EAB

Summary Benchmarking Report

1. Please indicate your institution's ownership type.

38% Private, non-profit

62% Public, non-profit
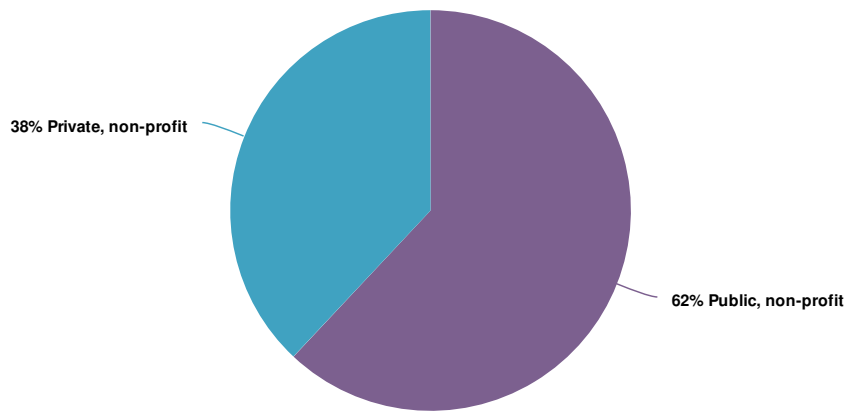
Value		Percent	Responses
Public, non-profit		62.0%	57
Private, non-profit		38.0%	35

Totals: 92

2. What is your institution's Carnegie Classification? (If you are unsure of your classification, please look it up here.)
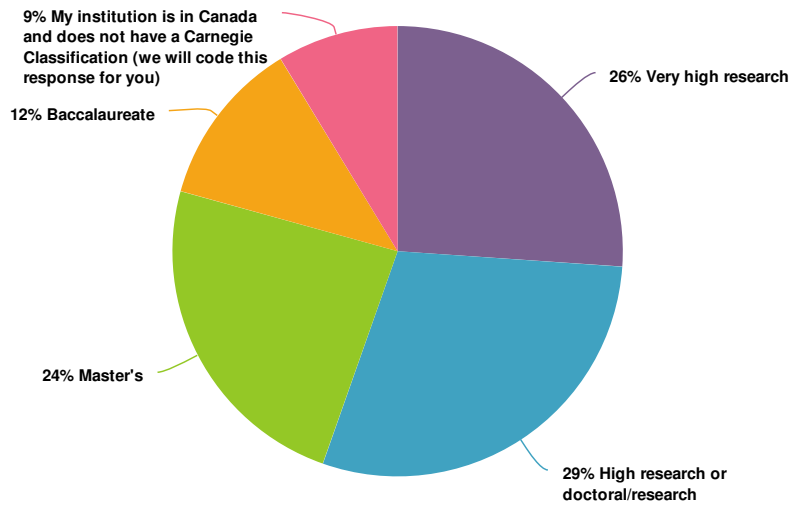
Value		Percent	Responses
Very high research		26.1%	24
High research or doctoral/research		29.3%	27
Master's		23.9%	22
Baccalaureate		12.0%	11
My institution is in Canada and does not have a Carnegie Classification (we will code this response for you)		8.7%	8

Totals: 92

3. What is the approximate size of your institution's total student body (including all undergraduate and graduate students)?

36% 20,000 students or more

22% Fewer than 5,000 students

15% 5,000 - 9,999 students

9% 10,000 - 14,999 students

19% 15,000 - 19,999 students
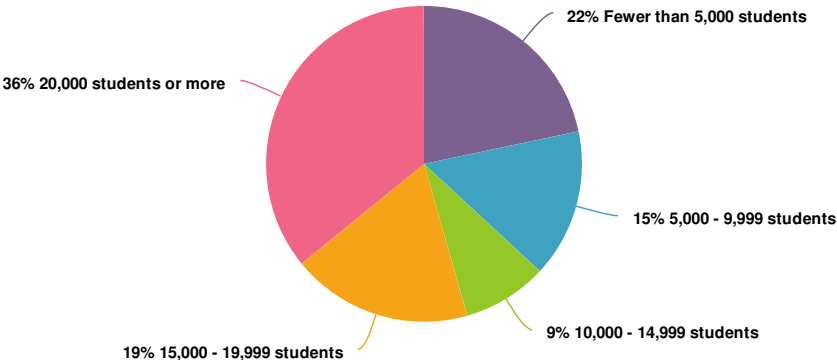
Value		Percent	Responses
Fewer than 5,000 students		21.7%	20
5,000 - 9,999 students		15.2%	14
10,000 - 14,999 students		8.7%	8
15,000 - 19,999 students		18.5%	17
20,000 students or more		35.9%	33

Totals: 92

4. How would you characterize the location of your institution's main campus?
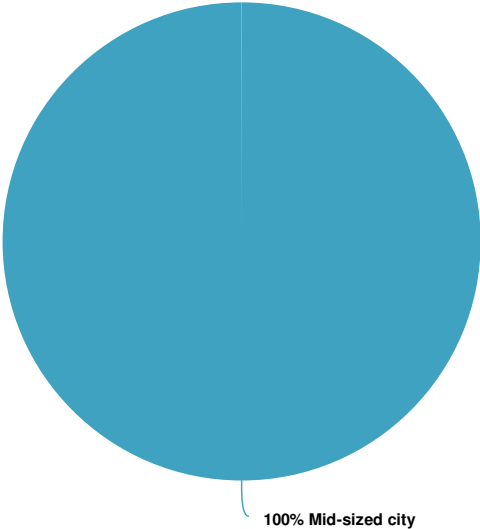
100% Mid-sized city

Value		Percent	Responses
Mid-sized city		100.0%	92

Totals: 92

5. In what region is your institution's main campus located?

10% Canada

10% New England (CT, MA, ME, NH, RI, VT)

11% Mid-Atlantic (DC, DE, MD, NJ, NY, PA, WV)

15% West (AK, AZ, CA, HI, ID, MT, NV, NM, OR, UT, WA)

20% South (AL, AR, FL, GA, KY, LA, MS, NC, PR, SC, TN, TX, VA)

35% Central (CO, IA, IL, IN, KS, MI, MN, MO, NE, ND, OK, OH, SD, WI, WY)
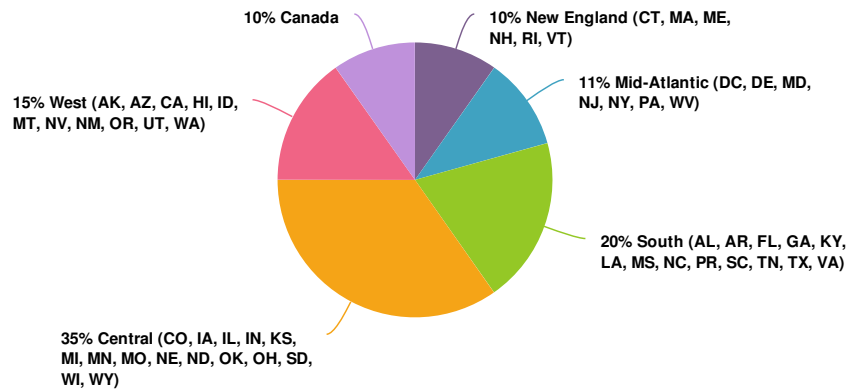
Value		Percent	Responses
New England (CT, MA, ME, NH, RI, VT)		9.8%	9
Mid-Atlantic (DC, DE, MD, NJ, NY, PA, WV)		10.9%	10
South (AL, AR, FL, GA, KY, LA, MS, NC, PR, SC, TN, TX, VA)		19.6%	18
Central (CO, IA, IL, IN, KS, MI, MN, MO, NE, ND, OK, OH, SD, WI, WY)		34.8%	32
West (AK, AZ, CA, HI, ID, MT, NV, NM, OR, UT, WA)		15.2%	14
Canada		9.8%	9

Totals: 92

6. Notwithstanding that many COE units have a combination of self-supporting and subsidized activities, when you consider the majority of activities in your portfolio, are you principally more self-supporting or subsidized?

30% Subsidized
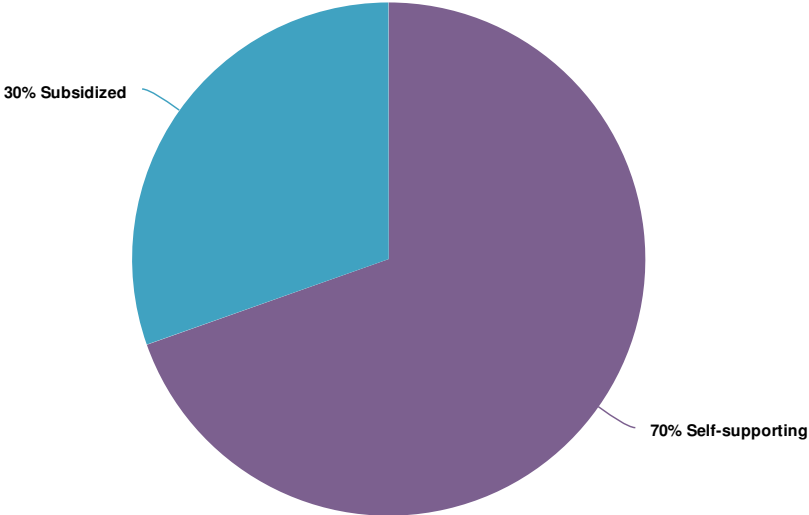
70% Self-supporting

Value		Percent	Responses
Self-supporting		69.6%	64
Subsidized		30.4%	28

Totals: 92

7. For approximately how long has your COE unit been self-supporting?

14% Less than 5 years
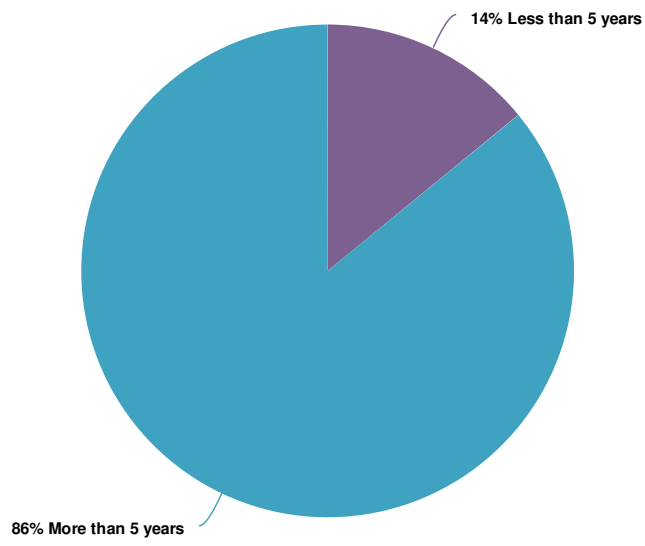
86% More than 5 years

Value		Percent	Responses
Less than 5 years		14.1%	9
More than 5 years		85.9%	55

Totals: 64

8. Approximately how many full-time staff are within your COE unit (excluding faculty)?
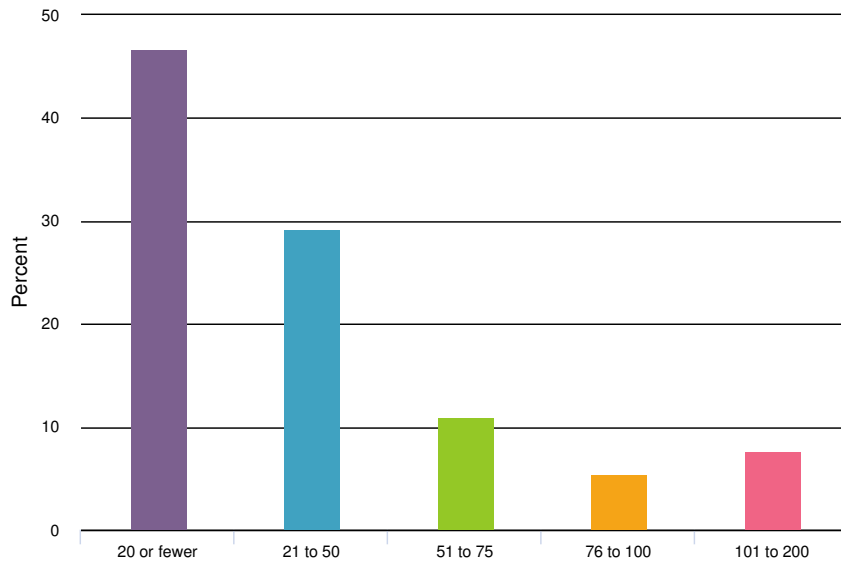
Value		Percent	Responses
20 or fewer		46.7%	43
21 to 50		29.3%	27
51 to 75		10.9%	10
76 to 100		5.4%	5
101 to 200		7.6%	7
			Totals: 92

Statistics

Average	32.9

9. To whom does the senior-most COE executive at your institution report?
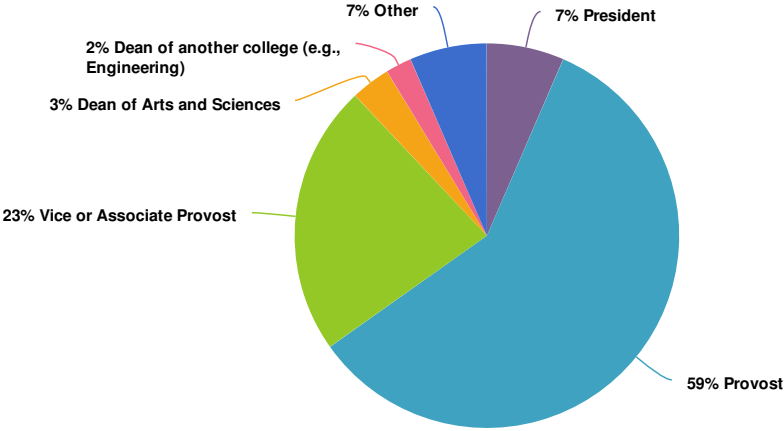
Value		Percent	Responses
President		6.5%	6
Provost		58.7%	54
Vice or Associate Provost		22.8%	21
Dean of Arts and Sciences		3.3%	3
Dean of another college (e.g., Engineering)		2.2%	2
Other		6.5%	6

Totals: 92

10. Please indicate which category most closely describes where the majority of activity for each of the following support staff functions is housed.

	Reports to COE	Reports to core campus	Dual reporting line	We have only non-credit programs, so this activity is not relevant to us.	Responses
Marketing Count Row %	51 55.4%	31 33.7%	10 10.9%	0 0.0%	92
Admissions Count Row %	35 38.0%	45 48.9%	9 9.8%	3 3.3%	92
Registrar Count Row %	18 19.6%	61 66.3%	10 10.9%	3 3.3%	92
Financial aid Count Row %	5 5.4%	76 82.6%	5 5.4%	6 6.5%	92
IT support Count Row %	24 26.1%	56 60.9%	12 13.0%	0 0.0%	92
Finance Count Row %	28 30.4%	51 55.4%	12 13.0%	1 1.1%	92
Totals Total Responses					92

11. Which of these best describes your development/fundraising staff structure for COE?

25% Development staff are managed by the central university development office.

10% Development staff report to the COE unit.

65% We have no dedicated COE development staff.
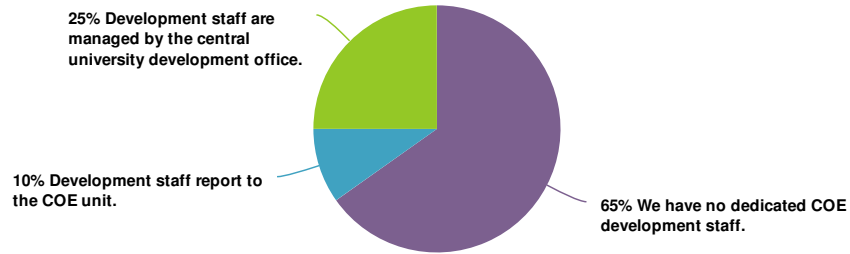
Value		Percent	Responses
We have no dedicated COE development staff.		65.2%	60
Development staff report to the COE unit.		9.8%	9
Development staff are managed by the central university development office.		25.0%	23

Totals: 92

12. Which of these best describes your grant-writing staff structure for COE?

20% Dedicated grant-writing staff are managed by the central university grants office.

8% Dedicated grant-writing staff report to the COE unit.

73% We have no dedicated COE grant-writing staff.
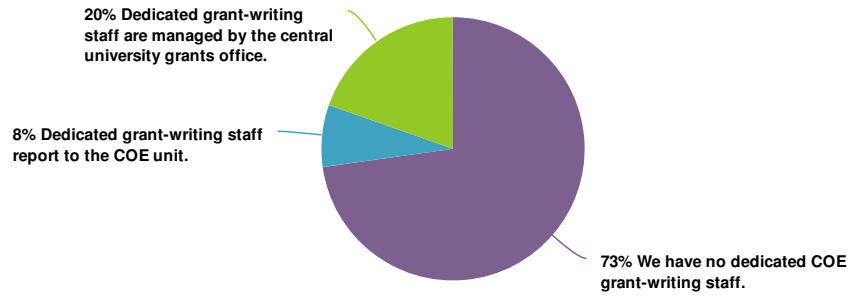
Value		Percent	Responses
We have no dedicated COE grant-writing staff.		72.8%	67
Dedicated grant-writing staff report to the COE unit.		7.6%	7
Dedicated grant-writing staff are managed by the central university grants office.		19.6%	18

Totals: 92

13. Which of these most closely describes your COE unit's outreach efforts to companies, government organizations, and non-governmental organizations (NGOs) for educational partnership opportunities (a.k.a. "B2B sales")?

17% We have dedicated B2B staff and other staff (marketing, program directors) who spend more than 20% of their time on B2B activity.

37% We don't actively pursue B2B sales; outbound B2B prospecting is not a major activity for us and has not been for at least the past 5 years.

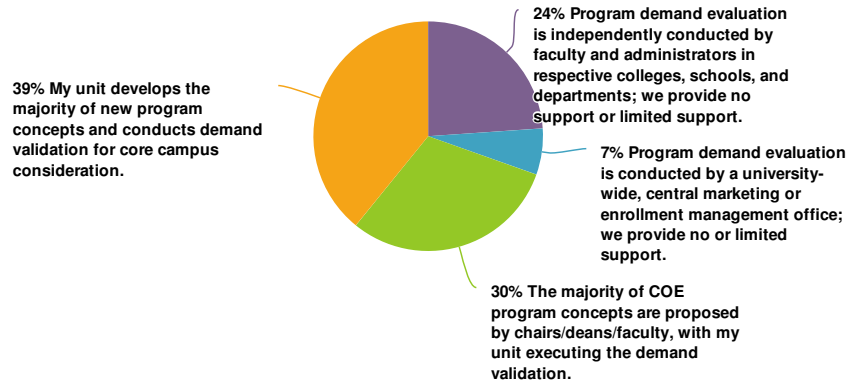**4% We formerly pursued B2B sales, but decided to greatly reduce this activity in the past 5 years; outbound B2B prospecting is no longer a major activity for us.**

24% We have dedicated staff to pursue and manage B2B relationships; staff members in other functions (marketing, program directors) spend less than 20% of their time on B2B activity.

17% We do not have dedicated B2B staff, but we have other staff (marketing, program directors) that spend more than 20% of their time on B2B activity.

Value		Percent	Responses
We don't actively pursue B2B sales; outbound B2B prospecting is not a major activity for us and has not been for at least the past 5 years.		37.0%	34
We formerly pursued B2B sales, but decided to greatly reduce this activity in the past 5 years; outbound B2B prospecting is no longer a major activity for us.		4.3%	4
We do not have dedicated B2B staff, but we have other staff (marketing, program directors) that spend more than 20% of their time on B2B activity.		17.4%	16
We have dedicated staff to pursue and manage B2B relationships; staff members in other functions (marketing, program directors) spend less than 20% of their time on B2B activity.		23.9%	22
We have dedicated B2B staff and other staff (marketing, program directors) who spend more than 20% of their time on B2B activity.		17.4%	16

Totals: 92

14. Please indicate which of the following activities are managed primarily by the COE unit at your institution.

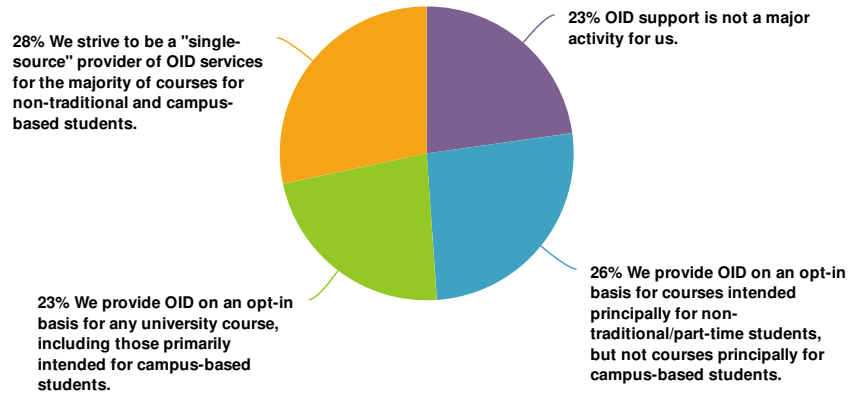|	Managed by COE unit	Not managed by COE unit	Responses
Summer session/intersession Count Row %	40 43.5%	52 56.5%	92
Conference center Count Row %	10 10.9%	82 89.1%	92
International recruiting for the entire university Count Row %	3 3.3%	89 96.7%	92
OSHER Institute or other senior programs Count Row %	25 27.2%	67 72.8%	92
K12 programming and outreach Count Row %	24 26.1%	68 73.9%	92
Study Abroad Count Row %	6 6.5%	86 93.5%	92
Totals Total Responses			92

15. Which of these best describes your unit's role in conducting program demand validation for COE programs owned or overseen by core campus faculty?

24% Program demand evaluation is independently conducted by faculty and administrators in respective colleges, schools, and departments; we provide no support or limited support.

39% My unit develops the majority of new program concepts and conducts demand validation for core campus consideration.

7% Program demand evaluation is conducted by a university-wide, central marketing or enrollment management office; we provide no or limited support.

30% The majority of COE program concepts are proposed by chairs/deans/faculty, with my unit executing the demand validation.

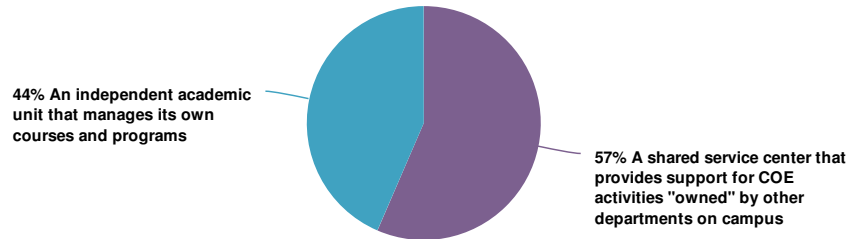| Value		Percent	Responses
Program demand evaluation is independently conducted by faculty and administrators in respective colleges, schools, and departments; we provide no support or limited support.		23.9%	22
Program demand evaluation is conducted by a university-wide, central marketing or enrollment management office; we provide no or limited support.		6.5%	6
The majority of COE program concepts are proposed by chairs/deans/faculty, with my unit executing the demand validation.		30.4%	28
My unit develops the majority of new program concepts and conducts demand validation for core campus consideration.		39.1%	36

Totals: 92

16. Which of these best describes the scope of your unit's online course instructional design (OID) support for the core university?

28% We strive to be a "single-source" provider of OID services for the majority of courses for non-traditional and campus-based students.

23% OID support is not a major activity for us.

23% We provide OID on an opt-in basis for any university course, including those primarily intended for campus-based students.

26% We provide OID on an opt-in basis for courses intended principally for non-traditional/part-time students, but not courses principally for campus-based students.

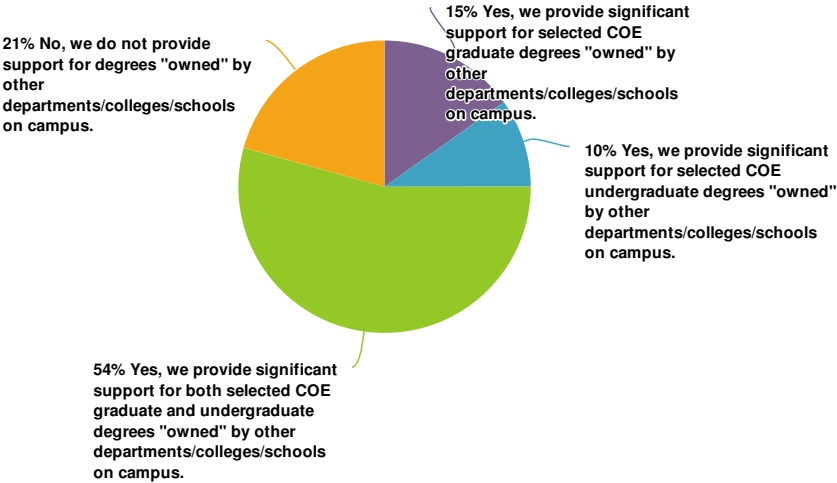| Value		Percent	Responses
OID support is not a major activity for us.		22.8%	21
We provide OID on an opt-in basis for courses intended principally for non-traditional/part-time students, but not courses principally for campus-based students.		26.1%	24
We provide OID on an opt-in basis for any university course, including those primarily intended for campus-based students.		22.8%	21
We strive to be a "single-source" provider of OID services for the majority of courses for non-traditional and campus-based students.		28.3%	26

Totals: 92

16

17. Notwithstanding that many COE units have a hybrid organizational model, when you consider where the majority of your unit's staff time is spent, do you consider your unit to be principally:

44% An independent academic unit that manages its own courses and programs

57% A shared service center that provides support for COE activities "owned" by other departments on campus

Value		Percent	Responses
A shared service center that provides support for COE activities "owned" by other departments on campus		56.5%	52
An independent academic unit that manages its own courses and programs		43.5%	40

Totals: 92

18. Whether or not your COE unit has the authority to confer your own degrees, do you regularly and systematically act as a "shared service" unit, supporting any degree program activities of other schools/colleges/departments on campus? We understand that many COE units provide support on a one-off basis as needed by other campus units; please answer yes here if you consider support of cross-campus COE degree activity to be a component of your staff's day-to-day responsibilities.

15% Yes, we provide significant support for selected COE graduate degrees "owned" by other departments/colleges/schools on campus.

21% No, we do not provide support for degrees "owned" by other departments/colleges/schools on campus.

10% Yes, we provide significant support for selected COE undergraduate degrees "owned" by other departments/colleges/schools on campus.

54% Yes, we provide significant support for both selected COE graduate and undergraduate degrees "owned" by other departments/colleges/schools on campus.

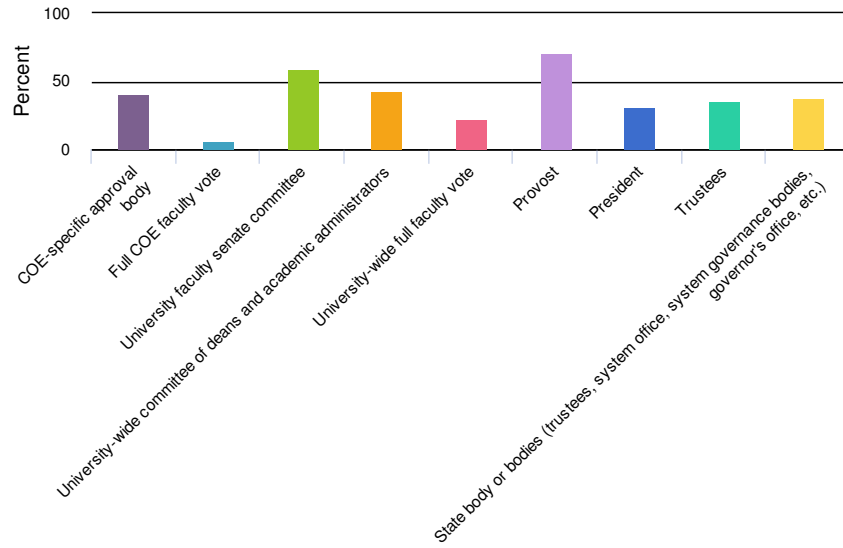| Value		Percent	Responses
Yes, we provide significant support for selected COE graduate degrees "owned" by other departments/colleges/schools on campus.		15.2%	14
Yes, we provide significant support for selected COE undergraduate degrees "owned" by other departments/colleges/schools on campus.		9.8%	9
Yes, we provide significant support for both selected COE graduate and undergraduate degrees "owned" by other departments/colleges/schools on campus.		54.3%	50
No, we do not provide support for degrees "owned" by other departments/colleges/schools on campus.		20.7%	19

Totals: 92

19. Which of the following best describes your unit's authority to confer or offer the following types of F2F programs and courses?

	Yes, we have the authority like any other college or school on campus, and we've had it for more than 5 years.	Yes, we received the authority within the last 5 years.	We do not currently have the authority, but expect to gain it within the next 3 years.	We do not have the authority.	We previously had the authority, but lost it within the last 5 years.	Responses
F2F graduate degrees Count Row %	15 16.3%	3 3.3%	1 1.1%	72 78.3%	1 1.1%	92
F2F undergraduate degrees Count Row %	20 21.7%	2 2.2%	0 0.0%	68 73.9%	2 2.2%	92
F2F credit-bearing certificates Count Row %	31 33.7%	2 2.2%	4 4.3%	54 58.7%	1 1.1%	92
F2F non-credit certificates Count Row %	54 58.7%	5 5.4%	3 3.3%	28 30.4%	2 2.2%	92
F2F standalone credit courses Count Row %	34 37.0%	2 2.2%	1 1.1%	53 57.6%	2 2.2%	92
F2F standalone non-credit courses Count Row %	59 64.8%	5 5.5%	1 1.1%	24 26.4%	2 2.2%	91
Totals Total Responses						92

20. Which of the following best describes your unit's authority to confer or offer the following types of online programs and courses?

	Yes, we have the authority like any other college or school on campus, and we've had it for more than 5 years.	Yes, we received the authority within the last 5 years.	We do not currently have the authority, but expect to gain it within the next 3 years.	We do not have the authority.	We previously had the authority, but lost it within the last 5 years.	Responses
Online graduate degrees Count Row %	18 19.6%	6 6.5%	1 1.1%	66 71.7%	1 1.1%	92
Online undergraduate degrees Count Row %	18 19.6%	3 3.3%	3 3.3%	67 72.8%	1 1.1%	92
Online credit-bearing certificates Count Row %	32 34.8%	5 5.4%	4 4.3%	50 54.3%	1 1.1%	92
Online non-credit certificates Count Row %	50 54.3%	17 18.5%	4 4.3%	20 21.7%	1 1.1%	92
Online standalone credit courses Count Row %	36 39.1%	6 6.5%	4 4.3%	45 48.9%	1 1.1%	92
Online standalone non-credit courses Count Row %	52 56.5%	18 19.6%	3 3.3%	18 19.6%	1 1.1%	92
Totals Total Responses						92

21. Which of these bodies or individuals represent formal stages in new COE degree program approval processes? Please check all that apply.

Value		Percent	Responses
COE-specific approval body		40.5%	32
Full COE faculty vote		6.3%	5
University faculty senate committee		59.5%	47
University-wide committee of deans and academic administrators		43.0%	34
University-wide full faculty vote		22.8%	18
Provost		70.9%	56
President		31.6%	25
Trustees		35.4%	28
State body or bodies (trustees, system office, system governance bodies, governor's office, etc.)		38.0%	30

22. Approximately how long does it typically take from the first stage in the new COE degree program approval process to final approval?

6% 3 to 5 years

13% 1-5 months

44% 1 to 2 years
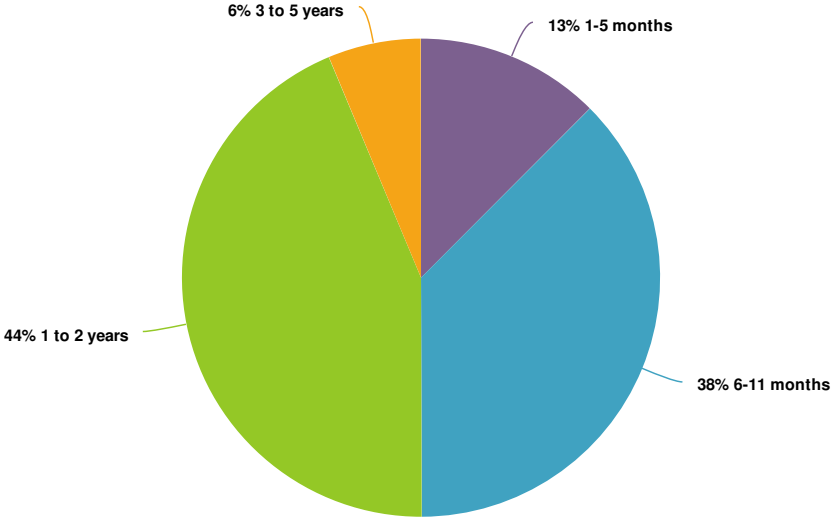
38% 6-11 months

Value		Percent	Responses
1-5 months		12.5%	10
6-11 months		37.5%	30
1 to 2 years		43.8%	35
3 to 5 years		6.3%	5
		Totals: 80	

23. Which of these statements best describes the complexity of the COE degree program approval process compared with that of the core campus?
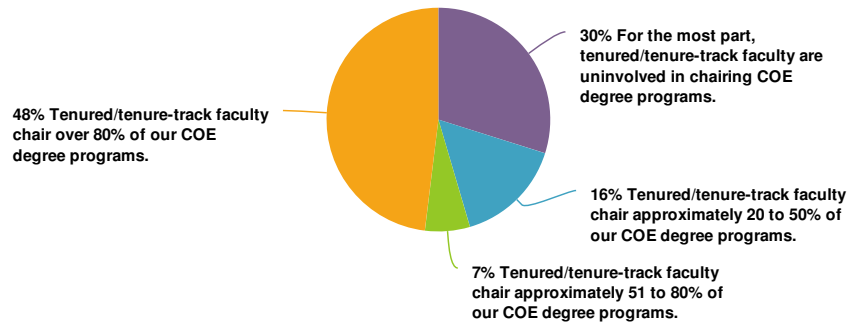
5% COE degree approval requires fewer steps.

15% COE degree approval requires more steps.

80% The processes have essentially the same level of complexity.
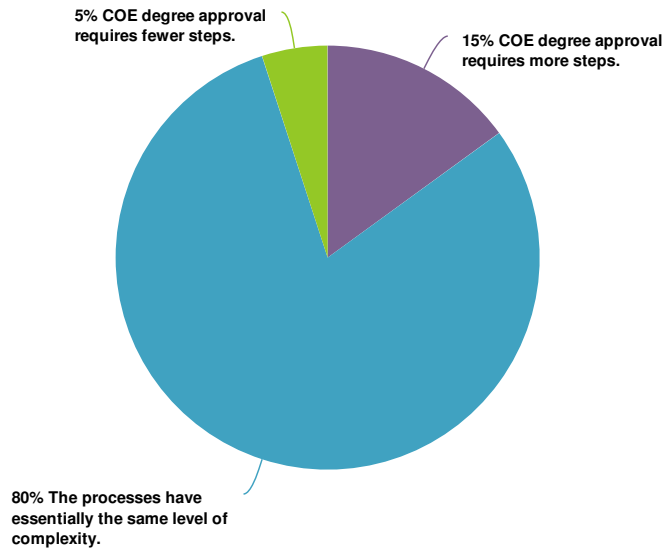
Value		Percent	Responses
COE degree approval requires more steps.		15.0%	12
The processes have essentially the same level of complexity.		80.0%	64
COE degree approval requires fewer steps.		5.0%	4

Totals: 80

24. Which of the following tactics do you employ to expedite the approval and launch of new COE degree programs? Please check all that apply.
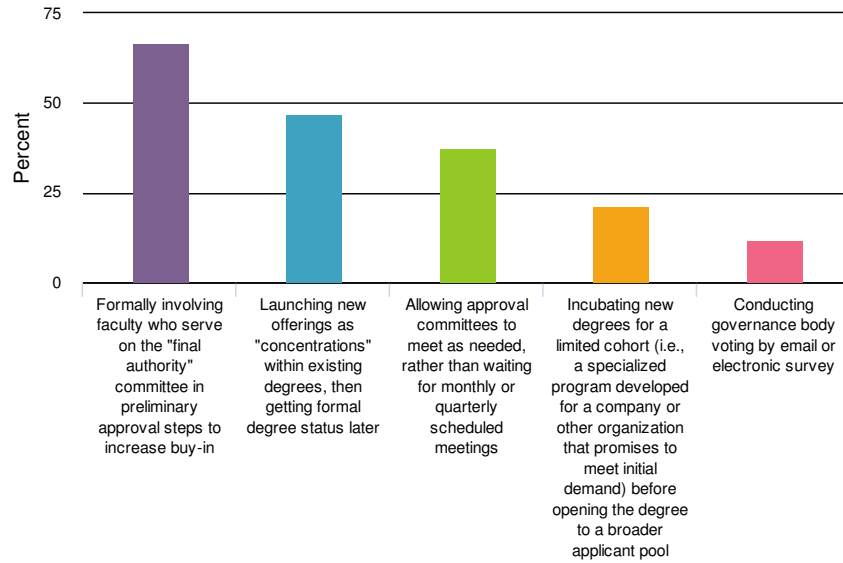
Value		Percent	Responses
Formally involving faculty who serve on the "final authority" committee in preliminary approval steps to increase buy-in		66.7%	50
Launching new offerings as "concentrations" within existing degrees, then getting formal degree status later		46.7%	35
Allowing approval committees to meet as needed, rather than waiting for monthly or quarterly scheduled meetings		37.3%	28
Incubating new degrees for a limited cohort (i.e., a specialized program developed for a company or other organization that promises to meet initial demand) before opening the degree to a broader applicant pool		21.3%	16
Conducting governance body voting by email or electronic survey		12.0%	9

25. Which of the following statements most closely describes the role of tenured/tenure-track faculty in serving as official "chairs" of COE degree programs?
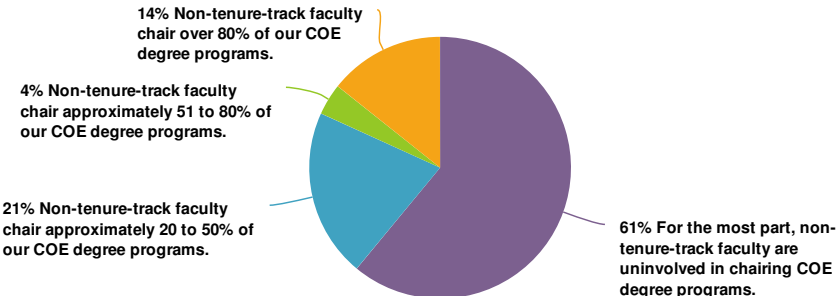
48% Tenured/tenure-track faculty chair over 80% of our COE degree programs.

30% For the most part, tenured/tenure-track faculty are uninvolved in chairing COE degree programs.

16% Tenured/tenure-track faculty chair approximately 20 to 50% of our COE degree programs.

7% Tenured/tenure-track faculty chair approximately 51 to 80% of our COE degree programs.

Value		Percent	Responses
For the most part, tenured/tenure-track faculty are uninvolved in chairing COE degree programs.		29.9%	23
Tenured/tenure-track faculty chair approximately 20 to 50% of our COE degree programs.		15.6%	12
Tenured/tenure-track faculty chair approximately 51 to 80% of our COE degree programs.		6.5%	5
Tenured/tenure-track faculty chair over 80% of our COE degree programs.		48.1%	37

Totals: 77

26. Which of the following best describes the approximate level of involvement that tenured/tenure-track faculty have in the following activities for COE degree programs?

	Tenured/tenure-track faculty are involved in this activity less than 20% of the time.	Tenured/tenure-track faculty are involved in this activity 20 to 49% of the time.	Tenured/tenure-track faculty are involved in this activity 50 to 79% of the time.	Tenured/tenure-track faculty are involved in this activity 80% of the time or more.	Responses
Initial curriculum design for the program Count Row %	14 18.4%	9 11.8%	10 13.2%	43 56.6%	76
Curriculum revisions for the program Count Row %	13 17.1%	11 14.5%	11 14.5%	41 53.9%	76
Instructional design for courses Count Row %	20 26.3%	15 19.7%	20 26.3%	21 27.6%	76
Course development Count Row %	12 15.8%	15 19.7%	19 25.0%	30 39.5%	76
Instructor hiring Count Row %	27 35.5%	7 9.2%	8 10.5%	34 44.7%	76
Instructor supervision and evaluation Count Row %	27 35.5%	8 10.5%	9 11.8%	32 42.1%	76
Program administrative staff hiring Count Row %	43 56.6%	5 6.6%	12 15.8%	16 21.1%	76
Totals Total Responses					76

27. Which of the following statements most closely describes the role of full-time, non-tenure-track faculty in serving as official "chairs" of COE degree programs?
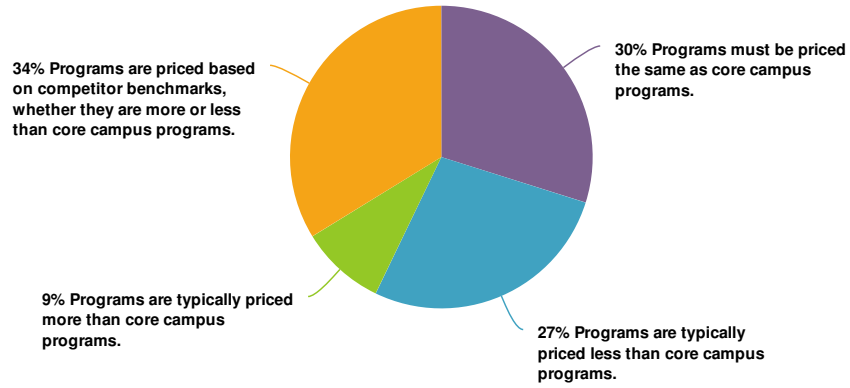
14% Non-tenure-track faculty chair over 80% of our COE degree programs.

4% Non-tenure-track faculty chair approximately 51 to 80% of our COE degree programs.

21% Non-tenure-track faculty chair approximately 20 to 50% of our COE degree programs.

61% For the most part, non-tenure-track faculty are uninvolved in chairing COE degree programs.

Value		Percent	Responses
For the most part, non-tenure-track faculty are uninvolved in chairing COE degree programs.		61.0%	47
Non-tenure-track faculty chair approximately 20 to 50% of our COE degree programs.		20.8%	16
Non-tenure-track faculty chair approximately 51 to 80% of our COE degree programs.		3.9%	3
Non-tenure-track faculty chair over 80% of our COE degree programs.		14.3%	11

Totals: 77

28. Which of the following best describes the approximate level of involvement that full-time, non-tenure-track faculty have in the following activities for COE degree programs?

|	Full-time, non-tenure-track faculty are involved in this activity less than 20% of the time.	Full-time, non-tenure-track faculty are involved in this activity 20 to 49% of the time.	Full-time, non-tenure-track faculty are involved in this activity 50 to 79% of the time.	Full-time, non-tenure-track faculty are involved in this activity 80% of the time or more.	Responses
Initial curriculum design for the program Count Row %	36 46.8%	16 20.8%	7 9.1%	18 23.4%	77
Curriculum revisions for the program Count Row %	31 40.3%	22 28.6%	8 10.4%	16 20.8%	77
Instructional design for courses Count Row %	36 47.4%	15 19.7%	13 17.1%	12 15.8%	76
Course development Count Row %	30 39.0%	20 26.0%	12 15.6%	15 19.5%	77
Instructor hiring Count Row %	52 69.3%	8 10.7%	3 4.0%	12 16.0%	75
Instructor supervision and evaluation Count Row %	50 66.7%	10 13.3%	4 5.3%	11 14.7%	75
Program administrative staff hiring Count Row %	55 73.3%	8 10.7%	6 8.0%	6 8.0%	75
Totals Total Responses					77

29. Which of the following statements most closely describes how your COE degree programs are priced compared with other campus programs?

**34% Programs are priced based on competitor benchmarks, whether they are more or less than core campus programs.**

30% Programs must be priced the same as core campus programs.

9% Programs are typically priced more than core campus programs.

27% Programs are typically priced less than core campus programs.

Value		Percent	Responses
Programs must be priced the same as core campus programs.		29.9%	23
Programs are typically priced less than core campus programs.		27.3%	21
Programs are typically priced more than core campus programs.		9.1%	7
Programs are priced based on competitor benchmarks, whether they are more or less than core campus programs.		33.8%	26

Totals: 77

30. How are the majority of online degree programs priced in comparison with face-to-face programs?

25% Online programs are typically priced higher.

60% Online programs are typically priced at the same level as face-to-face programs.

**16% Online programs are typically priced lower.**
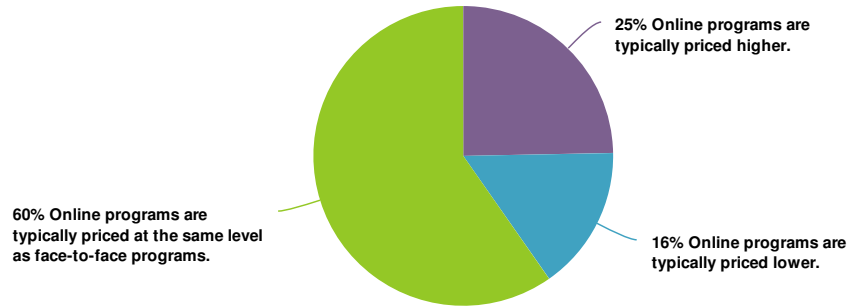
Value		Percent	Responses
Online programs are typically priced higher.		24.7%	19
Online programs are typically priced lower.		15.6%	12
Online programs are typically priced at the same level as face-to-face programs.		59.7%	46

Totals: 77

31. Which of the following individuals/bodies have decision-making authority over the price of COE degree activity? Please check all that apply.
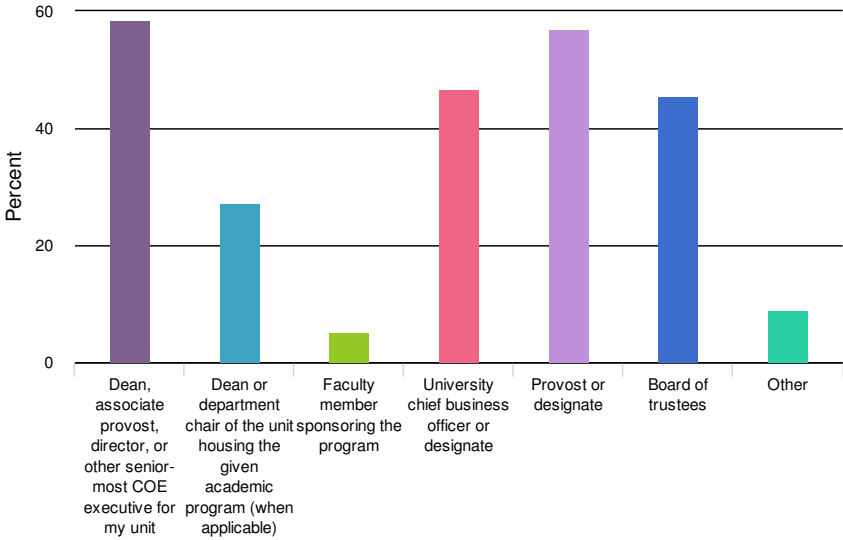
Value		Percent	Responses
Dean, associate provost, director, or other senior-most COE executive for my unit		58.4%	45
Dean or department chair of the unit housing the given academic program (when applicable)		27.3%	21
Faculty member sponsoring the program		5.2%	4
University chief business officer or designate		46.8%	36
Provost or designate		57.1%	44
Board of trustees		45.5%	35
Other		9.1%	7

32. What is the total number of instructors employed by your unit in a typical term? Please include adjuncts and faculty for all courses (credit and non-credit, but excluding summer session/intersession).
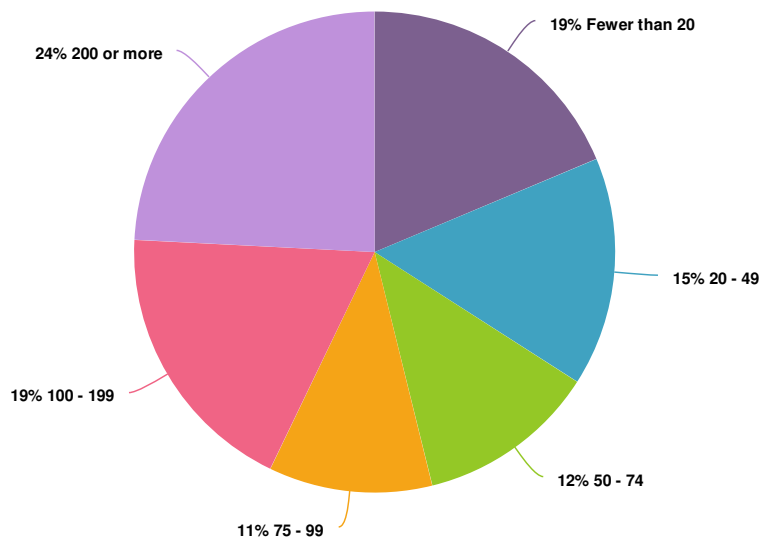
Value		Percent	Responses
Fewer than 20		18.7%	17
20 - 49		15.4%	14
50 - 74		12.1%	11
75 - 99		11.0%	10
100 - 199		18.7%	17
200 or more		24.2%	22

Totals: 91

33. Approximately what percentage of your instructors are tenured/tenure-track faculty members from core university departments? Please include adjuncts and faculty for all courses (credit and non-credit, but excluding summer session/intersession).
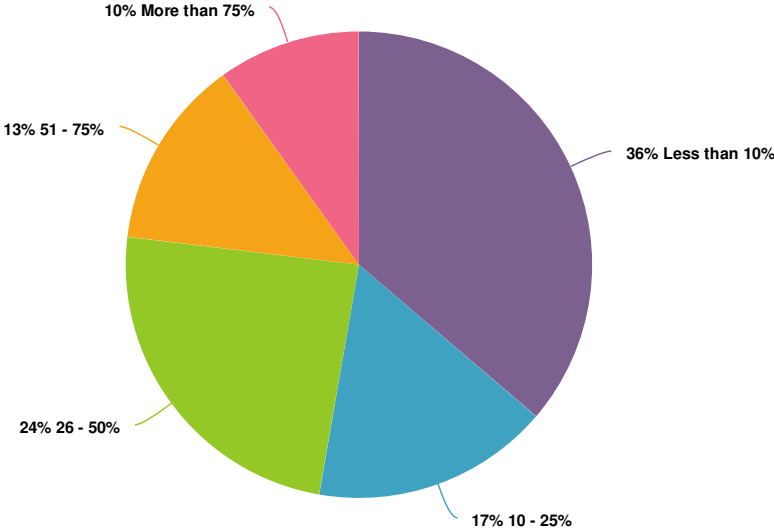
Value		Percent	Responses
Less than 10%		36.3%	33
10 - 25%		16.5%	15
26 - 50%		24.2%	22
51 - 75%		13.2%	12
More than 75%		9.9%	9

Totals: 91

34. Approximately how many full-time, non-tenure-track faculty lines are maintained by the COE unit?
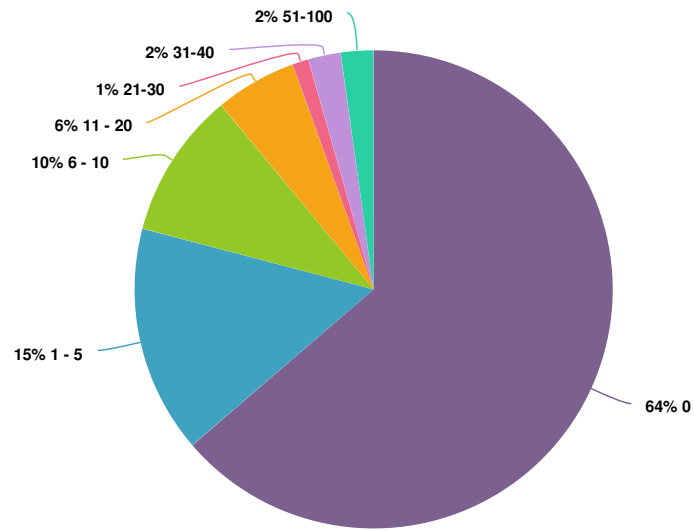
Value		Percent	Responses
0		63.7%	58
1 - 5		15.4%	14
6 - 10		9.9%	9
11 - 20		5.5%	5
21-30		1.1%	1
31-40		2.2%	2
51-100		2.2%	2

Totals: 91

35. Approximately how many tenure-track/tenured faculty lines are maintained by the COE unit?

3% 6 - 10

11% 1 - 5

86% 0
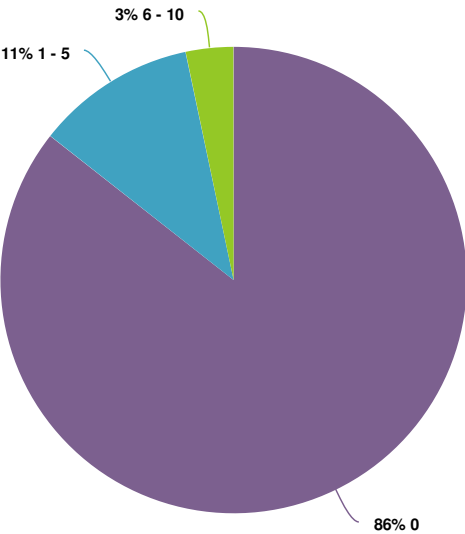
Value		Percent	Responses
0		85.6%	77
1 - 5		11.1%	10
6 - 10		3.3%	3

Totals: 90

36. Are campus tenured/tenure-track faculty unionized?

24% Yes

76% No
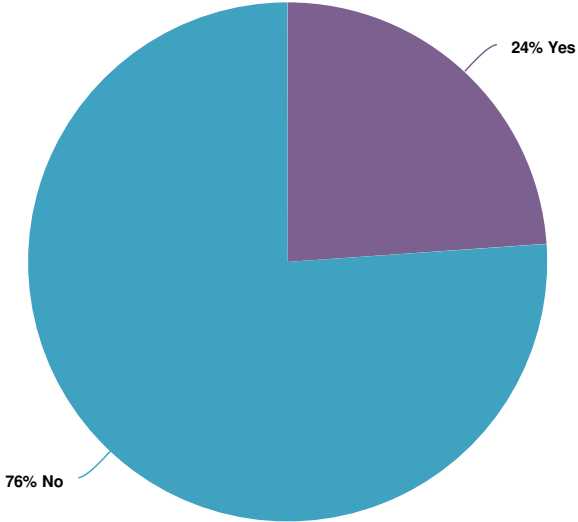
Value		Percent	Responses
Yes		23.9%	22
No		76.1%	70

Totals: 92

37. Are campus adjuncts/non-tenure-track faculty unionized?

24% Yes

76% No
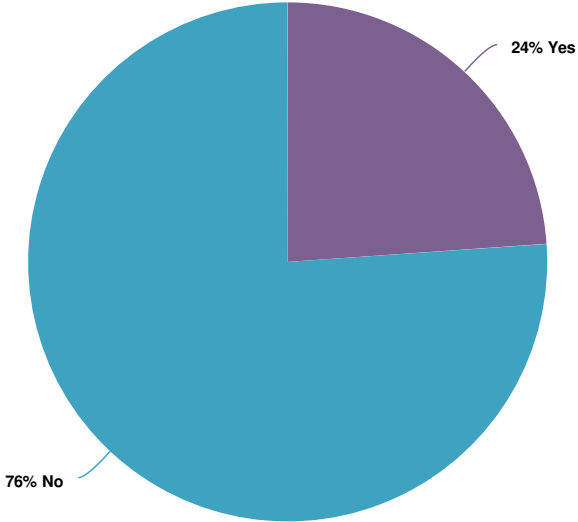
Value		Percent	Responses
Yes		23.9%	22
No		76.1%	70

Totals: 92

38. Please select any frequently-used (approximately 30% of the time or more) methods of of compensating core campus faculty that the COE unit hires to teach credit-bearing courses.

	The COE unit has its own compensation structure.	Compensation is based on core campus rank or salary.	The COE unit "buys out" course time from the home department.	Total Checks
Core campus tenured/tenure-track faculty Checks Row Check %	39 39.8%	47 48.0%	12 12.2%	98
Core campus non-tenure-track faculty Checks Row Check %	44 45.4%	42 43.3%	11 11.3%	97
Total Checks Checks % of Total Checks	83 42.6%	89 45.6%	23 11.8%	195 100.0%

39. Please select any frequently-used (approximately 30% or more) methods of compensating core campus faculty that the COE unit hires to teach non-credit courses.

	The COE unit has its own compensation structure.	Compensation is based on core campus rank or salary.	The COE unit "buys out" course time from the home department.	Total Checks
Core campus tenured/tenure-track faculty Checks Row Check %	69 82.1%	14 16.7%	1 1.2%	84
Core campus non-tenure-track faculty Checks Row Check %	71 84.5%	12 14.3%	1 1.2%	84
Total Checks Checks % of Total Checks	140 83.3%	26 15.5%	2 1.2%	168 100.0%

40. Please indicate the extent to which you agree with each of the following statements regarding your provost's perception of continuing, professional, and online education.

	Strongly disagree	Disagree	Tend to disagree	Tend to agree	Agree	Strongly agree	I am too new in my role to say	The provost is too new in the role to say	Responses
The provost considers adult students to be an important part of the university mission. Count Row %	2 2.2%	6 6.5%	9 9.8%	13 14.1%	16 17.4%	43 46.7%	0 0.0%	3 3.3%	92
The provost considers the growth of online education to be a critical component of university strategy. Count Row %	2 2.2%	5 5.5%	7 7.7%	13 14.3%	16 17.6%	45 49.5%	0 0.0%	3 3.3%	91
The provost is satisfied with my unit's financial contributions to the institution. Count Row %	3 3.3%	4 4.3%	9 9.8%	22 23.9%	25 27.2%	21 22.8%	4 4.3%	4 4.3%	92
The provost is satisfied with my unit's non-financial contributions to the institution. Count Row %	3 3.3%	3 3.3%	4 4.4%	15 16.5%	34 37.4%	27 29.7%	2 2.2%	3 3.3%	91
The provost believes continuing, professional, and online education programs have a positive impact on the university brand. Count Row %	1 1.1%	0 0.0%	9 9.8%	16 17.4%	25 27.2%	35 38.0%	0 0.0%	6 6.5%	92
The provost considers continuing, professional, and online education courses to be of high quality. Count Row %	1 1.1%	3 3.3%	10 10.9%	16 17.4%	25 27.2%	28 30.4%	1 1.1%	8 8.7%	92
The provost considers continuing, professional, and online education students to be of high quality. Count Row %	0 0.0%	4 4.3%	11 12.0%	18 19.6%	28 30.4%	20 21.7%	1 1.1%	10 10.9%	92

	Strongly disagree	Disagree	Tend to disagree	Tend to agree	Agree	Strongly agree	I am too new in my role to say	The provost is too new in the role to say	Responses
Totals									
Total Responses									92

41. Please indicate the extent to which you agree with each of the following statements regarding your college/university president's perception of continuing, professional, and online education.

	Strongly disagree	Disagree	Tend to disagree	Tend to agree	Agree	Strongly agree	I am too new in my role to say	The president is too new in the role to say	Responses
The president considers adult students to be an important part of the university mission. Count Row %	1 1.1%	5 5.5%	6 6.6%	13 14.3%	22 24.2%	36 39.6%	2 2.2%	6 6.6%	91
The president considers the growth of online students to be a critical component of university strategy. Count Row %	2 2.2%	6 6.7%	4 4.4%	10 11.1%	19 21.1%	43 47.8%	2 2.2%	4 4.4%	90
The president is satisfied with my unit's financial contributions to the institution. Count Row %	3 3.3%	6 6.6%	7 7.7%	20 22.0%	25 27.5%	17 18.7%	6 6.6%	7 7.7%	91
The president is satisfied with my unit's non-financial contributions to the institution. Count Row %	2 2.2%	6 6.6%	3 3.3%	17 18.7%	31 34.1%	21 23.1%	5 5.5%	6 6.6%	91
The president believes continuing, professional, and online education programs have a positive impact on the university brand. Count Row %	1 1.1%	1 1.1%	8 8.8%	15 16.5%	32 35.2%	24 26.4%	3 3.3%	7 7.7%	91
The president considers continuing, professional, and online education courses to be of high quality. Count Row %	1 1.1%	4 4.4%	6 6.7%	22 24.4%	29 32.2%	17 18.9%	3 3.3%	8 8.9%	90
The president considers continuing, professional, and online education students to be of high quality. Count Row %	1 1.1%	4 4.4%	4 4.4%	20 22.0%	35 38.5%	15 16.5%	4 4.4%	8 8.8%	91

|	Strongly disagree	Disagree	Tend to disagree	Tend to agree	Agree	Strongly agree	I am too new in my role to say	The president is too new in the role to say	Responses
Totals									
Total Responses									91

42. Please indicate the extent to which you agree with each of the following statements regarding the perception of continuing, professional, and online education at your institution by faculty leaders (i.e., deans, department chairs, and active faculty senate members or faculty senate chairs). Understanding that these faculty leaders likely have a diverse range of perceptions, please select the best-fit answer based on the majority of the group.

	Strongly disagree	Disagree	Tend to disagree	Tend to agree	Agree	Strongly agree	I am too new in my role to say	Responses
Faculty leaders at my institution consider adult students to be an important part of the university mission. Count Row %	6 6.5%	8 8.7%	27 29.3%	25 27.2%	21 22.8%	3 3.3%	2 2.2%	92
Faculty leaders at my institution consider the growth of online education to be a critical component of university strategy. Count Row %	7 7.6%	9 9.8%	27 29.3%	28 30.4%	16 17.4%	3 3.3%	2 2.2%	92
Faculty leaders at my institution are satisfied with my unit's financial contributions to the institution. Count Row %	2 2.2%	5 5.4%	22 23.9%	29 31.5%	18 19.6%	10 10.9%	6 6.5%	92
Faculty leaders at my institution are satisfied with my unit's non-financial contributions to the institution. Count Row %	2 2.2%	5 5.4%	19 20.7%	34 37.0%	23 25.0%	5 5.4%	4 4.3%	92
Faculty leaders at my institution believe continuing, professional, and online education programs have a positive impact on the university brand. Count Row %	6 6.5%	12 13.0%	28 30.4%	26 28.3%	14 15.2%	3 3.3%	3 3.3%	92
Faculty leaders at my institution believe continuing, professional, and online education courses to be of high quality. Count Row %	6 6.5%	12 13.0%	28 30.4%	26 28.3%	14 15.2%	3 3.3%	3 3.3%	92
Faculty leaders at my institution believe continuing, professional, and online education students to be of high quality. Count Row %	6 6.5%	10 10.9%	21 22.8%	37 40.2%	12 13.0%	3 3.3%	3 3.3%	92
Totals Total Responses								92

43. Please indicate the extent to which you agree with each of the following statements regarding resources and policies for continuing, professional, and online education at your institution.

	Strongly disagree	Disagree	Tend to disagree	Tend to agree	Agree	Strongly agree	Responses
My unit receives the resources it needs from the institution to grow our programs. Count Row %	12 13.0%	10 10.9%	22 23.9%	25 27.2%	12 13.0%	11 12.0%	92
The institution is willing to invest the resources needed to grow university-wide continuing, professional, and online education programs (both within my unit and others). Count Row %	8 8.7%	3 3.3%	29 31.5%	27 29.3%	17 18.5%	8 8.7%	92
The institution is willing to change processes and policies across campus to better accommodate online and adult students. Count Row %	5 5.4%	12 13.0%	23 25.0%	30 32.6%	16 17.4%	6 6.5%	92
The institution is willing to take risks to grow continuing, and professional, and online education programs. Count Row %	8 8.7%	10 10.9%	23 25.0%	32 34.8%	14 15.2%	5 5.4%	92
It would be acceptable for my unit to be revenue neutral as long as we were fulfilling our educational mission. Count Row %	14 15.2%	22 23.9%	22 23.9%	24 26.1%	8 8.7%	2 2.2%	92
It would be acceptable for my unit to operate at a loss as long as we were fulfilling our educational mission. Count Row %	42 45.7%	29 31.5%	16 17.4%	4 4.3%	1 1.1%	0 0.0%	92

Totals
Total Responses   92

44. Approximately what percentage of your course enrollments last year were credit as opposed to non-credit? (Please include all courses in your estimation, whether standalone or part of certificates or degrees.)
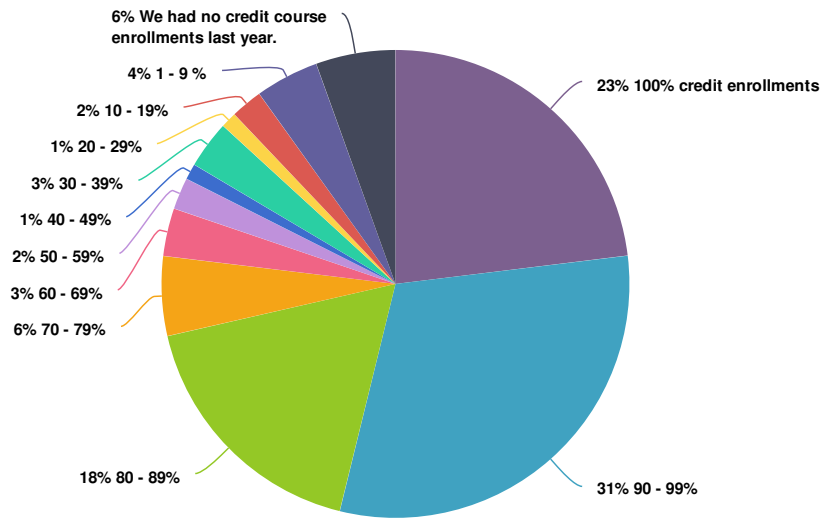
Value		Percent	Responses
100% credit enrollments		23.1%	21
90 - 99%		30.8%	28
80 - 89%		17.6%	16
70 - 79%		5.5%	5
60 - 69%		3.3%	3
50 - 59%		2.2%	2
40 - 49%		1.1%	1
30 - 39%		3.3%	3
20 - 29%		1.1%	1
10 - 19%		2.2%	2
1 - 9 %		4.4%	4
We had no credit course enrollments last year.		5.5%	5

Totals: 91

45. Approximately what percentage of your course enrollments last year were degree students as opposed to non-degree students?
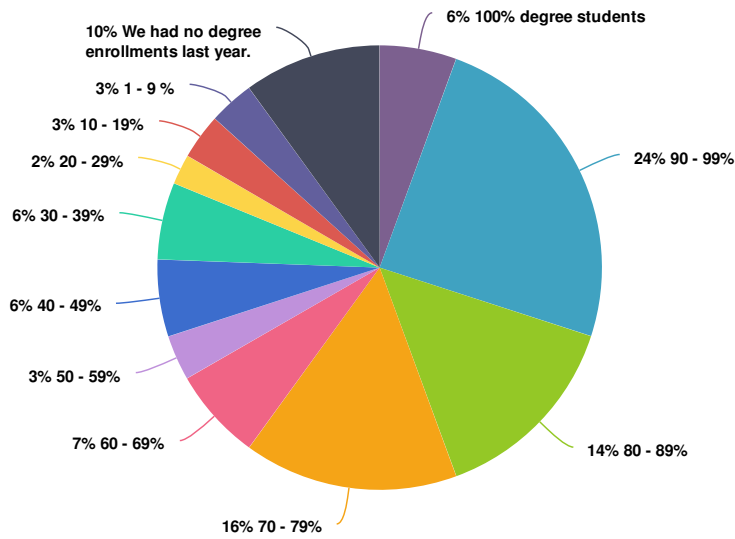
Value		Percent	Responses
100% degree students		5.6%	5
90 - 99%		24.4%	22
80 - 89%		14.4%	13
70 - 79%		15.6%	14
60 - 69%		6.7%	6
50 - 59%		3.3%	3
40 - 49%		5.6%	5
30 - 39%		5.6%	5
20 - 29%		2.2%	2
10 - 19%		3.3%	3
1 - 9 %		3.3%	3
We had no degree enrollments last year.		10.0%	9

Totals: 90

46. Approximately what percentage of your program enrollments last year were in master's programs as opposed to bachelor's programs?
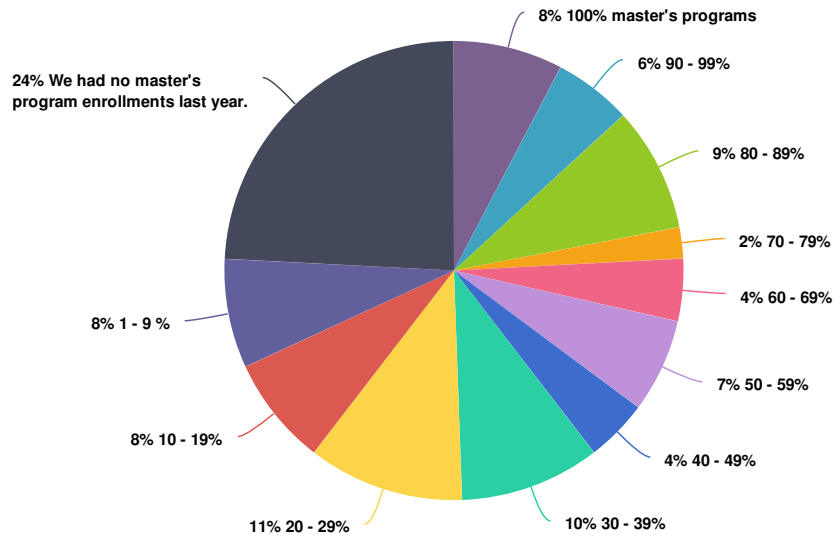
Value		Percent	Responses
100% master's programs		7.7%	7
90 - 99%		5.5%	5
80 - 89%		8.8%	8
70 - 79%		2.2%	2
60 - 69%		4.4%	4
50 - 59%		6.6%	6
40 - 49%		4.4%	4
30 - 39%		9.9%	9
20 - 29%		11.0%	10
10 - 19%		7.7%	7
1 - 9 %		7.7%	7
We had no master's program enrollments last year.		24.2%	22

Totals: 91

47. Approximately what percentage of revenues did your unit receive last year from contract education/customized learning provided for businesses, government agencies, or NGOs?
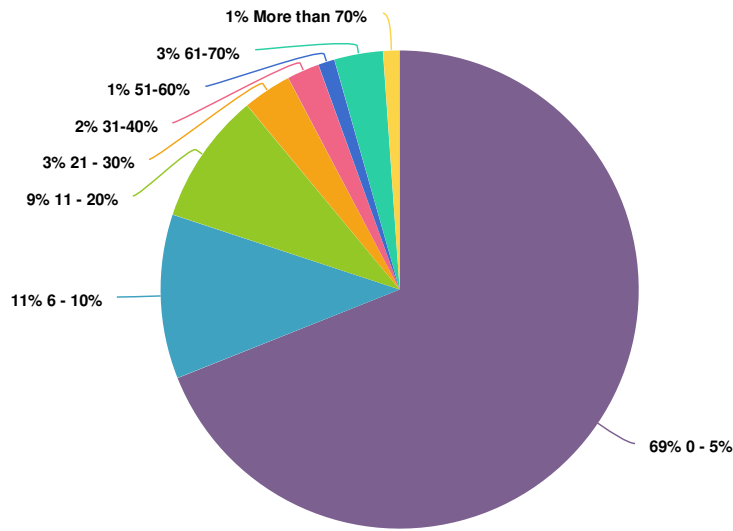
Value		Percent	Responses
0 - 5%		68.9%	62
6 - 10%		11.1%	10
11 - 20%		8.9%	8
21 - 30%		3.3%	3
31-40%		2.2%	2
51-60%		1.1%	1
61-70%		3.3%	3
More than 70%		1.1%	1

Totals: 90

48. Approximately what percentage of revenues did your unit receive last year from tuition reimbursement by students' employers?
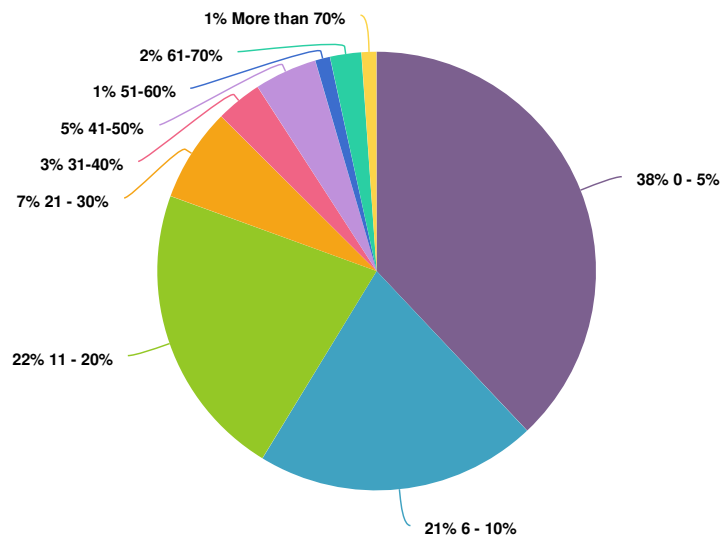
Value		Percent	Responses
0 - 5%		37.9%	33
6 - 10%		20.7%	18
11 - 20%		21.8%	19
21 - 30%		6.9%	6
31-40%		3.4%	3
41-50%		4.6%	4
51-60%		1.1%	1
61-70%		2.3%	2
More than 70%		1.1%	1

Totals: 87

49. Approximately what percentage of your total course enrollments are fully online?
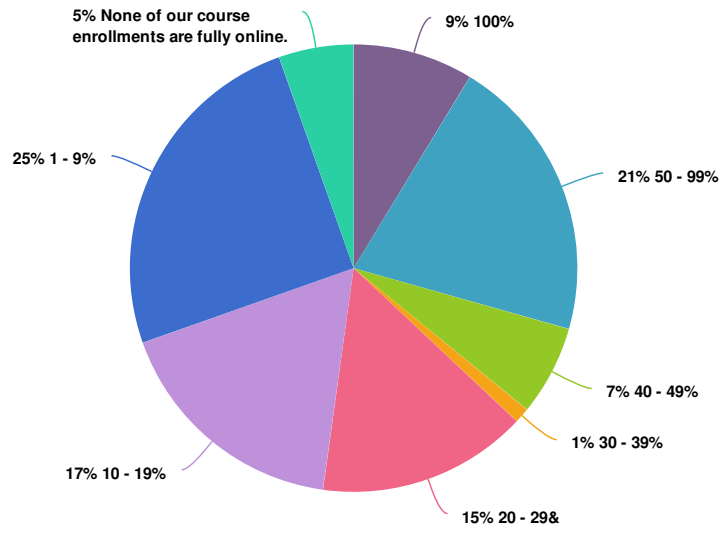
Value		Percent	Responses
100%		8.7%	8
50 - 99%		20.7%	19
40 - 49%		6.5%	6
30 - 39%		1.1%	1
20 - 29&		15.2%	14
10 - 19%		17.4%	16
1 - 9%		25.0%	23
None of our course enrollments are fully online.		5.4%	5

Totals: 92

50. Approximately what percentage of your unit's total course enrollments are blended?
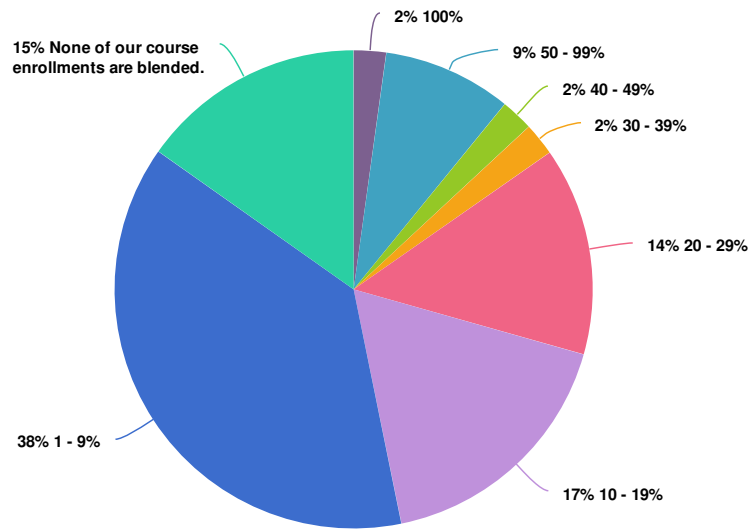
Value		Percent	Responses
100%		2.2%	2
50 - 99%		8.7%	8
40 - 49%		2.2%	2
30 - 39%		2.2%	2
20 - 29%		14.1%	13
10 - 19%		17.4%	16
1 - 9%		38.0%	35
None of our course enrollments are blended.		15.2%	14

Totals: 92

51. Approximately what percentage of your course offerings are new courses introduced in the past year?

2% 31 - 40%

5% 21 - 30%

26% 11 - 20%
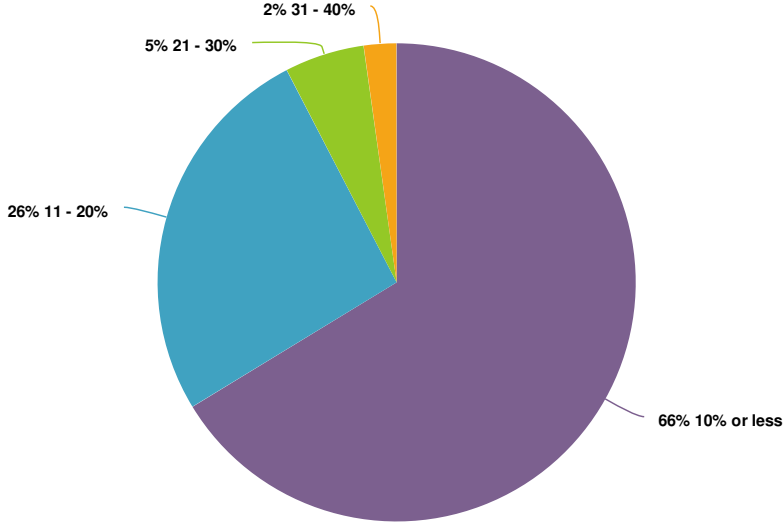
66% 10% or less

Value		Percent	Responses
10% or less		66.3%	61
11 - 20%		26.1%	24
21 - 30%		5.4%	5
31 - 40%		2.2%	2

Totals: 92

52. Approximately what percentage of your course offerings were sunsetted last year?
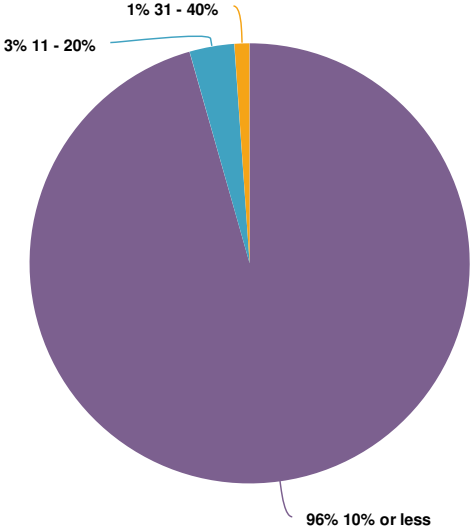
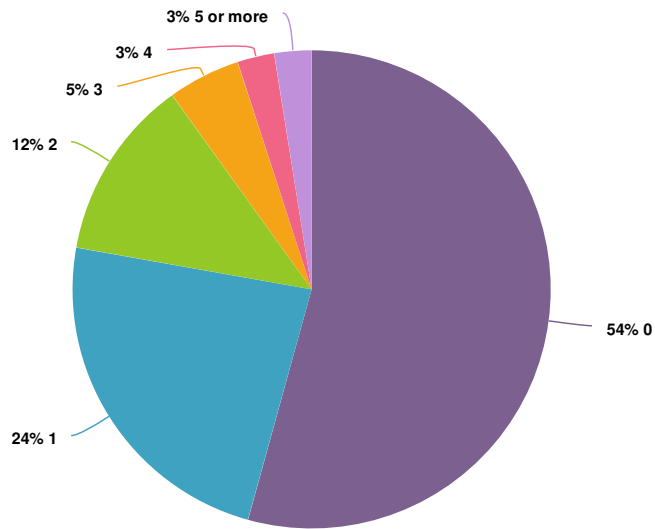| Value		Percent	Responses
10% or less		95.7%	88
11 - 20%		3.3%	3
31 - 40%		1.1%	1
			Totals: 92

53. Approximately what percentage of your courses were cancelled last year due to lack of enrollments?
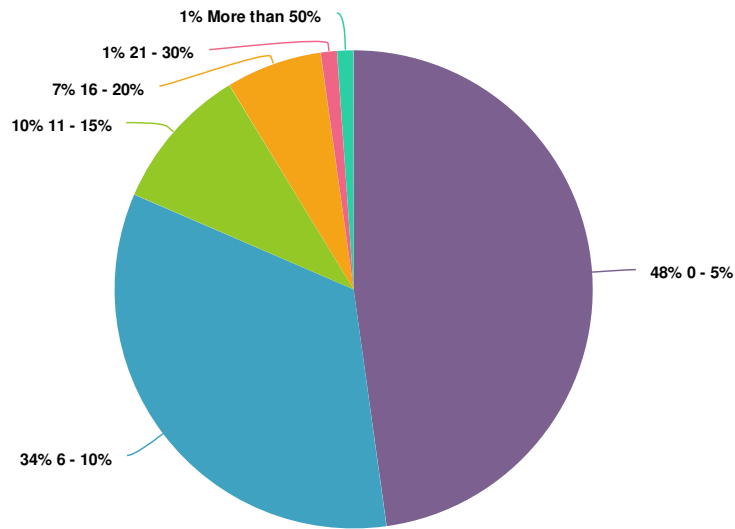
Value		Percent	Responses
0 - 5%		47.8%	44
6 - 10%		33.7%	31
11 - 15%		9.8%	9
16 - 20%		6.5%	6
21 - 30%		1.1%	1
More than 50%		1.1%	1

Totals: 92

54. How many new COE master's programs did you introduce last year?

Value		Percent	Responses
0		54.3%	44
1		23.5%	19
2		12.3%	10
3		4.9%	4
4		2.5%	2
5 or more		2.5%	2

Totals: 81

55. How many COE master's programs did you sunset last year?
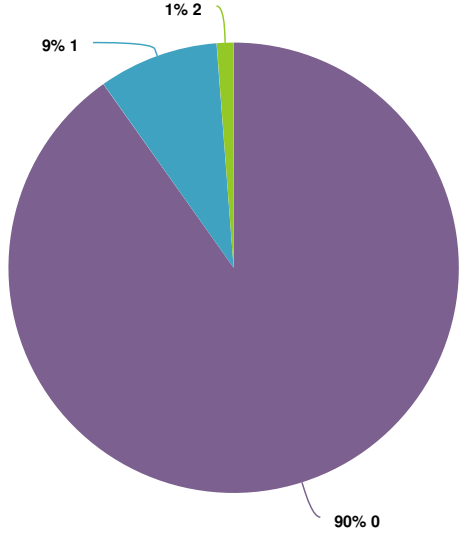
Value		Percent	Responses
0		90.1%	73
1		8.6%	7
2		1.2%	1

Totals: 81

56. How many new COE bachelor's programs did you introduce last year?
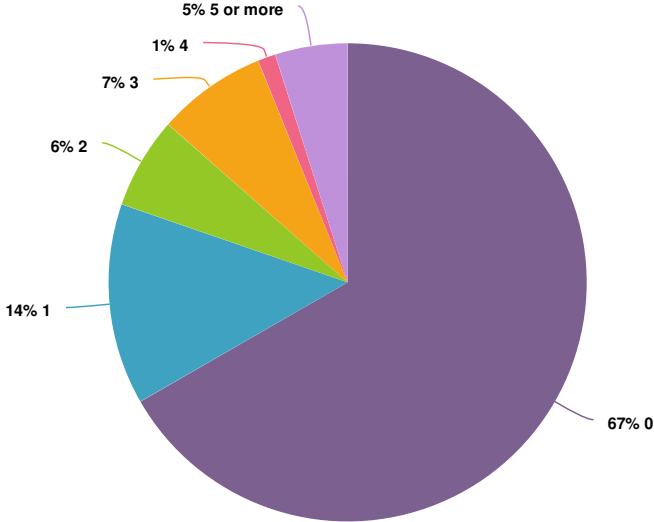
Value		Percent	Responses
0		66.7%	54
1		13.6%	11
2		6.2%	5
3		7.4%	6
4		1.2%	1
5 or more		4.9%	4

Totals: 81

57. How many COE bachelor's programs did you sunset last year?
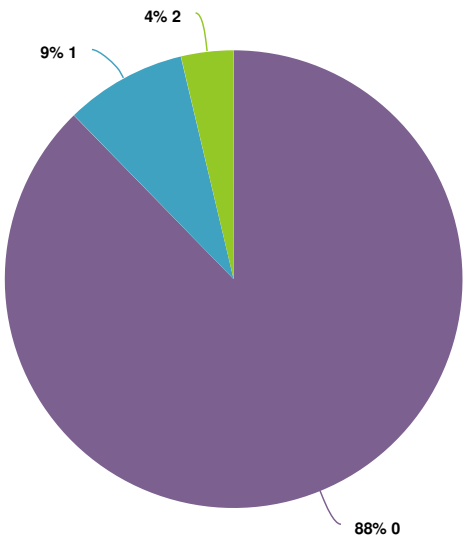
Value		Percent	Responses
0		87.7%	71
1		8.6%	7
2		3.7%	3

Totals: 81

58. How many new COE certificates did you introduce last year?
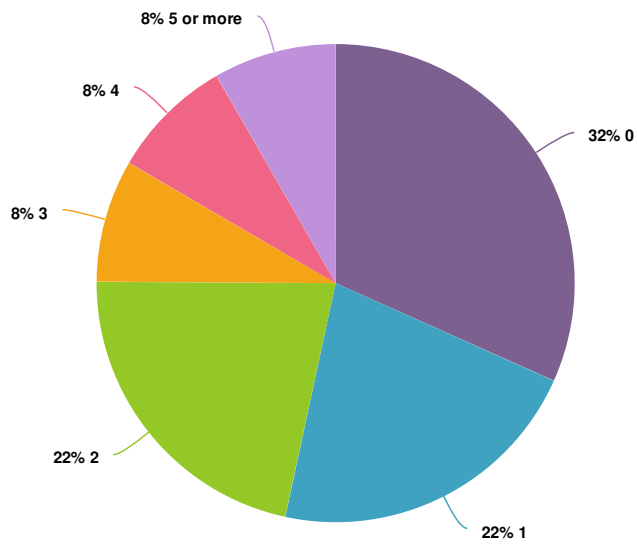
Value		Percent	Responses
0		31.7%	19
1		21.7%	13
2		21.7%	13
3		8.3%	5
4		8.3%	5
5 or more		8.3%	5

Totals: 60

59. How many new COE certificate programs did you sunset last year?
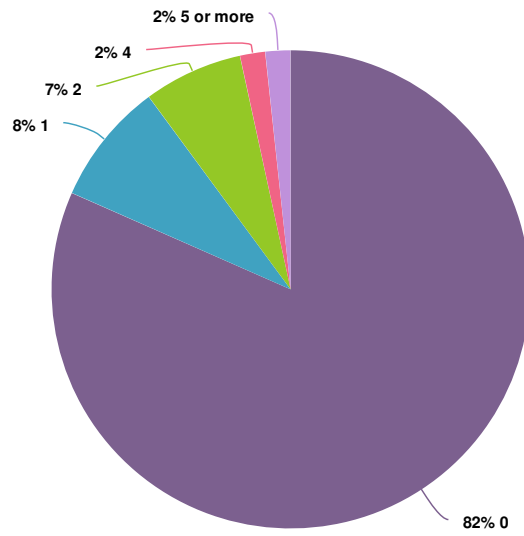
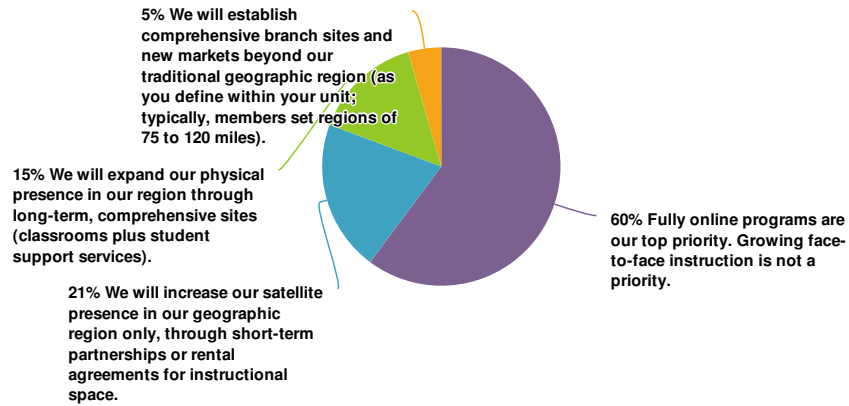| Value		Percent	Responses
0		81.7%	49
1		8.3%	5
2		6.7%	4
4		1.7%	1
5 or more		1.7%	1

Totals: 60

60. Approximately what percentage of your COE students are outside of the geographic region of your university's main campus (as you define within your unit; typically, members set regions of 75 to 120 miles)?
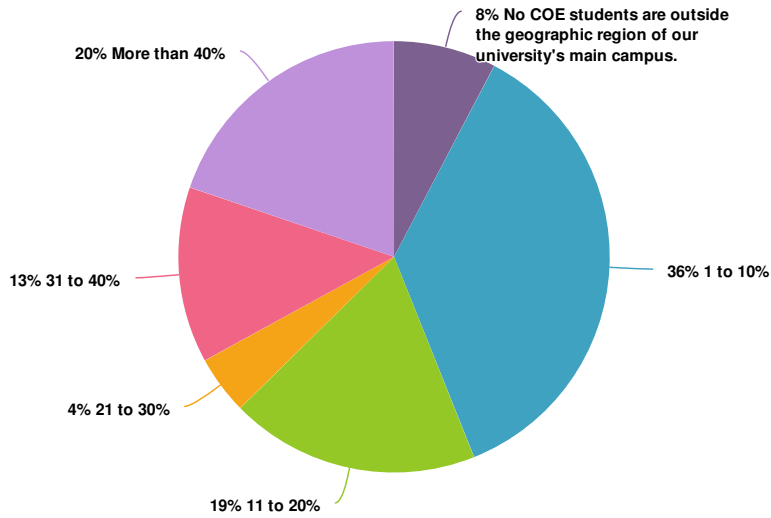
Value		Percent	Responses
No COE students are outside the geographic region of our university's main campus.		7.7%	7
1 to 10%		36.3%	33
11 to 20%		18.7%	17
21 to 30%		4.4%	4
31 to 40%		13.2%	12
More than 40%		19.8%	18

Totals: 91

61. Which of the following statements best describes the importance of an expanded physical presence in your growth strategy?

5% We will establish comprehensive branch sites and new markets beyond our traditional geographic region (as you define within your unit; typically, members set regions of 75 to 120 miles).

15% We will expand our physical presence in our region through long-term, comprehensive sites (classrooms plus student support services).

21% We will increase our satellite presence in our geographic region only, through short-term partnerships or rental agreements for instructional space.

60% Fully online programs are our top priority. Growing face-to-face instruction is not a priority.

Value		Percent	Responses
Fully online programs are our top priority. Growing face-to-face instruction is not a priority.		60.2%	53
We will increase our satellite presence in our geographic region only, through short-term partnerships or rental agreements for instructional space.		20.5%	18
We will expand our physical presence in our region through long-term, comprehensive sites (classrooms plus student support services).		14.8%	13
We will establish comprehensive branch sites and new markets beyond our traditional geographic region (as you define within your unit; typically, members set regions of 75 to 120 miles).		4.5%	4

Totals: 88

62. Please indicate the extent to which you agree with each of the following statements regarding your organization's performance.

	Strongly disagree	Disagree	Tend to disagree	Tend to agree	Agree	Strongly agree	Responses
We meet or exceed our gross revenue growth goals. Count Row %	3 3.3%	15 16.3%	9 9.8%	24 26.1%	23 25.0%	18 19.6%	92
We meet or exceed our profit/contribution margin goals. Count Row %	3 3.3%	11 12.0%	13 14.1%	24 26.1%	25 27.2%	16 17.4%	92
I am satisfied with our market share compared with competitors in key programs. Count Row %	16 17.4%	23 25.0%	24 26.1%	14 15.2%	14 15.2%	1 1.1%	92
When reflecting on our organization's performance over the past few years, I am satisfied with our current rate of gross revenue growth. Count Row %	11 12.0%	23 25.0%	15 16.3%	16 17.4%	21 22.8%	6 6.5%	92
I expect our gross revenues to grow over the next three years. Count Row %	0 0.0%	2 2.2%	9 9.8%	34 37.0%	32 34.8%	15 16.3%	92
I expect our contribution margin to improve over the next three years. Count Row %	1 1.1%	3 3.3%	8 8.7%	37 40.2%	31 33.7%	12 13.0%	92

Totals
Total Responses   92

63. Please indicate the extent to which you agree with each of the following statements about your pricing strategy.

|	Strongly disagree	Disagree	Tend to disagree	Tend to agree	Agree	Strongly agree	Responses
Readjusting prices (primarily to be lower) would significantly increase our revenue. Count Row %	4 4.3%	21 22.8%	43 46.7%	13 14.1%	9 9.8%	2 2.2%	92
Readjusting prices (primarily to be higher) would significantly increase our revenue. Count Row %	6 6.5%	18 19.6%	39 42.4%	22 23.9%	6 6.5%	1 1.1%	92
I am satisfied with my unit's current pricing. Count Row %	3 3.3%	10 10.9%	18 19.6%	29 31.5%	26 28.3%	6 6.5%	92
I am satisfied with my unit's current level of authority over pricing. Count Row %	8 8.7%	8 8.7%	8 8.7%	23 25.0%	24 26.1%	21 22.8%	92
We will significantly re-examine our pricing strategy over the next year. Count Row %	2 2.2%	10 10.9%	19 20.7%	32 34.8%	21 22.8%	8 8.7%	92
Totals Total Responses							92

64. For each of the following activities, please select the statement that best describes how revenue from that activity is shared with the core university/central administration. (Realizing that the answer may vary by program or course, we ask that your response reflect the model which is most prevalent for your unit.)

	My COE unit does not conduct this type of activity.	We conduct this activity, but do not share profit with the core campus/central administration.	A flat amount is negotiated annually, irrespective of enrollments or revenues.	Revenue shared is based on total number of enrollments or tuition income.	Everything goes back to the central university administration/general fund after we have covered costs.	Responses
Credit programs (online and hybrid) Count Row %	13 14.1%	5 5.4%	6 6.5%	26 28.3%	42 45.7%	92
Credit programs (face-to-face) Count Row %	22 23.9%	3 3.3%	6 6.5%	18 19.6%	43 46.7%	92
Non-credit programs Count Row %	11 12.0%	21 22.8%	8 8.7%	25 27.2%	27 29.3%	92
Summer sessions and intersession Count Row %	23 25.0%	3 3.3%	6 6.5%	21 22.8%	39 42.4%	92
Contract education Count Row %	30 32.6%	15 16.3%	7 7.6%	19 20.7%	21 22.8%	92
Totals Total Responses						92

65. For each of the following activities, please select the statement that best describes how revenue from that activity is shared with individual academic departments, colleges, and schools. (Realizing that, in some cases, each individual department, college, or school may have negotiated a different formula with your unit, we ask that your answer reflect your unit's most prevalent model.)

	My COE unit does not conduct this type of activity.	We conduct this activity, but do not share profit with any departments or colleges/schools.	We "buy out" faculty time but do not share any revenues.	A flat amount is negotiated at the beginning of the year, irrespective of enrollments or revenues.	Revenue shared is based on total number of enrollments or tuition income.	Revenues go directly to academic units; we are paid through a tax, overhead, or chargeback model.	Responses
Credit programs (online and hybrid) Count Row %	22 23.9%	21 22.8%	5 5.4%	4 4.3%	26 28.3%	14 15.2%	92
Credit programs (face-to-face) Count Row %	32 34.8%	18 19.6%	4 4.3%	3 3.3%	23 25.0%	12 13.0%	92
Non-credit programs Count Row %	16 17.4%	35 38.0%	5 5.4%	4 4.3%	27 29.3%	5 5.4%	92
Summer sessions and intersession Count Row %	31 33.7%	20 21.7%	4 4.3%	4 4.3%	21 22.8%	12 13.0%	92
Contract education Count Row %	33 35.9%	26 28.3%	7 7.6%	2 2.2%	20 21.7%	4 4.3%	92
Totals Total Responses							92

66. Approximately what was your COE unit's gross revenue last year?
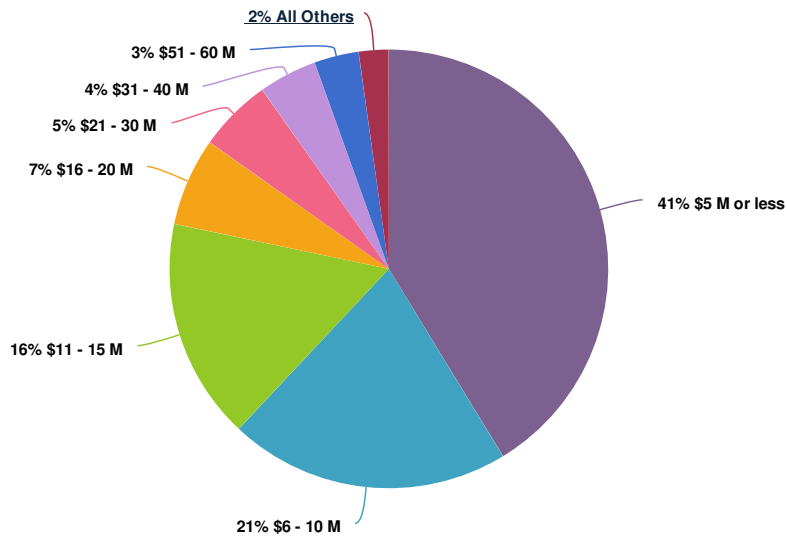
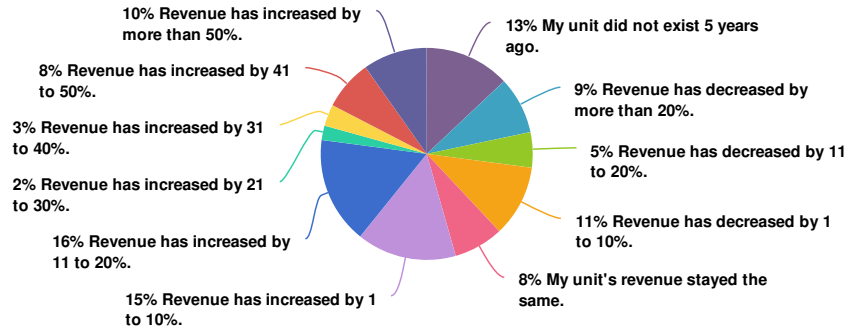| Value		Percent	Responses
$5 M or less		41.3%	38
$6 - 10 M		20.7%	19
$11 - 15 M		16.3%	15
$16 - 20 M		6.5%	6
$21 - 30 M		5.4%	5
$31 - 40 M		4.3%	4
$41 - 50 M		1.1%	1
$51 - 60 M		3.3%	3
$91 - 100 M		1.1%	1

Totals: 92

67. What was your COE unit's approximate gross revenue from credit-related activities last year?
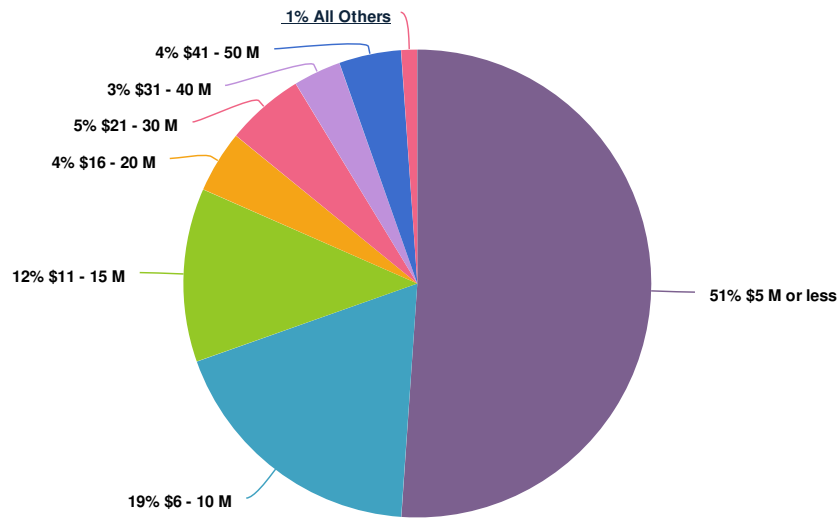
Value		Percent	Responses
$5 M or less		51.1%	47
$6 - 10 M		18.5%	17
$11 - 15 M		12.0%	11
$16 - 20 M		4.3%	4
$21 - 30 M		5.4%	5
$31 - 40 M		3.3%	3
$41 - 50 M		4.3%	4
$81 - 90 M		1.1%	1

Totals: 92

68. Approximately how much has your unit's gross revenue changed relative to 5 years ago?

10% Revenue has increased by more than 50%.
8% Revenue has increased by 41 to 50%.
3% Revenue has increased by 31 to 40%.
2% Revenue has increased by 21 to 30%.
16% Revenue has increased by 11 to 20%.
15% Revenue has increased by 1 to 10%.
13% My unit did not exist 5 years ago.
9% Revenue has decreased by more than 20%.
5% Revenue has decreased by 11 to 20%.
11% Revenue has decreased by 1 to 10%.
8% My unit's revenue stayed the same.

Value		Percent	Responses
My unit did not exist 5 years ago.		13.0%	12
Revenue has decreased by more than 20%.		8.7%	8
Revenue has decreased by 11 to 20%.		5.4%	5
Revenue has decreased by 1 to 10%.		10.9%	10
My unit's revenue stayed the same.		7.6%	7
Revenue has increased by 1 to 10%.		15.2%	14
Revenue has increased by 11 to 20%.		16.3%	15
Revenue has increased by 21 to 30%.		2.2%	2
Revenue has increased by 31 to 40%.		3.3%	3
Revenue has increased by 41 to 50%.		7.6%	7
Revenue has increased by more than 50%.		9.8%	9

Totals: 92

69. What percentage of gross revenues came from summer session/intersession programs last year?
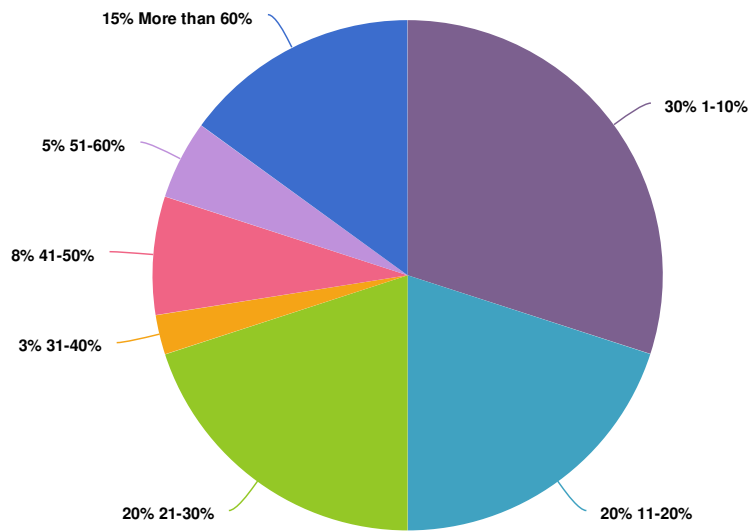
Value		Percent	Responses
1-10%		30.0%	12
11-20%		20.0%	8
21-30%		20.0%	8
31-40%		2.5%	1
41-50%		7.5%	3
51-60%		5.0%	2
More than 60%		15.0%	6

Totals: 40

70. Which best describes your profit model for summer session/intersession? (Profit is defined as gross revenue minus direct and indirect costs.)

15% The COE unit keeps more than 50% of the profit.

85% Core campus keeps more than 50% of the profit.
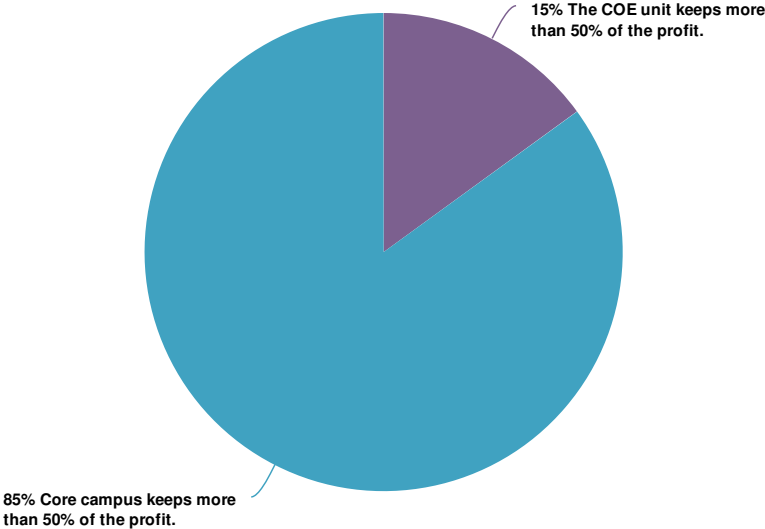
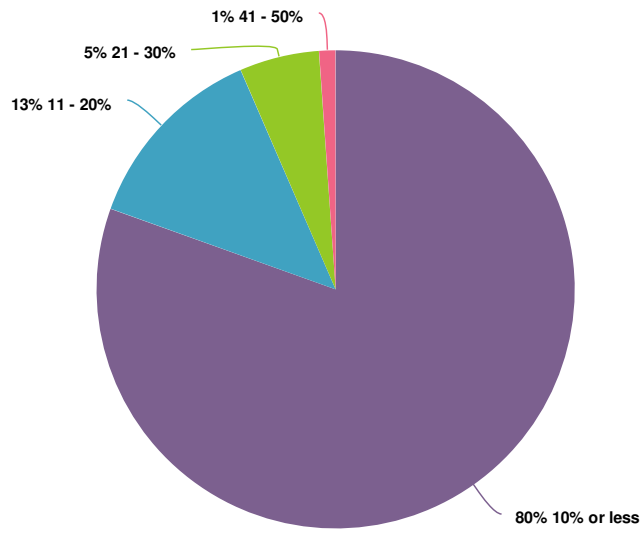| Value		Percent	Responses
The COE unit keeps more than 50% of the profit.		15.0%	6
Core campus keeps more than 50% of the profit.		85.0%	34

Totals: 40

71. What was the approximate distribution of the COE unit's gross revenue last year? (Numbers should add up to 100%.)

	0 - 9%	10 - 19%	20 - 29%	30 - 39%	40 - 49%	50 - 59%	60 - 69%	70 - 79%	80 - 89%	90 - 99%	100%	Responses
Returned to core university (contribution margin) Count Row %	26 28.6%	12 13.2%	8 8.8%	12 13.2%	6 6.6%	7 7.7%	1 1.1%	5 5.5%	0 0.0%	3 3.3%	11 12.1%	92
Returned to individual academic departments/colleges/schools Count Row %	56 60.9%	12 13.0%	7 7.6%	4 4.3%	2 2.2%	1 1.1%	4 4.3%	4 4.3%	1 1.1%	0 0.0%	1 1.1%	92
Operating and instructional expenditures Count Row %	28 30.8%	8 8.8%	8 8.8%	9 9.9%	6 6.6%	5 5.5%	7 7.7%	7 7.7%	6 6.6%	7 7.7%	0 0.0%	92
Retained by COE unit Count Row %	70 76.1%	12 13.0%	5 5.4%	2 2.2%	1 1.1%	0 0.0%	0 0.0%	1 1.1%	0 0.0%	0 0.0%	1 1.1%	92
Totals												366 100.0%

72. What was the approximate distribution of the COE unit's gross revenue 5 years ago? (Numbers should add up to 100%.)

	0 - 9%	10 - 19%	20 - 29%	30 - 39%	40 - 49%	50 - 59%	60 - 69%	70 - 79%	80 - 89%	90 - 99%	100%	My unit did not exist 5 years ago.	Responses
Returned to core university (contribution margin) Count Row %	32 36.0%	5 5.6%	7 7.9%	10 11.2%	0 0.0%	8 9.0%	4 4.5%	5 5.6%	0 0.0%	3 3.4%	8 9.0%	7 7.9%	92
Returned to individual academic departments/colleges/schools Count Row %	57 62.0%	9 9.8%	8 8.7%	2 2.2%	1 1.1%	3 3.3%	3 3.3%	2 2.2%	1 1.1%	0 0.0%	0 0.0%	6 6.5%	92
Operating and instructional expenditures Count Row %	25 28.7%	6 6.9%	10 11.5%	5 5.7%	6 6.9%	6 6.9%	7 8.0%	11 12.6%	0 0.0%	5 5.7%	0 0.0%	6 6.9%	92
Retained by COE unit Count Row %	61 66.3%	13 14.1%	7 7.6%	2 2.2%	1 1.1%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	0 0.0%	0 0.0%	7 7.6%	92
Totals													360 100.0%

73. Approximately how much of the COE unit's revenue last year was allocated to a marketing budget?

1% 41 - 50%

5% 21 - 30%

13% 11 - 20%

80% 10% or less

Value		Percent	Responses
10% or less		80.4%	74
11 - 20%		13.0%	12
21 - 30%		5.4%	5
41 - 50%		1.1%	1

Totals: 92
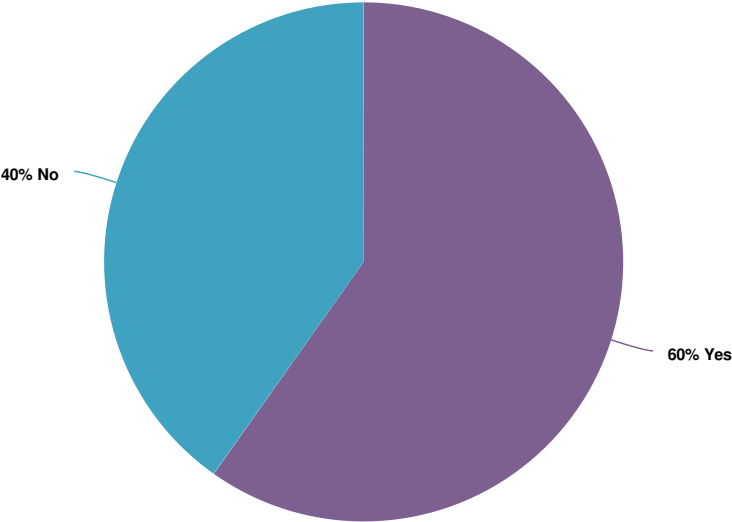
74. Approximately how much of the COE unit's revenue 5 years ago was allocated to a marketing budget?
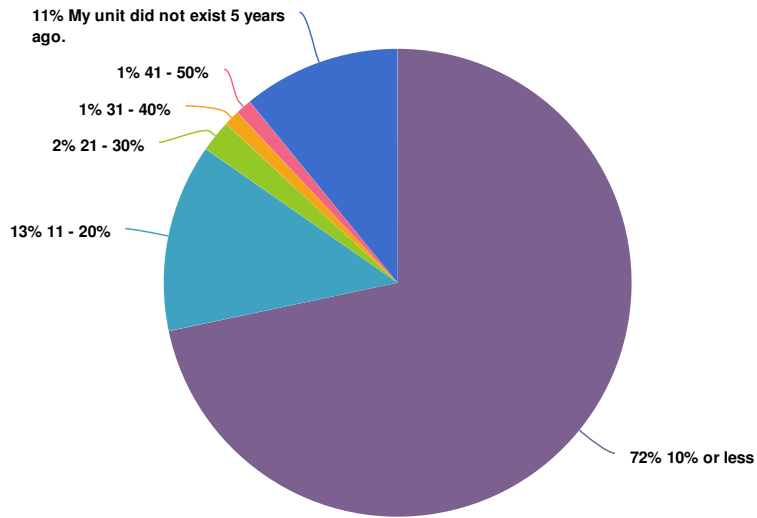
Value		Percent	Responses
10% or less		71.7%	66
11 - 20%		13.0%	12
21 - 30%		2.2%	2
31 - 40%		1.1%	1
41 - 50%		1.1%	1
My unit did not exist 5 years ago.		10.9%	10

Totals: 92

75. Do your institution's policies enable the COE unit to maintain a reserve account?

Value		Percent	Responses
Yes		59.8%	55
No		40.2%	37

Totals: 92

76. Approximately what percentage of gross revenues do currently have in your reserve account?
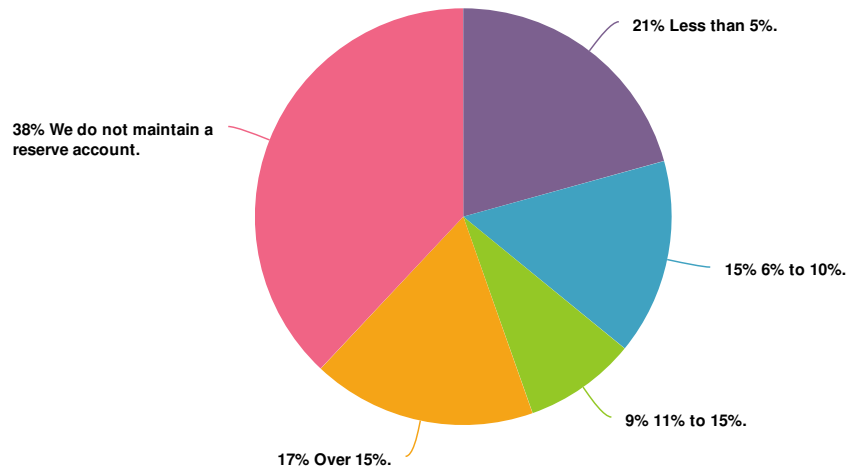
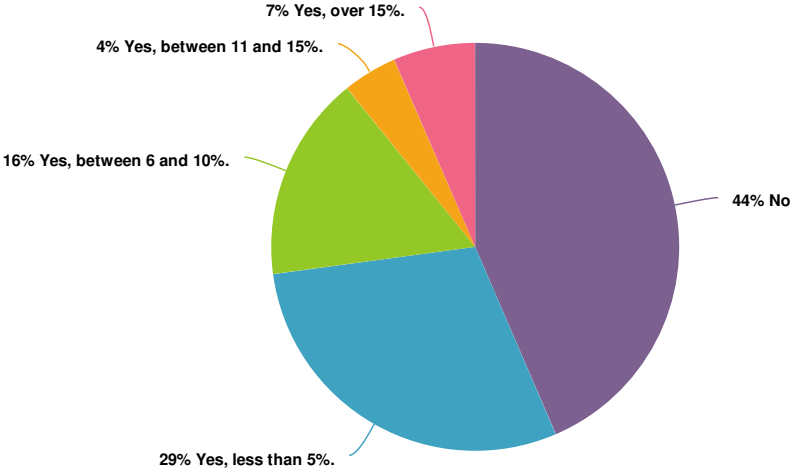| Value		Percent	Responses
Less than 5%.		20.7%	19
6% to 10%.		15.2%	14
11% to 15%.		8.7%	8
Over 15%.		17.4%	16
We do not maintain a reserve account.		38.0%	35

Totals: 92

77. What is your target percentage of gross revenues that you are working toward maintaining in a reserve account?

10% Less than 5%.

21% 6%-10%.

40% We do not maintain a reserve account.

11% 11%-15%.
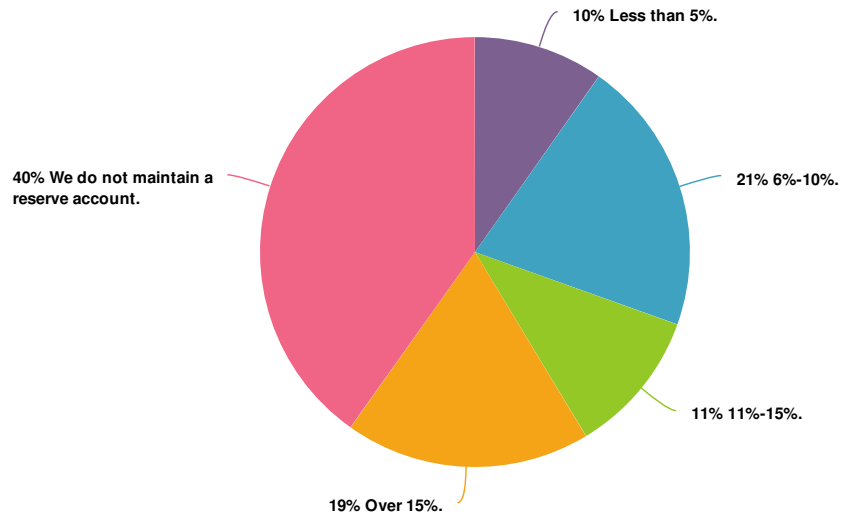
19% Over 15%.

Value		Percent	Responses
Less than 5%.		9.8%	9
6%-10%.		20.7%	19
11%-15%.		10.9%	10
Over 15%.		18.5%	17
We do not maintain a reserve account.		40.2%	37

Totals: 92

78. Do you target or routinely allocate a percentage of gross revenues for reinvestment in new program development?

7% Yes, over 15%.

4% Yes, between 11 and 15%.

16% Yes, between 6 and 10%.

44% No

29% Yes, less than 5%.

Value		Percent	Responses
No		43.5%	40
Yes, less than 5%.		29.3%	27
Yes, between 6 and 10%.		16.3%	15
Yes, between 11 and 15%.		4.3%	4
Yes, over 15%.		6.5%	6

Totals: 92

79. We conclude this survey with much modesty, understanding that, for every organizational design question that we're hopeful this effort will answer, there are still dozens of others that warrant further attention. In particular, members noted that many questions related to financial models (for example, overhead/chargeback structures) would be individually deserving of entire surveys of equal length to this one. We welcome your suggestions below as to topics that you'd recommend we prioritize for future survey efforts, whether related to the organizational design questions discussed here or any other strategic COE concerns.