to a web-based model of instruction this year.

Faculty teaching configurations are likely to remain constant for most institutions.

Few university presidents strongly agree they will shift undergraduate teaching to senior faculty (6 percent) or to part-time or non-tenured faculty (8 percent), although that proportion rises above 45 percent for public baccalaureate and community college leaders when those who "agree" are included.

Only 9 percent of all presidents strongly agree they will increase teaching loads for full-time faculty this year, but twice as many (18 percent) agree.

About 3 in 10 presidents agree or strongly agree that they will promote early retirement programs for faculty this year.

About 2 in 10 (21 percent) agree or strongly agree they will establish renewable multi-year contracts rather than tenure-based contracts for faculty, but that number is driven higher because 55 percent of for-profit college presidents answered that way.

TABLE 2

Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statement about issues facing your institution this year: My institution will implement the following strategies this year:

	ALL INSTITUTIONS BY SECTOR (% 5)				PUBLIC (% 5)				PRIVATE NONPROFIT (% 5)			
	All	Public	Private	For-Profit	Doctoral	Master's	Bacc.	Assoc.	Doctoral	Master's	Bacc.	Assoc.
Reducing administrative positions	11%	11%	8%	20%	13%	13%	12%	11%	13%	8%	7%	9%
Reducing student support services	3%	3%	2%	13%	0%	4%	2%	3%	3%	2%	1%	0%
Eliminating under performing academic programs	16%	19%	11%	21%	5%	17%	26%	21%	21%	10%	12%	0%
Shifting more undergraduate teaching to senior faculty members	6%	5%	6%	9%	3%	3%	13%	6%	7%	5%	6%	0%
Increasing teaching loads for full-time faculty	9%	8%	9%	25%	5%	5%	13%	8%	7%	8%	6%	9%
Promoting early retirement programs	12%	10%	15%	4%	14%	5%	14%	9%	27%	14%	13%	18%
Exploring collaboration opportunities for academic programs with other institutions	37%	38%	37%	25%	34%	32%	33%	41%	33%	36%	29%	55%
Exploring collaboration opportunities for administrative services with other institutions	19%	20%	19%	20%	18%	14%	15%	21%	11%	22%	21%	18%
Outsourcing more administrative services	9%	10%	6%	18%	17%	4%	7%	11%	4%	7%	7%	0%
Outsourcing more academic programs	3%	3%	1%	8%	3%	1%	2%	4%	3%	1%	1%	0%
Shifting from a classroom-based to a web-based model of instruction	10%	11%	7%	16%	13%	12%	5%	12%	13%	7%	4%	0%
Cutting spending for athletic programs	4%	4%	4%	7%	3%	4%	3%	6%	4%	1%	4%	29%
Salary freezes for administrators	15%	14%	13%	36%	5%	22%	16%	12%	21%	14%	12%	0%