

**HIGHER EDUCATION LEADERSHIP ISSUES – 2009
SURVEY OF CURRENT ISSUES IN CANADIAN HIGHER EDUCATION**

PERSPECTIVES FROM THE LEADERS

Summary of Findings from the Survey

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Summary of Findings from the Survey

In January 2009, the Canadian Centre for the Study of Higher Education (CCSHE) conducted their first survey to collect data on current Canadian issues in higher education, as identified by higher education leaders. For this survey, the decision was made to solicit the opinions of institutional Presidents and provincial government advanced education ministers. CCSHE plans to survey Canadian higher education leaders from other sectors of the post-secondary education community in the 2010 survey.

An invitation to participate in the survey was emailed to Canadian university and college Presidents currently working at public, private, and other post-secondary institutions. Of the 160 individuals contacted by email and invited to participate, 42 completed the survey (26.3% of 160). Canada's 13 advanced education ministers were also invited to participate in the survey; however, none completed the survey.

This report provides information about the survey methodology, basic demographic characteristics of the respondents, and a summary of the 2009 findings. Section II includes a summary of the current issues in higher education, as identified by the Canadian college and university Presidents who completed the survey. The issues are then grouped by demographic characteristics of the respondents in Section III of the report. Due to the relatively small sample size, the discussion of the findings is based on primarily a descriptive analysis.

I. Survey Methodology and Description of the Respondents

I.A. Instrument and Survey Administration

Data were collected using an online questionnaire¹, which was designed to take about 10 minutes to complete. For post-secondary institution Presidents, the survey was available online for about three weeks, from January 12, 2009 to January 30, 2009. For government ministries, the survey was available online from February 5, 2009 to February 27, 2009. For both groups, one reminder email was sent one week before the survey close date.

Contact lists were compiled from a number of different sources as there is no single directory that listed all public and private post-secondary education institutions in Canada. The decision was also made to exclude non-Canadian campuses and institutions who currently offer degrees in Canada.

¹ The online survey was created using StudentVoice. StudentVoice is contracted by the University of Calgary (Student and Enrolment Services) to assist with web-based surveys. StudentVoice specializes in higher education assessment research, and administers the survey from its Canadian site.

Individuals were informed that their participation in the survey was voluntary and confidential. Respondents were free to withdraw from the survey at any time, and could skip any question they wished. It was therefore possible to grant anonymity to respondents. Participants were also notified that this research project had received ethics certification, and the contact information for an ethics officer from the University of Calgary was provided in the emailed invitation to participate in the survey.

Table 1 shows the types of higher education institutions contacted and represented in the survey sample.

Table 1
Types of Higher Education Institutions Included in the Survey

	Assoc. of Universities and Colleges of Canada (AUCC)	Non-AUCC	First Nations Adult and Higher Education Consortium (FNAHEC)	Total Individuals Contacted
University	82	6		88
University College	7	3		10
College	10	43	6	59
Other Institute		3		3
TOTAL EMAILED SURVEY INVITATION	99	55	6	160

Respondents reported they worked in following types of institutions:

Table 2
Distribution of Survey Respondents by Type of Institution

Type of Institution	Total
Public University	17
Private University	11
Public College	8
Private College	2
Other (university church college; university college; federated university; polytechnic)	4
Total Respondents	42

Of 98 universities/university colleges contacted, 30 (includes 3 from 'other') are represented in the survey (i.e., 30.6%).

Of 59 colleges contacted, 12 (includes 1 from 'other') are represented (20.3%) in the survey.

I.B. About the Respondents

Gender and Positions

- 88.1% (37) of respondents were male; 5 were female
- 45.2% (19 individuals) reported being in their job 3 years or less
 - 40.1% (17 individuals) have been in their job 4 to 9 years
 - 14.3% (6 individuals) have been in their job over 9 years

Table 3
Distribution of Respondents by Job Position

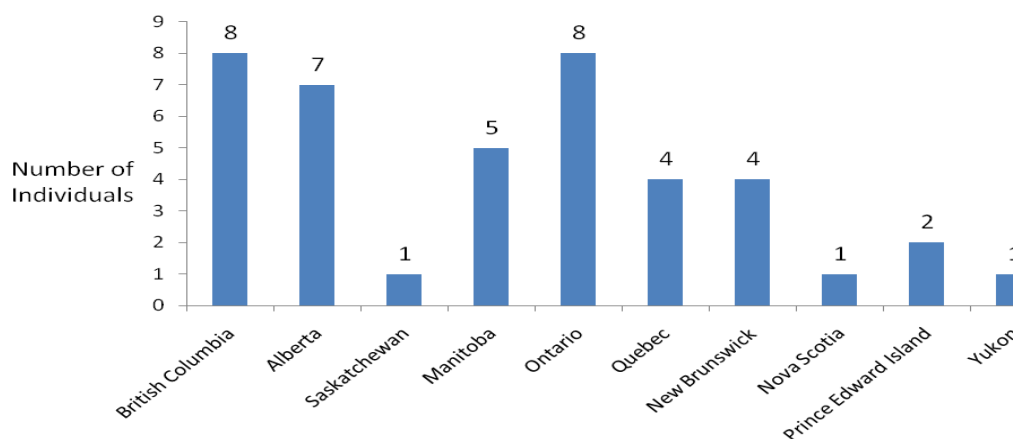
Job Position	Number of Respondents	Percentage of Total Respondents
University president	27	64.3
College president	10	23.8
Senior Academic Officer	4	9.5
Unreported	1	2.4
Total Respondents	42	100.0

Size of Institution

- Half of the respondents came from institutions with student enrolments of under 5,000 students
- 21.4% (9 individuals) came from institutions with 5,000 to 12,999 students
- 16.7% (7 individuals) came from institutions with 15,000 or more students
- 5 respondents did not report their institutional enrolments

Where the Respondents Lived

Figure 1
Province/Territory of the Respondents (n=41)



Distribution of Respondents by Province/Territory

1 missing value

II. Current Higher Education Issues

The 42 survey participants were asked to identify the most important issues they expect to be dealing with over the next 12 months. They were asked to list the *top two issues* in a number of different topic areas: research; learning and instruction; faculty and/or staff; stakeholder relations; campus infrastructure and operations; and any other areas. Additionally, respondents were asked to identify their two most important issues *overall*. In reporting the results, the two issues listed for each of the topics were aggregated. The following tables show the results for each of the above topic areas.

II.A. Issues Related to Research

Top research issues are funding related, with 36 of the 55 comments (65.5%) referring to the need to address overall funding needs, as well as funding for specific areas.

Table 4
Research Issues Identified by Respondents

Issues	Number of Comments	% Comments
Funding	9	16.4%
Funding for infrastructure maintenance	9	16.4%
Funding for research	4	7.3%
Funding for more research space	3	5.5%
Funding: Graduate student funding and development	3	5.5%
Funding for more space	2	3.6%
Funding for research at college level	2	3.6%
Student enrolment funding	1	1.8%
Government funding	1	1.8%
Locating alternative funding, matching funds, grant aid	2	3.6%
Collaborations with other post-secondary institutions/government/industry	4	7.3%
Institutional structure; overhead	3	5.5%
Increasing support for faculty to do research	2	3.6%
Balancing program costs and student funding	1	1.8%
Developing institution's international status	1	1.8%
Engaging faculty	1	1.8%
Excellence and impact	1	1.8%
Increasing administrative support for research	1	1.8%
Renewal (CRC)	1	1.8%
Research collaborations across units	1	1.8%
Strengthen teaching	1	1.8%
Support research chairs	1	1.8%
We are not involved in research	1	1.8%
Total Comments	55	100.0%

As noted above, 40 Of the 55 comments or 72.7% of all of the issues identified related to research were identified various concerns about the funding for research activities.

II.B. Issues Related to Learning and Instruction

Top learning and instruction issues are related to student experience (22 comments out of 58, or 37.9%).

Table 5
Learning and Instruction Issues Identified by Respondents

Issues	Number of Comments	% Comments
Enhance student experience; student services	10	17.2%
Enhance student learning; experiential learning	5	8.6%
Support education abroad	2	3.4%
Develop co-op courses	1	1.7%
Student retention	4	6.9%
Academic teaching support; faculty are qualified; teaching workload	5	8.6%
Support academics to use technology in classroom	4	6.9%
Address diversity; special needs; international students	5	8.6%
Develop new programs	4	6.9%
Availability of courses/programs	3	5.2%
Manage budget for programs	3	5.2%
Develop distance learning, online learning	2	3.4%
Keep programs current, meet market demand	2	3.4%
Keep technology current	2	3.4%
Accommodate growth	1	1.7%
Address issue re. high school not prepare for post-secondary	1	1.7%
Demand for more classroom space	1	1.7%
Control student-faculty ratio	1	1.7%
Integrating courses in the curriculum	1	1.7%
Integrating research into courses	1	1.7%
Total Comments	58	100.0%

Of the issues related to learning and instruction, 26 (44.8%) focused on student-related issues, while 14 (24.1%) issues were related to instructional programs.

II.C. Issues Related to Faculty and/or Staff

The most frequently-identified issues are related to staff compensation (26 comments out of 58, or 44.8%).

Table 6
Faculty and/or Staff Issues Identified by Respondents

Issues	Number of Comments	% Comments
Compensation, salary, benefits	17	29.3%
Supporting professional development	4	6.9%
Retirement	1	1.7%
Collective bargaining	4	6.9%
Recruitment	9	15.5%
Recruitment of suitable faculty	2	3.4%
Developing work climate/culture	8	13.8%
Retention	3	5.2%
Staff/faculty productivity/workload	3	5.2%
Managing operating and capital budget	2	3.4%
Restructuring, strategic planning	2	3.4%
Locating housing for faculty and staff	1	1.7%
Part time faculty issues	1	1.7%
Part time staff issues	1	1.7%
Total Comments	58	100.0%

II.D. Issues Related to Stakeholder Relations

The most frequently-identified issues were those that related to strengthening relationships with funders (30 comments out of 55, or 54.5%).

Table 7
Stakeholder Relations Issues Identified by Respondents

Issues	Number of Comments	% Comments
Relationships with donors	12	21.8%
Maintaining funding promises from donors	1	1.8%
Relationships with government	12	21.8%
Increasing government funding	4	7.3%
Alumni relations	1	1.8%
Engage community; public profile	7	12.7%
Obtaining government funding for capital improvement, operations	4	7.3%
Fundraising	3	5.5%
Student engagement	3	5.5%
Economic development	2	3.6%
Student recruitment	2	3.6%
Better communication across institution	1	1.8%
Funding for infrastructure and projects	1	1.8%

Issues	Number of Comments	% Comments
Relationships with other post-sec institutions	1	1.8%
Strategic planning	1	1.8%
Total Comments	55	100.0%

II.E. Issues Related Campus Infrastructure and Operations

The most frequently-identified issues were those focused on the maintenance of current buildings/facilities, construction, and updating technology (38 comments out of 57, or 66.7%).

Table 8
Campus Infrastructure and Operations Issues Identified by Respondents

Issues	Number of Comments	% Comments
Updating/maintaining facilities	14	24.6%
Building new facilities	12	21.1%
New/updating technology and computer technology	12	21.1%
Fundraising for projects; obtain government funding	6	10.5%
Deferring maintenance	3	5.3%
Environmental sustainability	3	5.3%
Dealing with space needs	2	3.5%
Developing capacity	1	1.8%
More community space	1	1.8%
Project manage construction projects	1	1.8%
Security	1	1.8%
Shared services; collaborations	1	1.8%
Total Comments	57	100.0%

II.F. Overall Issues

As noted above, once the respondents had identified their issues and concerns in specified areas, they were then invited to identify their two most important issues *overall*. Of all the issues identified, the most important ones for higher education leaders overall were issues related to funding, student experience, and faculty/staff compensation. This identification was not surprising, since these were the ones identified in specific areas as well.

Table 9
Most Important Issues Identified by Respondents

Topic	Number of Comments	% Comments
<i>Funding- related:</i>		
Fundraising	7	10.8%
Donor support; new donors	4	6.2%
Government funding	3	4.6%
Government relations	3	4.6%
Student funding	1	1.5%
Alternative funding sources	1	1.5%
Managing capital and operating budget	7	10.8%
<i>Student- and programs- related:</i>		
Student recruitment	6	9.2%
Enrolment management	3	4.6%
Student experience	2	3.1%
Program/curriculum development	4	6.2%
Develop student services	1	1.5%
Education abroad	1	1.5%
<i>Construction/upgrading infrastructure</i>	5	7.7%
<i>Faculty- and staff-related:</i>		
Collective bargaining/collective agreements	3	4.6%
Faculty/staff compensation	2	3.1%
Faculty recruitment	1	1.5%
Faculty/staff development	1	1.5%
Institutional profile	3	4.6%
Strategic planning	2	3.1%
Campus culture	1	1.5%
Capacity building	1	1.5%
Managing growth	1	1.5%
Reinstitution	1	1.5%
Space management	1	1.5%
Total Comments	65	100%

III. Current Issues by Selected Demographic Characteristics – Aggregated Categories

In order to provide more details and comparisons, the higher education issues were correlated with various respondent characteristics. For purposes of readability, the issues and the demographic characteristics have been grouped into larger categories.

The tables below show the correlations in order of the topic areas:

- research
- learning and instruction
- faculty and/or staff

- stakeholder relations
- campus infrastructure and operations; and
- most important issues, overall

(Note: Topics with the largest proportions of responses are shaded in grey in each table)

III. A. Current Issues by Type of Institution (public/private)

Table 10
Research Issues by Type of Institution – Aggregated Categories

Type	Number	Institution (recoded)		
		Public Institution	Private Institution	Total
Overall funding	Count	8	6	14
	% within Institution (recoded)	22.9%	31.6%	25.9%
Research-related funding	Count	6	3	9
	% within Institution (recoded)	17.1%	15.8%	16.7%
Specific funding (e.g., students, enrolment, space, infrastructure)	Count	12	7	19
	% within Institution (recoded)	34.3%	36.8%	35.2%
Building collaborations inside and outside institution	Count	3	2	5
	% within Institution (recoded)	8.6%	10.5%	9.3%
Faculty-related (engaging faculty, teaching)	Count	3	1	4
	% within Institution (recoded)	8.6%	5.3%	7.4%
Institution memberships/status	Count	3	0	3
	% within Institution (recoded)	8.6%	.0%	5.6%
Total	Count	35	19	54
	% within Institution (recoded)	100.0%	100.0%	100.0%

While specific funding for student enrolments, infrastructure, etc., was identified as being of more concern that overall research funding, private institutions were more concerned than were public institutions about their research funding.

With respect to issues related to learning and instruction, the Presidents of public institutions identified more concern with issues related to the student experience than did those leading private institutions, whereas course availability and technology were greater issues for the Presidents of private institutions.

Table 11
Learning and Instruction Issues by Type of Institution – Aggregated Categories

Type	Number	Institution (recoded)		
		Public Institution	Private Institution	Total
Faculty-related (e.g., workload, teaching)	Count	4	2	6
	% within Institution (recoded)	10.8%	10.5%	10.7%
Current technology, market demands	Count	3	5	8
	% within Institution (recoded)	8.1%	26.3%	14.3%
Student experience, diversity	Count	20	4	24
	% within Institution (recoded)	54.1%	21.1%	42.9%
Other course delivery (abroad, online, coop)	Count	1	3	4
	% within Institution (recoded)	2.7%	15.8%	7.1%
Research-related	Count	1	0	1
	% within Institution (recoded)	2.7%	.0%	1.8%
Course accessibility	Count	6	4	10
	% within Institution (recoded)	16.2%	21.1%	17.9%
Budget	Count	2	1	3
	% within Institution (recoded)	5.4%	5.3%	5.4%
Total	Count	37	19	56
	% within Institution (recoded)	100.0%	100.0%	100.0%

When considering issues related to faculty and staff, recruitment, retentions, as well as compensation where identified most frequently by both types of institutions, with the Presidents of private institutions indicating more concern than their public counterparts.

Table 12
Faculty and/or Staff Issues by Type of Institution – Aggregated Categories

Type	Number	Institution (recoded)		
		Public Institution	Private Institution	Total
Operating/capital budget; planning	Count	4	0	4
	% within Institution (recoded)	10.5%	.0%	7.1%
Recruitment, retention	Count	9	5	14
	% within Institution (recoded)	23.7%	27.8%	25.0%
Benefits, compensation, collective bargaining	Count	18	9	27
	% within Institution (recoded)	47.4%	50.0%	48.2%
Work climate, workload	Count	7	4	11
	% within Institution (recoded)	18.4%	22.2%	19.6%
Total	Count	38	18	56
	% within Institution (recoded)	100.0%	100.0%	100.0%

With respect to stakeholder relations, once again, the Presidents of the public and private institutions identified the same two top issues – strengthening relations with government and their relations with donors and alumni. The Presidents of public institutions indicated a greater level of concern with strengthening relations with government, whereas the Presidents of private institutions were more concerned with donor and alumni relations.

Table 13
Stakeholder Relations Issues by Type of Institution – Aggregated Categories

Type	Number	Institution (recoded)		
		Public Institution	Private Institution	Total
Building relationships with public, other post-sec institutions	Count	7	1	8
	% within Institution (recoded)	19.4%	5.9%	15.1%
Strengthening relations with government	Count	13	6	19
	% within Institution (recoded)	36.1%	35.3%	35.8%
Fundraising	Count	2	1	3
	% within Institution (recoded)	5.6%	5.9%	5.7%
Relations with donors, alumni	Count	9	5	14
	% within Institution (recoded)	25.0%	29.4%	26.4%
	Count	2	3	5
Student engagement, recruitment	% within Institution (recoded)	5.6%	17.6%	9.4%
	Count	3	1	4
Strategic planning, economic development	% within Institution (recoded)	8.3%	5.9%	7.5%
	Count	36	17	53
Total	% within Institution (recoded)	100.0%	100.0%	100.0%

When considering issues related to campus infrastructure, the updating and maintenance of facilities was the most frequently-identified issue by the leaders of both the public and private institutions, followed by the construction and expansion of their facilities. Once again, leaders of private institutions indicated a greater level of concern.

Table 14
Campus Infrastructure Issues by Type of Institution – Aggregated Categories

Type	Number	Institution (recoded)		
		Public Institution	Private Institution	Total
Updating, maintenance (e.g., technology)	Count	14	11	25
	% within Institution (recoded)	40.0%	64.7%	48.1%
Construction, expansion	Count	8	4	12
	% within Institution (recoded)	22.9%	23.5%	23.1%
Fundraising	Count	4	1	5
	% within Institution (recoded)	11.4%	5.9%	9.6%
Space	Count	3	0	3
	% within Institution (recoded)	8.6%	.0%	5.8%
Planning, collaborations, designing	Count	6	1	7
	% within Institution (recoded)	17.1%	5.9%	13.5%
Total	Count	35	17	52
	% within Institution (recoded)	100.0%	100.0%	100.0%

When all areas and categories were combined, 3 areas were identified as concerns most frequently by the Presidents of *both* private and public institutions: student-related, planning, and budget-related and overall funding/fundraising.

Table 15
Most Important Issues Type of Institution – Aggregated Categories

Type	Number	Institution (recoded)		
		Public Institution	Private Institution	Total
Student-related (experience, funding, services)	Count	8	5	13
	% within Institution (recoded)	20.0%	23.8%	21.3%
Course/program related	Count	2	2	4
	% within Institution (recoded)	5.0%	9.5%	6.6%
Faculty-/staff-related	Count	5	2	7
	% within Institution (recoded)	12.5%	9.5%	11.5%
Planning, budget	Count	7	4	11
	% within Institution (recoded)	17.5%	19.0%	18.0%
Space	Count	1	0	1
	% within Institution (recoded)	2.5%	.0%	1.6%
Government relations	Count	5	1	6
	% within Institution (recoded)	12.5%	4.8%	9.8%
	Count	7	4	11
Funding, fundraising	% within Institution (recoded)	17.5%	19.0%	18.0%
	Count	2	1	3
Institution's profile	% within Institution (recoded)	5.0%	4.8%	4.9%
	Count	3	2	5
Construction	% within Institution (recoded)	7.5%	9.5%	8.2%
	Count	40	21	61
Total	% within Institution (recoded)	100.0%	100.0%	100.0%

III.B. Length of Time in job

While there was some similarity in the overall issues identified as concerns for both new and more experienced Presidents, the relative concern about specific areas showed differences in *all* areas when the length of time in the job was considered, as can be seen below, particularly related to overall funding and research-related funding.

Table 16
Research Issues by Length of Time in job – Aggregated Categories

Type	Numbers	Length of Time in job (recoded)		
		Less Time (0-3yrs)	More Time (4yrs+)	Total
Overall funding	Count	5	9	14
	% within Length of time in job (recoded)	19.2%	32.1%	25.9%
Research-related funding	Count	7	2	9
	% within Length of time in job (recoded)	26.9%	7.1%	16.7%
Specific funding (e.g., students, enrolment, space, infrastructure)	Count	10	9	19
	% within Length of time in job (recoded)	38.5%	32.1%	35.2%
Building collaborations inside and outside institution	Count	2	3	5
	% within Length of time in job (recoded)	7.7%	10.7%	9.3%
Faculty-related (engaging faculty, teaching)	Count	1	3	4
	% within Length of time in job (recoded)	3.8%	10.7%	7.4%
Institution memberships/status	Count	1	2	3
	% within Length of time in job (recoded)	3.8%	7.1%	5.6%
Total	Count	26	28	54
	% within Length of time in job (recoded)	100.0%	100.0%	100.0%

With respect to learning and instruction issues, both new and more experienced Presidents highlighted the importance of the student experience and course accessibility as their greatest concerns, and more experienced leaders also highlighted concern with faculty- related issues, as well.

Table 17
Learning and Instruction Issues by Length of Time in job – Aggregated Categories

Type	Number	Length of Time in job (recoded)		
		Less Time (0-3yrs)	More Time (4yrs+)	Total
Faculty-related (e.g., workload, teaching)	Count	1	5	6
	% within Length of time in job (recoded)	3.8%	16.7%	10.7%
Current technology, market demands	Count	8	0	8
	% within Length of time in job (recoded)	30.8%	.0%	14.3%
Student experience, diversity	Count	11	13	24
	% within Length of time in job (recoded)	42.3%	43.3%	42.9%
Other course delivery (abroad, online, coop)	Count	0	4	4
	% within Length of time in job (recoded)	.0%	13.3%	7.1%
Research-related	Count	1	0	1
	% within Length of time in job (recoded)	3.8%	.0%	1.8%
Course accessibility	Count	4	6	10
	% within Length of time in job (recoded)	15.4%	20.0%	17.9%
Budget	Count	1	2	3
	% within Length of time in job (recoded)	3.8%	6.7%	5.4%
Total	Count	26	30	56
	% within Length of time in job (recoded)	100.0%	100.0%	100.0%

When considering issues related to faculty and/or staff, collective bargaining/compensation issues, as well as recruitment and retention were the most frequently-identified issues by both new and experienced leaders, with experienced leaders indicating a greater concern than their newer counterparts.

Table 18
Faculty and/or Staff Issues Length of Time in job – Aggregated Categories

Type	Number	Length of Time in job (recoded)		
		Less Time (0-3yrs)	More Time (4yrs+)	Total
Operating/capital budget; planning	Count	2	2	4
	% within Length of time in job (recoded)	7.4%	6.9%	7.1%
Recruitment, retention	Count	7	7	14
	% within Length of time in job (recoded)	25.9%	24.1%	25.0%

Type	Number	Length of Time in job (recoded)		
		Less Time (0-3yrs)	More Time (4yrs+)	Total
Benefits, compensation, collective bargaining	Count	11	16	27
	% within Length of time in job (recoded)	40.7%	55.2%	48.2%
Work climate, workload	Count	7	4	11
	% within Length of time in job (recoded)	25.9%	13.8%	19.6%
Total	Count	27	29	56
	% within Length of time in job (recoded)	100.0%	100.0%	100.0%

With respect to stakeholder relations issues, both new and more experienced Presidents highlighted the importance of strengthening relations with government and relations with donors and alumni as their greatest concerns, and less-experienced leaders also highlighted concern with building relations with the public and other postsecondary institutions, as well.

Table 19
Stakeholder Relations Issues Length of Time in job – Aggregated Categories

Type	Number	Length of Time in job (recoded)		
		Less Time (0-3yrs)	More Time (4yrs+)	Total
Building relationships with public, other post-sec institutions	Count	5	3	8
	% within Length of time in job (recoded)	20.0%	10.7%	15.1%
Strengthening relations with government	Count	8	11	19
	% within Length of time in job (recoded)	32.0%	39.3%	35.8%
Fundraising	Count	2	1	3
	% within Length of time in job (recoded)	8.0%	3.6%	5.7%
Relations with donors, alumni	Count	7	7	14
	% within Length of time in job (recoded)	28.0%	25.0%	26.4%
Student engagement, recruitment	Count	2	3	5
	% within Length of time in job (recoded)	8.0%	10.7%	9.4%
Strategic planning, economic development	Count	1	3	4
	% within Length of time in job (recoded)	4.0%	10.7%	7.5%
Total	Count	25	28	53
	% within Length of time in job (recoded)	100.0%	100.0%	100.0%

When considering campus infrastructure and operations issues, both new and more experienced Presidents highlighted concerns with the updating and maintenance of facilities and construction and expansion of facilities as their greatest concerns. Planning and fundraising were also of concern to the newer leaders as they considered their infrastructure and operations.

Table 20
Campus Infrastructure and Operations Issues by Length of Time in job – Aggregated Categories

Type	Number	Length of Time in job (recoded)		
		Less Time (0-3yrs)	More Time (4yrs+)	Total
Updating, maintenance (e.g., technology)	Count	11	14	25
	% within Length of time in job (recoded)	42.3%	53.8%	48.1%
Construction, expansion	Count	6	6	12
	% within Length of time in job (recoded)	23.1%	23.1%	23.1%
Fundraising	Count	3	2	5
	% within Length of time in job (recoded)	11.5%	7.7%	9.6%
Space	Count	1	2	3
	% within Length of time in job (recoded)	3.8%	7.7%	5.8%
Planning, collaborations, designing	Count	5	2	7
	% within Length of time in job (recoded)	19.2%	7.7%	13.5%
Total	Count	26	26	52
	% within Length of time in job (recoded)	100.0%	100.0%	100.0%

When all of the categories of issues were combined, three issues emerged as being of most concern to the presidents, regardless of the length of time they had been in their positions: student-related issues, planning and budget issues, and funding/fundraising issues. More experienced Presidents expressed greater concern with the student related issues and planning and budget issues; less experienced Presidents with funding and fundraising.

Table 21
Most Important Issues by Length of Time in job – Aggregated Categories

Type	Number	Length of Time in job (recoded)		
		Less Time (0-3yrs)	More Time (4yrs+)	Total
Student-related (experience, funding, services)	Count	5	8	13
	% within Length of time in job (recoded)	17.9%	24.2%	21.3%
Course/program related	Count	1	3	4
	% within Length of time in job (recoded)	3.6%	9.1%	6.6%

Type	Number	Length of Time in job (recoded)		
		Less Time (0-3yrs)	More Time (4yrs+)	Total
Faculty-/staff-related	Count	4	3	7
	% within Length of time in job (recoded)	14.3%	9.1%	11.5%
Planning, budget	Count	5	6	11
	% within Length of time in job (recoded)	17.9%	18.2%	18.0%
Space	Count	1	0	1
	% within Length of time in job (recoded)	3.6%	.0%	1.6%
Government relations	Count	1	5	6
	% within Length of time in job (recoded)	3.6%	15.2%	9.8%
Funding, fundraising	Count	8	3	11
	% within Length of time in job (recoded)	28.6%	9.1%	18.0%
Institution's profile	Count	2	1	3
	% within Length of time in job (recoded)	7.1%	3.0%	4.9%
Construction	Count	1	4	5
	% within Length of time in job (recoded)	3.6%	12.1%	8.2%
Total	Count	28	33	61
	% within Length of time in job (recoded)	100.0%	100.0%	100.0%

III.C. Institutional Position

For this level of comparison, the specific job held (University President, College President, or Senior Academic Officer) and the differences among the issues identified when the specific type of job position held was compared. Some of the greatest differences in the issues identified were found through these comparisons.

Although all categories of position holders (University Presidents, College Presidents, and Senior Academic Officer) identified similar issues as their most significant concerns related to research, their *levels* of concern differed by their specific job title, as is shown below.

Table 22
Research Issues by Job Position – Aggregated Categories

Type	Number	Job Position			
		Univ Pres	College Pres	Sr Acad Officer	Total
Overall funding	Count	9	4	1	14
	% within Job position	25.7%	26.7%	25.0%	25.9%
Research-related funding	Count	8	1	0	9
	% within Job position	22.9%	6.7%	.0%	16.7%
Specific funding (e.g., students, enrolment, space, infrastructure)	Count	10	6	3	19
	% within Job position	28.6%	40.0%	75.0%	35.2%
Building collaborations inside and outside institution	Count	3	2	0	5
	% within Job position	8.6%	13.3%	.0%	9.3%
Faculty-related (engaging faculty, teaching)	Count	2	2	0	4
	% within Job position	5.7%	13.3%	.0%	7.4%
Institution memberships/status	Count	3	0	0	3
	% within Job position	8.6%	.0%	.0%	5.6%
Total	Count	35	15	4	54
	% within Job position	100.0%	100.0%	100.0%	100.0%

With respect to Learning and instruction issues, College and University Presidents as well as the Senior Academic Officer highlighted the importance of the student experience and course accessibility as their greatest concerns, with College Presidents and Senior Academic Officers indicating much higher levels of concern. Interestingly, half of the Senior Academic Officers, but *none* of the College or University Presidents indicated concern with funding for learning and Instruction as an issue.

Table 23
Learning and Instruction Issues by Job Position – Aggregated Categories

Type	Number	Job Position			
		Univ Pres	College Pres	Sr Acad Officer	Total
Faculty-related (e.g., workload, teaching)	Count	5	1	0	6
	% within Job position	13.9%	7.1%	.0%	10.7%
Current technology, market demands	Count	7	1	0	8
	% within Job position	19.4%	7.1%	.0%	14.3%
Student experience, diversity	Count	15	7	2	24
	% within Job position	41.7%	50.0%	33.3%	42.9%
Other course delivery (abroad, online, coop)	Count	4	0	0	4
	% within Job position	11.1%	.0%	.0%	7.1%
Research-related	Count	0	0	1	1
	% within Job position	.0%	.0%	16.7%	1.8%

Type	Number	Job Position			
		Univ Pres	College Pres	Sr Acad Officer	Total
Course accessibility	Count	5	5	0	10
	% within Job position	13.9%	35.7%	.0%	17.9%
Budget	Count	0	0	3	3
	% within Job position	.0%	.0%	50.0%	5.4%
Total	Count	36	14	6	56
	% within Job position	100.0%	100.0%	100.0%	100.0%

When identifying issues related to faculty and/or staff issues, once again there was a similarity in the issues identified, but a difference in the extent of concern indicated by College and University Presidents and Senior Academic Officers. All three groups of leaders ranked benefits, compensation and collective bargaining, and the recruitment and retention of staff as their greatest issues, with Senior Academic Officers indicating the greatest level of concern with respect to these two issues.

Table 24
Faculty and/or Staff Issues by Job Position – Aggregated Categories

Type	Number	Job Position			
		Univ Pres	College Pres	Sr Acad Officer	Total
Operating/capital budget; planning	Count	2	1	1	4
	% within Job position	5.6%	7.1%	16.7%	7.1%
Recruitment, retention	Count	8	4	2	14
	% within Job position	22.2%	28.6%	33.3%	25.0%
Benefits, compensation, collective bargaining	Count	18	6	3	27
	% within Job position	50.0%	42.9%	50.0%	48.2%
Work climate, workload	Count	8	3	0	11
	% within Job position	22.2%	21.4%	.0%	19.6%
Total	Count	36	14	6	56
	% within Job position	100.0%	100.0%	100.0%	100.0%

With respect to stakeholder relations, once again, the College and University Presidents as well as the Senior Academic Officers all identify the same two top issues – strengthening relations with government and their relations with donors and alumni. The Presidents of Universities indicated a greater level of concern in both areas than did their College counterparts or the Senior Academic Officers.

Table 25
Stakeholder Relations Issues by Job Position – Aggregated Categories

Type	Number	Job Position			
		Univ Pres	College Pres	Sr Acad Officer	Total
Building relationships with public, other post-sec institutions	Count	4	3	1	8
	% within Job position	11.4%	25.0%	16.7%	15.1%

Type	Number	Job Position			
		Univ Pres	College Pres	Sr Acad Officer	Total
Strengthening relations with government	Count	13	4	2	19
	% within Job position	37.1%	33.3%	33.3%	35.8%
Fundraising	Count	1	1	1	3
	% within Job position	2.9%	8.3%	16.7%	5.7%
Relations with donors, alumni	Count	11	2	1	14
	% within Job position	31.4%	16.7%	16.7%	26.4%
Student engagement, recruitment	Count	2	2	1	5
	% within Job position	5.7%	16.7%	16.7%	9.4%
Strategic planning, economic development	Count	4	0	0	4
	% within Job position	11.4%	.0%	.0%	7.5%
Total	Count	35	12	6	53
	% within Job position	100.0%	100.0%	100.0%	100.0%

When considering campus infrastructure and operations issues, all three groups of campus leaders highlighted concerns with the updating and maintenance of facilities and construction and expansion of facilities as their greatest concerns. Interestingly 66.7% of the Senior Academic Officers were concerned about this issue, in contrast with 58.6% of the College Presidents and 41.2% on University Presidents. 33.3% of Senior Academic officers were also concerned with planning, collaboration and designing, almost 3 times the level of concern expressed by Presidents.

Table 26
Campus Infrastructure Issues by Job Position – Aggregated Categories

Type	Number	Job Position			
		Univ Pres	College Pres	Sr Acad Officer	Total
Updating, maintenance (e.g., technology)	Count	14	7	4	25
	% within Job position	41.2%	58.3%	66.7%	48.1%
Construction, expansion	Count	10	2	0	12
	% within Job position	29.4%	16.7%	.0%	23.1%
Fundraising	Count	4	1	0	5
	% within Job position	11.8%	8.3%	.0%	9.6%
Space	Count	2	1	0	3
	% within Job position	5.9%	8.3%	.0%	5.8%
Planning, collaborations, designing	Count	4	1	2	7
	% within Job position	11.8%	8.3%	33.3%	13.5%
Total	Count	34	12	6	52
	% within Job position	100.0%	100.0%	100.0%	100.0%

Table 27
Most Important Issues by Job Position – Aggregated Categories

Overall, Student-related issues, planning and budget, and funding/fundraising were the areas of greatest concern overall for two of the three groups of leaders, but construction was also noted as an area of concern for Senior Academic Officers, who did not see funding/fundraising as one of their most important issue.

Type	Number	Job Position			
		Univ Pres	College Pres	Sr Acad Officer	Total
Student-related (experience, funding, services)	Count	8	4	1	13
	% within Job position	21.1%	23.5%	16.7%	21.3%
Course/program related	Count	2	0	2	4
	% within Job position	5.3%	.0%	33.3%	6.6%
Faculty-/staff-related	Count	5	2	0	7
	% within Job position	13.2%	11.8%	.0%	11.5%
Planning, budget	Count	8	2	1	11
	% within Job position	21.1%	11.8%	16.7%	18.0%
Space	Count	0	1	0	1
	% within Job position	.0%	5.9%	.0%	1.6%
Government relations	Count	4	1	1	6
	% within Job position	10.5%	5.9%	16.7%	9.8%
Funding, fundraising	Count	8	3	0	11
	% within Job position	21.1%	17.6%	.0%	18.0%
Institution's profile	Count	1	2	0	3
	% within Job position	2.6%	11.8%	.0%	4.9%
Construction	Count	2	2	1	5
	% within Job position	5.3%	11.8%	16.7%	8.2%
Total	Count	38	17	6	61
	% within Job position	100.0%	100.0%	100.0%	100.0%

III.D. Size of Institution (student enrolment)

For this level of comparison, the size (student population) of the institution where the respondents were leaders and the differences among the issues identified on the basis of the size of the institution were compared.

When considering issues related to research, the leaders of both small and large institutions highlighted the importance of overall funding for research and also specific funding for students, space, infrastructure, etc. as their greatest concerns. Larger institutions were also concerned about both building collaborations and research related funding, as well, whereas the smaller institutions were less concerned with collaborations than they were with funding itself.

Table 28
Research Issues by Institution Size by – Aggregated Categories

Type	Number	Student population (recoded)		
		up to 4,999	5,000 and over	Total
Overall funding	Count	10	4	14
	% within Student population (recoded)	28.6%	25.0%	27.5%
Research-related funding	Count	6	3	9
	% within Student population (recoded)	17.1%	18.8%	17.6%

Type	Number	Student population (recoded)		
		up to 4,999	5,000 and over	Total
Specific funding (e.g., students, enrolment, space, infrastructure)	Count	14	3	17
	% within Student population (recoded)	40.0%	18.8%	33.3%
Building collaborations inside and outside organization	Count	2	3	5
	% within Student population (recoded)	5.7%	18.8%	9.8%
Faculty-related (engaging faculty, teaching)	Count	2	1	3
	% within Student population (recoded)	5.7%	6.3%	5.9%
Organization memberships/status	Count	1	2	3
	% within Student population (recoded)	2.9%	12.5%	5.9%
Total	Count	35	16	51
	% within Student population (recoded)	100.0%	100.0%	100.0%

With respect to learning and instruction issues, the leaders of both small and large institutions highlighted the importance of the student experience and course accessibility as their greatest concerns with larger institutions indicating higher levels of concern with respect to the student experience, and smaller institutions with course accessibility.

Table 29
Learning and Instruction Issues by Institution Size – Aggregated Categories

Type	Number	Student Population (recoded)		
		Up to 4,999	5,000 and Over	Total
Faculty-related (e.g., workload, teaching)	Count	3	1	4
	% within Student population (recoded)	8.1%	5.9%	7.4%
Current technology, market demands	Count	7	1	8
	% within Student population (recoded)	18.9%	5.9%	14.8%
Student experience, diversity	Count	13	11	24
	% within Student population (recoded)	35.1%	64.7%	44.4%
Other course delivery (abroad, online, coop)	Count	3	1	4
	% within Student population (recoded)	8.1%	5.9%	7.4%
Research-related	Count	1	0	1
	% within Student population (recoded)	2.7%	.0%	1.9%
Course accessibility	Count	8	2	10
	% within Student population (recoded)	21.6%	11.8%	18.5%

Type	Number	Student Population (recoded)		
		Up to 4,999	5,000 and Over	Total
Budget	Count	2	1	3
	% within Student population (recoded)	5.4%	5.9%	5.6%
Total	Count	37	17	54
	% within Student population (recoded)	100.0%	100.0%	100.0%

Bargaining, compensation, and benefits were the issues of greatest concern for the leaders of large institutions; the recruitment and retention of faculty the greatest issue for smaller ones.

Table 30
Faculty and/or Staff Issues by Institution Size – Aggregated Categories

Type	Number	Student Population (recoded)		
		Up to 4,999	5,000 and Over	Total
Operating/capital budget; planning	Count	2	1	3
	% within Student population (recoded)	5.7%	5.6%	5.7%
Recruitment, retention	Count	11	3	14
	% within Student population (recoded)	31.4%	16.7%	26.4%
Benefits, compensation, collective bargaining	Count	15	10	25
	% within Student population (recoded)	42.9%	55.6%	47.2%
Work climate, workload	Count	7	4	11
	% within Student population (recoded)	20.0%	22.2%	20.8%
Total	Count	35	18	53
	% within Student population (recoded)	100.0%	100.0%	100.0%

When identifying issues with respect to stakeholder relations, two issues were of the greatest concern – strengthening government relations and relations with donors and alumni. The leaders of large institutions were more concerned about government relations, and smaller institutions equally concerned with both issues.

Table 31
Stakeholder Relations Issues by Institution Size – Aggregated Categories

Type	Number	Student Population (recoded)		
		Up to 4,999	5,000 and Over	Total
Building relationships with public, other post-sec institutions	Count	5	3	8
	% within Student population (recoded)	14.7%	17.6%	15.7%
Strengthening relations with government	Count	10	9	19
	% within Student population (recoded)	29.4%	52.9%	37.3%
Fundraising	Count	2	1	3
	% within Student population (recoded)	5.9%	5.9%	5.9%
Relations with donors, alumni	Count	10	3	13
	% within Student population (recoded)	29.4%	17.6%	25.5%
Student engagement, recruitment	Count	5	0	5
	% within Student population (recoded)	14.7%	.0%	9.8%
Strategic planning, economic development	Count	2	1	3
	% within Student population (recoded)	5.9%	5.9%	5.9%
Total	Count	34	17	51
	% within Student population (recoded)	100.0%	100.0%	100.0%

When considering campus infrastructure and operations issues, regardless of size, with both groups of institutions highlighting concerns with the updating and maintenance of facilities and construction and expansion of facilities as their greatest concerns. Larger institutions indicated a greater concern with updating and maintenance issues; smaller institutions with construction and expansion issues.

Table 32
Campus Infrastructure and Operations Issues by Institution Size – Aggregated Categories

Type	Number	Student Population (recoded)		
		Up to 4,999	5,000 and Over	Total
Updating, maintenance (e.g., technology)	Count	19	6	25
	% within Student population (recoded)	55.9%	40.0%	51.0%
Construction, expansion	Count	7	5	12
	% within Student population (recoded)	20.6%	33.3%	24.5%
Fundraising	Count	2	1	3
	% within Student population (recoded)	5.9%	6.7%	6.1%

Type	Number	Student Population (recoded)		
		Up to 4,999	5,000 and Over	Total
Space	Count	1	1	2
	% within Student population (recoded)	2.9%	6.7%	4.1%
Planning, collaborations, designing	Count	5	2	7
	% within Student population (recoded)	14.7%	13.3%	14.3%
Total	Count	34	15	49
	% within Student population (recoded)	100.0%	100.0%	100.0%

Finally, when the issues are considered together, institutions of all sizes identified student-related issues and funding/fundraising issues to be their most significant concerns overall, with planning and budgeting as the third area of concern. For large institutions, government relations also ranked highly as an issue, and were of greater concern than funding/fundraising.

Table 33
Most Important Issues by Institution Size – Aggregated Categories

Type	Number	Student Population (recoded)		
		Up to 4,999	5,000 and Over	Total
Student-related (experience, funding, services)	Count	8	5	13
	% within Student population (recoded)	21.6%	25.0%	22.8%
Course/program related	Count	3	1	4
	% within Student population (recoded)	8.1%	5.0%	7.0%
Faculty-/staff-related	Count	5	2	7
	% within Student population (recoded)	13.5%	10.0%	12.3%
Planning, budget	Count	6	3	9
	% within Student population (recoded)	16.2%	15.0%	15.8%
Government relations	Count	2	4	6
	% within Student population (recoded)	5.4%	20.0%	10.5%
Funding, fundraising	Count	7	3	10
	% within Student population (recoded)	18.9%	15.0%	17.5%
Institution's profile	Count	3	0	3
	% within Student population (recoded)	8.1%	.0%	5.3%
Construction	Count	3	2	5
	% within Student population (recoded)	8.1%	10.0%	8.8%
Total	Count	37	20	57
	% within Student population (recoded)	100.0%	100.0%	100.0%

III.E. Region

Finally, for this section, the geographic region where the institution was situated, where the respondents were leaders, and the differences among the issues identified on the basis of the geographic location of the institution were compared.

Provinces were grouped by region, as follows:

- Western Canada & Yukon: British Columbia, Alberta, Saskatchewan, Manitoba
- Central Canada: Ontario, Quebec
- Atlantic: New Brunswick, Nova Scotia, Prince Edward Island

While there was some similarity in the overall issues identified as concerns in all regions of Canada, the relative concern about specific areas of research activity showed differences in *all* areas when the geographic location of the respondents' institution was considered. Specific funding for students, enrolment and research infrastructure were of the greatest concern in the West and in the Atlantic region, whereas respondents from Central Canada were equally concerned with research-related funding and with specific funding for students, space, and infrastructure.

Table 34
Research Issue by Region – Aggregated Categories

Type	Number	Province (recoded)			
		West & YK	Central	Atlantic	Total
Overall funding	Count	9	2	3	14
	% within Province (recoded)	30.0%	16.7%	25.0%	25.9%
Research-related funding	Count	5	3	1	9
	% within Province (recoded)	16.7%	25.0%	8.3%	16.7%
Specific funding (e.g., students, enrolment, space, infrastructure)	Count	10	3	6	19
	% within Province (recoded)	33.3%	25.0%	50.0%	35.2%
Building collaborations inside and outside institution	Count	2	2	1	5
	% within Province (recoded)	6.7%	16.7%	8.3%	9.3%
Faculty-related (engaging faculty, teaching)	Count	3	1	0	4
	% within Province (recoded)	10.0%	8.3%	.0%	7.4%
Institution memberships/status	Count	1	1	1	3
	% within Province (recoded)	3.3%	8.3%	8.3%	5.6%
Total	Count	30	12	12	54
	% within Province (recoded)	100.0%	100.0%	100.0%	100.0%

With respect to learning and instruction issues, the student experience and course accessibility were the issues of most concern in the west and in the Atlantic region. In Central Canada, funds to support the student experience and to address faculty-related issues, such as workload and teaching were of the greatest concern.

Table 35
Learning and Instruction Issue by Region – Aggregated Categories

Type	Number	Province (recoded)			
		West & YK	Central	Atlantic	Total
Faculty-related (e.g., workload, teaching)	Count	2	3	1	6
	% within Province (recoded)	6.2%	27.3%	7.7%	10.7%
Current technology, market demands	Count	6	1	1	8
	% within Province (recoded)	18.8%	9.1%	7.7%	14.3%
Student experience, diversity	Count	14	4	6	24
	% within Province (recoded)	43.8%	36.4%	46.2%	42.9%
Other course delivery (abroad, online, coop)	Count	0	2	2	4
	% within Province (recoded)	0.0%	18.2%	15.4%	7.1%
Research-related	Count	1	0	0	1
	% within Province (recoded)	3.1%	0.0%	0.0%	1.8%
Course accessibility	Count	6	1	3	10
	% within Province (recoded)	18.8%	9.1%	23.1%	17.9%
Budget	Count	3	0	0	3
	% within Province (recoded)	9.4%	0.0%	0.0%	5.4%
Total	Count	32	11	13	56
	% within Province (recoded)	100.0%	100.0%	100.0%	100.0%

When considering their faculty and staff, 2 main issues were identified by leaders in all regions of Canada – recruitment and retention and benefits, compensation, and collective bargaining. However, the level of concern varied by region across Canada. For leaders in all regions, benefits, compensation, and collective bargaining were the most frequently-identified concerns. However, the second-ranked issue was faculty recruitment and retention in Western Canada; in Central Canada, it was work climate and workload; and for the Atlantic region, it was split with equal concern about work climate/workload and recruitment/retention of faculty.

Table 36
Faculty and/or Staff Issue by Region – Aggregated Categories

Type	Number	Province (recoded)			
		West & YK	Central	Atlantic	Total
Operating/capital budget; planning	Count	2	1	1	4
	% within Province (recoded)	6.1%	8.3%	9.1%	7.1%
Recruitment, retention	Count	11	1	2	14
	% within Province (recoded)	33.3%	8.3%	18.2%	25.0%
Benefits, compensation, collective bargaining	Count	13	8	6	27
	% within Province (recoded)	39.4%	66.7%	54.5%	48.2%
Work climate, workload	Count	7	2	2	11
	% within Province (recoded)	21.2%	16.7%	18.2%	19.6%
Total	Count	33	12	11	56
	% within Province (recoded)	100.0%	100.0%	100.0%	100.0%

The leaders in different geographic regions of Canada also demonstrated some similarities and some differences in the specific issues they had with respect to stakeholder relations. While leaders in all regions were concerned about government relations issues, those leaders in the West were the most concerned about this issue. In Central Canada, the greatest concern with respect to government relations was split between the relations with government and the relations with donors and alumni, and in the Atlantic region, there was much more concern about relations with donors and alumni than there was about government relations.

Table 37
Stakeholder Relations Issue by Region – Aggregated Categories

Type	Number	Province (recoded)			
		West & YK	Central	Atlantic	Total
Building relationships with public, other post-secondary institutions	Count	8	0	0	8
	% within Province (recoded)	25.8%	0.0%	0.0%	15.1%
Strengthening relations with government	Count	11	4	4	19
	% within Province (recoded)	35.5%	36.4%	36.4%	35.8%
Fundraising	Count	3	0	0	3
	% within Province (recoded)	9.7%	0.0%	0.0%	5.7%
Relations with donors, alumni	Count	5	4	5	14
	% within Province (recoded)	16.1%	36.4%	45.5%	26.4%
Student engagement, recruitment	Count	3	1	1	5
	% within Province (recoded)	9.7%	9.1%	9.1%	9.4%
Strategic planning, economic development	Count	1	2	1	4
	% within Province (recoded)	3.2%	18.2%	9.1%	7.5%
Total	Count	31	11	11	53
	% within Province (recoded)	100.0%	100.0%	100.0%	100.0%

Where campus infrastructure and operations were considered, while updating/maintenance and construction and expansion were the most frequently-identified concerns when the regions of Canada were combined, updating and maintenance issues were the first concern to leaders in Western Canada, followed by construction and expansion issues. In Central Canada, construction and expansion issues were the most frequent concern, followed by fundraising, and in Atlantic Canada, updating and maintenance issues were of the greatest concern, followed by an equal concern for fundraising and planning, and collaboration and designing.

Table 38
Campus Infrastructure and Operations Issue by Region – Aggregated Categories

Type	Number	Province (recoded)			
		West & YK	Central	Atlantic	Total
Updating, maintenance (e.g., technology)	Count	17	2	6	25
	% within Province (recoded)	56.7%	18.2%	54.5%	48.1%
Construction, expansion	Count	7	4	1	12
	% within Province (recoded)	23.3%	36.4%	9.1%	23.1%
Fundraising	Count	0	3	2	5
	% within Province (recoded)	.0%	27.3%	18.2%	9.6%

Type	Number	Province (recoded)			
		West & YK	Central	Atlantic	Total
Space	Count	2	1	0	3
	% within Province (recoded)	6.7%	9.1%	.0%	5.8%
Planning, collaboration, designing	Count	4	1	2	7
	% within Province (recoded)	13.3%	9.1%	18.2%	13.5%
Total	Count	30	11	11	52
	% within Province (recoded)	100.0%	100.0%	100.0%	100.0%

Finally, when *all* of are aggregated by type of issue, there were regional differences in the issues of greatest concern. In Western Canada and the Yukon, the top two issues of concern were student related services and planning and budget. In Central Canada, the two issues of most concern were funding/fundraising and planning/budgeting. In Contrast, in Atlantic Canada, the most significant concerns were related to student related services, and then (tied) planning/budget and funding/fundraising.

Table 39
Most Important Issue by Region – Aggregated Categories

Type	Number	Province (recoded)			
		West & YK	Central	Atlantic	Total
Student-related (experience, funding, services)	Count	9	1	3	13
	% within Province (recoded)	26.5%	7.1%	23.1%	21.3%
Course/program related	Count	3	0	1	4
	% within Province (recoded)	8.8%	.0%	7.7%	6.6%
Faculty-/staff-related	Count	4	1	2	7
	% within Province (recoded)	11.8%	7.1%	15.4%	11.5%
Planning, budget	Count	7	3	1	11
	% within Province (recoded)	20.6%	21.4%	7.7%	18.0%
Space	Count	0	1	0	1
	% within Province (recoded)	.0%	7.1%	.0%	1.6%
Government relations	Count	2	2	2	6
	% within Province (recoded)	5.9%	14.3%	15.4%	9.8%
Funding, fundraising	Count	4	5	2	11
	% within Province (recoded)	11.8%	35.7%	15.4%	18.0%
Institution's profile	Count	2	0	1	3
	% within Province (recoded)	5.9%	.0%	7.7%	4.9%
Construction	Count	3	1	1	5
	% within Province (recoded)	8.8%	7.1%	7.7%	8.2%
Total	Count	34	14	13	61
	% within Province (recoded)	100.0%	100.0%	100.0%	100.0%