CORNELL UNIVERSITY

Plans for AY 2021 on the Ithaca Campus
Planning for AY 2021

Thank You to Many People

Planning committees
• Research Re-activation
  Underway: controlled workforce reentry
• Teaching Reactivation Options
• Preparation for Online Teaching

Public health analyses
• Epidemiological modeling
• Engagement with Cayuga Medical Center and Tompkins County Health Department

Financial Modeling
• Central budgeting with input from Administrative and Cost Control Committee

Government Engagement
• New York Forward Committee
• NYF Committee CICU Subcommittee
• Southern Tier Regional Control Board

Community Outreach
• Faculty, student, and staff surveys
• Town halls
• Employee assembly and faculty senate meetings
Reopening Plans

**CHE**
1060 colleges/universities
As of 6/30

<table>
<thead>
<tr>
<th>Institution</th>
<th>Percentage</th>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brown</td>
<td>75%</td>
<td>Hybrid</td>
</tr>
<tr>
<td>Columbia</td>
<td>60%</td>
<td>Hybrid</td>
</tr>
<tr>
<td>Dartmouth</td>
<td>&gt;50%</td>
<td>Hybrid/online</td>
</tr>
<tr>
<td>Harvard</td>
<td>40%</td>
<td>Online</td>
</tr>
<tr>
<td>Penn</td>
<td>100%</td>
<td>Hybrid</td>
</tr>
<tr>
<td>Princeton</td>
<td>50%</td>
<td>Hybrid/online</td>
</tr>
<tr>
<td>Yale</td>
<td>60%</td>
<td>Hybrid/online</td>
</tr>
</tbody>
</table>

- Planning for in-person (61%)
- Proposing a hybrid model (20%)
- Planning for online (8%)
- Considering a range of scenarios (6%)
- Waiting to decide (3.7%)
- Link (1.8%)
Guiding Principles

• Public health and safety!
  – Reliance on science and data

• Caring for our students

• Safeguarding our future as a world-class academic institution

• Maintaining our staffing

• Seeking new knowledge
Cornell: Data-Driven Decision
Aggressive Virus Testing Program

• Robust and expansive viral testing program, to include
  – Gateway testing prior to students’ return (where possible) as well as on return, with initial quarantine in local hotels
  – Mandatory student testing every 5-7 days
  – Frequent faculty and staff testing (period TBD) encouraged and potentially required, depending on conditions
  – **Contact tracing through Tompkins County Health Department**
  – **Supportive quarantine and isolation**

• Being developed in cooperation with Cayuga Medical Center; also uses College of Veterinary Medicine laboratory facilities

• Anticipate buccal, sublingual, or anterior nares tests

• Pooled testing drives down costs substantially

• **The key difference between not reopening and reopening is our ability to do extensive surveillance testing of, and take associated health compliance measures for, the student population living in Ithaca**

• **Test, trace, quarantine!!**
Key Decision: Re-open for instruction

- Significantly influenced by regional public health considerations
- Key secondary decisions:
  - Invite back all students, with options for those who cannot return
  - Modified calendar
    - Start fall one week later to provide preparation time and longer move-in period
    - Students go home at Thanksgiving and complete semester online
    - Start spring one week later to reduce time in residence during flu season
  - Hybrid teaching
  - In-person courses will have remote access, e.g., for students in quarantine or isolation
Many Additional Recommendations

Categories

• Individual Health Monitoring (Including Daily Check)
• Viral Testing Program
• Coordinated Approach to Isolation, Quarantine, and Contact Tracing
• Addressing the Needs of those with Medical Conditions
• Modifications to Academic Activities
• Modifications to Student Life
  (including facilities modifications)
• Modifications to Residential Life
• Mental Health Considerations
• De-densification of Campus (including policies around visitors and travel)
• Campaign for Public Health and Behavioral Influence Strategies
• Comprehensive Monitoring Strategy
Recommendations for Best Practices in Online Teaching

Categories

• Curriculum and modes of delivery
  – Eg: grading policies; academic integrity in the online environment

• Effective online delivery
  – Eg: training and resource needs for faculty; accessibility for students with vision and hearing disabilities

• Student experience
  – Eg: creation of online experiential components

• International students and instruction
Key Risks

• Implementation logistics
  – Will especially need to focus on ensuring we have mechanisms for virus testing including sampling infrastructure, as well as contact tracing (done in collaboration with Tompkins County)

• Unreasonable expectations about the extent to which we can modify student behavior, particularly in students off-campus

• The emergence of a more serious outbreak than we anticipate, stressing the local health care system.
  – Will do careful monitoring of health conditions, and react and readjust quickly if needed

• Cannot have zero risk: will likely be some serious illness, including hospitalization. But even more likely without reopening.
Budgetary Implications

Ithaca and Cornell Tech
FY20: $ 45M
FY21: $ 210M

Main Causes:
• Extra financial aid need
• Extra operating costs associated with Covid19
• Housing and dining (rebates in FY20; shorter semesters in FY21)
• Reduced enrollment, especially of int’l. masters students

FY20 budget balanced through initial steps taken (eg hiring pause, restrictions on travel and discretionary spending, suspension of capital projects)

Weill Cornell Medicine
FY20 and FY21: > $200M

Main Cause:
• Temporary cessation of non-Covid19 related clinical services
# FY21 Cost Reductions

<table>
<thead>
<tr>
<th>Action</th>
<th>$ Value (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring Pause</td>
<td>$20</td>
</tr>
<tr>
<td>Travel Pause / Discretionary Spending Restrictions</td>
<td>$20</td>
</tr>
<tr>
<td>Capital Spending Reductions</td>
<td>$35</td>
</tr>
<tr>
<td>Voluntary Salary Reductions: Leadership, Faculty, Staff</td>
<td>$1</td>
</tr>
<tr>
<td>Other Reductions / Use of Reserves</td>
<td>$10</td>
</tr>
<tr>
<td>No Salary Increase</td>
<td>$25</td>
</tr>
<tr>
<td>Reductions in Common Support Functions</td>
<td>$25</td>
</tr>
<tr>
<td>Increase Endowment Payout Ithaca (out of total of $15M)</td>
<td>$12</td>
</tr>
<tr>
<td>Shift Philanthropy to Current Use</td>
<td>$15</td>
</tr>
<tr>
<td>Reduce Retirement Contributions (Endowed) / Phased Salary</td>
<td>$42</td>
</tr>
<tr>
<td>Reductions (Contract)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$205</strong></td>
</tr>
</tbody>
</table>

$5M deficit remaining
FY21 Budget

• Other actions include
  – Voluntary reduction in appointments/hours
  – Voluntary retirement incentive program

• Budget posted online: [https://covid.cornell.edu/_assets/files/financial-announcement.pdf](https://covid.cornell.edu/_assets/files/financial-announcement.pdf)

• Will track budget performance, and report to the EA and the Faculty Senate in 6 months
  – If possible, will restore as much of the retirement contributions and salary reductions as possible
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