

Staff Council/SLG Town Hall Questions

FINANCE

Name	Question
Anonymous Attendee	I do not think the AAUP called for a 20% spend. I believe they suggested that if the gap is 20 million, that would be a 2% extra draw.
cgjohnson@middlebury.edu	Will the solutions have to be the same for everyone? Could we consider having solution options based on an employee's age and years' service, i.e. relating to retirement commitment? A 30 something employee with a family has very different needs and priorities than a 60-something employee who is far more dependent on retirement contributions.
Anonymous Attendee	Are the endowment numbers based on the total number of students at every Middlebury campus (including the Schools Abroad, MIIS, College), or just those at the College?
Anonymous Attendee	With respect to the restricted endowment, how much is restricted for financial aid? And could we take additional draw from endowment restricted to financial aid to bolster the amount of financial aid that normally comes from the annual operating budget.
Jose Meza	Is there any word on Hazzard pay for essential workers or is it at the discretion of the college?
Toni Thomas	Are the surveys localized to the various campuses?
Anonymous Attendee	Where do the dollars associated with depreciation go to? Is that invested or spent?
Lyuba Zarsky	Can you flesh out what cuts in OTPS spending might mean? i.e. what kinds of expenses would be cut?
Anonymous Attendee	Would canceling all sports for the fall/winter/spring result in a significant cost savings?
Edy Rhodes	Can there be a mixed approach e.g. reduce 1 or 2% contribution to the retirement account, shorter furloughs next June (1 month) which we can plan for, reducing some non-personnel related expenses, etc. Overall, it would seem less drastic and achieve the same result.
Brenda	If the college doesn't fund retirement for a year, that means we are missing out on that money buying stocks in a down market (for those of us with a lot in equities), which feels like a double whammy to me. Am I understanding this correctly?
Anonymous Attendee	You mentioned that there is a model that shows what the salary reductions would look like on a scale. Is that model available so we can see what the scale looks like?
Anonymous Attendee	This is an emergency measure, but this remains a broad-brush approach, as was used in our workforce planning process. Will there be a more strategic view of our programs and components longer term?
Anonymous Attendee	Can someone address the recent email sent from the AAUP with the apps that we can use to see what it will look like for individuals if we forego retirement contributions for a year or have a pay reduction - that email really seems to privilege people with time and technology at their immediate disposal. Can we please hear clearly what it means for the future of this institution if we continue to draw from the endowment? Aren't we already planning to draw out over \$30 million in endowment funds by the end of FY21?

Anonymous Attendee	Will the administration be addressing the concerns raised by the AAUP around salaries and benefits?
Anonymous Attendee	What are you projecting in terms of the fallout we can expect as families' incomes are impacted by the economic downturn caused by the pandemic? Are we expecting the financial aid budget to go up as student needs go up?
Anonymous Attendee	Would workers who exceeded expectations this year be given that bonus later as past workers received? After all that work was done in past year.
Anonymous Attendee	What are some examples of non-personnel expenses
Liza Sacheli	When we answer the survey, should we be looking through our own personal lens, or throughout departmental lens?
Anonymous Attendee	What options are there for getting a loan? If we expect this to be over in a year or less, and tuition is on track to be higher than last year, why can't we borrow (at least some) of the shortfall and pay it down in the next few years?
Anonymous Attendee	Is the RIF policy adopted in the 1990s still the "law of the land" governing layoffs?
Ursula Olender	Are faculty being presented with the same questions?
Chuck Mason	Are proposed salary cuts for FY21 only? Would salaries be restored to FY20 levels in FY22 assuming we are back to "all" students on campus?
Anonymous Attendee	Can we charge full tuition for what is a traditional, high-touch education if we have a fully online teaching model? What about if we have a hybrid model?
Anonymous Attendee	will you post answers to all these questions for employees to access later?
Anonymous Attendee	why are wages/salaries higher than budget figure?
Anonymous Attendee	The example given on restricted funds assumed a 10% growth and 5% spend in a time when inflation is less than 5%; does that additional, unspent growth go to restricted or unrestricted, since the original gift remains and is inflation-protected?
Anonymous Attendee	if there are longer term issues, will the college consider moving to a need-aware rather than need-blind policy? that allows you to control the (first? Second?) biggest budget expense.
Anonymous Attendee	Can we consider a lessor employer retirement % contribution reduction and having employees pay more for healthcare as a temporary solution?
Anonymous Attendee	Will students who study remotely be charged a difference tuition fee?
Anonymous Attendee	Will Faculty and Staff have a different course of action for cost savings? Meaning, could Faculty take a pay cut, but Staff would have a freeze on raises... There are wide differences in pay and population between these groups and will impact them differently.
Anonymous Attendee	We have been notified that there is no funding for staff education/development in the coming year. Does that mean we are going to consider ending the tuition benefit for children of employees be cut too?
Liza Sacheli	Sorry, did the stay bonus question get answered? Are there still some admins receiving stay bonuses?

Patricia Szasz	Some higher ed institutions are implementing graduated furloughs so that the lowest paid staff take the least days off. Have you considered such an option?
Anonymous Attendee	Need-blind admissions has a significant financial impact on Middlebury's budget. A few years of looking at financial need of applicants could lessen the demand for financial aid. This would allow the College to still meet the full demonstrated need of accepted students. Is this or another FA scenario being considered?
Anonymous Attendee	If retirement is on the table, will there be packages offered as in 2008?
Anonymous Attendee	Is there a consideration of fractional pay according to salary rates vs. 10% across the board? i.e. larger reductions for those who make more and no reductions for those in the lower bands
Anonymous Attendee	Has a voluntary round of retirements been considered for staff who might be willing/interested in retiring slightly ahead of when they might have otherwise planned, to help reduce the potential need for any of their fellow colleagues to be furloughed, etc.? This might help with reducing headcount of higher paid, more senior employees in certain departments and inform what level of staff reduction might, at some point, need to further be undertaken. Is there a downside to asking the full staff whether those who might already be contemplating retirement in the next year or two would consider doing so now?
Anonymous Attendee	will these slides be sent out?
Anonymous Attendee	If this once-in-a-century pandemic doesn't qualify for a greater draw on the endowment to ensure continuity for faculty and staff, what possible scenario would? Isn't this what the endowment was built for?
Anonymous Attendee	Is there anything that SLG can say regarding the AAUP email, not just the salaries and benefits but the implication that the planning process underway is not factoring in faculty concerns?
Anonymous Attendee	When will the Ways and Means Committee release their decisions re: staff positions up for renewal at the end of the fiscal year?
Anonymous Attendee	With all the financial concerns being discussed, what happens if there is another shut down situation like what happened this Spring and students have to once again all depart? Would the college have enough funding to support students who would need financial assistance?
Anonymous Attendee	Serious question: who in their right mind would spend 80K to come to Middlebury in the fall? Middlebury sells a product and in the era of COVID-19, that product, the one in the glossy admissions materials and slick communications material cannot be delivered.
Justin Hitt	although we have a "projected" deficit, what happens if we don't reach those projections and we are far under what was projected?

Anonymous Attendee	Some employees are already off campus - 700 Exchange and Marble works, for example. Why not make that permanent and close those buildings as a cost-savings measure?
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HR

Name	Question
Anonymous Attendee	In case staff salaries are reduced, would that affect our benefits?
Anonymous Attendee	If staff were to work 4 days/week would we be eligible for unemployment for that one day?
Anonymous Attendee	Would Middlebury's definition of "full time" be adjusted if we were to pursue furlough options or reductions in hours worked per week? If we all worked 30 hours per week, would we still be considered full time?
Missey Thompson	If staff were to furlough for several weeks, would our insurance stay intact?
Anonymous Attendee	My department is essential and we have been working. We have limited our work space to one employee at a time. We will all run out if CTO and go negative with our COVID pay in June. How is that going to work?
Mark Peluso	Staff will be using CTO to supplement their nonscheduled hours during the month of June. Most are exhausting their COVID bank this week. Some will exhaust all CTO and enter into a COVID 19 negative balance. If staff exhaust CTO and want to take time off without pay over the summer, would HR allow that? It is now critically important for staff NOT to come to work if they have cough or cold symptoms. Normally, people work through these mild illnesses. They may have no CTO to cover sick absences. Is there any thought to providing more "sick time" to cover these absences?
Anonymous Attendee	If a staff already has an underlying condition (lung disease, ect. are they in fear of being laid off?
Anonymous Attendee	How will students', faculty, and staff privacy and confidentiality regarding their health be ensured?
Fernando DePaolis	Please share the slides Karen is using. Thank you.
Anonymous Attendee	In the "Worst" public health situation - shouldn't it say "Fall '20" (not Fall '21)?

SAFE RETURN TO WORK/CAMPUS

Name	Question
Anonymous Attendee	Students may end up in singles, but what about the bathrooms? They're going to need to use the bathrooms which will certainly not be single use. Residence halls are breeding grounds for germs without COVID-19!
Anonymous Attendee	Has the use of the Bread Loaf Inn as a quarantine space been considered?
Anonymous Attendee	If some staff are at risk for their own health reasons (immunocompromised, etc.) and have to work remotely,

	what if otherwise non-compromised staff have compromised family members, should they be considered health-compromised/at risk by virtue of living with at-risk family members?
Anonymous Attendee	Currently all visitors from out of state have to quarantine for 14 days. If that rule is still in place in the fall, will all students arriving from out of state have to do this?
Brenda	will faculty and staff be signing the same release forms?
Theresa Hinman	Will students be allowed to rent apts. off campus
Maddie Hope	Will employees who live outside of Addison county have different expectations for travel to work?
Anonymous Attendee	How are you addressing the returning seniors that choose to return to Midd this weekend to celebrate? How are we protecting the community?
Tracy Himmel Isham	Is there a scenario where offices that support student services remain working remote while others return in person? ie. Study Abroad vs Student Life/Residential
Anonymous Attendee	I've heard that students have returned to Middlebury (living off campus) and are spending time on campus. I also understand an email was sent to students to ask them to not return to campus. Thank you for sending this email. Will you also send the same email to PARENTS? These kids are putting our hardworking colleagues at risk (who need to be on campus). Thank you.
Anonymous Attendee	Will some offices continue to work remotely in order to free up space to house students?
Anonymous Attendee	Is there a plan in the works for business-related travel?
Maria Farnsworth	What happens if students do not adhere to the health pledge with regards to social gatherings? I feel it necessary that students understand the implications of not abiding and as such be faced with some form of disciplinary action.
Anonymous Attendee	Many colleges are acknowledging the extreme difficulty of "policing" student behavior, especially once alcohol is involved. This spring, within the town of Middlebury, we have continued to see students in off campus houses get together for social gatherings, in spite social distance guidelines.
Carol Wood	Will the College provide departments with face coverings as well as hand sanitizer?
Anonymous Attendee	there are still all the dorm rooms left to clean and will have to be done at sometime. why can't we get in there now and clean according to the govenors orders?
Anonymous Attendee	If a student wishes to return to campus, assuming they are Covid negative, is there any reason they would be denied the opportunity?
Anonymous Attendee	If the COVID-19 home test kits are available by fall, does this cahnge any one or all of these scenarios along with contact tracing?

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ACADEMICS

Name	Question
Anonymous Attendee	Could we do a larger push for more online classes and student enrollments for those online classes this fall to help with bringing in more funds. Your numbers show less students for the online option - why is that?
Anonymous Attendee	Will staff who are forward facing to students get a guide on how to address the endless questions we are receiving about the state of the Institute and how this will impact a students learning experience?
Anonymous Attendee	Assuming that individual faculty and departments/programs will need to do extra work over the summer to prep fall classes and learn to deliver content in new and innovative ways, will the College and/or Institute reduce the expected teaching load for the faculty next year.
Anonymous Attendee	Will there be a survey to let faculty vote on their preferred options among the different planning scenarios, like there was yesterday with respect to how to reduce the deficit next year?
deperkin@middlebury.edu	The rising cost of higher ed has been a hot topic for a number of years, and remote learning likely has a role to play in solving that conundrum. As we implement remote learning in the short term, are we planning for ways that we might make use of this as a long-term solution to controlling costs?
Anonymous Attendee	what is the status of the students who stayed on campus this spring...are they gone? staying for the summer?

STAFF COUNCIL

Name	Question
Anonymous Attendee	These are very important conversations that we're having... could we actually have these meetings last more than 60 minutes in order to cover our questions?
Anonymous Attendee	One hour seems to be insufficient for these Town Halls. It would be helpful to extend future Town Halls to last at least 1.5 hrs.
Brenda	Why aren't we talking more about staff impact?
Anonymous Attendee	There is no time for questions.
Anonymous Attendee	How will there be time for answering questions ?
Anonymous Attendee	Some of this very important information can be shared as videos to watch. At least some of this synchronous time together could be preserved for questions and answers.
Anonymous Attendee	Can future meetings be held separately for Monterey and Middlebury staff in the future? The details of the workplaces, students, even state-policies are quite different. With so

	much essential information to share, we are all at a disadvantage with this model. Time to address our questions is lost too.
Anonymous Attendee	We have 63 questions, but no time left.
Anonymous Attendee	I wonder if there can be a q+a session scheduled as a followup!

ANSWERED QUESTIONS

Name	Question	Answer
Brenda	can there be a mix, where some staff volunteer to go to 4 days a week (with resulting pay cut), while others work their usual 5 days a week?	Brenda, this is an option we are considering. It is part of an example we give in the "other options" open-ended question at the end of the survey. -Laurie Patton
Anonymous Attendee	If were are not getting raises are we still going to do something about wage compression for the longer term employees that didn't get anything when the pay rates were raised?	Wage compression is a big priority for us and, as mentioned in earlier communications, our intention was to turn directly to that once we have the data from our large scale wage study. We have that data now. We have been struck by a tornado of COVID, but Human Resources is aware and will turn to this as soon as we are out of the emergency. - Laurie Patton
jyoung	Is there a deadline for returning students to choose to defer or withdraw for a year, skipping a possible year of remote learning? Will there be any limit to this privilege?	We anticipate giving a universal date by which all students need to respond about a deferral for a year. That would be in the first week of July, probably the 5th or 6th, after we share plans on June 22nd for how we are going to move forward for the fall semester. That would include both returning and newly admitted students. They usually have different deadlines, but this year we would like the same deadline so we can plan. -Laurie Patton
kpunteney@middlebury.edu	Given the financial implications, why would be consider having the College have no fall as opposed to going online for the fall? Isn't this within our control as an institution?	As David's slides imply, no fall would be much more of a loss than all-online and would imply large scale layoffs and furloughs, which we very much want to avoid. -Laurie Patton
Toni Thomas	Can you clarify that the new 'Day on MIDD' may only be used this weekend? So if Memorial Day is typically a floating holiday where we would need to use	Day on Midd can be used Friday, Monday, or Tuesday of Memorial Day Weekend. If you use CTO on Monday, you can fashion a 4 day weekend. If you don't/can't do a 4

	CTO, would could have it as a paid holiday?	day weekend, but want to take Monday, you could use it on Monday and not use CTO. Please follow up with Karen Miller in Human Resources for any further info. Thanks Toni! -Laurie Patton
Anonymous Attendee	Will there be an option for writing in other suggestions for savings on the survey?	Yes. - tparsons@middlebury.edu
Anonymous Attendee	Will this survey explain the meaning of non-personnel expenses?	Non personal expenses is everything that is not wages and benefits - tparsons@middlebury.edu
Brenda	Karen's answer to the health benefits is very ambiguous. Would the college continue to pay the college share of health insurance?	Yes, we would continue to pay the employer portion. -Karen Miller
Ryan Steves	For VT campus, with the increased numbers considering coming to VT, have we thought about expansion? The former Green Mountain College, located 35 min. Away in Poultney VT. is being offered for sale from the federal government, from my sources who still have ties with the campus, for pennies on the dollar. Could this be a viable option of an expenditure, to further increase enrollment and expansion in future years to help recoup losses occurring now?	AVIC (The Association of Vermont Independent Colleges) is discussing the possibility of using some of these campuses in the fall semester- for reasons of social distancing or quarantine. Nothing official has been decided, or even "raised." The larger question of expansion for Middlebury would have to be a big community wide discussion about mission. Right now it's not on the table. Absolutely hear you about the resources for Vermont there, in that very sad situation.
Anonymous Attendee	Will students be asked to refrain from off-campus travel during the semester to mitigate risk of bringing infection back to campus? If not, how will off-campus travel be monitored so that students are tested whenever they return?	Yes, we are seriously considering this. We are required to follow state travel restrictions at the minimum. We also think additional, stringent travel restrictions would be necessary, such as leaving or receiving visitors being allowed only by dean's permission, and post-travel quarantine being necessary. - Laurie Patton
Anonymous Attendee	Throw a little alcohol in the mix and 2000 students are at risk and within a few days so is Addison County.	This is a very real concern and thank you for raising it. Student life is working hard on the health pledge, which would address questions of substance abuse in a COVID environment. We will be as conservative in our working with students on their health practices in a COVID environment as we have been in health decisions to date. - Laurie Patton
Edy Rhodes	There are a few higher education institutions starting earlier in August, having no Fall break and ending the	Hi, Edy, I can answer for the Institute. A group of faculty and staff members are assessing a variety of

	semester by Thanksgiving. Thus, no travel encouraged during a Fall break. Is this being considered? Jeff mentioned an earlier start date.	changes to the calendar/academic schedule that have been proposed — including this one. I know that the College's academic planning group is also considering this kind of change. Jeff C mentioned the possibility of modules instead of the standard semester, for example. - Jeff Dayton-Johnson
Anonymous Attendee	Is there a visual with these different academic scenarios that could be shared, like there was yesterday for the budget scenarios? That would be helpful.	Good question. Things are changing quickly, and this kind of complexity doesn't lend itself all that well to a powerpoint (or at least not that well given my limited powerpoint skills!). But I do like the idea of a visual representation--will see what we can do. -Jeff Cason
Anonymous Attendee	These last months have conclusively proven the effectiveness of working from home for many positions. how will these advantages be carried forward?	Great point. We are asking each unit/department to think through ways that we can keep the advantages of working remotely as we have experienced them during this crisis. - Laurie Patton
Maria Farnsworth	Would returning students need to self-quarantine prior to the start of the academic year?	We are working on all quarantine protocols, guided by the state as well as our own standards. Self-quarantine either before or upon arrival is a necessary baseline for any in-person learning. -Laurie Patton
Maria Farnsworth	What would student social life look like? On-campus gatherings/parties are a breeding ground for spread of any illness say nothing of a pandemic.	Exactly right. Part of the health pledge will be about student gatherings--indeed any social gatherings. Student life is working on health education and safety in terms of gathering. It will not be life as usual, and students will be informed in advance of what their lives might look like and the commitments they need to make in order to come back to campus. - Laurie Patton
Anonymous Attendee	Can you provide more information about testing students? Will incoming faculty/staff also be tested? Additionally, given there can be sometimes significant time delays in getting test results, what are the plans for incoming students while they are waiting on test results? (e.g., staggering student arrival, quarantining them on arrival?)	We're highly focused on testing protocols with Dr. Peluso right now. We're working on getting tests that are timely and are taking into account potential delays in testing as well. -Laurie Patton
Anonymous Attendee	Have we been in touch with our peers institutions (VT, NESCAC, etc) to compare or share best practices as we make decisions about having students return to campus?	Yes I am in weekly exchanges with AVIC and NESCAC presidents, and all of SLG are in contact with their counterparts in these organizations. We learn a lot from each other, and we've also been able to share some helpful information of our own. We

		need each other right now! -Laurie Patton
Toni Thomas	The Institute in particular emphasizes immersive learning...what is being discussed about how to incorporate this in a remote format?	Toni, this is a critical part of the Monterey academic model, and I know a lot of our faculty and staff are thinking hard about this, and some have been experimenting with this question this spring semester. - Jeff Dayton-Johnson
Toni Thomas	To address the international student issue, is there discussion of having faculty travel to those locations, or a few (China, etc) to deliver shorter term program chunks, instead of students coming to MRY or participating remotely?	Excellent point, Toni. We are looking at that possibility (you will probably be roped into this work!) - Jeff Dayton-Johnson
Anonymous Attendee	In all honesty, most of MIIS should be offered online going forward. This would allow us to reduce our footprint in a very expensive area and address the new reality that Chinese students are going to be much more reluctant to come to the US. Will MIIS work to pivot to online, not just for the next year but for the foreseeable future?	Great question. I've explicitly said over the last three years that we need to increase our online/hybrid presence. We're looking at remote options for the fall that can help us accelerate that work. Not to replace in-person, but in addition to in-person options. - Jeff Dayton-Johnson
Anonymous Attendee	A lot of what I am hearing specifically pertains to Vermont and not to Monterey. Can you please share the scenarios for each locale as they are both incredibly different with regard to how they run and function?	Hi there! Jeff Dayton-Johnson will be addressing Monterey-specific scenarios shortly. Please stay tuned. - Grace O'Dell
Toni Thomas	In scenario 3, at the Institute, is it likely that staff and faculty, at least some of them, could be returning to campus, even if students are participating remotely?	Toni, for the Institute, I can certainly imagine this outcome coming to pass. - Jeff Dayton-Johnson
cshulmanmora@middlebury.edu	Can the Institute try the "kindergarten model" where small cohorts remain in 1 or 2 classrooms throughout their week?	Thanks, Cas. When students return to campus, creative new arrangements like this will almost certainly need to be adopted, at least at the Institute. - Jeff Dayton-Johnson
Lyuba Zarsky	For the Institute, a fully online Fall semester would allow students to not live in Monterey, which is superexpensive. It could also facilitate international student enrollment. Is there really a hybrid option that makes sense?	That's a good question, Lyuba. There are some very specific hybrid options under consideration that I can discuss with you offline. - Jeff Dayton-Johnson