

# The 2013 Inside Higher Ed Survey of College & University Human Resources Officers

Conducted by Gallup®

SCOTT JASCHIK & DOUG LEDERMAN  
EDITORS, INSIDE HIGHER ED

**INSIDE**  
HIGHER ED

SUPPORT FOR THIS PROJECT PROVIDED BY  
TIAA-CREF

INSIDEHIGHERED.COM

# LIFETIME INCOME:

**THE NONHABIT-FORMING SLEEP AID.**

Last year, TIAA-CREF paid out \$4.3 billion in retirement income.<sup>1</sup> We help millions of people in nonprofit businesses plan and manage retirement, more than any other financial services provider.<sup>2</sup> It's how we deliver Outcomes That Matter for your employees.

**Nearly a century of lifetime income payments to get employees through retirement.<sup>3</sup>  
Get started at [ttaa-cref.org/lifetime](http://ttaa-cref.org/lifetime).**



Financial Services

Outcomes  
That Matter

<sup>1</sup>In 2012, TIAA-CREF plan participants received annualized payments of \$4.3 billion through TIAA-CREF lifetime annuity contracts. <sup>2</sup>Source: LIMRA, Not-for-Profit Market Survey, first-quarter 2013 results. Based on a survey of 29 companies. <sup>3</sup>Lifetime income is a guarantee subject to TIAA's claims-paying ability. Investment, insurance and annuity products are not FDIC insured, are not bank guaranteed, are not deposits, are not insured by any federal government agency, are not a condition to any banking service or activity, and may lose value. TIAA-CREF Individual & Institutional Services, LLC and Teachers Personal Investors Services, Inc., members FINRA, distribute securities products. ©2013 Teachers Insurance and Annuity Association-College Retirement Equities Fund (TIAA-CREF), 730 Third Avenue, New York, NY 10017. C11882-i

**TIAA-CREF products may be subject to market and other risk factors. See the applicable product literature, or visit [ttaa-cref.org](http://ttaa-cref.org) for details. Past performance does not guarantee future results.**

# THE 2013 INSIDE HIGHER ED SURVEY OF COLLEGE AND UNIVERSITY HUMAN RESOURCES OFFICERS

A study by *Inside Higher Ed* and Gallup

*Inside Higher Ed*

1015 18th Street NW, Suite 1100  
Washington, DC 20036  
t 202.659.9208

Gallup

901 F Street, NW  
Washington, DC 20004  
t 202.715.3030

## **COPYRIGHT**

This document contains proprietary research, copyrighted materials, and literary property of Gallup, Inc. No changes may be made to this document without the express written permission of Gallup, Inc. Gallup® and Gallup University® are trademarks of Gallup, Inc. All other trademarks are property of their respective owners.

## TABLE OF CONTENTS

|  |    |
|--|----|
| Foreword                                 | 5  |
| Snapshot of Findings                     | 5  |
| Methodology                              | 7  |
| Summary Infographic                      | 8  |
| Detailed Findings                        | 9  |
| Recruitment                              | 9  |
| Health Insurance                         | 11 |
| Benefits                                 | 12 |
| Other Human Resources Issues             | 16 |
| Adjunct Faculty                          | 19 |
| Campus Safety                            | 21 |
| Hiring Practices and Employee Evaluation | 21 |
| Nondiscrimination Policies               | 24 |
| Institutional and Personal Demographics  | 25 |

## FOREWORD

Colleges and universities are organizations focused on ideas and people, and function only as well as the faculty and staff members who provide the instruction and training, serve the students and other constituents, and manage the institutions. This annual survey of college and university chief human resources officers aims to understand how these key officials view the pressing issues they face in managing and motivating their work forces.

Some of the questions addressed in the study are:

- How concerned are chief human resources officers about employee retirement issues, and how much do college employees know about issues related to retirement?
- To what degree do human resources officers support emerging health care options implemented at some higher education institutions?
- What benefits do higher education institutions offer employees, and what benefits do human resources officers say *should* be offered?
- Are institutions paying more attention they have in recent years to such issues as performance evaluation, performance-based pay, and promoting wellness programs?
- Have institutions placed or enforced limits on adjunct faculty hours to avoid having to meet new federal requirements for employer-provided health insurance?
- Do human resources officers say their institutions are fairly compensating adjunct faculty?
- Have institutions adopted new policies aimed at preventing incidences of violence on campus?
- Are colleges using best practices in recruiting and hiring employees?
- Do institutions provide effective training and development opportunities for new leaders of academic departments and programs?

---

## SNAPSHOT OF FINDINGS

- About two-thirds of chief human resources officers favor a policy that would involve charging employees who use tobacco products a monthly fee.
- Over one-third of chief HR officers (38 percent) say they are very concerned about growing health care costs for retirees.
- Just 5 percent of HR officers strongly agree employees have sufficient knowledge and understanding about issues related to retirement, such as living arrangements, pensions and financial planning.
- About half of chief HR officers (48 percent) say their institution has placed or enforced limits on adjunct faculty hours to avoid having to meet new

federal requirements for employer-provided health insurance.

- Just over one-third (38 percent) of chief HR officers say their institution should offer health care benefits for adjunct faculty members.
- Just one in four (24 percent) HR administrators strongly agrees their institution fairly compensates adjunct faculty.
- A majority of officers (62 percent)

say their institution is paying more attention to implementing performance evaluation measures than they have in recent years.

- Just 5 percent of chief HR officers strongly agree their institution effectively uses the data and information it has on employee performance and satisfaction to make strategic planning and policy decisions.
- More public sector than private sector

institutions offer on-campus child care services for employees.

- Eighty percent of chief human resources officers say firearms should be banned from all college campuses; most (91 percent) say firearms are not permitted on their campus.
- About nine in 10 officers (88 percent) say their institution has a non-discrimination policy regarding sexual orientation.

---

## METHODOLOGY

The following report presents findings from a quantitative survey research study Gallup conducted on behalf of *Inside Higher Ed*. The overall objective of the study was to learn about the practices and perceptions of college and university chief human resources officers regarding managing and motivating their campus work forces.

Gallup education researchers and consultants developed the questionnaire in collaboration with Scott Jaschik and Doug Lederman from *Inside Higher Ed*.

Gallup conducted the surveys in English from Wednesday, Sept. 11, through Friday, Sept. 27, 2013. Invitations were sent via e-mail to 2,605 potential respondents; e-mail reminders were sent to reach respondents who had not yet participated throughout the survey period. Specialty colleges,

namely Bible colleges and seminaries with a Carnegie Code classification of 24, and institutions with enrollment <500 were excluded from the sample. Institutions are only represented once in the sample.

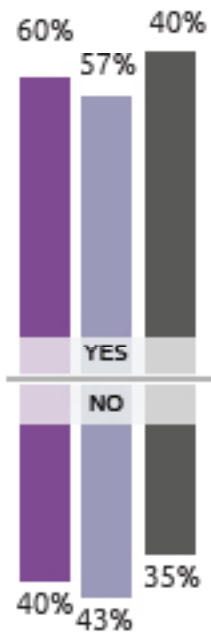
Gallup collected 399 Web surveys from chief human resources officers, a 15 percent response rate. HR officers across public, private and for-profit sectors were included in the sample, though few for-profit institutions are

represented in the results. Respondents represented 206 public institutions, 171 private institutions, and 7 institutions from the for-profit sector. Based on the sample size of 399 total respondents, one can say with 95 percent confidence that the margin of error attributable to sampling error is  $\pm 4.9$  percentage points. For subgroups within this population, due to smaller sample sizes, the margin of error is greater.

# 2013 HUMAN RESOURCES OFFICERS SUMMARY INFOGRAPHIC

ALL PUBLIC PRIVATE NONPROFIT

Do you favor a policy in which employees covered by a college's insurance would pay \$100 a month if they do not have annual health exams?



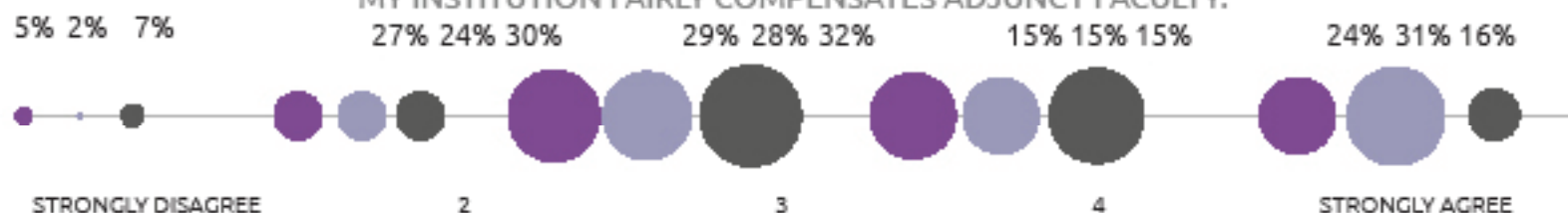
Has your institution placed or enforced limits on adjunct faculty hours to avoid having to meet new federal requirements for employer-provided health insurance?



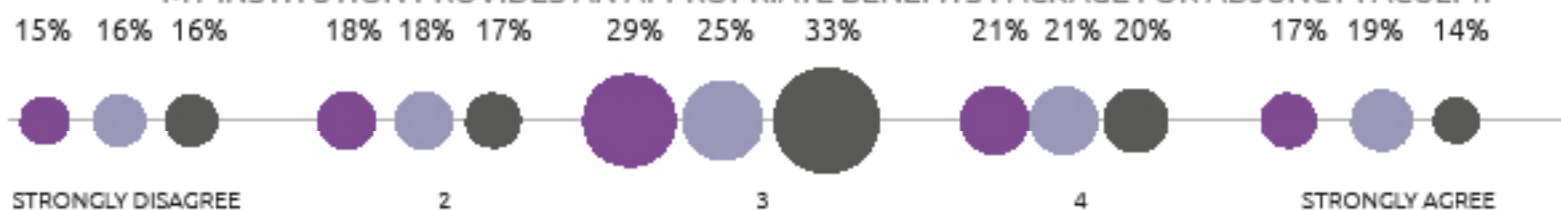
Is your institution currently considering placing or enforcing limits on adjunct faculty hours to avoid having to meet new federal requirements for employer-provided health insurance?\*



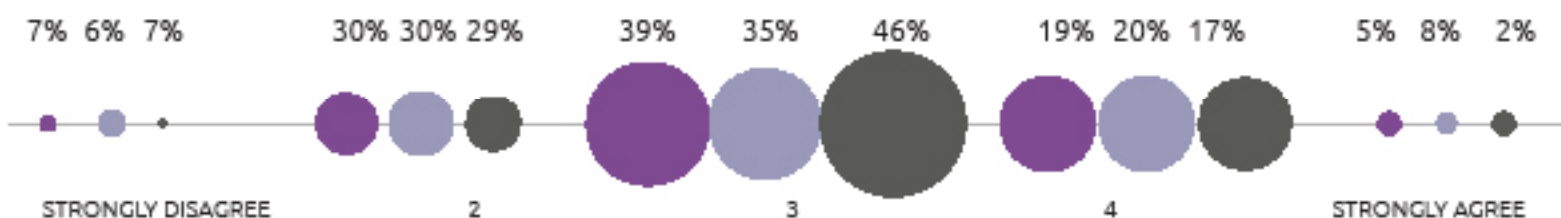
MY INSTITUTION FAIRLY COMPENSATES ADJUNCT FACULTY.



MY INSTITUTION PROVIDES AN APPROPRIATE BENEFITS PACKAGE FOR ADJUNCT FACULTY.



EMPLOYEES HAVE SUFFICIENT KNOWLEDGE AND UNDERSTANDING ABOUT RETIREMENT ISSUES.





## TOTAL PARTICIPATION BY SECTOR

|                 | ALL INSTITUTIONS BY SECTOR |        |                   |             | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|-----------------|----------------------------|--------|-------------------|-------------|----------|-----------------|--------|--------------------|-------|
|                 | ALL                        | PUBLIC | PRIVATE NONPROFIT | FOR PROFIT* | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| Total N         | 399                        | 206    | 171               | 7           | 30       | 53              | 114    | 86                 | 64    |
| Margin of Error | 4.9%                       | 6.8%   | 7.5%              | N/A         | 17.9%    | 13.5%           | 9.2%   | 10.6%              | 12.3% |

\*Data are not reported for these groups due to small sample size.

Data are not statistically adjusted (weighted). In addition to sampling error, question wording and practical difficulties in conducting surveys can introduce error or bias into the findings of opinion polls. In some cases, reported frequencies may not add up to 100 percent due to rounding or the exclusion of “Don’t know” and “Refused” results

## DETAILED FINDINGS

### RETIREMENT

Of five issues presented pertaining to employee retirement, chief human resources officers say campus officials are most concerned about growing health care costs. Nearly seven in 10 (68 percent) human resources officers say officials are at least moderately concerned about growing health care costs. Sixty-two percent say officials are concerned about faculty working past traditional retirement age. About half (53 percent) are very or moderately concerned with the lack of sufficient retirement incentives for eligible faculty. HR leaders indicate campus officials are least concerned about filling positions of non-academic retirees, and about pension costs for retirees. Nearly one in four (23 percent) says campus officials are not concerned at all about pensions.

Please indicate how concerned senior campus officials are about the following retirement issues at your institution.

|   | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|   | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Filling positions of non-academic retirees</b> |                            |        |                   |          |                 |        |                    |       |
| Very concerned                                    | 11%                        | 13%    | 8%                | 15%      | 17%             | 12%    | 65%                | 13%   |
| Moderately concerned                              | 38                         | 45     | 31                | 52       | 38              | 46     | 32                 | 31    |
| Not too concerned                                 | 41                         | 34     | 49                | 26       | 38              | 34     | 44                 | 53    |
| Not concerned at all                              | 10                         | 8      | 13                | 7        | 8               | 8      | 18                 | 3     |



|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Faculty working past traditional retirement age</b>               |                            |        |                   |          |                 |        |                    |       |
| Very concerned   | 25%                        | 21%    | 30%               | 41%      | 23%             | 14%    | 34%                | 21%   |
| Moderately concerned   | 37                         | 34     | 41                | 44       | 31              | 31     | 44                 | 38    |
| Not too concerned  | 28                         | 32     | 23                | 11       | 37              | 38     | 18                 | 37    |
| Not concerned at all   | 10                         | 13     | 5                 | 4        | 10              | 17     | 5                  | 5     |
| <b>Lack of sufficient retirement incentives for eligible faculty</b> |                            |        |                   |          |                 |        |                    |       |
| Very concerned   | 19                         | 12     | 26                | 22       | 12              | 7      | 30                 | 14    |
| Moderately concerned   | 34                         | 32     | 38                | 41       | 25              | 32     | 44                 | 35    |
| Not too concerned  | 33                         | 43     | 25                | 37       | 48              | 44     | 16                 | 40    |
| Not concerned at all   | 14                         | 14     | 12                | 0        | 15              | 17     | 9                  | 11    |
| <b>Growing health care costs for retirees</b>                        |                            |        |                   |          |                 |        |                    |       |
| Very concerned   | 38                         | 39     | 37                | 30       | 39              | 41     | 40                 | 33    |
| Moderately concerned   | 30                         | 35     | 22                | 44       | 31              | 34     | 22                 | 26    |
| Not too concerned  | 21                         | 18     | 26                | 22       | 20              | 17     | 24                 | 30    |
| Not concerned at all   | 11                         | 8      | 14                | 4        | 10              | 8      | 14                 | 11    |
| <b>Pension costs for retirees</b>                                    |                            |        |                   |          |                 |        |                    |       |
| Very concerned   | 20                         | 24     | 14                | 19       | 24              | 27     | 20                 | 4     |
| Moderately concerned   | 27                         | 34     | 15                | 31       | 34              | 34     | 14                 | 19    |
| Not too concerned  | 30                         | 26     | 39                | 23       | 28              | 26     | 39                 | 40    |
| Not concerned at all   | 23                         | 16     | 32                | 27       | 14              | 13     | 27                 | 37    |

As seen in the table on the following page, human resources officers were split on the question of phased retirement options for faculty. Four in 10 (41 percent) agree or strongly agree that their institution offers sufficient phased retirement options for faculty. Nearly as many, 37 percent, disagree, and 22

percent are neutral on the question. Responses were more decisive on the question of phased retirement options for staff. Just 9 percent strongly agree their institution offers sufficient phased retirement options for staff; 38 percent strongly disagree.

HR officers seem unsure about whether

employees have sufficient knowledge and understanding about issues related to retirement.

Just 5 percent strongly agree with this statement, and another 19 percent agree; just 7 percent strongly disagree with this statement, and 39 percent are neutral.



**HIGHER EDUCATION'S  
TOP NEWS SITE**

**ACADEME'S MOST TRUSTED  
DOSSIER SERVICE**

**HIGHER EDUCATION'S BEST CAREER SITE**



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 about retirement issues at your institution.

|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>My institution offers sufficient phased retirement options for faculty.</b>   |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 19%                        | 22%    | 15%               | 14%      | 28%             | 22%    | 12%                | 17%   |
| %4   | 22                         | 21     | 25                | 25       | 26              | 15     | 24                 | 30    |
| %3   | 22                         | 20     | 25                | 21       | 8               | 27     | 27                 | 19    |
| %2   | 17                         | 17     | 18                | 21       | 16              | 14     | 17                 | 22    |
| %1 Strongly disagree   | 20                         | 21     | 18                | 18       | 22              | 21     | 21                 | 13    |
| <b>My institution offers sufficient phased retirement options for staff.</b>   |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 9                          | 12     | 6                 | 4        | 13              | 15     | 5                  | 4     |
| %4   | 11                         | 14     | 8                 | 15       | 19              | 10     | 7                  | 8     |
| %3   | 21                         | 21     | 21                | 15       | 15              | 26     | 24                 | 16    |
| %2   | 21                         | 21     | 21                | 19       | 21              | 21     | 16                 | 30    |
| %1 Strongly disagree   | 38                         | 32     | 44                | 46       | 33              | 28     | 49                 | 42    |
| <b>Employees have sufficient knowledge and understanding about issues related to retirement, such as living arrangements, pensions and financial planning.</b> |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 5                          | 8      | 2                 | 0        | 8               | 11     | 1                  | 3     |
| %4   | 19                         | 20     | 17                | 34       | 24              | 15     | 10                 | 24    |
| %3   | 39                         | 35     | 46                | 45       | 34              | 34     | 55                 | 40    |
| %2   | 30                         | 30     | 29                | 17       | 30              | 33     | 27                 | 29    |
| %1 Strongly disagree   | 7                          | 6      | 7                 | 3        | 4               | 8      | 7                  | 5     |

## HEALTH INSURANCE

Some institutions are adopting incentives and other strategies to address escalating healthcare costs. At the time this survey of HR officers was fielded, Pennsylvania State University had announced a plan requiring those covered by the institution's health insurance to participate in health screenings or pay a \$100 per month

fee. Though the plan has since been scrapped, HR officers were asked to weigh in on this policy. A majority of chief human resources officers (60 percent) say they favor such a policy. Just 40 percent oppose it, as seen in the table on the following page.

HR officers were also asked their opinion of a similar policy at Penn State

(which the university is maintaining) that says those covered by institutional health insurance who used tobacco products five times or more in the previous three months must pay \$75 per month. A large majority (68 percent) of chief human resources officers in both public and private sector schools favor this policy.

As you may know, Pennsylvania State University recently announced a new policy that says those covered by the institution's health insurance are required to have annual health exams. Those who do not get the screening will be required to pay \$100 per month.

|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Do you favor or oppose such a policy?</b> |                            |        |                   |          |                 |        |                    |       |
| Favor  | 60%                        | 57%    | 65%               | 38%      | 58%             | 58%    | 61%                | 76%   |
| Oppose                                       | 40                         | 43     | 35                | 62       | 42              | 42     | 39                 | 24    |

As you may know, Pennsylvania State University recently announced a new policy that says anyone covered by the institution's health insurance who used tobacco products five times or more in the previous three months must pay \$75 per month.

|  |    |    |    |    |    |    |    |    |
|--|----|----|----|----|----|----|----|----|
| <b>Do you favor or oppose such a policy?</b> |    |    |    |    |    |    |    |    |
| Favor  | 68 | 66 | 72 | 67 | 67 | 62 | 73 | 72 |
| Oppose                                       | 32 | 34 | 28 | 33 | 33 | 38 | 27 | 28 |

## BENEFITS

Of 12 different employee fringe benefits presented, chief human resources officers were most likely to say they offer financial support for higher education (93 percent) for their employees. Over 8 in 10 (81 percent) say their institution offers wellness programs, though just 30 percent say their institution offers benefits/rewards for healthy employees, as seen in the table on the following page.

Nearly 8 in 10, 78 percent, say they offer family-friendly work place policies, and 77 percent say they offer financial

support for children of employees to pursue higher education. Over half (63 percent) say they offer some other benefits to opposite-sex domestic partners but fewer, 42 percent, offer health care coverage to opposite-sex domestic partners. More (52 percent) say they offer health care coverage to same-sex domestic partners, and 47 percent offer other benefits for same-sex partners.

About half (53 percent) say they offer telecommuting opportunities for employees.

Though many say they offer family-friendly work place policies, only about one-third (35 percent) offer on-campus child care for employees. Public sector HR leaders were far likelier than their private sector peers to say their institution offers this service (48 percent versus 19 percent).

Adjunct faculty are largely excluded from receiving employee benefits, with just one in four chief human resources officers (24 percent) saying their institution offers health care benefits for adjuncts.

Please indicate whether your institution offers the following benefits:

|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Telecommuting</b>   |                            |        |                   |          |                 |        |                    |       |
| Yes  | 53%                        | 50%    | 54%               | 64%      | 56%             | 41%    | 57%                | 50%   |
| No   | 47                         | 50     | 46                | 36       | 44              | 59     | 43                 | 50    |
| <b>Family-friendly work place policies</b>   |                            |        |                   |          |                 |        |                    |       |
| Yes  | 78                         | 77     | 78                | 93       | 80              | 70     | 78                 | 82    |
| No   | 22                         | 23     | 22                | 7        | 20              | 30     | 22                 | 18    |
| <b>Health care benefits for adjunct faculty</b>  |                            |        |                   |          |                 |        |                    |       |
| Yes  | 24                         | 29     | 14                | 56       | 27              | 26     | 14                 | 15    |
| No   | 76                         | 71     | 86                | 44       | 73              | 74     | 86                 | 85    |
| <b>Wellness programs</b>   |                            |        |                   |          |                 |        |                    |       |
| Yes  | 81                         | 85     | 76                | 90       | 88              | 80     | 77                 | 75    |
| No   | 19                         | 15     | 24                | 10       | 12              | 20     | 23                 | 25    |
| <b>Financial rewards/benefits for healthy employees</b>  |                            |        |                   |          |                 |        |                    |       |
| Yes  | 30                         | 33     | 25                | 39       | 33              | 29     | 23                 | 25    |
| No   | 70                         | 67     | 75                | 61       | 67              | 71     | 77                 | 75    |
| <b>Financial support for enrollment in higher education courses</b>                            |                            |        |                   |          |                 |        |                    |       |
| Yes  | 93                         | 94     | 93                | 96       | 96              | 92     | 98                 | 89    |
| No   | 7                          | 6      | 7                 | 4        | 4               | 8      | 2                  | 11    |
| <b>Financial support for children of employees to pursue education beyond high school</b>      |                            |        |                   |          |                 |        |                    |       |
| Yes  | 77                         | 66     | 93                | 57       | 73              | 68     | 97                 | 95    |
| No   | 23                         | 34     | 7                 | 43       | 27              | 32     | 3                  | 5     |
| <b>Health care coverage to same-sex domestic partners</b>                                      |                            |        |                   |          |                 |        |                    |       |
| Yes  | 52                         | 48     | 56                | 48       | 55              | 45     | 53                 | 54    |
| No   | 48                         | 52     | 44                | 52       | 45              | 55     | 47                 | 46    |
| <b>Other benefits for same-sex domestic partners (e.g., life insurance and parental leave)</b> |                            |        |                   |          |                 |        |                    |       |
| Yes  | 47                         | 46     | 47                | 61       | 53              | 39     | 44                 | 48    |
| No   | 53                         | 54     | 53                | 39       | 47              | 61     | 56                 | 52    |
| <b>Health care coverage to opposite-sex domestic partners</b>                                  |                            |        |                   |          |                 |        |                    |       |
| Yes  | 42                         | 40     | 43                | 36       | 43              | 39     | 41                 | 43    |
| No   | 58                         | 60     | 57                | 64       | 57              | 61     | 59                 | 57    |

|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Other benefits for opposite-sex domestic partners</b> |                            |        |                   |          |                 |        |                    |       |
| Yes  | 63%                        | 65%    | 64%               | 64%      | 59%             | 68%    | 64%                | 64%   |
| No   | 37                         | 35     | 36                | 36       | 41              | 32     | 36                 | 36    |
| <b>On-campus child care for employees</b>                |                            |        |                   |          |                 |        |                    |       |
| Yes  | 35                         | 48     | 19                | 66       | 51              | 43     | 19                 | 17    |
| No   | 65                         | 52     | 81                | 34       | 49              | 57     | 81                 | 83    |

Human resources officers were asked whether they thought their institution *should* offer each of the 12 fringe benefits. A higher proportion of HR officers say their institution should offer each of these benefits than indicate they actually do offer them -- with the exception of other benefits for opposite-sex domestic partners, for which 63 percent say they do offer the benefit and 58 percent say they should offer it.

Nearly all (98 percent) say they should offer wellness programs, financial

support for enrollment in higher education courses (98 percent), family-friendly work place policies (94 percent), and financial support for children of employees to pursue higher education (88 percent).

A majority say they should offer telecommuting (76 percent), financial rewards/benefits for healthy employees (82 percent), health care coverage to same-sex domestic partners (71 percent), other benefits for same-sex domestic partners (67 percent), health

care coverage to opposite-sex domestic partners (61 percent), other benefits for opposite-sex domestic partners (58 percent), and on-campus childcare for employees (60 percent).

More public sector (70 percent) than private sector (46 percent) HR officers say their institution should offer childcare.

Health care benefits for adjunct faculty has the least support from HR officers, with just 38 percent saying they should offer them.

Please indicate whether you think your institution SHOULD offer the following benefits:

|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Telecommuting</b>                       |                            |        |                   |          |                 |        |                    |       |
| Yes  | 76%                        | 74%    | 77%               | 81%      | 73%             | 73%    | 82%                | 69%   |
| No   | 24                         | 26     | 23                | 19       | 27              | 27     | 18                 | 31    |
| <b>Family-friendly work place policies</b> |                            |        |                   |          |                 |        |                    |       |
| Yes  | 94                         | 93     | 94                | 96       | 88              | 94     | 95                 | 95    |
| No   | 6                          | 7      | 6                 | 4        | 12              | 6      | 5                  | 5     |

|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Health care benefits for adjunct faculty</b>  |                            |        |                   |          |                 |        |                    |       |
| Yes  | 38%                        | 44%    | 28%               | 75%      | 56%             | 34%    | 29%                | 27%   |
| No   | 62                         | 56     | 72                | 25       | 44              | 66     | 71                 | 73    |
| <b>Wellness programs</b>   |                            |        |                   |          |                 |        |                    |       |
| Yes  | 98                         | 99     | 96                | 96       | 100             | 99     | 99                 | 97    |
| No   | 2                          | 1      | 4                 | 4        | 0               | 1      | 1                  | 3     |
| <b>Financial rewards/benefits for healthy employees</b>  |                            |        |                   |          |                 |        |                    |       |
| Yes  | 82                         | 82     | 82                | 92       | 84              | 79     | 80                 | 87    |
| No   | 18                         | 18     | 18                | 8        | 16              | 21     | 20                 | 13    |
| <b>Financial support for enrollment in higher education courses</b>                            |                            |        |                   |          |                 |        |                    |       |
| Yes  | 98                         | 98     | 99                | 100      | 100             | 98     | 99                 | 98    |
| No   | 2                          | 2      | 1                 | 0        | 0               | 2      | 1                  | 2     |
| <b>Financial support for children of employees to pursue education beyond high school</b>      |                            |        |                   |          |                 |        |                    |       |
| Yes  | 88                         | 82     | 95                | 84       | 86              | 83     | 95                 | 97    |
| No   | 12                         | 18     | 5                 | 16       | 14              | 17     | 5                  | 3     |
| <b>Health care coverage to same-sex domestic partners</b>                                      |                            |        |                   |          |                 |        |                    |       |
| Yes  | 71                         | 76     | 63                | 88       | 84              | 71     | 59                 | 64    |
| No   | 29                         | 24     | 37                | 12       | 16              | 29     | 41                 | 36    |
| <b>Other benefits for same-sex domestic partners (e.g., life insurance and parental leave)</b> |                            |        |                   |          |                 |        |                    |       |
| Yes  | 67                         | 74     | 59                | 88       | 82              | 67     | 54                 | 63    |
| No   | 33                         | 26     | 41                | 12       | 18              | 33     | 46                 | 37    |
| <b>Health care coverage to opposite-sex domestic partners</b>                                  |                            |        |                   |          |                 |        |                    |       |
| Yes  | 61                         | 65     | 54                | 72       | 74              | 60     | 52                 | 50    |
| No   | 39                         | 35     | 46                | 28       | 26              | 40     | 48                 | 50    |
| <b>Other benefits for opposite-sex domestic partners</b>                                       |                            |        |                   |          |                 |        |                    |       |
| Yes  | 58                         | 64     | 51                | 67       | 73              | 60     | 47                 | 51    |
| No   | 42                         | 36     | 49                | 33       | 27              | 40     | 53                 | 49    |
| <b>On-campus childcare for employees</b>   |                            |        |                   |          |                 |        |                    |       |
| Yes  | 60                         | 70     | 46                | 75       | 78              | 65     | 48                 | 48    |
| No   | 40                         | 30     | 54                | 25       | 22              | 35     | 52                 | 52    |



## OTHER HUMAN RESOURCES ISSUES

Human resources officers were asked to reflect on the amount of attention they are paying to issues related to employee performance, policies and pay. Half of HR officers say they are paying more attention to the evaluation of long-term employees with declining job performance than they have in recent years; just 2 percent say they are paying less attention to this issue. Six in 10 (62 percent) say they are paying more attention to implementing performance evaluation measures.

One-third of officers say they are paying more attention to addressing salary gaps between faculty and staff. Four in 10 are paying more attention to addressing ADA/Sect. 501 mandates

regarding disabilities, though more HR officers at public institutions say that than is true for their peers at private institutions. Half are paying more attention to succession planning for senior officials than they have in recent years. About half (55 percent) say they are paying more attention to promoting wellness programs.

Over four in 10 (44 percent) of HR officers say they are paying more attention to collaborating with other institutions on employee services and resources. Nearly two-thirds of chief HR officers (63 percent) say they are paying more attention to building employee engagement.

About one-third of chief human

resources officers (38 percent) say they are paying more attention to awarding pay to faculty based on performance or merit.

Forty-five percent say they are paying more attention to performance-based pay for non-academic staff. Four in 10 say they are paying more attention to imposing a set of behavioral expectations on faculty members (for example, through a code of professional conduct) and imposing a set of behavioral expectations on non-academic employees (e.g., through a code of professional conduct).

They were least likely to say they are paying more attention to evaluating factors in academic employee turnover.

Please indicate whether you are paying more attention, less attention, or the same amount of attention this year to the following issues on your campus than you have in recent years:

|   | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|   | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Evaluation of long-term employees with declining job performance</b> |                            |        |                   |          |                 |        |                    |       |
| More attention  | 50%                        | 50%    | 50%               | 45%      | 51%             | 50%    | 55%                | 42%   |
| Less attention  | 2                          | 2      | 1                 | 3        | 2               | 2      | 0                  | 2     |
| Same amount of attention  | 48                         | 48     | 49                | 52       | 47              | 48     | 45                 | 56    |
| <b>Implementing performance evaluation measures</b>                     |                            |        |                   |          |                 |        |                    |       |
| More attention  | 62                         | 67     | 58                | 72       | 70              | 63     | 66                 | 52    |
| Less attention  | 1                          | 0      | 1                 | 0        | 0               | 0      | 0                  | 0     |
| Same amount of attention  | 37                         | 33     | 41                | 28       | 30              | 38     | 34                 | 48    |

|   | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|   | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Addressing salary gaps between staff and faculty</b>                         |                            |        |                   |          |                 |        |                    |       |
| More attention  | 34%                        | 39%    | 28%               | 43%      | 48%             | 35%    | 35%                | 18%   |
| Less attention  | 7                          | 6      | 9                 | 4        | 10              | 4      | 8                  | 8     |
| Same amount of attention  | 60                         | 55     | 63                | 54       | 42              | 62     | 56                 | 73    |
| <b>Addressing ADA/Sect. 501 mandates regarding disabilities</b>                 |                            |        |                   |          |                 |        |                    |       |
| More attention  | 40                         | 48     | 33                | 70       | 53              | 40     | 33                 | 37    |
| Less attention  | 3                          | 2      | 5                 | 0        | 6               | 0      | 5                  | 3     |
| Same amount of attention  | 56                         | 51     | 61                | 30       | 42              | 60     | 63                 | 60    |
| <b>Succession planning for senior officials</b>                                 |                            |        |                   |          |                 |        |                    |       |
| More attention  | 49                         | 57     | 39                | 69       | 44              | 61     | 40                 | 31    |
| Less attention  | 8                          | 8      | 9                 | 8        | 18              | 5      | 9                  | 10    |
| Same amount of attention  | 42                         | 35     | 53                | 23       | 38              | 35     | 51                 | 59    |
| <b>Promoting wellness programs</b>  |                            |        |                   |          |                 |        |                    |       |
| More attention  | 55                         | 54     | 57                | 64       | 56              | 50     | 62                 | 50    |
| Less attention  | 5                          | 4      | 6                 | 4        | 4               | 5      | 6                  | 6     |
| Same amount of attention  | 40                         | 41     | 36                | 32       | 40              | 45     | 33                 | 44    |
| <b>Collaborating with other institutions on employee services and resources</b> |                            |        |                   |          |                 |        |                    |       |
| More attention  | 44                         | 44     | 44                | 38       | 49              | 44     | 35                 | 51    |
| Less attention  | 9                          | 9      | 7                 | 8        | 12              | 7      | 8                  | 5     |
| Same amount of attention  | 48                         | 47     | 49                | 54       | 39              | 49     | 57                 | 44    |
| <b>Evaluating factors in academic employee turnover</b>                         |                            |        |                   |          |                 |        |                    |       |
| More attention  | 24                         | 28     | 19                | 44       | 29              | 22     | 16                 | 20    |
| Less attention  | 9                          | 10     | 9                 | 7        | 21              | 5      | 5                  | 15    |
| Same amount of attention  | 67                         | 63     | 72                | 48       | 50              | 73     | 79                 | 66    |
| <b>Self-funding the institution's health insurance program</b>                  |                            |        |                   |          |                 |        |                    |       |
| More attention  | 29                         | 28     | 29                | 41       | 15              | 31     | 29                 | 26    |
| Less attention  | 14                         | 13     | 15                | 18       | 12              | 12     | 14                 | 19    |
| Same amount of attention  | 58                         | 59     | 55                | 41       | 73              | 57     | 57                 | 55    |

|   | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|   | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Building employee engagement</b>   |                            |        |                   |          |                 |        |                    |       |
| More attention  | 63%                        | 71%    | 54%               | 93%      | 69%             | 67%    | 55%                | 44%   |
| Less attention  | 5                          | 3      | 8                 | 0        | 4               | 4      | 8                  | 10    |
| Same amount of attention  | 31                         | 26     | 37                | 7        | 27              | 30     | 37                 | 46    |
| <b>Awarding pay to faculty based on performance or merit</b>  |                            |        |                   |          |                 |        |                    |       |
| More attention  | 38                         | 41     | 31                | 52       | 36              | 38     | 31                 | 24    |
| Less attention  | 10                         | 10     | 9                 | 4        | 17              | 11     | 8                  | 14    |
| Same amount of attention  | 53                         | 48     | 59                | 44       | 48              | 51     | 61                 | 61    |
| <b>Awarding pay to non-academic employees based on performance or merit</b>   |                            |        |                   |          |                 |        |                    |       |
| More attention  | 45                         | 46     | 43                | 57       | 51              | 36     | 41                 | 44    |
| Less attention  | 8                          | 10     | 6                 | 7        | 11              | 10     | 6                  | 4     |
| Same amount of attention  | 47                         | 45     | 51                | 36       | 38              | 53     | 52                 | 52    |
| <b>Imposing a set of behavioral expectations on our faculty members (e.g., through a code of professional conduct)</b>        |                            |        |                   |          |                 |        |                    |       |
| More attention  | 42                         | 45     | 39                | 42       | 40              | 46     | 38                 | 31    |
| Less attention  | 5                          | 5      | 4                 | 8        | 9               | 4      | 3                  | 7     |
| %3 Same amount of attention   | 53                         | 50     | 57                | 50       | 51              | 50     | 59                 | 62    |
| <b>Imposing a set of behavioral expectations on our non-academic employees (e.g., through a code of professional conduct)</b> |                            |        |                   |          |                 |        |                    |       |
| More attention  | 44                         | 47     | 41                | 37       | 47              | 49     | 41                 | 31    |
| Less attention  | 4                          | 5      | 3                 | 7        | 6               | 4      | 2                  | 5     |
| Same amount of attention  | 52                         | 48     | 56                | 56       | 47              | 47     | 57                 | 64    |

## ADJUNCT FACULTY

Federally mandated employer-provided health insurance policies are negatively affecting adjunct faculty members at many institutions. About half (48 percent) of human resources officers say their institution has placed or enforced limits on adjunct faculty hours to avoid having to meet new federal requirements for employer-provided

health insurance. HR officers from public and private sector institutions were equally as likely to say they have imposed limits on adjunct hours.

Of those who say they have not already placed limits, over one-third (35 percent) say their institution is considering enforcing such limits on adjuncts to avoid having to meet federal

health insurance requirements.

Just over one-third (38 percent) of chief human resources officers say their institution will delay implementation of new or planned policy changes as a result of the Obama administration's one-year delay of the effective date of the employer provisions in the new federal health care mandate.

|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Has your institution placed or enforced limits on adjunct faculty hours to avoid having to meet new federal requirements for employer-provided health insurance?</b>  |                            |        |                   |          |                 |        |                    |       |
| Yes  | 48%                        | 49%    | 47%               | 29%      | 29%             | 65%    | 48%                | 44%   |
| No   | 52                         | 51     | 53                | 71       | 71              | 35     | 52                 | 56    |
| <b>Is your institution currently considering placing or enforcing limits on adjunct faculty hours to avoid having to meet new federal requirements for employer-provided health insurance?*</b>  |                            |        |                   |          |                 |        |                    |       |
| Yes  | 35                         | 32     | 40                | 12       | 41              | 36     | 55                 | 27    |
| No   | 65                         | 68     | 60                | 88       | 59              | 64     | 45                 | 73    |
| <b>As you may know, the Obama administration has delayed by one year the effective date of the employer provisions in the new federal healthcare mandate. Will your institution delay implementation of any new or planned policy changes as a result?</b> |                            |        |                   |          |                 |        |                    |       |
| Yes  | 38                         | 40     | 36                | 50       | 50              | 31     | 41                 | 35    |
| No   | 62                         | 60     | 64                | 50       | 50              | 69     | 59                 | 65    |

\*Only asked of respondents who say their institution has not placed limits on adjunct faculty hours.

About half of human resources officers say their institution has placed or enforced limits on adjunct faculty hours to avoid having to meet new federal requirements for employer-provided health insurance. A third of the rest say they are considering such limits.

One in four chief human resources officers (24 percent) strongly agrees their institution fairly compensates adjunct faculty members. Another 27 percent agree. Just 5 percent strongly disagree with this statement. Fewer HR officers (17 percent) strongly agree their institution provides an appropriate benefits package for adjunct instructors. Nearly as many (15 percent) strongly disagree. Similarly, 18 percent strongly agree their institution has appropriate job security and due process protections for adjunct professors.

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 about adjunct faculty at your institution.

|   | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|   | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>My institution fairly compensates adjunct faculty.</b>   |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree   | 24%                        | 31%    | 16%               | 8%       | 27%             | 38%    | 12%                | 19%   |
| %4  | 27                         | 24     | 30                | 33       | 18              | 25     | 28                 | 31    |
| %3  | 29                         | 28     | 32                | 46       | 31              | 22     | 35                 | 33    |
| %2  | 15                         | 15     | 15                | 13       | 16              | 16     | 17                 | 14    |
| %1 Strongly disagree  | 5                          | 2      | 7                 | 0        | 8               | 0      | 7                  | 3     |
| <b>My institution provides an appropriate benefits package for adjunct faculty.</b>                 |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree   | 17                         | 19     | 14                | 13       | 20              | 21     | 14                 | 11    |
| %4  | 21                         | 21     | 20                | 29       | 11              | 23     | 14                 | 28    |
| %3  | 29                         | 25     | 33                | 33       | 24              | 24     | 42                 | 21    |
| %2  | 18                         | 18     | 17                | 4        | 22              | 19     | 14                 | 26    |
| %1 Strongly disagree  | 15                         | 16     | 16                | 21       | 22              | 12     | 14                 | 15    |
| <b>My institution has appropriate job security and due process protections for adjunct faculty.</b> |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree   | 18                         | 24     | 12                | 8        | 29              | 27     | 11                 | 11    |
| %4  | 27                         | 25     | 26                | 29       | 14              | 28     | 26                 | 26    |
| %3  | 30                         | 29     | 32                | 42       | 31              | 25     | 36                 | 30    |
| %2  | 15                         | 13     | 19                | 17       | 10              | 13     | 17                 | 25    |
| %1 Strongly disagree  | 10                         | 9      | 11                | 4        | 16              | 7      | 10                 | 8     |

## CAMPUS SAFETY

Chief human resources officers indicate that their institutions are prioritizing ways to make campuses safer places. Nearly three in four (72 percent) say their institution has recently adopted new policies aimed at preventing incidences

of violence on campus. More (82 percent) say staff members on campus receive training to respond to violent incidences on campus.

Of these, 60 percent say their staff training is adequate and 40 percent say

it is not.

Just 9 percent of chief human resources officers say firearms are currently permitted on their campus. Eight in 10 of them say firearms should be banned from all college campuses.

|   | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|   | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Has your institution recently adopted new policies aimed at preventing incidences of violence on campus?</b>           |                            |        |                   |          |                 |        |                    |       |
| Yes   | 72%                        | 76%    | 65%               | 80%      | 71%             | 79%    | 67%                | 65%   |
| No  | 28                         | 24     | 35                | 20       | 29              | 21     | 33                 | 35    |
| <b>Do staff members on campus receive training to respond to violent incidences on campus?</b>                            |                            |        |                   |          |                 |        |                    |       |
| Yes   | 82                         | 90     | 73                | 93       | 92              | 87     | 72                 | 80    |
| No  | 18                         | 10     | 27                | 7        | 8               | 13     | 28                 | 20    |
| <b>In your opinion, do staff members on campus receive adequate training to respond to violent incidences on campus?*</b> |                            |        |                   |          |                 |        |                    |       |
| Yes   | 60                         | 60     | 61                | 50       | 70              | 56     | 57                 | 62    |
| No  | 40                         | 40     | 39                | 50       | 30              | 44     | 43                 | 38    |
| <b>Are firearms currently permitted on your campus?</b>   |                            |        |                   |          |                 |        |                    |       |
| Yes   | 9                          | 14     | 4                 | 23       | 20              | 9      | 2                  | 6     |
| No  | 91                         | 86     | 96                | 77       | 80              | 91     | 98                 | 94    |
| <b>In your opinion, should firearms be banned from all college campuses?</b>  |                            |        |                   |          |                 |        |                    |       |
| Yes   | 80                         | 81     | 78                | 90       | 77              | 79     | 82                 | 73    |
| No  | 20                         | 19     | 22                | 10       | 23              | 21     | 18                 | 27    |

\*Only asked of those who say their staff members receive training to respond to campus violence.

## HIRING PRACTICES AND EMPLOYEE EVALUATION

About two-thirds (66 percent) of chief human resources officers agree their institution follows best practice in the recruitment and hiring of faculty. As seen in the table on the following

page, slightly more (73 percent) agree their institution follows best practice in the recruitment and hiring of staff and administration.

HR officers are not confident in

their institution's onboarding plan for managers. Just 10 percent strongly agree that their institution's onboarding program is effective. Nearly as many (9 percent) strongly disagree. Even fewer

chief HR officers (6 percent) strongly agree their institution provides effective training and development opportunities for new leaders of academic departments and programs.

Just 10 (6 percent) of chief HR officers strongly agree that their institution has the data and information it needs to effectively evaluate employee

performance and satisfaction. Very few (5 percent) strongly agree their institution effectively uses the data and information it has on employee performance and satisfaction to make strategic planning and policy decisions.

Only 4 percent of chief HR officers strongly agree their office is often blamed for layoffs at their institution.

Fifteen percent strongly agree their office is often blamed for unpopular changes or reductions in employee benefits and services. One in four strongly agrees that when it comes to employee policy decisions, senior campus officials consult with them prior to seeking legal counsel. Another one-third of CHROs (33 percent) agree with this statement.

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 about employee hiring and training practices at your institution.

|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>My institution follows best practice in the recruitment and hiring of faculty.</b>                  |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 30%                        | 34%    | 25%               | 13%      | 29%             | 43%    | 23%                | 26%   |
| %4   | 36                         | 36     | 36                | 40       | 42              | 34     | 35                 | 40    |
| %3   | 22                         | 20     | 25                | 30       | 17              | 18     | 25                 | 26    |
| %2   | 10                         | 9      | 11                | 13       | 12              | 4      | 17                 | 5     |
| %1 Strongly disagree   | 2                          | 1      | 2                 | 3        | 0               | 1      | 1                  | 3     |
| <b>My institution follows best practice in the recruitment and hiring of staff and administration.</b> |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 31                         | 35     | 26                | 17       | 32              | 41     | 25                 | 28    |
| %4   | 42                         | 42     | 42                | 50       | 49              | 39     | 40                 | 44    |
| %3   | 18                         | 17     | 21                | 23       | 9               | 16     | 25                 | 17    |
| %2   | 7                          | 6      | 7                 | 7        | 9               | 4      | 8                  | 8     |
| %1 Strongly disagree   | 2                          | 1      | 3                 | 3        | 0               | 1      | 2                  | 3     |
| <b>My institution provides an effective onboarding program for new managers.</b>                       |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 10                         | 14     | 6                 | 10       | 8               | 18     | 8                  | 3     |
| %4   | 20                         | 20     | 18                | 20       | 24              | 19     | 19                 | 17    |
| %3   | 36                         | 38     | 36                | 37       | 39              | 38     | 27                 | 49    |
| %2   | 25                         | 21     | 30                | 23       | 25              | 17     | 31                 | 27    |
| %1 Strongly disagree   | 9                          | 7      | 10                | 10       | 4               | 9      | 15                 | 3     |



|  | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|  | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>My institution provides effective training and development opportunities for new leaders of academic departments and programs.</b>                            |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 6%                         | 10%    | 3%                | 7%       | 0%              | 16%    | 2%                 | 5%    |
| %4   | 20                         | 22     | 15                | 23       | 22              | 20     | 13                 | 18    |
| %3   | 33                         | 33     | 36                | 37       | 33              | 32     | 36                 | 36    |
| %2   | 31                         | 31     | 32                | 33       | 41              | 25     | 34                 | 31    |
| %1 Strongly disagree   | 9                          | 5      | 15                | 0        | 4               | 7      | 14                 | 10    |
| <b>My institution effectively uses the data and information it has on employee performance and satisfaction to make strategic planning and policy decisions.</b> |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 5                          | 5      | 6                 | 3        | 0               | 7      | 6                  | 5     |
| %4   | 17                         | 19     | 12                | 17       | 27              | 18     | 8                  | 13    |
| %3   | 30                         | 31     | 31                | 40       | 18              | 32     | 27                 | 35    |
| %2   | 34                         | 34     | 34                | 33       | 37              | 34     | 36                 | 35    |
| %1 Strongly disagree   | 13                         | 10     | 18                | 7        | 18              | 8      | 23                 | 12    |
| <b>My institution has the data and information it needs to effectively evaluate employee performance and satisfaction.</b>                                       |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 10                         | 12     | 8                 | 7        | 8               | 15     | 6                  | 8     |
| %4   | 27                         | 27     | 26                | 24       | 36              | 24     | 30                 | 23    |
| %3   | 32                         | 34     | 30                | 38       | 23              | 39     | 31                 | 30    |
| %2   | 25                         | 21     | 27                | 28       | 25              | 17     | 31                 | 26    |
| %1 Strongly disagree   | 6                          | 5      | 8                 | 3        | 9               | 5      | 2                  | 13    |
| <b>My office is often blamed for layoffs at my institution.</b>  |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 4                          | 4      | 3                 | 4        | 3               | 5      | 6                  | 0     |
| %4   | 18                         | 18     | 19                | 14       | 16              | 18     | 18                 | 21    |
| %3   | 16                         | 17     | 17                | 18       | 11              | 19     | 21                 | 13    |
| %2   | 18                         | 15     | 22                | 11       | 21              | 15     | 24                 | 23    |
| %1 Strongly disagree   | 44                         | 46     | 38                | 54       | 50              | 43     | 31                 | 44    |
| <b>My office is often blamed for unpopular changes or reductions in employee benefits and services.</b>  |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree  | 15                         | 14     | 16                | 7        | 13              | 17     | 22                 | 8     |
| %4   | 28                         | 26     | 32                | 22       | 25              | 27     | 28                 | 40    |
| %3   | 18                         | 15     | 22                | 19       | 17              | 11     | 22                 | 22    |
| %2   | 16                         | 18     | 15                | 19       | 25              | 15     | 18                 | 10    |
| %1 Strongly disagree   | 23                         | 27     | 16                | 33       | 21              | 30     | 11                 | 20    |

|   | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|   | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>When it comes to employee policy decisions, senior campus officials always consult with me prior to seeking legal counsel.</b> |                            |        |                   |          |                 |        |                    |       |
| %5 Strongly agree   | 25%                        | 28%    | 22%               | 10%      | 17%             | 38%    | 23%                | 14%   |
| %4  | 33                         | 33     | 33                | 43       | 31              | 31     | 37                 | 27    |
| %3  | 20                         | 20     | 19                | 23       | 25              | 16     | 20                 | 22    |
| %2  | 13                         | 13     | 13                | 20       | 21              | 8      | 10                 | 19    |
| %1 Strongly disagree  | 9                          | 6      | 13                | 3        | 6               | 7      | 11                 | 19    |

## NONDISCRIMINATION POLICIES

Most chief human resources officers (88 percent) say their institution has a nondiscrimination policy regarding sexual orientation. More public college than private college HR officers say their institution has such a policy. A majority (74 percent) also say their institution has a nondiscrimination policy regarding gender identity. Less than half (41 percent) say their institution has a nondiscrimination policy regarding domestic partner benefits.

|   | ALL INSTITUTIONS BY SECTOR |        |                   | PUBLIC   |                 |        | PRIVATE NONPROFIT  |       |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
|   | ALL                        | PUBLIC | PRIVATE NONPROFIT | DOCTORAL | MASTER'S/ BACC. | ASSOC. | DOCTORAL/ MASTER'S | BACC. |
| <b>Does your institution have a nondiscrimination policy regarding sexual orientation?</b>        |                            |        |                   |          |                 |        |                    |       |
| Yes   | 88%                        | 92%    | 82%               | 97%      | 92%             | 89%    | 78%                | 82%   |
| No  | 12                         | 8      | 18                | 3        | 8               | 11     | 22                 | 18    |
| <b>Does your institution have a nondiscrimination policy regarding gender identity?</b>           |                            |        |                   |          |                 |        |                    |       |
| Yes   | 74                         | 80     | 65                | 75       | 83              | 79     | 67                 | 64    |
| No  | 26                         | 21     | 35                | 25       | 17              | 21     | 33                 | 36    |
| <b>Does your institution have a nondiscrimination policy regarding domestic partner benefits?</b> |                            |        |                   |          |                 |        |                    |       |
| Yes   | 41                         | 39     | 43                | 44       | 43              | 35     | 46                 | 37    |
| No  | 59                         | 61     | 57                | 56       | 57              | 65     | 54                 | 63    |

## INSTITUTION AND PERSONAL DEMOGRAPHICS

| WHAT IS YOUR AGE?  | OVERALL % |
|--|-----------|
| Under 30   | 1         |
| 30 to 39   | 7         |
| 40 to 49   | 22        |
| 50 to 59   | 43        |
| 60 to 69   | 28        |
| 70 and older   | 1         |
| WHAT IS YOUR GENDER?   | OVERALL % |
| Male   | 33        |
| Female   | 67        |
| HOW MANY YEARS HAVE YOU SERVED AS THE CHIEF HUMAN RESOURCES OFFICER AT THIS INSTITUTION? | OVERALL % |
| Less than 6 months   | 2         |
| 6 months to less than 3 years  | 27        |
| 3 years to less than 5 years   | 15        |
| 5 years to less than 10 years  | 31        |
| 10 or more years   | 25        |
| HOW MANY YEARS HAVE YOU SERVED AS CHIEF HUMAN RESOURCES OFFICER AT ANY INSTITUTION?      | OVERALL % |
| Less than 6 months   | 1         |
| 6 months to less than 3 years  | 14        |
| 3 years to less than 5 years   | 10        |
| 5 years to less than 10 years  | 20        |
| 10 or more years   | 55        |
| PLEASE INDICATE TO WHOM YOU DIRECTLY REPORT AT YOUR INSTITUTION.                         | OVERALL % |
| President/Chancellor/Chief Executive Officer   | 37        |
| Senior official in the president's cabinet   | 62        |
| Senior official not in the president's cabinet   | 1         |
| Another official   | 0         |

## **ABOUT *INSIDE HIGHER ED***

Founded in 2004, *Inside Higher Ed* is the online source for news, opinion, and jobs for all of higher education. *Inside Higher Ed* provides what higher education professionals need to thrive in their jobs or to find better ones: breaking news and feature stories, provocative daily commentary, areas for comment on every article, practical career columns, and a powerful suite of tools that keep academic professionals well-informed about issues and employment opportunities and that help colleges identify and hire talented personnel.

For more information, visit: <http://www.insidehighered.com>.

## **ABOUT GALLUP**

Gallup has studied human nature and behavior for more than 70 years. Gallup's reputation for delivering relevant, timely, and visionary research on what people around the world think and feel is the cornerstone of the organization. Gallup employs many of the world's leading scientists in education, management, economics, psychology, and sociology, and Gallup's consultants assist leaders in identifying and monitoring behavioral economic indicators worldwide. Gallup consultants help organizations maximize their growth and achieve objectives by improving employee productivity, incorporating development and coursework, and providing strategic advisory services. With more than 40 years of experience in the field of education, Gallup also provides consulting services that improve schools, campuses, and nonprofit organizations. Gallup's 2,000 professionals deliver services at client organizations, through the Internet, at Gallup University campuses, and in 40 offices around the world.

For more information, visit <http://www.gallup.com> or <http://www.gallup.com/consulting/education.aspx>.