STAY TUNED:
EMU Virtual Town Hall Meeting for Faculty and Instructors will begin soon.
Tuesday, June 23, 2020 at 8:30 a.m.
STAY TUNED:
EMU Virtual Town Hall Meeting for Staff will begin soon. Tuesday, June 23, 2020 at 1 p.m.
Today’s Agenda

1. Welcome
2. Pandemic Response Update & Planning
4. Budget Update
5. Questions & Answers
Pandemic Response Update & Planning

Jim Smith, President
Rhonda Longworth, Provost & Executive Vice President
Where We Were:

In just three months…

✓ Moved all winter semester classes online
✓ Shifted most employees to remote work
✓ Moved students home; housing & dining refunds
✓ Comprehensive and ongoing facility cleaning
✓ Daily (now weekly) email updates to campus
✓ Comprehensive websites with updates
Where We Are:

The University has transitioned away from crisis response and toward planning for the future.
Planning Goal:

Eastern Michigan University is planning for as many operations as possible to be held in-person on-campus in fall, including classes, work, etc.

But things will not be “business as usual.”
Planning Principles:

1. Health & safety is our top priority
2. We must provide excellent service to students, each other, and the community
3. We cannot predict the future; instead, we plan for different scenarios
4. Nationwide, there remain more questions than answers; continued patience is therefore needed
5. Inclusive excellence guides all decisions
Planning Process:

- Phased return to on-campus operations. We are in unchartered territory, and therefore must be methodical and cautious.
- We will use existing processes whenever possible. *Example: Input bodies (e.g., Faculty Senate) will be used when input is requested.*
- When necessary, we will create ad-hoc work groups. *Example: Public Health Work Group will provide campus-wide public health recommendations.*
- These processes rely on campus and external expertise. *Example: Prof. Yichun Xie, Director of EMU’s Institute for Geospatial Research & Education (IGRE), is working with graduate students to outline physical distancing floorplans for classrooms.*
Planning: What Outcomes Should We Expect?

- A University “guide book” that includes campus-wide standards for physical distancing, face coverings, health screening, etc.

- Individualized plans (created using templates) for units across campus (each division will decide which units need a separate plan)

- Training for employees
Examples applying these goals, principles and processes
Example 1: Research Labs

- Phased re-opening of research labs
- Guidelines follow the applicable statewide executive orders
- Plan reviewed and unanimously approved by Faculty Senate
- Labs configured to ensure physical distancing, cleaning protocols, etc.
- Training for lab managers and walk-throughs with Office of Environmental Health & Safety
Example 2: Summer B Lab & Studio Classes

✓ A small number of lab and studio classes will be held in-person during the second half of summer semester

✓ Classrooms consolidated into a few buildings and configured to ensure physical distancing, cleaning protocols, etc.

✓ Face coverings required per State orders
✓ Daily health screening of students & instructors
✓ Training for instructors
Example 3: Office Work

- Reminder: The State still requires office work to be done remotely when possible

- Phased return to on-campus operations
  - Most offices will continue to operate remotely until 8/3/20

- Each office will develop its own plan (using a template) for safe return to on-campus operations
Stay Informed

✓ Read e-mail: it’s the official form of communication

✓ General updates: www.emich.edu/coronavirus

✓ Talk to your supervisor … and share information with your direct reports
Preliminary Recommendations: Public Health Work Group

Michael Williams, Director of the School of Nursing
Public Health Work Group Member
Public Health Work Group Background

- Ad-hoc group pursuant to University planning process

- Charged with recommending campus-wide public health standards for fall

- Each division, college, department, or office will apply these standards in their own plan based on these campus-wide standards
Public Health Work Group Members

1. Murali Nair, Dean of the College of Health & Human Services, chair
2. Sherry Bumpus, Director of Nursing Operations
3. Ellen Gold, Dean of Students
4. Beverly Mihalko, Assoc. Professor of Health Sciences
5. Dieter Otto, Director of Custodial Services & Grounds
6. Elizabeth Radzilowski, University Human Resources
7. Karen Saules, Director of EMU Community Behavioral Health Clinic & Professor of Psychology
8. Michael Williams, Director of the School of Nursing
9. Andrea Gossett Zakrajsek, Professor of Occupational Therapy
William Pollard, Office of the President, administrative support
Public Health Work Group Process

- Subcommittees to address key topics (e.g., PPE, testing/screening, communications/training)
- Consulted with internal experts (e.g., EMU Public Health faculty)
- Consulted with external experts (e.g., Washtenaw County Public Health)
- Advising operations engaged in first phase of safe return to on-campus operations (as allowed under State executive orders)
Putting Evidence-Based Practice Into Action

- Personal Hygiene
- Physical Distancing
- Screening & Testing
- PPE
- Facilities
- Communication & Training
Putting Evidence-Based Practice Into Action

- Frequent & proper handwashing
- Proper use of hand sanitizer
- Access to hand sanitizer in buildings
- Use of cough etiquette strategies (followed by hand washing)
- Student education in residence halls
- Signage encouraging these practices
Putting Evidence-Based Practice Into Action

• Face coverings
  • Face coverings required on all EMU grounds (with few exceptions)
  • Instructors will use face coverings or lecture behind plexiglass
  • University will provide face coverings
  • Policies to be modified to provide for consequences for non-compliance
  • Rules apply until University deems no longer necessary or required by law
  • Extensive signage across campus
Putting Evidence-Based Practice Into Action

• Gloves
  • In general, wearing gloves is not recommended as protection against COVID-19
  • Gloves may be required for specific work tasks
  • Gloves, if used, must be disposed of properly
Putting Evidence-Based Practice Into Action

- Physical distancing of 6+ feet whenever possible until the University deems otherwise
- Plexiglass shields may be needed in certain spaces
- Reconfigure/remove seats/furniture/work stations where needed
- Signs, tape markings, or other visual cues
- Conduct meetings remotely when possible, even on campus
- Phased return of employees to campus
- Stagger work shifts where feasible
- Each division/college/dept. will develop their own plan reflecting their work space, type of work, etc.
Putting Evidence-Based Practice Into Action

• Conduct some classes remotely

• When physical distancing not possible, develop a plan to reduce risk of exposure

• Reconfigure/remove seats/furniture where needed (e.g. Summer B in-person classes)
Putting Evidence-Based Practice Into Action

• Continue enhanced cleaning protocols that began in March

• Develop cleaning protocols for each office/room based on type of use

• Proper use of disinfectants is key

• Modifications to ventilation systems
Putting Evidence-Based Practice Into Action

- Daily self-screening of employees and students
- Exploring web-based system (e.g., “app”) with red/green designations
- Designated building entrances to promote compliance
- Consider requiring wearing of EMU ID card around campus
- Protocols for off-campus visitors
• Evidence suggests testing is only needed for individuals with symptoms ... but community confidence is higher with testing
• Recommend baseline antigen testing of groups with higher risk of exposure
  • Examples may include student-athletes, vocal performance, on-campus residents, international students, etc.
Putting Evidence-Based Practice Into Action

• New/amended policies as needed (e.g., HR policies, Student Code of Community Responsibility)

• Clear & easy signage

• Training (usually through online portal)
Next Steps

These are preliminary recommendations
- Reviewed by University Steering Committee

When finalized, they will be reviewed (again) by the Steering Committee for final approval
- Final standards will be included in the University “guide book”

Items requiring formal input will be submitted for input
- Example: Research lab protocols approved by Faculty Senate
Budget Update

Mike Valdes, Chief Financial Officer
Budget - Background

On March 1, 2020:

✓ FY20 was on track for a small surplus
✓ FY21 planning yielded a nearly balanced budget
✓ Fall 2020 applications were up nearly 20% vs. Fall 2019

Then everything changed.
<table>
<thead>
<tr>
<th>FY20 Financial Forecast (millions)</th>
<th>FY20 Budget</th>
<th>FY20 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>210.3</td>
<td>215.8</td>
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<tr>
<td>State Apps</td>
<td>77.7</td>
<td>65.1</td>
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<td>Auxiliaries</td>
<td>46.8</td>
<td>41.3</td>
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<tr>
<td>Other</td>
<td>5.6</td>
<td>10.1</td>
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<td><strong>Total</strong></td>
<td>340.4</td>
<td>332.3</td>
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<td><strong>Expenses</strong></td>
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<td></td>
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<tr>
<td>Personnel</td>
<td>173.8</td>
<td>177.3</td>
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<td>Financial Aid</td>
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<td>56.0</td>
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<td>SS&amp;M/Utilities</td>
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<td>30.4</td>
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<tr>
<td>Auxiliaries</td>
<td>46.8</td>
<td>46.0</td>
</tr>
<tr>
<td>Debt Service/Other</td>
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<td>40.7</td>
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<tr>
<td><strong>Total</strong></td>
<td>340.4</td>
<td>350.4</td>
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<tr>
<td>Surplus/(Deficit)</td>
<td>-</td>
<td>(18.1)</td>
</tr>
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</table>
Budgetary Actions Taken

- University leadership has taken 7% salary reduction, effective May 1
- Non-Bargained For staff will not receive a salary increase in FY21
- Most staff moved to 80% or 60% Work Share through July 2020
- Capital projects suspended or delayed
- All travel has been canceled
Budgetary Action Next Steps

- Divisions have identified immediate 10% savings, with additional savings likely needed
- Budget in some areas can’t be reduced proportionally
  - Instruction
  - Financial Aid
  - Admissions/Recruiting
- Assessment of further personnel matters
Budget Planning - Overview

• Unprecedented level of uncertainty due to COVID-19
  • State of Michigan Budget (both FY20 & FY21)
  • State of Michigan economy (21.7% unemployment)
  • Student decision making (when and what kind of experience)
  • Regulatory environment (difficult to predict phasing of executive orders for late August)

• Significant financial losses for FY20 expected
FY 2021 Budget – Baseline Revenue Assumptions

**General Fund**

- Total SCH – 375,000 at current mix (90% UG, 10% GD)
  - FY20 Budget = 400,000, FY20 Forecast = 411,400
- UG Tuition – 2.9% (Governor’s recommendation 4.25%)
- GD Tuition – 4.9% Increase
- State Appropriations – assumed flat from FY20 forecast
SCH History

Student Credit Hours Per Academic Year

FY 2021 Projected 8.8% YoY Decline
General Fund Revenue Challenges State Appropriations

Lost appropriations revenues since 2009 levels - $66m
FY 2021 Budget – Baseline Expense Assumptions

• Personnel Costs
  • Furloughed employees where possible (e.g., Workshare – July)
  • All contractual salary increases included
  • No annual salary increase for NBF employees
  • Benefits = 40% of Salaries & Wages

• Financial Aid
  • $450,000 increase from FY2020 Budget (FY 2021 - $51.3m)
FY 2021 Budget – Key Risk Factors

**General Fund**

- **State Appropriations** — Flat assumption is optimistic. State Budget timing is uncertain (every 1% equals $770,000)
- **Tuition Restraint** — Also tied to State Budget timing
- **State has significant revenue shortfall for FY20 and FY21**
- **Students making enrollment decisions later than past years**
- **Expenses related to COVID-19 difficult to quantify at this point**
## FY 2021 Budget – General Fund

<table>
<thead>
<tr>
<th></th>
<th>FY 2019-20 Approved Budget</th>
<th>FY 2020-21 Recommended Budget</th>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
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</tr>
<tr>
<td>Tuition</td>
<td>$210.3    $</td>
<td>$207.2</td>
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<tr>
<td>State Appropriation</td>
<td>$77.7     $</td>
<td>$77.5</td>
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<tr>
<td>Investment Income</td>
<td>$2.0      $</td>
<td>-$</td>
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<tr>
<td>Departmental Activities</td>
<td>3.0  $</td>
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<tr>
<td>Other Revenue</td>
<td>$0.6      $</td>
<td>0.7</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$293.6    $</td>
<td>$288.1</td>
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</table>

| **Expenditures**     |                             |                               |
| Salaries             | $126.3    $                 | $126.0                        |
| Benefits             | $47.5     $                 | $49.2                         |
| **Total Personnel Costs** | $173.7    $             | $175.2                        |
| Financial Aid        | $50.8     $                 | $51.3                         |
| Net transfers        | $35.4     $                 | $29.2                         |
| SS&M / Other         | $33.7     $                 | $32.4                         |
| **Total Expenditures** | $293.6    $         | $288.1                        |
FY 2021 Budget – Key Risk Factors

**Auxiliary Funds**

- Lower FTIAC assumption results in significant declines in housing and dining
- Assumed gradual return to normal operations
  - Will people change behaviors around large gatherings?
- Does second wave result in another shut down?
- Expenses related to COVID-19 difficult to quantify at this point
## FY 2020 Budget – Auxiliary Fund Revenues

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>(by Auxiliary)</td>
<td>Approved</td>
<td>Recommended</td>
</tr>
<tr>
<td>Residence Halls/Apartments</td>
<td>$17.5</td>
<td>$14.0</td>
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<tr>
<td>Dining</td>
<td>$15.4</td>
<td>$12.5</td>
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<tr>
<td>Athletics</td>
<td>$5.6</td>
<td>$5.5</td>
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<tr>
<td>Rec IM</td>
<td>$1.8</td>
<td>$1.7</td>
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<tr>
<td>Eagle Crest</td>
<td>$1.7</td>
<td>$1.6</td>
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<tr>
<td>Autism Collaborative</td>
<td>$1.2</td>
<td>$0.9</td>
</tr>
<tr>
<td>All Other Auxiliaries</td>
<td>$3.5</td>
<td>$2.3</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$46.7</strong></td>
<td><strong>$38.5</strong></td>
</tr>
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</table>
## FY 2020 Budget – Auxiliary Fund Expenses

### (in millions)

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$10.9</td>
<td>$10.0</td>
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<tr>
<td>Overtime/temps/EC</td>
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<td>$0.6</td>
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<tr>
<td>Student help/GA</td>
<td>$2.6</td>
<td>$2.2</td>
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<tr>
<td>Benefits</td>
<td>$4.3</td>
<td>$3.8</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>$18.5</td>
<td>$16.6</td>
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<tr>
<td>Financial Aid</td>
<td>$2.0</td>
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<tr>
<td>SS&amp;M</td>
<td>$24.8</td>
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<td>Debt Service</td>
<td>$4.6</td>
<td>$4.6</td>
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<tr>
<td>Net Transfers/Admin Fee/etc</td>
<td>$(3.2)</td>
<td>$(6.4)</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$46.7</strong></td>
<td><strong>$38.5</strong></td>
</tr>
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Questions & Answers