

# COVID-19 Response Taskforce: Recommendations on Return to Campus

July 6, 2020

One of the priority charges to the COVID-19 Response Taskforce was to review the Safe Return to Campus plan, offer recommendations and revise the timetable (see Appendix A for charge). The Taskforce has carried out this work and offers the following recommendations specific to this charge. We also identify additional and related recommendations and discussion of ongoing work for the Taskforce.

## **We offer the following key points as a framework for the recommendations:**

- The return-to-campus should be framed as a preparation for fall semester, primarily in support of student needs, rather than a general effort to establish a “fully open campus.” This position reflects a priority focus on the health and safety of our staff, faculty and students and recognizes our role in supporting the larger community-wide efforts to ensure public health.
- All decisions should be guided by the status of public health, as reflected in guidance and executive orders issued by the Governor’s Office, as well as the threat assessment level identified for Harris County, using the color-based system presented by county officials. [We offer a UHD-based application of this system later in the report.]
- Given the current Level 1 Red threat for Harris County and the projected timeline for relief, particularly noting increased cases in the 20-39 year-old category which includes many of our students as well as staff, any return to campus should assume that we are at Level 2 Orange at best, with an articulated vision for Level 1 Red as well.
- Until now, much of our efforts have focused on short-term goals, but the issues we face are likely to persist well into 2021, and so the strategies we deploy should be viable throughout that time frame to the extent possible. Starting immediately, we should consider how our planning efforts can lead to or be consistent with a long-term strategy to be implemented over the next 12 to 24 months.
- University plans and messaging should consistently recognize the potential implications not only for the downtown campus, but also for distance sites, as they may be in different counties and under different/additional restrictions due to partner institution decisions.
- Regardless of threat level, UHD should be able to provide a robust, appropriate range of services in a fully virtual environment.
- Any messaging to the community should continue to be very transparent about the likelihood that most services and classes will be provided, at some point in the Fall academic term, in a virtual environment and/or with restrictive health and safety measures in place. We should include in future messaging the implications of that awareness. For example, students will be able to come to campus for basic services and classes, but may not be able to congregate in student lounges, etc.

The Taskforce understands that our ability to provide services to our students via in-person contexts may be heavily compromised by public health orders, directives and priorities. We also understand

that could negatively impact enrollment, producing potential for notably diminished budgets. We believe that UHD has unique strengths and capacity to offer extensive resources and support to our community under such constraints—the key is to accept the challenge, plan accordingly, and communicate clearly, honestly, and frequently with our students about what we can offer in what ways.

## **A. Recommendations**

### ***Recommendation 1: General Framework for Decision-Making for On-Campus Presence***

The Taskforce recommends that UHD adopt the Harris County threat assessment tool, in addition to guidance from the Governor’s Office, to inform decision-making for UHD on-campus operations given its local application. In Appendix B, we provide a proposed draft that identifies the various levels of functionality for key constituencies and resources. The idea is that the university (via the President) would identify which level of functionality UHD is operating under. In theory, UHD will match the Harris County level, unless UHD-specific conditions dictate a move to a more severe threat level—e.g., the county is at level 3 Yellow, but our percentages of outbreaks put us at a level 2 Orange. We do not anticipate that UHD would operate at a level that is more relaxed than the county level, but we acknowledge that may be necessary to maintain mission critical functions and student success priorities.

In terms of communication, the threat level could be built into the website, with a webpage articulating the basic functions for that level, unless that is considered too constrictive.

Below is a brief summary of the various levels—please see appendix B for details:

**Level 1 RED:** Essential building maintenance, mission critical, and security personnel only, staggered work schedules; all instruction online; all buildings closed

**Level 2 ORANGE:** Essential building maintenance, mission critical, and security personnel only with limited student-facing personnel providing appointment-only services; only high-need classes allowed to hold in-person class meetings following possibly expanded safety protocols, all other classes move online; food court services remain closed (consider expanded vending services such as those in CSB)

**Level 3 YELLOW:** Expand on-campus building and maintenance personnel to meet critical needs not able to be addressed in Level 1 Red or 2 Orange status; expand student-facing staffing to provide increased student services, consider on-going use of appointments protocol; all classes with FTF components are allowed following safety protocols; food court services allowed based on monitored density (similar to businesses monitoring number of customers)

**Level 4 GREEN:** All staff can return to campus, depending on risk category; all building maintenance needs can be addressed; open campus, maintain face coverings and social

distancing as needed; allow for walk-in student services; on-campus instruction allowed based on scheduling, social distancing, and delivery mode established at beginning of semester.

### ***Recommendation 2: The Return to Campus Tasks and Timeline***

Guided by the threat assessment chart, the Cabinet should consider the timeline below. We point to two critical tasks for the Cabinet prior to the announcement of the Return-to-Campus plan:

#### **1. Determine which divisions need to have on-campus presence for levels 1 Red and 2 Orange—these are “mission critical.”**

The Taskforce will provide to the cabinet members a comprehensive list of all areas compiled by ESO—the cabinet members should quickly consult key team members in their areas to determine which areas need on-campus presence.

Points to consider:

- Mission-critical areas should have an on-campus presence, but it should not mean “100%” of staff on-campus at the same time or that all members must come to campus—Cabinet should ask area leadership to work with their teams to determine *how* they can have an on-campus presence consistent with the threat level—divisions have differing capacity for virtual presence, numbers of personnel, numbers of personnel with accommodations, etc.
- Consider alternative hours of service: We assume that all services should be available *virtually* during regular business hours (M-F, 8am-6pm)—but is there any difference in on-campus services? E.g., do we need to make some times available in the evenings or Saturdays—to reduce density in peak times, serve a working population, allow flexibility for employees. Or, consider whether all offices must be open on all days for in-person access or just some of the time.
- Decide when/how to authorize student workers for fall needs—many divisions rely on student workers to be “open.” Hiring would need to start at the beginning of August to process paperwork for mid-August start.

#### **2. Announce the Return-to-Campus Plan**

The announcement should go to all staff and faculty with all of the following components:

##### **a. Explanation and framing of what is motivating the return, such as:**

*Our current plan is to have a fall semester that is predominantly online with some limited in-person course offerings. Feedback from students via a survey in Enrollment Management had indicated that students are more likely to attend in the fall if they have some in-person options to choose from; while this may have changed in recent days, we do know that there is a portion of our student population for whom in-*

*person classes may be critical. In addition, we provide services to students which may require in-person resources for maximum benefit. To provide these opportunities, we need to plan for multiple scenarios and we need time to prepare the campus prior to student presence to ensure that we have best practices in place. In addition, there are some tasks that need to be done that can only be done there, and as time has passed, they have become more pressing.*

*We will execute the return-to-campus plan based on a threat-level assessment model—at this time, we understand that current health conditions preclude substantial on-campus activity and we will enact any plans accordingly.*

**b. Consider including the Threat Level Assessment tool with explanation of usage (Appendix B)**

- Consider including key university objectives to each threat level on the matrix—perhaps current and long-term—to help divisions decide how to meet them given resources available. See matrix for suggestions.

**c. Include the timeline (in section B below)**

**d. Offer specific suggestions for divisions to think about rotations**

- Consider 1 week in-person/2-week remote rotations for all staff in a unit if needed or other types of shift schedules within a single week such as 2 days in-person/3 days remote
- Consider whether operations can be “condensed” with someone in an office who can direct a student to a computer for an immediate Zoom engagement with other staff—so “in-person” service but with virtual elements
- Consider how to ensure continuity by not having staff with shared responsibilities in person together—minimize contact among those who provide back-up for each other
- Include expectation for staff who can continue to work remotely that they may need to be prepared to step in for an ill colleague or to show up for an event that requires more in-person support. (Obviously exceptions will be made for those with specific accommodations.)
- Articulate a reasonable timeframe for allowing divisions to shift from one threat level staffing plan to another.

**e. Include a clear process/resource for campus constituents to ask questions that may/may not go through direct supervisor.**

**f. Support a website presence for key information.**

**g. Include some faculty-directed messaging so that they understand we are working on key issues for their fall class planning.** [NOTE: this will be provided by the Taskforce addressing items such as tech support, syllabus language, safety protocols and

enforcement, best practices in virtual classrooms, testing resources and plans, student notification plans for threat level changes, identification of which courses are allowed at which threat level, etc.]

## B. Proposed Timeline

Date	Action	Notes
July 10	Cabinet messages the campus that the report has been received and what the timeline for communication will be	Majority classes online Thanksgiving break transition Notice to staff—e.g., 2-week notice of return date
July 6-17	Cabinet reviews recommendations and completes key tasks: <ul style="list-style-type: none"> <li>➤ Review/approve threat assessment chart</li> <li>➤ Identifies mission-critical in-person needs for late July/August/September for both Level 2 Orange (best case) and Level 1 red status</li> <li>➤ Determines when students can return and in what capacity (appointment only, etc.)</li> <li>➤ Clarifies the expectation of “open” in terms of campus (e.g., hours of operation and available services)—this term is used in many communications and needs a definition that matches what is viable under various threat levels.</li> </ul>	Uses spreadsheets of division lists—to be provided by taskforce by 5pm on July 7.
July 20	Cabinet announces the return-to-campus plan or a future date when the announcement will be made	Content to include the items in section 2 above.
July 20-24	VPs work with directors/managers/supervisors to develop work schedules for on-campus presence and workload for all (virtual and in-person, full schedule), using mission-critical definitions for Red and Orange  <i>Parallel activities during this period:</i> <ul style="list-style-type: none"> <li>• Ongoing discussion in task force and/or admin regarding trigger points and</li> </ul>	NOTE: Current plan is to return under Level 2 scenario on August 10, but the schedule can be planned to <i>get to</i> Level 2 by August 17 if needed.  We also note that some areas may need to move more quickly to have some on-campus functions prior to August 3—

	<p>acceptable density (of campus vs. office suites)</p> <ul style="list-style-type: none"> <li>• Continuing preparing classrooms, marking traffic flows everywhere, etc.</li> <li>• Decide entry/exit points</li> <li>• ESO works with task force to clarify the form to be completed</li> </ul>	<p>that should be acknowledged/approved in the announcement from Cabinet if possible.</p>
July 27-31	<p>Finalize staffing schedule with ESO—perhaps submitting an edited version of previous plan</p>	<p>Need to work with ESO on how to report.</p>
July 31	<p>Announce/confirm the timelines and work schedules for return to campus with all employees—create sign off or acknowledgement process for each employee</p>	<p>This should be already expected based on preceding conversations.</p>
August 3-7	<p>Implement the plan for the return to allow time to adjust/practice before students return; this may be fluid to allow staff time to make plans to return (e.g., child care, etc.)</p>	<ul style="list-style-type: none"> <li>• Students on campus for specific functions only, as requested by specific units, likely by appointment only in most cases</li> <li>• Encourage staff and faculty to come to campus to visit and see the space to understand student/colleague experiences even if they will likely work remotely into fall.</li> </ul>
August 17	<p>Allow students back on campus for student services functions that have been approved.</p>	<p>Consider controlled access points with clear responsibilities for who is monitoring the access points.</p>
August 24	<p>Classes start. All areas functional as defined in the plan for relevant threat level (hoping for level 2 orange at best case)</p>	

### C. Additional Recommendations for Immediate Consideration

The Taskforce has recognized challenges in our current processes for critical functions. We ask the Cabinet to consider the following actions that are outside of the immediate return-to-campus plan:

1. Establish a single-source plan for PPE ordering, forecasting, and budgeting—it is increasingly difficult to purchase these products on a small scale and we should try to ensure consistency and appropriateness of the products being used. We need to clarify earlier messaging that individual units were responsible for their own cleaning supplies for offices—who will procure and coordinate this.
2. Identify a budget allocation process for COVID needs that may apply across divisions—to make centralized decisions and purchases, we need to be able to act efficiently. (e.g., face masks, face shields)

3. Articulate a clear and centralized process for requesting building and physical property needs. (shields, signage, etc.)
4. Promote Zoom 'drop-in' office hours communication options for all major divisions to maximize student access.
5. Support a clearly delineated communication plan that has central key messaging with ability of divisions to message within units as needed (see Appendix C):
  - a. Various offices still responsible for messaging targeted at their own units.
  - b. University Relations works with a COVID Communication team to manage all broader messaging, with input from areas as delineated in the plan in Appendix C.

#### **D. Issues Currently In Discussion**

This list reflects discussions in progress in the Taskforce. We ask that members of cabinet notify Taskforce leadership if anyone in your areas is working on these topics—we need to coordinate.

- Decision-making trees for a campus threat level and access points
- Reporting issues—while we have self-reporting, how do community members handle informal awareness (e.g., student tells a faculty or staff member of exposure or diagnosis). We need training and very specific scenarios (some training coming soon from UH). Relevant training must be mandatory for faculty, staff, and students
- Finalize parameters for level three and level four COVID threat levels
- Scheduling considerations for spring to build in flexibility to the schedule if needed. Consider class times staggered to reduce congestion in hallways, stairways, elevators; allow for classroom doors to remain unlocked between classes to reduce congestion
- Guidelines regarding face coverings to include public spaces, classrooms, computer labs, studios, student-facing services' offices, specifically:
  - enforcement guidelines for faculty in classrooms
  - enforcement guidelines for staff in student-facing services
  - enforcement guidelines for security personnel
  - frequency of classroom cleaning for face-to-face and online interactive (S-flex) classrooms)
- Prepare long-term response process
  - Appoint and activate a crisis command team for COVID made up of institutional leadership including shared governance representatives using the Incident Command System Framework with LOP (Finance, Logistics, Operations and Planning) sections:
    - ❖ Finance (budgeting, ordering, forecasting PPE). This would include responses to funding stream reductions, etc.
    - ❖ Logistics (building & physical set-up including classrooms, information technology). Specifically, we should consider building access monitoring using scanners for IDs at Entrances (likely for Spring or later):
      - a) all personnel allowed on campus identified by managers and a list provided to security personnel including schedules
      - b) building density to be monitored through limited access points
      - c) appointment schedules for student-facing services provided to security personnel

❖ Operations Protocols

Protocol for UHD reported cases regardless of current COVID level

- a) Develop decision-tree regarding extent of building closure required (e.g., classroom, floor, building, etc.)
- b) Implement contact-tracing protocols, communicate UHD COVID level using Harris County system
- c) Monitor contact tracing and return to campus requests, identification to be provided to security in order to monitor compliance

❖ Planning (assessing and planning)

Keep track of and assess strategies along the way for future application and improvement



## **Appendix A: Committee Charge and Overview of Efforts to Date**

### **Committee Charge:**

Taskforce is charged with (1) conducting a thorough review of the Safe Return to Campus Plan, (2) developing a set of recommendations that enhances the Plan and, (3) revising the return to campus timetable, and in light of the current surge of COVID-19 cases in Houston/Harris County. [Please see original full charge document and list of members attached after the appendices of this report.]

### **Overview of Committee Efforts to Date:**

June 10, Taskforce appointed

June 12, 2020 Campus return plans temporality postponed

June 19, Taskforce held its first meeting focused on charge, overview of current local and university conditions, summary of action to date from ESO, open group dialogue regarding plans and efforts to date

June 22, Second meeting was comprised of a presentation by Administration and Finance related to campus mitigation efforts and physical enhancements, as overview of the contact tracing process for campus, members asked to participate in a SWOT exercise on current Return to Work plan

June 24, Third meeting focused on an overview of current local and university conditions, a presentation by Provost Link related to academic planning efforts to date, including an update on classroom planning and scheduling, an introduction of the results from SWOT exercise on current Return to Work plan presented to group

June 26, General themes from SWOT exercise presented for group discussion, idea to implement Threat Assessment rubric presented, works groups for developing threat assessment rubric, communication plan, and cabinet recommendations created

June 29, Meeting time spent in three work groups drafting recommendations for group consideration

July 1, Work group recommendations presentations hosted for group input and discussion, draft narrative based on presentations uploaded to Teams page for input

July 2-6, Taskforce finalizes narrative and recommendations for cabinet

July 7, Taskforce send finalized summary to cabinet for consideration

## Appendix B: Threat Assessment Chart

### Draft Threat Assessment Rubric—UH-Downtown

July 2020

Decisions about university operations will be determined by Interim President Tillis, guided by information in this assessment rubric—this information will be communicated via the UHD website; changes in threat level will also be messaged through all university communication outlets.

Please note: members of the UHD community should enact appropriate protocols based on official university decisions regarding threat level—this is not intended for individual decision-making about work, classes, or campus access.

Risk Level	Level 1 RED: Severe, Uncontrolled Community Transmission	Level 2 ORANGE: Significant, Uncontrolled Community Transmission	Level 3 YELLOW: Moderate, Controlled Transmission	Level 4 GREEN: Minimal, Controlled Transmission
Level Description	<ol style="list-style-type: none"> <li>Community outbreaks present and worsening</li> <li>Public health (testing and contact tracing) capacity strained or exceeded</li> <li>Healthcare system surging</li> </ol>	<ol style="list-style-type: none"> <li>Significant community transmission with limited evidence of reduction due to public health measures and other factors.</li> <li>Public health (testing and contact tracing) capacity likely sufficient</li> <li>Healthcare system at or near surge</li> </ol>	<ol style="list-style-type: none"> <li>Demonstrated reduction in transmission due to public health measures and/or other factors.</li> <li>Public health (testing and tracing) systems with capacity.</li> <li>Healthcare system within capacity.</li> </ol>	<ol style="list-style-type: none"> <li>New chains of transmission are limited and quickly broken.</li> <li>Public health and healthcare systems with capacity with significant reserves OR</li> <li>Effective medical countermeasures (vaccine and/or treatment) developed and widely available.</li> </ol>
Academic	<ul style="list-style-type: none"> <li>All classes move fully online until conditions change</li> </ul>	<ul style="list-style-type: none"> <li>Move hybrid, online interactive, and FTF classes fully online with some high-need exceptions (labs, studios, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>FTF, hybrid, and online interactive continue with full safety protocols</li> </ul>	<ul style="list-style-type: none"> <li>Classes occur as scheduled with ongoing restrictions in place as appropriate.</li> </ul>
Staffing	<ul style="list-style-type: none"> <li>Mission critical units with limited staffing</li> <li>All other employees Stay Home, Work Safe</li> </ul>	<ul style="list-style-type: none"> <li>Mission Critical Units with Limited Staffing</li> <li>For staff unable to telework, consider temporarily reassigning/cross-training underutilized work force for mission critical projects</li> <li>Consider additional staffing needs in accordance with safe return to work phased plan; others Stay Home, Work Safe</li> </ul>	<ul style="list-style-type: none"> <li>Consider activating safe return to work phased plan</li> </ul>	<ul style="list-style-type: none"> <li>Execute full return to work plans.</li> </ul>
Faculty	<ul style="list-style-type: none"> <li>Faculty campus access limited to critical research needs</li> </ul>	<ul style="list-style-type: none"> <li>Limited faculty access to campus as needed</li> </ul>	<ul style="list-style-type: none"> <li>Full faculty access to campus following safety protocols</li> </ul>	<ul style="list-style-type: none"> <li>Full faculty access to campus with ongoing safety protocols as needed</li> </ul>

Students	<ul style="list-style-type: none"> <li>No students allowed on campus—access services and classes remotely.</li> </ul>	<ul style="list-style-type: none"> <li>Student access only for pre-approved classes, appointment-only student services and outdoor/satellite options</li> <li>campus using protocols and social distancing measures</li> </ul>	<ul style="list-style-type: none"> <li>Consider increased student campus access following safety protocols</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Students allowed on campus normal range of services and class operations with on-going restrictions and protocols as appropriate</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>Open only on a restrictive/pre-permission access basis related to mission-critical operations</li> </ul>	<ul style="list-style-type: none"> <li>Open with designated entrances and days/hours</li> </ul>	<ul style="list-style-type: none"> <li>Open with designated entrances and days/hours</li> </ul>	<ul style="list-style-type: none"> <li>Fully open, normal operations</li> </ul>
Visitors	<ul style="list-style-type: none"> <li>Only pre-approved contractors/vendors inside main buildings related to mission critical operations by appointment only</li> </ul>	<ul style="list-style-type: none"> <li>Only pre-approved contractors/vendors inside main buildings related to mission critical operations and other operations deemed critical, by appointment only</li> <li>All other visitors outside or satellite locations (with group sizes as per county or state orders)</li> </ul>	<ul style="list-style-type: none"> <li>Contractors and vendors allowed on campus using protocols and social distancing measures</li> <li>Other visitors by appointment &amp; with restrictions as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Campus open to general visitors with on-going restrictions as appropriate</li> </ul>
Objectives				

## Appendix C: Communication Plan

COVID-19 messaging is currently being written and distributed from multiple offices. While it is important for various offices to send their own communication, particularly for messages to niche audiences, it is also important for emergency management and public relations that messaging to broad audiences be consistent in tone and voice.

### COVID-19 Messaging

- COVID-19 messaging is currently being distributed from the following sources:
  - University Relations
  - Office of the President
  - Office of the Provost
  - Student Affairs
  - Employment Services & Operations
  
- Proposed Coordination
  - To achieve consistency, avoid over messaging, avoid contradicting information or other conflicts, the following is proposed:
    - ✓ Assemble a small group (COVID Communications Review Team) to meet briefly each week and discuss upcoming messages. Proposed participants: Eric Link, David Bradley, Ivonne Montalbano, Meritza Tamez, Johanna Wolfe, Elisa Olsen.
    - ✓ Formally assign a writing team for broad COVID-19 Communications.

Audience	Responsible Office	Responsible Person
Institution-wide messages to faculty/staff	University Relations	Mike Emery, Mark Kramer, Elisa Olsen
Messages to a broad public audience	University Relations	Mike Emery, Mark Kramer, Elisa Olsen
Messages sent from Office of the President	University Relations	Mike Emery, Mark Kramer, Elisa Olsen
Messages to UHD Alumni	University Relations	Liza Alonzo, Mike Emery, Sheryl Taylor, Elisa Olsen
Messages to “All Faculty”	Office of the Provost	Natalie Boehm, Eric Link
Messages to “All Students”	Enrollment Management collaborating with Student Affairs	Jenna Tabakman, Meritza Tamez (and SGA), Jimmy Jung
Messages to “All Staff”	Employment Services & Operations	Lisa Raynor-Keck, Ivonne Montalbano

- ✓ Members of the writing team craft messages, and send to University Relations for review.
  - ✓ Messages that have gone through this procedure will be shared with the COVID Communications Review Team by University Relations for final approval. University Relations will send the final message.
  - ✓ Messages that go to the entire UHD Community (including students) will direct concerns to [Coronavirus@uhd.edu](mailto:Coronavirus@uhd.edu). *This note should always be included in campus wide emails that include Faculty, Staff and Students.*
  - ✓ Create a shared calendar for scheduling communications. A representative from each division may have access to the calendar for planning purposes.
- This procedure is not meant to hamper individual departments' ability to communicate to various audiences. Rather, only broad messaging should be managed by this process. Messages to niche audiences should continue to be handled by the local division/department. The following examples would be handled locally and fall outside this proposed communication procedure.
    - The Office of the Provost may want to email "Department Chairs" about a specific COVID-19 topic. This message would be developed and sent by the Office of the Provost.
    - The Office of the Provost may wish to send a "Provost's Update" to all faculty. This message would be developed and sent by the Office of the Provost.
    - The Office of Financial Aid or the Office of the Registrar may wish to send a message to a particular subset of students. This message would be developed and sent per the usual procedures for sending such messages.



OFFICE OF THE PRESIDENT

**Date:** June 24, 2020

**To:** UHD COVID-19 Response Taskforce

**From:** Dr. Juan Muñoz, UHD President

A handwritten signature in blue ink, appearing to read 'J. Muñoz', with a horizontal line extending to the right.

**Subject:** UHD COVID-19 Response Taskforce Charge

As the institution moves closer to the reintegration of employees and students, the University of Houston-Downtown COVID-19 Response Taskforce will carefully assess the institution's climate and ability to address the challenges presented by the novel coronavirus. The Taskforce will work across the institution to gauge the effectiveness of implemented policies and procedures, respond decisively to emerging threats, and provide well-informed guidance for future decision-making.

The short term goal of the COVID-19 Taskforce is to conduct a careful review of the draft Safe Return to Campus plan that has been developed, the phased strategy, its underlying rationale and its associated communications, and Ivonne Montalbano and Elisa Olsen can assist. A complete examination of the physical modifications to the campus in light of COVID-19 should be undertaken, and David Bradley and his staff would be helpful here. Finally, a representative from the Provost's Office should weigh-in with its initial thinking regarding the fall academic course schedule, proposed delivery modalities, and anticipated impacts to the overall calendar because of COVID-19, and the possibility of a significant resurgence of the virus and rates of infection.

Having completed a thorough review of these salient considerations informing the current draft plan, an introduction of additionally meaningful considerations – including a revised return to campus timetable – can be engaged by the Taskforce at length. Said discussion should certainly consider the issues presented in the recent joint resolution of the Faculty Senate and Staff Council.

The Taskforce will then develop a set of recommendations that enhances the return to campus plan, and can offer a basic architecture for an improved plan of action that can be approved by the leadership, shared with the campus community, and subsequently implemented in July and beyond.

Subsequently, the UHD COVID-19 Response Taskforce will provide on-going recommendations to the university's senior administrative and academic leadership, interface with emergency management units, serve as the university's liaison to local health policy leaders, and continuously review institutional strategies to insure a public health informed academic environment that prioritizes the health and welfare of the university community. Initial members include:

Ron Beebe, Professor, Urban Education and Faculty Senate President-Elect  
Pamela Hurley, Associate Professor, Mgmt & Insurance Risk Mgmt and Faculty Senate Senator  
Jerry Johnson, Associate Vice President, Faculty, Research and Sponsored Programs  
Jimmy Jung, Vice President, Enrollment Management

Alan Modrow, President, Student Government Association  
Ivonne Montalbano, Vice President, Employment Services and Operations  
Michelle Moosally, Associate Vice President, Programming and  
Curriculum Elisa Olsen, Executive Director, University Relations  
Rebecca Quander, Associate Professor & Assistant Chair, Math & Statistics  
Vanessa Rojas, CHSS Academic Advisor III & Staff Council Communications  
Officer Rhonda Scherer, Associate Director, Sports & Fitness and Staff  
Council President Meritza Tamez, Interim Dean of Students  
Liza Alonzo, Director, Events & Alumni Relations, Taskforce Facilitator (ex-officio)  
Jennifer Bloom, Senior Assistant General Counsel (ex-officio)  
Pat Ensor, Executive Director, Library, Taskforce Secretary (ex-officio)

The term of appointment is immediate and will expire at the conclusion of academic year 20-21. However, the Taskforce term may be extended at the discretion of the President should the threat of the virus extend beyond this timeframe.

The Taskforce will meet biweekly, or as needed, to address the conditions and emerging threats associated with COVID-19. To ensure that the work of the Taskforce substantively informed the decisions of the university's leadership structure, the Chair will also advise the Cabinet on a biweekly basis, or as needed, based on the evolving circumstances of the virus.

The Taskforce will be responsible for COVID-19 messaging and communications, maintaining an ongoing SWOT analysis for decision makers, develop an end of semester assessment and finally submit an end of year report that carefully examines the efficacies and failures of the measures taken by the university to mitigate the destructive effects of