

University of Delaware General Faculty Meeting
11 May 2020, 3:00 p.m., online
MINUTES

Senate President Matthew J. Robinson: Welcome. We moved the general faculty meeting to a separate date to allow the completion of senate business in our May meeting. Begin with President Assanis followed by questions. Priority to questions submitted online in advance.

President Dennis Assanis:

Overview of our status

- Welcome to the meeting and thank you to the entire community for your support. Warm wishes and thoughts to those who are suffering or have suffering loved ones, who are displaced, and who are facing financial challenges.
- Lists the Academic excellence awards, with congratulations. Francis Alison Award this year goes to Prof. Norman J. Wagner. We have numerous faculty members that have won other awards. Award winners and promoted faculty will get a recognition event when possible.
- Congratulations to class of 2020. 4100 undergraduate and 1100 graduate students will receive degrees this spring. Students were surveyed and preferred to have a delayed ceremony rather than a virtual ceremony only -- will do when safe to do so. We will also honor class of 2020 with an online tribute May 30, 11:00 a.m. at udel.edu/udgrad2020
- Top undergraduates :Bianca Mers, Warner award winner, and Arnav N. Prasad, Taylor Award winner. Other major award winners: Lucas Attia, Goldwater scholarship. Ariel Hannum Gates Cambridge finalist, and Rebecca King, first UD student to receive both a Boren and a Critical Language Scholarship.
- Faculty: for FY2021, estimated count will be 1300, 12 more than last year and 135 net new since 2017. Most hires in disciplines, some are in ongoing clusters in data science, disaster research and education, coastal water security, and biopharmaceutical discovery. We are reaching out to all new faculty who have accepted our offers and asking if they would prefer to start a semester or two later because of COVID 19. We remain committed to faculty excellence and we want to make sure we are ready to support their success.
- 18 graduate programs range among top 100. Physical Therapy again #1, Chemical Engineering #8. We have formed a new Honors College, made the Biden School of Public Policy freestanding, and elevated Music from a department to a School.

- Buildings: new Ammon Pinizzotto Biopharmaceutical Innovation Center is completed by move-in is temporarily halted-- completed but move-in is temporarily halted. Continuing addition and renovation to Worrilow Hall, Warner Hall Mental Health Center. Whitney Center for student athletes 80% done and should be ready next fall.
- Middle States Accreditation - used to be every 10 years and now every 7. We have been working on this a year -- draft report has been posted and comment can be posted until June 1. Have been several Town Halls. Preparing for visit in Spring 2021.

COVID 19 Disruption and UD response

- Presented timeline from March 6 travel restrictions through work-from-home starting March 11, now extended to May 31. Resumed Spring semester online March 29.
- Principles: prioritizing health and safety of everyone; ensuring that teaching, research, scholarship and service thrive; and making a positive impact on society through scholarship, research, learning, engagement, and operational excellence.
- Before COVID, 3% of classes were online. 6400+ sections adapted for online delivery. Modified pass/fail options, extended drop deadline, and moved advising services online.
- Tenure/Contract clocks all extended one year; faculty on sabbatical may apply for another one-semester; Annual appraisals extended to April 30; may have student course feedback use optional in faculty appraisals.
- Research -- weekly town halls. We project \$177M in FY2020 sponsored research -- up 11% from previous year. This is a record.
- Everyone is working remotely -- we have a very large number of zoom licenses. 80% are able to complete work from home. Advantages are require creating problem solving, have shorter commute times, everybody is co-located. Disadvantages are nonideal work settings, family issues, and feeling "zoomed out." Some work-from-home is likely to continue.
- For the broader community: sharing resources, donating PPE, developed assay for COVID testing compatible with supply-chain chemicals, HensNest 3D-printed face mask was designed in the Maker Gym. We are doing some research on the virus.
- 632k views on udel.edu/coronavirus (104k on March 11). 10 person phone call center at OCM fielded 1200 calls Mar12-16

Reopening plans

- Coordinating with Governor, who set June 1 phase 1 date. May be delayed because of Southern Delaware outbreak. Phases at least 14 days apart.

- Phase 1: Social distancing, protection of vulnerable individuals, no nonessential travel, encourage telework, size of gatherings restricted, probably 10 at first. Phase 2, physical distancing for vulnerable individuals, gatherings limit 50, nonessential travel allowed and close common areas in workplaces, moderate physical distancing profiles for large venues. Phase 3, physical distancing for vulnerable individuals, limited physical distancing protocols for large venues.
- Fall Planning Task Force trying to bring us back in Fall. Committees will target all areas: academics, calendar, research, student life, athletics, facilities, budget and planning, public affairs. Targeting restart of research facilities on June 1.
- Fall options include Aug 28 (usual start) with reduced social interactions, delay start to Oct 1, perhaps hybrid face-to-face/online scenarios.
- UD Health Advisory Group adds medical professionals to the academic task force.
- DE, NY, NJ, CT, PA, RI have formed multi-state council, led by Gov. Cuomo (NY). Collaborating with higher ed leaders -- I represent DE on this. Other states may have Secretary of Education. Developing best practices for reopening. Our area is leading the way, so these may become national standards.
- For the future, must monitor Governor's executive orders, local and regional trends in COVID-19 cases, hospitalization, testing. Need isolation and contact tracing, Need Personal Protective Equipment (PPE).
- Research labs will be first to open. Phase 0, started with Essential Maintenance of effort on PPE production and COVID-19 related research. Phase 1: time sensitive research and some field-based research. Phase 2: lab and field-based, Phase 3 may add in human subjects. Phase 4 is "new normal." No dates, and we continue working from home whenever possible.
- Preparing for "new normal." Reduced classroom density, hybrid class offerings, virtual events, buildings reengineered to minimize contact, changed course scheduling, remote administrative operations continue. Looking at maximum class sizes, perhaps 25. More class break time (maybe 30 minutes) to avoid clustering and allow cleaning between classes.
- Residential and student life experience -- we want to have open dorms, but there are a lot of shared space. Will we have all single rooms?
- Events will have to be virtual, like speakers series. We really don't know what sports will be like. Some are contact sports.
- Class of 2024: 6% decrease in deposits, extended Decision Day to May 15, still have summer "melt" to absorb (typically 6%). Projected 3750 in entering class, with target of

4450. Campus tours will be virtual (10 video stops) and New Student Orientation will be online.

Financial impact

- Revenue loss Spring semester \$61M: international students not returning, lost of housing and dining revenue.
- \$13M online course conversion and testing, overtime for essential personnel, continuation of pay for everyone through May.
- Mitigation \$16M from construction savings, no travel.
- Unquantified losses: Fundraising was \$100M/year each of prior two years, only \$65M this year with 90% before COVID-19. Diminished yield from Endowment. One-third to one-fourth of a year loss in productivity -- grant proposals unwritten, discoveries not made.
- \$6M from CARES III for direct student support. Another \$6M approved but not received for institutional conversion. State of Delaware also received \$8M for education, and we might get a little of that. May get some grants to support pandemic research. Working with congressional delegation on getting something from CARES IV or V.
- FY21 budget pressures -- probably ~\$40M. \$13M loss by falling short of enrollment, \$10M due to decline in returning students (family economic issues), will need to have \$10M–\$15M additional financial aid to help students with economic stress, and also \$10M–\$15M gifts not received.
- Expected costs of unknown sizes: more online instructional costs, PPE, sanitation, cleaning.
- Expected decrease revenue of unknown sizes: state appropriation unknown (DE facing \$1B deficit), will athletics happen, gift revenue and endowment impact, unknown graduate enrollment, will we be allowed to operate dorms, will there be Winter Session?
- Could be \$100M problem next year.
- Responses: hiring freeze, travel ban, reevaluate capital investments, suspend discretionary spending, voluntary salary cuts for senior leadership, salary freezes for employees, realigning staff to optimize existing resources and talent.

How can you help

- You can all help. We will persevere. Be mindful of the stresses the students, faculty, and staff are facing. Please support each other.

- Use opportunity to transform curriculum to the right mix of online and in person, best use of space. Continue to be productive locally.
- Please give: Blue Hen Strong Fund, COVID-19 Employee Emergency Research fund udel.edu/employeeerelief. UD Giving Day -- 1201 donors gave 188,901 to support the funds.

Provost Robin Morgan: I will moderate about 20 minutes of questions, starting with those submitted previously online. I will be bundling those coming in from the chat feature. Some questions we will answer after the meeting, in cases of some specific questions we will respond to individuals.

Q: Many of our faculty (and students) have heightened vulnerability to COVID-19. What precautions will be taken if we go to on-campus Face-to-Face in fall?

A: Working with governor, 7 state council, and other agencies to make sure we have PPE, testing, quarantine space, isolation space. We want significant increase in number of tests. Won't be tested just once when students come back, but regularly. It's not just a campus thing because vulnerable people may be at our homes. Dep.Prov. Lynn Okagaki and the academic group will be looking at all aspects of this.

Q: Many have asked about testing. To what extent and by what means is UD coordinating testing and contact tracing with DE Dept. of Health and other agencies and UD on its own?

A: We are absolutely coordinating with DE Dept. of Health. Cleaning and space protocols are first thing. Availability of the tests is the main coordinating thing. Do we have analysis machines? We can run 1000 tests/day on our own PCR machines, will we need 5000/day? Also need quarantine space -- may set aside a dorm. Important that we coordinate over the 7 states to make sure everybody gets what they needs.

Q: If start date moves to Oct 1, will Winter Session 2021 happen?

A: We won't cancel anything unless we have to. One of the high points of my last year was traveling to Greece with 40 students. We are not putting deposits down for sites, but haven't canceled. We are asking for time.

Oct 1 start vs Sept 1 depends on development of vaccine. Probably Oct 1 start would cause cancellation of Winter session -- \$20M loss in revenue. We cannot move back completing academic year on time in May 2021.

Q: What will we do with dining halls, will we have disinfectant, how will we space people out. Partial answer is to go to VP Charlie Riordan's research Town Halls, because many of those things are covered -- Tuesdays at 1:00 p.m. We hope to get out an FAQ about these issues.

A: This is not going to be the last time we talk to you. There will be more Town Halls, and the committees will be putting out web sites and taking input. E.g., Dining Halls may be by appointment, like having a reservation. Maybe very long time periods to spread people out. Can revert to takeout.

Q: When will the decision about Fall opening be made? Will decision be based on the science?

A: This probably will be the hardest decision I have made in my life. I'd love to be advised by science, by the community, by all the committees. I hope to make the decision in mid July. However, people need to be flexible -- it is possible that we will make a decision and need to change it later.

Q: How will we determine what Faculty do in the fall? Who will decide if a class will be taught online or in person (faculty or chair). What flexibility will be provided to faculty, especially people with young children or are caring with young parents. What kind of mental health resources will we be providing (in general, but faculty in particular).

A: The faculty must share through the committees, the department chairs, the deans, the provost. People need to consider the facts and circumstances of each class. We are trying to be flexible and accommodating. We need to deliver the curriculum.

Mental health is actually very important. We can delay many projects but cannot delay bringing Warner Hall mental health center up to speed in the coming year.

A: Provost Morgan: these will be shared decisions, based on the circumstances. Are talking to CTAL and academic services about special help, including concierge help.

Q: What will hiring look like next year, especially faculty? Some questions pertain to graduate students and student help.

A: Priority is continuity of the current workforce -- trying to protect those who are already here. There will be some exceptions to the freeze -- they will be very limited and require permission all the way up to President.

For staff, prefer to realign the workforce as needed to protect current jobs. We are all colocated now so different collaborations and shifts in responsibilities can be envisioned.

Need to make graduate student offers because the work they do is one of our core missions. Most assistantship offers for graduate students have already been made, and we will not rescind any of those.

We should think about how to shape hiring requests knowing that everything has changed.

Q: What changes have been made to the institutional goals and priorities because of COVID-19? We were in the middle of a strategic planning process. How can we use this opportunity to become the university of the future?

A: In each day, I try to protect one hour to think about the university of the future. This is a change comparable to newspapers going digital. Some institutions will not survive, UD certainly will survive.

Main pillars will not change -- they were not pillars if they change all the time: innovation, commitment to student success, thinking globally, etc., do not change. What has changed is the way we pursue our priorities. For example: COVID is forcing us to go more online at a faster pace than ever before. In some cases, it works beautifully and we should adapt those cases. Future environment will be a mix of face-to-face and online.

Learning spaces need to be rethought to support active, innovative, collaborative learning. Students prefer face-to-face, but a lot of what they miss is interacting with other students. The lectures are fine online, but being on campus is important. May need to gut out some of our existing buildings and make completely different space arrangements.

Provost Morgan: Thank you Pres. Assanis. Reinforce that we all need to take time every day to think about what is possible. Thanks to the IT and Communications people who have made this possible.

President Assanis: Also thanks staff, naming all the groups across campus who have worked on the response as well as on this presentation. Also thanks to ExecVP John Long who has kept the campus going with essential workers during the shutdown

Provost Morgan: we will answer more questions after this meeting.

Senate President Robinson: Over 350 people are on the zoom meeting, 1000 on the stream. Thanks to everyone who helped make this work. Stay safe and healthy.

Online stream ended at 4:35.