



FALL 2020 RETURN TO CAMPUS



In April, Kennesaw State University launched a comprehensive Presidential Task Force to plan for the return of students to campus for the Fall 2020 semester, following the period of remote learning that stemmed from the COVID-19 outbreak. This task force, comprised of seven committees focused on critical aspects of the academic and operational mission of the university, is applying a comprehensive and thoughtful approach in the development of plans for the return to campus. The teams continue to incorporate input from internal stakeholders and are guided by recommendations from our state's health experts.

Through the spring, each committee has worked to identify necessary policies and procedures that can be implemented to protect the health and safety of the campus community for the fall semester. This report provides an update on the work of the Task Force to date, and the committees will continue to work through the summer to implement new guidance and policies that may be received from the University System of Georgia and the Georgia Department of Public Health.

The seven committees are focusing on the following overarching areas:

Academics: The Academic Subgroup is focused on three objectives: 1) structuring classes this fall so that our students can progress towards graduation; 2) ensuring that our faculty and students have the professional development support needed, and 3) addressing logistical and support issues, such as technology and space, that will optimize the teaching and learning environment. Central to the subgroup's work is a course audit that assessed the extent to which learning objectives are met under multiple scenarios. The audit provides practical insights on how colleges and faculty will plan in order to provide flexibility and ensure learning. The audit also provides data on the type of training and preparation our faculty require to deliver courses and the information and support that our students need to be successful. Key to executing any of the plans in the fall environment is having the logistical and technical support ready and responsive for the specific public health scenario we will face.

Campus Operations: The Campus Operations Subgroup is responsible for ensuring all campus operations are prepared for the fall semester. The subgroup covers all campus services (including housing, dining and health services); facilities maintenance and operations; human resources; public safety and emergency management; legal affairs; environmental health and safety; event and venue management; and access control. The subgroup has developed a detailed task list with deadlines and key stakeholders identified. The top priority in all university decisions is to provide a safe campus for students, faculty, staff and visitors. The team is committed to ensuring student success and providing clear and concise information regarding campus operations to all stakeholders. This subgroup is particularly focused on campus sanitizing practices and social distancing strategies across the university.

Enrollment: The Enrollment Management Subgroup identified two goals that are providing the focus for planning activities. The goals are: 1) To maximize/stabilize Fall 2020 enrollment and 2) To maximize Spring/Fall 2021 enrollment. The admissions and orientation teams are preparing ongoing messaging to our incoming freshmen students as we develop additional details for the fall. We have identified other critical topics for our incoming freshmen, including safety, value of the college education,

finance options and student support. Our recruitment activity this fall will progress to more online offerings and opportunities using the technology solutions we have expanded over the past two months. For both of these goals, we will be monitoring various enrollment activities to inform us whether tactics are effective or need to be adjusted.

Fiscal Implications: The Fiscal Implications Subgroup works directly with senior administration officials regarding ongoing budget issues resulting from the pandemic. Fiscal Services also works with the USG Office of Strategy and Fiscal Affairs on tracking and reporting of all fiscal impacts, as required. In addition, a member of the Fiscal Services Office management has been assigned as a liaison with each subgroup and attends their meetings. As appropriate, the fiscal impact liaison brings decisions back to the Fiscal Implications Subgroup for consideration of solutions and any required analysis.

Information Technology: The IT Subgroup is looking at the technology requirements needed for faculty, staff, and students to adjust to an environment of instructional delivery consistent with either fully online, in-class, or a combination of both. This includes equipment, infrastructure, software, and licensing, as well as process and procedures and an effective communications campaign to provide the necessary information and training. The subgroup is also looking at ways in which technology can help maintain the social distancing guidelines required for the safety of our students and employees.

Research: The Research Subgroup is charged with the development of Fall 2020 Research Guidance in order to manage use and access to research spaces at both the Kennesaw and Marietta campuses, with some consideration of field work included. The Research Guidance includes standard operating procedures for wet labs, dry labs/studies, a field station, and units that conduct face-to-face research with human subjects.

Student Experience: The Student Experience Subgroup is tasked with determining the potential challenges, issues, and opportunities for students upon returning to Kennesaw State University this fall. The group is focused on the co-curricular experience of all students, including university athletics. The issues identified are focused around safety, engagement, finances, and other critical elements of the student experience that also impact student success and retention. A special charge for the group is to work with stakeholders to create a student experience that is special and unique to KSU. The subgroup is collaborating with faculty, staff, and students to create a vibrant and engaging student experience for all students.

A. Fall 2020

I. Goal of Group

The Academic Subgroup of the Presidential Taskforce has focused on three objectives: 1) structuring classes next fall so that students can progress toward graduation; 2) ensuring that faculty and students have the professional development support needed, and 3) addressing logistical and support issues, such as technology and space, that will optimize the teaching and learning environment.

Guiding Principles

The Academic Subgroup has followed the broad principles listed below in structuring and prioritizing its work:

HEALTH AND SAFETY: All academic plans are prepared in concert with campus safety plans to ensure that all KSU faculty, staff and students can engage fully in campus life within clearly articulated guidelines.

ENGAGEMENT AND COMMUNICATION: Communication and engagement are important. The development of plans and policies will be shared with the campus community in order to ensure a high degree of engagement and compliance. Decisions about instructional modality will be communicated so that students can make informed choices about enrolling in the fall.

FLEXIBILITY: Approaches will provide flexibility to allow college-level planning that considers discipline-based learning outcomes, external accreditation standards, and appropriate pedagogies while maintaining the health and safety of our community and our commitment to the academic mission of our university.

FACULTY PROFESSIONAL DEVELOPMENT: Faculty need access to a range of professional development opportunities that account for varying competency levels with respect to online course delivery.

FOCUS ON STUDENT SUCCESS: All plans will be driven to ensure that students have access to classes, academic advising, and other programmatic support that will allow them to graduate in a timely manner. Students will have the necessary support and experiences that can drive success and ensure that incoming students feel welcomed to KSU.

II. Issues to be addressed with proposed solution (s) and status regarding progress / completion

The University System of Georgia (USG) has directed that all 26 institutions develop plans to reopen with social distancing in fall 2020. Specific tasks in the planning process include:

- Conduct an **audit of all classroom spaces** to determine instructional capacity given social distancing requirements. Organize the audit by academic building and include traditional and non-traditional spaces as well as labs and studios. *Completed June 6.*

- Using CDC guidance, **allow faculty to seek accommodations** to teach their classes online. *Initial requests received by June 10; other requests ongoing.*
- Complete a **comprehensive plan** to provide instruction given social distancing as well as other constraints. Course delivery decisions must serve the pedagogical needs of students as well as meet instructional demand. Plans must consider the impact on the student experience and RPG, ensuring that decisions do not have a negative impact on retention, especially for freshmen. Plans should identify those courses that can be canceled or postponed because they cannot be effectively delivered virtually or with social distancing. If courses are canceled or delayed, plans should address any curricular changes that need to be made to ensure student progression. *Completed June 22.*
- **Decisions about internships, clinicals practicums, student teaching placements, and study abroad experiences**, will be evaluated, in alignment with external partners and on a case-by-case basis, to ensure health and safety while maximizing progression in academic programs. Decisions will be informed by guidance from appropriate authorities (USG and State and Federal travel advisories) and public health officials (Georgia Department of Public Health). *Initial decisions due by June 22 with ongoing review into the fall term.*
- Develop **faculty professional development** that is differentiated and allows faculty to self-select for level of competency in technology, online modalities, and D2L. *Completed with additional classes added throughout summer.*
- Develop an **operational plan** that considers the evolving nature of the pandemic and the flexibility required for opening the campus in the fall. The plan includes targeted communication strategies with students via the Registrar's Office and fully engages the advising and student success network. Plan includes instructional lab safety measures and the development of syllabi statements that strongly encourage students to practice social distancing and to wear masks. *Complete plan by July 15.*
- Develop a **portal for online learning** for students which serves as a one-stop-shop for online learners. The portal will include support and services as well as professional development and will be operationalized by August 1. UITS will develop the Student D2L Showcase which will include tutorials, sample tasks and assignments on the use of D2L and integrated technologies for students. *Complete July 27.*
- Consider changes to the academic calendar that would move classes and final exams online after the Thanksgiving break. *Completed.*

III. Input gathering activities (and status regarding completion or timetable)

- At the conclusion of the spring term, the Provost hosted five remote teaching feedback sessions for faculty to share their experiences, concerns and lessons learned from the spring 2020 shift to remote learning. Insights guided professional development programs and fall planning. *Completed in May.*
- The Professional Development subcommittee held focus groups of students and faculty designed to get more in-depth insights into the shift to spring 2020 remote learning. *Completed in May.*
- The Professional Development subcommittee regularly convenes a group of faculty and staff technology leads from across campus to analyze faculty and student needs, make recommendations for new professional development, and implement new workshop/development opportunities as needed. *Completed and ongoing with routine updates and additions.*
- Provost met with the Chairs and Directors Assembly to answer questions and learn about issues with fall planning. The Vice President for Administration, the Chief Human Resources Officer and the lead dean coordinating the fall curricular planning effort attended to gain insights and answer questions. *Completed June 12.*
- Provost continues to meet periodically with the Faculty Senate Executive Committee (FSEC) to address questions, concerns and to gain insight for fall planning. *Ongoing.*
- Deans were asked to schedule meetings with their shared governance bodies (Faculty Senators and College Faculty Councils) to discuss fall schedule plans. The Provost will attend each meeting along with members of the Academic Subgroup of the Presidential Taskforce. *Ongoing to completed by June 30.*
- Beginning the week of June 15 and continuing through the end of July, the Provost will host weekly TEAMS meetings for faculty from across campus to ask questions and share concerns and ideas regarding fall plans. Members of the Academic Subgroup of the Presidential Taskforce are invited to participate. *Ongoing to be completed July 31.*

IV. Additional Issue Areas:

- Options to address technology needs for students who are limited in their access opportunities.
- Continued discussion of appropriate actions for faculty relating to students who may fall ill during the academic term.
- Opportunities to include student behavioral expectations in syllabi and in the student code of conduct.
- Communication of enhanced classroom cleaning protocols.
- Addressing needs of International students with F1 visas.
- Continued development and review of isolation and quarantine procedures in accordance with the latest guidance from the CDC and public health authorities.

B. Activities Related to Contingency planning for returning fully online or going online during the semester

The USG required institutions to develop strategies for three contingencies that would guide a return to instruction for the fall. Plans that are being developed and completed for the first contingency will contribute significantly to plans for contingencies two and three. With respect to starting completely online, faculty with accommodations have already transitioned to online teaching for the fall. Professional development programs will continue to be available for faculty members to attend and access. Further, faculty are encouraged to create syllabi that make it easier to switch from face-to-face instruction to remote or the online environment, if needed. Faculty are encouraged to pre-populate D2L with their course materials for all courses in case a shift to remote learning is needed.

Recommendations for Contingency plan 2 – Returning Fully Online

- Examine KSU policies that may affect student progression if instruction shifts to online. These include policies related to syllabi, degree requirements, online program designation, accreditation, and learning objectives. *Completed in contingency planning in May.*
- Identify strategies for addressing lab, clinical and internship/co-operatives. *Completed.*
- Provide faculty training to ensure a high quality of online instruction. *Completed and regularly updated.*
- Offer a training program for students on how they can learn best in an online environment. *Ongoing*
- Convene a group of faculty and staff technology leads from across campus to analyze faculty and student needs, make recommendations for new professional development, and implement new workshops/development opportunities as needed. *Completed and ongoing with routine updates and additions.*

Recommendations for Contingency Plan 3: Temporary Move Online After Classes

- Faculty are encouraged to create syllabi that include remote assignments/lectures in parallel to face-to-face instructional activities. Faculty are encouraged to pre-populate D2L with their course materials for all courses in case a shift to remote learning is needed.
- Departments are encouraged to help develop, coordinate, and share a number of online modules within specific disciplines before classes begin so that faculty can move to remote or online instruction if needed.
- Identify strategies for addressing lab, clinical and internship/co-operatives. *Completed.*

A. Fall 2020

I. Objective/Principles for your team

The safety and well-being of the KSU Campus Community is the top priority of the Campus Operations Subgroup. All decisions should support KSU's core mission of academic instruction and student success. Campus operations will adhere to Centers for Disease Control (CDC) and Georgia Department of Public Health (DPH) guidelines. Personal responsibility is a key component of health and safety efforts. As such, KSU must provide clear and concise information to the campus community on new protocols and expectations.

II. Issues to be addressed with proposed solution(s) (and status regarding progress/completion)

Cleaning/Sanitation

- Development of cleaning guidelines including those for classrooms, labs, food service areas, residence halls and office buildings
 - Finalized in early June. These plans adhere to CDC guidelines and use EPA-approved disinfectants.
 - Most areas of campus will be cleaned multiple times per day
 - Faculty, staff and students will be provided with supplies to clean their desks and workstations in between use.
 - Signage will be posted with instructions on how to properly clean these areas.
- Environmental Health & Safety (EHS), Building Services and the Office of Emergency Management (OEM) have developed guidelines and training for the decontamination of areas infected by COVID-19.
 - Additional training has been provided to custodial staff, Housing & Residence (HRL) staff as well as athletics training staff.
- Departments are provided with cleaning supplies for cleaning of personal workspaces and common equipment. EHS is providing training on how to properly clean personal workstations.
- Custodial staff have allotted greater time to focus on high-touch, high-traffic areas.
 - Custodians are only entering individual offices once per week to vacuum
 - Staff will be asked to bring their trash to a central repository.

Supplies/Equipment

- The Office of Emergency Management (OEM) has been coordinating and tracking the procurement of supplies across campus.
 - Procurement efforts will continue in order to be prepared for the fall.
 - Only CDC-recommended and EPA-approved cleaning supplies are being procured.
 - KSU will provide to all students, faculty and staff a KSU branded cloth mask.
 - The university will also have supplies of disposable masks that can be utilized as needed. KSU will encourage the use of the KSU branded mask or a personal face covering. Disposable masks will be provided as needed.

Engineer Controls/Signage

- Facilities & EHS are conducting walk-throughs with colleges and departments to determine what engineer controls will be necessary to enhance social distancing.
 - Plexiglas barriers, door stops, touchless paper towel dispensers and other supplies are being provided and installed where necessary.
- Signage to encourage social distancing, face coverings and other CDC recommendations are being placed throughout campus. A “toolkit” of signage/fliers has been provided to all departments so they may post signage as appropriate in their areas.
- Indoor common areas/seating will be limited.
 - KSU is exploring options for additional seating and rest areas to provide students with safe alternatives. Additional outdoor furniture will be placed throughout campus.

Housing & Residence Life

- The residence halls plan to be at full capacity this Fall with additional protocols in place. All University housing options are suite-style or apartments (no communal bathrooms).
 - Housing contracts will be amended to provide for acknowledgment of risk and additional policies/protocols related to Covid-19.
- Move-in will take place over an extended period of time to support social distancing with additional safety measures in place.
 - Residential students will be provided with a KSU-branded mask, thermometer and hand sanitizer at move-in.
- Enhanced cleaning protocols have been developed for residence halls. Residents will be responsible for cleaning their own living quarters.
- For on-campus residential students who test positive for Covid-19, contingency plans are being developed in order to accommodate the individuals and mitigate against further spread
 - Students will be encouraged to self-isolate at home, if possible
 - Dedicated living space will be identified for students who need to self-isolate due to a positive test

Food Services

- Meal service in the dining halls has been revised to ensure compliance with CDC/DPH guidelines for COVID service.
- Self-service (buffet-style) dining will be eliminated.
- Dining is expanding service with Grubhub in order to provide prepayment options and pickup areas in order to minimize the necessity of students waiting in line or congregating in dining areas.
- Enhanced cleaning protocols, barriers and signage have been developed and will be implemented through the summer.
- Dining staff will be required to wear masks at all times and will be responsible for self-monitoring for symptoms of the coronavirus.
- Food services will bring pop up stands and work with outside vendors to bring food trucks to each campus in order to complement KSU's regular food offerings while adhering to social distancing measures.

Health Centers

- KSU has a long-standing relationship with Wellstar Health Systems which provides health services to students.
 - The Health Clinic will increase its telemedicine offerings for the Fall semester.
- The Kennesaw Campus will have a well-clinic for regular visits and a sick-clinic for those presenting flu-like symptoms. The Marietta campus will see well patients in the morning and sick patients in the afternoon.
- Covid-19 testing will be provided at each of the student health clinics.
- On-campus, Covid-19 testing will be provided for faculty and staff.
- Additional plans are being developed to support the promotion of health/safety best practices to the campus community and provide a helpline for students, faculty and staff that have a question about Covid and need to speak with a medical professional.

Campus Transportation

- Enhanced cleaning protocols will be in place for all Big Owl Buses as well as bus stops that service both campuses.
- Options are being considered for additional health and safety requirements in order to utilize campus transportation.

Human Resources

- Return to work communication and guidelines have been developed and posted on the coronavirus information and resource [website](#).
- Staff began returning to work in phases on June 10th
- Phased return will continue through July 20th.
- A virtual New Employee Orientation has been developed and implemented for all new staff and faculty hires.
- Workplace safety policies and protocols are being enforced similar to other university policies.
- Any employee can report a concern via KSU's coronavirus website or return2campus@kennesaw.edu
- KSU will adhere to USG Guidance as it relates to travel policies.

III. Input-gathering activities (and status regarding completion or timetable)

- Kennesaw State University will continue to work closely with the DPH to ensure compliance and close coordination as it relates to contact tracing.
- USG, CDC and DPH guidelines are continuously monitored to allow for adjustment to operating procedures as necessary.
- Subgroup members are working across the institution with identified stakeholders.
- Human Resources continues to monitor an email account; return2campus@kennesaw.edu, which allows faculty and staff to voice concern or ask questions regarding returning to campus.
- The coronavirus information and resource website also allow for faculty, staff, or students to submit concerns or questions regarding the return to campus.
- Table-top exercises are planned throughout the summer.

IV. Additional Issues for potential consideration

- General guidelines for face coverings are being developed.

- Training as it relates to privacy laws should be made available to supervisors. A refresher course may be necessary.
- Operational procedures and guidelines for on-campus events, including large scale events such as athletics and commencement will be finalized by the end of June and adjusted as additional guidance becomes available.
- Enforcement protocols of Covid-related policies need to be developed as it relates to students.
- KSU is working with Wellstar Health Systems to develop testing protocols. At this time, broad-based surveillance testing is not recommended due to the limited availability of rapid tests at this time. Testing for symptomatic individuals will be provided on campus. Testing availability and guidance continues to evolve and KSU will consult with Wellstar if plans need to be adjusted.
- As areas of campus are reconfigured and furniture is no longer in use, finding appropriate storage will present a challenge. Ideally, furniture can be stored in its current building. Where this is not possible, it will need to be moved to the surplus warehouse building.

B. Planning Activities related to contingency planning for returning fully online or going online during semester

- Fall Classes begin fully online:
 - If, during Fall semester, there is a need to move to fully online instruction and the residence halls are closed, we will close all retail dining locations and provide grab-n-go services from the dining halls on both campuses. This service will only be offered for residential students who remain on campus due to extenuating circumstances. KSU will continue to closely monitor and adhere to DPH guidance as it relates to food services.
 - KSU's student health clinics are closed for Summer semester and will remain closed should Fall semester remain fully online. Wellstar is providing continuity of care at its off-campus locations for students who were being treated at the time of closure.
- Classes and operations must go to an online format for a period of time during the semester:
 - Plans similar to those used in the spring will be implemented if there is a need to move to an online format during the semester, including those for residential move-out and a move to teleworking for staff.
 - If a "shelter in place" directive is put in place, the staff on campus can be severely curtailed to only those essential staff for critical operations.

A. Fall 2020

I. Objective/Principles

The Subgroup for Enrollment Management identified two goals that are providing the focus for planning activities. The goals are: 1) To maximize/stabilize Fall 2020 enrollment and 2) To maximize Spring/Fall 2021 enrollment.

II. Issues to be addressed with proposed solution(s) (and status regarding progress/completion)

- Goal #1: Maximize/Stabilize Fall 2020 Enrollment
 - New Student Orientation, along with Parent Orientation, was moved to a virtual format during the summer. Pre-Orientation modules are shared with families ahead of the scheduled orientation date. Live Student and Parent Orientations are being held with campus partners, Orientation leaders and Academic Advisors via Zoom. This live format allows for interactions, including Q & A, with KSU representatives which allows us to mimic the past in-person experience. STATUS: Orientations are in process through early August.
 - A communication plan has been developed focusing on incoming new students that both identified new campaigns and expanded existing campaigns. This plan has messaging being delivered from early June through early August. Topics being addressed include financing college, the value of education, safety on campus, academic support services and student engagement opportunities. STATUS: In progress through early August
 - Week of Welcome (WOW) is a two-week series of programs and activities, at the beginning of the fall semester, focused on creating student engagement and connecting students to the University as well to each other. Plans are being finalized, providing measures for social distancing. WOW will look different this year due to the COVID-19 pandemic. Many WOW staple programs will continue, and new programs are being explored, all incorporating social distancing. Some events will be planned with virtual options for students who may not feel safe even with social distancing. Programs will be planned with at least six-foot spacing for all participants and limiting groups working together. For large scale events, we will utilize space that will allow for social distancing. STATUS: Detailed planning for WOW continues through early August
- Goal #2: Maximize Spring/Fall 2021 enrolment
 - A recruitment plan for future students is being developed outlining how to reach high school guidance counselors if schools are closed in the fall and holding virtual college fair events. STATUS: In Progress
 - Virtual recruitment efforts and activities have never been more important than now. We are working on incorporating more virtual activities into our undergraduate strategic recruitment planning. These activities include but are not limited to the following: Zoom High School Visits, Zoom Sessions for Certain Student Populations, Microsoft Teams 1:1 Sessions, Facebook Live Information Sessions, Instagram Live Information Sessions, Instagram Takeovers, Virtual Tours and Virtual Open House. Recruiting for graduate programs is already conducted virtually and will be enhanced as appropriate. STATUS: In progress
 - We plan to further enhance our recruitment materials and offerings to focus more on academic and student support offerings at KSU. The COVID-19 situation has

highlighted the need for this information to be showcased better in our recruiting efforts. STATUS: In Progress

III. Input-gathering activities (and status regarding completion or timetable)

- Goal #1: Maximize/Stabilize Fall 2020 Enrollment
 - Social media posts are consistently monitored to gather feedback on current enrollment activities, including the virtual orientation.
 - The Vice President of Enrollment also participates in the Academic Subgroup to ensure seamless transition of changes to academic plans and communication to impacted students.

IV. Additional Issues for potential consideration

- Goal #1: Maximize/Stabilize Fall 2020 Enrollment
 - Communication plan is being developed to inform students about modality changes to a student's registration.
- Goal #2: Maximize Spring/Fall 2021 enrollment
 - Admissions guidance will be needed from the USG regarding standardized testing for Spring/Fall 2021 applicants if the offering of tests continues to be a challenge.

B. Planning Activities related to contingency planning for returning fully online or going online during semester

- Fall Classes begin fully online:
 - Communication will be adjusted to incoming new students to notify them of their online modality. Communication will include information regarding academic support offered by the university.
 - All recruitment activity will be done virtually.
- Classes and operations must go to an online format for a period of time during the semester:
 - The communication plan used during the spring 2020 transition will be implemented again to notify students of the changes to their course modality.

A. Fall 2020

I. Objective/Principles

Team members of the Fiscal Services Office management have been assigned to liaison with each working group and provide guidance on fiscal matters. The fiscal impact liaison has worked with each of the subgroups to consider the impact of identified options and decisions and how to accomplish them within the proposed FY2021 budget. When required, the fiscal impact liaison brings decisions back to the Fiscal Implications Task force for consideration of solutions and any required analysis.

Fiscal Services will be prepared to work with the USG Office of Strategy and Fiscal Affairs on tracking and reporting of all fiscal impacts, as required.

II. Issues to be addressed with proposed solution(s) (and status regarding progress/completion)

- Student payment plans are being reviewed and adjustments proposed.
 - Fiscal Affairs has reviewed
 - Will be submitted to USG for approval
- A new strategic budget resource annual tracking program has been drafted and reviewed with Academic Affairs. Goal is to identify available resources for strategic reallocation earlier in the year.
- Strategic budget model is being revised with additional input and will be shared with the President and additional stakeholders.

III. Input-gathering activities (and status regarding completion or timetable)

- Each of the Fiscal Implications subgroup members were assigned to liaison with the other subgroups:
 - Campus Operations Subgroup: Maurena Maynor
 - IT Subgroup: Michelle McGinty
 - Student Experience Subgroup: Jaimie Ward
 - Academic Subgroup: Antrameka Knight
 - Enrollment Subgroup: Ryan McLemore
 - Research Subgroup: Donna Bertrand
- Each liaison individual has reported a summary of current activities within each of the other subgroups and key cost elements, as discussed thus far.
- Liaisons are working to identify particular and specific items of potential cost for each scenario, to estimate the potential costs, and to strategize potential resource allocation (reallocation within current budget).

IV. Additional Issues for potential consideration

- The potential need for E&G support to PPVs and Auxiliary/Fee-funded units should a significant reduction in mandatory fee revenue occur.

B. Planning Activities related to contingency planning for returning fully online or going online during semester

- Scenario #1 – Academic Year 2020-2021 Start – Fall classes begin with limited social distancing guidelines
 - Overarching fiscal implication statement: Primary impact would most likely be impact of any fallbacks in enrollment due to infection concerns as well as probable higher levels of financial need from those students whose families were impacted through loss of employment. Additional costs would be expected from greater requirements for cleaning.
- Scenario #2 – Contingency Plan 1 – Fall classes begin with social distancing expectations
 - Overarching fiscal implication statement: In addition to the concerns of Scenario #1, additional financial impact would be seen by costs of supplies or equipment necessary to provide for the social distancing, including possible additional space needs for changes in classroom delivery with lower occupancy limits.
- Scenario #3 – Contingency Plan 3 – Classes and operations must go to an online format for a period of time during the semester
 - Overarching fiscal implication statement: In addition to the impacts in Scenario #1 and depending on the timeline of the move to online, we would have to consider impacts from directed student refunds and any increase in withdrawals.

A. Fall 2020

I. Objective/Principles

The IT Taskforce is looking at the technology requirements needed for faculty, staff, and students to adjust to an environment of instructional delivery consistent with either fully online, in-class, or a combination of both. This includes equipment, infrastructure, software, and licensing, as well as process and procedures and an effective communications campaign to provide the necessary information and training. The subgroup is also looking at ways in which technology can help maintain the social distancing guidelines required for the safety of our students and employees.

II. Issues to be addressed with proposed solution(s) (and status regarding progress/completion)

Issue: In order to accommodate a hyflex (hybrid, flexible) instructional environment, technology in many classrooms will need to be added or upgraded.

Plan: 1) Determine the requirements for the new environment. 2) Conduct an inventory of the current classroom technology. 3) Establish a fiscal plan for the acquisition and installation of equipment. 4) Establish a timeline for completion.

Status: The classroom inventory revealed that only about 1/3 of available classrooms have some sort of lecture capture capability that will allow for flexibility in the delivery of instruction. A long-term goal has been established to convert a significant number of the remaining classrooms to support both online and face to face instruction. A short-term goal has also been established that will provide faculty with portable equipment that can be used in the classroom as a stop-gap measure.

Issue: Computer classrooms and labs will require that equipment be sanitized between student use without damage to the equipment.

Plan: Currently a “check-out” system is being utilized at the central Service Desk to sanitize equipment such as keyboards and mice between users. This method will not scale to all computer equipment in all areas of the university. A more comprehensive method is being developed in collaboration with Emergency Management, Environmental Health and Safety, and Facilities.

Status: Researched and evaluated tools and methods for sanitizing shared IT equipment in labs and classrooms such as sanitizing mist and ultra-violet light. This research has been shared with Administration to be incorporated in with the overall campus strategy for sanitization.

Issue: Outbound calling option needed for employees still working from home so that personal phone numbers are not revealed. This is mainly needed for direct student contact such as advisors and Enrollment Services personnel.

Plan: Microsoft Teams provides a licensed option for outbound calling. Enabling this feature and providing personnel with a good working laptop and headset will satisfy this need.

Status: Teams calling licenses were provided to all advisors and needed Enrollment Services personnel along with any required computer equipment. This will continue throughout the Summer and into the Fall if necessary.

Issue: Accepting and grading handwritten tests and homework.

Plan: To minimize physical paper handling between student and faculty, Gradescope has been purchased which will allow for the electronic review and grading of handwritten documents.

Status: Gradescope is now in production and students and faculty can use it.

Issue: ADA must be considered in all remote technology.

Plan: For online technology like D2L, chat and other technologies, faculty should work with Student Disability Services to make sure captions are accurate and available in their online course content.

Status: UITS has purchased and will have implemented by Fall a product called Blackboard Ally, which is a closed captioning tool that integrates with D2L. In addition, Kaltura, which is used to produce videos, already has this feature built into the product. For instances where the automated captioning is not accurate enough, the Digital Learning Initiatives (DLI) group provides manual captioning services for faculty.

Issue: Expand secure electronic document submission to reduce handling paper. Add more availability for students to tap ID cards into events and buildings to limit the handling of cards from student to faculty/staff.

Plan: Expand the use of electronic document submission campus wide to reduce in-person student interactions.

Status: Existing software options (DocuSign and JiraFau) currently are available. ID card tap systems are being made available in additional locations.

Issue: Proctored testing for online instruction is needed.

Plan: The university has a site license for an application called Respondus Monitor that allows for faculty to proctor online test. Additionally, a proctoring service is offered to faculty on a limited bases; however, capacity of testing is limited, and the services is expensive.

Status: The site license for Respondus is being renewed.

Issue: There was confusion on how to request equipment or help, and what was offered and allowed.

Plan: Develop FAQs, lessons learned, best practices, and new faculty and staff training document (e.g., VPN, Remote Desktop, etc.).

Status: UITS has developed a remote instruction and teleworking guide for faculty and staff to use and posted it to the website (<https://uits.kennesaw.edu/telework/>). It consists of documents, videos, tools, instructions and best practices.

Issue: Classroom equipment and computer labs need to be checked for proper operation to prepare for students returning to campus.

Plan: Some equipment was removed from classrooms and labs to accommodate at home use. In addition, several computer labs were being utilized to allow students remote capability to access licensed software to complete assignments. Labs will need to be reconfigured back to “in class” use and the classroom technology verified that it is back in place and working properly.

Status: Classroom “sweeps” are being conducted throughout the summer in order to verify equipment is available and operating properly.

Issue: Transmitting medical records by secure fax is essential for remote students that do not come to campus.

Plan: When it comes to transmitting medical records, most hospitals or medical institutions will not use email since it is not a secure way to transmit data. Transmitting by fax is often the only allowable way. A secure way for students and medical institutions to transmit and for KSU to receive student medical records is needed.

Status: UITS is currently evaluating applications that will allow secure fax transmission and receipt.

III. Input-Gathering Activities

Faculty and students have many different requirements, needs, and desires when it comes to instruction. Obtaining feedback is the best way to understand the needs. The IT Taskforce has worked with other taskforce groups, obtained comments from faculty focus groups with the provost, and sent out a survey to faculty and staff to gather their feedback. In addition, the taskforce held several student focus groups to obtain their comments. In total, over 1,300 staff and faculty responded to the surveys and provided a lot of good data and comments that this group is analyzing to see if additional tasks need to be added and addressed for the smooth transition back to campus.

B. Contingency Planning Activities

All of the planning for Fall in terms of the classroom technology, infrastructure, licensing, training, processes, etc. has been done in order to respond and adapt to any needed change in instructional delivery. The strategy is to plan for the most complex scenario, which is to come back in a hybrid, flexible, synchronous environment, and to scale down from there as needed.

A. Fall 2020

I. Objective/Principles for your team:

Our overall goal for Kennesaw State University (KSU) research is for all faculty, staff, students, and non-KSU human participants to be safe and healthy, while continuing to increase our research activity and productivity as outlined by the KSU R2 Roadmap.

- Principle 1: Maximize health and safety of all faculty, staff, students, and human participants engaged in KSU research.
- Principle 2: Follow guidelines provided by the Centers for Disease Control and Prevention (CDC); the Georgia Department of Public Health (GDPH); the Georgia Governor's Office; and the University System of Georgia (USG).
- Principle 3: Prioritize research resources for junior faculty, graduate students, and post-doctoral researchers.
- Principle 4: Undergraduates are students first, researchers second.
- Principle 5: Ensure processes for resumption of full research that are transparent and fair.
- Principle 6: Resumption of full research relies on adequate supplies of personal protective equipment (PPE).
- Principle 7: Ultimately, faculty are responsible for ensuring the safety of the work environment for their research group members.

II. Issues to be addressed with proposed solution(s) (and status regarding progress/completion):

Our Fall 2020 Research Guidance focuses on managing access to research spaces on both the Kennesaw and Marietta campuses, with some consideration of field work included. These spaces include science (wet) and engineering (dry) research laboratories, shared facilities for scientific equipment, including computational facilities; and labs associated with human research (i.e., in-person). Remote from the main University campuses, additional research spaces include the KSU Field Station, and other off-campus non-KSU facilities where field research is conducted.

- Activities Completed to Date:
 - Completed and disseminated 2-page guidance on conducting research during Shelter-in-Place restrictions (released April 2020)
 - Completed and disseminated 2-page guidance on Resumption of Research Activities for Summer 2020 (released June 2020)
 - Completed a form-stack template for faculty to submit requests to be able to conduct research with undergraduates (which requires an ADR/VPR exemption) during Summer 2020 (released June 2020)
 - Completed and disseminated 2-page guidance on resumption of Field Station operations (released June 2020)
 - Developed Draft Advanced Operational Guidelines to Improve LAB Research Safety for Fall 2020 (see Appendix A attached)
- Under review: Facilities, Academic Affairs sub-committees
 - Developed Draft Template for standard operating procedures (SOPs) for Lab-based Research for Fall 2020 (see Appendix B attached)
- In process of developing form-stack template for faculty to submit SOPs for research for Fall 2020

- Developed Draft Template for Professional Ethics Form for Lab-Based Research for Fall 2020 (see Appendix C attached)
- In process of developing Draft Advanced Operational Guidelines to Improve Human Subjects Research for Fall 2020
- Under review: IRB Committee
- In process of developing Draft Template for Health Screening for Research Personnel (involving in-person Human Subjects) for Fall 2020
- Under review: IRB Committee
- In process of developing Draft Template for Additional Informed Consent for research with in-person human subjects
- Under review: IRB Committee

III. Input-gathering activities (and status regarding completion or timetable):

Guidelines are based on materials shared by Universities who are members of the Association of Public and Land-grant Universities (APLU) and the peer-reviewed literature on the effectiveness of specific disease mitigation efforts. Guidelines have been vetted by several faculty/administrators/staff of the Research Advisory Committee (RAC), the IRB Committee, the Office of Research Compliance, the Office of Research, Legal Affairs Office, Facilities, and the Office of Environmental Health and Safety.

IV. Additional Issues for potential consideration:

Dependencies/Challenges still exist surrounding changing guidelines from the CDC and the state regarding requirements for in-person social distancing, use of face masks and other PPE; and the availability and cost of face masks and other PPE for wet/dry labs, including lab equipment typically shared by students (lab coats and goggles).

B. Planning Activities related to contingency planning for returning fully online or going online during semester:

Guidelines required for either a fully online semester or going online during the semester in a less or more restrictive environment have been developed, including guidelines developed for research during the Shelter-in-Place order and the Summer 2020 research guidelines which allowed for partial resumption of research activities. See Table 1: Comparison of Contingency Plans for Fall 2020.

Table 1: Comparison of Contingency Plans for Fall 2020

	<u>DRAFT Contingency Plan 1: Fall 2020</u>	<u>Contingency Plan 2/3: Fully Online/Move to Online (Most restrictive)¹</u>	<u>Contingency Plan 2/3: Fully Online/Move to Online (Less restrictive)²</u>
Potential Instruction Scenarios	In-person, with limited room occupancy. Some large classes may be fully online.	Online-only for all classes	Online-only for all classes, with potential exception of laboratory/experiential courses.
Faculty & Staff Researchers	Allowed on campus, although remote work is encouraged.	Remote work required, with limited exceptions for on-campus critical research activities only.	Allowed on campus, although remote work is highly encouraged.
Graduate Students	Allowed on campus, although remote work is encouraged.	Not permitted on campus unless performing critical activities with ADR approval. PI supervision is necessary.	Limited to those who are nearing degree completion and require campus lab resources to finish work. PI supervision is necessary.
Undergraduate Students	Allowed on campus, although remote work is encouraged. PI supervision is necessary.	Not allowed on campus, although remote work can continue (literature reviews, proposal development, data analysis).	Not allowed on campus, unless approved by ADR and VPR. Remote work can continue (literature reviews, proposal development, data analysis).
Social Distancing	Required scheduling to allow for separation of individuals and low occupancy of laboratory spaces.	Schedules for performance of critical activities only.	Required scheduling to allow for separation of individuals and low occupancy of laboratory spaces.
Hygiene Plan	Assigned lab duties including regular cleaning of high-touch areas. Required wearing of face masks, other safety guidelines (<u>UNDER REVIEW</u>). PI must have lab-specific hygiene plans and documentation of dissemination of plans to research group.	Assigned lab duties including regular cleaning of high-touch areas. Wearing of masks is highly recommended. PI must have lab-specific hygiene plans and documentation of dissemination of plans to research group; with approval from ADR.	Assigned lab duties including regular cleaning of high-touch areas. Wearing of masks is highly recommended. PI must have lab-specific hygiene plans and documentation of dissemination of plans to research group; with approval from ADR.
Human Subjects Research	Virtual meetings encouraged when at all possible. Limited resumption of in-person research. Pre-screening and on-site screening of human subjects required. Use of PPE and distancing required.	Stop in-person research and complete as much remotely/virtually as possible. Critical in-person studies only allowed with permission of ADR and enhanced hygiene/screening.	Scale back in-person research and complete as much remotely/virtually as possible. In-person studies only allowed with permission of ADR.

¹Shelter-in-place scenarios – Follow April 2020 guidance

(<https://research.kennesaw.edu/compliance/docs/FullClosure-4-2-2020.pdf>); ²Summer 2020 Plan – Follow June 2020 guidance (<https://research.kennesaw.edu/compliance/docs/KSU-Guidelines-Restarting-Research-06-2020.pdf>)

Appendix A: DRAFT Advanced Operational Guidelines to Improve Lab Research Safety for Fall 2020

Research Personnel Included:

- Research faculty and staff may return to campus as permitted by the Workplace and Health Safety guidelines set forth by the USG, and following hygiene and distancing procedures detailed below.
- Graduate students may resume on-campus academic/research activities as permitted by the Workplace and Health Safety guidelines set forth by the USG, and following hygiene and distancing procedures detailed below, and with permission and supervision from their faculty advisor.
- Undergraduate students may resume research activities as permitted by the Workplace and Health Safety guidelines set forth by the USG, and following hygiene and distancing procedures detailed below, and with permission and supervision from their faculty advisor.

Required Social Distancing Conditions for all Research Spaces:

- All efforts must be taken to adhere to best practices for preventing spread of COVID-19, as set forth by the CDC, the GA Department of Public Health, and the Workplace and Health Safety guidelines set forth by the USG for the initial return of faculty and staff to campuses.
- Wear a face mask at all times while in ALL shared research space (labs/studios/facilities) (UNDER REVIEW).
- Other standard lab attire and PPE should be worn in research labs as required by lab safety protocols already in place.
- No sharing of PPE allowed.
- Keep a **minimum 6-feet (2 meters)** distance between you and ANY colleague.
- Keep **a maximum of two (2)** people per wet lab bench, or studio surface in situations where minimum safe distancing can still be applied. In situations where safe distancing cannot be applied, alternative measures must be considered such as staggered work shifts, staggered work rotations or extended hours of operation to accommodate staff.
- Encourage research personnel to take personal responsibility for monitoring personal temperature every morning per CDC guidelines, **and DO NOT come to campus with a 100.4°F (38°C)** or above temperature or the following conditions:
 - Have symptoms such as cough, shortness of breath, difficulty breathing, chills, muscle pain, headache, sore throat, new loss of taste or smell.
 - Have a household member who has been diagnosed with COVID-19 or has demonstrated COVID-19 symptoms within the last 14 days.
 - Have had close contact (within 6 feet for 10 or more minutes) with anyone outside your home who has a confirmed COVID-19 diagnosis or COVID-19 symptoms within the last 14 days.
- Implement and maintain enhanced standard laboratory safety measures to assure safe operations in a reduced staff environment.
- Ensure that proper cleaning/disinfection safeguards are conducted for shared research/studio equipment.
- Wash hands with soap and water for 20 seconds, rinse, and dry hands with paper towels after using shared equipment and before leaving the lab.

- To maintain appropriate physical distance, develop a schedule for shared facilities/equipment/studios, such as fume hoods and biosafety cabinets, procedure rooms, and instruments.
- Implement a staff rotation that maintains a restricted use of the research space to a limited number of individuals at any given time. Rotation should be done to allow for graduate students to have an equal and fair access to research space/studio/equipment.
- Undergraduates may be added to the rotation schedule, but a phased approach is recommended, with graduate students being brought into research first. If this is successful, then undergraduate researchers can be phased in gradually. Priority should be given to undergraduate students as follows:
 - Undergraduates cannot be forced to work in laboratories and should not be academically penalized if they do not have the same ability to access the lab due to COVID-19 circumstances (e.g., they are essential workers; they are under quarantine). Undergraduates should be added to the research group schedule when space and time is available after research staff, postdocs, and graduate students.
 - Priority should go to students who have research as part of their academic plan for their degree and are actively earning credit for their work.
 - Next, priority access should be given to those students who work for pay due to the impact on personal financial situations.
 - Volunteer students may be allowed in the laboratories only if there is enough space and time for them in the research group's schedule.
 - No new undergraduates should join research groups for the period of time in which social distancing is encouraged in labs; only students with experience who have already undergone safety training for lab work and have card access to the research spaces should be part of a research group.
- Limit the number of personnel in the research space at any given time. Research personnel whose work does not require them to be in the research space should not come to the lab.
- Establish a buddy system for lab personnel, to make sure that no one is working alone in the lab without the knowledge of someone else. Virtual buddies can monitor the safety of other lab members via electronic means while not physically present in the lab.
- **Limit non-KSU persons** (public), including local high school students, from entering the facility, to ensure minimal occupancy of campus spaces.

General Lab Reopening Procedures:

- Prior to ramping-up of research operations, perform pre-startup check to:
 - Ensure key lab safety equipment such as fume hoods, biosafety cabinets, and others are operating normally.
 - Confirm adequate PPE is available for near-term research needs.
 - Confirm adequate supply of cleaning and disinfecting supplies.
 - Check for integrity of chemical containers. Contact EHS to request pick-up of expired chemicals or damaged containers.
 - Check for leaks or unusual physical conditions in the lab that need to be addressed. Contact Facilities if an issue is identified.
- Run water from sinks and discard old ice in ice makers so that it is fresh from chlorine residue.
- Ensure appropriate contact information, including emergency contact information, is available.

SAMPLE LABORATORY HYGIENE AND DISTANCING WORKSHEET

PI: _____

Lab Space(s): _____

1. PIs will calculate square footage available in their main lab space and keep the number of workers concurrently in the space at or below 1 worker per 120 square feet.

- A. For many lab spaces, the safe number of workers may be fewer than 1 worker per 120 square feet because of layout and necessity for other safety precautions (e.g., see #2B below). PIs will post the total safe occupancy of their laboratory space, and will use signup mechanisms, shifts, etc. to ensure that the occupancy is not exceeded.

Number of personnel allowed at any given time in main lab space: _____

2. Safety precautions while working

- A. Workers will wear gloves and face masks in laboratories, and masks in all common areas including hallways, bathrooms, etc. UNDER REVIEW.
Note: Face masks are not currently provided by the university so workers must supply their own.
- B. Workers will maintain 6 feet distance from all other workers for all tasks.
- To aid in this, establish electronic signups for all shared instruments. Occupancy at instruments will be strictly limited to one worker at a time.
 - Workers should not be directly across from each other at lab benches.
 - Whenever possible, workers who need help with procedures will share images, screenshots, or similar to get the help they need. When close proximity for giving help is unavoidable, workers will limit the time in proximity to the absolute minimum necessary.
 - It is not feasible to have signups for many high contact areas. If you arrive at one of these areas and it is occupied, you must either wait outside the room or maintain >6 feet distance from the other occupants while waiting for access.
 - Some shared instruments are in spaces assigned to PIs. Special arrangements including instrument signups will be made to ensure that workers using these instruments can maintain a safe distance and not exceed total occupancy of the lab space determined in #1 above.

- C. Except where clearly indicated, workers will disinfect surfaces that are touched – bench tops, lab carts and handles, computer keyboards and computer mice, instrument control surfaces, refrigerator handles, etc. – with appropriate disinfecting materials, depending on the touch surface, both before and after use of the instrument or work surface.
- Disinfecting materials will be kept available in all common areas. If for some reason disinfecting materials are not available, it is still the worker's responsibility to find some and perform the disinfection.
 - Some instrument touch points have specific requirements for disinfectants that should, or in some cases should not, be used;** for example, ammonia-based wipes will destroy touch screens. **Some instruments should not be disinfected with any liquid whatsoever.** Proper disinfection materials and/or procedures for each instrument will be clearly posted

List equipment and disinfection procedures:

<u>Equipment/Area</u>	<u>Disinfection Instructions</u>

- D. Workers will be given a pair of safety glasses. These safety glasses will be assigned only to the worker and may not be shared. For procedures and in areas where safety glasses are required, workers will wear their assigned safety glasses.
- E. Workers will wash hands with soap for at least 20 seconds after leaving the lab for breaks, or for the day.
- F. Workers should avoid working alone. Ideally at least one other person should be in the lab area; when that is impossible, at least one other worker should be on the same floor of the building. Signups will be instituted so that workers will know who else is working.

3. Safety precautions while taking breaks/eating

- The safest place to take a break, eat, and/or drink, is outside; whenever possible, workers will take breaks and/or eat outside. Workers will maintain >6 feet distance outside.
- If weather does not permit being outside, workers will maintain >6 feet distance from other workers while resting and/or eating.
- If eating inside, workers will sanitize tables and chairs at their eating place with cleansing wipes or 70% ethanol before and after eating.

List of spaces for meals and breaks:

4. **Workers will use the ‘see something, say something’ rule** – if you see someone not following the safety procedures outlined here, it is your responsibility to speak up, either directly to the offenders or to a PI.
5. **Workers must be alert to their own health, and by agreeing to work in campus laboratories workers agree:**
 - A. to immediately seek medical attention if they experience symptoms of COVID-19
 - B. to immediately report such symptoms, date of onset, and any diagnosis to an applicable supervisor
 - C. not to come to campus while experiencing symptoms or, if diagnosed with COVID-19

Lab Personnel List:

<u>Name</u>	<u>Regular assigned time(s), if applicable</u>

Developed based on Science Laboratory Safe Work Plan by Susan M.E. Smith, Department of Molecular & Cellular Biology

Appendix C: DRAFT Template for Professional Ethics Form for Lab-Based Research for Fall 2020

Return to Research Commitment to Public Health Practices

Name _____

To minimize the risk to public health while performing research at Kennesaw State University, students, staff and faculty are expected to adhere to public health practices to minimize the spread of COVID-19.

By signing this form you agree to adhere to the behaviors and expectations below.

These have been discussed with you by

_____ (Research Group Leader) on _____ (date)

The Research Group Leader providing this agreement understands it is their responsibility, to the best of their ability, to promote and enforce these public health behaviors.

_____ I will limit my exposure to COVID-19 by maintaining social distancing guidelines professionally and personally.

_____ I will wear the appropriate personal protective equipment, including face masks (UNDER REVIEW), and practice proper handwashing techniques frequently.

_____ I agree to closely monitor my health and will not enter a university building or participate in face-to-face research activities if I develop or display symptoms of COVID-19 including but not limited to fever (temperature of 100.4°F or greater), tiredness or dry cough.

_____ I agree to decontaminate high-touch surfaces at the beginning and end of my work as prescribed by the lab head.

_____ I agree to follow other Kennesaw State University guidelines for ethical research to protect the public health as necessary.

_____ I understand that failure to follow these expected behaviors would be detrimental to public health efforts and could impact my ability to perform research or other tasks at KSU.

_____ My Research Group Leader has provided to me a Research Operation Plan for minimizing impact of COVID-19 and I have read the Plan. I will comply with the policies and procedures established by the laboratory or research group and will comply with policies and procedures in other facilities used for my research.

Signing this commitment to public health practices means that you have read, understand and respect the efforts described above.

Signature

Date

A. Fall 2020

I. Objective/Principles

The Student Experience Subgroup has been tasked with determining the potential challenges, issues, and opportunities for students upon returning to Kennesaw State University this fall and doing so in a manner that is focused on student safety. The group is focused on the co-curricular experience of all students, including university athletics. There are many aspects to the student experience such as student safety, engagement, finances, and other critical elements. This subgroup is focused on the student engagement aspect of the student experience, which also impacts student success and retention. The subgroup is collaborating with students, faculty, and staff, to create a vibrant and engaging student experience for all students when they return to campus this fall and to do so in a safe manner. The two primary objectives of this group are:

- Creating activities/events unique and special to KSU students.
- Focus on creating multiple ways for students to engage with each other and the KSU community.

II. Issues to be addressed with proposed solution(s) (and status regarding progress/completion)

The Student Experience subgroup is addressing how to effectively engage new and returning students and provide them with the KSU experience in several areas including; student events and activities, student organizations, campus recreation, counseling services, and student unions/centers. Creating this engagement will help drive student confidence and success, leading to an increased likelihood of graduating. All engagements will be developed with student health and safety as a primary focus.

Activities/status:

- Consideration of options and opportunities for a first year convocation event in the stadium with social distancing and live streaming to campus: Planning In progress
- Continuation of full Counseling Psychological services through remote options or socially distanced. Counseling will also maintain groups and education outreach virtually: Complete
- Consideration of "Week of Welcome" programs that will engage students through events utilizing both virtual and in person participation options so students can be involved by whatever means makes them the most comfortable: Planning significantly complete
- Development of recruitment strategies for sororities and fraternities to engage in recruitment under a hybrid strategy with large group events being virtual, but also allowing for in person connections while practicing social distancing: Planning significantly complete
- Creation of new branding options to highlight student engagement in banners, pictures and other visuals that can be hosted in both student centers: Planning in progress

- Development of training options for leaders of registered student organizations (RSO) that will provide best practices for recruiting new members and running their organizations through both virtual and socially distant sessions: Planning in progress
- Development of programming for the “Soar Fair” to allow for both social distancing and virtual complements to give students opportunities to explore ways to engage in their KSU campus community: Planning in progress
- Creation of safe, yet engaging, ways for students to attend KSU football and other events through social distancing – following USG and CDC recommendations: Planning is significantly complete
- Development of strategies to engage students and create campus energy and school spirit through the participation of cheerleaders, Scrappy, and student leaders at campus events: Planning in progress

III. Input-gathering activities (and status regarding completion or timetable)

- Multiple focus groups and conversations with students have been held to gather feedback.
- Student body president is a formal member of the subgroup to give student perspective on all decisions.
- Subgroup is comprised of the Division of Student Affairs, Athletics, Enrollment Management, Housing, Office of Diversity and Inclusion, and the Student Government Association.
- Intentional linkages have been created with Student Life, Fraternity and Sorority Life, Academic Affairs, University Operations, Parent and Family Programs, and many other stakeholders to gain perspective on student needs.

IV. Additional Issues for potential consideration

- USG and Georgia Department of Public Health guidance will continue to be updated as new information becomes available necessitating the need to be prepared to act on additional directives.
- Operational guidelines on events will be finalized following the lead of University Operations by the end of July 2020.
- A recommended guideline for student, faculty, and staff adherence to social distancing, PPE, and other safety measures will be implemented before students arrive back on campus to create a culture of safety.

B. Planning Activities related to contingency planning for returning fully online or going online during semester

In the event that course delivery is changed to fully remote or even a hybrid model during the semester, there will still be a focus on student engagement. Events and activities outlined in this section will still seek to be implemented to continue to provide students with a connection to the KSU community and the university experience.

Programs/Service Done Remotely:

- First Year Convocation would be held virtually for all students to stream with many of the same components and still serve as the official welcome to KSU.
- Soar Fair would become a virtual event connecting students to club and organizations. A version of this event is already being held this summer.
- Panhellenic sorority and potentially other Greek organizations would hold fully virtual recruitment and meetings.
- RSOs would partner with Student Life to create virtual member recruitment and meetings.
- A series of communications would go out to students via email and social media sharing fun and historical information about KSU to keep them engaged until we can bring them back to campus.
- Esports will be enhanced at KSU to create a competitive team to represent KSU and create engagement opportunities for students in general.
- In the event of students being absent from campus the Student Centers and Student Recreation Centers would be closed to the public, but still offer virtual programs and support.

A. Fall 2020

I. Objective/Principles

In April of 2020, Kennesaw State University President Pamela Whitten charged the Presidential Task Force on Fall 2020 in order to begin work on preparing the university for instruction and operations for the 2020 fall semester. The goal of this task force is to develop strategies, processes and procedures with the intent that KSU will return to on campus instruction. The task force is comprehensive and is working through a range of scenarios. Task force teams are incorporating input from internal stakeholders and are guided by recommendations from our state's health experts.

The task force is made up of committees that are reviewing issues and actions necessary to support KSU's academic mission, student experience, campus operations including dining and resident life, enrollment service, technology and information systems, fiscal affairs and research. A communications representative has been assigned to each committee in order to assist in identifying the issue areas that will be critical to highlight and aid in the development of plans relating to content, target audience, timeline for announcements, key areas and information and tactics for communication.

This communications strategy will be applicable, with appropriate adjustments, for any of the contingency plans determined to be the most effective mode of instructional delivery for fall of 2020.

Key criteria for communications efforts include:

- Information will be clear and concise;
- Information will be available on a single landing page from the main KSU website (<https://coronavirus.kennesaw.edu>), and be linked to from other university pages including the Division of Student Affairs and the Division of Enrollment Services, among others, in order to drive users to the same information resources.
- Information will be delivered through a range of mediums:
 - Email to target audiences
 - Posting to KSU website(s)
 - Posting to social media accounts

II. Issues to be addressed with proposed solution(s) (and status regarding progress/completion)

- Development of target audiences for broad messaging as well as for specific, actionable information as appropriate – Completed
- Development of timeline, materials and deliverables for each subcommittee based on the decisions and actions of the Task Force – Work in progress
- Development of key action items (in progress) for distribution at the university level including:
 - Message to students, faculty and staff from the President
 - Message to parents of enrolled students to provide information regarding the fall return

- Updated online resources to be accessed by students, faculty and staff providing information, processes and contacts for general questions
- Development (in progress) of College/Division specific actions including:
 - Message from Enrollment Services to students providing key dates and information for the fall semester
 - Message from Academic Advisors to students providing guidance and information necessary to engage with services
 - Message from Student Affairs to students to provide information and guidance on counseling services, student organizations and their operations, and mitigation strategies in place to protect the health of the campus
 - Memorandum from Deans to faculty and staff on the plan for fall return
 - Memorandum from Vice Presidents to divisions and staff to provide key information
 - Message from Chairs and Directors to faculty and staff
 - Message from supervisors and AVP's to staff and managers
- Development of information and FAQ's for university website based on current information, decisions, actions and guidance (in progress)

III. Input-gathering activities (and status regarding completion or timetable)

- Each of the Strategic Communications subgroup members were assigned to liaison with the other subgroups:
 - Academics: Tammy Demel
 - Information Technology: Jamie Fulsang
 - Student Experience: Alice Wheelwright
 - Enrollment: Alice Wheelwright
 - Campus Operations: Tammy Demel
 - Research: Joelle Walls
- Each liaison individual has reported a summary of current activities within each of the other subgroups and key communication elements.
- Liaisons are working to identify particular and specific items for action and updating resources for the timeline development and communication.

IV. Additional Issues for potential consideration

- Any new guidance from the University System of Georgia (USG) and Georgia Department of Public Health (DPH) will necessitate the production of new information to provide to the campus community.

B. Planning Activities related to contingency planning for returning fully online or going online during semester

- As noted above, this communications strategy will be applicable, with appropriate adjustments, for any of the contingency plans determined to be the most effective mode of instructional deliver for fall of 2020.



© Kennesaw State University 2020