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2020 Survey of

# College and University Business Officers

A STUDY BY *INSIDE HIGHER ED* AND GALLUP

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# THE 2020 *INSIDE HIGHER ED* SURVEY OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS

A study by Gallup and *Inside Higher Ed*



## ***Inside Higher Ed***

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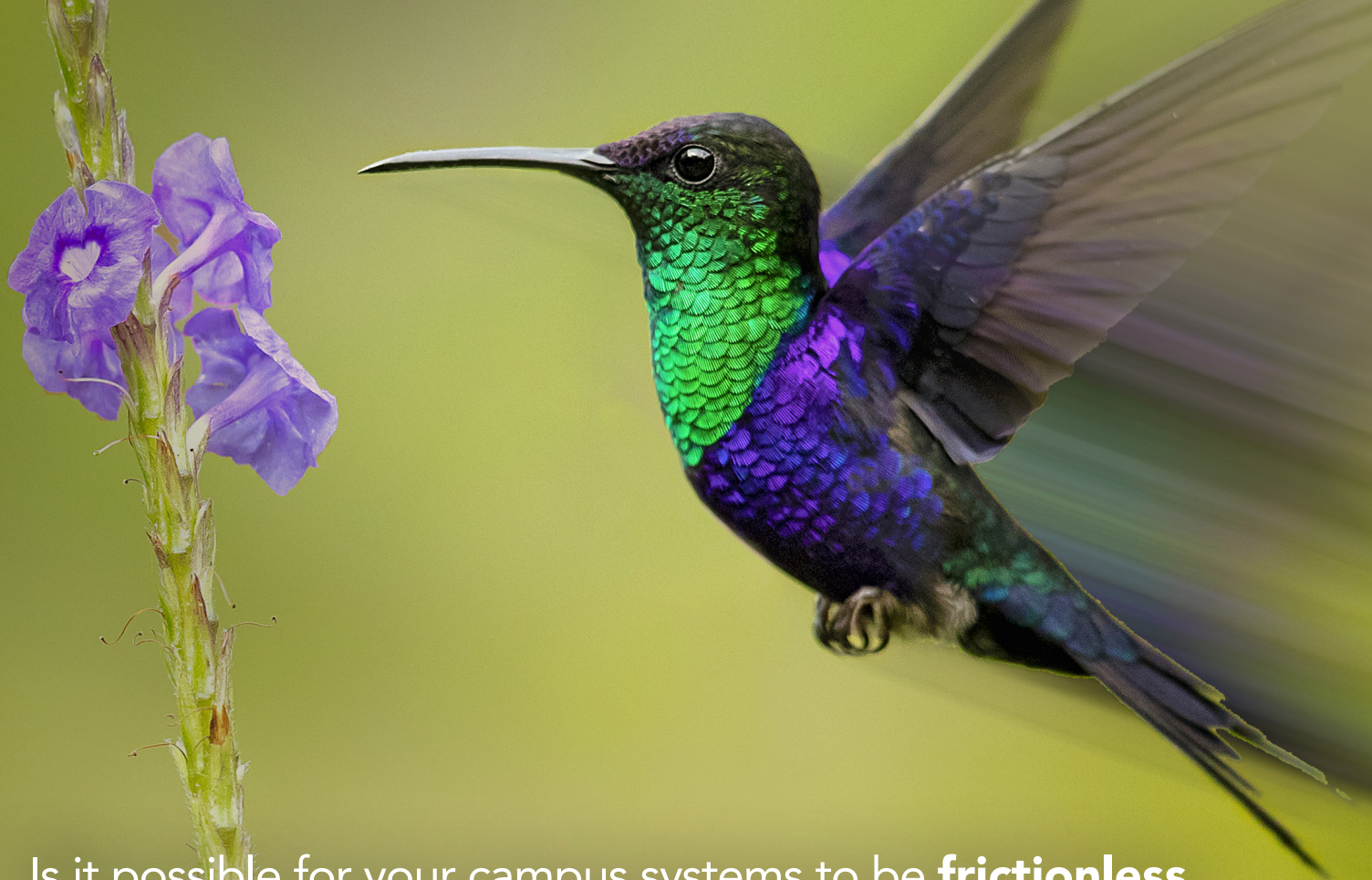
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# METHODOLOGY

This report of *Inside Higher Ed's* 10th annual Survey of College and University Business Officers presents findings from a quantitative survey research study Gallup conducted on behalf of *Inside Higher Ed*. The objective of the study was to learn the practices and perceptions of college and university CBOs on pressing issues facing higher education.

To achieve this objective, Gallup sent invitations via email to 4,478 CBOs or senior financial officers and sent regular reminders throughout the June 3-16, 2020, field period. Gallup collected 273 completed or partially completed web surveys, yielding a 6 percent response rate. Respondents represented 131 public institutions, 137 private institutions and five institutions from the for-profit sector. Respondents were offered an incentive (a chance for one of five \$100 gift cards) for their participation.

### Total Participation, by Sector

	All Institutions, by Sector				Public			Private Nonprofit		
	All	Public	Private Nonprofit	For-Profit*	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.	Assoc.*
<b>Total N</b>	273	131	137	5	34	32	54	74	49	2

\*Data not reported for these groups due to small sample size

Note: System offices and specialized institutions are categorized by sector but not by highest degree offering. Consequently, in some tables, percentages for subgroups (e.g., private doctoral/master's and private baccalaureate) may appear inconsistent with the total for the entire group (e.g., all private institutions).

Some sectors do not have data reported due to low sample sizes. Sector groupings are determined based on the 2018 Carnegie Classification for the institution. Specialty colleges — namely, Bible colleges and seminaries with a Carnegie Classification of 24 — and institutions with an enrollment of fewer than 500 students were excluded from the sample. Each institution is represented only once in the results.

Gallup education consultants developed the questionnaire in collaboration with Scott Jaschik and Doug Lederman from *Inside Higher Ed*.

The survey is an attempted census of all CBOs using the most comprehensive sample information available. Gallup statistically weighted data to correct for nonresponse, matching the obtained sample to targets for all U.S. colleges and universities from the Integrated Postsecondary Education Data System (IPEDS) database. Gallup weighted the sample based on institutional control (public or private/nonprofit), four-year or two-year degree offerings, student enrollment and geographical region. Therefore, the weighted sample results can be considered representative of the views of CBOs at colleges nationwide.

The following sections present the findings of the survey. In some cases, reported frequencies may not add up to 100 percent due to rounding. "Don't know" and "Refused" responses are excluded from the results unless otherwise indicated.

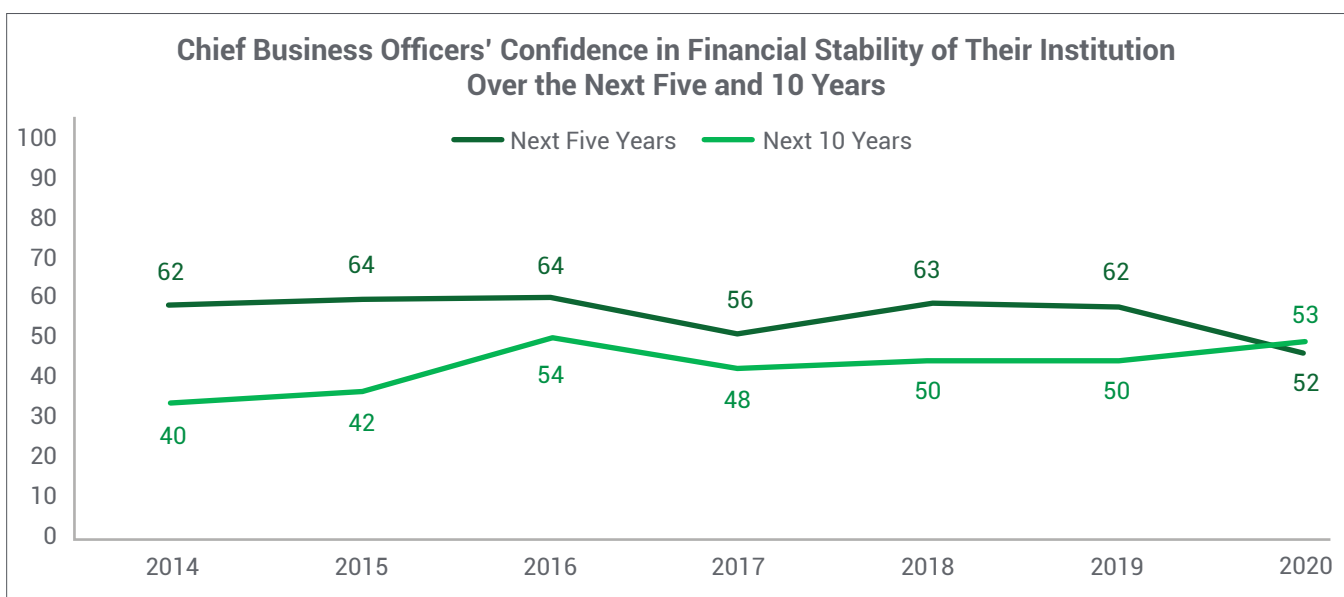
## DETAILED FINDINGS

# FINANCIAL HEALTH

Amid the coronavirus pandemic and economic recession, CBOs are much less confident, compared with previous years, in their college's short-term financial outlook, but their longer-term outlook is slightly improved.

Fifty-two percent of U.S. college and university CBOs strongly agree or agree they are confident their institution will be financially stable over the next five years. That is down from 62 percent in 2019 and the lowest measured to date in *Inside Higher Ed's* CBO surveys.

CBOs are about equally confident in their institution's financial outlook for the next 10 years as they are for the next five years. In contrast to the five-year outlook, the current level of confidence in the 10-year outlook is among the highest it has been in recent years.



Public institution business officers are much more confident than are private institution CBOs in their college's five- and 10-year outlooks.

**Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements.**

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>I am confident my institution will be financially stable over the next five years.</b>								
%5 Strongly agree	19	22	13	11	19	25	12	16
%4	33	38	28	66	23	36	30	25
%3	33	28	40	11	25	31	39	35
%2	13	10	17	12	26	6	16	24
%1 Strongly disagree	2	2	2	0	7	1	3	0

## FINANCIAL HEALTH (cont.)

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>I am confident my institution will be financially stable over the next 10 years.</b>								
%5 Strongly agree	20	22	15	19	13	25	15	12
%4	33	39	26	55	28	36	28	26
%3	35	30	40	23	34	34	35	42
%2	13	9	18	4	24	5	20	18
%1 Strongly disagree	1	0	1	0	0	0	1	2

Only about one in four CBOs expect that their institution will be able to ride out the financial downturn and return to normal operations in about a year. The largest proportion – 47 percent – says their institution should use the pandemic to make transformative changes in its core structure and operations to better position itself for financial stability in the future. Six percent believe their institution should shrink in response to the economic situation, while 21 percent say they should focus more on their college's strongest areas and invest in those once the recession ends.

<b>Which of the following most closely reflects your institution's future in relation to the COVID-19 pandemic and economic recession?</b>								
	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
% Return to normal: My institution can ride out the current difficulties and return more or less to normal operations within 12-18 months.	26	30	23	21	32	34	23	25
% Shrink institution: My institution should use this period to tighten its focus to come out of the recession smaller but better.	6	3	8	0	3	5	7	11
% Reset for growth: My institution should use this period to focus more on what it does best so it can invest and grow in those areas once the recession ends.	21	19	23	36	21	14	24	25
% Transform institution: My institution should use this period to make difficult but transformative changes in its core structure and operations to better position itself for long-term sustainability.	47	48	46	43	44	47	46	38

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# CORONAVIRUS FINANCIAL IMPACT AND RESPONSE

Four in 10 chief business officers indicate their institution has incurred \$2 million or more in unanticipated budget expenses because of the coronavirus pandemic. This includes 6 percent who report unanticipated expenses of \$20 million or more. Community colleges have generally been hurt far less than four-year colleges have, according to their business officers.

How much in unanticipated budget expenses has your institution generated so far related to COVID-19?								
	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
% Less than \$2 million	59	59	59	19	43	82	57	54
% \$2 million to less than \$5 million	23	21	25	24	34	17	22	33
% \$5 million to less than \$10 million	7	6	9	11	17	2	10	10
% \$10 million to less than \$20 million	5	6	3	14	6	0	5	2
% \$20 million or more	6	8	4	32	0	0	6	0

Asked about 12 different actions colleges could take to address the financial downturn, chief financial officers are most likely to report that their college has already slowed or stopped capital projects, with 55 percent saying so. Another 21 percent say their college is likely to slow or stop capital projects by the end of the year.

Majorities of CBOs also say their college has done or expects to do the following by the end of the year: eliminate administrative positions, furlough employees, reduce pay of senior administrators, eliminate adjunct faculty positions, promote early retirement or voluntary separation for faculty members, and eliminate underperforming academic programs.

Which of the following actions has your institution already taken, or is likely to take this year, in response to the economic recession brought about by the COVID-19 pandemic?								
	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>Slow or stop capital projects</b>								
% Have already done	55	43	68	65	54	34	68	67
% Likely to do by end of 2020	21	25	17	15	22	28	18	15
% Not likely to do by the end of 2020	24	32	16	20	24	38	14	17
<b>Eliminate administrative positions</b>								
% Have already done	31	28	33	48	43	19	37	33
% Likely to do by end of 2020	36	35	39	43	37	28	39	41
% Not likely to do by the end of 2020	33	37	28	9	20	53	24	26

# CORONAVIRUS FINANCIAL IMPACT AND RESPONSE (cont.)

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>Furlough employees</b>								
% Have already done	27	22	32	36	24	18	35	34
% Likely to do by end of 2020	30	27	34	42	37	16	31	33
% Not likely to do by the end of 2020	43	51	34	23	39	66	34	33
<b>Reduce pay of senior administrators</b>								
% Have already done	27	18	35	46	17	8	37	30
% Likely to do by end of 2020	24	18	31	20	25	9	32	36
% Not likely to do by the end of 2020	49	64	33	33	57	84	32	33
<b>Eliminate adjunct faculty positions</b>								
% Have already done	26	25	25	36	21	21	28	27
% Likely to do by end of 2020	40	38	45	40	54	33	53	33
% Not likely to do by the end of 2020	33	37	30	24	25	46	19	40
<b>Promote early retirement or voluntary separation for faculty members</b>								
% Have already done	24	20	29	13	34	18	32	26
% Likely to do by end of 2020	31	33	29	59	33	19	29	32
% Not likely to do by the end of 2020	45	47	42	28	33	62	39	42
<b>Promote early retirement or voluntary separation for administrators and staff</b>								
% Have already done	18	17	20	12	23	17	24	17
% Likely to do by end of 2020	29	33	26	54	24	26	26	29
% Not likely to do by the end of 2020	53	50	54	34	52	57	50	54
<b>Reduce retirement benefits</b>								
% Have already done	14	1	26	3	0	0	34	21
% Likely to do by end of 2020	21	6	35	16	0	3	41	31
% Not likely to do by the end of 2020	66	94	39	81	100	97	26	47
<b>Reduce pay of faculty and staff</b>								
% Have already done	13	14	12	30	3	9	13	8
% Likely to do by end of 2020	17	11	24	24	20	1	28	20
% Not likely to do by the end of 2020	70	76	64	46	76	89	59	72

# CORONAVIRUS FINANCIAL IMPACT AND RESPONSE (cont.)

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>Eliminate underperforming academic programs</b>								
% Have already done	12	10	14	0	11	14	14	12
% Likely to do by end of 2020	40	45	35	45	38	46	45	23
% Not likely to do by the end of 2020	48	44	51	55	51	40	41	65
<b>Take an unscheduled or larger-than-planned draw from our endowment</b>								
% Have already done	9	4	14	6	3	3	4	31
% Likely to do by end of 2020	15	10	20	16	9	3	19	20
% Not likely to do by the end of 2020	76	87	67	78	88	94	76	50
<b>Reduce health care benefits</b>								
% Have already done	4	1	8	0	0	3	9	6
% Likely to do by end of 2020	12	9	15	17	3	2	17	12
% Not likely to do by the end of 2020	84	90	78	83	97	95	74	81

In addition to the financial imperatives of the coronavirus pandemic, colleges also are being forced to consider changes in response to the public health imperatives. Sixty-one percent of chief business officers say their college has already invested significantly in more software and services to enable virtual learning, and 29 percent expect to by the end of the year. A majority of 55 percent indicate they have already invested significantly in hardware to facilitate virtual learning.

CBOs also widely expect that their institution will spend resources to restructure classroom spaces, dining spaces and student living spaces to allow for physical distancing, with close to half saying their college has already undertaken these efforts.

<b>Which of the following actions has your institution taken, or likely to take this year, in response to the COVID-19 pandemic?</b>								
	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>Invest significantly in more software and services to enable virtual learning</b>								
% Have already done	61	71	50	68	73	69	60	41
% Likely to do by end of 2020	29	22	37	22	18	28	23	47
% Not likely to do by the end of 2020	10	6	14	10	9	3	17	12

# CORONAVIRUS FINANCIAL IMPACT AND RESPONSE (cont.)

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>Invest significantly in more hardware (cameras, etc.) to enable virtual learning</b>								
% Have already done	55	65	44	62	69	61	48	42
% Likely to do by end of 2020	36	26	47	22	22	32	46	48
% Not likely to do by the end of 2020	10	9	9	17	9	7	7	9
<b>Restructure our classroom spaces to reduce average class sizes for physical distancing</b>								
% Have already done	45	47	42	44	40	49	45	41
% Likely to do by end of 2020	50	49	52	56	60	44	53	51
% Not likely to do by the end of 2020	5	4	6	0	0	7	3	7
<b>Restructure our dining spaces to allow for physical distancing</b>								
% Have already done	45	39	51	55	54	27	55	47
% Likely to do by end of 2020	49	52	47	45	43	58	44	50
% Not likely to do by the end of 2020	6	10	3	0	3	15	1	3
<b>Restructure our student living spaces to allow for physical distancing</b>								
% Have already done	29	26	31	39	20	12	32	29
% Likely to do by end of 2020	48	52	46	49	66	47	40	55
% Not likely to do by the end of 2020	23	22	23	12	14	42	28	16
<b>Adopt keyless/touchless entry to campus facilities</b>								
% Have already done	20	18	23	25	16	16	20	25
% Likely to do by end of 2020	20	24	16	33	17	26	20	16
% Not likely to do by the end of 2020	60	58	61	42	67	58	60	59



## CORONAVIRUS FINANCIAL IMPACT AND RESPONSE (cont.)

The survey asked about other actions that institutions might consider taking in the longer term to address the financial or health challenges brought on by the coronavirus situation. Six in 10 CBOs say their institution is seriously contemplating revamping their academic calendar to provide more flexibility.

Fifty-two percent indicate their college is considering increasing the number of employees who permanently work remotely. About one-third of CBOs say their college is considering reducing contributions to deferred maintenance, increasing the faculty teaching load and increasing their student-faculty ratio.

Which of the following actions is your institution seriously contemplating taking within the next 12 months? Select all that apply.								
	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
% Revamping our academic calendar to provide more flexibility	61	55	66	61	68	49	69	65
% Increasing the number of employees who permanently work remotely	52	58	45	76	56	50	49	38
% Reducing our contributions to deferred maintenance	34	28	41	42	41	20	42	43
% Increasing faculty teaching load	33	30	37	44	63	16	39	35
% Increasing our student-faculty ratio	32	31	33	29	51	26	40	30
% Abandoning existing plans to build new campus facilities	21	22	21	41	25	17	21	22
% Sharing administrative operations with another institution(s)	19	19	20	19	34	14	17	24
% Combining academic programs with another institution(s)	8	7	9	7	18	4	7	11
% Revising our tenure policies	4	3	6	13	3	0	6	2
% None of these	10	15	5	0	0	24	3	5

# CORONAVIRUS FINANCIAL IMPACT AND RESPONSE (cont.)

Looking ahead to the 2020-21 academic year, business officers are most likely to expect that remote delivery of instruction will be the greatest additional expenditure of funds. Thirty-three percent of CBOs say this, while 24 percent say the greatest additional expenditure will be for refunds of housing and dining fees, 21 percent for COVID-19 testing and contact tracing, 19 percent for additional cleaning of campus facilities, and 3 percent for refunds of tuition.

The survey then asked CBOs to name the area in which they expect to have the next greatest additional expenditure. When combining their responses for the greatest and next greatest expenditure areas, additional cleaning of campus facilities (60 percent) and remote delivery of instruction (57 percent) rank as the two areas demanding the most significant additional expenditure of funds. Forty-five percent say COVID-19 testing and contact tracing will be one of their two greatest additional expenditures, while smaller proportions say refunds of housing and dining fees (28 percent) or refunds of tuition (9 percent) will be.

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>In which area related to COVID-19 do you envision the greatest additional expenditure of funds in the 2020-21 academic year?</b>								
% Remote delivery of instruction (software/system purchases, instructional design)	33	46	21	22	21	63	21	17
% Refunds of housing and dining fees	24	18	32	37	42	3	38	35
% COVID-19 testing and contact tracing	21	16	25	27	21	7	22	25
% Additional cleaning of campus facilities	19	16	20	9	15	22	19	19
% Refunds of tuition	3	4	1	6	0	5	0	4
<b>In which area related to COVID-19 do you envision the next greatest additional expenditure of funds in the 2020-21 academic year?</b>								
<b>Summary: Combined greatest/next greatest expenditures</b>								
% Additional cleaning of campus facilities	60	67	51	46	55	77	52	45
% Remote delivery of instruction (software/system purchases, instructional design)	57	68	45	40	39	86	43	36
% COVID-19 testing and contact tracing	45	35	56	55	48	23	53	65
% Refunds of housing and dining fees	28	22	37	47	48	5	45	37
% Refunds of tuition	9	9	9	13	10	9	6	17



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# TUITION AND PRICING

The shifting of instruction to online methods in the spring semester of 2020 and the effect of the recession on families' finances have raised questions about college tuition prices for the upcoming school year. Forty-two percent of CBOs say their college is likely to lower or freeze tuition in the next 12 months, including 26 percent who say their college is "very likely" to do so. A smaller proportion, 27 percent, says their college is very or somewhat likely to lower tuition prices if instruction is online this fall.

Many more CBOs say their college is likely to increase financial aid – 78 percent say their college or university is very (38 percent) or somewhat (40 percent) likely to increase aid. Relatively few business officers, 14 percent, indicate their institution is likely to allow students to defer tuition payments for six to 12 months.

How likely is your institution to adopt the following strategies related to tuition and pricing in the next 12 months?								
	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>Lower or freeze tuition</b>								
% Very likely	26	34	18	57	49	24	13	24
% Somewhat likely	16	13	19	6	23	12	14	23
% Not very likely	33	24	43	14	22	28	53	29
% Not likely at all	25	29	20	22	7	35	20	23
<b>Increase financial aid</b>								
% Very likely	38	37	38	39	41	34	40	41
% Somewhat likely	40	42	40	44	22	46	44	35
% Not very likely	18	17	18	17	29	15	15	17
% Not likely at all	4	4	3	0	9	5	1	7
<b>Lower tuition prices if instruction is online this fall</b>								
% Very likely	12	8	16	18	3	7	12	27
% Somewhat likely	15	12	19	16	20	9	17	22
% Not very likely	36	31	41	35	29	31	44	28
% Not likely at all	38	49	25	32	48	54	27	23
<b>Allow students to defer tuition payments for six to 12 months</b>								
% Very likely	2	4	1	8	6	0	1	0
% Somewhat likely	12	12	12	13	19	8	13	4
% Not very likely	36	30	42	38	24	34	42	37
% Not likely at all	50	54	46	42	51	58	44	59



# MERGERS AND CONSOLIDATIONS


The COVID-19 pandemic may have halted discussions at many colleges about merging with other institutions. Five percent of CBOs say their college's senior administrators have had serious internal discussions in the last year about merging with another college or university. That is down from 12 percent in 2019 and 17 percent in 2018.

The percentage of CBOs who believe their college should merge with another institution in the next five years – 22 percent – is up slightly from 18 percent in each of the past two years.

Six percent of business officers – the same as last year – say their institution is very or somewhat likely to merge into or be acquired by another college in the next five years. Seventy percent of CBOs say this is not likely to occur.

Nine percent of financial officials say it is very or somewhat likely their college will acquire another college in the next five years. That compares with 14 percent a year ago.

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>Have senior administrators at your college had serious internal discussions in the last year about merging with another college or university?</b>								
% Yes	5	5	5	3	12	4	1	4
% No	95	95	95	97	88	96	99	96
<b>How likely is your institution to merge into or be acquired by another college or university in the next five years?</b>								
% Very likely	1	0	3	0	0	0	0	2
% Somewhat likely	5	8	2	0	11	11	2	2
% Not too likely	24	18	29	25	35	14	23	32
% Not likely at all	70	74	66	75	55	75	75	64
<b>How likely is your institution to acquire another college or university in the next five years?</b>								
% Very likely	1	1	1	0	0	0	1	0
% Somewhat likely	8	9	6	12	12	8	9	2
% Not too likely	25	18	32	37	9	16	37	23
% Not likely at all	66	72	61	51	80	76	53	74
<b>Do you think your institution should or should not merge with another college or university in the next five years?</b>								
% Should	22	18	25	7	25	21	23	26
% Should not	78	82	75	93	75	79	77	74



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# INSTITUTIONAL AGILITY AND OBSTACLES

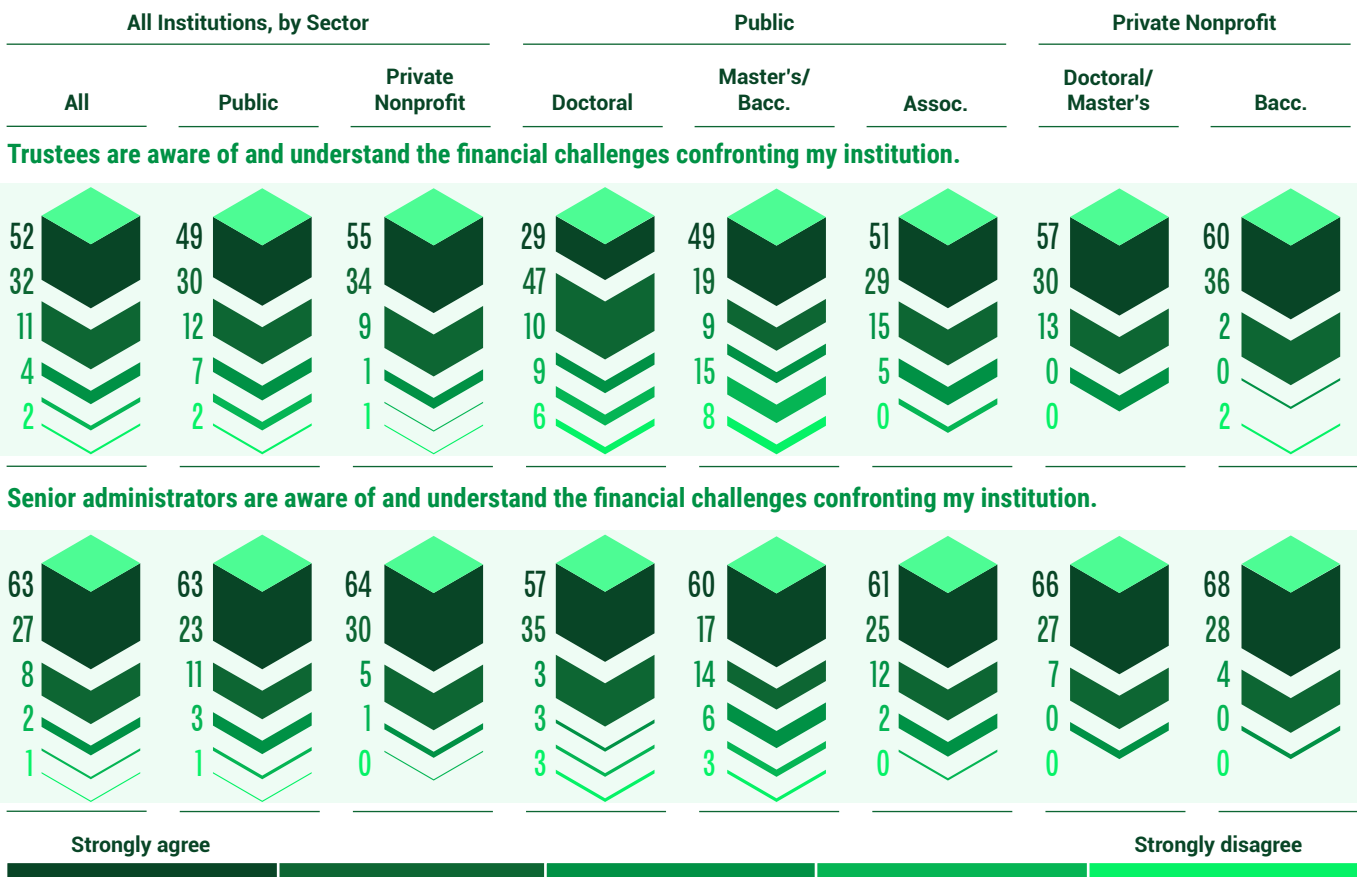
Chief business officers are much more positive about their institution's ability to respond to needed changes than they were last year. Fifty-six percent, up from 38 percent, strongly agree or agree their college has the right mindset to respond quickly to needed changes. Also, 48 percent, compared with 35 percent in 2019, strongly agree or agree their college has the right tools and processes to respond quickly to needed changes.

Majorities of CBOs agree that their college or university has sufficient procedures in place to ensure business continuity in cases of major interruption to operations (58 percent) and that their institution has a clear financial plan for dealing with the effects of the COVID-19 situation (58 percent).

CBOs are more inclined to disagree (48 percent) than agree (26 percent) that their college's governance structure is a significant obstacle to a sustainable financial future for their institution. Likewise, more disagree (37 percent) than agree (26 percent) that a lack of adequate data and analytic capacity is an obstacle to a sustainable financial future. However, more agree (40 percent) than disagree (32 percent) that a lack of investable resources is an obstacle.

As in previous years, CBOs believe that trustees (84 percent) and senior administrators (90 percent) are aware of and understand the financial challenges facing their institution. Only 34 percent say the same about faculty members.

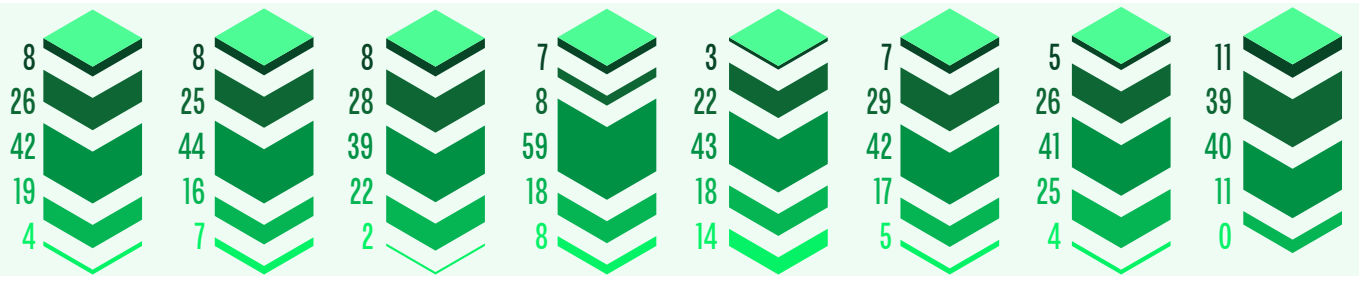
Using a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please indicate your level of agreement with the following statements



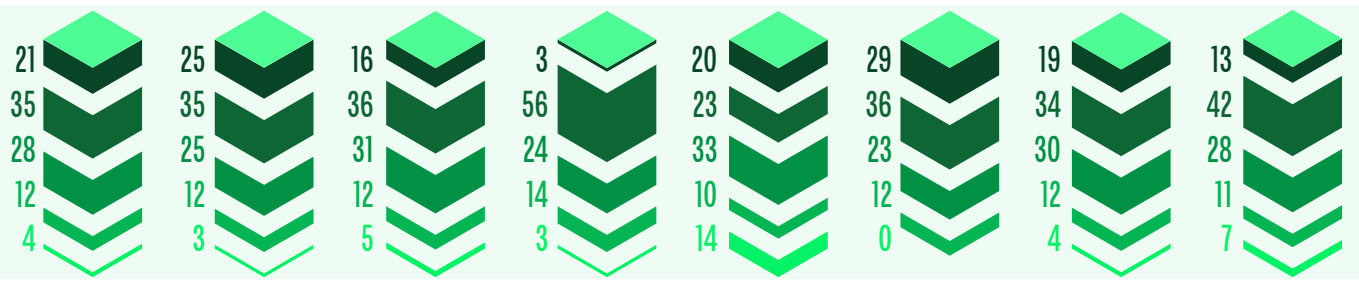
# INSTITUTIONAL AGILITY AND OBSTACLES (cont.)

All Institutions, by Sector			Public			Private Nonprofit	
All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.

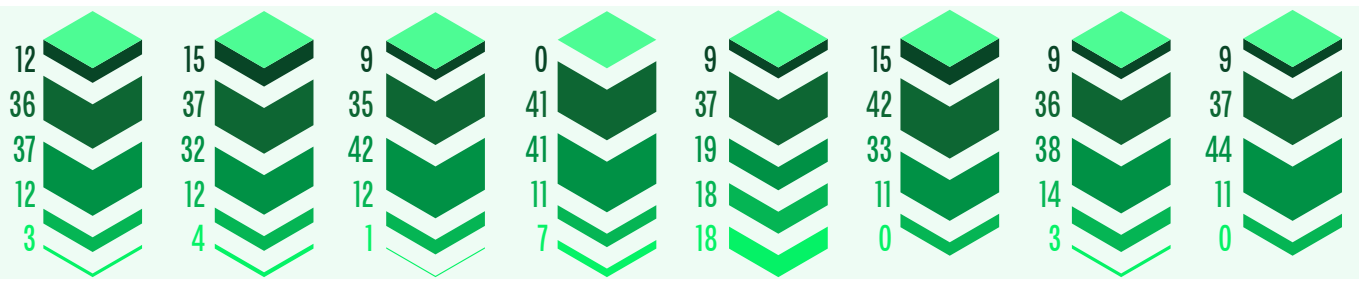
Faculty members are aware of and understand the financial challenges confronting my institution.



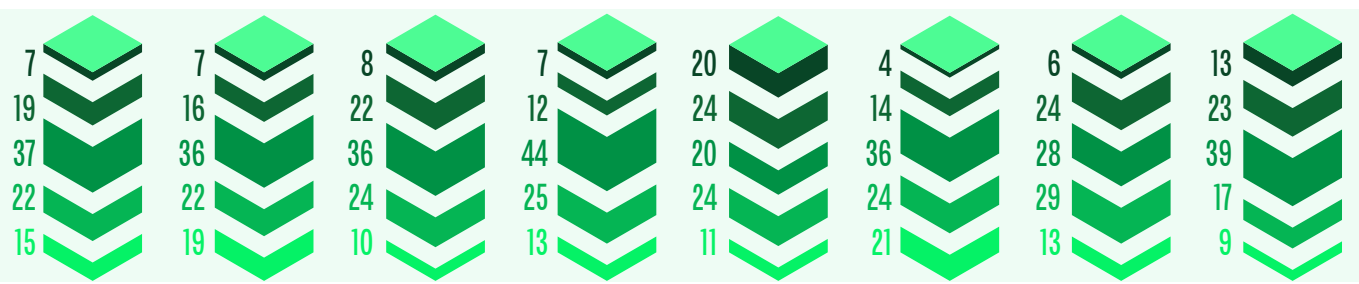
At my college, we have the right mindset to respond quickly to needed changes.



At my college, we have the right tools and processes to respond quickly to needed changes.



A lack of adequate data and analytic capacity is a significant obstacle to a sustainable financial future for my institution.



Strongly agree

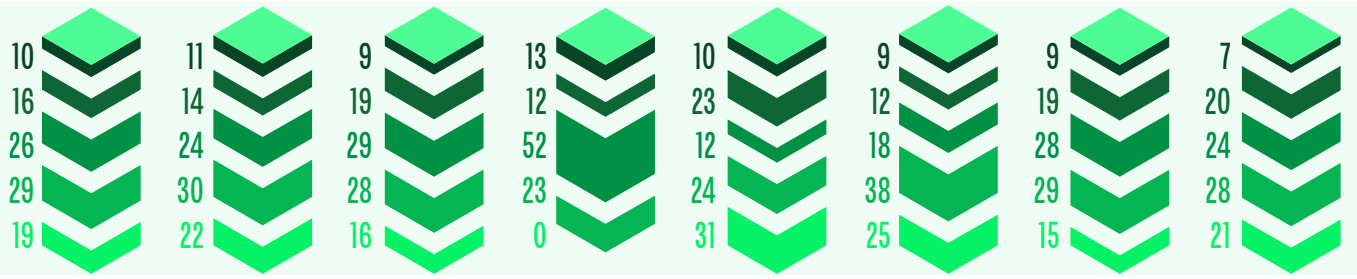
Strongly disagree



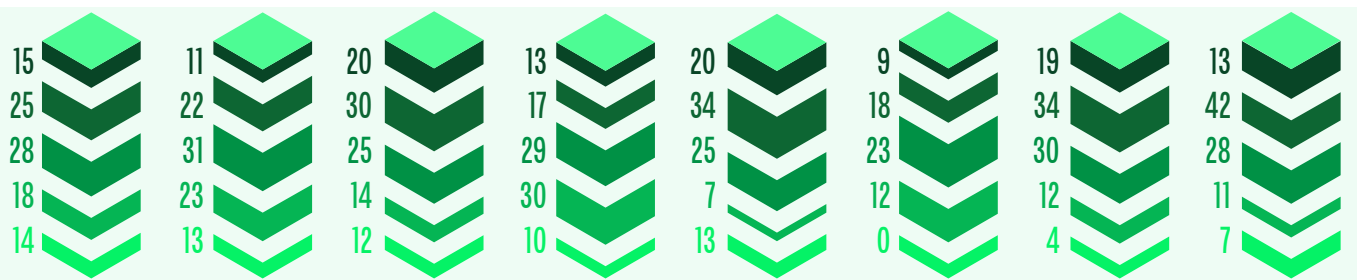
# INSTITUTIONAL AGILITY AND OBSTACLES (cont.)

All Institutions, by Sector			Public			Private Nonprofit	
All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.

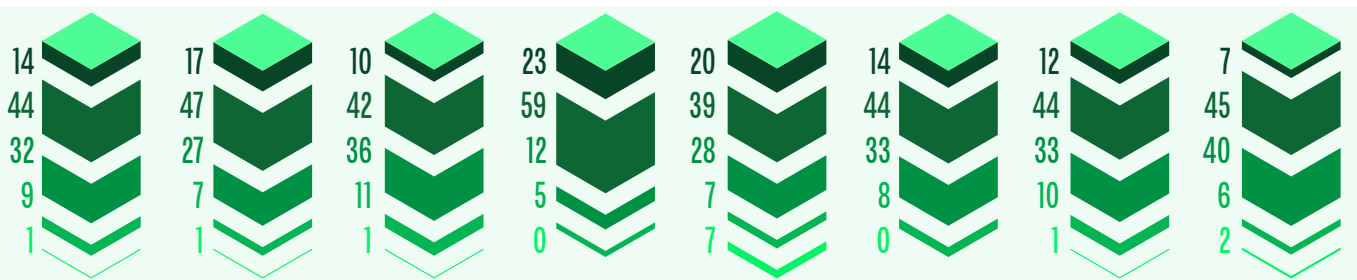
**Our current governance structure is a significant obstacle to a sustainable financial future for my institution.**



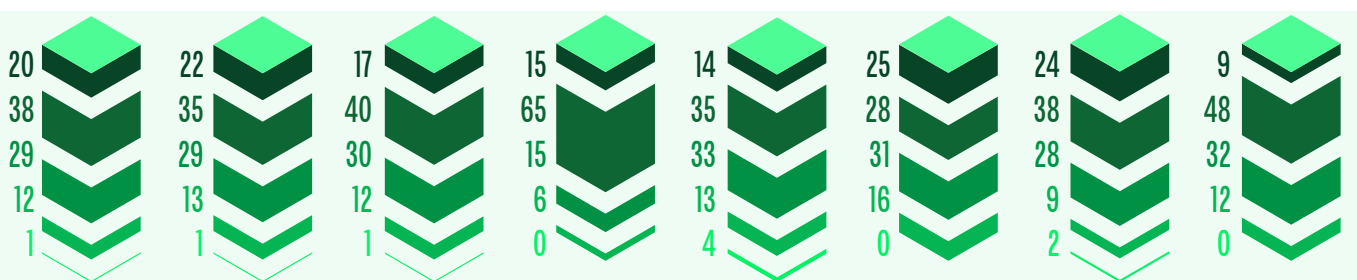
**A lack of resources for investment is a significant obstacle to a sustainable financial future for my institution.**



**My institution has sufficient procedures in place to ensure business continuity in cases of major interruption to our operations.**



**My institution has a clear financial plan for dealing with the effects of the COVID-19 situation.**



Strongly agree

Strongly disagree

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Megan Lasso, Director, University Budget Office, Montana State University

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# ENDOWMENTS

On average, campus business officers say endowment revenue accounts for about 5 percent of their institution's budget, unchanged from last year. Most CBOs at institutions that rely on endowment income, 72 percent, say they expect to keep the endowment payout rate the same over the next year. Nineteen percent, compared with 7 percent in 2019 and 13 percent in 2018, expect to increase the payout rate.

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>What percentage of your annual operating budget is supported by endowment revenue? Please provide your best estimate.</b>								
% None	28	44	7	6	30	61	5	6
% Less than 5%	38	32	46	45	44	25	65	21
% 5% to less than 10%	17	16	19	33	23	9	14	22
% 10% to less than 15%	8	4	13	10	0	2	5	25
% 15% to less than 20%	2	1	3	3	0	0	3	5
% 20% or more	7	3	12	3	4	2	8	22
Mean percentage	5.2	2.8	8.1	5.1	2.9	1.89	5.4	13.5
Median percentage	2	1	4	4	1	0	3	10
<b>What do you expect your institution will do with its endowment payout rate over the next year?*</b>								
% Lower the payout rate	9	15	6	21	5	14	5	7
% Keep it the same	72	78	69	79	82	74	77	50
% Increase the payout rate	19	7	26	0	13	13	17	43

\*Asked of CBOs whose annual operating budget is supported by endowment revenue (n=183)

Twenty-one percent of CBOs at institutions that rely on endowment revenue say that, in the last year, their college took funds from the endowment over and above their normal spending policy. That is slightly higher than the 17 percent who said so in 2019.

# ENDOWMENTS (cont.)

Twenty-seven percent, up from 16 percent in 2019, expect that their institution will need to take additional funds from its endowment in the next 12 months.

	All Institutions, by Sector			Public			Private Nonprofit	
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral/ Master's	Bacc.
<b>In the last 12 months, did your institution take funds from its endowment over and above levels called for under your normal spending policy – either through a loan or a special or supplemental distribution?*</b>								
% Yes	21	8	29	9	9	0	28	34
% No	79	92	71	91	91	100	72	66
<b>The value of that additional distribution or loan above normal spending policy levels was:**</b>								
% Less than \$1 million	34	n/a	n/a	n/a	n/a	n/a	n/a	n/a
% \$1 million to \$5 million	49	n/a	n/a	n/a	n/a	n/a	n/a	n/a
% More than \$5 million	17	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Do you anticipate your institution will need to take funds from its endowment over and above levels called for under your normal spending policy – either through a loan or a special or supplemental distribution, in the next 12 months?*</b>								
% Yes	27	6	40	3	17	5	30	51
% No	73	94	60	97	83	95	70	49

\*Asked of CBOs whose institution's annual operating budget is supported by endowment revenue (n=195)

\*\*Asked of CBOs whose institution took funds from its endowment over and above levels called for under normal spending policy (n=39)

n/a=Not reported due to small sample size

# INSTITUTION AND PERSONAL DEMOGRAPHICS

What is your age?	% Overall
Younger than 30	0
30 to 39	6
40 to 49	13
50 to 59	40
60 to 69	36
70 and older	5

What is your gender?	% Overall
Male	62
Female	35
Prefer not to answer	3

How many years have you served as the chief business officer at this institution?	Overall %
Less than six months	4
Six months to less than three years	35
Three years to less than five years	19
Five years to less than 10 years	16
10 or more years	26

How many years have you served as chief business officer at any institution?	Overall %
Less than six months	2
Six months to less than three years	17
Three years to less than five years	12
Five years to less than 10 years	16
10 years to less than 15 years	18
15 years or more	35

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