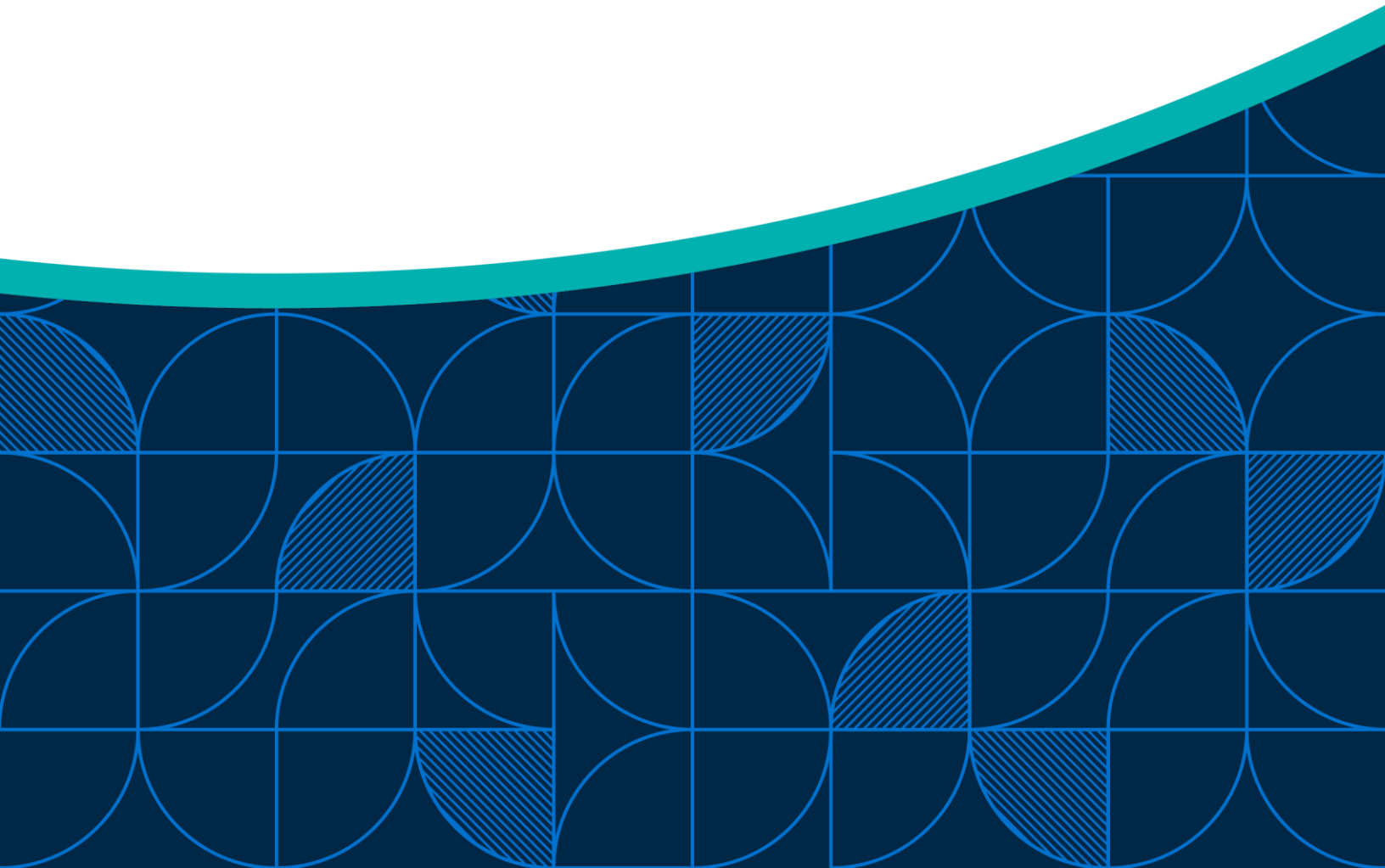
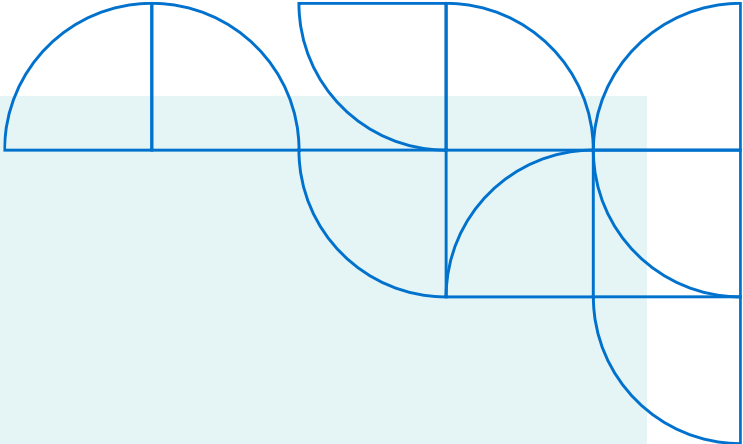


SURVEY REPORT

Student Success in an Era of Constraint

Insights from EAB's 2026 Student Success Leaders Survey on Resources, Impact, and the Role of AI





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Executive Overview



Understanding Student Success Barriers and Opportunities

Student Success at a Crossroads

This report examines how colleges and universities are approaching student success at a time of growing accountability for retention and completion. Drawing on responses from 459 student success leaders, it explores the priorities shaping institutional strategy, the barriers limiting progress, the practices leaders believe have the greatest impact, and the role technology and AI can play in helping institutions better support students.

The findings point to a consistent theme across institutions. **Leaders broadly agree on what it takes to improve student success**, including proactive outreach, coordinated support, and better use of data. **Yet many colleges continue to face staffing shortages, budget constraints, organizational silos, and increasing expectations for student outcomes, making it difficult to deliver those strategies consistently and at scale.**

The pages that follow examine where institutions are focusing their investments in the coming year, the challenges students continue to face, and the opportunities colleges and universities see to strengthen student success through better coordination of people, processes, and technology.



About the 2026 Student Success Leaders Survey

459

Student success leaders surveyed

20

Questions asked

Questions Explored:

- What are colleges' biggest student success priorities over the next year?
- What barriers keep colleges from reaching student success goals?
- What student success strategies have the biggest impact on students?
- What is stopping students from reaching their goals, and where are they asking for help?
- What role does technology play in student success strategies?
- How are colleges using AI in student success, and what is the right balance of AI and human support?

For more details about the survey and participant profile, refer to page 24 of this report.

Key Takeaways and Recommendations

1 Retention remains the priority as outcome expectations grow

Retention is the leading institutional priority and investment area, with one in five institutions still falling short of its retention goals. At the same time, growing pressure to demonstrate career outcomes is broadening how institutions define student success and the results they are expected to measure.

Recommendations

- Set clear retention and completion goals with defined ownership at the institution, college, and department levels.
- Create systems for tracking retention outcomes alongside the early indicators that signal when students may be at risk.
- Invest in career-connected experiences that reinforce the value of staying enrolled and completing a credential.

2 Student readiness challenges are compounded by pressures outside the classroom

Less than 7% of leaders report improvements in students' academic or social readiness, while financial and personal challenges continue to threaten persistence. Institutions should prepare to support students whose needs span academics, finances, well-being, and competing responsibilities.

Recommendations

- Use admissions and onboarding to identify academic, financial, social, and personal barriers before classes begin.
- Create a coordinated referral process across advising, financial aid, tutoring, counseling, and basic-needs services.
- Give students one clear starting point for finding help, even when their needs involve several offices.

3 Staffing and coordination constraints limit the ability to scale student success

Colleges know proactive support works, but budget constraints, staffing shortages, and coordination gaps make it difficult to deliver consistently. Institutions need to prioritize cross-campus collaboration and shared information so that teams can work more fluidly.

Recommendations

- Segment advising and support models based on student needs instead of providing the same level of service to everyone.
- Track which interventions improve persistence, and direct resources toward the approaches that produce the strongest results.
- Expand self-service options for routine questions while making it easy for students to reach a person when needed.

Key Takeaways and Recommendations

4 Human connection must remain central to AI adoption

Leaders see the greatest potential for AI in handling routine work, identifying students who may need help, and turning student signals into timely action. Their support depends on thoughtful implementation that protects privacy, preserves human connection, and creates more time for staff to focus on complex student needs.

Recommendations

- Measure AI's value by the time it returns to staff for meaningful student interactions and how it creates a better experience for students.
- Design clear pathways for AI to escalate complex, sensitive, or high-risk needs to the appropriate staff member.
- Establish clear privacy, security, and governance standards for how AI accesses and handles student information.

5 AI remains an untapped opportunity to anticipate student needs

Twenty-two percent of institutions are not yet using AI for student success, while many that have adopted it remain focused on automating routine tasks. The next opportunity is to apply AI to connect student signals, predict potential challenges, and help staff intervene before students fall off track.

Recommendations

- Identify which student signals would provide the clearest picture of emerging needs, such as grades, attendance, LMS activity, financial holds, and missed milestones.
- Create a small pilot focused on responding to one student signal, such as questions about aid or midterm grades.
- Evaluate AI tools that connect student data points.



Institutional Priorities and Capacity Constraints

SECTION

1

In this section, we'll explore why:

- Retention tops institutional priorities and investments
- Institutions continue to miss retention and graduation goals
- Limited capacity and coordination slow success efforts

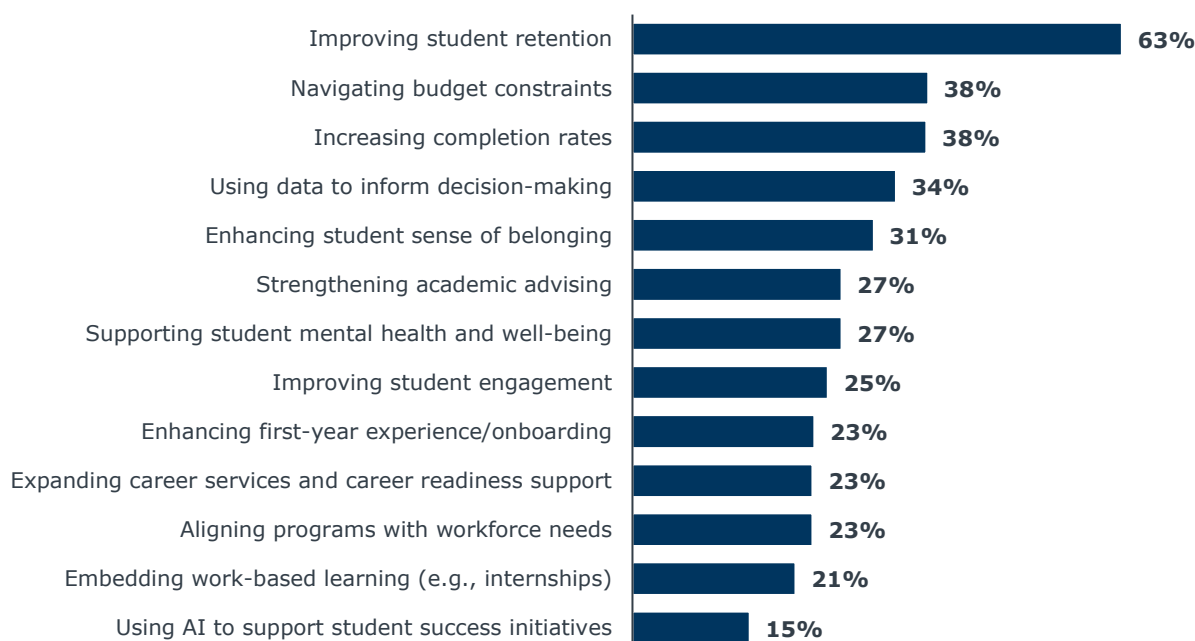
Retention Tops Institutional Priorities and Investments

Overwhelmingly, Retention Is Still a Top Priority

Student success leaders are prioritizing the outcomes they are most accountable for, with retention standing well above every other institutional priority. At the same time, navigating budget constraints has emerged as a top priority, shaping how leaders allocate resources and make strategic decisions. The priorities that follow are closely aligned with the practices known to improve student outcomes, including advising, belonging, engagement, and first-year support. Rather than treating retention as a stand-alone goal, leaders appear to recognize that student success depends on strengthening the student experience across multiple touchpoints while making difficult choices about where to invest limited resources.

Priorities Are Aligned with Increasing Accountability

Q: Over the next year, what are your institution's top student success priorities? (Select up to five.) (n = 459)

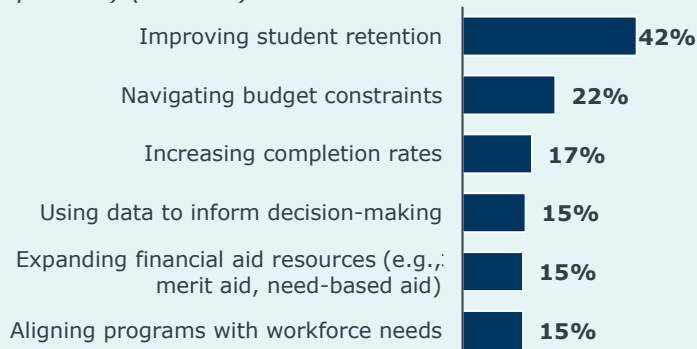


Investments Match Institutional Priorities

Improving student retention stands apart as the clear investment priority for the coming year, with nearly half of student success leaders identifying it as the area that will receive the greatest financial support—roughly twice the share of any other priority. This level of investment signals that institutions are directing resources toward the initiatives they believe will have the greatest impact on student success. Financial aid also ranks among the top investment priorities, reflecting growing recognition that affordability remains a significant barrier to persistence and completion.

What Are Institutions Funding?

Q: Which priorities will receive the highest financial investment in the next year? (Select up to three. Top responses.) (n = 459)



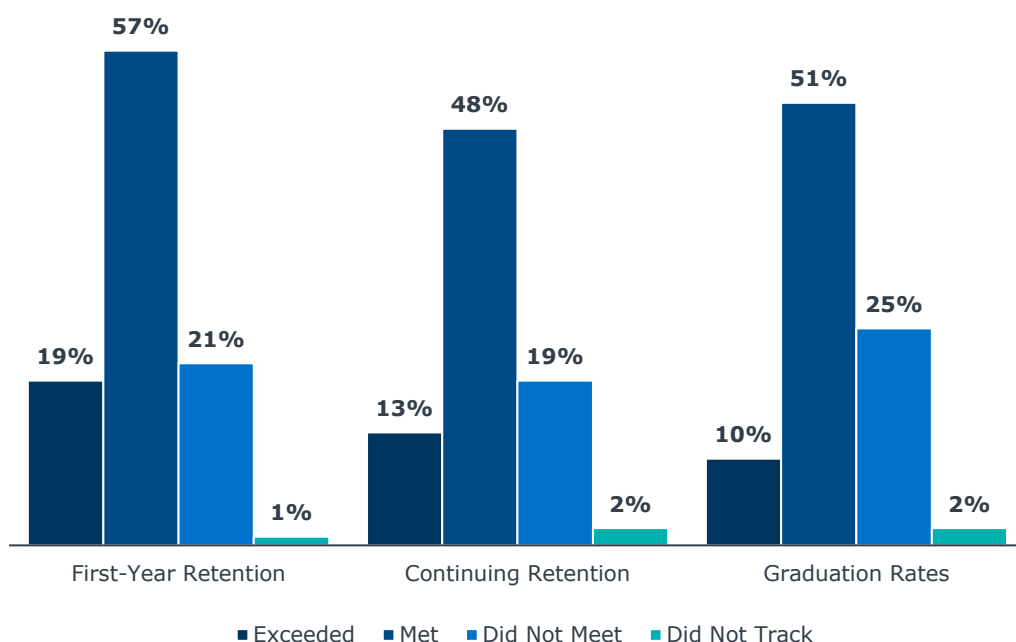
Institutions Continue to Miss Retention Goals

Why Are Leaders So Focused on Retention?

One in five institutions reports not meeting their first-year and continuing student retention goals, while one in four falls short of their graduation targets. These findings help explain why retention and completion consistently rank among institutions' top strategic and investment priorities throughout the survey. That urgency is also being reinforced by the policy environment: 27 states now include degree completion in community college funding formulas, 26 do so for public universities, and several states explicitly tie funding to first-year retention or persistence, making student success outcomes increasingly central to both institutional finances and public accountability.

While about half of institutions report meeting their retention and graduation goals, relatively few are exceeding them. Combined with survey findings on staffing shortages and cross-campus coordination, the data suggests that many colleges understand which outcomes matter most but continue to face operational barriers to improving them. As expectations for retention and completion continue to rise from both state policymakers and the federal government, institutions that cannot consistently improve these outcomes may face growing financial and competitive pressure.

Q: How did you perform relative to last year? (n = 459)



► **1 in 5**
institutions reports not meeting retention goals

► **1 in 4**
institutions reports not meeting graduation goals

Accountability for Completion and Graduation Outcomes Is Increasing

26

States incorporate degree completion into public university higher education performance funding, making student outcomes a factor in institutional budgets

7

At least seven states explicitly include first-year retention (or first-year persistence) as a performance funding metric



If your institution is working to connect data to better track graduate outcomes, Edify, EAB's higher education data management platform, can help. Visit eab.com/Edify to learn more.

Education Commission of the States. (2025, July). Postsecondary education funding: State profiles.

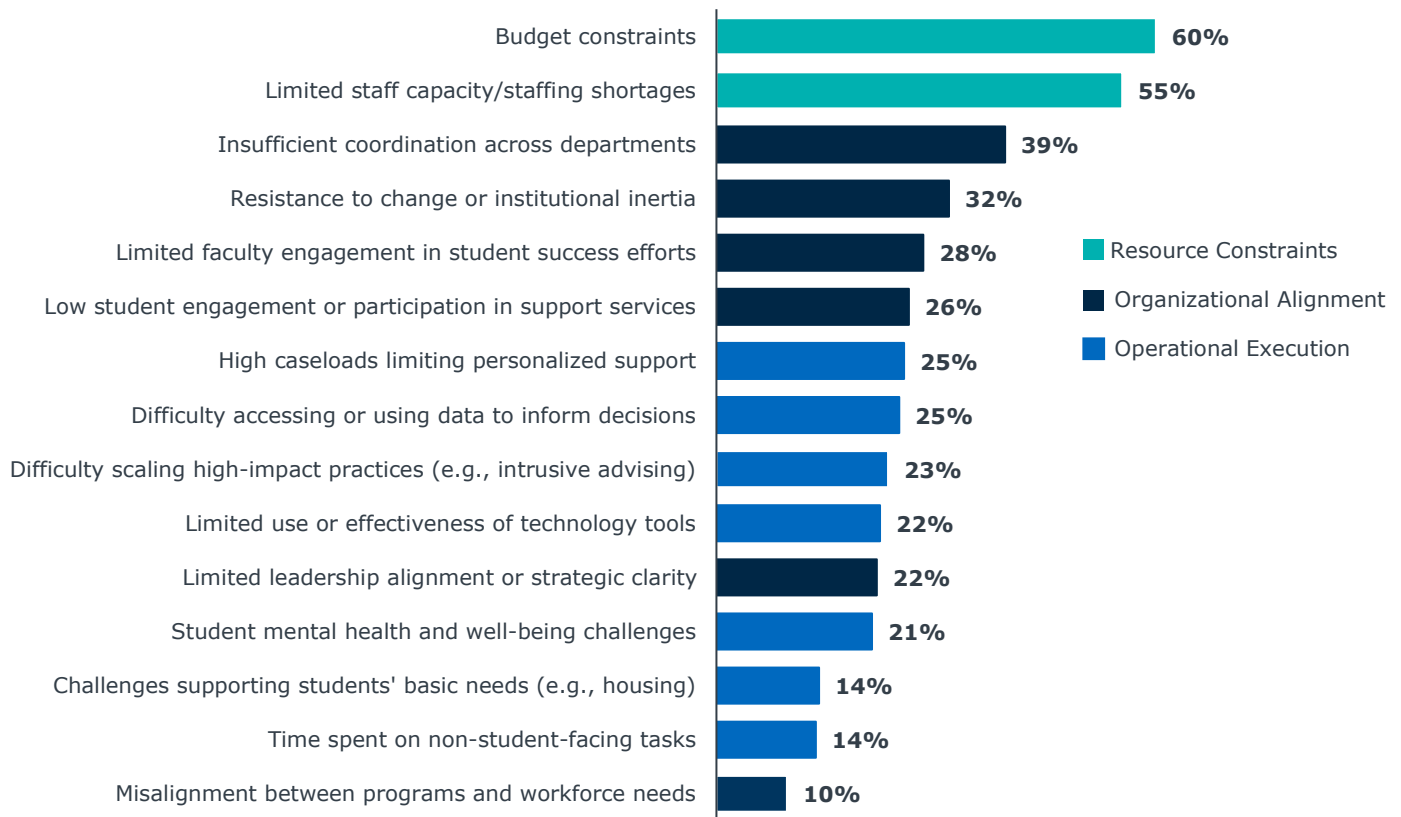
Limited Capacity and Coordination Slow Success

Financial Shortfalls and Understaffed Teams Threaten Success Efforts

Budget constraints (60%) and staffing shortages (55%) remain the biggest barriers to improving student success, limiting institutions' ability to expand the services needed to support students. Beyond those resource challenges, the next tier of barriers points to a broader issue of organizational execution. Nearly four in ten leaders cite insufficient coordination across departments (39%), while one-third point to resistance to change (32%) and limited faculty engagement (28%), suggesting that many colleges struggle less with knowing what to do than with aligning enough people around a shared approach.

That challenge is reflected in where leaders report the greatest capacity gaps, with frontline staff (25%) and cross-campus coordination (24%) ranking well ahead of executive guidance (11%) and manager capacity (7%). Together, these findings suggest that improving student success will depend not only on additional investment but also on strengthening frontline capacity, organizational coordination, and institutional readiness to put proven student success strategies into practice.

Q: What is preventing your team from meeting student success goals? (Select up to three.) (n = 459)



Frontline Staffing and Coordination Pose the Biggest Capacity Risks

Q: Where do you face the greatest capacity shortfall? (Top responses, n = 459)

25%

Frontline staff

24%

Cross campus
coordination

17%

Data and analytics

11%

Executive guidance

7%

Manager capacity



What Stands Between Students and Success

SECTION

2

In this section, we'll explore how:

- Retention is being shaped outside of the classroom
- Student readiness continue to challenge colleges and universities
- Proactive outreach has the greatest impact on student success
- Expectations for career outcomes are growing

Retention Is Being Shaped Outside of the Classroom

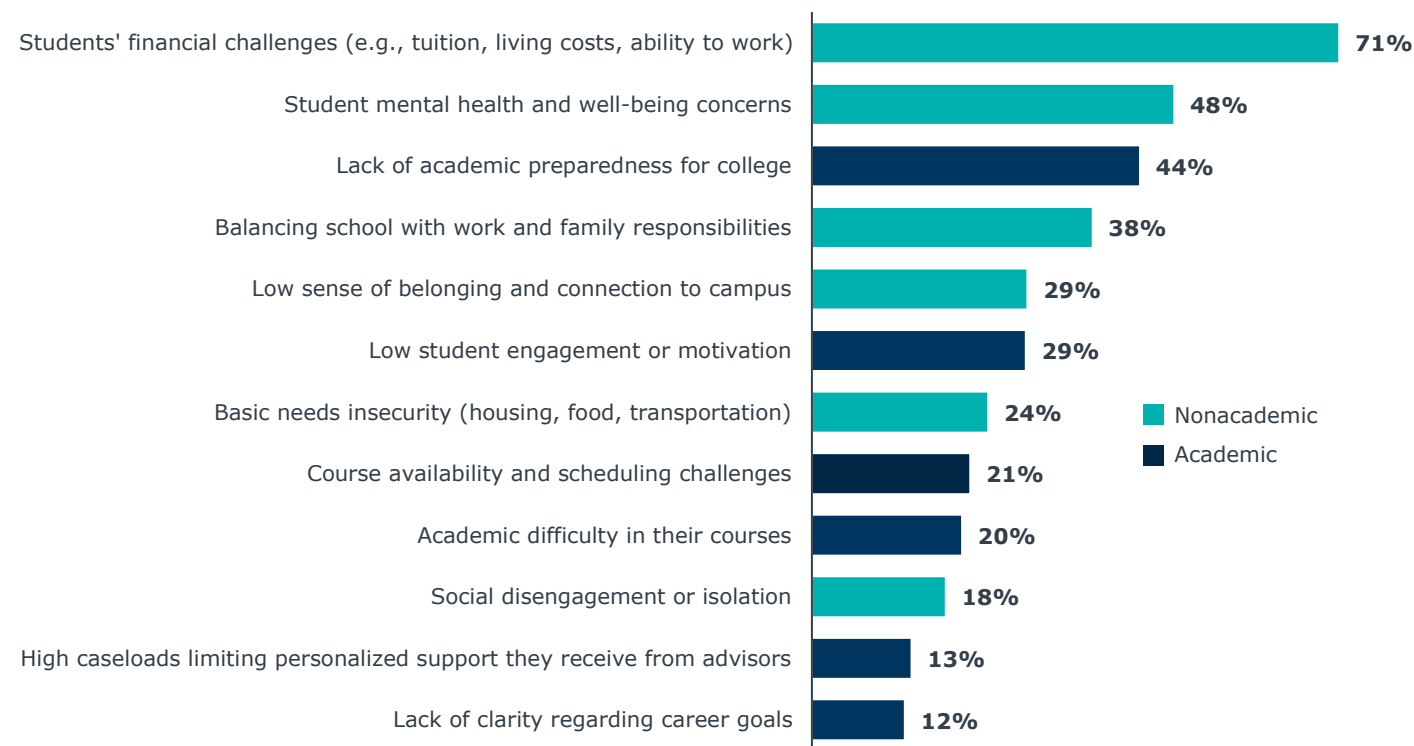
Nonacademic Challenges Are Shaping Student Success

Student success leaders increasingly recognize that keeping students enrolled depends on addressing challenges that extend well beyond academics. Financial hardship is by far the greatest threat to retention, identified by 71% of leaders, while mental health concerns (48%) and competing work and family responsibilities (38%) continue to shape students' ability to persist.

The support students request most closely mirrors these barriers, with more than half seeking help paying for college (55%) and nearly half asking for mental health support (48%). Together, these findings suggest that improving retention will require institutions to pair academic support with coordinated strategies that address the financial, personal, and social factors shaping students' success.

Finances and Mental Health Top Retention Threats

Q: Which barriers faced by students are having the greatest negative impact on retention? (Select up to five.) (Top responses are shown below.) (n = 459)



Student Support Requests Mirror Retention Risks

Q: In what areas are students asking for the most support? (Select up to three.) (n = 459)



How are students seeking help? See what they say in their own words in our blog post analyzing data from **10,000 real student conversations**: [3 things university chatbots tell us about student behavior](#).

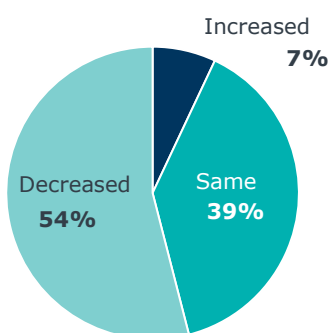
Student Readiness Continues to Challenge Higher Ed

Institutions Need to Prepare for Students with Higher Academic and Social-Emotional Needs

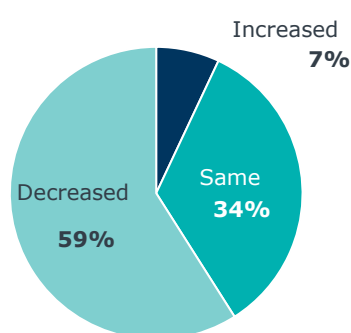
Student success leaders report continued challenges with the skills and behaviors that help students succeed in college, with most pointing to declines in academic and social readiness and many also reporting lower academic motivation and weaker time management. Just as notable, less than 7% of leaders say these areas are improving, suggesting that meaningful progress remains limited. Even when leaders report that student readiness has stayed the same, many institutions are still managing challenges that have persisted for several years rather than seeing signs of recovery. As a result, supporting students will continue to require coordinated efforts across advising, academic affairs, tutoring, counseling, and other campus partners.

Q: How have the following factors changed over the past year? (n = 459)

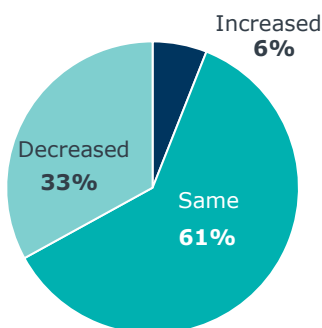
Academic Readiness for College



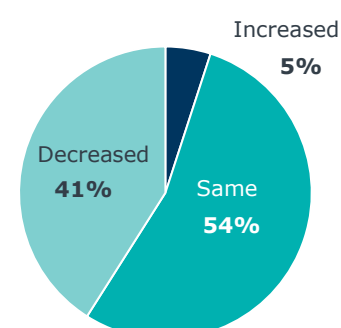
Social Readiness for College



Academic Motivation



Ability to Manage Time and Responsibilities



Tracking Gateway Course Success Is an Untapped Opportunity

Gateway courses can provide valuable insight into student readiness, yet 32% of institutions report they do not track student performance in these classes. Improving visibility into gateway course outcomes may help colleges identify academic risk earlier and strengthen proactive support efforts.

32%

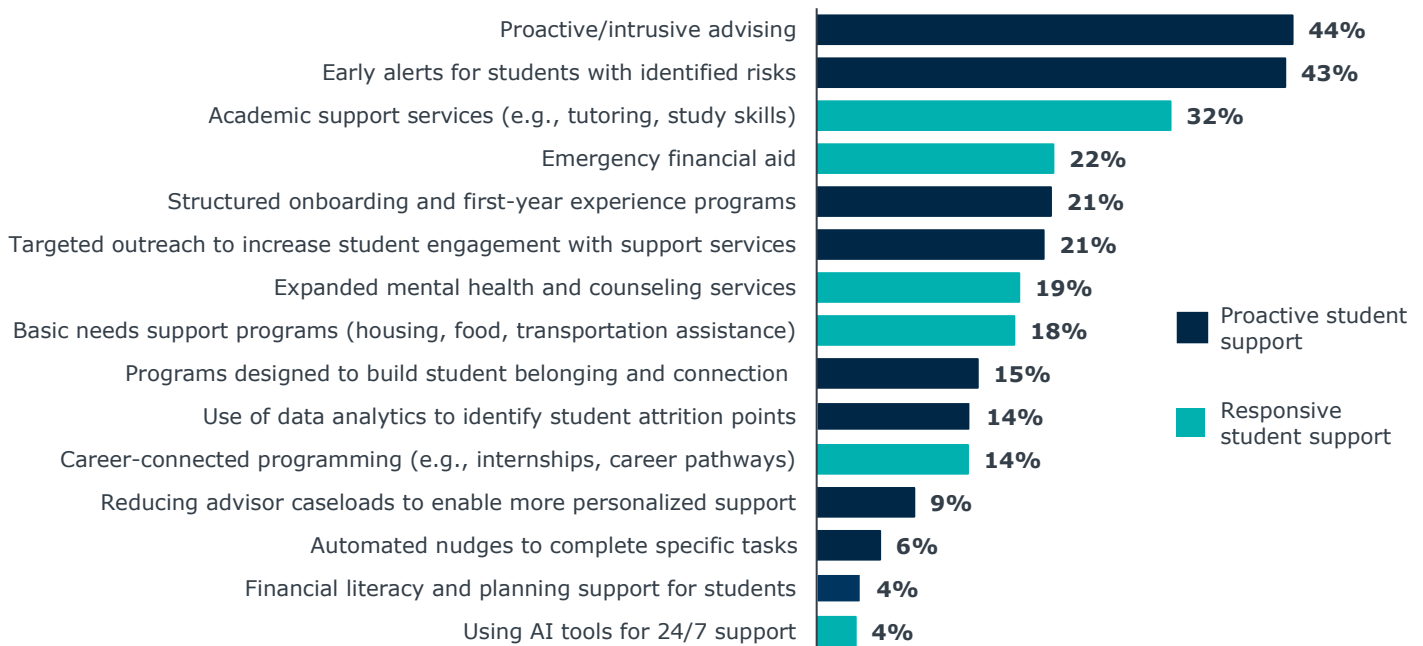
aren't tracking performance in gateway courses

Proactive Outreach Has the Greatest Impact

The Challenge of Scaling Proactive Support

The student success strategies leaders identify as most effective all focus on reaching students before small challenges become barriers to persistence. Leaders consistently identify relationship-based interventions, including proactive advising, structured onboarding, and targeted outreach, alongside enabling tools such as early alerts and academic support services that help staff identify students in need and respond quickly. Together, these findings suggest that improving retention depends on combining meaningful human connections with the systems that make those connections possible. Yet, with advisor-to-student ratios often exceeding 300 to 1, many institutions may struggle to deliver the high-touch support they believe has the greatest impact.

Q: Which strategies or supports are having the greatest positive impact on keeping students on track at your institution? (Select up to three.) (n = 459)



Advisors Are Managing Hundreds of Students

Q: How many academic advisors do you employ? (n = 459)

Student to Academic Advisor Ratio by Institution Type and Enrollment*

	Under 3,000	3,000 to 5,999	6,000 to 11,999	12,000 to 19,999	20,000+
2yr	107	428	381	533	357
4yr	104	219	376	366	217

**Ratios calculated using the median headcount for the enrollment band, except for institutions enrolling 20,000+ where 20,000 was used.*

AI Can Help Scale Advising Interventions

Having AI embedded in your student success CRM can make it easier for advisors to scale:

- ✓ Early alerts
- ✓ Communications
- ✓ Case management
- ✓ Data and insights

To learn more about EAB's CRM, Navigate360, see page 20.

Expectations for Career Outcomes Are Growing

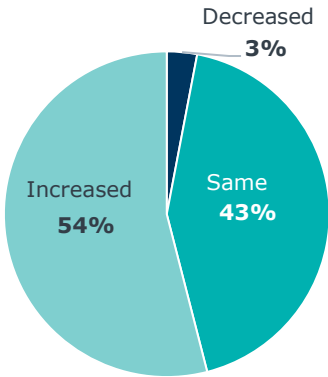
Students’ Career Expectations Are Outpacing Capacity

More than half of student success leaders (54%) report that expectations for demonstrating the return on a college degree have increased over the past year. Yet many institutions still lack visibility into the very outcomes they are increasingly expected to demonstrate, with 23% not tracking graduates' employment outcomes and 40% not tracking graduates' earnings. This gap between rising expectations and limited measurement may make it more difficult for institutions to communicate the value of their degrees to students, families, and policymakers. As accountability for career outcomes continues to grow, strengthening postgraduation data collection will become an increasingly important priority.

Increasing Expectations, but ...

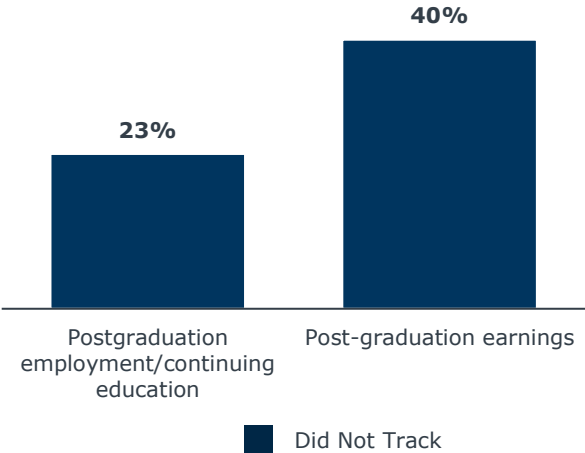
Q: How have expectations changed over the past year?
(n = 459)

Expectations of Degree ROI



... Not Tracking ROI

Q: How did you perform relative to last year?
(n = 459)



Despite Career Outcome Demands, Career Services Teams Remain Lean

Career services teams remain lean despite growing expectations for student career outcomes. Depending on institution size, career counselors often support between 600 and more than 2,700 students each, raising questions about whether current staffing levels can provide the individualized guidance students need to prepare for life after graduation.

Q: How many student facing career counselors do you employ? (n = 459)

Student-to-Career Counselor Ratio by Institution Type and Enrollment*

	Under 3,000	3,000 to 5,999	6,000 to 11,999	12,000 to 19,999	20,000+
2yr	882	2,647	3,333	2,909	2,739
4yr	625	1,216	1,957	2,078	1,574

*Ratios calculated using the median headcount for the enrollment band, except for institutions enrolling 20,000+ where 20,000 was used.



Technology and AI in Student Success

SECTION

3

In this section, we'll explore how:

- Technology should turn student signals into action
- Human connection must remain central when using AI

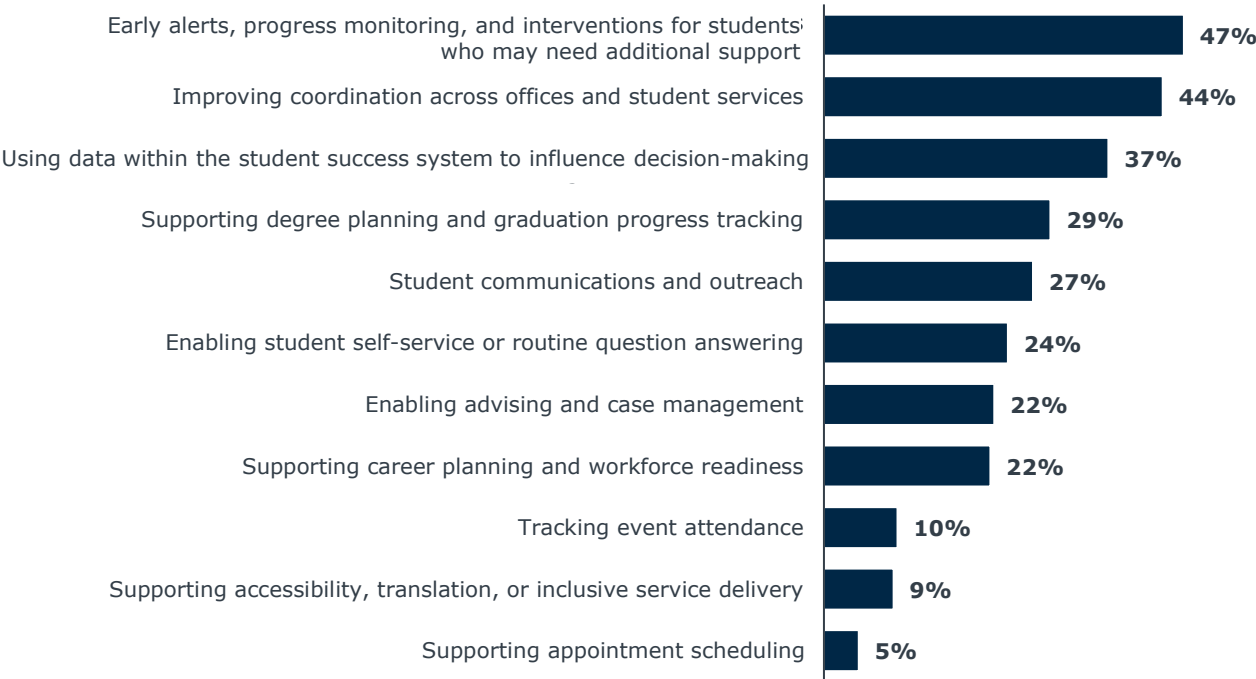
Technology Should Turn Student Signals into Action

Technology Must Help You Move from Insight to Intervention

Student success leaders place the greatest value on technology that helps staff identify students who need support and take timely action. The highest-ranked use cases, including early alerts, cross-campus coordination, and data-informed decision-making, all help institutions move from insight to intervention rather than simply collecting more information.

These priorities also reflect the staffing and coordination challenges that leaders identified elsewhere in the survey, making technology an important tool for extending the reach of frontline teams. Rather than replacing advisors and student support staff, institutions are investing in technology that helps them respond earlier, coordinate more effectively, and deliver support at scale.

Q: In what areas is student success technology most needed? (Select up to three.) (n = 383)



Coordinated Care: A Student Success Operating Model for Proactive Support

The foundation of EAB’s student success work is the concept of [coordinated student care](#), a campus-wide approach to student support that helps colleges and universities identify student needs earlier, connect students to the right resources faster, and make sure someone follows up.

The coordinated care model in Navigate360, EAB’s student CRM, combines:



Signals that indicate a student may need help



Workflows that route the student to the right person or team



Case management that documents ownership and next steps



Communication that helps students act on support



Analytics that track student outcomes, what’s working, and where students may still be falling through the cracks

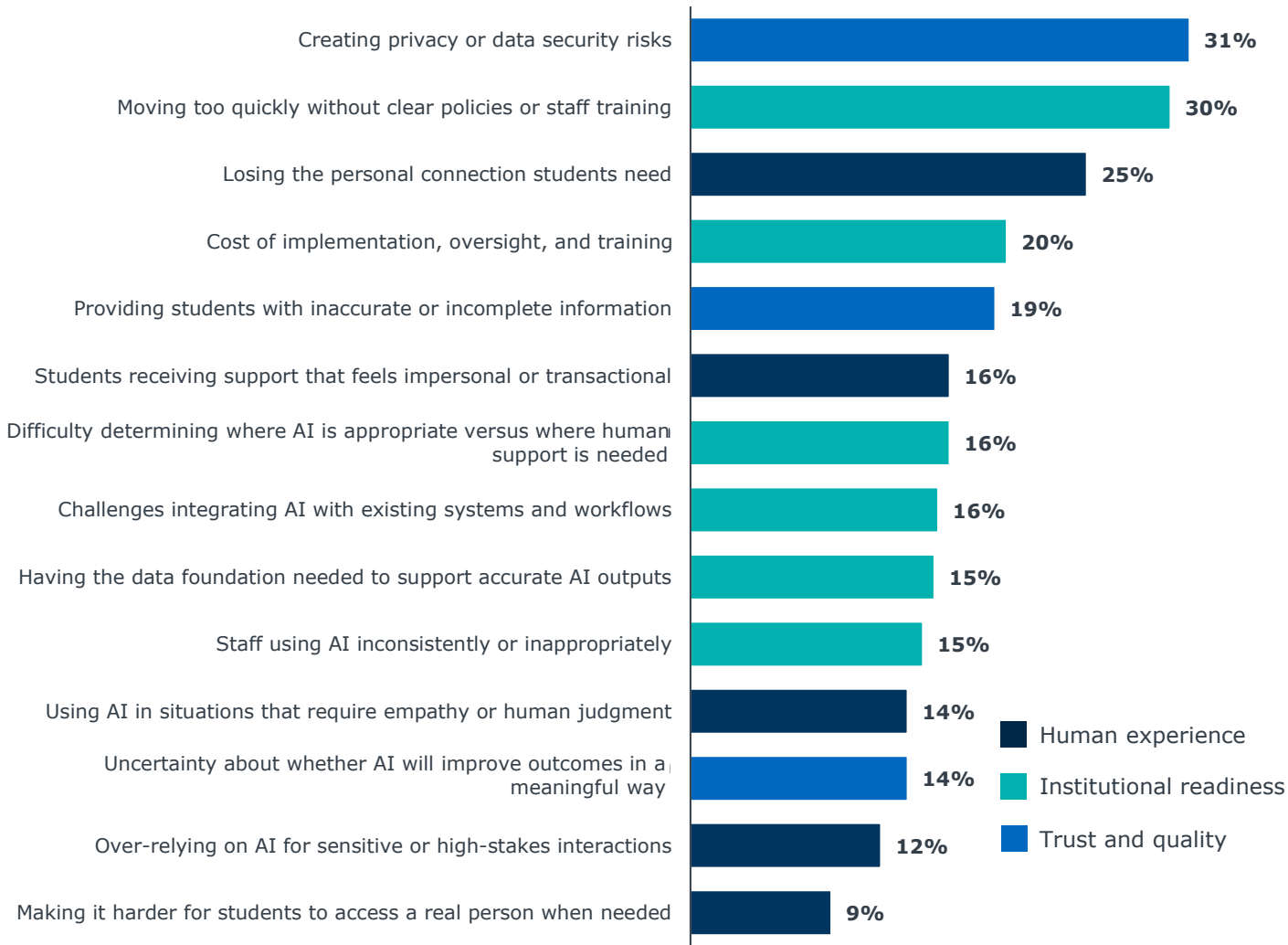
For more on Navigate360, see section 4 of this report.

Leaders Favor a Measured Approach to AI

Weighing Risk Against Progress

The conversation among leaders has shifted from whether to use AI in student support to how to implement it responsibly. The leading concerns focus on governance, staff readiness, and protecting the student experience rather than the technology itself, suggesting that institutions view successful AI adoption as an organizational challenge as much as a technical one. Leaders also draw a clear distinction between tasks AI can support and interactions that require human judgment, signaling a strong preference for AI that augments rather than replaces frontline staff. These findings suggest institutions are approaching AI with cautious optimism, prioritizing thoughtful implementation over rapid adoption.

Q: What is your institution most cautious about when considering a larger role for AI in student support? (Select up to three.) (n = 459)



To Feel Better About Using AI, What Do Staff Want from Their Leaders?

62%

want time to experiment with AI

62%

want peer examples of what's working

52%

want institutional working groups

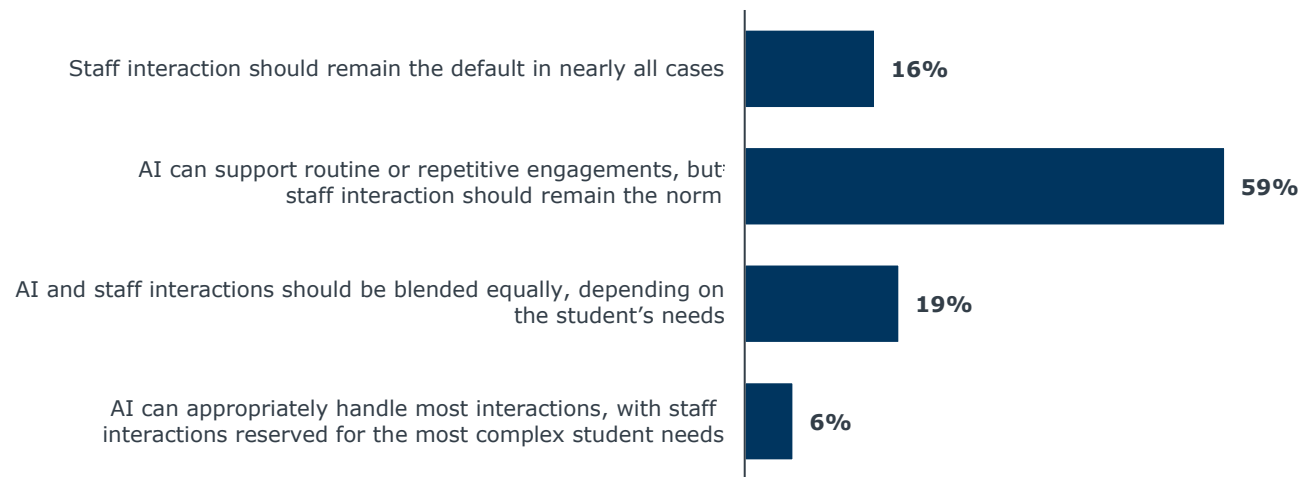
Source: [From Caution to Curiosity](#)

Human Connection Must Remain Central When Using AI

AI for Routine Work, Staff for Complex Support

Student success leaders overwhelmingly see AI as a way to support, rather than replace, frontline staff. Nearly 60% say AI is best suited for routine and repetitive interactions, while staff remains the primary point of contact for students. This task-based approach aligns with earlier findings that leaders want AI to preserve human relationships while helping staff manage growing workloads. Together, these findings suggest institutions view AI as a way to expand capacity, allowing staff to spend more time on the complex conversations where human judgment and connection matter most.

Q: Which statement best reflects your institution's position on the balance between AI and staff interactions in student success work? (n = 234)



Humanizing Support When Staff Members Aren't Available

When students have questions outside of traditional office hours, they often must wait until campus reopens, creating delays for students and growing backlogs for staff. Our analysis of 10,000 AI chat interactions found that 82% of student conversations occurred outside of normal office hours, highlighting just how often students need support when staff members are unavailable.

AI chat agents extend student support beyond the workday by providing immediate, human-like assistance, helping students maintain momentum while reducing the volume of routine inquiries staff must address later. When a student's needs require more personalization, the agent can also capture the interaction and connect the student with the appropriate staff member, creating a seamless transition from AI to human support.

Day of the Week	8 a.m.-4 p.m. [Business Hours]	4 p.m.-8 a.m. [After Hours]
Monday	4%	16%
Tuesday	4%	16%
Wednesday	3%	15%
Thursday	3%	13%
Friday	3%	11%
Weekends	2%	11%
Total	19%	82%

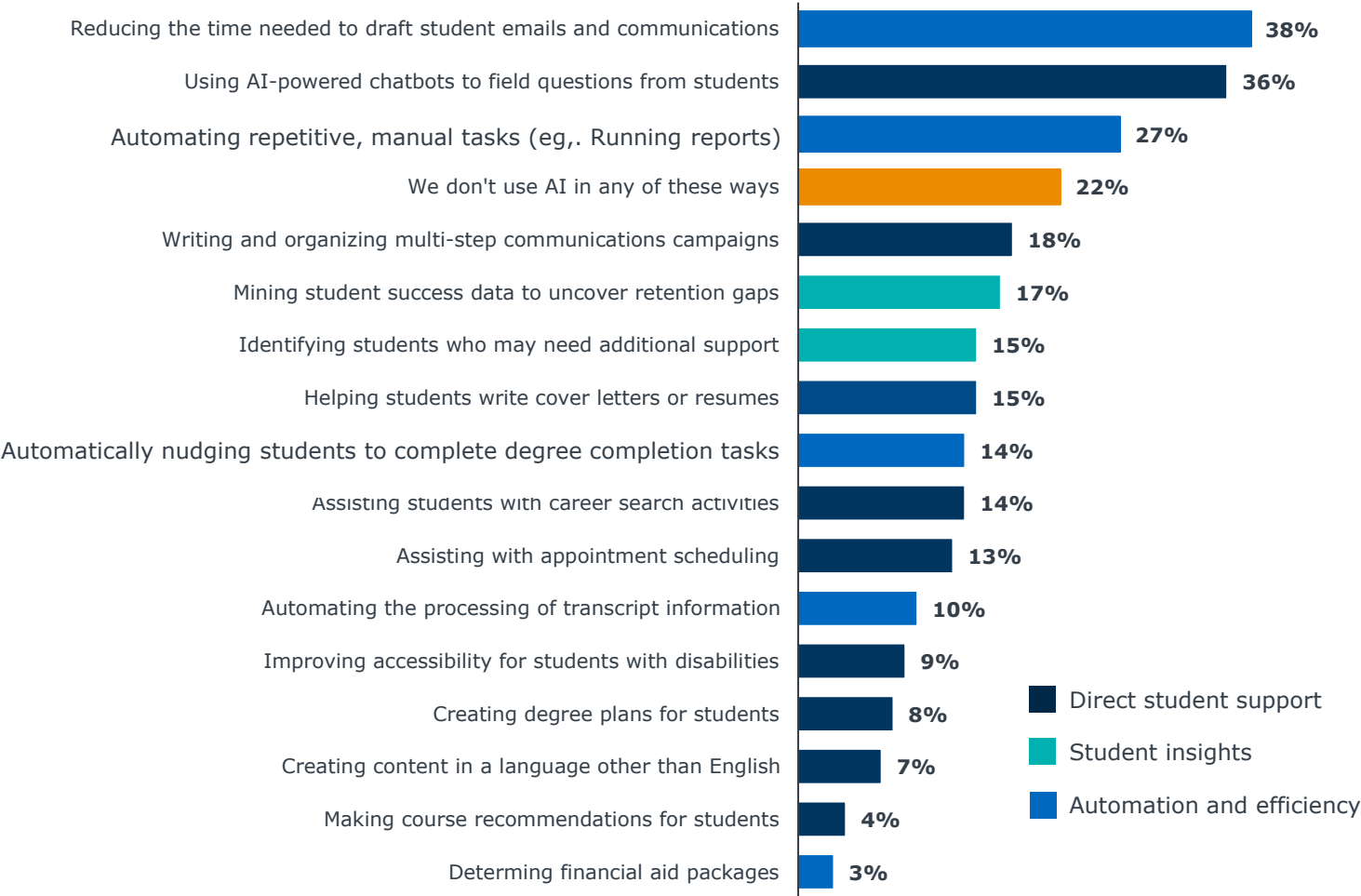
 **82%** of student conversations with AI agents happen outside of business hours

AI Automations And Chatbots Are Gaining Traction

Most Teams Are Using AI To Reduce Workloads

Most institutions are using AI in some capacity to support student success, with current applications concentrated in routine automation and direct student support. The most common use is reducing the time required to draft student emails and communications, reported by 38% of institutions, followed closely by using AI-powered chatbots to answer student questions at 36%. At the same time, 22% of institutions report that they are not using AI in their student success efforts at all. Together, these findings reveal a wide spectrum of adoption, from institutions that have yet to begin using AI to those applying it across areas such as career services, financial aid, and disability support.

Q: How does your institution currently use AI in student success efforts?
(Select all that apply.) (n = 459)



Moving From Automation to Insights

Just 17% of colleges are using AI to mine student success data for retention gaps, while only 15% are using it to identify students who may need additional support. These findings point to the next stage of AI adoption: helping institutions better understand student needs, anticipate challenges, and turn insights into proactive action.

15%

Are using AI to identify students who need additional help



How Navigate360 Supports Student Success Strategy

SECTION

4

In this section, we'll explore:

- How Navigate360 helps student success leaders
- Navigate360's agentic AI assistants
- Responsible AI, built for better student outcomes

How Navigate360 Helps Student Success Leaders

Meet Higher Education's Leading Student CRM

Navigate360 is a student success CRM that's trusted by more than 850 institutions and designed to help overcome the barriers highlighted throughout this report, including limited staff capacity, fragmented support, and the growing need for proactive student engagement. By connecting teams, reducing administrative work, and embedding AI into everyday workflows, Navigate360 helps colleges spend more time supporting students.

Navigate360 allows campus leaders to:



Increase Staff Capacity

Reduce the administrative work that keeps staff from spending time with students. Automate routine tasks, streamline workflows, and give advisors more time for proactive outreach and meaningful student conversations.



Coordinate Student-Facing Services

Bring advising, financial aid, tutoring, career services, faculty, and other student-facing teams together around a shared view of each student. Better coordination reduces silos, improves communication and helps students receive more consistent support.



Operationalize Proactive Student Support

Identify students who need help before small challenges become barriers to persistence. Early alerts, coordinated outreach, and shared workspaces help staff intervene sooner.



Use AI to Strengthen Human Reach

Use AI to handle repetitive administrative work while keeping staff at the center of the student experience. Embedded AI helps teams respond more quickly, surface meaningful insights, and create more time for the interactions that require empathy and human judgment.

Student profiles centralized in one place

Communications, alerts, intervention data, appointments, and automated nudges work in sync

3-15% increase in graduation rates for Navigate360 partners

95% partner renewal rate

Want to see Navigate360 in action?

Request a demonstration of Navigate360 by using the QR code or clicking [here](#).



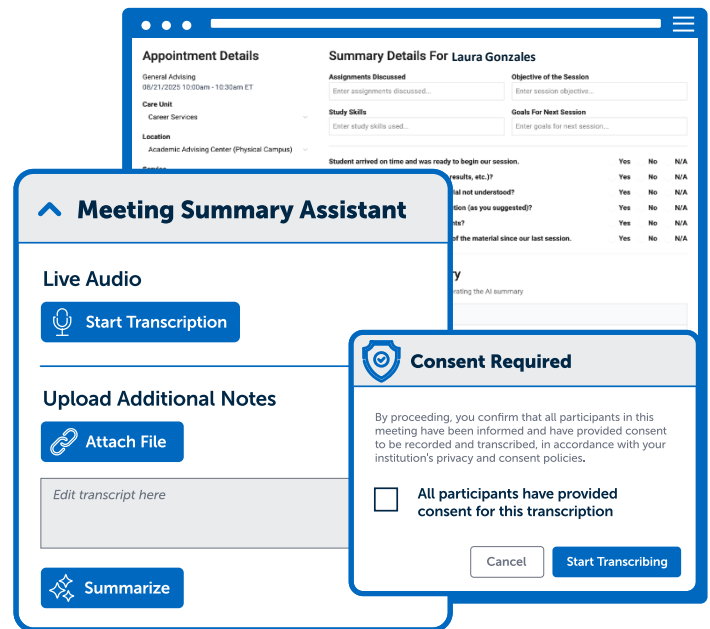
Navigate360's Agentic AI Assistants

Designed for the Tasks That Stand Between Students and the Support They Need

AI Assistant for Staff

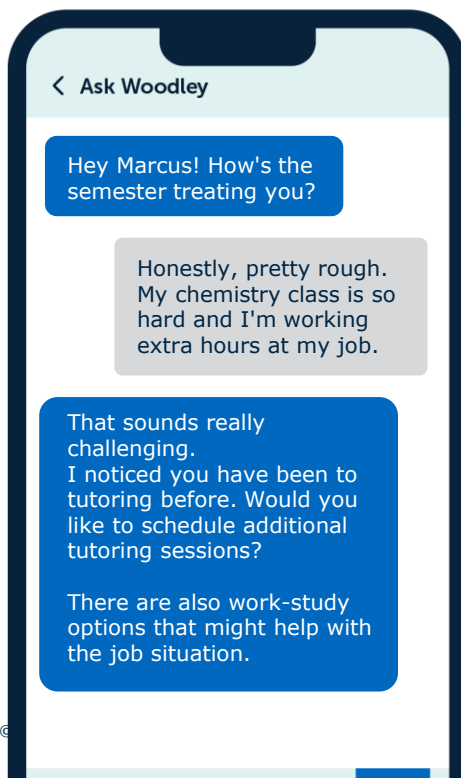
Embedded directly into Navigate360, the AI Assistant for Staff works inside the workflows your team already uses. No coding. No setup lift. You see time savings and faster action from Day 1.

- **Reclaim hours spent writing notes**
Use live transcription + AI to summarize meetings and notes; staff can always edit AI-generated text before saving to the student record.
- **Make student outreach easier**
Instantly draft and tailor emails or campaigns in your institution's voice.
- **Walk into every meeting prepared**
Surface digestible student insights so interactions feel informed and students feel heard.
- **Turn "I need a report" into answers in minutes**
Generate reports using natural language to then visualize results and trigger outreach directly from the findings.
- **Let repetitive tasks run in the background**
Handle tasks and follow-ups automatically so advisors and staff stay focused on students.
- **Help students find their path to graduation**
Personalize course plans from interests and degree audit data (available with Program Advising).



AI Assistant for Students

Available 24/7 wherever students are, the AI Assistant provides your enrolled students with personalized, actionable guidance informed by your institutional policies and student records—in 60+ languages.



- **Get informed answers without the wait**
Students receive clear next steps instead of waiting for office hours.
- **Meet students where they are**
Students describe what they need in their own words and are guided directly to the right office or resource.
- **Provide proactive support for every student**
Reminders, key deadlines, and recommended actions help all students, including high-need populations, stay on track.
- **Experience less confusion, more confidence**
Clear, consistent guidance reduces confusion and builds confidence navigating campus processes. Answers are limited to your institution's knowledge base, thus giving you guardrails and control.
- **Initiate intervention before escalation**
Quickly activate additional support when students express uncertainty or concern.

Available with Navigate360's Student Engagement Hub module

82%

of students' questions are raised outside of business hours—and the agent interprets each student's full record to deliver context-aware guidance and next steps instantly.

Responsible AI, Built for Better Student Outcomes

Navigate360 AI is Your Force Multiplier for Capacity, Coordination, and Outcomes

Embedded directly in Navigate360's proven workflows, our **agentic AI bridges the gap between insight and action** so that teams move faster with greater precision and students get personalized support whenever they need it.

AI That Was **Designed to Be Different**



Scan and **watch our short video** to learn more



Unmatched Context for Every Student Journey

Navigate360 captures **more student data than any other CRM**—integrating SIS, LMS, and other engagement signals into a single context-rich view. Our AI is fueled by this context, providing more accurate risk detection and better recommendations.



Research-Backed, Responsible AI

Our AI is built on **20+ years of research** and informed by a Collaborative of 850+ higher education institutions. This expertise shapes a principled AI approach grounded in fairness and transparency.



Grows Capacity for High-Impact Conversations

Each Navigate360 staff user gains back **10+ hours per week** by letting our AI handle routine tasks. Because our AI comes fully embedded in Navigate360 workflows, there's **nothing new to learn**—just less busywork.



Immediate Value, Configurable Approach

Navigate360 AI comes **ready to deliver value on Day 1**, with pre-built agents that support enrollment, retention, and more. It's also highly configurable to your unique processes, with expert EAB support at every step.

25%+

average capacity increase for staff using Navigate360 AI

50%

less time crafting routine student communications

10 hours

back per staff user per week to dedicate time to higher-impact work

15K+

student questions answered by the AI Assistant and Chat Agent in one term



We're a very decentralized campus, so being able to utilize **Navigate360 AI to help us support students is critical** to those efforts."

*AVP for Enrollment Management and Student Success,
Louisiana State University*

LSU



Survey Appendix

Research Overview

About the 2026 Student Success Leaders Survey

EAB’s University Research Partners conducted a survey of student success leaders, ranging from presidents to director-level positions, to better understand their priorities, barriers, and observations related to student success. This survey was administered in June 2026 via email and received 459 responses.

Participant Profile

Institution Type	Percentage
2-year public	15%
2-year private	1%
4-year public	48%
4-year private	36%

Undergraduate Degree-Seeking Enrollment	Percentage
Under 3,000	33%
3,000 to 5,999	14%
6,000 to 11,999	22%
12,000 to 19,999	12%
20,000+	18%

Respondent Title	Percentage
President/Chancellor	7%
Provost	9%
Vice President/Provost/Executive Director	19%
Associate/Assistant Vice President/Provost	21%
Dean	8%
Associate/Assistant Dean	10%
Director	24%
Other*	2%

Region	Percentage
Northeast	24%
Southeast	31%
Midwest	24%
West	17%
Outside the U.S.	5%

1) Participants could select multiple options.

Project Contributors

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