From Knee-Jerk Response to Policy Change: Effective Operations During a Pandemic and Beyond

• Patrick Morgan, University of Michigan
• Kalpen Trivedi, University of Massachusetts Amherst
• Douglas Proctor, University College Dublin
UMass Amherst

- Top-25 Public Research University in the US
- State flagship, R1 (Very High Research Activity)
- 22,600 undergrads; 4,300 grads; 4,500 distance
- 3,800 international students, including OPT
- 1,400 study-abroad (usually!)
- 2,000+ individual faculty, staff, student (non study-abroad) university-tracked international travel

- 11,000+ Faculty, staff, and student travelers registered abroad annually (usually!)
- 2,358 students abroad on March 10th, 2020
- 264 student U-M related travelers abroad from May 1, 2020 to Feb. 17, 2021 (compared to 4,375 student U-M related travelers abroad from May 1, 2019 to Feb 17, 2020)

University College Dublin
Ireland’s Global University

- Ireland’s Global University
- 30,000 students in Ireland
  - 8,500 international students in Dublin (29% international)
  - Largest Study Abroad enrolment in Ireland (usually!)
- 3,800 international students overseas
- 5 UCD Global Centres
  - USA, China, India, Asia-Pacific & Middle East
- 280,000+ alumni in 165 countries
- Highest Research Output in Ireland

www.aieaworld.org | info@aieaworld.org | #AIEA2021
Agenda

1. Shutting it All Down
2. Shifts in Risk Tolerance
3. Go, No Go Risk Mitigation Structures
   • Institutional level
   • Program level
   • Individual level
4. Perspective from Abroad
5. Discussion
Shutting it all down – the context

• 760+ students abroad, mostly Western Europe
• Travel policies highly regulate undergraduate students but only loosely control faculty, staff, and graduate students
• Campus-wide decisions about Spring semester were being made
Shutting it all down - lessons learned

• We were reactive
• Reliable forecasts were unavailable
• Institutional decision-making was overwhelmed

• What did we learn?
  • Swift action is possible
  • Established processes work
Shifts in Risk Tolerance

- Institution
  - Well being of travelers
  - Financial
  - Reputational
  - Academic Continuity
  - Prioritizing in-person classes
- College / Unit
- Stakeholders
  - Students
  - Parents
  - External Partners
Operational Changes

• Guiding principle – what do we need to keep limited mobility open?
• Different standards for different constituencies
• Not all study-abroad is created equal
• Redesigned risk evaluation matrices
• Enhanced study-abroad advising, risk articulation and acknowledgement
• Travel policies needed quick retooling
• Rethink international student enrolment & support in a virtual space
Communication and Perception

- Not all communication could be personal
- We needed to be seen to be doing something
- Senior leadership wanted decision options
- Unit-level communications needed to dovetail with institutional communications
- International Partners
- Parents?
Go, No Go – Risk Mitigation Structures

- Institutional Level
- Program Level
- Individual Level
Mitigating Risk – Institutional Level

- Who can travel where and for what?
- CDC and US DoS Travel Advisories / Irish DFA
- Assistance Provider Ratings
- Bespoke ratings
<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>REGION</th>
<th>Spring 2021 Destination for UMass Amherst students</th>
<th>Andrea’s Current Assessment (1.11.21)</th>
<th>Andrea’s Current Assessment (1.4.21)</th>
<th>CDC (1.11.21)</th>
<th>CDC (1.4.21)</th>
<th>US DOS (1.11.21)</th>
<th>US DOS (1.4.21)</th>
<th>WHO Efficiency of Care (static)</th>
<th>Global Health Security Index assessment (static)</th>
<th>Harvard Metrics on Case Rates (1.11.21)</th>
<th>Harvard Metrics on Case Rates (1.4.21)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>South America</td>
<td>4-Red</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 4</td>
<td>US DOS Level 4</td>
<td>75</td>
<td>58.6</td>
<td>Orange</td>
<td>Orange</td>
</tr>
<tr>
<td>Australia</td>
<td>Pacific</td>
<td>Yes</td>
<td>1-Green</td>
<td>1-Green</td>
<td>CDC Level 1</td>
<td>CDC Level 1</td>
<td>US DOS Level 2</td>
<td>US DOS Level 2</td>
<td>32</td>
<td>75.5</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>Belize</td>
<td>Central America</td>
<td>3-Orange</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>69</td>
<td>31.8</td>
<td>Orange</td>
<td>Orange</td>
</tr>
<tr>
<td>Bhutan</td>
<td>Asia</td>
<td>3-Orange</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 4</td>
<td>US DOS Level 4</td>
<td>124</td>
<td>40.3</td>
<td>Yellow</td>
<td>Yellow</td>
</tr>
<tr>
<td>Brazil</td>
<td>South America</td>
<td>4-Red</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 4</td>
<td>US DOS Level 4</td>
<td>125</td>
<td>59.7</td>
<td>Orange</td>
<td>Orange</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Asia</td>
<td>2-Yellow</td>
<td>4-Red</td>
<td>CDC Level 1</td>
<td>CDC Level 1</td>
<td>CDC Level 1</td>
<td>US DOS Level 2</td>
<td>US DOS Level 2</td>
<td>174</td>
<td>39.2</td>
<td>Orange</td>
<td>Green</td>
</tr>
<tr>
<td>Chile</td>
<td>South America</td>
<td>3-Orange</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>33</td>
<td>58.3</td>
<td>Orange</td>
<td>Orange</td>
</tr>
<tr>
<td>China</td>
<td>Asia</td>
<td>2-Yellow</td>
<td>4-Red</td>
<td>CDC Level 1</td>
<td>CDC Level 1</td>
<td>CDC Level 1</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>144</td>
<td>48.2</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>Colombia</td>
<td>South America</td>
<td>4-Red</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>22</td>
<td>44.2</td>
<td>Red</td>
<td>Orange</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>Central America</td>
<td>3-Orange</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>36</td>
<td>45.1</td>
<td>Orange</td>
<td>Orange</td>
</tr>
<tr>
<td>Croatia</td>
<td>Europe</td>
<td>3-Orange</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>43</td>
<td>53.3</td>
<td>Orange</td>
<td>Red</td>
</tr>
<tr>
<td>Cuba</td>
<td>Central America</td>
<td>3-Orange</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 4</td>
<td>US DOS Level 4</td>
<td>39</td>
<td>35.2</td>
<td>Yellow</td>
<td>Yellow</td>
</tr>
<tr>
<td>Cyprus</td>
<td>Europe</td>
<td>3-Orange</td>
<td>3-Orange</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>24</td>
<td>43</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>Czech</td>
<td>Europe</td>
<td>Yes</td>
<td>3-Orange</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>48</td>
<td>52</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>Europe</td>
<td>3-Orange</td>
<td>2-Yellow</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>34</td>
<td>70.4</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>Dominica</td>
<td>Central America</td>
<td>2-Yellow</td>
<td>3-Orange</td>
<td>CDC Level 2</td>
<td>CDC Level 2</td>
<td>CDC Level 2</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>35</td>
<td>24</td>
<td>Yellow</td>
<td>Green</td>
</tr>
<tr>
<td>Dominican Republic</td>
<td>Central America</td>
<td>3-Orange</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>51</td>
<td>38.3</td>
<td>Orange</td>
<td>Yellow</td>
</tr>
<tr>
<td>Ecuador</td>
<td>Central America</td>
<td>3-Orange</td>
<td>4-Red</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>CDC Level 4</td>
<td>US DOS Level 3</td>
<td>US DOS Level 3</td>
<td>111</td>
<td>50.1</td>
<td>Yellow</td>
<td>Yellow</td>
</tr>
<tr>
<td>Fiji</td>
<td>Pacific</td>
<td>1-Green</td>
<td>2-Yellow</td>
<td>CDC Level 1</td>
<td>CDC Level 1</td>
<td>CDC Level 1</td>
<td>US DOS Level 2</td>
<td>US DOS Level 2</td>
<td>96</td>
<td>25.7</td>
<td>Green</td>
<td>Green</td>
</tr>
</tbody>
</table>
# When Can UMRT Resume?

<table>
<thead>
<tr>
<th>Travel Type</th>
<th>The U-M COVID-19 Global Travel Restriction is in Effect</th>
<th>The location is a U-M Travel Restriction</th>
<th>The location is a U-M Travel Warning</th>
<th>Travel Approval Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRADUATE STUDENT on Individual Travel</td>
<td>△</td>
<td>△</td>
<td>△</td>
<td>Student completes a Safety Plan for Individual Travel</td>
</tr>
</tbody>
</table>
| GRADUATE STUDENT on Group Travel                 | ⬜                                                      | △                                       | △                                     | 1. Program leader submits a Safety Plan for Group Travel  
                                             |                                                        |                                          |                                        | 2. Student Completes a Safety Plan for Individual Travel |
| UNDERGRADUATE STUDENT on Independent Travel      | ⬜                                                      | ⬜                                       | △                                     | Student completes a Safety Plan for Individual Travel |
| UNDERGRADUATE STUDENT on U-M Managed Programs    | ⬜                                                      | ⬜                                       | △                                     | 1. Unit submits a U-M Managed Program COVID-19 Assessment Checklist.  
                                             |                                                        |                                          |                                        | 2. Student Completes a U-M Managed Program Safety Plan in M-Compass |
| UNDERGRADUATE STUDENT on Group Travel            | ⬜                                                      | ⬜                                       | △                                     | 1. Unit submits a U-M Managed Program COVID-19 Assessment Checklist.  
                                             |                                                        |                                          |                                        | 2. Program leader submits a Safety Plan for Group Travel  
                                             |                                                        |                                          |                                        | 3. Student completes a U-M Managed Program Safety Plan in M-Compass. |

= Travel Prohibited  
△ = Travel Allowed with ITOC Approval  
□ = Travel Approval Requirement

**NOTE:** See Global Michigan for U-M Travel Warning & Travel Restriction updates.

University of Michigan  
Updated September 2020

https://umich.box.com/s/tyb18o1o09pqmmdurpqrjsxuvlorxjzb

www.aieaworld.org  | info@aieaworld.org  | #AIEA2021
Mitigating Risk – Program Level

• Renegotiating the relationship with our stakeholders
  – Partners
  – Participants
• Risk reduction and avoidance
  – Financial loss
  – Academic continuity
  – Exposure to COVID-19
• Contingency plans
• Communications strategy
• Variation of risk across program types and locations
## U-M COVID-19 Program Assessment for U-M Managed Education Abroad Programs

### Contents
1. U-M Travel During COVID-19
2. Goals of the Program Assessment
3. Instructions of the Program Assessment
4. COVID-19 Considerations Checklist
   a. Country-Level Considerations
   b. Partner/Provider Capacity
   c. Academics
   d. Housing
   e. Finances and Policies
   f. Local Travel
   g. Co-Curricular Activities and Free Time
   h. Emergency Support and Contingency Plans

<table>
<thead>
<tr>
<th>8. Housing quarantine / self-isolation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a plan to provide housing for students who need to quarantine or self-isolate due to testing positive for COVID-19, experiencing symptoms and awaiting testing, or potential at COVID-19 exposure? Critical consideration</td>
</tr>
<tr>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9. (if applicable) Housing quarantine / self-isolation comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Response</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10. Meals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a plan to provide meals for students who need to quarantine or self-isolate? Critical consideration</td>
</tr>
<tr>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11. (if applicable) Meals comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>All meals are provided for the entire duration of the program, including the mandatory quarantine upon arrival.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>12. Guidance on covering costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there guidance on covering costs for quarantined students (either student covers cost, partner, or U-M)? Critical consideration</td>
</tr>
<tr>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>13. (if applicable) Guidance on covering costs comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Therapy Abroad will provide emergency funds to cover cost and an affiliate agreement in place for private quarantine /isolation rooms. Students will need to cover costs associated with evacuation including any flight change fees, medical, etc.</td>
</tr>
</tbody>
</table>

[www.aieaworld.org](http://www.aieaworld.org) | info@aieaworld.org | #AIEA2021
STUDENT ACCEPTANCE FOR U-M MANAGED PROGRAMS

Students and administrators with questions about the process can contact global.engagement@umich.edu.

**Step 1**

Unit sponsoring the U-M Managed Program

Check Global Michigan to determine if the program is taking place in a U-M Travel Warning location.

- **YES**
- **NO**

If No, either stop or reach to umich-itoc@umich.edu to discuss the likelihood of that country becoming an acceptable travel location at a later date and to discuss acceptance timelines.

**Step 2**

Unit sponsoring the U-M Managed Program

Submit a U-M Managed Program COVID-19 Assessment Checklist.

It will be reviewed by International Travel Oversight Committee (ITOC).

The review can take up to 3 weeks.

Please contact umich-itoc@umich.edu if an expedited review is needed.

- **YES**
- **NO**

If not approved, stop and work with ITOC to revise the program or cancel the program.

**Step 3**

Student Participant

Completes the program requirements in M-Compass, which includes submitting a Safety Plan for Individual Travel for ITOC review.

Students should wait for ITOC review before purchasing flights or making other financial commitments since approval is dependent upon the quality of the student’s safety plan.

Please see Example Safety Plan (coming) and Safety Plan Approval Process for details.

- **YES**
- **NO**

If not approved, the student must revise the plan until satisfactory or cancel the trip.

If approved, the student is eligible to

---

University of Michigan - Updated September 2020

www.aieaworld.org | info@aieaworld.org | #AIEA2021
Mitigating Risk – Individual Level

• Clarity of risks
  – PDO
  – Advising, email communications
  – Application requirements, etc.
  – Participation Agreement for Managed Programs
• Documented understanding of risk
• Strategies to reduce or avoid risk
• Acceptance of risk (Informed consent)

## 1: Steps for Students

- **Is this University of Michigan Related Travel?**
  - YES: Proceed to "Are you able to travel to your destination?"
  - NO: The activity is not U-M related. No action required.

- **Are you able to travel to your destination?**
  - YES: Proceed to "Undergraduate students are prohibited to travel abroad."
  - NO: Undergraduate students are prohibited to travel abroad to U-M Travel Restraint destinations.

- **Are you able to enter your destination country?**
  - YES: Does your activity/travel follow all COVID-19 related laws and regulations at your current home and those of your destination country, including any stay-at-home, health, and social distancing regulations?
  - NO: Consider postponing your activity until permissible by law.

- **Contact your U-M Department Chair or U-M Unit Administrator.** Provide them with an overview of your purpose/activity and request written verification that is acceptable, academically essential, and location specific.

## 2: Steps for U-M Department Chair or U-M Unit Administrator

- Determine, using unit-level criteria, if your department deems the student request acceptable, academically essential and location specific.

  - **Request Is Acceptable**
    - Email the student verifying unit endorsement.

  - **Request Is Not Acceptable**
    - Inform the student so they can make alternative arrangements or postpone.

## 3: Steps for Student who has Written Endorsement for their Activity

- Launch an Individual Safety Plan for International Travel Form.

- M-Compass will send you email instructions for next steps.

- Follow the instructions to complete the safety plan, including pasting your department's written acceptance into the safety plan.

- Submit the form, which will be sent to ITOC for review. Click here for help instructions.

## 4: Steps for ITOC

- Review the Safety Plan.

- Follow up with the student or unit if additional information is needed.

- Email the student and relevant U-M contacts with the determination and next steps. This process may take up to 3 weeks.

---

Students and administrators with questions about the process can contact global.engagement@umich.edu.

---

www.aieaworld.org | info@aieaworld.org | #AIEA2021
New Policies for an Uncertain Future

- Greatly trimmed portfolio
- Granular assessment of partners and providers
- Three Principles for Mobility
  - *Available*: Are host institutions offering programs?
  - *Accessible*: Can students travel to the host country?
  - *Permissible*: Does the international office feel comfortable with the provider and the student to move forward?
- Make students a partner in risk management
- All faculty/staff travel requires high risk approval
International Students

Knee-jerk Response

• Rapid online pivot
  • Campus density questions
  • Who can stay on campus?
  • Can international students travel home?
• Student engagement and support
• SEVP rules governing online registration
• Recruitment and yield for Fall 2020

Policy Adjustments

• OFAC regulations and online learning
• Freedom of Speech & safety issues
• International arrival and orientation
• Travel and testing
  • Campus and state regulations
• Recruitment and yield strategies
Knee-jerk responses

• UCD Global Centre, Beijing – remote working
• Staff & student travel concerns (Chinese New Year)
• China focus → Europe focus → global focus
• COVID-19 Monitoring Group – SIO & Dean of Students
  • Communication & coordination on-campus
  • Student & staff safety
  • Travel & insurance
  • Responding to shifting public health guidelines
  • Preparations for remote study & work
Knee-jerk responses

• International office
  • Students in Ireland
    • Initial communication difficulties – EU vs. non-EU cohorts; Study Abroad & Freshman cohorts; dual enrolment students (Exchange & Study Abroad)
  • Students on short-term mobility overseas
    • Involvement of multiple offices
  • Students overseas in transnational programmes
• Liaison with partner universities
  • Study Abroad & Exchange
  • Transnational teaching partners
  • Multiple competing requests for safety and public health policies
• Remote working – Dublin & Global Centres
Initial adaptations

• Virtual student support framework
  • UCD Global Lounge & Global Guides
  • Social media, YouTube videos…

• Outbound mobility
  • Fundamentally transformed internal processes for Spring mobility

• Recruitment & admissions
  • Flexibility in admissions processes
  • Approval of Duolingo English Test for admissions
  • Staff training in online recruitment
  • Sectoral protocol on safe welcome of international students (meet & greet, airport transfer…)
  • Close liaison with Immigration

Important role for Irish Universities Association & national coordination
Policy changes

- Outbound mobility
  - New approach to risk management - International SOS & insurance
  - Travel risk & crisis management – renewed internal conversation

- Student support
  - Continued integration of video content
  - Better understandings of location of study

- Recruitment & Admissions
  - Reconceptualised “approach to market”
  - Pivot to digital recruitment & web marketing - online brochures
  - Reduced travel from Dublin (Global Centres & sustainability)
  - Improved data analysis in conversion (enquiries & leads)
What comes next?

Travel and mobility:
- More restrictive travel policies will persist
- Program portfolios will continue to be limited
- Risk mitigation will have to happen at multiple levels (institutional, individual, program, destination)
- International student recruitment
- Mix of remote and on-campus will continue
- Institutions must rethink on-campus and remote binary
- Hyper-competitive recruiting environment
Discussion Prompts

• What will it take for your institutions to resume “normal” mobility operations?
  • What will “normal” mean for you?
  • Will you require vaccines or other bio-passports?
  • How about for international students coming to your campus?

• Please share any policy changes or decisions from your institutional perspective.
Resources

• Resources mentioned in this presentation have been uploaded to this Google Drive Folder: https://drive.google.com/drive/folders/15c7bGuEQbzeki_T6O1gDdFBxvQLfzrdO?usp=sharing

• University of Michigan Travel Policies and Resources: https://global.umich.edu/travel-resources/warnings-restrictions/
• UMass Amherst Covid International Travel Exception Request Checklist
• OSAC Academia Sector Committee Information Request
Many thanks for your attention!

• Patrick Morgan, morganpt@umich.edu
• Kalpen Trivedi, ktrivedi@umass.edu
• Douglas Proctor, douglas.proctor@ucd.ie