

INSIDE
HIGHER ED

2022 Survey of

College and University Presidents

A SURVEY BY *INSIDE HIGHER ED* AND HANOVER RESEARCH

SCOTT JASCHIK & DOUG LEDERMAN
EDITORS, *INSIDE HIGHER ED*

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Data Talks

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ⁱ<https://www.thinkimpact.com/college-dropout-rates/>
ⁱⁱ<https://www.collegeatlas.org/college-dropout.html>



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Transforming the future of higher education

Dr. Jeff D. Borden Chief Academic | VP of Academic Affairs D2L



Friends and colleagues,

As higher education felt mounting—and sometimes new—pressures in 2019 and 2020, the pandemic forced everyone to stop, turn and react. Now, two years in, that pressure persists. Many institutions continue to work through COVID-19-related issues with important considerations around enrollment losses; diversity, equity and inclusion (DEI); retention woes; and shrinking graduation rates.

Yet, despite the burden of exponential digital adoption and the emergency transition to online learning that may have drawn a few critics, we also played witness to a new epoch and endless possibilities for the future. People who had previously considered it untenable to continue their education found new modalities, new connections and the infrastructure they needed to move forward in their life. Similarly, some educators were pleasantly surprised at the efficacy that can exist across different teaching and learning modalities and are now seeing new paths and options that can keep them helping students for years.

So we find ourselves at an interesting crossroads with this year's survey. Leaders need two sets of eyes: one to focus on strategies that had been in the works prior to the pandemic, and the second to inform intentional policies and tactics for a set of problems that may very well linger for years to come—emerging in accordionlike fashion for the foreseeable future.

At the same time, our methods and opportunities are backed by more research and understanding than we have ever experienced. We know more about the brain, more about learning design and more about education technology than ever before in history. Still, we all know that institutional politics, silos and dysfunction can derail even the best strategic plans.

So, as you pause for a moment and contemplate answers to this year's survey, D2L would like to thank you for all the work and sacrifice that have led up to this moment. The work of a sector that has existed for over 300 years has not been simple—nor has it been predictable. But your flexibility and agility will pay dividends. Then, as we start to reconsider some important initiatives, plans and strategies, we applaud your ability to move from the weeds to the skies. Together, we can transform the experience of higher education to meet the needs of our people in 2022 (and beyond).

Thank you and your institutions for all you do. We cannot wait to see what is on your mind today and what is in your strategies.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jeff D. Borden', with a long, sweeping horizontal line extending to the right.

INTRODUCTION AND METHODOLOGY

Inside Higher Ed has partnered with Hanover Research to conduct its 12th annual Survey of College and University Presidents. The survey was administered in January and February 2022. A total of 2,992 presidents of public, private nonprofit and for-profit colleges were invited to participate; Hanover collected 375 fully or partially completed surveys, yielding a 12.5 percent response rate.

The survey is an attempted census of all presidents using the most comprehensive sample information available to target all eligible U.S. colleges and universities from the Integrated Postsecondary Education Data System database. The margin of error for this survey is 4.73 percent given a total n-count of 375.

| All Institutions, by Sector | | | | | Public | | | Private Nonprofit | | |
|-----------------------------|-----|--------|-------------------|-------------|----------|-----------------|-----------|--------------------|-------|------------|
| | All | Public | Private Nonprofit | For-profit* | Doctoral | Master's/ Bacc. | Associate | Doctoral/ Master's | Bacc. | Associate* |
| Total sample size | 375 | 231 | 141 | 3 | 41 | 58 | 130 | 73 | 66 | 2 |

Note: An asterisk () indicates that data is not reported for these groups due to small sample size.*

KEY FINDINGS

- Most presidents are confident that their institution will be financially stable over the next 5 to 10 years. Slightly more agree that their institution will be financially stable over the next five years (81 percent) than in the next 10 years (77 percent).
- Fifty-four percent of presidents agree that their institution is in better financial shape now than it was in 2019, and even more (62 percent) agree that it is in better shape now than a year ago. Significantly more presidents at private nonprofit institutions (61 percent) than at public ones (50 percent) agree their institution is in better financial shape now than it was in 2019.
- Most respondents indicate that senior administrators at their institution have not had serious discussions regarding merging with another college or university in the past year. Presidents at private nonprofit colleges were twice as likely as their public college peers (20 percent vs. 11 percent) to say they've had such discussions.
- Slightly more than half of respondents indicate that their institutions do not require students or employees to be vaccinated.
- Nearly two-thirds of respondents say that less than a quarter of their students had contracted the virus at the time of the survey. About a quarter of presidents estimate that by fall 2022, more than half of their student population will have contracted COVID-19.
- Presidents report that a slightly greater proportion of their undergraduate courses are being taught in online or hybrid formats this fall (36 percent) compared to before the pandemic (29 percent). Leaders at public colleges report an average proportion of online and hybrid courses this fall (41 percent) that is twice as high as at their private nonprofit peers (17 percent).
- Most presidents report that fewer than a quarter of their non-faculty employees are working remotely this spring, and about three-quarters say the proportion of remote workers has decreased (50 percent significantly) since the 2020-21 academic year.
- About half of presidents report that their institution has altered its employment policies to give employees more flexibility after the pandemic ends. Significantly more respondents from private nonprofit institutions (25 percent) than public ones (15 percent) report that they are unlikely to alter their employment policies to give employees more flexibility.
- Most presidents (79 percent) agree that fewer prospective students and parents are willing to pay the same price for virtual as for in-person learning. Private college presidents overwhelmingly agree (87 percent) with this statement, while a third of community college leaders agree.

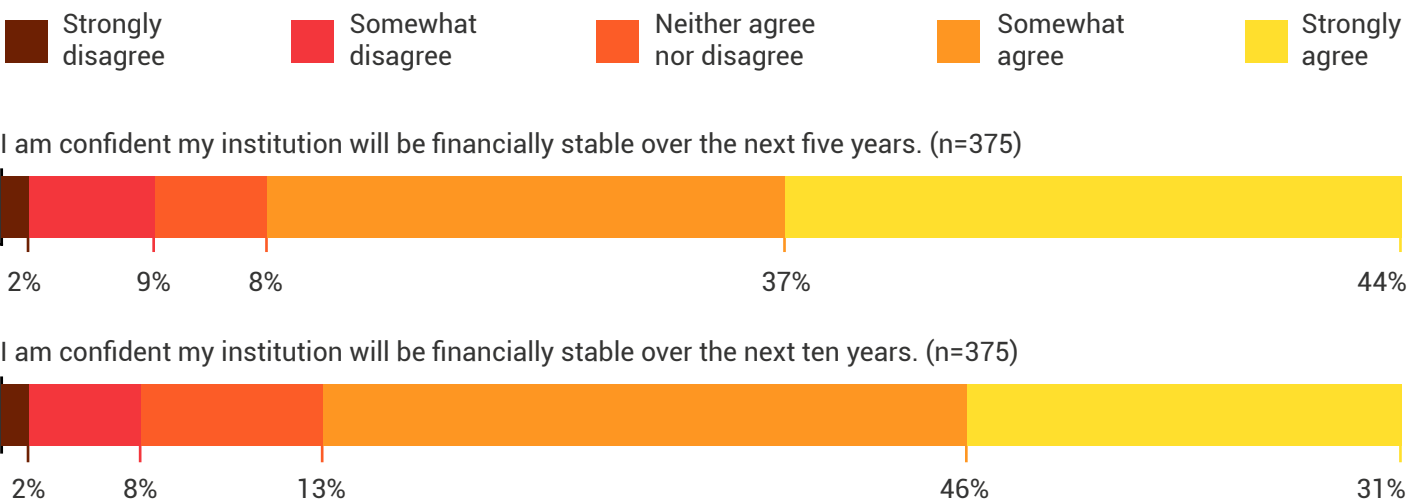
KEY FINDINGS (CONT.)

- Between half and two-thirds of presidents report that their institution has the capacity to meet the mental health needs of any of its stakeholders. The highest percentage agree that their institution has the capacity to meet the needs of undergraduate (66 percent) and graduate (61 percent) students.
- Most presidents indicate that their institutions implemented beneficial changes during the pandemic. Presidents agree that they will keep some of these changes even after the pandemic ends (91 percent agree, 52 percent strongly), and were able to implement some positive, long-lasting institutional changes during the pandemic (89 percent agree, 44 percent strongly).
- Presidents generally agree that the state of race relations on their own campus is either excellent (10 percent) or good (63 percent), while barely a quarter say race relations are good on college campuses nationally. Almost two-thirds rate campus race relations nationally as fair.
- A little less than two-thirds of presidents report that the Biden administration's policies have had a positive effect on their institution. Significantly more respondents from public (69 percent) than private nonprofit (51 percent) institutions find that the Biden administration's policies have had positive effects on their institution.
- Most respondents (79 percent) agree that they are worried about Republican skepticism about higher education. Roughly the same proportion (78 percent) agree that the perception of colleges as places that are intolerant of conservative views is having a major negative impact on attitudes about higher education.

CONFIDENCE IN INSTITUTION’S FINANCIAL SITUATION

Most presidents are confident that their institution will be financially stable over the next five to 10 years. Slightly more agree that their institution will be financially stable over the next five years (81 percent) than in the next 10 years (77 percent).

Please indicate how much you disagree or agree with the following statements.



Presidents in all sectors express confidence in the 10-year outlook for their institutions, although leaders of public master’s, baccalaureate and community colleges are less likely than their peers to strongly agree that they are confident in their stability over a decade.

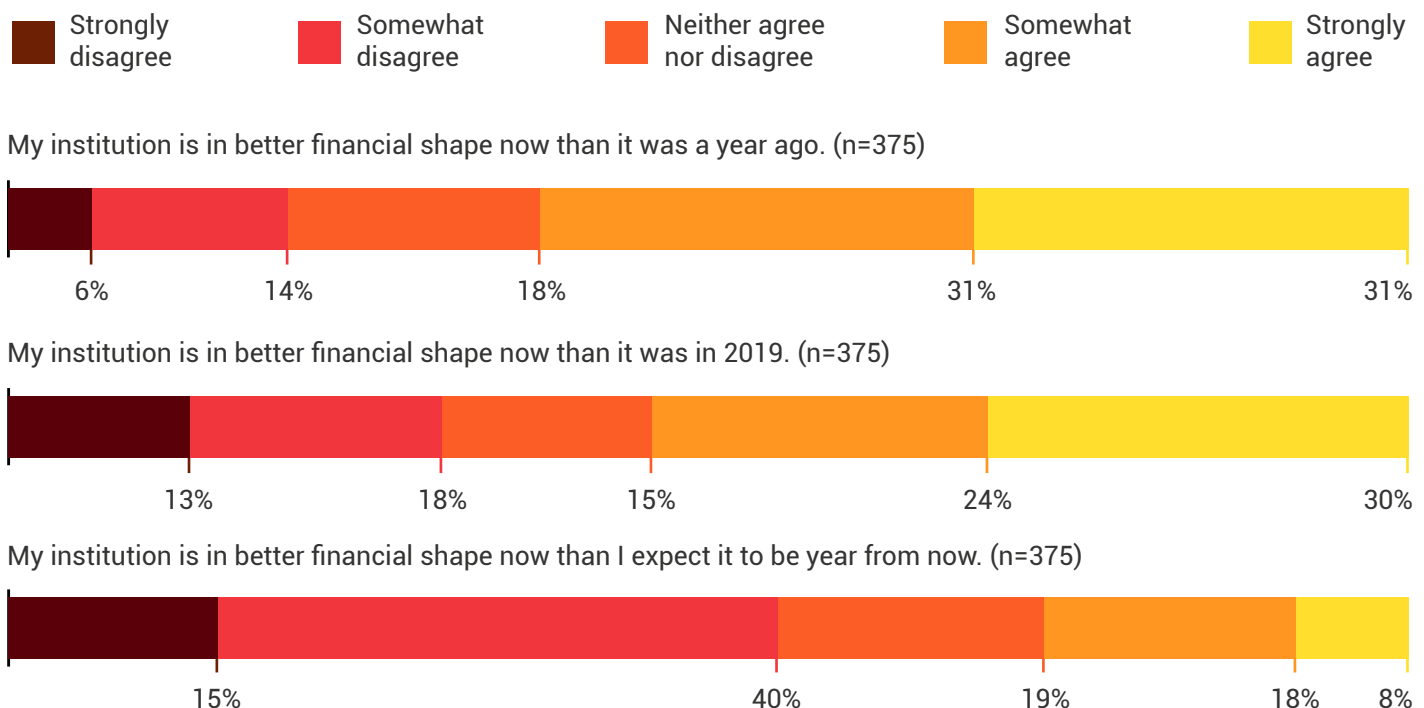
| | Public | | | Private Nonprofit | |
|------------------------------|----------|--------------------|--------|--------------------|-------|
| | Doctoral | Doctoral/ Master's | Assoc. | Doctoral- Master's | Bacc. |
| % Strongly disagree | 5 | 0 | 1 | 4 | 2 |
| % Somewhat disagree | 2 | 10 | 8 | 12 | 8 |
| % Neither agree nor disagree | 2 | 19 | 18 | 10 | 6 |
| % Somewhat agree | 56 | 45 | 51 | 41 | 38 |
| % Strongly agree | 34 | 26 | 22 | 33 | 47 |

CONFIDENCE IN INSTITUTION'S FINANCIAL SITUATION (CONT.)

Fifty-four percent of presidents agree that their institution is in better financial shape now than it was in 2019, and even more (62 percent) agree that it is in better shape now than a year ago. Significantly more presidents at private nonprofit institutions (61 percent) than at public ones (50 percent) agree their institution is in better financial shape now than it was in 2019.

Twice as many presidents disagree (55 percent) as agree (26 percent) that their institution is in better financial shape now than they expect it to be a year from now, indicating confidence that the institutions will continue to thrive despite continuing enrollment declines and the trailing off of federal stimulus funds.

Please indicate how much you disagree or agree with the following statements.



MERGING OR CONSOLIDATING PROGRAMS

Most respondents indicate that senior administrators at their institution have not had serious discussions regarding merging with another college or university in the past year. Presidents at private nonprofit colleges are twice as likely as their public college peers (20 percent vs. 11 percent) to say they've had such discussions.

A quarter of respondents report that senior administrators at their institution have had serious internal discussions in the last year about consolidating some programs or operations with another institution.

■ Yes ■ No

Have senior administrators at your college had serious internal discussions in the last year about merging with another college or university? (n=328)



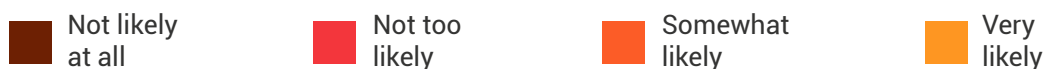
Have senior administrators at your college had serious internal discussions in the last year about consolidating some of its programs or operations with another college or university? (n=328)



LIKELIHOOD OF MERGING OR ACQUIRING

The vast majority of presidents say they are unlikely to acquire or be acquired by another institution in the next five years.

But about 4 in 10 leaders of private nonprofit doctoral and master's universities say they are either somewhat (34 percent) or very likely (6 percent) to acquire another college within five years.



How likely is your institution to merge into or be acquired by another college or university in the next five years? (n=327)



How likely is your institution to acquire another college or university in the next five years? (n=329)

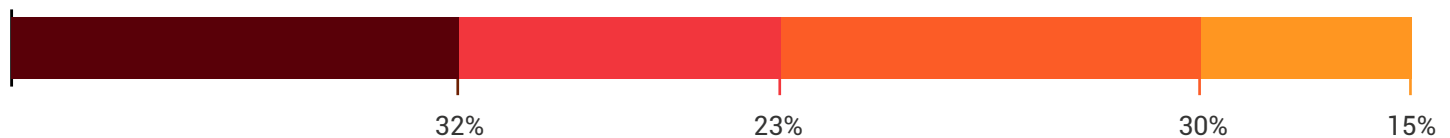


SHARING FUNCTIONS AND COMBINING PROGRAMS

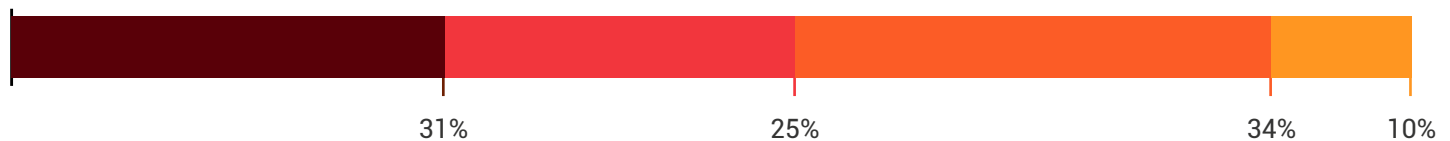
A little less than half of respondents report that they are somewhat or very likely to share administrative functions or combine academic programs with another institution in the next five years. More presidents from private nonprofit (53 percent) than from public institutions (40 percent) say they are somewhat or very likely to share administrative functions with another institution in the next five years.

Not likely at all
 Not too likely
 Somewhat likely
 Very likely

How likely is your institution to share administrative functions with another college or university in the next five years? (n=325)



How likely is your institution to combine academic programs with those of another college or university in the next five years? (n=324)



SHOULD OR SHOULD NOT COMBINE INSTITUTIONS

Presidents overwhelmingly say their institution should not merge with another college or university in the next five years. But slightly more than half think that their institutions

Significantly more respondents from private nonprofit institutions (61 percent) than from public ones (49 percent) believe that their institution should combine academic programs or share administrative functions with another college or university in the next five years.

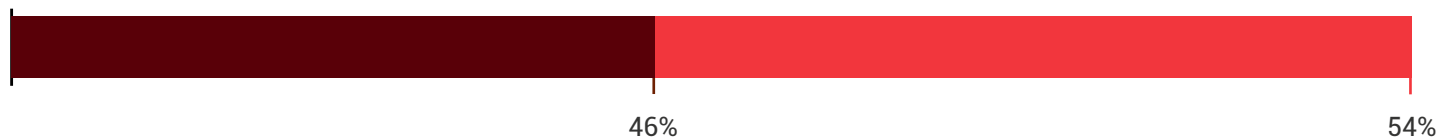
Do you think your institution should or should not...

Should not Should

...combine academic programs with those of another college or university in the next five years? (n=299)



...share administrative functions with another college or university in the next five years? (n=301)



...merge with another college or university in the next five years? (n=306)

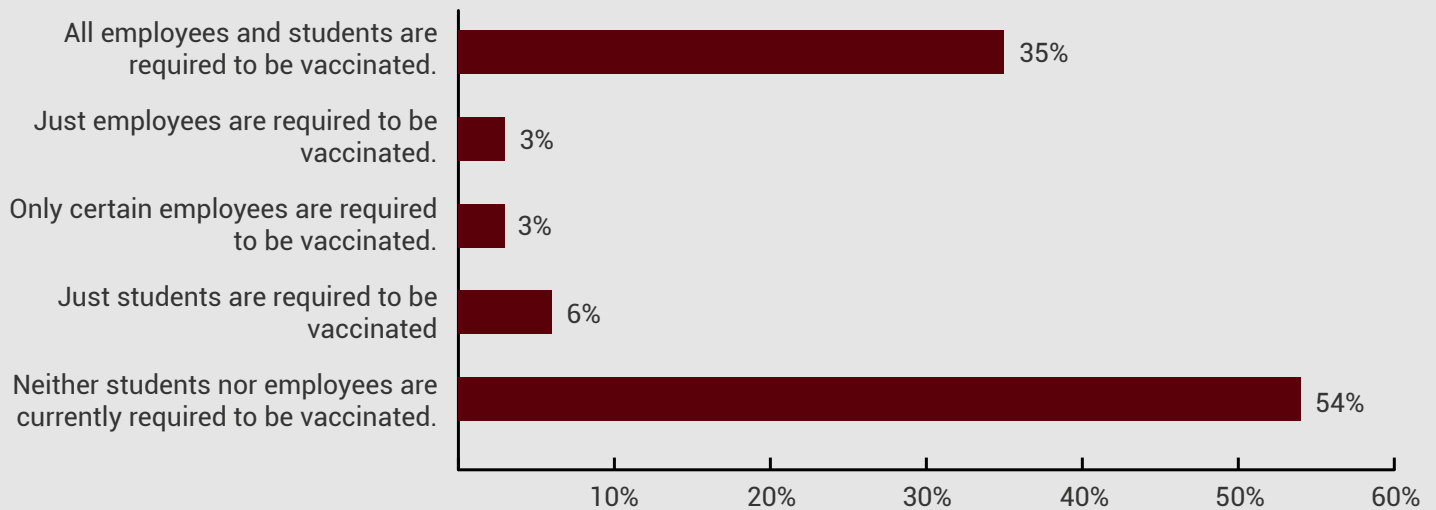


VACCINATION POLICIES

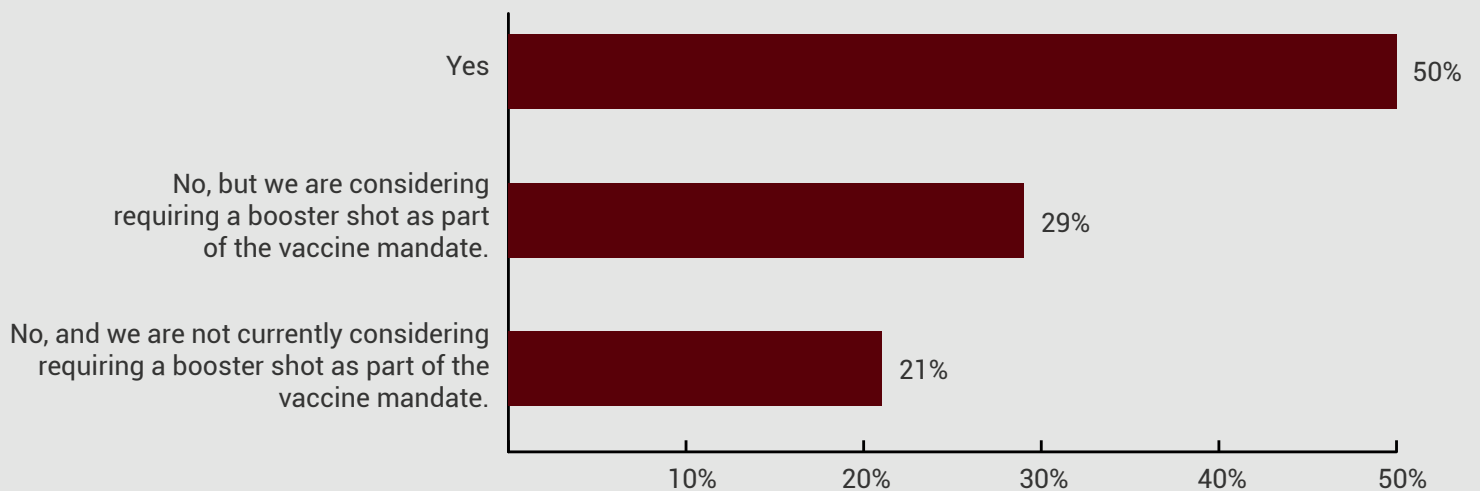
Slightly more than half of respondents indicate that their institutions do not require students or employees to be vaccinated. More respondents from private nonprofit colleges (44 percent) than public institutions (29 percent) report that all employees and students are required to be vaccinated. And more respondents from public institutions (58 percent) report that neither students nor employees are currently required to be vaccinated than is true for their private nonprofit peers (46 percent).

About half of institutions surveyed who require vaccinations also require a booster shot.

Which of the following best describes your institution's current policy on requiring vaccinations? (n=362)



Does your institution's vaccine mandate also require a booster shot? (n=168)



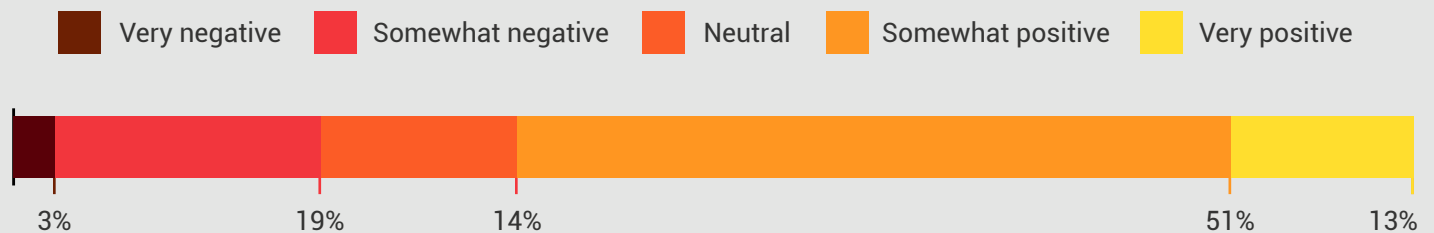
Note: Only respondents who did NOT indicate that neither students nor employees are currently required to be vaccinated saw the question on the right.

"NEW NORMAL" DURING THE PANDEMIC

About two-thirds of respondents agree that their institutions have settled into a "new normal" given the ongoing nature of the pandemic. Presidents at public and private nonprofit institutions answered this question similarly..

To what extent do you agree or disagree with the following statement?

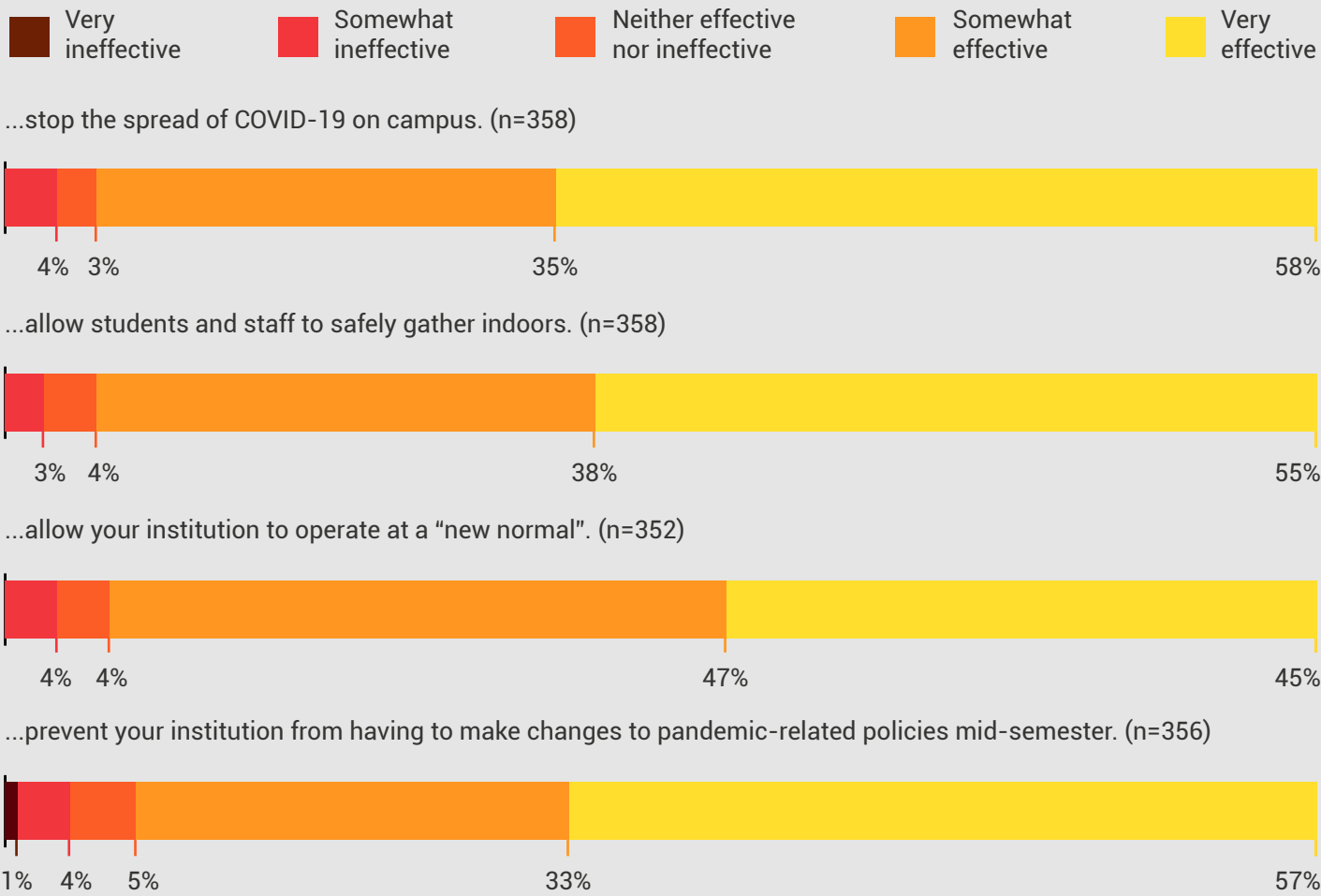
My institution has settled into a "new normal" given the ongoing nature of the coronavirus pandemic. (n=361)



EFFECTIVENESS OF PANDEMIC POLICIES

More than 90 percent of presidents say their institution’s pandemic policies have been somewhat or very effective. More respondents from private nonprofit colleges than from public ones report that their policies were somewhat or very effective when it came to allowing students and staff to safely gather indoors (98 percent vs. 89 percent).

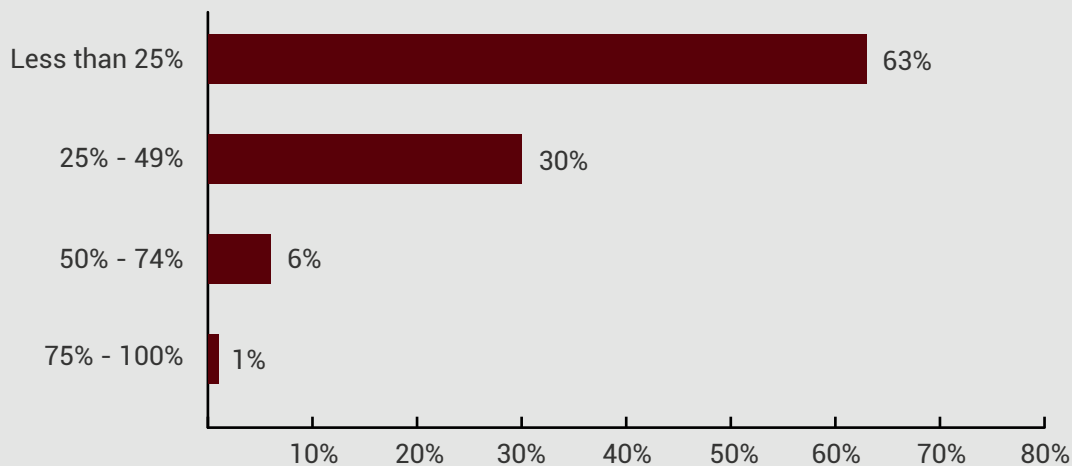
How effective do you believe your institution’s pandemic policies have been to...



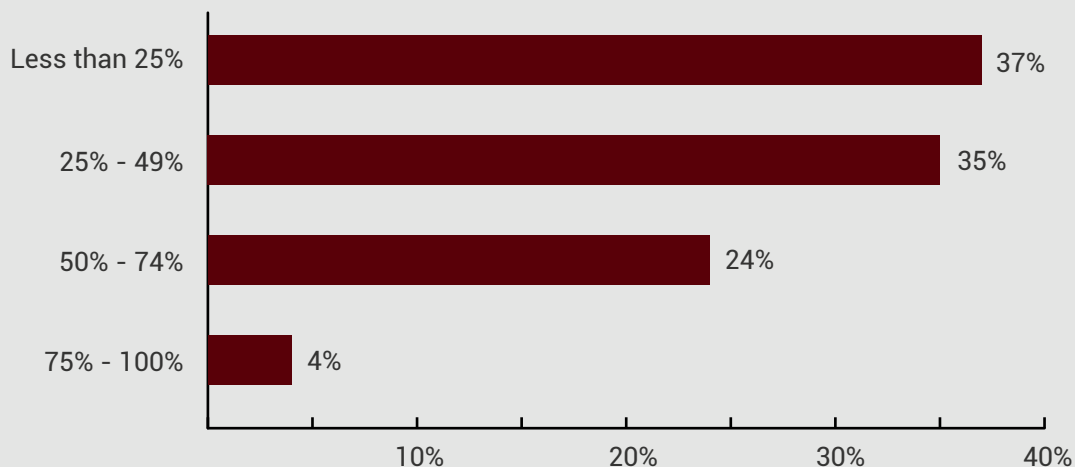
PERCENTAGE OF STUDENTS CONTRACTING COVID-19

Nearly two-thirds of respondents say that less than a quarter of their students had contracted the virus at the time of the survey. Community college leaders (71 percent) are most likely to report COVID infection at that level, while about one in seven presidents of public doctoral universities (13 percent) estimate that between half and three-quarters of their students have contracted COVID. About a quarter of presidents estimate that by fall 2022, more than half of their student population will have contracted COVID-19.

At this point, what percentage of your students do you estimate have contracted COVID-19? (n=358)



By the fall semester, what percentage of your students do you think will have contracted COVID-19? (n=358)



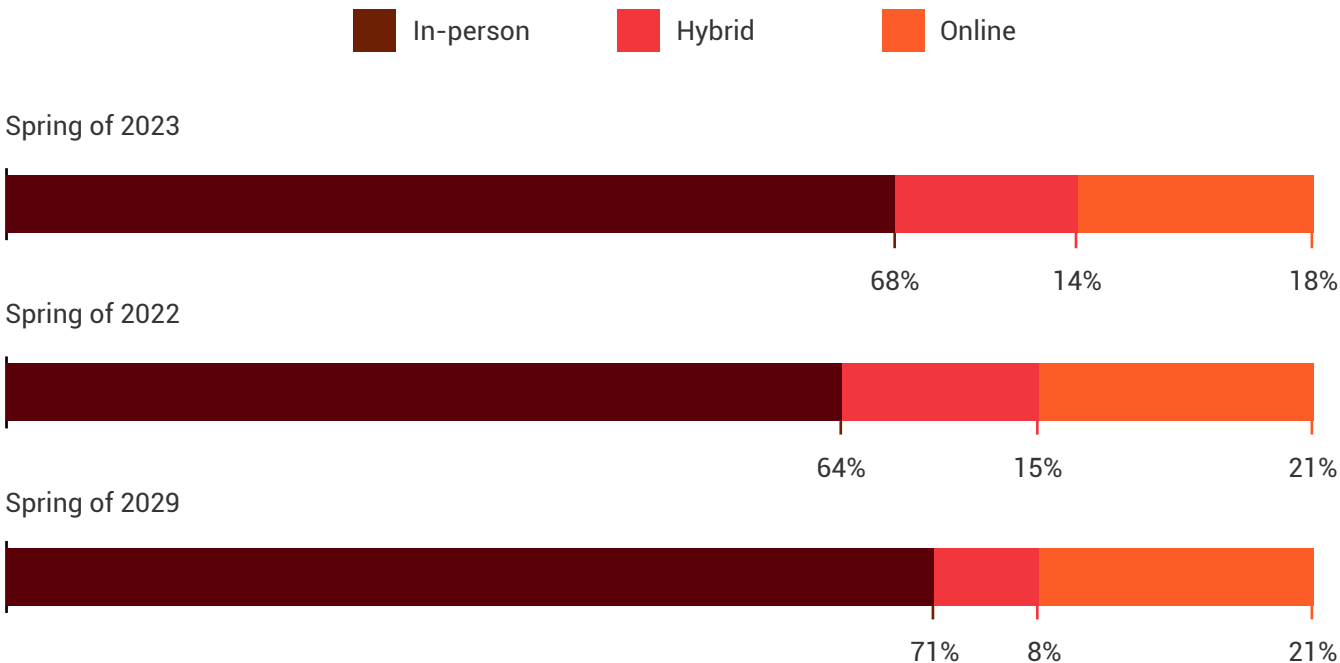
REMOTE LEARNING AND VIRTUAL WORK

FORMATS OF UNDERGRADUATE COURSES

Presidents report that a slightly greater proportion of their undergraduate courses are being taught in online or hybrid formats this fall (36 percent) compared to before the pandemic (29 percent), but expect those levels to return to pre-pandemic totals by next year (32 percent).

Leaders at public colleges report an average proportion of online and hybrid courses this fall (41 percent) that is twice as high as at their private nonprofit peers (17 percent). Community college leaders report the highest proportion of all, at 49 percent.

Percentage Estimates of Undergraduate Courses in Each Format
Averages



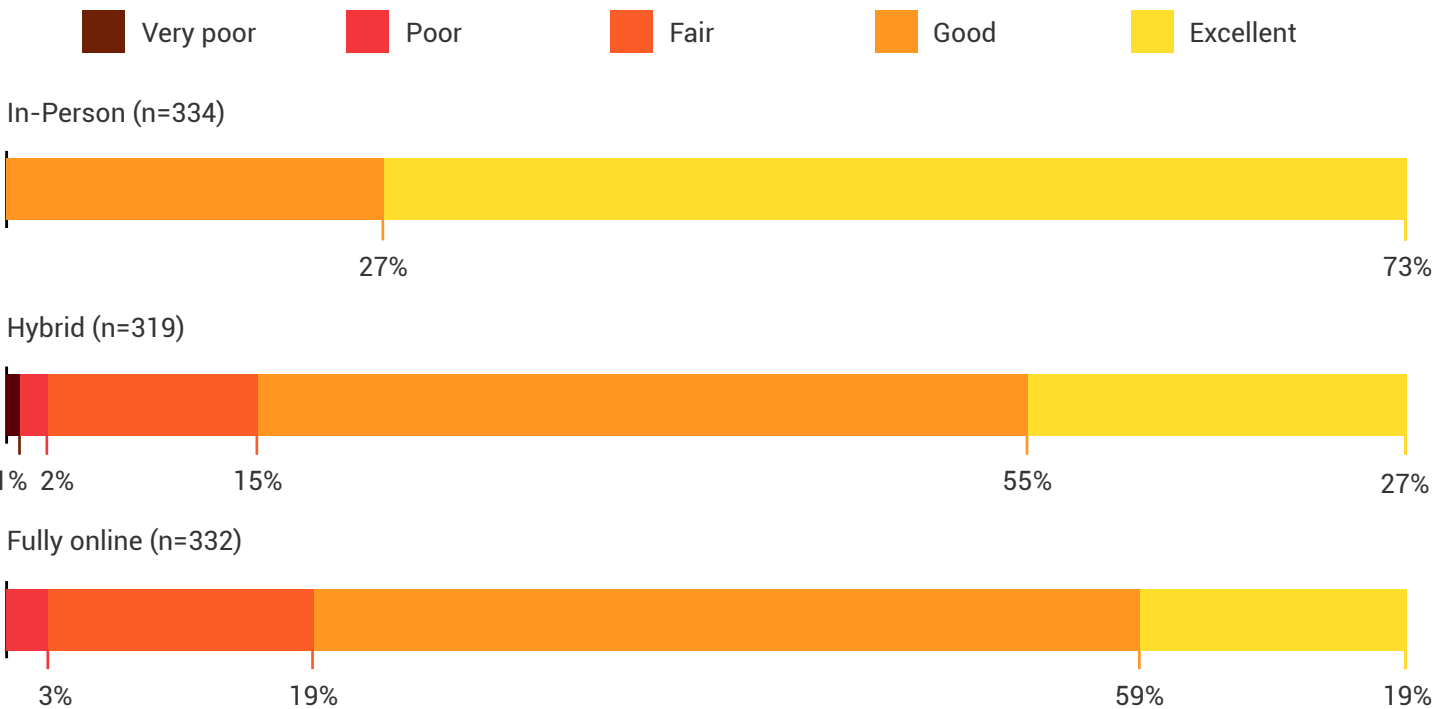
Note: These are average estimates.

QUALITY OF COURSES BASED ON FORMAT

All presidents rate the overall/average quality of their institution’s in-person courses this spring as good or excellent. Most, but fewer, say the same for their hybrid classes (27 percent excellent, 55 percent good) and fully online courses (19 percent excellent, 59 percent good).

Presidents of private baccalaureate colleges are likeliest to rate their fully online courses lower; a third say they are fair or worse.

How would you rate the overall/average quality of each of the following types of courses being delivered this spring at your institution?



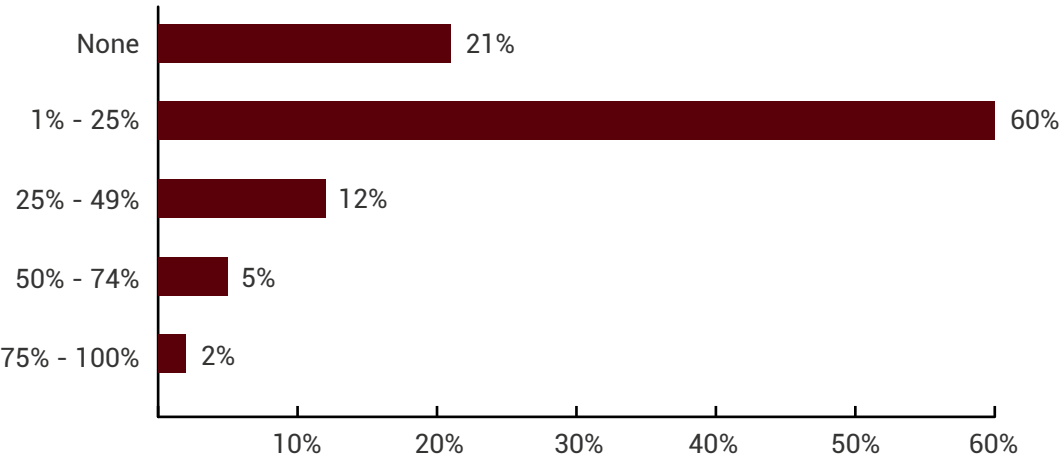
REMOTE LEARNING AND VIRTUAL WORK

REMOTE WORK FOR NON-FACULTY STAFF

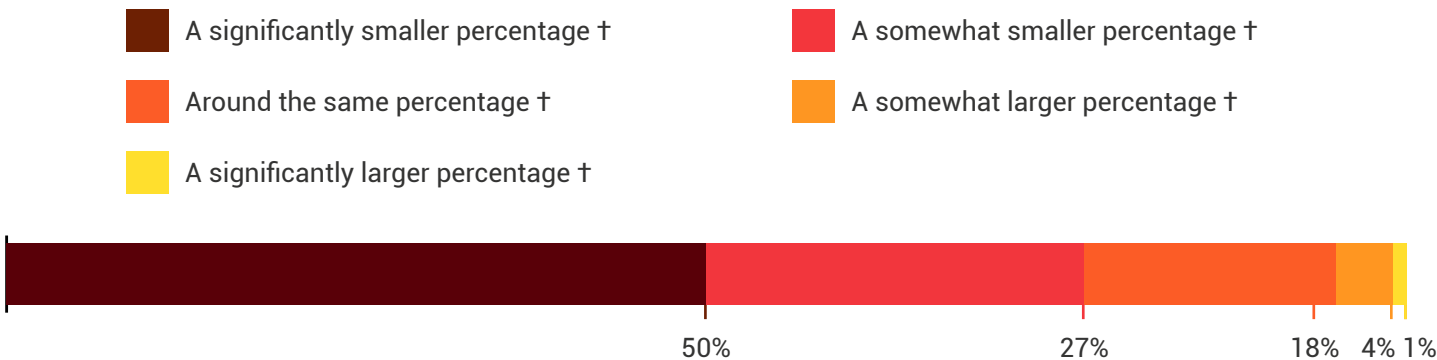
Most presidents report that fewer than a quarter of their non-faculty employees are working remotely this spring, and about three-quarters say the proportion of remote workers has decreased (50 percent significantly) since the 2020-21 academic year.

Public doctoral universities report the highest proportion of non-faculty staff who are working remotely this spring, with 29 percent reporting it as more than 25 percent. Nearly a third of community college presidents (32 percent) say none of their staff is working remotely.

What percentage of your institution's non-faculty staff is working remotely as of the spring of 2022? (n=347)



How has the proportion of non-faculty staff working remotely changed in the 2021-22 academic year as compared to 2020-21? (n=347)



Note: † indicates that text has been truncated to fit the figure – consult the data supplement to see the full text.

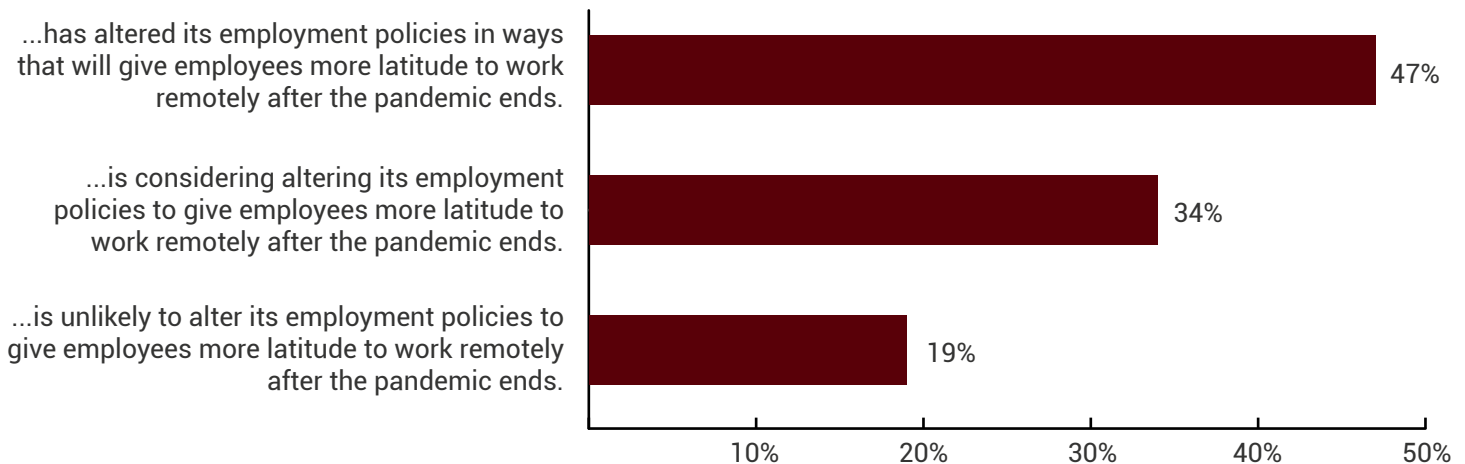
CAMPUS FOOTPRINT AND REMOTE WORK POLICIES

About half of presidents report that their institution has altered its employment policies to give employees more flexibility after the pandemic ends. Significantly more respondents from private nonprofit institutions (25 percent) than public ones (15 percent) report that they are unlikely to alter their employment policies to give employees more flexibility.

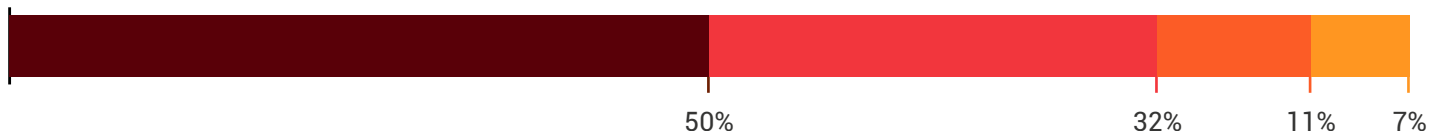
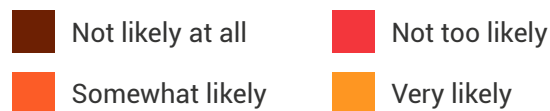
Half of presidents also report that they think it is not at all likely that their institution will shrink its physical campus footprint in the next five years. Significantly more respondents from private nonprofit colleges (57 percent) report that this is the case than from public ones (45 percent), with about a quarter of community college leaders saying it is likely that their institutions physically shrink.

Which of the following best describes your institution?

My institution... (n=347)



Given the rise of remote learning and remote work, how likely or unlikely is your institution to shrink its physical campus footprint in the next five years? (n=342)



MENTAL HEALTH

AWARENESS OF COMMUNITY MENTAL HEALTH

Almost all presidents report that they are somewhat or very aware of the state of mental health as it relates to staff, undergraduate students and faculty. Most also report that they are at least somewhat aware of the general state of mental health of graduate students (89 percent), with less than half saying the same for parents (48 percent) or alumni (41 percent).

How would you rate your level of awareness of the general state of mental health as it relates to following members of your community?

Very unaware Somewhat unaware Somewhat aware Very aware

Staff (n=343)



Undergraduate students (n=339)



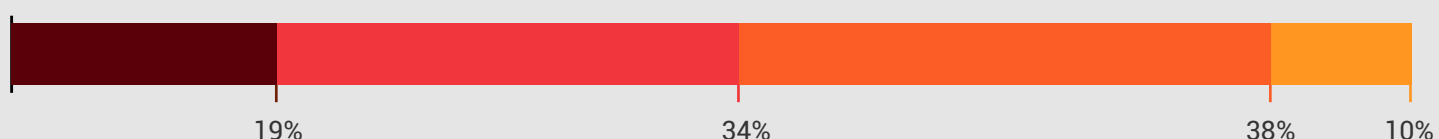
Faculty (n=342)



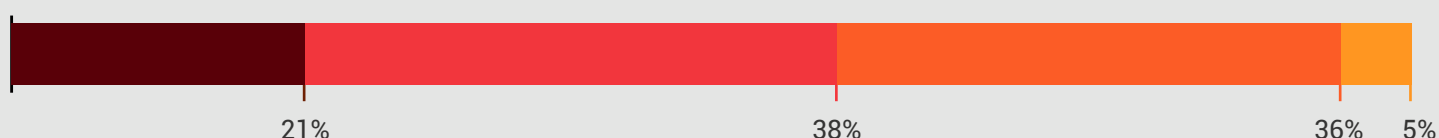
Graduate students (n=210)



Parents (n=283)



Alumni (n=269)



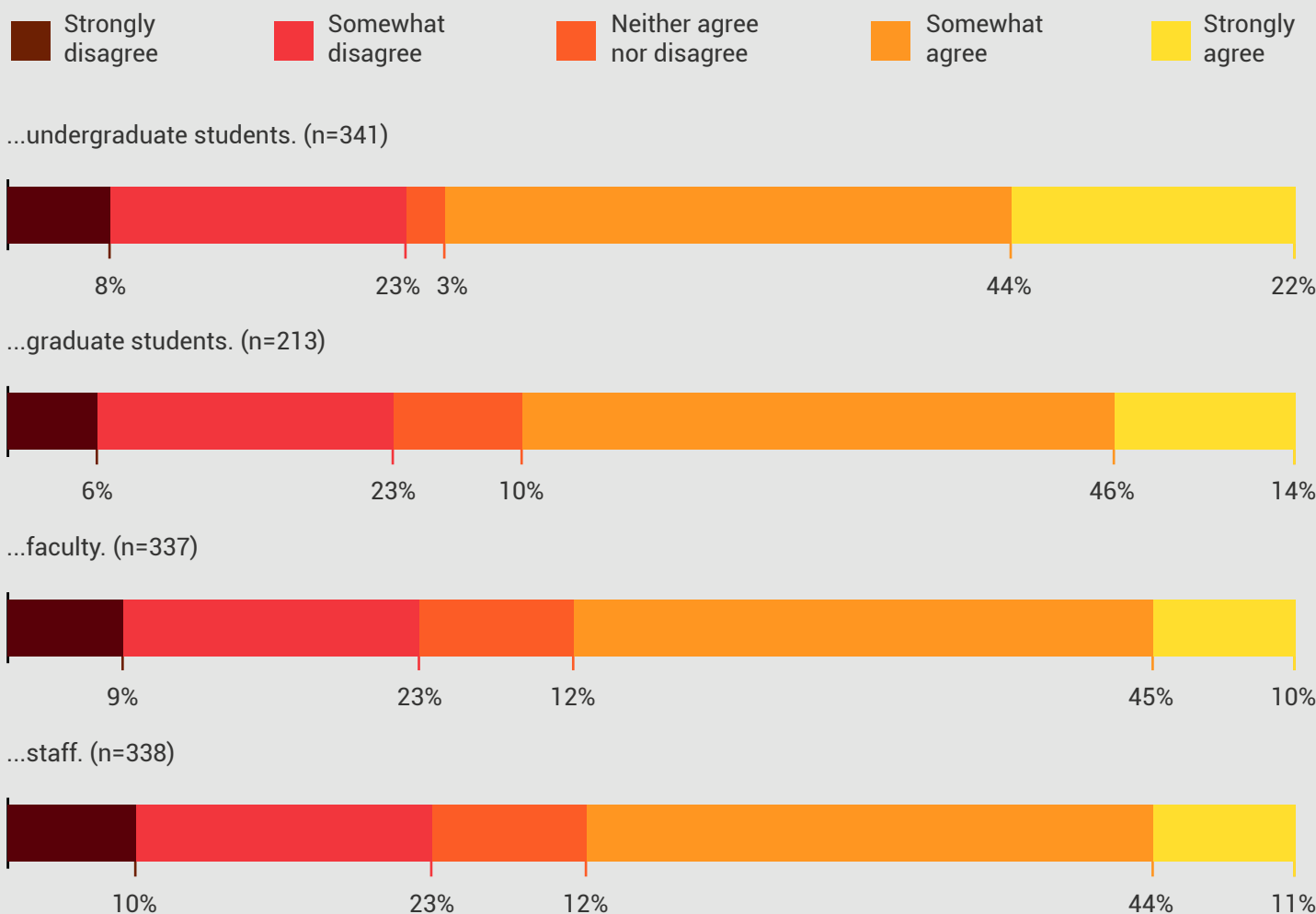
Note: Some totals in the above graphs may not sum to 100 percent due to rounding.

INSTITUTIONAL CAPACITY TO MEET MENTAL HEALTH NEEDS

Between half and two-thirds of presidents report that their institution has the capacity to meet the mental health needs of any of its stakeholders. The highest percentage agree that their institution has the capacity to meet the needs of undergraduate (66 percent) and graduate (61 percent) students. No significant differences exist between public and private nonprofit colleges in this regard.

To what extent do you agree or disagree with the following statements?

My institution has sufficient capacity to meet the mental health needs of...



Note: Some totals in the above graphs may not sum to 100 percent due to rounding.

MENTAL HEALTH

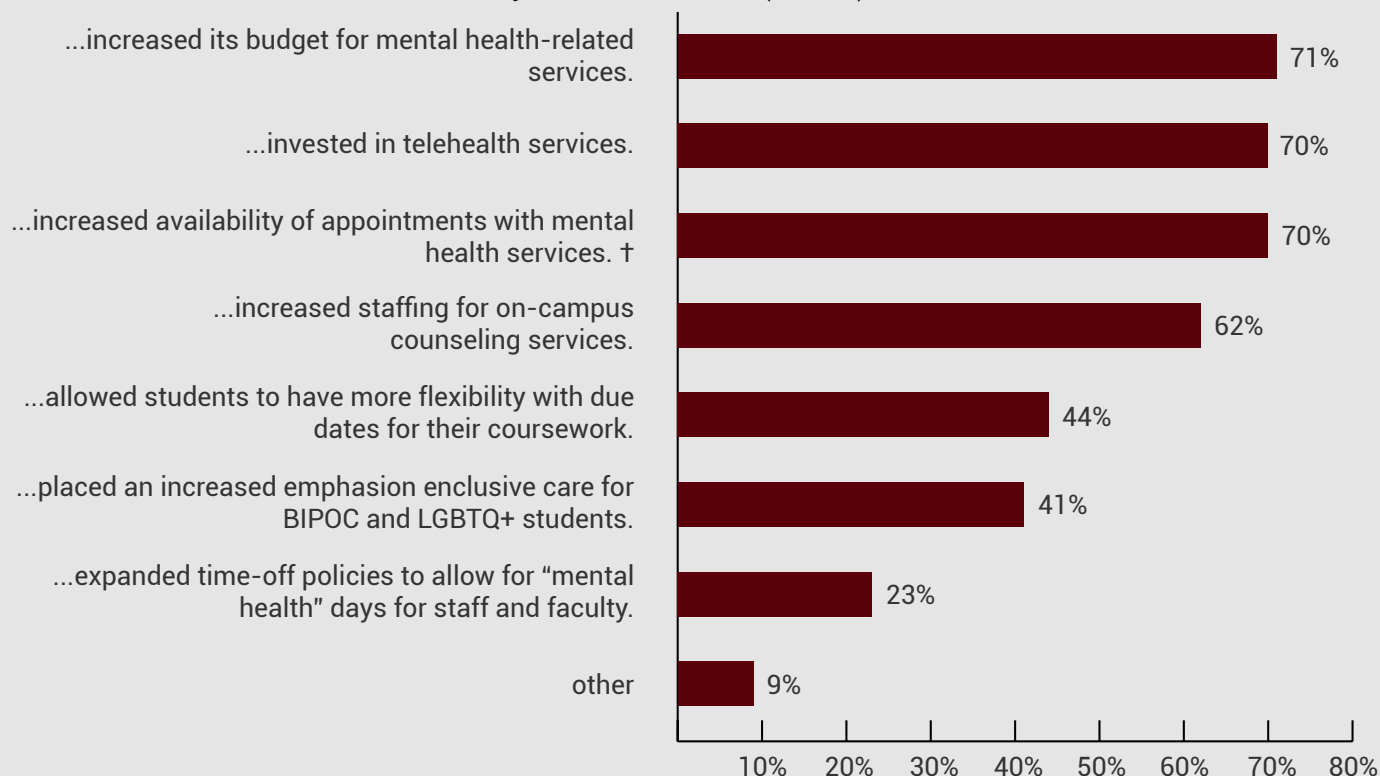
INSTITUTIONAL CAPACITY TO MEET MENTAL HEALTH NEEDS (CONT.)

Among respondents who report that their institution has sufficient capacity to meet the needs of any of their stakeholders, most report that this is the case because their institution has: increased its budget for mental health-related services (71 percent), invested in telehealth services (70 percent), and increased availability of appointments with mental health services (70 percent).

About three-fourths of respondents indicate that their institution plans to increase its capacity to meet the mental health needs of its students, staff and/or faculty.

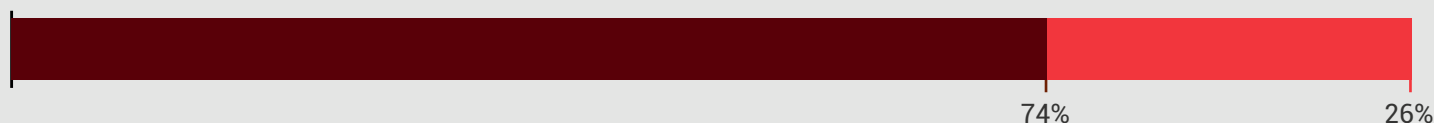
Why do you feel that your institution has sufficient capacity to meet the mental health needs for at least some of your stakeholders? Please select all that apply.

My institution has... (n=253)



Do you plan on increasing your institution's capacity to meet the mental health needs of students, staff, and/or faculty? (n=344)

Yes No



Note: Only respondents who indicated that their institution had sufficient capacity to meet any the needs of any of their stakeholders saw the question on the left. † indicates that text has been truncated to fit the figure – consult the data supplement to see the full text. Some totals in the above graphs may not sum to 100 percent due to rounding.

MENTAL HEALTH

CAUSES OF INCREASED DEMAND FOR MENTAL HEALTH SERVICES

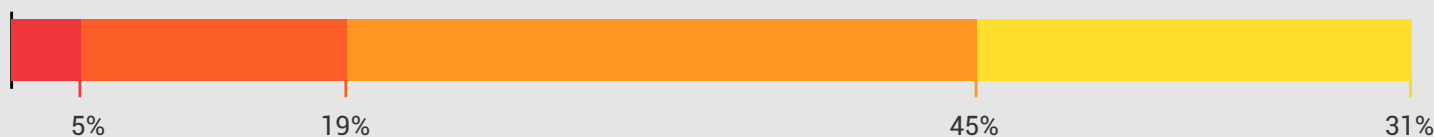
Asked to rate which factors most contribute to the increased need for student mental health services, presidents cite declining student resilience because of the prolonged nature of the pandemic (76 percent) and the difficulty around balancing multiple aspects of personal and academic life (62 percent).

Significantly more presidents from public institutions (69 percent) than private nonprofit colleges (48 percent) rate the need to balance personal economic and familial duties with academic work as very or extremely influential to the increase in demand for mental health services.

To what extent do you believe each of the following has influenced the increased demand for student mental health services?

Not at all influential Slightly influential Moderately influential Very influential Extremely influential

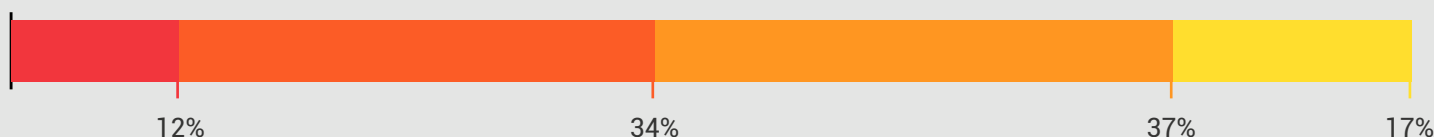
Declining student resilience due to the prolonged nature of the pandemic (n=335)



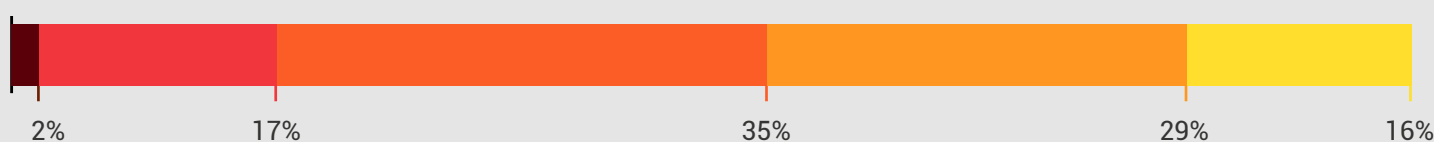
The need to balance personal economic and familial duties with their school work (n=332)



Pre-existing mental health conditions (n=325)



The need to adapt to changing regulations and restrictions related to the pandemic (n=329)



Note: Some totals in the above graphs may not sum to 100 percent due to rounding.

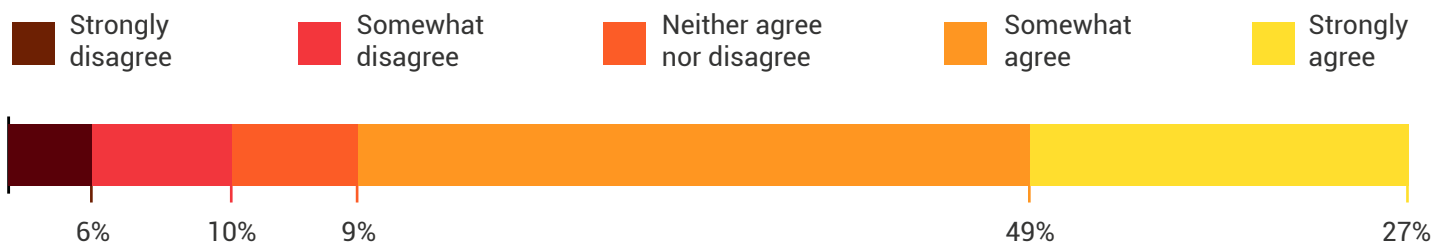
INSTITUTIONAL CHANGE

OPPORTUNITY FOR CHANGE DURING THE PANDEMIC

About three-fourths of presidents agree that the pandemic created an opportunity for their college or university to make other institutional changes they wanted to make anyway. Presidents of four-year private baccalaureate colleges were least likely to say they have this opportunity.

To what extent do you agree or disagree with the following statement regarding how your institution has changed during the pandemic?

The pandemic, and subsequent necessary changes (e.g., adjusting to distance learning), has created an opportunity for my institution to make other institutional changes we have been wanting to make anyway. (n=341)



Note: Some totals in the above graphs may not sum to 100 percent due to rounding.

INSTITUTIONAL CHANGE

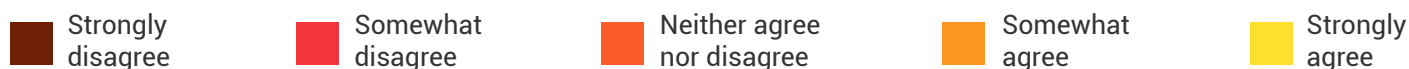
CHANGES MADE DURING THE PANDEMIC

Most presidents indicate that their institutions implemented beneficial changes during the pandemic they will keep even after it ends. Presidents agree that their institution was pushed to think out of the box during the pandemic in a way that will benefit the institution in the long run (94 percent agree, 58 percent strongly); will keep some of these changes even after the pandemic ends (91 percent agree, 52 percent strongly); and was able to implement some positive, long-lasting institutional changes during the pandemic (89 percent agree, 44 percent strongly).

Community college presidents were much likelier than other leaders to strongly agree with those statements, with at least 60 percent strongly agreeing with all three statements.

To what extent do you agree or disagree with the following statements?

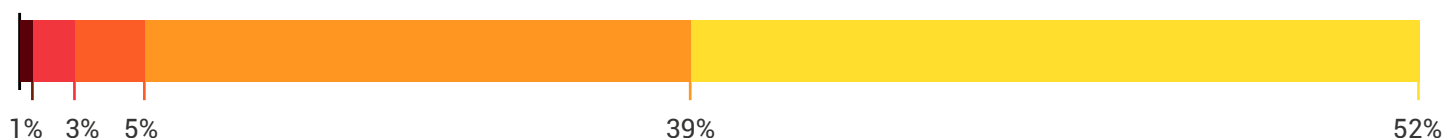
My institution...



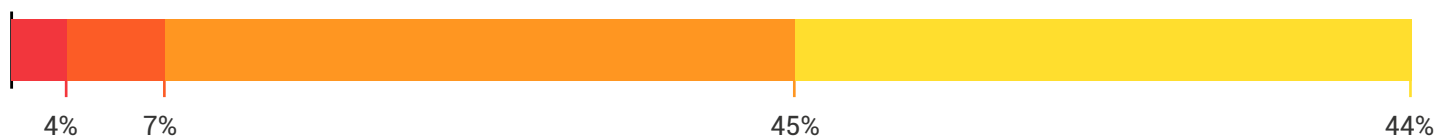
...was pushed to think out of the box during the pandemic in a way that will benefit the institution in the long run (n=340)



...will keep some of the COVID-19-related changes even after the pandemic ends. (n=339)



...was able to implement some positive, long-lasting institutional changes during the pandemic (n=341)



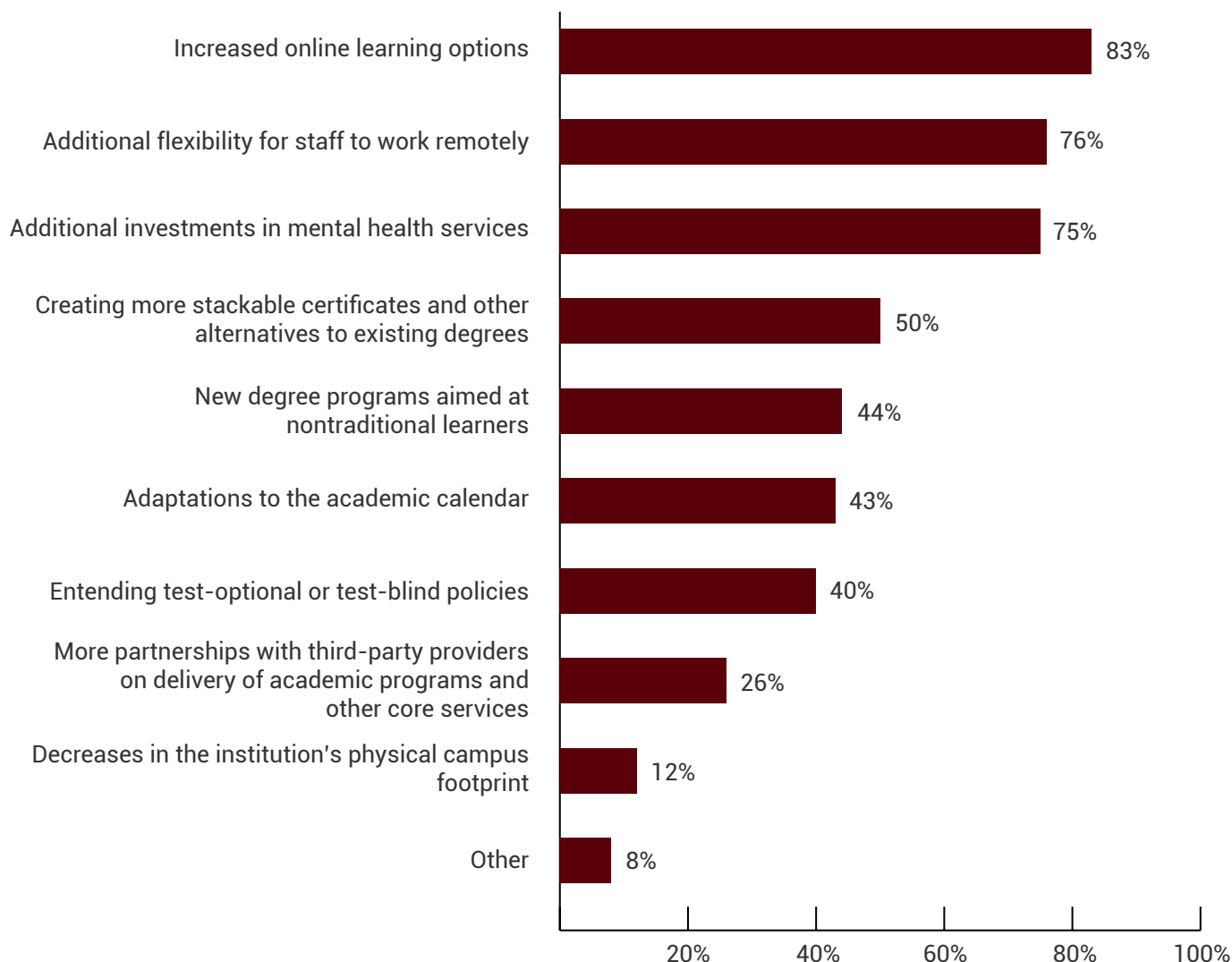
INSTITUTIONAL CHANGE

CHANGES INSTITUTIONS PLAN TO KEEP

Presidents say that their institutions will largely keep changes related to online learning, remote work and mental health services. The largest proportions of presidents indicate that their institution plans to keep changes related to increased online learning options (83 percent), additional flexibility for staff to work remotely (76 percent), and additional investments in mental health services (75 percent). About half say they'll create more alternative credentials, less than half say they plan to extend test-optional or test-blind policies, and about a quarter expect to pursue more external partnerships to deliver core programs and services.

Which of the following changes has your institution made because of the pandemic that it plans to keep in the long term? Please select all that apply.

(n=331)



Note: Only respondents who agreed that their institutions would keep some of the COVID-19 related changes even after the pandemic ends or was able to implement some positive, long-lasting institutional changes during the pandemic saw this question.

INSTITUTIONAL CHANGE

CHANGE MANAGEMENT

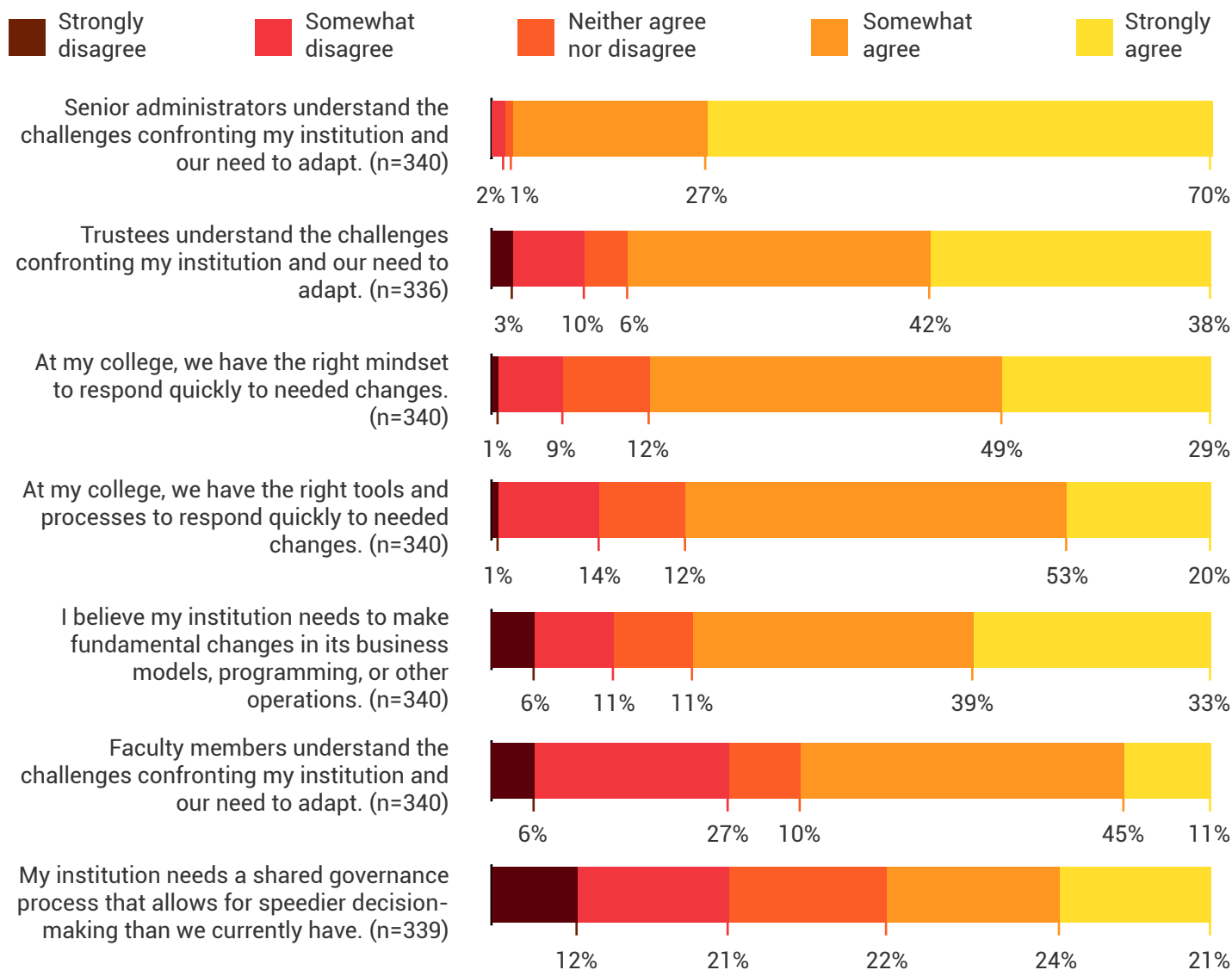
More than two-thirds of chief executives say their institution needs to make fundamental changes in its business model, programming or other operations.

Presidents are likelier to believe their institution has the right mindset to respond to needed changes (78 percent agree, 29 percent strongly) than to believe it has the right tools and processes (73 percent, 20 percent strongly).

Leaders are divided (45 percent agree, 33 percent disagree) on whether their institution needs a shared governance process that allows for speedier decision making.

A slim majority of presidents agree that faculty members understand the challenges confronting their institution.

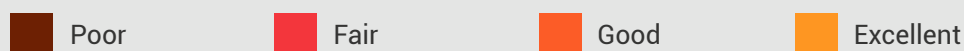
To what extent do you agree or disagree with the following statements?



Note: Some totals in the above graphs may not sum to 100 percent due to rounding.

STATE OF RACE RELATIONS

Presidents generally agree that the state of race relations on their own campus is either excellent (10 percent) or good (63 percent), while barely a quarter say race relations are good on college campuses nationally. Almost two-thirds rate campus race relations nationally as fair.



Generally speaking, would you say the state of race relations on your campus is excellent, good, fair, or poor? (n=337)



Generally speaking, would you say the state of race relations on college and university campuses is excellent, good, fair, or poor? (n=318)



Note: Some totals in the above graphs may not sum to 100 percent due to rounding.

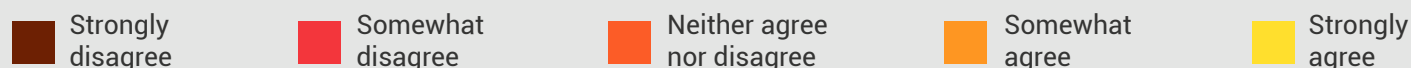
COVID'S IMPACT ON THE HIGHER EDUCATION LANDSCAPE

Most presidents (79 percent) agree that fewer prospective students and parents are willing to pay the same price for virtual as for in-person learning. Private college presidents overwhelmingly agree (87 percent) with this statement, while a third of community college leaders agree.

Half of surveyed presidents agree that the pandemic will cause a shift in enrollment trends toward virtual instruction, with chief executives of private nonprofit institutions less likely to agree (36 percent) than their public college counterparts (58 percent).

Presidents are more likely to disagree (40 percent) than to agree (34 percent) that the pandemic will cause a shift from costlier to less expensive colleges. Presidents of private doctoral and master's universities are far likelier to disagree (58 percent) than to agree (23 percent).

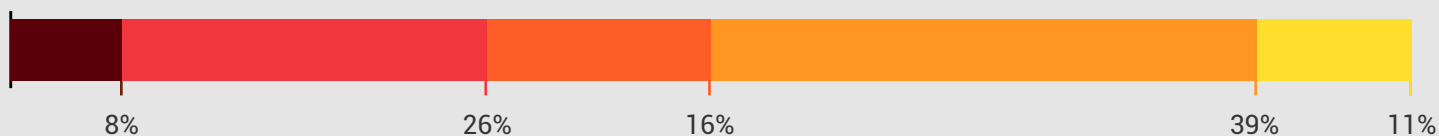
To what extent do you agree or disagree with the following statements about how COVID-19 has changed the higher education landscape?



Fewer prospective students and parents are interested in paying the same price for virtual learning as for in-person learning. (n=346)



COVID-19 will cause shift in enrollment trends for years to come, with more prospective students favoring virtual instruction than before the pandemic. (n=346)



COVID-19 will cause a shift from more expensive colleges to more affordable ones, such as community colleges. (n=346)



Note: Some totals in the above graphs may not sum to 100 percent due to rounding.

AFFIRMATIVE ACTION AND THE SUPREME COURT

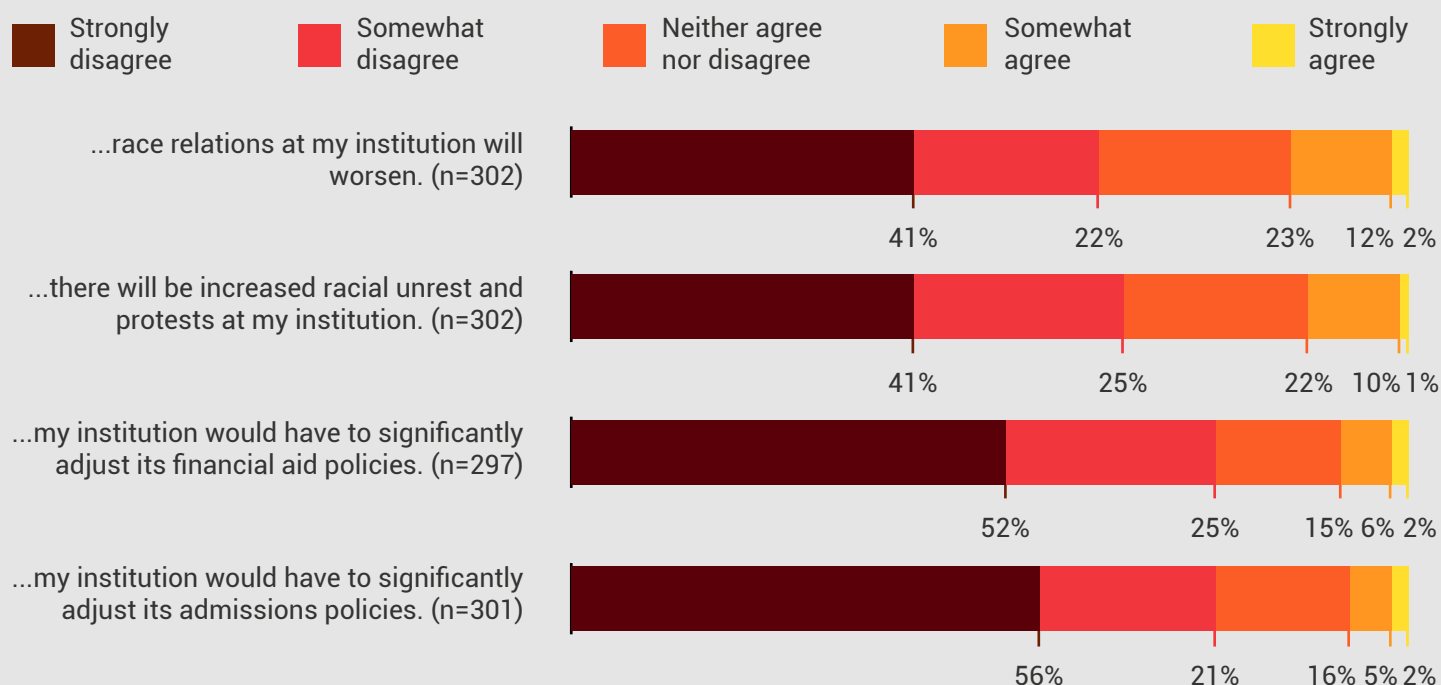
A majority of presidents disagree that their institutions would either face unrest or have to adjust its policies should the U.S. Supreme Court curtail the use of affirmative action in admissions.

About two-thirds of presidents disagree that race relations at their institution would worsen (63 percent) or that there would be increased racial unrest and protests (67 percent).

A little more than three-fourths of respondents disagree that their institution would have to significantly adjust their admissions policies (77 percent) or financial aid policies (77 percent) should the Supreme Court curtail the use of affirmative action in admissions.

To what extent do you agree or disagree with the following statements regarding race relations and the Supreme Court?

If the Supreme Court does curtail the use of affirmative action in admissions...



Note: Some totals in the above graphs may not sum to 100 percent due to rounding.

THE BIDEN ADMINISTRATION'S EARLY ACTIONS

Less than two-thirds of presidents report that the Biden administration's policies have positively affected their institution. More respondents from public (69 percent) than private nonprofit (51 percent) institutions say the administration's policies have had positive effects.

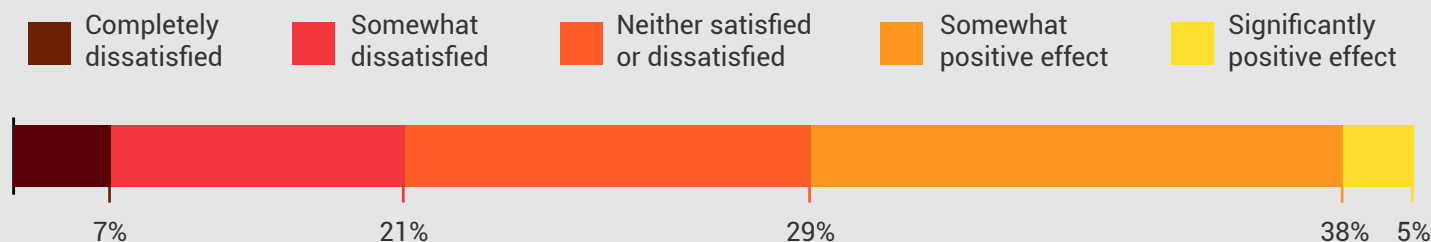
Less than half of respondents report that they are satisfied with what the Biden administration accomplished in higher education in its first year. Only 43 percent indicate that they are at least somewhat satisfied, while 28 percent report being somewhat or completely dissatisfied. Significantly more respondents from public (49 percent) than private nonprofit (35 percent) institutions are at least somewhat satisfied.

About half of presidents are not at all confident that the Biden administration will be able to deliver on its initial higher education promises.

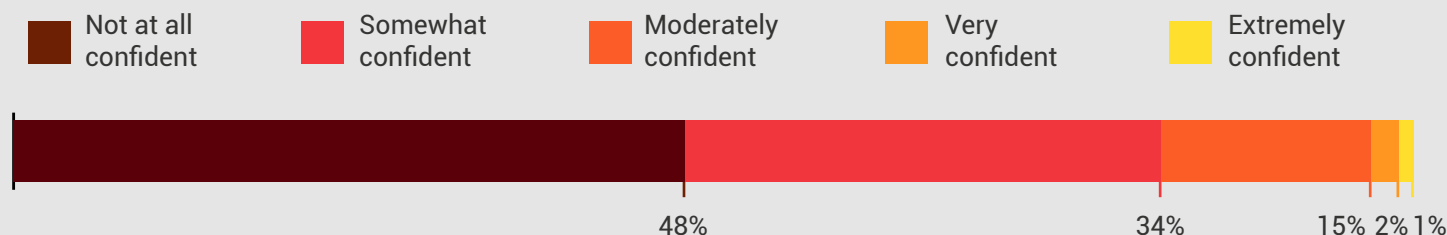
In general, what effect have the Biden administration's policies had on your institution? (n=375)



How satisfied are you with what the Biden administration has accomplished in the realm of higher education during his first year in office? (n=373)








Given the divided political climate, how confident are you that the Biden administration will be able to deliver on its initial higher education promises throughout his term as president? (n=367)



PERCEPTIONS OF LOCAL POLITICAL CLIMATE

Presidents are divided on how their state's political climate is affecting their institutions. About a third (34 percent) report that the political environment in their state has a more negative effect than in 2020, 36 percent indicate that there is not a change in its effect, and 30 percent indicate that their political climate has a more positive effect on their institution than in 2020. Significantly more respondents from public (36 percent) than private institutions (22 percent) report that their state's political environment has been positive.

The political environment in my state...

-  ..has a significantly more negative effect on my institution now than in 2020.
-  ..has a somewhat more negative effect on my institution now than in 2020.
-  ..has neither a more positive nor more negative effect on my institution now than in 2020.
-  ..has a somewhat more positive effect on my institution now than in 2020.
-  ..has a significantly more positive effect on my institution now than in 2020.



POLITICS, POLICY AND IMAGE

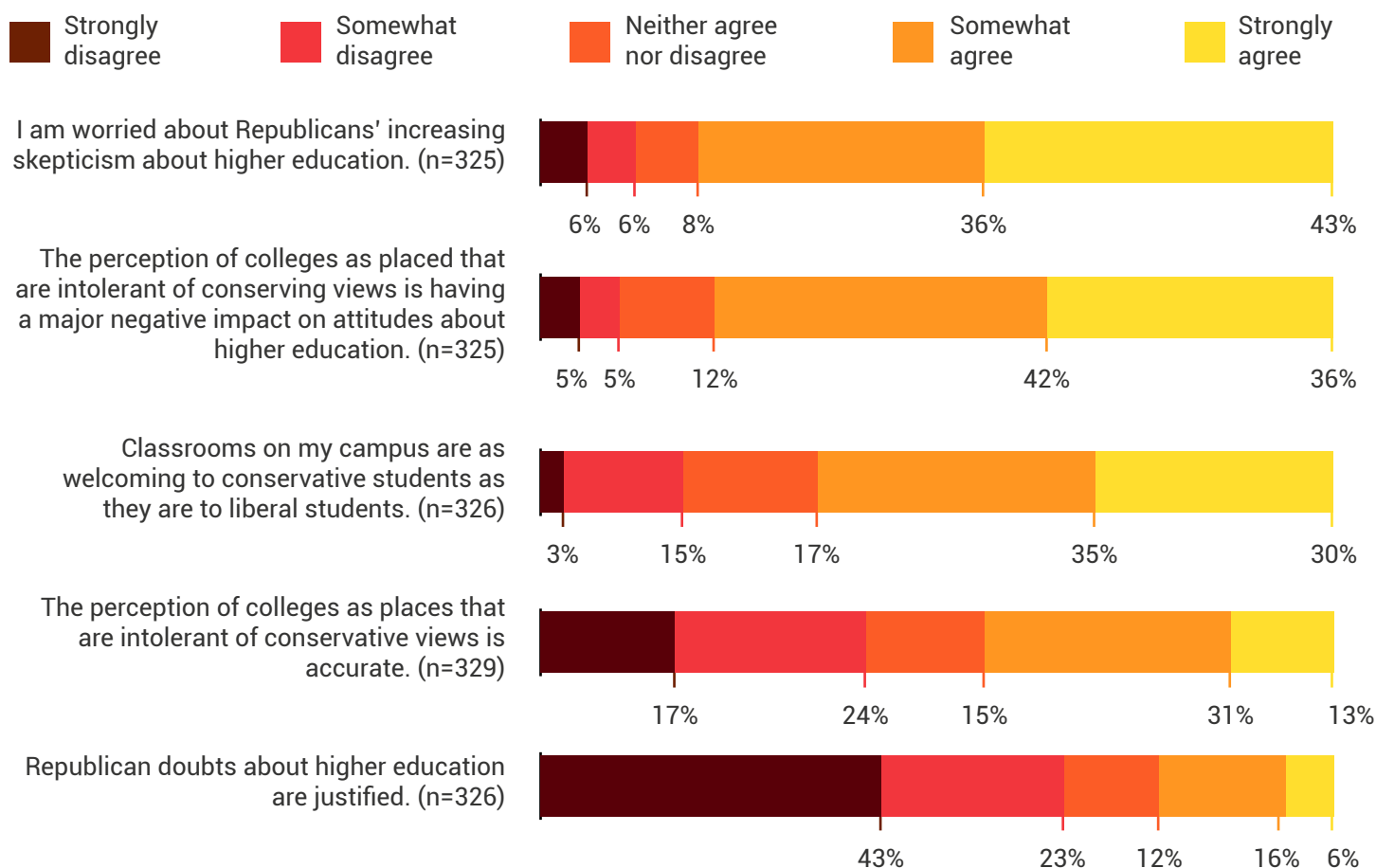
IMAGE OF HIGHER ED

Most respondents (79 percent) agree that they are worried about Republican skepticism about higher education. Roughly the same proportion (78 percent) agree that the perception of colleges as places that are intolerant of conservative views is having a major negative impact on attitudes about higher education.

About two-thirds (64 percent) agree that their classrooms are as welcoming to conservative students as they are to liberal ones, and 40 percent disagree that the perception of colleges as intolerant of conservative views is accurate.

Significantly more respondents from private nonprofit colleges (57 percent) than public institutions (37 percent) agree that the perception of colleges as places that are intolerant of conservative views is accurate.

Please indicate the extent to which you agree or disagree with the following statements:



Note: Some totals in the above graphs may not sum to 100 percent due to rounding.

| Which of the following best describes your primary role at your institution? | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| % President | 90 | 85 | 98 | 76 | 79 | 92 | 99 | 97 |
| % Chancellor | 10 | 15 | 2 | 24 | 21 | 8 | 1 | 3 |
| % President emeritus | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % None of the above | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| Please indicate how much you disagree or agree 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. | | | | | | | | |
| % Strongly disagree | 2 | 1 | 3 | 5 | 0 | 1 | 4 | 2 |
| % Somewhat disagree | 9 | 8 | 11 | 5 | 12 | 8 | 14 | 8 |
| % Neither agree nor disagree | 8 | 7 | 9 | 5 | 7 | 8 | 5 | 14 |
| % Somewhat agree | 37 | 42 | 30 | 27 | 45 | 44 | 30 | 29 |
| % Strongly agree | 44 | 42 | 48 | 59 | 36 | 39 | 47 | 48 |
| I am confident my institution will be financially stable over the next ten years. | | | | | | | | |
| % Strongly disagree | 2 | 1 | 3 | 5 | 0 | 1 | 4 | 2 |
| % Somewhat disagree | 8 | 7 | 10 | 2 | 10 | 8 | 12 | 8 |
| % Neither agree nor disagree | 13 | 16 | 8 | 2 | 19 | 18 | 10 | 6 |
| % Somewhat agree | 46 | 51 | 39 | 56 | 45 | 51 | 41 | 38 |
| % Strongly agree | 31 | 25 | 40 | 34 | 26 | 22 | 33 | 47 |

| Please indicate how much you disagree or agree with the following statements. | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| My institution is in better financial shape now than I expect it to be a year from now. | | | | | | | | |
| % Strongly disagree | 15 | 13 | 19 | 20 | 9 | 13 | 18 | 21 |
| % Somewhat disagree | 40 | 40 | 40 | 46 | 50 | 34 | 42 | 38 |
| % Neither agree nor disagree | 19 | 19 | 18 | 24 | 17 | 18 | 14 | 23 |
| % Somewhat agree | 18 | 20 | 14 | 5 | 17 | 25 | 16 | 11 |
| % Strongly agree | 8 | 8 | 9 | 5 | 7 | 10 | 10 | 8 |
| My institution is in better financial shape now than it was a year ago. | | | | | | | | |
| % Strongly disagree | 6 | 7 | 5 | 5 | 10 | 7 | 7 | 3 |
| % Somewhat disagree | 14 | 14 | 14 | 7 | 14 | 16 | 16 | 12 |
| % Neither agree nor disagree | 18 | 18 | 17 | 15 | 21 | 18 | 14 | 20 |
| % Somewhat agree | 31 | 36 | 23 | 37 | 33 | 38 | 18 | 29 |
| % Strongly agree | 31 | 24 | 41 | 37 | 22 | 22 | 45 | 36 |
| My institution is in better financial shape now than it was in 2019. | | | | | | | | |
| % Strongly disagree | 13 | 16 | 8 | 12 | 17 | 16 | 8 | 8 |
| % Somewhat disagree | 18 | 20 | 16 | 24 | 29 | 15 | 16 | 15 |
| % Neither agree nor disagree | 15 | 14 | 16 | 12 | 10 | 15 | 16 | 14 |
| % Somewhat agree | 24 | 25 | 22 | 24 | 16 | 29 | 18 | 27 |
| % Strongly agree | 30 | 26 | 39 | 27 | 28 | 25 | 41 | 36 |

| In general, what effect have the Biden administration's policies had on your institution? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Significantly negative effect | 4 | 2 | 6 | 2 | 0 | 3 | 8 | 5 |
| % Somewhat negative effect | 10 | 6 | 13 | 7 | 5 | 6 | 8 | 20 |
| % No effect | 25 | 23 | 29 | 24 | 24 | 22 | 33 | 24 |
| % Somewhat positive effect | 44 | 48 | 40 | 56 | 52 | 42 | 38 | 42 |
| % Significantly positive effect | 17 | 21 | 11 | 10 | 19 | 26 | 12 | 9 |

How satisfied are you with what the Biden administration has accomplished in the realm of higher education during his first year in office?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|-------------------------------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Completely dissatisfied | 7 | 4 | 11 | 0 | 2 | 7 | 14 | 9 |
| % Somewhat dissatisfied | 21 | 15 | 29 | 18 | 12 | 15 | 26 | 32 |
| % Neither satisfied or dissatisfied | 29 | 32 | 24 | 45 | 34 | 27 | 27 | 20 |
| % Somewhat satisfied | 38 | 42 | 33 | 38 | 45 | 42 | 32 | 35 |
| % Completely satisfied | 5 | 7 | 2 | 0 | 7 | 9 | 1 | 3 |

Given the divided political climate, how confident are you that the Biden administration will be able to deliver on its initial higher education promises throughout his term as president?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|------------------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Not at all confident | 48 | 41 | 59 | 40 | 36 | 43 | 60 | 56 |
| % Somewhat confident | 34 | 37 | 30 | 38 | 40 | 35 | 31 | 31 |
| % Moderately confident | 15 | 18 | 9 | 20 | 19 | 17 | 8 | 11 |
| % Very confident | 2 | 3 | 1 | 3 | 5 | 2 | 1 | 2 |
| % Extremely confident | 1 | 1 | 0 | 0 | 0 | 2 | 0 | 0 |

The political environment in my state...

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % ...has a significantly more negative effect on my institution now than in 2020. | 10 | 12 | 7 | 11 | 12 | 12 | 8 | 3 |
| % ...has a somewhat more negative effect on my institution now than in 2020. | 24 | 23 | 25 | 21 | 21 | 25 | 26 | 25 |
| % ...has neither a more positive nor more negative effect on my institution now than in 2020. | 36 | 29 | 46 | 37 | 25 | 30 | 42 | 50 |
| % ...has a somewhat more positive effect on my institution now than in 2020. | 23 | 26 | 18 | 21 | 32 | 26 | 19 | 17 |
| % ...has a significantly more positive effect on my institution now than in 2020. | 7 | 9 | 4 | 11 | 11 | 8 | 4 | 5 |

| Which of the following best describes your institution's current policy on requiring vaccinations? | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % All employees and students are required to be vaccinated. | 35 | 29 | 44 | 47 | 37 | 19 | 38 | 53 |
| % Just employees are required to be vaccinated. | 3 | 5 | 0 | 0 | 0 | 8 | 0 | 0 |
| % Only certain employees are required to be vaccinated. | 3 | 4 | 1 | 3 | 0 | 6 | 0 | 3 |
| % Just students are required to be vaccinated. | 6 | 5 | 8 | 5 | 9 | 2 | 4 | 11 |
| % Neither students nor employees are currently required to be vaccinated. | 54 | 58 | 46 | 45 | 54 | 65 | 58 | 33 |

| Does your institution's vaccine mandate also require a booster shot? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Yes | 50 | 39 | 64 | 62 | 58 | 18 | 67 | 63 |
| % No, but we are considering requiring a booster shot as part of the vaccine mandate. | 29 | 34 | 22 | 19 | 31 | 41 | 23 | 19 |
| % No, and we are not currently considering requiring a booster shot as part of the vaccine mandate. | 21 | 27 | 15 | 19 | 12 | 41 | 10 | 19 |

| Has your institution ever reversed any part of its vaccine mandate? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % No | 94 | 94 | 93 | 87 | 96 | 95 | 94 | 94 |
| % Yes | 6 | 6 | 7 | 13 | 4 | 5 | 6 | 6 |

To what extent do you agree or disagree with the following statement? My institution has settled into a "new normal" given the ongoing nature of the coronavirus pandemic.

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|------------------------------|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| % Strongly disagree | 3 | 4 | 2 | 3 | 4 | 3 | 3 | 2 |
| % Somewhat disagree | 19 | 19 | 20 | 21 | 19 | 18 | 22 | 19 |
| % Neither agree nor disagree | 14 | 15 | 13 | 16 | 12 | 15 | 13 | 14 |
| % Somewhat agree | 51 | 50 | 51 | 53 | 53 | 49 | 53 | 52 |
| % Strongly agree | 13 | 13 | 13 | 8 | 12 | 15 | 10 | 14 |

How effective do you believe your institution's pandemic policies have been to...

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|--|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| ...allow students and staff to safely gather indoors. | | | | | | | | |
| % Very ineffective | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| % Somewhat ineffective | 3 | 4 | 1 | 3 | 2 | 4 | 1 | 2 |
| % Neither effective nor ineffective | 4 | 7 | 1 | 5 | 7 | 6 | 0 | 2 |
| % Somewhat effective | 38 | 42 | 29 | 39 | 43 | 44 | 30 | 29 |
| % Very effective | 55 | 47 | 68 | 53 | 48 | 45 | 69 | 68 |
| ...allow your institution to operate at a "new normal". | | | | | | | | |
| % Very ineffective | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 2 |
| % Somewhat ineffective | 4 | 5 | 2 | 0 | 4 | 7 | 1 | 2 |
| % Neither effective nor ineffective | 5 | 6 | 2 | 8 | 4 | 6 | 1 | 3 |
| % Somewhat effective | 47 | 53 | 37 | 61 | 51 | 52 | 36 | 37 |
| % Very effective | 45 | 36 | 59 | 32 | 42 | 35 | 61 | 57 |
| ...prevent your institution from having to make changes to pandemic-related policies mid-semester. | | | | | | | | |
| % Very ineffective | 1 | 1 | 1 | 0 | 0 | 2 | 0 | 2 |
| % Somewhat ineffective | 4 | 6 | 1 | 8 | 4 | 6 | 1 | 2 |
| % Neither effective nor ineffective | 5 | 4 | 6 | 0 | 4 | 5 | 7 | 3 |
| % Somewhat effective | 33 | 40 | 24 | 33 | 44 | 40 | 28 | 19 |
| % Very effective | 57 | 50 | 68 | 58 | 49 | 48 | 63 | 75 |

DETAILED TABLES

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| ...stop the spread of COVID-19 on campus. | | | | | | | | |
| % Very ineffective | 1 | 1 | 0 | 0 | 2 | 1 | 0 | 0 |
| % Somewhat ineffective | 4 | 5 | 1 | 5 | 2 | 6 | 0 | 2 |
| % Neither effective nor ineffective | 3 | 3 | 3 | 3 | 2 | 4 | 4 | 2 |
| % Somewhat effective | 35 | 37 | 33 | 37 | 39 | 35 | 36 | 30 |
| % Very effective | 58 | 54 | 63 | 55 | 56 | 53 | 60 | 67 |

| At this point, what percentage of your students do you estimate have contracted COVID-19? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Less than 25% | 63 | 65 | 61 | 53 | 58 | 71 | 63 | 59 |
| % 25%-49% | 30 | 28 | 34 | 34 | 33 | 24 | 31 | 37 |
| % 50%-74% | 6 | 7 | 4 | 13 | 9 | 4 | 4 | 5 |
| % 75%-100% | 1 | 1 | 1 | 0 | 0 | 2 | 1 | 0 |

| By the fall semester, what percentage of your students do you think will have contracted COVID-19? | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Less than 25% | 37 | 36 | 38 | 16 | 40 | 41 | 37 | 38 |
| % 25%-49% | 35 | 35 | 36 | 42 | 30 | 34 | 34 | 40 |
| % 50%-74% | 24 | 24 | 24 | 32 | 28 | 20 | 25 | 21 |
| % 75%-100% | 4 | 5 | 3 | 11 | 2 | 4 | 4 | 2 |

In the spring of 2022, what percentage of your undergraduate courses are being delivered in an in-person, hybrid, or fully online format? Please enter percentages below. If you are unsure, please submit your best estimates.

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|------------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| Hybrid | | | | | | | | |
| Average | 15 | 19 | 9 | 12 | 17 | 23 | 7 | 11 |
| 25th Percentile | 1 | 10 | 0 | 5 | 5 | 10 | 0 | 0 |
| 50th Percentile | 10 | 15 | 3 | 10 | 15 | 20 | 3 | 3 |
| 75th Percentile | 22 | 25 | 10 | 14 | 22 | 30 | 10 | 10 |
| In-person | | | | | | | | |
| Average | 64 | 54 | 81 | 71 | 61 | 45 | 80 | 82 |
| 25th Percentile | 45 | 35 | 75 | 60 | 50 | 30 | 75 | 80 |
| 50th Percentile | 70 | 50 | 90 | 78 | 65 | 45 | 90 | 90 |
| 75th Percentile | 90 | 70 | 97 | 85 | 70 | 60 | 95 | 99 |
| Online | | | | | | | | |
| Average | 21 | 27 | 10 | 17 | 22 | 32 | 13 | 6 |
| 25th Percentile | 5 | 15 | 0 | 10 | 11 | 20 | 1 | 0 |
| 50th Percentile | 15 | 25 | 5 | 13 | 20 | 30 | 10 | 4 |
| 75th Percentile | 30 | 35 | 10 | 25 | 30 | 40 | 15 | 10 |

In the spring of 2019, what percentage of your undergraduate courses were being delivered in an in-person, hybrid, or fully online format? Please enter percentages below. If you are unsure, please submit your best estimates.

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|-----------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| Hybrid | | | | | | | | |
| Average | 8 | 9 | 5 | 7 | 8 | 11 | 5 | 5 |
| 25th Percentile | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 50th Percentile | 2 | 5 | 0 | 0 | 5 | 5 | 0 | 0 |
| 75th Percentile | 10 | 10 | 2 | 9 | 10 | 15 | 3 | 1 |

DETAILED TABLES

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|-----------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| In-person | | | | | | | | |
| Average | 71 | 65 | 82 | 68 | 75 | 59 | 81 | 82 |
| 25th Percentile | 60 | 55 | 81 | 54 | 70 | 47 | 80 | 90 |
| 50th Percentile | 80 | 75 | 95 | 85 | 80 | 70 | 90 | 98 |
| 75th Percentile | 95 | 85 | 100 | 94 | 90 | 80 | 100 | 100 |
| Online | | | | | | | | |
| Average | 21 | 26 | 13 | 24 | 17 | 31 | 14 | 13 |
| 25th Percentile | 3 | 10 | 0 | 5 | 5 | 15 | 0 | 0 |
| 50th Percentile | 10 | 20 | 3 | 10 | 12 | 23 | 5 | 1 |
| 75th Percentile | 25 | 30 | 10 | 25 | 20 | 35 | 12 | 10 |

In the spring of 2023, what percentage of your undergraduate courses do you estimate will be delivered in an in-person, hybrid, or fully online format? Please enter percentages below. If you are unsure, please submit your best estimates.

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|-----------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| Hybrid | | | | | | | | |
| Average | 14 | 18 | 7 | 11 | 15 | 22 | 6 | 9 |
| 25th Percentile | 0 | 5 | 0 | 2 | 5 | 10 | 0 | 0 |
| 50th Percentile | 10 | 15 | 3 | 10 | 15 | 20 | 3 | 2 |
| 75th Percentile | 20 | 25 | 10 | 14 | 20 | 30 | 10 | 10 |
| In-person | | | | | | | | |
| Average | 68 | 59 | 83 | 75 | 65 | 52 | 81 | 86 |
| 25th Percentile | 50 | 45 | 75 | 66 | 50 | 40 | 75 | 82 |
| 50th Percentile | 70 | 60 | 90 | 78 | 70 | 50 | 90 | 90 |
| 75th Percentile | 90 | 75 | 98 | 90 | 80 | 64 | 95 | 100 |
| Online | | | | | | | | |
| Average | 18 | 23 | 10 | 14 | 20 | 27 | 13 | 6 |
| 25th Percentile | 5 | 10 | 0 | 6 | 10 | 20 | 2 | 0 |
| 50th Percentile | 15 | 20 | 5 | 12 | 20 | 25 | 10 | 2 |
| 75th Percentile | 30 | 30 | 10 | 20 | 30 | 35 | 15 | 10 |

| How would you rate the overall/average quality of each of the following types of courses being delivered this spring at your institution? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| Fully online | | | | | | | | |
| % Very poor | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 2 |
| % Poor | 3 | 2 | 3 | 0 | 2 | 3 | 0 | 7 |
| % Fair | 19 | 20 | 18 | 19 | 21 | 19 | 13 | 25 |
| % Good | 59 | 58 | 59 | 64 | 55 | 59 | 66 | 53 |
| % Excellent | 19 | 19 | 19 | 17 | 23 | 18 | 22 | 14 |
| Hybrid | | | | | | | | |
| % Very poor | 1 | 1 | 1 | 0 | 2 | 0 | 0 | 2 |
| % Poor | 2 | 2 | 3 | 6 | 2 | 1 | 2 | 4 |
| % Fair | 15 | 14 | 18 | 15 | 16 | 11 | 17 | 17 |
| % Good | 55 | 54 | 56 | 55 | 54 | 54 | 57 | 56 |
| % Excellent | 27 | 30 | 23 | 24 | 26 | 33 | 24 | 22 |
| In-person | | | | | | | | |
| % Very poor | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % Poor | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % Fair | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % Good | 27 | 31 | 21 | 33 | 31 | 30 | 20 | 21 |
| % Excellent | 73 | 69 | 79 | 67 | 69 | 70 | 80 | 79 |

| What percentage of your institution's non-faculty staff is working remotely as of the spring of 2022? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| % A significantly smaller percentage of staff are working remotely during the 2021-22 academic year as compared to 2020-21. | 50 | 49 | 53 | 42 | 52 | 51 | 51 | 56 |
| % A somewhat smaller percentage of staff are working remotely during the 2021-22 academic year as compared to 2020-21. | 27 | 27 | 28 | 32 | 30 | 24 | 28 | 27 |
| % Around the same percentage of staff are working remotely this academic year as they did last year. | 18 | 19 | 15 | 18 | 19 | 20 | 19 | 11 |
| % A somewhat larger percentage of staff are working remotely during the 2021-22 academic year as compared to 2020-21. | 3 | 3 | 4 | 8 | 0 | 3 | 3 | 5 |
| % A significantly larger percentage of staff are working remotely during the 2021-22 academic year as compared to 2020-21. | 1 | 1 | 1 | 0 | 0 | 2 | 0 | 2 |

| Which of the following best describes your institution? My institution... | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| % ...has altered its employment policies in ways that will give employees more latitude to work remotely after the pandemic ends. | 47 | 44 | 51 | 61 | 44 | 38 | 55 | 46 |
| % ...is considering altering its employment policies to give employees more latitude to work remotely after the pandemic ends. | 34 | 41 | 23 | 34 | 35 | 45 | 22 | 25 |
| % ...is unlikely to alter its employment policies to give employees more latitude to work remotely after the pandemic ends. | 19 | 15 | 25 | 5 | 20 | 16 | 23 | 29 |

Given the rise of remote learning and remote work, how likely or unlikely is your institution to shrink its physical campus footprint in the next five years?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---------------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Not likely at all | 50 | 45 | 57 | 51 | 54 | 39 | 59 | 56 |
| % Not too likely | 32 | 36 | 26 | 32 | 41 | 35 | 24 | 30 |
| % Somewhat likely | 11 | 12 | 11 | 11 | 2 | 17 | 12 | 10 |
| % Very likely | 7 | 7 | 6 | 5 | 4 | 9 | 6 | 5 |

To what extent do you agree or disagree with the following statements about how COVID-19 has changed the higher education landscape?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| COVID-19 will cause a shift from more expensive colleges to more affordable ones, such as community colleges. | | | | | | | | |
| % Strongly disagree | 10 | 7 | 16 | 11 | 7 | 6 | 16 | 16 |
| % Somewhat disagree | 30 | 26 | 37 | 29 | 30 | 23 | 42 | 32 |
| % Neither agree nor disagree | 25 | 30 | 19 | 32 | 28 | 30 | 19 | 17 |
| % Somewhat agree | 29 | 33 | 25 | 26 | 35 | 34 | 22 | 29 |
| % Strongly agree | 5 | 4 | 4 | 3 | 0 | 7 | 1 | 6 |
| COVID-19 will cause a shift in enrollment trends for years to come, with more prospective students favoring virtual instruction than before the pandemic. | | | | | | | | |
| % Strongly disagree | 8 | 4 | 14 | 13 | 4 | 2 | 13 | 16 |
| % Somewhat disagree | 26 | 22 | 34 | 34 | 22 | 18 | 32 | 37 |
| % Neither agree nor disagree | 16 | 16 | 16 | 24 | 17 | 13 | 22 | 11 |
| % Somewhat agree | 39 | 43 | 31 | 24 | 52 | 47 | 30 | 32 |
| % Strongly agree | 11 | 15 | 4 | 5 | 6 | 21 | 3 | 5 |
| Fewer prospective students and parents are interested in paying the same price for virtual learning as for in-person learning. | | | | | | | | |
| % Strongly disagree | 3 | 4 | 2 | 3 | 0 | 6 | 1 | 3 |
| % Somewhat disagree | 5 | 7 | 2 | 5 | 4 | 9 | 3 | 2 |
| % Neither agree nor disagree | 14 | 17 | 8 | 8 | 19 | 19 | 10 | 6 |
| % Somewhat agree | 44 | 44 | 43 | 55 | 43 | 42 | 42 | 43 |
| % Strongly agree | 35 | 28 | 45 | 29 | 35 | 24 | 43 | 46 |

| How would you rate your level of awareness of the general state of mental health as it relates to following members of your community? | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| Alumni | | | | | | | | |
| % Very unaware | 21 | 24 | 18 | 18 | 17 | 32 | 20 | 14 |
| % Somewhat unaware | 38 | 38 | 38 | 53 | 43 | 29 | 36 | 41 |
| % Somewhat aware | 36 | 34 | 38 | 26 | 38 | 34 | 37 | 39 |
| % Very aware | 4 | 3 | 6 | 3 | 2 | 4 | 7 | 5 |
| Faculty | | | | | | | | |
| % Very unaware | 1 | 0 | 1 | 3 | 0 | 0 | 0 | 2 |
| % Somewhat unaware | 2 | 3 | 1 | 0 | 6 | 3 | 0 | 2 |
| % Somewhat aware | 42 | 44 | 39 | 50 | 42 | 44 | 40 | 35 |
| % Very aware | 55 | 52 | 60 | 47 | 53 | 52 | 60 | 61 |
| Graduate students | | | | | | | | |
| % Very unaware | 3 | 4 | 3 | 0 | 0 | 24 | 1 | 5 |
| % Somewhat unaware | 8 | 7 | 9 | 3 | 9 | 12 | 9 | 10 |
| % Somewhat aware | 49 | 51 | 46 | 43 | 59 | 47 | 49 | 41 |
| % Very aware | 40 | 38 | 42 | 54 | 33 | 18 | 41 | 44 |
| Parents | | | | | | | | |
| % Very unaware | 19 | 22 | 14 | 22 | 25 | 21 | 17 | 11 |
| % Somewhat unaware | 34 | 33 | 35 | 36 | 31 | 32 | 32 | 39 |
| % Somewhat aware | 38 | 36 | 41 | 31 | 42 | 34 | 38 | 44 |
| % Very aware | 10 | 10 | 10 | 11 | 2 | 13 | 13 | 6 |
| Staff | | | | | | | | |
| % Very unaware | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 |
| % Somewhat unaware | 2 | 1 | 3 | 0 | 0 | 3 | 1 | 5 |
| % Somewhat aware | 40 | 43 | 37 | 45 | 47 | 41 | 41 | 32 |
| % Very aware | 57 | 55 | 60 | 55 | 51 | 57 | 58 | 63 |
| Undergraduate students | | | | | | | | |
| % Very unaware | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 3 |
| % Somewhat unaware | 2 | 2 | 2 | 0 | 0 | 4 | 1 | 2 |
| % Somewhat aware | 29 | 38 | 14 | 21 | 35 | 44 | 16 | 11 |
| % Very aware | 69 | 60 | 83 | 79 | 65 | 51 | 83 | 84 |

| To what extent do you agree or disagree with the following statements? My institution has sufficient capacity to meet the mental health needs of... | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| ...faculty. | | | | | | | | |
| % Strongly disagree | 9 | 11 | 8 | 5 | 9 | 12 | 8 | 5 |
| % Somewhat disagree | 23 | 23 | 22 | 35 | 23 | 20 | 20 | 26 |
| % Neither agree nor disagree | 12 | 10 | 16 | 16 | 11 | 7 | 18 | 15 |
| % Somewhat agree | 45 | 44 | 46 | 41 | 42 | 46 | 50 | 43 |
| % Strongly agree | 10 | 12 | 8 | 3 | 15 | 14 | 5 | 11 |
| ...graduate students. | | | | | | | | |
| % Strongly disagree | 6 | 6 | 6 | 5 | 4 | 14 | 7 | 2 |
| % Somewhat disagree | 23 | 26 | 21 | 24 | 24 | 36 | 22 | 21 |
| % Neither agree nor disagree | 10 | 6 | 14 | 3 | 9 | 7 | 17 | 9 |
| % Somewhat agree | 46 | 49 | 43 | 58 | 48 | 29 | 41 | 49 |
| % Strongly agree | 14 | 13 | 15 | 11 | 15 | 14 | 13 | 19 |
| ...staff. | | | | | | | | |
| % Strongly disagree | 10 | 12 | 8 | 8 | 9 | 13 | 8 | 5 |
| % Somewhat disagree | 23 | 23 | 23 | 29 | 25 | 21 | 23 | 25 |
| % Neither agree nor disagree | 12 | 10 | 15 | 16 | 13 | 7 | 15 | 15 |
| % Somewhat agree | 44 | 42 | 47 | 42 | 38 | 44 | 50 | 44 |
| % Strongly agree | 11 | 13 | 8 | 5 | 15 | 15 | 5 | 11 |
| ...undergraduate students. | | | | | | | | |
| % Strongly disagree | 8 | 10 | 5 | 5 | 10 | 10 | 4 | 3 |
| % Somewhat disagree | 23 | 25 | 20 | 26 | 27 | 23 | 20 | 18 |
| % Neither agree nor disagree | 4 | 3 | 5 | 3 | 2 | 4 | 6 | 3 |
| % Somewhat agree | 44 | 41 | 48 | 53 | 35 | 40 | 45 | 52 |
| % Strongly agree | 22 | 21 | 23 | 13 | 27 | 22 | 25 | 23 |

| Why do you feel that your institution has sufficient capacity to meet the mental health needs for at least some of your stakeholders? Please select all that apply. My institution has... | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % ...increased its budget for mental health-related services. | 71 | 73 | 67 | 89 | 75 | 67 | 63 | 72 |
| % ...invested in telehealth services. | 70 | 72 | 68 | 78 | 80 | 66 | 65 | 72 |
| % ...increased availability of appointments with mental health services (e.g., expanded counseling service hours to evenings and weekends). | 70 | 64 | 78 | 74 | 65 | 61 | 80 | 76 |
| % ...increased staffing for on-campus counseling services. | 62 | 62 | 63 | 85 | 68 | 52 | 67 | 58 |
| % ...allowed students to have more flexibility with due dates for their coursework. | 44 | 46 | 41 | 22 | 50 | 52 | 33 | 50 |
| % ...placed an increased emphasis on inclusive care for BIPOC and LGBTQ+ students. | 41 | 41 | 42 | 52 | 50 | 33 | 41 | 44 |
| % ...expanded time-off policies to allow for "mental health" days for staff and faculty. | 23 | 18 | 30 | 7 | 35 | 14 | 28 | 32 |
| % Other | 9 | 9 | 8 | 7 | 5 | 11 | 11 | 4 |

| Do you plan on increasing your institution's capacity to meet the mental health needs of students, staff, and/or faculty? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Yes | 74 | 80 | 66 | 86 | 83 | 76 | 62 | 68 |
| % No | 26 | 20 | 34 | 14 | 17 | 24 | 38 | 32 |

| To what extent do you believe each of the following has influenced the increased demand for student mental health services? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| Declining student resilience due to the prolonged nature of the pandemic | | | | | | | | |
| % Not at all influential | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 2 |
| % Slightly influential | 5 | 5 | 5 | 0 | 4 | 8 | 4 | 5 |
| % Moderately influential | 19 | 18 | 18 | 30 | 21 | 14 | 19 | 18 |
| % Very influential | 45 | 44 | 47 | 46 | 38 | 45 | 48 | 47 |
| % Extremely influential | 31 | 33 | 30 | 24 | 37 | 33 | 28 | 29 |
| Pre-existing mental health conditions | | | | | | | | |
| % Not at all influential | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| % Slightly influential | 12 | 11 | 14 | 19 | 10 | 9 | 17 | 12 |
| % Moderately influential | 34 | 37 | 27 | 32 | 31 | 41 | 27 | 28 |
| % Very influential | 37 | 35 | 41 | 35 | 40 | 34 | 40 | 40 |
| % Extremely influential | 17 | 16 | 18 | 14 | 19 | 15 | 16 | 20 |
| The need to adapt to changing regulations and restrictions related to the pandemic | | | | | | | | |
| % Not at all influential | 2 | 2 | 2 | 0 | 2 | 2 | 3 | 2 |
| % Slightly influential | 17 | 19 | 16 | 24 | 17 | 17 | 11 | 21 |
| % Moderately influential | 35 | 32 | 39 | 43 | 33 | 28 | 44 | 34 |
| % Very influential | 29 | 31 | 27 | 27 | 33 | 31 | 27 | 26 |
| % Extremely influential | 16 | 17 | 16 | 5 | 15 | 21 | 14 | 18 |
| The need to balance personal economic and familial duties with their schoolwork | | | | | | | | |
| % Not at all influential | 1 | 0 | 2 | 0 | 0 | 1 | 0 | 3 |
| % Slightly influential | 10 | 9 | 11 | 16 | 13 | 5 | 11 | 11 |
| % Moderately influential | 28 | 21 | 39 | 24 | 25 | 19 | 35 | 45 |
| % Very influential | 39 | 40 | 35 | 41 | 35 | 43 | 43 | 26 |
| % Extremely influential | 23 | 29 | 13 | 19 | 27 | 32 | 11 | 15 |

To what extent do you agree or disagree with the following statement regarding how your institution has changed during the pandemic? The pandemic, and subsequent necessary changes (e.g., adjusting to distance learning), has created an opportunity for my institution to make other institutional changes we have been wanting to make anyway.

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|------------------------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Strongly disagree | 6 | 6 | 5 | 8 | 8 | 5 | 3 | 6 |
| % Somewhat disagree | 10 | 10 | 10 | 3 | 8 | 13 | 4 | 16 |
| % Neither agree nor disagree | 9 | 8 | 9 | 5 | 12 | 8 | 9 | 10 |
| % Somewhat agree | 49 | 47 | 53 | 59 | 62 | 37 | 64 | 44 |
| % Strongly agree | 27 | 29 | 23 | 24 | 12 | 37 | 20 | 24 |

To what extent do you agree or disagree with the following statements? My institution...

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| ...was able to implement some positive, long-lasting institutional changes during the pandemic. | | | | | | | | |
| % Strongly disagree | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % Somewhat disagree | 4 | 3 | 5 | 3 | 4 | 3 | 6 | 3 |
| % Neither agree nor disagree | 7 | 7 | 8 | 14 | 6 | 5 | 6 | 10 |
| % Somewhat agree | 45 | 42 | 51 | 49 | 58 | 32 | 58 | 44 |
| % Strongly agree | 44 | 49 | 37 | 35 | 33 | 60 | 30 | 44 |
| ...was pushed to think out of the box during the pandemic in a way that will benefit the institution in the long run. | | | | | | | | |
| % Strongly disagree | 1 | 1 | 0 | 0 | 0 | 2 | 0 | 0 |
| % Somewhat disagree | 1 | 0 | 2 | 0 | 2 | 0 | 0 | 5 |
| % Neither agree nor disagree | 4 | 3 | 4 | 5 | 6 | 2 | 4 | 3 |
| % Somewhat agree | 36 | 36 | 37 | 41 | 48 | 30 | 44 | 31 |
| % Strongly agree | 58 | 59 | 57 | 54 | 44 | 67 | 51 | 61 |
| ...will keep some of the COVID-19-related changes even after the pandemic ends. | | | | | | | | |
| % Strongly disagree | 1 | 0 | 1 | 0 | 2 | 0 | 1 | 0 |
| % Somewhat disagree | 3 | 1 | 6 | 3 | 4 | 0 | 4 | 8 |
| % Neither agree nor disagree | 5 | 4 | 6 | 3 | 8 | 4 | 4 | 8 |
| % Somewhat agree | 39 | 34 | 45 | 47 | 48 | 25 | 54 | 37 |
| % Strongly agree | 52 | 59 | 42 | 47 | 38 | 72 | 36 | 47 |

| Which of the following changes has your institution made because of the pandemic that it plans to keep in the long term? Please select all that apply. | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Increased online learning options | 83 | 89 | 72 | 92 | 84 | 90 | 76 | 67 |
| % Additional flexibility for staff to work remotely | 76 | 76 | 74 | 86 | 73 | 74 | 76 | 71 |
| % Additional investments in mental health services | 75 | 77 | 71 | 89 | 84 | 70 | 70 | 72 |
| % Creating more stackable certificates and other alternatives to existing degrees | 50 | 55 | 43 | 39 | 47 | 64 | 45 | 38 |
| % New degree programs aimed at non-traditional learners | 44 | 46 | 42 | 33 | 43 | 51 | 42 | 41 |
| % Adaptations to the academic calendar | 43 | 39 | 49 | 28 | 35 | 44 | 39 | 60 |
| % Extending test-optional or test-blind policies | 40 | 31 | 54 | 64 | 33 | 21 | 66 | 43 |
| % More partnerships with third-party providers on delivery of academic programs and other core services | 26 | 23 | 31 | 17 | 20 | 26 | 27 | 34 |
| % Decreases in the institution's physical campus footprint | 12 | 11 | 13 | 17 | 8 | 11 | 15 | 10 |
| % Other | 8 | 8 | 9 | 6 | 6 | 10 | 3 | 16 |

| To what extent do you agree or disagree with the following statements? | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| At my college, we have the right mindset to respond quickly to needed changes. | | | | | | | | |
| % Strongly disagree | 1 | 1 | 2 | 0 | 0 | 2 | 1 | 3 |
| % Somewhat disagree | 9 | 11 | 5 | 19 | 10 | 8 | 7 | 3 |
| % Neither agree nor disagree | 12 | 13 | 10 | 24 | 15 | 9 | 10 | 10 |
| % Somewhat agree | 49 | 47 | 50 | 38 | 58 | 46 | 43 | 60 |
| % Strongly agree | 29 | 27 | 32 | 19 | 17 | 35 | 38 | 24 |

DETAILED TABLES

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|--|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| At my college, we have the right tools and processes to respond quickly to needed changes. | | | | | | | | |
| % Strongly disagree | 1 | 1 | 1 | 0 | 2 | 2 | 0 | 2 |
| % Somewhat disagree | 14 | 14 | 14 | 24 | 15 | 10 | 16 | 10 |
| % Neither agree nor disagree | 12 | 13 | 10 | 11 | 19 | 11 | 9 | 11 |
| % Somewhat agree | 53 | 54 | 51 | 54 | 46 | 58 | 49 | 55 |
| % Strongly agree | 20 | 18 | 25 | 11 | 17 | 20 | 26 | 23 |
| Faculty members understand the challenges confronting my institution and our need to adapt. | | | | | | | | |
| % Strongly disagree | 6 | 6 | 5 | 8 | 2 | 5 | 6 | 3 |
| % Somewhat disagree | 27 | 29 | 25 | 35 | 35 | 25 | 30 | 19 |
| % Neither agree nor disagree | 10 | 11 | 10 | 24 | 8 | 8 | 10 | 10 |
| % Somewhat agree | 45 | 46 | 44 | 32 | 52 | 48 | 39 | 48 |
| % Strongly agree | 11 | 8 | 17 | 0 | 4 | 13 | 14 | 19 |
| I believe my institution needs to make fundamental changes in its business models, programming, or other operations. | | | | | | | | |
| % Strongly disagree | 6 | 6 | 7 | 3 | 8 | 7 | 7 | 6 |
| % Somewhat disagree | 11 | 10 | 13 | 19 | 6 | 9 | 7 | 18 |
| % Neither agree nor disagree | 11 | 11 | 12 | 14 | 13 | 9 | 17 | 6 |
| % Somewhat agree | 39 | 42 | 32 | 46 | 46 | 40 | 30 | 34 |
| % Strongly agree | 33 | 31 | 36 | 19 | 27 | 35 | 38 | 35 |
| My institution needs a shared governance process that allows for speedier decision-making than we currently have. | | | | | | | | |
| % Strongly disagree | 12 | 13 | 11 | 8 | 6 | 18 | 10 | 11 |
| % Somewhat disagree | 21 | 19 | 23 | 19 | 16 | 21 | 23 | 23 |
| % Neither agree nor disagree | 22 | 25 | 17 | 19 | 27 | 27 | 14 | 19 |
| % Somewhat agree | 24 | 23 | 28 | 30 | 22 | 21 | 32 | 24 |
| % Strongly agree | 21 | 20 | 22 | 24 | 29 | 13 | 20 | 23 |

DETAILED TABLES

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| Senior administrators understand the challenges confronting my institution and our need to adapt. | | | | | | | | |
| % Strongly disagree | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % Somewhat disagree | 2 | 3 | 1 | 0 | 2 | 4 | 1 | 0 |
| % Neither agree nor disagree | 1 | 1 | 1 | 3 | 2 | 1 | 1 | 0 |
| % Somewhat agree | 27 | 34 | 15 | 43 | 40 | 28 | 14 | 16 |
| % Strongly agree | 70 | 62 | 83 | 54 | 56 | 67 | 83 | 84 |
| Trustees understand the challenges confronting my institution and our need to adapt. | | | | | | | | |
| % Strongly disagree | 3 | 3 | 2 | 5 | 4 | 3 | 0 | 3 |
| % Somewhat disagree | 10 | 10 | 11 | 11 | 20 | 6 | 12 | 10 |
| % Neither agree nor disagree | 6 | 9 | 1 | 14 | 14 | 6 | 1 | 0 |
| % Somewhat agree | 42 | 42 | 42 | 43 | 35 | 44 | 46 | 39 |
| % Strongly agree | 38 | 34 | 44 | 27 | 27 | 41 | 41 | 48 |

Generally speaking, would you say the state of race relations on your campus is excellent, good, fair, or poor?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|-------------|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| % Poor | 1 | 1 | 1 | 0 | 2 | 1 | 1 | 0 |
| % Fair | 26 | 27 | 24 | 30 | 31 | 24 | 28 | 21 |
| % Good | 63 | 61 | 66 | 68 | 59 | 61 | 60 | 70 |
| % Excellent | 10 | 11 | 9 | 3 | 8 | 15 | 10 | 8 |

Generally speaking, would you say the state of race relations on college and university campuses is excellent, good, fair, or poor?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|-------------|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| % Poor | 7 | 6 | 9 | 3 | 2 | 9 | 14 | 4 |
| % Fair | 64 | 63 | 66 | 71 | 68 | 58 | 61 | 70 |
| % Good | 28 | 31 | 24 | 26 | 30 | 33 | 25 | 25 |
| % Excellent | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 2 |

| To what extent do you agree or disagree with the following statements regarding race relations and the Supreme Court? If the Supreme Court does curtail the use of affirmative action in admissions... | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| ...my institution would have to significantly adjust its admissions policies. | | | | | | | | |
| % Strongly disagree | 56 | 59 | 52 | 38 | 48 | 73 | 48 | 54 |
| % Somewhat disagree | 21 | 23 | 18 | 38 | 28 | 14 | 21 | 15 |
| % Neither agree nor disagree | 16 | 13 | 21 | 15 | 18 | 9 | 27 | 15 |
| % Somewhat agree | 5 | 5 | 6 | 9 | 6 | 2 | 5 | 8 |
| % Strongly agree | 2 | 1 | 3 | 0 | 0 | 1 | 0 | 7 |
| ...my institution would have to significantly adjust its financial aid policies. | | | | | | | | |
| % Strongly disagree | 52 | 54 | 47 | 38 | 43 | 67 | 41 | 53 |
| % Somewhat disagree | 25 | 23 | 29 | 29 | 31 | 16 | 35 | 21 |
| % Neither agree nor disagree | 15 | 15 | 16 | 21 | 16 | 13 | 17 | 14 |
| % Somewhat agree | 6 | 6 | 7 | 12 | 8 | 3 | 6 | 7 |
| % Strongly agree | 2 | 1 | 2 | 0 | 2 | 1 | 0 | 5 |
| ...race relations at my institution will worsen. | | | | | | | | |
| % Strongly disagree | 41 | 44 | 37 | 30 | 33 | 56 | 37 | 36 |
| % Somewhat disagree | 22 | 20 | 24 | 18 | 25 | 17 | 19 | 31 |
| % Neither agree nor disagree | 23 | 21 | 25 | 21 | 27 | 18 | 30 | 21 |
| % Somewhat agree | 12 | 13 | 10 | 27 | 14 | 8 | 11 | 7 |
| % Strongly agree | 2 | 1 | 4 | 3 | 0 | 1 | 3 | 5 |
| ...there will be increased racial unrest and protests at my institution. | | | | | | | | |
| % Strongly disagree | 41 | 44 | 38 | 34 | 30 | 55 | 36 | 41 |
| % Somewhat disagree | 25 | 21 | 30 | 16 | 32 | 17 | 33 | 29 |
| % Neither agree nor disagree | 22 | 23 | 22 | 28 | 20 | 22 | 23 | 20 |
| % Somewhat agree | 10 | 11 | 8 | 19 | 18 | 4 | 8 | 7 |
| % Strongly agree | 1 | 1 | 2 | 3 | 0 | 1 | 0 | 3 |

DETAILED TABLES

| Please indicate the extent to which you agree or disagree with the following statements: | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| Classrooms on my campus are as welcoming to conservative students as they are to liberal students. | | | | | | | | |
| % Strongly disagree | 4 | 2 | 6 | 0 | 0 | 3 | 6 | 7 |
| % Somewhat disagree | 15 | 13 | 18 | 37 | 13 | 5 | 22 | 13 |
| % Neither agree nor disagree | 17 | 19 | 15 | 14 | 21 | 20 | 16 | 12 |
| % Somewhat agree | 35 | 34 | 36 | 26 | 43 | 33 | 32 | 42 |
| % Strongly agree | 30 | 32 | 25 | 23 | 23 | 40 | 24 | 27 |
| I am worried about Republicans' increasing skepticism about higher education. | | | | | | | | |
| % Strongly disagree | 6 | 6 | 7 | 6 | 4 | 7 | 7 | 7 |
| % Somewhat disagree | 6 | 6 | 7 | 6 | 0 | 9 | 6 | 8 |
| % Neither agree nor disagree | 8 | 9 | 7 | 0 | 16 | 8 | 7 | 7 |
| % Somewhat agree | 36 | 27 | 48 | 31 | 33 | 23 | 50 | 47 |
| % Strongly agree | 43 | 51 | 31 | 57 | 47 | 51 | 29 | 31 |
| Republican doubts about higher education are justified. | | | | | | | | |
| % Strongly disagree | 43 | 47 | 37 | 51 | 51 | 44 | 35 | 38 |
| % Somewhat disagree | 23 | 20 | 27 | 26 | 27 | 16 | 29 | 25 |
| % Neither agree nor disagree | 12 | 12 | 10 | 6 | 12 | 15 | 12 | 8 |
| % Somewhat agree | 16 | 14 | 19 | 11 | 8 | 17 | 18 | 20 |
| % Strongly agree | 6 | 6 | 7 | 6 | 2 | 8 | 6 | 8 |
| The perception of colleges as places that are intolerant of conservative views is accurate. | | | | | | | | |
| % Strongly disagree | 17 | 18 | 15 | 14 | 14 | 21 | 12 | 15 |
| % Somewhat disagree | 24 | 29 | 15 | 26 | 37 | 27 | 13 | 18 |
| % Neither agree nor disagree | 15 | 16 | 13 | 14 | 18 | 16 | 19 | 7 |
| % Somewhat agree | 31 | 29 | 35 | 37 | 29 | 25 | 37 | 35 |
| % Strongly agree | 13 | 8 | 22 | 9 | 2 | 11 | 19 | 25 |
| The perception of colleges as places that are intolerant of conservative views is having a major negative impact on attitudes about higher education. | | | | | | | | |
| % Strongly disagree | 5 | 5 | 5 | 6 | 0 | 7 | 3 | 5 |
| % Somewhat disagree | 5 | 5 | 6 | 6 | 6 | 4 | 9 | 3 |
| % Neither agree nor disagree | 12 | 13 | 10 | 6 | 18 | 13 | 16 | 3 |
| % Somewhat agree | 42 | 42 | 41 | 43 | 47 | 41 | 40 | 43 |
| % Strongly agree | 36 | 35 | 38 | 40 | 29 | 36 | 32 | 45 |

Have senior administrators at your college had serious internal discussions in the last year about merging with another college or university?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|-------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Yes | 15 | 11 | 20 | 11 | 10 | 12 | 22 | 17 |
| % No | 85 | 89 | 80 | 89 | 90 | 88 | 78 | 83 |

Have senior administrators at your college had serious internal discussions in the last year about consolidating some of its programs or operations with another college or university?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|-------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Yes | 25 | 25 | 25 | 17 | 22 | 29 | 28 | 22 |
| % No | 75 | 75 | 75 | 83 | 78 | 71 | 72 | 78 |

How likely is your institution to merge into or be acquired by another college or university in the next five years?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---------------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Not likely at all | 72 | 73 | 71 | 89 | 69 | 70 | 69 | 73 |
| % Not too likely | 20 | 19 | 22 | 6 | 24 | 22 | 25 | 18 |
| % Somewhat likely | 4 | 3 | 5 | 3 | 6 | 2 | 4 | 7 |
| % Very likely | 4 | 5 | 2 | 3 | 0 | 6 | 1 | 2 |

How likely is your institution to acquire another college or university in the next five years?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---------------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Not likely at all | 57 | 64 | 48 | 57 | 64 | 66 | 43 | 55 |
| % Not too likely | 22 | 23 | 22 | 29 | 24 | 21 | 18 | 27 |
| % Somewhat likely | 16 | 9 | 26 | 11 | 8 | 9 | 34 | 17 |
| % Very likely | 4 | 4 | 5 | 3 | 4 | 4 | 6 | 2 |

How likely is your institution to share administrative functions with another college or university in the next five years?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---------------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Not likely at all | 32 | 36 | 26 | 51 | 16 | 39 | 31 | 19 |
| % Not too likely | 23 | 24 | 21 | 17 | 31 | 24 | 16 | 28 |
| % Somewhat likely | 30 | 24 | 38 | 20 | 37 | 21 | 43 | 33 |
| % Very likely | 15 | 15 | 15 | 11 | 16 | 16 | 9 | 21 |

How likely is your institution to combine academic programs with those of another college or university in the next five years?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|---------------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Not likely at all | 31 | 32 | 28 | 52 | 27 | 28 | 28 | 26 |
| % Not too likely | 25 | 27 | 23 | 21 | 33 | 27 | 30 | 14 |
| % Somewhat likely | 34 | 31 | 38 | 21 | 35 | 33 | 34 | 43 |
| % Very likely | 10 | 9 | 12 | 6 | 6 | 12 | 7 | 17 |

Do you think your institution should or should not merge with another college or university in the next five years?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|--------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Should | 13 | 11 | 16 | 14 | 6 | 13 | 19 | 9 |
| % Should not | 87 | 89 | 84 | 86 | 94 | 87 | 81 | 91 |

Do you think your institution should or should not share administrative functions with another college or university in the next five years?

| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
|--------------|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Should | 54 | 49 | 61 | 44 | 60 | 46 | 62 | 60 |
| % Should not | 46 | 51 | 39 | 56 | 40 | 54 | 38 | 40 |

| Do you think your institution should or should not combine academic programs with those of another college or university in the next five years? | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| % Should | 56 | 53 | 60 | 48 | 57 | 54 | 57 | 66 |
| % Should not | 44 | 47 | 40 | 52 | 43 | 46 | 43 | 34 |

| What is your age? | | | | | | | | |
|-------------------------|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| % Under 30 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % 30 - 39 | 2 | 3 | 0 | 0 | 0 | 5 | 0 | 0 |
| % 40 - 49 | 5 | 6 | 4 | 0 | 6 | 8 | 4 | 3 |
| % 50 - 59 | 42 | 41 | 43 | 31 | 44 | 43 | 40 | 47 |
| % 60 - 69 | 42 | 41 | 43 | 63 | 46 | 32 | 47 | 40 |
| % 70 and older | 9 | 8 | 10 | 6 | 4 | 11 | 9 | 10 |
| % Prefer not to respond | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 |

| With which of the following gender identities do you most identify? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|-----------------|--------|-------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral-Master's | Bacc. |
| % Male | 66 | 63 | 72 | 66 | 66 | 60 | 75 | 68 |
| % Female | 33 | 37 | 26 | 34 | 34 | 40 | 24 | 28 |
| % Non-binary/Gender non-conforming | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % Not listed/Prefer to self-describe (specify, if desired): | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % Prefer not to respond | 1 | 0 | 2 | 0 | 0 | 0 | 1 | 3 |

| How many years have you served as the president of this institution? | | | | | | | | |
|--|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Less than 6 months | 2 | 1 | 2 | 3 | 2 | 0 | 1 | 3 |
| % 6 months to less than 3 years | 33 | 33 | 33 | 34 | 32 | 34 | 34 | 32 |
| % 3 years to less than 5 years | 21 | 20 | 22 | 20 | 28 | 16 | 19 | 25 |
| % 5 years to less than 10 years | 31 | 33 | 28 | 29 | 30 | 34 | 32 | 25 |
| % 10 or more years | 14 | 13 | 14 | 14 | 8 | 15 | 13 | 15 |
| % Don't know/ Does not apply | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| % Prefer not to respond | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| How many years have you served as the president at any institution? | | | | | | | | |
|---|-----------------------------|--------|-------------------|----------|--------------------|--------|-----------------------|-------|
| | All Institutions, by Sector | | | Public | | | Private Nonprofit | |
| | All | Public | Private Nonprofit | Doctoral | Master's/ Bacc. | Assoc. | Doctoral- Master's | Bacc. |
| % Less than 6 months | 1 | 1 | 2 | 3 | 0 | 0 | 1 | 3 |
| % 6 months to less than 3 years | 24 | 27 | 21 | 29 | 26 | 27 | 22 | 18 |
| % 3 years to less than 5 years | 16 | 16 | 16 | 17 | 24 | 13 | 12 | 20 |
| % 5 years to less than 10 years | 32 | 31 | 34 | 37 | 32 | 29 | 34 | 35 |
| % 10 or more years | 25 | 25 | 26 | 14 | 18 | 30 | 29 | 23 |
| % Don't know/ Does not apply | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| % Prefer not to respond | 1 | 1 | 1 | 0 | 0 | 1 | 1 | 0 |

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