

COVID Task Force

Progress on Our Strategy for Reopening
the Campus in August 2020

Structure of this document:

1. **Guiding Policy** of the Board
2. **Executive Summary** - updates on the progress of our plan to reopen the campus to student programming
3. **Key updates for Board** - Enrollment, Health, Education, Finance, and Legal
 - So the Board can continue to fulfill its governance role and provide guidance for the administration's execution on policy
4. **Summary and Discussion**

1. Guiding Policy

A. Guiding Policy: The Board has decided that we will open UWC-USA in August for an on campus experience -- in service of our educational mission and commitment to access for a diverse student body, while prioritizing the health of campus and local community members.

B. Rationale for this decision:

- **Consistent with mission** – supporting our students to engage with the challenges of our times
- **Acceptable risk** – with proper and intensive preparations and precautions can be done safely
- **Sufficient resources and capabilities** – we have the financial and organizational strength to execute our strategy

2. Executive Summary:

- 1. Enrollment.** Total enrollment by Sept 1 is on track for 220+ students, well distributed across the full range of diversity we typically see at UWC-USA; we will likely have 170+ students on campus by Sept 1 with another 50+ students engaged in distance learning until they can get to campus.
- 2. Health.** After three weeks of student arrivals, we have established a COVID-clean campus; our protocols, policies, and resources--based on the most current scientific information and public health orders--are sound and improving; we continue to live the UWC values.
- 3. Education.** We are beginning to deliver the “UWC experience” by running an Orientation which all students, on campus and off, can access; creating campus spaces to maximize in-person learning; and preparing our faculty to integrate in-person and distance learning within IB, ExEd and Student Life programming.
- 4. Finance.** Our enrollment efforts and “Tier 1” cost reductions of \$1M have positioned us to achieve a balanced budget for FY21 while maintaining staffing (without reducing compensation), preserving our strong cash position, and continuing to build our endowment principal.
- 5. Legal.** Our due diligence work has been thorough, is up-to-date, and ongoing, accompanied by transparency in communication with all stakeholders.

3. Board-level Issues for Return

The board has prioritized the following 4 areas as the most critical for organizing an August reopening of the campus:

- A. Enrollment
- B. Health - the guiding priority
- C. Education
- D. Finance

At the highest level, we need to maintain an up-to-date, clear view and alignment with the administration on the strategy for each area.

We will continue to integrate supporting work on Facilities, Legal, Advancement, International Alignment, and Communications with these areas.

Enrollment - Updated Projections

How many students will be on campus by September 1?									
	All Students	Students In U.S.		Students Outside U.S.			All Students (3)		
	Total Offers	Citizen, resident	With U.S. Visa	With U.S. passport	With U.S. Visa	Of these, no U.S. travel ban	Arrive by Sept 1	Online by Sept 1	Currently Enrolled
2nd Yrs.	112	26	13	2	71	55	94	18	112
1st Yrs.	130	36	0	8	35	41 (1)	81	34	115 (2)
Total	242	62	13	10	106	96	175	52	227

Notes:

- Optimal enrollment: 220 students
- Due to external barriers, phased entry to campus will need to be mode of operation.
- Online learning will need to be available throughout the year for a phased entry strategy to work.
- Enrolling students, on campus and online, will require demonstrating preparedness, safety, academic opportunity, recognizable version of a robust UWC experience, transparency in planning

(1) 36 1st year students still need U.S. visas, none of them currently face a U.S. travel ban.

(2) 115 1st year students have returned their enrollment contracts; 111 1st year students have registered for classes; 85 1st year students have paid their first invoice (expected to be 100 by 8/21; full scholarship students don't make these invoice payments)

(3) Enrollment numbers represent projections as of August 18.

Enrollment - Additional Admits

Which additional 1st year student recruitment strategies have we pursued?			
Sources	# of students available	# of students admitted	Tuition per student (estimate)
US Davis Waitlist	10-15	1	\$10,000
NC Clearing (1)	5-10	0	\$2,500
GSP / Direct Admits (1)	2-4	4	\$40,400
IO Reallocation Initiative (1)	5-10	5	\$10,000 - \$15,000
US Davis Scholars Abroad	Unknown, maybe 4-6	2	\$25,000 minimum

Notes:

- Strategy sequence prioritizes critical mass for on campus enrollment, maximum diversity, and fiscal responsibility
- Strategy assumes we could house a maximum of 240 students if we “overshot” and all external barriers came down prior to September 1

(1) Dependent on visa status, U.S. travel bans, and home country travel bans.

Enrollment - Open Issues

1. Continue to monitor potential yield and make additional offers with absolute enrollment and diversity in minds. **RESOLVED**
2. Continue to promote enrollment via parent/student communication and engagement efforts. **RESOLVED**
3. All billing invoices have gone out in May; once payments begin to come in, we will also see who is committed to sending their children to UWC-USA. **UNDERWAY**
4. After the Board meeting, we will need to reassess “best guess” at end of June, and bi-weekly thereafter, and update all plans accordingly. - **UNDERWAY**
5. U.S. presidential proclamations banning travel from specified countries remains external barrier to enrollment. **RESOLVED (mostly)**
6. Closed U.S. consulates abroad (delaying 1st year student visas) remains external barrier to enrollment. **STILL OUTSTANDING**
7. How many students who start online will stay engaged until they arrive on campus? **NEW**
8. What’s our commitment to U.S.Davis Scholars Abroad who cannot attend their assigned school on schedule? **NEW**

Health - New Policies

COVID-19 Health Policies for Employees and Students	
Category	Policy
Employee Policies	Employee Return to Work Agreement
	Face Covering Policy
	Quarantine, Contact Tracing, Isolation and Clearance Policies
Student Policies	Residential Life Protocols During COVID
	Face Covering Policy
	Quarantine, Contact Tracing, Isolation and Clearance Policies

Health - Protocol Changes (changes are underlined)

Objectives	Area of Concern	Protocols / Actions <i>(will be posted/available online)</i>
1. Pre-arrival safety prep	Summer / home preparation	-Nasal swab testing at home, if possible, two weeks prior to departure, email results to Health Clinic; <u>students who are unable to access testing prior to arrival will be placed in isolation when they arrive until they receive a negative test</u> ; following a negative test on campus they will transition to quarantine
2. Safe Arrival and Entry to Campus	Student Entry to Campus	-First nasal swab test is administered <u>within three days of entry</u> -A CDC prescribed quarantine (currently 14 day) for all students after arrival; 1 student in assigned dorm room or temporary room; individual meals delivered or procured outside and eaten in single dorm rooms; scheduled bathroom and outdoor recreation shifts; full “in room” and fresh air Orientation activities schedule; daily support from residential, counseling, and medical team -Second test administered <u>within two weeks</u> -After two negative test results, students move to their assigned room or join UWC post quarantine programming
3. Maintain a safe, COVID-clean campus	Dining Hall	- <u>Dining Hall is set up for capacity of 67 people: 12 tables at 4 per table: 48 people total. In addition to 7 waiting in line to be served, 7 waiting in line to dispose of food, and 5 food handlers: 48+14+5 = 67 safely distanced people. Will move to this format when Governor opens enclosed dining. Until then, it’s grab and go, and outdoor, individual eating.</u>
	Dorm Life	-Inter-room visiting will be restricted <u>until “pods” defined and established</u>
	Classroom Programming	- <u>Elimination of</u> and use of additional classrooms to support physical distancing - <u>Use classroom shifts as needed</u> , depending on enrollment -Students and teachers wear masks per Governor’s orders; <u>shields are also available to be used at employee’s discretion</u>

Health - Protocol Changes (changes are underlined)

Objectives	Area of Concern	Protocols / Actions <i>(will be posted/available online)</i>
3. Maintain a safe, COVID-clean campus	Get-away Families	-Include families in <u>testing</u> and contact tracing
	Winter Break	-Decision regarding permission for students to leave <u>made by early October (preference given to NM off campus options)</u>
	General Control & Surveillance	- <u>By Sept. 1, travel routes adjusted on campus for social distancing; COVID-19 circuits identified and labeled</u> - <u>We are reviewing and revising our Chart for Risk Levels and Protocol Changes.</u>
5. Manage exposure, confirmed infection, and recovery in case of outbreak	Confirmed Infection	<p><u>Contact Tracing:</u> -<u>Consists of personal Interviews with identified positive case and health team member</u> -<u>Student/employee written reports are mandatory, submitted to health team</u> -<u>NOVID app is required for employees and students who have smartphones</u></p> <p><u>Facility Closure/Cleaning:</u> -<u>When classrooms/offices/dorm rooms are identified to have been used by a COVID-positive person, Professional Cleaning Services (PCS) out of Las Vegas, will be contacted to professional disinfect the areas.</u> -<u>The space must be closed and ventilated for 24 hours, then professionally cleaned.</u></p> <p><u>Communications:</u> -<u>President's office messaging whole community</u> -<u>President's Office (in collaboration with Deans) on communication with parents and NCs</u> -<u>HR for employees</u> -<u>Deans for student programming</u> -<u>President works with Director of Communications for external</u> -<u>Prototype dashboard of testing and results on campus under development</u></p>

Health - Open Issues

1. Currently investigating legal issues related to having at-risk students and employees on campus. **UNDERWAY**
2. Need further determination on 2-5 day quarantine with double tests vs. 14 day quarantine with test at day 11 or 12. **RESOLVED**
3. Need to research back up use and procurement of test kits on campus; will use Dept of Health for most testing but would like to have additional back-up tests available on campus. **UNDERWAY**
4. Budgeting needs more detail related to new staffing needs and PPE - researching possibility of collaborative purchase w NMHU; OEM will also help. **UNDERWAY**
5. Develop written instructions on protocols entering and leaving classrooms. **RESOLVED**
6. Drafting Return to School agreement for parents and students / share with attorney. **RESOLVED**
7. Need to schedule and prep for medical advisory Q & A with parents for late June. **RESOLVED**
8. Need to plan meeting with Governor's office for VM. **RESOLVED**
9. For Get-away family program, checking possibility of testing families prior to student visit. **RESOLVED**
10. Exploring potential use of Student Information Management System for Contact Tracing as needed. **RESOLVED**
11. Staff management of testing coordination, data and procurement needs further definition. **NEW**
12. Establish "pod" definition and protocols. **NEW**
13. Refinement of Nerve Center coordination and incident management. **NEW**
14. Ensuring sufficient program and facilities staff training, incident management debriefing, and 24/7 communication and systems clarity between departments. **NEW**
15. Options for quarantining or isolating students off campus if needed. **NEW**

Education Changes

Instructional Strategy Adaptations (changes are underlined)	
Classroom Learning	IB Instruction will be centered on personal responsibility for all students whether engaged on campus or as a remote learner. Lessons will be <u>live streamed and recorded for distance learners.</u> Blended study groups to be established; asynchronous modules supplement class time for all students <u>to meet updated requirements.</u>
Distance Learning	Faculty from all areas of programming maintain regular communications with distance learners, through discussion threads, messaging or livestream. <u>Teachers have regular but varying office hours so that students in different time zones have the ability to meet with their teachers in person.</u>
Program Adaptations (changes are underlined)	
IB Curriculum	<u>IB provided adaptations for the May 2021 examination session on 11 August 2020. Teachers are adapting their content delivery accordingly.</u> There is still a need to continue to work with IBO <u>regarding accommodations for class of 2022 in light of Covid-19.</u>
Modifications to Facilities/Space Use (changes are underlined)	
Classrooms	<u>New, larger classrooms have been created in extant spaces to meet physical distancing requirements.</u> Most smaller classrooms have been taken offline <u>Zeinal Zade has both small classrooms and ventilation issues and will be offline except if needed to meet Science IA requirements.</u>
	<u>Classrooms have been right-sized to conform to physical distancing and will have appropriate hygiene supplies and protective equipment.</u> Teachers will use combination of masks and shields to assist ELLs with language comprehension.
Technology	<u>Identified need for uniform, improved audio/visual equipment in all classrooms will be met by start of classes.</u> Provide chromebooks to students who need them. Provide remote learners with access to appropriate technology where possible.

Education - Open Issues

1. Gathering faculty consent to Return to Work agreement and making any necessary accommodations that align with legal obligation and mission. **UNDERWAY**
2. Continuation of communication with and petition to IB for updates and clear statements on expectations for DP2 students. **RESOLVED**
3. Preparation of rolling onboarding for newly-hired teachers. **RESOLVED**
4. Follow through on ensuring that enough faculty in all areas of programming are cross-trained. **UNDERWAY**
5. Follow through on ensuring that faculty have developed asynchronous modules in the event of future illness. **RESOLVED**
6. Determination whether new faculty hires are needed once total student enrollment number becomes more clear. **UNDERWAY**
7. Completion of classroom build-out on Castle 3rd floor. **UNDERWAY**
8. Completion of PowerSchool training for faculty from all areas of programming. **RESOLVED**
9. Identification of campus check in/out system for students, and integration with PowerSchool. **UNDERWAY**
10. Determination of back-up campus quarantine and isolation dorm once campus enrollment number becomes more clear. **STILL OUTSTANDING**
11. Seeking clarity from the IB regarding any potential accommodations or changes in assessment for class of 2022. **UNDERWAY**
12. Sasakawa upgrades, outdoor space coverings, Castle basement prep, Kluge prep, ZZ 415, and Poole Hall renovations to support programming needs. **NEW**
13. Receipt of audio/visual equipment and furniture moves to support classroom needs. **NEW**
14. Assess need for additional teaching staff given higher than expected enrollment. **NEW**

Finance – FY20 Final & FY21 Current

	FY20 FINAL	FY21 CURRENT	BASELINE	Case 1	Case 2
Enrollment	229	227	224	220	165
Revenue					
Tuition from Families and NC's	2,925,578	2,981,835	3,043,000	2,958,000	1,109,000
Davis Scholar Endowment Transfer	2,390,585	2,365,972	2,366,000	2,366,000	1,775,000
Davis Supplemental Grant	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Davis Scholar Abroad Expense	-1,569,963	¹ -1,500,000	-1,700,000	-1,700,000	-1,275,000
Net Davis Revenue	1,820,622	1,865,972	1,666,000	1,666,000	1,500,000
Davis Challenge Matching Grant	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Summer Programs and Ancillary	339,202	137,000	137,000	137,000	137,000
Annual Fund	2,284,341	1,560,000	1,560,000	1,560,000	1,560,000
Endowment Transfer	3,516,892	3,751,676	3,482,000	3,482,000	2,611,500
Total Revenue	12,886,635	12,296,483	11,888,000	11,803,000	8,917,500
Operating Expenses					
Academic, Student Life	4,031,151	4,590,008	4,315,000	4,315,000	4,083,000
Institutional Operations	3,619,316	3,431,597	3,563,000	3,563,000	3,485,000
Facilities, Transp. & Food Service	2,977,815	3,356,262	3,210,000	3,210,000	3,040,000
Advancement	489,379	691,484	755,000	755,000	738,000
Total Operating Expenses	11,117,661	12,069,351	11,843,000	11,843,000	11,346,000
Initial Surplus / (Deficit)	1,768,974	227,132	45,000	-40,000	-2,428,500
Capital Expenditures	-843,187	-750,000	-750,000	-750,000	-650,000
Employee COVID Goodwill Bonus		³ -27,500		-27,500	-27,500
COVID-19 Cost Increases	0	-200,000	0	-300,000	-225,000
PPP Funding	0	1,220,000	1,220,000	1,220,000	1,220,000
Surplus/Deficit	² 925,787	469,632	515,000	102,500	-2,111,000.00

Notes In Table:

1. Net Davis Revenue is higher because we now have 2 classes in U.S. Davis Scholar hybrid model (only \$25k per student)
2. FY20 surplus is only \$500k in "cash" surplus. \$425k is in-kind donations.
3. Bonus # is figured by 110 employees at \$250/ each. If enrollment holds, this can be increased during the year, if needed.

Other Notes:

A. \$3m cash + \$1.5m in reserves (convertible to cash with Board approval) = \$4.5m total.

B. Each lost student is \$13,150 in lost tuition, on avg. If we lost 35 students, we would still break even (in theory).

Finance - Additional COVID-related costs

<u>COVID-19 Related Expenditures</u>	Estimated	YTD Actual
Supplies		
Testing kits (testing is free from DOH, but may supplement with kits)	22,000	0
Additional IT/teaching equipment	12,000	0
Facilities cleaning equipment	10,000	2022
Hand sanitizer	4,000	200
Plexiglass dividers for use in buildings	3,000	3000
Masks	2,400	500
Tents for outdoor gatherings	2,000	
Individual tarps	1,400	
Costs associated with Sodexo and food needs	0	
Outdoor Sports Equipment	0	1700
Services		
Build out of new classrooms	47,000	91,000 <i>Ongoing 3rd Floor Castle Project</i>
Additional insurance costs	10,560	0
Reconfiguration of existing classrooms	5,000	0
Transportation from airports to campus (additional drivers, buses, trips,	7,200	10,000 <i>Increased Hourly Rate for CDL Drivers</i>
Rental of hotel rooms for quarantine needs throughout the year	2,400	0
Extra transportation to/from hotels	2,000	0
Rental of hotel rooms upon arrival for separation and testing	500	0
Customization of vehicles for transport of sick persons	500	0
Additional IT services/data	0	0
Staffing		
Additional part-time nurse	30,000	0
Alumni/fellows for Res/ExEd programming = 4*12 weeks*\$250	12,000	0
Contingency Reserve - Other COVID-19 Costs/ staffing, etc...	26,040	
Total Additional Costs	200,000	108,422

Notes:

1. So far, we have incurred \$108,422 in COVID-related expenses. We have settled on a \$200k projection for the year. We anticipate using more of this in the coming months.

Finance - Open Issues

1. Coordinate with Education, Health and Facilities Working Groups to determine additional costs for maintaining a COVID-clean campus.
UNDERWAY
2. Coordinating with Education and Enrollment working groups to discuss any adjustment to our tuition charge for prolonged distant learning.
RESOLVED
3. Completing investigation into our cash position. **RESOLVED**
4. Determine specific enrollment triggers for moving from Tier 2 expense reductions to specified Tier 3 expense reductions; consider cash position over multi-year period, w/special focus on likely yield of 1st year students. **UNDERWAY**
5. Confirming restrictions and rules guiding endowment draws.
RESOLVED
6. Expenditure and accounting of PPP funds. **UNDERWAY**
7. Additional IB faculty needed at 228 enrollment? **NEW**
8. Bonuses in lieu of salary increases depending on surplus. **NEW**
9. Costs for quarantining or isolating students off campus if needed. **NEW**

Legal - Due Diligence

- 1. Is the school protected from liability if an employee/student catches COVID on site?**
 - A. As much as we can be, yes. Right now many insurance companies are denying COVID workers comp claims because the employee cannot definitively prove they caught it at work. Insurance companies have been investigating these claims. Same applies with students/employees in general.
- 2. Does the State of NM offer shield to employers?**
 - A. Not necessarily, especially to private organizations.
- 3. What about employees whose concerns fall under the Families First Coronavirus Response Act?**
 - A. This provides paid sick leave for employees who fall into certain categories and cannot come to work, or work from home. To date, we only have one employee who may qualify. The Governor's orders outline what reasons somebody may leave the state and quarantine, or be eligible for the Families First act.
- 4. What about employees who refuse to fulfill their duties?**
 - A. We offer them alternate, safe, reasonable, short term work assignments. If they refuse those assignments, we can move on without them (last resort).
- 5. What about students who execute a contract with UWC but can't attend?**
 - A. We give those students options to study online, and do not charge them R&B until they arrive.

Legal - Due Diligence (cont.)

6. **What about students who can't return to their home country?**
 - A. We house them until they can return.
7. **Exposure to breach of contract due to online education instead of in-person?**
 - A. Possible. No proration of tuition, but refund consideration depending on severity of reduction to in-person education.
8. **Are our policies in keeping with non-discrimination and accommodation?**
 - A. Yes they are. This is considered daily with issues that arise.
9. **Are our communications of protocols sufficient?**
 - A. We are doing better than sufficient, but still can improve. The content of our communication is strong. We can be a little more nimble. Example, with our first COVID case we communicated within 4 hours. Next time we hope to be within 2 hours.
10. **Who is advising UWC-USA on these questions?**
 - A. Leo Maestas, Office of Emergency Mgt. for San Miguel County.
 - i. For example, Leo talked through the criteria for increasing our bus capacity from 24% to 49%. This reduces our risk and exposure.
 - B. Karen Kilgore, School Attorney

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