

reducing the reliance on adjunct faculty will be an issue of focus this year.

CAOs of public sector colleges are more likely than those from private institutions to strongly agree that the rising demand for assessment by accreditors is a challenging issue confronting the institution. Similar numbers (27 percent) strongly agree

that rising demand for assessment from state and federal agencies is an issue challenging the institution this year.

Few (13 percent) strongly agreed that strengthening academic rigor is a big challenge this year, but many CAOs of public sector colleges and universities (67 percent) strongly agree that improving retention and degree

completion is an issue. Nearly eight in 10 (79 percent) agree or strongly agree that improving academic performance of underprepared students is a challenge in the coming year.

However, fewer -- about half (52 percent) -- agree or strongly agree that recruiting better prepared students is a challenging issue.

**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. This year, the following issues will be a challenge confronting my institution: (Here and throughout, the tables show the proportion of respondents answering "5" to the question.)

	ALL INSTITUTIONS BY SECTOR (% 5)				PUBLIC (% 5)				PRIVATE NONPROFIT (% 5)		
	All	Public	Private	For-Profit	Doctoral	Master's	Bacc.	Assoc.	Doctoral	Master's	Bacc.
Budget shortfalls	43%	51%	34%	30%	49%	53%	62%	48%	18%	34%	36%
Maintaining the quality of academic programs and services	17%	21%	12%	18%	25%	21%	17%	22%	9%	12%	12%
Expanding online education programs	24%	24%	27%	12%	34%	28%	19%	20%	26%	33%	21%
Reducing reliance on adjunct faculty	13%	16%	10%	10%	16%	17%	12%	17%	0%	12%	11%
Rising demands for assessment from accreditors	27%	31%	22%	35%	13%	24%	36%	36%	6%	35%	28%
Rising demands for assessment from state and federal agencies	27%	31%	22%	35%	20%	28%	23%	37%	18%	26%	19%
Strengthening academic rigor	13%	13%	15%	16%	11%	13%	15%	12%	15%	15%	16%
Improving retention and degree completion	56%	67%	43%	47%	66%	72%	67%	68%	25%	49%	46%
Improving academic performance of underprepared students	43%	54%	29%	43%	33%	44%	44%	67%	12%	26%	34%
Recruiting better prepared students	22%	20%	23%	33%	24%	28%	21%	17%	12%	22%	23%
Revamping curriculum	15%	14%	16%	20%	9%	16%	14%	15%	9%	15%	18%
Re-envisioning the role of faculty in teaching and instruction	18%	19%	16%	16%	17%	17%	20%	21%	24%	17%	12%
Aligning academic programs with good jobs	16%	17%	15%	24%	9%	10%	13%	22%	12%	19%	13%
Preparing students for engaged citizenship	15%	13%	17%	12%	16%	14%	17%	12%	18%	19%	17%

As seen in Table 3 below, a majority of CAOs say they plan to increase emphasis on the following practices: cutting underperforming academic programs (58 percent), funding programs based on alignment with the institution’s mission (74 percent), collaborating with other institutions (85 percent), and expanding online programs and offerings (76 percent). Half say they will increase emphasis on dismissing underperforming faculty. Few say they will alter their tenure policies, cut athletics spending, or reconsider their institution’s mission.

**TABLE 3**

Please indicate whether you plan to INCREASE emphasis on the following practices at your institution over the next year.

	ALL INSTITUTIONS BY SECTOR (% YES)				PUBLIC (% YES)				PRIVATE NONPROFIT (% YES)		
	All	Public	Private	For-Profit	Doctoral	Master's	Bacc.	Assoc.	Doctoral	Master's	Bacc.
Cutting underperforming academic programs	58%	64%	50%	61%	53%	67%	71%	66%	56%	61%	42%
Dismissing underperforming faculty	50%	48%	50%	73%	42%	41%	49%	50%	50%	55%	42%
Dismissing underperforming tenured faculty	21%	22%	19%	36%	17%	19%	23%	24%	18%	21%	18%
Altering tenure policy	20%	19%	20%	15%	18%	25%	29%	14%	19%	19%	21%
Promoting retirement of older faculty	40%	33%	51%	21%	45%	33%	31%	29%	61%	57%	46%
Increasing teaching loads for full-time faculty	14%	15%	11%	24%	22%	15%	16%	12%	12%	15%	7%
Funding programs based on the alignment with our mission	74%	78%	72%	51%	92%	80%	77%	74%	82%	72%	69%
Increasing use of part-time faculty	24%	26%	20%	33%	10%	22%	21%	32%	16%	18%	19%
Increasing collaboration with other colleges and universities	85%	91%	78%	77%	86%	89%	87%	94%	76%	76%	78%
Changing the mission of the institution	6%	8%	3%	15%	5%	13%	10%	7%	6%	3%	2%
Expanding online programs and offerings	76%	80%	74%	67%	97%	85%	84%	73%	91%	87%	59%
Cutting athletic programs	5%	4%	5%	3%	2%	3%	0%	7%	3%	5%	7%

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**A majority of chief academic officers say they will increase emphasis on cutting underperforming academic programs and collaborating with other institutions.**

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to tout the value of faculty unions with only 3 percent strongly agreeing that faculty unions benefit higher education

institutions. Fifteen times as many (45 percent) strongly disagree with this statement. This trend is true across

institution types. Twenty-eight percent of CAOs who responded report their institution has faculty unions.

**TABLE 10**

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

	ALL INSTITUTIONS BY SECTOR (% 5)				PUBLIC (% 5)				PRIVATE NONPROFIT (% 5)		
	All	Public	Private	For-Profit	Doctoral	Master's	Bacc.	Assoc.	Doctoral	Master's	Bacc.
Too many teaching institutions now overemphasize faculty research.	15%	16%	14%	16%	11%	11%	14%	22%	13%	16%	11%
Tenure remains important and viable at my institution.	39%	38%	44%	3%	58%	48%	46%	23%	42%	41%	51%
In general, faculty unions benefit higher education institutions.	3%	4%	2%	0%	0%	5%	5%	5%	4%	3%	1%

Most chief academic officers (65 percent), across institutions and sectors, say they rely significantly on non-tenure track faculty for instruction. Public CAOs are more likely (71 percent) than private college (55 percent) CAOs to

say they rely significantly on this faculty subgroup.

Overall, CAOs are twice as likely to say their institution will become more reliant (23 percent) than less reliant (11 percent) on non-tenure track faculty

for instruction. This is true for both public and private sector institutions. The majority (66 percent) say their institution would be about as reliant in the future as it is today on non-tenure track faculty.

**TABLE 11**

	ALL INSTITUTIONS BY SECTOR (% YES)				PUBLIC (% YES)				PRIVATE NONPROFIT (% YES)		
	All	Public	Private	For-Profit	Doctoral	Master's	Bacc.	Assoc.	Doctoral	Master's	Bacc.
Does your institution have faculty unions?	28%	48%	5%	6%	31%	54%	32%	55%	6%	6%	2%
Does your institution rely significantly on non-tenure track faculty for instruction?	65%	71%	55%	93%	82%	69%	60%	71%	60%	63%	44%

**TABLE 12**

In the future, do you anticipate that your institution will become more reliant, less reliant, or will it be about as reliant as it is today on non-tenure track faculty for instruction?

	ALL INSTITUTIONS BY SECTOR (%)				PUBLIC (%)				PRIVATE NONPROFIT (%)		
	All	Public	Private	For-Profit	Doctoral	Master's	Bacc.	Assoc.	Doctoral	Master's	Bacc.
Less reliant on non-tenure track faculty	11%	11%	12%	8%	14%	16%	10%	7%	7%	14%	13%
As reliant as it is today on non-tenure track faculty	66%	67%	64%	66%	62%	63%	61%	72%	67%	61%	65%
More reliant on non-tenure track faculty	23%	22%	23%	26%	25%	21%	29%	21%	27%	26%	22%