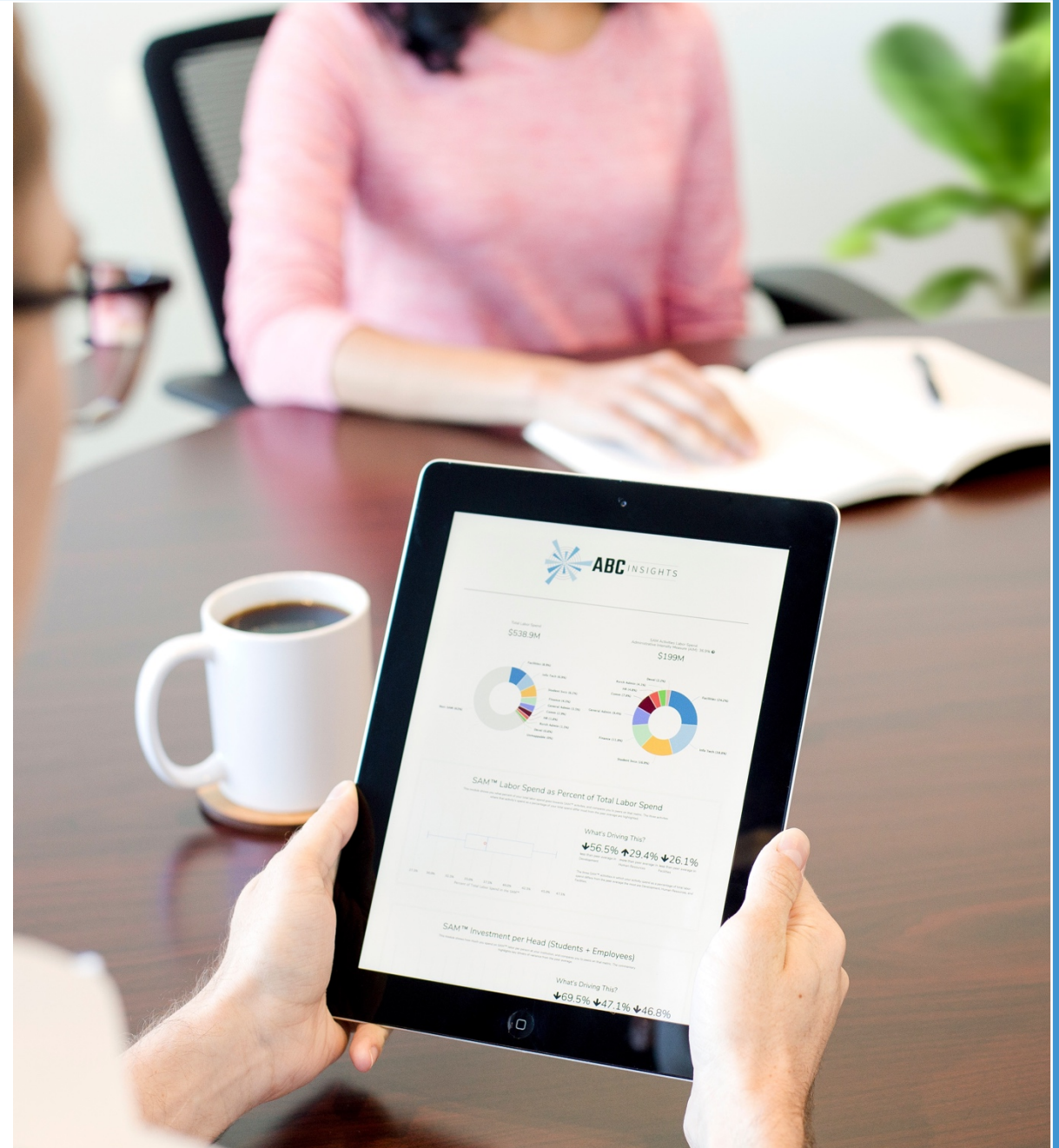


COVID-19 Strategy Survey of AAC&U Presidents

July 21, 2020



COVID-19 Strategy Survey of AAC&U Presidents



**April and July 2020 AAC&U
Presidents' Trust Survey
Comparison Report**

**July 2020 AAC&U
Presidents' Trust Survey
Report**

July vs April Survey Report - Introduction



- We are delighted to share our survey results of a survey conducted with the AAC&U Presidents' Trust (Association of American Colleges and Universities)
- We conducted two surveys spaced three months apart to compare changing sentiments among the presidents of higher education institutions
- Our first survey ran from March 27, 2020 through April 1, 2020 with 142 respondents
- Our second survey ran from June 25, 2020 through July 12, 2020 with 119 respondents
- See additional COVID-19 and Higher Ed resources at [abc-insights.com](https://www.abc-insights.com)

***For more information contact Paul N. Friga, Ph.D., principal researcher
paul@abc-insights.com or pnf@unc.edu***

Executive Summary – AAC&U President’s Surveys April & July



Comparison Findings – July vs. April

- More likely to layoff staff (88%) and implement across the board cuts (64%)
- Estimates of potential decreases to revenue are lower in July than April
- Slight increase in anticipated administrative cost cutting, and decrease in anticipated academic cost cutting
- The vast majority still plan to maintain tuition as in April
- Significant increase in planned benefit cuts, and 59% plan senior staff pay cuts

New Findings – July 2020 Survey

- Majority of universities expect decreases in enrollments while 27% actually expect increases
- Smaller private institutions anticipate bringing back more students for face-to-face instruction and keeping them on-campus through the semester
- The vast majority of universities expect on-campus student activism related to racial justice issues
- Planned short-term actions to address racial justice:
 - Engaging with Students, Organizational Changes, Training Faculty & Staff, New Academic Programs, New Task Force, Open Town-Hall Meetings, Campus-Wide Surveys
- Planned long-term actions to address racial justice:
 - New Academic Programs, Diversify Faculty & Staff, Engage with Faculty & Staff, Long Term Strategic Plan, Renaming Buildings, New Student Scholarships, Campus Police Reform

July vs April Survey Report - Contents



6 | Survey Demographics

7 | Future Considerations in Dealing With COVID-19

8 | Expected Potential Decreases to Revenue in FY21

9 | Anticipated Changes to Academic and Administrative Costs

10 | Anticipated Changes to Tuition

11 | Actions Presidents Anticipate Taking

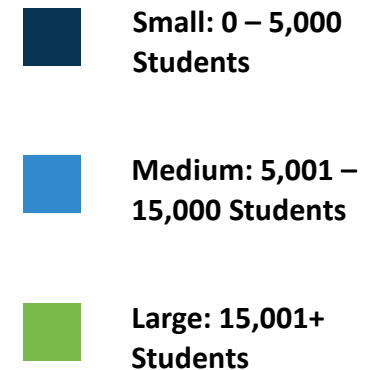
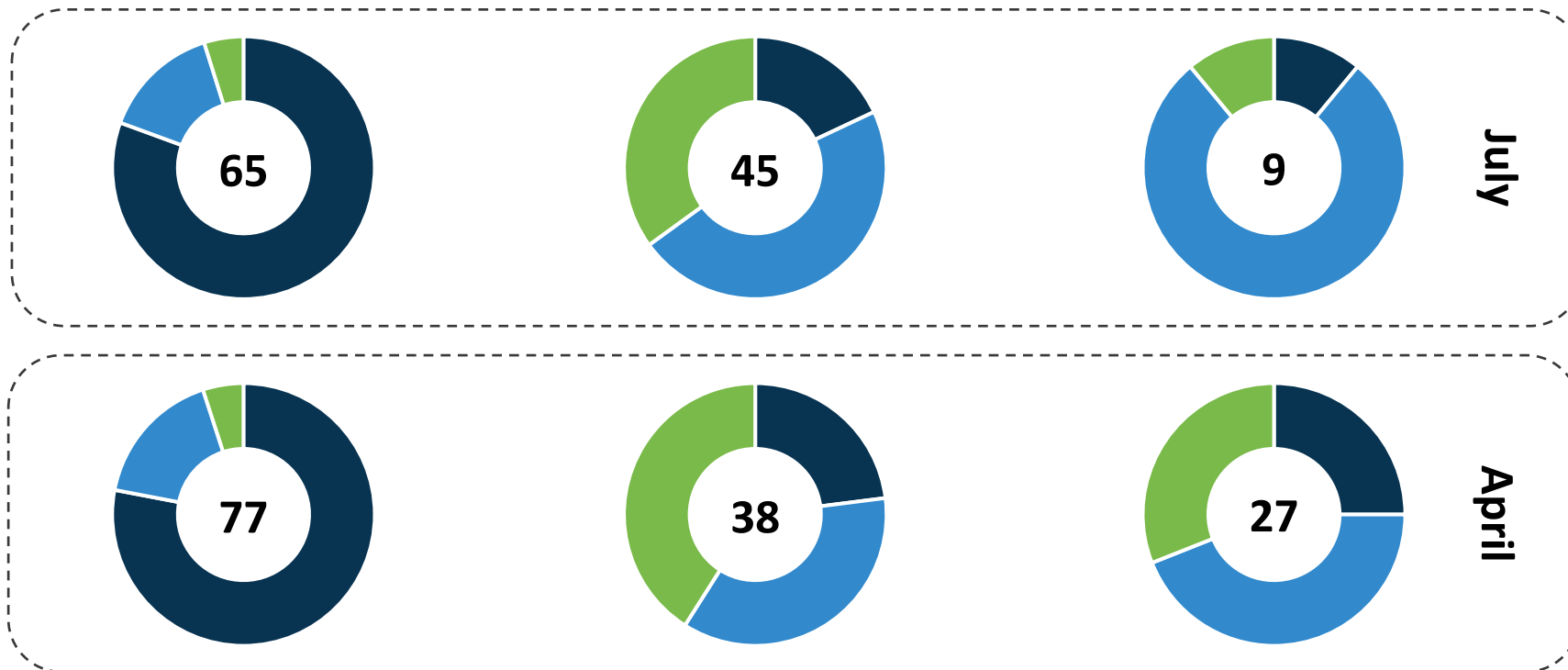
12 | Scenario Plans for the Coming Year

Our surveys included a reasonable cross-sample of institutions

4-Year Private Universities

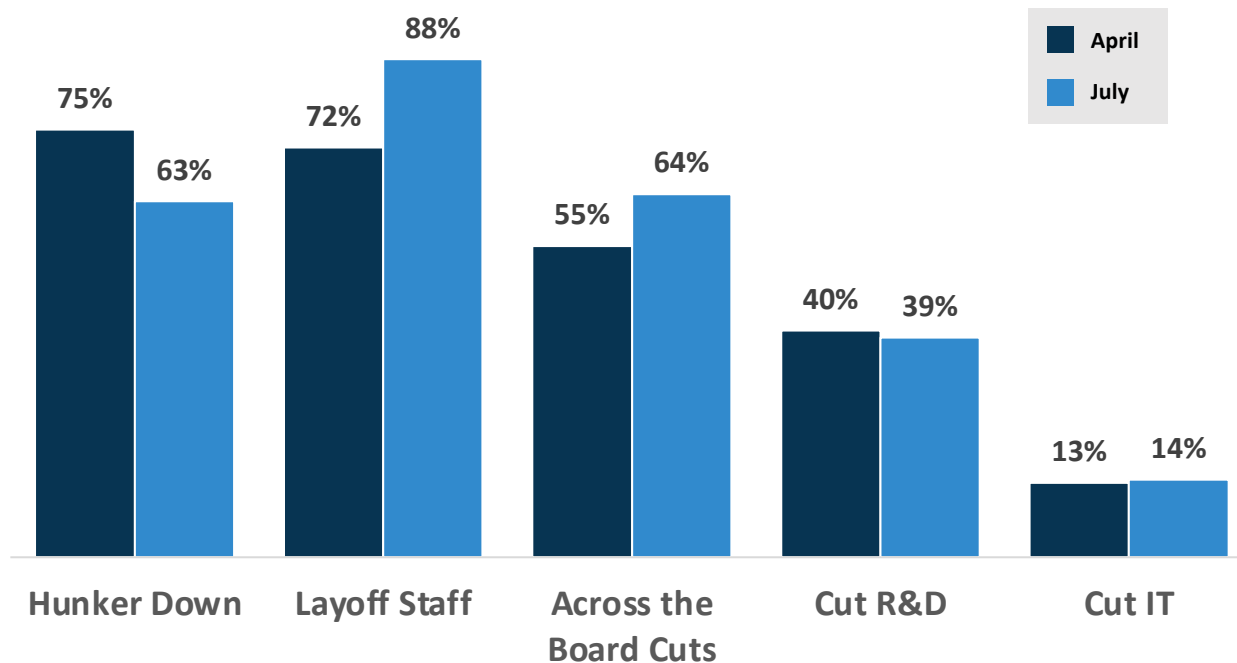
4-Year Public Universities

2-Year Community Colleges



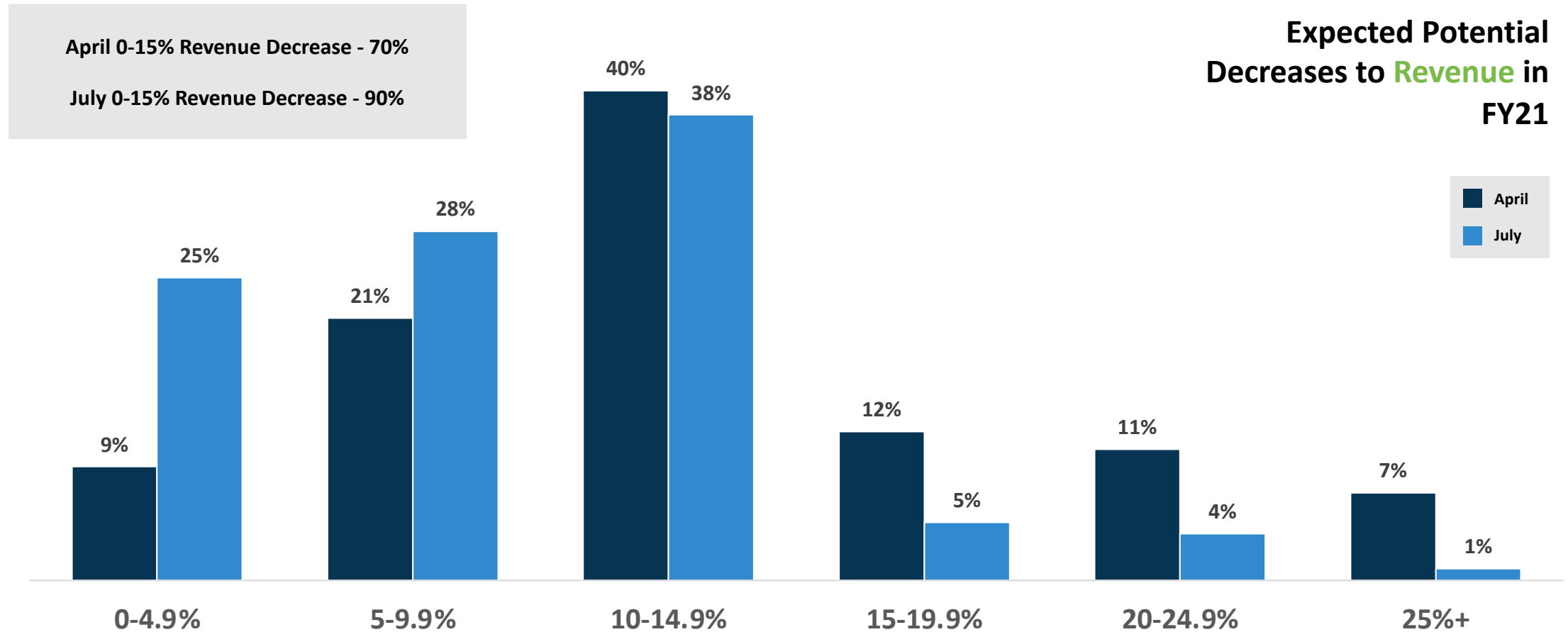
More likely to layoff staff and implement across-the-board cuts

Future Considerations in Dealing With COVID-19



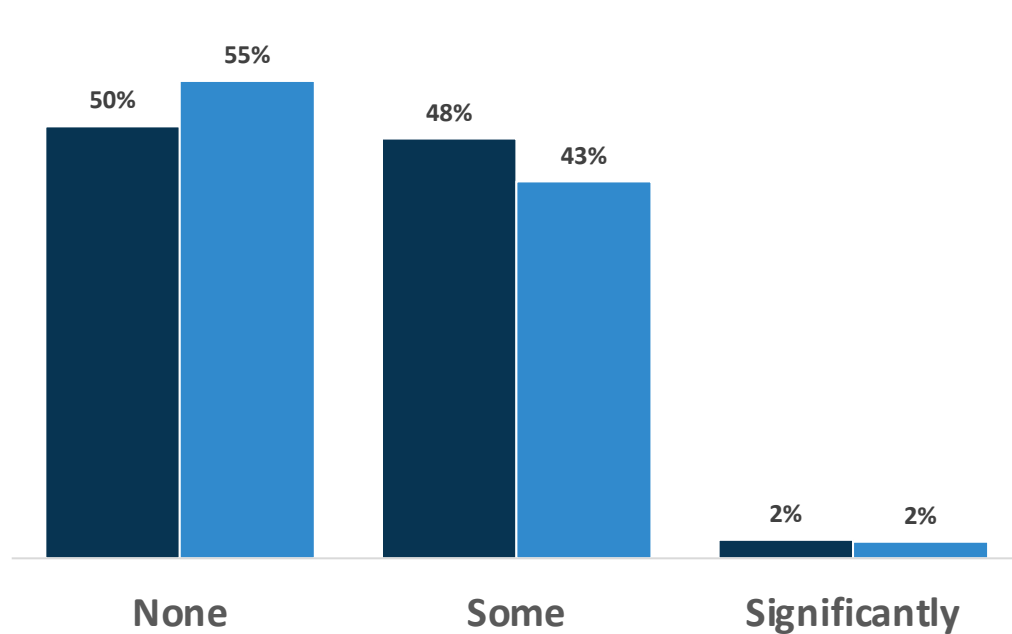
- "I worry about cuts in state and county funding. ... I worry that I won't have the workforce resources to help lead the economic recovery."
- "Beyond the well-being of our students and staff, which comes first, I am worried about the lack of sufficient relief for higher education from state and federal governments."
- "Sharply declining revenue due to loss of paying students and a new 'free college' program in our state."
- "All income streams are under stress — tuition, development, endowment."

July respondents estimate smaller revenue decreases

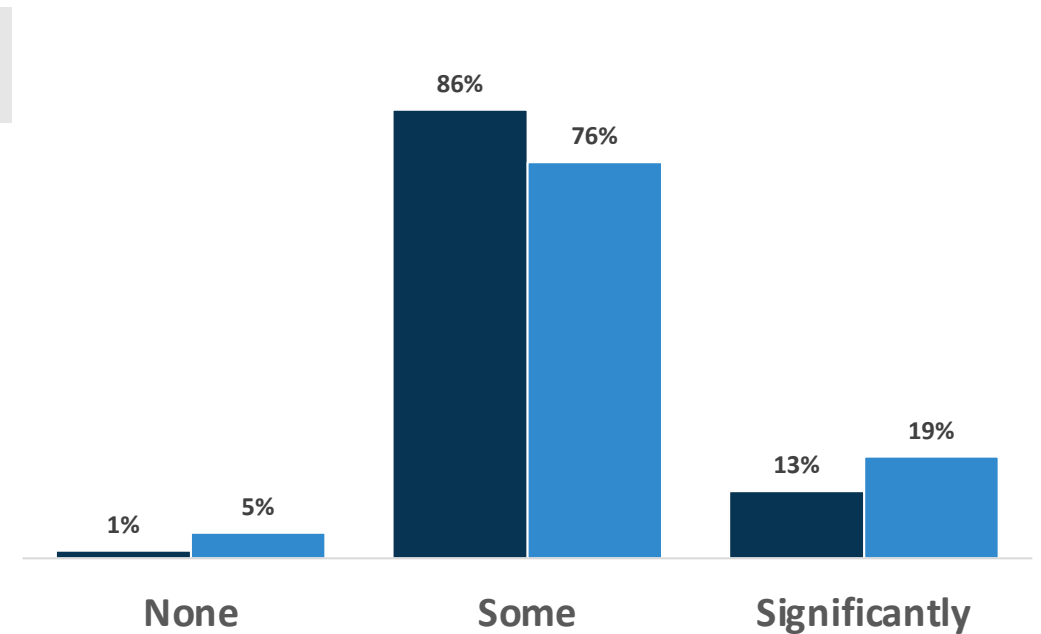


Slight increase in administrative cut ambitions, and decrease in academic cut ambitions

How Significantly Participants Anticipate Cutting **Academic** Programs in FY21

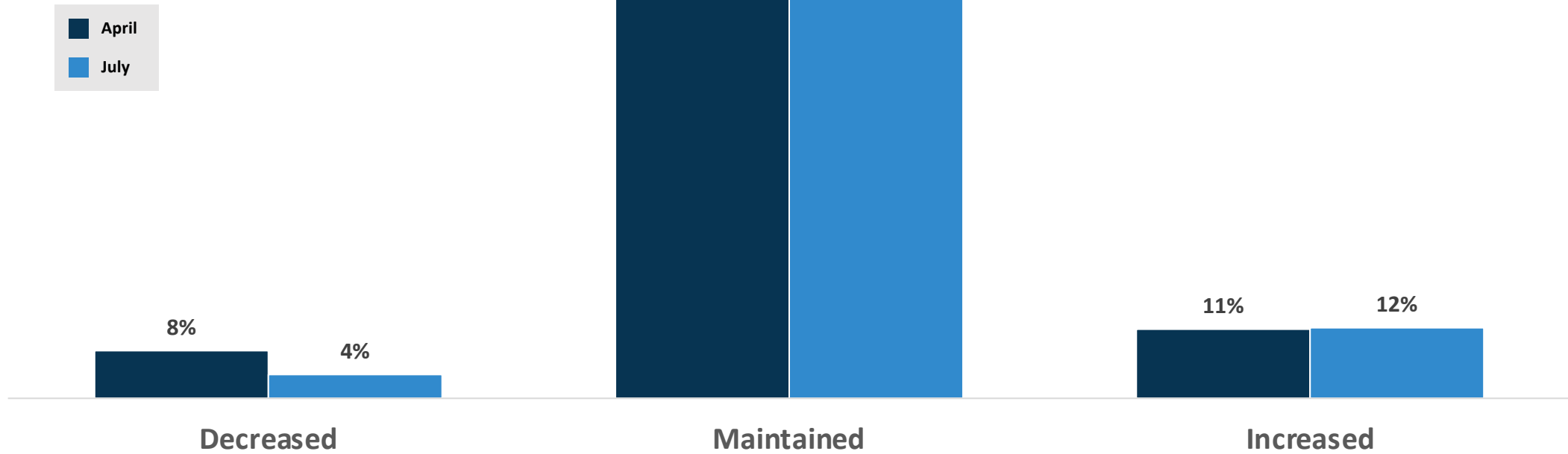


How Significantly Participants Anticipate Cutting **Administrative** Costs in FY21



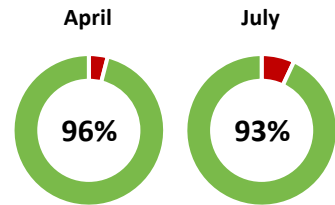
Tuition strategies appear consistent

How Participants Anticipate Tuition will Change in FY21

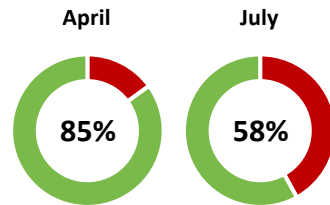


Biggest changes from April include decreases in planned room and board refunds, and increases in cuts to benefits and pay

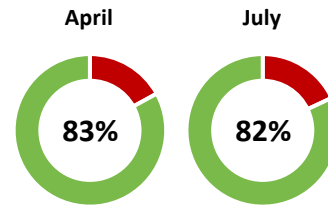
How Many Participants Anticipate Taking the Following Actions



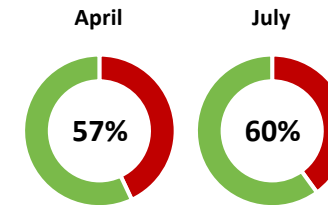
Reengineering
Operational Process



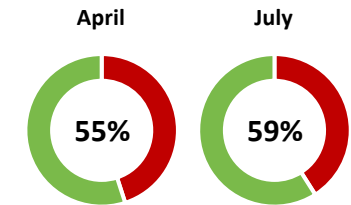
Providing Room & Board
Refunds



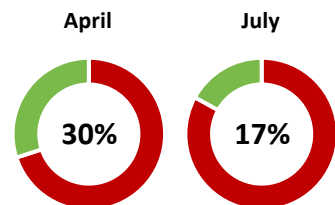
Freezing Hiring



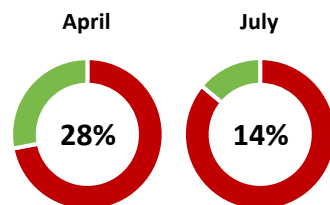
Implementing Furloughs



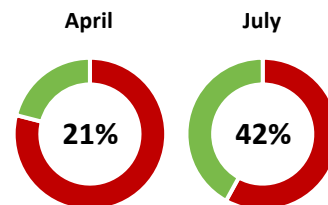
Laying Off Staff



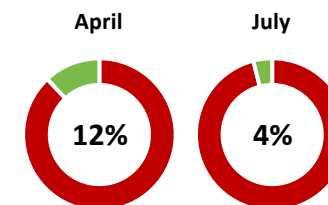
Increasing
Part-time Faculty



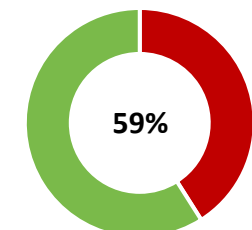
Increasing Non-tenure
Faculty



Cutting Benefits

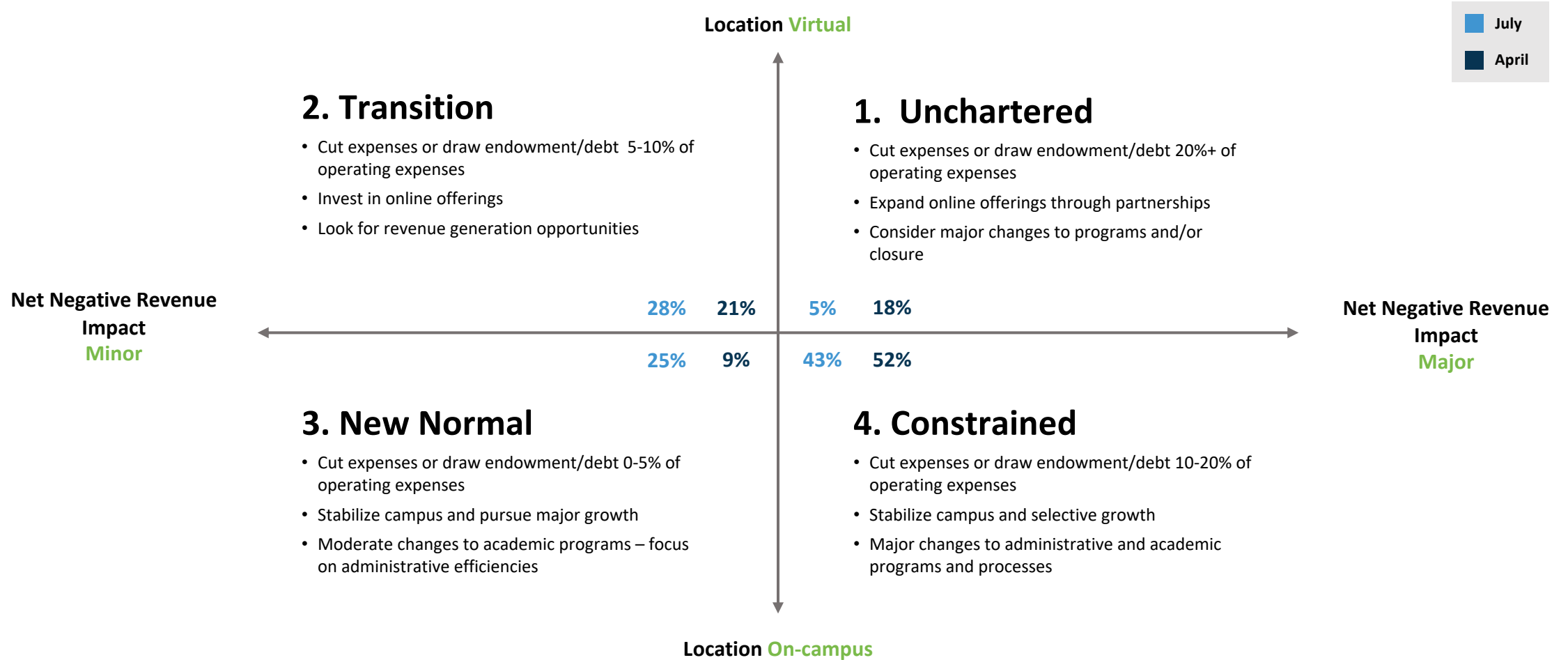


Providing Tuition Refunds



Cut Pay to Senior Staff
(July Only)

General sentiment is less virtual and less negative revenue impact



2. Transition

- Cut expenses or draw endowment/debt 5-10% of operating expenses
- Invest in online offerings
- Look for revenue generation opportunities

1. Unchartered

- Cut expenses or draw endowment/debt 20%+ of operating expenses
- Expand online offerings through partnerships
- Consider major changes to programs and/or closure

3. New Normal

- Cut expenses or draw endowment/debt 0-5% of operating expenses
- Stabilize campus and pursue major growth
- Moderate changes to academic programs – focus on administrative efficiencies

4. Constrained

- Cut expenses or draw endowment/debt 10-20% of operating expenses
- Stabilize campus and selective growth
- Major changes to administrative and academic programs and processes

July Survey Report - Introduction



- We are delighted to share our survey results of a survey conducted with the AAC&U (Association of American Colleges and Universities)
- We reached out to the 285 presidents who comprised the Presidents' Trust
- Our "Checking the Pulse" survey ran from June 25, 2020 through July 12, 2020
- See additional COVID-19 and Higher Ed resources at [abc-insights.com](https://www.abc-insights.com)

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July Survey Report - Contents



15 | Demographic Breakdown

29-30 | Anticipated Changes to Tuition

16-18 | Future Considerations in Dealing With COVID-19

31 | Information President's Want to Have

19-21 | Anticipated Student Return and Completion

32 | Actions Presidents Anticipate Taking

22-24 | Expected Potential Decreases to Revenue in FY21

33 | Anticipated Student Activism

25-26 | Anticipated Changes to Administrative Costs

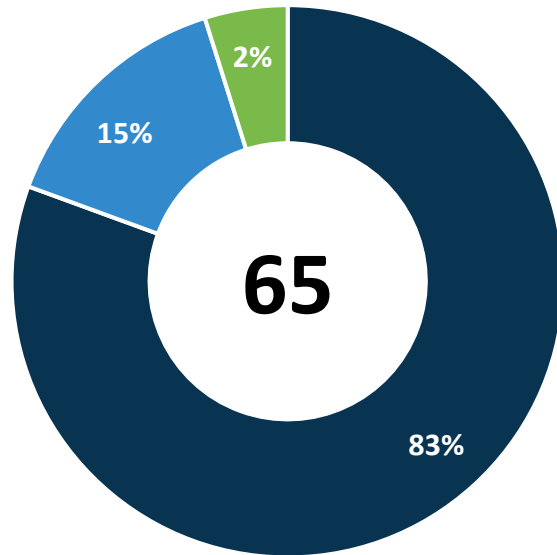
34 | Concerns Regarding Racial Justice

27-28 | Anticipated Changes to Academic Programs

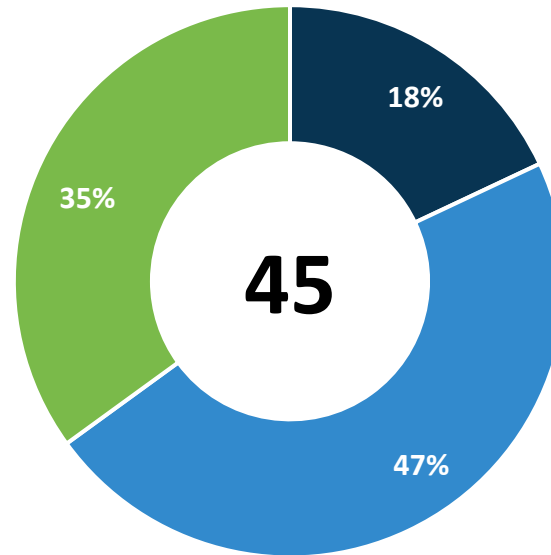
35-36 | Short-term and Long-term Actions to Improve Racial Justice On-Campus

Our response group represented a good cross sample of institutions (119 responses on sample of 266 or 45%)

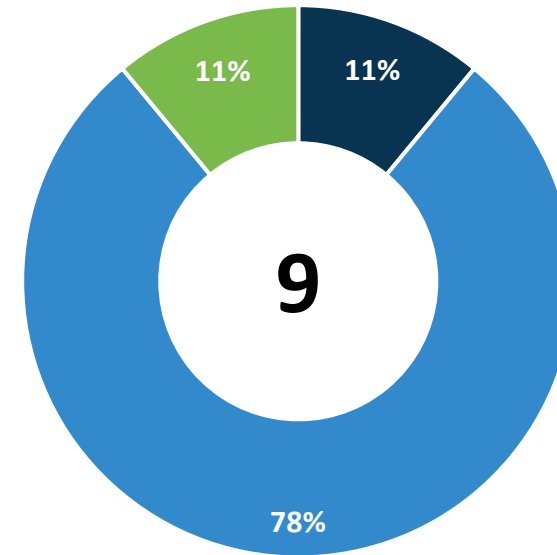
4-Year Private Universities



4-Year Public Universities



2-Year Community Colleges



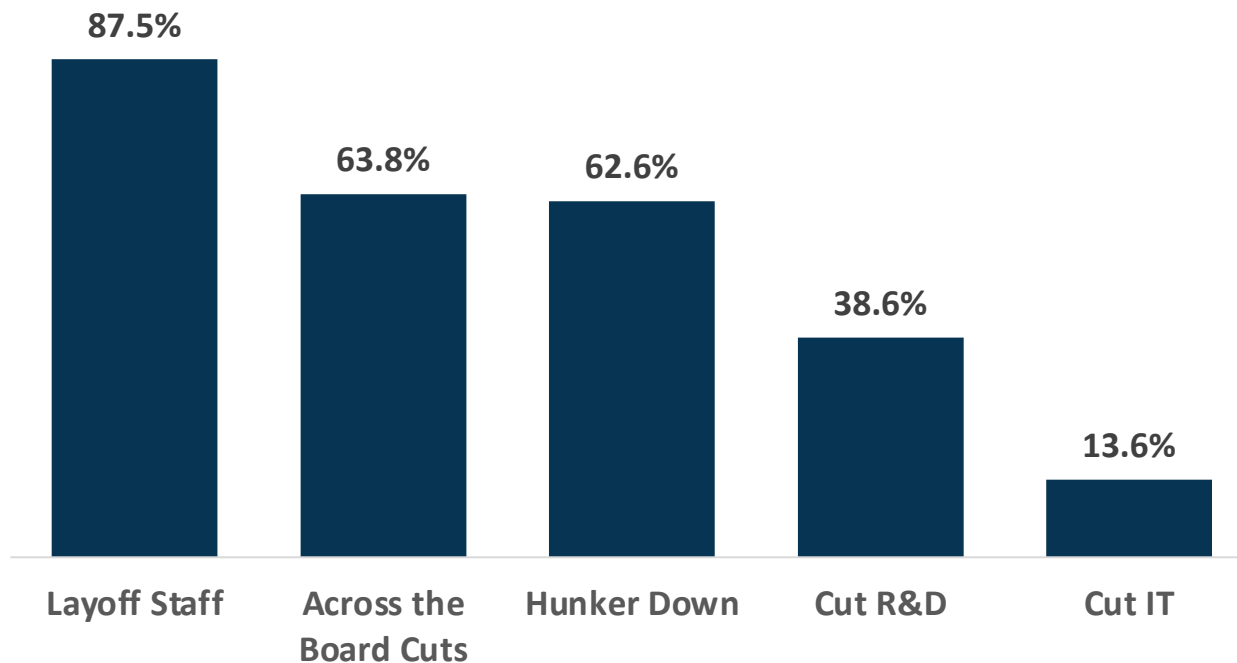
Small: 0 – 5,000 Students

Medium: 5,001 – 15,000 Students

Large: 15,001+ Students

There is no question that layoffs and cuts will continue to hit higher education

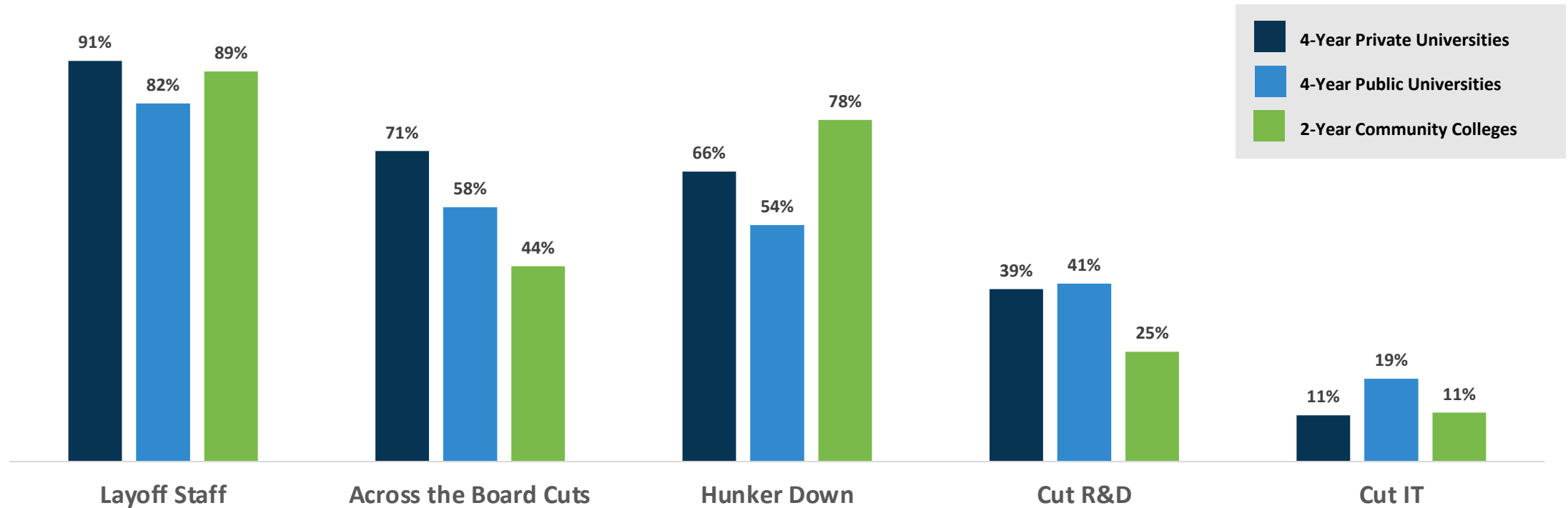
Future Considerations in Dealing With COVID-19



- “The degree of uncertainty is tremendous. We plan to remain flexible.”
- “We will be allowing 10% of our courses to be face to face; primarily in the arts and engineering and science.”
- “If we develop a hot spot on campus do we have the resources for a quarantine?”
- “[I am worried about the] longer-term impact on enrollment and institutional finances. This year appears to be ok, but the downstream effects on recruitment are somewhat threatening.”
- “Higher Education needs substantial reforms to meet the needs of today's world.”

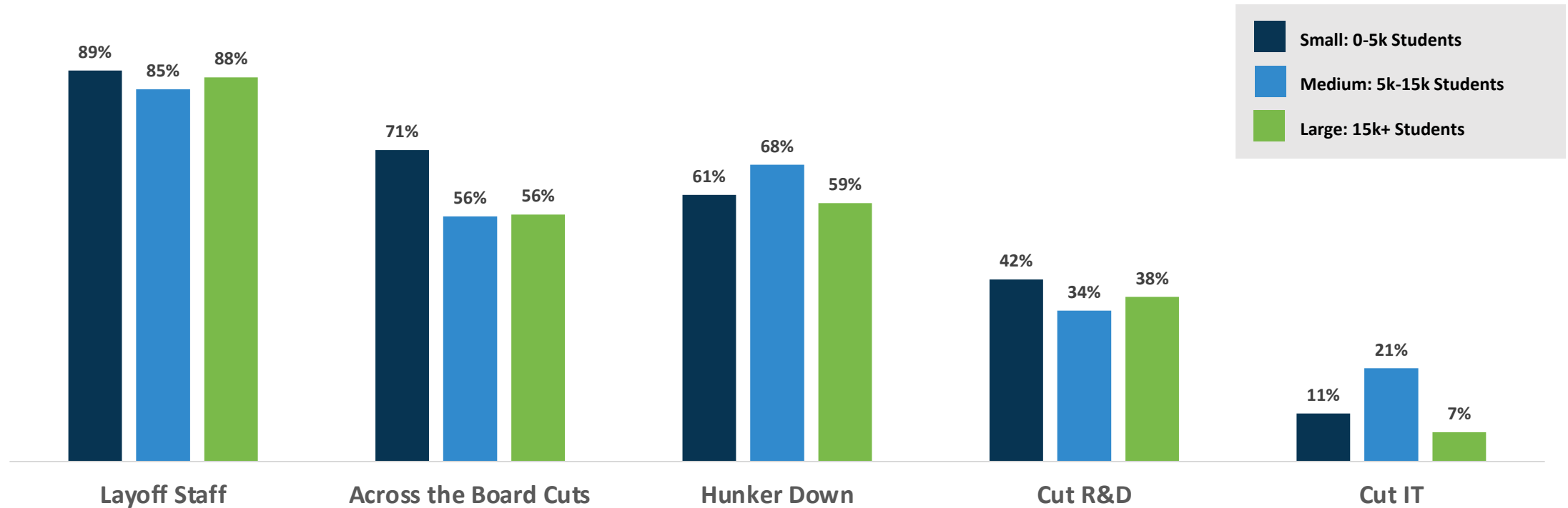
Private universities appear more inclined to do across-the-board cuts than public or community colleges

Future Considerations in Dealing With COVID-19 – Institution Type



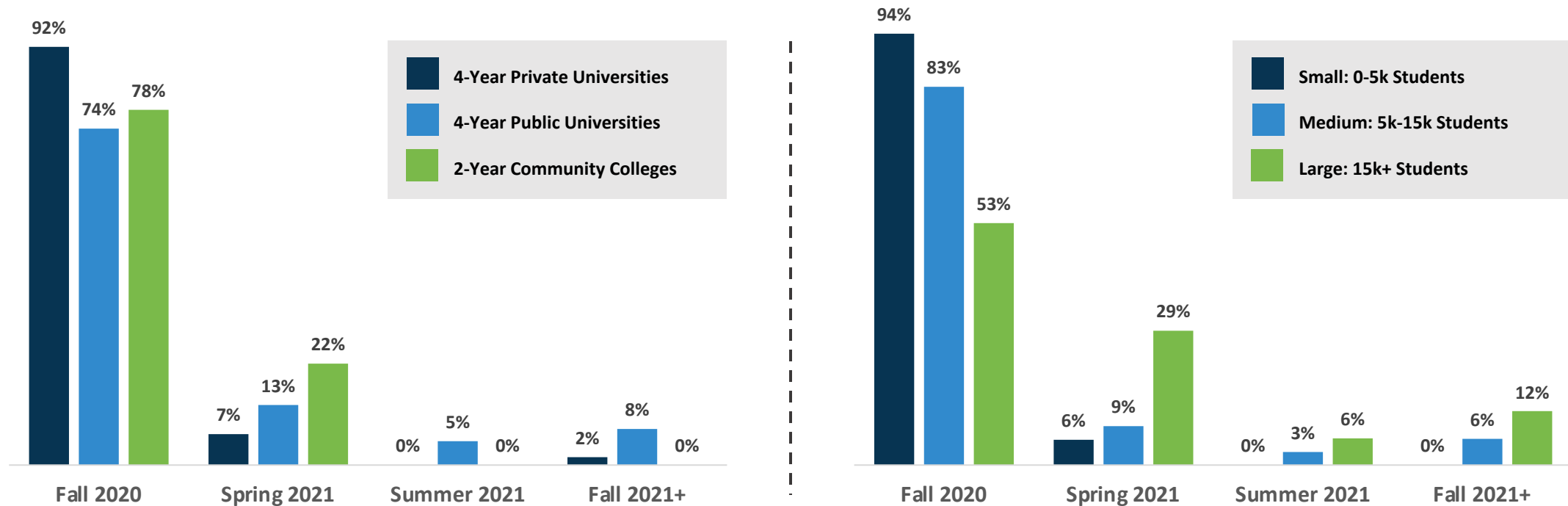
General approaches to dealing with Covid-19 appear to be the same across different sized institution

Future Considerations in Dealing With COVID-19 – Institution Size



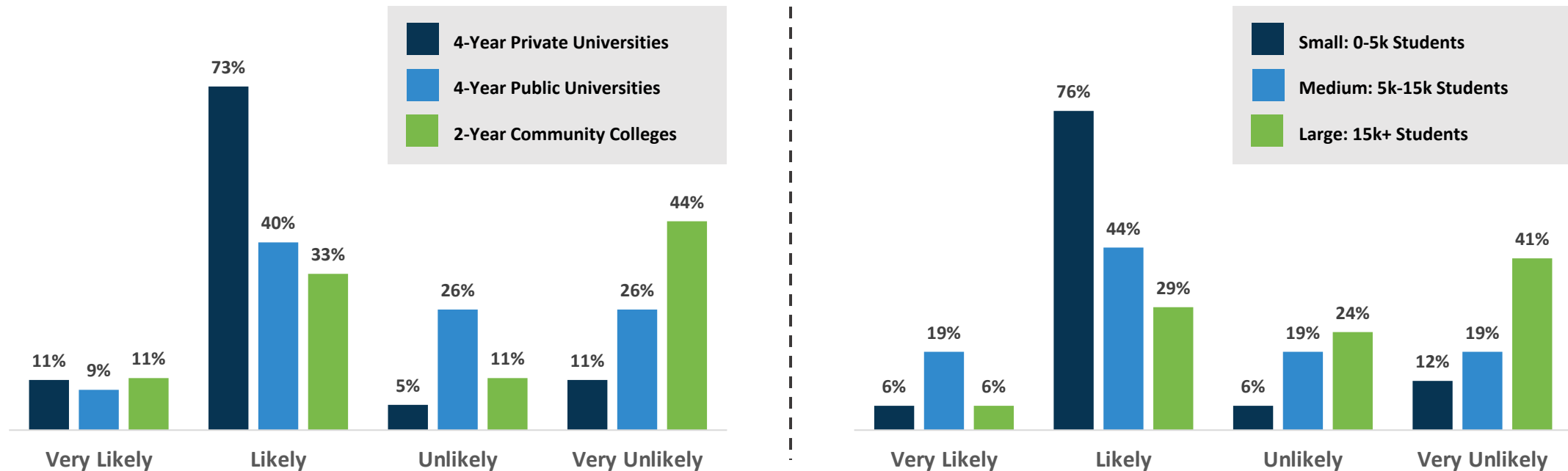
Small privates express a strong desire for on-campus instruction

Anticipated Return To Campus - Institution Type and Size



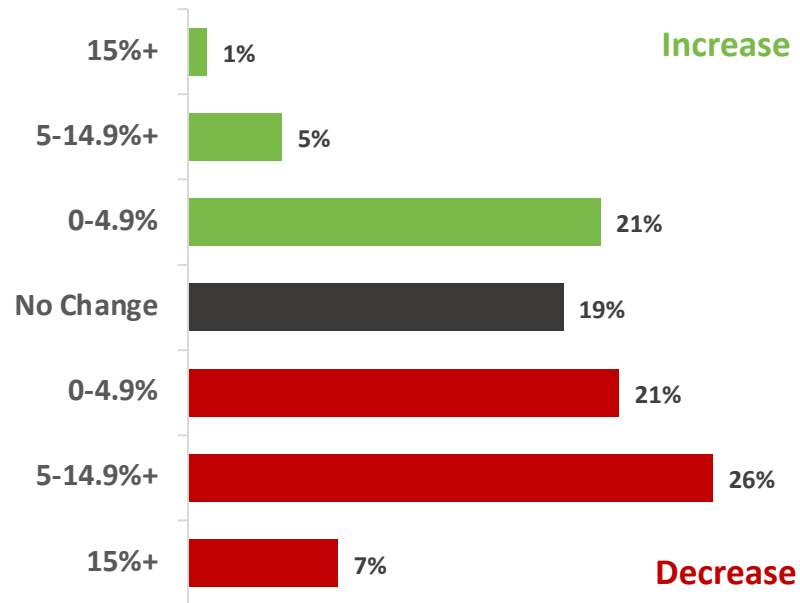
Larger universities anticipate being less likely to remain in-person than smaller private institutions

Anticipated Completion of Fall On-Campus - Institution Type and Size



Majority of institutions anticipate significant decreases in enrollments in the coming year

Enrollment Change This Year

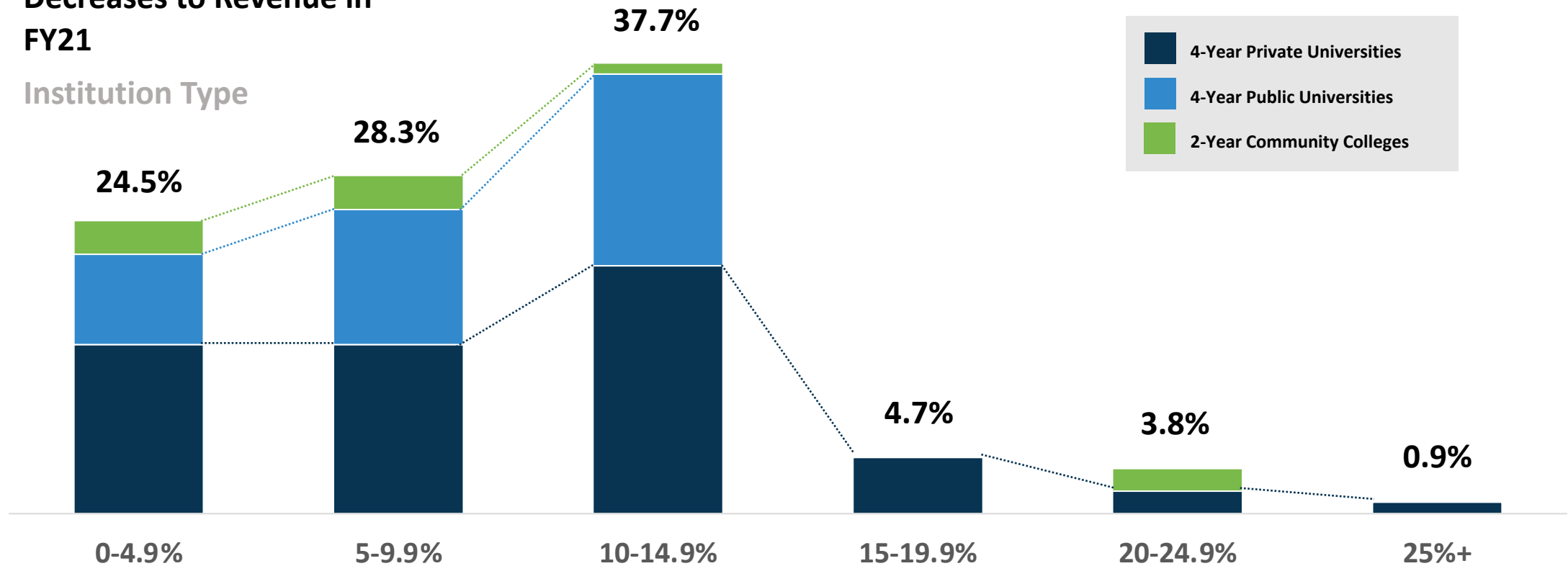


- “I am optimistic about the opportunity to gain [some] individuals who may have lost jobs because of the pandemic.”
- “Right now we are down about 5%, but I imagine we will lose more as the semester approaches.”
- “New student deposits and continuing student registrations are on par with last year. Students want to return, whether they will have the resources to actualize that interest is yet to be seen.”
- “Dual instruction and multiple teaching modalities at all times will be a must. We are phasing groups of students in over a period of four weeks prior to them being back on campus.”

90% of respondents anticipate revenue decreases up to 15%

Expected Potential Decreases to Revenue in FY21

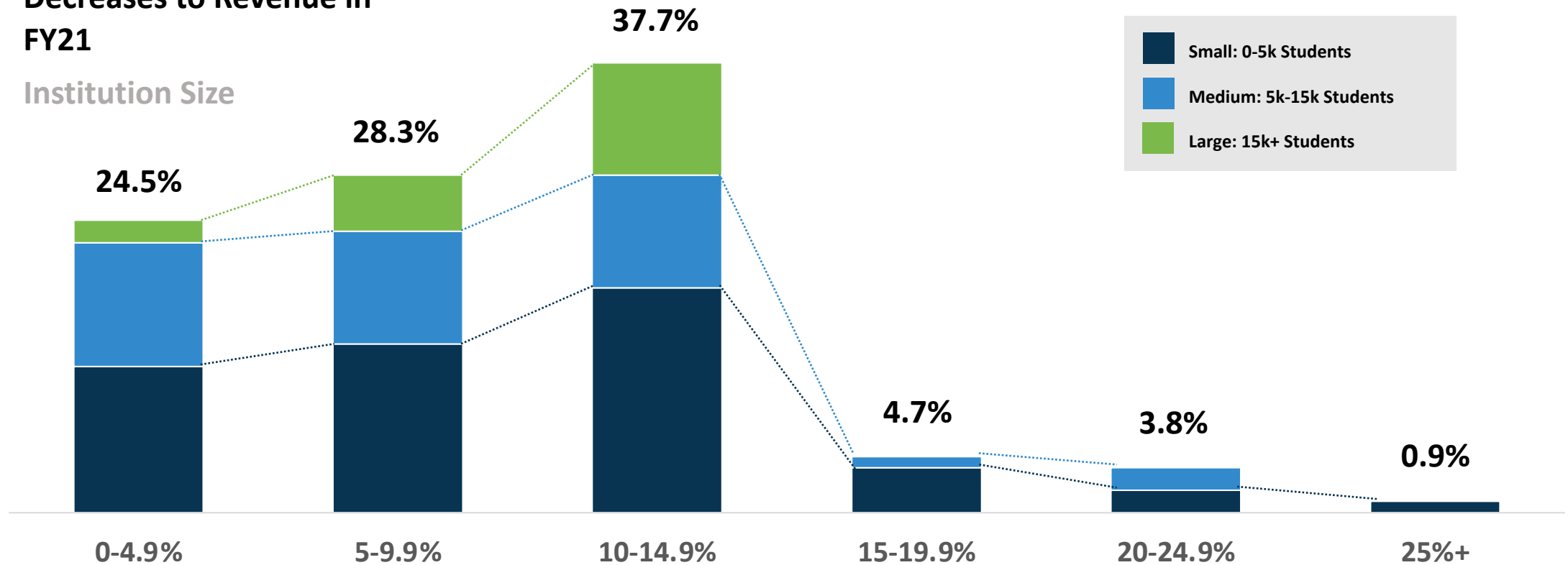
Institution Type



Smaller institutions expect a more significant negative impact

Expected Potential Decreases to Revenue in FY21

Institution Size



Major concerns include state support, congressional relief, and the need for ongoing flexibility



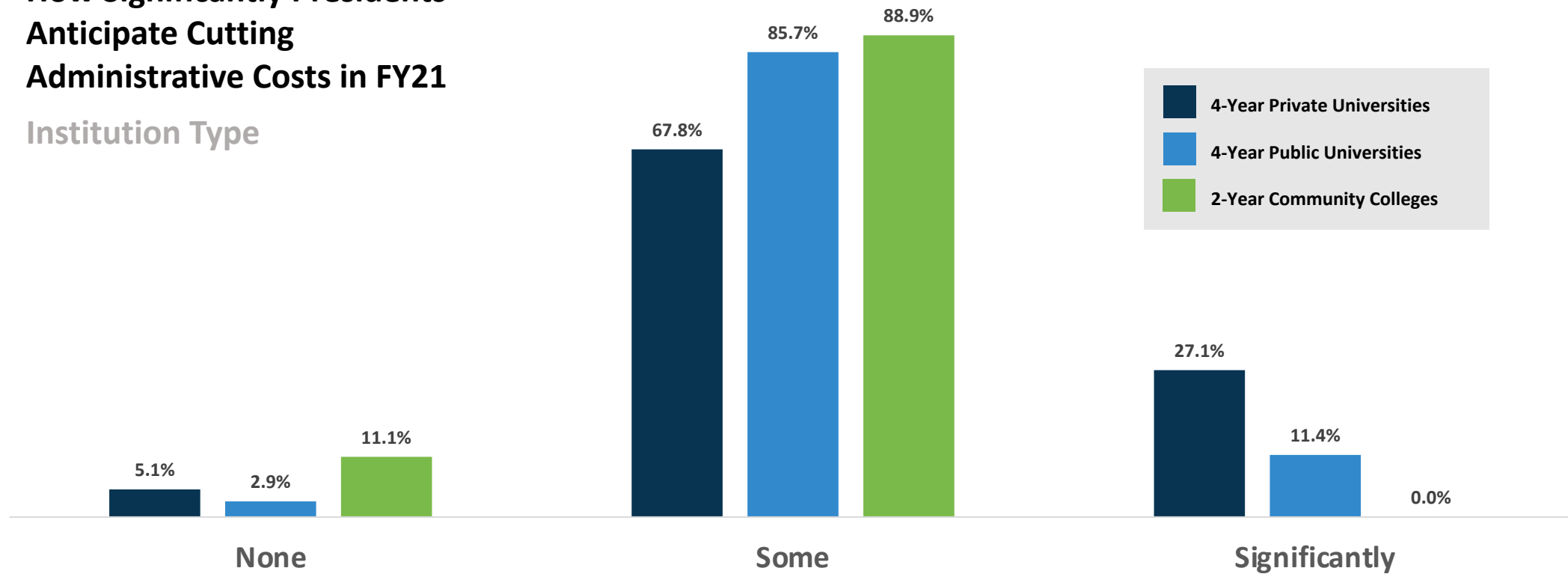
What other comments or concerns do you have regarding revenues?

- " Family income decline and need to increase financial aid to enroll the class is a major concern."
- "We are dealing with a state budget reduction of 5%, decreases in non-resident students, decreases in housing, dining and parking revenues, and decreases in NCAA distribution."
- "The operational fund base budget reductions will be down 5%, but when adding the dollars lost from reduced revenues, etc., that number could soar past 10% to 20% or more."
- "The situation will be very dependent upon Congressional action in the next COVID-19 relief bill."
- "We are working hard to accelerate online offerings to in degree candidates to offset revenue decreases from degree granting programs."

Private institutions lead the way in administrative cost cutting

How Significantly Presidents Anticipate Cutting Administrative Costs in FY21

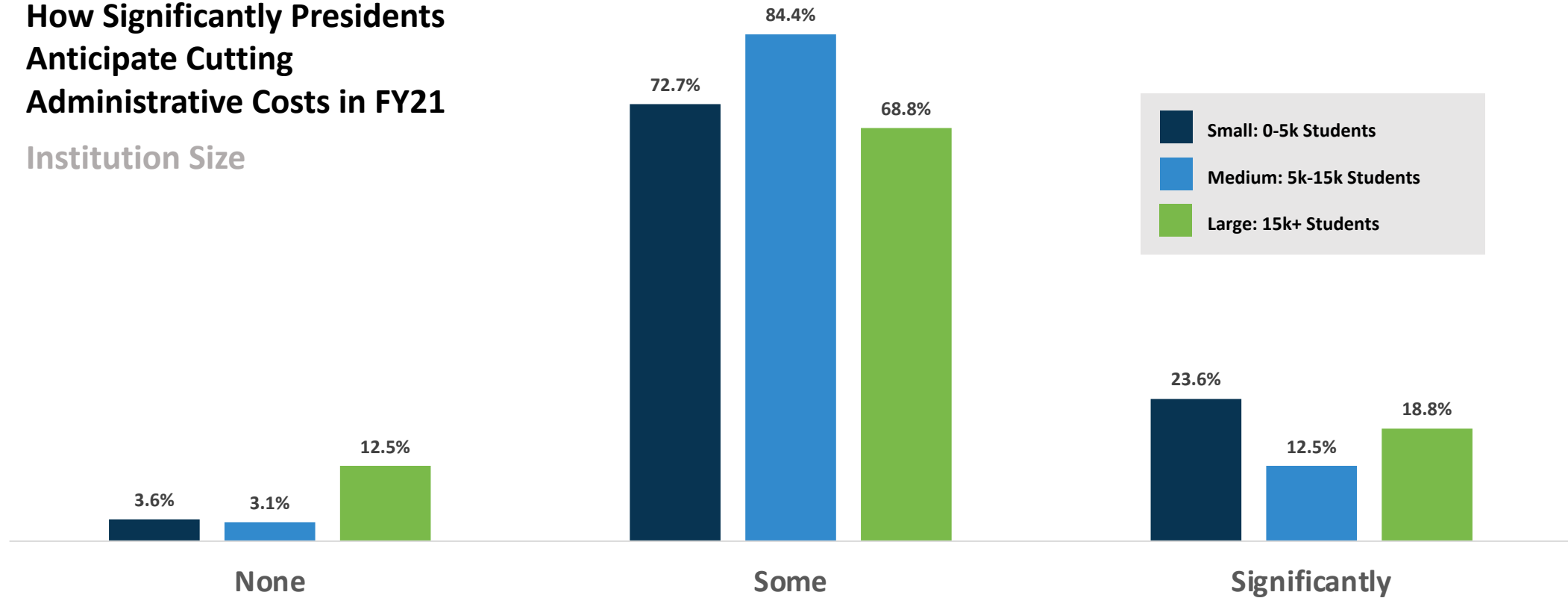
Institution Type



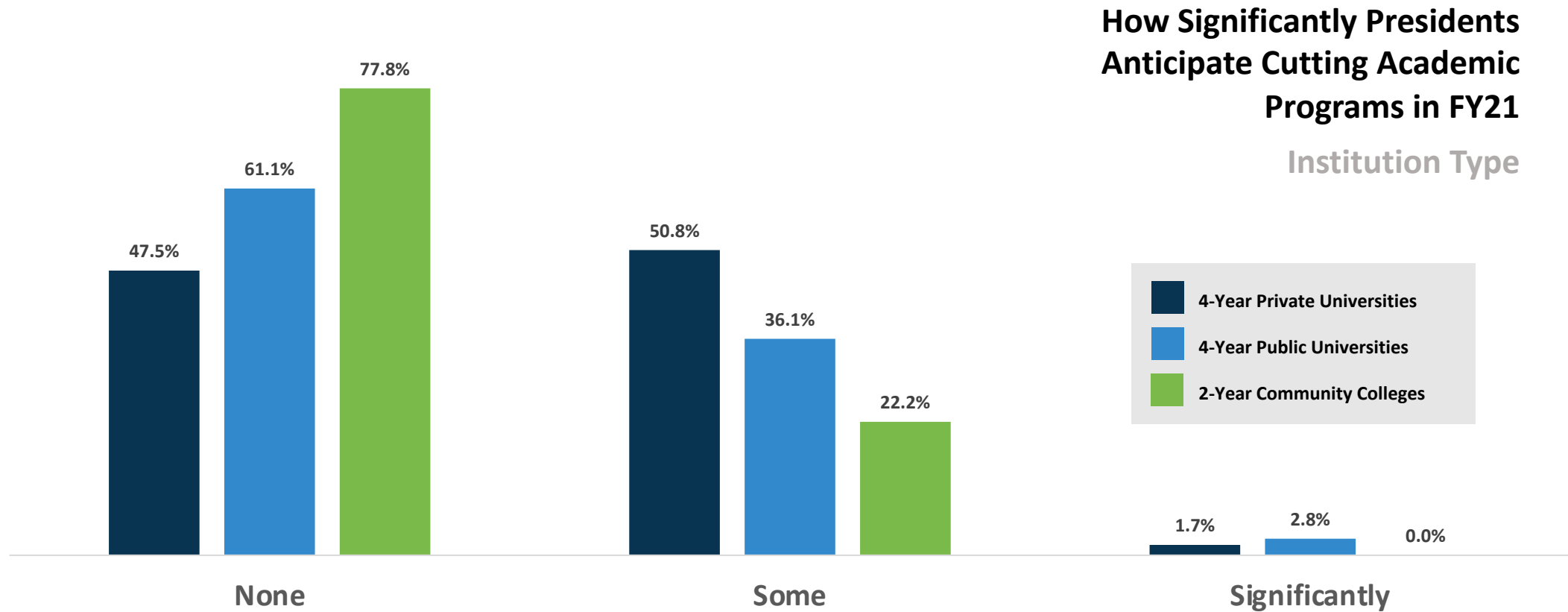
Despite size, most institutions are considering some administrative cost cutting measures

How Significantly Presidents Anticipate Cutting Administrative Costs in FY21

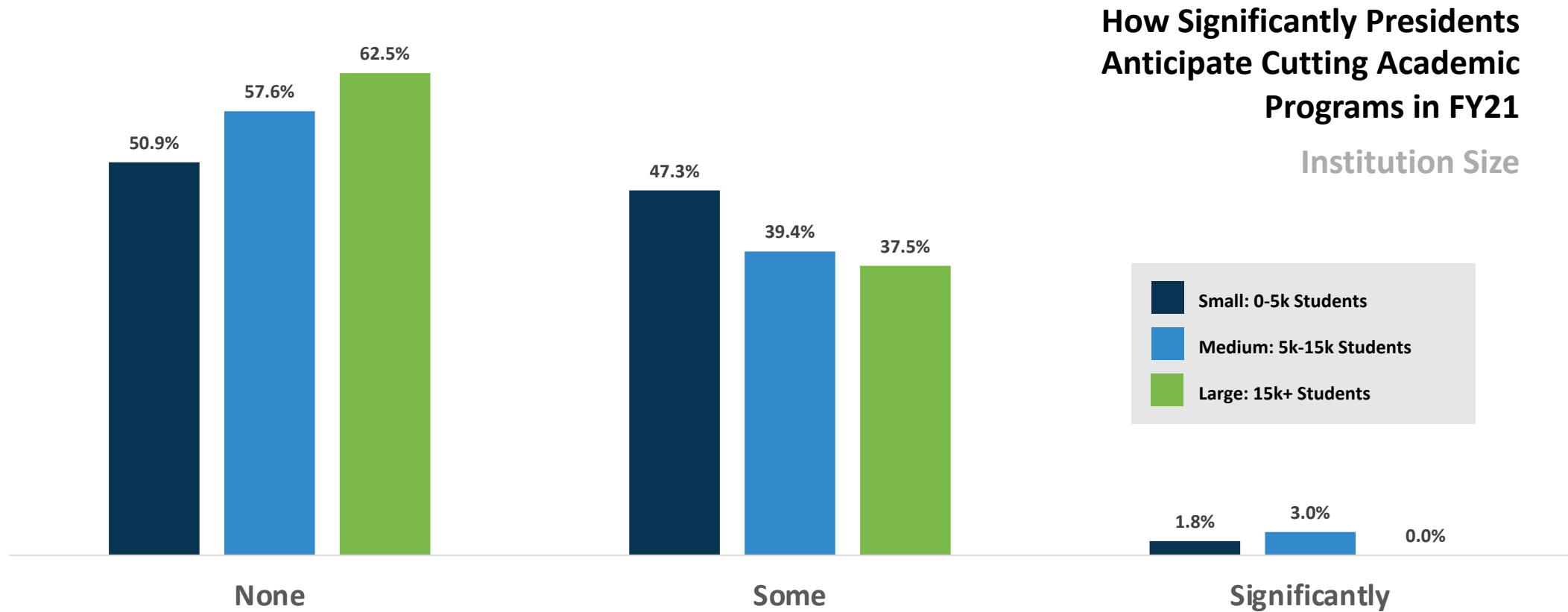
Institution Size



Private institutions are more likely to anticipate academic cost cutting

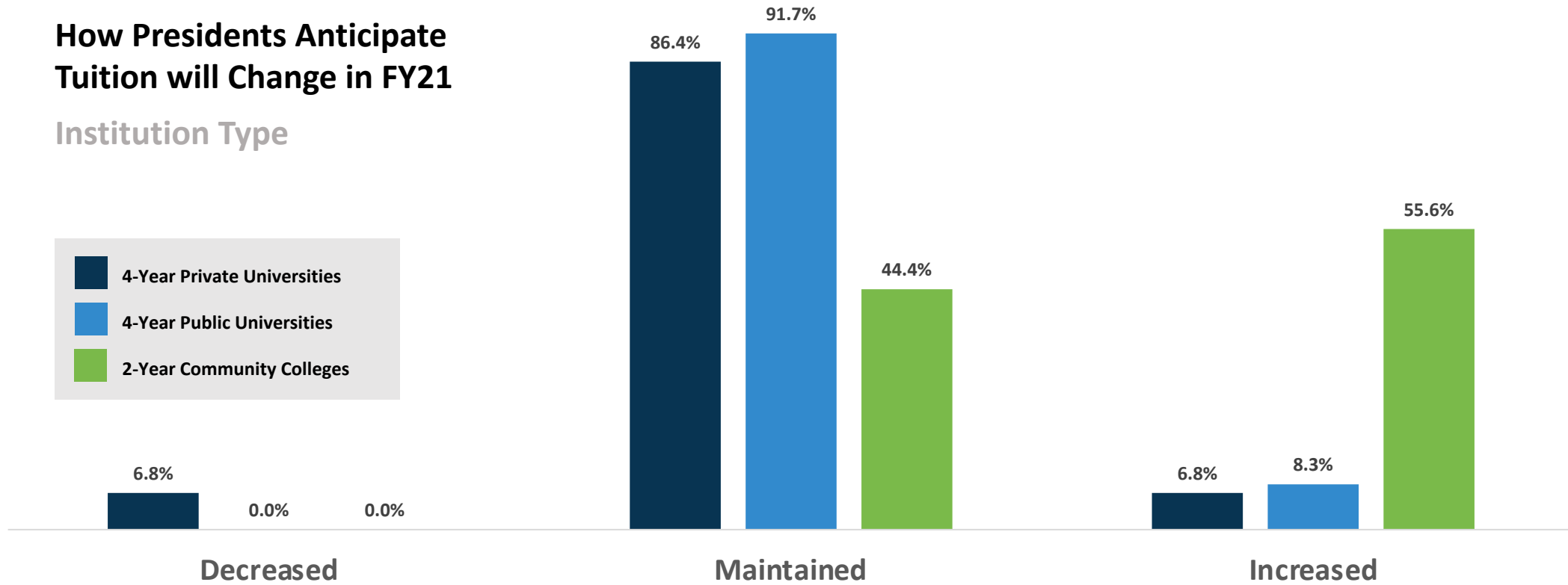


Fewer than half of any size institution is pursuing academic cuts



Community colleges are more likely to increase tuitions

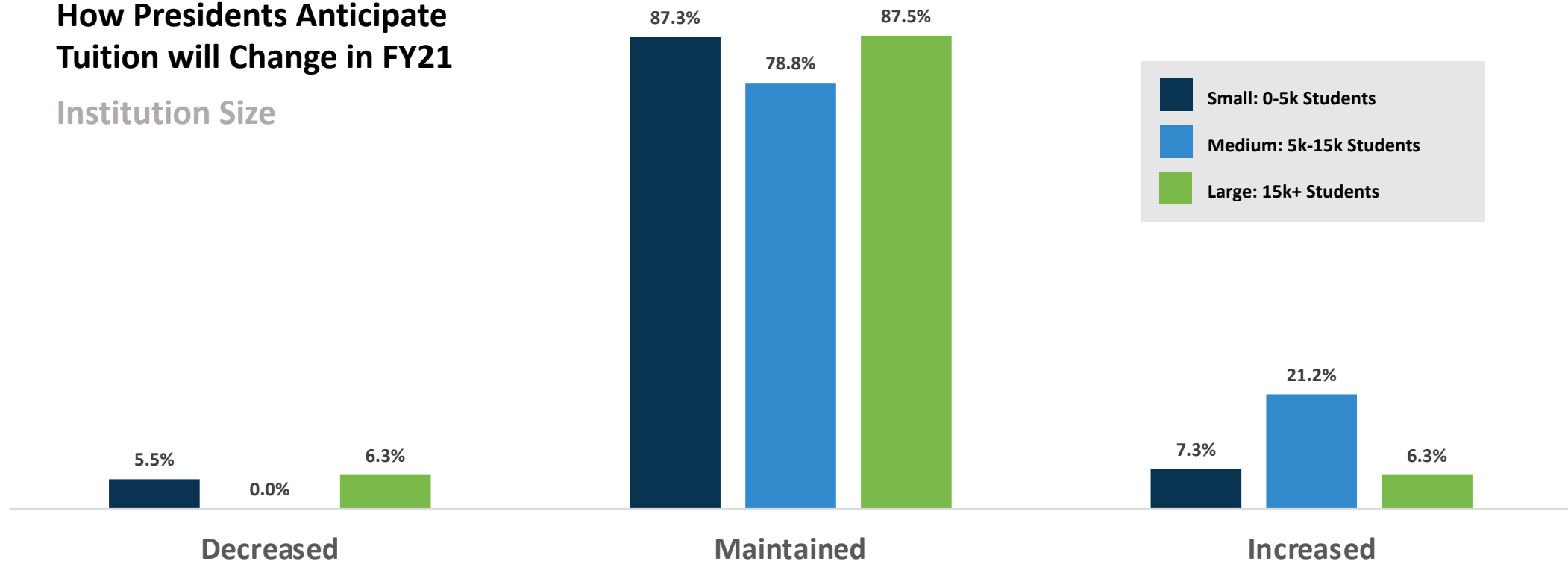
How Presidents Anticipate Tuition will Change in FY21 Institution Type



Most institutions are maintaining tuition levels, with medium institutions more likely to increase

How Presidents Anticipate Tuition will Change in FY21

Institution Size



Presidents hope for clearer guidance from government officials, better data, and increased testing capabilities

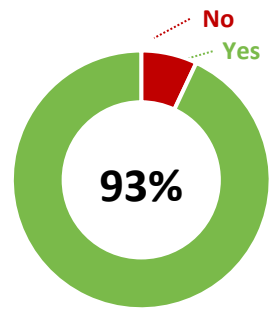


What information do you wish you had as you plan for the fall semester?

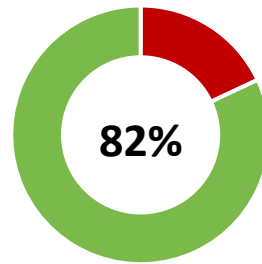
- “Data analytics that help move our enrollment and marketing strategy.”
- “More clear and direct messaging from CDC about what is and isn't possible.”
- “Better information on investments - Should we be spending so much time and money on surface cleaning? Are barriers such a plexiglass windows and shields a good investment? What type of face coverings are best, and should masks be augmented with shields?”
- “How long the contagion period is, the accuracy of antibody tests, and potential reinfection.”
- “Local health protocols on a timelier basis and national best practices on testing and contact tracing”
- “Assurance from government that there will be adequate testing equipment available.”

Reengineering, freezes, furloughs, and layoffs are key activities going into the fall

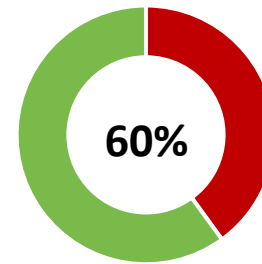
How many presidents anticipate taking the following actions – All Institutions



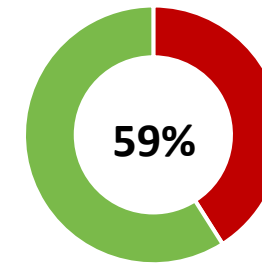
Reengineering
Operational Process



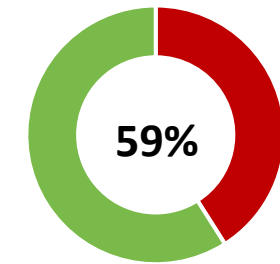
Freezing Hiring



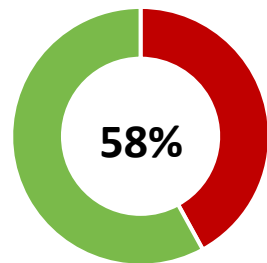
Implementing Furloughs



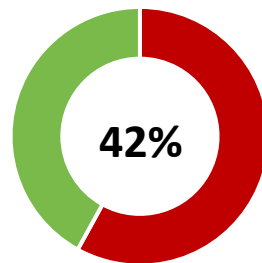
Laying Off Staff



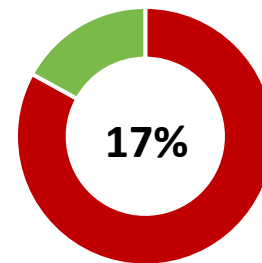
Cut Pay to Senior Staff



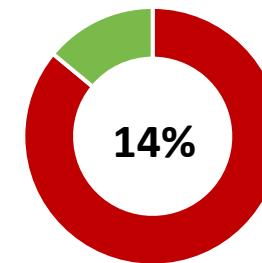
Providing Room & Board
Refunds



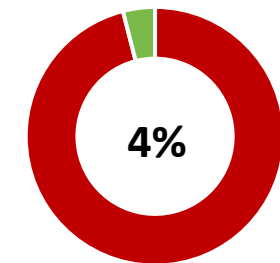
Cut Benefits



Increasing
Part-time Faculty



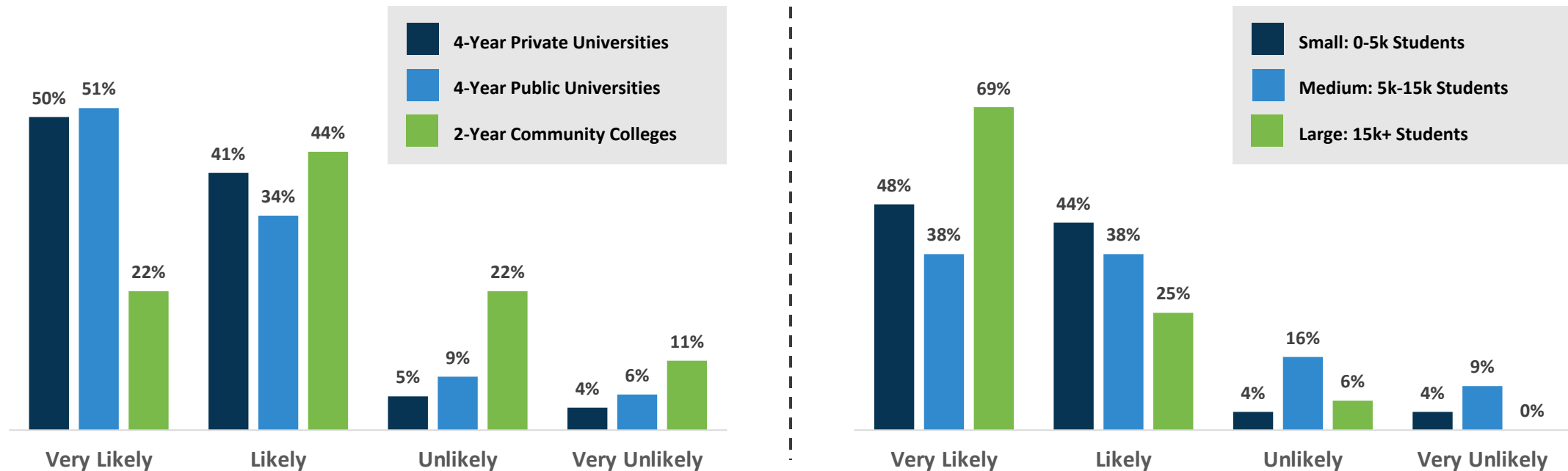
Increasing Non-tenure
Faculty



Providing Tuition Refunds

The vast majority of universities expect on-campus student activism related to racial justice issues

Anticipated Student Activism On-Campus - Institution Type and Size

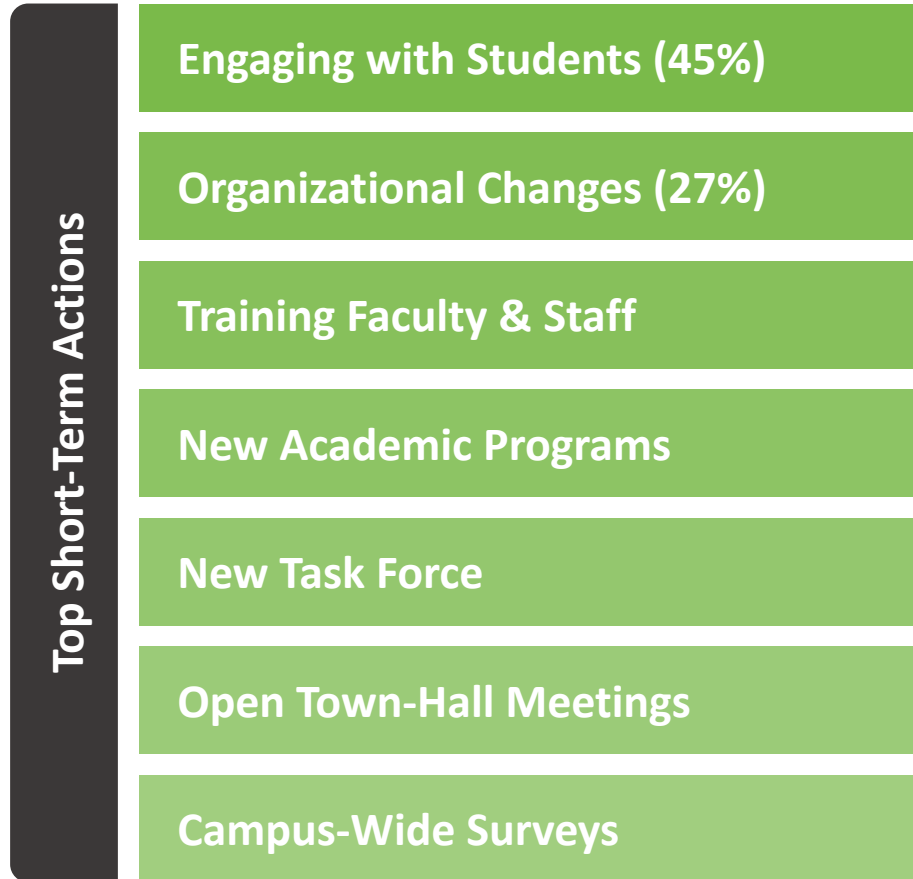


The topic of racial justice on campus will be omnipresent

What concerns do you have regarding racial justice on your campus?

- “That we will talk at rather than with, and that we will let the vitriolic words of others be the voice that controls the conversation rather than our voices and our commitments.”
- “I’m concerned that protests will impede our efforts to control the spread of the virus.”
- “The local community is largely conservative and not always supportive of equity, especially for Black Lives Matter.”
- “The campus population is considerably more diverse and inclusive than the surrounding community.”
- “That a tiny minority will drive polarization and undermine emerging national consensus on eliminating systemic racism.”
- “Not being able to move quickly enough given student demands and expectations (e.g., on increasing the numbers of faculty, staff, and students from underrepresented groups), and backlash from members of the community (including alumni and donors).”
- “In all domains, I am clear about the pain Black Lives Matter represents, and that other people of color feel. I worry about the complacency and contentment that allows members of larger white communities to sit in silence, or simply express empathy but not commit to or authentically address the structural issues of systemic racism that infects our institutional policies and practices.”
- “We need to figure out together how to bring both learning and action together in our college communities.”

Short-term actions involve listening and organizational response



What short-term actions do you anticipate taking?

- “Working with faculty, staff, and students to deepen our understanding of racial injustice and inequity, engaging discussion groups, taking actions to create healing spaces on campus, conducting listening sessions with students and acting to address their concerns.”
- “Having multiple town hall meetings at the start to help develop a game plan for action.”
- “Creating a new task force on inclusion is developing an action plan by the end of July to implement tangible changes before students return in late August.”
- “Listening sessions for students, faculty and staff - some are strictly for our Black community members in these different groups - to get more of a sense of critical actions steps.”
- “Focus groups to surveys to action plans that stress dialogue and coming to common ground, creating a willingness to stand together, establishing safe places, addressing racists behavior, countering words with other words.”

Long-term changes involve new approaches to personnel, policies, and academic programs

Top Long-Term Actions

New Academic Programs (30%)

Diversify Faculty & Staff (27%)

Engage with Faculty & Staff

Long Term Strategic Plan

Renaming Buildings

New Student Scholarships

Campus Police Reform

What long-term actions do you anticipate taking?

- “Reforming campus police, moving resources to Africana Studies, new faculty hiring procedures, and strengthening curriculum in non-ethnic studies areas.”
- “We want to focus on curriculum changes to ensure a critical focus on systemic racism and related topics across all programs and levels and drive greater training on these issues for our Board of Trustees and alumni.”
- “Ensure general ed curriculum is more focused on these issues; make stronger efforts to recruit and retain diverse students, faculty and staff.”
- “We will expand hiring practices, curriculum reform, service through our Center for Community Engagement, collaborative efforts with city, and collaborative efforts with non-profit organizations like the NAACP.”
- “We need to strengthen some aspects of our civic education programs with sensitivity to the local context.”
- “A greater focus of our center for civic engagement, hiring a CDO in spring, faculty reviewing core through this lens.”