

University of Massachusetts Amherst



Date: October 19, 2020

To: Chancellor Kumble Subbaswamy

From: Spring Planning Strategy Group

Re: Spring Planning Recommendations

After nearly four weeks of intensive planning and consultation, the spring planning Strategy Group is recommending that additional undergraduate student cohorts be given the option to live on campus for the spring semester under updated guidelines for public health and safety.

The Strategy Group was guided by the overarching goal of advancing students' academic progress toward degree completion while providing a campus environment that meets federal and state health and safety protocols for mitigating COVID-19. Using this framework, the Strategy Group identified undergraduate students whose academic success is most closely associated with learning and living on our physical campus:

- A. Students in mandatory face-to-face classes
- B. Students dependent on the university for housing and dining, including international students, as well as specific academic accommodations or participation in athletics
- C. First-year students, including entering transfer students, enrolled in Fall 2020 and Spring 2021

The Strategy Group recommends that these cohorts, representing approximately 60% of the campus's typical residential population, be given the option to live on campus for the spring semester. Students who decline this invitation would join all other students who will continue to engage in remote learning from their homes or their off-campus residences.

This recommendation is supported by a thorough analysis of relevant factors considered by the function-specific working groups established as part of the spring planning process in the context of prioritizing the health and safety of the campus and the broader community. These

working groups drew upon the expertise of the university, as well as the hard-earned experience of this summer and fall, in seven areas:

1. Teaching, Learning Technology and Student Success
2. Residence Life, Off-Campus, Dining and Student Engagement
3. Public Health and Safety
4. Facilities, Finances and Human Resources
5. Research and Libraries
6. Athletics
7. Communication

For students who choose to reside in on-campus housing or expect to spend any time on campus, public health and behavioral standards should be rigorous. Protocols for students residing on campus should include:

- A. Twice weekly asymptomatic virus testing or adaptive testing as requested by the university
- B. Daily self-monitoring and reporting
- C. Strict physical distancing
- D. Mandatory face coverings outside personal living spaces
- E. Limiting social contacts to a minimal number
- F. Prohibition of guests in residence halls, dining commons, and in other campus buildings
- G. Assisting with contact tracing
- H. Limiting travel away from the immediate campus area for work and/or emergencies only

Off-campus students residing in Amherst and the surrounding communities should be required to be tested twice per week and be expected to adhere to strict public health protocols. The campus's comprehensive "It's Hard but it Helps" public health messaging campaign, outreach by student public health ambassadors, and other educational activities will amplify the campus's expectation that students, as well as faculty and staff, be community partners in preventing the spread of COVID-19.

Increasing the number of students on campus this spring will require both expansion of our extensive asymptomatic testing operation, which has conducted more than 95,700 tests since it opened in August, and enhancement of case management activities, which have contributed to a positivity rate well below peer institutions.

With all these measures in place, and with ongoing collaboration with local town officials, increased repopulation of the campus can occur while protecting the health and well-being of the campus community and the surrounding area.

Following are the summary recommendations for each of the seven Working Groups.

Teaching, Learning, Technology and Student Success

Academic Calendar for Spring 2021 Semester

As previously announced, the Spring 2021 academic calendar begins on February 1 with classes concluding May 4, and Finals Week ending on May 12. There will be no Spring Break and classes will be held on the two Monday holidays, Presidents' Day and Patriots' Day. The campus will observe two Wellbeing Wednesdays when no classes will occur.

Five College Course Registrations

As occurred in the Fall 2020 semester, Five College student enrollments will be limited to fully remote courses only, eliminating the need for students to travel to and from other campuses to attend in-person classes.

Remote Learning Survey of Students

A survey of students about their remote learning experiences this fall is being conducted in October. The survey asks about remote learning, internet connectivity, device and technology usage, and questions on student engagement activities, connection with faculty/instructors, and student workload. Results will further inform recommendations and action items for Spring 2021.

Curriculum Delivery

1. The schools and colleges have identified undergraduate and graduate courses for in-person class delivery, including courses delivered to ensure social distancing with students alternating between face-to-face days and remote days. These include classes, labs, studios, performance and hands-on courses where in-person instruction is critical to achieve learning outcomes, and are required for degree pathways, licensure or accreditation.
2. If **first-year students** are invited to campus to live in the residential halls, it is strongly recommended that as many as possible be prioritized for enrollment in at least one first-year, face-to-face course/instructional opportunity. It is important to provide opportunities for first-year students to connect and engage with the curriculum, the faculty/instructor, their major/school/college, and the university community in-person while living on campus.
3. The remaining courses should be fully remote in the spring.

Course Registration and SPIRE

1. Courses should be designated in SPIRE as "Face-to-Face Room TBD" or "Fully Remote" so that students will know the course modality when registering for courses.
2. Additional information on the level of synchronous and asynchronous activity within the fully remote courses should be provided to students prior to the start of the spring semester.

Academic Classroom, Labs, Studios, Buildings, Space

1. The public health protocols in place within the classrooms, labs and studios for fall have been extremely successful and should continue in the spring. Additional building usage involving high-quality instructional space and good air quality should be pursued to accommodate additional face-to-face instruction that may occur in the spring.
2. The UMass Center in Springfield and Mount Ida Campus should be explored for curriculum delivery opportunities for students not able to return to the UMass Amherst campus.
3. Technology-enabled classrooms (e.g., Echo360) should be assigned preferentially to those courses where instructors plan to engage students on campus and remotely.
4. Additional open study spaces for students should be identified if the student population on campus increases.

Teaching and Learning Support

1. Instructors should continue using Universal Design for Learning (UDL), and prepare and deliver their fully remote courses following university quality standards and best practices; this should include synchronous instruction/activity, with asynchronous engagement possible for students who study from different time zones or who have other constraints making synchronous participation difficult.
2. Face-to-face instructors should prepare for situations where students or the instructor cannot be on campus (e.g., using Echo360 recording, Zoom recording, live streaming, etc.).
3. The CTL/IDEAS/IT/Libraries support group should continue to serve as a central hub for instructional support for instructors and teaching assistants of both fully remote and face-to-face courses.
4. IT should continue to improve the stability and performance of Moodle and provide a website for students to easily find course-related links to learning tools (e.g., LMS, videoconferencing, etc.).

Residence Life, Off-Campus, Dining and Student Engagement

Student Cohorts

The RODS group recommends that the following student cohorts be prioritized for return to campus in Spring 2021:

1. Students whose circumstances require living on campus:
2. International students currently residing on campus
3. Students who need to live on campus due to personal circumstances – for housing, dining, technology, and academic support
4. Students with ADA accommodations that cannot be supported remotely
5. Students employed in jobs requiring on-campus presence
6. Students in designated face-to-face courses
7. First-year students
8. Entering transfer students

The Mount Ida Campus should be used to accommodate additional cohorts if capacity limitations are reached on the Amherst campus.

Capacity

Residential Life and Dining Services have determined that both services could safely accommodate approximately 60% of the campus's residential capacity during Spring 2021.

Factors include:

- Residential Life study to determine the optimal ratio of plumbing fixtures to students (1:4) yielded an occupancy load of 8,766; assumes some double occupancy rooms as needed
- 7% of occupancy can be accommodated on campus in quarantine/isolation
- Capacity to support social distancing among students in Blue Wall plus two to three dining commons
- Safety procedures for staff

The following challenges will need to be more fully addressed depending on the final decision:

- Staffing needs
- Staff safety
- Programming/First-Year Experience limitations
- Balance of resource needs for students on and off campus

Additional Recommendations

- Students should be invited back to live on campus only, not to off-campus residences
- Students should be required to agree to specific, university-wide COVID-19 policies (addendum to housing contract and/or pandemic-specific policies)
 - Include public health behaviors, testing requirements, and local address upon registration for students living in a local community

- Flexibility and choice for students is paramount
 - First-year students should be invited but not required to return to campus

Key Metrics and Phased Operational Impact

The campus should adopt a metric (activity meter) to clearly identify the phase of opening and/or level of appropriate engagement in which the community may participate. The use of the metric will encourage and reward positive public health practices such as wearing masks, reducing contacts, and frequent testing. This tool will expand our compliance and accountability efforts.

Student Life for both On- and Off-Campus Students

Social contact management:

1. The formation of small social groupings or pods should be strongly encouraged – these can be self-selected, centered around academic major/program, existing MyCRU/Project Connect groups, etc.
2. Residential pods will have an opportunity to live near one another; off-campus students living together will be encouraged to form social pods as well
3. Implement process for obtaining students' accurate contact information – phone numbers, local addresses – and updating regularly; this should be part of the spring class registration process

Student life programs (availability should be phased based on key public health metrics and related engagement meter):

1. Orientation and 40 Days of UMass programs for new students
2. Identify adequate number of large indoor and outdoor programming spaces, with some designated priority for programming; library/study space is critical to student success
3. Collaborate and offer consolidated in-person programming (e.g., weekly calendar of key events/activities, Winter Carnival, etc.); programs should have a virtual alternative for remote students
4. In-person programs will scale reach/access by repeating events/activities multiple times

Wellbeing and campus recreation:

1. University should clarify why Spring Break was removed from Spring calendar and address calls to provide more support for wellbeing
2. Wellbeing Wednesday steering committee should be established to plan activities related to the two Wellbeing Wednesdays in the Spring semester
3. Campus recreation options (virtual and in-person) should be available to students; availability should be phased based on key public health metrics and related engagement meter

Dining:

1. Based on residential assignment, students should be assigned a primary dining commons; access to dining commons should be phased based on key public health metrics and related engagement meter, and will be governed by occupancy numbers

Additional recommendations:

1. Emergency Operations Center table top exercise should be conducted to learn what is needed to support on-campus and off-campus students' needs in an emergency (e.g., weather-related power outages, meals)
2. Continue to include how compliance is handled (versus punitive/conduct) in public health messaging campaign to external stakeholders and students
3. Standardize communication protocols and response for students and student groups when potential COVID-19 exposure is identified

Employment/financial impact:

1. Operating at approximately 60% occupancy would create significant budget challenges in Residence Life and Dining
2. Nearly all residence halls will be open and house students; personnel will be needed to staff
3. Adequate staffing will be needed on-site to support planned programs, services and conduct concerns, including nights and weekends
4. Staff roles that were repurposed to support Fall Semester efforts, specifically off-campus outreach, will need to return to original departments; additional staffing may be needed to sustain off-campus engagement efforts

Public Health and Safety

As we increase the campus residential population, the primary considerations are: (1) the need for social distancing and reducing contacts; (2) following mask wearing, cleaning, and other public health practices such as avoiding large gatherings; (3) frequent testing and prompt contact tracing, followed by isolation and quarantine as appropriate, with 7% of campus residential space set aside for quarantine and isolation; and (4) managing the demand for regional hospital capacity. With the experience we have gained over the Fall Semester, and with knowledge of what other campuses have successfully put in place to support a larger student population, we can support a residential population as high as 60%, provided the above conditions are met. In order to create a greater margin of safety, we recommend not backfilling any capacity freed up by members of the priority cohorts who decline our invitation to live on campus.

As requested, this Working Group re-examined actions the campus could take to help alleviate some of these concerns. The critical step will be to ensure strict compliance with the five pillars of public health and safety: mask wearing, social distancing, testing, quarantine and isolation. It will be important for Student Affairs and Campus Life, the Office of the Provost, Human Resources and every campus unit to take active interventions when necessary to ensure compliance.

Recommended Public Health and Safety Protocols

Testing

- Continue with the asymptomatic testing program for the spring, utilizing the following program:
 - Recommend beginning the week of January 11th, initiate arrival testing for individuals from higher-risk states as designated by the Commonwealth of Massachusetts. These individuals will be required to be tested upon arrival and placed in self-quarantine for 14 days. Students will also be tested on their final day of self-quarantine, prior to being allowed to move into their residence hall.
 - **For Students**
 1. Students who reside on campus should be required to be tested twice a week.
 2. Undergraduate students who live in the Amherst area* should be required to be tested twice a week.

3. Off-campus students who live outside the Amherst area and are coming to campus for face-to-face classes, research labs or work should be required to be tested twice a week.
4. Graduate students who live in the Amherst area* and are not coming to campus for classes are strongly encouraged to get tested twice a week.

**Note that the Amherst area is defined as Amherst, Hadley, Sunderland, Belchertown, Pelham, Shutesbury, and Leverett.*

▪ **For Faculty and Staff**

1. Faculty who are teaching or conducting research on campus should be required to be tested weekly.
 2. Clinical faculty who are working in healthcare facilities or University Health Services staff who are providing in-person healthcare should be required to be tested twice weekly.
 3. Staff who regularly work on campus should be required to be tested weekly.
- The campus should continue to utilize rt-PCR for its primary testing while also following improvements in assay development and optimization.
 - Asymptomatic test analysis should be through a mixture of the IALS Clinical Testing Center on campus and the Broad Institute, while symptomatic testing should continue to be performed by University Health Services.
 - Institute mandatory adaptive testing (e.g, face-to-face classes) when circumstances warrant.
 - Consider scheduling testing through SPIRE when scheduling classes.
 - Evaluate the ability to set up a mobile testing operation for on-campus or off-campus adaptive testing needs.
 - Examine the feasibility of a second testing site in the northeast portion of campus or several other smaller sites dispersed throughout campus.

Additional Recommendations

- Mask wearing should be mandatory both indoors and outdoors at all times.
- Develop programs that engage faculty involvement in promoting appropriate behavior and encouraging compliance.
- Expand the current high-quality education and outreach programs to multiple touch points each week.
- All matriculated students should provide or update their Spring Semester address by January 11th, 2021. Compliance should be required for course access in Blackboard or Moodle.

- All student organizations, including Greek Life, club sports and Registered Student Organizations should supply and update complete rosters by the start of the Spring Semester, with an update required at the conclusion of add/drop.
- Improve the electronic link between SPIRE data and in-person classes with a case management system.
- All on-campus events and gatherings should provide plans and protocols for approval by Environmental Health and Safety (EH&S). At a minimum, attendees should demonstrate they are in compliance (green check marks) at entry and an attendee list should be provided to the Public Health Promotion Center.
- Use the green check mark from the Campus Health Hub to allow students to demonstrate their compliance with testing to attend classes as well as access the library, Recreation Center, dining commons, etc.
- Prioritize sewage surveillance as an added early warning system for adaptive testing.
- Consider establishing a working group with Cooley Dickinson Hospital to ensure information flow and a quick update to any changes in transmission.
- Establish guidelines on the size of gatherings and the logistics of off-campus, face-to-face interactions that may be more stringent than state guidelines.
- Develop UMass-specific COVID-19 alert levels that provide the public with some of the indicators used to determine what actions the university may need to take should conditions change.

Additional Considerations

With more students on campus and increased testing, the Public Health Promotion Center needs to expand staffing. This should include additional employees for case investigations of positive tests, contact tracing, managing quarantine and isolation, overseeing compliance, and adaptive response.

All members of the campus community must take every necessary action to ensure a collaborative atmosphere focused on public health measures with the shared goal of keeping the campus open and functioning at the highest level possible.

Facilities, Finances and Human Resources

The working group has prepared an analysis of the revenue and expense impact of a campus residential occupancy rate of 60%. The group's focus is on areas that are most impacted – residential life, auxiliary enterprises, facilities and additional COVID-19 costs. The current FY21 operating budget had projected spring operations essentially as normal; therefore, this analysis is based on significantly lower-than-normal housing and meal plan populations with notable negative auxiliary revenue impacts. The working group discussed but did not project any potential decreases in enrollment for the Spring Semester.

60% Students Returning to Campus

This would result in a total net loss to campus of \$30.6M for Spring Semester. This would also bring the cumulative FY21 deficit to \$40.9M for the entire fiscal year.

1. **Residential Life:** The 60% student scenario requires all residence halls to be open for assignments and quarantine and isolation space (7%)
 1. Reduction of \$15.5M in net revenue
 2. Minimal custodial and maintenance savings due to campus-wide use of residence halls and campus activity across campus
 3. Reductions in Residence Education costs of \$2M
 4. Net \$13.5M loss to campus
2. **Auxiliary Enterprises:** Three Dining Commons and Campus Center operations
 1. Reduction of \$27.5M in net revenue
 2. Reduction in personnel costs of \$10.7M
 3. Reductions in non-personnel costs of \$11.7M
 4. Net \$5.1M loss to campus
3. **Other Facilities and Maintenance Costs:** Many more buildings would be opened to increase face-to-face instruction and study/breakout space for students. This also presumes that the Du Bois and Science libraries, Recreation Center, Boyden/Football Performance Center, and Isenberg are all open. Other areas in Facilities and Campus Services would remain at reduced levels.
 1. Reduction of \$1M in maintenance and custodial costs compared to a normal spring
4. **COVID-19 Related Costs**
 1. Increased testing for sample collection operations and testing costs for the Broad Institute and IALS Clinical Testing Center of \$10.5M
 2. Increased cleaning costs of \$2.6M

5. **Academic Costs:** There may be additional sections or resources needed to provide instruction in a de-densified manner. Funding level to be determined.
6. **Other Resources:** Expect the need to address areas that have experienced stress during the Fall Semester (e.g., International Programs Office, Off-Campus Student Life, Center for Counseling and Psychological Health). Funding level to be determined.

Key Human Resources Considerations

1. While at 60% occupancy the campus will bring back more staff, there will not be a full return to normal staffing levels. Even if additional state appropriation funds become available, the campus would still have a substantial deficit and need to manage Spring Semester finances very prudently.
2. The campus will again need to undertake an analysis of which staff members should be present on-site for Spring Semester. To enhance safety, remote work should continue as much as possible, limiting the size of the on-site workforce. Work spaces should be utilized as cost effectively as possible.
3. The campus will bring back staff sufficient to operate residence halls and dining facilities at 60% capacity.

Research and Libraries

The campus policy has been and continues to be that research and creative activities should be conducted remotely as much as possible. Since many important activities cannot be entirely remote, the campus began gradually reopening laboratories, studios, field stations, libraries, and other facilities for research and creative activity in May 2020. This reopening has been successful from a health and safety viewpoint, with one positive COVID-19 test in a research lab since the reopening; this case was traced to a community contact and there was no known further exposure to the campus.

A notable update involving research is that some of our infrastructure and expertise has been repurposed to develop a campus capacity for COVID-19 testing. This is in the newly certified Institute for Applied Life Sciences (IALS) Clinical Testing Center, which was inspected and certified on October 15, 2020.

An important aspect of this reopening is a Research and Library Operating Plan (RLOP) for each group to ensure levels of occupancy that permit the necessary social distancing, limited group sizes, document cleaning measures, etc. These are prepared by individual or small faculty groups, and reviewed by departments, deans, the Office of Research and Engagement, and, as needed, Environmental Health & Safety (EH&S). This approach extensively leveraged the Quali Research IT system and staff expertise to provide data access to many existing systems for personnel information, space inventory and data analytics.

For the Spring 2021 semester, the Research and Libraries Working Group recommends the following:

1. The testing programs for individuals approved in Research and Library Operating Plan (RLOP) should continue. All these individuals should follow campus requirements for testing and should not enter research spaces or buildings unless they are in compliance.
2. Work should continue to identify alternative assays or approaches to testing that can be implemented in the IALS Clinical Testing Center. This can further leverage our campus research infrastructure and expertise as well as approaches that are evolving at other institutions.
3. The current process using RLOPs to manage the on-campus research activities should continue, with the goal of increasing occupancy and participation as much as possible within (EH&S) constraints.
4. As campus occupancy increases, health and safety constraints may limit the occupancy in spaces for independent studies. Students who plan on a face-to-face research experience in the Spring Semester should register for the appropriate course sections as early as possible and check with faculty advisors

as to the availability of space and other guidance. The Research & Libraries Working Group will update the guidance developed for the Fall 2020 Semester, and communicate with faculty and the Commonwealth Honors College administration.

The Libraries

Limited in-person and continued remote Library services for the campus community will be available during the Spring 2021 Semester. The W.E.B. Du Bois, the Science & Engineering, and Wadsworth libraries will be opened on a reduced operating schedule, providing the following:

Additional On-site Services for Spring 2021

1. Limited access, by appointment only, to physical spaces for student study in the Du Bois Library Learning Commons and Science & Engineering Library. The Wadsworth Library will be open.

Areas that will not be available for the Spring 2021 Semester include:

1. Faculty and Graduate Commons (Du Bois Library)
2. Library Research Carrels (Du Bois Library and Science and Engineering Library)
3. Science & Engineering Library will limit access to Level 2 only
4. No in-person classroom activity will take place in any of the UMass Amherst Libraries

Continued On-site Services

1. Contactless pickup for all physical library materials located onsite, including items requested from the 4C and via Interlibrary Loan
2. Contactless payment and pickup for traditional, large format, and 3D printing
3. Access to the Microforms Viewing Room, by appointment only
4. Access to Special Collections and University Archives, by appointment only, for campus and community members
5. Access to the Mass Aggie Seed Library, by appointment only, for the campus community
6. Library stacks will remain closed to patrons; paging service to retrieve physical items will continue
7. All partner academic service providers including the Writing Center, Learning Resources Center, Smart About Money (SAM), International Programs Office, and Assistive Technologies Center (ATC) will provide programming remotely for the Spring 2021 semester

Continued Remote Services

1. Research and Teaching Support Services
2. Interlibrary Loan and Digital Course Reserves
3. Scholarly Communication and Digital Scholarship Services

Precautionary protocols will be implemented to ensure the safety of our patrons and library employees working onsite. Partitions and sanitizing measures and a communication campaign to library patrons on health and safety procedures will be implemented to ensure that safe navigation through and use of physical library spaces can be maintained. Building occupancy and traffic flow will be monitored regularly to ensure that appropriate PPE use and physical distancing measures are maintained.

Athletics

As a Division I Program, UMass Athletics provides student athletes, many of whom are on an athletic scholarship, an opportunity to train and compete at the highest level of intercollegiate sports. These activities, which include training and team practices, cannot be conducted remotely and require access to campus facilities.

As evidenced by the Fall Semester, given the resources, practices and protocols that are unique to the student-athlete population, the program has been effective in inhibiting spread of the virus and protecting public health, and the following recommendations reflect that standing.

Number of Students

1. In the spring term, we will have competition for fall, winter, and spring teams, since fall 2020 sports seasons were postponed. Since 20 of our 21 sports will be in a competitive season in spring 2021, we recommend all student-athletes (approximately 650 in total) return to use campus facilities.
2. Approximately 50% to 60% of returning student-athletes will return to campus housing assignments.
3. Our recommendation is that teams will return across various dates in January. We will have a breakdown of return dates by the end of October.
4. Football, the only fall sport to have played in 2020, will return when residence halls and dining facilities are open for all students.
5. Athletics will be prepared to release team return dates and game schedules for the spring term to the public by December 15.

Which students

1. Priority for the date of return will be based on when the competitive season commences for each sport. For example, the winter sports of men's and women's basketball and ice hockey will remain on campus during the holiday break because they have scheduled games every week from November 20 to March 10. A spring sport example, men's and women's lacrosse would come back as one of the first groups in January because they start games on February 13.

Related recommendations

- Students invited back will live on and off campus. On-campus students will agree to specific COVID-19 residential rules (to be determined before housing assignments are selected).
- Students will not be required to return to campus and may opt out of athletics participation without negatively impacting their roster status or athletic financial aid, if applicable. (Flexibility and choice for students is paramount.)
- Athletics will have a combination of on- and off-campus students returning in January who will need access to campus facilities (athletics spaces, academic facilities, dining, etc.). Due to expected travel for competition in and out of the region, we recommend limiting student-athlete exposure to other students by segmenting student-athletes in athletics-specific housing on campus.

Testing

- All athletes and staff will be tested at least twice a week (scheduled in detail). A few sports will have NCAA or league mandates to test more frequently, such as three or four times a week.

Budget

- A January student-athlete return is typical for the athletics department so the financial impact was forecast as part of the FY21 budgeting process. In addition, the department has planned for the room/board budget impact of having student-athletes on campus for spring 2021.

Communications

As the university prepares to announce how it intends to conduct operations for the Spring 2021 Semester, clear communications and strong customer relations will be critical to our success.

University Relations will work closely with partners across campus, in particular chief campus communicators in schools, colleges and executive areas, as well as front-line service staff, to provide a project timeline, share key messages and talking points, answer frequently asked questions, and offer timely access to related communication assets.

The unprecedented environment prompted by COVID-19 required fast-paced, high-volume and rapidly evolving communications during the summer and fall. These initiatives, delivered to a variety of audiences through multiple channels, provided effective and invaluable information to the university community. Among them is a dedicated COVID-19 website with over 1.5 million pageviews to date. These tools will be further refined and widely deployed.

At the same time, we must enhance our efforts. Given the imperative to regularly communicate mission-critical information, a closer partnership with campus communicators will be implemented to meet their needs and answer constituents' questions. We also learned that the university's virtual infrastructure to handle a flood of customer inquiries must be strengthened. A committee is actively exploring options to create a Spring Opening Resource Center (SORC), building upon existing call centers and email-ticketing operations. These challenges reflect the decentralized nature of university administration, and underscore the need to collaborate in new and creative ways in the current unparalleled circumstances.

Target Audiences

- *Primary:* Campus (students, faculty, staff, current parents)
- *Secondary:* Extended community (regional media, UMass system officials, elected officials, area residents)
- *Tertiary:* Prospective students/parents, alumni, national media (UMass as national leader)

Strategy

- Integrated marketing and communications plan
- Build upon assets created for the fall (COVID website, public health campaign)

- Coordinate closely with campus communicators and provide content they can use with their audiences
- Coordinate with student leadership and organizations
- Leverage campus systems (ServiceNow, Salesforce, campus communicators)
- Clear metrics for success

Tactics

- Campus-wide emails
- Homepage
- COVID site
- Social media
- Media relations
- Knowledge base of FAQs, talking points, etc.
- College/school newsletters, additional channels
- Public health campaign (including videos)
- Ticketing system (ServiceNow and Salesforce)
- Call centers
- Leadership video

Spring 2021 Strategy Leadership Group

John McCarthy, Provost and Senior Vice Chancellor for Academic Affairs, Co-Chair
Brandi Hephner LaBanc, Vice Chancellor for Student Affairs & Campus Life, Co-Chair
Ryan Bamford, Athletics Director
Carol Barr, Senior Vice Provost and Dean of Undergraduate Education
William Brady, Vice Chancellor for Human Resources
Justin Burch, President, Graduate Student Senate
Rolanda Burney, Chief of Staff, Chancellor's Office
Sonya Epstein, President, Student Government Association
Steven Goodwin, Deputy Chancellor
John Kennedy, Vice Chancellor for University Relations
Mike Malone, Vice Chancellor for Research & Engagement
Andrew Mangels, Vice Chancellor for Administration & Finance
Christopher Misra, Vice Chancellor for Information Technology
MJ Peterson, Secretary of Faculty Senate
Tricia Serio, Dean, College of Natural Sciences
Nefertiti Walker, Interim Vice Chancellor for Diversity, Equity, and Inclusion
Erica White, Chief of Staff, Office of the Provost, staff

Working Groups

Teaching, Learning, Technology and Student Success (TLTSS)

Leadership Group:

Carol Barr, Senior Vice Provost and Dean of Undergraduate Education, Chair
Barbara Krauthamer, Dean, College of Humanities and Fine Arts, Vice Chair
Shane Conklin, Associate Vice Chancellor for Facilities & Campus Services
Elsa Cousins, Graduate Student
Julia Fox, SGA Speaker
Claire Hamilton, Associate Provost and Director, Center for Teaching and Learning
Adam Lechowicz, SGA Secretary of Technology
Tricia Serio, Dean, College of Natural Sciences
Tilman Wolf, Senior Vice Provost for Academic Affairs
Kelly Smiaroski, Executive Assistant, staff

TLTSS Sub-Groups:

Curriculum delivery, identification of course modality, spring curriculum offerings

Carol Barr, Senior Vice Provost and Dean of Undergraduate Education, Chair
Barbara Krauthamer, Dean, College of Humanities and Fine Arts, Vice Chair
Barb Chalfonte, Executive Director of Strategic Analytics, UAIR
Jeffrey Cournoyer, Managing Director of Mount Ida Campus
Elsa Cousins, Graduate Student
Krisztina Filep, Director, Operational Analytics, UAIR
Julia Fox, SGA Speaker

Adam Lechowicz, SGA Secretary of Technology
Anne Massey, Dean, Isenberg School of Management
Tricia Serio, Dean, College of Natural Sciences
Russ Tessier, Associate Dean, Engineering
Kelly Smiaroski, Executive Assistant, staff

Classroom, labs, studios, space, building usage

Tilman Wolf, Senior Vice Provost Academic Affairs, Chair
Shane Conklin, Associate Vice Chancellor for Facilities & Campus Services, Vice Chair
Carol Barr, Senior Vice Provost and Dean of Undergraduate Education
Steve Goodwin, Deputy Chancellor
Jeff Hescocock, Executive Director of EH&S and Emergency Management
Barbara Krauthamer, Dean, College of Humanities and Fine Arts
Tricia Serio, Dean, College of Natural Sciences
Patrick Sullivan, University Registrar
Richard Yeager, Director of Campus Planning

Faculty/Instructor support and assistance (CTL, IDEAS, IT, Libraries)

Claire Hamilton, Associate Provost and Director Center for Teaching and Learning, Chair
Leslie Button, Associate Dean for Research and Learning
Elsa Cousins, Graduate Student
Betsy Cracco, Executive Director, Wellness Administration, Student Affairs & Campus Life
Matthew Dalton, Chief Information Security Officer and Director of Instructional Innovation
Heather Sharpes-Smith, Interim Executive Director of Online Educational Technology
John Wells, Senior Vice Provost for Lifelong Learning
Tilman Wolf, Senior Vice Provost for Academic Affairs

Technology platforms, LMS, student access/needs/support

Tilman Wolf, Senior Vice Provost for Academic Affairs, Chair
Carolyn Bassett, Associate Provost for Student Success
Ann Marie Duchon, Interim Director, Disability Services
Claire Hamilton, Associate Provost and Director Center for Teaching and Learning
Jim Kurose, Distinguished University Professor, College of Information and Computer Sciences
Adam Lechowicz, SGA Secretary of Technology
Chris Misra, Vice Chancellor for Information Technology
Heather Sharpes-Smith, Interim Executive Director of Online Educational Technology
Kalpen Trivedi, Associate Provost, International Programs Office
John Wells, Senior Vice Provost for Lifelong Learning

Residence Life, Off-Campus Life, Dining and Student Engagement Working Group (RODS)

Brandi Hephner LaBanc, Vice Chancellor for Student Affairs & Campus Life, Chair
Evelyn Ashley, Dean of Students, Co-Vice Chair
Marcy Clark, Director of Assessment and Information Systems for SACL, Co-Vice chair
Andrew Abramson, Undergraduate Student & SGA Secretary of the Registry
Shelly Perdomo-Ahmed, Assistant Vice Chancellor of Advocacy, Inclusion and Support Programs

Dawn Bond, Director of Residential Life Operations
Rose Boulay, Director of Family Services
Elizabeth Cracco, Executive Director of Wellbeing, Access and Prevention
Derek Dunlea, Graduate Student; M.Ed/MPPA
Garrett DiStefano, Director of Dining Services
Rachel Ellis, Undergraduate Student
Patricia Cardoso-Erase, Associate Dean of Conduct & Compliance
Carla Montilla Jaimes, Undergraduate Student
Patricia (Tita) Feraud-King, Doctoral Student; MS.Ed.
Sally Linowski, Associate Dean of Off Campus Student Life
Tony Maroulis, Executive Director of External Relations and University Events
Jean MacKimmie, Director of Residence Education
Pete Smith, Director of Student Affairs & Campus Life Communications & Professional Development
Johnny Tooson, Executive Director of Student Engagement and Leadership
Lydia Washington, Assistant Director of Student Engagement and Leadership
Ruth Yanka, Executive Director of Administration & Finance Operations
Joy Jarne, Executive Assistant, staff

Public Health and Safety

Steve Goodwin, Deputy Chancellor, Chair
Jeff Hescok, Executive Director of EH&S and Emergency Management, Vice Chair
Holly Alexander, Assistant Director of IT Operations
Hari Balasubramanian, Associate Professor, Mechanical & Industrial Engineering
Laura Balzer, Assistant Professor, Biostatistics and Epidemiology
Anne Becker, Public Health Director & Clinical Associate Professor
Emma Bendell, Undergraduate Student
Clement Boaheng, Graduate Student Senate Representative
Dawn Bond, Director of Residential Life Operations
Nancy Buffone, Associate Vice Chancellor for University Relations
Shane Conklin, Associate Vice Chancellor for Facilities & Campus Services
George Corey, Executive Director, University Health Services
Mary Detloff, Deputy Director of News and Media Relations
Garett DiStefano, Director of Dining Services
Sarah Goff, Associate Professor of Health Promotion and Policy
Chaitra Gopalappa, Associate Professor, Mechanical and Industrial Engineering
Laura Hancock, Graduate Student Senate Representative
Jason Inorvati, Associate Director for Programs & Student Development
Kevin Kerwood, Senior Director and Deputy Chief Human Resources Officer
Andrew Lover, Assistant Professor, School of Public Health and Health Sciences
Mike Malone, Vice Chancellor for Research & Engagement,
Andy Mangels, Vice Chancellor for Administration & Finance
Sara McKenna, Student Government Association Representative
Tyrone Parham, Chief of Police
Erin Poulin, Manager Laboratory, University Health Services
Peter Reinhart, Founding Director of Institute for Applied Life Sciences (IALS)
Steve Reynolds, Campus Director, Mount Ida Campus

Tricia Serio, Dean, College of Natural Sciences
Nick Simmons, Student Government Association Representative
Jacqui Watrous, Executive Director, Administrative Systems, IT
Wilmore Webley, Associate Professor, Pre-Medical & Pre-Dental Advisor, Microbiology

Facilities, Finances and Human Resources

Andrew Mangels, Vice Chancellor for Administration & Finance, Co-Chair
William Brady, Vice Chancellor for Human Resources, Co-Chair
Shane Conklin, Associate Vice Chancellor for Facilities & Campus Services
Lynn McKenna, Budget Director
Deborah Gould, Associate Provost for Administration & Finance
Chris Dunn, Executive Director of Government Relations and Special Advisor to the Chancellor
Sara Littlecrow Russell, Executive Director for Organizational Effectiveness, (SACL)
Adam Jones, Student Government Association Representative
Victoria Crovo, Student Government Association Representative
Laura Hancock, Graduate Student Senate Representative

Research and Libraries Working Group (RLWG)

Mike Malone, Vice Chancellor, Research & Engagement, Chair
Simon Neame, Dean of Libraries, Vice Chair
Marjorie Aelion, Associate Vice Chancellor, Research & Engagement
Wayne Barnaby, Ph.D. candidate, Neuroscience and Behavior
Clement Boaheng, Graduate Student Senate Representative
Michelle Budig, Vice Provost, Faculty Development
Jen Donais, Assistant Vice Chancellor, Research & Engagement
Julia Fox, Student Government Association Representative
Lori Goldner, Physics, Research Council Past Chair
Steve Goodwin, Deputy Chancellor
Jody Jellison, Director, Center for Agriculture, Food, and the Environment; Associate Vice Chancellor, Research & Engagement
Martina Nieswandt, Associate Vice Chancellor, Research & Engagement
Sanjay Raman, Dean of Engineering
Mariam Rashid, Graduate Student Senate Representative
Peter Reinhart, Director, Institute for Applied Life Sciences
Stephen Schreiber, Humanities and Fine Arts
Tricia Serio, Dean, College of Natural Sciences
Rachel Walker, Nursing, Research Council
Tilman Wolf, Senior Vice Provost for Academic Affairs

Ad Hoc Participants

William Brady, Vice Chancellor for Human Resources
Paul Brozek, Senior Research IT Specialist, Research & Engagement
Brad Cohen, Research IT Software Systems Specialist, Research & Engagement
Shane Conklin, Associate Vice Chancellor for Facilities & Campus Services
George Corey, Executive Director, University Health Services

Betsy Cracco, Executive Director, Wellness Administration, Student Affairs & Campus Life
Joe Hession, Assistant Director, Administration Systems, Administration & Finance
Beth Jakob, Associate Dean, Graduate School
Paul Kelley, Director, Research IT, Research & Engagement
Kristi Ohr, Chemical Safety Services Manager, Environmental Health & Safety
Ian Raphael, Director of Research Project Management & Training, Research & Engagement
Frank Sousa, Controller
Kalpen Trivedi, Associate Provost, International Programs
Andrew Vinard, Director, Core Facilities
Jacqui Watrous, Executive Director, Administration Systems, Administration & Finance
Christine Wilda, Associate Chancellor for Compliance

Libraries Subcommittee

Simon Neame, Dean of Libraries (Co-chair, Research and Libraries Working Group)
Sarah Hutton, Head, Student Success and Engagement, Libraries (Co-chair, Subcommittee)
Rebecca Reznik-Zellen, Head, Science and Engineering Library (Co-chair, Subcommittee)
Terry Carrol, Director, Administrative Services, Libraries
Norma Nunnally, Libraries Personnel Officer
Tom Paige, Manager, Circulation Services

Libraries Subcommittee Resource contacts:

Maryanne Steele, Assistant Director, Campus Safety, Environmental Health & Safety
Richard Yeager, Director, Campus Planning

Human Subjects Research Subcommittee

Martina Nieswandt, Associate Vice Chancellor, Research & Engagement, Chair
Michael Busa, Director Center for Human Health & Performance (Core facility)
Cristine Crispin Smith, AD Research, College of Education
Krista Harper, Professor, Anthropology
David Huber, Professor, Psychological & Brain Sciences
Iris Jenkins, Assistant Director, Human Research Protection Office
Aston McCullough, Assistant Professor, Music and Dance
Kristi Ohr, Chemical Safety Services Manager, EH&S
Susan Shaw, Associate Professor, Health Promotion & Policy, Director of the Center for Community Health Equity Research

Agriculture and Extension Subcommittee

Jody Jellison, Director, Center for Agriculture, Food, and the Environment; Associate Vice Chancellor, Research & Engagement, Chair
Mark Tuominen, AD Research, CNS, Co-Chair
Jen Donais, Assistant Vice Chancellor for Compliance, Research and Engagement
Beth Jakob, Associate Dean, Graduate School

Core Facilities Subcommittee

Andrew Vinard, Director, Core Facilities, Co-Chair
Peter Reinhart, Director, Institute for Applied Life Sciences, Co-Chair

International Research, Students, and Visitors Subcommittee

Kalpen Trivedi, Associate Provost, International Programs, Co-Chair
Beth Jakob, Associate Dean, Graduate School, Co-Chair
Lori Goldner, Physics, Research Council Chair
Wayne Barnaby, Ph.D. candidate, NSB
Rachel Walker, Nursing, Research Council

Implementation and Compliance Subcommittee

Jen Donais, Assistant Vice Chancellor for Compliance, Research & Engagement, Chair
Paul Brozek, Senior Research IT Specialist, Research & Engagement
Brad Cohen, Research IT Software Systems Specialist, Research & Engagement
Joe Hession, Assistant Director, Administration Systems, Administration & Finance
Paul Kelley, Director, Research IT, Research & Engagement
Ian Raphael, Director of Research Project Management & Training, Research & Engagement
Jacqui Watrous, Executive Director, Administration Systems, Administration & Finance

Athletics

Ryan Bamford, Athletics Director, Co-Chair
Jeff Smith, Senior Associate Athletics Director, Co-Chair
Kirsten Britton, Senior Associate Athletics Director
Steve Goodwin, Deputy Chancellor
Jaylen Larry, Football Student-athlete
Olivia Muscella, Women's Lacrosse Student-athlete
Sam Darkwa, Men's Track and Field Student-athlete
Liz Hamlet, Senior Assistant Director for Academic Success
Eric Carcich, Head Coach, Women's Rowing

Communication Spring Planning Working Group

John Kennedy, Vice Chancellor for University Relations, Chair
Anne Massey, Dean of the Isenberg School of Management, Vice Chair
Ed Blaguszewski, Executive Director of Strategic Communications and Special Assistant to the Vice Chancellor, University Relations
Nancy Buffone, Associate Vice Chancellor for University Relations
Derek Dunlea, University Student Trustee
Kevin Kerwood, Senior Director and Deputy Chief Human Resources Officer
Ivory Moulton, Secretary of Public Relations & Marketing, Student Government Association
Seni Nkeng, Vice President, Student Government Association
Anastasia Ordonez, Director of Communications, Marketing & Web, College of Natural Sciences
Jim Roche, Vice Provost for Enrollment Management
Erin Schadel, Bursar
Pete Smith, Director of SACL Communications & Professional Development
Bandith Vorasane, Senior Director of Marketing Strategy, Advancement
Cara Cusson, Director of Planning & Special Projects, University Relations, staff

