

The 2013 Inside Higher Ed Survey of College and University Business Officers

Conducted by Gallup®

SCOTT JASCHIK & DOUG LEDERMAN

EDITORS, INSIDE HIGHER ED



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THE 2013 INSIDE HIGHER ED SURVEY OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS

A study by *Inside Higher Ed* and Gallup

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FOREWORD

***Inside Higher Ed*'s third annual Survey of College and University Business Officers aims to understand how these leaders perceive and address the fiscal and budgetary issues facing higher education institutions in the U.S.**

Some of the questions addressed in the study are:

- What do chief business officers say about the sustainability of their institution's financial model in the near future?
- How sustainable are business models across higher education sectors?
- What financial issues are business officers most focused on?
- What strategies are most important for increasing revenue and reducing operating costs in the near future?
- How supportive are faculty of efforts to address budget problems confronting institutions?
- What debt management approaches are institutions prioritizing?
- What is the state of health plan management in higher education?
- Do business leaders have sufficient data and information needed to make program and employee performance decisions?

SNAPSHOT OF FINDINGS

- Just over one in four business officers (27 percent) strongly agree they are confident about the sustainability of their institution's financial model over the next five years; fewer (13 percent) strongly agree their model is sustainable over 10 years.
- Just 4 percent of business officers responding strongly agree that the business model of for-profit universities is sustainable; over half (51 percent) say the same about elite private universities.
- Nearly half of business officers (49 percent) strongly agree they have experienced increases in health care premiums for employees; nearly as many (46 percent) say the same regarding student premiums. Four in 10 business officers strongly agree their institution is more focused on the cost of providing health care and benefits than it was five years ago.
- Most business officers (92 percent) say retaining current students is a very important strategy to increase revenue in the near future.
- Many business officers (45 percent) say that using technology tools, such as business analytics technology, to evaluate programs and identify problems/potential improvements is a very important strategy for reducing operating expenses at their institution. But fewer than half say their institution has the program and performance data and information it needs to make informed decisions.
- About six in 10 (59 percent) agree or strongly agree they were well-informed about campus issues, including budget, prior to accepting the job at the institution.
- Only 3 percent strongly agree their institution should take on significantly more debt than it has now; seven times as many (21 percent) strongly agree their institution has increased the use of debt to finance projects.
- Few business officers perceive that faculty are realistic about their institution's financial challenges.

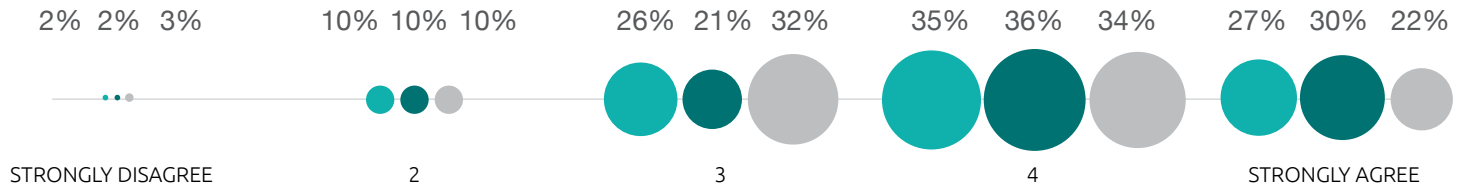
SUMMARY INFOGRAPHIC

OVERALL PUBLIC PRIVATE NONPROFIT

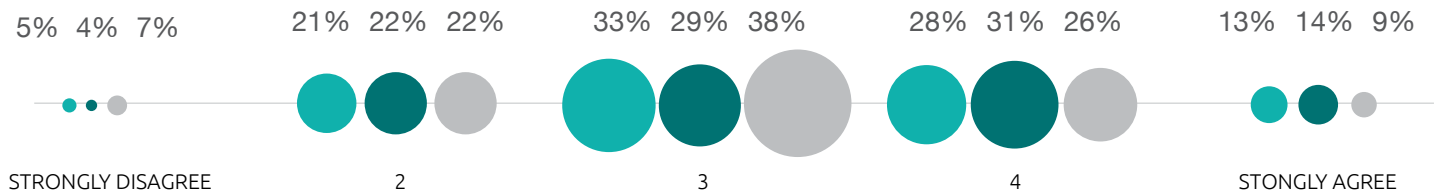
BASED ON SURVEY OF 457 BUSINESS OFFICERS

CLICK TO VIEW
INTERACTIVE GRAPHIC

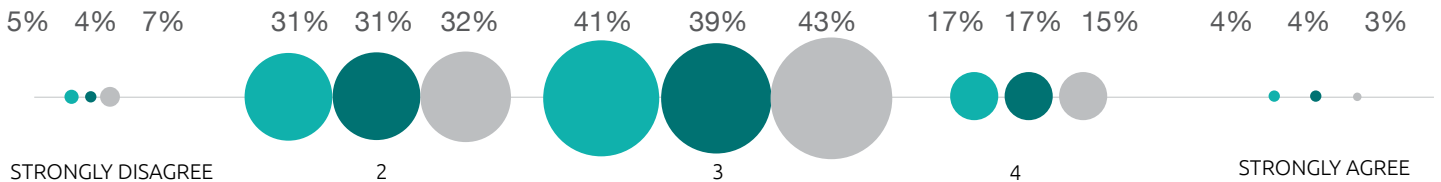
I AM CONFIDENT THAT MY INSTITUTION'S FINANCIAL MODEL
WILL BE SUSTAINABLE OVER 5 YEARS.



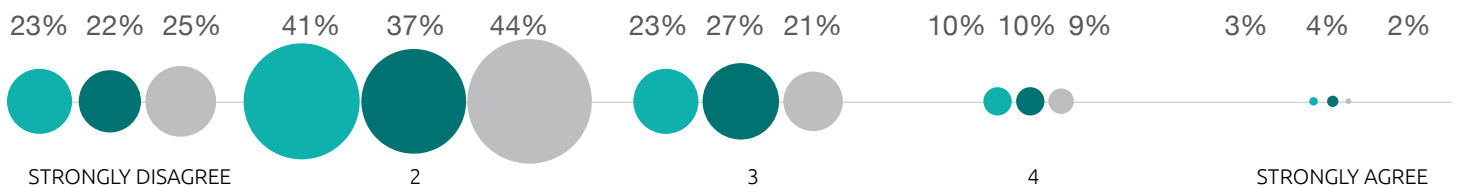
I AM CONFIDENT THAT MY INSTITUTION'S BUSINESS MODEL
WILL BE SUSTAINABLE OVER 10 YEARS.



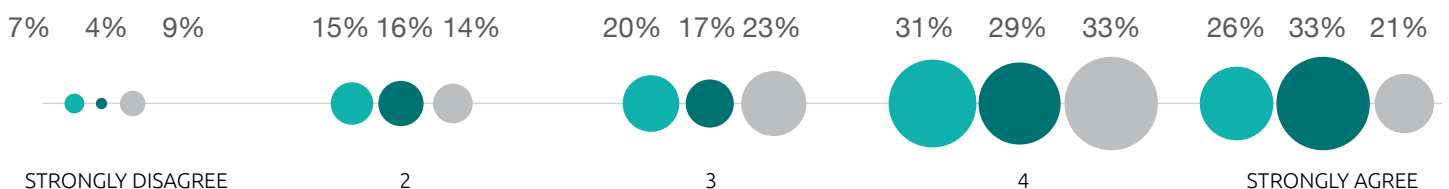
THE BUSINESS MODEL FOR THE FOR-PROFIT
SECTOR OF HIGHER EDUCATION IS SUSTAINABLE.



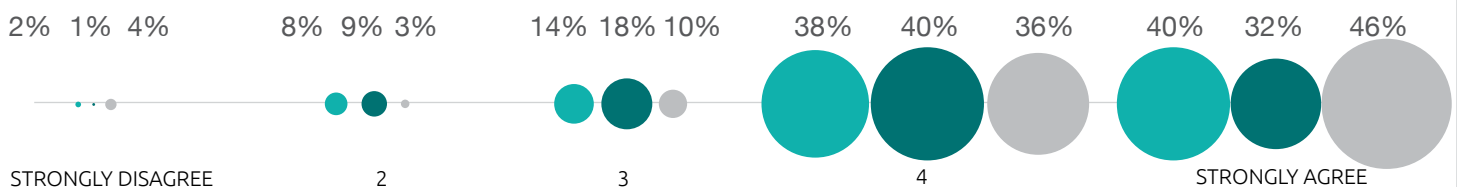
REPORTS THAT SIGNIFICANT NUMBERS OF COLLEGES
FACE FINANCIAL CRISIS ARE OVERBLOWN.



NEW SPENDING AT MY INSTITUTION IN THE COMING YEARS WILL COME FROM
REALLOCATED DOLLARS RATHER THAN AN INCREASE IN NET REVENUE.



I AM PAYING MORE ATTENTION TO THE MARKET LIMITS ON THE
ABILITY TO RAISE FEES THAN I WAS 5 YEARS AGO.



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 business and financial officers related to fiscal and budgetary issues and challenges. To achieve these objectives, Gallup collected 457 Web surveys from CFOs (and some other top financial and business executives), representing 223 public institutions, 222 private institutions, and 12 institutions from the for-profit sector.

TOTAL PARTICIPATION BY SECTOR

| | All Institutions by Sector | | | | Public | | | Private Nonprofit | | |
|---------|----------------------------|--------|---------|-------------|----------|--------------------|--------|-----------------------|-------|---------|
| | All | Public | Private | For-Profit* | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. | Assoc.* |
| Total N | 457 | 223 | 222 | 12 | 34 | 72 | 112 | 99 | 98 | 6 |

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

Gallup education researchers and consultants developed the questionnaire in collaboration with Scott Jaschik and Doug Lederman from *Inside Higher Ed*. Specialty colleges, namely Bible colleges and seminaries with a Carnegie Code classification of 24, and institutions with enrollment <500 were excluded from the sample. Gallup conducted the surveys in English from Monday, April 29 through Tuesday, May 28, 2013.

E-mail invitations were sent to 2,531 potential respondents, and reminders

were sent throughout the survey period to reach respondents who had not yet participated. Each institution is represented only once in the sample.

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

For results based on the sample size of 457 total respondents, one can say with 95 percent confidence that the margin of error attributable to sampling

error is ±4.2 percentage points. For subgroups within this population, due to small sample sizes, the margin of error is greater.

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 percent due to rounding or the exclusion of “Don’t know” and “Refused” results.

DETAILED FINDINGS

BUSINESS AND FINANCIAL MODELS

Data show chief business officers' confidence in their financial models over the long-term is shaky at best. About one in four chief business officers (27 percent) strongly agree they are confident about the sustainability of their financial model over the next five years, but half as many (13 percent) are as confident in their model over the next 10 years.

TABLE 1

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. (In this table and several others, the percentages shown represent the proportion of presidents who answered "5," strongly agree.)

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|-------------------------------------------------------------------------------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| I am confident about the sustainability of my institution's financial model over the next five years. | 27% | 30% | 22% | 33% | 26% | 31% | 22% | 18% |
| I am confident about the sustainability of my institution's financial model over the next 10 years. | 13% | 14% | 10% | 12% | 14% | 14% | 10% | 7% |

When asked about the business models of various institution sectors, wealth and status of institutions appear to matter more than sector.

As seen in Table 2 on the next page, respondents see elite private universities with endowments over \$1 billion, wealthy private liberal arts

colleges and flagship public universities as best positioned for the future, with 84 percent agreeing or strongly agreeing that elite private universities have sustainable business models and 67 percent and 62 percent, respectively, saying the same for private liberal arts colleges and public flagships.

Community colleges were next, with 51 percent of business officers seeing the institutions' business model as sustainable, followed by non-flagship public four-year institutions (26 percent), for-profit colleges (21 percent), and non-elite private four-year colleges (17 percent).

Fewer than two-thirds of business officers agree or strongly agree that they are confident in the sustainability of their institution's business model over five years.

TABLE 2

There has been discussion about whether the core business models for various sectors of American higher education are sustainable. 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. The business models for the following sectors of higher education are sustainable:

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|------------------------------------------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Public flagship universities | 21 | 20 | 22 | 27 | 25 | 16 | 20 | 24 |
| Non-flagship public four-year institutions | 5 | 6 | 4 | 3 | 9 | 4 | 1 | 6 |
| Community colleges | 15 | 17 | 14 | 29 | 17 | 14 | 14 | 13 |
| Elite private universities (endowments > \$1 billion) | 51 | 41 | 59 | 52 | 42 | 28 | 63 | 54 |
| Elite private liberal arts colleges (endowments > \$500 million) | 29 | 21 | 36 | 22 | 22 | 25 | 18 | 35 |
| Other private four-year institutions | 2 | 1 | 2 | 0 | 2 | 1 | 2 | 2 |
| For-profit institutions | 4 | 4 | 3 | 3 | 6 | 1 | 2 | 2 |

Just 4 percent of chief business officers strongly agree that the business model for for-profit colleges is sustainable, lower than for any other higher education sector.

FINANCIAL FOCUS

Nearly 8 in 10 college and university business officers are paying close attention to market limits on their ability to raise fees, with 78 percent agreeing they are more focused on these limitations than they were five years ago. Nearly as many (74 percent) agree or strongly agree they are focusing more on the cost of health care insurance and benefits than they were five years ago, three in four are focusing more on improved maintenance of campus

infrastructure, 67 percent say they are more focused on the profitability of academic programs, and nearly seven in 10 (68 percent) agree they are more focused on federal and state government mandates.

More than half of chief financial officers agree or strongly agree that they are focusing attention on rising tuition discount rates (56 percent), the cost of providing retirement benefits (55 percent), and environmental

sustainability (58 percent) than they were five years ago. Just under half are focusing more on increasing recruitment of full-pay students (46 percent) and returns on endowment investments (49 percent). And just 14 percent strongly agree they are focusing more on increasing faculty workloads than five years ago; another 33 percent agree with this statement. Just a third (33 percent) are focusing more on the profitability of their intercollegiate athletic programs.



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TABLE 3

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. My institution is focusing more attention on the following issues now than it did five years ago:

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|--------------------------------------------------------------|---------------------------------|--------|---------|-------------|-----------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Bacc./ Master's | Assoc. | Doctoral/ Master's | Bacc. |
| Market limits on the ability to raise fees | 40% | 32% | 46% | 39% | 41% | 26% | 46% | 49% |
| Increasing tuition discount rates | 26% | 12% | 38% | 32% | 11% | 5% | 38% | 37% |
| Recruiting full-pay students | 17% | 17% | 18% | 25% | 17% | 14% | 17% | 19% |
| Returns on endowment investments | 16% | 17% | 15% | 35% | 18% | 9% | 8% | 22% |
| Improving credit/board rating | 11% | 15% | 9% | 13% | 11% | 16% | 9% | 7% |
| Cost of providing health care insurance and benefits | 40% | 45% | 35% | 39% | 34% | 54% | 33% | 37% |
| Cost of providing retirement benefits | 23% | 30% | 16% | 22% | 25% | 35% | 11% | 20% |
| Increasing faculty work load | 14% | 15% | 13% | 12% | 15% | 14% | 15% | 12% |
| Equity in faculty salaries | 16% | 17% | 15% | 18% | 23% | 11% | 13% | 17% |
| Equity in salaries between senior administrators and faculty | 6% | 6% | 6% | 0% | 8% | 7% | 4% | 7% |
| Risk management | 33% | 31% | 35% | 48% | 33% | 25% | 35% | 37% |
| Profitability of intercollegiate athletic programs | 12% | 17% | 8% | 38% | 13% | 11% | 9% | 6% |
| Improved maintenance of campus infrastructure | 35% | 40% | 29% | 41% | 34% | 43% | 23% | 35% |
| Environmental sustainability | 21% | 25% | 18% | 44% | 24% | 20% | 20% | 17% |
| Federal and state government mandates (general) | 29% | 36% | 22% | 34% | 35% | 35% | 20% | 20% |
| Profitability of academic programs | 24% | 22% | 24% | 13% | 18% | 27% | 23% | 22% |

BALANCING BUDGETS

Of a list of 14 cost-cutting strategies institutions might implement this year, only four garnered support from at least a third of the responding business officers. As seen on the following page, nearly two-thirds indicate they are exploring collaboration opportunities for academic programs with other institutions; 41 percent agree they are shifting from a classroom-based to a Web-based model of instruction; 39 percent agree they are eliminating underperforming academic programs this year; and 36 percent agree they will reduce administrative positions.

TABLE 4

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.
My institution will implement the following strategies this year:

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|-------------------------------------------------------------------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Reducing administrative positions | 12% | 15% | 10% | 13% | 19% | 13% | 13% | 5% |
| Eliminating underperforming academic programs | 11% | 11% | 10% | 3% | 4% | 19% | 12% | 8% |
| Shifting more undergraduate teaching to senior faculty members | 4% | 1% | 4% | 0% | 2% | 2% | 4% | 4% |
| Shifting more undergraduate teaching to part-time or non-tenured faculty | 7% | 9% | 5% | 9% | 6% | 13% | 4% | 4% |
| Revising tenure policies | 4% | 4% | 4% | 0% | 2% | 10% | 2% | 4% |
| Increasing teaching loads for full-time faculty | 5% | 5% | 5% | 0% | 3% | 9% | 3% | 3% |
| Promoting early retirement for faculty | 11% | 7% | 15% | 6% | 7% | 8% | 17% | 11% |
| Promoting early retirement for administrators and staff | 7% | 6% | 8% | 12% | 5% | 5% | 6% | 9% |
| Exploring collaboration opportunities for academic programs with other institutions | 28% | 28% | 27% | 19% | 25% | 33% | 23% | 28% |
| Exploring collaboration opportunities for administrative services with other institutions | 17% | 17% | 17% | 21% | 19% | 14% | 14% | 18% |
| Cutting spending for intercollegiate athletic programs | 5% | 8% | 4% | 6% | 5% | 11% | 3% | 4% |
| Outsourcing more administrative services | 6% | 7% | 5% | 6% | 9% | 7% | 8% | 2% |
| Outsourcing more academic programs | 2% | 2% | 2% | 0% | 2% | 2% | 0% | 2% |
| Shifting from a classroom-based to a Web-based model of instruction | 11% | 11% | 12% | 6% | 9% | 14% | 12% | 10% |

Market limits on tuition pricing and the cost of health care insurance topped the list of issues to which CFOs are paying more attention now than they were 5 years ago.

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REVENUE STRATEGIES

Chief business officers were asked to indicate how important nine different strategies are to their institution's ability to increase revenue in the near future.

These strategies involve tapping external revenue sources. Only one

strategy had less than a majority say it was at least somewhat important. All other strategies were at least somewhat important to the majority of institutions' ability to generate revenue.

Nearly all of the chief financial officers

surveyed (91 percent) say that increasing the size of the endowment is at least a somewhat important strategy, and just as many (92 percent) say securing corporate support is at least somewhat important.

TABLE 5

How important are the following strategies to your institution's ability to increase revenue in the near future?

| | All Institutions by Sector (% Very Important) | | | Public (% Very Important) | | | Private Nonprofit (% Very Important) | |
|----------------------------------------------------------------------|--------------------------------------------------|--------|---------|------------------------------|--------------------|--------|-----------------------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Reducing the discount rate | 34% | 13% | 51% | 21% | 14% | 9% | 51% | 55% |
| Retaining our current students | 92% | 93% | 91% | 100% | 91% | 94% | 90% | 93% |
| Recruiting more out of state students (U.S. residents) | 44% | 43% | 45% | 67% | 57% | 26% | 36% | 53% |
| Recruiting more international students | 37% | 36% | 38% | 55% | 49% | 20% | 34% | 40% |
| Using campus facilities and other resources on a year-round basis | 44% | 39% | 48% | 27% | 45% | 40% | 42% | 51% |
| Developing/expanding online programs | 58% | 61% | 54% | 66% | 59% | 63% | 62% | 43% |
| Investing more in fund-raising activities | 53% | 55% | 52% | 72% | 63% | 42% | 47% | 55% |
| Securing more corporate support (grants, gifts, contracts, etc.) | 53% | 62% | 46% | 73% | 59% | 59% | 40% | 48% |
| Increasing the size of the endowment | 62% | 56% | 69% | 74% | 63% | 43% | 63% | 77% |

Chief business officers were asked to indicate how important 11 different strategies are for reducing operating expenses at their institution in the near future. As seen in Table 6 on the next page, all but four strategies proposed attracted a majority who said it was at least somewhat important for reducing

operating expenses. Strategies involving technology topped the list in importance.

Eighty-six percent say using technology to reduce instructional costs is at least a somewhat important strategy, and likewise, more than eight in 10 say using technology tools

(e.g., business analytics technology) to evaluate programs and to identify problems and potential improvements is at least somewhat important to reducing operating expenses, and 82 percent say centralizing/consolidating administrative functions is important to reducing operating expenses.

TABLE 6

How important are the following strategies to your institution's ability to reduce operating expenses in the near future?

| | All Institutions by Sector (% Very Important) | | | Public (% Very Important) | | | Private Nonprofit (% Very Important) | |
|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------|---------|------------------------------|--------------------|--------|-----------------------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Increasing teaching loads for full-time faculty | 21% | 23% | 18% | 9% | 21% | 30% | 19% | 14% |
| Using technology to reduce instructional costs | 41% | 50% | 31% | 58% | 46% | 52% | 35% | 22% |
| Centralizing/consolidating administrative functions | 39% | 44% | 35% | 64% | 41% | 40% | 40% | 28% |
| Sharing administrative services in partnership with other colleges | 17% | 18% | 16% | 21% | 21% | 15% | 14% | 17% |
| Moving more core campus operations and support services to the Web/cloud | 24% | 28% | 20% | 28% | 24% | 31% | 20% | 17% |
| Using technology tools (e.g., business analytics technology) to evaluate programs and to identify problems and potential improvements | 45% | 54% | 35% | 55% | 55% | 51% | 36% | 33% |
| Developing/expanding early retirement programs | 11% | 9% | 14% | 9% | 8% | 9% | 15% | 12% |
| Sharing more retirement costs with employees | 10% | 13% | 8% | 7% | 8% | 20% | 11% | 3% |
| Reducing retirement benefits for employees | 7% | 8% | 6% | 7% | 5% | 11% | 8% | 3% |
| Reducing health insurance benefits | 16% | 16% | 16% | 13% | 13% | 19% | 17% | 14% |
| Reducing other benefits programs | 8% | 10% | 5% | 3% | 12% | 13% | 6% | 2% |

KEY ISSUES

Data show a lack of alignment between business leaders and university faculty on budgetary challenges.

Just 4 percent of chief business officers strongly agree that faculty are realistic about the financial challenges confronting their institution; over six times as many (27 percent) strongly disagree with this statement.

Just 5 percent strongly agree that

faculty have been supportive of efforts to address budget problems. By contrast, nearly one-third of respondents (32 percent) strongly agree that senior administrators are realistic about financial challenges – a figure that also may appear lower than ideal.

Just 10 percent of business officers strongly agree that their institution can make additional and significant

spending cuts without hurting quality. Half (51 percent) agree or strongly agree that greater transparency in campus decision-making will result in better financial decisions.

Over one-third (34 percent) agree or strongly agree their tuition discount rate is unsustainable. Only 6 percent strongly agree that eliminating the confidentiality clauses in vendor contracts would help

lower the costs of education, and only one in 10 strongly agree their institution efficiently uses technology resources and services. Another 35 percent agree with this statement.

Only 7 percent of chief business officers strongly agree that sustainability efforts at colleges and universities have provided significant financial

benefits. About six in 10 (59 percent) agree or strongly agree that they were well- informed about campus issues (including the campus culture and budget issues) before accepting the job of CFO at the institution.

Over half of the CFOs surveyed (56 percent) agree or strongly agree that colleges should focus on financial issues

(not ethical or political ones) when deciding how to invest endowment funds.

Most chief business officers indicate they support fossil fuel investments, with 75 percent disagreeing or strongly disagreeing that they are pushing to remove fossil fuel investments from their institution's endowments.

TABLE 7

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 (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Faculty are realistic about the financial challenges confronting my institution | 4% | 2% | 6% | 3% | 0% | 3% | 2% | 10% |
| Senior administrators are realistic about the financial challenges confronting my institution | 32% | 32% | 32% | 29% | 30% | 35% | 27% | 34% |
| Faculty have been supportive of efforts to address the budget problems confronting my institution. | 5% | 5% | 5% | 9% | 4% | 4% | 1% | 10% |
| My institution can make additional and significant spending cuts without hurting quality. | 10% | 8% | 13% | 0% | 6% | 12% | 13% | 12% |
| Greater transparency in campus decision-making will result in better financial decisions. | 21% | 26% | 15% | 26% | 25% | 28% | 17% | 15% |
| Our current tuition discount rate is unsustainable. | 20% | 7% | 29% | 7% | 5% | 9% | 28% | 33% |
| Colleges should focus on financial issues (not ethical or political ones) when deciding how to invest endowment funds. | 29% | 23% | 34% | 33% | 20% | 21% | 35% | 33% |
| Eliminating the confidentiality clauses in vendor contracts would help lower the costs of education. | 6% | 7% | 5% | 4% | 6% | 9% | 3% | 7% |
| My institution makes efficient use of technology resources and services. | 10% | 13% | 7% | 18% | 4% | 17% | 5% | 7% |
| Sustainability efforts at colleges and universities have provided significant financial benefits. | 7% | 9% | 5% | 15% | 7% | 9% | 3% | 8% |

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DEBT MANAGEMENT

A little over half of chief business officers (55 percent) agree or strongly agree that their institution has an appropriate level of debt.

Twenty-one percent strongly agree

that their institution has increased the use of debt to finance projects; another 27 percent agree with this statement.

Only a quarter of survey respondents (26 percent) agree that their college or

university has historically underutilized debt as a financing strategy; just 3 percent of them strongly agree their institution should take on significantly more debt.

TABLE 8

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 (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|-----------------------------------------------------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| My institution has historically underutilized debt as a financing strategy. | 12% | 14% | 10% | 12% | 13% | 16% | 9% | 9% |
| My institution has increased the use of debt to finance projects. | 21% | 19% | 22% | 29% | 13% | 16% | 24% | 21% |
| My institution should take on significantly more debt than it has now. | 3% | 5% | 2% | 3% | 3% | 6% | 3% | 1% |
| My institution has an appropriate level of debt. | 23% | 23% | 21% | 21% | 16% | 29% | 22% | 17% |

Chief business officers were asked to identify the projects they finance with debt at their institution. Twenty-nine percent say their institution finances

residence halls that way, 26 percent cited academic buildings, 16 percent finance administration buildings, and 25 percent finance other kinds of projects

with debt.

Business officers were asked to select all types of projects with finance with debt at their institution.

TABLE 9

Which of the following does your institution finance with debt? Select all that apply.

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|-----------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Academic buildings | 26% | 26% | 26% | 25% | 22% | 30% | 24% | 25% |
| Administration buildings | 16% | 14% | 17% | 10% | 9% | 19% | 19% | 15% |
| Residence halls | 29% | 25% | 34% | 35% | 32% | 12% | 34% | 36% |
| Other projects | 25% | 29% | 22% | 30% | 33% | 25% | 22% | 22% |
| Don't know / Does not apply | 5% | 7% | 1% | 3% | 0% | 14% | 0% | 1% |

HEALTH CARE

Health care costs are a challenge for higher education institutions. Nearly half of chief business officers (49 percent) strongly agree that they have experienced increases in health care premiums for their employees, and another 29 percent agree with this statement. Similarly, 46 percent strongly agree that they have experienced increases in premiums for students. Over half (61 percent) agree their institution has changed its health plan design and offerings because of growing costs, but few said they have changed who is covered by the health plan.

TABLE 10

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. Please think about the 2012 to 2013 fiscal year as you respond to the following statements.

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|-------------------------------------------------------------------------------------------------|---------------------------------|--------|---------|-------------|-----------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| My institution has experienced increases in health care premiums for employees. | 49% | 51% | 48% | 44% | 58% | 51% | 44% | 48% |
| My institution has experienced increases in health care premiums for students. | 46% | 32% | 56% | 26% | 34% | 36% | 41% | 69% |
| My institution has changed its health plan design and offerings because of growing costs. | 35% | 33% | 36% | 38% | 29% | 35% | 33% | 36% |
| My institution has changed who is covered by its employee health plan because of growing costs. | 7% | 9% | 5% | 7% | 11% | 8% | 2% | 7% |

PERFORMANCE AND PROGRAM EVALUATION

Chief business officers were asked to reflect on whether their institution had the data and information it needs to make informed decisions about six different program areas. Generally, responses were lukewarm. As seen in Table 11 on the following page, two in five (42 percent) agree or strongly agree they have sufficient information about the efficacy of specific academic programs and majors. However, fewer than 10 percent strongly agree they have sufficient data in in four of the six areas of performance that were proposed.

TABLE 11

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. My institution has the data and information it needs to make informed decisions about:

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|----------------------------------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Efficacy of specific academic programs and majors | 14% | 14% | 13% | 12% | 13% | 17% | 13% | 11% |
| Which academic programs should be eliminated or enhanced | 13% | 13% | 12% | 6% | 14% | 16% | 10% | 15% |
| Performance of individual faculty members | 9% | 8% | 9% | 3% | 5% | 12% | 3% | 14% |
| Performance of each administrative unit on campus | 8% | 8% | 7% | 12% | 6% | 9% | 6% | 8% |
| Performance of administrative technology | 8% | 9% | 6% | 12% | 8% | 10% | 3% | 9% |
| Performance of academic technology | 7 | 7 | 6 | 3 | 8 | 9 | 3 | 9 |

SPENDING

The fiscal crisis in higher education of those surveyed strongly agree institutions facing existential financial cannot be overstated, according to that reports are overblown about the crisis. Nearly a quarter of CFOs strongly chief business officers. Just 3 percent significant number of higher education disagree with that statement.

TABLE 12

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:

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|---------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Reports that a significant number of higher education institutions are facing existential financial crisis are overblown. | 3% | 4% | 2% | 3% | 8% | 2% | 4% | 1% |

Generally speaking, chief business employees, services and operations as are spending more than other colleges officers do not perceive that they compared with other institutions. More on faculty, and 26 percent perceive they are spending a good deal more for than one in four (28 percent) agree they are spending more on student services.

TABLE 13

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.
My institution spends more money than other institutions in the following areas:

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|-------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Academic programs and majors | 8% | 6% | 10% | 3% | 12% | 4% | 6% | 13% |
| Faculty | 9% | 11% | 7% | 3% | 13% | 13% | 8% | 7% |
| Administration | 2% | 2% | 2% | 0% | 3% | 1% | 2% | 1% |
| Support staff | 3% | 3% | 3% | 3% | 8% | 0% | 4% | 2% |
| Student services | 7% | 9% | 6% | 3% | 8% | 11% | 10% | 3% |
| Materials and supplies | 1% | 2% | 1% | 0% | 3% | 1% | 1% | 1% |
| Facilities and infrastructure | 5% | 5% | 5% | 9% | 3% | 3% | 8% | 2% |
| Technology | 6% | 9% | 3% | 9% | 6% | 11% | 5% | 1% |

Chief business officers do not anticipate new wellsprings of revenue to ease the financial stress on institutions. Over half of chief business officers say

new spending at their institution in the coming years will come from reallocated dollars rather than an increase in net revenue. Many do not have frameworks

in place to inform spending decisions. Just 16 percent strongly agree that their institution uses an analytical framework to make decisions on spending.

TABLE 14

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.

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| New spending at my institution in the coming years will come from reallocated dollars rather than an increase in net revenue. | 26% | 33% | 21% | 18% | 36% | 39% | 23% | 21% |

TABLE 15

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.

| | All Institutions by Sector (%5) | | | Public (%5) | | | Private Nonprofit (%5) | |
|----------------------------------------------------------------------------|---------------------------------|--------|---------|-------------|--------------------|--------|------------------------|-------|
| | All | Public | Private | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| My institution uses an analytical framework to make decisions on spending. | 16% | 14% | 15% | 15% | 14% | 15% | 8% | 19% |

INSTITUTION AND PERSONAL DEMOGRAPHICS

| WHAT IS YOUR AGE? | OVERALL % |
|-----------------------------------------------------------------------------------|-----------|
| Under 30 | <1% |
| 30 to 39 | 2% |
| 40 to 49 | 19% |
| 50 to 59 | 43% |
| 60 to 69 | 32% |
| 70 and older | 3% |
| WHAT IS YOUR GENDER? | OVERALL % |
| Male | 75% |
| Female | 25% |
| HOW MANY YEARS HAVE YOU SERVED AS THE CHIEF BUSINESS OFFICER AT THIS INSTITUTION? | OVERALL % |
| Less than 6 months | 1% |
| 6 months to less than 3 years | 24% |
| 3 years to less than 5 years | 17% |
| 5 years to less than 10 years | 26% |
| 10 or more years | 31% |
| HOW MANY YEARS HAVE YOU SERVED AS THE CHIEF BUSINESS OFFICER AT ANY INSTITUTION? | OVERALL % |
| Less than 6 months | 2% |
| 6 months to less than 3 years | 11% |
| 3 years to less than 5 years | 10% |
| 5 years to less than 10 years | 22% |
| 10 or more years | 55% |
| WHAT TYPE OF HIGHER EDUCATION INSTITUTION DO YOU WORK FOR?* | OVERALL % |
| Public (four-year) | 26% |
| Private nonprofit (four-year) | 47% |
| Community college | 23% |
| Private nonprofit (two-year) | 1% |
| For-profit institution | 2% |

*Note that sector data are driven by database values and not this self-reported demographic data.

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| <i>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.</i> | | | | | | | | |
| Total N | 457 | 223 | 222 | 34 | 72 | 112 | 99 | 98 |
| I am confident about the sustainability of my institution's financial model over the next five years. | | | | | | | | |
| %5 Strongly agree | 27 | 30 | 22 | 33 | 26 | 31 | 22 | 18 |
| %4 | 35 | 36 | 34 | 33 | 36 | 36 | 37 | 32 |
| %3 | 26 | 21 | 32 | 27 | 20 | 21 | 28 | 38 |
| %2 | 10 | 10 | 10 | 6 | 15 | 9 | 11 | 9 |
| %1 Strongly disagree | 2 | 2 | 3 | 0 | 1 | 4 | 1 | 3 |
| I am confident about the sustainability of my institution's financial model over the next ten years. | | | | | | | | |
| %5 Strongly agree | 13 | 14 | 9 | 12 | 14 | 14 | 10 | 7 |
| %4 | 28 | 31 | 26 | 36 | 29 | 31 | 28 | 22 |
| %3 | 33 | 29 | 36 | 21 | 33 | 30 | 35 | 38 |
| %2 | 21 | 22 | 22 | 27 | 19 | 22 | 22 | 22 |
| %1 Strongly disagree | 5 | 4 | 7 | 3 | 4 | 5 | 4 | 10 |
| <i>There has been discussion about whether the core business models for various sectors of American higher education are sustainable. 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. The business models for the following sectors of higher education are sustainable:</i> | | | | | | | | |
| Public flagship universities | | | | | | | | |
| %5 Strongly agree | 21 | 20 | 22 | 27 | 25 | 16 | 20 | 24 |
| %4 | 41 | 42 | 39 | 39 | 46 | 42 | 43 | 35 |
| %3 | 25 | 24 | 27 | 24 | 20 | 26 | 22 | 33 |
| %2 | 12 | 12 | 10 | 9 | 9 | 15 | 12 | 8 |
| %1 Strongly disagree | 1 | 1 | 2 | 0 | 0 | 2 | 4 | 0 |
| Non-flagship public four-year institutions | | | | | | | | |
| %5 Strongly agree | 5 | 6 | 4 | 3 | 9 | 4 | 1 | 6 |
| %4 | 21 | 22 | 20 | 15 | 21 | 27 | 25 | 13 |
| %3 | 42 | 43 | 42 | 52 | 43 | 40 | 39 | 45 |
| %2 | 28 | 26 | 30 | 21 | 24 | 28 | 29 | 33 |
| %1 Strongly disagree | 4 | 4 | 5 | 9 | 3 | 1 | 6 | 4 |
| Community colleges | | | | | | | | |
| %5 Strongly agree | 15 | 17 | 13 | 29 | 17 | 14 | 14 | 13 |
| %4 | 36 | 35 | 39 | 35 | 32 | 37 | 36 | 41 |
| %3 | 32 | 31 | 33 | 13 | 40 | 32 | 30 | 36 |
| %2 | 13 | 15 | 11 | 23 | 8 | 14 | 16 | 7 |
| %1 Strongly disagree | 3 | 2 | 3 | 0 | 3 | 3 | 5 | 2 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Elite private universities (endowments > \$1 billion) | | | | | | | | |
| %5 Strongly agree | 51 | 41 | 59 | 52 | 42 | 38 | 63 | 54 |
| %4 | 33 | 39 | 28 | 42 | 34 | 40 | 25 | 33 |
| %3 | 12 | 15 | 11 | 3 | 16 | 17 | 10 | 12 |
| %2 | 2 | 5 | 0 | 3 | 8 | 4 | 0 | 0 |
| %1 Strongly disagree | 1 | 1 | 1 | 0 | 0 | 1 | 2 | 1 |
| Elite private liberal arts colleges (endowments > \$500 million) | | | | | | | | |
| %5 Strongly agree | 29 | 21 | 36 | 22 | 25 | 18 | 35 | 36 |
| %4 | 38 | 38 | 39 | 44 | 25 | 47 | 42 | 38 |
| %3 | 26 | 31 | 20 | 22 | 41 | 24 | 18 | 19 |
| %2 | 6 | 9 | 3 | 13 | 6 | 9 | 3 | 4 |
| %1 Strongly disagree | 2 | 2 | 1 | 0 | 2 | 2 | 1 | 2 |
| Other private four-year institutions | | | | | | | | |
| %5 Strongly agree | 2 | 1 | 2 | 0 | 2 | 1 | 2 | 2 |
| %4 | 15 | 17 | 11 | 6 | 11 | 25 | 9 | 13 |
| %3 | 43 | 39 | 46 | 39 | 37 | 42 | 53 | 39 |
| %2 | 35 | 38 | 32 | 48 | 50 | 25 | 33 | 33 |
| %1 Strongly disagree | 6 | 5 | 8 | 6 | 0 | 8 | 3 | 13 |
| For-profit institutions | | | | | | | | |
| %5 Strongly agree | 4 | 4 | 3 | 3 | 6 | 2 | 2 | 2 |
| %4 | 17 | 17 | 15 | 10 | 21 | 17 | 13 | 16 |
| %3 | 41 | 39 | 43 | 45 | 30 | 44 | 40 | 45 |
| %2 | 31 | 31 | 32 | 34 | 32 | 28 | 34 | 33 |
| %1 Strongly disagree | 7 | 9 | 6 | 7 | 11 | 8 | 10 | 4 |
| <i>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.</i> | | | | | | | | |
| <i>My institution is focusing more attention on the following issues now than it did five years ago:</i> | | | | | | | | |
| Market limits on the ability to raise fees | | | | | | | | |
| %5 Strongly agree | 40 | 32 | 46 | 39 | 41 | 26 | 46 | 49 |
| %4 | 38 | 40 | 36 | 45 | 35 | 41 | 34 | 38 |
| %3 | 14 | 18 | 10 | 0 | 20 | 21 | 15 | 6 |
| %2 | 6 | 9 | 3 | 15 | 3 | 11 | 3 | 1 |
| %1 Strongly disagree | 2 | 1 | 4 | 0 | 2 | 1 | 2 | 5 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|-------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Increasing tuition discount rates | | | | | | | | |
| %5 Strongly agree | 26 | 12 | 38 | 32 | 11 | 5 | 38 | 37 |
| %4 | 30 | 26 | 32 | 45 | 30 | 16 | 34 | 34 |
| %3 | 20 | 29 | 14 | 13 | 33 | 32 | 14 | 13 |
| %2 | 16 | 22 | 12 | 6 | 19 | 30 | 11 | 12 |
| %1 Strongly disagree | 7 | 11 | 4 | 3 | 7 | 17 | 3 | 5 |
| Recruiting full-pay students | | | | | | | | |
| %5 Strongly agree | 17 | 17 | 18 | 25 | 17 | 14 | 17 | 19 |
| %4 | 29 | 29 | 28 | 41 | 34 | 23 | 26 | 31 |
| %3 | 29 | 28 | 31 | 19 | 31 | 28 | 33 | 30 |
| %2 | 19 | 22 | 16 | 13 | 17 | 28 | 18 | 14 |
| %1 Strongly disagree | 6 | 4 | 7 | 3 | 2 | 7 | 6 | 6 |
| Returns on endowment investments | | | | | | | | |
| %5 Strongly agree | 16 | 17 | 15 | 35 | 18 | 9 | 8 | 22 |
| %4 | 33 | 30 | 37 | 29 | 38 | 24 | 39 | 32 |
| %3 | 32 | 27 | 36 | 23 | 28 | 28 | 39 | 34 |
| %2 | 14 | 19 | 10 | 13 | 15 | 24 | 12 | 10 |
| %1 Strongly disagree | 5 | 8 | 2 | 0 | 2 | 15 | 2 | 2 |
| Improving credit rating | | | | | | | | |
| %5 Strongly agree | 11 | 15 | 9 | 13 | 11 | 16 | 9 | 7 |
| %4 | 27 | 20 | 32 | 39 | 20 | 15 | 33 | 33 |
| %3 | 35 | 35 | 36 | 19 | 39 | 37 | 34 | 40 |
| %2 | 18 | 23 | 15 | 29 | 22 | 21 | 18 | 12 |
| %1 Strongly disagree | 8 | 8 | 7 | 0 | 7 | 11 | 7 | 7 |
| Cost of providing health care insurance and benefits | | | | | | | | |
| %5 Strongly agree | 40 | 45 | 35 | 39 | 34 | 54 | 33 | 37 |
| %4 | 34 | 30 | 38 | 36 | 26 | 29 | 46 | 31 |
| %3 | 20 | 19 | 21 | 18 | 31 | 12 | 17 | 26 |
| %2 | 5 | 5 | 5 | 3 | 8 | 4 | 4 | 5 |
| %1 Strongly disagree | 1 | 1 | 1 | 3 | 2 | 1 | 0 | 1 |
| Cost of providing retirement benefits | | | | | | | | |
| %5 Strongly agree | 23 | 30 | 16 | 22 | 25 | 35 | 11 | 20 |
| %4 | 32 | 31 | 33 | 28 | 35 | 29 | 38 | 28 |
| %3 | 30 | 27 | 34 | 31 | 24 | 27 | 37 | 30 |
| %2 | 12 | 10 | 14 | 16 | 13 | 6 | 11 | 19 |
| %1 Strongly disagree | 3 | 3 | 4 | 3 | 3 | 2 | 4 | 3 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Increasing faculty work load | | | | | | | | |
| %5 Strongly agree | 14 | 15 | 13 | 12 | 15 | 14 | 15 | 12 |
| %4 | 33 | 41 | 27 | 27 | 42 | 46 | 28 | 28 |
| %3 | 33 | 25 | 38 | 36 | 20 | 26 | 34 | 39 |
| %2 | 14 | 14 | 15 | 18 | 18 | 11 | 17 | 14 |
| %1 Strongly disagree | 5 | 4 | 7 | 6 | 5 | 3 | 6 | 7 |
| Equity in faculty salaries | | | | | | | | |
| %5 Strongly agree | 16 | 17 | 15 | 18 | 23 | 11 | 13 | 17 |
| %4 | 38 | 39 | 37 | 52 | 34 | 38 | 39 | 35 |
| %3 | 34 | 32 | 36 | 27 | 31 | 34 | 34 | 38 |
| %2 | 10 | 9 | 11 | 3 | 8 | 11 | 15 | 8 |
| %1 Strongly disagree | 2 | 3 | 1 | 0 | 3 | 5 | 0 | 2 |
| Equity in salaries between senior administrators and faculty | | | | | | | | |
| %5 Strongly agree | 6 | 6 | 6 | 0 | 8 | 7 | 4 | 7 |
| %4 | 22 | 23 | 19 | 21 | 25 | 22 | 18 | 19 |
| %3 | 41 | 40 | 40 | 42 | 35 | 44 | 34 | 42 |
| %2 | 24 | 24 | 25 | 30 | 27 | 20 | 33 | 22 |
| %1 Strongly disagree | 8 | 6 | 10 | 6 | 5 | 7 | 12 | 9 |
| Risk management | | | | | | | | |
| %5 Strongly agree | 33 | 31 | 35 | 48 | 33 | 25 | 35 | 37 |
| %4 | 38 | 39 | 36 | 45 | 30 | 42 | 39 | 33 |
| %3 | 24 | 25 | 23 | 3 | 30 | 28 | 19 | 26 |
| %2 | 4 | 4 | 5 | 3 | 6 | 4 | 6 | 3 |
| %1 Strongly disagree | 1 | 1 | 1 | 0 | 0 | 2 | 0 | 1 |
| Profitability of intercollegiate athletic programs | | | | | | | | |
| %5 Strongly agree | 12 | 17 | 8 | 38 | 13 | 11 | 9 | 6 |
| %4 | 21 | 23 | 19 | 31 | 27 | 16 | 19 | 19 |
| %3 | 26 | 24 | 27 | 19 | 32 | 20 | 28 | 27 |
| %2 | 24 | 22 | 25 | 13 | 17 | 31 | 28 | 22 |
| %1 Strongly disagree | 18 | 14 | 21 | 0 | 12 | 22 | 16 | 26 |
| Improved maintenance of campus infrastructure | | | | | | | | |
| %5 Strongly agree | 35 | 40 | 29 | 41 | 34 | 43 | 22 | 35 |
| %4 | 40 | 41 | 39 | 38 | 48 | 39 | 45 | 31 |
| %3 | 19 | 16 | 23 | 22 | 15 | 16 | 25 | 25 |
| %2 | 4 | 2 | 6 | 0 | 3 | 2 | 5 | 6 |
| %1 Strongly disagree | 1 | 0 | 3 | 0 | 0 | 0 | 2 | 3 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Environmental sustainability | | | | | | | | |
| %5 Strongly agree | 21 | 25 | 18 | 44 | 24 | 20 | 20 | 17 |
| %4 | 37 | 43 | 32 | 53 | 35 | 44 | 35 | 29 |
| %3 | 30 | 26 | 32 | 3 | 35 | 28 | 29 | 36 |
| %2 | 9 | 5 | 14 | 0 | 5 | 7 | 13 | 14 |
| %1 Strongly disagree | 3 | 1 | 4 | 0 | 2 | 1 | 3 | 4 |
| Federal and state government mandates (general) | | | | | | | | |
| %5 Strongly agree | 29 | 36 | 22 | 34 | 35 | 35 | 20 | 20 |
| %4 | 39 | 41 | 37 | 41 | 38 | 43 | 37 | 39 |
| %3 | 27 | 21 | 34 | 25 | 25 | 18 | 33 | 37 |
| %2 | 4 | 2 | 5 | 0 | 2 | 4 | 9 | 2 |
| %1 Strongly disagree | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 2 |
| Profitability of academic programs | | | | | | | | |
| %5 Strongly agree | 24 | 22 | 24 | 13 | 18 | 27 | 23 | 20 |
| %4 | 43 | 45 | 43 | 44 | 50 | 43 | 47 | 40 |
| %3 | 24 | 24 | 25 | 28 | 23 | 22 | 27 | 22 |
| %2 | 6 | 7 | 4 | 16 | 6 | 6 | 2 | 8 |
| %1 Strongly disagree | 3 | 2 | 5 | 0 | 3 | 2 | 1 | 9 |
| <i>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. My institution will implement the following strategies this year:</i> | | | | | | | | |
| Reducing administrative positions | | | | | | | | |
| %5 Strongly agree | 12 | 15 | 10 | 13 | 19 | 13 | 13 | 5 |
| %4 | 24 | 24 | 24 | 25 | 21 | 25 | 28 | 20 |
| %3 | 22 | 24 | 20 | 25 | 26 | 23 | 17 | 22 |
| %2 | 25 | 23 | 27 | 25 | 26 | 20 | 27 | 26 |
| %1 Strongly disagree | 17 | 14 | 20 | 13 | 9 | 18 | 16 | 26 |
| Eliminating underperforming academic programs | | | | | | | | |
| %5 Strongly agree | 11 | 11 | 10 | 3 | 4 | 19 | 12 | 8 |
| %4 | 28 | 30 | 26 | 27 | 28 | 31 | 27 | 23 |
| %3 | 26 | 31 | 22 | 24 | 31 | 33 | 21 | 23 |
| %2 | 22 | 20 | 25 | 33 | 24 | 13 | 23 | 25 |
| %1 Strongly disagree | 13 | 8 | 18 | 12 | 12 | 3 | 17 | 20 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Shifting more undergraduate teaching to senior faculty members | | | | | | | | |
| %5 Strongly agree | 4 | 1 | 4 | 0 | 2 | 2 | 4 | 4 |
| %4 | 16 | 17 | 16 | 9 | 19 | 19 | 16 | 15 |
| %3 | 40 | 46 | 35 | 47 | 46 | 45 | 42 | 29 |
| %2 | 24 | 24 | 23 | 28 | 22 | 23 | 26 | 21 |
| %1 Strongly disagree | 17 | 12 | 22 | 16 | 11 | 11 | 12 | 31 |
| Shifting more undergraduate teaching to part-time or non-tenured faculty | | | | | | | | |
| %5 Strongly agree | 7 | 9 | 5 | 9 | 6 | 13 | 4 | 4 |
| %4 | 21 | 28 | 15 | 27 | 29 | 28 | 18 | 10 |
| %3 | 34 | 34 | 34 | 30 | 34 | 34 | 32 | 35 |
| %2 | 23 | 20 | 25 | 33 | 21 | 15 | 26 | 26 |
| %1 Strongly disagree | 15 | 8 | 21 | 0 | 10 | 10 | 20 | 26 |
| Revising tenure policies | | | | | | | | |
| %5 Strongly agree | 4 | 4 | 4 | 0 | 2 | 10 | 2 | 4 |
| %4 | 10 | 8 | 11 | 6 | 4 | 12 | 14 | 7 |
| %3 | 24 | 29 | 21 | 12 | 33 | 30 | 20 | 22 |
| %2 | 28 | 26 | 30 | 39 | 55 | 21 | 35 | 25 |
| %1 Strongly disagree | 34 | 33 | 34 | 42 | 36 | 28 | 29 | 42 |
| Increasing teaching loads for full-time faculty | | | | | | | | |
| %5 Strongly agree | 5 | 5 | 5 | 0 | 3 | 9 | 3 | 3 |
| %4 | 22 | 27 | 16 | 18 | 26 | 29 | 19 | 15 |
| %3 | 29 | 31 | 27 | 27 | 26 | 34 | 26 | 27 |
| %2 | 23 | 21 | 25 | 39 | 20 | 16 | 30 | 23 |
| %1 Strongly disagree | 21 | 16 | 26 | 15 | 25 | 12 | 22 | 32 |
| Promoting early retirement for faculty | | | | | | | | |
| %5 Strongly agree | 11 | 7 | 15 | 6 | 7 | 8 | 17 | 11 |
| %4 | 17 | 16 | 19 | 12 | 10 | 21 | 19 | 18 |
| %3 | 24 | 26 | 21 | 21 | 31 | 24 | 22 | 21 |
| %2 | 28 | 27 | 29 | 39 | 27 | 24 | 26 | 32 |
| %1 Strongly disagree | 20 | 23 | 17 | 21 | 24 | 24 | 16 | 18 |
| Promoting early retirement for administrators and staff | | | | | | | | |
| %5 Strongly agree | 7 | 6 | 8 | 12 | 5 | 5 | 6 | 9 |
| %4 | 15 | 18 | 11 | 9 | 11 | 25 | 13 | 8 |
| %3 | 23 | 27 | 19 | 18 | 34 | 24 | 22 | 17 |
| %2 | 30 | 25 | 35 | 36 | 22 | 24 | 31 | 38 |
| %1 Strongly disagree | 26 | 25 | 28 | 24 | 29 | 23 | 28 | 28 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Exploring collaboration opportunities for academic programs with other institutions | | | | | | | | |
| %5 Strongly agree | 28 | 28 | 27 | 19 | 25 | 33 | 23 | 28 |
| %4 | 37 | 40 | 33 | 38 | 40 | 39 | 32 | 35 |
| %3 | 19 | 19 | 19 | 22 | 22 | 17 | 15 | 23 |
| %2 | 9 | 6 | 13 | 16 | 4 | 4 | 19 | 10 |
| %1 Strongly disagree | 7 | 7 | 8 | 6 | 7 | 7 | 11 | 4 |
| Exploring collaboration opportunities for administrative services with other institutions | | | | | | | | |
| %5 Strongly agree | 17 | 17 | 17 | 21 | 19 | 14 | 14 | 18 |
| %4 | 22 | 25 | 19 | 21 | 34 | 20 | 15 | 24 |
| %3 | 27 | 26 | 27 | 39 | 19 | 26 | 22 | 32 |
| %2 | 20 | 19 | 21 | 15 | 16 | 24 | 30 | 13 |
| %1 Strongly disagree | 14 | 13 | 16 | 3 | 12 | 17 | 18 | 14 |
| Cutting spending for intercollegiate athletic programs | | | | | | | | |
| %5 Strongly agree | 5 | 8 | 4 | 6 | 5 | 11 | 3 | 4 |
| %4 | 13 | 15 | 11 | 6 | 16 | 17 | 11 | 11 |
| %3 | 29 | 33 | 25 | 27 | 33 | 36 | 20 | 30 |
| %2 | 29 | 25 | 32 | 39 | 25 | 19 | 36 | 29 |
| %1 Strongly disagree | 24 | 20 | 28 | 21 | 21 | 17 | 29 | 27 |
| Outsourcing more administrative services | | | | | | | | |
| %5 Strongly agree | 6 | 7 | 5 | 6 | 9 | 7 | 8 | 2 |
| %4 | 24 | 27 | 22 | 36 | 19 | 27 | 25 | 17 |
| %3 | 30 | 27 | 33 | 24 | 33 | 25 | 28 | 37 |
| %2 | 24 | 22 | 27 | 21 | 21 | 21 | 27 | 30 |
| %1 Strongly disagree | 15 | 17 | 13 | 12 | 18 | 19 | 13 | 14 |
| Outsourcing more academic programs | | | | | | | | |
| %5 Strongly agree | 2 | 2 | 2 | 0 | 2 | 2 | 0 | 2 |
| %4 | 7 | 7 | 7 | 10 | 3 | 9 | 6 | 4 |
| %3 | 18 | 20 | 18 | 19 | 21 | 19 | 19 | 19 |
| %2 | 35 | 37 | 34 | 35 | 38 | 35 | 42 | 29 |
| %1 Strongly disagree | 38 | 35 | 39 | 35 | 36 | 35 | 32 | 46 |
| Shifting from a classroom-based to a web-based model of instruction | | | | | | | | |
| %5 Strongly agree | 11 | 11 | 12 | 6 | 9 | 14 | 12 | 10 |
| %4 | 30 | 35 | 25 | 39 | 32 | 36 | 29 | 20 |
| %3 | 30 | 31 | 28 | 33 | 40 | 24 | 28 | 29 |
| %2 | 19 | 17 | 21 | 18 | 9 | 21 | 27 | 20 |
| %1 Strongly disagree | 10 | 6 | 14 | 3 | 10 | 5 | 5 | 22 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|-------------------------------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| <i>How important are the following strategies to your institution's ability to increase revenue in the near future?</i> | | | | | | | | |
| Reducing the discount rate | | | | | | | | |
| %4 Very Important | 34 | 13 | 51 | 21 | 14 | 9 | 51 | 55 |
| %3 | 33 | 34 | 32 | 34 | 42 | 30 | 35 | 30 |
| %2 | 23 | 39 | 11 | 38 | 32 | 44 | 8 | 12 |
| %1 Not at all important | 9 | 14 | 6 | 7 | 12 | 17 | 7 | 3 |
| Retaining our current students | | | | | | | | |
| %4 Very Important | 92 | 93 | 91 | 100 | 91 | 94 | 90 | 93 |
| %3 | 7 | 7 | 7 | 0 | 9 | 6 | 7 | 5 |
| %2 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 2 |
| %1 Not at all important | 1 | 0 | 1 | 0 | 0 | 0 | 3 | 0 |
| Recruiting more out of state students (U.S. residents) | | | | | | | | |
| %4 Very Important | 44 | 43 | 45 | 67 | 57 | 26 | 36 | 53 |
| %3 | 36 | 31 | 42 | 30 | 29 | 32 | 48 | 36 |
| %2 | 14 | 17 | 10 | 3 | 10 | 26 | 10 | 9 |
| %1 Not at all important | 6 | 9 | 4 | 0 | 3 | 16 | 5 | 2 |
| Recruiting more international students | | | | | | | | |
| %4 Very Important | 37 | 36 | 38 | 55 | 49 | 20 | 34 | 40 |
| %3 | 35 | 31 | 40 | 33 | 31 | 30 | 46 | 36 |
| %2 | 20 | 22 | 18 | 12 | 18 | 29 | 14 | 22 |
| %1 Not at all important | 7 | 11 | 4 | 0 | 1 | 21 | 5 | 2 |
| Using campus facilities and other resources on a year-round basis | | | | | | | | |
| %4 Very Important | 44 | 39 | 48 | 27 | 45 | 40 | 42 | 51 |
| %3 | 41 | 47 | 37 | 64 | 41 | 45 | 46 | 31 |
| %2 | 13 | 12 | 14 | 9 | 13 | 12 | 11 | 16 |
| %1 Not at all important | 2 | 2 | 2 | 0 | 1 | 4 | 1 | 2 |
| Developing/expanding online programs | | | | | | | | |
| %4 Very Important | 58 | 61 | 54 | 66 | 59 | 63 | 62 | 43 |
| %3 | 31 | 34 | 28 | 31 | 35 | 33 | 30 | 27 |
| %2 | 7 | 5 | 9 | 3 | 6 | 4 | 5 | 14 |
| %1 Not at all important | 4 | 0 | 9 | 0 | 0 | 0 | 2 | 15 |
| Investing more in fund-raising activities | | | | | | | | |
| %4 Very Important | 53 | 55 | 52 | 72 | 63 | 42 | 47 | 55 |
| %3 | 37 | 37 | 38 | 16 | 36 | 45 | 40 | 39 |
| %2 | 9 | 8 | 10 | 13 | 2 | 11 | 13 | 5 |
| %1 Not at all important | 1 | 1 | 0 | 0 | 0 | 2 | 0 | 0 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Securing more corporate support (grants, gifts, contracts, etc.) | | | | | | | | |
| %4 Very Important | 53 | 62 | 46 | 73 | 59 | 59 | 40 | 48 |
| %3 | 39 | 32 | 46 | 24 | 32 | 35 | 51 | 43 |
| %2 | 7 | 6 | 7 | 3 | 9 | 5 | 9 | 6 |
| %1 Not at all important | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 2 |
| Increasing the size of the endowment | | | | | | | | |
| %4 Very Important | 62 | 56 | 69 | 74 | 63 | 43 | 63 | 77 |
| %3 | 29 | 32 | 26 | 16 | 29 | 41 | 34 | 18 |
| %2 | 7 | 10 | 3 | 6 | 8 | 13 | 1 | 5 |
| %1 Not at all important | 2 | 2 | 1 | 3 | 0 | 3 | 1 | 5 |
| <i>How important are the following strategies to your institution's ability to reduce operating expenses in the near future?</i> | | | | | | | | |
| Increasing teaching loads for full-time faculty | | | | | | | | |
| %4 Very Important | 21 | 23 | 18 | 9 | 21 | 30 | 19 | 14 |
| %3 | 42 | 47 | 38 | 55 | 44 | 45 | 43 | 35 |
| %2 | 27 | 23 | 30 | 27 | 25 | 20 | 24 | 38 |
| %1 Not at all important | 10 | 7 | 14 | 9 | 10 | 5 | 13 | 13 |
| Using technology to reduce instructional costs | | | | | | | | |
| %4 Very Important | 41 | 50 | 31 | 58 | 46 | 52 | 35 | 22 |
| %3 | 45 | 41 | 49 | 39 | 43 | 40 | 50 | 56 |
| %2 | 11 | 7 | 14 | 3 | 9 | 7 | 10 | 17 |
| %1 Not at all important | 3 | 1 | 5 | 0 | 3 | 1 | 5 | 4 |
| Centralizing/consolidating administrative functions | | | | | | | | |
| %4 Very Important | 39 | 44 | 35 | 64 | 41 | 40 | 40 | 28 |
| %3 | 43 | 41 | 44 | 24 | 45 | 45 | 45 | 47 |
| %2 | 14 | 13 | 16 | 12 | 10 | 15 | 12 | 20 |
| %1 Not at all important | 3 | 2 | 5 | 0 | 4 | 1 | 3 | 5 |
| Sharing administrative services in partnership with other colleges | | | | | | | | |
| %4 Very Important | 17 | 18 | 16 | 21 | 21 | 15 | 14 | 17 |
| %3 | 36 | 38 | 34 | 36 | 40 | 35 | 30 | 37 |
| %2 | 32 | 30 | 34 | 42 | 24 | 30 | 41 | 29 |
| %1 Not at all important | 16 | 15 | 16 | 0 | 14 | 20 | 14 | 17 |
| Moving more core campus operations and support services to the Web/cloud | | | | | | | | |
| %4 Very Important | 24 | 28 | 20 | 28 | 24 | 31 | 20 | 17 |
| %3 | 46 | 42 | 49 | 44 | 44 | 40 | 51 | 49 |
| %2 | 24 | 23 | 26 | 22 | 22 | 24 | 24 | 29 |
| %1 Not at all important | 6 | 6 | 5 | 6 | 9 | 5 | 5 | 4 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Using technology tools (e.g., business analytics technology) to evaluate programs and to identify problems and potential improvements | | | | | | | | |
| %4 Very Important | 45 | 54 | 34 | 55 | 55 | 51 | 36 | 33 |
| %3 | 39 | 33 | 46 | 36 | 30 | 35 | 52 | 45 |
| %2 | 12 | 12 | 14 | 6 | 13 | 13 | 8 | 15 |
| %1 Not at all important | 3 | 1 | 5 | 3 | 1 | 1 | 4 | 7 |
| Developing/expanding early retirement programs | | | | | | | | |
| %4 Very Important | 11 | 9 | 14 | 9 | 8 | 9 | 15 | 12 |
| %3 | 30 | 31 | 30 | 25 | 24 | 38 | 35 | 25 |
| %2 | 40 | 41 | 40 | 50 | 45 | 34 | 37 | 44 |
| %1 Not at all important | 18 | 19 | 17 | 16 | 23 | 19 | 13 | 19 |
| Sharing more retirement costs with employees | | | | | | | | |
| %4 Very Important | 10 | 13 | 8 | 7 | 8 | 20 | 11 | 3 |
| %3 | 34 | 34 | 35 | 17 | 34 | 38 | 34 | 37 |
| %2 | 35 | 34 | 36 | 55 | 32 | 27 | 39 | 33 |
| %1 Not at all important | 21 | 20 | 22 | 21 | 26 | 28 | 16 | 26 |
| Reducing retirement benefits for employees | | | | | | | | |
| %4 Very Important | 7 | 8 | 6 | 7 | 5 | 11 | 8 | 3 |
| %3 | 24 | 27 | 20 | 21 | 27 | 27 | 15 | 26 |
| %2 | 37 | 36 | 39 | 41 | 31 | 38 | 40 | 40 |
| %1 Not at all important | 32 | 30 | 34 | 31 | 37 | 23 | 37 | 31 |
| Reducing health insurance benefits | | | | | | | | |
| %4 Very Important | 16 | 16 | 16 | 13 | 13 | 19 | 17 | 14 |
| %3 | 37 | 35 | 38 | 23 | 35 | 40 | 42 | 36 |
| %2 | 30 | 30 | 31 | 42 | 27 | 26 | 31 | 31 |
| %1 Not at all important | 17 | 19 | 15 | 23 | 24 | 15 | 10 | 19 |
| Reducing other benefits programs | | | | | | | | |
| %4 Very Important | 8 | 10 | 5 | 3 | 11 | 13 | 6 | 2 |
| %3 | 34 | 33 | 35 | 26 | 25 | 43 | 40 | 33 |
| %2 | 40 | 38 | 42 | 52 | 39 | 31 | 41 | 42 |
| %1 Not at all important | 19 | 19 | 18 | 19 | 25 | 13 | 6 | 23 |
| <i>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.</i> | | | | | | | | |
| Faculty are realistic about the financial challenges confronting my institution | | | | | | | | |
| %5 Strongly agree | 4 | 2 | 6 | 3 | 0 | 3 | 2 | 10 |
| %4 | 14 | 11 | 17 | 9 | 10 | 12 | 12 | 18 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|-----------------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Faculty are realistic about the financial challenges confronting my institution | | | | | | | | |
| %3 | 21 | 25 | 15 | 27 | 28 | 23 | 13 | 16 |
| %2 | 35 | 33 | 37 | 36 | 23 | 36 | 41 | 36 |
| %1 Strongly disagree | 27 | 30 | 25 | 24 | 39 | 27 | 32 | 20 |
| Senior administrators are realistic about the financial challenges confronting my institution. | | | | | | | | |
| %5 Strongly agree | 32 | 32 | 32 | 29 | 30 | 35 | 27 | 34 |
| %4 | 36 | 39 | 33 | 53 | 39 | 34 | 36 | 32 |
| %3 | 17 | 16 | 18 | 12 | 20 | 13 | 20 | 15 |
| %2 | 13 | 10 | 15 | 6 | 7 | 15 | 16 | 16 |
| %1 Strongly disagree | 2 | 3 | 1 | 0 | 3 | 3 | 0 | 3 |
| Faculty have been supportive of efforts to address the budget problems confronting my institution. | | | | | | | | |
| %5 Strongly agree | 5 | 5 | 5 | 9 | 4 | 4 | 1 | 10 |
| %4 | 22 | 19 | 24 | 24 | 17 | 20 | 18 | 25 |
| %3 | 40 | 42 | 38 | 33 | 42 | 45 | 46 | 36 |
| %2 | 22 | 23 | 22 | 30 | 20 | 21 | 26 | 20 |
| %1 Strongly disagree | 11 | 11 | 10 | 3 | 16 | 10 | 10 | 10 |
| My institution can make additional and significant spending cuts without hurting quality. | | | | | | | | |
| %5 Strongly agree | 10 | 8 | 13 | 0 | 6 | 12 | 13 | 12 |
| %4 | 19 | 21 | 18 | 24 | 16 | 23 | 23 | 17 |
| %3 | 19 | 13 | 24 | 18 | 16 | 10 | 26 | 21 |
| %2 | 31 | 32 | 28 | 24 | 33 | 34 | 29 | 26 |
| %1 Strongly disagree | 21 | 26 | 16 | 35 | 29 | 22 | 9 | 25 |
| Greater transparency in campus decision-making will result in better financial decisions. | | | | | | | | |
| %5 Strongly agree | 21 | 26 | 15 | 26 | 25 | 28 | 17 | 15 |
| %4 | 30 | 30 | 30 | 35 | 30 | 26 | 29 | 31 |
| %3 | 28 | 25 | 29 | 26 | 23 | 25 | 31 | 27 |
| %2 | 14 | 13 | 15 | 12 | 14 | 14 | 12 | 15 |
| %1 Strongly disagree | 8 | 5 | 10 | 0 | 7 | 6 | 11 | 12 |
| Our current tuition discount rate is unsustainable. | | | | | | | | |
| %5 Strongly agree | 20 | 7 | 29 | 7 | 5 | 9 | 28 | 33 |
| %4 | 14 | 13 | 15 | 17 | 16 | 9 | 16 | 16 |
| %3 | 30 | 33 | 29 | 37 | 30 | 34 | 30 | 28 |
| %2 | 23 | 30 | 16 | 23 | 32 | 30 | 16 | 13 |
| %1 Strongly disagree | 14 | 17 | 11 | 17 | 16 | 17 | 11 | 10 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Colleges should focus on financial issues (not ethical or political ones) when deciding how to invest endowment funds. | | | | | | | | |
| %5 Strongly agree | 29 | 23 | 34 | 33 | 20 | 21 | 35 | 33 |
| %4 | 27 | 24 | 30 | 27 | 17 | 27 | 32 | 30 |
| %3 | 21 | 25 | 18 | 15 | 30 | 25 | 19 | 17 |
| %2 | 17 | 25 | 11 | 24 | 23 | 26 | 10 | 10 |
| %1 Strongly disagree | 6 | 4 | 7 | 0 | 9 | 1 | 4 | 10 |
| Eliminating the confidentiality clauses in vendor contracts would help lower the costs of education. | | | | | | | | |
| %5 Strongly agree | 6 | 7 | 5 | 4 | 6 | 9 | 3 | 7 |
| %4 | 12 | 11 | 14 | 4 | 9 | 14 | 18 | 10 |
| %3 | 28 | 32 | 25 | 35 | 24 | 38 | 25 | 26 |
| %2 | 36 | 35 | 36 | 46 | 30 | 34 | 34 | 37 |
| %1 Strongly disagree | 18 | 16 | 20 | 12 | 32 | 5 | 21 | 19 |
| My institution makes efficient use of technology resources and services. | | | | | | | | |
| %5 Strongly agree | 10 | 13 | 7 | 18 | 4 | 17 | 5 | 7 |
| %4 | 35 | 36 | 33 | 38 | 38 | 36 | 40 | 24 |
| %3 | 32 | 30 | 33 | 12 | 38 | 30 | 31 | 39 |
| %2 | 19 | 17 | 21 | 21 | 17 | 16 | 20 | 21 |
| %1 Strongly disagree | 4 | 4 | 5 | 12 | 3 | 2 | 4 | 7 |
| Sustainability efforts at colleges and universities have provided significant financial benefits. | | | | | | | | |
| %5 Strongly agree | 7 | 9 | 5 | 15 | 7 | 9 | 3 | 8 |
| %4 | 20 | 22 | 18 | 29 | 16 | 25 | 18 | 18 |
| %3 | 33 | 34 | 32 | 26 | 32 | 37 | 33 | 31 |
| %2 | 28 | 26 | 30 | 26 | 33 | 20 | 30 | 30 |
| %1 Strongly disagree | 11 | 9 | 14 | 3 | 12 | 9 | 15 | 13 |
| I was well-informed about campus issues (including the campus culture and budget issues) before accepting the job of CFO at this institution. | | | | | | | | |
| %5 Strongly agree | 30 | 29 | 31 | 32 | 26 | 31 | 28 | 33 |
| %4 | 29 | 34 | 23 | 38 | 29 | 35 | 26 | 22 |
| %3 | 17 | 19 | 15 | 12 | 25 | 14 | 13 | 16 |
| %2 | 14 | 10 | 18 | 15 | 10 | 9 | 21 | 15 |
| %1 Strongly disagree | 10 | 8 | 13 | 3 | 8 | 10 | 11 | 15 |
| I support the push to remove fossil fuel investments from our institution's endowments. | | | | | | | | |
| %5 Strongly agree | 2 | 2 | 2 | 3 | 2 | 1 | 0 | 2 |
| %4 | 5 | 8 | 2 | 6 | 8 | 10 | 2 | 1 |
| %3 | 18 | 24 | 14 | 16 | 23 | 27 | 13 | 14 |
| %2 | 24 | 27 | 22 | 28 | 30 | 24 | 27 | 14 |
| %1 Strongly disagree | 51 | 39 | 61 | 47 | 38 | 37 | 57 | 69 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |

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:

My institution has historically underutilized debt as a financing strategy.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 12 | 14 | 10 | 12 | 13 | 16 | 9 | 9 |
| %4 | 14 | 15 | 13 | 15 | 13 | 16 | 13 | 13 |
| %3 | 24 | 30 | 20 | 24 | 30 | 33 | 16 | 20 |
| %2 | 26 | 23 | 29 | 18 | 28 | 21 | 34 | 28 |
| %1 Strongly disagree | 24 | 18 | 29 | 32 | 17 | 14 | 27 | 30 |

My institution has increased the use of debt to finance projects.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 21 | 19 | 22 | 29 | 13 | 16 | 24 | 21 |
| %4 | 27 | 29 | 26 | 41 | 25 | 28 | 27 | 28 |
| %3 | 22 | 24 | 20 | 18 | 31 | 22 | 18 | 20 |
| %2 | 16 | 14 | 17 | 12 | 16 | 14 | 17 | 18 |
| %1 Strongly disagree | 15 | 15 | 14 | 0 | 16 | 20 | 15 | 13 |

My institution should take on significantly more debt than it has now.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 3 | 5 | 2 | 3 | 3 | 6 | 3 | 1 |
| %4 | 7 | 7 | 7 | 6 | 9 | 6 | 8 | 8 |
| %3 | 17 | 16 | 19 | 30 | 16 | 12 | 19 | 14 |
| %2 | 30 | 39 | 23 | 42 | 28 | 44 | 23 | 25 |
| %1 Strongly disagree | 43 | 34 | 50 | 18 | 44 | 33 | 47 | 53 |

My institution has an appropriate level of debt.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 23 | 23 | 21 | 21 | 16 | 29 | 22 | 17 |
| %4 | 32 | 34 | 32 | 36 | 33 | 34 | 34 | 30 |
| %3 | 25 | 28 | 23 | 21 | 28 | 29 | 23 | 23 |
| %2 | 15 | 13 | 16 | 21 | 17 | 7 | 14 | 17 |
| %1 Strongly disagree | 5 | 2 | 8 | 0 | 6 | 0 | 6 | 12 |

Which of the following does your institution finance with debt? Select all that apply.

| | | | | | | | | |
|-----------------------------|----|----|----|----|----|----|----|----|
| %1 Academic buildings | 26 | 26 | 26 | 25 | 22 | 30 | 24 | 25 |
| %2 Administration buildings | 16 | 14 | 17 | 10 | 9 | 19 | 19 | 15 |
| %3 Residence halls | 29 | 25 | 34 | 32 | 35 | 12 | 34 | 36 |
| %4 Other projects | 25 | 29 | 22 | 33 | 30 | 25 | 22 | 22 |
| % Don't know | 5 | 7 | 1 | 0 | 3 | 14 | 0 | 1 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |

Please think about the 2012 to 2013 fiscal year as you respond to the following statements.

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.

My institution has experienced increases in health care premiums for employees.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 49 | 51 | 48 | 44 | 58 | 51 | 44 | 48 |
| %4 | 29 | 31 | 27 | 35 | 22 | 32 | 29 | 27 |
| %3 | 8 | 7 | 8 | 6 | 11 | 5 | 9 | 8 |
| %2 | 8 | 7 | 9 | 15 | 3 | 8 | 9 | 9 |
| %1 Strongly disagree | 6 | 4 | 8 | 0 | 6 | 4 | 9 | 9 |

My institution has experienced increases in health care premiums for students.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 46 | 32 | 56 | 26 | 34 | 36 | 41 | 69 |
| %4 | 27 | 30 | 26 | 45 | 25 | 24 | 37 | 15 |
| %3 | 15 | 22 | 10 | 16 | 21 | 26 | 13 | 6 |
| %2 | 7 | 11 | 5 | 13 | 11 | 10 | 4 | 6 |
| %1 Strongly disagree | 4 | 6 | 4 | 0 | 9 | 5 | 4 | 3 |

My institution has changed its health plan design and offerings because of growing costs.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 35 | 33 | 36 | 38 | 29 | 35 | 33 | 36 |
| %4 | 26 | 25 | 25 | 34 | 31 | 16 | 32 | 20 |
| %3 | 10 | 13 | 6 | 6 | 11 | 17 | 5 | 5 |
| %2 | 14 | 10 | 19 | 13 | 9 | 9 | 16 | 21 |
| %1 Strongly disagree | 16 | 19 | 15 | 9 | 20 | 22 | 13 | 18 |

My institution has changed who is covered by its employee health plan because of growing costs.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 7 | 9 | 5 | 7 | 11 | 8 | 2 | 7 |
| %4 | 8 | 10 | 7 | 3 | 10 | 13 | 7 | 8 |
| %3 | 7 | 11 | 3 | 20 | 11 | 8 | 4 | 3 |
| %2 | 28 | 23 | 31 | 37 | 25 | 15 | 33 | 32 |
| %1 Strongly disagree | 49 | 47 | 53 | 33 | 43 | 55 | 53 | 50 |

My institution uses an analytical framework to make decisions on spending.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 16 | 14 | 15 | 15 | 14 | 15 | 8 | 19 |
| %4 | 30 | 28 | 32 | 30 | 28 | 27 | 37 | 29 |
| %3 | 33 | 35 | 33 | 30 | 40 | 32 | 29 | 36 |
| %2 | 14 | 16 | 12 | 21 | 15 | 16 | 18 | 10 |
| %1 Strongly disagree | 7 | 6 | 7 | 3 | 3 | 9 | 9 | 7 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |

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.

New spending at my institution in the coming years will come from reallocated dollars rather than an increase in net revenue.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 26 | 33 | 21 | 18 | 36 | 39 | 23 | 21 |
| %4 | 31 | 29 | 33 | 29 | 24 | 31 | 44 | 22 |
| %3 | 20 | 17 | 23 | 18 | 18 | 17 | 15 | 29 |
| %2 | 15 | 16 | 14 | 26 | 17 | 12 | 11 | 18 |
| %1 Strongly disagree | 7 | 4 | 9 | 9 | 5 | 2 | 7 | 11 |

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.

Reports that a significant number of higher education institutions are facing existential financial crisis are overblown.

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 3 | 4 | 2 | 3 | 8 | 2 | 4 | 1 |
| %4 | 10 | 10 | 9 | 10 | 10 | 11 | 9 | 7 |
| %3 | 23 | 27 | 21 | 13 | 30 | 30 | 21 | 19 |
| %2 | 41 | 37 | 44 | 65 | 28 | 33 | 45 | 47 |
| %1 Strongly disagree | 23 | 22 | 25 | 10 | 25 | 24 | 21 | 27 |

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. My institution has the data and information it needs to make informed decisions about:

Efficacy of specific academic programs and majors

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 14 | 14 | 13 | 12 | 13 | 17 | 13 | 11 |
| %4 | 28 | 26 | 29 | 30 | 21 | 28 | 28 | 27 |
| %3 | 26 | 29 | 22 | 15 | 31 | 32 | 21 | 23 |
| %2 | 24 | 22 | 26 | 39 | 21 | 17 | 29 | 26 |
| %1 Strongly disagree | 9 | 9 | 10 | 3 | 13 | 6 | 8 | 13 |

Which academic programs should be eliminated or enhanced

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 13 | 13 | 12 | 6 | 14 | 16 | 10 | 15 |
| %4 | 32 | 33 | 29 | 36 | 23 | 40 | 32 | 26 |
| %3 | 22 | 24 | 20 | 18 | 27 | 24 | 20 | 20 |
| %2 | 24 | 20 | 29 | 30 | 24 | 14 | 30 | 28 |
| %1 Strongly disagree | 9 | 9 | 9 | 9 | 12 | 7 | 8 | 11 |

Performance of individual faculty members

| | | | | | | | | |
|----------------------|----|----|----|----|----|----|----|----|
| %5 Strongly agree | 9 | 8 | 9 | 3 | 5 | 12 | 3 | 14 |
| %4 | 28 | 28 | 26 | 36 | 23 | 29 | 21 | 30 |
| %3 | 21 | 24 | 18 | 18 | 32 | 22 | 21 | 17 |
| %2 | 27 | 24 | 31 | 30 | 21 | 23 | 38 | 22 |
| %1 Strongly disagree | 15 | 16 | 16 | 12 | 20 | 15 | 16 | 17 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Performance of each administrative unit on campus | | | | | | | | |
| %5 Strongly agree | 8 | 8 | 7 | 12 | 6 | 9 | 6 | 8 |
| %4 | 26 | 30 | 21 | 29 | 27 | 34 | 19 | 22 |
| %3 | 28 | 28 | 29 | 26 | 33 | 26 | 26 | 31 |
| %2 | 32 | 27 | 37 | 26 | 28 | 25 | 48 | 30 |
| %1 Strongly disagree | 6 | 7 | 6 | 6 | 6 | 7 | 2 | 10 |
| Performance of administrative technology | | | | | | | | |
| %5 Strongly agree | 8 | 9 | 6 | 12 | 8 | 10 | 3 | 9 |
| %4 | 29 | 31 | 26 | 36 | 31 | 29 | 30 | 22 |
| %3 | 30 | 30 | 30 | 27 | 29 | 33 | 33 | 27 |
| %2 | 27 | 24 | 31 | 18 | 26 | 24 | 29 | 34 |
| %1 Strongly disagree | 5 | 5 | 6 | 6 | 6 | 5 | 4 | 9 |
| Performance of academic technology | | | | | | | | |
| %5 Strongly agree | 7 | 7 | 6 | 3 | 8 | 9 | 3 | 9 |
| %4 | 25 | 28 | 21 | 24 | 26 | 31 | 24 | 16 |
| %3 | 32 | 34 | 30 | 38 | 27 | 36 | 28 | 34 |
| %2 | 30 | 25 | 35 | 26 | 30 | 20 | 39 | 31 |
| %1 Strongly disagree | 6 | 6 | 7 | 9 | 9 | 4 | 6 | 10 |
| <i>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. My institution spends more money than other institutions in the following areas:</i> | | | | | | | | |
| Academic programs and majors | | | | | | | | |
| %5 Strongly agree | 8 | 6 | 10 | 3 | 12 | 4 | 6 | 13 |
| %4 | 22 | 23 | 20 | 26 | 23 | 22 | 25 | 17 |
| %3 | 29 | 28 | 29 | 21 | 15 | 40 | 32 | 27 |
| %2 | 25 | 26 | 24 | 29 | 32 | 21 | 19 | 26 |
| %1 Strongly disagree | 16 | 16 | 17 | 21 | 18 | 13 | 19 | 17 |
| Faculty | | | | | | | | |
| %5 Strongly agree | 9 | 11 | 7 | 3 | 13 | 13 | 8 | 7 |
| %4 | 19 | 20 | 17 | 15 | 13 | 26 | 22 | 13 |
| %3 | 31 | 28 | 33 | 32 | 28 | 28 | 34 | 32 |
| %2 | 26 | 25 | 27 | 26 | 28 | 21 | 19 | 32 |
| %1 Strongly disagree | 16 | 16 | 17 | 24 | 17 | 13 | 17 | 17 |

BUSINESS OFFICERS: DATA TABLES

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Administration | | | | | | | | |
| %5 Strongly agree | 2 | 2 | 2 | 0 | 3 | 1 | 2 | 1 |
| %4 | 13 | 13 | 12 | 3 | 15 | 15 | 13 | 10 |
| %3 | 33 | 30 | 34 | 24 | 28 | 35 | 30 | 40 |
| %2 | 34 | 35 | 34 | 38 | 32 | 35 | 35 | 31 |
| %1 Strongly disagree | 19 | 20 | 19 | 35 | 22 | 15 | 20 | 17 |
| Support staff | | | | | | | | |
| %5 Strongly agree | 3 | 3 | 3 | 3 | 8 | 0 | 4 | 2 |
| %4 | 10 | 13 | 6 | 9 | 7 | 19 | 9 | 3 |
| %3 | 27 | 22 | 29 | 9 | 23 | 27 | 28 | 32 |
| %2 | 40 | 41 | 41 | 44 | 36 | 43 | 40 | 41 |
| %1 Strongly disagree | 20 | 20 | 22 | 35 | 26 | 11 | 20 | 22 |
| Student services | | | | | | | | |
| %5 Strongly agree | 7 | 9 | 6 | 3 | 8 | 11 | 10 | 3 |
| %4 | 19 | 20 | 17 | 9 | 18 | 24 | 20 | 19 |
| %3 | 31 | 30 | 32 | 35 | 26 | 31 | 30 | 33 |
| %2 | 28 | 27 | 31 | 32 | 31 | 22 | 27 | 30 |
| %1 Strongly disagree | 14 | 14 | 14 | 21 | 16 | 12 | 13 | 14 |
| Materials and supplies | | | | | | | | |
| %5 Strongly agree | 1 | 2 | 1 | 0 | 3 | 1 | 1 | 1 |
| %4 | 7 | 6 | 7 | 3 | 0 | 11 | 6 | 8 |
| %3 | 38 | 40 | 37 | 21 | 35 | 49 | 47 | 31 |
| %2 | 38 | 37 | 39 | 53 | 44 | 27 | 31 | 45 |
| %1 Strongly disagree | 15 | 15 | 15 | 24 | 18 | 12 | 15 | 15 |
| Facilities and infrastructure | | | | | | | | |
| %5 Strongly agree | 5 | 5 | 5 | 9 | 3 | 3 | 8 | 2 |
| %4 | 17 | 18 | 16 | 24 | 16 | 17 | 14 | 20 |
| %3 | 25 | 24 | 26 | 12 | 19 | 31 | 31 | 23 |
| %2 | 34 | 33 | 35 | 24 | 40 | 33 | 32 | 34 |
| %1 Strongly disagree | 19 | 20 | 18 | 30 | 21 | 17 | 14 | 20 |
| Technology | | | | | | | | |
| %5 Strongly agree | 6 | 9 | 3 | 9 | 6 | 11 | 5 | 1 |
| %4 | 18 | 21 | 14 | 15 | 18 | 25 | 15 | 14 |
| %3 | 34 | 34 | 35 | 32 | 32 | 35 | 40 | 31 |
| %2 | 27 | 25 | 30 | 29 | 29 | 21 | 22 | 34 |
| %1 Strongly disagree | 14 | 11 | 19 | 15 | 15 | 8 | 18 | 20 |

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