

CHEMA Looks at the Future of Higher Education Survey 2006

Council of Higher Education Management Associations (CHEMA) and the EDUCAUSE Center for Applied Research (ECAR)

Thank you for your participation in the CHEMA-sponsored study on the future of higher education. The study covers expectations regarding the future of higher education, the forces that will shape it, and how those forces are impacting administrative and academic support functions. This Web-based survey is a critical component of the study. Our testing suggests that it will require approximately 15 to 20 minutes to complete the survey. If you wish to print a copy of the survey before completing it online, a .pdf version is available from the header of the online survey and at http://www.educause.edu/ir/library/pdf/ecar_so/ers/si/ESI06A.pdf.

Our survey software has some features that you should be aware of:

- **Printing.** *To print a blank copy of the survey before completing it*, click “Printable version of this survey” in the header. *To print your responses after completing the survey* (recommended), select the “Review” button at the end of the survey.
- **Saving partially completed surveys.** The survey need not be completed at a single sitting. To save and return to a partially completed survey, set a Favorite (Bookmark) for the survey and then click the SAVE button. If cookies are enabled, when you return to the survey you will be taken to the place you left off.
- **Reviewing, revising, and saving responses.** You may review your answers before clicking the “Finish” button to submit your response. Click the “Review” button to review, print, and save responses.

Please complete this survey by February 8, 2006. We thank you for your time and valuable input to this important CHEMA project.

If you have any questions or concerns, please e-mail <ecar@educause.edu>.

Click the Next button to begin the survey. Once again, thank you for your input!

Section 1: About You

1.1 Your Name (Required) _____

1.2 Your Association (Required)

- | | | |
|----------------------------------|-----------------------------------|---------------------------------|
| <input type="checkbox"/> ACCED-I | <input type="checkbox"/> ARL | <input type="checkbox"/> NACUBO |
| <input type="checkbox"/> ACE | <input type="checkbox"/> AUREO | <input type="checkbox"/> NACUFS |
| <input type="checkbox"/> ACHA | <input type="checkbox"/> CAUBO | <input type="checkbox"/> NACUMS |
| <input type="checkbox"/> ACPA | <input type="checkbox"/> CSHEMA | <input type="checkbox"/> NAEB |
| <input type="checkbox"/> ACRL | <input type="checkbox"/> CUPA-HR | <input type="checkbox"/> NASPA |
| <input type="checkbox"/> ACUA | <input type="checkbox"/> EDUCAUSE | <input type="checkbox"/> NCCI |
| <input type="checkbox"/> ACUI | <input type="checkbox"/> IACLEA | <input type="checkbox"/> NIRSA |
| <input type="checkbox"/> ACUHO-I | <input type="checkbox"/> NACA | <input type="checkbox"/> SCUP |
| <input type="checkbox"/> ACUTA | <input type="checkbox"/> NACAS | <input type="checkbox"/> URMIA |
| <input type="checkbox"/> AHECTA | <input type="checkbox"/> NACCU | <input type="checkbox"/> Other |
| <input type="checkbox"/> AIR | <input type="checkbox"/> NACS | |
| <input type="checkbox"/> APPA | <input type="checkbox"/> NACUA | |

1.3. If you answered “Other” to question 1.2, please indicate your association.

1.4 Your employer (institution, association, or corporation) (Required)

1.5 How many years have you been professionally involved in higher education?

- | | | |
|---|-----------------------------------|--|
| <input type="checkbox"/> Less than one year | <input type="checkbox"/> 8 years | <input type="checkbox"/> 16 years |
| <input type="checkbox"/> 1 year | <input type="checkbox"/> 9 years | <input type="checkbox"/> 17 years |
| <input type="checkbox"/> 2 years | <input type="checkbox"/> 10 years | <input type="checkbox"/> 18 years |
| <input type="checkbox"/> 3 years | <input type="checkbox"/> 11 years | <input type="checkbox"/> 19 years |
| <input type="checkbox"/> 4 years | <input type="checkbox"/> 12 years | <input type="checkbox"/> 20 years |
| <input type="checkbox"/> 5 years | <input type="checkbox"/> 13 years | <input type="checkbox"/> Over 20 years |
| <input type="checkbox"/> 6 years | <input type="checkbox"/> 14 years | |
| <input type="checkbox"/> 7 years | <input type="checkbox"/> 15 years | |

Section 2: Drivers of Change

2.1_2.19 What will be the most significant drivers of change in higher education in the next 10 years? (Select up to 3)

- 2.1 Insufficient financial resources
- 2.2 Rising consumer expectations
- 2.3 Increased government regulation
- 2.4 Changing workforce demographics
- 2.5 Lack of skilled workers
- 2.6 Increased competition
- 2.7 Technological change
- 2.8 Pressure to reduce tuition
- 2.9 Need to demonstrate outcomes
- 2.10 Declines in enrollment
- 2.11 Rising student expectations
- 2.12 Declining student retention
- 2.13 Changing student demographics
- 2.14 Demand for 24 x 7 access to information and service
- 2.15 Increasingly global marketplace
- 2.16 Increased privatization
- 2.17 Managing intellectual property rights
- 2.18 Maintaining an aging and expanding physical plant
- 2.19 Other

2.20 If you answered "Other" to the previous question, please describe.

2.21_2.39 What will be the most significant drivers of change in your functional area in the next 10 years? (Select up to 3)

- 2.21 Insufficient financial resources
- 2.22 Rising consumer expectations
- 2.23 Increased government regulation
- 2.24 Changing workforce demographics
- 2.25 Lack of skilled workers
- 2.26 Increased competition
- 2.27 Technological change
- 2.28 Pressure to reduce tuition
- 2.29 Need to demonstrate outcomes
- 2.30 Declines in enrollment
- 2.31 Rising student expectations
- 2.32 Declining student retention
- 2.33 Changing student demographics
- 2.34 Demand for 24 x 7 access to information and service
- 2.35 Increasingly global marketplace
- 2.36 Increased privatization
- 2.37 Managing intellectual property rights
- 2.38 Maintaining an aging and expanding physical plant
- 2.39 Other

2.40 If you answered “Other” to the previous question, please describe.

2.41_2.63 Which of the following issues are you, as an administrator, spending most of your time addressing today? (Select up to 3)

- 2.41 Regulatory compliance
- 2.42 Risk management
- 2.43 Securing financial resources
- 2.44 Cost containment
- 2.45 Improving service
- 2.46 Staff recruitment
- 2.47 Staff retention
- 2.48 Faculty recruitment
- 2.49 Faculty retention
- 2.50 Personnel management
- 2.51 Incorporating new technology
- 2.52 Emergency preparedness/business continuity
- 2.53 Security issues (physical, electronic, information, etc.)
- 2.54 Fostering innovation
- 2.55 Student recruitment
- 2.56 Student retention
- 2.57 Collaboration with corporations
- 2.58 Collaboration with the community
- 2.59 Collaboration with other institutions
- 2.60 Contract management
- 2.61 Planning
- 2.62 Assessment
- 2.63 Other

2.64 If you answered “Other” to the previous question, please describe.

2.65_2.87 Which of the following issues have the potential to become much more significant for you in the next 10 years? (Select up to 3)

- 2.65 Regulatory compliance
- 2.66 Risk management
- 2.67 Securing financial resources
- 2.68 Cost containment
- 2.69 Improving service
- 2.70 Staff recruitment
- 2.71 Staff retention
- 2.72 Faculty recruitment
- 2.73 Faculty retention

- 2.74 Personnel management
- 2.75 Incorporating new technology
- 2.76 Emergency preparedness/business continuity
- 2.77 Security issues (physical, electronic, information, etc.)
- 2.78 Fostering innovation
- 2.79 Student recruitment
- 2.80 Student retention
- 2.81 Collaboration with corporations
- 2.82 Collaboration with the community
- 2.83 Collaboration with other institutions
- 2.84 Contract management
- 2.85 Planning
- 2.86 Assessment
- 2.87 Other

2.88 If you answered “Other” to the previous question, please describe.

2.89_2.111 Which of the following issues are the leaders of your institution spending most of their time addressing today? (Select up to 3)

- 2.89 Regulatory compliance
- 2.90 Risk management
- 2.91 Securing financial resources
- 2.92 Cost containment
- 2.93 Improving service
- 2.94 Staff recruitment
- 2.95 Staff retention
- 2.96 Faculty recruitment
- 2.97 Faculty retention
- 2.98 Personnel management
- 2.99 Incorporating new technology
- 2.100 Emergency preparedness/business continuity
- 2.101 Security issues (physical, electronic, information, etc.)
- 2.102 Fostering innovation
- 2.103 Student recruitment
- 2.104 Student retention
- 2.105 Collaboration with corporations
- 2.106 Collaboration with the community
- 2.107 Collaboration with other institutions
- 2.108 Contract management
- 2.109 Planning
- 2.110 Assessment
- 2.111 Other

2.112 If you answered “Other” to the previous question, please describe.

2.113_2.135 Which of the following issues have the potential to become much more significant for the leaders of your institution in the next 10 years? (Select up to 3)

- 2.113 Regulatory compliance
- 2.114 Risk management
- 2.115 Securing financial resources
- 2.116 Cost containment
- 2.117 Improving service
- 2.118 Staff recruitment
- 2.119 Staff retention
- 2.120 Faculty recruitment
- 2.121 Faculty retention
- 2.122 Personnel management
- 2.123 Incorporating new technology
- 2.124 Emergency preparedness/business continuity
- 2.125 Security issues (physical, electronic, information, etc.)
- 2.126 Fostering innovation
- 2.127 Student recruitment
- 2.128 Student retention
- 2.129 Collaboration with corporations
- 2.130 Collaboration with the community
- 2.131 Collaboration with other institutions
- 2.132 Contract management
- 2.133 Planning
- 2.134 Assessment
- 2.135 Other

2.136 If you answered “Other” to the previous question, please describe.

Section 3: The Future of Higher Education

3.1_3.5 In the next 10 years higher education institutions will:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
3.1 change dramatically						
3.2 face significantly more competition						
3.3 have sufficient financial resources to meet objectives						
3.4 face extreme pressure to reduce tuition						
3.5 significantly improve the quality of education						

3.6_3.11 Please indicate the extent to which you agree or disagree with the following statements regarding the future of higher education:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
3.6 There will be significantly fewer higher education institutions in 10 years.						
3.7 Students will have significantly different expectations of institutions in 10 years.						
3.8 In 10 years, students will learn in ways significantly different from those of today.						
3.9 The leadership of my institution understands how higher education will change in 10 years.						
3.10 My institution is prepared to capitalize on the changes that higher education will undergo in the next 10 years.						
3.11 I am optimistic about the future of higher education.						

3.12_3.26 What are the most significant threats to the future success of higher education? (Select up to 3)

- 3.12 Complacency
- 3.13 Resistance to change within institutions
- 3.14 Lack of resources
- 3.15 Inability to control costs
- 3.16 Lack of skilled workers
- 3.17 Increased competition
- 3.18 Insufficient leadership
- 3.19 Government regulation
- 3.20 Decreased government funding
- 3.21 Increased cost of an education
- 3.22 Complex governance structures
- 3.23 Organizational silos
- 3.24 Insufficient facilities
- 3.25 Inability to keep pace with technological change
- 3.26 Other

3.27 If you answered "Other" to the previous question, please describe.

3.28_3.38 What are the most significant strengths that will enable higher education to succeed in the future? (Select up to 3)

- 3.28 Ability to innovate
- 3.29 Financial resources
- 3.30 Sense of mission
- 3.31 Strong traditions
- 3.32 Strong executive leadership
- 3.33 Faculty capability
- 3.34 Staff capability
- 3.35 Reputation for quality
- 3.36 Support of the general public
- 3.37 Support of the government
- 3.38 Other

3.39 If you answered “Other” to the previous question, please describe.

Section 4: The Future of Your Functional Area

4.1_ 4.5 In the next 10 years my functional area will:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
4.1 change dramatically						
4.2 face significantly more competition						
4.3 have sufficient financial resources to meet objectives						
4.4 face extreme pressure to reduce costs						
4.5 significantly improve the quality of its services						

4.6 4.12 Please indicate the extent to which you agree or disagree with each of the following statements regarding the future of your functional area:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
4.6 My functional area is likely to be outsourced in the next 10 years.						
4.7 Shared services with other institutions will become a prevalent part of my functional area's operations.						
4.8 Students will have significantly different expectations of my functional area in 10 years.						
4.9 The leadership of my institution understands how my functional area will change in 10 years.						
4.10 My functional area is prepared to capitalize on the changes that higher education will undergo in the next 10 years.						
4.11 I invest significant resources (time, dollars) to improve my staff's ability to manage change.						
4.12 I am optimistic about the future of my functional area.						

4.13_ 4.27 What are the most significant threats to the future success of your functional area? (Select up to 3)

- 4.13 Complacency
- 4.14 Resistance to change within institutions
- 4.15 Lack of resources
- 4.16 Inability to control costs
- 4.17 Lack of skilled workers
- 4.18 Increased competition
- 4.19 Insufficient leadership
- 4.20 Government regulation
- 4.21 Decreased government funding
- 4.22 Cost of education becomes unaffordable
- 4.23 Complex governance structures
- 4.24 Organizational silos
- 4.25 Insufficient facilities
- 4.26 Inability to keep pace with technological change
- 4.27 Other

4.28 If you answered "Other" to the previous question, please describe.

Section 5: Readiness for the Future

5.1 The leadership of my institution effectively engages the campus community in conversations about the future of higher education.

- { } strongly disagree
- { } disagree
- { } neutral
- { } agree
- { } strongly agree

5.2_5.9 Please indicate the extent to which you agree or disagree with the followings statements about your institution’s readiness to meet the challenges of the future:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5.2 Our approach to decision making positions us well for the changes ahead.					
5.3 Our leadership capability positions us well for the changes ahead.					
5.4 Our institutional governance positions us well for the changes ahead.					
5.5 Our institutional culture positions us well for the changes ahead.					
5.6 Our human resource practices position us well for the changes ahead.					
5.7 Our student services position us well for the changes ahead.					
5.8 Our technology capability positions us well for the changes ahead.					
5.9 Our knowledge of our external environment positions us well for the changes ahead.					

5.10 Please provide us with any additional thoughts you have on how higher education will change in the next 10 years (optional).

5.11 Please provide us with any additional thoughts you have on how your functional area will change in the next 10 years (optional).

You have reached the end of the survey. Thank you! Please submit this survey by clicking the “Finish” button now. If you wish to review, print, or save your responses first, click “Review” and then return to the survey to select the “Finish” button.

If you have any questions or concerns, please e-mail ecar@educause.edu.

– END SURVEY –