

LEADERSHIP UPDATE FOR UNIVERSITY STAFF

PRESENTED LIVE ON ZOOM

MONDAY, JUNE 29, 2020
NOON–1 P.M.

FEATURING

- **Sarah C. Mangelsdorf**, President and G. Robert Witmer Jr. University Professor
- **Mercedes Ramírez Fernández**, Vice President for Equity and Inclusion and Chief Diversity Officer
- **Tony Kinslow**, Associate Vice President for Human Resources and Chief Human Resources Officer
- **Kathy Gallucci**, Vice President for Human Resources, University of Rochester Medical Center and Executive Director for Human Resources, University of Rochester
- Moderated by **Caterina Caiazza**, Director of Career Curriculum Initiatives at the Gwen M. Greene Center for Career Education and Connections and co-chair of the Genesee Staff Council



CATHY CAIAZZA: Welcome everyone, and thank for joining us today. My name is Cathy Caiazza and I'm the director of career curriculum initiatives at the Gwen M. Greene Center for career education and connections as well as one of the co-chairs of the Genesee staff council. I will be moderating this afternoon's leadership update.

Before we begin, I would like to share a few Zoom webinar tips to those who might be new to the platform. If you would like to ask our speakers a question, please submit it through the Q&A function that is located at the bottom of the screen. If you would like to view the session with closed captions, click CC on the bottom tool bar and select turn on subtitles. If you're having any trouble viewing the webinar, you can call in and listen using the phone number that was included in your confirmation e-mail.

We have around 2,400 participants joining us today. I want to thank you for taking the time to connect and come together as University staff from all parts of our institution, even if it is virtually, for this important conversation today. Welcome to each of you. Thank you also for submitting questions in advance. We received over 150 questions and have done our best to consolidate topics so we can get through as many of them as we can.

We acknowledge that one hour is not nearly enough time to address the significant topics we will be discussing today, but we will do our best to cover as much as we can during our time together and we'll also provide time at the end for live questions as well as contact information, should you have further questions after today's session.

So without further ado, I would like to introduce and welcome each of our panelists. Joining us today are:

- Sarah C. Mangelsdorf, President and G. Robert Whitmore Junior University Professor
- Mercedes Ramírez Fernández, Vice President for Equity and Inclusion and Chief Diversity Officer
- Tony Kinslow, Associate Vice President for Human Resources and Chief Human Resources Officer, and
- Kathy Gallucci, Vice President for Human Resources, University of Rochester Medical Center and Executive Director for Human Resources.

Sarah, would you like to start us off with introductory remarks?

SARAH MANGELSDORF: Yes, thank you Cathy for that excellent introduction and for your work with the Genesee staff council. We really appreciate it. Good afternoon, everyone. I know for some of you scheduling of this event corresponds with your lunch break, so I sincerely thank you for giving us your time and attention today. We're going to do our best to get to the questions we know are on your minds.

First, let me say I recognize that these are the very difficult times for all of us. We are currently experiencing the stress of multiple crises from the pandemic to the financial crisis caused by the pandemic, to racism and social unrest in our society. We continue to live with uncertainty about the future, while also having been deprived of so many of the things in our lives that bring us joy such as dinners with friends and family, concerts, movie, family reunions, weddings, travel, and other things like that. To have so much stress without much joy is a very hard combination.

However, I, for one, have been finding pleasure in beautiful Rochester summer weather and our wonderful parks and bike trails. I hope you have too. The senior leadership team and I are working hard to plan our path forward. And we know every single one of you is doing the same, whether you're juggling, working from home, while caring for young children or you're remodeling the classrooms for physical distancing, or you're developing new programs or protocols for when students return to campus. You are making a difference. By foregoing their increases, by taking furloughs, and in some case, salary reductions, you also have made significant impact on our bottom line

and on our financial recovery. I want you to know how much I appreciate your sacrifices. I sincerely wish we did not have to ask this of you. But as we all know, we are truly in unprecedented times.

A number of you wrote in with questions about furloughs, so, I'll tell you a few things about furloughs. I want to stress our intention was always to minimize impact on staff. We rolled out the furlough program pretty quickly in April to take advantage of additional government funding through the Cares Act. In April and May, our staff filed over 6200 claims for unemployment and received New York state unemployment. Those who received the New York state unemployment also automatically qualified for the CARES money of \$600 a week. We do not have the number of claims filed in June. I also want to emphasize that 85% of our staff who were furloughed were, or in some cases right now, are on partial furloughs. In other words, the majority of our staff are still working at least part time.

Some of you wrote in with questions about retirement benefits, so I thought I'd say a few things about that as well. Now, unlike many of our peer, including places like Boston University, Duke, Georgetown, Northwestern, Washington University, we chose not to eliminate all employer contributions to retirement. Instead, we were very purposeful in our efforts to maintain contributions for our lowest wage employees, those making less than \$59,200. Our lowest paid staff will have no reductions in their retirement. For staff earning \$75,000, the reduction in retirement is approximately a 1% cut in overall compensation. For those earning \$100,000, it's approximately a 2% reduction, etc., So, the higher the salary of employee, the larger the percentage cut in overall compensation. In the case of our employees that take a -- every year, such as many of our dining service workers, we worked with their unions to continue their medical benefits over the summer which was not the case in earlier years. Many of you have asked whether our furlough program will continue beyond August 31. I hope not. Our intention is to pull everyone back to work fulltime on September 1. But we can't say that for certain yet. And I want to explain why. After losing \$140 million in April alone at our medical center, operations to the medical center began to ramp up in May. And they continue to ramp up and clinical volumes are rebounding much more quickly than we anticipated. This is excellent news. Because of this, we have been able to recall over 700 of the 3400 people on furlough from the medical center.

Another positive sign is that our deposits for fall enrollment, that is, deposits students or their parents put down indicating they plan to attend our University in the fall, those fall deposits are on par with prior years. But we are not out of the woods yet. The University's budget shortfall going into fiscal '21, which, remember, begins on July 1 is \$184 million. With the recent decision to scale back retirement contributions for the year, we are saving an additional \$60 million. But whether the students who submitted deposits will ultimately pay their tuition bills in August is quite frankly unknown. We're not only concerned with the COVID-19 in the finger lakes, where actually things seem to be fairly well under control, but we are tracking the increase in cases across the country and the prevalence of the disease around the world because as you all know, our students come from all over the country and all over the world. And our priority must always be the health and safety of our staff, faculty, and students. If all goes well, I have my fingers crossed, we will have an on campus residential experience this fall.

Our Coronavirus University Restart Team has been working around the clock to prepare for students to return to our campuses. Today we're submitting our plan to the Governor, which we believe, is in alignment with the New York state guidelines. That's the reopening plan. This plan will be available on the University's COVID-19 website. Now, while we certainly hope and expect to have students and residents, we know that some students will not return or come at all, for that matter, perhaps because they're international students who are unable to get visas or cannot travel because of travel bans, or some students will decide not to come to the University this fall because of COVID-19, or for personal reasons. Thus, we are preparing to provide in person and on-line teaching.

The University has opened up all of its research programs and is gradually opening its administrative functions. Many of us continue to work remotely or go into our office briefly and come back to Zoom from home. I know very well how tiring it can be to spend hours in back-to-back Zoom meetings or sifting through countless e-mails. But I also know that some staff have concerns about returning to their office. I can assure you, we are working on guidelines for everything from the centralized purchasing of PPE, personal protective equipment, to how we clean and disinfect all of our facilities. When we do return to the office, we will have to participate in daily health screenings, using Dr. Chatbot, I've already been doing that and I recommend you all sign up, and our students will too.

I want to give special thanks to everyone on the restart team, especially the co-chairs, Jane Gatewood and Mark Cavanaugh. The work they and the rest of their team have done is incredibly complex and I am very appreciative of their time and incredible dedication. Thanks also to all of you on this meeting, and there are a lot of you, I found it really quite daunting that there would 2400 people on this webinar. I remember when I was announced as President to be incoming President of this University was in December of 2018, I came to Rochester. And in my remarks, I talked about how universities couldn't function without their staff. And how important the staff are to the working of the universities. And I meant that. This University would not be what it is without all of you and your hard work. And I'm only sorry that our way of thanking you this year is by giving you a furlough, perhaps a salary cut, and/or a retirement contribution reduction. I know that none of that has made you feel appreciated or made you feel that the administration cares about you. And for that, I am very, very sorry. Never in my wildest dreams would I have imagined that in my first year as President, I would be furloughing people, cutting salaries, and reducing people's retirement contributions. This is not what any President would ever want to do. And certainly, not a new President in her first year. I very much hope that in the coming years I will be able to make it up to you. With that, let's move on to your specific questions. Thank you.

CATHY CAIAZZA: Thank you so much, Sarah. As we dive into our first questions, actually the first will bounce off some of the ideas that you just spoke to. So, the first one being can you elaborate a little more on how you hope that some of the measures that have been taken over the last few months such as furloughs and retirement reductions will help protect staff in the future and the overall health of the institution in our community?

SARAH MANGELSDORF: Well, it was our goal by doing some of the cost expense reductions this spring that we could protect ourselves going forward and be in a stronger place financially. But at the time we were losing the largest sums of money in the medical center, we were really concerned. We need to make sure we can make payroll. And, our government officials in D.C. pointed out that the CARES Act funding was there to help us because if we couldn't cover all expenses, all our expenses in terms of payroll, the CARES Act fund was there to help with that. We do think we're already in a better place than we were given that the medical center clinical revenues are ramping back up. But all of the expense reductions we did, whether reducing on restricting travel, reducing all kinds of expenditures across the University, having all of the senior administrators around the campus take salary reductions and so forth, we think they're all part of the cost cuts that are needed to ensure our future.

CATHY CAIAZZA: Thank you so much. With that respect, we did receive questions from a number of people who wanted to know about how faculty cuts were handled compared to those for staff. There is a perception that exists that staff and faculty were not treated equitably in the process. Can you discuss this from your vantage point?

SARAH MANGELSDORF: Well that's why I stress the way we cut the retirement is actually designed to be progressive rather than regressive. So, it protects—the less money you earn, the lower your cuts are. And so there are no faculty—all faculty are getting their retirement contributions the cut. But there quite a few staff who are not getting any cut at all. And that was—that was intentional, that we—the lowest wage earners would be

protected. But it is true, faculty were not furloughed. But it is the case, that in some instances, not all instances, but in many instances, for example, the individuals furloughed from the medical center, in many cases, it was because of the outpatient clinics we had were closed. Their jobs weren't there. There wasn't work to be done. And our faculty were, in fact, continuing to teach throughout the spring semester. It was on Zoom, but they were still doing their teaching and research.

CATHY CAIAZZA: Our next question is for Mercedes. We'll pass it over to Mercedes. This has been a challenging time for our community and our country given the current racial tensions. As you've been meeting with staff as well as other members of the University community and the greater Rochester community, what have you been hearing, and how is that informing the ways that you are thinking about a broader University-wide approach to address the systemic issues that directly impact our employees who are black, indigenous, and people of color?

MERCEDES RAMÍREZ FERNÁNDEZ: Thank you very much, Cathy. It's wonderful to be here. I appreciate the opportunity to address this question and others. I have been hearing a lot of pain, a lot of anger, a lot of frustration, you know, from staff, from students, and across people from the community. Some of the issues that have been addressed are issues around climate and unconscious or explicit bias, micro aggression, inequities and bias around the University policies, and from a fairly strong group of individuals at the University, that they felt they have been talking to the leadership of the institution or to their supervisors to address these issues. And they felt that there has been very little movement. And so, at this point, there's this unrest and just a demand for very rapid action. We see that in not only here in the University of Rochester, but in the country. As systems of aggression and racism, anti-blackness has gotten us into a space of very immediate action. So I have appreciated the honesty and the candor that the staff and frontline employees, employee resource groups and others that I have met with, how they have conveyed that, you know, to me. And to the staff at the Office of Equity and Inclusion.

So, another part has been a matter around education and orientation of our community members, around what would the University of Rochester look as an anti-racist community and the work that they need to do to get there. So I feel that we are in a very good position now to address that and to develop, you know, systems and curriculum to address that particular issue. So we're taking all of that into consideration. We're striving to become a more actualized anti-racist institution, and also other systems of oppression. Thinking about centralizing biased-related incident processes, working on building pipeline programs or strengthening the ones that we have. Working with the department chairs and heads of departments and administrative units on developing reports around diversity, equity, and inclusion and have actionable plans. Those are some of the things that have been occupying every single ounce of my brain in the last several weeks.

CATHY CAIAZZA: Thank you, Mercedes. Sarah, are there additional steps that we're taking right now that you could elaborate on? In regards to these issues?

SARAH MANGELSDORF: Well, Mercedes and I have been meeting almost daily with different groups of faculty, staff, and students on Friday afternoon with a group of students to share their concerns about our campus climate. All of them have suggestions of things that we should change. One of the things that comes up on a lot of their list is this biased response reporting and a lack of a centralized process. You can do it through AS&E or you can do it through the med center, but maybe there should be one central portal where all such complaints could come, regardless of whether you're a student, staff, or faculty member. And then they could be, behind the scenes, we could triage them to whichever unit needed to follow up. But just make it clear and easier so people know that the University did a lot of work on enhancing the website for what you need to do for the Title IX reporting, but it's not

as clear for the biased reporting. We need to do something comparable, so you could just have one stop, here's where you file your concern or complaint. So we've heard that one loud and clear.

We've also heard particularly from the students but also from faculty about the importance of hiring a new director for the Frederick Douglas Institute. And I know this is something that Dean Culver with AS&E is very committed to. And then there is much discussion also among faculty and students about the status of the institute and whether it should be department and all of those kinds of things, which the faculty will need to work on. Mercedes and I are very supportive of that. But that would be something that the faculty of AS&E would need to work on. Of course, their major concerns, and we share these concerns about the—about the diversity of our faculty on campus and the diversity of our senior administration—we do have a diverse staff, but not amongst the higher ranks of staff. And we see that and we're working on that. And we know it's a relevant concern and many of our students of color have said they've never had a course taught by a faculty member of color. That's a problem. We see it as a problem. And we're committed to working on it. So those are some of the things, there are many other ways, perhaps, that we could be more connected with black-owned businesses in the community, anything from catering contracts and procurement of other product, goods, or services, that's something else we'll be looking at and working on.

CATHY CAIAZZA: Thank you, Sarah. We're going to take a little bit of time here to continue on this topic a little bit. Mercedes, I'm going to pass the next question over to you. But, first, Sarah, could you speak to the campaign that was recently announce, Together for Rochester, and how that addresses this topic well?

SARAH MANGELSDORF: Thank you. You've reminded me of something I should have remembered. We're launching a special campaign as of July 1 that is Together for Rochester, a one year campaign focused on a number of things, but one of them is on diversity-related topics. So, funding, people want to help us fund faculty lines, help us fund lecture series, help us fund scholarships. We're all over it. We love it. Some people will also committing funds, and already have, to support COVID-related research. And then there will also be emphasis on helping our recent graduates find internship, because you know, the class of '20 and probably the class of '21 as well, will struggle in job placements and our whole University of Rochester family, that means all of us and all of the alums out there need to help us with that to help them to help our students and recent grads get the best possible opportunities they can.

CATHY CAIAZZA: Thank you, Sarah. So Mercedes, I want to make sure with this next question that we're really focusing today's responses on our staff who are listening live as well as will be viewing a recording in the future. So could you speak to how your team is thinking about pathways or programs that can help our underrepresented staff connect with mentors, develop skills, and find those pathways that we talked about towards advancements?

MERCEDES RAMÍREZ FERNÁNDEZ: Yes, you know, Cathy, when we talk about diversifying our staff, is how do we think in very deliberate and purposeful ways on developing the human capital of our underrepresented staff. So something that I have been thinking very deeply is on how do we do individualized plans for courier progression for our staff. We have some pretty amazing programs that work on coaching and mentorship of underrepresented staff that are working in being underemployed for the qualifications that they have. But one of the things that, you know, comes to me and I remember this from our first visit here at the University of Rochester when I met both Kathy and Tony, was how to apply this concept that we work with our students in to our staff. And the partnership that I have, am very lucky to have this very strong partnership with human resources with Tony and Kathy and others, is to think about this system -- these systems, and how to implement those programs that will take into consideration our staff talents and skills and also passions. So one of the things we were talking about in our OEI team was the Women of Color Leadership Academy. And I was very fortunate to participate in something similar at

the University of Illinois. And that really provided me with developing my own strategic plan, and doing that in a community of women of color. So, being in contact and communication with EAP and some pretty fantastic people that we have in that office, to think about how to collaborate. So, for me, it's also like how to connect the dots, you know? So we have people in our organization that are not grouped within the diversity, equity and inclusion but are doing the work. So, part of the thinking and strategizing since this past summer has been on how do we collect all of these people to be able to create that plan and those programs in support of our staff of color. I also know that, probably Tony will speak about this, that he has a learning and development director in the HR organization. And that is just part of the vision that he's had in HR. And that we both share in this particular situation.

CATHY CAIAZZA: Thank you, Mercedes. So for both you and Sarah, having experiences from other universities that have had successful initiatives like the ones you just mentioned, are there other programs that we could initiate here at the University of Rochester?

MERCEDES RAMÍREZ FERNÁNDEZ: You want me to go first or do you want to go first? Okay. So, I think one of the things about developing an infrastructure to be able to do the work. And these are the conversations I've been having with Sarah and some of our colleagues, and senior leadership across the University. So you need to be able to have that infrastructure in order to be able to kind of like lift the work. So one of them is what Sarah alluded to earlier is about having the centralized portal or this hub where we can actually place a lot of the information around diversity, equality, and resources. At this time when we're socially distant and hoping for a very robust and meaningful fall semester with our students returning, there will still be a considerable amount of distanced employees and staff and faculty that will have to continue given the unpredictability of COVID-19 and wanting to make sure that we are keeping our institutions safe. That is like one of the major priorities of our office. So we know what others are doing. There's a lot of really good work that's happening here at the University, but we don't know about it. So how do we lift the work of the staff, the work of our students that are in support of our staff, that's amazing to see, that's one of the things that comes to mind. And then this organizing around, you know, social identity groups in a strategic way, in a way that we can have priorities and we work in concert with everybody in the organization. So I come from kind of a grassroots environment so that it's going to take all of us doing this work. And hopefully not in direct or antagonistic partnership, but really with the true spirit of wanting to, in the true spirit of the University's motto, in the Meliora spirit. Those are two things that are on my mind around staff.

SARAH MANGELSDORF: I could elaborate on one of Mercedes' comments and then mention one other, which I think Tony and Kathy would probably elaborate on further. One observation I think both Mercedes and I have had, having been in other institutions is that our University organization is much more siloed across the schools than some other institutions. And so, for good or for bad, we don't always know about good things that are happening in different places and we don't know about bad things necessarily either. It's not as coordinated to the center as other places we've been. And we're trying to work on that. And I know that we're trying to do more cross talk across all units so that there's sharing of information so we can share best practices and we can share lessons learned.

And then another thing I can say in contrast to something I think we need to work on, and we've already started working on it, is when I came here, I didn't quite understand our job titling. And our job grades, like some of it just didn't make sense to me. Like how you get from grade 52 to 53 or what it even means. And no one could really explain it to me, which suggests maybe we need to change it. And if I don't understand it, and I bet there's lots of staff who don't understand it, who would like to say, you know I would love to spend my whole career at the University of Rochester, but will I always be a grade 52 or whatever, I mean are there opportunities for advancement. And I think there need to be some places—some call them job ladders, and so if you're in a certain

area, you can start at a certain level and if you perform well and you want to take on new challenges, you can advance to another level and so forth. That's possible here, but it's certainly not easy to navigate. And so that's something we're going to be working on, really studying and redoing and revamping our HR system, our titles, job descriptions and titles and job families, because I don't think—Tony and Kathy can correct me if I'm wrong—but I don't think it's been updated here since the 1970s, maybe? Yeah, so that suggests that maybe like things like web designers, that probably wasn't even a job description in 1970s. So the world has changed and so should our job are titles and they should be designed in such a way that people can see the possibility of advancement in our institution and we should help them that way.

CATHY CAIAZZA: Great, thank you so much, Sarah. You bring up a couple of issues that I want to make sure that I've written down, let me come back to at the end to address. Communication is one of them that I think you've identified, that the decentralization of our institution makes it very challenging to coordinate and centralize that communication so it gets everywhere it needs to go, to everybody employed at the University. And then as well as the restructuring and the looking at our salary grades and the job descriptions and so forth. So, I made a note to come back to that. But I do want to do a time check and recognize we're going to shift to the second part of our session here, which is to discuss a return to work. So I'm going to do a pivot over to Tony.

Tony, this has been a challenging time for staff. And as we talked about already, there is a lot of fear and concern about the future. Can you tell us if you expect there to be any more furloughs this year or if you think that there will potentially be layoffs in the future?

TONY KINSLOW: Thank you so much, Cathy, and I'm really pleased to be with you all today, particularly this leadership group and, Cathy, I want to also mention the leadership you've been showing with the Genesee Staff Council that is still just nine months old, but is really making some moves at helping us understand the needs and giving some more voice to the staff.

The thing I will say about the question is that I'm a very optimistic person. I think I have reason to be. And the reason I have to be optimistic is despite all of the financial issues that Sarah talked about earlier, this institution has taken the care of its most vulnerable population, the employees that are paid hourly wages and maybe be some that are just above that, into consideration in every decision that is made. Because of that, I believe that as soon as we can return employees from furlough, we will do so. There are no guarantees right now. But I really do believe that because of some of the steps that we've taken, and that illustrates the fact that this institution, and this leadership under Sarah will make every opportunity to get people back to work as quickly as possible. And to avoid future furlough or layoff. It's unfortunate. It's one of those things that we really hate that was a part of what was necessary. We tried again to take into consideration the fact that the CARES Act would help with that situation but it still doesn't leave anybody with the good feeling for having to do that and that our employees have to endure that. I've heard people ask, you know, what's the morale of the employees. And, you know, I think that at this point in time, it can't be fantastic, because of all that we have gone through. But, again, there are some illustrations that really point out what it is that this institution stands for, for its employees in the hourly wage levels. And that is things like just in that first month of crisis, paying people for at least a month whether they can work or not. It includes no lapses in benefit coverage for our employees who are either laid off or on furlough. Really avoiding the regressive nature of taking away all of the retirement payout, which would have really hit our lower paid employees in a way that -- I'm just proud of this institution that we didn't go that direction. Although as Sarah mentioned, several other institutions did completely eliminate their payouts. The information, the classes we take that we instituted to try to help people apply, the website that I want to make sure that you look at if you

have additional questions, the COVID-19 website and how that is set up to assist our folks and other policy updates that we're working on to return people safely to work are all things that I think speak volumes to the care that this institution is attempting to take. Now we don't have -- we don't get everything right. But I am really proud of what this institution has done to try and both close a significant financial gap and then be working consistently and constantly at what we need to do to get people back to work. And I'll stop there for just a moment.

CATHY CAIAZZA: Thank you, Tony. I'm jumping ahead to a question here because it's been brought up a couple of times now about including staff voice at the table when decisions are made. Can you share with our viewers—and you and I have talked about this topic at quite length—can you share with our viewers what is being done to ensure that staff voice is represented at the table when these decisions are being made.

TONY KINSLOW: Yes. You know, certainly, we're growing in that area, as you know, Cathy. But, the Genesee staff council is a group that we have that we're working with, Mercedes and I meet with you and the co-chair, Mark, every other week. Some of the suggestions that have come out of the council, we have begun immediately working on. Of course there's, as Mercedes mentioned, there are other groups around campus that what some people call affinity groups, we call them University Resource Groups, they're welcome to also provide their voice, whether it's the Emerging Leaders Group, the LatinX group, the Women of Color Professionals and others. And we're open to hearing from them as well and look forward to the continued growth in the voice of our employees. Because we want people to let us know what we can do better. We're not afraid to hear from our people about how we can improve.

CATHY CAIAZZA: Thank you, Tony. Kathy, we're going to come over to you now. Looking ahead, can you give us a view into what the fall will look like for our employees? I know this is potentially different at the medical center versus other areas of our campus and university. Can you speak to when we expect staff working remotely to return and what specific protocols are being put in place?

KATHY GALLUCCI: Sure, thank you so much for having me here today. In terms of returning from remote work, I want to say first and foremost, the health and safety of our staff is the utmost importance to us. And the President and Tony both referenced that there's been a lot of work done by a number of people really to coordinate and make sure that we're providing a safe and healthy environment. And so we certainly have a safe redesign team. That team is working to put structure and consistent materials together so that we have a standardized approach in terms of how we're looking at work spaces and making sure we have protocols and things in place for people to really have a sense of security as they return to the work environment.

And part of that is really making sure that we also have the visual cues. So that when we're thinking about social distancing and coming back to the office space, I understand that what used to be maybe a place where, a conference room where we had perhaps 15 people before, is now a conference room that can only accommodate five people. And it's something that's very visual and that people get right away, and that they understand the space around individuals to make sure that we're keeping proper social distancing. So, that's really important. We want people to see and feel a consistent approach to their safety. So, I think that's been very important.

The President mentioned Dr. Chatbot, that's something that we're already doing at the medical center. That's something that we'll ask all of our employees coming back to do on a daily basis. It's a health screening assessment. Not only are we using it here, we're using it at other organizations. And that was actually developed at the University Health Lab and so, we're very proud of the work that they did to put that together. So, certainly, when we look at remote work, there's also a team assessing how's it going right now for employees who are working remotely. We'll be sending out some information, asking for feedback, we want to hear about the experience that people are having. We want to hear what's good; we want to hear what needs improvement. And

we want to make sure if there's opportunity, even for some individuals to continue working remotely, even after the pandemic is over, we want to understand that, too.

We really want to make sure that we have a flexible work environment and that our leaders are considering the needs of our employees as we work through what the fall will look like. Certainly I know, top of mind, lots of feedback about what's going to happen with schools not only at the university, but at the elementary and grade and high school levels really understanding what's going to happen that has an impact on our workforce and we want to make sure that we understand it and we provide as much support and flexibility as we possibly can.

CATHY CAIAZZA: Great, thank you, Kathy. And that actually addressed one of my next questions which was to the effect of the potential for flexibility for remote work as we move forward. So I appreciate you sharing that. I did want to ask about testing for students. So, can you share about the testing that is anticipated to be done? Is this planned for all students who are returning and coming to campus? And then, will there be continued random testing of students over the course of a semester?

SARAH MANGELSDORF: As I mentioned, later today, you should be able to go to our COVID-19 website and look at the reopening plan, which discusses this, that all students will be tested, either before they get here, right before they get here, or when they get here. And then after that, they will just be using the Mr. Chatbot feature, we'll all be doing that. Because our public health experts believe it's better to do symptom tracking than to just keep repeatedly testing lots of mostly asymptomatic people. And then anyone who does manifest symptoms, of course, we'll test them and isolate them if they test positive, of course, they will be isolated for longer period. But we're not going to do random testing throughout. That wasn't advised by our public health experts.

TONY KINSLOW: The only thing I would say, and this is not about the students, but for the staff, there was some information published in @Rochester this morning, talking about people travelling to certain states and returning to the University of Rochester and the need to be tested within 24 hours if you travel to one of the states that the Governor of New York mentioned. If you didn't see that information, it will be posted on our website as well. Please look at that. We have a holiday weekend coming up. I want everybody to be safe and aware. I know that we're going to run out of time to talk about much of that. But I think it's important as people get ready to do some travel possibly over the Fourth of July that there are some things you need to know.

SARAH MANGELSDORF: Similarly, students from those states will need to be quarantined for two weeks when they arrive. But we don't know whether that list of states that we have now from the Governor in June will be the same, because COVID is a moving target, and right now, the states that he targeted are the states with the fastest rate of increase in COVID cases. So I believe that list includes South Carolina, North Carolina, Florida, Arizona, Utah, and there's another one.

TONY KINSLOW: Arkansas.

SARAH MANGELSDORF: Arkansas. But that could change. So, in other words, one of those could go down and another state could pop up as a hot spot. So we'll just keep monitoring that. I mean I did ask the Provost, well how many students do we have for those states, and he said about 250 in this first year class, and I'm like ,well okay, but we don't know whether that will be the same list of states that will need to monitor and quarantine a month from now.

TONY KINSLOW: We left out Florida if that's in your plans.

SARAH MANGELSDORF: Florida is escalating very, very quickly. Yeah.

CATHY CAIAZZA: Thank you so much. So we're right around 12:50 so I do want to leave time for our live Q&A here. The first question I want to ask is related to the hiring freeze. Tony, is that in place? And if so, at what point do you see that potentially lifting?

TONY KINSLOW: So the hiring freeze is still in place with the exception of really critical positions or essential positions. And they're the essential positions, more than just those at the medical center, so it's not a complete freeze. If there is a position that's really needed, a person can go to their dean or division director and get permission to hire for a position of critical need. I think that will go on for the next few months, unfortunately. I think it will be, even with our current board, we were only given a budget for the first quarter of the new year, because of the financial situation. And we will have to re-evaluate that probably in the second quarter of this new year, which is after September. Anything I missed on that, Sarah.

SARAH MANGELSDORF: I think you've got that right. I think at this point, there's just too many uncertainties. Like you said, we're waiting, fingers crossed, to see if we're going to bill people for tuition in July. Do we see them paying it in August? Time will tell, right? And then we'll continue to watch those clinical revenues at the medical center and hopefully they'll continue on that upward trajectory they've been on which will be fabulous. As long as we don't have another surge, right? Where we have to clear out the hospital and focus on COVID patients and all of that, and shut down, and we don't want to do that. A lot of things we don't know. And because of that, it doesn't make sense to be bringing new people onboard. Our focus should be first and foremost in protecting and paying our current staff and faculty already here. But there are of course exceptions. So if Kathy needs to hire nurses in a certain unit at the medical center, you better believe she's going to be able to hire those nurses in certain critical areas of the medical center. And there are other areas in the university that would similarly fall into that essential category.

CATHY CAIAZZA: Tony, a follow up for you. Have we received any update on the CARES Act funding? Do we see any continuation or extension of these?

TONY KINSLOW: Unfortunately, at this point, we do not see that it will be extended. What we're getting from our legislative delegation is that there are folks that believe that it's a disincentive for people coming back to work. I don't happen to believe that. I believe people are honored to spend their time being productive at something. But at this point, we have not gotten an indication that it will be extended. And that, I think, is unfortunate.

SARAH MANGELSDORF: Yeah, very unfortunate.

CATHY CAIAZZA: Thank you. I want to jump back to one the questions that I had written down earlier. Sarah, you had talked about really the commitment from the University to address the very challenging nature of outdated pay grades and job titles and wages and whether Sarah or Tony would like to speak to this, can you speak to how you anticipate addressing this very large issue in a time frame when we're very financially strained? How can we best address that in this current situation?

TONY KINSLOW: One of the things that came up, and I want Sarah and Kathy and Mercedes to chime in here as well if we have time, so I'll try to make this brief. But one of the things that came up was that because we don't have an updated job and classification system, it's hard for us to see how to build career ladders for people. It's hard for us to address some inequities in our pay structure. It's difficult for us to let people know just how we

associate the skills that they have with the kind of work they can do. And make sure they understand the rewards for doing that with the University of Rochester. So, a lot will come out of this that will help advance all of the other things that we're trying to accomplish here in terms of attracting the right people and retaining them and engaging them. And fortunately, the senior leadership of the University has seen as important enough that they are allowing us to proceed with this process despite some of the financial difficulties that we're currently having because of just how important it is that when we do come out of this, that we come out of this better able to address those issues for our folks.

CATHY CAIAZZA: Thank you, Tony. Sarah, do you anticipate beyond the furloughs, any potential future cuts? I know that's not the hope, but do you anticipate the need for them?

SARAH MANGELSDORF: We sure hope not. Tony and I are optimistic. We hope a lot of the indicators we have, whether it be a decrease in number of COVID cases, the increase of our clinical revenues and all of those things as optimistic signs. And the generosity of our alumni and friends who have been giving philanthropically to the University despite it being a financially uncertain time. Usually philanthropic giving is down during an economic crisis, and it has been down a little bit. But I've been impressed with the generosity of our alumni and friends. And so, I feel like we have a lot of things going for us. And I really hope it all continues in a positive direction. As I often say, and I have said this whole spring, I don't have a crystal ball. People want certainty that I can't give them. I would like certainty, in fact, it's very strange to go to your Board of Trustees and say we can't give you our budget for fiscal year '21 because we have no idea what it will be. We proposed a budget for the first quarter and then we'll be going back. And hopefully we'll be getting more certainty in the months to come, because that will be a great comfort to all of us.

CATHY CAIAZZA: Thank you, Sarah. We're just wrapping up the hour here. Do you have any quick final remarks to offer our viewers?

SARAH MANGELSDORF: Well, I just want to thank everybody both for tuning in today, and also for the work they do for our University. And once again, I do want to say how sorry I am that we've all been going through such a difficult time. And I know that many of our staff have borne the brunt of that and I'm very sorry. So I'm hoping for sunny skies and better times ahead and I look forward to seeing you in person someday.

CATHY CAIAZZA: Thank you. Thank you so much, Sarah. And thank you to all of our panelists. We covered a lot of ground today. And we look forward to continuing these important conversations. And working on them together and moving forward. I also want to take a moment to thank all of you, Sarah, Mercedes, Kathy, Tony, for all of the hard work you've been putting in over these past few months for the benefit of our institution. I want to say a special thank you to our front line workers at this time and truly to all of our staff who make up such a significant and important part of our University community. Thank you to everyone who joined us today and for submitting your questions. We will have a recording of this program available and post in the next few days including a transcript. If we were unable to answer specific questions you submitted, please do reach out to the Office of Human Resources or the Office of Equity and Inclusion, depending on the nature of your question, for further information and resources. We will be in touch soon about future leadership updates. Thank you, continue to stay healthy and safe, and have a great afternoon.