

From: [McPheron, Bruce A.](#)
To: [Messinger, Rob](#); [Wolf, Kay \(wolf.4@osu.edu\)](#)
Cc: [Lieb, Joan](#)
Subject: Academic working group
Date: Sunday, March 22, 2020 9:29:00 PM
Attachments: [image001.png](#)
[Academic Working Group Priority List v6.0 23 March 2020 BAM.docx](#)

Not completely convinced I got everything captured, but here we are. Will look for your edits in our 8 a.m. call and priority topics to discuss/resolve/assign in our 8:30 meeting.

Thanks,
Bruce



Bruce A. McPheron, PhD

Executive Vice President and Provost

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DISCUSS/ASSIGN

Pass/no pass grades, incompletes (Hume, University Senate, Colleges) – need to have colleges consider their approach to major courses, ASC has opened to all major and minor courses, Law is S/U

Class resumption – time zone differences and implications for synchronous instruction, planning for (and implementing) alternative assessment methods, student technology availability

Contingency planning – significant faculty or student illness

Consistent communication guidance to units for communication on positive cases

Wording regarding not providing tuition refund (Messinger, B&F, Davey)

STEP (Hume, Shivers, Whittington)

Use of Spring, 2020, SEI in P&T dossiers (Malone)

P&T timeline adjustment for Fall, 2020 cycle

Internships

Student employee wages (OHR, B&F)

Summer international program statement (Messinger, Latz)

Financial assistance to GTAs

Financial assistance to PhD students (Stone, Bertone) – 3+ year PhD progress

Financial assistance to associated faculty

Mental health services communications

Summer domestic off-campus programs

Development of on-line curriculum for Fall, 2020

Professional student recruiting

Pre-departure Orientation in China (Latz, Shivers, Hume)

Associated faculty contracts (Wolf)

Status of new-to-OSU students in Fall, 2020

Deadlines for sexual misconduct training

IN PROGRESS

Summer session – start dates, session cadence, course delivery (Smith)

Application of SEI in Spring, 2020 (Malone)

Travel (Messinger) – all international and all non-essential domestic travel is restricted indefinitely per cabinet and MVD, need to communicate

Orientation (Hume-Graham, Shivers) – moving to virtual, DF upon arrival

Current inventory of spare technology (Hofherr)

Library resource access (Jaggars)

Residency for out-of-state students who travel home (Rastauskas, Messinger) – appears to be resolved, need to confirm and communicate

Hiring pause – status of faculty hiring process (McPheron/Basso) – widely agreed that faculty hires would be exempted, but questions about the rigor of interview process

Assistance to research support personnel (Stone) – federal agencies agree on paying personnel, working on conditions for personnel paid from other sources

Financial aid implications of refunds (Hume, Papadakis)

Pause of tenure clock for provisional faculty (Malone)

Summer camps (Schmiesing, Shivers, Lasher)

Student Advocacy Center Emergency Fund (Shivers, Eicher)

UG recruiting (Hume)

GR recruiting (Bertone)

TSP time extension (Wolf, Halasek)

Broadband access across the state (Hofherr)

Use of technology classrooms (Hofherr)

COMPLETED

Building security (FOD) – buildings secured as of 3/18

Wexner Center for the Arts – programs cancelled, galleries closed (3/13)

Library facility status – department facilities closed, Thompson to close, key card access in 18th Ave (3/17)

Grad School directive on cancelling SROP, REUs (Bertone)

International students – residence hall exceptions

Other students – residence hall exceptions

Campus-wide COVID reporting guidance (MVD; 3/15)

Commencement (MVD; 3/17) – spring ceremony delayed (date TBD)

Daily Deans update (Messinger; initiated 3/17)

Dean / vice provost telecommuting (MVD) – 3/16 message to campus on telecommuting

Emeritus faculty guidance (inherent in 3/16 MVD message on telecommuting)

Graduate exams (Bertone) – ability to use technology for masters and doctoral testing

Library employees (MVD) – 3/16 message to campus on telecommuting

OAA (core) employees (MVD) – 3/16 message to campus on telecommuting

OSAS employees (MVD) – 3/16 message to campus on telecommuting

Thank you to faculty (Messinger) – 3/20

Access to digital textbook copies (Hofherr) – communicated on web and in updates

Telecommuting and continued research activity (Stone) – 3/

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Cc: [Lieb, Joan](#)
Subject: my working list
Date: Sunday, March 22, 2020 1:43:00 PM
Attachments: [image001.png](#)
[March 22 scratch list - emerging priorities.docx](#)

I'm going outside for a bit to just be in the sun, so I'm turning this over to you all. Later I'll integrate into our working document for tomorrow's 8:30 a.m., but I wondering what I have missed picking up on from the emails you all have seen and addressed plus other conversations? I think if we can get an agenda out to the academic group by mid-evening, we'll be fine, and we will need to again prioritize what we spend our time talking about.

We can use that group to help us establish the deans' agenda for the end of the day.

Bruce



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College declarations of P/F – student interest in extending beyond GE and elective courses

Accreditation

Professional colleges

(In which conversation did we have someone concerned that it would be too hard to grade some assignments for grades and just let others do pass/fail? We should continue to drive home that issue, apparently.)

University declaration of P/F

Mental Health and Wellness resources – communication?

2020 SEI use in future P&T analyses

P&T timeline?

Class resumption:

Time zone differences and implications for synchronous instruction

Planning for (and implementation of) alternative assessment methods

Access of students to necessary technology

Reinforcement of internet provider arrangements

Access to digital copies of textbooks

Current inventory of devices (Hofherr)

Library resource access (Jaggars)

Refresh of status of students/staff/faculty still overseas

Contingency for faculty illness

Contingency for student illness

Compensation for GTAs? Associated faculty?

Consistent answers to messages from students, families, faculty

Tuition refund wording and message

Continued concerns about how to respond to unit positive cases

From: [Gombos, Gretchen](#)
To: [McPheron, Bruce A.](#); [Devine, Kristine G.](#)
Cc: [Wolf, Kay N.](#); [Messinger, Rob](#)
Subject: RE: Consolidated reply: Urgent Ed Abroad and Semester Abroad questions
Date: Wednesday, March 11, 2020 7:19:59 PM
Attachments: [image004.png](#)
[image001.png](#)

Bruce –

Antarctica Question:

We have MUCIA funds available to help with the emergency risk management reserve.

I'm suggesting the following language for a formal response to Gil as well as an approved release form (like we do for your reserve funds) – if you agree with the language I am happy to send directly to Gil.

Gil –

In response to your request for funding support for OIA emergency risk management, OAA will allocate \$150,000 in one-time cash from MUCIA Funding in support of the replenishment of the risk management fund. OIA will need to use cash reserves to cover the other \$100,000 outlined in the proposal. Moving forward, once the new SFO is on board, we will need to work together to review the OIA budget holistically based on the new strategic plan and priorities.

Financial Obligation for Spring Study Abroad:

Based on the information I received working with OIA:

OIA has current cash reserves that can cover the \$1M impact. They currently are projecting a year end cash balance of \$16M, with a \$1M positive net margin. This is on a base budget of \$8M (\$5.5M General Funds and \$3M International Surcharge). A large portion of their reserve cash is set aside to fund their area studies centers in future years if the grant funding is not renewed. We put together a quick projection of their current run rate of expenses with additional assumptions and their cash doesn't run out until FY27. Once the new strategic plan is in place and we can align their current budget to the plan we will have a better long term projection, but the immediate need can be covered.

Verifying Gil's data...3rd party Study Abroad Students pay their fees (with the exception of the \$150 application fee) directly to the institutions they are studying at so we don't know the exact costs that each student pays. We do know that the total costs range anywhere from \$5,000 - \$25,000 per student. That cost would include the program fees as well as the travel/room/board expenses.

The chart below shows the breakdown of the costs based on Gil's number of 177 students (157 + 20 FCOB program).

Financial Aid has been looking at individual student aid packages as students inquire and those that they have looked at have no negative impacts.

Please let me know if you have additional questions.

Spring 3rd Party Abroad Students				
	Low End	High End	Estimate	Estimate
Total Number of Students (Actual may be 152)	177	177	177	177
Total Cost to Student(Cost paid directly)	5,000	25,000	10,000	15,000
Total Impact All Students	885,000	4,425,000	1,770,000	2,655,000
<i>Gil's Estimates</i>		Impact		
<i>Total Students</i>	177			
<i>Students Indicating they wanted to return</i>	10	250,000		
<i>25% of total population of students</i>	44	1,106,250		
<i>Total cost paid by students (high end)</i>	25,000			

From: McPheron, Bruce A. <mcpheron.24@osu.edu>
Sent: Tuesday, March 10, 2020 11:01 PM
To: Devine, Kristine G. <devine.99@osu.edu>; Gombos, Gretchen <gombos.2@osu.edu>
Cc: Wolf, Kay N. <wolf.4@osu.edu>; Messinger, Rob <messinger.18@osu.edu>
Subject: Fwd: Consolidated reply: Urgent Ed Abroad and Semester Abroad questions

Kris and Gretchen,

A couple of things. I need to get guidance from the president on his expectations for 1) whether we advise students abroad to come home or whether we offer them the opportunity, and 2) to what extent we compensate them (I would say that if they're getting credit, no tuition assistance, but if their program terminates before credit can be awarded, we would want to think about either assistance or working to steer them into credits from OSU). I have my opinions, but he often has something in his head and I want to know that before he reverses course on us.

I know we were awaiting the arrival of the OIA fiscal officer, but can we please resolve the Antarctica question? Either they have enormous reserves that they simply are not addressing holistically, or they need help on that. Then we have to think about how we would phrase any message (subject to the president's edits) to properly scope what our financial obligations might be. Would 40 students actually be \$1M in tuition reimbursement if we had to deal with the prospect of no credit awarded? I can't make that math work.

Any help in framing this? We need to resolve in the next day or so.

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From: Latz, Gil I. <latz.9@osu.edu>

Sent: Tuesday, March 10, 2020 9:45 PM

To: McPheron, Bruce A.

Cc: Messinger, Rob

Subject: FW: Consolidated reply: Urgent Ed Abroad and Semester Abroad questions

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Long day, I realize.

Some updates and a request.

It is critically important to immediately focus on **Spring (and AY) programs for students currently overseas**. This is the really urgent announcement and communication need. Students overseas have read President Drake's communication but have not received any follow up or information.

For an insight, see attached.

The question:

- Will OAA support making students whole? (OIA already used its emergency funds and has a pending request to OAA to help defray the cost of the Antarctica trip cancellation from last December)?

There are currently 157 students on OIA programs overseas and about 20 or so in non-OIA programs (FCOB. There are others, for example, in the Fisher College of Business: they have about 250 students for summer. They are OSU students, register for OSU insurance, but don't get 'counted' on OIA programs).

Cost estimates are nearly impossible to make.

That said, we believe \$225 IF (only) 10 students availed themselves of the opportunity to come back; BUT, up to \$1M if 25% of the students choose it. This includes refunding for tuition and program costs. Most of the students want to stay and most programs will offer online options. Note: should, in addition, Colleges at OSU support students with transfer credits or make up options, the cost will go down considerably.

Bottom line: some kind of message to students/parents of those students is warranted ASAP.

Language to consider (which we welcome your editing with respect to, in terms of the financial implications based on the outline above:

=====

Ohio State is advising students to strongly consider return to the United States. We understand that students and their families may have differing tolerance of risk. Thus **students are not obligated to leave their programs and return**. However, the continuing response by nations and governments, including border closures, entry restrictions, quarantines and curtailment of public services including universities have created an unpredictable environment. As COVID-19 spreads, travellers remaining in their host country may incur temporary restrictions on their movement and compromised access to routine health care.

Please notify your education abroad program specialist by 5:00pm EST on March 17 of you intention to return or remain.

=====

We have more detailed information to share with Ohio State students, of course, about next steps; that can be addressed after we confirm OAA support for 'making students whole' in the midst of this unprecedented situation.

Thanks,

Gil



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latz.9@osu.edu / oia.osu.edu

From: [McPheron, Bruce A.](#)
To: [Devine, Kristine G.](#); [Gombos, Gretchen](#)
Cc: [Wolf, Kay N.](#); [Messinger, Rob](#)
Subject: Re: Consolidated reply: Urgent Ed Abroad and Semester Abroad questions
Date: Wednesday, March 11, 2020 10:28:31 AM
Attachments: [image001.png](#)

Thanks. We are working toward a note to our ~160 current study abroad students strongly encouraging them to come home, and we would further say that we would work with them to attempt to address both financial and academic implications.

Bruce

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From: Devine, Kristine G. <devine.99@osu.edu>
Sent: Wednesday, March 11, 2020 10:19 AM
To: McPheron, Bruce A.; Gombos, Gretchen
Cc: Wolf, Kay N.; Messinger, Rob
Subject: Re: Consolidated reply: Urgent Ed Abroad and Semester Abroad questions

Bruce

Gretchen is meeting with OIA this morning and then she and I and Kay are meeting at 1 — Just wanted you to know we received and are working it...

Kris

Get [Outlook for iOS](#)

From: McPheron, Bruce A. <mcpheron.24@osu.edu>
Sent: Tuesday, March 10, 2020 11:01:19 PM
To: Devine, Kristine G. <devine.99@osu.edu>; Gombos, Gretchen <gombos.2@osu.edu>
Cc: Wolf, Kay N. <wolf.4@osu.edu>; Messinger, Rob <messinger.18@osu.edu>
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THE OHIO STATE UNIVERSITY

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Cc: [Wolf, Kay N.](#); [Messinger, Rob](#)
Subject: Fwd: Consolidated reply: Urgent Ed Abroad and Semester Abroad questions
Date: Tuesday, March 10, 2020 11:01:20 PM
Attachments: [image001.png](#)
[FW Study Abroad.msg](#)

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From: [Intl Risk Management](#)
To: [Latz, Gil I.](#); [Huffner, Douglas A.](#)
Subject: FW: Study Abroad
Date: Tuesday, March 10, 2020 7:06:30 PM

This is just one additional example

Highlights and emphasis mine with focus on the yellow bold.

These are students facing very critical situations and looking to rely on Ohio State guidance. I can only encourage those reviewing the follow-up to the university's guidance place a hold on any consideration for summer and focus on the Ohio State students that are currently abroad.

From: [REDACTED]
To: Intl Risk Management
Subject: Study Abroad

Dear IRM,

I'm going to list out everything that you recommended in the email, but first I just want to say **I feel like we're being kept in the dark.** We don't know what Ohio State is going to do with our program and our classes here are cancelled for two weeks and I could go on and on with a billion unknowns. **I personally feel like we're being ignored and there's a complete lack of transparency, and it sucks. I want to plan my life and figure out how the rest of my semester is going to unfold, everything is up in the air and the one place I'm hoping would be decisive and up front (Ohio State) hasn't provided me with any guidance.** **How can we cancel classes on main campus in Columbus but not have even given a recommended course of action for students abroad...**

- Host institution: [REDACTED]
- Unsure of learning options online
- [REDACTED]
- Enrolled in: [REDACTED]
[REDACTED]
- I would like to finish my abroad program in an ideal world, HOWEVER, i'd like to know if im getting sent home sooner rather than later

I apologize for being so blunt but this is such an uncertain time in my life and I just want to get it figured out and move forward,

Best,

[REDACTED]

From: [Academic Impressions](#)
To: [Papadakis, Michael](#)
Subject: Your Daily Pulse: April 16, 2020
Date: Thursday, April 16, 2020 12:41:27 PM



Daily Pulse for Michael

April 16, 2020

New to AI Daily Pulse? [Get this in your inbox.](#)



FOR ACADEMIC LEADERS

Image of a faculty member's bookcase



More Than Ever, Academic Leaders Need the Tools and Skills to Succeed

Video + Resource Hub | *Academic Impressions*

80% of a university's critical decisions are made at the department level, yet most faculty leaders were not trained and receive little support for the critical roles they have. [In the video on this page](#), Jeanne Hey describes the complexity of managing these different expectations.

There may not be a "manual" for success, but there is deep expertise and learned experience among your peers and predecessors across higher ed. For nearly 20 years, Academic Impressions has helped develop thousands of academic leaders. Take advantage of our end-of-fiscal-year promotion and explore our comprehensive online library of [academic leadership resources](#), available with an annual membership.

Among the Trainings Included:

- Managing Change as a Department Chair: 5 Traps to Avoid
- Maximize Your Productivity By Cultivating Your Academic Staff
- Leading Through a Crisis
- Influencing Without Authority
- Recruiting for Diversity: A Training for Academic Search Committees
- Increasing Emotional Intelligence by Identifying Your Triggers
- Find Your Position of Power When Addressing Toxic Leadership
- 3 Ways to Improve Your Decision-Making
- Shift Your Mindset to Build Resilience

- Four Leadership Practices for New or Aspiring Deans
- *And hundreds more*

Explore what's available.

CURRENT NEWS: COVID-19 AND HIGHER ED

COVID-19 Is a Pivotal Moment for Struggling Students. Can Colleges Step Up?

Article | *The Chronicle of Higher Ed*

The promise of higher education as an engine of social mobility rests on whether it can deliver on the commitment to get students to the finish line. But how do you provide high touch support in what has suddenly become a "no touch" world? [Read more.](#)

Free Recorded Webcasts - Discuss with Your Peers:

- [Supporting Student Mental Health During the Crisis](#)
- [Student Retention: A Discussion of Practices & Approaches During Uncertain Times](#)
- [Strategies to Effectively Engage Students in Online Learning: A Discussion of Best Practices](#)
- [Addressing Food Insecurity During the COVID-19 Outbreak](#)
- [Supporting First Generation Students Amid COVID-19](#)

Medical Workers Are on the "Front Lines"; They're Also Saddled with High Student Loan Debt

Article | *NBC*

The average debt of a graduating medical student is nearly \$201,500, according to 2019 data from the Association of American Medical Colleges. [Read more.](#)

These Graduates Didn't Get to Walk in 1970; COVID-19 Has Canceled Their Makeup Walk

Article | *KCUR*

After waiting 50 years, some members of the University of Kansas's class of 1970 had planned to make the traditional walk with 2020's graduating seniors. [Read more.](#)

Running Updates on Canadian Universities' Response to COVID-19

Article | *University Affairs*

Here is a list, updated daily, of Canadian institutions that are cancelling in-person

classes or taking other actions in response to COVID-19. [Read the updates.](#)

More of Today's Updates:

- [Public Universities in Pennsylvania Projected to Lose \\$70-\\$100 Million This Semester](#) *The Philadelphia Inquirer* (login may be required; limited free articles available)
- [U of Rochester Sees Hiring Freeze, Anticipates Furloughs](#) *13WHAM*
- [Drexel U Sued for Pandemic Tuition Reimbursement](#) *6ABC*
- [In Alberta, Nearly-Graduated Nursing Students Fast-Tracked into Service After COVID-19 Cut Practicums Short](#) *CBC*
- [At the U of Manitoba, 600 International Students Have 2 Weeks to Find Somewhere to Live](#) *CTV*

Recent Updates:

- [Lucie Lapovsky: How Colleges and Universities Need to Use This Summer](#) *Forbes*
- [Baylor U Announces Up to \\$80 Million in Cuts](#) *Texas Tribune*
- [U of Oregon Lays Off 282](#) *Oregon Live*
- [U of Missouri System Administrators to Take 10% Pay Cuts, Layoffs Being Considered](#) *KRCG*
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[Chart showing year over year change in inquiries](#)



The Big 5 Programs

Free Webcast | *Gray Associates*

In February, inquiries for Registered Nursing programs declined. Are students now scared to go into nursing? Or will their desire to serve lead to increased demand for nursing programs? Find out on April 23rd at 2:00 pm ET, in Gray's free Higher Ed Demand Trends webinar, where we share student demand results for March. [Find out more.](#)

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[Former U of Michigan Student Athletes Reported Doctor's Abuse to 3 Trainers, According to Lawsuits](#) *MLive*

[Concordia U Dean Appointed as President of Ontario's First Francophone University](#)
Global News

NAVIGATING THE CRISIS

Explore 16 Discussions with the Experts and Your Peers on How to Respond to COVID-19

16 Recorded Webcasts | *Academic Impressions*

COVID-19 has forced institutions to pivot and adapt in unprecedented ways. If you're like most, you are laser-focused on your own campus responses and are craving a space to connect with others, ask questions, and share ideas with the broader higher ed community.

This series has been specifically designed to provide you with that space. Through topical, discussion-centered webcasts, you will hear from experts and your peers across the country about how they are responding to the crisis. **Some are free for our members** ([find out about membership here](#)); **many are free for everyone.**

[Take a look at the topics covered](#) - and share these with your colleagues!

5 Leadership Lessons Hidden in the Coronavirus Crisis

Article | *Academic Impressions*

Especially for those who are deliberate planners by nature, the rapid velocity and pressure of the current crisis can be turbulent. In this article, the president of the College of Saint Benedict offers higher-ed leaders the perspective of five leadership lessons or gifts that we can (re)learn in the midst of this chaotic moment. [Read more.](#)

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- [Student Success and Retention in the Time of Coronavirus](#) *Academic Impressions*

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- **Training for Chiefs of Staff: 2 Virtual Conferences**
July 9-10 and July 13-14, 2020
- **A Strategic Approach to Strengthening and Updating Your Institutional Brand**
July 22-24, 2020
- **Integrating Academic and Co-Curricular Resilience Programs on Your Campus**
August 10-11, 2020
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CURRENT NEWS: COVID-19 AND HIGHER ED

Photo of microscopes in an academic research lab



As Pandemic Persists, Colleges Consider Options for the Fall

Article | *EdSurge*

From Boston University to the University of Central Oklahoma, increasingly higher-ed leaders are thinking ahead to autumn and developing plans for how to proceed if the health crisis fades by summer's end - or if it persists. [Read more.](#)

More on this:

- [Colleges Can't Say Whether Campuses Will Open in the Fall](#) *USA Today*
- [Beloit College Moves from Traditional Semesters to Two-Course Modules to Allow Greater Flexibility in Fall](#) *Inside Higher Ed*

Free recorded webcasts - Critical discussions of recruitment and enrollment amidst the pandemic:

- [Adapting Recruitment & Yield Strategies in Uncertain Times](#)
- [Student Retention: A Discussion of Practices & Approaches During Uncertain Times](#)

- [Supporting First Generation Students Amid COVID-19](#)

Upcoming virtual conferences on enrollment challenges:

- [Enrollment Management Essentials for Academic Leaders](#) | June 1-3, 2020
- [Refining Your Out-of-State Recruitment Strategy](#) | May 18-20, 2020

Vermont State Colleges System May Close 3 Campuses

Article | *VT Digger*

The Vermont State Colleges could shutter three campuses and cut 500 employees under a radical restructuring proposal its leadership plans to bring to trustees in an effort to manage the pandemic's financial fallout. [Read more.](#)

Colleges Brace for Student Aid Appeals as Virus Slashes Incomes

Article | *Bloomberg*

College financial aid offices are bracing for a spike in appeals from students finding that the aid packages they were offered for next year are no longer enough after the coronavirus pandemic cost their parents jobs or income. [Read more.](#)

Canadian Universities, Donors Amass Millions in Grants for Students Struggling with Impact of COVID-19

Article | *The Globe and Mail*

The crisis has hit in waves, according to those working in student aid offices. At first there was a need for emergency travel funds as international students rushed to travel home before borders closed. Then there was a need for computers for online learning. Then employers shut down, students lost their jobs and suddenly worried about whether they had enough for rent and groceries.

Another wave is expected to hit once exams are over and students find their resources depleted. [Read more.](#)

Related: [Survey Finds 79% of Canadian University Students Concerned Over Whether They Will Be Able to Pay Fall Tuition](#) *Global News*

In Pandemic, Some Students Turn to Crowdfunding for Help. What Does That Say About How Colleges Gauge Need?

Article | *The Chronicle of Higher Ed*

At many institutions, students and alumni have created "mutual aid" spreadsheets in which classmates describe their needs and others can try to meet them. Storage space. A room to live in. A laptop for online classes. Cash. [Read more.](#)

In Canada, Thousands of International Students Struggle, Stranded Far From Home

Article | *The Record*

Thousands of foreign students are trapped thousands of miles from home, locked down by the pandemic. They worry about how their families are faring. Their families worry about them. Some worry about paying high tuition if their families lose income. Some worry they may not be able to find or keep the part-time jobs they need to pay big bills. [Read more.](#)

Zoom Classes Expose the Vast Disparities in College Students' Lives

Article | *The New York Times* (login may be required; limited free articles available)

When they were all in the same dorms and eating the same dining hall food, the disparities in students' backgrounds weren't as clear as they are over video chat. [Read more.](#)

Running Updates on Canadian Universities' Response to COVID-19

Article | *University Affairs*

Here is a list, updated daily, of Canadian institutions that are cancelling in-person classes or taking other actions in response to COVID-19. [Read the updates.](#)

More of Today's Updates:

- [Emergency Grant Program for College Students Is Off to a Slow Start](#) *The Washington Post* (login may be required; limited free articles available)
- [Colleges Use Empty Dorms to House First Responders, Healthcare Workers](#) *Education Dive*
- [After Announcing Closure, Concordia U Portland Sued for \\$302 Million by Online Education Firm HotChalk](#) *The Oregonian*
- [Syracuse Plans Pay Cuts, Hiring Freeze After Pandemic Loss of \\$35 Million](#) *Syracuse.com*
- [Eastern Michigan University Expands Online Summer Class Grant to Include Graduate Students](#) *MLive*
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- [U of Illinois System Creates \\$36 Million COVID-19 Financial Aid Fund](#) *Crain's*

Chicago Business

- [During Pandemic, Shenandoah U Converts Campus Building into Homeless Shelter](#) *WHSV*
- [UK: Durham U Draws Criticism Over Plan to Make Transition to Online More Permanent](#) *BBC*
- [Public Universities in Pennsylvania Projected to Lose \\$70-\\$100 Million This Semester](#) *The Philadelphia Inquirer* (login may be required; limited free articles available)
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What Just Happened?

Blog | *Gray Associates*

Students left campus and markets collapsed, and no one knows when they will come back. Learn why understanding your economic data is now more important than ever. Read Dr. William Massy's latest blog "[We Are All Coronavirus Fighters Now.](#)"

LEADERSHIP IN THE TIME OF COVID-19

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5 Leadership Lessons Hidden in the Coronavirus Crisis

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Especially for those who are deliberate planners by nature, the rapid velocity and pressure of the current crisis can be turbulent. In this article, the president of the College of Saint Benedict offers higher-ed leaders the perspective of five leadership lessons or gifts that we can (re)learn in the midst of this chaotic moment. [Read more.](#)

Related: [Leading Through a Crisis](#) | *Free Recorded Webcast*

NEW RESEARCH FINDINGS

"An Army of Temps": Data on Just How Precarious Life is for Adjunct Faculty

Report | *American Federation of Teachers*

Nearly a third of the 3,000 adjuncts surveyed for the report earn less than \$25,000 a year. 53% of respondents make less than \$3,500 per course. [Read more.](#)

Besides Pay, the 5 Forms of Support Adjunct Faculty Need

Article | *Academic Impressions*

Increased reliance on contingent faculty - and a growing movement toward unionization - has prompted more institutions to internally audit the level of support and the faculty development opportunities they offer to adjuncts. Here are key areas where intentional support can make a difference in engaging, developing, and retaining your adjunct faculty. [Read more.](#)

While this article is from a few years ago, it remains a must-read, because it provides an effective framework and a chance to prompt colleagues with the question: Are we providing meaningful support in each of these five areas?

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[More Than Ever, Academic Leaders Need the Tools and Skills to Succeed](#)

Video + Resource Hub | *Academic Impressions*

80% of a university's critical decisions are made at the department level, yet most faculty leaders were not trained and receive little support for the critical roles they have. [In the video on this page](#), Jeanne Hey describes the complexity of managing these different expectations.

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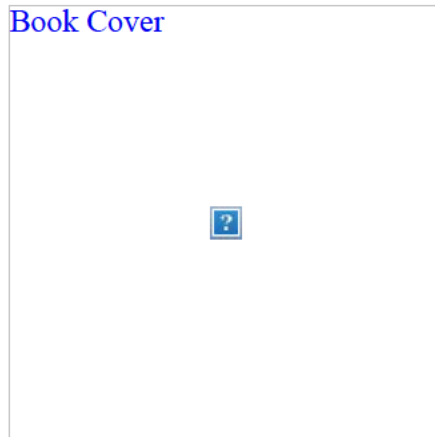
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- Increasing Emotional Intelligence by Identifying Your Triggers
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- Four Leadership Practices for New or Aspiring Deans
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A BOOK FOR ACADEMIC LEADERS

Book Cover



Developing Faculty Mentoring Programs

Book | by David Kiel

Faculty mentoring is key to faculty productivity and success. Get a nearly 600-page comprehensive guide and workbook to develop or improve your mentoring program.

As institutions seek to increase faculty diversity, adopt increased standards for faculty productivity, and become more aware of the benefits of extending mentoring beyond early-career, it's crucial to bring rigor and definition to your department's mentoring efforts.

Uniquely, David Kiel addresses not only early career mentoring but provides a handbook for developing mentoring programs for mid-career and late-career faculty.

[Check out the book.](#)

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RETIREMENT

- [Contribution holdups becoming a stark reality ; The Rug Has Been Pulled From Under Americans' Retirement Security](#)
- [Managed accounts slow to gather steam](#)
- [5 Questions to Ask Your 401\(k\) Plan Manager During COVID-19](#)

PENSIONS

- [500 firms to stop pension top-ups over coronavirus](#)
- [Illinois Pension Bailout Request Reaction Roundup - And Why It's A Nonstarter](#)
- [Pensions, furloughs and telework: What does a recession hold for California state workers?](#)
- [How pension 'double dippers' exploit New York's taxpayers](#)
- [You Won't Believe How These Teachers Became Millionaires by Retirement](#)

INTERNATIONAL

- [EU Pensions Watchdog Sounds Pandemic Fraud Alert](#)
- [Final salary pension: Will your final salary pension be impacted by COVID-19?](#)
- [Pensions Regulator Clarifies Rules On Furloughed Staff](#)

MARKETS

- [Is US Consumer Sentiment Bottoming? ; Is a Recession Coming? Where Will You See it First?](#)
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- [Norway's \\$1 Trillion Fund Dragged Into Scandal Over Its CEO ; Future Fund prepares to break its COVID-19 silence](#)
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ALTERNATIVES

- [Hedge Funds Will Be Collateral Damage in Japan ; Hedge Funds Lose in March But Not as Much as Stock Market ; One of the World's Largest Hedge Funds Considering Trading Bitcoin Futures ; How activist hedge funds work and how COVID-19 affects them](#)
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ABOUT THE FOUNDER

[Jeffrey H. Snyder](#) currently serves as Founder for The Morning Pulse, Inc and lead



anchor for the [Broadcast Retirement Network](#). Considered an "industry insider" thought-leader and an independent voice on retirement, personal finance and related issues, he has appeared in both [television](#) and [print](#) discussing the issues related to retirement and the capital markets.

ABOUT THE BROADCAST RETIREMENT NETWORK



The Broadcast Retirement Network (BRN) is the first lifestyle media platform focused on helping Americans achieve financial independence and to make retirement and savings culturally relevant. The content is informative and engages the viewer. Most importantly - No agendas, no sales pitches, no product pushes.

Our morning show, BRN AM, provides an assessment of daily issues so that Americans can create a plan of action for themselves and their families. BRN AM focuses on delivering headline news via brief interviews with real Americans working toward their financial goals.

Unlike financial shows which prioritize institutional investment managers and public policy organizations, BRN AM is a lifestyle show that brings the stories and ideas of regular Americans to the forefront. We engage with a range of topics pertaining to retirement, focusing individual episodes on personal finance, healthcare, social security, home-ownership and so on to provide viewers with the full picture regarding the future of financial security in America.

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From: [UB Daily Newsletter](#)
To: [President Michael V. Drake](#)
Subject: Raising funds to help students during COVID-19, shared research centers
Date: Wednesday, April 8, 2020 5:04:21 AM

The Two-Minute Briefing for Higher Ed Leaders



Published by University Business
04/08/2020

[View as web page](#)

Trending on UB

How higher ed is raising funds to help students during COVID-19

Steven Blackburn

Colleges and universities are creating emergency funds to help students who are struggling financially as a result of the coronavirus pandemic. [Read more>>](#)

Sponsored Content

Free Sexual Assault Awareness Month Webinar on Digital Abuse

SafeColleges

Vector Solutions is hosting a free Sexual Assault Awareness Month webinar on April 22, 2020 at 2:00 pm EST. Michelle Issadore, Sexual Assault Expert, will be presenting on “Decoding Digital Abuse: Prevention Strategies for 2020 and Beyond + Insights on Pending Title IX Regulations.” Register today! [Read more>>](#)

How this university is teaching telehealth during coronavirus

Steven Blackburn

The massive impact that the coronavirus has made on the healthcare industry (and the world) will most likely lead to higher ed institutions making telehealth education a required part of medical curricula quickly. [Read more>>](#)

Updated: 55 free higher ed resources during coronavirus pandemic

Steven Blackburn

As more colleges and universities continue to be affected by the coronavirus (COVID-19) global pandemic, higher education solution providers have stepped up by rolling out free resources, services and teaching materials. Updated April 7. [Read more>>](#)

Creating a shared research center

Sherrie Negrea

Research space and equipment need not be owned by specific departments or researchers. Here's how Texas Tech University manages its shared spaces.

[Read more>>](#)

COVID-19: Higher ed put to the test

Christine Riordan, UB guest columnist

UB guest columnist and Adelphi U President Christine Riordan shares her institution's story of how good planning and crisis management have been essential for safety—from supporting returning students from Asia to rapidly transitioning to remote learning and working. [Read more>>](#)

Top News

Financial hits pile up for colleges as some fight to survive

The New York Times

Colleges across the nation are scrambling to close deep budget holes and some have been pushed to the brink of collapse after the coronavirus outbreak triggered financial losses that could total more than \$100 million at some institutions.

[Read more>>](#)

Sponsored Content

Scaling to Meet the Needs of a Changing Environment

Blackboard

Blackboard is dedicated to partnering with the global education community as you face the challenge of quickly transitioning teaching and learning to an online state due to the Coronavirus. To help support you, we've consolidated resources and offerings to help you with this rapid change. [Read more>>](#)

Struggling colleges face financial nightmare with students and classes off campus

WGBH.org

Over the past few weeks, Hampshire College President Ed Wingenbach has been working remotely from home, occasionally going into his office on the ghostlike campus in Amherst. "It is not like 'The Shining,'" he said. "But it is very quiet."

[Read more>>](#)

Michigan State offering adulting seminars for high school

juniors, seniors

MLive.com

For some, it might mean learning how to cook for themselves every night, and for others, it might mean planning a budget or paying rent. [Read more>>](#)

University of St. Thomas offers empty residence hall room to hospitals

Houston Chronicle

University of St. Thomas cleared students from their residence halls in mid-March in the hope of protecting its community from COVID-19. Now, the university is offering those same dorm rooms to medical and healthcare professionals who are working on the front line to fight the virus. [Read more>>](#)

College students seeking tuition refunds

WTTW.com

College students across Illinois are asking their universities for some amount of tuition refund. [Read more>>](#)

Bradley University weighing cuts after coronavirus effect on budget

Herald and Review

Effects of the coronavirus outbreak may force Bradley University to cut up to \$40 million from its budget in order to stabilize the school's finances. [Read more>>](#)

Mary Baldwin University to house Valley Mission clients

NBC29.com

A university in the valley is helping the area's homeless community. [Read more>>](#)

Opinion & Analysis

How the coronavirus will change the landscape of business, higher ed

NBCDFW.com

Non-essential business has come to a halt. Essential business is oftentimes working in a limited capacity and if people are working, most of them are doing it from home. [Read more>>](#)

How the coronavirus stimulus deal impacts college students

The State Press

President Donald Trump signed the \$2.2 trillion stimulus bill aimed at providing economic relief to Americans and businesses amid the COVID-19 outbreak on March 27, but some students aren't seeing its benefits. [Read more>>](#)

Why the coronavirus crisis could hit historically black colleges and universities especially hard

The Washington Post

These schools have long struggled for sufficient resources despite being an important part of the higher education world in this country, and now things will only get tougher. [Read more>>](#)

Industry News

iGrad launches “Coronavirus and Your Financial Health” for colleges

iGrad

iGrad has launched a free Coronavirus and Your Financial Health interactive, personalized online resource for colleges to use to help their students with their financial health during this tumultuous global crisis. [Read more>>](#)

Matrox announces complimentary trial of Maevox 6020 remote recorder

Matrox

Matrox announces a complimentary 90-day trial of the Matrox Maevox 6020 Remote Recorder to assist businesses and academic institutions in their transition to remote working and learning platforms. [Read more>>](#)

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35 Nutmeg Drive, Suite 205
Trumbull, CT, 06611

From: [President Michael V. Drake](#)
To: [Scharschmidt, Richard](#)
Subject: FW: USU Presidents/Chancellors On-going Calls and Meeting Notes
Date: Friday, March 20, 2020 8:31:00 AM
Attachments: [March 17 Presidents Meeting Notes.pdf](#)

Hi Rich: Please see below. Thanks!

-A

From: Garmise, Shari <sgarmise@APLU.ORG>
Sent: Thursday, March 19, 2020 5:10 PM
To: Shari Garmise <sgarmise@yahoo.com>
Cc: Mandy Moffett <mpmoffet@vcu.edu>; Thomas, Adrienne <athomas@APLU.ORG>; msr@vcu.edu; Jennifer Danek <jdanek@usucoalition.org>; Looney, Shannon <SLooney@APLU.ORG>; Perkins, Christel <cperkins@aplu.org>; Brabender, Lynn <LBrabender@APLU.ORG>; Levine, Samantha <slevine@aplu.org>; Rodriguez, Andrea <arodriguez@aplu.org>
Subject: USU Presidents/Chancellors On-going Calls and Meeting Notes

Dear USU Presidents and Chancellors,

Please find attached the notes from the USU Presidents/Chancellors call to discuss COVID 19 Challenges earlier this week. Given the range of issues covered during the discussion, we have organized the notes by topic for an easy review.

As you requested, we are setting up a series of weekly calls for the next month to allow you to connect regularly with your peers to discuss a situation that is changing daily.

Call Times (Times are Eastern Standard)

March 24th 3 – 4pm ET

March 31st 4 – 5pm ET

April 14th 3 – 4pm ET

April 21st 3 – 4pm ET

Resources that may be helpful:

- a. Free web chatbot to engage your community about Covid 19 (Multilanguage, evolving knowledge base, chat function)
 - a. <https://learn.admithub.com/content-covid19support/>

- b. Brief on how to support homeless and foster students
 - a. <https://hope4college.com/covid-19-response-for-students-who-are-homeless-or-with-experience-in-foster-care/>
- c. Wifi and phone data providers are offering support during these periods (more information is provided in the attached notes)
 - a. Comcast(free network, support for low income students):
<https://corporate.comcast.com/covid-19>
 - b. At&T (free hotspots)
<https://about.att.com/pages/COVID-19.html>
 - c. T-Mobile (automatic unlimited data)
<https://www.t-mobile.com/brand/ongoing-updates-covid-19#customers>

Please know that USU staff will be continue to convene these conversations with you and among your staff, and be a resource for you for gathering front line and needed support.

In the meantime, if there is anything else we can do, let us know. We are here to help.

Best regards,

Shari

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APLU Website: www.aplu.org
Blog: www.urbanuniversity.wordpress.com



Coalition of Urban Serving Universities

USU Presidents and Chancellors' Call

Meeting Notes

March 17, 2020

Purpose

To discuss with peers ongoing issues and effective and failed practices relating to the Covid 19 pandemic, to provide support, gain clarity around difficult decisions, and work through thorny challenges. The main themes covered in the discussion were:

- Mounting Financial Challenges
- Transitioning Faculty to On-Line Learning
- Transitioning Students, especially vulnerable students
- Working with Vendors
- Grading and Assessment
- Governance and the Faculty Senate
- Employees
- New Student Enrollment
- Aligning with Systems, States and Accreditors
- Dealing with Covid 19 and Public Health
- Other Issues Facing Public Urban Research Universities and their Leaders
- Potential next steps

Mounting Financial Challenges

The financial burden (today and predicted) gets heavier every day. Specific topics discussed included: issuing refunds for student fees/tuition/etc.; unexpected costs; keeping employees and student employees financially whole; and the need to track details on finances.

Refunds

Do we issue refunds and for what?

- VCU: There is a mindset among colleagues that, as a research institution, we can simply shoulder the financial issues. From a financial perspective, in actuality, we have to think twice about issuing refunds. Some of sister institutions have many more resources.

- GSU: We cannot make tuition refunds but we can refund fees. We are refunding housing and meal plan fees on pro rata basis. Our CFO is combing through fees on a line by line basis to determine what other fees can be justifiably refunded. For example, a fee for service and no service is delivered versus a fee that's paying down debt.
- Northridge: To give a sense of this, we will likely lose \$1 million a month just from the parking with students getting parking refunds.
- SJSU: We cannot give tuition refunds. This makes it imperative that we get the student success piece right during this period.

Unexpected Costs

- FIU: We face increased costs for proctoring exams because many disciplines (e.g. Calculus) don't have the ability to transition to alternative assessment. The two main providers -honor lock and Proctor U cost about \$5 per student; which is an unintended expense that institutions will have to incur.

Keeping employees and student employees whole

- Northridge: The financial burdens they are undertaking are enormous. We are keeping employees and student employees whole through the end of the semester but it is not a sustainable model. We need more serious planning on how they reduce costs. This is the burden of the last recession multiplied by some number.

Need to Track Finances

Every one of us should be tracking every expense related to this. The Federal government is likely to create a TARP-like mechanism to cover these additional unexpected costs. We should have the numbers like other industries will have. ACE (Ted Mitchell/Terry Hartel) are gathering ideas of where we think we'll bleed money as they are trying to make the best case possible for all of higher education.

Transitioning Faculty On-line

For many, this presented the most immediate challenge. Key approaches to supporting this included:

Peer to Peer Training

- SJSU: To support the transition of faculty to the on-line environment, especially older faculty, we drew on 20 experienced faculty members who held 9-5 office hours for 1-2 weeks in a peer to peer format. We also troubleshooted when needed, for example mailing a faculty member a hot spot and laptop who lacked broadband access and a device.

An Academic Continuity Team

- FIU created an academic continuity team which includes FIU online, media technology, and Center for Teaching/Learning, creating a “one stop shop” for faculty to support online transition. The rest of the semester and potentially the summer will be entirely online.

A Very Focused Transition (Asynchronous teaching and smart phones)

- GSU: All new on-line courses (transitioned to meet the needs of the current situation) must be asynchronous and accessible on a smart phone. Courses that were already on-line can remain synchronous. They are still figuring out how to do assessments (exams, papers) for the newly transitioned courses.

Transitioning Students, especially vulnerable students

Participants returned to the question of how best to serve vulnerable students throughout the conversation. Issues are summarized below.

Students with no places to go

At this point, the only solution discussed was letting students stay on campus.

- VCU had 1,300 students apply to return to campus because they don't have a place/home to go to.
- GSU is housing 900 students with nowhere else to go.
- For those who stay, appropriate social distancing recommendations are in place.
- Resource: Covid-19 Response for Students who are Homeless or on Foster Care from the Hope Center at Temple University
 - <https://hope4college.com/covid-19-response-for-students-who-are-homeless-or-with-experience-in-foster-care/>

Mental Health

How do we manage students struggling with high stress? This will get worse for many lower income students whose families may see their incomes drying up as well.

Wifi Access and Devices for on-line learning

Below details what universities are doing.

- Buying hotspots, tablets and computers to provide as loaners.
 - GSU: We purchased a large number of hot spots (a vendor provided them at a deep discount, which will allow us to provide up to 1,000 students with this option.) The next step is to design the process to request and be given hot spot access. We also have a tablet loner program.

- SJSU: We have a laptop loaner program and close to 100 students already using. We are buying stocks of inexpensive laptops to make more available.
- FIU: We are providing loaner laptops and tablets through the library but thought they would've needed more. They put out 400 and still have some left. Demand might increase as the semester moves along and assessment materials (papers, tests) are due.
- Keeping access points open.
 - SJSU: We have access points on campus for students to use computers with social distancing protocols in place.

Libraries and access to materials

- Libraries closing (but some computer labs open to provide access).
 - Most closed their libraries, although San Jose, Northridge and Portland State are leaving computer labs open to provide access to computers and broadband. They are monitoring usage and will move to another space pending availability.
- Expanding e-resources
 - FIU has expanded e-chat, e-resources and r library tools for faculty and staff. FIU's Dean of Libraries also called 2 of their major providers and expanded their e-journal resources for the next 90 days - over additional 400K e-book titles.

Working with Vendors

Wifi and Data Access

Comcast is providing 90 days of free 25-30 MGB wifi access for students, as long as student do not owe money to Comcast. More details on this and the response by some telephone providers (data) are below (provided by FIU).

Comcast Opens Xfinity WiFi Network Nationally for Free

Xfinity WiFi Free For Everyone: Xfinity WiFi hotspots across the country will be available to anyone who needs them for free – including non-Xfinity Internet subscribers. For a map of Xfinity WiFi hotspots, visit www.xfinity.com/wifi. Once at a hotspot, consumers should select the “xfinitywifi” network name in the list of available hotspots and then launch a browser. <https://corporate.comcast.com/covid-19>

AT&T's Response

Consistent with FCC Chairman Pai's “Keep Americans Connected Pledge” announced today and concerns raised by members of Congress, which we share, AT&T is proud to support our customers by pledging that, for the next 60 days (as of March 13, 2020), we will Keep our public Wi-Fi

hotspots open for any American who needs them.

<https://about.att.com/pages/COVID-19.html>

T-Mobile's Response

T-Mobile and Metro by T-Mobile customers on our current plans with limited data will automatically have unlimited smartphone data for the next 60 days (excluding roaming). No action required.

<https://www.t-mobile.com/brand/ongoing-updates-covid-19#customers>

Vendor Capacity

One challenge that may be emerging is that vendors may not have capacity to handle demand.

- VCU looked at Proctor U and learned that the company was not sure they have capacity to field all requests.

Grading and Assessment

The challenges here centered on what to do around offering a Pass/Fail option for courses and using the honor system instead of proctoring exams. Adding to this is that many students as well as faculty are not comfortable in an on-line learning environment. The fear is that students will struggle and/or ultimately stop out.

Pass/Fail

- The CSU Provosts were discussing providing students the option of taking pass/fail, credit/no credit for the course. The proposal is faculty driven, responding to students' concern about success in online courses. The faculty did not want students to drop out and feel like they could not complete the semester. This decision is complicated by the fact that the institution has no mechanism to refund tuition.
- Students have to complete the courses, but they haven't worked out when students could request/choose the pass/fail option. Now, or near the end of the semester?
 - Discussion: We may have to allow the choice to be made near the end but we must be careful about ingrown academic fears regarding perceived rigor if we make this choice.
- GSU: We are discussing pass/fail in environment at the system level, where the decision will be made. Decisions need to be consistent with governor's office.

Update: Since the call, CSU system decided against moving toward pass/fail choices as they were concerned this might open the door to tuition refund requests.

Proctoring

- VCU is using the honor system instead of proctoring. There are a lot of courses and candidly they are not sure they can proctor everything. Students will sign an email indicating that they understand the honor code.

Governance and the Faculty Senate

Question: Are there any concerns on the part of faculty regarding swift decision making with limited consultation or regarding academic freedom?

Engaging the Faculty Senate in Decision Making

- Teaching evaluations
 - SJSU: We are meeting regularly with the academic senate, who came up with a resolution to align with collective bargaining around teaching evaluation. The faculty are required to undertake a teaching evaluation but the faculty can then decide if they will use them for this semester as part of their overall evaluation.
- Review Committees
 - SJSU: The Faculty Senate has encouraged review committees to think about research significantly interrupted, or presentations accepted but not delivered, etc.. during a review. Some places can extend their tenure clock up to two years, which should be considered. The senate has led on these issues which has worked so far.

Systems, States and Accreditors

Decision-making around these issues are influenced or determined by systems, states and accreditors. Communication is key among stakeholders and with the campus.

Systems

- CSU: Regarding the Pass/fail option, the Chancellor is giving CSU presidents authority in our region for decision-making powers but with pass/no pass that will likely be standardized. The decision to postpone all commencements to later in 2020 or thereafter came from the system. That would be extraordinarily difficult if one did before others.

Accreditors

- In Georgia, SACS, their accreditation body notified them that they are bound to maintain academic quality. The course Pass/Fail decision will be influenced by outside forces.

States

- In Virginia, we are trying to stay on the phone with other leaders across the state to coordinate and align.

Communications

- GSU: We have to communicate across the system office, governor, students, etc. Spending time communicating across to be better coordinated and keeping it timely and accurate. Avoiding communication free for all.

New Students

Question: How will admitted students' day work when we cannot bring people to campus? This will have delayed effect on the budget. For many on the call, the need to deal with today, has put thinking about summer too far in the future. The group indicated that this should be a topic of the future. USU institutions are taking the following actions thus far:

Cancelling Tours

Most participants had done this.

Creating Virtual Tours

VCU: Our preview days that have been canceled. We are trying to replace them electronically and our teams are doing video recordings or gathering recordings on file to build these. We also may do live webinar to replace live preview days.

GSU: We have a virtual tour.

Considering the Impact of delayed ACT/SAT

The ACT/SAT will not be administered for next couple of months. Universities without test optional options will need to look at admissions policies for this cycle, and either change them or look at exceptions.

Employees

Questions: Have you required employees to stay on campus or teleconference?

- GSU: We are open for business just doing it differently. Anyone who can telework is.
- SJSU: We are all telecommuting because we are 'sheltering in place'
- VCU: We have about 12,000 employees working because of their role in providing care in hospitals and clinics. We have turned all hospitals away from elective surgeries and are ramping up for surge heading their way.
- Northridge: Skeletal staff for essential services

Dealing with Covid 19 and the Public Health Challenge

The main topic was testing, and an emerging role for universities to partner with their health systems.

Using Graduate Students

- UW in innovating with in-house testing for the virus. They recruited grad students to stop research and used them to staffed the labs to do increased testing. Innovative ways to repurpose staff.

Working with the Health Departments

- Georgia: PCR machines. Emory, UGA, and GSU identified individuals to work with state to help run tests. This is a place for R1s in metro areas to step up and create linkages with health department

Testing

- VCU: Getting access to testing is difficult. Have many test kits but we are a safety net hospital they have to reserve them for the most vulnerable. We are ramping out our own internal testing ability, but soon will be able to do it ourselves.

Other Issues Facing Public Urban Research Universities and their Leaders

Expectations vs Reality

We are in a brave new world, which is challenging because everyone is looking to presidents/senior officers to light the pathway, but public university presidents, in turn, are waiting on others due to their public positioning.

Long-term opportunities

In the long-run, we will be more online savvy; getting the institution up to speed is hard but this is accelerating it.

Good vs Great vs Good enough

In this environment we are going to have to do good not great and create solutions in rapid time. It just has to be good enough.

Potential Next Steps

Future Discussions

- **Completion Strategies:** Strategies if students really can't complete; perhaps finding ways in the summer to do short courses and other mechanism for students who can pick up that kind of course.
- **Summer admit days and programs.**

Be on the look-out for

- Given that we are likely to confront significant fiscal challenges; what are the ramifications for us related to planning next year? We need good analysis on this and would like to see the likely fiscal impact for urban public universities, on state legislatures that are revising appropriations, etc...

Statement to IT Providers

- A letter acknowledging their efforts to help students, and urging them to continue and extend if needed, given the size and need of the constituency.
- In some places the need is greater in rural areas, so some question as to whether we should do this, or do this just as USU.

Develop an Index of Problems

- An index or listing of those problems and to go through them to identify what they learned and mistakes they've made.
 - These meeting notes were organized as a rudimentary first draft of what a list might comprise.

From: [REDACTED]
To: [President Michael V. Drake](#)
Subject: Tuition Refund
Date: Monday, March 23, 2020 3:19:35 PM

Dear President Drake,

My name is [REDACTED] and I am an international student here at The Ohio State University, in the [REDACTED] with ID number [REDACTED].

I am writing this letter to request refund for my Spring 2020 semester tuition fee in regards of enforced changes on the learning system from 'in-class' to 'online' learning process, as per notification from President Drake.

As per original program to attend 15 credit hours "in class" this semester, I have paid the tuition fee in total of \$16,306.40 (not including International fee) which is \$10,910.4 higher than those of distance learning (on line class).

Since currently the university is enforcing us to attend the 'online' rather than 'in class' learning as per original program, therefore, I would appreciate the university to refund part of my tuition fee above (the amount is the delta between the fee of 'in class' vs the fee of the 'online' learning). The refund would greatly help me personally and I believe that this would help people that are affected by this too.

I appreciate that you have done what is best for us students and part time on campus worker to be safe and keep away from the virus, and trying to prevent it from spreading around campus area.

Your response and cooperation in this matter is appreciated.

Regards,

[REDACTED]

From: [REDACTED]
To: [President Michael V. Drake](#)
Subject: Tuition
Date: Monday, March 16, 2020 7:46:33 PM

Dear President Drake,

I think you did a great thing by giving a pro rated refund of housing and dining to those students who were living on campus or had meal plans from which they could not carry over the value.

However, as students who attend the Columbus campus of OSU, we pay for a world class education, one that's value is diminished when all instruction is hastily pushed online. I understand no one asked for or anticipated this unfortunate situation, but I still feel that As students we are not getting what we're paying for if students aren't given a partial tuition refund. We made the choice to attend OSU, not ASU for a reason. In person instruction is of a higher value to us, hence why we pay for it. I don't see how you could justify taking the same amount of my money for the instruction we get on campus, where we benefit from use of the universities resources, like planetariums and libraries, and the clarifying questions we can ask our neighbors in class, as for online instruction from faculty who are not used to teaching in this way. Most of my teachers can't even stop YouTube from auto-playing the next video when they show a clip in class. How do you expect them to get a handle on a brand new technology in two weeks?

Again, I recognize this whole situation puts the university leadership in a tough spot. But as a student, it really doesn't seem fair to me to do anything other than provide a pro-rated refund for tuition, as you did for housing and dining. The university always stresses doing the right thing, and preparing us to be leaders who will make the choices that are just, even if they are difficult. I hope you will strongly consider this action.

Sincerely,

[REDACTED]