

2018 SURVEY OF COLLEGE AND UNIVERSITY PRESIDENTS

A STUDY BY INSIDE HIGHER ED AND GALLUP

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THE 2018 INSIDE HIGHER ED SURVEY OF COLLEGE AND UNIVERSITY PRESIDENTS

A study by *Inside Higher Ed* and Gallup



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FOREWORD

Inside Higher Ed's eighth annual survey of college and university presidents seeks to understand how these leaders view the opportunities and challenges facing higher education institutions in the U.S.

This study addresses the following questions:

- What effects do presidents perceive the election of Donald Trump had on their campus and on higher education more generally?
- What are presidents' views of some of the federal policies that affect higher education?
- Are presidents confident in the sustainability of their institution's financial model over the next 5 and 10 years?
- Do presidents believe the business models used in various sectors of higher education are sustainable?
- Do presidents anticipate that additional colleges will close or merge in the coming year?
- What are presidents' opinions about tuition resets or tuition freezes?
- What are presidents' biggest concerns about the size and composition of their student body?
- How do presidents assess race relations at their institution and at colleges nationwide?
- Do college presidents believe that Americans have an accurate view of the purposes of higher education?
- What factors do presidents see as causing declines in public support for higher education?
- How vocal have presidents been about political matters?
- How well prepared do presidents think they were for the various tasks of a college presidency when they first became a president?

SNAPSHOT OF FINDINGS

- Forty-nine percent say the Trump administration's handling of federal higher education has been about what they expected. But four times as many college presidents say the Trump administration has been worse (41 percent) rather than better (10 percent) than they expected
- Among recent changes in federal higher education policies, a majority of college presidents favor efforts by the Department of Education to give colleges more flexibility in how they handle sexual assault cases. Presidents widely oppose new taxes on endowment earnings.
- Sixty-nine percent of presidents say President Trump's rhetoric has made it more difficult to recruit international students to their college.
- The majority of presidents, 63 percent, remain confident that their institution is financially sustainable over the next five years. Fewer, 53 percent, agree their institution will remain viable over the next 10 years.
- Presidents believe the business models for elite private colleges, elite private liberal arts colleges and public flagship universities are viable over the next 10 years. They are less likely to think the business model for community colleges is viable, and relatively few think for-profit institutions and other private nonprofit institutions have viable business models.
- Nearly all presidents believe that additional colleges will merge or close this year, with 30 percent predicting that between one and five colleges will close, 40 percent between 6 and 10, and 29 percent more than 10.
- Thirteen percent of presidents say they could see their own college closing or merging in the next five years. That is higher than the 9 percent of chief business officers who answered that way in an *Inside Higher Ed* survey last summer.
- In terms of enrollment, college presidents are most concerned about enrolling their college's target number of undergraduates and about enrolling students who are likely to be retained and graduate on time. Private baccalaureate college presidents are especially concerned about meeting enrollment targets.
- Eight in 10 presidents describe the state of race relations at their own college as either "excellent" (19 percent) or "good" (61 percent). Twenty percent say race relations at U.S. colleges are excellent or good. Both of those numbers show a continuing but modest decline in recent years.
- Most college presidents believe that Americans do not accurately understand the purpose of higher education. They believe attention to affordability, institutional wealth and student amenities has created misperceptions that contribute to the lack of understanding.
- College presidents are concerned about Republicans' increasing skepticism about higher education but generally do not believe Republican concerns are justified. Presidents are divided as to whether college campuses are intolerant of conservative viewpoints.

SNAPSHOT OF FINDINGS (CONT.)

- Compared with a year ago, college presidents are now more likely to believe that anti-intellectual sentiment is growing in the U.S. and that the push to diversify higher education will recede in public attention.
- Majorities of college presidents expect to see an increase in tuition resets at private institutions and tuition freezes at public institutions. They view tuition resets as more of a gimmick than a viable long-term strategy and believe tuition freezes can be damaging to public institutions without additional state funding.
- The vast majority of presidents agree that textbooks cost too much and that colleges should be open to using free educational resources. They are more likely to agree than to disagree that saving students money is a goal worthy enough to justify using lower-quality course materials or taking some control away from faculty in assigning course readings.
- Presidents tend to believe they were prepared to handle the various presidential tasks when they first became president. They are most likely to say they were well prepared for relations with faculty members, academic affairs and financial management. They are least likely to believe they were well prepared for digital learning, government relations and fund-raising.

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METHODOLOGY

This report presents findings from a quantitative research study that Gallup conducted on behalf of *Inside Higher Ed*, designed to examine how college and university presidents view the pressing issues facing higher education.

To achieve this objective, Gallup sent invitations via email to 2,784 presidents and sent regular reminders throughout the Jan. 3-Feb. 1, 2018, field period. Gallup collected 618 completed or partially completed web surveys, yielding a 22 percent response rate. Respondents represented 340 public institutions, 262 private institutions and 16 institutions from the for-profit sector.

Total Participation by Sector

| | All Institutions by Sector | | | | Public | | | Private Nonprofit | | |
|---------|----------------------------|--------|--------------------|-------------|----------|-----------------|--------|--------------------|-------|---------|
| | All | Public | Private Non-profit | For Profit* | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. | Assoc.* |
| Total N | 618 | 340 | 262 | 16 | 47 | 95 | 177 | 127 | 107 | 2 |

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

Note: System offices and specialized institutions are categorized by sector but not by highest degree offering. Consequently, in some tables, percentages for subgroups (e.g., private doctoral/master's and private baccalaureate) may appear inconsistent with the total for the entire group (e.g., all private institutions).

Some sectors do not have data reported due to small sample sizes. Sector groupings are determined based on the 2015 Carnegie Code for the institution.

Gallup education consultants developed the questionnaire in collaboration with Scott Jaschik and Doug Lederman from *Inside Higher Ed*. Bible colleges and seminaries with a Carnegie Code classification of 24 and institutions with enrollments of fewer than 500 students were excluded from the sample. Each institution is represented only once in the results.

The survey was an attempted census of all presidents using the most comprehensive sample information available. Gallup statistically weighted data to correct for nonresponse, matching the obtained sample to targets for all U.S. colleges and universities from the Integrated Postsecondary Education Data System database. Gallup weighted the sample based on institutional control (public or private nonprofit), four-year or two-year degree offerings, student enrollment and geographical region. Therefore, the weighted sample results can be considered representative of the views of presidents at colleges nationwide.

The following sections present the findings of the survey. In some cases, reported frequencies may not add up to 100% due to rounding. "Don't know" and "Refused" responses are excluded from the results.

FINANCIAL HEALTH

The majority of college and university presidents strongly agree or agree (63 percent) they are confident their institution will be financially sustainable over the next five years. Slightly less, 53 percent, are confident in the 10-year financial outlook of their institution. Those figures are virtually unchanged from a year ago and marginally better than what was measured in the 2016 *Inside Higher Ed* presidents' survey (59 percent and 48 percent, respectively).

Over all, presidents of public and private institutions are equally likely to be confident in the financial outlook of their institution over the next five years. But among private institutions, presidents of doctoral or master's level institutions are significantly more confident than those from baccalaureate colleges. Public presidents' confidence is similar regardless of the institution's highest degree offering.

Public college presidents from different sectors do differ, though, in their longer-range views. Sixty-eight percent of public doctoral college presidents are confident their institution will be financially stable over the next 10 years, compared with 53 percent of public master's or baccalaureate presidents and 44 percent of community college presidents. The lower confidence among two-year-college presidents largely accounts for the lower confidence among public college presidents over all (47 percent) than among private college presidents (57 percent).

| Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements. | | | | | | | | |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| I am confident my institution will be financially stable over the next five years. | | | | | | | | |
| %5 Strongly agree | 25 | 25 | 23 | 30 | 21 | 25 | 27 | 18 |
| %4 | 38 | 37 | 39 | 34 | 39 | 39 | 44 | 34 |
| %3 | 25 | 21 | 29 | 26 | 23 | 19 | 23 | 37 |
| %2 | 10 | 12 | 8 | 8 | 7 | 13 | 5 | 10 |
| %1 Strongly disagree | 2 | 4 | 1 | 3 | 10 | 4 | 2 | 1 |
| I am confident my institution will be financially stable over the next 10 years. | | | | | | | | |
| %5 Strongly agree | 19 | 16 | 21 | 26 | 14 | 15 | 27 | 18 |
| %4 | 34 | 31 | 36 | 42 | 39 | 29 | 35 | 36 |
| %3 | 35 | 36 | 35 | 26 | 32 | 37 | 29 | 39 |
| %2 | 10 | 13 | 8 | 7 | 7 | 15 | 8 | 7 |
| %1 Strongly disagree | 2 | 4 | 1 | 0 | 9 | 4 | 1 | 1 |

FINANCIAL HEALTH (CONT.)

The survey asked campus leaders about their perceptions of the viability of business models for various types of higher education institutions. They are most likely to believe that the business models for elite private universities (those with endowments in excess of \$1 billion) are sustainable over the next 10 years (93 percent). Presidents are also positive about the business models for elite private liberal arts colleges (79 percent) and public flagship universities (67 percent).

Presidents are less optimistic about the 10-year outlook for community colleges (44 percent), non-flagship public four-year universities (25 percent), other private four-year institutions (11 percent) and for-profit institutions (8 percent).

Presidents' opinions about these business models have generally been stable over time, both in terms of the rank order of the institutions and the percentages believing the different institution types have viable business models. One exception to the general stability is that perceptions of community colleges have recovered the last two years after a dip in 2015 and 2016. In those years, 34 percent and 37 percent of college chiefs, respectively, agreed that community colleges' business models were viable for the next decade.

Private and public college presidents hold similar views on the financial outlooks for most institution types. Their opinions do diverge with respect to elite private liberal arts colleges and community colleges. Private college presidents (89 percent) are much more likely than public college leaders (68 percent) to strongly agree or agree the business models for elite private liberal arts colleges are sustainable. Private college presidents (50 percent) are also somewhat more positive than public college executives (40 percent) about the financial prospects for community colleges. That difference is largely because presidents at four-year public colleges are pessimistic about the viability of community college business models.

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.

The business models for the following sectors of higher education are sustainable over the next 10 years:

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Elite private universities (endowments > \$1 billion) | | | | | | | | |
| %5 Strongly agree | 70 | 61 | 78 | 65 | 72 | 50 | 77 | 85 |
| %4 | 23 | 30 | 18 | 28 | 24 | 36 | 19 | 13 |
| %3 | 5 | 7 | 2 | 8 | 2 | 11 | 3 | 2 |
| %2 | 1 | 1 | 0 | 0 | 2 | 2 | 0 | 0 |
| %1 Strongly disagree | 1 | <1 | 1 | 0 | 0 | 1 | 1 | 0 |

FINANCIAL HEALTH (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Elite private liberal arts colleges (endowments > \$500 million) | | | | | | | | |
| %5 Strongly agree | 37 | 22 | 50 | 16 | 34 | 21 | 46 | 63 |
| %4 | 42 | 46 | 39 | 46 | 47 | 42 | 38 | 33 |
| %3 | 12 | 17 | 8 | 31 | 12 | 19 | 12 | 3 |
| %2 | 7 | 12 | 3 | 8 | 6 | 14 | 4 | 1 |
| %1 Strongly disagree | 1 | 2 | 0 | 0 | 1 | 3 | 0 | 1 |
| Public flagship universities | | | | | | | | |
| %5 Strongly agree | 32 | 31 | 33 | 30 | 32 | 25 | 35 | 31 |
| %4 | 35 | 37 | 34 | 41 | 44 | 39 | 38 | 32 |
| %3 | 22 | 22 | 23 | 22 | 14 | 22 | 17 | 26 |
| %2 | 9 | 9 | 8 | 5 | 10 | 12 | 8 | 7 |
| %1 Strongly disagree | 2 | 2 | 2 | 2 | 0 | 2 | 2 | 3 |
| Community colleges | | | | | | | | |
| %5 Strongly agree | 15 | 16 | 15 | 4 | 4 | 17 | 17 | 17 |
| %4 | 29 | 24 | 35 | 16 | 18 | 26 | 26 | 37 |
| %3 | 35 | 37 | 33 | 48 | 53 | 36 | 38 | 31 |
| %2 | 16 | 17 | 14 | 27 | 22 | 13 | 16 | 11 |
| %1 Strongly disagree | 4 | 6 | 3 | 5 | 3 | 7 | 3 | 3 |
| Non-flagship public four-year institutions | | | | | | | | |
| %5 Strongly agree | 2 | 2 | 3 | 0 | 3 | 2 | 5 | 1 |
| %4 | 23 | 24 | 23 | 21 | 27 | 22 | 21 | 23 |
| %3 | 42 | 42 | 42 | 39 | 38 | 46 | 44 | 37 |
| %2 | 26 | 26 | 27 | 33 | 21 | 26 | 24 | 31 |
| %1 Strongly disagree | 6 | 6 | 6 | 7 | 10 | 4 | 5 | 7 |

FINANCIAL HEALTH (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Other private four-year institutions | | | | | | | | |
| %5 Strongly agree | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| %4 | 11 | 8 | 13 | 0 | 4 | 9 | 14 | 16 |
| %3 | 42 | 35 | 48 | 32 | 33 | 39 | 51 | 41 |
| %2 | 36 | 43 | 30 | 54 | 48 | 42 | 29 | 31 |
| %1 Strongly disagree | 11 | 14 | 8 | 14 | 15 | 10 | 6 | 12 |
| For-profit institutions | | | | | | | | |
| %5 Strongly agree | <1 | 0 | <1 | 0 | 0 | 0 | 1 | 0 |
| %4 | 8 | 8 | 7 | 13 | 6 | 10 | 6 | 7 |
| %3 | 33 | 31 | 35 | 21 | 23 | 28 | 40 | 35 |
| %2 | 43 | 48 | 39 | 56 | 50 | 48 | 36 | 39 |
| %1 Strongly disagree | 16 | 14 | 18 | 10 | 21 | 14 | 17 | 19 |

MERGERS AND CLOSURES

As many colleges face perilous financial situations, some have decided to shut down, or to merge with other colleges, to ensure their survival.

Presidents predict there will be additional closures in 2018, with 30 percent believing there will be one to five closures this year, while another 40 percent foresee 6 to 10 colleges closing. Twenty-nine percent of presidents think a larger number of colleges will shut down, including 10 percent who think the number will be in excess of 20 colleges.

Most presidents also expect to see private college mergers this year, with 56 percent predicting there will be one to five such mergers and 42 percent believing there will be more than five. Three percent of presidents do not expect any private college mergers.

A higher percentage of presidents, 12 percent, do not think any public colleges will merge, including 21 percent of public doctoral university leaders. However, a majority of presidents, 55 percent, anticipate there will be one to five public college mergers, and 32 percent think there will more than five.

The vast majority of campus CEOs, 87 percent, do not expect their own college to close or merge in the next five years, but 13 percent say they could see either occurring. No public doctoral university president sees a merger or closing in their institution's future, but between 13 percent and 15 percent of leaders at other types of colleges do.

The year 2017 saw an uptick in the number of colleges closing or merging with other colleges.

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| In terms of closures, in 2018 I anticipate that there will be – | | | | | | | | |
| % No additional closures | <1 | <1 | <1 | 0 | 0 | 1 | 1 | 0 |
| % One to five closures | 30 | 30 | 30 | 41 | 33 | 23 | 27 | 38 |
| % Six to 10 closures | 40 | 40 | 41 | 40 | 38 | 45 | 40 | 39 |
| % 11 to 20 closures | 19 | 17 | 21 | 17 | 19 | 17 | 22 | 21 |
| % More than 20 closures | 10 | 12 | 7 | 2 | 10 | 14 | 11 | 2 |
| In terms of private college mergers, in 2018 I anticipate that there will be – | | | | | | | | |
| % No additional mergers | 3 | 2 | 4 | 3 | 1 | 2 | 1 | 7 |
| % One to five mergers | 56 | 58 | 53 | 63 | 61 | 55 | 56 | 58 |
| % Six to 10 mergers | 29 | 26 | 31 | 28 | 20 | 29 | 30 | 29 |
| % More than 10 mergers | 13 | 14 | 12 | 7 | 17 | 14 | 14 | 7 |

MERGERS AND CLOSURES (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| In terms of <i>public college</i> mergers, in 2018 I anticipate that there will be – | | | | | | | | |
| % No additional mergers | 12 | 11 | 14 | 21 | 8 | 9 | 12 | 18 |
| % One to five mergers | 55 | 53 | 57 | 61 | 56 | 52 | 58 | 54 |
| % Six to 10 mergers | 23 | 26 | 22 | 17 | 26 | 26 | 24 | 18 |
| % More than 10 mergers | 9 | 11 | 7 | 2 | 10 | 13 | 6 | 10 |
| I could see my college closing or merging in the next five years. | | | | | | | | |
| % Yes | 13 | 12 | 13 | 0 | 14 | 15 | 13 | 14 |
| % No | 87 | 88 | 87 | 100 | 86 | 85 | 87 | 86 |

“

**There's no chance
that the iPhone is
going to get any
significant market
share. No chance.**

”

Microsoft CEO Steve Ballmer, 2007

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CONCERNS ABOUT STUDENT BODY SIZE AND COMPOSITION

Among various goals colleges may seek to attain when assembling their student populations, presidents tend to be most concerned about basic goals of enrolling their target number of undergraduates and being able to retain and graduate their students. Eight in 10 presidents are very or somewhat concerned about achieving those goals, far more than for any other goal mentioned for their student body.

Slight majorities of campus leaders are concerned about achieving four other goals, including enrolling enough students who do not need institutional student aid (56 percent), enrolling more international students (56 percent), giving out too much aid to students who may not need it (54 percent) and enrolling more students studying online (52 percent).

Presidents are less concerned about enrolling enough racial and ethnic minority students to have a diverse student body, enrolling more out-of-state students, enrolling more first-generation students, enrolling more Pell Grant-eligible students and enrolling talented athletes who can succeed academically – between 41 percent and 45 percent of presidents are concerned with each of those five goals. Presidents are least concerned with enrolling students who will improve their institution's position on college ranking lists – just 31 percent say they are concerned about that goal.

| Many colleges are wrestling with issues related to the size and composition of their student bodies. Please indicate how concerned you are about each of the following: | | | | | | | | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Enrolling my college's target number of undergraduates | | | | | | | | |
| % Very concerned | 42 | 34 | 50 | 10 | 40 | 37 | 45 | 60 |
| % Somewhat concerned | 40 | 44 | 35 | 42 | 38 | 48 | 33 | 33 |
| % Not too concerned | 12 | 14 | 9 | 24 | 16 | 11 | 13 | 6 |
| % Not concerned at all | 7 | 9 | 5 | 24 | 6 | 3 | 9 | 1 |
| Enrolling students who are likely to be retained and graduate on time | | | | | | | | |
| % Very concerned | 39 | 40 | 38 | 17 | 43 | 44 | 33 | 44 |
| % Somewhat concerned | 43 | 49 | 37 | 49 | 44 | 51 | 44 | 34 |
| % Not too concerned | 15 | 9 | 21 | 25 | 11 | 4 | 18 | 18 |
| % Not concerned at all | 3 | 1 | 4 | 10 | 1 | 0 | 5 | 4 |

CONCERNS ABOUT STUDENT BODY SIZE AND COMPOSITION (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Enrolling enough students who don't need institutional student aid | | | | | | | | |
| % Very concerned | 27 | 9 | 43 | 13 | 15 | 6 | 45 | 48 |
| % Somewhat concerned | 29 | 26 | 33 | 38 | 43 | 21 | 33 | 32 |
| % Not too concerned | 29 | 41 | 17 | 32 | 27 | 49 | 14 | 17 |
| % Not concerned at all | 15 | 25 | 6 | 17 | 14 | 24 | 8 | 3 |
| Enrolling more international students | | | | | | | | |
| % Very concerned | 17 | 15 | 20 | 31 | 27 | 6 | 19 | 23 |
| % Somewhat concerned | 39 | 35 | 42 | 47 | 46 | 28 | 46 | 34 |
| % Not too concerned | 27 | 27 | 27 | 15 | 14 | 38 | 26 | 30 |
| % Not concerned at all | 17 | 23 | 11 | 7 | 12 | 27 | 9 | 13 |
| Giving out too much aid to students who may not need it | | | | | | | | |
| % Very concerned | 15 | 7 | 22 | 7 | 10 | 5 | 26 | 25 |
| % Somewhat concerned | 39 | 31 | 46 | 41 | 46 | 29 | 47 | 48 |
| % Not too concerned | 32 | 39 | 25 | 27 | 30 | 38 | 20 | 23 |
| % Not concerned at all | 15 | 24 | 7 | 25 | 15 | 27 | 7 | 5 |
| Enrolling more students studying online | | | | | | | | |
| % Very concerned | 12 | 10 | 16 | 7 | 14 | 8 | 21 | 13 |
| % Somewhat concerned | 40 | 43 | 37 | 29 | 52 | 45 | 31 | 40 |
| % Not too concerned | 33 | 37 | 30 | 54 | 27 | 33 | 36 | 23 |
| % Not concerned at all | 15 | 10 | 18 | 11 | 6 | 13 | 12 | 24 |
| Enrolling enough racial and ethnic minority students to have a diverse student body | | | | | | | | |
| % Very concerned | 16 | 15 | 17 | 21 | 21 | 13 | 22 | 16 |
| % Somewhat concerned | 29 | 30 | 29 | 39 | 29 | 33 | 35 | 21 |
| % Not too concerned | 28 | 28 | 28 | 20 | 30 | 30 | 17 | 41 |
| % Not concerned at all | 27 | 27 | 26 | 20 | 20 | 24 | 26 | 22 |

CONCERNS ABOUT STUDENT BODY SIZE AND COMPOSITION (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Enrolling more out-of-state students | | | | | | | | |
| % Very concerned | 11 | 9 | 12 | 15 | 23 | 3 | 15 | 11 |
| % Somewhat concerned | 34 | 33 | 38 | 56 | 46 | 23 | 44 | 34 |
| % Not too concerned | 34 | 34 | 34 | 16 | 23 | 44 | 30 | 37 |
| % Not concerned at all | 21 | 24 | 16 | 13 | 9 | 29 | 10 | 18 |
| Enrolling more first-generation students | | | | | | | | |
| % Very concerned | 14 | 16 | 13 | 10 | 13 | 15 | 13 | 17 |
| % Somewhat concerned | 28 | 31 | 27 | 49 | 32 | 32 | 34 | 22 |
| % Not too concerned | 35 | 32 | 37 | 27 | 31 | 33 | 30 | 37 |
| % Not concerned at all | 23 | 21 | 23 | 13 | 24 | 20 | 24 | 24 |
| Enrolling more Pell Grant-eligible students | | | | | | | | |
| % Very concerned | 13 | 13 | 14 | 8 | 9 | 11 | 9 | 18 |
| % Somewhat concerned | 29 | 27 | 31 | 55 | 31 | 27 | 36 | 30 |
| % Not too concerned | 39 | 38 | 38 | 26 | 38 | 41 | 39 | 37 |
| % Not concerned at all | 20 | 22 | 17 | 12 | 22 | 21 | 16 | 15 |
| Enrolling talented athletes who can also succeed academically | | | | | | | | |
| % Very concerned | 7 | 5 | 9 | 5 | 6 | 6 | 7 | 11 |
| % Somewhat concerned | 34 | 31 | 37 | 30 | 40 | 27 | 32 | 41 |
| % Not too concerned | 33 | 36 | 31 | 52 | 34 | 36 | 35 | 29 |
| % Not concerned at all | 27 | 28 | 24 | 13 | 20 | 32 | 27 | 19 |
| Enrolling a class that will improve my institution's position in college ranking lists | | | | | | | | |
| % Very concerned | 6 | 2 | 9 | 10 | 4 | 1 | 9 | 6 |
| % Somewhat concerned | 25 | 18 | 31 | 36 | 34 | 11 | 30 | 38 |
| % Not too concerned | 30 | 27 | 31 | 35 | 32 | 23 | 41 | 26 |
| % Not concerned at all | 39 | 53 | 28 | 19 | 29 | 65 | 20 | 30 |

CONCERNS ABOUT STUDENT BODY SIZE AND COMPOSITION (CONT.)

In the 2017 survey, presidents were also most concerned with enrolling the target number of undergraduates and in enrolling students likely to be retained and to graduate; they were least concerned with enrolling classes that improve the college's score on college ranking lists. Presidents are somewhat less likely to be concerned with achieving certain goals than they were a year ago, including enrolling enough students who don't need aid (down from 64 percent to 56 percent), enrolling enough racial and ethnic minority students to ensure a diverse student body (down from 55 percent to 45 percent) and enrolling more first-generation students (down from 52 percent to 42 percent). Concern did not increase on any of the items between 2017 and 2018.

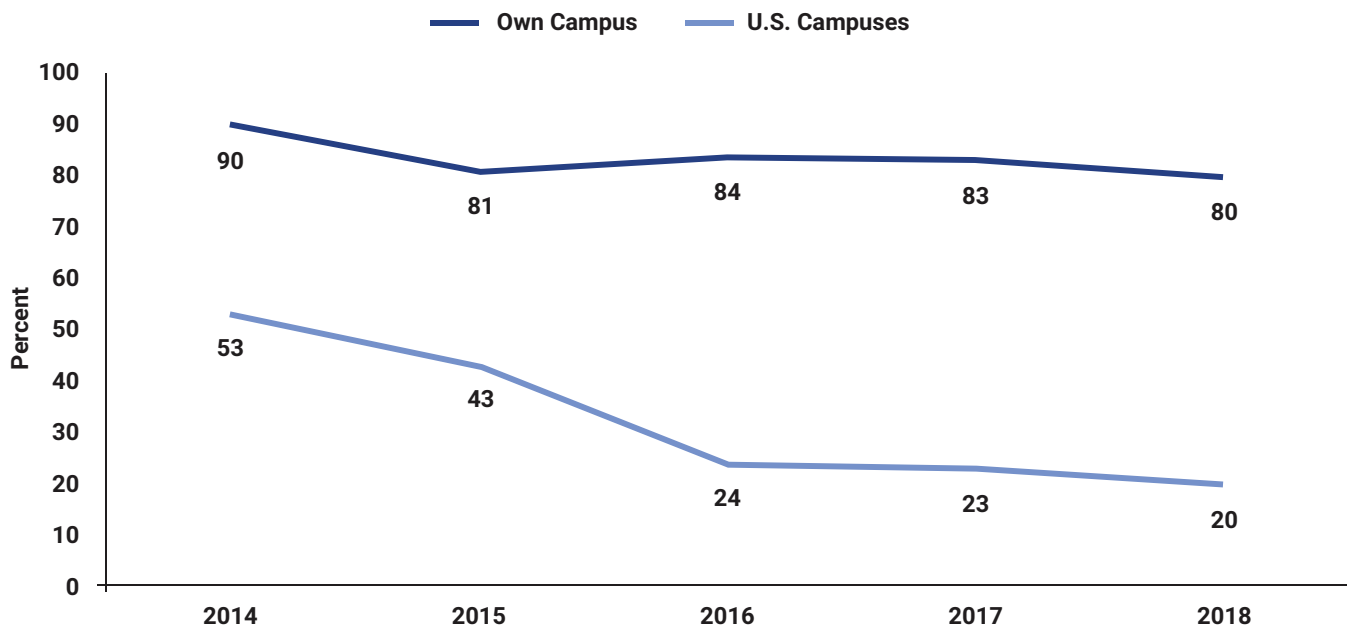
Among the key differences in enrollment concerns by institution type this year:

- Private college presidents (76 percent) remain far more likely than public college presidents (35 percent) to say they are very or somewhat concerned about enrolling enough students who do not need institutional aid. Private college leaders are also far more concerned about giving too much aid to students who do not need it than public college presidents are, 68 percent to 38 percent.
- Public doctoral college presidents (52 percent) are least concerned about enrolling their target number of undergraduates, while private baccalaureate college presidents are most concerned (93 percent).
- Sixty-three percent of public doctoral college presidents are very or somewhat concerned about enrolling more Pell Grant-eligible students. No more than 48 percent of leaders of other types of colleges are concerned.

RACE RELATIONS

Presidents' assessments of race relations on their own campus and on U.S. campuses have not improved in the past year and remain significantly lower than they were prior to the wave of protests on racial matters in the fall of 2015. Presidents continue to be much more positive about race relations on their own campus -- 80 percent describe them as "excellent" or "good," compared with 20 percent who say the same about race relations on U.S. campuses generally. Those figures are the lowest measured to date, though down only slightly from 2017.

College Presidents' Assessment of the State of Race Relations, 2014–2018



Most presidents say race relations at their college are "good," with 61 percent giving this rating. Nineteen percent of college presidents say race relations on their campus are "excellent," including 24 percent of those at private institutions and 14 percent of those at public institutions. Just 1 percent of college presidents believe race relations on their campus are "poor."

The greatest percentage of presidents, 67 percent, describe race relations on U.S. campuses as "fair," with 14 percent describing them as "poor."

RACE RELATIONS (CONT.)

| As you may know, there has recently been intense discussion about race on many college and university campuses. | | | | | | | | |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Generally speaking, would you say the state of race relations on your campus is excellent, good, fair or poor? | | | | | | | | |
| % Excellent | 19 | 14 | 24 | 11 | 11 | 13 | 21 | 23 |
| % Good | 61 | 63 | 60 | 68 | 63 | 68 | 64 | 56 |
| % Fair | 19 | 23 | 16 | 22 | 25 | 19 | 14 | 20 |
| % Poor | 1 | <1 | 1 | 0 | 1 | <1 | 1 | 1 |
| Generally speaking, would you say the state of race relations on college and university campuses in this country is excellent, good, fair or poor? | | | | | | | | |
| % Excellent | <1 | <1 | 0 | 0 | 0 | 1 | 0 | 0 |
| % Good | 20 | 21 | 18 | 15 | 12 | 25 | 17 | 22 |
| % Fair | 67 | 64 | 70 | 75 | 74 | 62 | 70 | 62 |
| % Poor | 14 | 15 | 13 | 10 | 14 | 12 | 13 | 16 |

IMAGE OF HIGHER EDUCATION

Several recent public opinion surveys have measured declines in Americans' positive ratings of higher education in recent years, particularly among those who identify as Republicans. College presidents acknowledge decreasing public support for higher education but see the changing views as largely grounded in misperceptions or misunderstandings.

Over all, 13 percent of presidents strongly agree or agree, while 56 percent strongly disagree or disagree, that most Americans have an accurate view of the purpose of higher education. The results are essentially the same when the question is asked with respect to the particular sector of each college president's institution — 16 percent of presidents strongly agree or agree and 55 percent strongly disagree or disagree that Americans understand the purpose of the sector of higher education to which their institution belongs.

Majorities of presidents see opinions about higher education being influenced by false, or exaggerated, impressions. For example, 86 percent of presidents strongly agree or agree that attention to student debt has led the public to think college is less affordable than it is. A similar percentage, 84 percent, strongly agree or agree that attention to large college endowments creates a misperception that colleges are wealthier than they are. Nearly as many, 78 percent, strongly agree or agree that some of the amenities colleges offer students create a perception that colleges have misplaced priorities. Fifty-one percent strongly agree or agree that attention to campus racial protests leads people to believe colleges are less welcoming of racial and ethnic minority students than they are in reality.

| 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. |
| Attention to student debt has led many prospective students and parents to think of college as less affordable than it is, taking into account student aid. | | | | | | | | |
| %5 Strongly agree | 42 | 34 | 51 | 30 | 36 | 31 | 45 | 54 |
| %4 | 44 | 49 | 39 | 55 | 56 | 47 | 46 | 37 |
| %3 | 12 | 14 | 10 | 12 | 5 | 17 | 8 | 9 |
| %2 | 2 | 3 | 1 | 2 | 3 | 4 | 1 | 0 |
| %1 Strongly disagree | <1 | <1 | 0 | 0 | 0 | <1 | 0 | 0 |
| Attention to large endowments at some institutions has created a perception that most colleges are wealthier than they are. | | | | | | | | |
| %5 Strongly agree | 42 | 36 | 50 | 44 | 42 | 28 | 56 | 49 |
| %4 | 42 | 45 | 37 | 46 | 45 | 46 | 33 | 38 |
| %3 | 10 | 13 | 8 | 6 | 9 | 19 | 7 | 8 |
| %2 | 5 | 5 | 4 | 2 | 3 | 6 | 4 | 4 |
| %1 Strongly disagree | 1 | 2 | <1 | 2 | 1 | 2 | 0 | <1 |

IMAGE OF HIGHER EDUCATION (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Some of the amenities many colleges have added to entice students to enroll have contributed to the perception that these institutions have misplaced priorities. | | | | | | | | |
| %5 Strongly agree | 32 | 31 | 34 | 20 | 25 | 36 | 32 | 32 |
| %4 | 46 | 46 | 43 | 51 | 42 | 43 | 47 | 42 |
| %3 | 17 | 17 | 16 | 26 | 18 | 15 | 17 | 15 |
| %2 | 5 | 5 | 6 | 2 | 12 | 5 | 3 | 10 |
| %1 Strongly disagree | 1 | 1 | <1 | 0 | 3 | 1 | 1 | 0 |
| Attention to racial protests has led many prospective students and families to think colleges are less welcoming of diverse populations than is really the case. | | | | | | | | |
| %5 Strongly agree | 14 | 12 | 16 | 12 | 13 | 7 | 16 | 14 |
| %4 | 37 | 38 | 37 | 50 | 40 | 43 | 36 | 40 |
| %3 | 34 | 37 | 32 | 32 | 35 | 32 | 33 | 30 |
| %2 | 12 | 12 | 11 | 7 | 10 | 16 | 10 | 11 |
| %1 Strongly disagree | 3 | 1 | 4 | 0 | 2 | 1 | 5 | 4 |
| Most Americans have an accurate view of the purpose of my sector of higher education. | | | | | | | | |
| %5 Strongly agree | 2 | 1 | 3 | 0 | 0 | 2 | 1 | 3 |
| %4 | 14 | 18 | 11 | 5 | 9 | 20 | 10 | 12 |
| %3 | 29 | 31 | 28 | 35 | 36 | 27 | 29 | 24 |
| %2 | 37 | 37 | 37 | 37 | 35 | 36 | 45 | 37 |
| %1 Strongly disagree | 18 | 13 | 21 | 24 | 20 | 14 | 16 | 23 |
| Most Americans have an accurate view of the purpose of higher education. | | | | | | | | |
| %5 Strongly agree | <1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 |
| %4 | 13 | 11 | 15 | 11 | 3 | 14 | 11 | 17 |
| %3 | 31 | 35 | 26 | 40 | 35 | 34 | 29 | 24 |
| %2 | 42 | 41 | 43 | 26 | 43 | 42 | 45 | 42 |
| %1 Strongly disagree | 14 | 12 | 15 | 23 | 19 | 10 | 13 | 17 |

IMAGE OF HIGHER EDUCATION (CONT.)

Asked to evaluate how responsible each of four factors is for fostering less positive images of higher education, college presidents are most likely to point to concerns about affordability and student debt as factors. Ninety-eight percent of presidents say affordability and cost concerns are at least somewhat responsible for declining public support for higher education, including 63 percent who say cost concerns are very responsible.

Thirty-nine percent of presidents believe concerns over whether higher education prepares students for careers are very responsible for declining views of higher education, with another 56 percent saying such concerns are somewhat responsible.

Thirty-one percent of presidents believe perceptions of liberal political bias are very responsible for declining support for higher education, with another 55 percent saying that factor is at least somewhat responsible.

Presidents generally do not believe under-representation of low-income students has contributed significantly to changes in views of higher education — 8 percent believe that is very responsible and 38 percent believe it is somewhat responsible for the declining image of higher education.

Private college presidents are much more likely than public college presidents to see concerns about college affordability as being very responsible for declining support for higher education — 72 percent of private college presidents and 55 percent of public college presidents hold this view. Also, twice as many private college presidents (42 percent) as public college presidents (21 percent) see perception of liberal political bias as a major contributing factor to more negative views of higher education.

| How responsible do you think each of the following is for declining public support for higher education? | | | | | | | | |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Concerns about college affordability and student debt | | | | | | | | |
| % Very responsible | 63 | 55 | 72 | 58 | 54 | 49 | 62 | 80 |
| % Somewhat responsible | 35 | 42 | 27 | 40 | 42 | 47 | 36 | 19 |
| % Not too responsible | 2 | 3 | 1 | 2 | 4 | 4 | 2 | 1 |
| % Not responsible at all | <1 | <1 | 0 | 0 | 0 | <1 | 0 | 0 |
| Concerns over whether higher education prepares students for careers | | | | | | | | |
| % Very responsible | 39 | 37 | 43 | 22 | 27 | 35 | 41 | 42 |
| % Somewhat responsible | 56 | 57 | 54 | 70 | 58 | 60 | 54 | 55 |
| % Not too responsible | 4 | 6 | 3 | 8 | 15 | 5 | 4 | 2 |
| % Not responsible at all | <1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 |

IMAGE OF HIGHER EDUCATION (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Perception of liberal political bias in higher education | | | | | | | | |
| % Very responsible | 31 | 21 | 42 | 29 | 28 | 20 | 37 | 46 |
| % Somewhat responsible | 55 | 63 | 47 | 51 | 63 | 57 | 55 | 44 |
| % Not too responsible | 13 | 14 | 10 | 13 | 6 | 21 | 7 | 11 |
| % Not responsible at all | 1 | 2 | <1 | 7 | 3 | 2 | 1 | 0 |
| Under-representation of low-income students | | | | | | | | |
| % Very responsible | 8 | 8 | 8 | 9 | 1 | 8 | 2 | 11 |
| % Somewhat responsible | 38 | 41 | 35 | 35 | 37 | 49 | 41 | 35 |
| % Not too responsible | 41 | 39 | 42 | 44 | 47 | 31 | 44 | 41 |
| % Not responsible at all | 13 | 12 | 15 | 12 | 14 | 12 | 13 | 13 |

The survey also asked college presidents about the growing Republican-Democratic divide in views of higher education. As seen on the following page, 45 percent of presidents strongly agree and 32 percent agree they are worried about Republicans' increasing skepticism about higher education. About two-thirds strongly agree (21 percent) or agree (44 percent) that perceptions of colleges as places that are intolerant of conservative views is having a major negative impact on attitudes about higher education.

While expressing concerns about Republicans' views, college presidents do not necessarily feel that skepticism is warranted. Seventy-one percent of college presidents disagree, including 44 percent who do so strongly, that Republicans' doubts about higher education are justified.

Presidents are slightly more likely to strongly disagree or disagree (39 percent) than to strongly agree or agree (32 percent) that the perception of colleges as places intolerant of conservative views is accurate. They also see their own campus as being as welcoming of conservative students as they are of liberal students — 62 percent strongly agree or agree and 16 percent strongly disagree or disagree this is the case.

IMAGE OF HIGHER EDUCATION (CONT.)

Several studies in the past year have indicated growing differences between Republicans' and Democrats' views of higher education.

Please indicate your level of agreement with the following statements.

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| I am worried about Republicans' increasing skepticism about higher education. | | | | | | | | |
| %5 Strongly agree | 45 | 43 | 47 | 52 | 52 | 43 | 46 | 46 |
| %4 | 32 | 35 | 31 | 35 | 32 | 33 | 33 | 34 |
| %3 | 13 | 14 | 12 | 10 | 10 | 16 | 14 | 11 |
| %2 | 7 | 5 | 6 | 3 | 5 | 5 | 4 | 9 |
| %1 Strongly disagree | 3 | 2 | 3 | 0 | 1 | 3 | 3 | 1 |
| The perception of colleges as places that are intolerant of conservative views is having a major negative impact on attitudes about higher education. | | | | | | | | |
| %5 Strongly agree | 21 | 15 | 26 | 21 | 24 | 15 | 28 | 25 |
| %4 | 44 | 45 | 43 | 55 | 48 | 40 | 43 | 39 |
| %3 | 26 | 30 | 21 | 14 | 22 | 34 | 21 | 24 |
| %2 | 8 | 8 | 7 | 10 | 4 | 9 | 8 | 8 |
| %1 Strongly disagree | 2 | 2 | 2 | 0 | 2 | 2 | 0 | 3 |
| Classrooms on my campus are as welcoming to conservative students as they are to liberal students. | | | | | | | | |
| %5 Strongly agree | 30 | 27 | 33 | 12 | 18 | 28 | 21 | 40 |
| %4 | 32 | 37 | 28 | 50 | 47 | 35 | 30 | 28 |
| %3 | 22 | 20 | 23 | 21 | 21 | 24 | 26 | 16 |
| %2 | 13 | 13 | 14 | 15 | 12 | 9 | 17 | 14 |
| %1 Strongly disagree | 3 | 4 | 3 | 2 | 3 | 4 | 5 | 2 |

IMAGE OF HIGHER EDUCATION (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| The perception of colleges as places that are intolerant of conservative views is accurate. | | | | | | | | |
| %5 Strongly agree | 7 | 4 | 10 | 9 | 6 | 4 | 10 | 9 |
| %4 | 25 | 24 | 25 | 15 | 19 | 24 | 28 | 22 |
| %3 | 28 | 27 | 28 | 17 | 28 | 33 | 25 | 28 |
| %2 | 23 | 28 | 20 | 39 | 34 | 21 | 23 | 21 |
| %1 Strongly disagree | 16 | 17 | 16 | 20 | 13 | 18 | 14 | 20 |
| Republican doubts about higher education are justified. | | | | | | | | |
| %5 Strongly agree | 2 | 1 | 4 | 5 | 0 | 1 | 3 | 3 |
| %4 | 10 | 9 | 9 | 6 | 10 | 9 | 8 | 8 |
| %3 | 18 | 20 | 14 | 12 | 12 | 19 | 17 | 11 |
| %2 | 27 | 32 | 22 | 27 | 33 | 33 | 24 | 24 |
| %1 Strongly disagree | 44 | 39 | 51 | 50 | 45 | 38 | 47 | 55 |

Public college leaders are somewhat less likely than private college presidents to believe the perception that colleges are intolerant of conservative views is having a major negative impact on opinions of higher education. That difference is mainly because community college presidents are less likely to agree that is the case.

Whereas public college presidents tend to reject the notion that colleges are intolerant of conservative views — 45 percent strongly disagree or disagree and 28 percent strongly agree or agree — private college presidents are evenly divided (36 percent strongly disagree or disagree and 35 percent strongly agree or agree). A majority of public doctoral college executives (59 percent), and close to half of public master's or baccalaureate presidents (47 percent), strongly disagree or disagree that colleges are intolerant of conservative views.

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FEDERAL HIGHER EDUCATION POLICY

The change in presidential administration in Washington in 2017 brought about a change in many federal policies that affect higher education. College presidents mostly say the Trump administration in general, and Secretary of Education Betsy DeVos specifically, have performed about as they expected in terms of managing higher education policy during their first year in office. However, more say each has been worse rather than better than expected.

Over all, 49 percent say the Trump administration has done about as they expected in the area of higher education, while 10 percent say it has been better and 41 percent say it has been worse than they expected. Six in 10 presidents say DeVos's performance in higher education policy has met their expectations, while 8 percent say she has been better and 30 percent worse than they expected.

Evaluations of the Trump administration's first year are generally similar among private and public college presidents. However, public college presidents are more negative in their evaluation of DeVos's first year than are private college presidents.

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| From the perspective of higher education policy, has the first year of the Trump administration been – ? | | | | | | | | |
| % Better than I expected | 10 | 6 | 11 | 0 | 7 | 7 | 12 | 11 |
| % About what I expected | 49 | 51 | 47 | 48 | 54 | 54 | 49 | 48 |
| % Worse than I expected | 41 | 43 | 41 | 52 | 40 | 39 | 39 | 42 |
| In her first year as Education Secretary, has Betsy DeVos been – ? | | | | | | | | |
| % Better than I expected | 8 | 3 | 11 | 2 | 6 | 3 | 14 | 11 |
| % About what I expected | 62 | 61 | 63 | 71 | 55 | 62 | 58 | 72 |
| % Worse than I expected | 30 | 36 | 26 | 26 | 40 | 35 | 29 | 17 |

The survey also asked presidents for their views on some of the policy actions being pursued by the Trump administration and the Republican majority in Congress.

As seen on the next page, a majority of college leaders, 54 percent, strongly favor or favor efforts by the Department of Education to give colleges more flexibility in how they handle allegations of sexual assault. Twenty-eight percent of presidents are opposed to this action. At the same time, presidents are divided on the Trump administration's decision to revoke guidance the Obama administration gave about how to handle sexual assault cases — 36 percent are in favor and 40 percent are opposed. Public college presidents are generally opposed to this move (30 percent to 46 percent), while private college presidents tilt toward favoring it (42 percent to 37 percent).

FEDERAL HIGHER EDUCATION POLICY (CONT.)

By 40 percent to 31 percent, presidents favor rather than oppose a Republican plan to require minority-serving institutions receiving dedicated grant money to graduate or transfer at least 25 percent of their students.

Three other proposals engender more opposition than support from presidents. These include efforts by the Department of Education to change “borrower defense” rules that allow some student loan borrowers to discharge their loans (27 percent favor, 46 percent oppose), a plan to reauthorize the Higher Education Act and eliminate certain rules that have been key parts of efforts to regulate for-profit higher education (24 percent favor, 61 percent oppose) and the tax legislation that will tax some earnings on college endowments (14 percent favor, 62 percent oppose).

Opposition to taxing endowments is lower among community college presidents, among whom 54 percent are opposed. Meanwhile, a majority of private baccalaureate presidents strongly oppose the new taxes on endowment earnings.

| Please indicate your opinion about each of the following federal policies that affect higher education. | | | | | | | | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Efforts by the Department of Education to give colleges more flexibility in how they handle allegations of sexual assault | | | | | | | | |
| % Strongly favor | 15 | 8 | 21 | 15 | 9 | 7 | 15 | 24 |
| % Favor | 39 | 40 | 37 | 49 | 41 | 35 | 45 | 33 |
| % Neither favor nor oppose | 18 | 18 | 17 | 15 | 23 | 22 | 17 | 19 |
| % Oppose | 23 | 25 | 22 | 18 | 18 | 25 | 18 | 22 |
| % Strongly oppose | 5 | 8 | 3 | 2 | 9 | 11 | 5 | 2 |
| A Republican plan to require minority-serving institutions that receive \$600 million in annual dedicated grants to graduate or transfer at least 25 percent of students | | | | | | | | |
| % Strongly favor | 12 | 11 | 12 | 13 | 12 | 7 | 12 | 12 |
| % Favor | 28 | 28 | 26 | 37 | 27 | 31 | 36 | 22 |
| % Neither favor nor oppose | 30 | 29 | 31 | 24 | 30 | 31 | 27 | 30 |
| % Oppose | 21 | 20 | 21 | 21 | 20 | 16 | 15 | 26 |
| % Strongly oppose | 10 | 11 | 9 | 4 | 10 | 14 | 11 | 11 |

FEDERAL HIGHER EDUCATION POLICY (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Efforts by the Department of Education to revoke guidance the Obama administration gave colleges about how to handle sexual assault cases | | | | | | | | |
| % Strongly favor | 10 | 7 | 13 | 11 | 6 | 8 | 10 | 16 |
| % Favor | 26 | 23 | 29 | 25 | 23 | 17 | 30 | 30 |
| % Neither favor nor oppose | 23 | 25 | 21 | 21 | 26 | 27 | 21 | 21 |
| % Oppose | 24 | 29 | 20 | 34 | 29 | 27 | 20 | 21 |
| % Strongly oppose | 16 | 17 | 17 | 9 | 15 | 20 | 19 | 13 |
| Efforts by the Department of Education to change "borrower defense" rules that allow some student loan borrowers to discharge their loans | | | | | | | | |
| % Strongly favor | 6 | 2 | 8 | 4 | 1 | 2 | 9 | 8 |
| % Favor | 21 | 20 | 20 | 31 | 18 | 23 | 24 | 16 |
| % Neither favor nor oppose | 27 | 29 | 26 | 19 | 22 | 32 | 24 | 30 |
| % Oppose | 26 | 29 | 23 | 39 | 33 | 25 | 25 | 26 |
| % Strongly oppose | 20 | 19 | 23 | 7 | 26 | 19 | 19 | 20 |
| A Republican plan to reauthorize the Higher Education Act and eliminate the "gainful employment" rule and the 90-10 rule, which have been key parts of federal efforts to regulate for-profit higher education | | | | | | | | |
| % Strongly favor | 7 | 5 | 7 | 2 | 3 | 7 | 6 | 3 |
| % Favor | 17 | 20 | 14 | 2 | 7 | 21 | 9 | 17 |
| % Neither favor nor oppose | 14 | 13 | 16 | 4 | 16 | 14 | 18 | 18 |
| % Oppose | 30 | 34 | 28 | 54 | 34 | 32 | 31 | 32 |
| % Strongly oppose | 31 | 29 | 35 | 37 | 39 | 26 | 36 | 31 |
| The tax legislation that will tax earnings on some large college and university endowments | | | | | | | | |
| % Strongly favor | 6 | 6 | 5 | 0 | 1 | 6 | 5 | 5 |
| % Favor | 8 | 11 | 5 | 9 | 8 | 11 | 7 | 2 |
| % Neither favor nor oppose | 23 | 27 | 21 | 13 | 21 | 28 | 20 | 18 |
| % Oppose | 26 | 29 | 23 | 51 | 37 | 30 | 23 | 24 |
| % Strongly oppose | 36 | 27 | 47 | 27 | 34 | 24 | 45 | 52 |

EFFECTS OF THE TRUMP ELECTION AND PRESIDENCY ON HIGHER EDUCATION

The survey re-asked some of the items from the 2017 survey about the implications of Trump's election for higher education to see what presidents thought on the same topics a year into his presidency.

Presidents are somewhat more likely now (77 percent) than a year ago (69 percent) to strongly agree or agree that anti-intellectual sentiment is growing in the U.S. Campus leaders also maintain the view that the election exposed that academe is disconnected from much of American society – 51 percent strongly agree or agree this is the case now, compared with 54 percent in 2017.

Additionally, slightly more presidents today (61 percent) than a year ago (55 percent) strongly agree or agree that the push to diversify higher education is likely to recede in attention and public policy under the Trump administration. More also strongly agree or agree that Trump does not accept scientific consensus on many issues, such as climate change – 84 percent, up from 76 percent a year ago.

Trump's comments on immigration and race during the campaign and as president have been controversial. Campus chief executives believe those comments could have implications for the environment on college campuses, in terms of being seen as welcoming of international students and fostering good race relations.

A year ago, 58 percent of college presidents strongly agreed or agreed that international students may be less likely to enroll in U.S. colleges with Trump in the White House. Now, 69 percent of college presidents strongly agree or agree that Trump's rhetoric has made it more difficult for their college to recruit international students.

In terms of how Trump's presidency is affecting race relations, college presidents provide a mixed assessment. Thirty-nine percent of college presidents strongly agree or agree, and 35 percent strongly disagree or disagree, that race relations on their campus are worse under President Trump than they were under President Obama.

Donald Trump's surprise victory in the 2016 presidential election has prompted much discussion among college leaders.

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. |
| President Trump does not accept scientific consensus on many issues, such as climate change. | | | | | | | | |
| %5 Strongly agree | 62 | 67 | 59 | 68 | 73 | 64 | 68 | 51 |
| %4 | 22 | 19 | 24 | 16 | 16 | 21 | 21 | 28 |
| %3 | 8 | 8 | 8 | 4 | 5 | 10 | 5 | 11 |
| %2 | 4 | 4 | 4 | 8 | 3 | 2 | 2 | 3 |
| %1 Strongly disagree | 4 | 2 | 5 | 3 | 2 | 3 | 4 | 7 |

EFFECTS OF THE TRUMP ELECTION AND PRESIDENCY ON HIGHER EDUCATION (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Anti-intellectual sentiment is growing in the United States. | | | | | | | | |
| %5 Strongly agree | 40 | 39 | 43 | 44 | 50 | 33 | 42 | 42 |
| %4 | 37 | 39 | 36 | 49 | 37 | 44 | 41 | 36 |
| %3 | 13 | 13 | 12 | 7 | 9 | 16 | 11 | 12 |
| %2 | 6 | 6 | 6 | 0 | 2 | 5 | 2 | 7 |
| %1 Strongly disagree | 3 | 2 | 3 | 0 | 1 | 2 | 3 | 4 |
| President Trump's rhetoric has made it more difficult for my college to recruit international students. | | | | | | | | |
| %5 Strongly agree | 41 | 44 | 39 | 45 | 45 | 44 | 45 | 34 |
| %4 | 28 | 30 | 26 | 46 | 34 | 25 | 29 | 22 |
| %3 | 18 | 13 | 20 | 2 | 15 | 17 | 12 | 27 |
| %2 | 7 | 7 | 7 | 5 | 4 | 8 | 5 | 10 |
| %1 Strongly disagree | 7 | 5 | 7 | 2 | 2 | 6 | 9 | 7 |
| The push to diversify American higher education is likely to recede in public attention and public policy. | | | | | | | | |
| %5 Strongly agree | 27 | 32 | 24 | 26 | 36 | 33 | 27 | 22 |
| %4 | 34 | 41 | 29 | 40 | 37 | 41 | 32 | 27 |
| %3 | 20 | 12 | 26 | 23 | 15 | 12 | 25 | 26 |
| %2 | 12 | 11 | 13 | 10 | 8 | 9 | 7 | 20 |
| %1 Strongly disagree | 6 | 5 | 8 | 2 | 3 | 5 | 9 | 5 |
| The election exposed that academe is disconnected from much of American society. | | | | | | | | |
| %5 Strongly agree | 16 | 16 | 16 | 20 | 16 | 11 | 14 | 17 |
| %4 | 35 | 33 | 37 | 26 | 37 | 37 | 34 | 38 |
| %3 | 26 | 26 | 25 | 31 | 25 | 26 | 27 | 26 |
| %2 | 14 | 18 | 11 | 22 | 16 | 16 | 16 | 9 |
| %1 Strongly disagree | 9 | 7 | 11 | 2 | 7 | 9 | 10 | 10 |

EFFECTS OF THE TRUMP ELECTION AND PRESIDENCY ON HIGHER EDUCATION (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Race relations on my campus are worse under President Trump than they were under President Obama. | | | | | | | | |
| %5 Strongly agree | 20 | 21 | 20 | 30 | 27 | 15 | 16 | 24 |
| %4 | 19 | 23 | 16 | 23 | 21 | 29 | 20 | 12 |
| %3 | 25 | 28 | 23 | 25 | 30 | 24 | 31 | 13 |
| %2 | 14 | 11 | 16 | 18 | 11 | 13 | 19 | 16 |
| %1 Strongly disagree | 21 | 17 | 24 | 3 | 12 | 19 | 13 | 34 |

Public and private college presidents are similar in their views of whether anti-intellectual sentiment is growing in the U.S. and whether the 2016 election exposed that academe is disconnected from much of American society. They differ about whether the push to diversify higher education is likely to recede — 73 percent of public college presidents agree it will, compared with 53 percent of private college presidents.

In addition, 74 percent of public college presidents versus 65 percent of private college leaders indicate that Trump's rhetoric has made it more difficult to recruit international students. More than 9 in 10 public doctoral presidents say this is the case at their college.

Forty-four percent of public college presidents strongly agree or agree, and 28 percent strongly disagree or disagree, that race relations on their campus have gotten worse under Trump than they were under Obama.

Opposition to Trump and his policies exists on many campuses among students, faculty members and officials. Many college presidents have themselves issued statements of opposition to the president and the Republican Congress.

Asked about their own actions in the past year, 55 percent of college presidents say they personally spoke out more on political issues during 2017 than they typically do. This includes 67 percent of public doctoral university leaders and 71 percent of private doctoral or master's college presidents.

A similar percentage of all presidents, 54 percent, say they are speaking out, or intend to speak out, more on issues beyond those directly affecting their college. Private doctoral or master's college presidents are most likely to say this (68 percent).

EFFECTS OF THE TRUMP ELECTION AND PRESIDENCY ON HIGHER EDUCATION (CONT.)

During the first year of the Trump administration, many college presidents have issued statements – some more strongly worded than statements made under previous administrations – that have criticized proposed policies of President Trump and Republicans in Congress.

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Thinking about your own situation, did you, personally, speak out more on political issues during 2017 than you typically do? | | | | | | | | |
| % Yes | 55 | 51 | 58 | 67 | 51 | 46 | 71 | 47 |
| % No | 45 | 49 | 42 | 33 | 49 | 54 | 29 | 53 |
| Are you now, or do you intend to, speak out more about issues beyond those that directly affect your college? | | | | | | | | |
| % Yes | 54 | 52 | 57 | 48 | 44 | 54 | 68 | 45 |
| % No | 46 | 48 | 43 | 52 | 56 | 46 | 32 | 55 |

TUITION RESETS AND FREEZES

Some colleges have taken steps to address concerns about the high cost of attending college by dropping their tuition or by not increasing it. College presidents expect to see an increase in tuition resets and freezes in the coming year. Sixty-seven percent strongly agree or agree they expect to see more tuition resets at private institutions, including 58 percent of private college leaders and 81 percent of public college presidents.

Similarly, 62 percent of presidents expect to see more tuition freezes at public institutions in the next year, including 65 percent of public college presidents and 59 percent of private college leaders. Community college presidents are less likely than presidents at four-year public institutions to believe there will be an increase in tuition freezes at public institutions.

Most presidents do not view tuition resets as a solution for the long-term — 68 percent strongly agree or agree that tuition resets are more of a gimmick than a viable long-term strategy. Seventy percent of public university chief executives and 66 percent of private college presidents hold this view. Presidents at private baccalaureate colleges are somewhat less inclined than presidents at other types of colleges to see tuition resets as a gimmick.

Presidents also express concerns about the effects of tuition freezes on public institutions. Seventy-nine percent strongly agree or agree that such freezes can be damaging to public institutions without additional state appropriations. Nearly nine in 10 public college presidents (89 percent) agree with the statement, as do 73 percent of private college chief executives. Eighty-one percent of public doctoral college presidents *strongly* agree that tuition freezes not coupled with increased state appropriations can damage public institutions.

Many private colleges have substantially dropped their tuition in the past year, while some public institutions have announced tuition freezes.

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

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|--|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| I expect to see more tuition resets at private institutions in the next year. | | | | | | | | |
| %5 Strongly agree | 17 | 19 | 16 | 13 | 16 | 19 | 15 | 19 |
| %4 | 50 | 62 | 42 | 48 | 64 | 58 | 44 | 41 |
| %3 | 25 | 18 | 30 | 35 | 16 | 22 | 28 | 24 |
| %2 | 6 | 2 | 10 | 4 | 4 | 1 | 10 | 13 |
| %1 Strongly disagree | 1 | 0 | 2 | 0 | 0 | 0 | 3 | 2 |

TUITION RESETS AND FREEZES (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| I expect to see more tuition freezes at public institutions in the next year. | | | | | | | | |
| %5 Strongly agree | 16 | 15 | 18 | 15 | 21 | 15 | 21 | 16 |
| %4 | 46 | 50 | 41 | 61 | 54 | 46 | 44 | 37 |
| %3 | 25 | 24 | 27 | 18 | 14 | 32 | 27 | 25 |
| %2 | 10 | 9 | 10 | 7 | 9 | 6 | 6 | 14 |
| %1 Strongly disagree | 3 | 1 | 4 | 0 | 1 | 2 | 2 | 8 |
| Tuition resets are more of a gimmick than a viable long-term strategy. | | | | | | | | |
| %5 Strongly agree | 33 | 30 | 36 | 35 | 32 | 32 | 38 | 40 |
| %4 | 35 | 40 | 30 | 38 | 40 | 39 | 38 | 25 |
| %3 | 18 | 18 | 18 | 16 | 15 | 20 | 13 | 17 |
| %2 | 9 | 7 | 10 | 8 | 10 | 6 | 5 | 11 |
| %1 Strongly disagree | 5 | 4 | 5 | 3 | 3 | 3 | 5 | 7 |
| Tuition freezes, absent more state appropriations, can damage public institutions. | | | | | | | | |
| %5 Strongly agree | 45 | 55 | 38 | 81 | 55 | 53 | 42 | 33 |
| %4 | 34 | 34 | 35 | 17 | 39 | 33 | 37 | 35 |
| %3 | 10 | 6 | 13 | 0 | 5 | 9 | 13 | 13 |
| %2 | 6 | 3 | 9 | 2 | 1 | 3 | 5 | 14 |
| %1 Strongly disagree | 4 | 2 | 5 | 0 | 0 | 2 | 3 | 5 |

TEXTBOOKS AND COURSE MATERIALS

In addition to tuition, textbooks and other course materials often contribute to the high price of a college education. College presidents share the concerns of many students and parents, with 91 percent agreeing that textbooks and course materials cost too much, including 61 percent who strongly agree.

Consistent with those views, 85 percent of presidents agree that colleges should embrace open educational resources, or free and openly licensed online educational material. This includes 90 percent of public college presidents and 79 percent of private college presidents.

In contemplating some of the issues with using lower-cost materials, presidents still largely endorse such a strategy, but not by overwhelming margins. By 44 percent to 34 percent, presidents are more likely to agree than to disagree that faculty members should be open to changing textbooks or course materials to save students money, even if the lower-cost options are of lesser quality.

By 50 percent to 29 percent, presidents say that saving students money justifies some loss of faculty member control over selection of materials for the courses they teach. Private college presidents are divided as to whether saving students money justifies using lower-quality materials or taking control away from faculty members, whereas majorities of public college presidents are comfortable with those trade-offs.

| Many students, parents and politicians complain about textbook costs. Some colleges are experimenting with new ways to minimize those costs. 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. |
| Textbooks and course materials cost too much. | | | | | | | | |
| %5 Strongly agree | 61 | 70 | 52 | 52 | 57 | 69 | 51 | 58 |
| %4 | 30 | 24 | 36 | 39 | 31 | 26 | 38 | 28 |
| %3 | 8 | 6 | 9 | 9 | 11 | 5 | 8 | 8 |
| %2 | 1 | 0 | 2 | 0 | 1 | 0 | 2 | 2 |
| %1 Strongly disagree | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 4 |
| Colleges should embrace open educational resources, free and openly licensed online educational material. | | | | | | | | |
| %5 Strongly agree | 52 | 58 | 45 | 49 | 61 | 52 | 40 | 53 |
| %4 | 33 | 32 | 34 | 38 | 31 | 36 | 35 | 29 |
| %3 | 13 | 9 | 17 | 13 | 8 | 11 | 19 | 16 |
| %2 | 2 | 1 | 2 | 0 | 0 | 2 | 3 | 2 |
| %1 Strongly disagree | 1 | 0 | 1 | 0 | 0 | 0 | 2 | 1 |

TEXTBOOKS AND COURSE MATERIALS (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Faculty members and institutions should be open to changing textbooks or other materials to save students money, even if the lower cost options are of lesser quality. | | | | | | | | |
| %5 Strongly agree | 17 | 17 | 18 | 20 | 17 | 16 | 15 | 21 |
| %4 | 27 | 34 | 21 | 24 | 24 | 29 | 26 | 19 |
| %3 | 22 | 21 | 23 | 19 | 23 | 23 | 16 | 31 |
| %2 | 23 | 20 | 25 | 30 | 25 | 21 | 27 | 21 |
| %1 Strongly disagree | 11 | 9 | 13 | 7 | 11 | 11 | 16 | 8 |
| The need to help students save money on textbooks justifies some loss of faculty member control over selection of materials for the courses they teach. | | | | | | | | |
| %5 Strongly agree | 20 | 23 | 17 | 15 | 13 | 20 | 10 | 24 |
| %4 | 30 | 36 | 22 | 40 | 36 | 38 | 26 | 18 |
| %3 | 21 | 19 | 24 | 19 | 25 | 19 | 28 | 22 |
| %2 | 18 | 15 | 22 | 22 | 16 | 16 | 24 | 20 |
| %1 Strongly disagree | 11 | 7 | 15 | 4 | 10 | 6 | 13 | 16 |

PREPARATION FOR THE ROLE OF COLLEGE PRESIDENT

College leaders generally feel that when they first became a president, they were prepared for the various tasks the role requires. They are most likely to say they were well prepared for working with faculty members, academic affairs and financial management. They are least likely to say they were well prepared for digital learning, government relations and fund raising.

More than 8 in 10 presidents say they were well prepared for working with faculty members (86 percent) and for academic affairs issues (84 percent). A slim majority, 51 percent, say they were “very well prepared” for handling academic affairs.

At least two-thirds of presidents believe they were well prepared for financial management (71 percent), admissions and enrollment management (67 percent), and working with trustees (66 percent). Majorities also feel they were well prepared for public and media relations (61 percent) and race relations (54 percent), and half say the same about athletics and hot-button student affairs issues, such as sexual assault, drinking and Greek life.

Less than half felt they were adequately prepared for fund raising (49 percent), government relations (47 percent) and digital learning (45 percent).

No more than 20 percent of presidents say they were not very prepared or not prepared at all for any of the 12 tasks measured in the survey.

The job of college president has always been a mix of duties, and individual presidents have more preparation for some of those duties than others.

Please indicate how prepared you were for each of the following presidential duties when you first became a college president.

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|-------------------------------------|----------------------------|--------|-------------------|----------|-----------------|--------|--------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Working with faculty members | | | | | | | | |
| % Very well prepared | 46 | 48 | 46 | 53 | 59 | 45 | 40 | 48 |
| % Well prepared | 40 | 40 | 38 | 37 | 29 | 45 | 41 | 35 |
| % Somewhat prepared | 12 | 11 | 13 | 10 | 12 | 9 | 14 | 14 |
| % Not very prepared | 2 | 2 | 3 | 0 | 0 | 1 | 4 | 3 |
| % Not prepared at all | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 0 |

PREPARATION FOR THE ROLE OF COLLEGE PRESIDENT (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Academic affairs | | | | | | | | |
| % Very well prepared | 51 | 58 | 45 | 57 | 67 | 58 | 45 | 49 |
| % Well prepared | 33 | 28 | 38 | 29 | 21 | 29 | 36 | 34 |
| % Somewhat prepared | 14 | 13 | 14 | 14 | 10 | 12 | 16 | 15 |
| % Not very prepared | 1 | 1 | 2 | 0 | 2 | 1 | 2 | 1 |
| % Not prepared at all | <1 | 0 | 1 | 0 | 0 | 0 | 2 | 0 |
| Financial management | | | | | | | | |
| % Very well prepared | 28 | 28 | 26 | 27 | 37 | 27 | 37 | 20 |
| % Well prepared | 43 | 46 | 41 | 57 | 39 | 46 | 32 | 43 |
| % Somewhat prepared | 25 | 23 | 26 | 11 | 22 | 24 | 26 | 28 |
| % Not very prepared | 5 | 3 | 8 | 4 | 2 | 3 | 5 | 9 |
| % Not prepared at all | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Admissions/Enrollment management | | | | | | | | |
| % Very well prepared | 24 | 21 | 26 | 24 | 20 | 24 | 27 | 27 |
| % Well prepared | 43 | 43 | 42 | 47 | 45 | 45 | 30 | 47 |
| % Somewhat prepared | 27 | 31 | 24 | 26 | 30 | 28 | 32 | 17 |
| % Not very prepared | 5 | 2 | 7 | 3 | 4 | 2 | 10 | 6 |
| % Not prepared at all | 2 | 2 | 1 | 0 | 0 | 1 | 1 | 2 |
| Working with trustees | | | | | | | | |
| % Very well prepared | 23 | 17 | 27 | 27 | 23 | 13 | 34 | 29 |
| % Well prepared | 43 | 45 | 43 | 45 | 48 | 43 | 35 | 44 |
| % Somewhat prepared | 26 | 30 | 23 | 18 | 21 | 36 | 20 | 24 |
| % Not very prepared | 6 | 6 | 6 | 9 | 8 | 5 | 10 | 3 |
| % Not prepared at all | 1 | 2 | 0 | 0 | 0 | 3 | 1 | 0 |

PREPARATION FOR THE ROLE OF COLLEGE PRESIDENT (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|---|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Public and media relations | | | | | | | | |
| % Very well prepared | 17 | 21 | 14 | 22 | 28 | 17 | 12 | 16 |
| % Well prepared | 44 | 45 | 44 | 51 | 47 | 43 | 44 | 44 |
| % Somewhat prepared | 32 | 28 | 36 | 27 | 23 | 32 | 41 | 30 |
| % Not very prepared | 5 | 5 | 4 | 0 | 2 | 6 | 2 | 7 |
| % Not prepared at all | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 3 |
| Race relations | | | | | | | | |
| % Very well prepared | 17 | 13 | 21 | 12 | 23 | 9 | 11 | 33 |
| % Well prepared | 37 | 40 | 35 | 40 | 39 | 41 | 42 | 29 |
| % Somewhat prepared | 37 | 39 | 34 | 38 | 33 | 39 | 39 | 27 |
| % Not very prepared | 8 | 8 | 8 | 8 | 5 | 11 | 7 | 8 |
| % Not prepared at all | 1 | <1 | 2 | 2 | 0 | 0 | 1 | 4 |
| Athletics | | | | | | | | |
| % Very well prepared | 16 | 12 | 20 | 12 | 24 | 11 | 25 | 16 |
| % Well prepared | 34 | 32 | 36 | 33 | 24 | 25 | 25 | 44 |
| % Somewhat prepared | 37 | 40 | 33 | 42 | 39 | 46 | 39 | 29 |
| % Not very prepared | 11 | 13 | 9 | 13 | 12 | 15 | 9 | 10 |
| % Not prepared at all | 2 | 2 | 1 | 0 | 1 | 2 | 2 | 1 |
| Hot-button student affairs issues (sexual assault, drinking, Greek life) | | | | | | | | |
| % Very well prepared | 14 | 10 | 19 | 11 | 15 | 11 | 14 | 25 |
| % Well prepared | 36 | 37 | 36 | 33 | 40 | 35 | 31 | 36 |
| % Somewhat prepared | 39 | 43 | 35 | 52 | 35 | 46 | 42 | 30 |
| % Not very prepared | 10 | 11 | 8 | 4 | 10 | 9 | 11 | 6 |
| % Not prepared at all | 1 | 0 | 2 | 0 | 0 | 0 | 1 | 3 |

PREPARATION FOR THE ROLE OF COLLEGE PRESIDENT (CONT.)

| | All Institutions by Sector | | | Public | | | Private Nonprofit | |
|-----------------------------|----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral/ Master's | Bacc. |
| Fundraising | | | | | | | | |
| % Very well prepared | 15 | 13 | 19 | 29 | 21 | 6 | 26 | 18 |
| % Well prepared | 34 | 27 | 39 | 36 | 39 | 27 | 39 | 42 |
| % Somewhat prepared | 34 | 40 | 29 | 35 | 34 | 44 | 26 | 30 |
| % Not very prepared | 14 | 16 | 11 | 0 | 5 | 18 | 7 | 8 |
| % Not prepared at all | 3 | 4 | 2 | 0 | 0 | 5 | 2 | 3 |
| Government relations | | | | | | | | |
| % Very well prepared | 17 | 20 | 13 | 35 | 23 | 14 | 10 | 17 |
| % Well prepared | 30 | 30 | 30 | 43 | 31 | 28 | 33 | 28 |
| % Somewhat prepared | 40 | 40 | 40 | 17 | 39 | 48 | 41 | 34 |
| % Not very prepared | 11 | 8 | 14 | 5 | 7 | 9 | 14 | 16 |
| % Not prepared at all | 2 | 2 | 3 | 0 | 0 | 1 | 1 | 5 |
| Digital learning | | | | | | | | |
| % Very well prepared | 15 | 18 | 11 | 9 | 17 | 21 | 15 | 8 |
| % Well prepared | 30 | 34 | 28 | 39 | 30 | 36 | 24 | 31 |
| % Somewhat prepared | 35 | 35 | 36 | 28 | 41 | 35 | 34 | 36 |
| % Not very prepared | 17 | 13 | 20 | 24 | 11 | 8 | 20 | 19 |
| % Not prepared at all | 3 | <1 | 5 | 0 | 1 | 0 | 7 | 6 |

PREPARATION FOR THE ROLE OF COLLEGE PRESIDENT (CONT.)

Significantly more public college presidents (52 percent) than private college leaders (39 percent) say they were well prepared to handle digital learning. More private college presidents than public college presidents feel they were well prepared for the tasks of fund raising (58 percent to 40 percent) and athletics (56 percent to 44 percent). These latter differences are mainly due to lower percentages of community college presidents saying they were prepared.

Among the other notable differences by institution type:

- Two-thirds of public master's or baccalaureate presidents say they were "very well prepared" for academic affairs, higher than for any other subgroup of presidents in that measure.
- Public doctoral presidents are much more likely than those at other types of institutions to say they were very well prepared or well prepared for financial management (84 percent) and government relations (78 percent).
- More than 7 in 10 public doctoral and public master's or baccalaureate presidents felt they were well prepared for media and public relations, compared with no more than 6 in 10 community college or private college presidents.

INSTITUTION AND PERSONAL DEMOGRAPHICS

| What is your age? | Overall % |
|-------------------|-----------|
| Under 30 | 0 |
| 30 to 39 | <1 |
| 40 to 49 | 10 |
| 50 to 59 | 30 |
| 60 to 69 | 50 |
| 70 and older | 10 |

| What is your gender? | Overall % |
|----------------------|-----------|
| Male | 70 |
| Female | 30 |

| How many years have you served as the president at this institution? | Overall % |
|--|-----------|
| Less than 6 months | 1 |
| 6 months to less than 3 years | 35 |
| 3 years to less than 5 years | 19 |
| 5 years to less than 10 years | 24 |
| 10 or more years | 21 |

| How many years have you served as the president at any institution? | Overall % |
|---|-----------|
| Less than 6 months | 2 |
| 6 months to less than 3 years | 23 |
| 3 years to less than 5 years | 17 |
| 5 years to less than 10 years | 25 |
| 10 or more years | 33 |

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