

UWM Monitoring Core Team: Decision Matrix for COVID-Inspired Changes in Operations

September 17, 2020

The Crisis Management Team charged a new committee (MCT) to investigate and suggest the criteria UWM would use to make decisions about any possible changes in operations caused by COVID-19 this fall semester. The Monitoring Core Team (MCT) members include some of the same members of the Scenario Planning Work Group, which developed scenarios UWM has used to prepare for Fall 2020. (MCT Membership: Genaro Armas, Scott Gronert, Kristin Hildebrandt, Kim Litwack (co-lead), Margaret Noodin, Laura Pedrick, Stephen Schmid (co-lead), Melissa Spadanuda, and Dev Venugopalan.)

Developed from interviews with UWM stakeholders in key service areas, review of similar plans from other institutions of higher education, and a white paper from EAB (a higher education consultancy), the Monitoring Core Team identified nine criteria that would likely play a role in UWM changing its operation plans for Fall 2020. The recommended Decision Matrix identifies the nine criteria, possible actions or mitigation strategies, the data source informing each metric, and the thresholds by risk severity.

MCT's recommended Decision Matrix is a stoplight model whereby risk is measured from low to high, green to red. The team identified points on the continuum when UWM might transition from low-to-moderate/moderate-to-high risk. For most criteria, there is no absolute threshold or level that forces action of a prescribed nature. Context and associated factors matter and may play a role in determining possible actions or mitigation strategies. MCT developed an initial list of possible actions that might inform decision-making, including pros and cons of each action. MCT is constantly reevaluating and updating this list of possible actions and mitigation strategies as new information arises within the state and national higher education community.

For each criterion, UWM is tracking data to inform decisions to manage a fluid situation. In addition, UWM is reporting testing data and other similar criteria to UW System on a daily basis.

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Context and associated factors may play a role in determining possible actions or mitigation strategies. For most criteria, there will be no definite threshold or level that forces decision-making. Increasing risks in one or more areas may focus possible mitigation strategies, considering other related factors.

Metric	Possible Actions / Mitigation Strategies	Data Source	Thresholds by Risk Severity: Low - Medium - High
Positive student cases by campus (sub-metrics: on-campus, off-campus)	<ul style="list-style-type: none"> Possible actions vary by campus location. 	Norris: PCR, antigen	<ul style="list-style-type: none"> Percent positive to total tests:¹ ≤10% 11%-20% ≥20%
		Self-report, DOS	<ul style="list-style-type: none"> Historical tracking: on- vs. off-campus rates.
Positive faculty/staff cases by campus	<ul style="list-style-type: none"> Possible actions vary by campus location. 	Self-report: US&A & DOS	<ul style="list-style-type: none"> Isolated cases Clusters within units/depts. (cluster = ≥5 cases) Multiple clusters, loss of operations
Classrooms/labs/common spaces w/infection events	<ul style="list-style-type: none"> Temporary closure of rooms/labs/spaces Temporary closure of building Permanent closure of building 	Self-reports, contact tracing, course schedules	<ul style="list-style-type: none"> Isolated cases Clusters within units/depts. (cluster = ≥5 cases) Multiple clusters, loss of operations
Deaths – COVID-related student faculty/staff	<ul style="list-style-type: none"> Carry on to closure 	Any source	<ul style="list-style-type: none"> Any
Housing: Quarantine # Isolation # (sub-metric: daily processing rate)	<ul style="list-style-type: none"> Quarantine/close wings/floors Students isolate at home Hire temp/recruit assistance with moving students to I/Q 	Norris: PRC, antigen	<ul style="list-style-type: none"> <25% isolation capacity 25%-60% isolation cap. >60% isolation cap.
Norris: Care ability	<ul style="list-style-type: none"> Reduce care Hire/recruit assistance, especially for testing 	Workload	<ul style="list-style-type: none"> Able to meet usual and COVID needs Urgent care only
PPE	<ul style="list-style-type: none"> Ration supplies 	Procurement	Available supply: <ul style="list-style-type: none"> 2 months or more 1-month supply 2 weeks or less
Essential services Police, Norris HC, Heat Plant, Facilities, Housing, HR, Children's Learning Center	<ul style="list-style-type: none"> Possible actions vary by unit. 	Absenteeism rates	For any one area: <ul style="list-style-type: none"> <10% 11%-29% >30% in any area
Community data City County Hospital	<ul style="list-style-type: none"> Monitor community changes Community incidence rates may prompt UWM actions 	City/county/state dashboards and data	<ul style="list-style-type: none"> Low positivity rate/little community spread Increasing positivity rate/ moderate community spread High positivity rate/ widespread community spread

¹ PCR tests for symptomatic individuals, thus skewing percent positive tested. Antigen tests for residential student population only.