

Middlebury College

# College Finance Survey

Report of Primary Findings

Office of Planning and Assessment  
Office of Institutional Research  
1/29/2010

## Middlebury College Finance Survey Results, Winter 2010

A survey was conducted in December of 2009 to assess the opinions of Middlebury College students and benefits-eligible faculty and staff regarding possible options for reducing the College's budget deficit. The survey was also distributed in January of 2010 to alumni who have been involved with MCAA in recent years. Survey items were generated in consultation with the Budget Oversight Committee, Faculty Council, Student Council, the Educational Affairs Committee, and the Student Government Association. The survey consisted of items presented to all respondents, as well as a separate section of items specific to faculty, staff, students, or alumni. The survey was administered electronically but paper surveys were made available to Facilities and Dining staff who do not regularly use computers for their work; thirty-seven of these paper surveys were returned. **A total of 1,998 surveys were completed, representing a 49% response rate. Response rates were particularly high for faculty and staff (73% each), and lower for students (39%) and alumni (44%).**

	Surveys Sent	Total Received	Response Rate
Faculty	334	245	73%
Staff	838	611	73%
Students	2717	1068	39%
Alumni	168	74	44%
Overall	4057	1998	49%

Many questions required respondents to uniquely rank the options presented; non-unique rankings were not included in the analyses of these data. Below are statistics describing various characteristics of the faculty, staff, and student respondents.

Faculty Respondents	Number	Percentage
Arts	19	8%
Humanities/Literature	66	27%
Languages	33	13%
Natural Sciences	52	21%
Social Sciences	56	23%
No response	19	8%
Total	245	100%
Tenured	123	50%
Tenure-track	55	22%
Non-tenure-track	54	22%
No response	13	5%
Total	245	100%

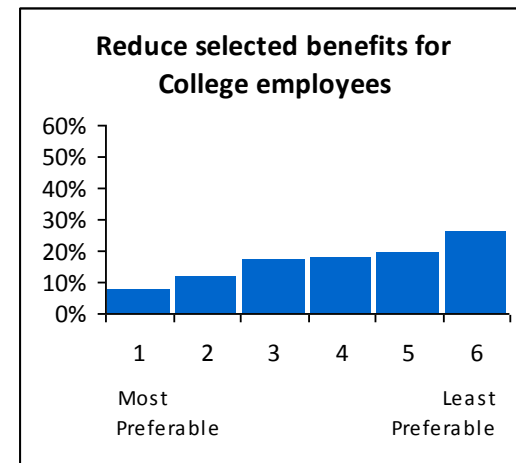
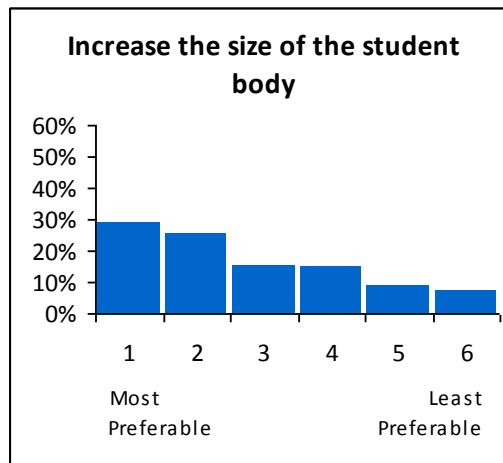
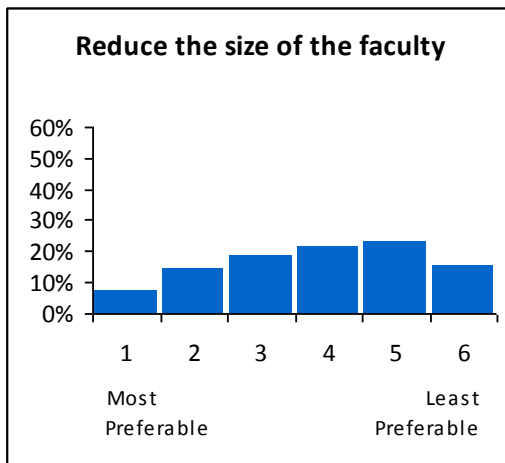
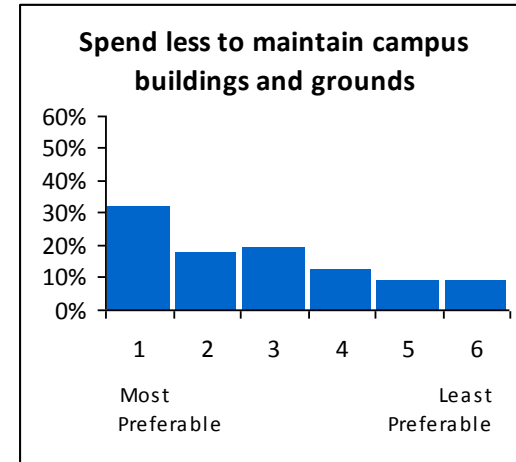
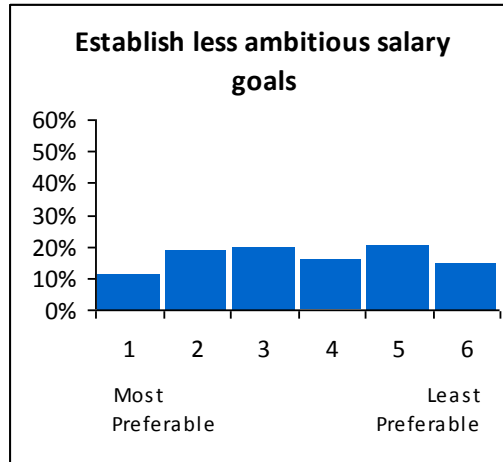
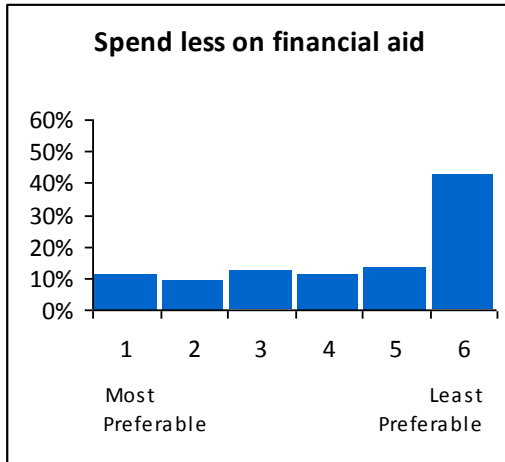
Staff Respondents	Number	Percentage
Hourly	292	48%
Salaried	264	43%
No response	55	9%
Total	611	100%

Student Respondents	Number	Percentage
2010	265	25%
2011	246	23%
2012	263	25%
2013	233	22%
No response	61	6%
Total	1068	100%

# Middlebury College Finance Survey Results, Winter 2010

## Overall Rankings

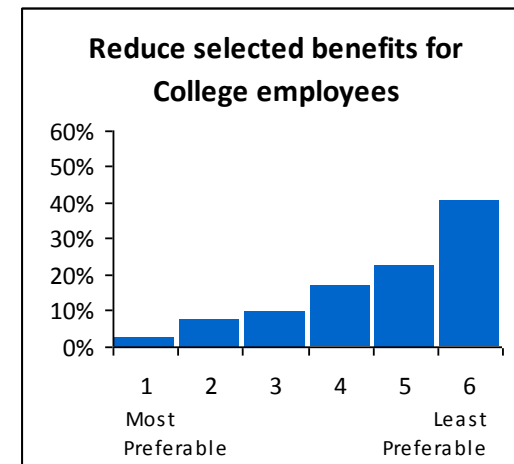
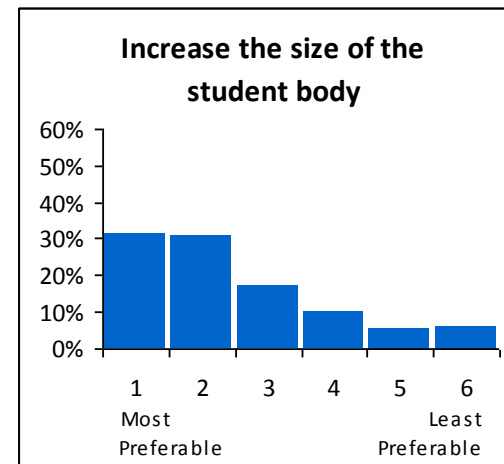
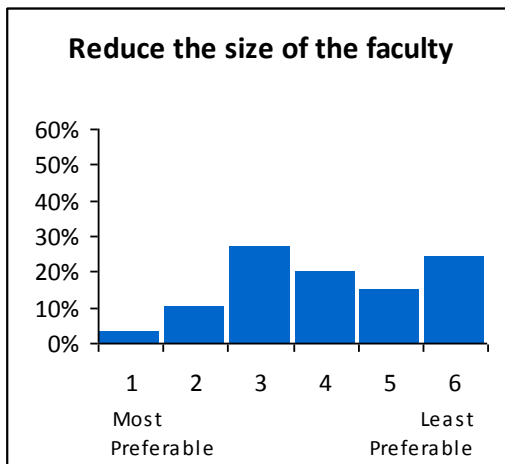
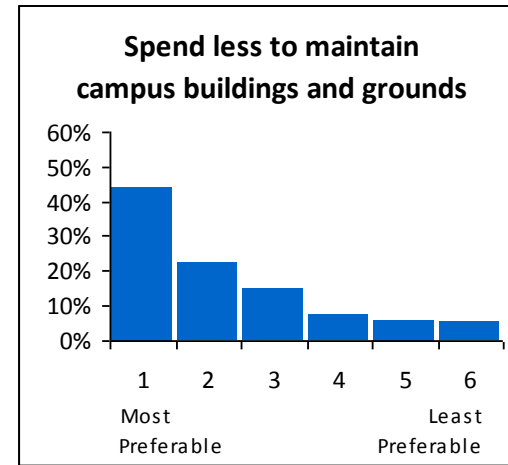
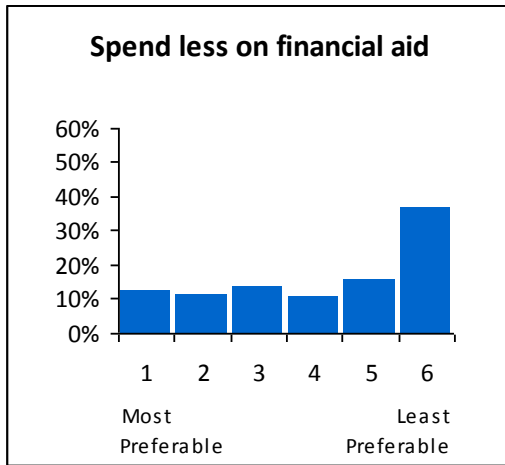
The charts below represent the distribution of rankings for each of the six general budget-reducing options. The responses of the four groups – faculty, staff, students, and alumni – are combined and weighted equally. Averaging across the four groups of respondents, **sentiment was generally more positive about reducing spending on campus maintenance and increasing the size of the student body, and generally less positive about reducing financial aid and employee benefits.**



# Middlebury College Finance Survey Results, Winter 2010

## Faculty Rankings

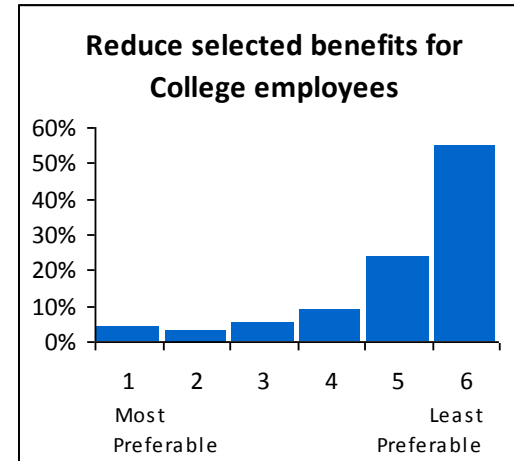
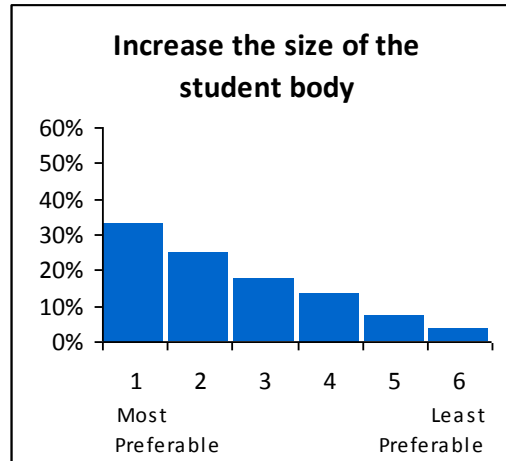
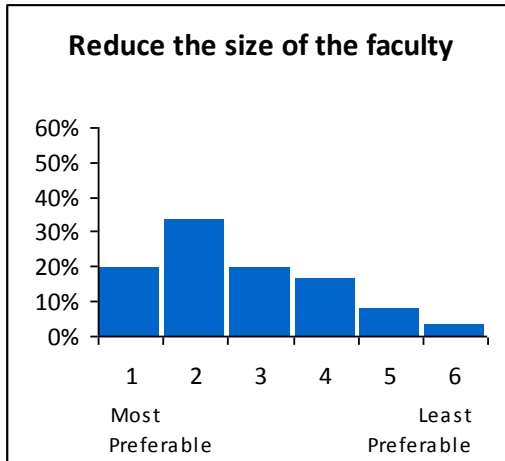
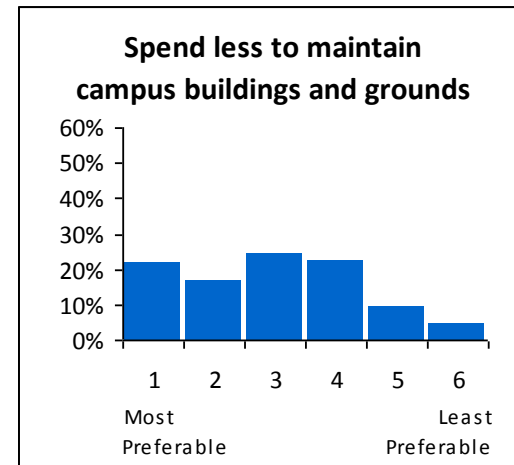
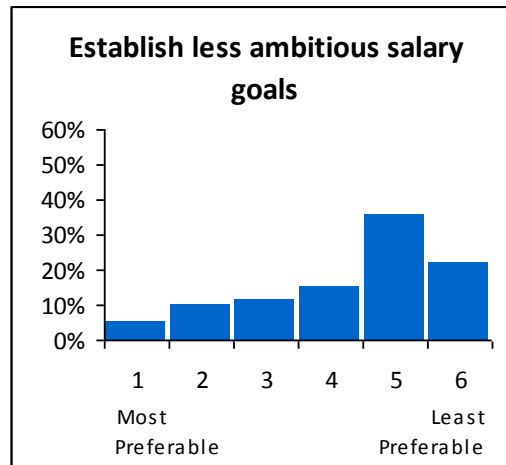
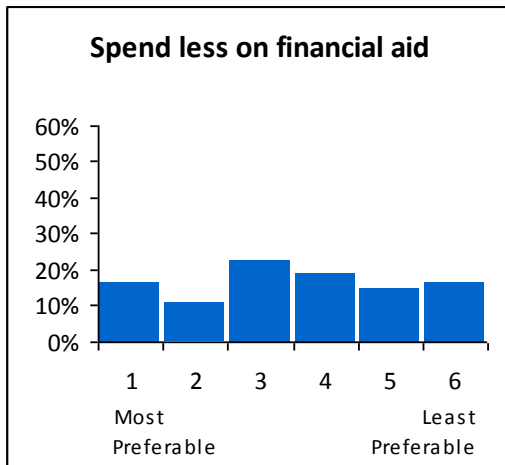
The remaining charts show responses separately for each of the four groups of respondents: faculty, staff, students, and alumni. The charts immediately below represent the distribution of rankings that faculty gave to each of the six budget-reducing options presented. **Generally, faculty viewed reductions in campus maintenance and increasing the number of students as more preferable options. Reductions in employee benefits and in financial aid were ranked as less preferable options by faculty.**



# Middlebury College Finance Survey Results, Winter 2010

## Staff Rankings

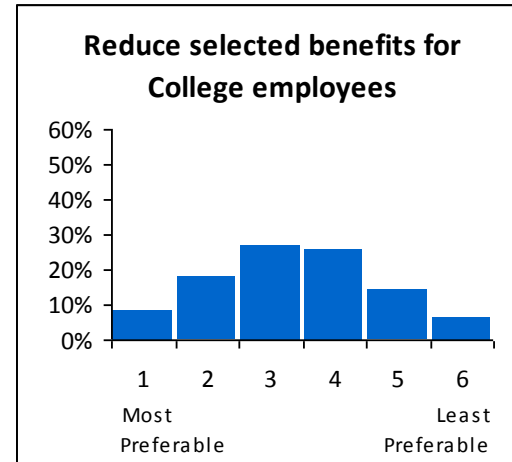
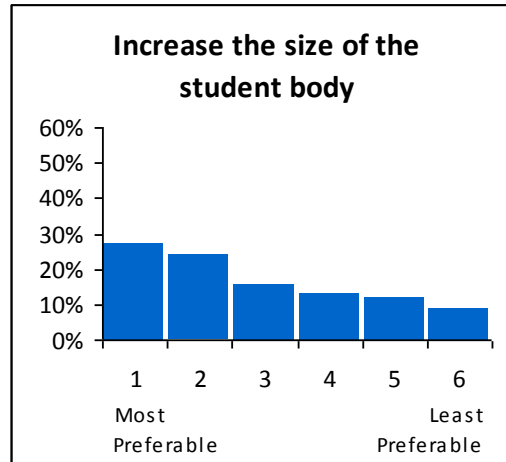
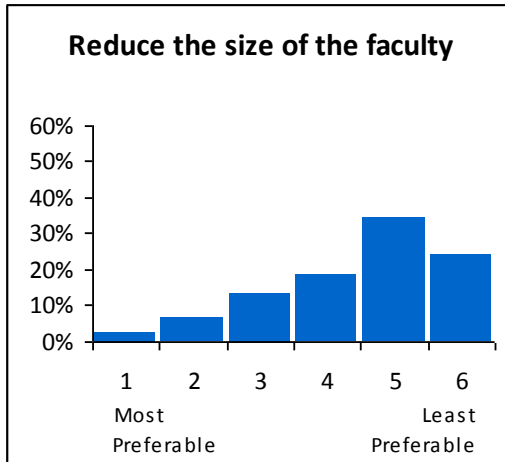
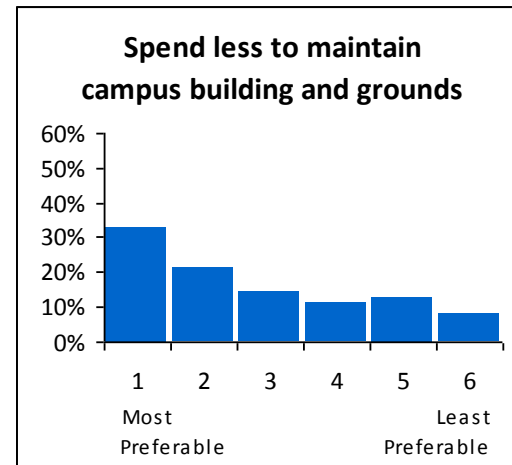
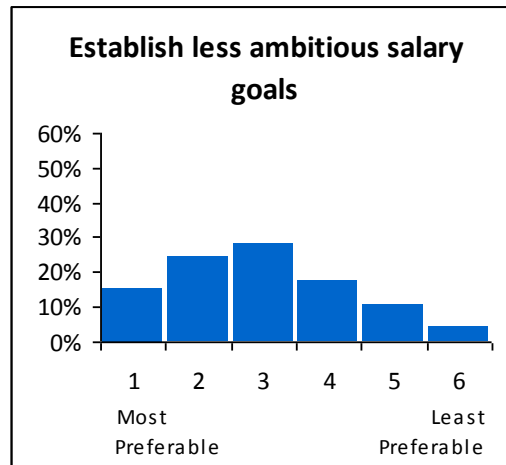
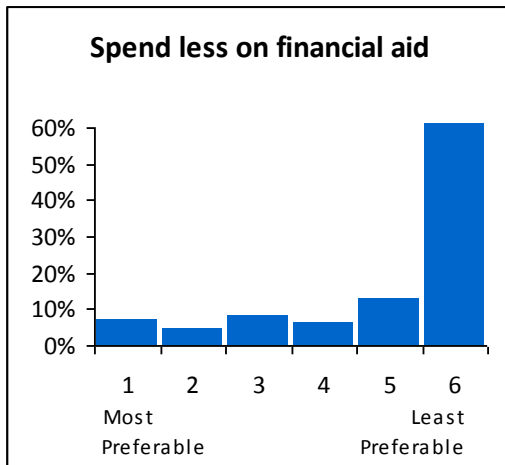
The charts below represent the distribution of rankings that staff gave to each of the six budget-reducing options presented. **Staff generally ranked increasing the size of the student body and reducing the size of the faculty as more preferable options, whereas setting less ambitious salary goals and (especially) reducing benefits were seen as generally less preferable.**



# Middlebury College Finance Survey Results, Winter 2010

## Student Rankings

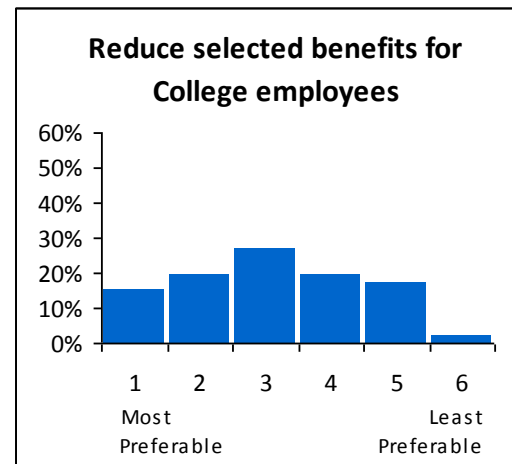
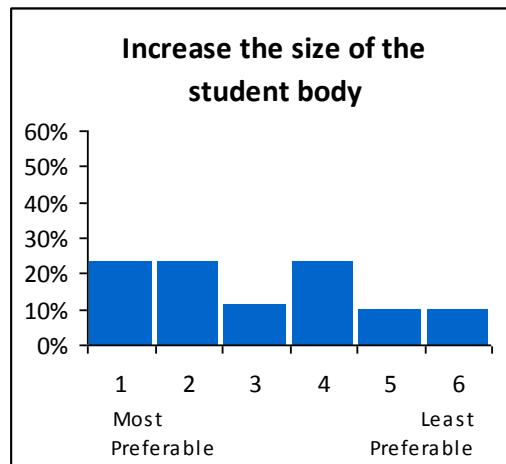
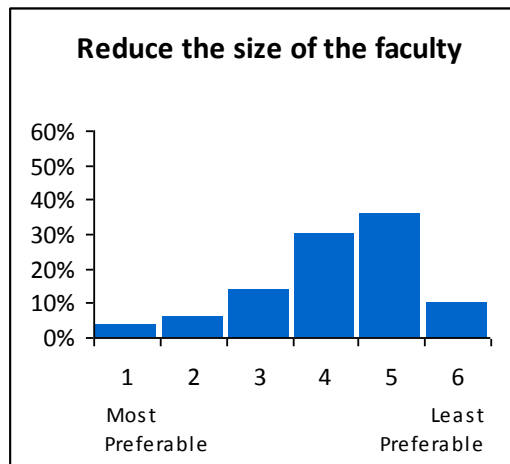
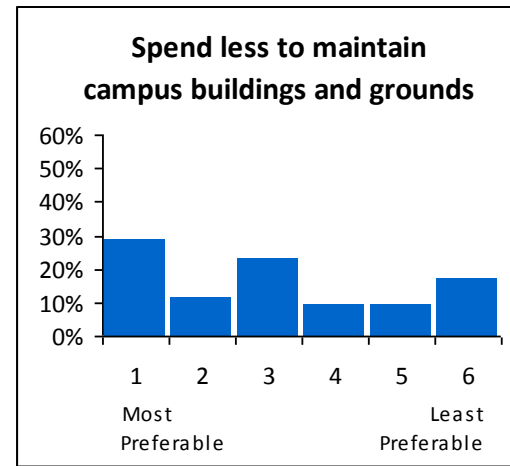
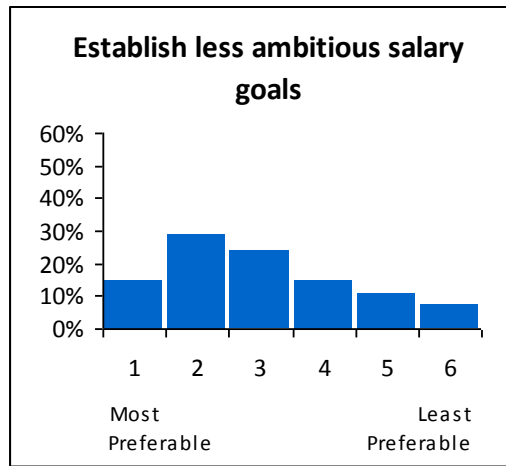
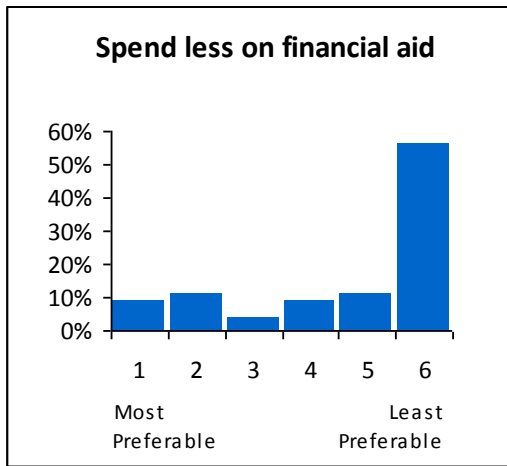
The charts below represent the distribution of rankings that students gave to each of the six budget-reducing options presented. **Students tended to rank reducing campus maintenance and increasing the number of students as more preferable, but ranked reducing the number of faculty and (especially) reducing financial aid as less preferable options.**



# Middlebury College Finance Survey Results, Winter 2010

## Alumni Rankings

The charts below represent the distribution of rankings that alumni gave to each of the six budget-reducing options presented. **Alumni tended to rank increasing the number of students and establishing less ambitious salary goals as more preferable, but ranked reducing the number of faculty and (especially) reducing financial aid as less preferable options.**



**Middlebury College Finance Survey Results, Winter 2010**

**SUMMARY OF MAIN FINDINGS**

**Rankings of Items Presented to All Groups**

Group	More preferable	Less preferable
Faculty	<ul style="list-style-type: none"> <li>• Reducing campus maintenance</li> <li>• Increasing number of students</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing employee benefits</li> <li>• Reducing financial aid</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Increasing number of students</li> <li>• Reducing number of faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing employee benefits</li> <li>• Setting less ambitious salary goals</li> </ul>
Students	<ul style="list-style-type: none"> <li>• Reducing campus maintenance</li> <li>• Increasing number of students</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing financial aid</li> <li>• Reducing number of faculty</li> </ul>
Alumni	<ul style="list-style-type: none"> <li>• Increasing number of students</li> <li>• Establishing less ambitious salary goals</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing financial aid</li> <li>• Reducing number of faculty</li> </ul>



## Middlebury College Finance Survey Results, Winter 2010

### Acceptability Ratings

Respondents also were asked to indicate how acceptable, on a scale from 1 to 7, they found the different budget-reduction options. Higher numbers indicated greater acceptability. These questions were included to gauge how positive or negative respondents were, in an absolute sense, about the options they had ranked. The table below shows the mean (average) ratings for each item for faculty, staff, students, and alumni, with standard deviations reported in parentheses below the mean. Average ratings of 4.0 or greater fall above the midpoint of the scale, and indicate an average score on the more positive end of the spectrum.

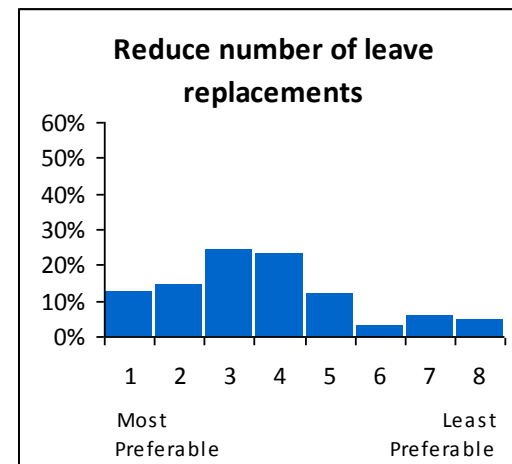
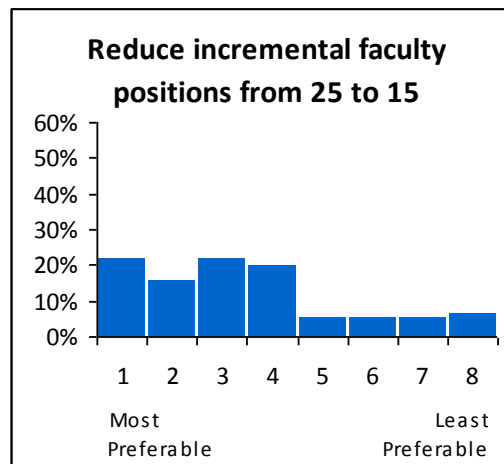
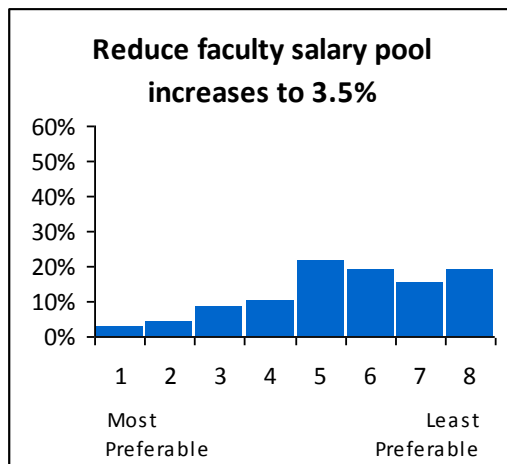
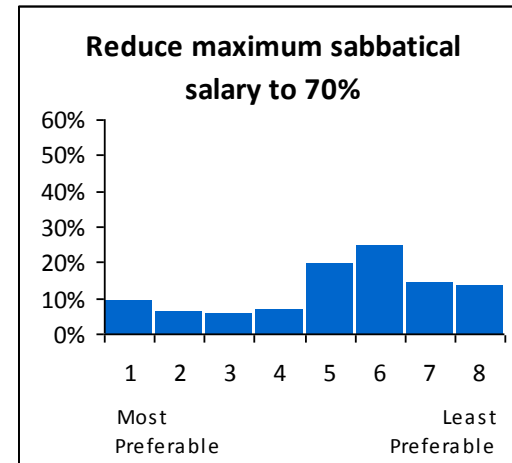
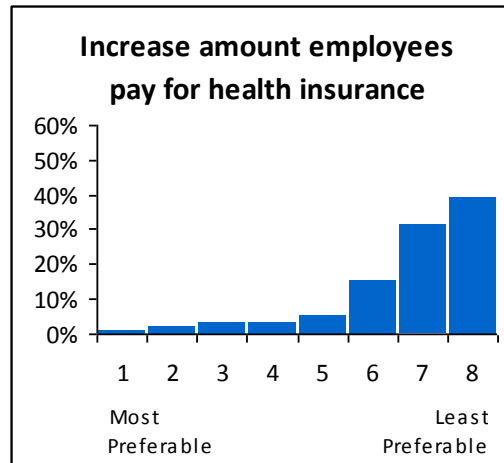
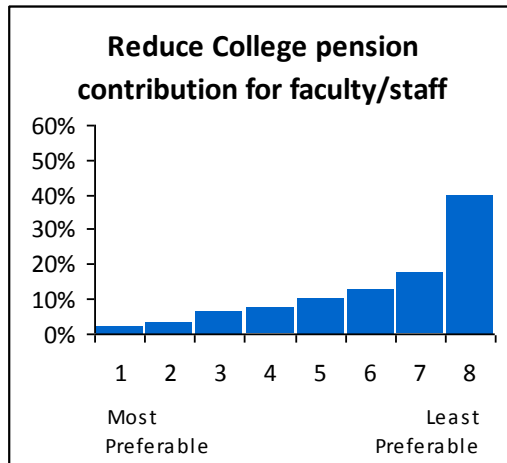
**Two items rated as generally more acceptable by most respondents were a reduction in campus maintenance and an increase in the size of the student body. Students and alumni rated reductions in financial aid as least acceptable, whereas faculty and staff were least positive about reductions in employee benefits. Staff rated a reduction in the size of the faculty as more acceptable than did faculty, students, and alumni.**

1=not at all acceptable to 7=acceptable	Faculty avg. n=242	Staff avg. n=606	Students avg. n=1063	Alumni avg. n=74
How acceptable to you would a reduction of spending for <b>financial aid</b> be?	3.4 (2.2)	4.2 (2.0)	2.3 (1.8)	2.9 (2.2)
How acceptable to you would a establishing less ambitious <b>salary goals</b> be?	3.3 (2.0)	2.8 (1.8)	4.6 (1.6)	4.6 (1.7)
How acceptable to you would a reduction of spending for <b>campus maintenance</b> be?	5.4 (1.8)	4.4 (1.8)	4.8 (1.9)	3.9 (2.0)
How acceptable to you would changing the student-faculty ratio by reducing the current <b>size of the faculty</b> be?	3.2 (1.9)	4.9 (1.9)	2.8 (1.5)	3.2 (1.6)
How acceptable to you would changing the student-faculty ratio by increasing the current <b>size of the student body</b> be?	5.1 (1.9)	5.2 (1.8)	4.4 (1.9)	4.3 (2.0)
How acceptable to you would a reduction of selected <b>employee benefits</b> be?	2.2 (1.5)	1.8 (1.4)	3.8 (1.5)	4.5 (2.0)

## Middlebury College Finance Survey Results, Winter 2010

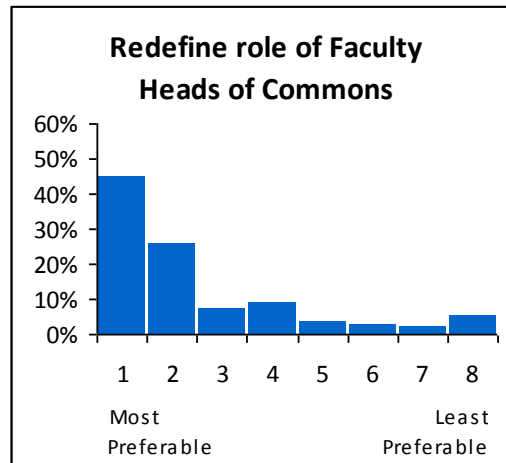
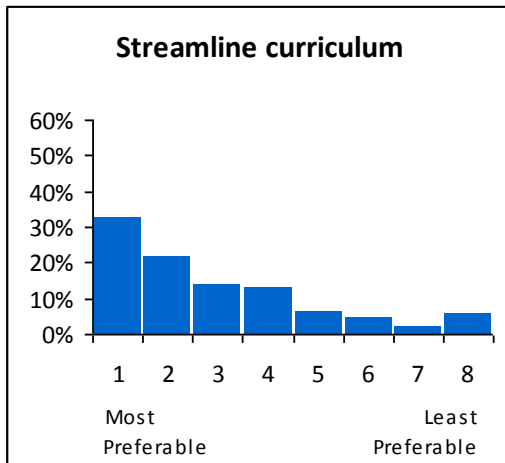
### Faculty-Specific Larger Budget Impact Item Rankings

The charts below represent the distribution of rankings that faculty gave to each of the eight faculty-specific larger impact budget-reducing options presented. (These items were grouped together as generally having a larger impact on the budget and separated from five additional smaller budget-impact items, reported later.) **In general, faculty viewed redefining the role of Faculty Heads of Commons and streamlining the curriculum as the most preferred options, whereas they least preferred the options of reducing pension contributions and increasing employee contributions for health insurance.**



Middlebury College Finance Survey Results, Winter 2010

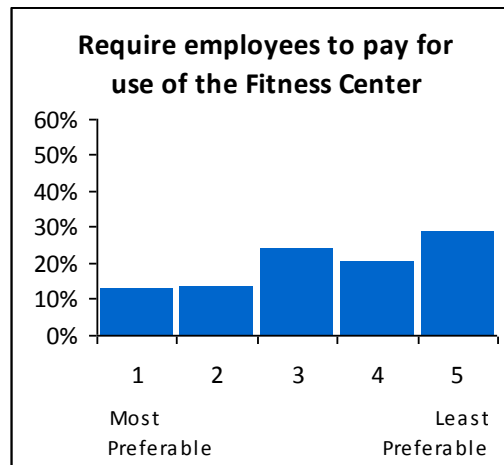
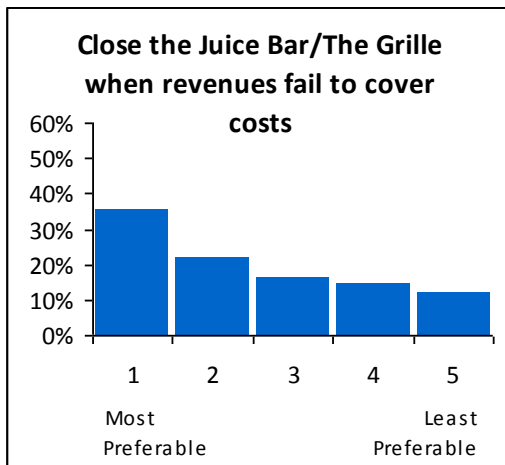
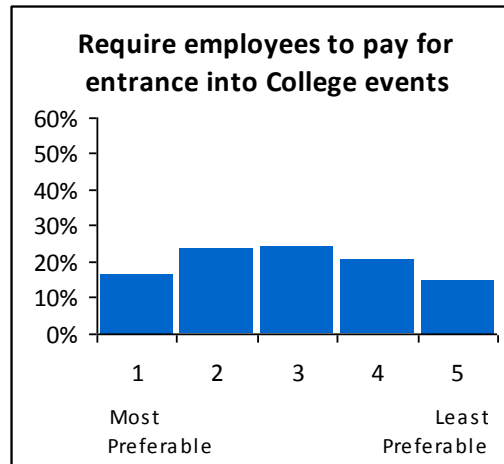
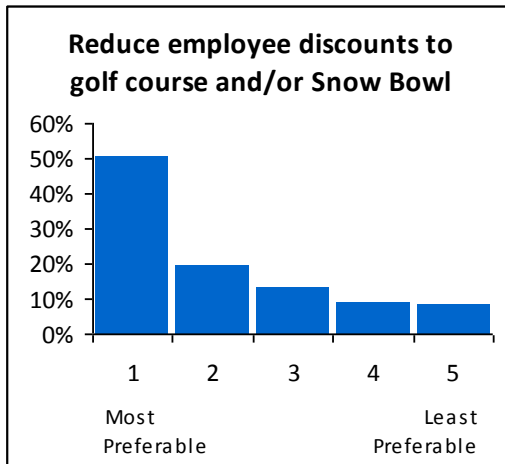
Faculty-Specific Larger Budget Impact Item Rankings (continued)



# Middlebury College Finance Survey Results, Winter 2010

## Faculty-Specific Smaller Budget Impact Item Rankings

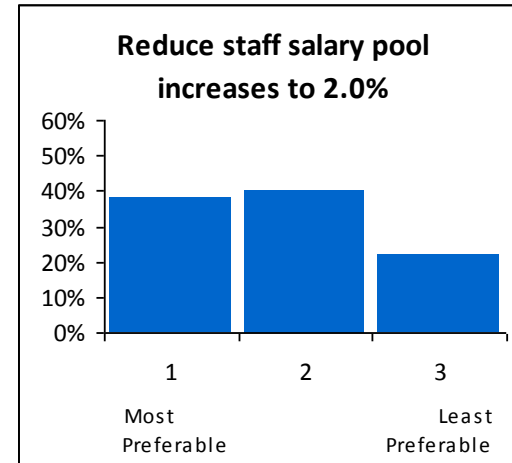
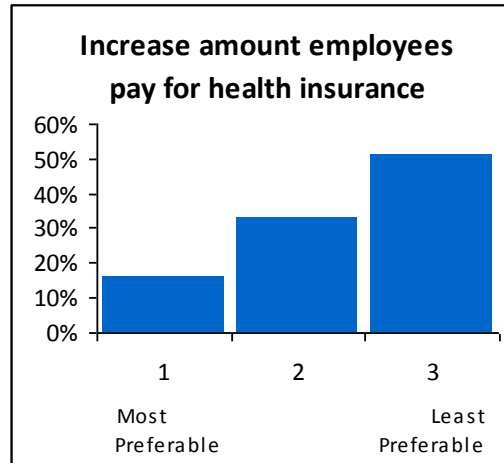
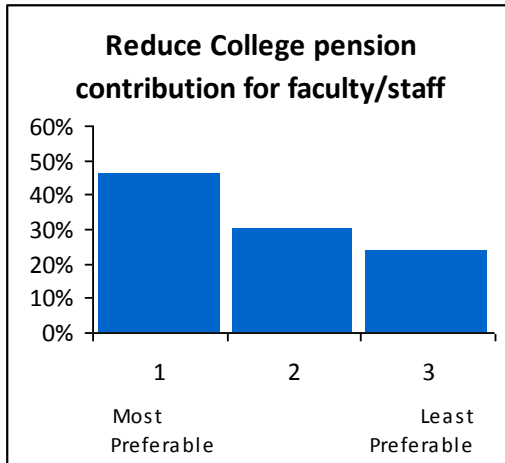
The charts below represent the distribution of rankings that faculty gave to each of the five additional faculty-specific budget-reducing options presented; these items were identified as having a smaller budget impact. **Most faculty ranked reducing employee discounts to the golf course and/or Snow Bowl as most preferable; faculty also ranked closing the Juice Bar and Grille when revenues fail to cover costs as relatively more preferable. Requiring employees to pay for parking was viewed by most as least preferable.**



## Middlebury College Finance Survey Results, Winter 2010

### Staff-Specific Larger Budget Impact Item Rankings

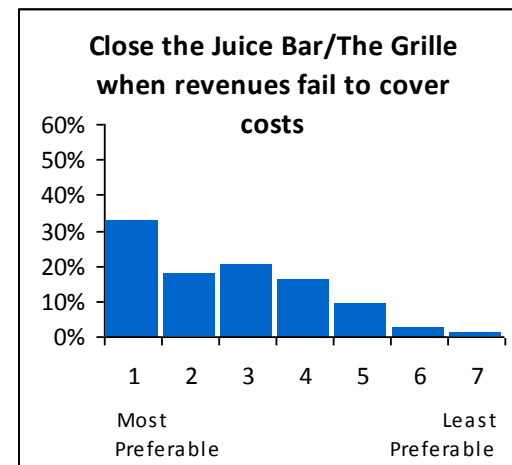
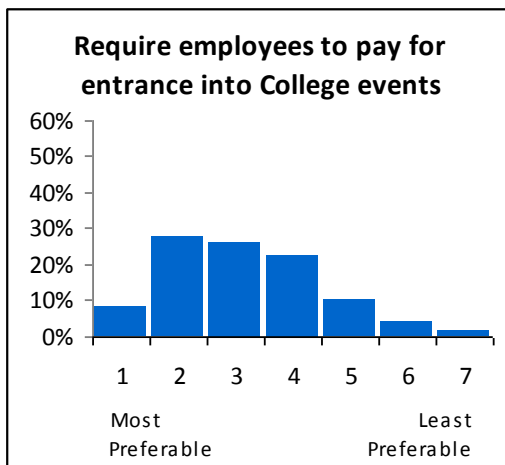
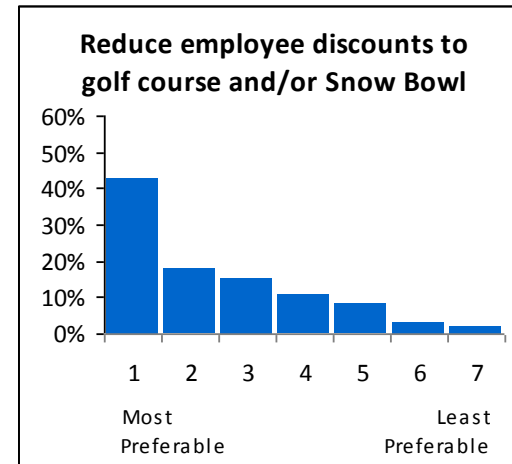
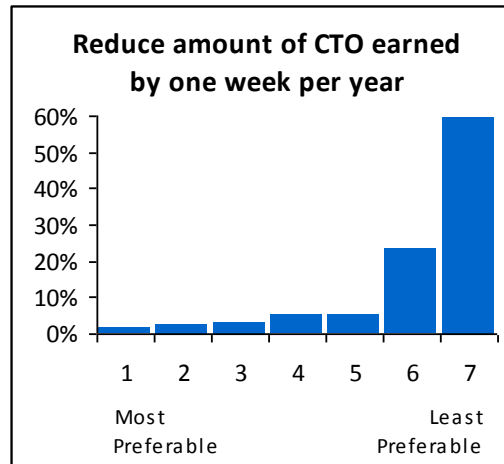
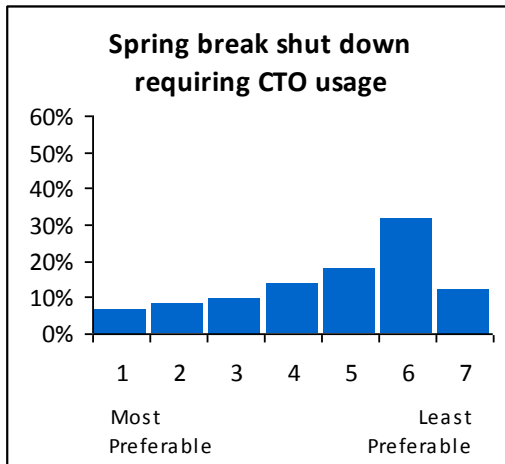
The charts below represent the distribution of rankings that staff gave to each of three staff-specific larger impact budget-reducing options presented. (These items were grouped together as generally having a larger impact on the budget and separated from seven additional smaller budget-impact items, reported below.) **Reducing the College's pension contribution was generally rated by staff as more preferable, whereas increasing the amount employees pay for health insurance was seen as less preferable.**



## Middlebury College Finance Survey Results, Winter 2010

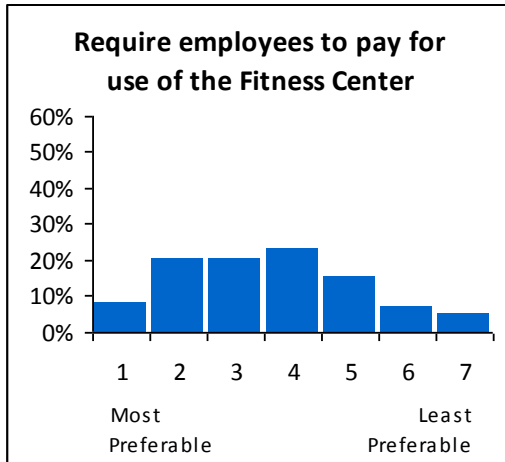
### Staff-Specific Smaller Budget Impact Item Rankings

The charts below represent the distribution of rankings that staff gave to each of the seven additional staff-specific budget-reducing options presented; these items were identified as having a smaller budget impact. **In general, staff ranked reducing employee discounts to the golf course and/or Snow Bowl and closing the Juice Bar and Grille when revenues fail to cover costs as relatively more preferable.** Changing CTO policies, either by requiring CTO usage during a spring break shut down or by reducing CTO allocations, were seen as less preferable options by most staff.



Middlebury College Finance Survey Results, Winter 2010

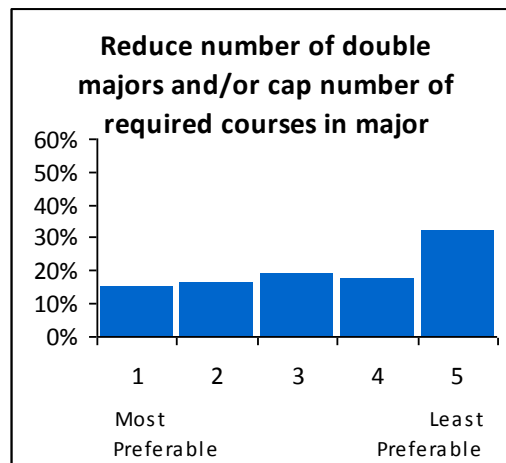
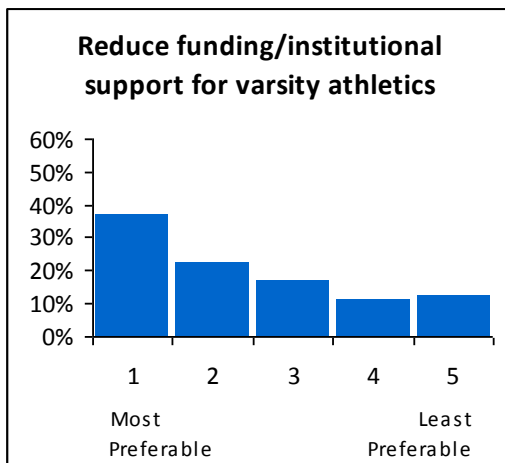
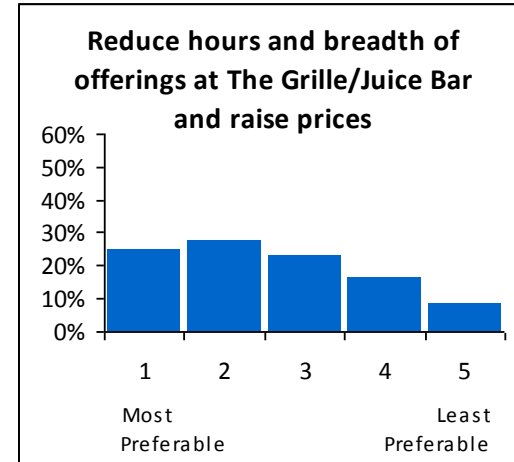
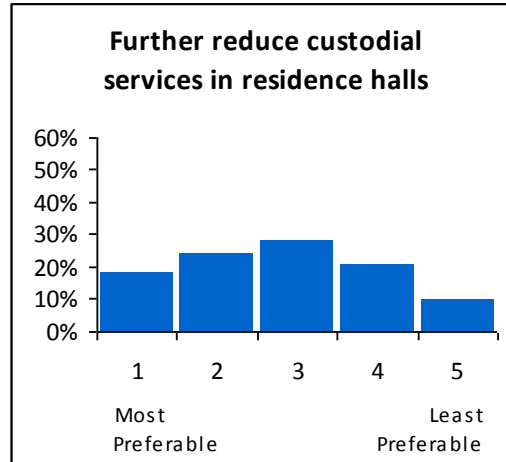
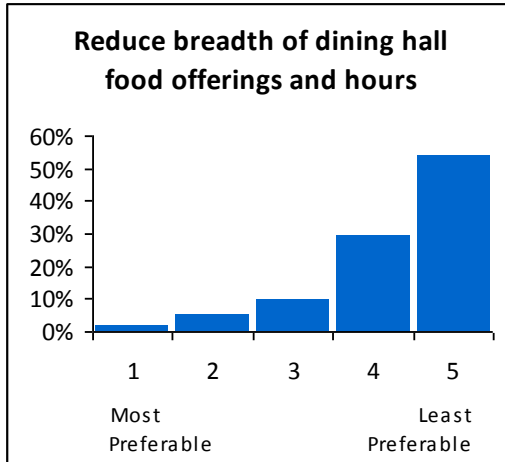
Staff-Specific Smaller Budget Impact Item Rankings (continued)



# Middlebury College Finance Survey Results, Winter 2010

## Student-Specific Item Rankings

The charts below represent the distribution of rankings that students gave to each of five student-specific budget-reducing options presented. **Students were relatively more positive about reducing funding and support for varsity athletics, whereas they were less positive about reducing double majors and capping courses required for the major, and (especially) about reducing the breadth of the food offerings and hours in the dining halls.**

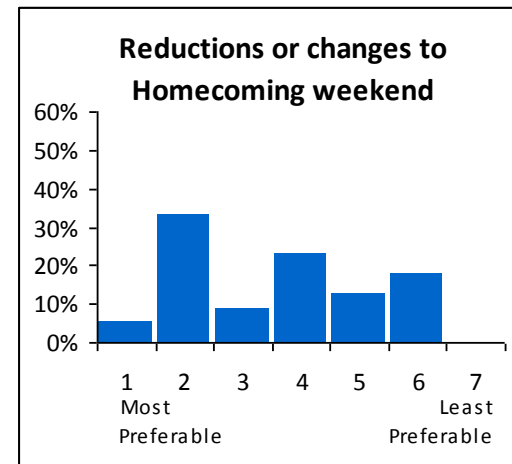
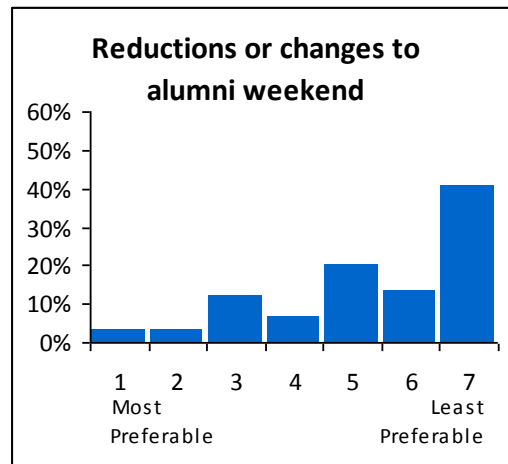
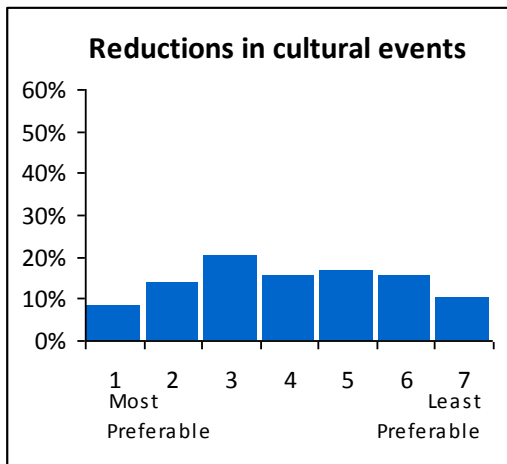
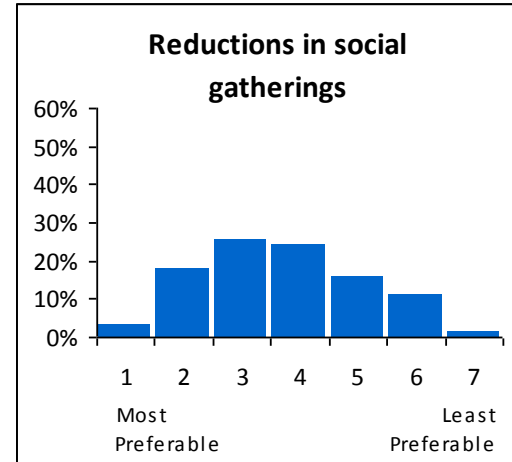
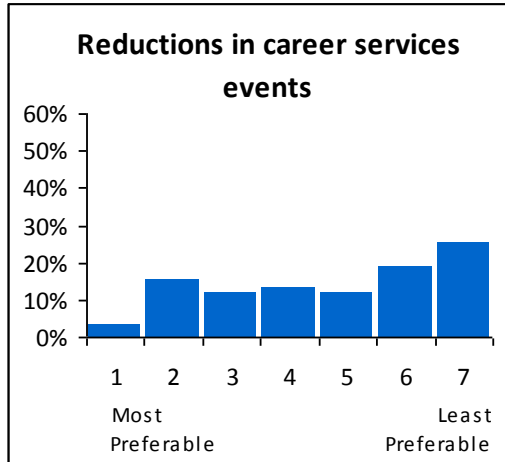
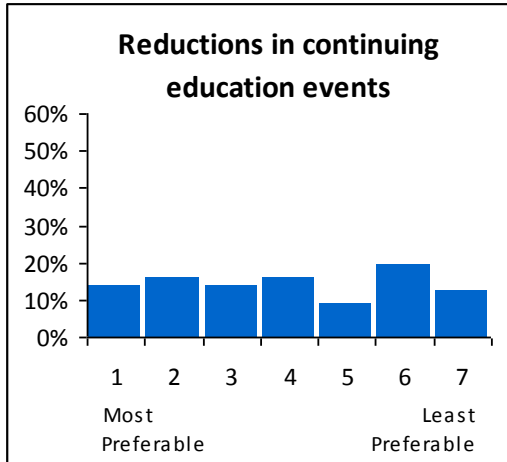




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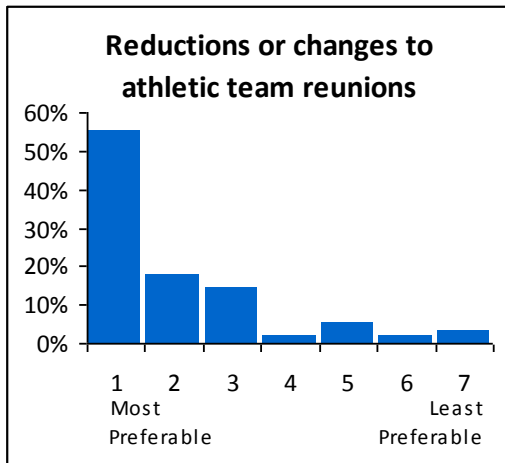
## Alumni-Specific Item Rankings

The charts below represent the distribution of rankings that alumni gave to each of seven alumni-specific budget-reducing options presented. **Alumni were relatively more positive about reductions or changes to athletic team reunions and Homecoming weekend, whereas they were less positive about reductions or changes to alumni weekend and reductions in career services events.**



Middlebury College Finance Survey Results, Winter 2010

Alumni-Specific Item Rankings (continued)



**SUMMARY OF GROUP-SPECIFIC FINDINGS**

**Rankings of Faculty-Specific Items**

Faculty	More preferable	Less preferable
Larger budget impact	<ul style="list-style-type: none"> <li>• Redefining Faculty Heads of Commons role</li> <li>• Streamlining curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing employee cost of health insurance</li> <li>• Reducing College's pension contribution</li> </ul>
Smaller budget impact	<ul style="list-style-type: none"> <li>• Reducing golf course/Snow Bowl discounts</li> <li>• Closing Juice Bar/Grille when costs exceed revenues</li> </ul>	<ul style="list-style-type: none"> <li>• Requiring employees to pay for parking</li> </ul>

**Ranking of Staff-Specific Items**

Staff	More preferable	Less preferable
Larger budget impact	<ul style="list-style-type: none"> <li>• Reducing College's pension contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing employee cost of health insurance</li> </ul>
Smaller budget impact	<ul style="list-style-type: none"> <li>• Reducing golf course/Snow Bowl discounts</li> <li>• Closing Juice Bar/Grille when costs exceed revenues</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing CTO allocation</li> <li>• Requiring CTO time for spring break shutdown</li> </ul>

**Middlebury College Finance Survey Results, Winter 2010**

**Ranking of Student-Specific Items**

Students	More preferable	Less preferable
	<ul style="list-style-type: none"> <li>• Reducing funding/support for varsity athletics</li> <li>• Reduce hours and breadth of offerings at the Grille/Juice Bar and raise prices</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing offerings/hours in dining halls</li> <li>• Reducing double majors/capping courses required for major</li> </ul>

**Ranking of Alumni-Specific Items**

Alumni	More preferable	Less preferable
	<ul style="list-style-type: none"> <li>• Reductions or changes to athletic team reunions</li> <li>• Reductions or changes to Homecoming weekend</li> </ul>	<ul style="list-style-type: none"> <li>• Reductions or changes to alumni weekend</li> <li>• Reductions in career services events</li> </ul>