



Survey on the Early Financial Impact of COVID-19

Compiled April 14, 2020

Business Affairs Forum

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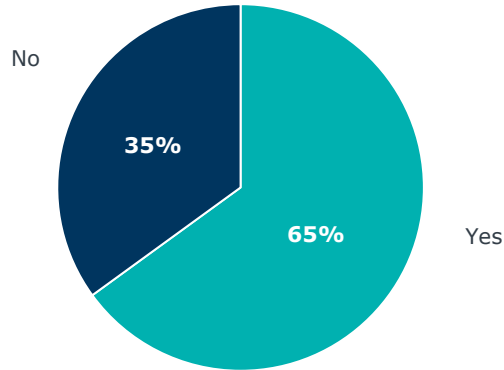
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Institutional Cost Breakdown

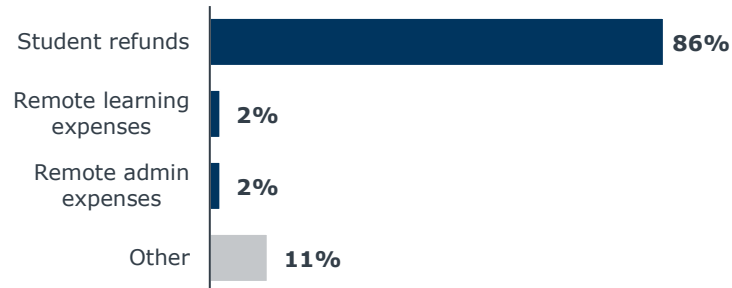
Have you estimated the total costs incurred through your institution's COVID-19 response to-date?

n=98



What comprises the largest portion of emergency costs?

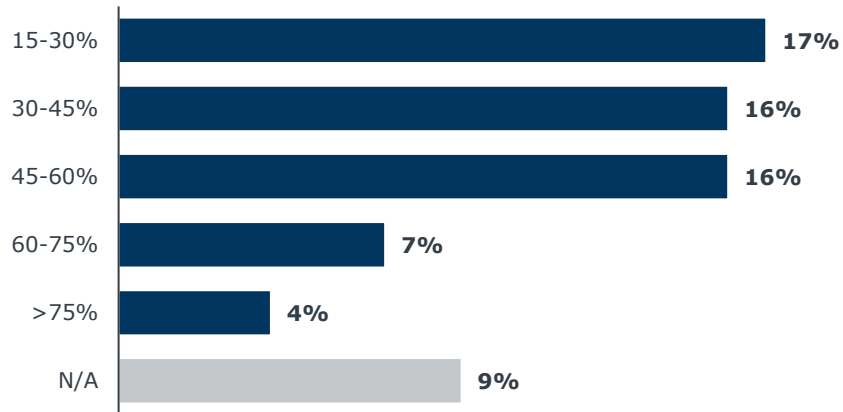
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CARES Act Estimated Coverage

How much of your unanticipated costs do you expect CARES Act relief funding to cover? (US institutions)

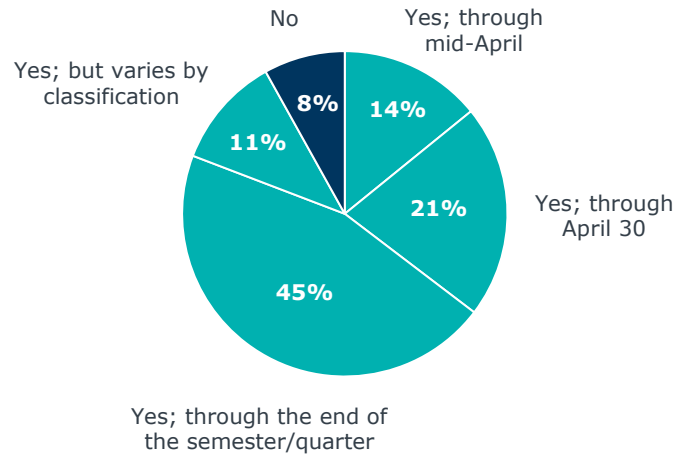
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Payroll Reductions

Has your institution committed to paying employees unable to perform duties either in person or remotely?

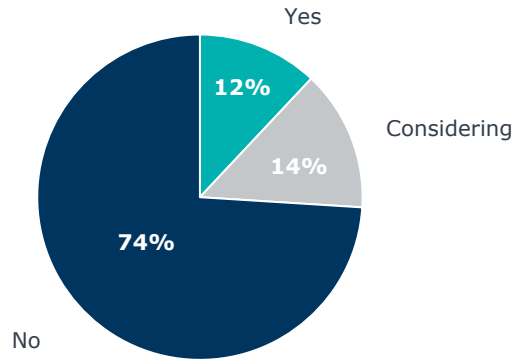
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Incentive and Hazard Pay

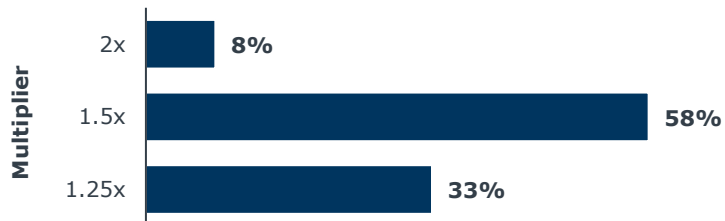
Are you currently offering any incentive or hazard pay for critical employees still working on campus?

n=98



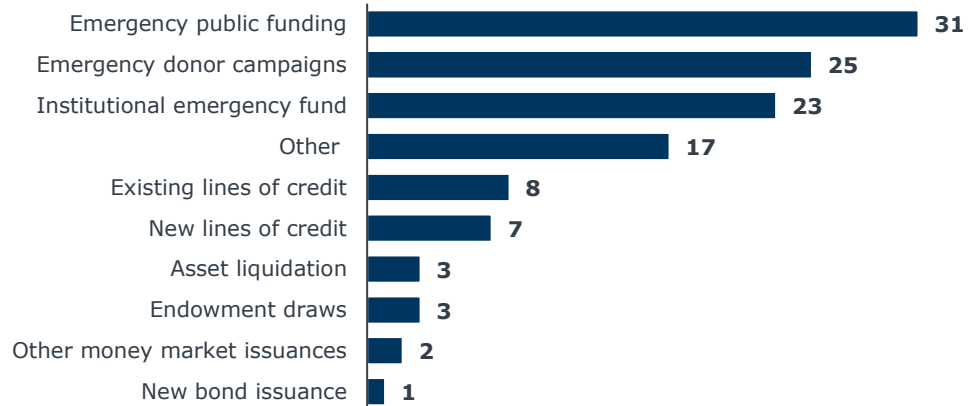
Please choose the multiplier that most closely matches your incentive pay. (If incentive pay varies, choose the multiplier for the largest employee group.)

n=12

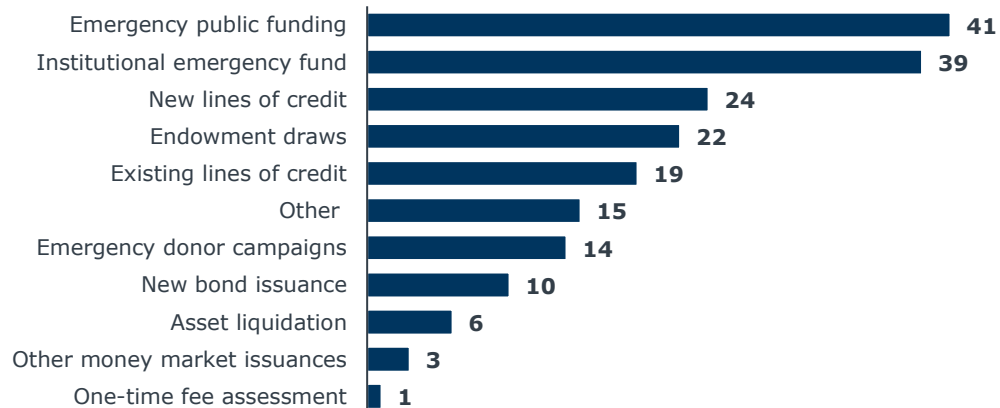


Liquidity Strategies

Which of the following strategies have you already pursued to raise institutional liquidity?



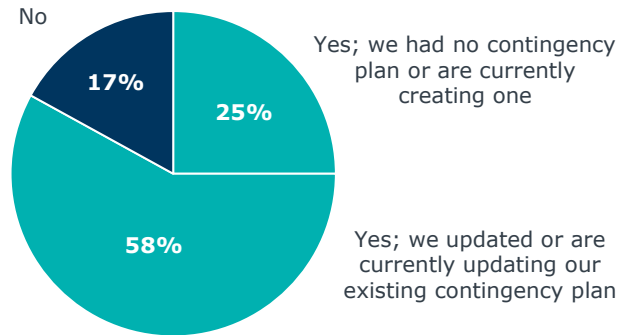
Which of the following strategies are you considering pursuing (but have not done yet) to raise institutional liquidity?



Financial Contingency Planning

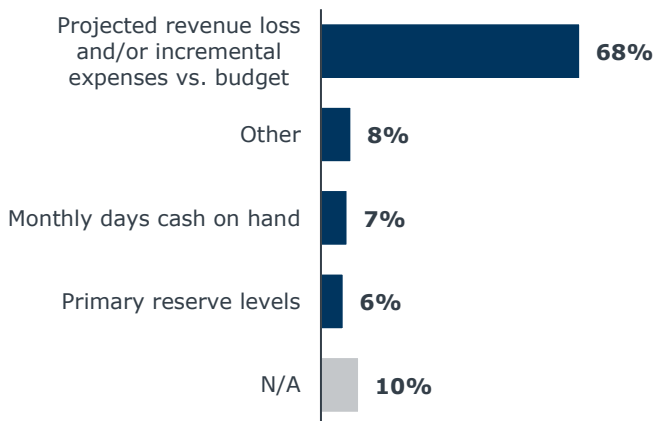
Have you created or updated your financial contingency plan in response to the COVID-19 outbreak?

n=98



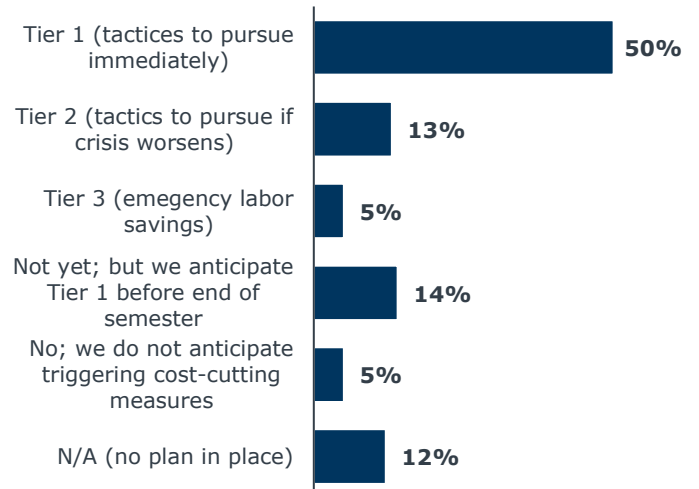
In your financial contingency plan, what thresholds are you setting to trigger institution-wide cost-cutting actions?

n=98



Per those thresholds, has your current financial performance triggered any cost-cutting measures?

n=97



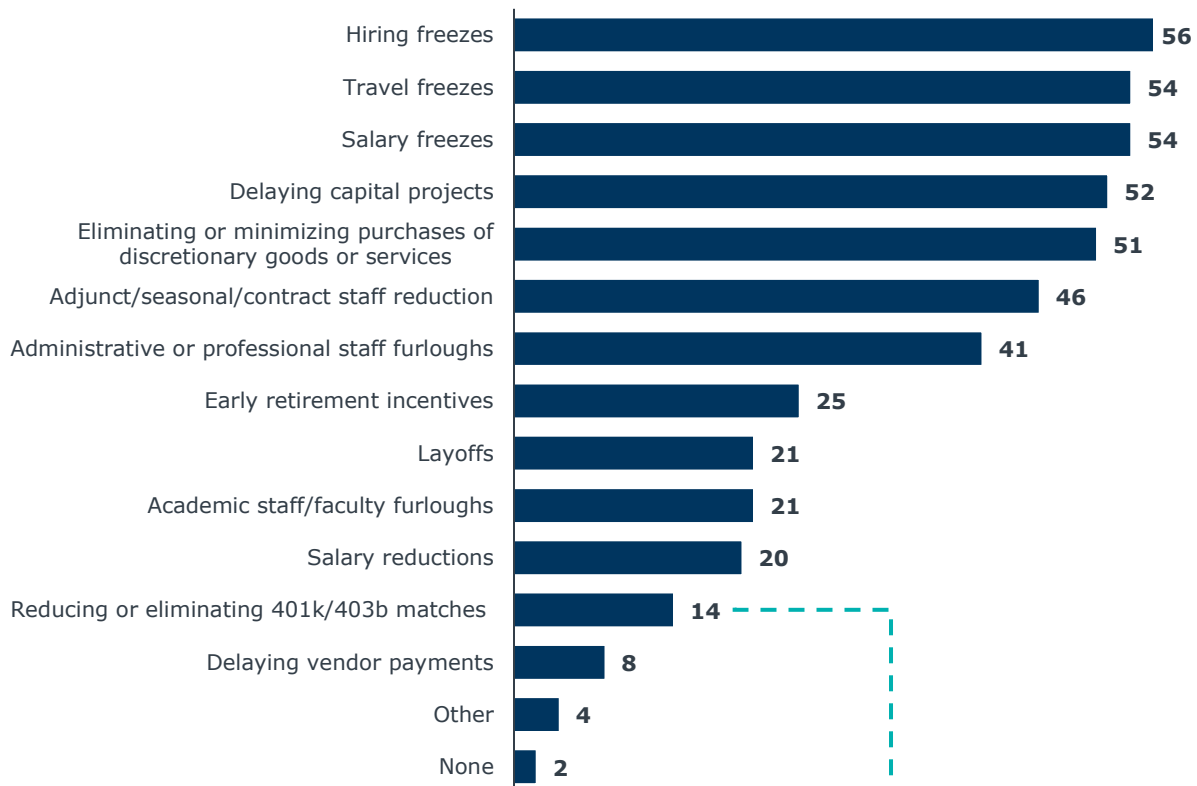
Cost-Cutting Measures

If applicable, which cost-cutting measures have you already implemented?

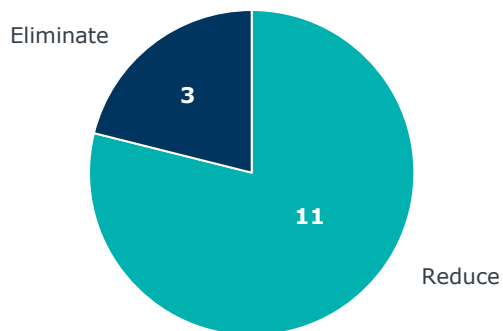


Cost-Cutting Measures (Cont.)

If applicable, which cost-cutting measures do you expect to be triggered by your financial contingency plan?



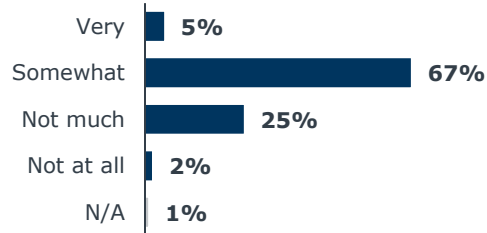
(US institutions) Do you expect to reduce or eliminate 401k/403b retirement account matches?



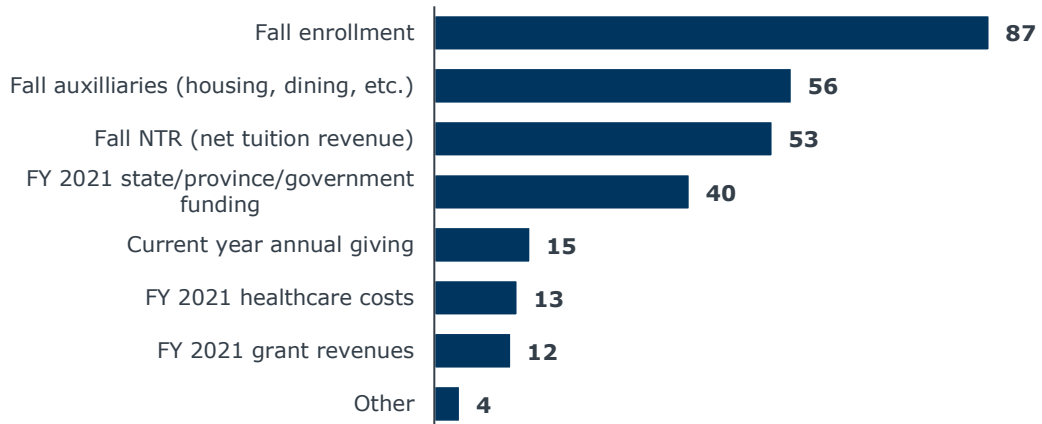
Scenario Modeling

How comfortable are you with your current scenario model?

n=98



Which budget planning assumptions are you finding most difficult to make in the current environment?



Institutional Affiliation of Survey Respondents

USA

Albertus Magnus College
New Haven, CT

Alderson Broaddus University
Philippi, WV

Arizona State University
Tempe, AZ

Austin Peay State University
Clarksville, TN

Babson College
Wellesley, MA

Ball State University
Muncie, IN

Bates College
Lewiston, ME

Bethel University
Arden Hills, MN

Brandeis University
Waltham, MA

Buffalo State College
Buffalo, NY

Carroll University
Waukesha, WI

Centre College
Danville, KY

Colorado School of Mines
Golden, CO

Columbus State University
Columbus, GA

Concordia College
Moorhead, MN

Cornerstone University
Grand Rapids, MI

**California State University,
San Bernardino**
San Bernardino, CA

Case Western Reserve University
Cleveland, OH

Dickinson College
Carlisle, PA

Dominican College
Orangeburg, NY

Eastern Michigan University
Ypsilanti, MI

Elizabethtown College
Elizabethtown, PA

Elms College
Chicopee, MA

Ferris State University
Big Rapids, MI

Florida International University
Miami, FL

Georgia Institute of Technology
Atlanta, GA

Hollins University
Hollins, VA

Humboldt State University
Arcata, CA

Jacksonville State University
Jacksonville, AL

Kansas State University
Manhattan, KS

Kansas Wesleyan University
Salina, KS

Keuka College
Keuka Park, NY

Lehigh University
Bethlehem, PA

Lewis & Clark College
Portland, OR

**Metropolitan State University
Denver**
Denver, CO

MGH Institute of Health Professions
Charlestown, MA

Michigan State University
East Lansing, MI

Muhlenberg College
Allentown, PA

Murray State University
Murray, KY

The New School
New York, NY

New York University
New York, NY

**North Carolina Central
University**
Durham, NC

**North Carolina State
University**
Raleigh, NC

North Park University
Chicago, IL

Ohio Northern University
Ada, OH

Ohio University
Athens, OH

Old Dominion University
Norfolk, VA

Oregon Institute of Technology
Klamath Falls, OR

Our Lady of the Lake University
San Antonio, TX

Pittsburg State University
Pittsburg, KS

Rivier University
Nashua, NH

Rutgers University
New Brunswick, NJ

San Francisco State University
San Francisco, CA

Seton Hall University
South Orange, NJ

Institutional Affiliation of Survey Respondents (Cont.)

Slippery Rock University
Slippery Rock, PA

Southern Methodist University
University Park, TX

Southern Adventist University
Collegedale, TN

Spelman College
Atlanta, GA

Texas A&M University
College Station, TX

Texas State University
San Marcos, TX

Texas Tech University
Lubbock, TX

Towson University
Towson, MD

University of Alabama
Tuscaloosa, AL

University of Alaska, Anchorage
Anchorage, AK

University of California, Los Angeles
Los Angeles, CA

University of Colorado, Colorado Springs
Colorado Springs, CO

University of Cincinnati
Cincinnati, OH

University of Connecticut
Storrs, CT

University of Denver
Denver, CO

University of Hawai'i, Mānoa
Mānoa, HI

University of Illinois, Chicago
Chicago, IL

University of Iowa
Iowa City, IA

University of Kansas
Lawrence, KS

University of Maine System
Orono, ME

University of Massachusetts, Amherst
Amherst, MA

University of Memphis
Memphis, TN

University of Mount Union
Alliance, OH

University of Nebraska Foundation
Lincoln, NE

University of Nevada, Reno
Reno, NV

University of New England
Biddeford, ME

University of New Orleans
New Orleans, LA

University of Northern Colorado
Greeley, CO

University of North Texas, Dallas
Dallas, TX

University of Notre Dame
Notre Dame, IL

University of Rhode Island Foundation
Kingston, RI

University of Tennessee, Health Sciences Center
Memphis, TN

University of Texas, Dallas
Dallas, TX

University of Toledo
Toledo, OH

University of Utah
Salt Lake City, UT

Washington & Jefferson College
Washington, PA

Wayne State University
Detroit, MI

Wesley College
Dover, DE

Canada

Concordia University
Montreal, QC

Laurentian University
Sudbury, ON

McMaster University
Hamilton, ON

University of the Fraser Valley
Abbotsford, BC

University of Montreal
Montreal, QC

University of Saskatchewan
Saskatoon, SK

York University
Toronto, ON

UK and EU

University of Aberdeen
Aberdeen, Scotland

Brunel University London
London, England

Buckinghamshire New University
Wycombe, England

Newcastle University
Newcastle upon Tyne, England

Sheffield Hallam University
Sheffield, England

Trinity College Dublin
Dublin, Ireland

University of Bradford
Bradford, England

University of South Wales
Pontypridd, Wales

University of Sussex
Falmer, England

Università della Svizzera italiana
Lugano, Italy



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