THE 2015 INSIDE HIGHER ED SURVEY OF

College & University
Chief Academic Officers

Conducted by Gallup®

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EDITORS, INSIDE HIGHER ED

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THE 2015 INSIDE HIGHER ED SURVEY OF COLLEGE AND UNIVERSITY CHIEF ACADEMIC OFFICERS

A Study by Gallup and *Inside Higher Ed*

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FOREWORD

Inside Higher Ed's fourth annual survey of college and university provosts and chief academic officers (CAOs) examines how these leaders perceive and address the challenges facing higher education institutions in the U.S.

Some of the questions addressed in the study are:
• How do provosts/CAOs assess the academic health of their institutions?
• What are the issues surrounding faculty and tenure practices in higher education?
• To what extent do provosts perceive that faculty members are practicing civility?
• Are institutions awarding academic credit based on demonstrated competence or considering doing so?
• What are CAOs' perspectives with regard to their jobs?
• Is sexual harassment an issue on campus and are policies in place for faculty relating to this topic?

SNAPSHOT OF FINDINGS

• Almost three-quarters of CAOs (71 percent) are very or somewhat concerned about declining civility among higher education faculty.

• CAOs indicate that professors are likelier to treat students civilly than they are to treat their faculty peers or administrators that way.

• More than 8 in 10 provosts (83 percent) agree or strongly agree that civility should be a criteria for evaluating performance.

• While about 8 in 10 CAOs (81 percent) indicate that they favor awarding academic credits based on demonstrated competency, less than half (44 percent) say their institutions currently award academic credits based on competency and even less (only 40 percent) indicate that they are exploring competency-based credits.

• Nearly all chief academic officers (99 percent) say their institution is somewhat or very effective at providing a quality undergraduate education, with a little more than half (55 percent) saying they are very effective at preparing students for the world of work.

• Just 14 percent of chief academic officers strongly agree the financial situation at their institution has improved in the last year.

• Many CAOs (66 percent) indicate they are reallocating funds to support academic programs rather than finding new revenues to support them.

• About two-fifths (44 percent) of CAOs agree or strongly agree that graduate programs at higher education institutions in this country are admitting more Ph.D. students than they should, given the current job market.

• Slightly more than half (53 percent) of chief academic officers strongly agree that financial concerns are prevalent in their respective institutions' discussions about launching new academic programs.

• Chief academic officers rate sexual harassment as a serious or very serious issue in institutions in general (64 percent), while only 22 percent rate this as a serious or very serious issue at their own institution.

METHODOLOGY

The following report presents findings from a quantitative survey research study that Gallup conducted on behalf of *Inside Higher Ed*.

The objective was to learn the practices and perceptions of college and university chief academic officers and provosts related to finances, academics, strategies and policies.

To achieve these objectives, Gallup collected 624 Web surveys from CAOs and provosts representing 302 public college and universities, 283 private institutions and 21 institutions from the for-profit sector.

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	624	302	283	21	39	59	28	161	114	132

The questionnaire was developed by Scott Jaschik and Doug Lederman from *Inside Higher Ed* in collaboration with Gallup researchers and consultants. Gallup conducted the surveys in English from Monday, Dec. 1 through Monday, Dec. 15, 2014. E-mail invitations were sent to 2,838 potential respondents. The participation rate was 22 percent.

Specialized religious colleges, namely bible colleges and seminaries as well as those institutions with enrollment of less than 500, were excluded from the study. Up to four reminder e-mails were sent to reach respondents. Institutions are represented only once in the data. Sample sizes may fluctuate by item, since invalid (i.e., "Don't know/Does not apply") responses are not included in the results and findings. The data are not statistically adjusted (weighted). Reporting groups determined based on Carnegie Code classifications and affiliation designations when known.

In addition to sampling error, question wording and practical difficulties in conducting surveys can introduce error or bias into the findings. In some cases, reported frequencies may not add up to 100 percent due to rounding.

DETAILED FINDINGS

ACADEMIC HEALTH

CAOs across all types of institutions generally feel confident in the academic health of their institutions. As seen on the following page, only about 1 percent of provosts assessed the academic health of their institution as "failing" or "poor."

About one in 10 (12 percent) indicate their academic health is "fair," while nearly 9 in 10 (87 percent) say their institution's academic health is "good" (53 percent) or "excellent" (34 percent).

These data mirror chief academic officers' academic health evaluations for 2012 and 2013, in which about 90 percent in each year indicated their academic health was good or excellent. This confidence is mostly consistent across sectors.

How would you assess the "academic health" of your institution (the academic quality of the education your institution provides) as of fall 2014?								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
%Excellent	34	31	38	59	25	28	37	36
%Good	53	55	50	41	55	58	54	51
%Fair	12	13	11	0	18	13	8	12
%Poor	1	1	1	0	0	3	1	2
%Failing	0	0	0	0	1	0	0	0

FACULTY AND TENURE

Tenure remains important and viable at higher education institutions, according to CAOs, with 42 percent strongly agreeing this is the case and another 28 percent agreeing. Fewer than one in three agree their institution has seen a decrease since 2008 in the proportion of faculty members who are tenured or who are on the tenure track.

Although provosts see tenure as relatively secure and stable on their campuses, nearly half (45 percent) agree or strongly agree that too many teaching institutions now overemphasize faculty research.

Next are some items about faculty members at higher education institutions. Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Too many teaching institutions now overemphasize faculty research.								
%5 Strongly agree	8	9	5	8	7	12	4	5
%4	37	38	35	40	41	37	30	41
%3	27	28	28	18	28	31	28	27
%2	22	20	25	26	20	16	31	21
%1 Strongly disagree	6	5	7	8	5	3	9	6

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	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	**PUBLIC**	**PRIVATE NONPROFIT**	**DOCTORAL**	**MASTER'S/ BACC.**	**ASSOC.**	**DOCTORAL/ MASTER'S**	**BACC.**
Tenure remains important and viable at my institution.								
%5 Strongly agree	42	46	39	74	58	28	38	44
%4	28	28	29	21	29	31	30	27
%3	13	14	13	3	11	20	14	12
%2	8	6	8	0	2	11	8	5
%1 Strongly disagree	9	6	12	3	0	11	11	12
Since 2008, my institution has seen a decrease in the percentage of faculty who tenured or are on the tenure track.								
%5 Strongly agree	12	14	9	19	7	16	12	8
%4	18	20	15	35	22	11	16	13
%3	10	11	10	8	15	6	12	9
%2	25	22	28	14	26	23	29	27
%1 Strongly disagree	35	34	38	24	29	43	31	44

A little more than two-thirds of CAOs (69 percent) agree or strongly agree that their institution relies significantly on non-tenure track faculty for instruction. The proportion who agree or strongly agree with this statement is slightly higher for public sector CAOs.

Two-thirds of CAOs say they anticipate that in the future they will be about as reliant as they are today on non-tenure track faculty for instruction. Fewer than one quarter of provosts (22 percent) say they anticipate their institution will become more reliant on non-tenure track faculty. About one in 10 chief academic officers (11 percent) anticipate they will be less reliant on these instructors in the future.

As efforts ramp up to organize instructors off the tenure track for collective bargaining purposes, provosts are largely skeptical that unions will help adjuncts.

Only about a quarter of chief academic officers agree that unions would help non-tenure-track instructors win better pay (25 percent) or benefits (27 percent), and even fewer (17 percent) believe unionization would improve adjuncts' job security.

Does your institution rely significantly on non-tenure track faculty for instruction?								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	**PUBLIC**	**PRIVATE NONPROFIT**	**DOCTORAL**	**MASTER'S/ BACC.**	**ASSOC.**	**DOCTORAL/ MASTER'S**	**BACC.**
%1 Yes	69	74	62	82	62	80	69	50
%2 No	31	26	38	18	38	20	31	50

In the future, do you anticipate that your institution will become more reliant, less reliant, or will it be about as reliant as it is today on non-tenure track faculty for instruction?	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
%1 Less reliant on non-tenure track faculty	11	11	12	10	10	12	12	11
%2 As reliant as it is today on non-tenure track faculty	66	67	67	69	63	71	66	66
%3 More reliant on non-tenure track faculty	22	22	21	21	26	17	22	23
Unionizing will help improve job security for adjuncts								
%5 Strongly agree	4	5	3	0	4	6	4	3
%4	13	15	11	17	12	16	6	15
%3	17	19	15	11	28	15	10	17
%2	28	27	29	28	26	28	38	21
%1 Strongly disagree	39	34	43	44	31	34	42	45
Unionizing will help adjuncts win better pay.								
%5 Strongly agree	6	8	4	3	5	11	4	5
%4	19	22	16	22	22	22	13	19
%3	21	20	22	14	28	17	18	25
%2	24	23	26	22	27	22	32	20
%1 Strongly disagree	30	28	32	41	19	29	34	31
Unionizing will help adjuncts win better benefits.								
%5 Strongly agree	6	8	4	0	8	9	5	4
%4	21	23	18	22	24	23	11	22
%3	22	22	23	19	30	18	21	23
%2	21	18	25	16	18	19	32	20
%1 Strongly disagree	30	29	30	43	20	31	32	31

Data suggest that tenure practices may continue to evolve in higher education. Many CAOs (64 percent) say they favor a system of long-term contracts over the existing tenure system in higher education.

Do you favor or oppose a system of long-term contracts over the existing tenure system in higher education?	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
%1 Favor	64	58	69	44	51	67	70	64
%2 Oppose	36	42	32	56	49	33	30	36

Most CAOs (70 percent) strongly disagree that faculty at their institution can earn tenure based on research success even if they are known to be ineffective teachers.

More than half of CAOs (56 percent) agree or strongly agree that future generations of faculty in the United States should not expect tenure to be a factor in their employment at higher education institutions. Just 6 percent strongly disagree with this statement.

About two-fifths of CAOs (44 percent) agree or strongly agree that graduate programs at higher education institutions in this country are admitting more Ph.D. students than they should, given the current job market.

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Faculty at my institution can earn tenure based on research success, even if they are known to be ineffective teachers.								
%5 Strongly agree	2	4	1	0	2	2	0	1
%4	5	7	4	8	6	5	4	2
%3	5	6	4	15	6	2	2	3
%2	18	19	16	36	20	5	21	10
%1 Strongly disagree	70	66	77	41	66	87	73	84
Future generations of faculty in this country should not expect tenure to be a factor in their employment at higher education institutions.								
%5 Strongly agree	21	20	22	15	10	25	18	24
%4	35	34	36	23	39	35	38	33
%3	24	25	23	26	28	23	20	25
%2	14	16	13	18	18	13	16	13
%1 Strongly disagree	6	6	6	18	5	4	8	5
Graduate programs at higher education institutions in this country are admitting more Ph.D. students than they should, given the current job market.								
%5 Strongly agree	14	12	16	8	12	13	12	17
%4	30	30	31	44	32	23	33	33
%3	29	29	29	26	33	27	30	30
%2	20	21	19	13	19	25	21	16
%1 Strongly disagree	7	9	5	10	4	12	4	5

CIVILITY

Almost three-quarters of CAOs (71 percent) are very or somewhat concerned about declining civility among higher education faculty members. However, discussions of civility are not seen as affecting academic freedom, with about 8 in 10 (82 percent) indicating they are somewhat or not at all concerned about the impact on academic freedom.

Eighty-six percent of CAOs indicate that students tend to be treated with civility always or a great deal at their institution, versus 61 percent at higher education institutions in general. Larger proportions of provosts say professors show civility

toward other faculty members (67 percent) and administrators (52 percent) at their own institutions, compared to at higher education institutions in general (46 percent faculty, 26 percent administration).

More than 8 in 10 CAOs (84 percent) agree or strongly agree that civility should be a criterion for hiring faculty members, and 83 percent indicate civility should be a criterion for evaluating professors' performance.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
How concerned are you about declining civility among higher education faculty in this country?								
%4 Very Concerned	27	27	26	18	32	29	26	27
%3	44	47	42	44	54	42	37	45
%2	24	22	26	36	13	23	32	20
%1 Not at all Concerned	5	4	6	3	1	6	5	8
In your opinion, to what extent does recent discussion about the issue of faculty civility raise concerns about academic freedom in this country?								
%4 Always	2	2	2	0	0	3	3	2
%3 A great deal	16	17	14	16	19	17	11	16
%2 Somewhat	45	43	46	38	43	44	41	50
%1 Not at all	37	38	38	46	38	36	46	33
In your opinion, to what extent do faculty members at your institution practice civility in their treatment of students at your institution?								
%4 Always	12	8	17	5	6	9	15	18
%3 A great deal	74	76	74	77	78	74	76	74
%2 Somewhat	13	16	9	18	16	17	8	8
%1 Not at all	0	0	0	0	0	0	1	0
Again, in your opinion, to what extent do faculty members practice civility in their treatment of students in higher education institutions generally?								
%4 Always	4	3	5	3	1	3	5	4
%3 A great deal	57	58	58	71	57	55	65	54
%2 Somewhat	39	39	37	26	41	41	30	42
%1 Not at all	0	0	0	0	1	0	0	0
In your opinion, to what extent do faculty members at your institution practice civility in their treatment of fellow faculty members at your institution?								
%4 Always	6	5	6	0	2	7	5	6
%3 A great deal	61	56	67	68	52	53	68	69
%2 Somewhat	32	38	26	32	45	38	25	24
%1 Not at all	2	2	1	0	1	3	1	1

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Again, in your opinion, to what extent do faculty members practice civility in their treatment of fellow faculty members in higher education institutions generally?								
%4 Always	2	3	2	0	1	4	3	2
%3 A great deal	44	46	42	62	42	43	46	40
%2 Somewhat	52	49	55	38	55	50	51	58
%1 Not at all	1	2	0	0	3	2	0	0
In your opinion, to what extent do faculty members at your institution practice civility in their treatment of administrators?								
%4 Always	3	2	4	0	0	4	4	2
%3 A great deal	49	47	50	49	39	49	45	56
%2 Somewhat	43	44	41	46	56	39	49	35
%1 Not at all	6	7	5	5	5	8	2	7
In your opinion, to what extent do faculty members practice civility in their treatment of administrators in higher education institutions generally?								
%4 Always	1	2	0	0	0	3	1	0
%3 A great deal	25	28	21	38	21	28	21	19
%2 Somewhat	67	62	73	60	71	59	76	74
%1 Not at all	7	9	6	3	8	10	3	7
Civility is a legitimate criterion to consider in making faculty member hiring decisions.								
%5 Strongly agree	45	47	42	36	41	51	39	40
%4	39	39	39	49	38	38	41	39
%3	10	12	9	10	18	9	8	11
%2	5	2	7	5	2	2	10	5
%1 Strongly disagree	2	0	3	0	1	0	2	5
Civility is a legitimate performance evaluation criterion for faculty members.								
%5 Strongly agree	41	43	39	34	40	46	38	35
%4	42	43	43	45	41	42	42	46
%3	10	10	9	13	12	10	12	9
%2	5	3	7	3	6	3	7	9
%1 Strongly disagree	2	1	2	5	2	0	2	2

COMPETENCY-BASED EDUCATION

About 8 in 10 CAOs (81 percent) indicate that they favor awarding academic credits based on students' demonstrated competency. But less than half of the provosts (44 percent) indicate that their institutions currently award academic credit based on competency, and of those that are not currently doing so, even fewer (40 percent) indicate that they are exploring competency-based credits.

One-third of the CAOs who say

their institutions are not exploring competency-based credits (33 percent) say their institutions were very unlikely to implement a competency-based initiative for some programs in the near future.

Roughly three in five chief academic officers (59 percent) agree or strongly agree that competency-based education can save students considerably in terms of tuition costs.

The same proportion (59 percent) indicate it should be easier to earn credits and degrees based on what students have learned, not just time in the classroom. Fewer chief academic officers agree or strongly agree (34 percent) than disagree or strongly disagree (43 percent) that competency-based education is damaging general education.

As you may know, some higher education institutions are awarding academic credit based on demonstrated competence in the content area in lieu of course completion.							
	ALL INSTITUTIONS BY SECTOR			PUBLIC		PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Do you favor or oppose the awarding of academic credit based on demonstrated competence?								
%1 Favor	81	88	71	82	85	93	78	65
%2 Oppose	19	12	29	18	15	7	22	35
Does your institution award academic credit based on demonstrated competence?								
%1 Yes	44	55	34	45	48	64	49	25
%2 No	56	46	66	55	52	36	51	75
Is your institution currently exploring a competency-based education initiative for some programs?*								
%1 Yes	40	56	27	48	47	63	37	17
%2 No	60	44	73	52	53	37	63	83
How likely is your institution to implement a competency-based education initiative in the near future for some programs?**								
%4 Very likely	1	2	1	0	4	0	0	1
%3	11	14	8	9	16	18	8	9
%2	55	64	53	91	56	64	65	46
%1 Very Unlikely	33	21	39	0	24	18	27	44
Competency-based education can save students considerable money.								
%5 Strongly agree	16	21	11	11	19	25	11	9
%4	43	42	43	33	39	44	47	39
%3	31	32	32	44	37	27	33	36
%2	8	5	12	11	5	4	9	12
%1 Strongly disagree	2	0	3	0	0	0	1	5

* Asked of those CAOs whose institution does not award academic credit based on demonstrated competence.
** Asked of those CAOs whose institution is not exploring a competency-based education initiative.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
It should be easier for students to earn credits and degrees based on what they have learned, not just time in the classroom.								
%5 Strongly agree	19	24	13	8	19	31	16	9
%4	40	41	36	47	41	38	39	33
%3	22	22	24	22	26	21	24	23
%2	15	12	20	19	14	9	18	23
%1 Strongly disagree	5	2	7	3	1	3	3	12
Competency-based education may be damaging to general education.								
%5 Strongly agree	8	6	12	5	6	6	8	15
%4	26	23	30	42	31	14	26	34
%3	23	21	25	13	22	22	31	21
%2	32	36	26	32	29	40	28	24
%1 Strongly disagree	11	15	7	8	12	19	7	6

INSTITUTIONAL EFFECTIVENESS

CAOs are generally confident in their institution's level of effectiveness across a variety of areas. Nearly all (99 percent) say their institution is at least somewhat effective at providing a quality undergraduate education, with 75 percent saying they are very effective in this area.

One-third say their institution is very effective in using data to aid and inform campus decision-making, and another 56 percent say they are somewhat effective. Just over half (55 percent) say they are very effective at preparing students for the world of work.

Half of CAOs say they are very effective at providing undergraduate support services; 38 percent say they are very effective at preparing students for engaged citizenship, and 39 percent feel they are very effective at recruiting and retaining talented faculty. A little less than one-third (29 percent) say they are very effective at identifying and assessing student outcomes, though another 6 in 10 say they are somewhat effective in this area.

One-third of CAOs say they are very effective at controlling rising costs for students and their families, with public sector CAOs somewhat more likely to say they are very effective in this area when compared with their private sector peers.

However, of the areas presented, CAOs were most likely to say they are not effective in this area, with 17 percent saying their institution is either not too effective or not at all effective in this area.

How would you rate the effectiveness of your institution in the following areas?

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Using data to aid and inform campus decision-making								
%4 Very effective	33	33	30	36	30	31	36	25
%3 Somewhat effective	56	57	59	59	61	56	54	62
%2 Not too effective	11	10	11	5	7	13	9	13
%1 Not effective at all	1	1	0	0	2	0	1	0
Providing a quality undergraduate education								
%4 Very effective	75	74	76	74	72	75	79	74
%3 Somewhat effective	24	25	23	26	26	24	20	26
%2 Not too effective	1	1	0	0	0	1	0	0
%1 Not effective at all	1	0	1	0	1	0	2	0
Undergraduate support services								
%4 Very effective	50	49	53	60	48	45	60	48
%3 Somewhat effective	44	47	40	41	47	50	37	45
%2 Not too effective	5	4	5	0	3	5	1	7
%1 Not effective at all	1	0	1	0	1	0	2	0
Preparing students for the world of work								
%4 Very effective	55	53	55	51	49	53	57	47
%3 Somewhat effective	43	44	43	49	47	43	41	51
%2 Not too effective	2	3	1	0	2	4	1	2
%1 Not effective at all	0	0	0	0	1	0	1	0
Identifying and assessing student outcomes								
%4 Very effective	29	26	31	24	20	28	33	23
%3 Somewhat effective	60	62	60	66	63	61	59	66
%2 Not too effective	9	11	8	11	16	9	7	9
%1 Not effective at all	1	1	1	0	1	2	1	2
Recruiting and retaining talented faculty								
%4 Very effective	39	33	46	42	31	31	46	45
%3 Somewhat effective	51	53	48	58	55	53	50	49
%2 Not too effective	9	12	5	0	12	15	3	7
%1 Not effective at all	2	1	1	0	2	1	2	0

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Controlling rising costs for students and their families								
%4 Very effective	33	40	24	45	39	41	22	21
%3 Somewhat effective	50	47	54	50	47	48	52	63
%2 Not too effective	16	12	21	5	13	11	25	16
%1 Not effective at all	1	1	1	0	1	1	1	0
Preparing students for engaged citizenship								
%4 Very effective	38	26	52	51	29	15	54	48
%3 Somewhat effective	51	59	42	46	57	65	41	44
%2 Not too effective	10	14	6	3	12	19	5	8
%1 Not effective at all	1	1	0	0	2	1	1	0

Chief opperating officers are mixed in their assessment of the level of effectiveness of their respective institution's technology resources and services. As seen on the following page, a majority, 59 percent, say their technology resources and support for the library are very effective. About half, 53 percent, say technology resources and services are very effective in the area of on-campus teaching and instruction.

About two in five (42 percent) say their resources are very effective in the area of academic support services, and 40 percent say technology resources are very effective in the area of student resources and services.

Almost four in 10 (37 percent) say their technology resources and services are very effective in the area of online courses and programs, with public sector leaders somewhat more likely to say their institution's resources are very effective in this area than private sector leaders are.

Less than a quarter of chief academic officers (21 percent) say their technology resources are very effective in the area of research and scholarship.

Just 19 percent of chief operating officers say their institution's technology resources and services are very effective in the area of information systems and operations, and the same proportion say the same in the area of data analysis and organizational analytics.

How would you rate the effectiveness of your institution's technology resources and services in the following areas?								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	**PUBLIC**	**PRIVATE NONPROFIT**	**DOCTORAL**	**MASTER'S/ BACC.**	**ASSOC.**	**DOCTORAL/ MASTER'S**	**BACC.**
On-campus teaching and instruction								
%4 Very effective	53	60	47	54	61	59	55	40
%3 Somewhat effective	41	35	47	46	35	34	42	52
%2 Not too effective	5	5	5	0	4	6	2	6
%1 Not effective at all	1	0	1	0	0	1	2	2
Online courses and programs								
%4 Very effective	37	40	31	36	40	41	34	27
%3 Somewhat effective	49	52	47	54	56	49	50	46
%2 Not too effective	12	8	17	10	5	8	14	20
%1 Not effective at all	3	1	5	0	0	2	2	7
Library resources and services								
%4 Very effective	59	60	58	59	60	60	58	54
%3 Somewhat effective	37	37	37	39	40	36	37	40
%2 Not too effective	3	2	5	3	0	3	4	6
%1 Not effective at all	1	1	1	0	0	1	1%	0
Academic support services								
%4 Very effective	42	45	39	54	38	45	43	35
%3 Somewhat effective	51	49	54	41	57	49	50	58
%2 Not too effective	6	5	8	5	5	4	7	7
%1 Not effective at all	1	1	0	0	0	1	0	0
Student resources and services								
%4 Very effective	40	38	41	46	32	36	42	40
%3 Somewhat effective	52	53	51	54	60	54	51	53
%2 Not too effective	8	7	7	0	8	8	6	7
%1 Not effective at all	1	1	1	0	0	2	1	0
Research and scholarship								
%4 Very effective	21	24	16	54	18	13	14	17
%3 Somewhat effective	56	49	64	46	64	38	68	63
%2 Not too effective	20	21	19	0	15	37	17	20
%1 Not effective at all	4	7	1	0	4	13	1	0

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Administrative information systems and operations								
%4 Very effective	19%	23%	14%	31%	14%	23%	17%	12%
%3 Somewhat effective	58%	56%	59%	51%	65%	55%	54%	61%
%2 Not too effective	21%	19%	25%	18%	19%	19%	27%	25%
%1 Not effective at all	2%	2%	2%	0%	2%	3%	2%	2%
Data analysis and organizational analytics								
%4 Very effective	19	20	16	33	15	18	18	11
%3 Somewhat effective	57	60	56	54	67	58	54	59
%2 Not too effective	22	19	26	13	15	22	25	30
%1 Not effective at all	3	2	3	0	2	3	4	1

STUDENT OUTCOMES AND MEASUREMENT

Similar to findings from the 2013 and 2014 *Inside Higher Ed* surveys of chief academic offiers, 68 percent of CAOs say their institution uses at least one standardized test or assessment to measure student outcomes. Almost three-quarters who say their institution uses an assessment indicate they use NSSE.

The next most commonly used assessments are the ETS major field tests and the Collegiate Learning Assessment, respectively, though a larger proportion indicate they use an assessment other than those listed.

To measure student outcomes, does your institution use at least one standardized test or assessment?								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
% Yes	68	64	74	68	71	60	73	76
% No	33	36	27	32	29	40	27	24
Which of the following tests or assessments of student outcomes does your institution use? (Select all that apply.)*								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
National Survey of Student Engagement/Comm. College Survey of Student Engagement	73	75	73	88	80	73	75	81
ETS Major Field Tests	35	21	48	24	44	8	51	54
Collegiate Learning Assessment (CLA)	18	16	20	36	27	4	19	25

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Collegiate Assessment of Academic Proficiency (CAAP)	14	16	11	4	10	25	11	13
ETS Proficiency Profile for General Education	16	16	15	12	22	12	23	13
College Senior Survey (UCLA/Higher Ed Res. Inst.)	9	4	14	12	9	0	15	15
Another assessment	40	34	45	12	32	39	41	41

* Asked of CAOs who indicated that their institution uses at least one standardized test or assessment.

Of the CAOs who say their institution uses at least one standardized test or assessment, 8 in 10 chief academic officers (80 percent) say their institution makes effective use of data collected to measure student outcomes. This proportion is similar across colleges and universities in the public and private nonprofit sectors.

Does your institution make effective use of data used to measure student outcomes?*								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
% Yes	80	83	76	80	80	85	75	74
% No	21	17	24	20	20	15	25	27

* Asked of CAOs who indicated that their institution uses at least one standardized test or assessment.

BUDGET AND FINANCES

According to CAOs, the financial situation at their respective institutions has not improved in the last year. Just 14 percent strongly agree that their institution has seen improvement in the last year, though another one in four agrees with this statement. This is slightly higher than what was reported in the 2013 *Inside Higher Ed* survey of CAOs (11 percent). Thirty-one percent agree or strongly agree that the economic downturn that began in 2008 is effectively over at their institution.

Many CAOs (66 percent) indicate they agree or strongly agree that they will be reallocating funds to support academic programs rather than finding new revenues to support them.

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following.							
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Overall, the financial situation at my institution has improved in the last year.								
%5 Strongly agree	14	10	18	16	8	10	14	20
%4	26	25	29	42	27	21	25	29
%3	22	18	26	18	18	19	29	24
%2	22	26	17	13	26	28	21	17
%1 Strongly disagree	16	21	11	11	21	22	11	11
The economic downturn that started in 2008 is effectively over at my institution.								
%5 Strongly agree	9	7	12	13	6	6	11	12
%4	22	18	26	36	17	13	28	24
%3	20	20	20	21	17	20	18	21
%2	30	31	26	18	31	34	27	28
%1 Strongly disagree	20	24	16	13	28	26	17	17
Most new funds my institution will have to spend on academic programs will come from reallocation rather than new revenues.								
%5 Strongly agree	26	35	20	29	32	36	23	18
%4	40	38	41	29	44	39	38	42
%3	15	13	17	16	10	13	18	19
%2	15	13	18	21	13	10	18	14
%1 Strongly disagree	3	2	5	5	1	2	4	7

According to CAOs, higher education institutions are, on the whole, continuing to emphasize a variety of cost-cutting practices to maximize their budgets and streamline operations. Most CAOs (88 percent) say they plan to increase emphasis on collaboration with other institutions; 89 percent will focus on funding programs aligned with their mission, and a significant majority of CAOs (80 percent) say they will emphasize expansion of online programs at their institution over the next year.

About three-quarters of CAOs (78 percent) say they plan to increase focus on cutting underperforming academic programs; roughly 7 in 10 (69 percent) say they will increase emphasis on the dismissal of underperforming faculty, though far fewer, just 30 percent, say they will boost their emphasis on the dismissal of underperforming tenured faculty.

Roughly two in five CAOs at public institutions (41 percent) say they will increase emphasis on promoting early retirement of older faculty; 6 in 10 (60 percent) of their private peers say the same. Less than one-third of academic leaders (30 percent) say they will increase emphasis on the use of part-time faculty at their institutions this year.

Only 2 in 10 CAOs (21 percent) say they will focus on altering the tenure policy at their college or university this

year, similar to findings from 2013 and 2014. Sixteen percent say they are increasing emphasis on outsourcing some instructional services. The same percentage (16 percent) say they plan to emphasize an increase in teaching loads for full-time faculty.

Very few CAOs say they will increase emphasis on changing the mission (6 percent) or cutting athletic programs (5 percent) at their institution over the next year.

Please indicate whether you plan to INCREASE emphasis on the following practices at your institution over the next year.								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Cutting underperforming academic programs								
%1 Yes	78	79	74	87	76	82	86	69
%2 No	23	21	26	13	24	18	14	31
Dismissing underperforming faculty								
%1 Yes	69	68	70	86	69	64	79	64
%2 No	31	32	30	14	31	36	21	36
Dismissing underperforming tenured faculty								
%1 Yes	30	32	29	49	27	30	33	27
%2 No	70	68	71	52	73	70	67	73
Altering the tenure policy								
%1 Yes	21	20	22	30	21	16	24	21
%2 No	79	80	78	70	80	84	76	79
Promoting retirement of older faculty								
%1 Yes	49	41	60	43	53	34	72	56
%2 No	51	59	40	57	47	66	28	44
Increasing teaching loads for full-time faculty								
%1 Yes	16	16	13	28	16	12	11	15
%2 No	84	84	87	72	84	88	89	86
Funding programs based on the alignment with our mission								
%1 Yes	89	87	91	95	88	85	95	86
%2 No	12	13	9	5	12	15	5	14
Increasing use of part-time faculty								
%1 Yes	30	28	30	19	28	31	26	33
%2 No	70	72	70	81	72	69	75	68
Outsourcing some instructional services								
%1 Yes	16	13	17	18	13	13	16	16
%2 No	84	87	83	82	87	87	84	84

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Increasing collaboration with other colleges and universities								
%1 Yes	88	91	85	90	92	92	85	83
%2 No	12	9	15	11	8	8	15	17
Changing the mission of the institution								
%1 Yes	6	9	3	5	14	5	3	1
%2 No	94	91	97	95	86	95	97	99
Expanding online programs and offerings								
%1 Yes	80	82	78	92	82	81	89	67
%2 No	20	18	22	8	18	19	11	33
Cutting athletic programs								
%1 Yes	5	6	5	6	6	5	6	5
%2 No	95	94	95	94	94	96	94	95

In spite of their concern about the economy and its impact, just 11 percent of chief academic officers strongly agree that their institution used the economic downturn to make tough but necessary changes in their academic programming budgets.

Just 7 percent strongly agree their institution needs to reduce the number of academic programs it offers in the coming academic year, and though only 5 percent strongly agree they are likely to reduce the number of programs in the coming year, another 16 percent agree they are likely to do so.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE	
	ALL	PUBLIC	PRIVATE	DOCTORAL	MASTERS/ BACC.	ASSOC.	DOCTORAL/ MASTERS	BACC.
My institution used the economic downturn to make tough but necessary changes in our academic programming budgets.								
%5 Strongly agree	11	12	10	13	13	9	10	10
%4	31	30	31	33	24	35	33	29
%3	28	31	25	26	35	31	26	24
%2	22	20	25	26	21	17	24	26
%1 Strongly disagree	8	7	9	3	7	7	6	10

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE	
	ALL	PUBLIC	PRIVATE	DOCTORAL	MASTERS/ BACC.	ASSOC.	DOCTORAL/ MASTERS	BACC.
My institution needs to reduce the number of academic programs it offers by the end of the 2014-15 academic year.								
%5 Strongly agree	7	8	6	8	12	7	7	5
%4	18	19	18	15	16	22	17	19
%3	18	17	19	18	17	17	25	18
%2	31	36	29	36	37	37	29	28
%1 Strongly disagree	25	20	29	23	19	17	23	30
My institution is likely to reduce the number of academic programs it offers by the end of the 2014-15 academic year.								
%5 Strongly agree	5	7	4	5	9	7	3	5
%4	16	17	14	5	12	23	16	13
%3	21	21	21	28	20	22	24	22
%2	28	29	28	31	30	28	35	24
%1 Strongly disagree	29	26	33	31	30	20	22	36

Fewer than one in 10 CAOs (8 percent) strongly agree they anticipate a major allocation of funds to their arts and sciences programs. CAOs are most likely to anticipate a major allocation of funds to STEM programs, with 60 percent agreeing or strongly agreeing they anticipate a major allocation of funds in the next year. More than half (53 percent) also agree they anticipate allocation of funds to professional or pre-professional programs. About half of CAOs (46 percent) agree they anticipate a major allocation of funding to online programs.

I anticipate major allocation of funds to the following categories in the next budget year.								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Arts and sciences programs								
%5 Strongly agree	8	7	10	8	9	4	5	13
%4	19	20	20	30	17	18	24	16
%3	40	42	40	43	38	45	39	44
%2	19	20	18	16	24	19	20	15
%1 Strongly disagree	14	13	12	3	12	15	12	12

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
Professional or pre-professional programs								
%5 Strongly agree	16	13	17	13	13	10	14	12
%4	37	36	41	34	45	32	49	38
%3	28	30	24	45	28	30	23	26
%2	10	12	8	3	11	15	6	12
%1 Strongly disagree	10	10	10	5	4	13	8	13
Online programs								
%5 Strongly agree	14	11	15	8	16	9	17	13
%4	32	30	32	36	33	26	39	27
%3	30	37	24	36	30	41	23	22
%2	11	14	9	17	12	16	13	8
%1 Strongly disagree	13	8	19	3	9	9	9	31
STEM fields								
%5 Strongly agree	19	21	16	40	22	15	16	14
%4	41	43	40	40	44	44	43	38
%3	24	24	26	16	24	26	21	31
%2	9	7	10	3	6	9	16	7
%1 Strongly disagree	6	5	8	3	4	6	5	10

A little more than half of CAOs (53 percent) strongly agree that financial concerns are prevalent in their institution's discussions about launching new academic programs. About one-third (34 percent) agree with this statement, and only 1 percent strongly disagree.

Financial concerns (revenue, market opportunities, profit, etc.) are prevalent in my institution's discussions about launching new academic programs.								
	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE	
	ALL	PUBLIC	PRIVATE	DOCTORAL	MASTERS/ BACC.	ASSOC.	DOCTORAL/ MASTERS	BACC.
%5 Strongly agree	53	52	57	39	60	49	61	59
%4	34	35	34	44	28	37	30	36
%3	8	10	5	10	9	10	3	3
%2	4	3	4	8	3	1	4	2
%1 Strongly disagree	1	1	1	0	0	2	3	1

CHANGING LANDSCAPE IN HIGHER EDUCATION

CAOs largely agree that their institution is paying increased attention to the ability of their degree programs to help students get a good job — 87 percent agree or strongly agree with this statement.

Again, using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statement about new ways to help students learn and/or receive credits for education beyond high school.								
	ALL INSTITUTIONS BY SECTOR			**PUBLIC**			**PRIVATE NONPROFIT**	
	ALL	**PUBLIC**	**PRIVATE NONPROFIT**	**DOCTORAL**	**MASTER'S/ BACC.**	**ASSOC.**	**DOCTORAL/ MASTER'S**	**BACC.**
My institution is increasing attention on the ability of our degree programs to help students get a good job.								
%5 Strongly agree	36	37	32	29	24	47	33	31
%4	51	51	54	55	65	43	55	53
%3	11	10	13	11	9	9	11	15
%2	1	2%	1	3	1	1	1	1
%1 Strongly disagree	1	0	1	3	0	0	0	1

Public and private sector CAOs differ in their assessment of what a reasonable amount of loan debt is for an undergraduate student. About two-thirds of private college CAOs (68 percent) say $20,000 or more in loan debt is reasonable for an undergraduate student to incur over a four-year period. Just 39 percent of public university CAOs say $20,000 or more debt is reasonable.

In your opinion, what is a reasonable amount of loan debt for an undergraduate student to accumulate over a four year period?								
	ALL INSTITUTIONS BY SECTOR			**PUBLIC**			**PRIVATE NONPROFIT**	
	ALL	**PUBLIC**	**PRIVATE NONPROFIT**	**DOCTORAL**	**MASTER'S/ BACC.**	**ASSOC.**	**DOCTORAL/ MASTER'S**	**BACC.**
No amount of loan debt is reasonable.	4	7	2	3	2	10	0	3
Under $5,000	4	6	2	0	2	9	0	1
$5,000 to less than $10,000	12	17	7	5	8	25	10	4
$10,000 to less than $20,000	28	32	23	42	38	27	20	25
$20,000 to less than $30,000	35	27	43	29	38	19	43	46
$30,000 to less than $40,000	12	8	16	16	6	7	18	15
$40,000 to less than $50,000	5	3	6	5	5	2	5	7
$50,000 or more	2	1	3	0	0	1	5	0

SCHOLARSHIP AND LEADERSHIP

Respondents concede a gap in the views of faculty members and administrators. Slightly more than two-thirds of CAOs (68 percent) agree or strongly agree there is a fundamental difference in perspective between these two groups. Only 2 percent of CAOs strongly disagree that this difference exists.

Attention to financial and management issues appears to vary across institutions.

While three in 10 provosts (31 percent) strongly agree or agree that the job is more focused on financial and management issues than on academic issues, a greater number of CAOs (42 percent) disagree or strongly disagree with this statement.

The majority of CAOs strongly agree or agree (89 percent) that they are glad they pursued administrative work. Many indicate further aspirations in higher education administration. Two in 10 (22 percent) CAOs strongly agree they aspire to be a college president someday.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
There is a fundamental difference in perspective between faculty members and administrators.								
%5 Strongly agree	20	20	19	15	19	23	18	19
%4	48	44	52	41	52	41	51	55
%3	19	20	18	26	15	21	20	18
%2	12	13	10	15	13	13	10	8
%1 Strongly disagree	2	3	1	3	1	3	2	0
I am glad I pursued administrative work.								
%5 Strongly agree	54	58	49	71	59	53	47	47
%4	35	32	38	24	30	34	39	40
%3	8	9	8	5	7	10	9	9
%2	2	1	4	0	4	1	5	3
%1 Strongly disagree	1	1	1	0	0	2	0	2
My job is more focused on financial and management issues than on academic issues.								
%5 Strongly agree	8	8	7	8	8	9	7	9
%4	23	23	23	23	30	21	23	24
%3	27	23	31	28	22	24	27	34
%2	34	37	32	33	31	38	37	28

| %1 Strongly disagree | 8 | 9 | 6 | 8 | 9 | 8 | 6 | 4 |

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
I aspire to be a college or university president someday.								
%5 Strongly agree	22	24	18	22	30	24	17	20
%4	20	19	21	17	14	22	24	20
%3	12	11	14	8	10	9	13	15
%2	14	11	16	17	10	12	17	14
%1 Strongly disagree	32	35	31	36	37	33	29	31

SEXUAL HARASSMENT

CAOs rate sexual harassment of students by faculty members as a serious or very serious issue at institutions in general (64 percent), while only 22 percent rate this as a serious or very serious issue at their own institution. About three quarters of chief academic offiers (77 percent) feel there are no circumstances in which it is appropriate for consensual relationships between faculty and students.

About 6 in 10 (57 percent) indicate that their institution has specific policies that prohibit consensual relationships between students and faculty. chief academic offiers are almost evenly split about whether there should be policies at their institution prohibiting consensual relationship between students and faculty.

However, on a national basis, roughly three-quarters (77 percent) indicate that all colleges should have a policy that prohibits consensual relationships between faculty and students.

Chief academic officers view the threat of sexual harassment of junior female faculty members by senior male faculty members as a less serious problem (12 percent serious or very serious) at their own institutions than at at postsecondary institutions in general (56 percent serious or very serious).

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
In your opinion, how serious is the issue of sexual harassment of students by faculty members at your institution?								
%4 Not at all serious	41	37	47	21	29	44	50	42
%3	36	38	35	39	47	33	34	37
%2	17	20	13	26	20	19	12	15
%1 Very serious	5	6	5	15	5	4	5	5

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE NONPROFIT	
	ALL	PUBLIC	PRIVATE NONPROFIT	DOCTORAL	MASTER'S/ BACC.	ASSOC.	DOCTORAL/ MASTER'S	BACC.
In your opinion, how serious is the issue of sexual harassment of students by faculty members at higher education institutions generally?								
%4 Not at all serious	7	9	5	11	4	11	5	4
%3	30	29	32	28	26	31	32	35
%2	52	50	52	44	65	42	52	51
%1 Very serious	12	12	11	17	5	15	11	10
In your opinion, are there circumstances in which a consensual relationship between a faculty member and a student are appropriate, or not?								
%1 Yes	23	25	20	47	26	20	25	12
%2 No	77	75	81	53	74	80	75	88
Does your institution have a policy that explicitly prohibits consensual relationships between faculty members and currently enrolled students under any circumstance?								
%1 Yes	57	52	60	44	51	53	57	65
%2 No	43	48	40	56	49	47	43	36
In your opinion, should your institution put policies in place that explicitly prohibit consensual relationships between faculty members and currently enrolled students under any circumstance?*								
%1 Yes	51	52	53	32	56	54	46	72
% 2 No	49	48	47	68	44	46	54	28
In your opinion, should higher education institutions in this country have policies in place that prohibit consensual relationships between faculty members and currently enrolled students under any circumstance?*								
%1 Yes	77	74	80	49	76	78	75	88
% 2 No	23	26	20	52	24	22	26	12

* Asked of CAOs who indicated that their institution does not have a policy that explicitly prohibits consensual relationships between faculty members and currently enrolled students under any circumstance.

	ALL INSTITUTIONS BY SECTOR			PUBLIC			PRIVATE	
	ALL	PUBLIC	PRIVATE	DOCTORAL	MASTERS/ BACC.	ASSOC.	DOCTORAL/ MASTERS	BACC.
In your opinion, how serious is the issue of sexual harassment of junior female faculty members by senior male faculty members at your institution?								
%4 Not at all serious	51	45	55	17	33	59	55	55
%3	38	45	32	64	58	33	28	34
%2	9	8	9	17	7	6	13	8
%1 Very serious	3	2	3	3	2	2	5	3
In your opinion, how serious is the issue of sexual harassment of junior female faculty members by senior male faculty members at higher education institutions generally?								
%4 Not at all serious	10	12	8	6	9	15	7	8
%3	34	40	30	50	34	39	27	32
%2	48	42	55	41	53	37	56	56
%1 Very serious	8	7	7	3	4	10	10	4

INSTITUTION AND PERSONAL DEMOGRAPHICS

WHAT IS YOUR AGE?	OVERALL
Under 30	0%
30 to 39	2%
40 to 49	13%
50 to 59	46%
60 to 69	36%
70 and older	4%

WHAT IS YOUR GENDER?	OVERALL
Male	59%
Female	41%

HOW MANY YEARS HAVE YOU SERVED AS THE PROVOST OR CHIEF ACADEMIC OFFICER AT THIS INSTITUTION?	OVERALL
Less than 6 months	8%
6 months to less than 3 years	39%
3 years to less than 5 years	20%
5 years to less than 10 years	23%
10 or more years	10%

HOW MANY YEARS HAVE YOU SERVED AS THE CHIEF ACADEMIC OFFICER AT THIS INSTITUTION?	OVERALL
Less than 6 months	8%
6 months to less than 3 years	28%
3 years to less than 5 years	20%
5 years to less than 10 years	25%
10 or more years	19%

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