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Save the Date

ANNUAL MEETING

November 9-11, 2020

From the Vice Chair



As we reach the end of one of the most unusual months most of us have ever experienced, I want to stop for a few minutes to commend you all for the perseverance, patience, and grace I know you have displayed.

I've seen a lot during my years in the HR profession, and I've learned that no matter what we experience, we always learn something new and that we will make it through this challenging experience as well.

During these unprecedented times as our world continues to evolve and change almost daily, I'm humbled to serve as the Chair-Elect to the ARU-HR Institute. As we move along this uncharted course, our campuses need us more than ever, and we need each other. Such quickly changing times require us to think and act on our feet, so while we may not have done everything perfectly, we know we can reach out to our ARU-HR Institute colleagues for assistance. We must stay connected and share what we are learning.

As members of the ARU-HR Institute, we can take this opportunity to help define its focus going forward. The time we invest in defining our mission and core values will help us assess where to devote our resources as we become more nimble, agile, and resilient to fit these unusual times. Thank you for continuing to support the ARU-HR Institute.

I encourage you to ensure the safety and well being of yourselves and your loved ones.

Wishing you a safe and refreshing future,

Sharon E. Butler
Associate Vice President – Human Resources
Michigan State University

Comings and Goings...



JOHN WHELAN
*Vice-President of
Human Resources
Indiana University*

John Whelan is the newly elected treasurer of the ARU-HR Institute Board of Directors.

I look forward to serving the Institute as Treasurer. I am truly committed to the value of our organization in advancing our profession and our members as leaders. We have important work to do on our financial model and I look forward to contributing to making us a stronger organization.

Diane Tucker left her position at Boston University. She has served as the treasurer for the past two years and the Board wishes to extend our deep appreciation for her service and her great collegueship. We wish her well in her future endeavors.

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From the President



It's lonely at the top! Yes it is, and I can only imagine what your lives have been like since the onset of the coronavirus pandemic. I do hope you are taking care of yourselves as I know that is your message to the faculty,

staff and other members of your respective University communities. In a step to increase connectedness and collegueship among our members, we hosted a conference call for you to share policy and practice experiences in our new world. Forty eight of you participated in the conference call where we hosted several speakers and shared resources. Many thanks to Roxanne Murray, Vice-President of AAU and Mindy Kornberg, Vice-President for HR at University of Washington for your contributions. Despite some technical difficulties with the call, several of you expressed value in the call. You strongly support further conversations through Zoom as documented by your input to the board. Please see the announcement on page 3.

Jason Chretien, Interim AVPHR, Tulane, suggested that I find a way for you to share newly developed policies and practices associated with the coronavirus. We are testing a site. Resource coming soon.

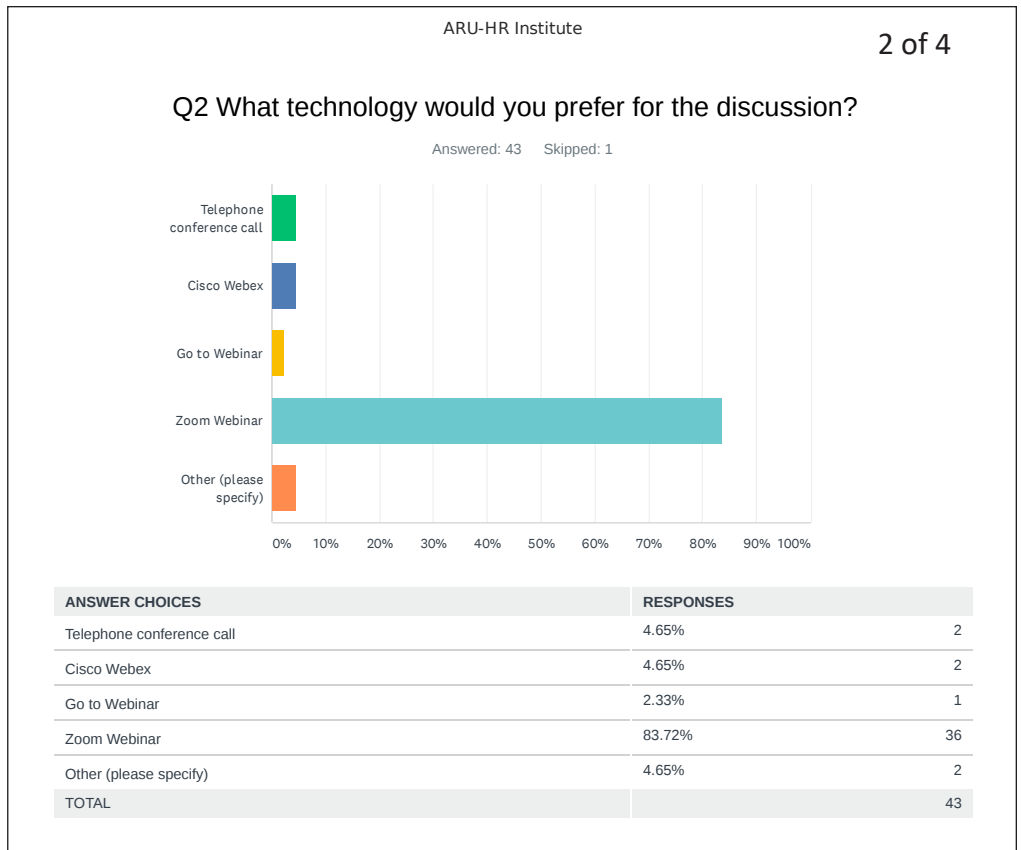
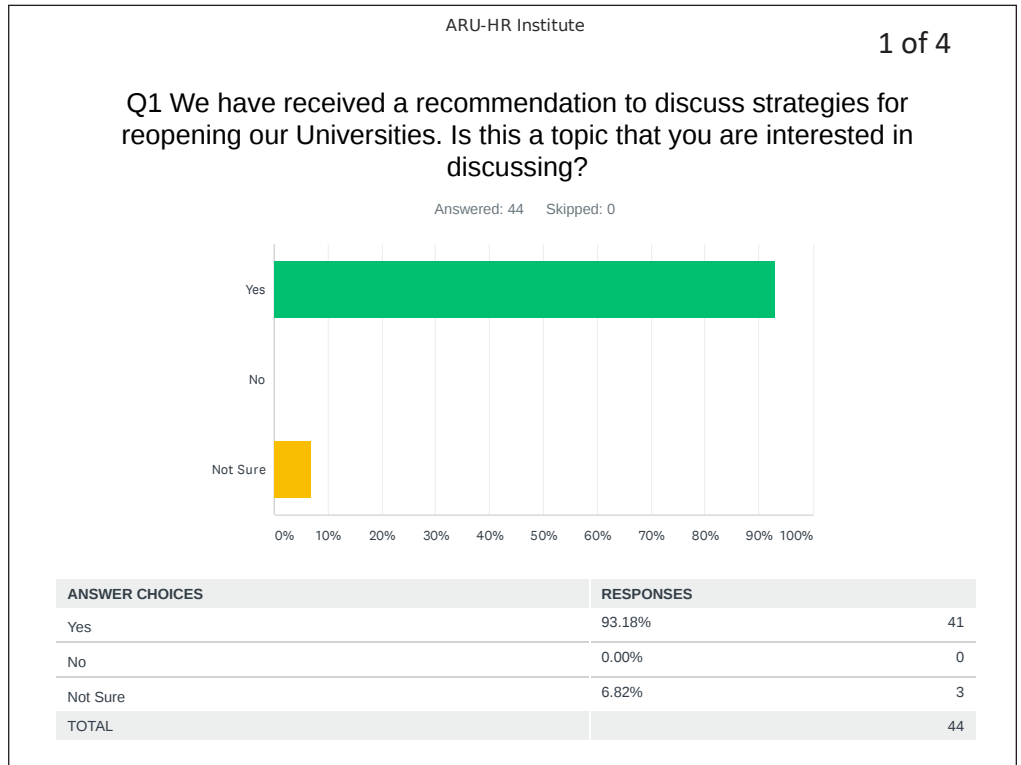
Sixteen pairs of mentors and mentees began our new member mentorship program in January. We will host a call of mentees and then a call for mentors in May or June. The primary purpose of the group call is a check-in on progress and identification of resources that could be helpful to the pairs. Carolyn Gregory, our new mentoring program lead on the Board of Directors and I wish you great conversations real soon.

Thank you for your input to the Board of Directors' discussion on the feasibility of an in-person meeting in New York in November. Given the number of Universities that have implemented travel restrictions and eliminated professional development funds as well as the uncertainty of our members, we have begun negotiations with the hotel to move our in-person meeting to November 2021. We also have begun planning for a virtual conference. We will keep you up-to-date on the plans.

Be Well and Stay Safe,
Laurita

April Board Meeting Input

COMPILED BY LAURITA THOMAS



Introducing our newest member



Robin Switzer is the Vice President of Human Resources and is responsible for leading the human resources (HR) function serving staff, faculty and the Brandeis community. He works with senior leaders to develop

and implement a proactive, strategic and customer-service focused human resources plan.

Switzer has an accomplished career in human resources and diverse industry experience in higher education, health care, financial services and life sciences.

Prior to coming to Brandeis in January 2020, Switzer was senior director of human resources at Massachusetts Eye and Ear in Boston. He previously served as chief HR officer and director of HR services at the University System of New Hampshire and as director of HR services and operations at Northeastern University. Switzer has also served in HR leadership roles at Thermo Fisher Scientific, Fidelity Investments and the MITRE Corporation.

Switzer earned his Bachelor of Science in Business Administration at the University of Pittsburgh.

Join us

ARU-HR Institute Dialog on Reopening our Campuses and Workforce Reduction Strategies

hosted by JULIA MCCALLIN
California Institute of Technology

**Wednesday, May 6, 2020
10:00 am, Pacific Time**

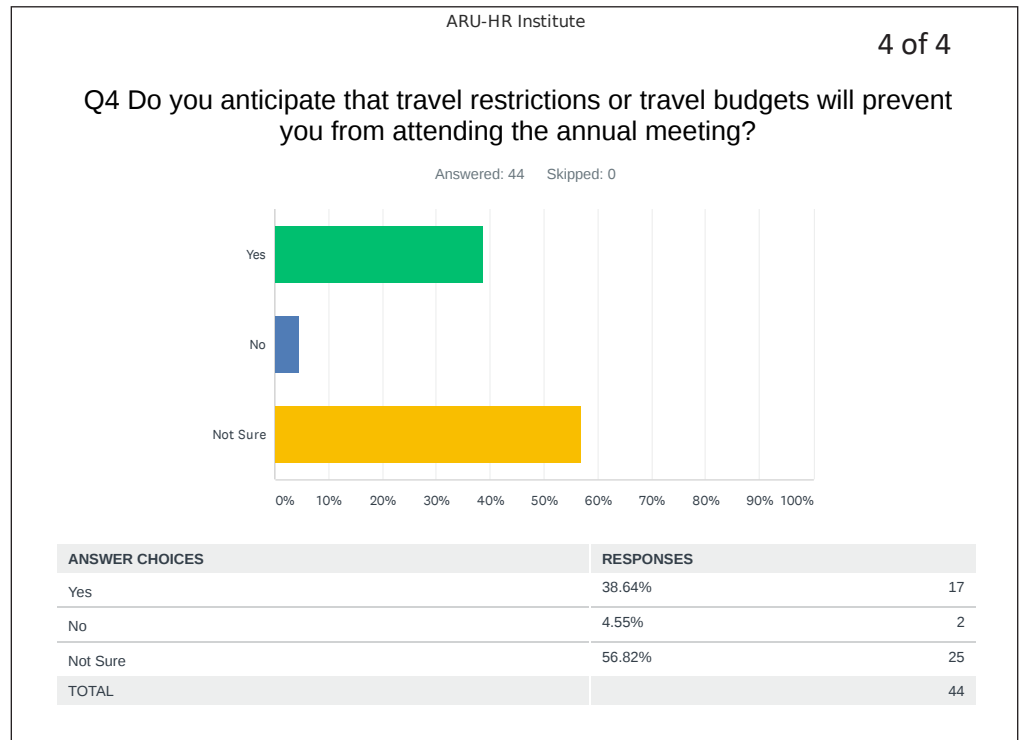
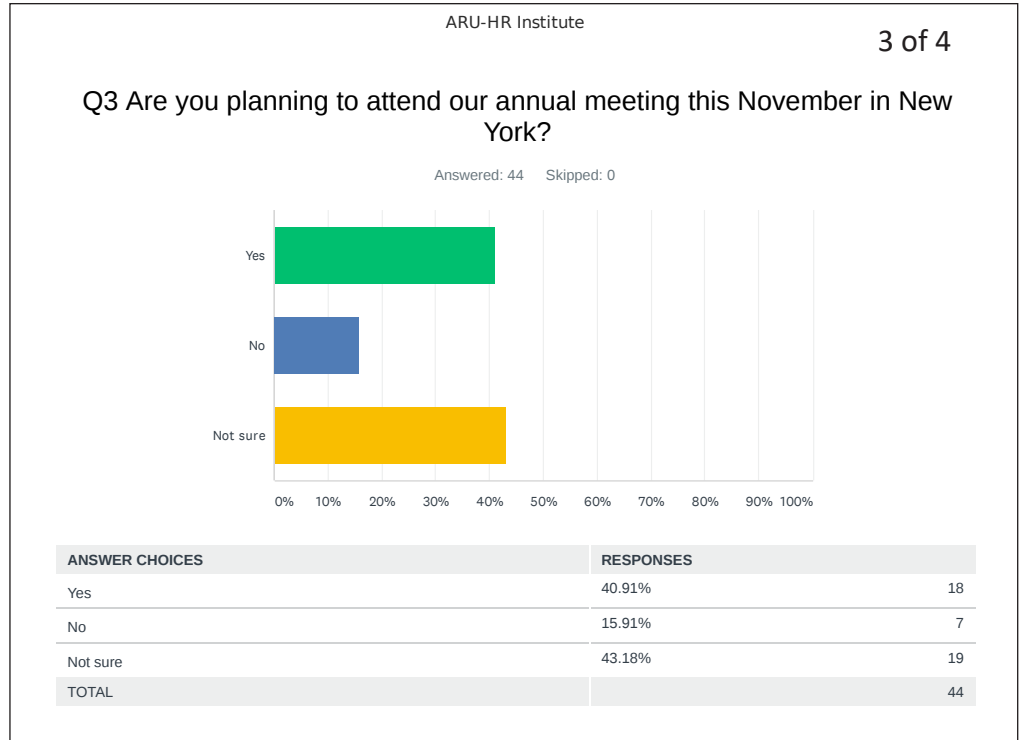
JOIN ZOOM MEETING

<https://caltech.zoom.us/j/96314308168?pwd=SWs3c3RYazJzSVFEMXdDKzdXamd6Zz09>

Meeting ID:
963 1430 8168
PASSWORD: 005995



April Board Meeting Input (continued from page 2)



Comings & Goings

(continued from page 1)

Congratulations to our new board member!



MICHELLE PIEKUTOWSKI
Associate Vice President
and Chief Human
Resources Officer
Carnegie Mellon University

As the Associate Vice President and Chief Human Resources Officer

for Carnegie Mellon University, **Michelle Piekutowski** provides leadership, direction and strategy on human resources issues involving recruitment and retention; onboarding and professional development; employee and labor relations; benefits and compensation; and performance standards and assessments.

With experience as a human resources executive and more than 19 years of leadership experience in higher education, Michelle provides strong values, a proven ability to realign resources to ensure success and the passion for transformational change. She formerly served as Associate Vice President for Human Resources and Chief Human Resources Officer at Clemson University.

Michelle sits on the National Chief HR Council for The Conference Board and the TIAA Advisory Committee. She has served as an HR legislative advocate for the Society of Human Resource Management, on the Higher Education Recruitment Consortium advisory board and as a past president and vice president for the SC College and University Professional Association for Human Resources.

Michelle lives in Pittsburgh Pennsylvania with her husband and four children.

Three Universities have joined AAU and ARU-HRI* welcomes...



As Dartmouth College's chief human resources officer, **Scot Bemis** oversees the operation of the Office of Human Resources and has primary responsibility for administering the University's comprehensive human resources programs and services. With over 20 years of human resources experience, Bemis has expertise in fiscal planning, managing multi-million-dollar operating budgets, and developing and managing high-performing teams.

Prior to coming to Dartmouth, Scot was the Vice President for Human Resources at Brandeis University for 8 years.

Earlier in his life, Scot had a distinguished career with the United States Army. He was a Director for National Guard Human Resource Operations. Prior to that assignment, he served three tours in Iraq and was Director of the Iraqi Leadership Development Academy in Tikrit. Prior to that, he was an Associate Professor of Leadership and Management at the United States Military Academy at West Point. Scot earned a BS from Norwich University and an MBA from the Yale School of Management.



Jeff Herring is the Chief Human Resource Officer at the University of Utah located in Salt Lake City, Utah. He is a member of the President's Cabinet. He has served in this position since 2013. Prior to the University of Utah, Jeff served on the Governor's Cabinet as the Executive Director of the Utah Department of Human Resource Management for 12 years. During his career in HR, Jeff has consistently focused on developing the organizations strategic efforts using principles of increasing customer service, efficiency and effectiveness, and leadership capacity.

Jeff is also an adjunct professor teaching HR in the University of Utah Executive MPA program. He also teaches courses in strategic human resources, business law, and employment law. Jeff is a member of the CUPA-HR National Board and currently serves on the Executive Committee as the association Treasurer and will be the upcoming Chair-elect. He also had the pleasure of serving as the President of the National Association of State Personnel Executives (NASPE) and is a past member of the Romney Institute of Public Management Executive Advisory Board at BYU.

Prior to his public service, Jeff worked as an attorney focusing in the area of labor and employment law. He worked in both the private sector and as In-house HR Counsel for the State of Utah. Jeff is a member of the Utah State Bar.

Jeff earned his BA in History from the University of Utah and an MBA with an emphasis on HR. Jeff completed his law degree from California Western School of Law in San Diego, California. Jeff received a Toll Fellowship from the Council of State Governments. He holds SPHR, SHRM-SCP, and an IPMA-HR CP certifications. Jeff has numerous awards and publications including the Eugene Rooney Award for Leadership from NASPE and the Outstanding Public Service Award from the American Society for Public Administration (ASPA).



Steven J. Stein has been the AVC for Staff Human Resources (SHR) and CHRO at the University of California - Santa Cruz since February, 2016. SHR has responsibility for all staff human resources functions and labor relations for staff and academic/faculty employees. SHR's purpose is to create a strong and healthy university by propelling the core mission; engaging and developing people; empowering campus partners; building trust and teamwork; and providing great HR services. Prior to UC Santa Cruz Steve had thirty years of senior HR leadership experience in global corporate roles including consumer products, media and consulting firms. He has a Ph.D. in counseling/clinical psychology from the University of Florida.

* Note: The ARU-HR Institute is not affiliated with or endorsed by the Association of American Universities.

COVID-19 Symptom Attestation for Working On-Site

Source: MINDY KOMBERG
University of Washington

Since your last day of work, or since your last visit to a University facility, have you experienced any of the following symptoms:

- A new **fever** (100.4 F or higher) or a sense of having a fever?
- A new **cough** that you cannot attribute to another health condition?
- New **shortness of breath** that you cannot attribute to another health condition?
- A new **sore throat** that you cannot attribute to another health condition?
- New **muscle aches** that you cannot attribute to another health condition or that may have been caused by a specific activity, such as physical exercise?
- New **respiratory symptoms**, such as sore throat, runny nose/nasal congestion or sneezing, that you cannot attribute to another health condition?
- New **chills or repeated shaking with chills** that you cannot attribute to another health condition?
- New **loss of taste or smell** that you cannot attribute to another health condition?

I attest that prior to coming in to work on today's date that I do not have any of the above symptoms.

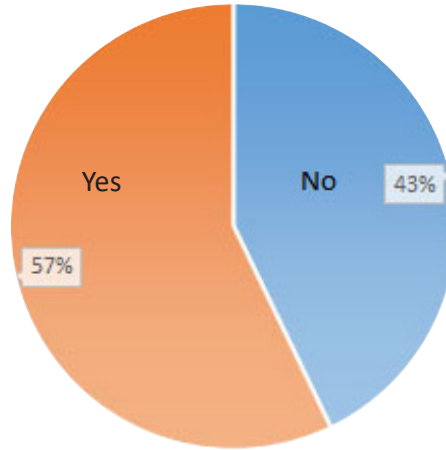
- I read the above statement.
- I attest that I do not have any of the above symptoms.

If you are sick or have one or more of the above symptoms:

- You must stay home or leave the UW facility at which you are working.
- Follow your department's procedure for calling out sick or requesting to work from home.
- Contact your health care provider for medical guidance.
- Follow the guidance on the [FAQ What do I do if I feel sick?](#) at the [UWs Novel coronavirus & COVID-19 facts & resources](#) webpage.

E-Verify Survey

COMPILED BY VICTORIA CLAVELLI LANCASTER, UNIVERSITY OF PITTSBURGH



Below is a summary and detailed responses from the AAU data exchange and the CHRO data exchange.

		NO do not E-Verify all employees	YES E-Verify all employees
Responses Total:	21	9	12

Subcategory by group:

		NO do not E-Verify all employees	YES E-Verify all employees
AAU Data Exchange	12	6	6
CHRO Data Exchange	9	3	6



Guidelines for surveying ARU-HRI InSTITUTE members

Recognizing that our members are very busy and have overflowing email inboxes, please use the following guidelines if you wish to initiate a survey re HR policy or practices:

1. First, think carefully about whether the data you seek might be available from other sources. If not available elsewhere, ascertain whether the information would be of value to other members as well as to yourself.
2. The request for participation must come from one of our members (not from HR staff or other employees of your university).
3. Contact Laurita Thomas, laurita@umich.edu, to see if she is aware of any issues with timing or content and to agree on distribution.
4. To prevent responses coming in by individual email, use a survey tool. Both Qualtrics (www.qualtrics.com) and SurveyMonkey (www.surveymonkey.com) offer free survey tools if you are asking a minimal number of questions and seek 100 or fewer responses. More extensive survey instruments are available for reasonable fees.
5. Summarize the results and send them to Laurita Thomas for sharing in our newsletter Inform or decide to share just with the participants in a timely way.

Returning to the Workplace Survey Results

Compiled by MINDY KOMBERG, University of Washington

Your institution:	"Self attestation: Symptom self attestation involves an individual reviewing a list of symptoms and declaring the presence or absence of those symptoms. * Is your university currently thinking about requiring daily self symptom attestation prior or upon entry to the university? * If so, is the attestation in a central system like WorkDay or paper? * Are you requiring everyone including students to attest?"	"Space configuration: Are you currently thinking about reconfiguring office or lab space? If so, please describe."	"Mask requirements: Are you considering requiring some or all employees to wear masks? If so, have you determined if the university would provide masks? Would they be cloth or surgical? How would the cost of masks be funded?"
Case Western Reserve University	Yes, we are thinking about daily self symptom attestation through Oracle HCM. We are still discussing students	We are considering occupancy limits as well as work space distancing. At this point we discussed staggering work days/hours to test the work space.	Yes we are considering requiring masks for employees. We will provide cloth and surgical masks(we are sourcing both now). Not sure of the funded.
Duke	Yes we are considering	we already have in place. Doing further work with operations faculty to run spacing analytics	we currently do require everyone in labs to wear masks we anticipate continuing that
N/A	Because the majority of staff is working remotely, only those employees essential to the university's operation are on campus and they must be pre-screened before entering any campus building. They must answer "no" to State (not the university) developed health screening questions.	Space configuration is one tool in our toolbox.	Wearing masks is still being discussed.
University at Buffalo, State University of New York	We have discussed multiple options - mostly around self attestation. We had not looked for it to be verified systematically - if an individual came to work, they attest that they are able to work. We would make the same assumption for students. We have not planned that the University would want to be in the position to measure and verify ability to be on campus.	Yes - looking at classroom assignments for social distancing - and also looking at having density reduced by 50% each day for employees to be able to keep the social distancing. "A" and "B" scheduling like we are currently doing with our essential employees at this time.	Yes, our State is mandating face coverings. We are obtaining cloth masks for all (reusable) - the University will purchase centrally for all.
Brown	Under discussion on the self attestation; if used, it would be in WD to manage the administration of it. Not sure about students as yet. Discussions are underway currently.	This is a topic for further discussion. No decisions have been made. Namely, to maintain social distancing, labs and office space configuration is under consideration, which would require perhaps either staggering work schedules or to keep some employees working remotely to prevent risk to employees who are required to sit in cubicles. Currently, we have employees working in labs, and they're successfully adhering to social distancing rules.	Our state has passed a law, so this will be required until the state law sunsets. We will comply to the options in the state law - cloth (scarf) can be used. Our law states that food preparation workers must have a mask, so all of our essential employees have been provided either a N95 mask, as needed to perform their jobs, or another mask that isn't surgical to be worn during work hours. We have provided 3 masks/employee, so they can be washed and reused.

Returning to the Workspace Survey Results *(continued from page 6)*

Your institution:	"Self attestation: Symptom self attestation involves an individual reviewing a list of symptoms and declaring the presence or absence of those symptoms. * Is your university currently thinking about requiring daily self symptom attestation prior or upon entry to the university? * If so, is the attestation in a central system like WorkDay or paper? * Are you requiring everyone including students to attest?"	"Space configuration: Are you currently thinking about reconfiguring office or lab space? If so, please describe."	"Mask requirements: Are you considering requiring some or all employees to wear masks? If so, have you determined if the university would provide masks? Would they be cloth or surgical? How would the cost of masks be funded?"
N/A	"Yes - considering. Platform TBD"	"Yes - considering. Looking to implement 114sq ft standard for social distancing in offices & labs (where possible)."	"Yes - considering. TBD."
N/A	Right now we are encouraging self temperature checks and symptom checking. For reopening, we are considering options via Workday.		This is an option on the table for us. We are right now focusing on cloth masks as that is what is available to us. We are working through laundering and how we provide tools for how employees should treat their cloth masks.
University of Virginia	UVA is exploring requiring a verbal and temperature screening when a student returns to campus as well as when remote workers return. Right now, I know that there is a shortage of devices to test temperature so I'm not sure this will happen. We may do attestation if we can't screen. It is likely that we would do it at the time of log-in to the system.	We have been more focused on student residence halls and potential quarantine space for students. However, we are beginning discussions of a staged return, especially for those who can more easily work remote.	UVA Health is fully masking but we are just beginning to explore the need/availability for others.
Pitt	We haven't gotten this far in our planning yet.	Yes! We envision considerably more "work at home" or other flexible work arrangements. We have task forces within each functional area assessing	Yes, considering; not much detail yet...
N/A	not yet	not discussing returning yet	"yes - required by state the University will provide if the essential employee does not have one. can be cloth or surgical University will reimburse"
N/A	No.	No, but we would limit the number of people in the office/lab at a time to facilitate social distancing.	All. University Provided. Surgical. Central Campus.

University Budget-Cutting Measures as a Result of COVID-19

THIS MATERIAL WAS COMPILED BY CAROLYN GREGORY, CASE WESTERN UNIVERSITY

Primarily from University websites. There may have been changes since it was compiled.

School	Harvard	MIT	Princeton	Duke	Brown
Hiring Freeze	4/13	4/13	4/8	4/8	3/23, through July 1
Salary Freeze	Yes (only exempt employees)	Yes-Merit increases suspended (beginning with those that would normally be awarded in July)	Yes (except faculty promotions and retentions)	Yes	Yes (through June 30)
FY 21 Budgets		Reduce FY21 budgets (with guidance from from EVP and Deputy VP of finance)	“reduce reliance” on temp employees by June 2		
Capital Projects	Reviewing all capital projects to determine which ones should be deferred.			All new construction projects are on indefinite hold, except those related to safety, repairs, infrastructure, virus research and a small number of obligations to new faculty.	Will be slowed, and which will be suspended or postponed based on the mission-critical nature of the project and financing structure
“Non-Essential” Spending			Cut non-essential spending (criteria not clear)	Pause on all new, non-essential spending, any spend above \$2,500 must be approved by Provost, EVP or Health Chancellor	Other purchasing needs should be carefully considered during this period of limited on-campus operations
“Discretionary” Spending	Similarly, discretionary spending will be either canceled or deferred.				discretionary spending should be discontinued or deferred until further notice
Travel				The university has implemented travel restrictions and guidance	Limit
Senior Administrator Salary Reductions	Pres., Provost and EVP, 25%	Pres., Provost, 20%			Pres., Provost, 20%, other senior admins, 15%
Link	https://www.harvard.edu/president/news/2020/economic-impact-covid-19	http://news.mit.edu/2020/letter-regarding-institute-financials-0413	https://emergency.princeton.edu/node/618	https://today.duke.edu/2020/04/message-president-price-about-securing-dukes-financial-future	https://www.brown.edu/about/administration/provost/communications/addressing-financial-impacts-covid-19-community

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University Budget-Cutting Measures as a Result of COVID-19 (continued from page 8)

School	UChicago	USC	Stanford	WashU St. Louis
Hiring Freeze	3/30/2020 (exceptions for grant-funded and “critical to the core mission”)	4/3, except in-process faculty hires		3/30
Salary Freeze		Yes	Yes	Yes-Implemented a hiring freeze on the Danforth Campus and in the central fiscal unit; Froze non-clinical positions on the Medical Campus; We will implement a workforce reduction policy to include reduced schedules, furloughs and layoff
FY 21 Budgets				Made significant reductions in spending for the fourth quarter of the 2019-20 fiscal year; Reopened the budgeting process for the 2020-21 fiscal year, asking all departments to identify areas to cut costs
Capital Projects		Pause on capital projects	Hold on capital projects	Delayed or eliminated non-essential capital projects
“Non-Essential” Spending	Non-personnel expenditure reductions will be implemented. The details of implementation will be directed by the provost through the work with deans, vice presidents, and other leaders.			Chancellor Martin is establishing a university-wide group to closely review opportunities for cost savings, in areas such as travel expenses, memberships and sponsorships, the use of outside consultants, and other significant budget expenditures.
“Discretionary” Spending	Suspend	Suspend	Request to Limit	
Travel	The University is suspending all nonessential international and domestic travel until further notice, and we urge similar caution in planning personal travel at this time.	Non-essential is suspended		
Senior Administrator Salary Reductions	All individual faculty, staff, and administrative salaries for the academic year 2020-21 will remain at current levels (except when contractually required)		Pres., Provost, 20%, senior admins asked to take 5-10%	The chancellor, executive vice chancellor and chief administrative officer, and the executive vice chancellor for medical affairs and dean of the School of Medicine – will take voluntary pay cuts between 15% and 20% for the 2020-21 fiscal year. Other leaders on the Danforth and Medical Campuses will be taking voluntary pay cuts as well.
Link	https://coronavirusupdates.uchicago.edu/apr-7-email-update-2/	https://coronavirus.usc.edu/2020/04/03/important-message-from-the-provost-and-chief-financial-officer/	https://provost.stanford.edu/2020/04/02/provosts-updates-on-covid-19/	https://emergency.wustl.edu/wp-content/uploads/2020/03/message-to-faculty-staff-3-30-20.pdf

University Budget-Cutting Measures as a Result of COVID-19 (continued from page 9)

School	Cornell	U of Louisville	Indiana	Baylor	UMissouri System
Hiring Freeze	3/30	3/20/2020, hiring freeze that will last until at least Oct. 1	4/10		
Salary Freeze	Yes	Yes	Yes	Yes	Yes
FY 21 Budgets			Reduce by 5%	A strategic review and reduction of operating, or non-personnel, budgets will be initiated across all colleges, schools and units, including all administrative divisions and athletics.	Contingency plans for an average of up to 15% cuts
Capital Projects	Capital projects reviewed for delay		Delaying IU-funded capital projects		
“Non-Essential” Spending					restrictions on discretionary spending, including travel and nonessential purchases
“Discretionary” Spending	Suspend	Prohibiting all domestic and international travel	Request to Limit		restrictions on discretionary spending, including travel and nonessential purchases
Travel	Ban		Limit		
Senior Administrator Salary Reductions		10% to any employee paid \$300K or more; 5% \$200-\$299K; 2% \$100-199K			Pres., chancellors, their cabinet members, and deans are taking 10% salary cuts, other senior admins 10%
Link		https://louisville.edu/coronavirus/communications-and-updates/messages/ImportantAnnouncementfromUofLLeadershipTeam.pdf			

(continued on page 11)

University Budget-Cutting Measures as a Result of COVID-19 (continued from page 10)

School	American University	Boston University	University of Arizona	UW System and UW-Madison	Syracuse University
Hiring Freeze				3/27	
Salary Freeze	Yes	Yes, through FY2021	Yes	Yes	Yes
FY 21 Budgets		Asking all units and departments to reduce discretionary spending to help preserve funds	Offset revenue losses with furloughs or direct pay cuts for nearly all employees until the summer of 2021	Will furlough its nearly 600 administrative employees one day each month through June 2021 to save about \$3 million.	The school also will come up with a plan to cut its costs by 5% across all administration, academic and auxiliary units, Syverud said
Capital Projects	All new capital investments and construction are on hold until further notice	Non-essential capital projects not-yet-started on hold through FY2021, Pres. can provide exceptions	halting of building projects		The cutbacks include a halt to the university's construction and capital improvement projects
"Non-Essential" Spending					
"Discretionary" Spending					
Travel					
Senior Administrator Salary Reductions	Pres. 15%, Provost and VP 8%	Pres., Provost 20% reductions, Deans and VP's 10%	Those who earn more than \$150,000 annually at Arizona will see a 17-percent pay cut, and that increases to 20 percent for employees who are paid more than \$200,000 a year		SU's senior leaders will accept a voluntary 10% pay cut for the fiscal year that begins July 1
Link					https://www.syracuse.com/coronavirus/2020/04/syracuse-university-plans-pay-cuts-hiring-freeze-after-35m-loss-from-coronavirus-pandemic.html

(continued on page 12)

University Budget-Cutting Measures as a Result of COVID-19 (continued from page 11)

School	University of Nebraska	Temple University	University of Virginia	Johns Hopkins	University of Michigan
Hiring Freeze			4/14	Restrictions on staff hiring	All hiring is frozen with the possible exception of staff or faculty in roles considered critical and those fully funded by federal grants.
Salary Freeze	Yes	Yes	Yes-There will be no merit increases for the next fiscal year, which begins July 1	Yes-Salary freeze for faculty and staff	Yes-There will be no increases to base salary effective immediately and through the end of the upcoming budget year, including merit increases with the exception of those related to faculty and staff promotions that have already been approved
FY 21 Budgets	reduced spending by 3 percent in the final quarter by each campus	reduced spending by 3 percent in the final quarter by each campus		Suspension of retirement contributions, Furloughs and layoffs	Voluntary staff furloughs and reduced hours
Capital Projects	limiting travel and major purchases and reviewing all capital construction projects to determine if any can be delayed.	a reduction of ongoing expenses	The university will also limit capital projects to those already in design and construction phases	Suspension of capital projects	Postponement of construction projects
“Non-Essential” Spending	limiting travel and major purchases and reviewing all capital construction projects to determine if any can be delayed.	a reduction of ongoing expenses	individual schools and units will cut or eliminate non-essential expenses	Nonpersonnel expense reductions	Elimination of non-essential expenditures
“Discretionary” Spending					
Travel					
Senior Administrator Salary Reductions		temporarily cut the salary for its leaders by 10%	All executive leadership will take a 10% salary reduction	20% prez/provost, 10% other senior leaders	Pres., Chancellors, 10%, senior admins asked to take 5%
Link			https://www.nbc29.com/2020/04/14/hiring-salary-freeze-added-uva-response-covid/	https://hub.jhu.edu/2020/04/21/jhu-prepares-for-financial-challenges-from-covid-19/	

(continued on page 13)

University Budget-Cutting Measures as a Result of COVID-19 (continued from page 12)

School	Valparaiso University	University of Utah	Berkeley	Wright State	BoiseState
Hiring Freeze		4/3	4/1		3/
Salary Freeze		Yes	Yes	Yes-hiring freeze on all non-approved external hires	Yes
FY 21 Budgets	The university will furlough 154 full-time employees and 46 part-time employees	There are strategies being considered at the systemwide level that would provide budget relief, such as a delay in merit increases and salary cuts for senior leadership; authority for those decisions rests in the UC Office of the President and will not be made soon			All staff and 12-month faculty (including administrative faculty, but not faculty who are teaching part time over the summer), subject to certain exceptions, who earn more than \$40,000 per year will take furlough days between May 3 and July 31, 2020. Specifically, the number of mandatory furlough days is based on the employee's current base salary according to the schedule below: Annual salary of \$150,000 or more – 10 furlough days Annual salary of \$100,000 – \$149,999 – 7 furlough days Annual salary of \$75,000 – \$99,999 – 5 furlough days Annual salary of \$40,000 – \$74,999 – 4 furlough days
Capital Projects		carefully reconsider future capital projects in light of the current uncertainties		Hold on all non-critical university-funded capital projects	
“Non-Essential” Spending				Freeze on all new contractual agreements for goods and services	
“Discretionary” Spending				Elimination of all discretionary non-compensation spending.	
Travel					reducing utility costs and holding expenditures related to travel, continuing education, and other expenses
Senior Administrator Salary Reductions	30% prez			University leadership (President, Provost, Vice Presidents, Vice Provosts, and Deans) has voluntarily agreed to take a 20 percent reduction in salary	
Link					

(continued on page 14)

University Budget-Cutting Measures as a Result of COVID-19 (continued from page 13)

School	Dartmouth College	Wake Forest University	Tufts University	Boston College	College of William and Mary
Hiring Freeze	3/27/2020-freeze on staff hiring through the end of December	We have enacted a University-wide hiring pause on all administrative, faculty, staff and temporary positions. Any exceptions must be initiated by a vice president or dean and approved by the executive vice president and the provost.	4/14	a hiring freeze will be instituted immediately, except for positions determined essential for core strategic and academic purposes	
Salary Freeze	no annual wage or stipend increases for the next fiscal year, with limited exceptions	We will be unable to offer any salary increases for fiscal year 2021, which begins on July 1, 2020.	Merit cycle salary and wage increases will be suspended	merit pay increases will be suspended for the coming year, saving approximately \$8 million	
FY 21 Budgets					
Capital Projects		All existing and planned capital projects are suspended unless they are necessary for the health and wellbeing of our students, faculty and staff; suspended projects will be reevaluated to determine whether they should proceed.	All capital projects have been suspended, with those in advanced stages paused and planned projects put on hold indefinitely	A number of other projects will be postponed until further notice, deferring an estimated \$45 million in expenditures	
“Non-Essential” Spending	cuts to spending on “services, supplies, food, events, and other expenditures that are not critical to Dartmouth’s spring quarter operation.”	Administrative and academic leaders have been asked to review their budgets and find savings by discontinuing non-essential programs and events.		purchasing of goods and services and use of procurement cards by administrative units will be further restricted	
“Discretionary” Spending		All discretionary spending is suspended immediately			
Travel				travel for conferences and events will require authorization by the President, Executive Vice President, or Provost	
Senior Administrator Salary Reductions		President Hatch and all Reynolda cabinet members and academic deans have volunteered to take a 10% salary reduction, starting immediately			
Link		https://coronavirus.wfu.edu/university-communications/managing-the-financial-impact-of-covid-19/		https://www.bc.edu/content/bc-web/sites/updates/coronavirus/apr-15-president-letter.html	

(continued on page 15)

University Budget-Cutting Measures as a Result of COVID-19 *(continued from page 14)*

School	Northeastern University	Rensselaer Polytechnic Institute	Lehigh University
Hiring Freeze	Faculty hiring will continue. For staff hiring, only positions deemed essential will be filled at this time.	Furlough of employees whose duties and responsibilities cannot be performed remotely, or where the normal workload has diminished significantly due to the impact of COVID-19. Eff. 5/1/20 through 7/1/20.	Yes, including suspending all re-evaluations of existing positions
Salary Freeze	Annual merit, bonus, and salary increase program for faculty and staff will be deferred until the economic picture becomes clearer. The promotion process for full-time faculty will continue.		Yes, including the suspension of all merit increases
FY 21 Budgets	Covid-19 Resilience Fund launching to support Northeastern students who are experiencing economic hardship as a result of this crisis, and to support Northeastern research programs focused on combatting the effects of the pandemic.		Yes, including evaluating relationships with outside consultants with the goal of suspending all but the most absolutely critical ones. Budget Office will be reviewing all budgets to uncover opportunities for expense reduction
Capital Projects	Evaluating all capital projects and pursue only those that are essential for health and safety or that specifically advance our mission. All other projects will be suspended until further notice.		Suspending all current work on campus
“Non-Essential” Spending	All departments must forego expenditures and significant financial commitments that do not directly impact teaching and research.		
“Discretionary” Spending			
Travel			Non-essential travel deferred for the foreseeable future
Senior Administrator Salary Reductions	SVP's and Deans contribute 10% of their salary to Covid-19 Resilience Fund. President contributes 20%.		
Link			