

The 2014 Inside Higher Ed Survey of
**College & University
Human Resources
Officers**

Conducted by Gallup®


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SKILLSURVEY

THE 2014 INSIDE HIGHER ED SURVEY OF COLLEGE AND UNIVERSITY HUMAN RESOURCES OFFICERS

A study by *Inside Higher Ed* and Gallup

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FOREWORD

Colleges and universities are many things – developers of students' minds, producers of knowledge, engines of economic development. They are also employers, and on that front chief human resources officers way are faced with many issues, particularly at a time of significant economic pressure on their institutions. This annual survey of college and university HR officers aims to understand how these key individuals are grappling with issues such as the graying of their workforces, changes in health care, and other important matters confronting their management of people.

The questions addressed in the study are:

- How concerned are senior campus officials about employee retirement issues at the HR officers' institutions?
- To what degree are institutions offering phased retirement options for faculty and staff?
- How have changes in the Affordable Care Act affected institutions' policies toward adjunct faculty?
- Do human resources officers believe their institutions are fairly compensating adjunct faculty?
- Are respondents' institutions and higher education in general doing enough to prevent sexual harassment by employees?
- Do human resources officers say their institution conducts criminal background checks in the hiring of faculty and staff?
- Do higher education institutions provide effective onboarding programs for new managers, and do employees take advantage of those programs?
- Is employee data and information effectively used to evaluate performance and make strategic planning and policy decisions?
- Should colleges have policies limiting employee speech related to the work place on social media for faculty and staff?

SNAPSHOT OF FINDINGS

- About one-third (35 percent) of chief human resources officers say they are very concerned about growing health care costs for retirees.
- Fewer than 2 in 10 chief human resources officers (18 percent) strongly agree their institution offers phased retirement options for faculty.
- Two-thirds (66 percent) of chief human resources officers say their institution offers help for employees to plan for retirement on issues such as living arrangements, pensions, and financial planning.
- Chief human resources officers say their institution is doing more to prevent sexual harassment by employees than higher education institutions are in general.
- Eighty-one percent of chief human resources officers say their institution conducts criminal background checks in the hiring of faculty and 89 percent say the same regarding the hiring of staff.
- Fewer than one in 10 chief human resources officers (8 percent) strongly agree that their institution provides effective onboarding programs for new managers.

- Twenty-eight percent strongly agree that when it comes to employee policy decisions, senior campus officials always consult with them prior to seeking legal counsel.
- Ten percent of chief human resources officers say their institution has the data and information it needs to effectively evaluate employee performance and satisfaction.
- About 6 in 10 chief human resources officers (62 percent) say they agree with President Obama’s choice to not exempt Christian colleges and Christian organizations from discriminating on the basis of sexual orientation and gender.
- Thirteen percent of chief HR officers strongly agree that their institution should have explicit policies that limit the speech of faculty members related to the work place on social media; 12 percent say their institution should have such policies for staff members.

METHODOLOGY

The following report presents findings from a quantitative survey research study that Gallup conducted on behalf of *Inside Higher Ed*. The overall objective of the study was to learn the practices and perceptions of college and university chief human resources officers regarding retirement, benefits, and other topics related to hiring and training.

Gallup education consultants developed the questionnaire in collaboration with Scott Jaschik and Doug Lederman from *Inside Higher Ed*. Gallup conducted the surveys in English from August 7, 2014 through August 21, 2014.

Invitations were sent via email to 2,453 potential respondents. Specialized colleges, namely Bible colleges and seminaries with a Carnegie Code classification of 24, and institutions with enrollment < 500 students, were excluded from the sample.

Email reminders were sent to reach respondents who had not yet participated throughout the survey period.

HR officers across public, private nonprofit, and for-profit sectors were included in the sample, though few for-profit institutions are represented in the results.

A total of 330 participated, a 13 percent response rate. Respondents represented 161 public institutions, 152 private nonprofit institutions, and six institutions from the for-profit sector. Institutions are only represented once in the sample.

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.	ASSOC.*
Total N	330	161	152	6	36	45	72	72	58	3

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

Data are not statistically adjusted (weighted). Some sectors do not have data reported due to low N sizes. Sector groupings are determined based on the 2010 Carnegie Code for the institution.

In addition to sampling error, question wording and practical difficulties in conducting surveys can introduce error or bias into the findings of opinion polls. The following paper presents key findings of the survey. In some cases, reported frequencies may not add up to 100% due to rounding. “Don’t know” and “Refused” responses are excluded from the results.

DETAILED FINDINGS

RETIREMENT

Of five issues presented pertaining to employee retirement, chief human resources officers say senior officials on their campuses are most concerned about growing health care costs. About one-third (35 percent) of chief human resources officers say senior officials are very concerned about growing health care costs for retirees. Thirty-two percent say officials are very concerned about faculty members working past traditional retirement age.

About one in four (24 percent) say they are very concerned with the lack of sufficient retirement incentives for eligible faculty. Chief human resources officers indicate campus officials are least concerned about pension costs for retirees (20 percent very concerned) and filling positions of non-academic retirees (14 percent very concerned).

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.	BACC.	DOCTORAL/ MASTER'S
Filling positions of non-academic retirees								
%4 Very concerned	14	19	7	6	25	17	5	11
%3 Moderately concerned	35	42	29	71	32	37	27	32
%2 Not too concerned	40	33	48	18	36	41	46	44
%1 Not concerned at all	11	6	16	6	7	6	21	13
Faculty working past traditional retirement age								
%4 Very concerned	32	31	35	58	33	17	26	38
%3 Moderately concerned	32	31	34	24	33	33	39	34
%2 Not too concerned	29	31	26	12	21	47	30	23
%1 Not concerned at all	7	6	5	6	14	3	5	6
Lack of sufficient retirement incentives for eligible faculty								
%4 Very concerned	24	25	24	39	31	13	18	30
%3 Moderately concerned	30	26	34	33	26	25	39	29
%2 Not too concerned	34	39	28	21	36	47	29	33
%1 Not concerned at all	13	10	14	6	7	15	14	9
Growing health care costs for retirees								
%4 Very concerned	35	40	28	38	42	41	33	25
%3 Moderately concerned	32	31	35	21	28	37	29	39
%2 Not too concerned	20	19	19	26	26	10	18	19
%1 Not concerned at all	14	10	18	15	5	11	20	17

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	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
Pension costs for retirees								
%4 Very concerned	20	28	12	26	24	31	9	15
%3 Moderately concerned	27	35	17	26	33	40	13	20
%2 Not too concerned	27	27	26	29	33	21	33	24
%1 Not concerned at all	25	10	46	20	10	7	46	41

Fewer than 2 in 10 chief human resources officers (18 percent) strongly agree their institution offers sufficient phased retirement options for faculty. Just 11 percent strongly agree their institution offers sufficient phased retirement options for staff.

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.	BACC.	DOCTORAL/ MASTER'S
My institution offers sufficient phased retirement options for faculty.								
%5 Strongly agree	18	20	17	22	23	19	14	19
%4	23	21	26	22	21	21	35	22
%3	20	21	20	13	26	21	16	24
%2	21	20	20	25	16	17	24	19
%1 Strongly disagree	18	19	17	19	14	22	12	15
My institution offers sufficient phased retirement options for staff.								
%5 Strongly agree	11	14	8	18	12	16	4	10
%4	11	14	8	6	19	16	14	3
%3	14	19	11	15	16	21	10	11
%2	27	23	29	27	28	21	34	30
%1 Strongly disagree	37	30	45	33	26	27	38	46

As seen in the table on the top of page 10, two-thirds of chief human resources officers (66 percent) say their institution offers help for employees to plan for retirement on issues such as living arrangements, pensions, and financial planning. Sixty-four percent say their institution offers health plans for retired employees.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
My institution offers health plans for retired employees.								
%1 Yes	64	87	41	89	93	81	49	41
%2 No	36	13	59	11	7	19	51	59
Does your institution offer help for employees to plan for retirement on issues such as living arrangements, pensions, and financial planning?								
%1 Yes	66	69	65	79	66	61	61	68
%2 No	34	31	35	21	34	39	39	32

BENEFITS

Given a list of 14 employee benefits, chief human resources officers are most likely to say they offer their employees financial support for enrollment in higher education courses (93 percent). About 8 in 10 say their institution offers wellness programs (82 percent), financial support for children of employees to pursue education beyond high school (81 percent), and family-friendly work place policies (81 percent).

Roughly 6 in 10 (62 percent) say their institution offers paid parental leave for faculty, paid parental leave for staff (59 percent), health care coverage to same-sex domestic partners (58 percent), and other benefits for same-sex domestic partners (55 percent). Half say their institution offers telecommuting opportunities for employees.

A little less than half (48 percent) say their institution offers health care coverage for opposite-sex domestic partners and other benefits for opposite-sex domestic partners (46 percent).

One-third of chief human resources officers say their institution offers on-campus child care for employees. The least-offered benefits are financial rewards/benefits for healthy employees (30 percent) and health care benefits for adjunct faculty (27 percent).

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.	BACC.	DOCTORAL/ MASTER'S
Telecommuting								
%1 Yes	64	87	41	89	93	81	49	41
%2 No	36	13	59	11	7	19	51	59
Family-friendly work place policies								
%1 Yes	66	69	65	79	66	61	61	68
%2 No	34	31	35	21	34	39	39	32
Health care benefits for adjunct faculty								
%1 Yes	27	33	20	48	33	28	21	17
%2 No	73	67	80	52	67	72	79	83
Wellness programs								
%1 Yes	82	86	77	94	89	79	70	77
%2 No	18	14	23	6	11	21	30	23

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
Financial rewards/benefits for healthy employees								
%1 Yes	30	33	25	39	34	32	25	25
%2 No	70	67	75	61	66	68	75	75
Financial support for enrollment in higher education courses								
%1 Yes	93	94	91	94	93	96	82	99
%2 No	7	6	9	6	7	4	18	1
Financial support for children of employees to pursue education beyond high school								
%1 Yes	81	69	95	67	68	74	96	100
%2 No	19	31	5	33	32	26	4	0
Health care coverage to same-sex domestic partners								
%1 Yes	58	56	59	71	61	50	61	53
%2 No	42	44	41	29	39	50	39	47
Other benefits for same-sex domestic partners (e.g., life insurance and parental leave)								
%1 Yes	55	60	49	76	65	50	52	46
%2 No	45	40	51	24	35	50	48	54
Health care coverage to opposite-sex domestic partners								
%1 Yes	48	50	44	50	60	46	41	41
%2 No	52	50	56	50	40	54	59	59
Other benefits for opposite-sex domestic partners								
%1 Yes	46	50	40	55	64	41	39	39
%2 No	54	50	60	45	36	59	61	61
On-campus child care for employees								
%1 Yes	33	47	18	67	51	37	23	19
%2 No	67	53	82	33	49	63	77	81
Paid parental leave for faculty								
%1 Yes	62	62	63	66	70	54	70	61
%2 No	38	38	37	34	30	46	30	39
Paid parental leave for staff								
%1 Yes	59	62	56	50	75	57	63	54
%2 No	41	38	44	50	25	43	37	46

As seen in the table at the top of the following page, chief human resources officers are nearly unanimously (98 percent) in supporting the idea of voluntary wellness initiatives that would provide employees with health care discounts.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
Would you be in favor of a wellness initiative that your employees could voluntarily participate in that would provide them with health care discounts?								
%1 Yes	98	99	97	100	100	97	94	97
%2 No	2	1	3	0	0	3	6	3

ADJUNCT FACULTY MEMBERS

Questions surrounding the treatment of adjunct faculty members – pushed by unions trying to organize the professors in major cities and advocates seeking to spur a national conversation -- have increasingly drawn the attention of members of Congress and other policy makers in the past year.

Chief human resources officers responded to five questions regarding adjunct instructors. About half (51 percent) agree that their institution fairly compensates adjunct faculty, though just 2 in 10 (20 percent) strongly agree with this statement.

About 4 in 10 (38 percent) agree that their institution provides an appropriate benefits package for adjunct faculty; only about 2 in 10 strongly agree. Fifteen percent say their institution provides appropriate job security and due process protections for part-time faculty; yet only 4 percent say unions help adjunct faculty win better wages, benefits, and working conditions than they would receive otherwise.

About one-quarter (24 percent) strongly agree that their institution is able to keep track of hours when adjunct faculty work in multiple units of the institution.

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.	BACC.	DOCTORAL/ MASTER'S
My institution fairly compensates adjunct faculty.								
%5 Strongly agree	20	21	20	13	11	31	25	15
%4	31	31	31	42	30	26	26	31
%3	35	35	37	35	43	30	42	37
%2	10	11	10	10	14	9	8	13
%1 Strongly disagree	3	3	2	0	2	4	0	4
My institution provides an appropriate benefits package for adjunct faculty.								
%5 Strongly agree	19	16	20	22	15	16	29	16
%4	19	21	17	16	25	24	14	16
%3	31	31	34	28	25	32	36	36
%2	19	18	18	16	23	16	12	18
%1 Strongly disagree	13	14	11	19	13	11	10	13

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
My institution has appropriate job security and due process protections for adjunct faculty.								
%5 Strongly agree	15	13	16	16	7	16	12	18
%4	22	21	21	13	23	24	29	20
%3	33	33	34	34	33	33	39	32
%2	20	22	19	25	23	19	12	18
%1 Strongly disagree	11	11	10	13	14	7	7	12
My institution is able to keep track of hours when adjunct faculty work in multiple units of the institution.								
%5 Strongly agree	24	25	23	13	28	32	20	28
%4	31	29	32	39	25	28	28	33
%3	23	21	25	19	13	25	37	16
%2	15	16	14	16	23	12	15	13
%1 Strongly disagree	8	8	7	13	13	4	0	9
Unions help adjunct faculty win better wages, benefits, and working conditions than they would receive otherwise.								
%5 Strongly agree	4	6	1	0	12	5	3	0
%4	8	10	6	8	15	9	6	4
%3	14	15	15	19	12	15	9	19
%2	18	23	13	27	24	20	9	17
%1 Strongly disagree	55	46	65	46	36	51	73	60

SEXUAL HARASSMENT

Most chief human resources officers believe their institution is doing more to prevent sexual harassment by employees than higher education is in general. Nearly 9 in 10 (87 percent) say their institution is doing enough to prevent sexual harassment by employees, versus 65 percent who say higher education in general is doing enough.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
Is your institution doing enough to prevent sexual harassment by employees?								
%1 Yes	87	85	88	74	86	90	89	90
%2 No	13	15	12	26	14	10	11	10
Do you think higher education in general is doing enough to prevent sexual harassment by employees?								
%1 Yes	65	65	66	58	58	77	72	63
%2 No	35	35	34	42	42	23	28	37

HIRING AND TRAINING PRACTICES

Criminal background checks are typically conducted in the hiring process of faculty and staff. Of chief human resources officers, 81 percent say they conduct criminal background checks in the hiring of faculty and 89 percent say they conduct background checks in the hiring of staff. A majority of HR officers who say their colleges are not doing so now say that their institution is considering doing so.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
My institution conducts criminal background checks in the hiring of faculty.								
Yes	81	83	79	71	82	89	78	83
No, but we are considering doing so	12	10	15	17	7	8	14	11
No, and we are not considering it	6	7	6	11	11	3	9	6
My institution conducts criminal background checks in the hiring of staff.								
Yes	89	87	91	86	84	89	91	96
No, but we are considering doing so	8	9	7	11	7	10	5	4
No, and we are not considering it	3	4	1	3	9	1	4	0

Opportunities for growth exist for providing effective onboarding programs and training opportunities. Fewer than 1 in 10 chief human resources officers (8 percent) strongly agree that their institution provides effective onboarding programs for new managers. Only 5 percent strongly agree that their institution provides effective training and development opportunities for new leaders of academic departments and programs.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
My institution provides an effective onboarding program for new managers.								
%5 Strongly agree	8	9	5	3	9	11	0	9
%4	17	20	14	21	16	20	16	13
%3	36	33	39	33	30	36	41	39
%2	27	27	26	33	26	26	27	29
%1 Strongly agree	13	11	16	9	19	7	16	11
My institution provides effective training and development opportunities for new leaders of academic departments and programs.								
%5 Strongly agree	5	6	3	6	0	8	0	4
%4	15	17	15	20	16	17	15	16
%3	33	40	26	34	41	42	35	19
%2	33	26	38	26	34	24	42	37
%1 Strongly disagree	14	11	18	14	9	10	9	22

Approximately 2 in 10 chief human resources officers (22 percent) say employees at their institution use onboarding programs for new managers a great deal. Only 11 percent say the same for new leaders of academic departments and programs.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
To what extent do employees at your institution use your onboarding program for new managers?								
A great deal	22	26	18	26	22	26	12	20
Somewhat	60	60	60	59	56	65	66	59
Not at all	17	14	22	15	22	10	22	20
To what extent do employees at your institution use your training and development opportunities for new leaders of academic departments and programs?								
A great deal	11	12	9	9	2	20	9	11
Somewhat	70	77	63	78	83	75	58	63
Not at all	19	11	28	13	15	5	33	26

Nearly 3 in 10 chief HR officers (28 percent) strongly agree that when it comes to employee policy decisions, senior campus officials always consult with them prior to seeking legal counsel.

Ten percent of chief human resources officers say their institution has the data and information it needs to effectively evaluate employee performance and satisfaction.

A small proportion (3 percent) of chief human resources officers strongly agree that their institution effectively uses the data and information it has on employee performance and satisfaction to make strategic planning and policy decisions.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
My institution has the data and information it needs to effectively evaluate employee performance and satisfaction.								
%5 Strongly agree	10	11	9	3	16	14	5	11
%4	28	32	26	42	18	35	21	27
%3	32	28	37	18	29	32	47	32
%2	21	22	17	30	29	13	19	20
%1 Strongly disagree	9	8	11	6	9	7	9	10
My institution effectively uses the data and information it has on employee performance and satisfaction to make strategic planning and policy decisions.								
%5 Strongly agree	3	2	3	0	0	4	0	4
%4	19	22	17	33	9	27	11	24
%3	28	29	29	24	33	31	37	21
%2	32	28	32	18	40	24	39	29
%1 Strongly disagree	18	18	20	24	19	13	14	22

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
When it comes to employee policy decisions, senior campus officials always consult with me prior to seeking legal counsel.								
%5 Strongly agree	28	22	34	15	11	34	32	36
%4	33	38	28	48	20	41	32	24
%3	20	23	14	18	39	15	9	17
%2	12	9	16	3	18	7	16	17
%1 Strongly disagree	8	8	8	15	11	3	12	6

NON-DISCRIMINATION POLICIES

About 6 in 10 chief human resources officers (62 percent) say they agree with President Obama's choice to not exempt Christian colleges and Christian organizations from an executive order barring federal contractors from discriminating on the basis of sexual orientation and gender.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
President Obama recently issued an executive order barring federal contractors from discriminating on the basis of sexual orientation or gender identity. He did not exempt religious institutions, as some Christian colleges and other Christian organizations asked him to. Was he correct not to include the exemption?								
%1 Yes	62	64	60	75	61	60	57	57
%2 No	38	36	40	25	39	40	43	43
Would you be in favor of a wellness initiative that your employees could voluntarily participate in that would provide them with healthcare discounts?								
%1 Yes	98	99	97	100	100	97	94	97
%2 No	2	1	3	0	0	3	6	3

SOCIAL MEDIA POLICIES

Thirteen percent of chief human resources officers strongly agree that colleges should have explicit policies that limit employee speech related to the work place on social media for faculty members, as seen on the following page.

Twelve percent strongly agree that colleges should have explicit policies that limit speech related to the workplace on social media for staff members.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	BACC.	DOCTORAL/ MASTER'S
Colleges should have explicit policies that limit employee speech related to the workplace on social media for faculty.								
%5 Strongly agree	13	13	15	3	7	23	6	25
%4	25	27	20	33	23	23	23	19
%3	31	31	30	27	36	31	23	27
%2	19	15	23	15	16	15	27	21
%1 Strongly disagree	13	13	13	21	18	8	21	8
Colleges should have explicit policies that limit speech related to the workplace on social media for staff.								
%5 Strongly agree	12	13	14	3	7	21	7	23
%4	25	25	23	29	20	23	25	23
%3	33	35	31	35	40	32	29	26
%2	18	15	22	12	16	15	22	23
%1 Strongly disagree	12	13	10	21	18	8	16	6

INSTITUTION AND PERSONAL DEMOGRAPHICS

WHAT IS YOUR AGE?	OVERALL %
Under 30	0
30 to 39	9
40 to 49	21
50 to 59	43
60 to 69	26
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	4
6 months to less than 3 years	28
3 years to less than 5 years	18
5 years to less than 10 years	22
10 or more years	28
HOW MANY YEARS HAVE YOU SERVED AS CHIEF HUMAN RESOURCES OFFICER AT ANY INSTITUTION?	OVERALL %
Less than 6 months	3
6 months to less than 3 years	10
3 years to less than 5 years	13
5 years to less than 10 years	18
10 or more years	57
PLEASE INDICATE WHOM YOU DIRECTLY REPORT TO AT YOUR INSTITUTION.	OVERALL %
President/Chancellor/Chief Executive Officer	32
Senior official in the president's cabinet	64
Senior official not in the president's cabinet	2
Another official	2

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