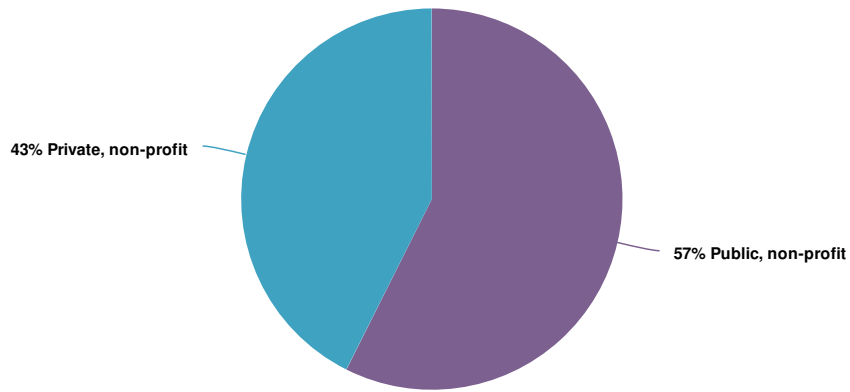




Summary Benchmarking Report

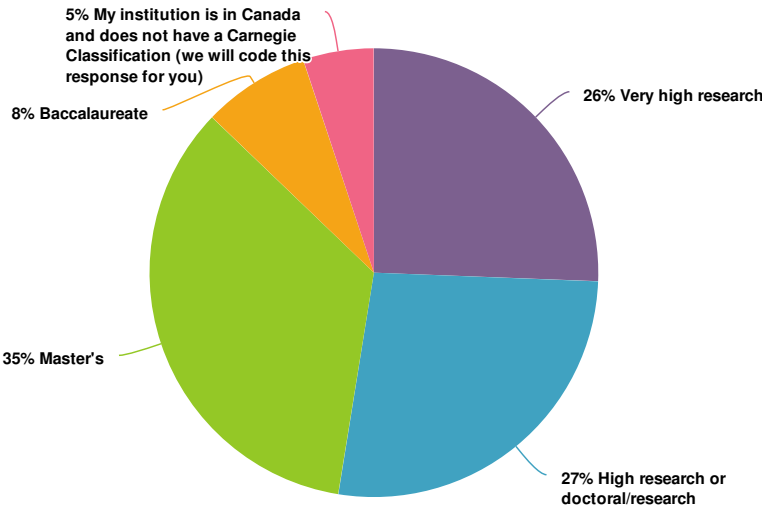
1. Please indicate your institution's ownership type.



Value		Percent	Responses
Public, non-profit		57.4%	135
Private, non-profit		42.6%	100

Totals: 235

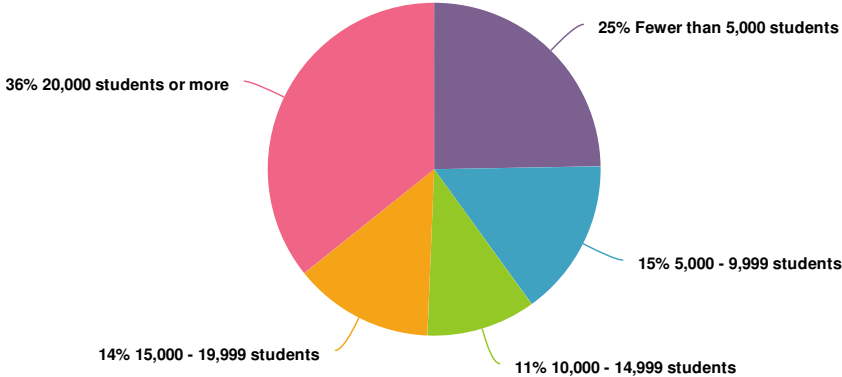
2. What is your institution's Carnegie Classification? (If you are unsure of your classification, please look it up here.)



Value	Percent	Responses
Very high research	25.6%	60
High research or doctoral/research	26.9%	63
Master's	34.6%	81
Baccalaureate	7.7%	18
My institution is in Canada and does not have a Carnegie Classification (we will code this response for you)	5.1%	12

Totals: 234

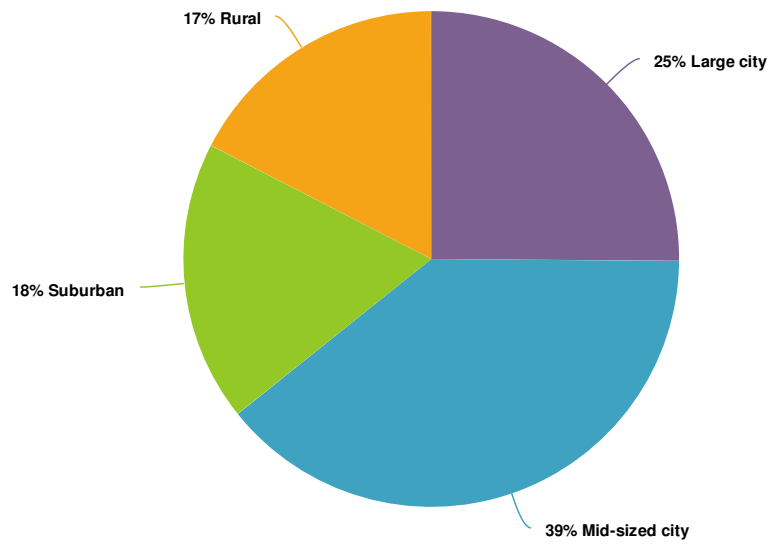
3. What is the approximate size of your institution's total student body (including all undergraduate and graduate students)?




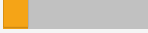


Value	Percent	Responses
Fewer than 5,000 students	24.7%	58
5,000 - 9,999 students	15.3%	36
10,000 - 14,999 students	10.6%	25
15,000 - 19,999 students	13.6%	32
20,000 students or more	35.7%	84

Totals: 235

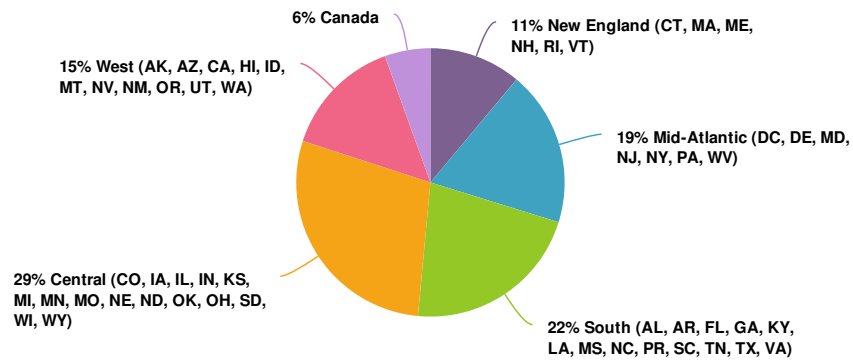
4. How would you characterize the location of your institution's main campus?



Value		Percent	Responses
Large city		25.1%	59
Mid-sized city		39.1%	92
Suburban		18.3%	43
Rural		17.4%	41

Totals: 235

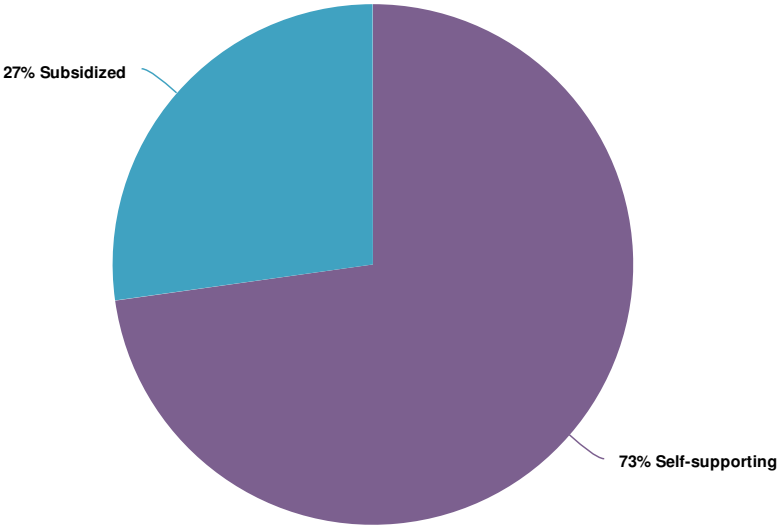
5. In what region is your institution's main campus located?



Value	Percent	Responses
New England (CT, MA, ME, NH, RI, VT)	11.1%	26
Mid-Atlantic (DC, DE, MD, NJ, NY, PA, WV)	18.7%	44
South (AL, AR, FL, GA, KY, LA, MS, NC, PR, SC, TN, TX, VA)	21.7%	51
Central (CO, IA, IL, IN, KS, MI, MN, MO, NE, ND, OK, OH, SD, WI, WY)	28.5%	67
West (AK, AZ, CA, HI, ID, MT, NV, NM, OR, UT, WA)	14.5%	34
Canada	5.5%	13

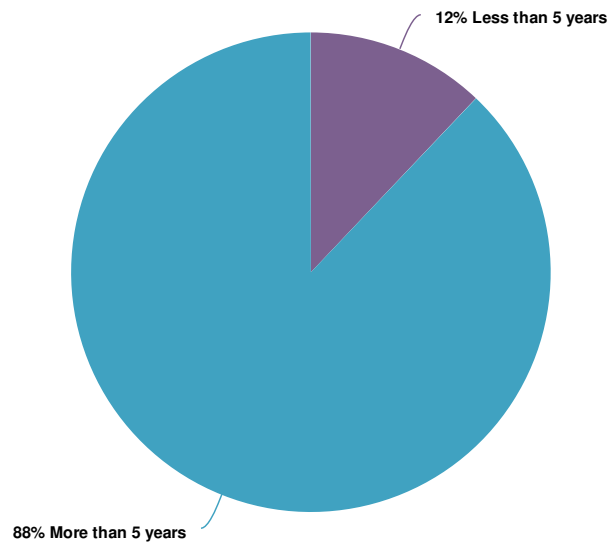
Totals: 235

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?



Value	Percent	Responses
Self-supporting	72.8%	171
Subsidized	27.2%	64
Totals: 235		

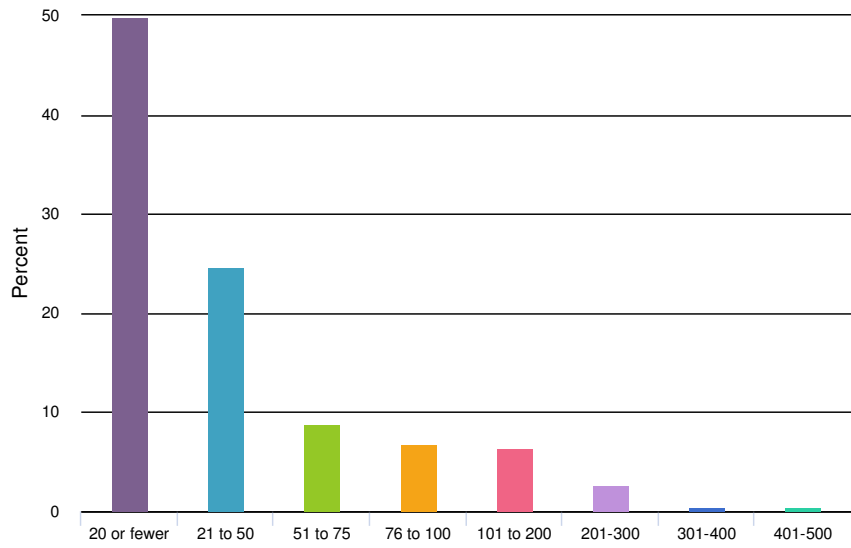
7. For approximately how long has your COE unit been self-supporting?



Value	Percent	Responses
Less than 5 years	12.1%	21
More than 5 years	87.9%	153

Totals: 174

8. Approximately how many full-time staff are within your COE unit (excluding faculty)?



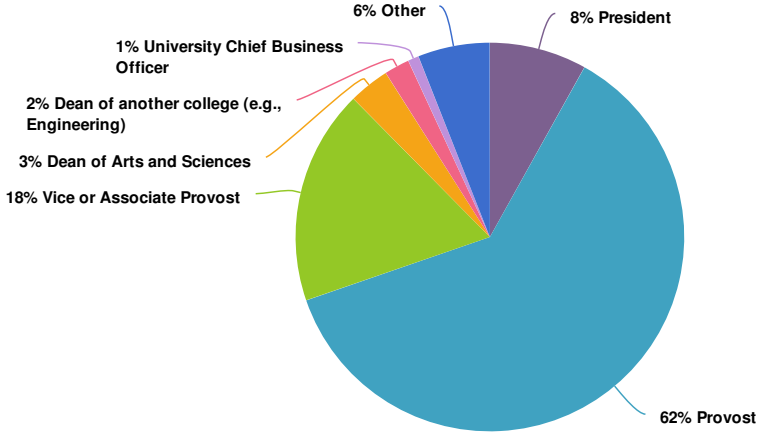
Value	Percent	Responses
20 or fewer	49.8%	117
21 to 50	24.7%	58
51 to 75	8.9%	21
76 to 100	6.8%	16
101 to 200	6.4%	15
201-300	2.6%	6
301-400	0.4%	1
401-500	0.4%	1

Totals: 235

Statistics

Average 39.4

9. To whom does the senior-most COE executive at your institution report?



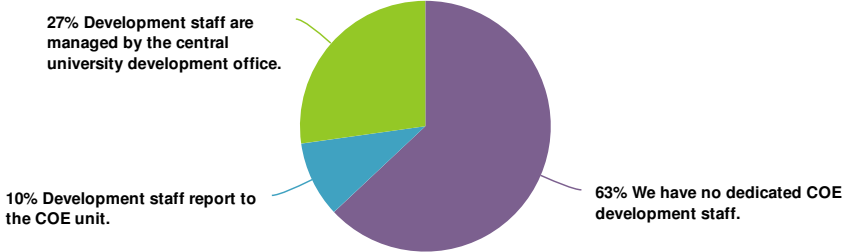
Value	Percent	Responses
President	8.1%	19
Provost	61.7%	145
Vice or Associate Provost	17.9%	42
Dean of Arts and Sciences	3.4%	8
Dean of another college (e.g., Engineering)	2.1%	5
University Chief Business Officer	0.9%	2
Other	6.0%	14

Totals: 235

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	125	84	24	2	235
Row %	53.2%	35.7%	10.2%	0.9%	
Admissions					
Count	85	113	26	11	235
Row %	36.2%	48.1%	11.1%	4.7%	
Registrar					
Count	39	155	31	10	235
Row %	16.6%	66.0%	13.2%	4.3%	
Financial aid					
Count	18	186	16	15	235
Row %	7.7%	79.1%	6.8%	6.4%	
IT support					
Count	58	146	29	2	235
Row %	24.7%	62.1%	12.3%	0.9%	
Finance					
Count	72	129	29	4	234
Row %	30.8%	55.1%	12.4%	1.7%	
Totals					
Total Responses					235

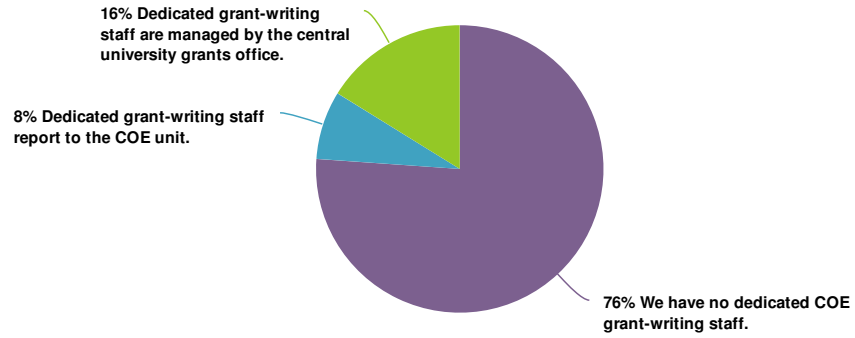
11. Which of these best describes your development/fundraising staff structure for COE?



Value	Percent	Responses
We have no dedicated COE development staff.	63.0%	148
Development staff report to the COE unit.	9.8%	23
Development staff are managed by the central university development office.	27.2%	64

Totals: 235

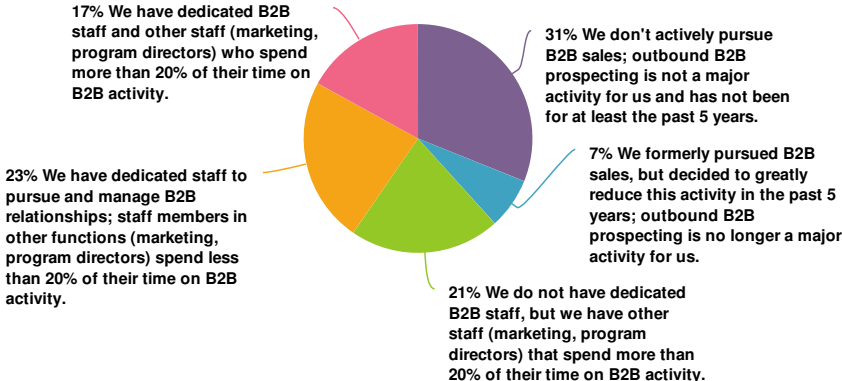
12. Which of these best describes your grant-writing staff structure for COE?



Value	Percent	Responses
We have no dedicated COE grant-writing staff.	76.2%	179
Dedicated grant-writing staff report to the COE unit.	7.7%	18
Dedicated grant-writing staff are managed by the central university grants office.	16.2%	38

Totals: 235

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")?



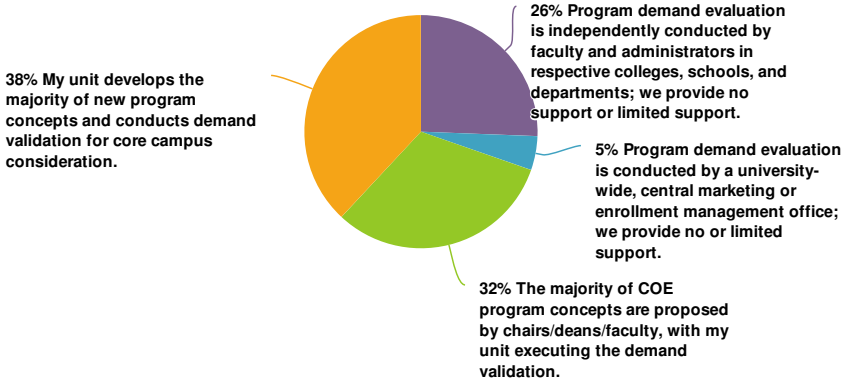
Value	Percent	Responses
We don't actively pursue B2B sales; outbound B2B prospecting is not a major activity for us and has not been for at least the past 5 years.	31.1%	73
We formerly pursued B2B sales, but decided to greatly reduce this activity in the past 5 years; outbound B2B prospecting is no longer a major activity for us.	7.2%	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.	21.3%	50
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.	23.4%	55
We have dedicated B2B staff and other staff (marketing, program directors) who spend more than 20% of their time on B2B activity.	17.0%	40

Totals: 235

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 %	103 43.8%	132 56.2%	235
Conference center Count Row %	32 13.7%	202 86.3%	234
International recruiting for the entire university Count Row %	11 4.7%	223 95.3%	234
OSHER Institute or other senior programs Count Row %	65 27.8%	169 72.2%	234
K12 programming and outreach Count Row %	64 27.4%	170 72.6%	234
Study Abroad Count Row %	19 8.1%	215 91.9%	234
Totals Total Responses			235

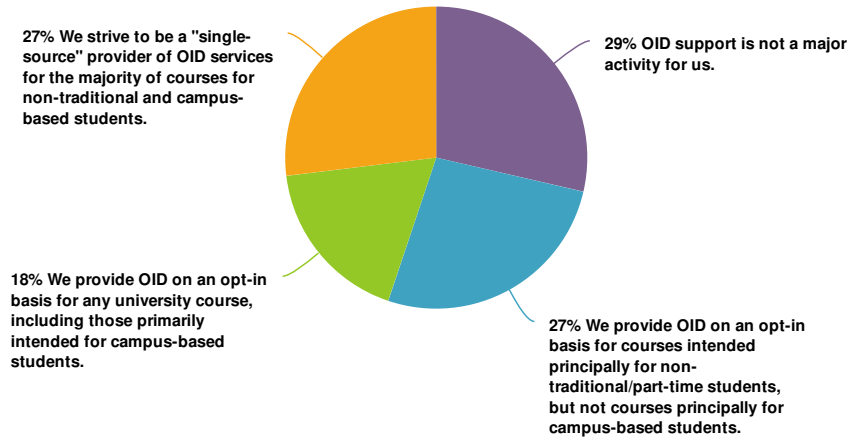
15. Which of these best describes your unit’s role in conducting program demand validation for COE programs owned or overseen by core campus faculty?



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.	25.6%	60
Program demand evaluation is conducted by a university-wide, central marketing or enrollment management office; we provide no or limited support.	4.7%	11
The majority of COE program concepts are proposed by chairs/deans/faculty, with my unit executing the demand validation.	31.6%	74
My unit develops the majority of new program concepts and conducts demand validation for core campus consideration.	38.0%	89

Totals: 234

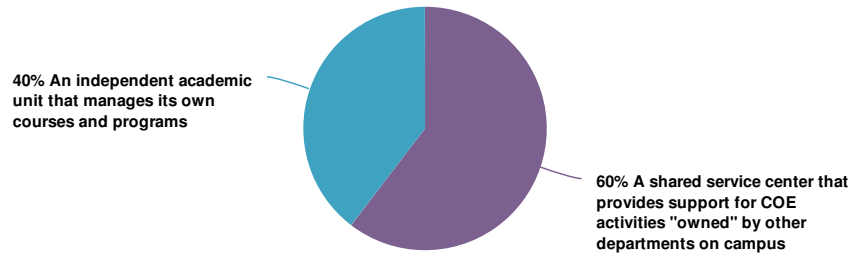
16. Which of these best describes the scope of your unit's online course instructional design (OID) support for the core university?



Value	Percent	Responses
OID support is not a major activity for us.	28.6%	67
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.	26.5%	62
We provide OID on an opt-in basis for any university course, including those primarily intended for campus-based students.	17.9%	42
We strive to be a "single-source" provider of OID services for the majority of courses for non-traditional and campus-based students.	26.9%	63

Totals: 234

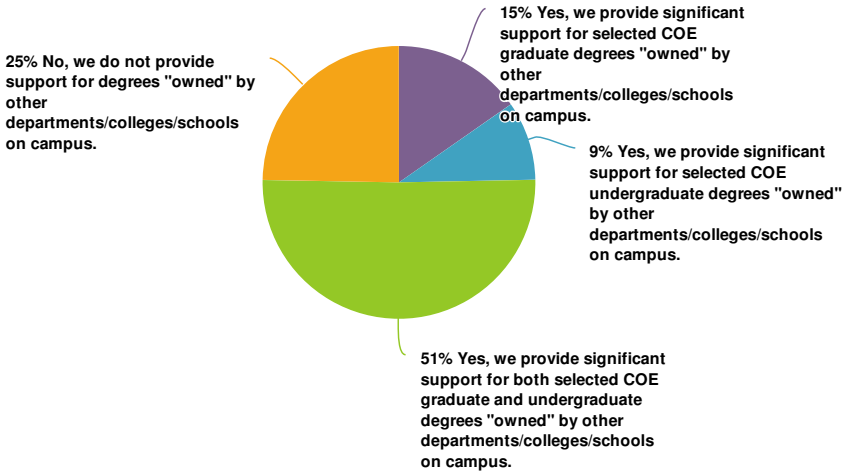
17. Notwithstanding that many COE units have a hybrid organizational model, when you consider where the majority of your unit's staff time is spent, do you consider your unit to be principally:



Value	Percent	Responses
A shared service center that provides support for COE activities "owned" by other departments on campus	60.4%	142
An independent academic unit that manages its own courses and programs	39.6%	93

Totals: 235

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.



Value	Percent	Responses
Yes, we provide significant support for selected COE graduate degrees "owned" by other departments/colleges/schools on campus.	15.3%	36
Yes, we provide significant support for selected COE undergraduate degrees "owned" by other departments/colleges/schools on campus.	9.4%	22
Yes, we provide significant support for both selected COE graduate and undergraduate degrees "owned" by other departments/colleges/schools on campus.	50.6%	119
No, we do not provide support for degrees "owned" by other departments/colleges/schools on campus.	24.7%	58

Totals: 235

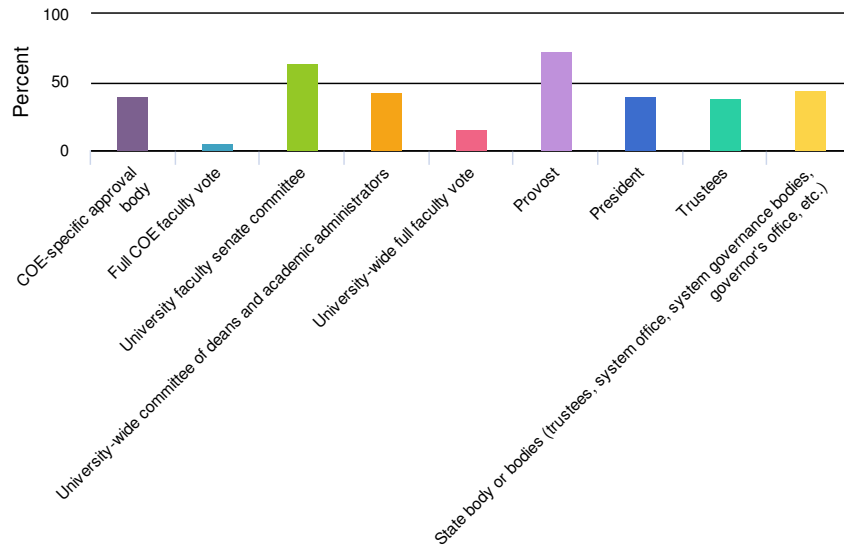
19. Which of the following best describes your unit's authority to confer or offer the following types of F2F programs and courses?

	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 %	49 20.9%	9 3.8%	11 4.7%	162 68.9%	4 1.7%	235
F2F undergraduate degrees Count Row %	51 21.7%	5 2.1%	5 2.1%	169 71.9%	5 2.1%	235
F2F credit-bearing certificates Count Row %	79 33.6%	8 3.4%	14 6.0%	131 55.7%	3 1.3%	235
F2F non-credit certificates Count Row %	141 60.8%	13 5.6%	8 3.4%	66 28.4%	4 1.7%	232
F2F standalone credit courses Count Row %	86 36.6%	7 3.0%	8 3.4%	132 56.2%	2 0.9%	235
F2F standalone non-credit courses Count Row %	150 64.4%	13 5.6%	4 1.7%	62 26.6%	4 1.7%	233
Totals Total Responses						235

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

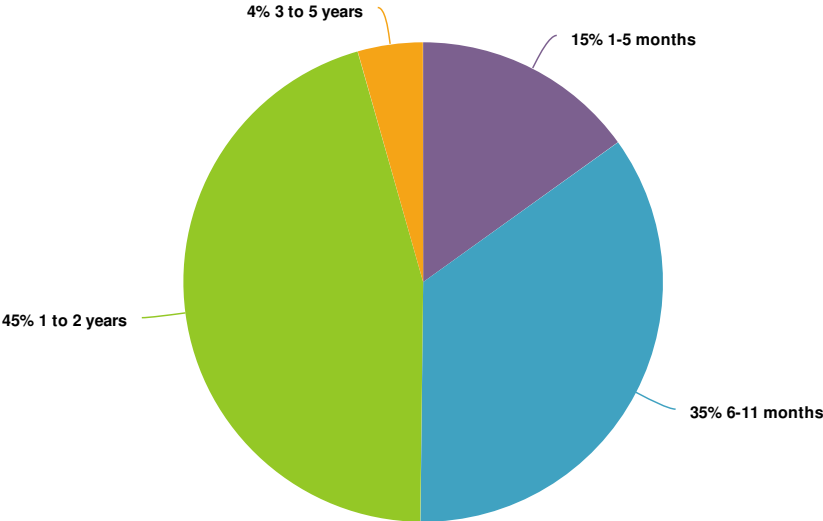
	Yes, we have the authority like any other college or school on campus, and we've had it for more than 5 years.	Yes, we received the authority within the last 5 years.	We do not currently have the authority, but expect to gain it within the next 3 years.	We do not have the authority.	We previously had the authority, but lost it within the last 5 years.	Responses
Online graduate degrees Count Row %	50 21.3%	17 7.2%	14 6.0%	148 63.0%	6 2.6%	235
Online undergraduate degrees Count Row %	45 19.2%	9 3.8%	10 4.3%	166 70.9%	4 1.7%	234
Online credit-bearing certificates Count Row %	74 31.5%	15 6.4%	19 8.1%	123 52.3%	4 1.7%	235
Online non-credit certificates Count Row %	134 57.5%	30 12.9%	10 4.3%	55 23.6%	4 1.7%	233
Online standalone credit courses Count Row %	89 37.9%	13 5.5%	13 5.5%	116 49.4%	4 1.7%	235
Online standalone non-credit courses Count Row %	138 59.2%	32 13.7%	9 3.9%	49 21.0%	5 2.1%	233
Totals Total Responses						235

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	40.3%	81
Full COE faculty vote	5.0%	10
University faculty senate committee	64.7%	130
University-wide committee of deans and academic administrators	42.8%	86
University-wide full faculty vote	15.9%	32
Provost	73.6%	148
President	40.3%	81
Trustees	38.3%	77
State body or bodies (trustees, system office, system governance bodies, governor's office, etc.)	43.8%	88

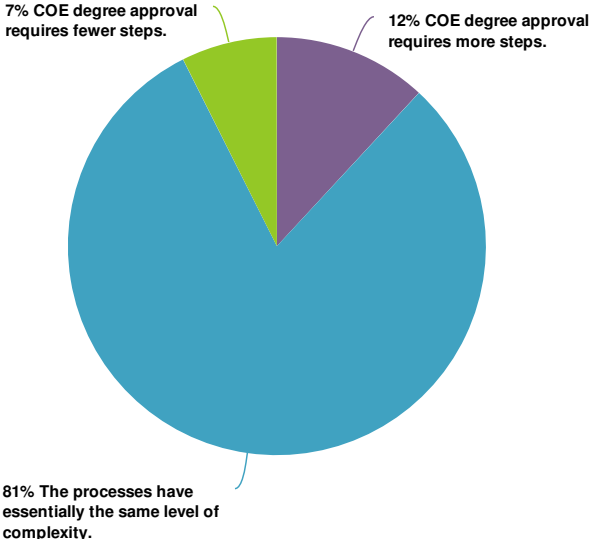
22. Approximately how long does it typically take from the first stage in the new COE degree program approval process to final approval?



Value	Percent	Responses
1-5 months	15.1%	31
6-11 months	35.1%	72
1 to 2 years	45.4%	93
3 to 5 years	4.4%	9

Totals: 205

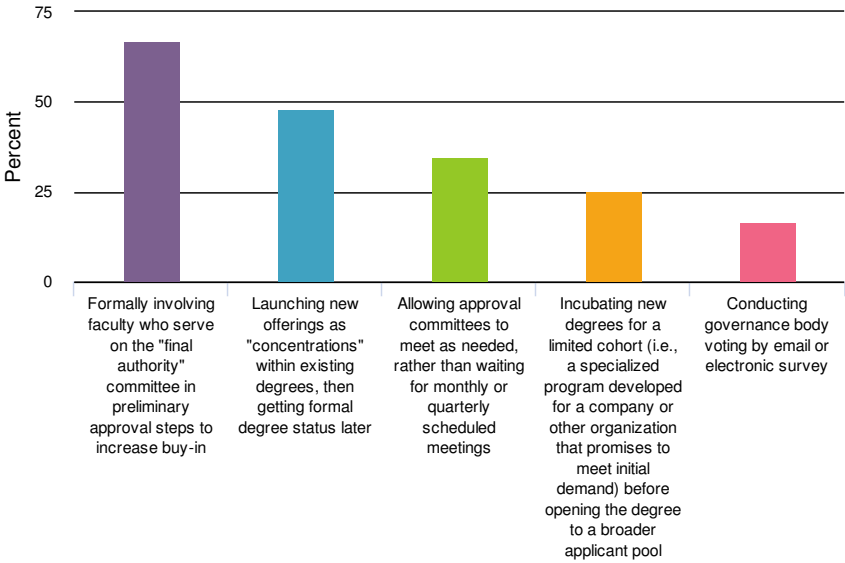
23. Which of these statements best describes the complexity of the COE degree program approval process compared with that of the core campus?



Value	Percent	Responses
COE degree approval requires more steps.	11.9%	24
The processes have essentially the same level of complexity.	80.7%	163
COE degree approval requires fewer steps.	7.4%	15

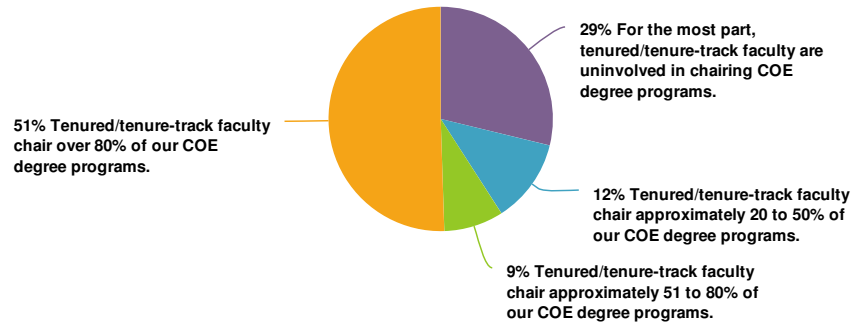
Totals: 202

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	66.8%	129
Launching new offerings as "concentrations" within existing degrees, then getting formal degree status later	48.2%	93
Allowing approval committees to meet as needed, rather than waiting for monthly or quarterly scheduled meetings	34.7%	67
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	25.4%	49
Conducting governance body voting by email or electronic survey	16.6%	32

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?



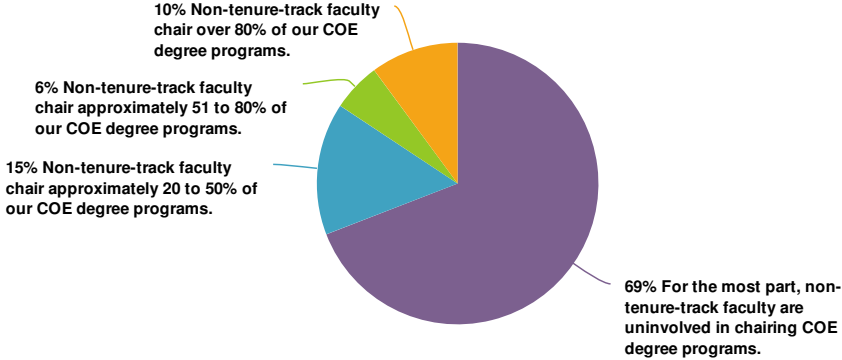
Value	Percent	Responses
For the most part, tenured/tenure-track faculty are uninvolved in chairing COE degree programs.	28.8%	57
Tenured/tenure-track faculty chair approximately 20 to 50% of our COE degree programs.	12.1%	24
Tenured/tenure-track faculty chair approximately 51 to 80% of our COE degree programs.	8.6%	17
Tenured/tenure-track faculty chair over 80% of our COE degree programs.	50.5%	100

Totals: 198

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 %	35 17.9%	25 12.8%	28 14.3%	108 55.1%	196
Curriculum revisions for the program Count Row %	36 18.4%	27 13.8%	31 15.8%	102 52.0%	196
Instructional design for courses Count Row %	64 32.7%	35 17.9%	42 21.4%	55 28.1%	196
Course development Count Row %	48 24.5%	34 17.3%	39 19.9%	75 38.3%	196
Instructor hiring Count Row %	63 32.1%	19 9.7%	24 12.2%	90 45.9%	196
Instructor supervision and evaluation Count Row %	62 31.6%	21 10.7%	26 13.3%	87 44.4%	196
Program administrative staff hiring Count Row %	102 52.3%	23 11.8%	25 12.8%	45 23.1%	195
Totals Total Responses					196

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?



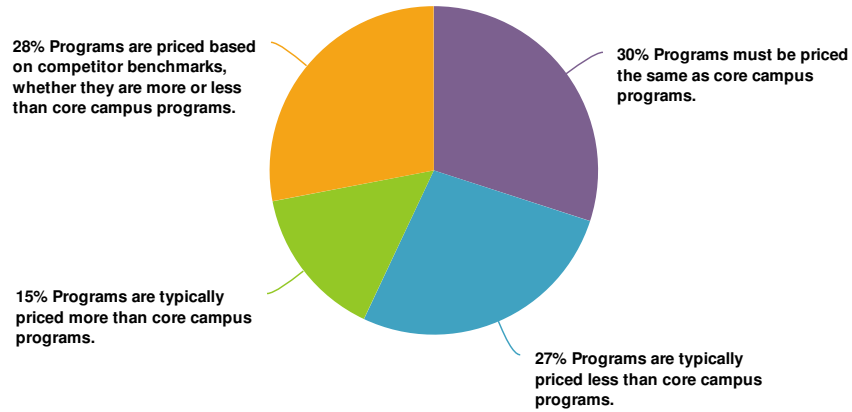
Value	Percent	Responses
For the most part, non-tenure-track faculty are uninvolved in chairing COE degree programs.	69.2%	137
Non-tenure-track faculty chair approximately 20 to 50% of our COE degree programs.	15.2%	30
Non-tenure-track faculty chair approximately 51 to 80% of our COE degree programs.	5.6%	11
Non-tenure-track faculty chair over 80% of our COE degree programs.	10.1%	20

Totals: 198

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 %	111 55.8%	36 18.1%	16 8.0%	36 18.1%	199
Curriculum revisions for the program Count Row %	101 50.8%	43 21.6%	17 8.5%	38 19.1%	199
Instructional design for courses Count Row %	105 53.0%	40 20.2%	28 14.1%	25 12.6%	198
Course development Count Row %	95 47.7%	45 22.6%	25 12.6%	34 17.1%	199
Instructor hiring Count Row %	144 73.1%	17 8.6%	9 4.6%	27 13.7%	197
Instructor supervision and evaluation Count Row %	143 72.6%	18 9.1%	9 4.6%	27 13.7%	197
Program administrative staff hiring Count Row %	148 75.1%	17 8.6%	13 6.6%	19 9.6%	197
Totals Total Responses					199

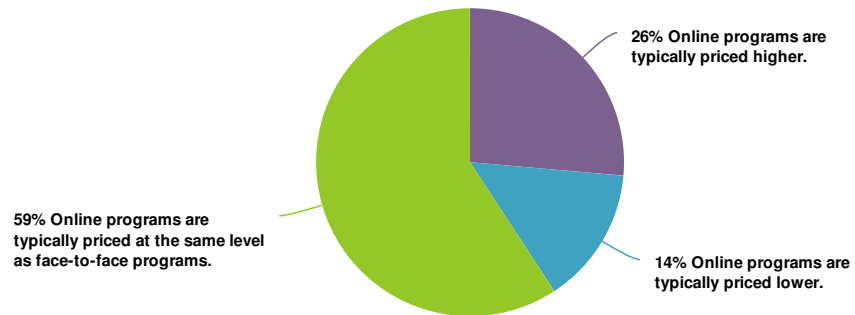
29. Which of the following statements most closely describes how your COE degree programs are priced compared with other campus programs?



Value	Percent	Responses
Programs must be priced the same as core campus programs.	30.0%	60
Programs are typically priced less than core campus programs.	27.0%	54
Programs are typically priced more than core campus programs.	15.0%	30
Programs are priced based on competitor benchmarks, whether they are more or less than core campus programs.	28.0%	56

Totals: 200

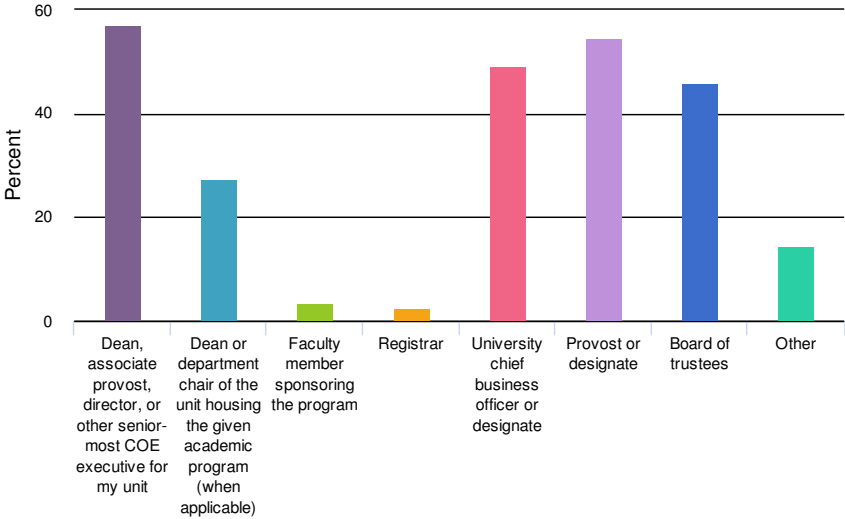
30. How are the majority of online degree programs priced in comparison with face-to-face programs?



Value	Percent	Responses
Online programs are typically priced higher.	26.4%	53
Online programs are typically priced lower.	14.4%	29
Online programs are typically priced at the same level as face-to-face programs.	59.2%	119

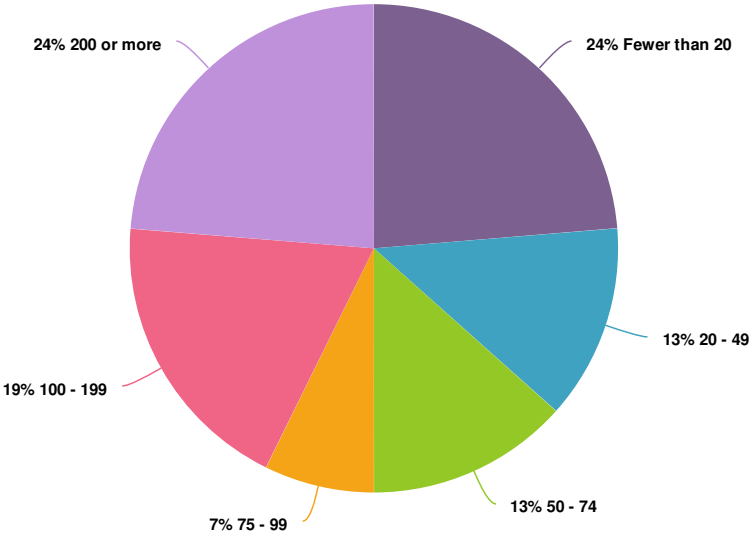
Totals: 201

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	57.2%	115
Dean or department chair of the unit housing the given academic program (when applicable)	27.4%	55
Faculty member sponsoring the program	3.5%	7
Registrar	2.5%	5
University chief business officer or designate	49.3%	99
Provost or designate	54.7%	110
Board of trustees	45.8%	92
Other	14.4%	29

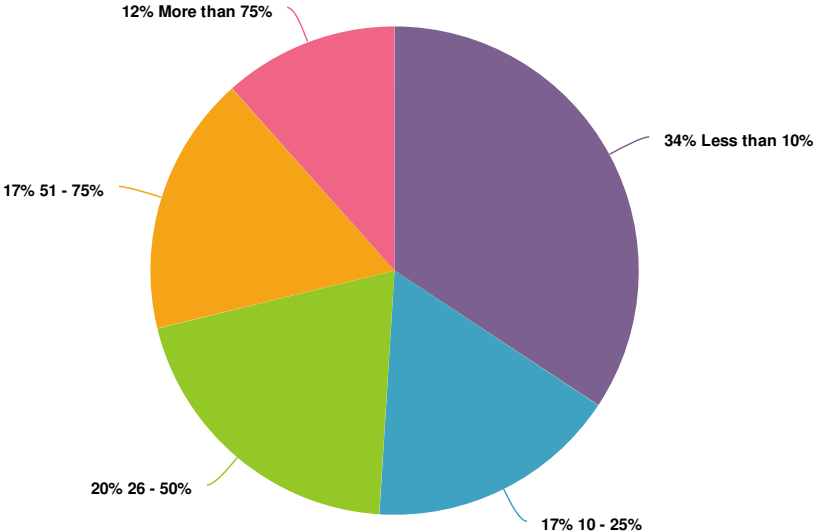
32. What is the total number of instructors employed by your unit in a typical term? Please include adjuncts and faculty for all courses (credit and non-credit, but excluding summer session/intersession).



Value	Percent	Responses
Fewer than 20	23.7%	55
20 - 49	12.9%	30
50 - 74	13.4%	31
75 - 99	7.3%	17
100 - 199	19.0%	44
200 or more	23.7%	55

Totals: 232

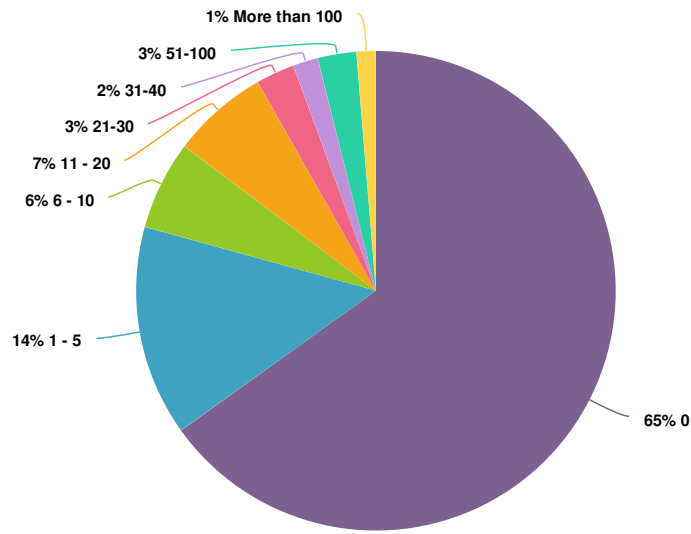
33. Approximately what percentage of your instructors are tenured/tenure-track faculty members from core university departments? Please include adjuncts and faculty for all courses (credit and non-credit, but excluding summer session/intersession).



Value	Percent	Responses
Less than 10%	34.3%	80
10 - 25%	16.7%	39
26 - 50%	20.2%	47
51 - 75%	17.2%	40
More than 75%	11.6%	27

Totals: 233

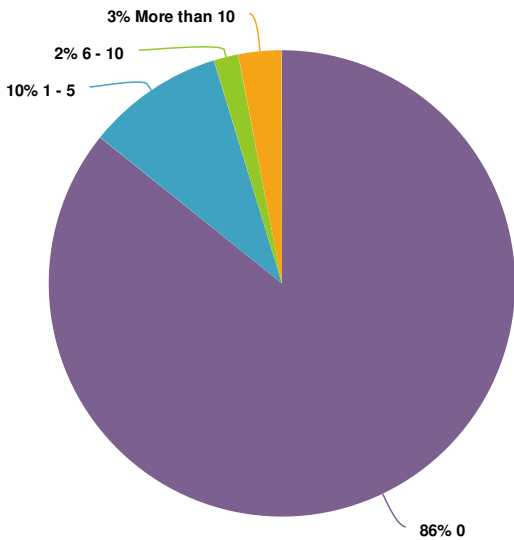
34. Approximately how many full-time, non-tenure-track faculty lines are maintained by the COE unit?



Value	Percent	Responses
0	65.1%	151
1 - 5	14.2%	33
6 - 10	6.0%	14
11 - 20	6.5%	15
21-30	2.6%	6
31-40	1.7%	4
51-100	2.6%	6
More than 100	1.3%	3

Totals: 232

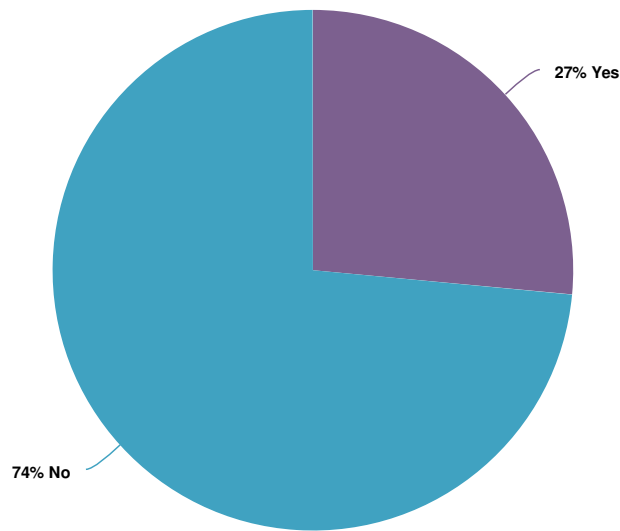
35. Approximately how many tenure-track/tenured faculty lines are maintained by the COE unit?



Value	Percent	Responses
0	85.7%	198
1 - 5	9.5%	22
6 - 10	1.7%	4
More than 10	3.0%	7

Totals: 231

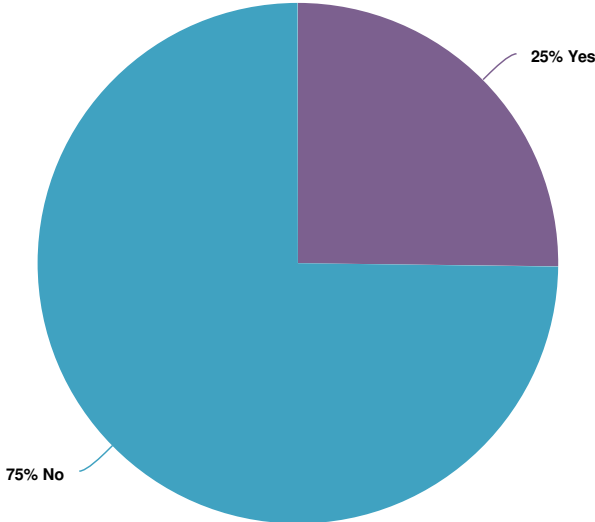
36. Are campus tenured/tenure-track faculty unionized?



Value	Percent	Responses
Yes	26.5%	62
No	73.5%	172

Totals: 234

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



Value	Percent	Responses
Yes	25.2%	59
No	74.8%	175

Totals: 234

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 %	91 36.1%	124 49.2%	37 14.7%	252
Core campus non-tenure-track faculty Checks Row Check %	107 43.5%	113 45.9%	26 10.6%	246
Total Checks Checks % of Total Checks	198 39.8%	237 47.6%	63 12.7%	498 100.0%

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 %	165 75.0%	48 21.8%	7 3.2%	220
Core campus non-tenure-track faculty Checks Row Check %	169 77.2%	44 20.1%	6 2.7%	219
Total Checks				
Checks	334	92	13	439
% of Total Checks	76.1%	21.0%	3.0%	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 %	6 2.6%	10 4.3%	22 9.4%	29 12.4%	53 22.7%	104 44.6%	0 0.0%	9 3.9%	233
The provost considers the growth of online education to be a critical component of university strategy. Count Row %	6 2.6%	11 4.7%	10 4.3%	33 14.2%	43 18.5%	118 50.9%	1 0.4%	10 4.3%	232
The provost is satisfied with my unit's financial contributions to the institution. Count Row %	8 3.4%	16 6.9%	25 10.7%	41 17.6%	59 25.3%	62 26.6%	7 3.0%	15 6.4%	233
The provost is satisfied with my unit's non-financial contributions to the institution. Count Row %	7 3.0%	5 2.2%	8 3.5%	42 18.2%	84 36.4%	70 30.3%	2 0.9%	13 5.6%	231
The provost believes continuing, professional, and online education programs have a positive impact on the university brand. Count Row %	4 1.7%	3 1.3%	23 9.9%	33 14.2%	72 31.0%	84 36.2%	1 0.4%	12 5.2%	232
The provost considers continuing, professional, and online education courses to be of high quality. Count Row %	3 1.3%	7 3.0%	22 9.5%	40 17.2%	75 32.3%	60 25.9%	2 0.9%	23 9.9%	232
The provost considers continuing, professional, and online education students to be of high quality. Count Row %	3 1.3%	6 2.6%	26 11.2%	50 21.6%	75 32.3%	47 20.3%	2 0.9%	23 9.9%	232

	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									233

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 %	5 2.1%	9 3.9%	12 5.2%	39 16.7%	62 26.6%	82 35.2%	6 2.6%	18 7.7%	233
The president considers the growth of online students to be a critical component of university strategy. Count Row %	6 2.6%	10 4.3%	15 6.5%	29 12.5%	47 20.3%	107 46.1%	4 1.7%	14 6.0%	232
The president is satisfied with my unit's financial contributions to the institution. Count Row %	10 4.3%	17 7.3%	31 13.3%	48 20.6%	49 21.0%	47 20.2%	13 5.6%	18 7.7%	233
The president is satisfied with my unit's non-financial contributions to the institution. Count Row %	7 3.0%	12 5.2%	14 6.0%	50 21.6%	68 29.3%	53 22.8%	9 3.9%	19 8.2%	232
The president believes continuing, professional, and online education programs have a positive impact on the university brand. Count Row %	4 1.7%	4 1.7%	21 9.0%	47 20.2%	65 27.9%	67 28.8%	7 3.0%	18 7.7%	233
The president considers continuing, professional, and online education courses to be of high quality. Count Row %	4 1.7%	7 3.0%	17 7.4%	51 22.1%	76 32.9%	43 18.6%	9 3.9%	24 10.4%	231
The president considers continuing, professional, and online education students to be of high quality. Count Row %	4 1.7%	7 3.0%	10 4.3%	62 26.6%	75 32.2%	41 17.6%	10 4.3%	24 10.3%	233

	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									233

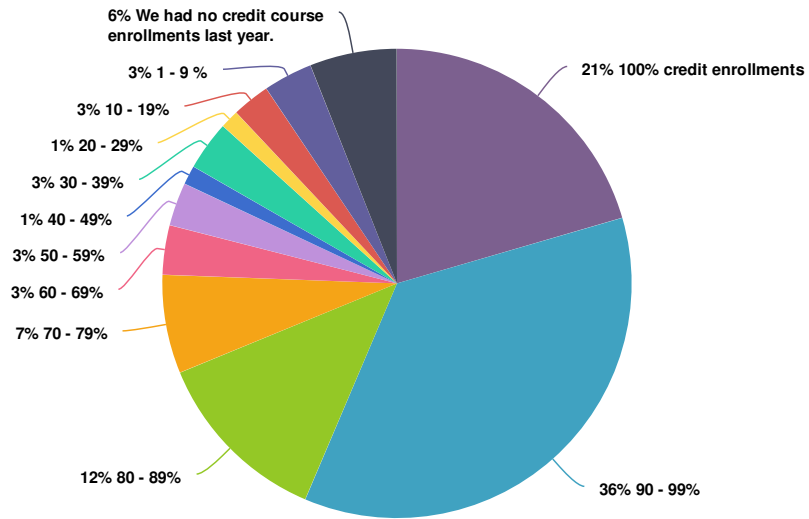
42. Please indicate the extent to which you agree with each of the following statements regarding the perception of continuing, professional, and online education at your institution by faculty leaders (i.e., deans, department chairs, and active faculty senate members or faculty senate chairs). Understanding 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 %	11 4.7%	25 10.6%	67 28.5%	58 24.7%	53 22.6%	18 7.7%	3 1.3%	235
Faculty leaders at my institution consider the growth of online education to be a critical component of university strategy. Count Row %	16 6.8%	22 9.4%	65 27.7%	72 30.6%	42 17.9%	15 6.4%	3 1.3%	235
Faculty leaders at my institution are satisfied with my unit's financial contributions to the institution. Count Row %	7 3.0%	18 7.7%	44 18.7%	88 37.4%	41 17.4%	26 11.1%	11 4.7%	235
Faculty leaders at my institution are satisfied with my unit's non-financial contributions to the institution. Count Row %	7 3.0%	10 4.3%	49 20.9%	92 39.1%	54 23.0%	16 6.8%	7 3.0%	235
Faculty leaders at my institution believe continuing, professional, and online education programs have a positive impact on the university brand. Count Row %	15 6.4%	27 11.5%	74 31.5%	72 30.6%	36 15.3%	7 3.0%	4 1.7%	235
Faculty leaders at my institution believe continuing, professional, and online education courses to be of high quality. Count Row %	12 5.1%	30 12.8%	74 31.5%	72 30.6%	34 14.5%	9 3.8%	4 1.7%	235
Faculty leaders at my institution believe continuing, professional, and online education students to be of high quality. Count Row %	13 5.5%	27 11.5%	64 27.2%	86 36.6%	30 12.8%	10 4.3%	5 2.1%	235
Totals Total Responses								235

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 %	32 13.6%	37 15.7%	45 19.1%	60 25.5%	39 16.6%	22 9.4%	235
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 %	22 9.4%	20 8.5%	59 25.1%	73 31.1%	43 18.3%	18 7.7%	235
The institution is willing to change processes and policies across campus to better accommodate online and adult students. Count Row %	16 6.8%	32 13.6%	59 25.1%	79 33.6%	37 15.7%	12 5.1%	235
The institution is willing to take risks to grow continuing, and professional, and online education programs. Count Row %	19 8.1%	28 11.9%	60 25.5%	76 32.3%	39 16.6%	13 5.5%	235
It would be acceptable for my unit to be revenue neutral as long as we were fulfilling our educational mission. Count Row %	49 20.9%	53 22.6%	55 23.4%	57 24.3%	16 6.8%	5 2.1%	235
It would be acceptable for my unit to operate at a loss as long as we were fulfilling our educational mission. Count Row %	119 50.6%	64 27.2%	40 17.0%	7 3.0%	4 1.7%	1 0.4%	235
Totals Total Responses							235

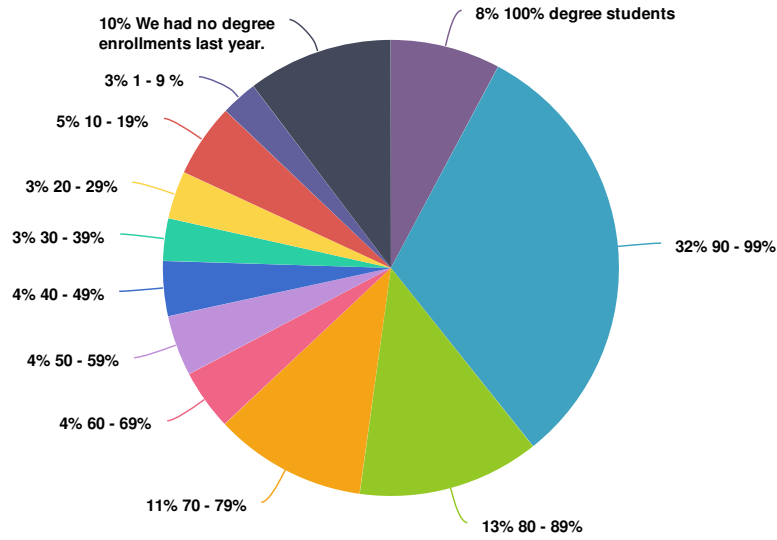
44. Approximately what percentage of your course enrollments last year were credit as opposed to non-credit?
 (Please include all courses in your estimation, whether standalone or part of certificates or degrees.)



Value	Percent	Responses
100% credit enrollments	20.5%	48
90 - 99%	35.9%	84
80 - 89%	12.4%	29
70 - 79%	6.8%	16
60 - 69%	3.4%	8
50 - 59%	3.0%	7
40 - 49%	1.3%	3
30 - 39%	3.4%	8
20 - 29%	1.3%	3
10 - 19%	2.6%	6
1 - 9%	3.4%	8
We had no credit course enrollments last year.	6.0%	14

Totals: 234

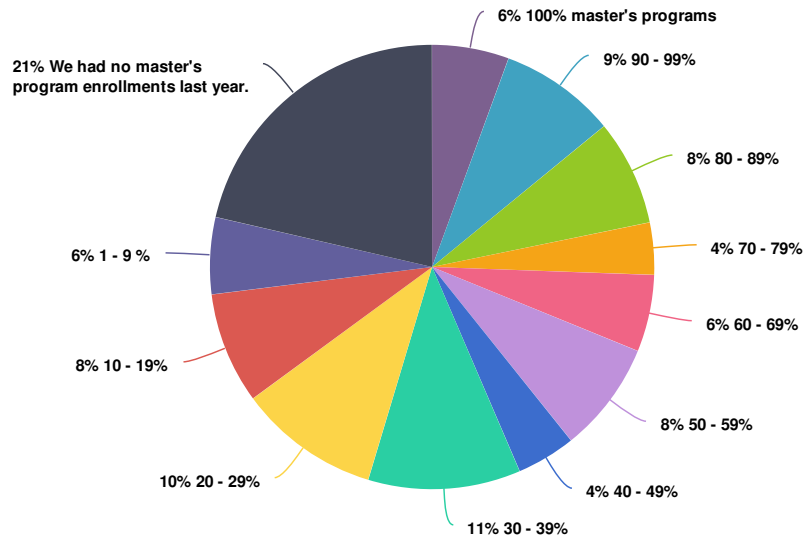
45. Approximately what percentage of your course enrollments last year were degree students as opposed to non-degree students?



Value	Percent	Responses
100% degree students	7.8%	18
90 - 99%	31.5%	73
80 - 89%	12.9%	30
70 - 79%	10.8%	25
60 - 69%	4.3%	10
50 - 59%	4.3%	10
40 - 49%	3.9%	9
30 - 39%	3.0%	7
20 - 29%	3.4%	8
10 - 19%	5.2%	12
1 - 9%	2.6%	6
We had no degree enrollments last year.	10.3%	24

Totals: 232

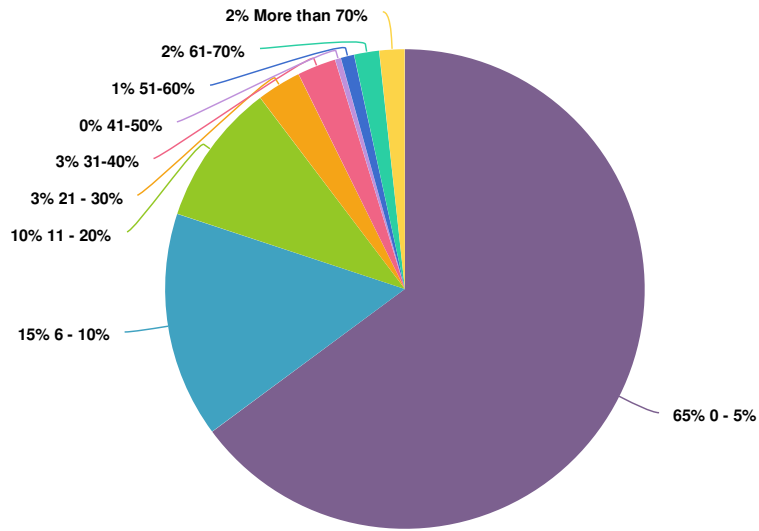
46. Approximately what percentage of your program enrollments last year were in master's programs as opposed to bachelor's programs?



Value	Percent	Responses
100% master's programs	5.6%	13
90 - 99%	8.5%	20
80 - 89%	7.7%	18
70 - 79%	3.8%	9
60 - 69%	5.6%	13
50 - 59%	8.1%	19
40 - 49%	4.3%	10
30 - 39%	11.1%	26
20 - 29%	10.3%	24
10 - 19%	8.1%	19
1 - 9%	5.6%	13
We had no master's program enrollments last year.	21.4%	50

Totals: 234

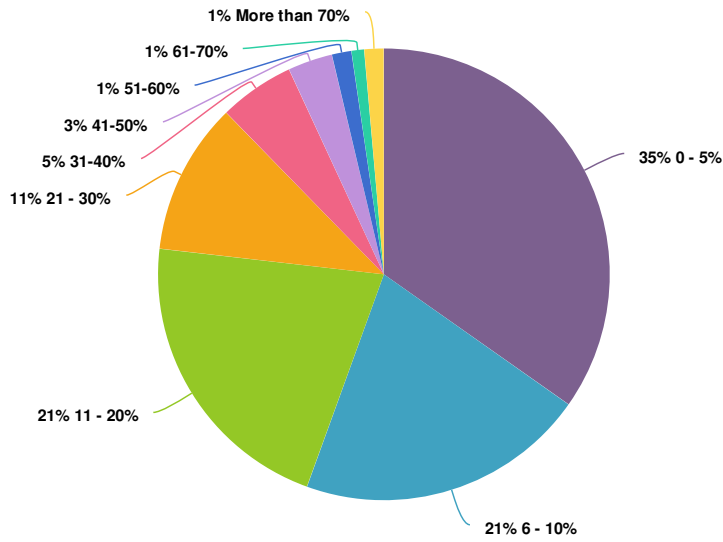
47. Approximately what percentage of revenues did your unit receive last year from contract education/customized learning provided for businesses, government agencies, or NGOs?



Value	Percent	Responses
0 - 5%	64.8%	149
6 - 10%	15.2%	35
11 - 20%	9.6%	22
21 - 30%	3.0%	7
31-40%	2.6%	6
41-50%	0.4%	1
51-60%	0.9%	2
61-70%	1.7%	4
More than 70%	1.7%	4

Totals: 230

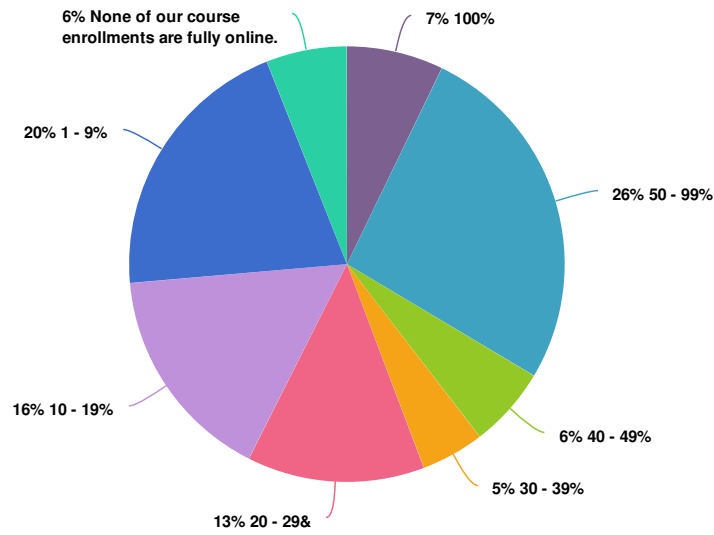
48. Approximately what percentage of revenues did your unit receive last year from tuition reimbursement by students' employers?



Value	Percent	Responses
0 - 5%	34.8%	77
6 - 10%	20.8%	46
11 - 20%	21.3%	47
21 - 30%	10.9%	24
31-40%	5.4%	12
41-50%	3.2%	7
51-60%	1.4%	3
61-70%	0.9%	2
More than 70%	1.4%	3

Totals: 221

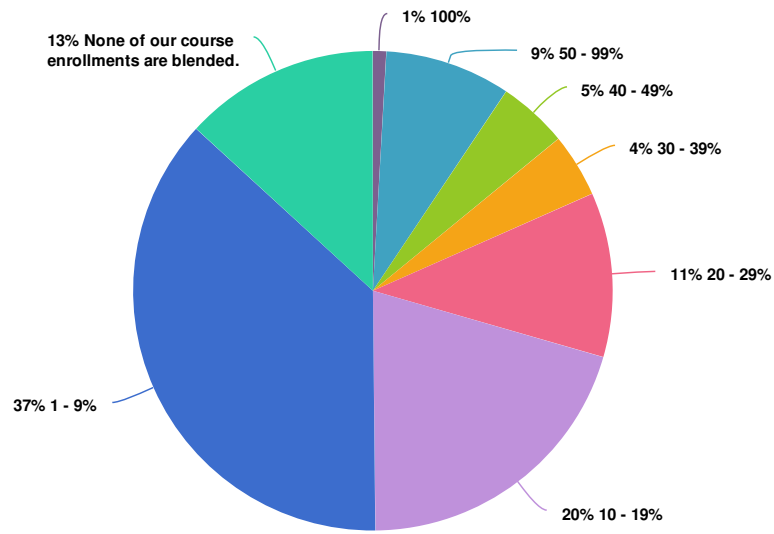
49. Approximately what percentage of your total course enrollments are fully online?



Value	Percent	Responses
100%	7.2%	17
50 - 99%	26.4%	62
40 - 49%	6.0%	14
30 - 39%	4.7%	11
20 - 29%	13.2%	31
10 - 19%	16.2%	38
1 - 9%	20.4%	48
None of our course enrollments are fully online.	6.0%	14

Totals: 235

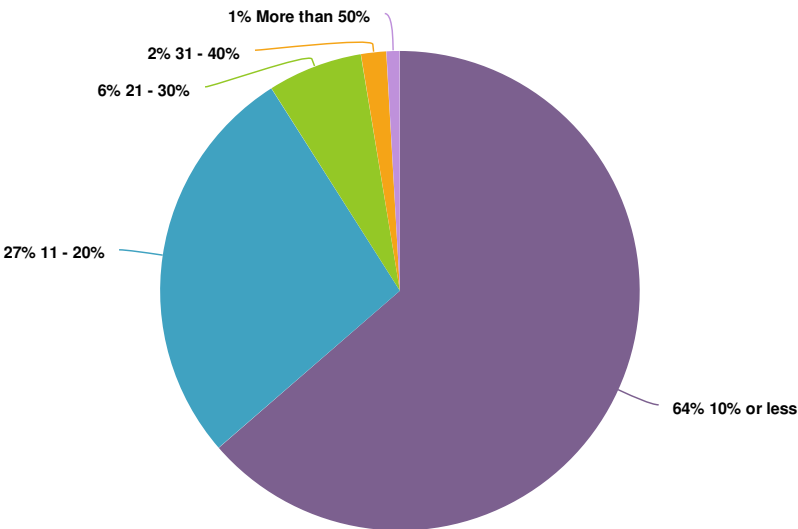
50. Approximately what percentage of your unit's total course enrollments are blended?



Value	Percent	Responses
100%	0.9%	2
50 - 99%	8.5%	20
40 - 49%	4.7%	11
30 - 39%	4.3%	10
20 - 29%	11.1%	26
10 - 19%	20.4%	48
1 - 9%	37.0%	87
None of our course enrollments are blended.	13.2%	31

Totals: 235

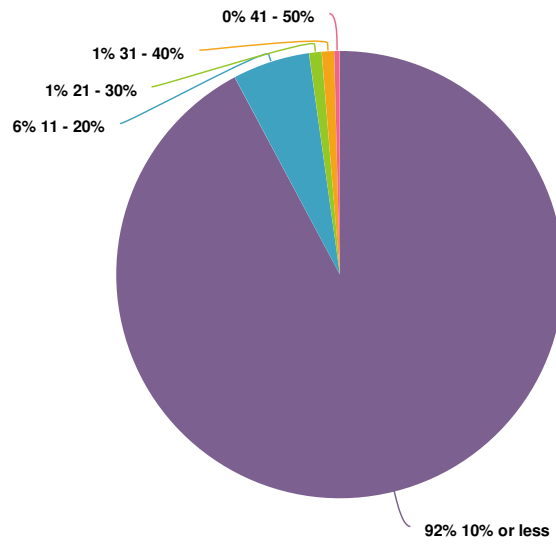
51. Approximately what percentage of your course offerings are new courses introduced in the past year?



Value	Percent	Responses
10% or less	63.7%	149
11 - 20%	27.4%	64
21 - 30%	6.4%	15
31 - 40%	1.7%	4
More than 50%	0.9%	2

Totals: 234

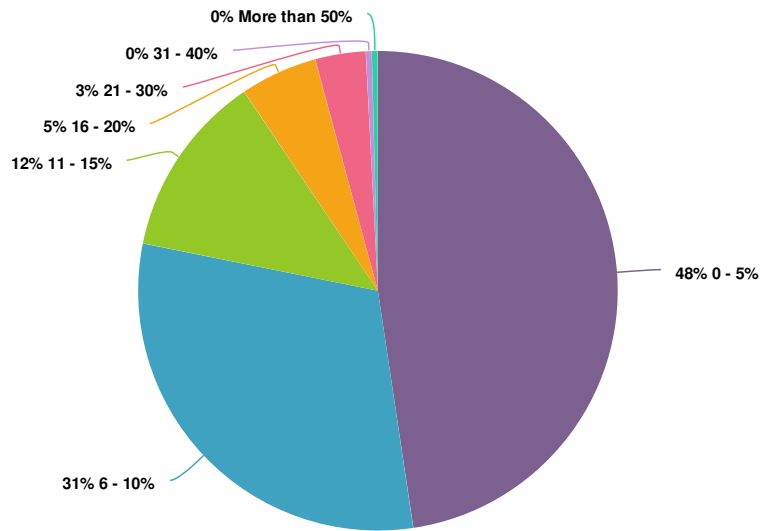
52. Approximately what percentage of your course offerings were sunsetted last year?



Value	Percent	Responses
10% or less	92.3%	216
11 - 20%	5.6%	13
21 - 30%	0.9%	2
31 - 40%	0.9%	2
41 - 50%	0.4%	1

Totals: 234

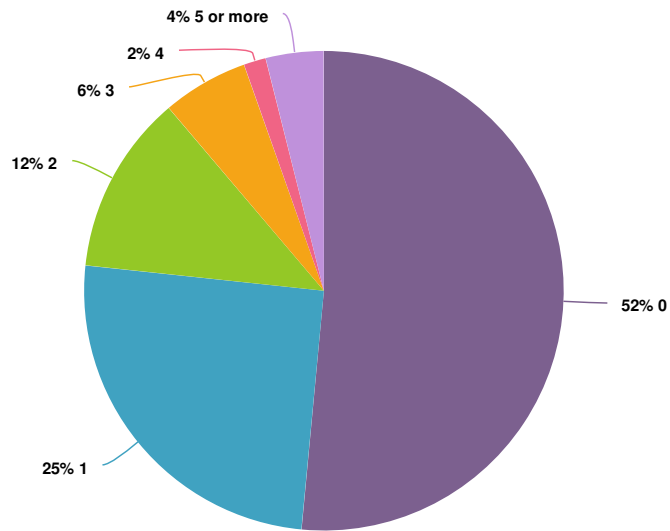
53. Approximately what percentage of your courses were cancelled last year due to lack of enrollments?



Value	Percent	Responses
0 - 5%	47.6%	111
6 - 10%	30.5%	71
11 - 15%	12.4%	29
16 - 20%	5.2%	12
21 - 30%	3.4%	8
31 - 40%	0.4%	1
More than 50%	0.4%	1

Totals: 233

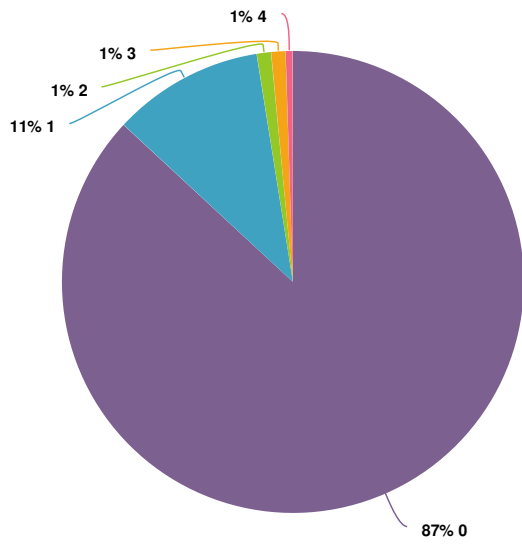
54. How many new COE master's programs did you introduce last year?



Value	Percent	Responses
0	51.5%	106
1	25.2%	52
2	12.1%	25
3	5.8%	12
4	1.5%	3
5 or more	3.9%	8

Totals: 206

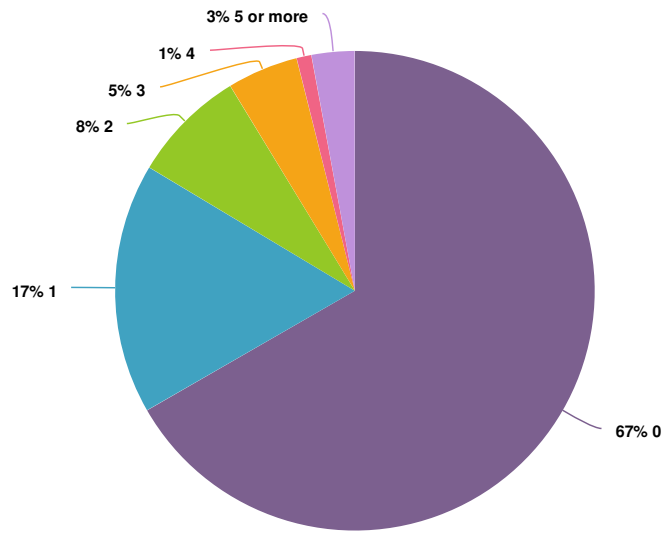
55. How many COE master's programs did you sunset last year?



Value	Percent	Responses
0	87.0%	180
1	10.6%	22
2	1.0%	2
3	1.0%	2
4	0.5%	1

Totals: 207

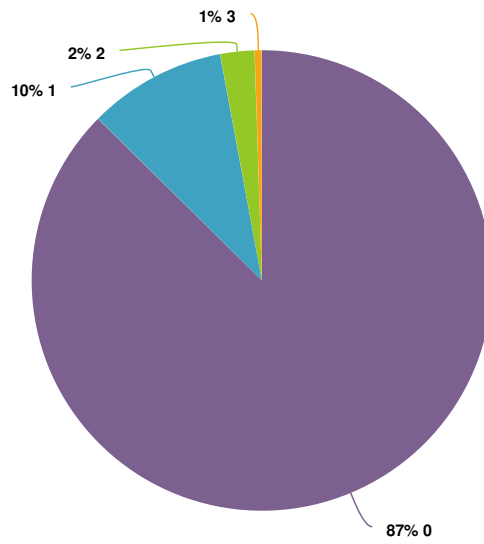
56. How many new COE bachelor's programs did you introduce last year?



Value	Percent	Responses
0	66.7%	138
1	16.9%	35
2	7.7%	16
3	4.8%	10
4	1.0%	2
5 or more	2.9%	6

Totals: 207

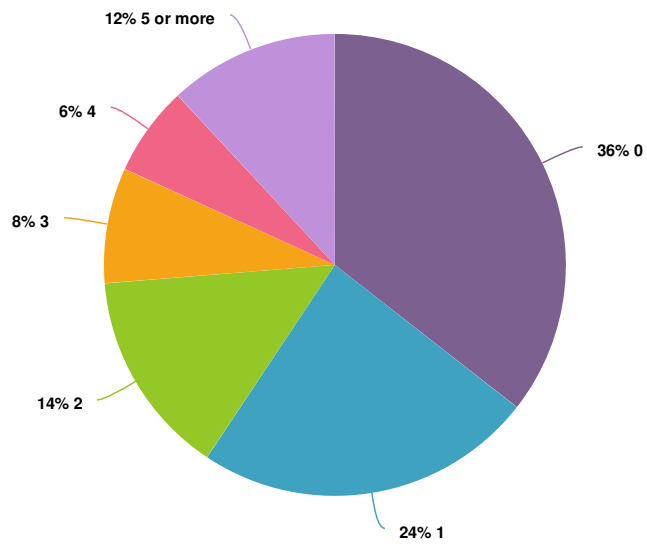
57. How many COE bachelor's programs did you sunset last year?



Value	Percent	Responses
0	87.4%	181
1	9.7%	20
2	2.4%	5
3	0.5%	1

Totals: 207

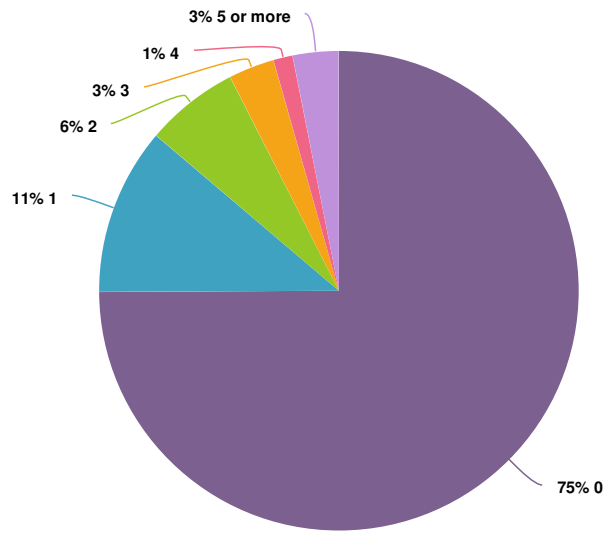
58. How many new COE certificates did you introduce last year?



Value	Percent	Responses
0	35.6%	57
1	23.8%	38
2	14.4%	23
3	8.1%	13
4	6.3%	10
5 or more	11.9%	19

Totals: 160

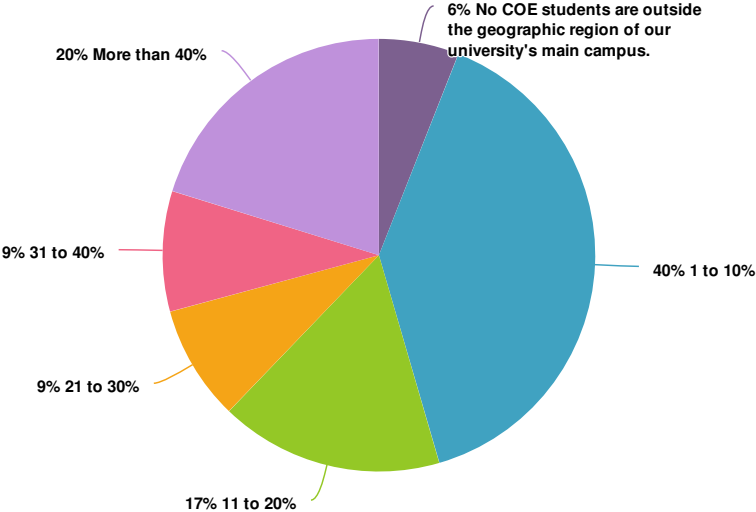
59. How many new COE certificate programs did you sunset last year?



Value	Percent	Responses
0	75.0%	120
1	11.3%	18
2	6.3%	10
3	3.1%	5
4	1.3%	2
5 or more	3.1%	5

Totals: 160

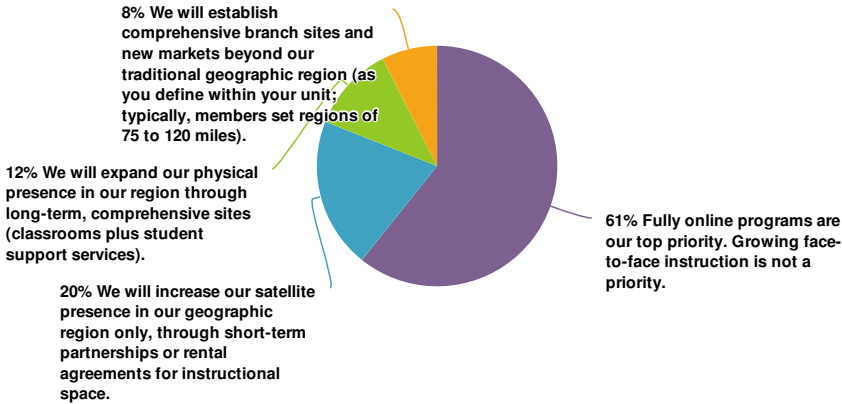
60. Approximately what percentage of your COE students are outside of the geographic region of your university's main campus (as you define within your unit; typically, members set regions of 75 to 120 miles)?



Value	Percent	Responses
No COE students are outside the geographic region of our university's main campus.	6.0%	14
1 to 10%	39.5%	92
11 to 20%	16.7%	39
21 to 30%	8.6%	20
31 to 40%	9.0%	21
More than 40%	20.2%	47

Totals: 233

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



Value	Percent	Responses
Fully online programs are our top priority. Growing face-to-face instruction is not a priority.	60.8%	138
We will increase our satellite presence in our geographic region only, through short-term partnerships or rental agreements for instructional space.	20.3%	46
We will expand our physical presence in our region through long-term, comprehensive sites (classrooms plus student support services).	11.5%	26
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).	7.5%	17

Totals: 227

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 %	8 3.4%	31 13.2%	27 11.5%	61 26.0%	65 27.7%	43 18.3%	235
We meet or exceed our profit/contribution margin goals. Count Row %	8 3.4%	27 11.5%	26 11.1%	69 29.4%	61 26.0%	44 18.7%	235
I am satisfied with our market share compared with competitors in key programs. Count Row %	32 13.6%	59 25.1%	72 30.6%	44 18.7%	27 11.5%	1 0.4%	235
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 %	23 9.8%	51 21.7%	53 22.6%	51 21.7%	41 17.4%	16 6.8%	235
I expect our gross revenues to grow over the next three years. Count Row %	1 0.4%	6 2.6%	17 7.2%	74 31.5%	89 37.9%	48 20.4%	235
I expect our contribution margin to improve over the next three years. Count Row %	2 0.9%	7 3.0%	22 9.4%	83 35.3%	80 34.0%	41 17.4%	235
Totals Total Responses							235

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 %	11 4.7%	59 25.1%	100 42.6%	35 14.9%	22 9.4%	8 3.4%	235
Readjusting prices (primarily to be higher) would significantly increase our revenue. Count Row %	18 7.7%	34 14.5%	91 38.7%	70 29.8%	21 8.9%	1 0.4%	235
I am satisfied with my unit's current pricing. Count Row %	8 3.4%	17 7.2%	48 20.4%	92 39.1%	58 24.7%	12 5.1%	235
I am satisfied with my unit's current level of authority over pricing. Count Row %	17 7.2%	21 8.9%	37 15.7%	53 22.6%	69 29.4%	38 16.2%	235
We will significantly re-examine our pricing strategy over the next year. Count Row %	8 3.4%	26 11.1%	48 20.4%	73 31.1%	60 25.5%	20 8.5%	235
Totals Total Responses							235

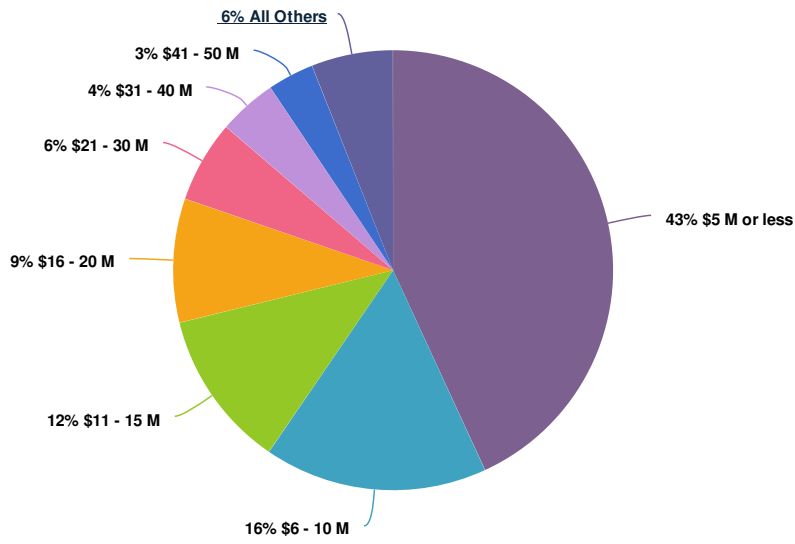
64. For each of the following activities, please select the statement that best describes how revenue from that activity is shared with the core university/central administration. (Realizing that the answer may vary by program or course, we ask that your response reflect the model which is most prevalent 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 %	32 13.6%	21 8.9%	15 6.4%	65 27.7%	102 43.4%	235
Credit programs (face-to-face) Count Row %	57 24.3%	15 6.4%	14 6.0%	50 21.3%	99 42.1%	235
Non-credit programs Count Row %	41 17.4%	61 26.0%	16 6.8%	48 20.4%	69 29.4%	235
Summer sessions and intersession Count Row %	70 29.8%	12 5.1%	10 4.3%	47 20.0%	96 40.9%	235
Contract education Count Row %	69 29.4%	48 20.4%	15 6.4%	44 18.7%	59 25.1%	235
Totals Total Responses						235

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 %	45 19.1%	58 24.7%	8 3.4%	9 3.8%	84 35.7%	31 13.2%	235
Credit programs (face-to-face) Count Row %	73 31.1%	50 21.3%	8 3.4%	6 2.6%	70 29.8%	28 11.9%	235
Non-credit programs Count Row %	50 21.3%	89 37.9%	11 4.7%	12 5.1%	59 25.1%	14 6.0%	235
Summer sessions and intersession Count Row %	82 34.9%	47 20.0%	7 3.0%	11 4.7%	58 24.7%	30 12.8%	235
Contract education Count Row %	72 30.6%	70 29.8%	15 6.4%	9 3.8%	53 22.6%	16 6.8%	235
Totals Total Responses							235

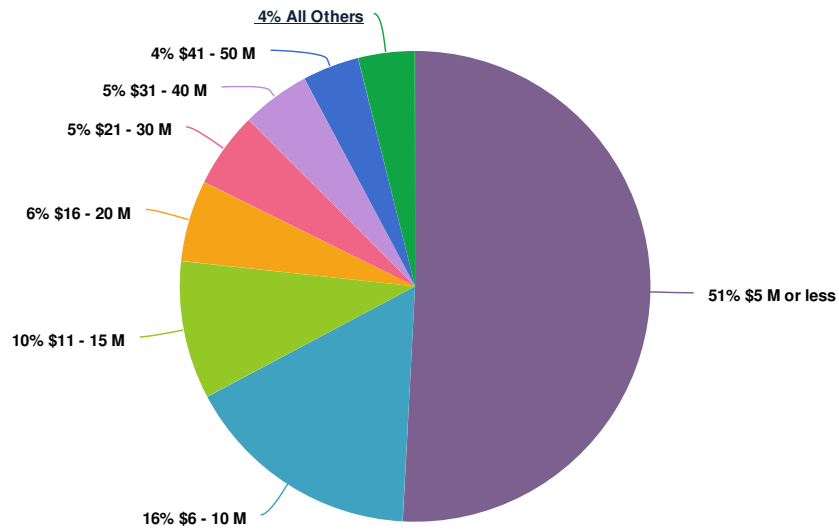
66. Approximately what was your COE unit's gross revenue last year?



Value	Percent	Responses
\$5 M or less	43.1%	100
\$6 - 10 M	16.4%	38
\$11 - 15 M	11.6%	27
\$16 - 20 M	9.1%	21
\$21 - 30 M	6.0%	14
\$31 - 40 M	4.3%	10
\$41 - 50 M	3.4%	8
\$51 - 60 M	1.7%	4
\$61 - 70 M	1.3%	3
\$71 - 80 M	0.4%	1
\$81 - 90 M	0.4%	1
\$91 - 100 M	1.3%	3
\$101 - 125 M	0.9%	2

Totals: 232

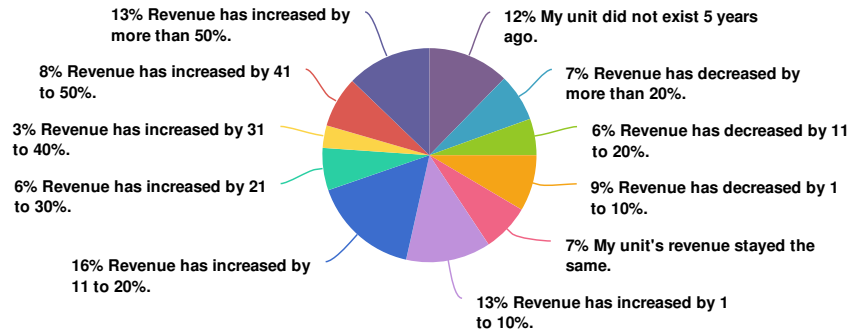
67. What was your COE unit's approximate gross revenue from credit-related activities last year?



Value	Percent	Responses
\$5 M or less	50.9%	118
\$6 - 10 M	16.4%	38
\$11 - 15 M	9.5%	22
\$16 - 20 M	5.6%	13
\$21 - 30 M	5.2%	12
\$31 - 40 M	4.7%	11
\$41 - 50 M	3.9%	9
\$51 - 60 M	1.3%	3
\$61 - 70 M	0.4%	1
\$81 - 90 M	0.9%	2
\$91 - 100 M	1.3%	3

Totals: 232

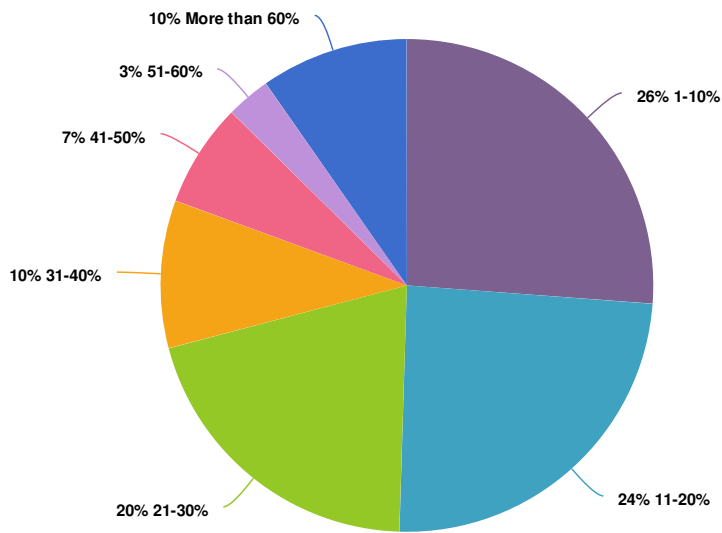
68. Approximately how much has your unit's gross revenue changed relative to 5 years ago?



Value	Percent	Responses
My unit did not exist 5 years ago.	12.3%	29
Revenue has decreased by more than 20%.	7.2%	17
Revenue has decreased by 11 to 20%.	5.5%	13
Revenue has decreased by 1 to 10%.	8.5%	20
My unit's revenue stayed the same.	7.2%	17
Revenue has increased by 1 to 10%.	12.8%	30
Revenue has increased by 11 to 20%.	16.2%	38
Revenue has increased by 21 to 30%.	6.4%	15
Revenue has increased by 31 to 40%.	3.4%	8
Revenue has increased by 41 to 50%.	7.7%	18
Revenue has increased by more than 50%.	12.8%	30

Totals: 235

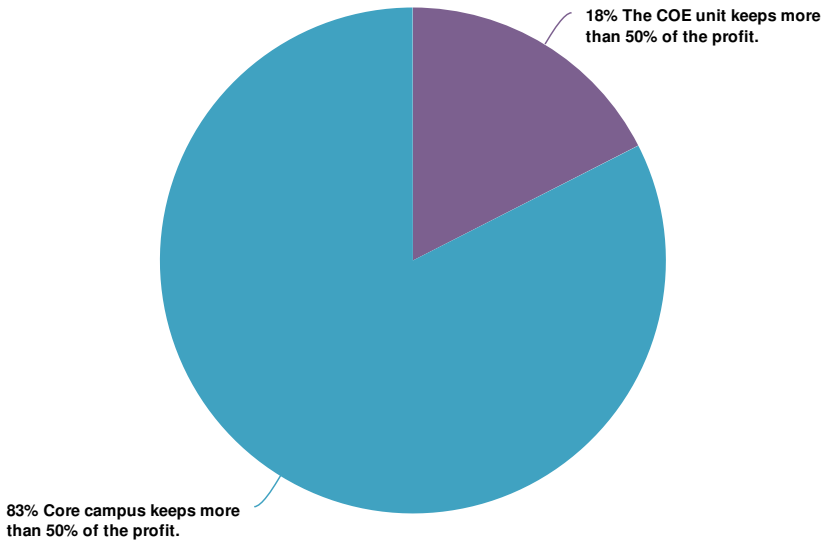
69. What percentage of gross revenues came from summer session/intersession programs last year?



Value	Percent	Responses
1-10%	26.2%	27
11-20%	24.3%	25
21-30%	20.4%	21
31-40%	9.7%	10
41-50%	6.8%	7
51-60%	2.9%	3
More than 60%	9.7%	10

Totals: 103

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



Value	Percent	Responses
The COE unit keeps more than 50% of the profit.	17.5%	18
Core campus keeps more than 50% of the profit.	82.5%	85

Totals: 103

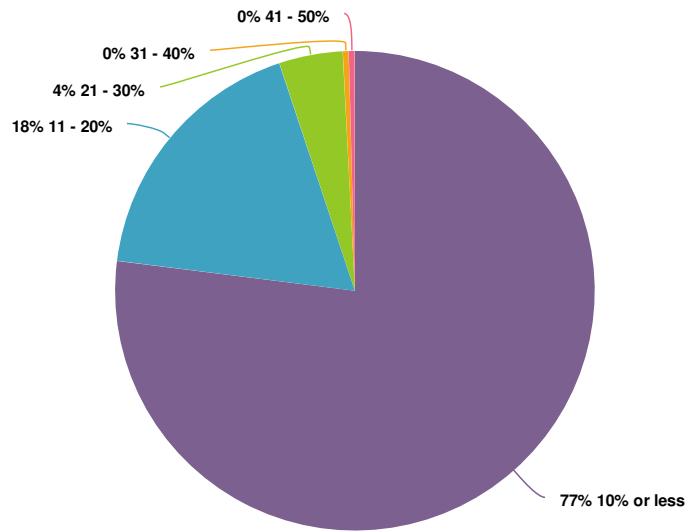
71. What was the approximate distribution of the COE unit's gross revenue last year? (Numbers should add up to 100%.)

	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 %	53 23.0%	38 16.5%	29 12.6%	28 12.2%	11 4.8%	16 7.0%	6 2.6%	9 3.9%	0 0.0%	7 3.0%	33 14.3%	234
Returned to individual academic departments/colleges/schools Count Row %	142 60.7%	30 12.8%	22 9.4%	9 3.8%	6 2.6%	5 2.1%	5 2.1%	7 3.0%	4 1.7%	0 0.0%	4 1.7%	234
Operating and instructional expenditures Count Row %	68 29.6%	19 8.3%	24 10.4%	18 7.8%	21 9.1%	20 8.7%	17 7.4%	19 8.3%	14 6.1%	10 4.3%	0 0.0%	234
Retained by COE unit Count Row %	161 68.8%	37 15.8%	17 7.3%	8 3.4%	4 1.7%	2 0.9%	0 0.0%	1 0.4%	2 0.9%	0 0.0%	2 0.9%	234
Totals												928 100.0%

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 %	59 26.5%	28 12.6%	26 11.7%	18 8.1%	10 4.5%	11 4.9%	10 4.5%	10 4.5%	0 0.0%	0 0.0%	28 12.6%	23 10.3%	234
Returned to individual academic departments/colleges/schools Count Row %	137 58.5%	27 11.5%	20 8.5%	5 2.1%	7 3.0%	7 3.0%	4 1.7%	4 1.7%	2 0.9%	0 0.0%	0 0.0%	21 9.0%	234
Operating and instructional expenditures Count Row %	59 26.3%	16 7.1%	26 11.6%	16 7.1%	17 7.6%	15 6.7%	17 7.6%	24 10.7%	13 5.8%	0 0.0%	0 0.0%	21 9.4%	234
Retained by COE unit Count Row %	138 59.0%	35 15.0%	23 9.8%	6 2.6%	4 1.7%	3 1.3%	0 0.0%	0 0.0%	2 0.9%	0 0.0%	1 0.4%	22 9.4%	234
Totals													915 100.0%

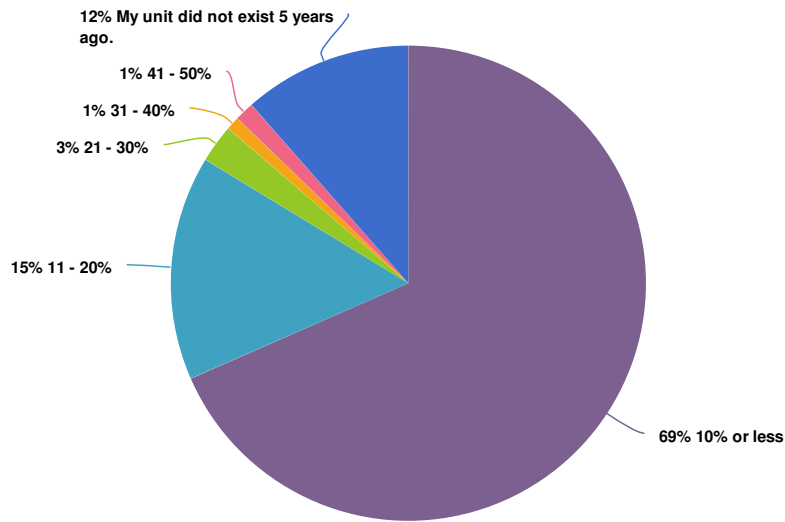
73. Approximately how much of the COE unit's revenue last year was allocated to a marketing budget?



Value	Percent	Responses
10% or less	77.0%	181
11 - 20%	17.9%	42
21 - 30%	4.3%	10
31 - 40%	0.4%	1
41 - 50%	0.4%	1

Totals: 235

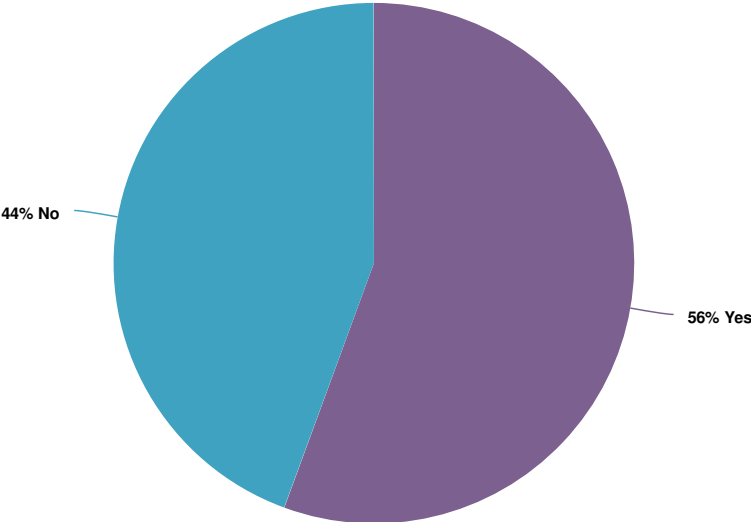
74. Approximately how much of the COE unit's revenue 5 years ago was allocated to a marketing budget?



Value	Percent	Responses
10% or less	68.5%	161
11 - 20%	15.3%	36
21 - 30%	2.6%	6
31 - 40%	0.9%	2
41 - 50%	1.3%	3
My unit did not exist 5 years ago.	11.5%	27

Totals: 235

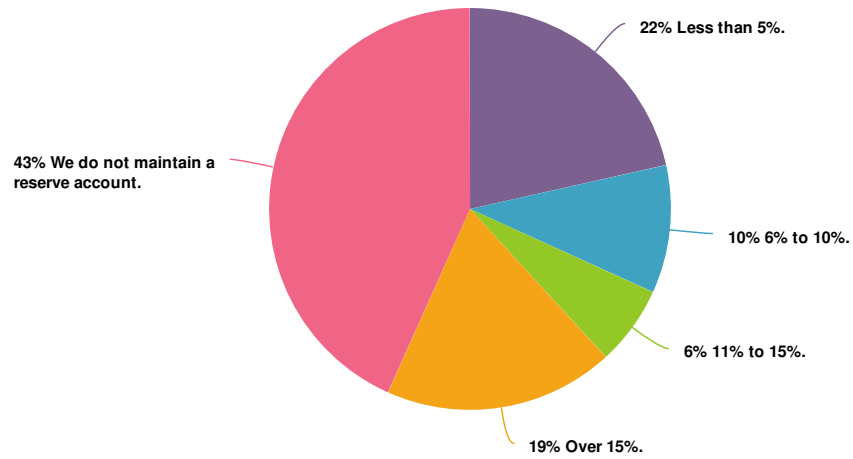
75. Do your institution's policies enable the COE unit to maintain a reserve account?



Value	Percent	Responses
Yes	55.6%	130
No	44.4%	104

Totals: 234

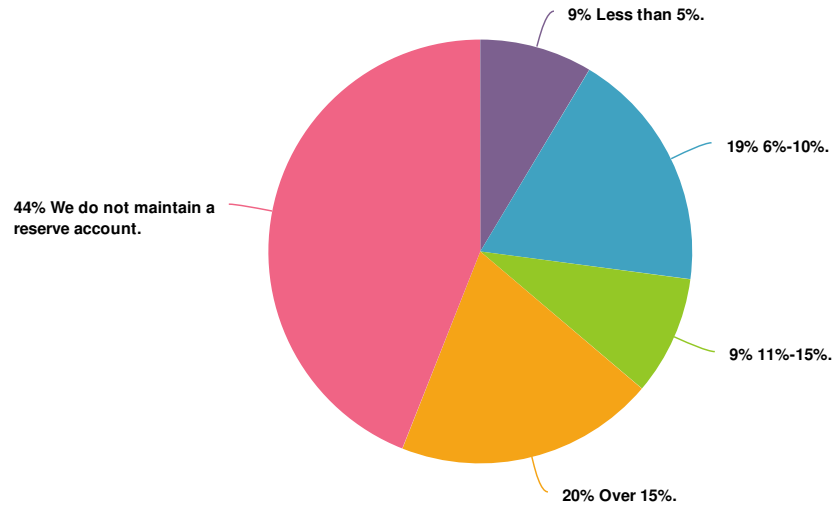
76. Approximately what percentage of gross revenues do currently have in your reserve account?



Value	Percent	Responses
Less than 5%.	21.5%	50
6% to 10%.	10.3%	24
11% to 15%.	6.4%	15
Over 15%.	18.5%	43
We do not maintain a reserve account.	43.3%	101

Totals: 233

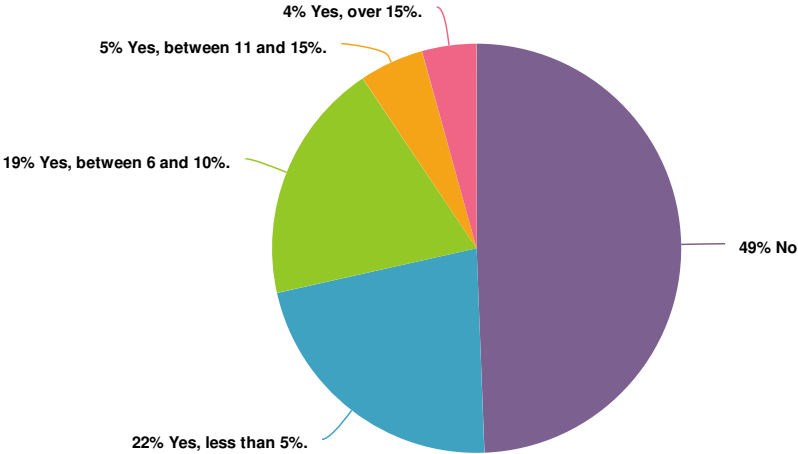
77. What is your target percentage of gross revenues that you are working toward maintaining in a reserve account?



Value	Percent	Responses
Less than 5%.	8.6%	20
6%-10%.	18.5%	43
11%-15%.	9.1%	21
Over 15%.	19.8%	46
We do not maintain a reserve account.	44.0%	102

Totals: 232

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



Value	Percent	Responses
No	49.4%	116
Yes, less than 5%.	22.1%	52
Yes, between 6 and 10%.	19.1%	45
Yes, between 11 and 15%.	5.1%	12
Yes, over 15%.	4.3%	10

Totals: 235

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.

