

INSIDE
HIGHER ED

2019 Survey of

College and University Presidents

A STUDY BY INSIDE HIGHER ED AND GALLUP

SCOTT JASCHIK & DOUG LEDERMAN
EDITORS, INSIDE HIGHER ED



THE 2019 *INSIDE HIGHER ED* SURVEY OF COLLEGE AND UNIVERSITY PRESIDENTS

A study by Gallup and *Inside Higher Ed*



Inside Higher Ed

1150 Connecticut Avenue NW,
Suite 400
Washington, DC 20036
t 202.659.9208

GALLUP®

Gallup

901 F Street, NW
Washington, DC 20004
t 202.715.3030

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FOREWORD

Inside Higher Ed's ninth 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.

The study addresses the following questions:

- How do presidents evaluate issues surrounding affirmative action in light of the recent legal challenges to it? How confident are they that Harvard University will win the lawsuit against it?
- What are presidents' views on some of the federal policies that affect higher education, including changes on how sexual assault cases should be handled?
- Are presidents confident their institution will be financially stable over the next five and 10 years?
- Do presidents anticipate that additional colleges will close or merge in the coming year?
- What are presidents' views of some of the controversies related to large financial gifts to higher education institutions?
- How do college presidents assess race relations at their college and at colleges nationwide?
- Do presidents perceive that anti-Semitism is increasing on college campuses?
- How supportive are presidents of course materials that are alternatives to expensive textbooks?
- 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 prepared do presidents think they were for the various tasks of a college presidency when they first became a president?



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SNAPSHOT OF FINDINGS

Some specific findings from the 2019 *Inside Higher Ed* Survey of College and University Presidents include:

- In light of the lawsuit alleging that Harvard University's admissions policies discriminate against Asian-Americans, most presidents, 62 percent, believe colleges should continue to consider race and ethnicity, among other factors, in college admissions.
- Fewer than 4 in 10 presidents express confidence that Harvard will prevail in the lawsuit; about a quarter are pessimistic the university will win.
- Most presidents, 79 percent, say the public does not understand the concept of holistic admissions. But 42 percent of presidents indicate they are worried that some Asian-American applicants to top colleges face discrimination.
- A majority of presidents believe it is appropriate for private colleges to consider legacy status in admissions, but a majority say it is inappropriate for public colleges to do so.
- Presidents are much more inclined to disagree (49 percent) than to agree (28 percent) that the Education Department's recently revised rules on sexual assault cases will move federal policy in the right direction. Fifty-six percent expect there will be fewer sexual assault and harassment complaints filed. However, a slim majority of presidents agree that the Obama administration's approach did not place enough emphasis on due process for those accused of sexual assault or harassment.
- After the change in party control of the House of Representatives, college presidents do not expect changes in federal higher education policy or federal budgets that will benefit their institution.
- Two-thirds of presidents are confident their institution will be financially stable over the next five years, and 57 percent are confident in their institution's finances over the next 10 years. Both percentages are the highest measured in the *Inside Higher Ed* survey to date. Public doctoral university presidents are most confident about finances over the next five years, and they, along with private baccalaureate college presidents, are most confident their institution will be stable over the next 10 years.
- Presidents expect to see additional college closures or mergers this year, with 32 percent predicting the number of closures will exceed 10 colleges.
- Fourteen percent of presidents say they could see their college closing or merging in the next five years, similar to the 13 percent from a year ago. Public doctoral and private doctoral and master's college presidents are least likely to believe their college could close or merge in the near future.
- Roughly three-quarters of presidents believe the wealthiest institutions receive a disproportionate share of large financial gifts and that such gifts would do more good if they were donated to nonelite institutions.
- By 40 percent to 27 percent, presidents agree rather than disagree donors are making more inappropriate demands on the use of funds they give to colleges than they did in the past. Fifteen percent of presidents say their college has been offered gifts with strings attached that they considered inappropriate. Thirty-four percent of presidents say they have personally rejected financial gifts to the college because of strings attached on how the funds could be used.

SNAPSHOT OF FINDINGS (cont.)

- The majority of presidents, 64 percent, believe colleges should reconsider their involvement with countries that do not respect basic human rights. Fifty-five percent say colleges should not set up branch campuses in countries that do not respect basic human rights.
- Presidents' assessments of race relations on U.S. college campuses improved slightly this past year after reaching a new low in 2018 – 25 percent now say race relations are excellent or good, up from 20 percent. Presidents remain very positive about race relations on their own campus, with 81 percent describing them as excellent or good.
- Roughly two-thirds of presidents believe there has been a rise in anti-Semitism on college campuses, though just 12 percent say anti-Semitism is increasing on their own campus.
- The vast majority of presidents believe textbooks and college course materials cost too much (87 percent) and that colleges should embrace free, open educational resources (85 percent). Presidents are similar to chief academic officers, but unlike faculty members, in saying a desire to save students money justifies the loss of some faculty control in course material selection.
- At a time of declining confidence in higher education, only about one in six presidents agree that most Americans have an accurate view of the purpose of higher education. They widely believe that the public thinks college is less affordable than it is and that concerns about affordability are a key reason for declining support for higher education.
- Two-thirds of presidents are worried about Republicans' skepticism toward higher education, though that is down from 77 percent a year ago. Slightly more presidents now (37 percent) than a year ago (32 percent) believe that perceptions of colleges as intolerant of conservative political views are accurate. Still, relatively few presidents (15 percent) believe Republican doubts about higher education are justified.
- Presidents are most likely to believe they were well-prepared for their duties related to academic affairs and working with faculty when they first became a college president, but least likely to say they were prepared for fund raising and digital learning.

METHODOLOGY

This report presents findings from a quantitative survey 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 3,667 presidents, with regular reminders sent throughout the Jan. 3-30, 2019, field period. Gallup collected 784 web surveys, yielding a 21 percent response rate. Respondents represented 436 public institutions, 320 private institutions and 28 institutions from the for-profit sector.

Total Participation, by Sector

	All Institutions, by Sector				Public			Private Nonprofit		
	All	Public	Private Nonprofit	For-Profit*	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.	Assoc.*
Total N	784	436	320	28	60	110	235	146	126	11

*Data 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 low sample sizes. Sector groupings are determined based on the 2015 Carnegie Classification for the institution.

Gallup education 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 Classification of 24 — and institutions with an enrollment of fewer than 500 students were excluded from the sample.

The survey is 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 (IPEDS) 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 percent due to rounding. "Don't know" and "Refused" responses are excluded from the results unless otherwise indicated.

AFFIRMATIVE ACTION

A U.S. federal court has heard but not yet decided the latest prominent legal challenge to affirmative action policy in higher education. The case alleges that Harvard University's admissions process discriminates against Asian-Americans. College presidents appear sympathetic to the defendant (Harvard), with 62 percent strongly agreeing or agreeing that colleges should continue to consider race and ethnicity, among other factors, in admissions decisions. Nineteen percent strongly disagree or disagree.

Close to 8 in 10 presidents, 79 percent, say the public does not understand the concept of holistic admissions, by which applications are considered individually rather than deciding on admissions primarily based on a scale of grades and test scores. The plaintiffs in the case argue that Harvard's practices are discriminatory because some Asian-American applicants with higher grades and test scores are denied admissions in favor of other applicants with inferior grades and test scores.

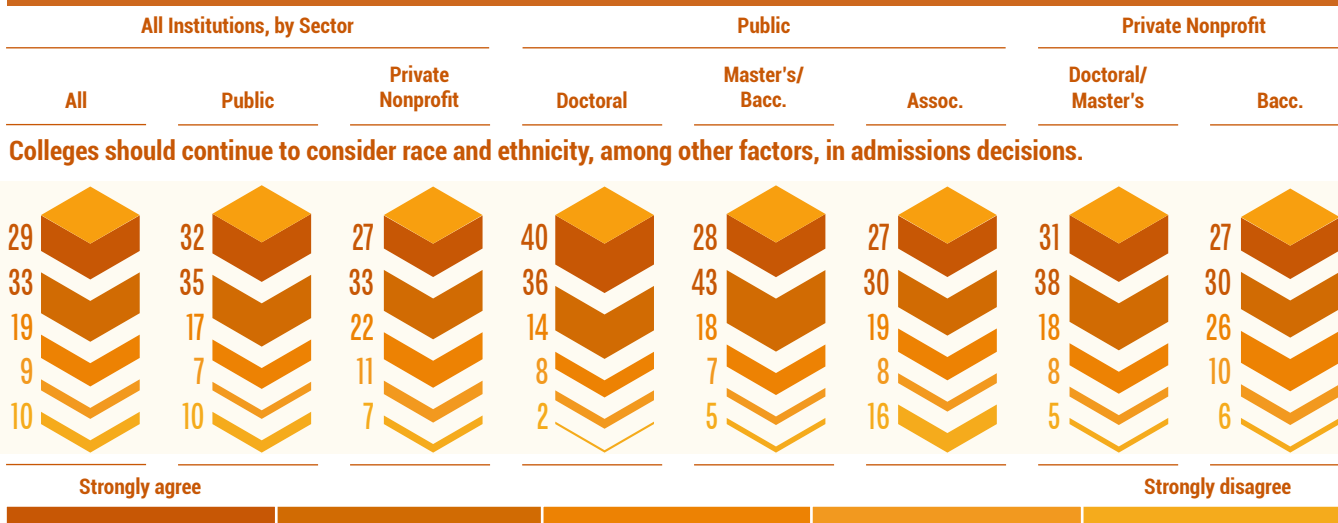
Presidents do not appear to be very confident that Harvard will prevail, as 37 percent strongly agree or agree they are confident in Harvard's defense of itself and the principles of affirmative action. Twenty-seven percent strongly disagree or disagree.

But colleges do not appear to be making plans to alter their policies: 13 percent strongly agree or agree and 57 percent strongly disagree or disagree that their college is planning for the possibility that courts may bar or limit the consideration of race in college admissions. Presidents at public doctoral colleges are more likely than their peers to say their college is planning for potential changes, with 25 percent indicating this.

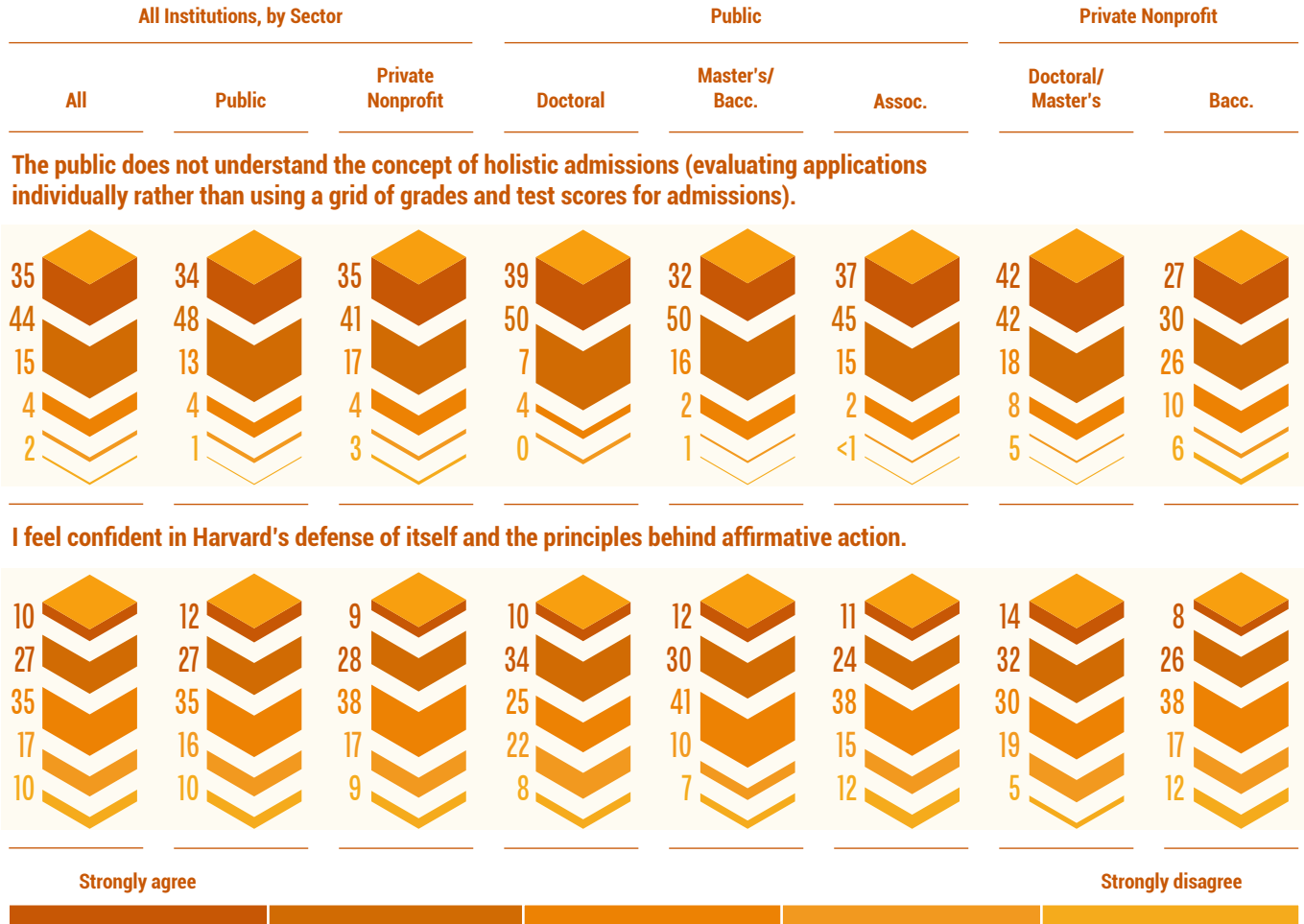
Regardless of the outcome of the case — which will likely be appealed to the Supreme Court — presidents are sensitive to possible discrimination against Asian-Americans in college admissions. Forty-two percent strongly agree or agree, while 24 percent strongly disagree or disagree, that they worry some Asian-American applicants to top colleges face discrimination.

A lawsuit against Harvard University, argued in a federal court in 2018, charged that the university's affirmative action programs discriminate against Asian-American applicants. The case resulted in the release of documents showing the strong admissions preferences Harvard, like other elite institutions, gives to athletes and children of alumni, or legacies. Many legal observers believe the case is likely to land in the U.S. Supreme Court.

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.



AFFIRMATIVE ACTION (cont.)



AFFIRMATIVE ACTION (cont.)

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
My college is planning for the possibility that courts may limit or bar the consideration of race in admissions and financial aid.								
%5 Strongly agree	5	6	4	7	6	3	5	4
%4	8	10	7	18	5	6	8	8
%3	30	26	34	38	37	16	31	35
%2	21	21	21	20	22	21	23	20
%1 Strongly disagree	36	37	33	18	28	53	32	33
I worry some Asian-American applicants to top colleges face discrimination.								
%5 Strongly agree	13	12	14	13	9	14	16	13
%4	29	31	27	29	32	29	25	25
%3	33	31	36	27	32	32	31	40
%2	16	18	14	25	18	18	14	15
%1 Strongly disagree	8	7	9	6	8	8	13	7

While the case largely centers on the role of race as a factor in admissions, it has shone a light on the advantages given to other applicants, including athletes, rural residents, those from low-income households and “legacies” whose relatives attended the college. Presidents have nuanced views on the appropriateness of legacy status as a factor in admissions, with a bare majority (52 percent) saying it is appropriate for private colleges to consider it but a similar proportion (53 percent) saying it is not appropriate for public colleges to do so.

Presidents at private and public colleges alike are more likely to say it is appropriate for private colleges than for public colleges to consider legacy status in admissions. Specifically, 60 percent of private college presidents say it is appropriate to consider legacy status in private college admissions, but only 29 percent concur with respect to public college admissions. Among public college presidents, 43 percent are supportive of private colleges considering legacy status, and 19 percent are supportive of public colleges doing so.

The outcome of the Harvard case likely will not change many presidents' minds on legacy status in admissions. Eighteen percent of presidents who support the consideration of legacy status in either private or public college admissions strongly agree or agree that the Harvard decision could change the way they view legacy status in admissions; 57 percent strongly disagree or disagree.

AFFIRMATIVE ACTION (cont.)

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
I believe it is appropriate for private colleges to consider legacy status in admissions.								
%5 Strongly agree	18	11	24	21	9	11	24	25
%4	34	32	36	44	35	27	39	42
%3	24	26	23	16	37	26	22	21
%2	12	14	11	11	11	14	7	6
%1 Strongly disagree	12	17	6	7	8	22	8	6
I believe it is appropriate for public colleges to consider legacy status in admissions.								
%5 Strongly agree	7	6	9	7	8	5	9	4
%4	17	13	20	29	17	6	23	23
%3	23	22	25	26	32	19	20	24
%2	22	24	20	19	18	26	18	24
%1 Strongly disagree	31	36	27	20	24	45	30	24
If courts bar colleges from considering race and ethnicity in admissions, my views on legacy admissions would change.*								
%5 Strongly agree	6	7	5	9	2	11	3	9
%4	12	10	12	5	18	7	14	13
%3	25	21	28	28	33	17	26	33
%2	22	29	18	28	22	33	23	8
%1 Strongly disagree	35	32	37	30	25	32	34	37

*Asked of those who strongly agree or agree it is appropriate for private or public colleges to consider legacy status in admissions (n=291)

FEDERAL HIGHER EDUCATION POLICY

The past year brought significant changes in federal policy affecting higher education, and more changes may be coming with the Democrats now the majority party in the U.S. House of Representatives. Most notably, last year the Department of Education provided new guidance on how Title IX should be applied to sexual assault cases. Colleges are now permitted to use a higher standard of evidence in adjudicating cases than they did during the Obama administration. College presidents do not much like the changes recommended by Secretary of Education Betsy DeVos, though they do acknowledge issues with the Obama regulations.

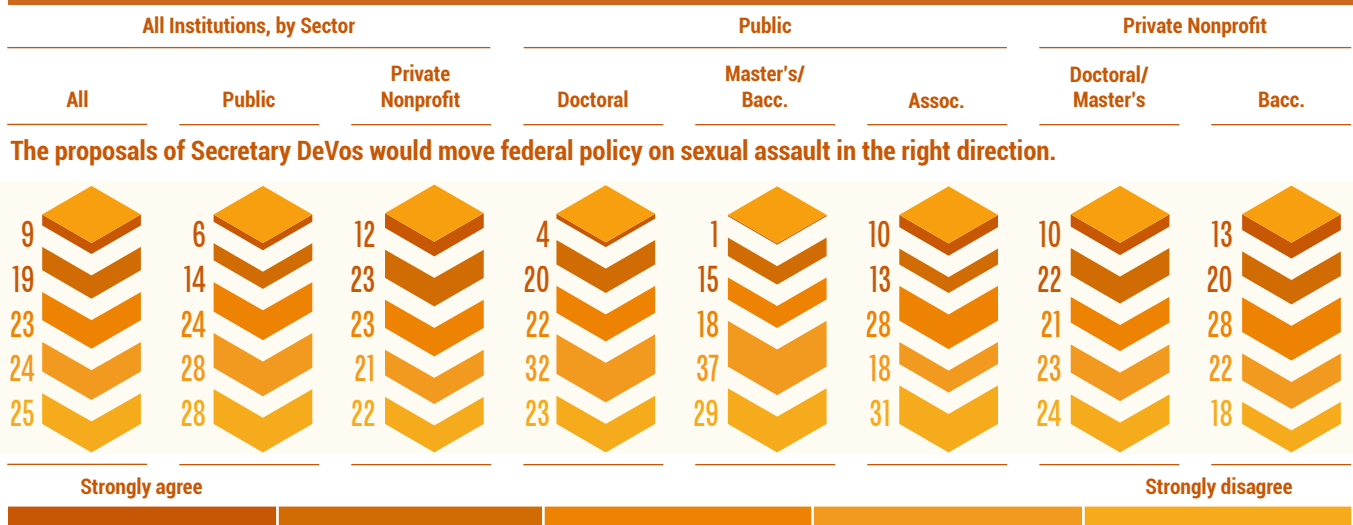
By 49 percent to 28 percent, college presidents disagree rather than agree that the proposals Secretary DeVos has made will move federal policy on sexual assault in the right direction. Public college presidents are more likely to disagree (56 percent) than private college presidents (43 percent) are. Two-thirds of college leaders disagree with the suggestion that they have not expressed their true feelings on the DeVos changes for fear of offending campus groups; just 16 percent agree.

The majority of presidents, 56 percent, strongly agree or agree that the DeVos approach will result in fewer sexual assault or harassment complaints being filed. Sixty-two percent of public college chief executives believe this will happen, as do 51 percent of private college presidents.

Presidents are sympathetic to concerns that the Obama administration regulations led to a lack of due process for those accused of sexual assault or harassment. Fifty-one percent agree and 25 percent disagree the Obama administration approach did not place enough emphasis on due process for the accused. Sixty percent of private college leaders agree with this statement, compared with 42 percent of their public college peers. However, public doctoral institution presidents are most likely to express concern about due process, with 70 percent agreeing the Obama approach did not go far enough in this respect.

Education Secretary Betsy DeVos in November proposed changes in federal regulations on how colleges must, under Title IX of the Education Amendments of 1972, prevent sexual assault of students and respond to complaints of sexual assault. The regulations would make significant shifts away from guidance offered during the Obama administration.

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.



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.
The Obama administration's approach did not place enough emphasis on due process for those accused of sexual assault or harassment.								
%5 Strongly agree	21	14	27	23	12	15	26	23
%4	30	28	33	47	24	25	33	36
%3	25	28	21	15	31	32	16	25
%2	16	19	13	8	21	16	16	11
%1 Strongly disagree	9	11	6	8	12	12	9	6
The DeVos approach will result in fewer complaints being filed by those who believe they have been assaulted or harassed.								
%5 Strongly agree	24	26	22	27	21	26	25	19
%4	32	36	29	44	40	34	35	27
%3	21	20	22	16	20	22	16	27
%2	13	9	16	9	10	9	14	18
%1 Strongly disagree	10	8	10	3	8	8	9	9
I have not expressed my true feelings on the DeVos proposals for fear of offending campus groups.								
%5 Strongly agree	6	5	7	5	3	4	8	5
%4	10	12	7	18	13	10	6	5
%3	18	16	19	23	14	17	21	15
%2	26	27	27	24	34	27	26	30
%1 Strongly disagree	40	40	40	29	36	43	39	45

FEDERAL HIGHER EDUCATION POLICY (cont.)

Female college presidents differ from male college presidents in their views of the recent changes in Title IX policy. Nineteen percent of women versus 33 percent of men say the DeVos proposals would move federal policy on sexual assault in the right direction. And 63 percent of female presidents versus 52 percent of male presidents believe there will be a decline in the number of sexual assault claims. Men (57 percent) are more likely than women (41 percent) to agree the Obama policies did not place enough emphasis on due process for those accused of sexual assault or harassment.

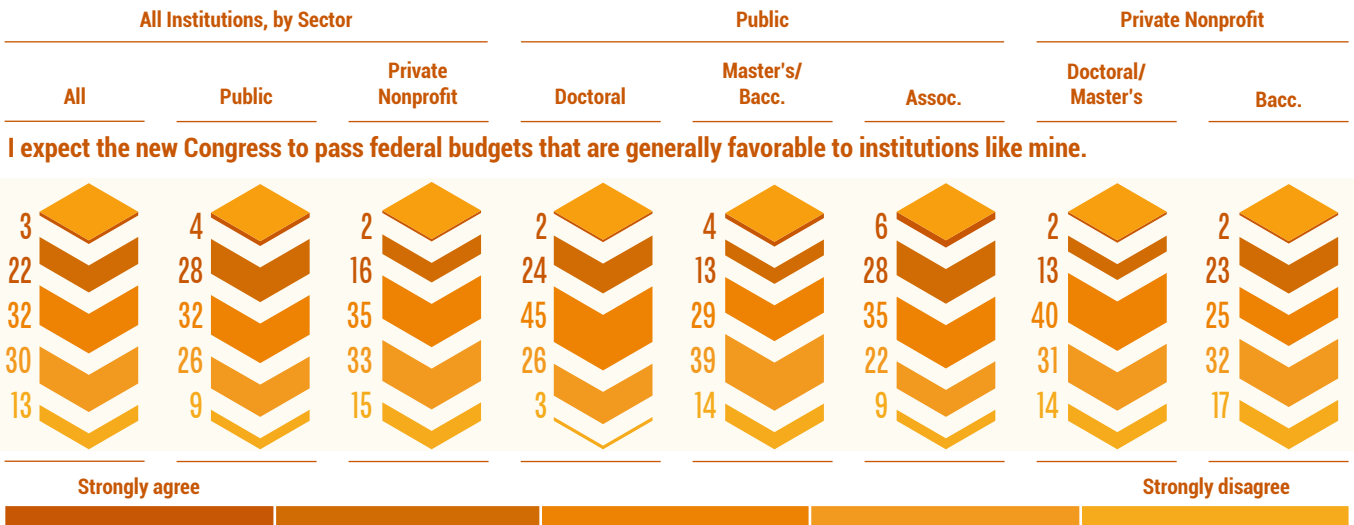
College presidents are not expecting significant change in federal higher education legislation with Democrats now the majority in the House.

Forty-three percent disagree and 24 percent agree that the new Congress will pass legislation that will benefit their institution. Public and private college presidents hold similar views on this question.

Also, by a 43 percent to 25 percent margin, college presidents disagree rather than agree the new Congress will pass federal budgets that are favorable to institutions like theirs. Public and private college presidents differ on this question, with private college presidents more pessimistic. Private college presidents tend to disagree Congress will pass favorable budgets to institutions like their own (48 percent disagree and 18 percent agree), whereas public college presidents are divided in their views (35 percent disagree and 32 percent agree).

Presidents are evenly split as to whether they believe the new Congress will pass legislation to renew the Higher Education Act – 37 percent agree and 33 percent disagree. Public doctoral and community college presidents are most likely to believe this will happen.

The next questions are about federal higher education over the next two years after the new Congress begins its session in January. 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.



FEDERAL HIGHER EDUCATION POLICY (cont.)





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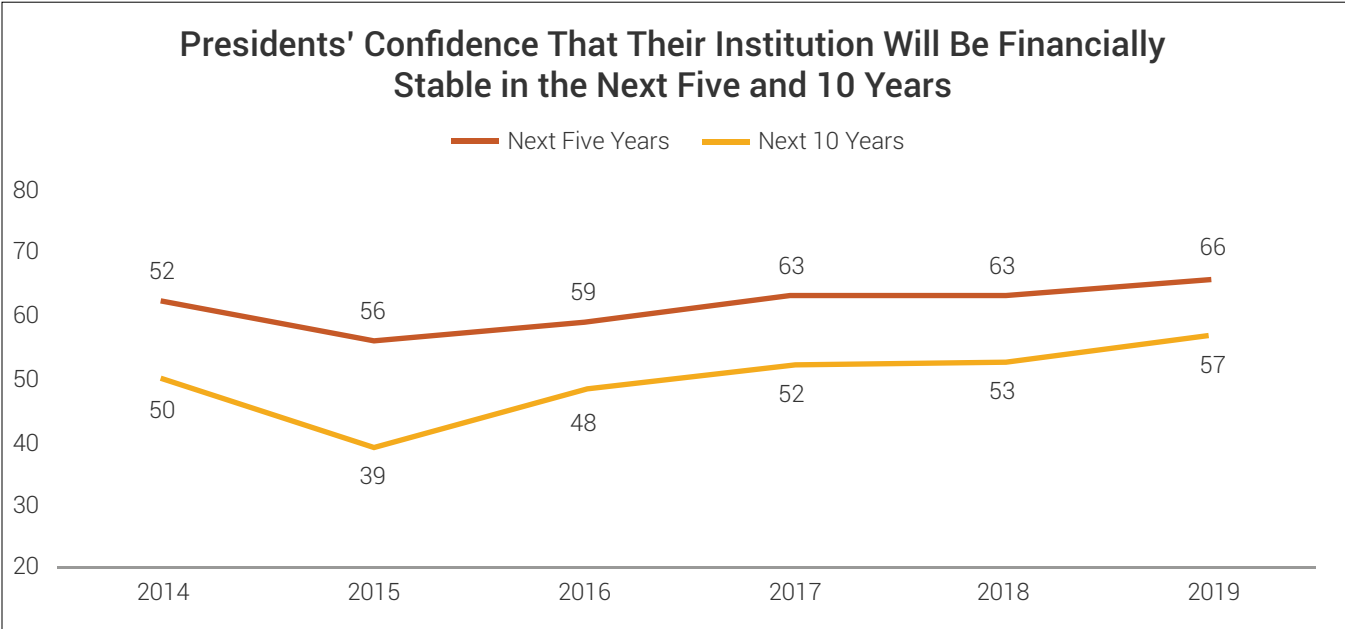
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FINANCIAL HEALTH

Presidents are more confident about the financial future of their institution over the next five and 10 years than they have been at any point in the six years since the *Inside Higher Ed* survey first asked these questions. Two-thirds of presidents now strongly agree or agree they are confident their institution will be financially stable over the next five years. Slightly fewer, 57 percent, are confident about their institution's finances over the next 10 years. The shorter- and longer-term financial assessments are modestly more positive than in the 2017 and 2018 surveys, but substantially more positive than in the 2015 and 2016 surveys.



Presidents at private and public colleges are equally likely to be confident in their institution's financial situation over the next five years, but private college leaders are more optimistic about their institution's finances in 10 years than are public college presidents, 60 percent to 52 percent.

Private baccalaureate presidents (64 percent), along with presidents of public doctoral universities (61 percent), are most confident about their institution's 10-year outlook. About half of presidents at other types of institutions say they are confident about their college's financial stability over the next 10 years.

Although presidents collectively tend to be more confident in their institutions' five-year outlook than their 10-year outlook, private baccalaureate presidents are similarly confident in each. They have been about equally confident in their institution's shorter- and longer-term financial outlooks in each of the last two years' surveys.

FINANCIAL HEALTH (cont.)

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	29	29	28	32	21	31	30	17
%4	37	37	38	49	39	32	35	41
%3	25	24	26	15	26	27	26	30
%2	8	9	7	4	11	8	6	11
%1 Strongly disagree	2	2	2	0	2	2	4	1
I am confident my institution will be financially stable over the next 10 years.								
%5 Strongly agree	21	16	23	17	11	19	21	20
%4	36	36	37	44	39	30	29	44
%3	31	32	31	29	33	35	43	24
%2	10	13	7	10	16	13	4	11
%1 Strongly disagree	2	2	1	0	2	2	3	1

Although college mergers and closures have been rare historically, there have been an increasing number in recent years as some institutions are unable to overcome the financial difficulties their college faces. College presidents expect the trend to continue — 96 percent anticipate at least some closures this year, with 30 percent believing between one and five colleges will close, 34 percent predicting 6 to 10 shutting down, and 32 percent predicting more than 10 closing.

Some struggling colleges opt to merge with other institutions rather than closing down operations. Presidents are more likely to foresee mergers involving private colleges than public colleges but expect to see mergers this year in both sectors. Ninety-seven percent of campus chief executives expect to see additional private college mergers in 2019, with 53 percent predicting there will be between one and five mergers, 28 percent between six and 10, and 16 percent more than 10 mergers. Eighty-four percent of presidents believe some public colleges will merge this year, with 60 percent expecting there will be one to five public college mergers, 17 percent between six and 10, and 7 percent thinking there will be more than 10.

Fourteen percent of presidents say they could see their own college closing or merging in the next five years, essentially unchanged from the 13 percent who said so in 2018. Presidents at public doctoral colleges and private doctoral or master's colleges are least likely to believe their college might have to merge or close within the next five years.

FINANCIAL HEALTH (cont.)

The years 2017 and 2018 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 2019 I anticipate that there will be –								
% No additional closures	3	3	3	0	2	1	0	7
% 1 to 5 closures	30	32	30	32	26	30	28	36
% 6 to 10 closures	34	36	33	50	34	38	39	31
% 11 to 20 closures	22	20	24	13	28	20	26	21
% More than 20 closures	10	9	10	5	10	10	7	5
In terms of private college mergers, in 2019 I anticipate that there will be –								
% No additional mergers	3	2	3	0	0	2	1	5
% 1 to 5 mergers	53	48	58	55	52	43	56	67
% 6 to 10 mergers	28	31	25	31	30	30	32	22
% More than 10 mergers	16	19	13	14	19	25	11	6
In terms of public college mergers, in 2019 I anticipate that there will be –								
% No additional mergers	16	14	18	16	9	13	17	23
% 1 to 5 mergers	60	63	56	65	58	62	54	58
% 6 to 10 mergers	17	17	18	19	26	18	22	14
% More than 10 mergers	7	6	8	0	7	6	7	5
I could see my college closing or merging in the next five years.								
% Yes	14	13	15	1	14	13	8	15
% No	86	87	85	99	86	87	92	85

FINANCIAL GIFTS AND FOREIGN TIES

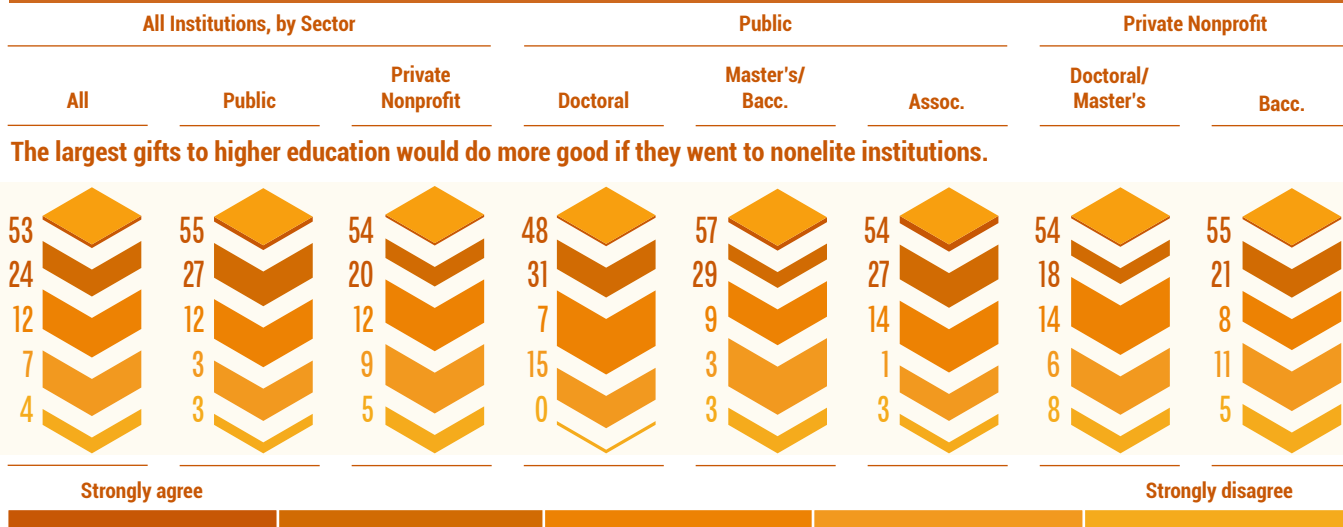
Higher education institutions commonly benefit from large charitable gifts, but such charity can sometimes spark controversy. The survey asked presidents about some of the issues that arise with respect to charitable donations. Three-quarters of presidents strongly agree or agree that the wealthiest institutions in higher education receive too large a share of philanthropic dollars. Consistent with those views, 77 percent of presidents say the largest gifts to higher education would do more good if they went to nonelite institutions.

Some donors put stipulations on how the funds they donate can be used, such as wanting input into decisions on hiring and the awarding of grant money. College presidents are more likely to believe than not to believe there has been an increase in the number of inappropriate conditions put on donations. Forty percent of presidents strongly agree or agree, while 27 percent strongly disagree or disagree, that donors of large gifts are making more inappropriate demands on the use of funds than in the past. Public college and university leaders (46 percent) are more likely than private college presidents (34 percent) to believe there is an increase in such demands.

Asked about their own experiences, 15 percent of presidents say their institution has been offered financial gifts with conditions attached that they considered inappropriate. Roughly one in three presidents, 34 percent, say they have personally rejected gifts because of strings attached about how the funds could be used. Public doctoral and private doctoral/master's institution presidents are more likely than leaders of other types of institutions to say their college has been offered gifts with inappropriate conditions attached, and to say they have personally rejected financial gifts that had stipulations on how the funds could be used.

Colleges have received considerable scrutiny in the last year over the ways they bring in millions of dollars in gifts or contracts. Large gifts have been criticized for going to institutions that are already wealthy. Institutions have been accused of letting donors have too much control over the use of funds. Some have examined higher education institution ties to foreign countries with questionable human rights records.

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.



FINANCIAL GIFTS AND FOREIGN TIES (cont.)

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
The wealthiest institutions in higher education receive too large a share of philanthropic dollars.								
%5 Strongly agree	53	55	50	50	52	55	54	53
%4	22	24	22	17	29	26	22	17
%3	14	12	15	20	11	12	11	20
%2	6	6	7	10	5	5	6	6
%1 Strongly disagree	5	3	6	3	4	3	7	5
Donors of large gifts are making more inappropriate demands on use of the funds than in the past.								
%5 Strongly agree	10	12	8	11	14	13	5	3
%4	30	34	26	31	29	38	26	30
%3	32	32	33	22	30	36	36	32
%2	19	16	22	23	15	10	25	21
%1 Strongly disagree	8	6	10	13	12	3	7	14

My college has been offered large financial gifts with strings attached that I considered inappropriate.								
	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
% Yes	15	14	17	20	15	7	20	13
% No	85	86	83	80	85	93	80	87

I have personally rejected financial gifts to my college because of strings that would have been attached about how the funds could be used.								
	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
% Yes	34	30	38	44	37	23	53	31
% No	66	70	62	56	63	77	47	69

FINANCIAL GIFTS AND FOREIGN TIES (cont.)

Colleges have increasingly expanded their institution's reach by establishing branch locations in other areas, including in foreign countries. Such endeavors can be controversial because establishing ties with other countries can be interpreted as an implicit endorsement of the country's laws and social norms. Most notably, this can occur if the country does not have the same protections for human rights that the U.S. and other Western nations do.

Sixty-four percent of presidents strongly agree or agree that colleges and universities should reconsider their involvement with countries that do not respect basic human rights. This includes 69 percent of public college presidents and 59 percent of private college leaders.

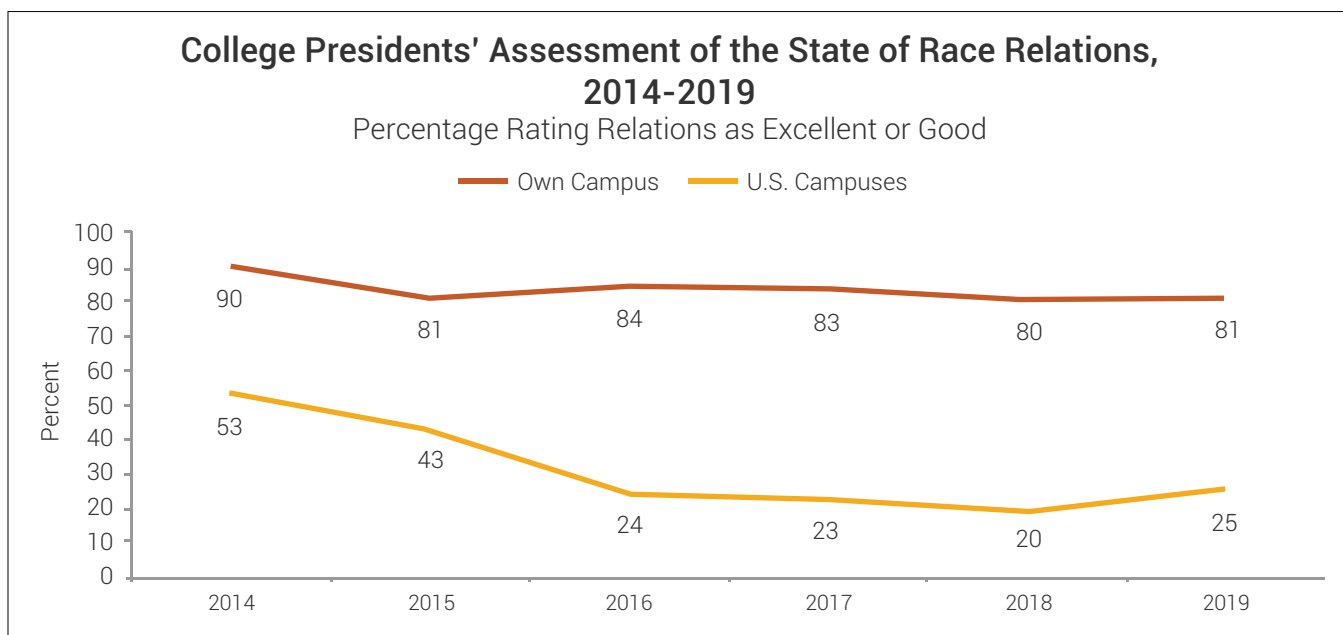
By 55 percent to 19 percent, presidents agree rather than disagree that colleges should not set up branch campuses in countries that do not respect basic human rights. Again, public college presidents are more likely to hold this view (62 percent) than are private college presidents (49 percent).

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.
Colleges and universities should reconsider their involvement with countries that do not respect basic human rights.								
%5 Strongly agree	37	39	35	25	29	43	33	27
%4	27	30	24	33	45	27	30	25
%3	23	16	30	19	12	17	26	34
%2	9	9	9	18	11	6	10	12
%1 Strongly disagree	4	6	3	5	3	6	2	2
Colleges and universities should not set up branch campuses in countries that do not respect basic human rights.								
%5 Strongly agree	33	38	29	28	34	42	26	26
%4	22	24	20	33	25	19	24	21
%3	25	19	32	18	17	23	29	30
%2	11	10	12	17	14	6	15	15
%1 Strongly disagree	8	9	7	4	10	9	6	9

RACE AND RELIGION

After reaching a new low last year, presidents' assessment of race relations on U.S. college campuses has improved modestly, with 25 percent now describing race relations as excellent or good compared with 20 percent in 2018. Presidents are still much more negative about race relations than they were in 2014 and 2015, before a wave of protests on race swept across U.S. campuses.

Presidents remain positive about race relations on their own campus, with 81 percent describing them as excellent or good, similar to ratings in past years but not as positive as in 2014.



RACE AND RELIGION (cont.)

Over all, 18 percent of presidents say race relations at their college are “excellent,” and 63 percent say they are “good.” Eighteen percent describe race relations as fair and 1 percent as poor. Public doctoral university presidents are slightly less positive about race relations at their institutions than are presidents at other colleges.

Only 1 percent of college presidents believe race relations on college campuses across the country are excellent, while 24 percent believe they are good and the majority, 66 percent, fair. Nine percent believe race relations on college campuses are poor, down from 14 percent a year ago.

As you may know, there has recently been intense discussion about race and religion 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	18	17	15	9	8	22	17	12
% Good	63	60	68	60	72	59	61	70
% Fair	18	21	17	31	19	18	22	17
% Poor	1	1	1	0	1	2	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	<1	0	1	1	0	0
% Good	24	25	23	28	16	29	20	25
% Fair	66	67	65	63	73	63	70	60
% Poor	9	7	12	8	10	8	11	15

RACE AND RELIGION (cont.)

Last fall, there were a number of anti-Jewish incidents on college campuses. Relatively few presidents, 12 percent, report an increase in anti-Semitism on their campus. The vast majority, 81 percent, say there has been no change, while 7 percent report a decrease. Presidents at four-year public institutions are most likely to perceive an increase in anti-Semitism at their college, including 24 percent of those at public doctoral institutions and 22 percent of those at public master's or baccalaureate institutions.

Similar to the pattern seen with race, presidents are much more likely to see conditions as worse on college campuses nationwide than on their own. Roughly two-thirds of college presidents perceive that anti-Semitism is increasing a lot (12 percent) or a little (53 percent) on college campuses. Twenty-eight percent do not believe there has been any change, while 7 percent think there has been a decrease in anti-Semitism. Presidents at four-year public institutions are most likely to perceive an increase in anti-Semitism at U.S. colleges.

As you may know, there has recently been intense discussion about race and religion 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.
Over the past few years, do you think anti-semitism on your campus is –								
% Increasing a lot	1	2	1	0	6	1	1	<1
% Increasing a little	11	14	8	24	16	7	6	7
% Neither increasing nor decreasing	81	77	84	66	74	85	86	85
% Decreasing a little	5	5	5	5	4	6	5	6
% Decreasing a lot	2	2	2	5	0	1	1	2
Over the past few years, do you think anti-semitism on U.S. college campuses is –								
% Increasing a lot	12	11	15	17	12	8	14	9
% Increasing a little	53	55	53	62	69	53	50	59
% Neither increasing nor decreasing	28	27	27	14	17	30	34	27
% Decreasing a little	5	5	5	5	2	7	1	5
% Decreasing a lot	2	2	1	2	0	2	1	0

Presidents of colleges in the East are more likely than those in other regions to say anti-Semitism has been increasing on their campus and on U.S. college campuses more broadly. Specifically, 20 percent of Eastern college presidents say anti-Semitism has been increasing at their college, compared with 9 percent of those in the Midwest, 7 percent in the South and 14 percent in the West. Also, 83 percent of Eastern college presidents say anti-Semitism has been increasing on U.S. college campuses, as do 61 percent of those in the Midwest, 57 percent in the South and 64 percent in the West.



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TEXTBOOK AFFORDABILITY

College presidents likely concur with many students and parents in believing that textbooks and course materials cost too much – 87 percent agree they cost too much, including 57 percent who strongly agree.

Presidents are open to using free, open educational resources in college courses as an alternative to textbooks: 85 percent strongly agree or agree that colleges should embrace such materials. A slim majority of presidents, 51 percent, also endorse the idea of taking some control away from faculty in choosing course materials to save students money on textbooks; 27 percent disagree with this approach.

Presidents are divided on whether faculty members and institutions should be open to changing to lower-cost course materials that may not be of the same quality as the higher-priced options. Thirty-nine percent agree with this idea, while 37 percent disagree. Last year, presidents were more likely to favor (44 percent) than oppose (34 percent) that approach.

Public institution presidents are more likely than those at private institutions to believe textbooks cost too much and are more supportive of ways to save students money on textbooks.

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	57	66	49	55	56	70	47	46
%4	30	28	32	37	34	27	38	35
%3	10	5	15	7	10	3	13	13
%2	2	<1	4	1	0	0	2	5
%1 Strongly disagree	1	1	1	0	0	0	1	1
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	20	14	14	15	22	12	20
%4	22	25	21	26	21	24	28	17
%3	24	22	25	14	23	21	20	24
%2	24	23	26	31	33	20	26	28
%1 Strongly disagree	13	11	14	15	8	12	14	11

TEXTBOOK AFFORDABILITY (cont.)

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
Colleges should embrace open educational resources, free and openly licensed online educational material.								
%5 Strongly agree	49	58	40	52	50	59	30	44
%4	36	32	40	35	43	31	44	36
%3	13	8	17	12	7	10	20	14
%2	2	2	3	2	0	0	5	4
%1 Strongly disagree	<1	0	1	0	0	0	0	1
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	18	21	14	12	15	24	10	20
%4	33	34	32	41	28	34	31	28
%3	22	21	23	19	29	19	25	23
%2	16	14	19	18	14	17	17	21
%1 Strongly disagree	11	9	12	10	14	6	16	8

TEXTBOOK AFFORDABILITY (cont.)

Inside Higher Ed surveys have asked some of the same questions about textbooks of faculty members and chief academic officers (CAOs). Presidents are similar to CAOs in their opinions about changing textbooks to save students money. Both CAOs and presidents are divided in their opinions on the desirability of using cheaper, but possibly lower-quality, options. However, they are sympathetic to the idea that saving students money justifies some loss of faculty control in course material selection.

Faculty members, though, hold very different views from college leadership. Faculty members are more likely to oppose than to support the idea of changing to lower-cost options that may be of lesser quality. Also by a nearly three-to-one margin, faculty members reject the idea of yielding control of course material selection in an effort to save students money on textbooks.

College Officials' Opinions About Textbooks			
	Presidents	Chief Academic Officers	Faculty Members
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.			
% Strongly agree/Agree	39	37	32
% Strongly disagree/Disagree	37	37	49
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.			
% Strongly agree/Agree	51	46	21
% Strongly disagree/Disagree	27	34	60

n/a=Not asked

IMAGE OF HIGHER EDUCATION

College presidents believe the public is harboring numerous misperceptions about higher education. Just 16 percent strongly agree or agree, while 50 percent strongly disagree or disagree, that most Americans have an accurate view of the purpose of higher education.

Similarly, 18 percent of presidents strongly agree or agree, and 55 percent strongly disagree or disagree, that most Americans have an accurate view of the purpose of their institution's sector of higher education. Private college presidents (60 percent) are more likely than public college presidents (49 percent) to disagree that Americans understand their sector's purpose.

Among the specific misperceptions college presidents believe the public holds are:

- Higher education is less affordable than it is, as a result of attention to student debt. Eighty-four percent of presidents strongly agree or agree this is the case.
- Colleges are wealthier than they are, due to attention given to large college endowments. Seventy-seven percent of presidents strongly agree or agree with this idea.
- Higher education has misplaced priorities because of the amenities that some colleges offer to entice students to enroll. Sixty-eight percent strongly agree or agree.
- About half of college presidents, 52 percent, agree that people think colleges are less welcoming of diverse populations because of attention given to racial protests on college campuses.

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.
Most Americans have an accurate view of the purpose of higher education.								
%5 Strongly agree	1	2	<1	4	0	<1	0	1
%4	15	14	15	17	9	16	11	12
%3	34	35	34	35	38	35	35	39
%2	38	38	38	33	44	34	39	39
%1 Strongly disagree	12	11	13	12	9	15	15	9
Most Americans have an accurate view of the purpose of my sector of higher education.								
%5 Strongly agree	4	4	3	4	0	4	2	1
%4	14	19	10	18	13	22	10	7
%3	28	29	27	32	29	29	21	33
%2	38	36	41	35	44	30	49	40
%1 Strongly disagree	17	13	19	12	14	15	18	20

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.
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	41	37	45	35	39	32	50	44
%4	43	44	42	51	47	44	41	41
%3	12	15	9	9	9	19	8	10
%2	3	3	3	3	5	3	1	5
%1 Strongly disagree	1	1	0	2	0	2	0	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	11	10	12	12	7	8	16	9
%4	41	43	41	53	46	38	40	36
%3	28	26	28	16	28	31	23	35
%2	15	16	14	20	19	14	16	14
%1 Strongly disagree	5	5	5	0	0	9	5	6
Attention to large endowments at some institutions has created a perception that most colleges are wealthier than they are.								
%5 Strongly agree	36	31	42	28	33	27	49	41
%4	41	42	40	50	43	46	39	43
%3	17	22	13	13	18	21	7	10
%2	4	4	4	7	5	5	4	5
%1 Strongly disagree	1	1	1	2	1	1	1	1
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	26	25	27	17	23	26	23	29
%4	42	48	38	63	43	44	39	41
%3	20	17	23	14	21	20	29	18
%2	10	8	11	4	8	8	9	11
%1 Strongly disagree	3	3	2	2	4	3	1	2

IMAGE OF HIGHER EDUCATION (cont.)

College presidents' opinions on the image of higher education have generally been stable in recent years. However, fewer presidents this year than in 2018 strongly agree or agree that higher education is viewed as having misplaced priorities because of the amenities some colleges offer (68 percent, down from 78 percent) and that colleges are viewed as wealthier than they are because of attention to large endowments (77 percent, down from 84 percent).

Such misperceptions may help explain why Americans' confidence in higher education has declined in recent years. Asked to assess how responsible each of four factors are for declining support for higher education, presidents are most inclined to believe concerns about college affordability and student debt are driving the change in attitudes. Fifty-seven percent of presidents say these financial concerns are very responsible for decreasing support for higher education.

Fewer, 38 percent, believe concerns about career preparation are very responsible, and 28 percent say the same about the perception of liberal bias in higher education. Presidents are much less likely to believe underrepresentation of low-income students is affecting support for higher education, with just 8 percent saying it is very responsible.

At least half, however, think each of the four factors are at least somewhat responsible for declining confidence in higher education.



IMAGE OF HIGHER EDUCATION (cont.)

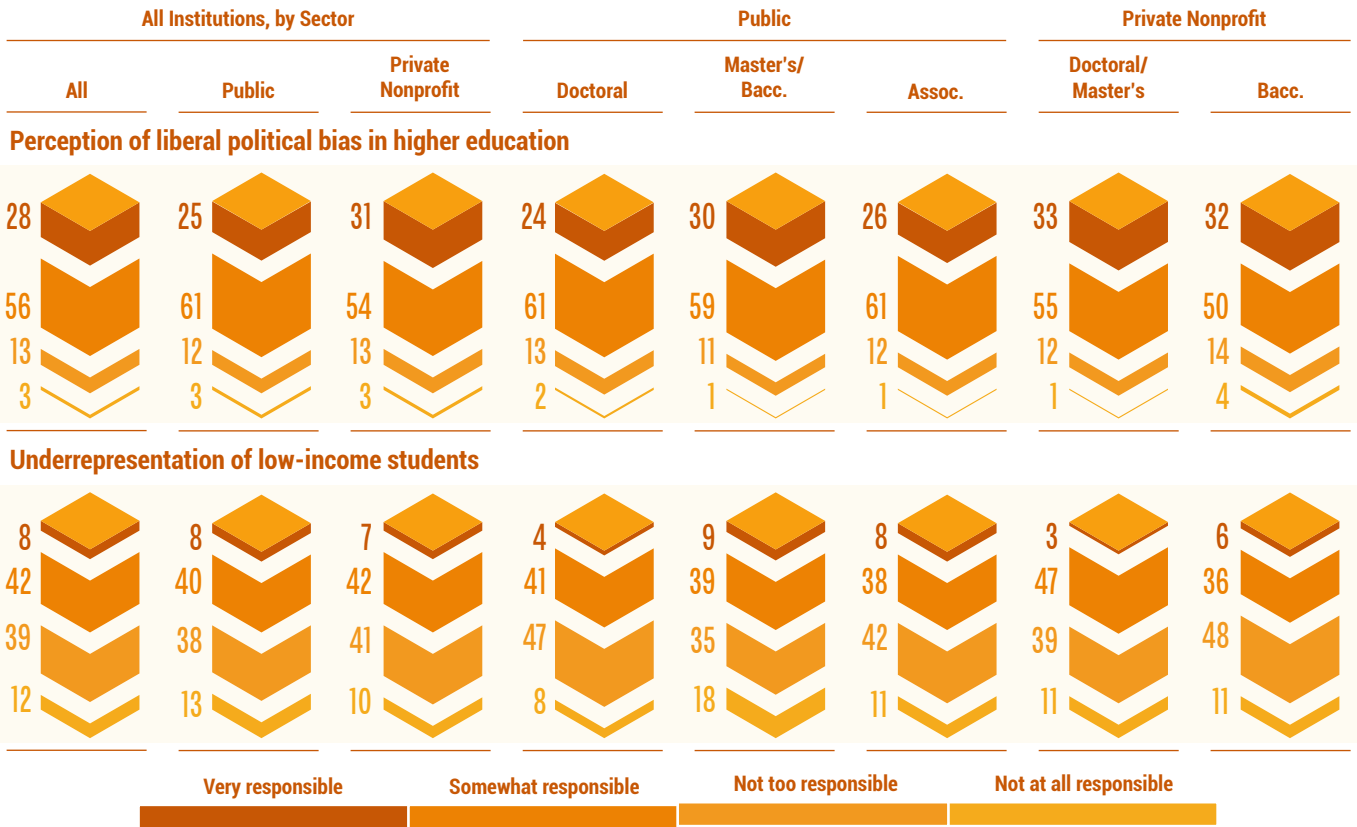


IMAGE OF HIGHER EDUCATION (cont.)

Presidents are less likely to believe concerns about affordability and debt are very responsible for declining support for higher education than they were a year ago, when 63 percent held this view.

Declining confidence in higher education has been more apparent among Americans who are politically Republican than among other political subgroups. Two-thirds of presidents strongly agree or agree they are worried about Republicans' increasing skepticism about higher education. Presidents at four-year public universities are especially concerned, with 84 percent indicating they are worried. There are regional differences as well, with 60 percent of those in the South expressing concern, compared with between 71 percent and 76 percent of presidents in the other major regions of the U.S.

Fifty-nine percent of presidents strongly agree or agree that perceptions of colleges as places that are intolerant of conservative political views are having a major negative impact on higher education.

However, college presidents do not believe Republican doubts about higher education are justified – 15 percent agree they are, while 69 percent disagree. One reason they may think the doubts are not justified is that they believe classrooms on their campus are as welcoming to conservative students as they are to liberal ones – 62 percent strongly agree or agree this is the case, while 18 percent strongly disagree or disagree. Presidents also evenly divide as to whether perceptions of colleges as places intolerant of conservative views are accurate – 37 percent agree they are, while 40 percent disagree.

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	33	39	29	47	40	34	34	27
%4	33	35	32	37	44	33	35	34
%3	17	14	21	11	8	18	21	19
%2	9	7	11	5	7	8	6	14
%1 Strongly disagree	7	5	7	0	2	7	5	5
Republican doubts about higher education are justified.								
%5 Strongly agree	3	3	4	0	2	4	5	3
%4	12	9	15	8	9	10	10	9
%3	16	18	14	15	13	23	14	13
%2	30	33	27	32	31	34	29	26
%1 Strongly disagree	39	37	41	45	45	30	42	49

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 having a major negative impact on attitudes about higher education.								
%5 Strongly agree	18	18	18	16	15	16	25	16
%4	41	42	41	51	40	42	35	48
%3	30	31	30	26	33	31	30	22
%2	9	7	10	3	8	8	9	14
%1 Strongly disagree	2	3	1	3	5	3	1	1
The perception of colleges as places that are intolerant of conservative views is accurate.								
%5 Strongly agree	11	8	14	5	7	9	17	12
%4	26	25	26	27	18	24	24	28
%3	22	21	24	18	26	22	26	23
%2	26	29	24	29	33	29	20	25
%1 Strongly disagree	14	17	12	21	16	16	14	13
Classrooms on my campus are as welcoming to conservative students as they are to liberal students.								
%5 Strongly agree	28	26	28	15	17	34	32	20
%4	34	36	32	44	37	36	26	40
%3	21	20	23	18	29	19	22	23
%2	14	14	14	18	15	11	16	12
%1 Strongly disagree	4	3	4	5	2	1	3	5

Opinions on some of these matters have changed in the past year. Presidents are less likely now (66 percent) than in 2018 (77 percent) to express worry about Republican skepticism about higher education. They are also less inclined to believe that perceptions of colleges as intolerant of conservative views are having a major negative impact on higher education, with the 59 percent holding that view down from 65 percent last year.

At the same time, slightly more presidents agree now (37 percent) than did so last year (32 percent) that perceptions of colleges as intolerant of conservative views are accurate.



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PREPARATION FOR THE JOB

Presidents are most likely to say their prior roles prepared them well for handling academic affairs and working with faculty members. They are least likely to say they were well-prepared for handling fund raising and digital learning when they became a president.

More than 8 in 10 presidents say they were well-prepared for working with faculty members (84 percent) and for academic affairs (83 percent), with half or more saying they were "very well-prepared" in these two areas. Close to 7 in 10 say they were well-prepared for financial management (68 percent) and admissions and enrollment management (68 percent). Sixty-four percent say they were well-prepared for working with trustees, and 59 percent for public and media relations.

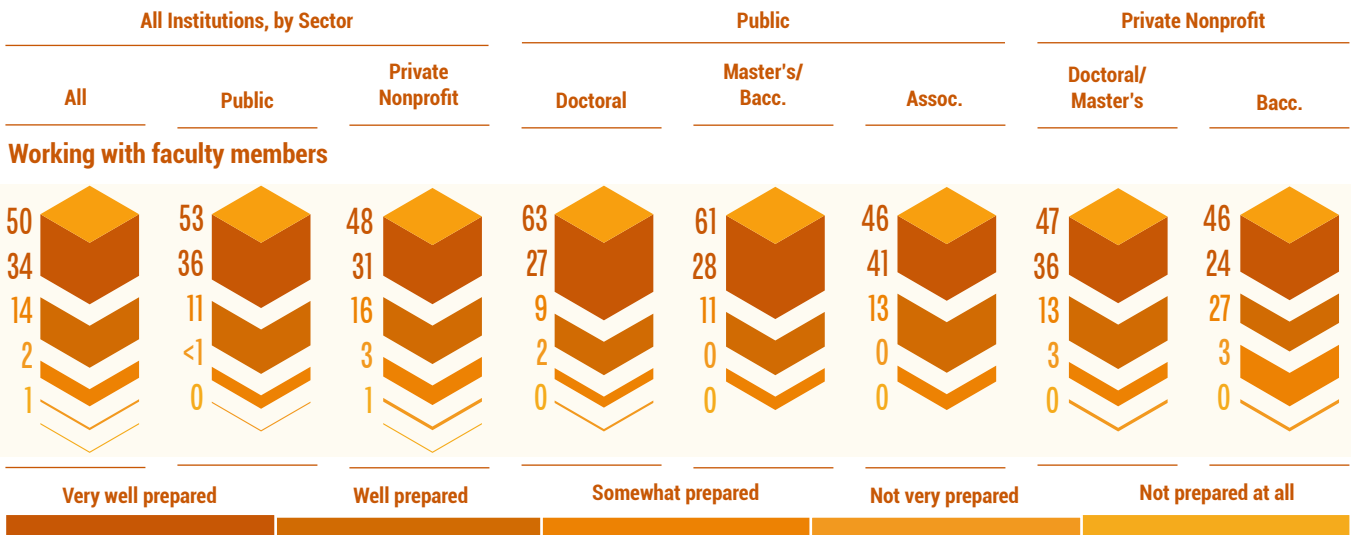
Barely half of presidents believe they were well-prepared to deal with race relations (52 percent), athletics (51 percent), hot-button student affairs issues like sexual assault or drinking (51 percent), and government relations (50 percent). Forty-nine percent thought they were well-prepared for digital learning and 48 percent for fund raising.

Presidents' responses on these items were very similar to last year. The biggest difference was a four-point increase in the percentage who say they were well-prepared for their duties related to digital learning.

Some of the areas public college presidents believe they were better prepared for than private college presidents include working with faculty members (89 percent to 79 percent), government relations (57 percent to 44 percent) and digital learning (52 percent to 45 percent). In contrast, more private college presidents thought they were prepared for fundraising (54 percent to 44 percent) and athletics (57 percent to 46 percent).

Just 34 percent of public associate college presidents say they were well-prepared to handle fund raising, much lower than for presidents at other types of institutions. Also, public doctoral institution presidents are significantly more likely than their peers to think they were prepared for government relations (80 percent), financial management (80 percent) and fundraising (77 percent), but significantly less likely to be prepared for athletics (35 percent).

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.



PREPARATION FOR THE JOB (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	52	55	49	59	65	51	52	44
% Well prepared	31	31	31	31	27	29	30	32
% Somewhat prepared	15	14	15	10	8	18	12	23
% Not very prepared	2	1	3	0	0	1	5	1
% Not prepared at all	1	0	1	0	0	0	0	0
Financial management								
% Very well prepared	29	25	32	35	26	24	34	26
% Well prepared	39	43	35	45	47	37	36	37
% Somewhat prepared	27	28	27	18	26	32	25	33
% Not very prepared	5	4	5	2	1	6	5	5
% Not prepared at all	0	0	0	0	0	0	0	0
Admissions/enrollment management								
% Very well prepared	27	26	26	35	26	27	29	23
% Well prepared	41	44	40	42	40	43	42	39
% Somewhat prepared	27	27	27	21	25	26	19	31
% Not very prepared	5	4	7	2	9	3	9	7
% Not prepared at all	<1	0	<1	0	0	0	1	0
Working with trustees								
% Very well prepared	25	22	27	27	24	15	26	27
% Well prepared	39	38	39	43	39	39	35	49
% Somewhat prepared	27	31	25	24	32	33	31	14
% Not very prepared	8	8	7	4	4	11	6	7
% Not prepared at all	2	1	2	1	0	2	2	3

PREPARATION FOR THE JOB (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	21	21	21	24	29	19	24	16
% Well prepared	38	39	37	44	40	37	39	45
% Somewhat prepared	33	34	33	27	28	37	29	34
% Not very prepared	7	6	8	3	2	7	8	5
% Not prepared at all	1	<1	1	2	0	<1	0	0
Race relations								
% Very well prepared	14	15	14	9	23	13	9	21
% Well prepared	38	35	39	38	37	36	42	38
% Somewhat prepared	37	38	37	42	33	37	40	33
% Not very prepared	10	11	9	11	7	14	9	6
% Not prepared at all	1	<1	1	0	0	1	0	2
Athletics								
% Very well prepared	20	15	25	10	17	14	17	28
% Well prepared	31	31	32	25	34	30	30	35
% Somewhat prepared	29	32	25	40	29	32	34	22
% Not very prepared	18	21	15	20	17	23	17	14
% Not prepared at all	2	2	3	5	3	1	2	1
Hot button student affairs issues (sexual assault, drinking, Greek life)								
% Very well prepared	13	13	13	9	21	12	10	18
% Well prepared	38	36	40	35	42	35	36	42
% Somewhat prepared	38	41	34	50	34	42	44	29
% Not very prepared	11	9	12	6	4	10	9	9
% Not prepared at all	1	<1	1	0	0	1	1	1

PREPARATION FOR THE JOB (cont.)

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
Government relations								
% Very well prepared	20	23	16	38	28	18	19	16
% Well prepared	30	34	28	42	33	35	25	35
% Somewhat prepared	35	34	36	16	29	36	32	36
% Not very prepared	12	8	16	4	8	10	21	11
% Not prepared at all	3	1	4	0	1	1	3	2
Digital learning								
% Very well prepared	16	16	14	18	19	14	14	10
% Well prepared	33	36	31	26	31	40	27	30
% Somewhat prepared	34	34	36	41	27	34	37	35
% Not very prepared	13	13	14	16	19	10	16	17
% Not prepared at all	3	1	5	0	3	1	5	8
Fundraising								
% Very well prepared	19	17	22	37	23	12	26	27
% Well prepared	29	27	32	40	32	22	39	38
% Somewhat prepared	37	42	32	19	33	46	24	26
% Not very prepared	11	11	10	5	11	16	8	6
% Not prepared at all	4	3	4	0	1	3	3	3

INSTITUTION AND PERSONAL DEMOGRAPHICS

What is your age?	% Overall
Younger than 30	0
30 to 39	1
40 to 49	8
50 to 59	33
60 to 69	49
70 and older	9

What is your gender?	% Overall
Male	69
Female	31

How many years have you served as the president at this institution?	Overall %
Less than six months	2
Six months to less than three years	31
Three years to less than five years	22
Five years to less than 10 years	26
10 or more years	18

How many years have you served as the president at any institution?	Overall %
Less than six months	2
Six months to less than three years	21
Three years to less than five years	18
Five years to less than 10 years	30
10 or more years	29

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