

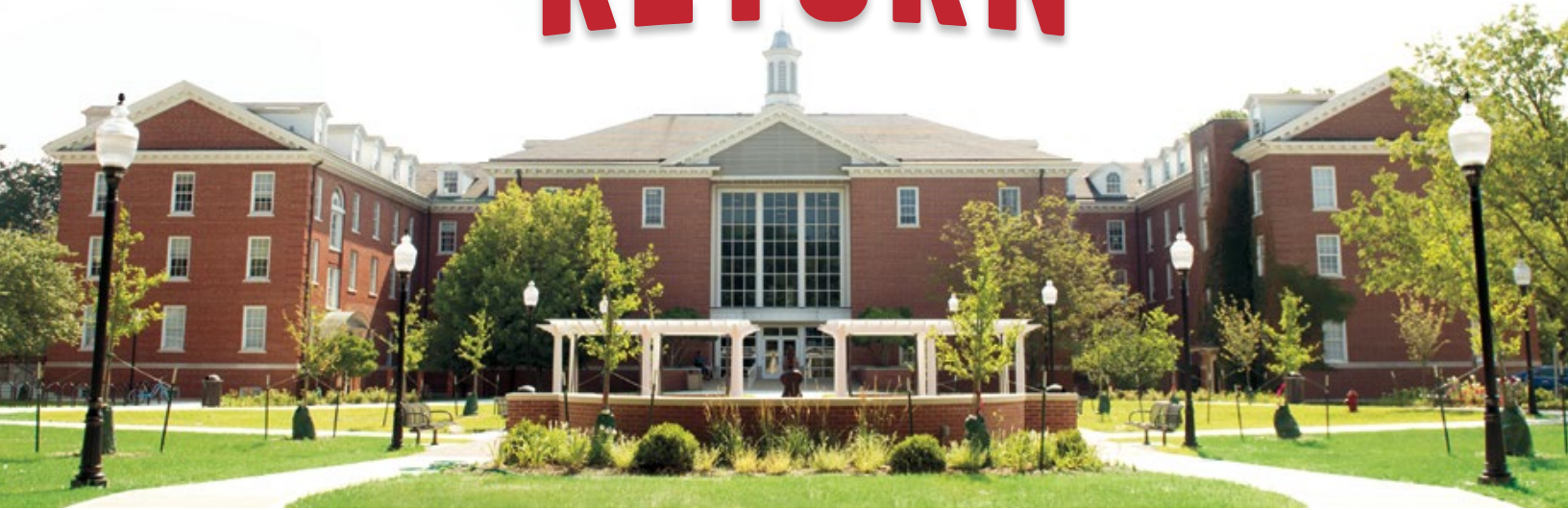
The background of the entire page is a solid red color. Overlaid on this is a large, faint, circular seal of the University of Illinois at Urbana-Champaign. The seal features the text "UNIVERSITY OF ILLINOIS" around the top and "AT URBANA-CHAMPAIGN" around the bottom. In the center of the seal is a shield with a book and a torch, with the motto "GLADLY WE LEARN AND TEACH" below it. The years "1818" and "1857" are also visible on the left and right sides of the seal respectively.

# REDBIRDS RETURN

**A Progress Report  
for Fall 2020**

*ILLINOIS  
STATE*

# REDBIRDS RETURN



**IN MARCH 2020**, President Larry Dietz, in keeping with the majority of other residential, public, four-year institutions in Illinois and nationally, appointed 15 workgroups to tackle research and planning duties about how the spring and summer semesters would unfold. Shortly thereafter, those same workgroups shifted their attention to fall planning. Input was further sought from faculty through a survey that resulted in a 40 percent response rate, and discussions were held with faculty experts. Direction was received from the University Teaching Committee, deans and chairs/directors on teaching modalities, with advice as well from faculty mentors who helped shape summer professional development opportunities.

The work was undertaken—and continues to be carried out—in a rapidly-changing environment. The goal, however, has remained constant: Provide actionable recommendations for the fall semester with time for consideration and implementation. The commitment to ensure the safety of students, faculty, and staff is equally firm. On-campus instruction and operations will not resume if the public health community indicates it is not safe to do so, and not until appropriate health and safety practices are in place.

Guidance has been reviewed from the Centers for Disease Control and Prevention (CDC), the Illinois Department of Public Health (IDPH), the McLean County Health Department, the American College Health Association, other health agencies, the Illinois Board of Higher Education, and professional associations throughout the planning process. Numerous industry guidelines were researched with attention given to plans made by all public universities in Illinois, as well as many in other states. Revisions were made based on information gained from each sector.

The University's fall planning efforts are contingent on directives from Gov. J.B. Pritzker and his *Restore Illinois* document released on May 5. As our region of the state advanced to Phase 3, guidelines for how faculty and staff would transition back to campus offices were developed and dissem-

inated in the *Redbirds Return to Work* document. Phase 4 allows for universities to once again offer classes on campus. The recommendations outlined in this progress report assume that our region will be in Phase 4 prior to the start of the fall semester.

New information becomes available almost daily and many uncertainties remain, making COVID-19 planning a daunting task. Circumstances result in the reality that revisions are likely and plans are subject to change as the virus remains present across the country. Despite this fluid situation, it is critically important that the University move forward in preparing for the fall semester.

We acknowledge and appreciate the tireless efforts of our essential workers who remained on campus this spring to keep critical services operational. After the spring semester, President Dietz announced that it was the University's intention to enter the fall semester with students back on campus and in the classroom once again. Since then, planning efforts have concluded that a blended approach to teaching and learning, which includes face-to-face, hybrid and online courses, will take place this fall. This document provides the guidance needed for such a scenario to unfold.

Illinois State's core mission is teaching, scholarship, and public service. The connections built and sustained within and across each area are vital to every university endeavor. Another key aspect of the Redbird experience is campus life. Students have strongly voiced that they value being taught through direct faculty interaction in the classroom. They thrive through residential life and out-of-classroom experiences that create growth in both their professional and personal skills. We know that students and families value a rich on-campus experience. The University is eager to return to a traditional residential campus experience, acknowledging that a modified, new normal is in our collective future.

The transition in spring resulted in hardships not previously experienced among members of the Redbird family. There have been many lessons learned since March. The abrupt end to on-campus learning created never-before-seen challenges for students, faculty, and staff. One noted obstacle related to student access to technology and learning environments while away from campus. Additionally, students completed the spring semester without their typical on-campus community networks that contribute to student success. Remote learning consequently provided a stark reminder of the ongoing need to address equity and access issues.

Beyond unexpected academic hurdles, all Redbirds have faced their own set of struggles as a result of COVID-19. For some, the virus has created economic uncertainty with jobs no longer secure. Others have experienced mental health and physical well-being challenges during these times. These realities are at the forefront of discussion as plans for fall are formed.

The recommendations and guidelines were created with the objective of benefiting the entire campus community. The University acknowledges the need to address the health, financial, and social-emotional needs of students, faculty, and staff—especially those disproportionately affected by COVID-19.

All these parameters and concerns combined with knowledge gained from myriad sources have resulted in these recommendations for fall 2020 that are outlined in this progress report. Understand that the pandemic has and likely will continue to disrupt some aspects of the traditional academic experience for the foreseeable future. Illinois State is confident, however, that steps are in place for the University to come together in the fall. We will begin to participate once again in the Redbird collegiate experience in the classroom and on campus to the fullest extent possible.

## PRINCIPLES AND ASSUMPTIONS GUIDING THE COVID-19 CAMPUS PLANNING PROCESS

The following principles were established at the outset of planning for fall 2020 to guide the research and planning efforts undertaken by members of 15 workgroups. Participants are listed at the end of this document.

- The University places the highest importance on the physical and mental health of our university community members.
- The University's core values will continue to be upheld: Individualized Attention, Learning and Scholarship, Diversity and Inclusion, Civic Engagement, Collaboration, Respect, and Integrity.
- The University will continue to provide a rich, engaging, and inclusive collegiate experience for all students.
- The University will maintain high-quality instruction and research.
- The University places a high importance on maintaining a high employment rate.
- Capital improvement projects at the University will continue as available funds permit.

# RESTORE ILLINOIS

A Public Health Approach  
to Safely Reopen Our State



PHASE I <i>Rapid Spread</i>	PHASE 2 <i>Flattening</i>	PHASE 3 <i>Recovery</i>	PHASE 4 <i>Revitalization</i>	PHASE 5 <i>Illinois Restored</i>
<p>Strict stay at home and social distancing guidelines are put in place, and only essential businesses remain open.</p> <p>Every region has experienced this phase once already and could return to it if mitigation efforts are unsuccessful.</p>	<p>Non-essential retail stores reopen for curb-side pickup and delivery.</p> <p>Illinoisans are directed to wear a face covering when outside the home and can begin enjoying additional outdoor activities like golf, boating &amp; fishing while practicing social distancing.</p>	<p>Manufacturing, offices, retail, barbershops, and salons can reopen to the public with capacity and other limits and safety precautions.</p> <p>Gatherings of 10 people or fewer are allowed.</p> <p>Face coverings and social distancing are the norm.</p>	<p>Gatherings of 50 people or fewer are allowed, restaurants and bars reopen, travel resumes, child care and schools reopen under guidance from the Illinois Department of Public Health.</p> <p>Face coverings and social distancing are the norm.</p>	<p>The economy fully reopens with safety precautions continuing.</p> <p>Conventions, festivals and large events are permitted, and all businesses, schools and places of recreation can open with new safety guidance and procedures.</p>

- The University will continue to collaborate and communicate with the community.
- The University will support students who are in a quarantine/isolation period.
- The University will promote creativity and innovation in addressing challenges.

The following pertinent assumptions were also developed to further guide planning.

- A phased approach should be used for the return to campus.
- A COVID-19 vaccine will likely not be available by the start of the fall semester.
- A variety of mitigation measures should be implemented, and additional measures should be researched and implemented as appropriate.
- Mitigation measures are expected to continue until (1) a safe, effective vaccine is widely available; (2) safe, effective medications are available to manage the virus; or (3) herd immunity is achieved.
- The campus falls under Region 2 in the governor's *Restore Illinois* plan, which will be in Phase 4 prior to the start of the fall semester.

# REDBIRDS RETURN

... a Phased Approach



PHASE I <i>Rapid Spread</i>	PHASE 2 <i>Flattening</i>	PHASE 3 <i>Recovery</i>	PHASE 4 <i>Revitalization</i>	PHASE 5 <i>Illinois Restored</i>
Gradual curtailment of normal operations	ANTICIPATED IMPLEMENTATION			
	Spring 2020	Summer 2020	Fall 2020	2021
	Online teaching, learning, working (Essential employees on campus)  Limited students living and dining on campus  Non-essential travel, gatherings, events suspended	Gradual return of employees  Physical spaces reopen  Online teaching and learning  Limited students living and dining on campus  Non-essential travel, gatherings, events suspended	Continued return of employees  Physical spaces open  Face-to-face, hybrid, and online teaching and learning  Students living on campus, dining reopens with restrictions  Assess travel; gatherings/events resume with restrictions	Full resumption of normal operations





## FALL 2020 TEACHING, LEARNING, AND OPERATIONS

Three possible scenarios were considered for the upcoming semester:

- On-campus, face-to-face courses reflecting instruction in a typical semester with students living on- and off-campus and utilizing campus services
- Blended course delivery with students living on- and off-campus and utilizing campus services
  - Some face-to-face courses
  - Some hybrid courses involving face-to-face and remote instruction
  - Some online only courses
- All courses delivered remotely with students living and studying remotely.

After considerable deliberation, the focus centered on how the campus could safely deliver blended courses with students living in on- and off-campus housing to the fullest extent possible. This plan was developed with the understanding that the University could need to pivot back to delivering courses strictly online if circumstances surrounding the pandemic change.

## GENERAL RECOMMENDATIONS

1. Continue to ensure that the health, safety, and holistic well-being of the University community is and remains the highest priority
2. Align university plans and practices with the *Restore Illinois* plan
3. Align departmental/program practices with industry/professional association guidance where practical and appropriate
4. Prepare to revert to remote teaching, learning, and operations in the event of a resurgence or directives issued by the State of Illinois
5. Provide a residential program that reinforces the value of curricular and co-curricular learning experiences
6. Research and consider required COVID-19 training sessions and a voluntary responsible Redbird pledge statement tied to the University's core values

## SPECIFIC RECOMMENDATIONS FOR TEACHING, LEARNING, AND RESEARCH

Adaptability, flexibility, creativity, and the ability to pivot quickly will become a shared trademark as the campus community continues to deliver the highest quality academic experience through the blended course delivery model to include face-to-face, hybrid and online courses. The following steps are recommended.

1. Investigate alternate academic calendars, such as concluding face-to-face instruction before fall break and conducting the remainder of the academic semester and finals remotely
2. Recommend that faculty proactively design their courses in a manner that will allow them to pivot between face-to face and online teaching in order to remain responsive to mandates resulting from changes with the pandemic
3. Explore flexible scheduling options that allow for dedensification of classroom spaces, such as extending instruction later into the day, utilizing lesser-scheduled days of the week, and utilizing nontraditional classroom spaces
4. Move as many classes as possible with 50-plus students to an online format
5. Expand faculty support through professional development opportunities and technology for those using new/innovative teaching pedagogies such as a hybrid or hy-flex course.
6. Provide a full schedule of online classes for First-Time in College Students (FTICs) wishing to take their fall semester online
7. Deliver ample student support for alternate modes of instruction
8. Supply appropriate proctoring software
9. Assist students with access to technology resources to help them be academically successful
10. Identify successors in the event faculty are unable to continue teaching

11. Continue research with fewer restrictions
12. Modify Institutional Review Board (IRB) protocols as appropriate
13. Offer options for international students to continue progress toward their degree
14. Cancel full academic year, fall semester, and fall and winter break study abroad programs
15. Promote available resources for medically vulnerable students to continue progress toward their degree
16. Base operational plans for the Laboratory Schools (Metcalf and U-High) on guidance from the Illinois State Board of Education and in consultation with both area K-12 schools and the Regional Superintendent of Schools office

## **CAMPUS COMMUNITY'S SAFETY AND WELL-BEING**

Medical and public health community experts advise limiting the spread of COVID-19 by combining hygiene practices. These include expanded cleaning, social distancing, testing, rapid contact tracing, quarantining, and isolating impacted individuals. The following practices are proposed as the campus community returns for the fall semester, with the understanding that modified and additional efforts will be implemented as the virus and knowledge about it evolves.

### **HEALTH AND WELL-BEING PRACTICES**

1. Require each member of the University community to stay home if diagnosed with COVID-19 or if a household member is diagnosed with COVID-19, and strongly recommend that employees who are ill remain home
2. Continue to develop and update protocols to rapidly identify and isolate those with the virus, as well as quarantine individuals who had close contact
3. Face coverings will be the norm on campus, consistent with the *Restore Illinois* Phase 4 guidance.
4. Configure campus areas to facilitate social distancing (e.g., offices, common areas, meeting/gathering spaces, classrooms/labs, dining venues, elevators, etc.)
5. Maintain appropriate social distancing between people and within learning and work areas, regardless of face coverings
6. Provide signage, barriers, floor markings, and other measures where appropriate
7. Ensure ready access to personal-protective equipment to employees as required
8. Provide reasonable accommodation and leave options that reflect the most current guidance
9. Continue to provide in-person, telehealth, and telemental health services
10. Provide faculty and staff with culturally responsive resources and information that promotes emotional wellness





11. Increase building fresh air minimums from 10 percent to 40 percent
12. Continue to use hospital-grade HVAC air filters within facilities where the air handler will allow
13. Deactivate water fountains and only enable touchless water bottle filling stations

## **CLEANING PRACTICES**

Facilities Management employees will continue to perform routine cleaning of designated buildings, including high-traffic areas (classrooms, restrooms, lobbies, lounges, breakrooms, hallways, etc.), on a regularly scheduled basis. The task of disinfecting these high-traffic areas, as well as high-touch surfaces (e.g., doorknobs, door push plates, light switches, elevator buttons, handrails, and horizontal surfaces) has been added to the regular cleaning process. New cleaning technology, such as electrostatic sprayers, are being added to the cleaning protocols. This product is proven effective against COVID-19 and will provide a more efficient way to clean specific areas of campus. The campus community will continue to be responsible for keeping personal workspace clean throughout the day, including using disinfecting wipes on shared surfaces and objects (e.g., desk, chair, phone, keyboard, cabinet/file drawer handles, etc.) to help reduce the spread of germs on campus. The following steps are recommended.

1. Keep the building hand sanitizer stations located in the main entry of buildings filled to the extent product sourcing allows. Hand sanitizer is at least 60 percent alcohol as recommended by the CDC.
2. Publish a map of currently available hand sanitizer locations
3. Provide wipes, sanitizer, disposable face coverings, and additional safety items, in collaboration with EHS, to departments to the extent the product sourcing allows

## SCREENING, TESTING, CONTACT TRACING

Readily available testing and contact tracing are essential for the return to campus, as they allow for the rapid identification and containment of new cases. Campus personnel continue to meet with McLean County public health officials, testing providers, and other partners to develop robust on-campus capabilities in these three areas. The following guidelines will be followed.

1. Conduct temperature checks/screenings of employees where appropriate and when recommended in certain settings (e.g. clinicals, dining operations, athletics, potentially others)
2. Consider requiring student, faculty, and staff participation in antigen and/or antibody testing
3. Operate an on-campus COVID-19 antigen testing, antibody testing, and/or vaccination administration site for all members of the University community
4. Ramp up capacity to conduct contact tracing
5. Research feasibility of COVID-19 related apps

## ON-CAMPUS HOUSING

University Housing Services will provide community, individualized attention, and support services that create a rich and diverse residential living experience. Measures will be implemented to follow public health guidance and minimize health, safety, and wellness risks. The following guidelines will be put into practice.

1. Occupy residence halls, while being prepared to implement other occupancy strategies
2. Limit guests in the residence halls
3. Extend move-in over more days to limit congestion and follow social distancing guidelines
4. Enhance cleaning in community spaces, high-traffic areas, and restrooms within residential communities
5. Require students to wear face coverings in accordance with the *Restore Illinois* Phase 4 guidance in common areas within residential communities
6. Offer housing, dining, and support services to quarantined and isolated on-campus students



## DINING

Residential and retail dining, as well as catering services, are being planned. Students, faculty, and staff depend on access to high-quality and healthy meals. They expect a variety of options that account for food preferences of individuals in the diverse campus community, as well as dietary restrictions. Special consideration will be given to meal plans to ensure students get the value they expect. Service will be offered following several parameters stated below.

1. Arrange seating in dining areas in accordance with public health guidelines
2. Modify service options to the extent possible to reduce self-service in all dining venues and encourage carry-out options
3. Enhance safeguarding measures within facilities to ensure social distancing
4. Install appropriate barriers to reduce contact points between diners and staff
5. Explore ideas to open satellite dining locations on campus to allow for different service points
6. Enhance focus on providing a safe environment that will include cleaning and sanitation efforts in all production and service spaces
7. Collaborate with University Housing Services to provide meals to residential students who are quarantined and isolated

## EMPLOYMENT

Faculty and staff are the University's greatest resource. Supporting the success and safeguarding the well-being of all employees remains the highest priority and will be accomplished by doing the following.

1. Provide training on health and safety practices and requirements related to COVID-19
2. Continue practices that reflect the most current guidance for individuals to request reasonable accommodations under the Americans with Disabilities Act (ADA) by contacting the Office of Equal Opportunity and Access (OEOA) or request a leave of absence from Human Resources
3. Offer guidance to employees affected by COVID-19
4. Provide guidance to supervisors who have employees affected by COVID-19
5. Continue current practices related to the hiring process (testing, interviews, searches)

## ATHLETICS, CLUB SPORTS, RECREATION

Governing bodies will provide much of the guidance related to athletics, club sports, and recreation activities. It is expected that athletic events will likely resume with numerous safety practices in place, however, it remains unclear if fans will be allowed to attend events. The guidelines below will be followed.

1. Conduct athletic contests in accordance with guidance published by governing bodies
2. Follow fan attendance guidelines published by governing bodies
3. Expand offering of virtual sports and recreation-related programs
4. Continue the Esports program, which can remain active with remote participation

## MEETINGS, GATHERINGS, EVENTS

Gatherings will be limited to no more than 50 people until our region enters Phase 5 of *Restore Illinois*. This greatly impacts campus activities, traditions, speaking events, and performances. These recommendations are to support as much interaction as safety allows, as these experiences enrich Redbird collegiate life.

1. Unless approved for instruction, limit activities with prolonged and close contact, such as rehearsals and performances in music, theatre, and dance
2. Open with capacity limits in place at the Bowling and Billiards Center, Student Fitness Center, Weibring Golf Course, auditoriums, theaters, planetarium, meeting spaces, galleries, and display venues



3. Limit activities that are high risk because of sustained person-to-person contact, such as sports practices and competitions, dance team rehearsals and competitions, cheerleading team rehearsals and competitions
4. Manage line queues at venues to maintain appropriate distancing
5. Limit the size of gatherings to follow expectations in *Restore Illinois*, which are not intended to inhibit individual rights to free expression through peaceful rallies, protests, or demonstrations

## TRAVEL

University-sponsored travel will be limited, with the following practices in place.

1. University-sponsored travel will align with current IDPH and CDC guidelines
2. Employees and students planning university-sponsored travel outside of Illinois are required to complete a pre-check assessment

## OUTREACH, RELATIONSHIPS, MARKETING, MESSAGING

Marketing and communication projects, alumni engagement efforts, and philanthropic work to support the University's mission and priorities will continue. The University will remain sensitive to the evolving pandemic, while considering ways to communicate and engage with external constituencies.

The COVID-19 website ([Coronavirus.IllinoisState.edu](https://Coronavirus.IllinoisState.edu)) will continue to provide the most up-to-date information and health guidance. A dedicated email address for COVID-19 related inquiries will remain in use ([Coronavirus@IllinoisState.edu](mailto:Coronavirus@IllinoisState.edu)). The COVID-19 Redbirds Response Fund ([Giving.IllinoisState.edu/coronavirus](https://Giving.IllinoisState.edu/coronavirus)) will remain active, providing an opportunity for alumni and friends to assist students experiencing financial hardship as a result of the pandemic.

## CONCLUSION

COVID-19 has brought unprecedented upheaval to all aspects of daily life. No one could have anticipated the scope of changes to Illinois State University that have taken place since March. Envisioning how to return in the fall has been just as challenging. Even with the recommendations detailed in this document, it is understood that many questions remain. No report written at this point can provide all the answers nor address the circumstances of each individual when dealing with an evolving pandemic.

The weeks ahead before the fall semester begins will undoubtedly bring more issues that need to be addressed. Planning and preparations will consequently continue throughout the summer months, with updates regularly communicated to the campus community.



## 2020-2021 ACADEMIC YEAR PLANNING WORKGROUPS

Individuals who participated in each of the workgroups are listed below, with their campus affiliation noted. The commitment and tireless efforts of each person in the monumental effort to prepare ISU for the return of students, faculty, and staff is greatly appreciated. As planning efforts continue, memberships will change, workgroups will be added as needed, and this document revised as necessary.

### ACADEMIC CONTINUITY

*Chairs:* Ani Yazedjian (VPAA), Amy Hurd (VPAA), Charley Edamala (OTS)

Jana Albrecht (VPAA), Natalie Alexander (CAREER), Allison Alcorn (MUS), Bill Anderson (FCS), Mona Bahl (MQM), Carla Birckelbaw (OTS), Hulda Black (MQM), Sarah Boersdorfer (CHEM), Christy Borders (Lauby), Carolyn Broadbent (ACC), Dagmar Budikova (GEO), Sandy Colbs (SCS), Yojanna Cuenca-Carlino (VPAA), Cooper Cutting (VPAA), Bridget Curl (FIN), Keith Dutton (MQM), Amelia Noel Elkins (UC), Dan Elkins (VPAA), Ken Fansler (INTO), Sue Franzen (MIL), Jennifer Friberg (SoTL/CTLT), Peter Foreman (MQM), Tera Galloway (MQM), Craig Gatto (BSC), Mike Gebeke (VPFP), Hina Gilani (OTS), David Greenfield (OTS), Kevin Hand (OTS), Rachel Hart (OTS), Nathan Hartman (MQM), Rosie Hauck (ACC), Chris Horvath (PHI), Richard Hughes (HIS), Sandeep Jagani (MQM), Katie Jasper (HIS), Jillian Joyce (COM), Chad Kahl (MIL), Grace Kang (SoTL), Tara Kazcarowski (SED), Tammie Keney (SAAS), Myoung Jin Kim (MCN), Megan Koch (COM), Lydia Kyei-Blankson (EAF), Jaqueline Lanier (SHS), Yongmei Liu (MQM), Dallas Long (MIL), Terry Lowe (MQM), Alice Maginnis (GC), Julie-Ann McFann (CTLT), Sarah Metiever (SAAS), Mayuko Nakamura (CTLT), Wade Nichols (BSC), Terry Noel (COB), Crystal Nourie (REG), Zach Parcell (OTS), Sally Parry (CAS), Eric Peterson (GEO), Arturo Ramirez (OTS), Stacy Ramsey (VPAA), Barbara Ribbens (MQM), Julie Schumacher (FCS), Jennifer Sharkey (MIL), Noelle Selkow (GRAD), Rachel Shively (LAN), Sarah Smelser (WKSA), Anna Smith (SoTL), Chandra Smith (CAST), Doug Smith (OTS), Todd Smoak (OTS), Kantara Souffrant (WKCFA), Aslihan Spaulding (AGR), Linda Summers (CTLT), Dan Taube (OTS), Kristie Toohill (FM), Roberta Trites (MQM), Janet Tulley (WKCFA), Amy Tuttle (OTS), Debbie Ungson-Walbert (VPSA), Paul Unsbee (MIL), Andrew Ventimiglia (COM), Brittney Vietti (COB), Mark Walbert (VPAA), Wendi Whitman (UC), Keenan Wimbley (UC), Gary Wolbers (MQM), Shari Zeck (MIL), Corinne Zimmerman (PSY)

## ATHLETICS, CLUB SPORTS AND RECREATION

*Chairs:* Larry Lyons (ATH), Dawn Pote (REC)

Leanna Bordner (ATH), Valerie Deal (REC), Krista Gooris (REC), Cindy Harris (ATH), Drew Ison (REC), Rachel Iverson (REC), Dwight Merilatt (ATH), John Munn (ATH), Kelsey Orill (REC), Emily Newsome (ATH), Matt Seibring (REC)

### DINING

*Chair:* Bill Legett (EMDH)

Jennifer Brandel (EMDH), Barb Dallinger (EMDH), Joe Hendrix (EMDH), Danielle Miller-Schuster (VPSA), Brett Swigert (EMDH)

### EMPLOYMENT

*Chair:* Janice Bonneville (HR)

Melanie Fata (HR), Colette Holman (HR), Michael Kruger (HR), Jeff Lange (OEOA), Lisa Mason (HR), Wendy Smith (GC), Derek Story (HR), Kelly Walker (HR)

### FACILITIES, CLEANING, MAINTENANCE

*Chairs:* Kristie Toohill (FM), John Goodman (EHS)

Vince Allen (FM), Mike Conner (FM), Cindy Cotton (FM), Shannon Covey (MSC), Lee Fox (FM), Jim Ganieany (FM), Mike Gebeke (VPFP), Mark Gramley (EHS), Colette Homan (HR), Daniel Kane (FM), Don Kunde (EHS), Lacy Monterastelli (EHS), Jamie Neville (UHS), Matt Seibring (REC), Preston Sweeney (FM), Trish Trainor (HR), Evelyn Whitfield (FM)

### FINANCE

*Chairs:* Sandi Cavi (VPFP), Doug Schnittker (VPFP)

Jana Albrecht (VPAA), Wendy Bates (VPSA), Rendi Cottrell (VPFP), Dan Elkins (VPAA), Amanda Hendrix (VPFP), Jill Jones (VPUA), Emily Newsome (ATH)

### HEALTHCARE AND MENTAL WELL-BEING

*Chairs:* Chris Nulty (SHS), Sandy Colbs (SCS)

Melissa Graven (McLean Co. Health Dept.), Becky Ludolph (SHS), John Munn (ATH), Judy Neubrandner (MCN), Anne Risk (SHS), Wendy Smith (GC), Justin Stanek (KNR), Bobbie Stevens (SHS), Shelly Thomas (Metcalf), Heidi Verticchio (CSD), Kelly Walker (HR)

### HOUSING

*Chair:* Stacey Mwilambwe (UHS)

Ce-Ce Brookins (UHS), Edsel Campbell (UHS), James Diemer (UHS), Megan McKinnon (UHS), Lupe Montavalo (UHS), Jamie Neville (UHS), Donald Reed (UHS), Bridget Reeland (UHS), Liz Thomason (UHS)

## INTERNATIONAL PROGRAMS

*Chair:* Luis Canales (OISP)

Linda Bollivar (OISP), Mouna Bounouader (OISP), Grace Brown (OISP), Lisa DeMilio (OISP), Amber Dullard (OISP), Lucy Morkin (OISP), Alex Ratcliff (OISP), Matthew Schwab (OISP), Carla Shanley (OISP), Abdourahmane Thiam (OISP), Taylor Tian (OISP), Wouter Van Alebeek (INTO ISU)

## LAB SCHOOLS AND CHILD CARE

*Chair:* Dana Kinley (COE)

Megan Bozarth (Metcalf), Karen Chiodo (Metcalf), Amy Coffman (Metcalf), Steve Evans (U-High), Lisa Kendall (Metcalf), John Larson (U-High), Andrea Markert (U-High), Cassandra Mattoon (Metcalf), Stacey Meyer (COE), John Neisler (U-High), Christine Paxson (U-High, Metcalf), Shelly Thomas (Metcalf)

## MEETINGS, GATHERINGS AND EVENTS

*Chair:* Brent Paterson (PRES)

Nick Benson (WKCFA), Clarissa Brookins (UHS), Barb Dallinger (EMDH), John Goodman (EHS), Kristin Harding (ALUM), Adam Loscar (PARK), David Marple (RM), Stephanie Morstatter (EMDH), Kendra Paitz (WKCFA), Wendy Smith (GC), Austin Sproles (REC), Toni Tucker (EWNG), Jason Vanheuklon (CONF), Aaron Woodruff (UPD), Hayden Young (ATH)

## MESSAGING AND MARKETING

*Chair:* Katy Killian (VPSA)

Brian Beam (UMC), Kevin Bersett (UMC), Susan Blystone (UMC), Nathan Carpenter (COM), Tyler Emken (UMC), Jay Groves (PRES), Rachel Hatch (MR), Eric Hodges (EMM), Eric Jome (MR), Emily Nafziger (CESL), Zach Parcell (WEB), Brent Paterson (PRES), Megan Rolfs (VPSA), Kara Snyder (CAST), Tracy Widergren (UMC)

## RESEARCH

*Chairs:* John Baur (VPAA), Craig McLauchlan (CHEM) Joe Blaney (CAS), John Goodman (EHS), Matt Kinate (RM), Cara Rabe-Hemp (CAST), Sara Semonis (WKCFA), Kathy Spence (RE&C)

## UNIVERSITY ADVANCEMENT

*Chair:* Jill Jones (VPUA)

Brian Beam (UMC), Kris Harding (ALUM), Joy Hutchcraft (DEVP), Linda Oseland (VPUA), Mark Wunder (DEVP)

## UNIVERSITY-SPONSORED TRAVEL

*Chair:* David Marple (RISK)

John Baur (VPAA), Jill Benson (DOS), Luis Canales (OISP), Valerie Deal (REC), Carla Dietsch (TRVL), Kris Harding (ALUM), Laura Jones (VPFP), Matt Kinate (RM), Tim Murry (PARK), Emily Newsome (ATH), Soemer Simmons (VPAA), Debbie Ungson-Walbert (CAREER), Annie Weaver (CESL)

## ADDITIONAL WORKGROUPS

As work continues, the Emergency Operations Center convenes additional workgroups to address specific issues. As of this writing, the workgroups below are convened or are in the process of being convened.

## DIVERSITY AND INCLUSION WORKGROUP

*Chair:* Doris Houston (PRES)

Workgroup membership in development

## FACE COVERING REQUIREMENTS AND COMPLIANCE

*Chair:* Wendy Smith (GC)

Sam Catanzaro (VPAA), John Davenport (DOS), John Goodman (EHS), Colette Homan (HR), Eric Jome (MR), Daniel Kane (FM), Michael Kruger (HR), Jeff Lange (OEOA), Jacqueline Lanier (HSC), Bill Legett (EMDH), John Munn (ATH), Stacey Mwilambwe (UHS), Christina Nulty (SHS), Bradley Pearson (DOS), Dawn Pote (REC), Matt Seibring (REC), Susie Watkins (MCN), Aaron Woodruff (UPD)

## TESTING, CONTACT TRACING

*Chair:* Teresa Chapman (EMM)

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## ACRONYMS KEY

ACC . . . . . Department of Accounting  
 AGR . . . . . Department of Agriculture  
 ALUM . . . . . Alumni Engagement  
 ATH. . . . . Intercollegiate Athletics  
 BSC . . . . . School of Biological Sciences  
 CAREER. . . . . Career Services  
 CAS . . . . . College of Arts and Sciences  
 CAST . . . . . College of Applied Science and Technology  
 CESL . . . . . Community Engagement and Service Learning  
 CHEM . . . . . Department of Chemistry  
 COB . . . . . College of Business  
 COE . . . . . College of Education  
 COM . . . . . School of Communication  
 CONF . . . . . Conference Services  
 CSD . . . . . Communication Sciences and Disorders  
 CTLT . . . . . Center for Teaching, Learning, and Technology  
 DEVP . . . . . Development  
 DOS . . . . . Dean of Students  
 EAF . . . . . Department of Educational Administration and Foundations  
 EHS . . . . . Environmental Health and Safety  
 EMDH . . . . . Event Management, Dining and Hospitality  
 EMM . . . . . Emergency Management  
 EWNG . . . . . Ewing Cultural Center  
 FCS . . . . . Department of Family and Consumer Sciences  
 FIN . . . . . Financial Aid Office  
 FM . . . . . Facilities Management  
 GC . . . . . General Counsel  
 GEO . . . . . Department of Geography, Geology, and the Environment  
 GRAD . . . . . Graduate School  
 HIS . . . . . Department of History  
 HR . . . . . Human Resources  
 INTO . . . . . INTO Illinois State  
 KNR . . . . . Kinesiology and Recreation  
 LAN . . . . . Department of Languages, Literatures, and Cultures  
 Lauby . . . . . Cecilia J. Lauby Teacher Education Center  
 MIL . . . . . Milner Library  
 MCN . . . . . Mennonite College of Nursing  
 MQM . . . . . Department of Management and Quantitative Methods  
 MR . . . . . Media Relations  
 MSC . . . . . Mail Service Center  
 MUS . . . . . School of Music  
 OEOA . . . . . Office of Equal Opportunity and Access



OISP . . . . . Office of International Studies and Programs  
 OTS . . . . . Office of Technology Solutions  
 PARK . . . . . Office of Parking and Transportation  
 PHI . . . . . Department of Philosophy  
 PRES . . . . . President's Office  
 PSY . . . . . Department of Psychology  
 RE&C . . . . . Research Ethics & Compliance  
 REC . . . . . Campus Recreation  
 REG . . . . . Office of the University Registrar  
 RM . . . . . Risk Management  
 SAAS . . . . . Student Access and Accommodation Services  
 SAIT . . . . . Student Affairs Information Technology  
 SCS . . . . . Student Counseling Services  
 SED . . . . . Department of Special Education  
 SHS . . . . . Student Health Services  
 SoTL . . . . . School of Teaching and Learning  
 TRVL . . . . . Travel Office  
 UC . . . . . University College  
 UHS . . . . . University Housing Services  
 UMC . . . . . University Marketing and Communications  
 UPD . . . . . University Police Department  
 VPAA . . . . . Vice President for Academic Affairs  
 VPFP . . . . . Vice President for Finance and Planning  
 VPFA . . . . . Vice President for Student Affairs  
 VPUA . . . . . Vice President for University Advancement  
 WEB . . . . . Web and Interactive Communications  
 WKCA . . . . . Wonsook Kim College of Fine Arts  
 WKSA . . . . . Wonsook Kim School of Art



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