



Leaders in International Higher Education

2021 ANNUAL CONFERENCE

*Leading Internationalization in
a New Era: Collaborating for
Global Solutions*

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



University College Dublin
Ireland's Global University

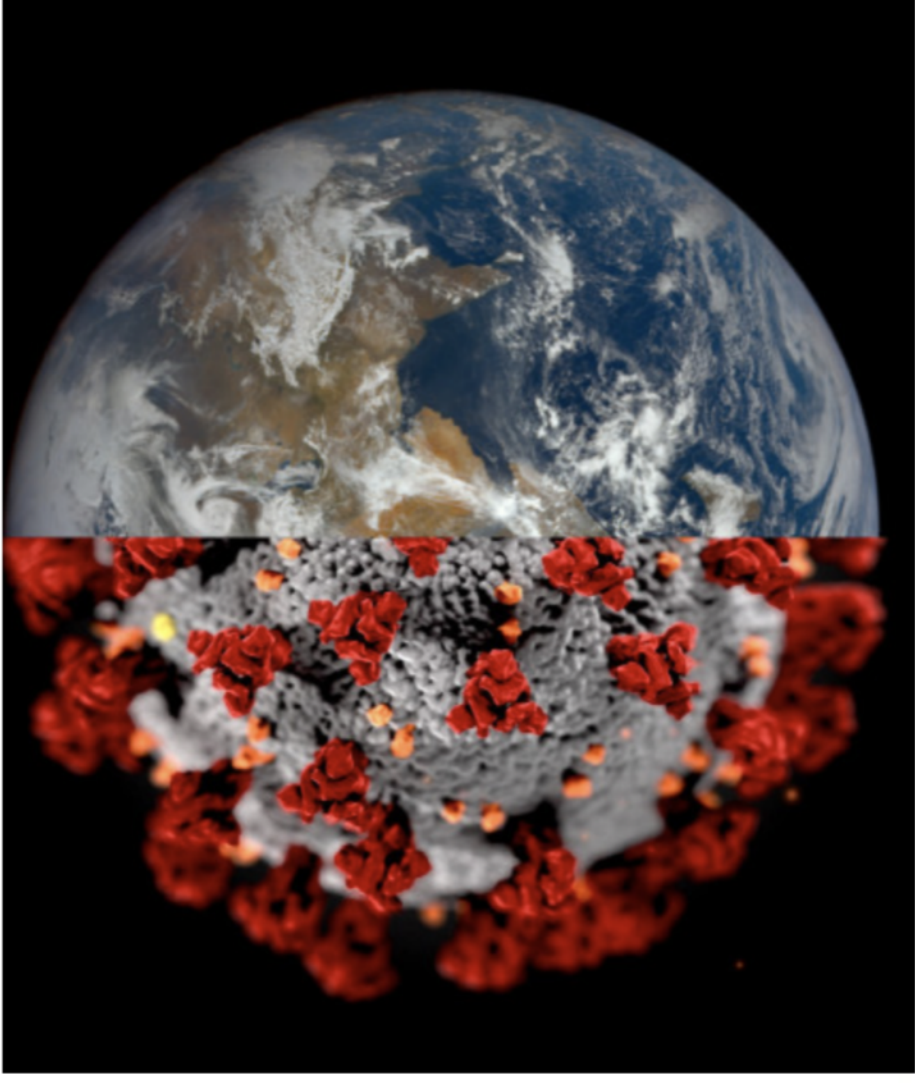
UMass Amherst



- 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
- 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)

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



Spring 2021 COVID Risk Assessment

File Edit View Insert Format Data Tools Add-ons Help

Last edit was made 5 days ago by Andrea Drake

100% Comment only

COUNTRY	REGION	Spring 2021 Destination for UMass Amherst students	Andrea's Current Assessment (1.11.21)	Andrea's Current Assessment (1.4.21)	CDC (1.11.21)	CDC (1.4.21)	US DOS (1.11.21)	US DOS (1.4.21)	WHO Efficiency of Care (static)	Global Health Security Index assessment (static)	Harvard Metrics on Case Rates (1.11.21)	Harvard Metrics on Case Rates (1.4.21)
Argentina	South America		4- Red	4- Red	CDC Level 4	CDC Level 4	USDOS Level 4	USDOS Level 4	75	58.6	Orange	Orange
Australia	Pacific	Yes	1-Green	1-Green	CDC Level 1	CDC Level 1	USDOS Level 2	USDOS Level 2	32	75.5	Green	Green
Belize	Central America		3-Orange	4- Red	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	69	31.8	Orange	Orange
Bhutan	Asia		3-Orange	4- Red	CDC Level 4	CDC Level 4	USDOS Level 4	USDOS Level 4	124	40.3	Yellow	Yellow
Brazil	South America		4- Red	4- Red	CDC Level 4	CDC Level 4	USDOS Level 4	USDOS Level 4	125	59.7	Orange	Orange
Cambodia	Asia		2-Yellow	4- Red	CDC Level 1	CDC Level 1	USDOS Level 2	USDOS Level 2	174	39.2	Green	Green
Chile	South America		3-Orange	4- Red	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	33	58.3	Orange	Orange
China	Asia		2-Yellow	4- Red	CDC Level 1	CDC Level 1	USDOS Level 3	USDOS Level 3	144	48.2	Green	Green
Colombia	South America		4- Red	4- Red	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	22	44.2	Red	Orange
Costa Rica	Central America		3-Orange	4- Red	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	36	45.1	Orange	Orange
Croatia	Europe		3-Orange	4- Red	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	43	53.3	Orange	Red
Cuba	Central America		3-Orange	4- Red	CDC Level 4	CDC Level 4	USDOS Level 4	USDOS Level 4	39	35.2	Yellow	Yellow
Cyprus	Europe		3-Orange	3-Orange	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	24	43	Red	Red
Czech Republic/Czechia	Europe		3-Orange	4- Red	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	48	52	Red	Red
Denmark	Europe	Yes	3-Orange	2-Yellow	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	34	70.4	Red	Red
Dominica	Central America		2-Yellow	3-Orange	CDC Level 2	CDC Level 2	USDOS Level 3	USDOS Level 3	35	24	Yellow	Green
Dominican Republic	Central America		3-Orange	4- Red	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	51	38.3	Orange	Yellow
Ecuador	Central America		3-Orange	4- Red	CDC Level 4	CDC Level 4	USDOS Level 3	USDOS Level 3	111	50.1	Yellow	Yellow
Fiji	Pacific		1-Green	2-Yellow	CDC Level 1	CDC Level 1	USDOS Level 2	USDOS Level 2	96	25.7	Green	Green

When Can UMRT Resume?

Travel Type	The U-M COVID-19 Global Travel Restriction is in Effect	The location is a U-M Travel Restriction	The location is a U-M Travel Warning	Travel Approval Requirement
GRADUATE STUDENT on Individual Travel				Student completes a Safety Plan for Individual Travel
GRADUATE STUDENT on Group Travel				<ol style="list-style-type: none"> Program leader submits a Safety Plan for Group Travel 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				<ol style="list-style-type: none"> Unit submits a U-M Managed Program COVID-19 Assessment Checklist. Student Completes a U-M Managed Program Safety Plan in M-Compass
UNDERGRADUATE STUDENT on Group Travel				<ol style="list-style-type: none"> Unit submits a U-M Managed Program COVID-19 Assessment Checklist. Program leader submits a Safety Plan for Group Travel 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/tyb18o1o09pqmmdurpqrrijsuvlorxjzb>

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

8. Housing quarantine / self-isolation

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 al COVID-19 exposure? *Critical consideration*

Yes

9. (if applicable) Housing quarantine / self-isolation comments

No Response

10. Meals

Is there a plan to provide meals for students who need to quarantine or self-isolate? *Critical consideration*

Yes

11. (if applicable) Meals comments

All meals are provided for the entire duration of the program, including the mandatory quarantine upon arrival.

12. Guidance on covering costs

Is there guidance on covering costs for quarantined students (either student covers cost, partner, or U-M)? *Critical consideration*

Yes

13. (if applicable) Guidance on covering costs comments

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.

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.



NO

If No, either stop or reach to [umich-itoc@umich.edu](mailto: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 .



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.

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

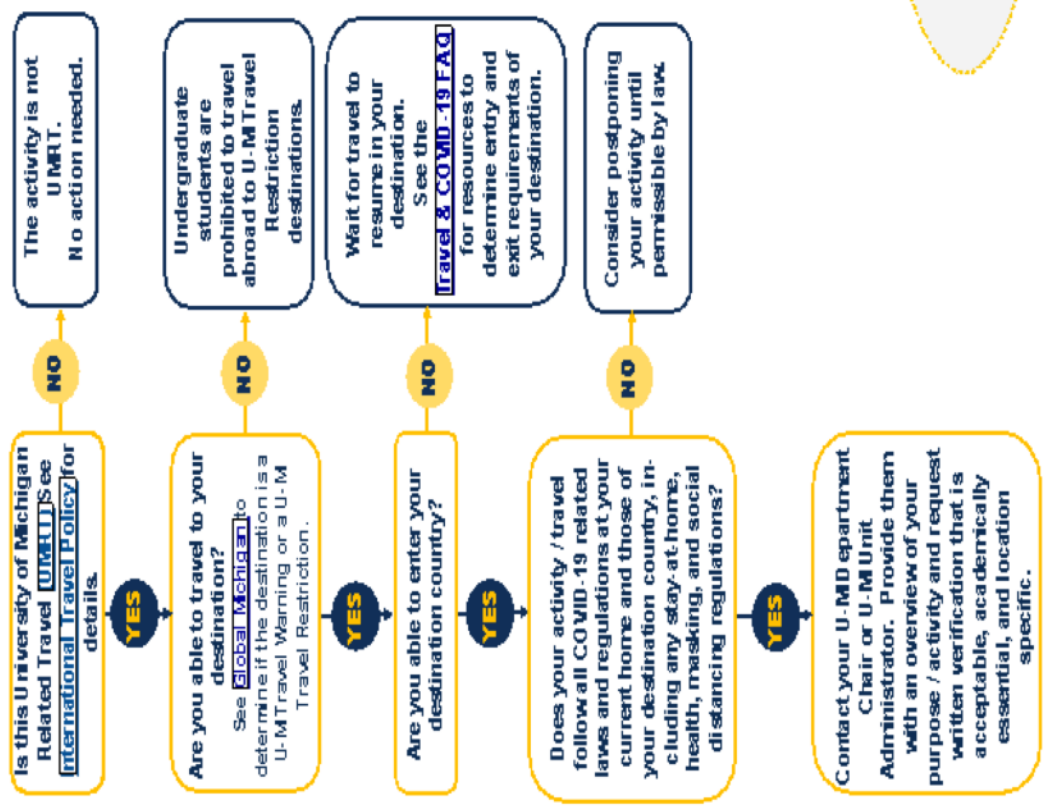
Updated September 2020

www.aieaworld.org | info@aieaworld.org | [#AIEA2021](https://twitter.com/AIEA2021)

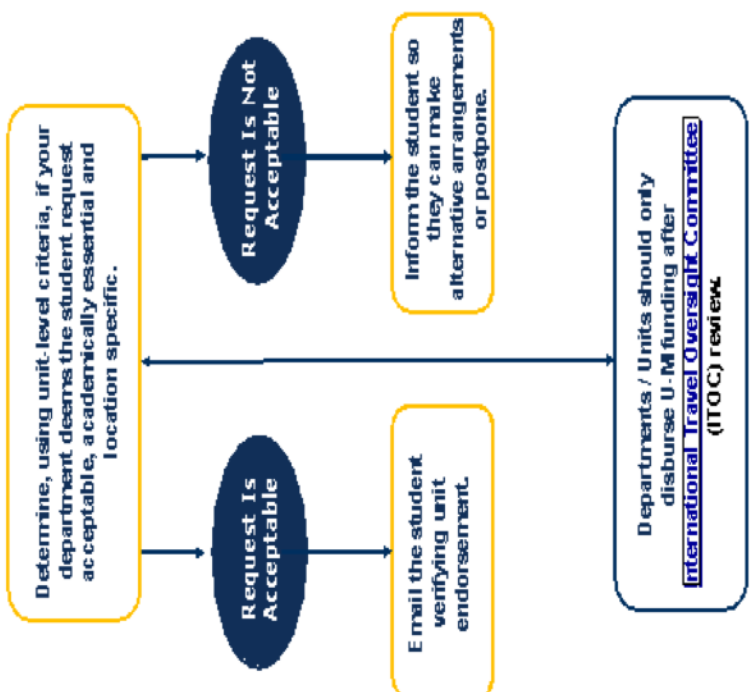
Mitigating Risk – Individual Level

- 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



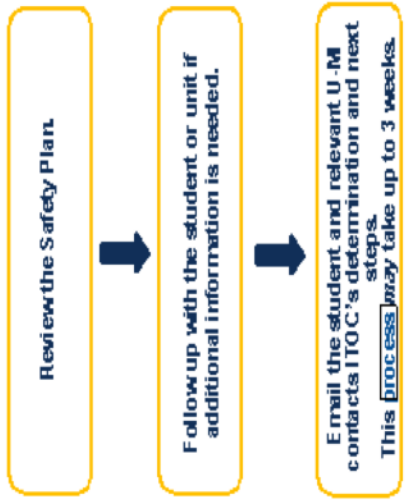
2: Steps for U-M Department Chair or U-M Unit Administrator.



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



4: Steps for ITOC



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

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