



SUMMARY OF FINANCIAL DATA - FISCAL YEAR 2020-21 (includes all participating schools at full enrollment)

Dollawers submitted for 300 celleges and schools of pharmacy.

Values of 0.00 reported by individual schools for specific line items were considered as missing values and not used in calculations unless otherwise noted.

Each line of this report is independent of all others.

Empty cells in grey did not have data reported. Empty cells in white had values removed based on the AACP data policy.

Section I: Revenues												
				Table 1(a) - D	RECT OPERATIONA	L SUPPORT						
											Mean Subtotal,	Median Subtotal,
		Mean State,	Median State,					Mean Other	Median Other		Direct	Direct
		Campus	Campus		Mean Tuition &	Median Tuition &		Miscellaneous	Miscellaneous		Operational	Operational
Annual Operational & Business Income Available to Spend	N	Allocations	Allocations	N	College Fees	College Fees	N	Revenues	Revenues	N	Support	Support
PRIOR YEAR ROLL OVER OF BALANCES	25	\$2,802,311	\$2,182,254	25	\$2,533,850	\$400,000	17	\$1,618,755	\$285,876	44	\$3,657,338	\$2,287,043
State, Campus Allocations	74	\$8,747,315	\$8,249,877							74	\$8,747,315	\$8,249,877
Tuition & College Fees				107	\$11,611,910	\$8,806,783				107	\$11,611,910	\$8,806,783
Other Miscellaneous Revenues							67	\$903,419	\$146,138	67	\$903,419	\$146,138
Subtotal (Rollover and Annual Revenue)	76	\$9,438,935	\$8,356,701	108	\$12,090,932	\$8,898,004	71	\$1,240,111	\$160,315		•	,
Subtotal (Resources Section Items)										129	\$16,366,106	\$12,375,703

Section I: Revenues (continued)																		
	Table 1(b) - OTHER OPERATIONAL SUPPORT																	
					Mean	Median												Median Subtotal
		Mean	Median		Development	Development								Mean	Median		Other	Other
		Endowment	Endowment		Funds & Gifts	Funds & Gifts		Mean Indirect	Median Indirect					Special/Other	Special/Other		Operational	Operational
Annual Operational & Business Income Available to Spend	N	Income or Return	Income or Return	N	Received	Received	N	Research Return	Research Return	N	Mean Reserves	Median Reserves	N	Allocations	Allocations	N	Support	Support
PRIOR YEAR ROLL OVER OF BALANCES	45	\$1,740,237	\$538,858	51	\$1,785,604	\$326,002	44	\$1,436,699	\$458,935	19	\$6,068,980	\$2,633,800	18	\$3,028,106	\$1,525,939	66	\$6,097,087	\$2,254,479
Endowment Income/Return	92	\$1,169,877	\$246,070													92	\$1,169,877	\$246,070
Development/Gifts		· ·	,	113	\$619,811	\$152,659										113	\$619,811	\$152,659
Indirect Research Return							76	\$795,365	\$441,359							76	\$795,365	\$441,359
Reserves									,	12	\$2,105,836	\$1,604,076				12	\$2,105,836	\$1,604,076
Special/Other Allocations													34	\$1,336,065	\$800,999	34	\$1,336,065	\$800,999
Subtotal (Rollover and Annual Revenue)	93	\$1,999,348	\$547,403	115	\$1,400,909	\$283,430	79	\$1,565,348	\$487,517	21	\$6,694,316	\$2,770,573	38	\$2,629,793	\$1,103,577			
Subtotal (Resources Section Items)																119	\$5,976,631	\$1,294,846

Section I: Revenues (continued)																		
							Table 1(c) - E	USINESS INCOME										
							1.7							Mean Non-	Median Non-			
		Mean Sales &	Median Sales &		Mean Practice	Median Practice		Mean Poison Control Center	Median Poison Control Center		Mean Auviliany	Median Auxiliary		Research Business	Research Business		Mean Subtotal	Median Subtotal.
Annual Operational & Business Income Available to Spend	N	Service Income		N	Plan Income	Plan Income	N	Revenue	Revenue	N		Business Income	N	Revenues	Revenues	N		Business Income
PRIOR YEAR ROLL OVER OF BALANCES	27	\$1,924,971	\$340,760	17	\$1,685,971	\$565,753	5	\$587,389	\$142,854	5	\$1,414,707	\$200,262	13	\$3,254,342	\$579,963	36	\$3,693,129	\$582,075
DIRECT OPERATIONAL SUPPORT		•															•	
State, Campus Allocations							5	\$1,983,734	\$2,067,900							5	\$1,983,734	\$2,067,900
BUSINESS INCOME																	•	
Professional Sales & Service Income	55	\$2,265,994	\$184,296													55	\$2,265,994	\$184,296
Practice Plan Income				27	\$1,951,985	\$429,762										27	\$1,951,985	\$429,762
Poison Center Income							5	\$805,580	\$351,763							5	\$805,580	\$351,763
Auxiliary & Other Business Income										14	\$1,388,106	\$405,511				14	\$1,388,106	\$405,511
Non-Research Business Income													33	\$5,218,332	\$346,990	33	\$5,218,332	\$346,990
Subtotal (Rollover and Annual Revenue)	57	\$3,098,313	\$275,463	28	\$2,905,896	\$565,193	7	\$2,411,931	\$2,210,754	15	\$1,767,134	\$330,596	34	\$6,309,159	\$796,386			
Subtotal (Resources Section Items)																80	\$6,448,386	\$903,198

Section I: Revenues (continued)						
	Table	e 1(d) - RESEARCH 8	& TOTAL			
		Mean Research	Median Research		Mean Annual Operational, Business, Research	Median Annual Operational, Business, Research
Annual Operational & Business Income Available to Spend	N	Revenues	Revenues	N	Revenues	Revenues
PRIOR YEAR ROLL OVER OF BALANCES				74	\$9,409,233	\$3,612,716
DIRECT OPERATIONAL SUPPORT						
State, Campus Allocations				75	\$8,762,933	\$8,231,265
Tuition & College Fees				107	\$11,611,910	\$8,806,783
Other Miscellaneous Revenues				67	\$903,419	\$146,138
OTHER OPERATIONAL SUPPORT						
Endowment Income/Return				92	\$1,169,877	\$246,070
Development/Gifts				113	\$619,811	\$152,659
Indirect Research Return				76	\$795,365	\$441,359
Reserves				12	\$2,105,836	\$1,604,076
Special/Other Allocations				34	\$1,336,065	\$800,999
BUSINESS INCOME						
Professional Sales & Service Income				55	\$2,265,994	\$184,296
Practice Plan Income				27	\$1,951,985	\$429,762
Poison Center Income				5	\$805,580	\$351,763
Auxiliary & Other Business Income				14	\$1,388,106	\$405,511
Non-Research Business Income				33	\$5,218,332	\$346,990
RESEARCH						
Research Revenues	118	\$5,391,206	\$1,581,217	118	\$5,391,206	\$1,581,217
Subtotal (Rollover and Annual Revenue)						
Subtotal (Resources Section Items)	118	\$5,391,206	\$1,581,217	130	\$30,704,151	\$17,792,335

Section II: Expenditures			
Annual Operational & Business Expenditures	N	Mean	Median
PERSONNEL EXPENDITURES			
Regular Faculty Salary	128	\$6,288,285	\$5,581,731
All Other Salary Expense	128	\$3,868,361	\$1,646,375
Does your school/college pay for major fringe benefits? If			
yes, enter total cost of benefits	121	\$2,754,325	\$1,798,047
OPERATIONAL EXPENDITURES			
Non Capital	126	\$6,863,622	\$2,666,250
Capital (not construction)	86	\$630,153	\$208,119
Construction & Renovation	24	\$720,231	\$539,974
Subtotal Expenditures	129	\$19,994,862	\$12,761,882
Total Resources-Expenditure Balance	130	\$10,863,096	\$5,453,957

Grants & Contracts			
Annual Research Expenditures	N	Mean	Median
Federal NIH	84	\$3,787,707	\$1,732,025
Federal Other	76	\$1,468,592	\$581,788
State	57	\$1,268,427	\$306,045
Corporate & Industry	77	\$780,116	\$218,185
Foundation & Non Profits	82	\$572,356	\$170,280
Other	55	\$250,389	\$51,250
Total Annual Research Expenditures	119	\$5,346,777	\$1,569,212

Section IV: FY 2020-21 Key Administrative/F	inancial Qı	uestions	
1) COLLEGE/CAMPUS BUDGET PROCESS:			
Totally self-reliant on the funds which I am able to generate			
and all of which I keep	N =	5	
Totally self-reliant on funds I generate but a portion of which			
are returned/given back to (or taxed by) the			
campus/university	N =	42	
Reliant on funds I generate combined with a state (or private	2		
university) supplemental allocation all of which I keep	N =	12	
Delication for delication and the second side of th			
Reliant on funds I generate combined with a state (or private			
university) supplemental allocation some of which is			
returned/given to (or taxed by) the campus/university	N =	57	
Other	N =	12	

2. START-UP PACKAGES									
Basic Science	N	Mean Average Startup Package Expense ^a	Median Average Startup Package Expense	N	Mean Average Renovation Costs	Median Average Renovation Costs	N		nclude Housing
		Expense			(if applicable)	(if applicable)			
Tenure/Tenure Track								Yes	No
Assistant Professor	17	\$431,567	\$415,000	3			17		N = 17
Associate Professor	8 5	\$503,906	\$446,250	1 1			8 5		N = 8
Professor Research Non Tenure Track	5	\$165,750	\$100,000	1			3		N = 5
Assistant Professor	1			0			3		N = 3
Associate Professor	1			0			3		N = 3
Professor	1			0			3		N = 3
Teaching Non Tenure Track									
Instructor/Lecturer	1			0			1		N = 1
Assistant Professor	1			0			1		N = 1
Associate Professor Professor	1			0			2		N = 2 N = 1
Professor	1			U			1		N = 1
Translational Research	N	Mean Average Startup Package Expense ^a	Median Average Startup Package Expense	N	Mean Average Renovation Costs (if applicable)	Median Average Renovation Costs (if applicable)	N		nclude Housing sidy? ^b
T (T T):						V -11		V	
Tenure/Tenure Track Assistant Professor	4	\$667,500	\$715,000	1			11	Yes N = 1	No N = 10
Associate Professor	3	\$007,500	\$713,000	1			3	11-2	N = 3
Professor	2			1			2		N = 2
Research Non Tenure Track Assistant Professor	1			0			1		N = 1
Associate Professor	1			0			1		N = 1 N = 1
Professor	1			0			1		N = 1
Teaching Non Tenure Track									_
Instructor/Lecturer	0			0			0		N. 4
Assistant Professor Associate Professor	2			0			2		N = 1 N = 2
Professor	1			0			1		N = 1
Clinical/Pharmacy Practice	N	Mean Average Startup Package Expense ^a	Median Average Startup Package Expense	N	Mean Average Renovation Costs (if applicable)	Median Average Renovation Costs (if applicable)	N		nclude Housing
Tenure/Tenure Track								Yes	No
Assistant Professor	12	\$79,567	\$15,000	0			11		N = 11
Associate Professor	5	\$410,850	\$15,000	0			5	N = 1	N = 4
Professor	3			0			3	N = 1	N = 2
Research Non Tenure Track			4000						
Assistant Professor Associate Professor	51 0	\$417	\$350	0			0		N = 1
Professor Professor	0			U					
				n			n		
	Ü			0			0		
Teaching Non Tenure Track	1								N = 1
		\$10,776	\$10,000	0 0			1 8		N = 1 N = 8
Teaching Non Tenure Track Instructor/Lecturer	1	\$10,776 \$45,250	\$10,000 \$35,000	0			1		
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor	1 8			0			1 8		N = 8
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor	1 8 4			0 0 0	Mean Average Renovation Costs (if applicable)	Median Average Renovation Costs (if applicable)	1 8 4		N = 8 N = 4
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track	1 8 4 1	\$45,250 Mean Average Startup Package	\$35,000 Median Average Startup Package	0 0 0 0	Renovation Costs	Renovation Costs	1 8 4 1		N = 8 N = 4 N = 1 nclude Housing sidy? ^b
Teaching Mon Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor	1 8 4 1 N	\$45,250 Mean Average Startup Package	\$35,000 Median Average Startup Package	0 0 0 0	Renovation Costs	Renovation Costs	1 8 4 1 N	Subs	N = 8 N = 4 N = 1 nclude Housing sidy? ^b No N = 7
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor Associate Professor	1 8 4 1 N	\$45,250 Mean Average Startup Package Expense ^a	\$35,000 Median Average Startup Package Expense	0 0 0 0 0	Renovation Costs	Renovation Costs	1 8 4 1 N	Subs	N = 8 N = 4 N = 1 nclude Housing sidy? ^b No N = 7 N = 2
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor Associate Professor Professor	1 8 4 1 N	\$45,250 Mean Average Startup Package Expense ^a	\$35,000 Median Average Startup Package Expense	0 0 0 0	Renovation Costs	Renovation Costs	1 8 4 1 N	Subs	N = 8 N = 4 N = 1 nclude Housing sidy? ^b No N = 7
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor Associate Professor Professor Research Non Tenure Track	1 8 4 1 N	\$45,250 Mean Average Startup Package Expense ^a	\$35,000 Median Average Startup Package Expense	0 0 0 0 0	Renovation Costs	Renovation Costs	1 8 4 1 N	Subs	N = 8 N = 4 N = 1 nclude Housing sidy? No N = 7 N = 2 N = 1
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor Professor Professor Research Non Tenure Track Assistant Professor	1 8 4 1 1 N	\$45,250 Mean Average Startup Package Expense ^a	\$35,000 Median Average Startup Package Expense	0 0 0 0 0 N	Renovation Costs	Renovation Costs	1 8 4 1 N	Subs	N = 8 N = 4 N = 1 nclude Housing sidy? ^b No N = 7 N = 2
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor Associate Professor Professor Research Non Tenure Track Assistant Professor Research Non Tenure Track Assistant Professor	1 8 4 1 N N 7 2 1	\$45,250 Mean Average Startup Package Expense ^a	\$35,000 Median Average Startup Package Expense	0 0 0 0 0 0	Renovation Costs	Renovation Costs	1 8 4 1 N	Subs	N = 8 N = 4 N = 1 nclude Housing sidy? No N = 7 N = 2 N = 1
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor Professor Research Non Tenure Track Assistant Professor Associate Professor Professor Associate Professor Associate Professor Professor	1 8 4 1 1 N	\$45,250 Mean Average Startup Package Expense ^a	\$35,000 Median Average Startup Package Expense	0 0 0 0 0 N	Renovation Costs	Renovation Costs	1 8 4 1 N	Subs	N = 8 N = 4 N = 1 nclude Housing sidy? No N = 7 N = 2 N = 1
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor Professor Professor Research Non Tenure Track Assistant Professor Associate Professor Professor Associate Professor Professor Tenure Track Assistant Professor Associate Professor Professor Tenure Track Assistant Professor Associate Professor Professor	1 8 4 1 1 N 7 2 1 1	\$45,250 Mean Average Startup Package Expense ^a	\$35,000 Median Average Startup Package Expense	0 0 0 0 0 0	Renovation Costs	Renovation Costs	1 8 4 1 N	Subs	N = 8 N = 4 N = 1 nclude Housing idy? ^b No N = 7 N = 2 N = 1 N = 2
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor Professor Professor Professor Associate Professor Professor Professor Teaching Non Tenure Track Assistant Professor Instructor/Lecturer Professor Professor	1 8 4 1 1 N N 2 2 1 1 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	\$45,250 Mean Average Startup Package Expense ^a	\$35,000 Median Average Startup Package Expense	0 0 0 0 0 0 0 0 0 0 0 0	Renovation Costs	Renovation Costs	1 8 4 1 1 N	Yes	N = 8 N = 4 N = 1 nclude Housing sidy? No N = 7 N = 2 N = 1
Teaching Non Tenure Track Instructor/Lecturer Assistant Professor Associate Professor Professor Social Administrative Sciences Tenure/Tenure Track Assistant Professor Professor Professor Research Non Tenure Track Assistant Professor Associate Professor Professor Associate Professor Professor Tenure Track Assistant Professor Associate Professor Professor Tenure Track Assistant Professor Associate Professor Professor	1 8 4 1 1 N 7 2 1 1	\$45,250 Mean Average Startup Package Expense ^a	\$35,000 Median Average Startup Package Expense	0 0 0 0 0 0	Renovation Costs	Renovation Costs	1 8 4 1 1 N 7 2 1 1 2 0 0	Subs	N = 8 N = 4 N = 1 nclude Housing sidy? ^b No N = 7 N = 2 N = 1 N = 2

a: Only includes funds given to start-up research (e.g. dedicated research assistant, dedicated research equipment) versus teaching b: Total N may exceed reported Ns under 'Average Startup Package Expenses' because of extraneous selections by institutions

3. MASTER'S/Ph.D. STUDENT SUPPORT												
	N	Mean % Students with Waivers ^b	Median % Students with Waivers ^b	N	Mean Average Stipend ^c	Median Average Stipend ^c						
			Waivers		(\$)/Student	(\$)/Student						
Master's Students	27	54%	42%	25	\$16,824	\$17,454						
Ph.D. Students	52	79%	96%	55	\$24,493	\$25,000						

b: Walvers are the amount of tuition billed to the student and subsequently walved as unrealized revenue to the college/school c: Stipends are the amounts paid directly to student in return for an academic assistantship in your college/school

4. RESIDENT AND FELLOWSHIP POSITIONS (accredited in yo	ur school/coll	ege)		RESIDENT AND FELLOWSHIP POSITIONS (accredited in your school/college)													
Pharm.D.	harm.D.																
	N	Mean \$ (salary support)	Median \$ (salary support)	N	Mean FTEs	Median FTEs	N	Mean \$/FTE	Median \$/FTE								
Pharm.D. Residents paid by your college/school	70	\$243,649	\$126,259	70	5	3	70	\$44,220	\$47,473								
Pharm.D. Residents paid by another entity (e.g. Poison Control Center with a separate budget)	41	\$350,630	\$166,166	42	7	4	41	\$44,835	\$47,307								
Pharm.D. Fellows	41	\$332,734	\$120,000	41	8	3	41	\$48,522	\$50,000								

M.S./Ph.D.												
M.S./Ph.D. Post-Degree Fellows	N	Mean \$ (salary support)	Median \$ (salary support)	N	Mean FTEs	Median FTEs	N	Mean \$/FTE	Median \$/FTE			
Basic Science	33	\$685,555	\$364,112	33	16	8	33	\$45,507	\$48,454			
Social/Administrative	11	\$235,602	\$103,992	11	5	2	11	\$45,581	\$50,000			

5. PAYMENTS FOR PRECEPTORS (non-employees of your scho	ool/college)														
															Median
			Median Total #					Mean Average \$	Median Average \$		Mean Minimum	Median Minimum		Mean Maximum	Maximum
		Mean Total # Zero	Zero Cost		Mean Total # Paid	Median Total #		Cost/Paid	Cost/Paid		Payment (\$) per	Payment (\$) per		Payment (\$) per	Payment (\$) per
	N	Cost Rotations**	Rotations**	N	Rotations**	Paid Rotations**	N	Rotation	Rotation	N	Paid Rotation	Paid Rotation	N	Paid Rotation	Paid Rotation
IPPE Rotations	115	302	228	106	64	0	53	\$307	\$280	51	\$279	\$225	51	\$417	\$350
APPE Rotations	115	506	404	110	297	179	87	\$647	\$500	85	\$509	\$500	85	\$1,012	\$600

**Values of zero are included in these calculations.

6. COVID-19: INSTRUCTIONAL PLAN What was your institution's Spring 2021 instructional plan at	
the end of the Spring term?	N
Fully remote	17
Hybrid/blended learning (both in-person and remote	
instruction)	89
Fully in-person	21
Other (please specify)	0

7. COVID-19: COLLEGE/SCHOOL BUDGET CUTS:	
For FY 2020-21, did your school/college of pharmacy make	
budget cuts due to the COVID-19 pandemic?	N
Yes	67
No	59

In what areas of your college/school's budget have there been COVID-19 related financial implications? Facilities Slow or stop capital projects Changes in space management Closing and reopening of laboratories Human Resources Eliminated vacant positions (administrators, faculty, and/or staff) Sliminated existing positions (administrators, faculty, and/or staff) Furloughed employees (administrators, faculty, and/or staff) Purloughed employees (administrators, faculty, and/or staff) Decreased salaries of administrators, faculty, and/or staff (elimination or delay of salary increases, or special merit pay) Increased salaries of administrators., faculty, and/or staff (merit awards or overcompensation pay) Reduction of benefits or increased employee contributions to benefits Promoted early retirement and/or voluntary separation Hiring freezes Tenure changes (rollback or pausing of tenure decisions) 22 Curriculum, Instruction, and Programmatic Increased costs associated with online education for curriculum 66 Provided additional support to students (scholarships, reduction of student fees, laptops/hot spots) Eliminated programs Operational Budget Food 109 Food/Meals Celebrations (i.e. graduation ceremony expenses, departmental celebrations, etc…) Additional Funding Utilized cash reserves 16 Other Other	8. COVID-19: FINANCIAL IMPLICATIONS/ACTIVITIES:	
been COVID-19 related financial implications? Facilities Slow or stop capital projects Changes in space management Closing and reopening of laboratories Human Resources Eliminated vacant positions (administrators, faculty, and/or staff) Slow or staff) Sliminated existing positions (administrators, faculty, and/or staff) Eliminated employees (administrators, faculty, and/or staff) Purloughed employees (administrators, faculty, and/or staff) Decreased salaries of administrators, faculty, and/or staff (elimination or delay of salary increases, or special merit pay) Increased salaries of administrators, faculty, and/or staff (merit awards or overcompensation pay) Reduction of benefits or increased employee contributions to benefits Promoted early retirement and/or voluntary separation Hiring freezes Tenure changes (rollback or pausing of tenure decisions) 22 Curriculum, Instruction, and Programmatic Increased costs associated with online education for curriculum 66 Provided additional support to students (scholarships, reduction of student fees, laptops/hot spots) Eliminated programs Operational Budget Food 109 Food/Meals Celebrations (i.e. graduation ceremony expenses, departmental celebrations, etcâ€;) Additional Funding Utilized cash reserves Other		
Facilities Slow or stop capital projects Changes in space management Closing and reopening of laboratories Human Resources Eliminated vacant positions (administrators, faculty, and/or staff) 34 Eliminated existing positions (administrators, faculty, and/or staff) 11 Furloughed employees (administrators, faculty, and/or staff) Decreased salaries of administrators, faculty, and/or staff (elimination or delay of salary increases, or special merit pay) 125 Increased salaries of administrators, faculty, and/or staff (merit awards or overcompensation pay) Reduction of benefits or increased employee contributions to benefits Promoted early retirement and/or voluntary separation 25 Hiring freezes Tenure changes (rollback or pausing of tenure decisions) 27 Curriculum, Instruction, and Programmatic Increased costs associated with online education for curriculum Provided additional support to students (scholarships, reduction of student fees, laptops/hot spots) Eliminated programs Operational Budget Food 109 Food/Meals Celebrations (i.e. graduation ceremony expenses, departmental celebrations, etc…) Additional Funding Utilized cash reserves Other	,	N
Changes in space management Closing and reopening of laboratories Human Resources Eliminated vacant positions (administrators, faculty, and/or staff) Staff) Eliminated existing positions (administrators, faculty, and/or staff) Furloughed employees (administrators, faculty, and/or staff) Decreased salaries of administrators, faculty, and/or staff (elimination or delay of salary increases, or special merit pay) Decreased salaries of administrators, faculty, and/or staff (merit awards or overcompensation pay) Reduction of benefits or increased employee contributions to benefits Promoted early retirement and/or voluntary separation Hiring freezes Tenure changes (rollback or pausing of tenure decisions) 22 Curriculum, Instruction, and Programmatic Increased costs associated with online education for curriculum 66 Provided additional support to students (scholarships, reduction of student fees, laptops/hot spots) Eliminated programs Operational Budget Food Food/Meals Celebrations (i.e. graduation ceremony expenses, departmental celebrations, etc ) 96 Additional Funding Utilized cash reserves 16 Other		
Changes in space management Closing and reopening of laboratories Human Resources Eliminated vacant positions (administrators, faculty, and/or staff) Seliminated existing positions (administrators, faculty, and/or staff) Furloughed employees (administrators, faculty, and/or staff) Purloughed employees (administrators, faculty, and/or staff) Decreased salaries of administrators, faculty, and/or staff (elimination or delay of salary increases, or special merit pay) Decreased salaries of administrators, faculty, and/or staff (merit awards or overcompensation pay) Reduction of benefits or increased employee contributions to benefits Promoted early retirement and/or voluntary separation Hiring freezes Tenure changes (rollback or pausing of tenure decisions) 22 Curriculum, Instruction, and Programmatic Increased costs associated with online education for curriculum 66 Provided additional support to students (scholarships, reduction of student fees, laptops/hot spots) Eliminated programs Operational Budget Food Food/Meals Celebrations (i.e. graduation ceremony expenses, departmental celebrations, etc ) Additional Funding Utilized cash reserves 16 Other	Slow or stop capital projects	42
Closing and reopening of laboratories Human Resources Eliminated vacant positions (administrators, faculty, and/or staff) Staff)		
Human Resources Eliminated vacant positions (administrators, faculty, and/or staff) 34 Eliminated existing positions (administrators, faculty, and/or staff) 11 Furloughed employees (administrators, faculty, and/or staff) 20 Decreased salaries of administrators, faculty, and/or staff (elimination or delay of salary increases, or special merit pay) 25 Increased salaries of administrators., faculty, and/or staff (merit awards or overcompensation pay) 14 Reduction of benefits or increased employee contributions to benefits Promoted early retirement and/or voluntary separation 22 Hiring freezes 63 Tenure changes (rollback or pausing of tenure decisions) 22 Curriculum, Instruction, and Programmatic Increased costs associated with online education for curriculum 66 Provided additional support to students (scholarships, reduction of student fees, laptops/hot spots) 61 Eliminated programs 0 Operational Budget Food 109 Food/Meals 87 Celebrations (i.e. graduation ceremony expenses, departmental celebrations, etc ) 96 Additional Funding Utilized cash reserves 16		
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Utilized cash reserves 16 Other	departmental celebrations, etc…)	96
Other	Additional Funding	
		16
Other 6	Other	
	Other	6

9. COVID-19: VACCINATION EFFORTS		
My college/school used its own financial resources for		
vaccination efforts	N	
Yes	43	
No	83	
My college/school was able to collect revenues for		
vaccination efforts	N	
Yes	20	
No	102	
My college/school was given allocations from the university		
for vaccination efforts	N	
Yes	30	
No	94	

10. COVID-19: VACCINATION POLICIES	
Did your university or college/school mandate vaccination?	
	N
Yes	71
No	56
Did your university or college/school mandate vaccination?	
	N
Yes	64
No	63