

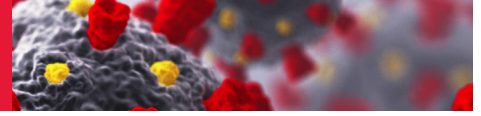


UNIVERSITY
of MARYLAND
BALTIMORE

UMB RECOVERY FRAMEWORK

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EXECUTIVE SUMMARY

COVID-19 presents challenges and opportunities that call for addressing recovery alongside strategic planning. This framework aligns **quickly** restoring education and research with **comprehensive** strategic planning to regenerate an **innovative, competitive, and resilient institution** driven by the University of Maryland, Baltimore's (UMB) Core Values.

This document outlines a mechanism for coordinating development of recovery plans across the enterprise. Over the coming weeks and months, those recovery plans will be developed in collaboration with the University System of Maryland. Flexibility in planning will be crucial and its necessity is a baseline assumption. During the planning cycle, deans and vice presidents will, per UMB's organizational culture, retain an active role in decision-making, shaping UMB's recovery efforts, and determining strategic priorities going forward. Although the president, as UMB's chief executive officer, retains final decision-making authority and responsibility, decisions will not be made in a vacuum. During the COVID-19 pandemic, the president leads the Crisis Management Advisory Group (CMAG), charged with executive-level strategic input and guiding long-term strategies. The CMAG includes:

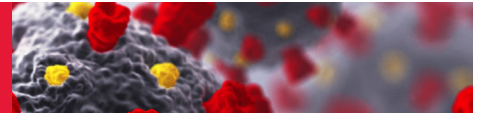
- Interim President, Bruce Jarrell
- Interim Provost, Executive Vice President, and Dean of the Graduate School, Roger Ward
- Senior Vice President for External Relations and Special Assistant to the President, Jennifer Litchman
- Chief Business and Finance Officer and Vice President, Dawn Rhodes
- Chief Government Affairs Officer and Associate Vice President, Kevin Kelly
- University Counsel, Alana Kyriakakis
- Advisor to the President, Jon Kucskar
- Executive Director of Emergency Management, Jonathan Bratt

GUIDING PRINCIPLES

The following guiding principles will be followed throughout recovery planning efforts:

- The safety of members of the University community is paramount.
- Recovery planning is a dynamic process. The planning assumptions in this document represent the most likely scenario based on public health experts' current knowledge. However, the environment at varying points in time may deviate from current assumptions. This document will be updated by CMAG as necessary and at least monthly. While Recovery Task Force focus areas are required to prepare a plan that addresses the current assumptions, deans and vice presidents are strongly encouraged to prepare multiple plans based on other assumptions to provide units with the most flexibility as circumstances change. However, each planning period will have a date by which a decision will be made as to which plan will be implemented to begin the planning period.
- Resumption of in-person activities will depend, in part, on restrictions within each of the state's localities.
- UMB's commitment to shared governance participation will continue to be honored during the recovery planning process.
- UMB Core Values will inform strategic decision-making.
- Assessing the impact of decisions on issues pertaining to diversity, equity, and inclusion will be a priority throughout the process.
- UMB will coordinate, to the extent practical and feasible, recovery with the University System of Maryland, the University of Maryland Medical System, and other key partners.
- Recovery plans will adopt innovative practices across each of the focus areas given that public health actions are likely to continue until there is an effective treatment, widely available vaccine, and/or fundamental change in our scientific understanding of the novel coronavirus. Such public health actions include:
 - Ongoing telework and tele-education operations
 - Facemask requirements in indoor public places
 - Mandated physical distancing practices

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RECOVERY TASK FORCE

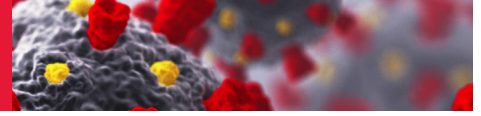
A Recovery Task Force (RTF) will guide UMB's efforts to restore our maximum capacity to teach, research, care, serve, and operate by taking incremental steps through near-, mid-, and long-term recovery. The goal is not to return to "normal," but instead to reposition UMB for a better future post-COVID-19.

- The RTF will have focus areas, each led by a leader and deputy leader appointed by the president.
- Each focus area team will include appropriate school and department representatives, and will meet regularly.
- Each dean and vice president will hold meetings as appropriate with their representatives on the focus area teams to share information and decisions, as well as identify issues, school/department needs, and priorities.
- The representatives will bring information from their department/school meetings back to their respective focus areas to aid in planning.
- RTF focus area leaders will periodically report during a meeting of the CMAG, deans, and vice presidents.

The table below identifies the RTF focus areas, the primary and deputy focus area leader, and departments and schools that will provide a representative to serve on the focus area team.

Focus Area	Focus Area Leaders (primary & deputy)	Dept./School Representatives
University Health	David Stewart & Steve Deck	Employee Health, Student Health, Environmental Health & Safety (EHS)
Research Advisory Task Force	Laurie Locascio & Peg McCarthy	Current members, Dennis Paffrath
Didactic Learning	Karen Faraone & Barbara Gontrum	Appropriate didactic educational deans
Experiential Learning	Donna Parker & Sam Little	Appropriate experiential educational deans
Co-Curricular	Patty Alvarez & Flavius Lilly	Appropriate student affairs deans, Housing, Schools
International	Virginia Rowthorn & Amy Ramirez	Center for Global Engagement (CGE), Office of International Services (OIS), Schools
Human Resources	Matt Lasecki & Bill Cooper	Human Resource Services (HRS), Schools, Legal
Finance	Scott Bitner & John Jensen	Finance & Auxiliary Services, Sponsored Projects Accounting Compliance (SPAC), Schools
Information Technology	Zia Mafaher & Sharon Bowser	Center for Information Technology Services (CITS), Schools
Communications	Laura Kozak & Becky Ceraul	Office of Communications and Public Affairs (OCPA), Office of Emergency Management (OEM), Schools, Community Engagement
Campus Operations	Karen Park & Alex Zouras-Wieneke	Operations & Maintenance (O&M), Environmental Services (EVS), Parking and Transportation Services (PTS), Real Estate, Design & Construction, Police/Security, Schools
Community	Jane Shaab & Brian Sturdivant	Selected representatives across UMB

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MAKING CHANGE HAPPEN

Periodically, each focus area leader will present a status report to the CMAG, deans, and vice presidents in order to:

- Assess and sustain the momentum of recovery efforts and offer timely assistance to overcome barriers;
- Promote innovation to increase resilience and competitiveness;
- Ensure that required plans are consistent with planning assumptions, USM requirements, locality considerations, and UMB Core Values; and
- Monitor that empowerment of focus area leaders endures.

Decisions on which plan recommendations are adopted will be made by the president, in consultation with the deans, vice presidents, and CMAG.

RECOVERY PLANNING ASSUMPTIONS

The future is uncertain, but using the best information and advice currently available, CMAG has established the following recovery planning assumptions for UMB. The RTF focus areas are to use the planning assumptions to develop near, mid, and long-term recovery plans. Changes to the underlying planning assumptions fall under the purview of CMAG.

Schools and departments may plan for additional possible scenarios, but consistent across UMB will be the creation of a plan using the assumptions in the following section. Any alternative plans developed by schools or departments must be appropriately coordinated and briefed to CMAG.

These plans must also include innovation because until there is an effective treatment, a widely available vaccine, and/or a fundamental change in our scientific understanding of the novel coronavirus, the following will be necessary:

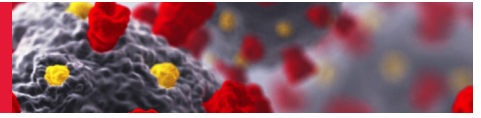
- Ongoing telework and tele-education operations;
- Facemask requirements in indoor public places; and
- Mandated physical distancing practices.

PLANNING ASSUMPTION TIMELINE

The planning timeline seeks to merge the ebb and flow of COVID-19 infections with the UMB academic calendar. Specific conditions are likely to vary over time within a planning period, thus allowing for implementation of alternative recovery plans.

May 2020		May 2021	May 2022
Near-term	Mid-term (Sept. 2020-May 2021)	Long-term (June 2021-May 2022)	
<i>Possible return of some operations</i>	<i>High risk of resurging infections disrupting operations again</i>	<i>Campus operations normalize consistent with best practices and standards appropriate for the environment once broad immunity from a vaccine is achieved</i>	

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NEAR-TERM PLANNING ASSUMPTION

Planning Assumption for May 2020 – August 2020:

The decision on the appropriate plan to implement for near term will be made by May 31, 2020, and re-evaluated monthly.

- As elected officials relax stay-at-home measures, UMB may be able to resume some on-campus operations, but will likely continue to require physical distancing, aggressive hygiene and sanitation practices, and cloth facemasks.

Prepare to implement these Activities:

- Didactic classes where all instruction is delivered via virtual and remote instruction.
- Clinical and field instruction for students: (a) whose graduation has already been delayed and/or; (b) who are at risk of not being able to complete their program of study before the end of the 2020-2021 academic year; and (c) as recommended by the deans and approved by the president or designee; (d) in accordance with the UMB Clinical, Field Placement, and Internship Guidelines for Students published on March 6, 2020, and its subsequent modifications; and (e) implemented in compliance with the guidelines established by the RTF.
- Student co-curricular activities, including housing, conducted in compliance with the guidelines established by the RTF and as approved by the president or designee.
- Research activities conducted in compliance with the guidelines established by the Research Advisory Task Force and as approved by the president or designee.
- On-campus operations and ongoing teleworking activities conducted in compliance with the guidelines established by the RTF and as approved by the president or designee.

Prepare to implement these Protective and Safety Measures:

- Ongoing telework for as many employees as possible, and non-essential employees who cannot telework may be required to remain off campus.
- On-campus personnel universally wear cloth masks.
- On-campus personnel are separated by physical barriers or practice physical distancing (6 feet).
- On-campus personnel adopt aggressive hygiene practices (e.g. hand washing, staying home when sick, etc.).

MID-TERM PLANNING ASSUMPTION

Planning Assumption for September 2020 – May 2021:

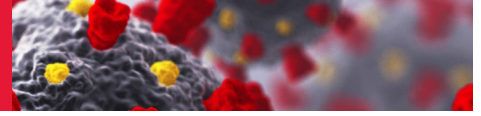
The decision on the appropriate plan to implement for the Fall 2020 Semester will be made by June 30, 2020, and re-evaluated monthly.

- Even if conditions allow for some in-person activities during the near term, a resurgence of infections may occur and be compounded by seasonal influenza. UMB must be flexible and plan for both contingencies: a partial return to campus and the scenario where teaching and learning continue to take place online. Conditions may cause the governor to order a new stay-at-home order and reinstate non-pharmaceutical interventions (NPIs) for some period of time. The UMB community will need to be prepared for these variations in protective action recommendations. By May 2021, there is likely to be an ability to test for “immunity,” better case identification, and improved contact tracing.

Prepare to implement these Activities:

- Didactic classes where the majority of instruction is delivered via virtual and remote instruction. **Select** in-person instruction is **allowed** and conducted in compliance with the guidelines established by the RTF and as approved by the president or designee.
- Clinical and field instruction for students: (a) whose graduation has already been delayed and/or; (b) who are at risk of not being able to complete their program of study before the end of the 2020-2021 academic year; or (c) as recommended by the deans and approved by the president or designee; (d) in accordance with the UMB Clinical, Field Placement, and Internship Guidelines for Students published on March 6, 2020, and its subsequent modifications; and (e) implemented in compliance with the guidelines established by the RTF.

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- Student co-curricular activities, including housing, conducted in compliance with the guidelines established by the RTF and as approved by the president or designee.
- Research activities conducted in compliance with the guidelines established by the Research Advisory Task Force and as approved by the president or designee.
- On-campus operations and ongoing teleworking activities conducted in compliance with the guidelines established by the RTF and as approved by the president or designee.

Prepare to implement these Protective and Safety Measures:

- Increased return from telework, but also significant periods in scale and duration of telework (driven by peaks and drops in the risk from COVID-19).
- On-campus personnel universally wear cloth masks.
- On-campus personnel are separated by physical barriers or practice physical distancing (6 feet).
- On-campus personnel adopt aggressive hygiene practices (e.g. hand washing, staying home when sick, etc.).

LONG-TERM PLANNING ASSUMPTION

Planning Assumption for June 2021 – May 2022:

The decision on the appropriate plan to implement for this planning period will be made by TBD.

- By summer 2021, restrictions may diminish, because of a potential for sufficient protective herd immunity. However, protective immunity is not yet known and a viable vaccine may not be available by the end of 2021. This may result in a surge of severe illnesses/deaths through the winter of 2021–2022, which will require the continued use of aggressive NPIs. By spring 2022, a vaccine may become broadly available and thus reduce the risk sufficiently to allow less-restricted resumption of operations on campus.

Prepare to implement these Activities:

- Didactic classes, clinical and field instruction, student co-curricular activities, research activities, and campus operations will be conducted consistent with best practices appropriate for the environment and in alignment with existing accreditation standards and/or best practices.