 23 percent strongly disagree or disagree. Concerns about First Amendment violations were exemplified by protesters' attempts to block media photographers from taking pictures of protest activity on the University of Missouri campus.

Given presidents' generally negative evaluation of race relations on U.S. college campuses, it is not surprising that the majority, 66 percent, strongly agree or agree they expect to see more protests on racial issues in higher education this year. However, very few expect those protests to occur on their own campus -- just 9 percent strongly agree or agree they anticipate racial protests at their college in 2016.

Presidents may not expect protests on racial matters at their institution in part because they believe their college does a good job of serving minority student interests -- 74 percent strongly agree or agree, while 5 percent strongly disagree or disagree.

One outcome of the recent wave of protests is that presidents seem inclined to work harder to interact with students on campus so they can hear their concerns and engage with them directly. Fifty percent of presidents strongly agree or agree they are making more of an effort to be visible on campus in response to what occurred during the protests last fall; 21 percent strongly disagree or disagree.

The opinions of private and public institution presidents regarding the protests are largely similar.

RACE RELATIONS (cont.)

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.								
	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
I was surprised by the number and intensity of campus protests on racial issues in the fall of 2015.								
%5 Strongly agree	8	10	8	7	7	10	9	7
%4	34	35	33	36	34	33	33	32
%3	30	26	30	30	28	27	33	28
%2	20	22	21	26	16	24	22	21
%1 Strongly disagree	7	8	8	2	15	7	4	12
The demands made by the student groups in the protests were reasonable.								
%5 Strongly agree	3	2	4	3	3	2	1	6
%4	19	19	22	18	19	18	24	23
%3	40	44	31	52	46	42	37	27
%2	25	24	26	15	23	27	33	25
%1 Strongly disagree	13	10	16	12	9	10	6	19
I am concerned that some of the students' demands and actions in the recent protests violated principles of free speech and academic freedom.								
%5 Strongly agree	18	18	20	10	19	20	20	17
%4	36	34	38	29	44	31	39	40
%3	24	24	22	35	17	23	23	23
%2	18	18	17	20	15	19	17	15
%1 Strongly disagree	5	6	3	6	5	7	1	6
I anticipate more protests on racial issues in 2016 in higher education generally.								
%5 Strongly agree	15	15	17	22	27	8	19	21
%4	51	54	47	55	56	53	41	45
%3	26	22	28	17	11	28	35	26
%2	6	5	7	6	5	6	5	8
%1 Strongly disagree	2	4	0	0	1	5	0	0
I anticipate protests on racial issues in 2016 on my campus.								
%5 Strongly agree	2	1	2	2	3	1	2	3
%4	7	9	7	15	18	5	10	7
%3	13	15	13	36	16	10	15	14
%2	35	38	33	31	35	42	40	31
%1 Strongly disagree	43	37	45	16	27	42	33	45

RACE RELATIONS (cont.)

	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
I believe my campus does a good job of serving minority students.								
%5 Strongly agree	28	23	32	24	24	21	29	33
%4	46	49	45	61	48	48	50	41
%3	21	22	19	13	26	24	20	20
%2	4	4	3	2	2	6	1	4
%1 Strongly disagree	1	1	1	0	0	1	0	2
I am making an effort to be more visible on my campus in response to what occurred during the racial protests last fall.								
%5 Strongly agree	16	15	17	16	24	14	24	18
%4	34	41	31	58	40	37	37	33
%3	29	25	32	16	22	29	24	30
%2	12	13	11	10	9	14	10	10
%1 Strongly disagree	9	6	10	0	5	6	5	10

PRESIDENTIAL SELECTION

The recent uproar at Mount Saint Mary's University (which led to the February 2016 resignation of the president) is the latest controversy to raise issues concerning the selection of business leaders with no prior academic leadership experience. The University of Iowa's search for a new president last year also raised questions about the proper qualifications of a college or university president. The university ultimately hired Bruce Harreld, a former business executive who had never held an academic leadership position. Many faculty members at these institutions expressed concerns about selecting leaders who may not understand or appreciate the culture and mission of academe.

In many respects, college presidents share concerns about hiring leaders who lack prior academic leadership experience. Fifty-four percent of college presidents strongly agree or agree the traditional emphasis on hiring presidents with extensive careers in academe is appropriate, while 22 percent strongly disagree or disagree.

Additionally, 47 percent of presidents strongly agree or agree that college presidents should have a Ph.D., compared with 32 percent who strongly disagree or disagree.

Moreover, college presidents tend to believe that university boards should not hire presidents who are widely opposed by faculty — 58 percent strongly agree or agree, while 21 percent strongly disagree or disagree.

At the same time, college presidents do see value in having presidents with business and managerial skills as colleges face difficult financial times. Sixty-two percent strongly agree or agree that the economic challenges facing higher education necessitate a greater emphasis on selecting presidents with business and managerial skills. Just 19 percent strongly disagree or disagree with that statement.

Additionally, presidents are twice as likely to strongly agree or agree (50 percent) than to strongly disagree or disagree (25 percent) that college presidents with nontraditional backgrounds have been just as successful as other presidents.

Presidents at public colleges and universities — particularly those at doctorate-granting institutions — are more likely than those at private colleges to believe college presidents should have Ph.D.s. and to think that hiring presidents from traditional academic backgrounds is appropriate. Public college presidents are also somewhat less inclined than private college presidents to agree that presidents chosen from nontraditional backgrounds have been just as successful as other presidents.

Presidents of private colleges are more likely than those at public colleges to think the financial challenges facing higher education necessitate a focus on presidential candidates with a strong background in business and management.

PRESIDENTIAL SELECTION (cont.)

As you may know, in the past year there has been prolonged debate over the selection of new presidents at a number of colleges, most notably the University of Iowa. Some critics say that boards are not showing sufficient attention to the views of faculty members and students and are overly inclined to seek candidates who do not come from traditional higher education backgrounds.

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.

	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
The traditional emphasis on hiring presidents with extensive careers in academe is appropriate.								
%5 Strongly agree	13	20	10	41	17	20	10	6
%4	41	40	40	35	46	32	45	38
%3	24	23	24	15	20	27	27	24
%2	17	14	17	8	11	17	16	22
%1 Strongly disagree	5	3	8	0	6	3	2	9
College presidents should have a Ph.D. degree.								
%5 Strongly agree	19	24	13	25	11	29	18	14
%4	28	31	26	37	34	28	29	28
%3	22	19	25	21	23	17	31	23
%2	18	14	22	9	20	15	16	21
%1 Strongly disagree	14	12	14	8	12	12	7	14
Boards should not hire presidents strongly opposed by faculty leaders.								
%5 Strongly agree	20	23	20	28	26	20	21	18
%4	38	37	38	39	43	33	42	34
%3	21	19	23	18	16	22	24	26
%2	14	12	14	7	8	15	9	18
%1 Strongly disagree	7	8	6	8	7	10	4	4
The economic challenges facing many colleges necessitate a greater emphasis on selecting presidents with business and managerial skills.								
%5 Strongly agree	23	16	29	15	12	20	21	36
%4	39	36	37	43	48	31	43	34
%3	19	23	18	20	18	24	21	18
%2	15	20	12	20	19	19	11	9
%1 Strongly disagree	4	5	3	2	3	6	3	3
Presidents with nontraditional backgrounds have been as successful as other presidents.								
%5 Strongly agree	18	13	21	2	19	13	16	24
%4	32	27	34	19	29	28	36	37
%3	26	34	19	43	25	37	19	21
%2	21	22	23	30	24	17	26	15
%1 Strongly disagree	4	5	3	6	3	6	3	3

COLLEGE SCORECARD

In September 2015, the Obama administration released the revised College Scorecard website (<https://collegescorecard.ed.gov>). It provides information about colleges to help parents and prospective students make decisions about which college to attend. The administration's initial plan was to rate colleges on a number of dimensions, but that idea drew sharp criticism from higher education officials. The site now only lists data – some of them not previously available -- about graduates' employment rates and salaries.

College presidents are not hugely impressed by the scaled-back College Scorecard. As seen on the following page, 31 percent strongly agree or agree the Scorecard is better than what they thought it would be when the Obama administration first discussed college ratings, while 36 percent strongly disagree or disagree. Presidents of public associate institutions are least positive, with 20 percent agreeing and 40 percent disagreeing.

College presidents have serious doubts about the accuracy of the information; 69 percent strongly disagree or disagree that the College Scorecard accurately reflects their institution's strengths and weaknesses, and 58 percent strongly disagree or disagree that the scorecard's salary and employment information for their institution is accurate. Private college presidents, particularly those at baccalaureate institutions, are most concerned about the accuracy of this information.

Campus leaders are skeptical that the College Scorecard will help students and families make informed decisions about which colleges to attend. Just 11 percent strongly agree or agree the Scorecard will help families make better-informed decisions, while 64 percent strongly disagree or disagree.

COLLEGE SCORECARD (cont.)

As you may know, in 2015 the Obama administration unveiled the College Scorecard as a way of providing consumers information, including data on former students' employment rates and salaries. The release is a scaled-down version of a much criticized earlier proposal that would have rated colleges in various areas.

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.

	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
The College Scorecard is better than what I thought the Obama administration would produce when it first started talking about ratings.								
%5 Strongly agree	3	2	4	4	7	0	8	4
%4	28	27	30	35	37	20	35	30
%3	32	36	30	43	25	40	25	30
%2	20	22	19	13	17	25	17	22
%1 Strongly disagree	16	13	17	5	14	15	16	14
The College Scorecard overall accurately reflects my institution's strengths and weaknesses.								
%5 Strongly agree	1	1	0	2	0	0	0	0
%4	9	9	8	13	13	8	15	4
%3	21	28	16	32	36	25	21	15
%2	36	35	35	36	29	36	34	35
%1 Strongly disagree	33	26	40	17	22	30	29	46
The College Scorecard's information about salaries and employment accurately reflects my institution.								
%5 Strongly agree	1	1	1	2	2	0	1	1
%4	15	15	15	19	13	11	22	9
%3	26	31	21	25	39	30	28	19
%2	30	32	28	34	28	35	29	27
%1 Strongly disagree	28	21	35	19	18	24	20	43
The College Scorecard will help students and their families make better informed decisions about colleges.								
%5 Strongly agree	1	2	1	2	0	1	1	1
%4	10	11	7	18	16	9	12	6
%3	26	29	23	35	32	25	21	23
%2	33	34	31	31	27	39	40	26
%1 Strongly disagree	31	24	38	15	25	26	27	45

PRESIDENT OBAMA AND HIGHER EDUCATION

In addition to the College Scorecard, the Obama administration has undertaken or discussed several major higher education initiatives, including greatly expanding the Pell Grant Program for low-income students and advancing a proposal for free community college education.

President Obama gets passing, but not outstanding, grades from college presidents for his overall treatment of higher education. A combined 41 percent give the president a grade of A (7 percent) or B (34 percent), while 31 percent give him a C, 18 percent a D and 11 percent an F. Using the traditional four-point grading scale, that comes out to a grade-point average of 2.1, or the rough equivalent of a C grade.

Presidents at public colleges give President Obama higher grades, with 55 percent assigning him an A or B, compared with 29 percent of those at private colleges. His “G.P.A.” among public college presidents is 2.5 — essentially a C+ grade — compared with 1.8 among private college presidents — essentially a C- grade.

Public two-year colleges give Obama the highest grades by institution type.

President Obama is entering his last year in office. What grade would you give him for his overall treatment of higher education?								
	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
% A	7	14	2	2	3	15	1	1
% B	34	41	27	43	25	48	23	26
% C	31	29	34	38	48	23	36	32
% D	18	12	24	16	20	9	32	22
% F	11	5	13	2	4	6	9	18
Grade Point Average	2.1	2.5	1.8	2.3	2.0	2.6	1.8	1.7

The survey also asked college and university presidents to grade President Obama in a number of specific areas of higher education. He receives his best grades for focusing attention on low-income students, with 67 percent of college presidents giving him an A or B grade and a G.P.A. of 2.7, or a B-. The president also gets relatively higher grades on student aid (2.4) and using the bully pulpit to promote higher education (2.2).

In three areas, college presidents essentially give President Obama a C grade, including regulation of for-profit higher education, research support and making college affordable. His worst grade is on the regulation of higher education — 15 percent give President Obama an A or B grade, while 51 percent give him a D or F grade.

Consistent with his overall grade, President Obama is evaluated more positively in each of these areas by public college presidents than by private college presidents, with community college leaders giving him the best marks.

PRESIDENT OBAMA AND HIGHER EDUCATION (cont.)

And what grade would you give President Obama in each of the following areas related to higher education?								
	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
Focusing attention on low-income students								
% A	24	29	19	12	21	32	21	19
% B	43	47	43	67	49	46	36	44
% C	22	16	26	14	23	16	27	26
% D	6	5	7	2	3	6	11	5
% F	5	2	6	5	4	1	5	6
Grade Point Average	2.7	3.0	2.6	2.8	2.8	3.0	2.6	2.6
Student aid								
% A	13	19	8	10	4	20	12	9
% B	38	41	37	50	42	42	27	34
% C	29	27	31	23	36	26	40	31
% D	12	9	15	13	13	8	14	16
% F	8	4	9	4	4	4	7	10
Grade Point Average	2.4	2.6	2.2	2.5	2.3	2.7	2.2	2.2
Using the bully pulpit to promote higher education								
% A	18	25	10	9	4	32	11	5
% B	27	38	19	36	29	42	20	18
% C	26	21	30	31	33	16	24	33
% D	15	10	21	16	19	7	26	22
% F	14	7	20	8	15	3	18	21
Grade Point Average	2.2	2.6	1.8	2.2	1.9	2.9	1.8	1.7
Regulation of for-profit higher education								
% A	10	12	8	8	8	15	8	6
% B	30	34	29	35	30	36	27	29
% C	27	30	27	26	34	29	27	26
% D	16	14	17	19	17	11	18	18
% F	17	9	20	12	11	9	20	20
Grade Point Average	2.0	2.3	1.9	2.1	2.1	2.4	1.9	1.8

PRESIDENT OBAMA AND HIGHER EDUCATION (cont.)

	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
Research support								
% A	3	7	1	7	3	8	1	1
% B	34	31	36	33	24	33	26	38
% C	34	38	30	37	40	38	33	30
% D	21	18	24	16	22	18	32	21
% F	9	6	9	7	11	3	8	11
Grade Point Average	2.0	2.2	2.0	2.2	1.9	2.3	1.8	2.0
Making college affordable								
% A	8	11	4	4	3	13	2	5
% B	26	34	22	28	21	39	22	22
% C	35	34	39	54	42	29	39	35
% D	18	13	20	9	22	11	27	18
% F	13	8	15	4	11	7	10	19
Grade Point Average	2.0	2.3	1.8	2.2	1.8	2.4	1.8	1.7
Regulation of higher education								
% A	1	3	0	0	1	5	1	0
% B	14	22	10	11	16	21	10	7
% C	33	40	26	50	35	42	24	28
% D	26	23	29	23	33	20	28	29
% F	25	13	35	15	16	12	37	36
Grade Point Average	1.4	1.8	1.1	1.6	1.5	1.9	1.1	1.1

GUNS ON CAMPUS

Fatal shootings on college campuses have sparked a discussion about ways to prevent such tragedies from occurring. One solution some state legislatures are considering is allowing students and faculty members to carry concealed weapons on campuses, a practice many colleges ban. Texas is the latest state to adopt “campus carry” legislation permitting the carrying of concealed weapons on public college campuses.

College presidents are strong in their opposition to campus carry legislation. Sixty-nine percent strongly agree and 18 percent agree that allowing students to carry concealed weapons will endanger students and faculty members. Along those lines, 72 percent strongly disagree and 16 percent disagree that allowing students to carry concealed weapons will protect students from potential harm.

College presidents also widely agree (85 percent, including 62 percent who strongly agree) that elected officials who support campus carry legislation do not understand the culture of higher education.

Views of campus carry laws are similar among public and private college presidents.

As you may know, many states are passing “campus carry” bills that eliminate the right of public colleges to ban people from carrying concealed weapons on campus.

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.

	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
Allowing students to carry concealed weapons will protect students from potential harm.								
%5 Strongly agree	2	2	3	0	2	2	0	4
%4	2	1	1	0	2	2	1	1
%3	7	7	7	9	4	9	8	8
%2	16	18	15	21	9	23	21	13
%1 Strongly disagree	72	71	74	69	84	64	70	74
Allowing students to carry concealed weapons will endanger students and faculty members.								
%5 Strongly agree	69	67	72	61	75	64	74	69
%4	18	20	18	15	15	23	19	19
%3	6	7	5	14	5	6	2	7
%2	3	4	2	3	2	4	3	0
%1 Strongly disagree	3	3	3	6	4	2	1	5
Elected officials who favor campus carry laws do not understand the culture of higher education.								
%5 Strongly agree	62	65	63	55	69	66	63	59
%4	23	22	21	25	22	23	20	22
%3	8	5	9	15	3	5	15	9
%2	4	5	2	3	4	6	1	3
%1 Strongly disagree	3	2	4	2	3	1	2	7

BUDGET AND FINANCES

College presidents are mostly confident about the sustainability of their institutions' financial models in the coming years — 59 percent strongly agree or agree they are confident in their model over the next five years, with 14 percent strongly disagreeing or disagreeing. Looking further ahead, 48 percent strongly agree or agree they are confident in their model over the next 10 years, while 23 percent strongly disagree or disagree.

Private college presidents are more likely than public-sector presidents to express confidence in their institution's financial model over the next 5 and 10 years. Within public institutions, presidents at doctorate-granting institutions are more confident than those at associate and master's/baccalaureate institutions.

Presidents' confidence appears to be rising once again. In *Inside Higher Ed's* 2015 survey, 56 percent of campus leaders agreed that they were confident in the sustainability of their institution's financial model over 5 years, and 38 percent agreed over a decade (20 percent and 13 percent strongly agreed, respectively). The confidence levels had fallen from 2014, when 62 percent of presidents expressed confidence about their institutions over a five-year horizon and 50 percent did so over a decade

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.								
	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
I am confident about the sustainability of my institution's financial model over the next five years.								
%5 Strongly agree	25	18	31	26	17	18	28	28
%4	34	34	35	46	38	29	43	34
%3	26	26	26	15	24	28	22	27
%2	11	17	7	8	18	19	4	10
%1 Strongly disagree	3	5	1	5	4	5	3	0
I am confident about the sustainability of my institution's financial model over the next 10 years.								
%5 Strongly agree	15	11	21	12	13	11	12	23
%4	33	30	36	42	24	28	44	31
%3	29	26	30	24	27	24	31	31
%2	18	25	10	17	29	27	9	11
%1 Strongly disagree	5	9	3	5	7	10	5	3

Looking more broadly at the landscape of higher education, presidents are most likely to agree that elite private universities — those with endowments over \$1 billion — have sustainable financial models over the next 10 years. Ninety-two percent strongly agree or agree these colleges' models are sustainable, with agreement higher among private college presidents than public college presidents.

Presidents are also optimistic about the financial models of elite private liberal arts colleges and public flagship universities, with majorities strongly agreeing or agreeing their business models are sustainable in the next decade.

BUDGET AND FINANCES (cont.)

Presidents are less optimistic about the sustainability of business models for community colleges (37 percent strongly agree or agree), non-flagship public universities (26 percent), other private four-year institutions (15 percent) and for-profit institutions (7 percent). A majority of presidents, 63 percent, strongly disagree or disagree that the business model of for-profit institutions is sustainable.

Importantly, presidents of public two-year institutions are more likely to strongly disagree or disagree (38 percent) than to strongly agree or agree (31 percent) that the business model for community colleges is sustainable over the next 10 years.

The business models for the following sectors of higher education are sustainable over the next 10 years:								
	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
Elite private universities (endowments > \$1 billion)								
%5 Strongly agree	65	53	76	68	63	49	72	79
%4	27	33	21	26	27	35	26	19
%3	5	7	2	0	7	9	2	2
%2	3	5	1	3	3	4	0	0
%1 Strongly disagree	1	2	0	2	0	3	0	0
Elite private liberal arts colleges (endowments > \$500 million)								
%5 Strongly agree	38	26	47	22	32	25	49	49
%4	43	46	44	43	48	43	43	40
%3	12	18	8	25	16	18	8	9
%2	5	7	2	7	4	10	0	2
%1 Strongly disagree	1	3	0	3	1	4	0	0
Public flagship universities								
%5 Strongly agree	27	28	28	34	34	23	23	32
%4	40	35	43	43	45	32	49	39
%3	20	22	20	9	19	26	22	22
%2	11	12	7	15	3	14	4	7
%1 Strongly disagree	2	3	2	0	0	5	2	0
Community colleges								
%5 Strongly agree	10	7	15	0	8	7	9	17
%4	27	25	30	24	34	24	28	28
%3	36	35	32	46	34	30	34	33
%2	22	25	19	30	16	28	24	18
%1 Strongly disagree	6	8	4	0	8	10	4	3

BUDGET AND FINANCES (cont.)

	All Institutions by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
Non-flagship public four-year institutions								
%5 Strongly agree	4	3	4	2	5	3	4	6
%4	22	24	21	28	23	23	16	23
%3	38	39	40	45	40	36	44	36
%2	28	29	29	15	25	32	29	29
%1 Strongly disagree	8	6	7	10	6	5	7	6
Other private four-year institutions								
%5 Strongly agree	2	2	1	0	1	4	0	3
%4	13	10	15	8	3	12	14	17
%3	46	36	52	34	37	35	57	43
%2	35	43	29	52	50	42	25	35
%1 Strongly disagree	5	8	2	5	8	8	3	2
For-profit institutions								
%5 Strongly agree	1	2	1	0	1	2	0	2
%4	6	6	2	2	1	10	3	2
%3	30	28	30	21	28	29	29	31
%2	46	42	51	59	46	36	51	49
%1 Strongly disagree	17	22	15	17	24	22	16	17

INSTITUTION AND PERSONAL CHARACTERISTICS

What is your age?	%
Under 30	0
30 to 39	0
40 to 49	8
50 to 59	34
60 to 69	48
70 and older	10

What is your gender?	%
Male	72
Female	28

How many years have you served as the president at this institution?	%
Less than six months	3
Six months to less than three years	30
Three years to less than five years	20
Five years to less than 10 years	26
10 or more years	22

How many years have you served as the president at any institution?	%
Less than six months	2
Six months to less than three years	21
Three years to less than five years	16
Five years to less than 10 years	27
10 or more years	34

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