



Board of Regents Special Meeting

April 2020

April 7, 2020

10:00 a.m.

Videoconference

BOR - APR 7, 2020 - Special Meeting

1. COVID-19 Pandemic: Comprehensive Student Fee Refund Plan Amendment - Review/Action

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Updated Summary of Estimated Revenue Loss - Page 5

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2. COVID-19 Pandemic: University Comprehensive Planning and Response Efforts - Review

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3. COVID-19 Pandemic: Early Estimates of Financial Impact on the University

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BOARD OF REGENTS

DOCKET ITEM SUMMARY

Board of Regents

April 7, 2020

AGENDA ITEM: COVID-19 Pandemic: Comprehensive Student Fee Refund Plan Amendment

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: President Joan T.A. Gabel

PURPOSE & KEY POINTS

The purpose of this item is to review and act on an amendment to the effective start date of the Comprehensive Student Fee Refund Plan (Plan).

The Plan was approved by the Board on April 3, 2020 and is included in the docket for reference. The President recommends an amendment to the effective start date for all credits and refunds in the Plan – housing and residential life, voluntary meal plans, parking, recreation and wellness, student services, and transportation and safety. Specifically, the amendment changes the effective start date from March 28, 2020 to the date on which students would have returned from spring break had the pandemic not occurred, which is March 16, 2020 for the Duluth, Rochester, and Twin Cities campuses, and March 23, 2020 for the Crookston and Morris campuses.

The estimated cost of implementing this amendment is an additional \$7,618,000. If approved, total credits and refunds under the Plan are estimated to total \$35,442,000. A more detailed breakdown is included in the docket.

BACKGROUND INFORMATION

On March 22, 2020, the University announced a University Housing & Residential Life credit of \$1,000 to students on the Crookston, Duluth, Morris and Rochester campuses, and \$1,200 to students on the Twin Cities campus, for the balance of the spring semester. It was determined that this decision would be brought to the Board for ratification or alternate action.

At 11:59 p.m. on March 27, 2020, the Stay-at-Home executive order issued by Governor Tim Walz went into effect, prohibiting anyone from returning to campus who was not already living on campus or who was designated as an essential employee who must be on-site, or on-campus, to perform their work. In light of the Governor's Stay-at-Home order, among other considerations, the President recommended the Plan.

On April 3, 2020, the Board of Regents approved the Plan with an effective start date of March 28, 2020.

PRESIDENT'S RECOMMENDATION

The President recommends approval of an amendment to the Plan changing the effective start date from March 28, 2020 to the date on which students would have returned from spring break had the pandemic not occurred, which is March 16, 2020 for the Duluth, Rochester, and Twin Cities campuses, and March 23, 2020 for the Crookston and Morris campuses.

Board of Regents Meeting
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Summary – Estimated Revenue Loss from Student Fee Credits and Refunds

	A	B	C	D
	Estimated Revenue Loss Under 4/3/20 Approved Proposal – March 28 to end of the semester	Estimated Revenue Loss Per Day	Additional Estimated Revenue Loss for 5 days (UMC and UMM – March 23 to end of semester) and 12 days (UMD, UMR, UMTC – March 16 to end of semester)	Total Revised Estimated Revenue Loss with Expansion to Start Dates of March 23 and March 16
Total	\$27,824,000	\$670,250	\$7,618,000	\$35,442,000

Column A corresponds to the proposal as approved on April 3; columns B, C and D revise the estimates to incorporate more days. The final revenue loss will not be known until the credits are processed. The actual credit per student will be calculated on an individual basis, so the actual revenue loss will differ from the provided estimates because:

- some students will remain on campus, and
- actual costs per student vary greatly (e.g., different meal and housing plans, no parking on campus).

Comprehensive Student Fee Refund Plan
Approved by the Board of Regents on April 3, 2020

The Comprehensive Student Fee Refund Plan approved by the Board of Regents on April 3, 2020 includes the following:

- **Housing and Residential Life:** Students who have a spring semester contract for any Housing and Residential Life service (housing, dining plans, and flex-dine/dining dollar), on any campus, will receive a 100% credit from March 28, 2020 through the end date of their housing and dining contracts. This credit does not apply to students who have remained on campus or are a resident of a University-managed residence hall or apartment.
- **Voluntary Meal Plans:** Students on the Twin Cities campus with block, standard 11-meal, 14-meal or anytime voluntary meal plans will receive a 100% credit of prorated expenses from March 28, 2020 through the end of the spring semester.
- **Parking Fees:** Students who have paid for parking on the Crookston, Duluth, Morris, or Twin Cities campuses will receive a 100% refund of their parking fee from March 28, 2020 to the end of the semester contract. Rochester has no University-owned parking.
- **Recreation and Wellness Fee:** Students on the Crookston, Duluth, Morris, and Twin Cities campuses will receive a prorated credit equivalent to refunding fees from March 28, 2020 through May 15, 2020. Students on the Rochester campus will not be charged for April and May fees from the Rochester YMCA since the YMCA will, in turn, not be billing UMR for this time period.
- **Student Services Fee:** In recognition that student groups are no longer able to meet in person, although many continue to meet virtually, and other student service activities are modified from original plans, the University will refund a total of 50% of the student services fee (the Rec Center refund plus an additional amount to equal 50% of the total student services fee on each campus) that would have applied from March 28, 2020 through May 15, 2020.
- **Transportation and Safety Fee:** Students on the Duluth and Twin Cities campuses will receive a prorated credit equivalent to refunding fees from March 28, 2020 through May 15, 2020. Crookston, Morris, and Rochester campuses do not charge this fee.

Credits/refunds under this plan are estimated to total \$27,824,000.



BOARD OF REGENTS

DOCKET ITEM SUMMARY

Board of Regents

April 7, 2020

AGENDA ITEM: COVID-19 Pandemic: University Comprehensive Planning and Response Efforts

Review **Review + Action** **Action** **Discussion**

This is a report required by Board policy.

PRESENTERS: President Joan T.A. Gabel

PURPOSE & KEY POINTS

The purpose of this item is to:

- Discuss the University's comprehensive planning and response efforts to address the COVID-19 pandemic; and
- Share the University's ongoing leadership and service to the state of Minnesota.

The Board also will have the opportunity to assess the actions taken by the administration in response to the pandemic, and determine any matters or topics that warrant further review or potential Board action at its May meeting, or at another special meeting if necessary.

Planning and Response Efforts

In the past several weeks, the University has transitioned during a rapidly evolving situation from pandemic preparation to action. An account of key University decisions on a wide range of issues is included in the docket. These decisions have been made with a focus on the following priorities:

- Protect the health and safety of the University community.
- Flatten the curve of the spread of the pandemic in the state and beyond.
- Serve the State of Minnesota.
- Implement a systemwide approach, customized by campus as appropriate.
- Communicate frequently and transparently with students, faculty, and staff.
- Benchmark with other institutions of higher education.

Senior leaders from across the University system meet daily as the Emergency Management Policy Committee to build upon existing plans and procedures and anticipate the needs of students, faculty, and staff related to the COVID-19 pandemic. More detail on this committee is in the docket. Many system offices, as well as teams on each of the University's five campuses, are involved in the planning, coordination, and implementation of potential pandemic plans.

To provide more detailed information about the University's planning and response efforts, the University created a dedicated [website](#) that provides a comprehensive list of COVID-19 pandemic operational updates and communications to students, faculty and staff.

University Service to the State of Minnesota

The University of Minnesota has a robust public health emergency planning and response system. Public health preparation efforts in the Twin Cities are coordinated by the Health Emergency Response Office (HERO), and Campus Public Health Officer Jakub Tolar. The Crookston, Duluth, Morris and Rochester campuses are coordinating their responses locally with guidance from HERO.

The University closely monitors the emerging public health concerns presented by the COVID-19 pandemic. The University has demonstrated its strong commitment to serving the state of Minnesota through programs, research and innovation that include:

- The M Health Fairview partnership, which is providing direct care to patients.
- The College of Design has developed a process for producing masks that can be used to prolong the life of N95 masks, or in other instances where that level of protection is not required. The College estimates it will be able to produce 5,000 masks per day once their process is fully operational.
- The Institute for Engineering in Medicine is testing filtration materials that could be used to make masks that are close to the efficiency of N95 masks.
- The University is exploring UV sterilization for its existing N95 masks and other personal protective equipment. Starting on April 6, testing begins to determine if used masks retain their integrity after sterilization.
- Data from around the world continues to support the Losartan clinical trial. The University is also working with others to research whether an angiotensin blocker will lower infection rates.
- The Remdesivir trial is nearing full enrollment. Once the study is closed and data are analyzed, the University expects results to be available within weeks.
- Work on COVID-19 antibodies is moving quickly.
- University departments and centers have collected personal protective equipment (PPE) held in labs or facilities so they could be re-distributed to front-line healthcare workers.
- In-house testing capability is on-line and expanding as the University grows its validation supplies.
- University medical students, sidelined from their studies, formed a childcare service for University doctors and nurses.
- Extension specialists designed a 14-day meal plan that rural grocers could package and deliver to clients across Minnesota.
- The Center for Spirituality and Healing offers Minnesotans online courses and videos for mental health and overall wellness.
- The Weisman Art Museum offers a kid-friendly online activity kit for students, teachers, and parents to download, as well as video tours of their art galleries.

COVID-19 PANDEMIC: KEY UNIVERSITY DECISIONS TO DATE

January 28 – April 3, 2020

ADMINISTRATIVE

- Emergency Management Policy Committee established to manage the University's preparedness and response to COVID-19 pandemic. (March 7)
- Incident Command Centers established on each campus. (March 12)
- COVID-19 pandemic-related expenses tracked with a specific Chart Field 2 code. (March 18)
- Declaration of University State of Emergency. (March 25)

NEW / MODIFIED ADMINISTRATIVE POLICIES

- *Campus and Building Closing* policy modified to provide additional nuance for extended periods of reduced operations and the ability to sunset pay provisions; clarified essential employees can be designated for periods of time vs. entire time; clarified that essential employees does not mean other employees are not mission-critical. (March 19)
- *Pay Provisions* appendix modified to more clearly state that employees who can are expected to work remotely (regardless of classification); provided for the ability to rotate essential employees; established a mechanism to determine ongoing pay for student workers during extended reduced operations. (March 19)
- *University State of Emergency: Human Resources Implications* modified to align with updated Campus and Building Closing policy and Pay Provisions appendix; added definitions to support emergency paid leave appendix. (March 25)
- New *Emergency Paid Leave* appendix created to operationalize the provision in policy that allowed for two weeks of administrative leave; aligned leave with new federal sick leave act. (March 25)

OPERATIONAL & ACADEMIC DECISIONS

Study Abroad

- Students studying abroad in China directed to return home. (January 28)
- Students studying abroad in South Korea directed to return home. (February 27)
- Students studying abroad in Italy directed to return home. (February 29)
- Students studying abroad in Europe directed to return home. (March 12)
- Students studying abroad in any country directed to return home. (March 15)
- May and summer study abroad programs canceled. (March 17)

Travel

- Travel prohibited to any Level 3 country. (March 4)
- All non-essential University-funded travel cancelled until April 30; then extended until May 31. (March 10 and March 24)

Academics/Students

- Spring Break extended for UMD, UMR, UMTC through March 16-17. (March 11)
- Classes moved to alternative modes of instruction until April 1; then extended until end of the semester. (March 11 and March 16)
- Policy requirement that mandates students attend first class for B-term classes suspended. (March 11)
- Option for students to take any or all classes S/N (pass/fail). (March 20)
- Students in University housing refunded \$1,000 (Crookston, Duluth, Morris, Rochester) or \$1,200 (Twin Cities) for the balance of the semester; then amended to a 100% credit from March 28, 2020 through the end date of their housing and dining contracts. (March 22 and April 3)
- Student emergency fund established to help students with financial insecurity. (March 23)
- Students not being charged late fees for a delay in spring tuition payments. (March 30)
- Faculty provided one year extension of their probationary period, including faculty who are currently in their probationary periods, continuous-track librarians, and law clinic faculty; it does not include faculty who are currently under review and whose tenure will be presented to the Board of Regents in May. (April 1)
- Student teaching survey modified to collect data from students regarding their experiences during spring 2020 to help instructors identify the most effective educational strategies. (April 1)
- Students on the Twin Cities campus with block, standard 11-meal, 14-meal or anytime voluntary meal plans to receive a 100% credit of prorated expenses from March 28, 2020 through the end of the spring semester. (April 3)
- Students who have paid for parking on the Crookston, Duluth, Morris, or Twin Cities campuses to receive a 100% refund of their parking fee from March 28, 2020 to the end of the semester contract. Rochester has no University-owned parking. (April 3)
- Students on the Crookston, Duluth, Morris, and Twin Cities campuses to receive a prorated credit equivalent to refunding fees from March 28, 2020 through May 15, 2020. Students on the Rochester campus not charged for April and May fees from the Rochester YMCA since the YMCA will, in turn, not be billing UMR for this time period. (April 3)
- Students to receive a refund of 50% of the student services fee (the Rec Center refund plus an additional amount to equal 50% of the total student services fee on each campus) that would have applied from March 28, 2020 through May 15, 2020. (April 3)
- Students on the Duluth and Twin Cities campuses will receive a prorated credit equivalent to refunding fees from March 28, 2020 through May 15, 2020. Crookston, Morris, and Rochester campuses do not charge this fee. (April 3)

Employment

- Employee sick leave balances allowed to go negative for the next 30 days. (March 13)
- Employees sent home to work remotely no later than March 18 (excludes essential employees). (March 15)
- Employees caring for children who are out of school not required to take vacation or sick time. (March 16)
- Employees asked to halt delivery of personal orders to the University. (March 17)
- Student workers continue to be paid uninterrupted, regardless of the work they can or cannot do, through the end of the semester. (March 18)

- Freeze on hiring, reclassifications/promotions and one-off salary increases. (March 24)
- Effective March 23, 2020, the University to provide emergency paid leave of up to a total of 80 hours to faculty, staff, and student workers for COVID-19 pandemic-related leave. (March 26)
- Emergency-leave eligible employees to be paid for their regularly scheduled hours between March 16 and 22, 2020, with the exception of pre-approved vacation, personal holiday, or leave of absence without pay. (March 26)

Reduced Operations, Closures and Cancellations/Postponements

- UMTC athletic events canceled. (March 12)
- UMC, UMD, UMM athletic events cancelled. (March 12)
- Events canceled and major venues closed for 250 people or more; then all events of 10 people or more. (March 13 and March 16)
- Recreation Centers, Northrop, and Libraries closed. (March 16)
- Buildings moved to University weekend hours. (March 17)
- Gopher Chauffeur service suspended. (March 17)
- Commencement ceremonies canceled; changed to postponed. (March 16 and March 17)
- Research labs to maintain minimal staffing and continue their current laboratory research under special circumstances only. (March 18)
- University operating under extended reduced operations beginning March 23. (March 19)

Emergency Management Policy Committee (EMPC): COVID-19

The University's Emergency Management Policy Committee: COVID-19 meets daily at the discretion of the President to discuss the University's planning and response to the coronavirus, and to liaise as appropriate with leaders, governing bodies, students, community partners, and others.

The EMPC is charged to:

- advise the president regarding any changes to institutional policy and practice
- review the latest developments and actions taken
- identify new areas of concern and assign analysis and work to the relevant senior leader or work-team of subject matter experts

Membership includes:

- Joan Gabel, President
- Michelle Behr, Chancellor, University of Minnesota Morris
- Mike Berthlesen, Vice President for University Services
- Lendley Black, Chancellor, University of Minnesota Duluth
- Brian Burnett, Senior Vice President for Finance and Operations
- Lori Carrell, Chancellor, University of Minnesota Rochester
- Chris Cramer, Vice President for Research
- Rachel Croson, Executive Vice President and Provost*
- Jill DeBoer, Director, Health Emergency Response Office
- Connie Delaney, Dean, School of Nursing, and TC Deans Council Chair
- Kevin Dostal Dauer, Director of International Health and Safety, GPSA
- Mary Holz Clause, Chancellor, University of Minnesota Crookston
- Ken Horstman, Interim Vice President for Human Resources
- Matt Kramer, Vice President for University Relations
- Doug Peterson, General Counsel
- Amy Pittenger, Professor of Pharmacy, and Faculty Consultative Committee Chair
- Jakub Tolar, Vice President for Clinical Affairs and Medical School Dean
- Julie Tonneson, Associate Vice President, University Budget and Finance
- Chuck Tombarge, Chief Public Relations Officer
- Maggie Towle, Interim Vice Provost for Student Affairs and Dean of Students

*in close coordination with former EVPP Karen Hanson

COVID-19 Pandemic: University Comprehensive Planning and Response Efforts

President Joan T.A. Gabel
Board of Regents Meeting
April 7, 2020



COVID-19 Pandemic Response

- We've faced countless challenges over our nearly 170-year history
- From the 1918 flu epidemic to the polio outbreak, societal conditions have dramatically modified activities over time
- Throughout these challenges, we have always pulled together, and this generation's effort is no different

Administrative Decisions

- Emergency Management Policy Committee established to manage the University's preparedness and response to COVID-19 pandemic
- Incident Command Centers established on each campus
- COVID-19 pandemic-related expenses tracked with a specific Chart Field 2 code
- Declaration of University State of Emergency

New / Modified Administrative Policies

- Campus and Building Closing
- Pay Provisions Appendix
- University State of Emergency: Human Resources Implications
- New Emergency Paid Leave

Study Abroad / Travel

- Students studying abroad in any country directed to return home
- May and summer study abroad programs cancelled
- Travel prohibited to any Level 3 country
- All non-essential University-funded travel cancelled until April 30; then extended until May 31

Academics / Students

- Spring Break extended for UMD, UMR, UMTC through March 16-17
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- Policy requirement mandating students attend first class for B-term classes suspended
- Option for students to take any or all classes S/N (pass/fail)

Academics / Students, cont.

- Students not being charged late fees for a delay in spring tuition payments
- Faculty provided one year extension of their probationary period; it does not include faculty who are currently under review and whose tenure will be presented to the Board of Regents in May
- Student teaching survey modified to collect data from students regarding their experiences during spring 2020 to help instructors identify the most effective educational strategies moving forward
- All mental health moved to tele-therapy and food pantry (TC) started operating M-F versus 3 days a month

Academics / Students, cont.

- **Housing and Residential Life:** 100% credit from date of student return from spring break through the end date of their housing and dining contracts (does not apply to students who have remained on campus or are a resident of a University-managed residence hall or apartment)
- **Voluntary Meal Plans:** 100% credit of prorated expenses from date of student return from spring break through end of the spring semester for students on the UMTC campus with block, standard 11-meal, 14-meal or anytime voluntary meal plans
- **Parking Fees:** 100% refund of student parking fee from date of student return from spring break through the end of the semester contract (exception of UMR with no University-owned parking)

Academics / Students, cont.

- **Recreation and Wellness Fee:** Prorated credit equivalent to refunding fees from date of student return from spring break through May 15, 2020 for UMD, UMD, UMM and UMTC students. UMR students not charged for April and May fees from the Rochester YMCA
- **Student Services Fee:** Student receive refund of 50% of the student services fee (the Rec Center refund plus an additional amount to equal 50% of the total student services fee on each campus) that would have applied from March 28, 2020 through May 15, 2020
- **Transportation and Safety Fee:** Prorated credit equivalent to refunding fees from date of student return from spring break through May 15, 2020 for students on the UMD and UMTC campuses. UMC, UMM and UMR campuses do not charge this fee

Employment

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- Employees asked to halt delivery of personal orders to the University
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- Freeze on hiring, reclassifications/promotions and one-off salary increases
- Emergency paid leave up to a total of 80 hours available for faculty, staff, and student workers for COVID-19 pandemic-related leave

Reduced Operations

- UMTC athletic events canceled; then UMC, UMD, UMM athletic events canceled
- Events cancelled and major venues closed for 250 people or more; then all events of 10 people or more
- Recreation Centers, Northrop, and Libraries closed
- Buildings changed to University weekend hours
- Gopher Chauffeur service suspended
- Commencement ceremonies canceled; changed to postponed
- Research labs to maintain minimal staffing and continue their current laboratory research under special circumstances only
- University moved to operating under extended reduced operations

Communications

The Safe Campus website includes operational updates and other resources for faculty, staff, and students

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Safe Campus

[COVID-19 Updates >](#) [Safety Tips >](#)

Alcohol & Drug Abuse Prevention Crime, Threats & Violence Health Emergency Mental Health Sexual Misconduct Prevention Transportation Safety Workplace & Lab Safety

Public Health Alerts

Health Alert: Coronavirus (COVID-19)



The University of Minnesota is closely monitoring the emerging public health concern involving the 2019 Novel Coronavirus (COVID-19).

Top things to know:

- [Minnesota Gov. Tim Walz issued a two-week, "stay at home" order for the State of Minnesota](#) beginning at 11:59 p.m. Friday, March 27 until 5 p.m. Friday, April 10. This executive action directs all Minnesotans, including the University community, to stay home and limit trips elsewhere to critical needs only. Only those designated in "essential on-campus roles" will continue to work on campus until further notice. See President Gabel's [March 25 message](#).
- The University Board of Regents passed a Comprehensive Student Refund Plan, which provides guidance on student expenses and fees, and outlines appropriate financial credit for these items in light of changes to University operations in

Communications

The COVID microsite features the stories, insights and expertise related to the University's work to change the course of the virus

MyU For Students, Faculty, and Staff One Stop COVID-19 Operational Updates Search Twin Cities

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Crookston Duluth Morris Rochester Twin Cities

Alumni Employment
Academics Health and Medicine
Admissions and Aid Athletics
Student Life News and Events



COVID-19: Stories, Insights, Expertise

Whether you're a community member, one of our alumni, or a University of Minnesota student, here you'll find stories, insights, and expertise to support you during the COVID-19 crisis.

COVID-19 UPDATES
For the latest Covid-19 updates for students, faculty, and staff, visit our [Safe Campus page](#).

DONATE TO COVID-19 RELIEF FUNDS
The U of M has a number of ways you can contribute COVID-19 relief to our students and front-line medical personnel. Give.



U of M creates on-site testing facility for COVID-19

This is the fourth, and fastest, such facility in Minnesota.



Rural grocer networks help feed those in isolation

Fourteen-day meal kits are being deployed to community members who need to isolate themselves during the COVID-19 pandemic.



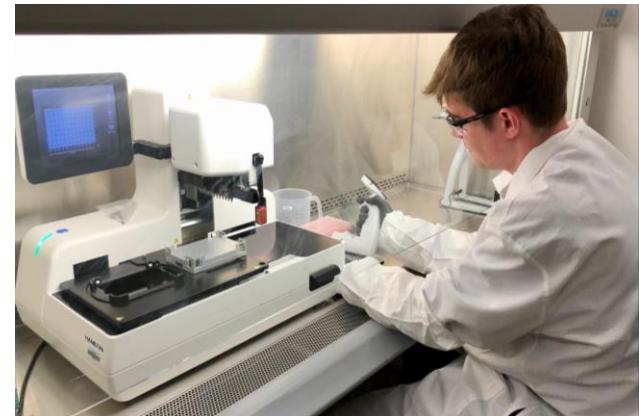
CIDRAP podcast: Episode 2: The Global Coronavirus Response

In this podcast, Michael Osterholm and co-host Chris Dall discuss the trajectory of the pandemic worldwide, and the "war zone" in overstretched hospitals.



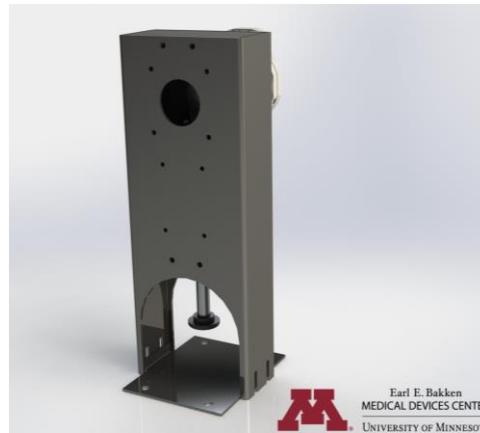
University Leadership & Service

- Clinical Trials
 - The U of M is first in the nation to launch clinical trials of hydroxychloroquine
 - Trials with Losartan for hospitalized patients, and Remdesivir for severe infection, and cell-based trials under development
- Testing/Diagnostics
 - Repurposed Microbiology Research Facility for COVID-19 testing
 - Developed fully validated diagnostic test in 5 days
 - Processing up to 150 tests/day currently
 - Have published “how-to” article in bioRxiv [pronounced BIO-archive] to inform other laboratories around the world who are seeking to develop effective, local procedures with high-throughput capability to detect SARS-CoV-2



University Leadership & Service

- Rapid Response Grants launched week of March 9
 - 88 applications to date
 - 29 (this number may change) funded so far
 - Medicine, Veterinary Medicine, Public Health, Science and Engineering, Dentistry
 - Ventilator + masks have received most attention



University Leadership & Service, cont.

- The College of Design estimates that they will be able to produce 5,000 masks a day once their process is fully operational. These can be used to prolong the life of N95 masks or where that level of protection is not required
- The Institute for Engineering in Medicine is testing filtration materials that could be used to make masks that are close to efficiency to N95 masks
- The University is exploring UV sterilization for our existing N95 masks and other personal protective equipment. Starting on April 6, testing will begin to determine if used masks retain their integrity after sterilization
- University departments and centers collected every possible piece of personal protective equipment (PPE) they had in their labs or facilities so they could be re-distributed to front-line healthcare workers



University Leadership & Service, cont.

- Faculty have created a systemwide team called the University COVID Action Network (U-CAN). You can sign up, identify your talents (login required), and then be called upon as needed
- University extension specialists designed a 14-day meal plan that rural grocers could package and deliver to rural clients across Minnesota



University Leadership & Service, cont.

- CSOM experts are studying health supply chains and supply chain disruption as well as health care delivery systems in resource-constrained settings

The screenshot shows the CIDRAP website with a red header featuring the University of Minnesota logo and a search bar. The main navigation menu includes News & Perspective, Infectious Disease Topics, Antimicrobial Stewardship, Ongoing Programs, About Us, and a red DONATE NOW button. Below the menu, a secondary navigation bar lists TRENDING TOPICS: COVID-19, Ebola, Antimicrobial Stewardship, and Chronic Wasting Disease. The main content area features a large heading "Resilient Medical Drug Supply" with a subtext explaining the project's goal of making medical and drug supply chains more resilient to shortages. It mentions funding from the Walton Family Foundation and details about critical drugs and workshops. A sidebar on the right offers a "NEWSLETTER SIGN-UP" with a call to action to "Sign up now". At the bottom, there are sections for "OUR UNDERWRITERS" (Bentson Foundation, Principal Underwriter, Gilead) and a link to "Become an underwriter".

Search CIDRAP

UNIVERSITY OF MINNESOTA

 CIDRAP Center for Infectious Disease Research and Policy

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TRENDING TOPICS COVID-19 Ebola Antimicrobial Stewardship Chronic Wasting Disease

Resilient Medical Drug Supply

The Resilient Medical Drug Supply project (funded by a gift from the [Walton Family Foundation](#)) is the first end-to-end comprehensive effort to define and address vulnerabilities to the public health resulting from medical drug shortages. The primary goal is to make the medical and drug supply chain resilient to drug shortages to ensure reliable delivery of the right medication to the right person at the right time. Project activities will be focused on identifying a list of critical acute drugs, characterizing the production of these critical drugs, and convening national experts for two workshops that support these efforts.

Critical drugs are those needed in the acute care setting and for which their absence, or the lack of availability of an effective substitute, will lead to serious health outcomes, including death or the inability to provide humane care. The drug characterization profiles include information on sources for the procurement of the active pharmaceutical ingredient (API) and an initial mapping of the drug supply chain that traces the product from raw chemicals to finished drug to patient.

This project is led by Co-Principal Investigators [Dr. Michael Osterholm](#) and [Dr. Stephen Schondelmeyer](#), with support from the drug supply team staff members.

[Resilient Medical Drug Supply Staff](#)

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COVID Relief Funds

University of Minnesota Foundation arranged two special funds for students and healthcare workers

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University of Minnesota COVID-19 relief

Support students, medical personnel on the front lines

The University of Minnesota is making real-time, difficult decisions in response to COVID-19, while also keeping the wellbeing of students, faculty, and staff at the forefront. Learn about changes to campus life [here](#). And see how the University is leading on the front lines of COVID-19 treatment, therapies, and vaccines [here](#).

To address urgent needs, the University established two new funds focused on providing COVID-19 relief to core priorities.



You can help



Student need

For students forced to quickly adapt to new learning realities and new financial circumstances, the impact is significant and immediate, especially those who already face financial insecurity. The new University of Minnesota systemwide Student Emergency Fund supports students impacted by COVID-19, helping them gain access to housing, food, tuition, mental health services, and transportation.



Health care support

The impact to front-line caregivers in clinics and hospitals, both here on campus and around the state, is significant and the needs are growing. The new U of M Caregiver Emergency Fund will ensure they have the resources and equipment to serve patients as needs grow.



Emergency support

TCF Bank generously announced a \$100,000 match to the Vice President's Emergency Support Fund at the University of Minnesota. Donations to the fund will provide lifesaving patient care equipment—like ventilators and protective gear, as well as support for our researchers' most innovative ideas. Additionally, it will help advance clinical trials underway at the University of Minnesota, treating patients at

Next Steps

- Hiring, Reclassification and Merit Increase Freeze
- Senior Leader Voluntary Action
- Tuition Freeze
- Senior Leader Working Groups



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BOARD OF REGENTS

DOCKET ITEM SUMMARY

Board of Regents

April 7, 2020

AGENDA ITEM: COVID-19 Pandemic: Early Estimates of Financial Impact on the University

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: President Joan T.A. Gabel
Brian Burnett, Senior Vice President
Julie Tonneson, Associate Vice President and Budget Director

PURPOSE & KEY POINTS

The purpose of this item is to provide early estimates on the financial impacts of the COVID-19 pandemic. The University of Minnesota, like the rest of the country, is faced with an unprecedented point in history as it manages through the pandemic.

Scenarios

The administration has developed three scenarios of potential impact:

1. Best Case – summer and fall activities proceed as normal.
2. Moderate Case – extended reduced status through summer 2020, with many non-trivial impacts into fall 2020.
3. Severe Case – extended reduced status into fall 2020, with normal operations by spring 2021 semester.

The most challenging aspect of this situation is the University's ability to estimate a more precise financial impact while being seriously hampered by lack of knowledge on the timing and duration of the pandemic's life cycle, its potential resurgence, and decisions by elected officials. The discussion will include what is known to date on the following:

- Loss of revenues compared to normal operations.
- Unanticipated expenditure increases.
- How the impact will vary in magnitude and area of operations across the system.
- Productivity loss in some areas.
- Refunds and/or credits to students.

Funding Plans

As the University looks to address the many financial impacts, it is considering a "step-down" approach, which utilizes resources and strategies in a progressive nature. Resources and strategies include:

- Reimbursements and refunds from external parties
- Philanthropy
- Cost savings
- Departmental reserves for volatile revenues
- Departmental and unit balances
- Available central University balances
- Central Reserves

The University awaits guidance from the U.S. Department of Education on the timing and use restrictions included in the Federal CARES Act, which became law on March 27, 2020. Of the \$2 trillion in assistance, an early estimate for the University is \$36 million, with a minimum of 50 percent spent on assisting students.

In addition to the resources listed above, the University has other tools it can use to address the negative financial impact of the pandemic. Examples of these tools include:

- Reducing personnel costs systemwide: furloughs, salary freezes (outside of approved contracts), hiring freezes, delay of merit increases.
- Reducing unit-specific personnel costs: Full Time Equivalent/headcount reductions (primarily through attrition), delayed hires.
- Increased internal budget cuts.
- Elimination of activities.
- Increased tuition and other rates from what was originally envisioned.

Other Financial Considerations

Additional financial considerations include:

- Proactive liquidity management.
- Analyzing possible tax implications of the federal stimulus bill.
- Reviewing healthcare-related provisions of the federal stimulus bill.

Each of these considerations varies in its impact on the overall financial condition of the University and will be evaluated as more information is known.

Impact on Budget Review and Approval Process for FY 2021

The President will bring forward her recommended FY 2021 operating budget for the Board's review at its May meeting. Prior to the pandemic, preliminary budgeting assumed the "best case" scenario. More information is known now than even one month ago, and therefore the President's recommendation will be designed to attract students and contain costs. Additionally, the recommendation will include contingency plans for "moderate case" and "severe case" scenarios informed by the Board's discussion on April 7.

BACKGROUND INFORMATION

The Board previously discussed this topic at the following meeting:

- April 3, 2020: *COVID-19: Comprehensive Student Fee Refund Plan*, Board of Regents Special Meeting

Early Estimates on Financial Impact of the COVID-19 Pandemic on the University

Joan T.A. Gabel, President

Brian Burnett, Senior Vice President for Finance and Operations

Julie Tonneson, Associate Vice President and Budget Director

Special Board of Regents Meeting

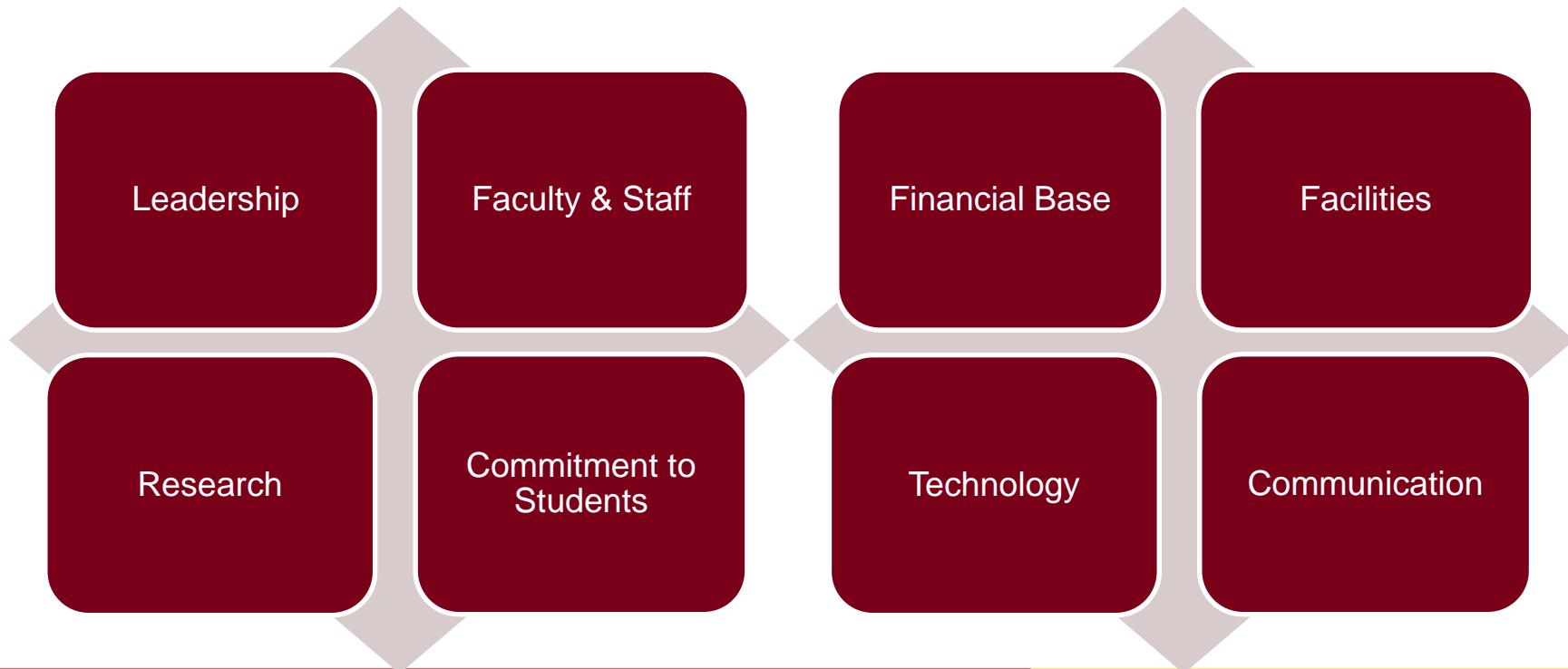
April 7, 2020

SENIOR VICE PRESIDENT FOR FINANCE AND OPERATIONS

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The University is addressing the impacts of COVID-19 from a position of strength:



Evolving Financial Situation includes:

(Detailed further in upcoming slides)

- Revenue Loss → Most Impact
- Impact By Unit → Varies Widely
- Productivity → Reduced
- Uncertainty → Duration & Government Response

3 Possible Scenarios of Potential Impact

“best case”

Summer and fall activities proceed as normal

“moderate case”

Extended reduced status through Summer 2020 – many non-trivial impacts into Fall 2020

“severe case”

Extended reduced status into Fall 2020
– Normal operations by Spring 2021 Semester

Financial Impact of COVID-19 Pandemic

Very Early - Estimated Revenue Losses

(No expense savings factored in)

	“best case” (through spring)	“moderate” (into summer)	“severe” (into fall)
• Tuition & Associated Fees	\$0	\$40-45M	\$85-90M
• Student Housing/Dining/Parking/Fees	\$28M	\$1-2M	\$35-40M
• Athletics (<i>tickets, NCAA & TV, contributions etc.</i>)	\$10M	\$30M	\$75M
• Investment Earnings	\$2-3M	\$10M	\$12M
• Study Abroad Fees	\$0	\$1M	\$2M
• Event Cancellations/Other Sales Reductions	\$10-20M	\$20-45M	\$45-\$60m
• Clinical Income	\$15M	\$30M	\$45M

Component Units Impacted:

• UMP Cancelled/Postponed Procedures	\$60M	\$130M	\$200M
• UMF Operating Budget*	\$3-4M	\$7M	\$14M

Financial Impact of COVID-19 Pandemic

Very Early - Estimated Expenditure Increases:

“best case” (through spring)	“likely” (into summer)	“worst case” (into fall)
\$1.0-\$2.0M	\$3.0-\$3.5M	\$3.5-\$4.0M

What we are seeing so far:

- Lab/Medical Supplies and Services
- Travel Cancellation Fees and Penalties
- Technology – Software Licensing & Equipment for Remote Work
- Pay Augmentation for Hourly Workers on Campus

Does not include redirection of current employees' work away from “normal operation” to COVID-19 tasks – see next slide

Financial Impact of COVID-19 Pandemic

Productivity Loss - No direct budget implications, but may impact performance/efficiency metrics:

- Workers who continue to receive pay who cannot perform their duties (example – Museum and performing arts workers, researchers, student rec-center support, etc.)
- Employees on “Pandemic Leave”
- Redirection of work away from “normal activities” to COVID-19 response
- Delay of capital projects due to redirection of balances

Financial Impact of COVID-19 Pandemic Across University of Minnesota

Total Potential Financial Impact – High End of Ranges

	“best case” (through spring)	“moderate” (into summer)	“severe” (into fall)
Revenue Losses*	\$75M	\$160M	\$315M
Expenditure Increases	\$2M	\$3M	\$4M

**(No expense savings factored in – see upcoming slide on funding plans)*

Financial Impact of COVID-19 Pandemic

Example Units/Activities Heavily or 100% User-Fee or Revenue-generating Dependent

Student Focused	Academic Focused	Event Focused	Public Focused
Housing & Residential Life	Agricultural Sales	Performing Arts Centers (Northrop, Marshall, etc.)	MN Landscape Arboretum
Dining	Non-Credit Activity	Athletics	Bell Museum
Recreation & Wellness Centers	Technology Commercialization	Rented Venues (Campus Club, Weisman, McNamara, etc.)	Health and Dental Clinics (human & animal, including the Vet Hospital)
Student Unions	Center or Lab Products/Services	Parking	Day/Seasonal Camps
Bookstores		CCAPS - Conferences	Extension Programs

Financial Impact of COVID-19 Pandemic

Funding Plans – for Nonrecurring Needs (in order of application):

1. Reimbursements/Refunds from external parties (including state and federal govt.)
2. Philanthropy – directed largely to emergency student aid (pass through)
3. Cost savings (travel, utilities, employee turnover/vacancy savings, etc.)
4. Departmental reserves for volatile revenues
5. Departmental/Unit balances
6. Available central University balances
7. Central Reserves (CR) (any CR expenditure > \$250,000 requires Regent approval)

Financial Impact of COVID-19 Pandemic

Federal CARES Act: *(became law March 27)*

- \$36,000,000 estimate to UMN via AAU
- 50% must be spent on “aid to students...up to the cost of attendance”
- Awaiting guidance from US Department of Education

Financial Impact of COVID-19 Pandemic

Budgetary Options:

- Tools for reducing personnel costs system wide: furloughs, salary freezes (exempting labor contracts), hiring freezes, delay of merit increases
- Tools for reducing unit-specific personnel costs: FTE/headcount reductions (primarily through attrition), delayed hires
- Increased internal budget cuts
- Elimination of activities
- Increased tuition and other rates from what was originally envisioned

Financial Impact of COVID-19 Pandemic

Other Financial Considerations:

- Proactively Managing Liquidity
- Analyzing Tax Implications of the Federal Stimulus Bill
- Analyzing Health-Care Related Provisions of the Federal Stimulus Bill

Refund/Credit Decisions to date - Impact of COVID-19

- No tuition/course fee refunds or credits, except study abroad where academic credits could not be awarded

Other Fee Credits:	100% H&RL Credit from March 28 to End of Contract	Parking from March 28 to End of Contract	Rec Center - 100% Credit from March 28 to End of Semester	Transp. & Safety Fee – 100% Credit from March 28 to End of Semester	Remainder of Student Services Fee to 50% Credit from March 28 to End of Semester	Total Estimated Revenue Loss
Approved 4/3	\$22M	\$1M	\$2M	\$1M	\$2M	\$28M
				Additional 5 or 12 days:		\$7M
Proposed 4/7			Total Estimated Revenue Loss March 16/23 to End of Semester:			\$35M

Impact on Budget Review and Approval Process for FY21

1. Prior to the pandemic – Preliminary budgeting assumed “best case” scenario.
2. With today’s knowledge – May recommendation will be designed to attract students and contain costs.
3. Forecasting the future – May recommendation will include contingency plans for moderate and severe scenarios informed by today’s discussion.

Questions & Discussion



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BOARD OF REGENTS

DOCKET ITEM SUMMARY

Board of Regents

April 7, 2020

AGENDA ITEM: Information Items

Review

Review + Action

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Discussion

This is a report required by Board policy.

PRESENTERS: President Joan T.A. Gabel

PURPOSE & KEY POINTS

Urgent Approval: Declaration of Public Health Emergency

Chair Powell, Vice Chair Sviggum, and Finance & Operations Committee Chair McMillan approved the Declaration of a Public Health Emergency at the request of President Gabel. Each individual Regent approved the declaration without meeting, as documented in the approval memorandum included in the docket materials.

Authority to approve this declaration was exercised under Board of Regents Policy: *Board Operations and Agenda Guidelines*, Section V, Subd. 7, Urgent Approvals:

Upon recommendation of the president, the Board chair, Board vice chair, and the respective committee chair may act on behalf of the Board when delay for Board approval could have a significant impact on the University's mission or poses a considerable health, safety, or financial risk. Urgent approvals shall be used judiciously and any such approvals will be reported to the Board or respective committee upon approval and included as an information item at the next scheduled meeting, consistent with Subd. 3 of this section.

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Regents of the University of Minnesota
Office of the Board of Regents

600 McNamara Alumni Center
200 Oak Street S.E.
Minneapolis, MN 55455
Phone: 612-625-6300

March 25, 2020

To: President Joan T.A. Gabel



From: Brian Steeves, Executive Director & Corporate Secretary

Re: *Urgent Approval*

Chair Powell, Vice Chair Sviggum, and Finance & Operations Committee Chair McMillan approved your request for urgent approval of the attached Declaration of Public Health Emergency.

This information will be reported to the Finance & Operations Committee today and at the May 2020 meeting, as required by Board of Regents Policy: *Board Operations and Agenda Guidelines*.

c: Brian Burnett, Senior Vice Preisident for Finance and Operations
Ken Horstman, Interim Vice President, Office of Human Resources
Katharine Bonneson, Assistant Vice President, University Health and Safety
Bill Haldeman, Senior Assistant to the President
Kate Stuckert, Senior Assistant to the President

UNIVERSITY OF MINNESOTA

Office of the President

202 Morrill Hall
100 Church Street S.E.
Minneapolis, MN 55455-0110

MEMORANDUM

March 25, 2020

The Honorable Kendall J. Powell
The Honorable Steven A. Sviggum
The Honorable David J. McMillan

Dear Members of the Board of Regents:

As you know, this afternoon Governor Walz announced a Stay at Home Order for Minnesota, effective at midnight this Friday, March 27, 2020. Upon the request of the University's Vice President for University Services and Director of Emergency Management, I am recommending Board approval to issue a Declaration of Emergency through the urgent approval process.

Since the Board will not be meeting in the near term, approval to move the University to a State of Emergency would be possible until at least April 7, 2020, under normal procedures. However, Board of Regents Policy: *Board Operations and Agenda Guidelines* specifies the requirements for an urgent procedure if an urgent situation exists as defined in the guidelines. Specifically, in Section V, Subd. 7, the policy reads as follows:

Upon recommendation of the president, the Board chair, Board vice chair, and the respective committee chair may act on behalf of the Board when delay for Board approval could have a significant impact on the University's mission or poses a considerable health, safety, or financial risk. Urgent approvals shall be used judiciously and any such approvals will be reported to the Board of respective committee upon approval and included as an information item at the next scheduled meeting, consistent with Subd. 3 of this section.

If you have any questions, please let me know.

Sincerely,



Joan T.A. Gabel
President

Attachments

cc: Brian Steeves, Executive Director and Corporate Secretary, Office of the Board of Regents
Sarah Dirksen, Assistant Director, Office of the Board of Regents
Brian Burnett, Senior Vice Preisdent for Finance and Operations
Ken Horstman, Interim Vice President, Office of Human Resources
Katharine Bonneson, Assistant Vice President, University Health and Safety
Bill Haldeman, Senior Assistant to the President
Kate Stuckert, Senior Assistant to the President

UNIVERSITY OF MINNESOTA

DECLARATION OF PUBLIC HEALTH EMERGENCY

WHEREAS, the University of Minnesota System has a current public health emergency resulting from imminent health conditions caused by presence of the Coronavirus Disease (COVID-19);

WHEREAS, the University of Minnesota is a public entity within the State of Minnesota;

WHEREAS, the Center for Disease Control identifies the potential public health threat posed by COVID-19, and has advised that person-to-person spread of COVID-19 will continue to occur;

WHEREAS, the State of Minnesota has confirmed the presence of COVID-19 across the state;

WHEREAS, the United States, State of Minnesota, and Minnesota counties and cities that the University of Minnesota system is located in have declared a national emergency, state emergency, and local emergencies related to urgent conditions created by the presence of COVID-19;

WHEREAS, significant community spread of COVID-19 is now a very high risk based on data from the Minnesota Department of Health and confirmed by the Minneapolis Department of Health and federal health authorities. This risk has resulted in specific recommendations from the Minnesota Department of Health regarding public gatherings and a stay-at-home order from the Governor;

WHEREAS, the necessary resources to respond to and recover from the COVID-19 pandemic may exceed University resources available; and

WHEREAS, the presence of COVID-19 may have the potential to compromise the provision of essential University services, including a reduction in the size of the workforce due to school closures, isolation, or quarantine.

NOW, THEREFORE, in alignment the State of Minnesota, I, President Joan T.A. Gabel do hereby declare a University State of Emergency and hereby direct the initiation of or, to the extent already in effect, the continuation of, the Emergency Operations Plans on each system campus.

I further declare that:

1. The emergency exists on the date of my signature below and shall continue and remain in effect as long as the State of Minnesota peacetime emergency declaration of Executive Order 20-01 remains in effect or as otherwise rescinded by me, a designee, or the Board of Regents.
2. The University of Minnesota shall, as appropriate, immediately request and coordinate the appropriate aid and resources from surrounding city and county jurisdictions, the State of Minnesota, and the United States Federal Government.
3. All University departments shall review existing University regulations, policies, or rules and be prepared to recommend the alteration, modification, or temporary suspension of same for the purpose of aiding the students, faculty, and staff during the pandemic.
4. All University departments shall evaluate and recommend resources that can be acquired and deployed for the purpose of aiding students, faculty, staff, and visitors present on system campuses or at University sites;
5. Until further notice, the University will operate and conduct its business as provided for under extended reduced operations status in Administrative Policy: *Campus and Building Closing*.

March 25, 2020

Date

Joan T.A. Gabel, President

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University Services
Office of the Vice President

308 Morrill Hall
100 Church Street Southeast
Minneapolis, MN 55455
612-624-3557

TO: President Joan T.A. Gabel

FROM: Mike Berthelsen
Vice President for University Services

Lisa Dressler
Director of Emergency Management

DATE: March 25, 2020

RE: Recommendation for Declaration of Emergency and Overview of Impacts

We write to recommend you issue a University Declaration of Emergency, and provide this overview of the impacts of making such a declaration. A draft of a declaration is also included for your consideration.

To date, emergency declarations have been issued at the national and state level as well as many county and local governments in communities where the University has campuses. Big Ten peer institutions such as Ohio State and Rutgers have issued their own declarations in recent days, as have other R1 institutions similar to ours. The University's Department of Emergency Management (DEM) was notified to activate the University's Emergency Operations Center (EOC) on March 12 and it is doing so in virtual mode to allow participation while maintaining social distancing.

The University has been operating under extended reduced operations since March 23, in alignment with Administrative Policy: *Campus and Building Closing* (and related appendices). A declaration of emergency would not change the status of operations and mission delivery. An emergency declaration does allow for the University to exercise all emergency measures available. Most notably, these include (1) access to financial reimbursement and (2) activation of human resources policies.

Financial. As a recognized state agency, the University system falls under the umbrella of the state for their COVID-19 declaration, with delegation to receive federal and state disaster funding under Category B. A University declaration would demonstrate that the University has utilized all of its own resources and would benefit from state and federal resources. A declared emergency also formally directs units throughout the system to track costs related to COVID-19 for potential reimbursements. It is possible that University facilities could also be called upon to serve as field hospitals or house medical personnel, incurring expenses that may also be eligible for federal and state emergency reimbursement.

Human Resources. The University has had an administrative policy in place since 2009 regarding human resources implications under a University state of emergency. An emergency declaration activates the ability to offer up to two weeks of paid emergency leave to employees. In this current situation, that is advisable due to the need for persons to self-quarantine, care for others under quarantine, or attend to school-age children who are now learning at home. It also enables the University to direct employees to work out of class and suspend some work rules (such as probationary periods and the ability to elect compensatory time off in lieu of overtime) and other programs (such as vacation donation and

layoff/nonrenewal benefit programs). These actions are reserved for the most serious of events, which is why a declaration is required to put them into place.

If you have any further questions, please feel free to contact us.

cc: Bill Haldeman, Senior Assistant to the President
Kate Stuckert, Senior Assistant to the President
Brian Burnett, Senior Vice President, Finance and Operations
Ken Horstman, Interim Vice President, Human Resources
Katharine Bonneson, Assistant Vice President, University Health and Safety