

CSU/COSC Planning Template Report:

Student Life and Student Support Services Committee

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What does a successful reopening in the fall look like?

It is assumed that a fall reopening will not equate to a return to operations as normal. It is anticipated that expanded cleaning and social distancing will be in effect and that recommendations and requirements from various levels of local, state and federal government will impact operational and logistical decisions and policies on campus. Further, it is expected that these conditions will persist until a vaccine is developed and distributed.

Any fall reopening scenario will certainly take place amidst the backdrop of significant concern about exposure, health and safety from campus personnel. It must be assumed that in a fall opening all four CSU campuses will early on find that they have several identified COVID-19 cases. What will the tolerance level be for an active case. Is on-campus quarantining even possible – the will to do so as much as the capability?

As other reports address more specifically, the digital divide is an equity issue that needs to be addressed – some students and staff do not have adequate access to technology – limiting the effective use of hybrid or online teaching and service.

It is essential that is consistency in standards and delivery of services across the four CSU institutions. Transition to new delivery methods was rapid in the spring, but with more preparation time and the hindsight of the spring experience standards should be enhanced in the fall.

It is assumed that for the fall, services delivered will be hybrid in nature, which will require flexibility and likely service delivery at “non-traditional” times. For example, this would be valuable to students who have challenges to their own support systems such as child care, or expect their children to be in K-8 school, and would be better supported by access to services in the evening. This both extends the opportunity to provide students with traditional campus amenities and services and reduces the contact amongst faculty and staff, potentially reducing the rate of spread should an outbreak occur.

A positive is that student affairs is already very flexible in staging events and activities and therefore offers the best possibilities in a dynamic environment as students are used to playing and interacting online. Student activities will be essential to enticing students to come to the CSU campuses, rather than attend community college.

Scenarios below are presented primarily in the context of a hybrid delivery model for the fall, with the expectation that circumstances may change, dependent on the trajectory of the CIVD and health safety restrictions in place at the time.

1. Delivery of Student Academic Support Services

A. Disability Services

Possibilities

- Testing: Would need to determine if proctoring is a service that needs to be provided. It is not legally required and thus, could have faculty members proctor their exams. Only provide in-person proctoring assistance for faculty members who are also having in person exams. Students would take exams with 6 feet distance. Proctoring would need to be done remotely through video camera.
- Meetings would continue online through Teams. Office would only be open to provide proctoring assistance. At staff member's discretion, they could meet in a different location on campus to meet with the student face-to-face.

Challenges

- Testing: Will need to determine if this is a service that must be provided. Will only proctor exams that all students are taking on campus. No walk-in services provided. Student would need to have an appointment.
- Accessible Course Content: All faculty members' courses must employ only accessible content, such as videos (all need to be captioned), documents (all need to be screen reader accessible).
- Technology Training - Getting software/technology on a student's computer sometimes requires close contact.
- Some technology is only available on desktops, hence would need to obtain additional licenses for students to use at home.

Which students

- Students with Disabilities

Mode of delivery

- Teams/WebEx/Blackboard

Changes to work expectations for employees

- At-risk staff continue to telecommute
- Need training on safety protocols

Proposed changes for 2021

- No walk ins

B. Academic Coaching/FY/Tutoring/EAP

Possibilities

- Regardless of the mode of delivery, a robust offering of academic support will be provided at all campuses, with all services being moved virtual. With the experience from the spring, support services will know what worked and what did not and will be able to refine and grow their offerings and delivery during the summer.
- The growth in services may also offer new opportunities for student employment.

- It would be possible to deliver a limited number of in-person academic support services if the total number of students allowed into the space was limited. This could be accomplished via an appointment-only model or through tracking current occupancy, with furniture removed or clearly marked to maintain physical distancing between the provider and the student.
- Support services could be added that address the unique needs and challenges presented by the pandemic. For example, tutoring services being offered for “Transitioning to Online Courses,” and similar supplemental programs that focus on success in online learning platforms.

Challenges

- Lack of awareness of online services offered.
- Need to develop clear protocols for social distancing and safety in an on-ground setting
- Help student staff overcome barriers in technology, space, etc. to ensure they are able to continue to work
- Make supplies available for tutors to have at home for remote delivery
- Limitations to access services for those with technology difficulties, lack of study space, discomfort using video, etc.
- Professional development will need to be offered to those providing support services. In particular, synchronous online meetings with screen-sharing on WebEx may be a critical skill set needed by staff to provide these services.
- Currently, CRLA certification requires in-person training, which may present an obstacle.
- Hard copies of textbooks will be difficult to use in tutoring in an online environment, so preference for electronic textbooks should be communicated to faculty and students. Additional technology resources such as webcams may be needed for tutors and other support service providers who do not have appropriate technology to work online.
- For students currently receiving services at the Office of Accessibility Services, accommodations may need to be re-evaluated depending on the format in which classes are offered. In addition, there may be an influx of requests for accommodations due to difficulties with online or hybrid learning models. Finally, technology may need to be enhanced in this area.

Which students

- Students most in need of support services are those who are at the highest academic risk, including students with special learning needs or who are struggling with classes, first generation students, and other academically vulnerable students. These are also the students who will be most academically impacted by the pandemic.

Mode of delivery

- Teams/WebEx/Blackboard/limited on-ground

Changes to work expectations for employees

- At risk staff continue to telecommute.
- Potential split between working from home and on campus (and having viable technology in both places)
- Staggered or altered work schedules for those on-ground.
- Training needed on safety protocols.
- Contingency plans for illness
- There will be an added burden on staff to adjust services, and in some cases, change the content of support programs.
- Staff engaged in support services may be asked to clean spaces, or guide students in cleaning.

- Staff may be asked to track in-person attendance and seating arrangements for on ground services to facilitate contact tracing.

Proposed changes for 2021

- Develop a uniform and centralized access point for all tutoring resources that may be available online AND in person
- Develop protocols for limited on ground interactions. Redesign or re-organizes spaces, flow of traffic, intake procedures.
- Enhance support systems already being used and develop additional training for tutors about virtual and safe on ground interactions.
- Focus on the creation of individual learning modules that can be used in both an on ground and online environment. This would help address future emergency, both minor (snow days) and major (pandemic).

C. Library - Buildings and Services

Possibilities

- Library hours of operation would begin in September but would likely be extremely limited in time (less evening/weekend in person availability) and space (block off majority of floors and meeting spaces). Online library support options continue. Library service desks would be reduced to one point of service at front entrance and reconfigured to allow for distancing between patron and staff member, including plexiglass dividers. Library classroom instruction would continue in some hybrid format. Library would implement some form of “curbside delivery” option that would allow for fewer users within the building for situations that just require some sort of “pick-up.” Anticipation of a primarily appointment-based service model to control entrance into the building.

Challenges

- Lack of integration with courses.
- Lack of student awareness of services
- Increased costs for electronic resources

Which students

- All students

Mode of delivery

- Online through web site/ Blackboard, other
- In person by appointment only

Changes to work expectations for employees

- Certain employees may be required to spend more time in the physical building than others as job responsibilities demand.

Proposed changes for 2021

- Continue efforts to embed library resources and services into online course support systems regardless of campus status. Develop a good appointment scheduling process.

2. Delivery of Student Health/Mental Health Services: Wellness

A. Delivery of Student Health Services

Possibilities

- Emergency funding and CARES Act allows greater support for students who struggle to meet their basic needs
- Expand the delivery of wellbeing initiatives using technology
- Accessibility to new populations
- Possible evening and weekend hours
- SHS and Wellness will need to provide programming to educate the campus community on safe and effective distancing, use of protective equipment, hygiene, and disinfection practices
- SHS will need to remain open, and adequate PPE must be provided to lower risk of infection to healthcare providers and students seeking services. A triage system will need to be developed to screen symptoms before patients enter SHS
- Routine health services may be best delivered via a telehealth system to reduce the possibility of infection.
- Using the pandemic as a platform to expand our understanding around health inequities, bias and discrimination, domestic violence, mental health challenges, etc.

Challenges

- Demand for services will likely increase due to the mental and physical health challenges presented by COVID-19
- Cleanliness
- Social distancing, especially in common spaces like waiting rooms
- Risk of exposure/infection especially for at-risk students/ staff. Contingency planning for staff illness
- Paying attention to especially vulnerable populations who may have higher need and greater challenges with accessing services
- Increased stress and anxiety for students, staff, etc. Programming changes at Wellness and CAPS will be needed to address emerging issues related to the pandemic, such as traumatic stress responses, financial stressors, bereavement, etc.

Which students

- All students - there should be an expectation for more students seeking services from these offices due to the mental and physical health challenges presented by COVID-19.

Mode of delivery

- If there are students on campus in whatever numbers, multiple modes of delivery are expected to be offered – e.g., complement on-ground therapy with teletherapy offerings. On ground services would continue as normal, but with limited capacity and with social distancing, protective equipment, and disinfection procedures in place.

Changes to work expectations for employees

- Most staff return to campus with social distancing and masks, with exceptions for those in high risk categories
- Staggered and altered schedules
- Delivering on-ground and online (may even offer teletherapy from their campus offices)
- Adapt to the changes in the screening, consent, triage, and intake process for patients

- Adapt to the utilization of technology and maintain digital presence
- State mandated immunization data entry/report fulfill records requests
- Staff may be expected to develop new content that is relevant to the current pandemic for campus education or to provide targeted services.
- They may also be tasked with disinfecting surfaces and helping to maintain social distancing in their offices.

Proposed changes for 2021

- No walk-ins
- Masks to enter
- Enforce immunization requirements
- Services continue to use a largely online format, with a limited number of on ground services when safe practices can be implemented.

B. Counseling Center

Possibilities

- The ability to access the emotional/mental well-being of students.

Challenges

- Maintain social distancing.
- Office space must be reconfigured.
- Tele-mental health is contraindicated for certain diagnoses.
- Privacy concerns for students due to social distancing and tele-mental health.
- Students not having access to computers.
- Staggering urgent appointments.
- Emotional challenges due to possible abrupt disruption of schedule.

Which students

- All students

Mode of delivery

- Tele-mental Health
- Outreach and workshops via social media platforms
- Urgent appointments only with appropriate PPE

Changes to work expectations for employees

- At-risk staff continue telecommuting.
- Change in screening and intake process for students
- Adapt to the utilization of technology and maintain a digital presence

Proposed changes for 2021

- Continued Tele-mental Health
- Appropriate safety measures for students/staff

C. Substance Abuse Prevention Office

Possibilities

- Concentrate on in-coming students.
- Provide services in-person and online depending on re-opening.
- Large events adapted to virtual formats in conjunction with clubs, student organizations, and other Student Affairs departments.

Challenges

- Limit numbers of students in office at any one time,
- Change or eliminate “open door policy” to meet guidelines,

Which students

- All students

Mode of delivery

- Online and in-person
- In person assessments and sessions
- Small/large events remain virtual

Changes to work expectations for employees

- Rearrange office to accommodate social distance guidelines.
- Stagger appointments to allow for cleanings after each session.
- Establish and maintain cleaning protocols.
- Adequate supply and use of PPE for staff/students.

Proposed changes for 2021

- As per CDC and State guidance

D. Women's Center

Possibilities

- Flyers advertising direct services would reach students on campus and could facilitate self-referrals.
- Make Hotlines available.
- Offer education programs both in-person (wearing PPE and following safety guidelines) or virtually via WebEx/virtual platforms.
- For students on campus, offer awareness events (tabling) if gatherings are allowed where social distancing is a priority and spaces are measured out.
- Classroom outreach and faculty/staff trainings can be done in person (with PPE) or via virtually.

Challenges

- Awareness of the potential need to evacuate quickly would create significant difficulty in healing for trauma clients.
- Rates of DV/SA rise as people are forced to stay home.
- Some students are not comfortable accessing remote services while at home with their family.

- Difficulty managing events with proper safety precautions for students who are on campus could limit outreach.

Which students

- Students experiencing, who have experienced, or who know someone who has experienced interpersonal violence who are living on campus or at home.
- Educational training for all students

Mode of delivery

- In-person, phone, video, and accompaniments will be made available to all individual clients – dependent on the situation.

Changes to work expectations for employees

- Employees will be expected to put increased efforts into social media, online, virtual outreach to connect with students.
- Having to adjust/reschedule in person events, programs, trainings if students are asked to leave campus.

3. Student Activities/Student Life

A. Student Involvement: Club/Organizations

Possibilities

- Engage students differently to create engagement experiences and entertainment.
- Temporarily decrease student activities fee if we are in an online environment
- Meet with the student organizations that are directly advised in person (with proper Social Distancing regulations in place) as well as offer live streaming via WebEx.
- Continue to meet and train student organizations as well with in person session (with proper Social Distancing regulations in place) as well as offer live streaming of the trainings on WebEx as an alternative.

Events/Activities

Possibilities

- Produce programs that have been traditionally done on campus with proper Social Distancing regulations in place.
- Traditional large events such as Homecoming would have to be re-imagined in a social distancing world as well as in a virtual way.
- Attendance at events will need to be monitored and the number of attendees limited based on the maximum number permitted to gather in one place.
- Many events can be held in larger spaces or outdoors to allow social distancing.
- Most events should be held virtually or live streamed to limit in person contact and provide activities for students who are not on campus.
- If the out-of-state travel ban is still in place, students will need to attend out-of-state events virtually if they are to attend at all. Van travel will likely not be possible due to distancing requirements.

Challenges

- Limitation of large gathering spaces (academic needs will be given top priority)
- Introducing new students to the co-curricular experience, helping them feel connected to the community, giving them a sense of belonging

- Delivering an on-campus experience (especially for residential students) that engages students in meaningful ways
- Limited opportunities for student organizations to hold fundraising activities

Proposed changes for 2021

- Virtual social programming
- Virtual training of student leaders
- No (or very limited) student travel

Recreation/Group Ex/Intramurals/Club Sports/Fitness Rooms Possibilities

- Ramp up e-sports and other virtual competitions – promote creative recreation programming so our students are engaged, but still feel safe and secure.
- Restrict equipment distribution until properly sanitized after each use, using university protocol.
- Re-imagine one day tournaments and when possible be outdoors.
- More outdoor recreation.
- Limiting the number of capacity/alternating machines usage/directional flow.
- Club sports would follow athletic protocol for participation.

Challenges

- Social distancing limits the possibilities to offer inter-murals effectively.
- Cleaning of equipment after each use, high touch areas.
- Locker room issues for clubs (off site).
- Limited staff (coaches/trainers) to enforce guidelines & protocol.
- Travel, shared equipment protocol.
- Clubs will decrease significantly due to distancing issues.

Which students

- All students

Mode of delivery

- Ranges depending on events.... in person (with proper Social Distancing regulations in place) where permissible; live streaming

Changes to work expectations for employees

- Operational hours
- Online reservations
- Redirect focus of staff to provide virtual experiences and engagement
- Enhance technological skills
- Staff engaged in student activities may be tasked with cleaning or guiding students in cleaning, maintaining social distancing standards, tracking occupancy, etc.
- Staff may be asked to track in-person attendance and seating arrangements for on ground services to facilitate contact tracing.
- Staff may be staggered on campus to limit interaction.

Proposed changes for 2021

- Suspend intramural programs
- Multiple delivery of the same programs to increase participation

B. Career Center**Possibilities**

- Career centers are a valuable resource to help students prepare for a difficult job market – potential for statewide virtual fair partnering with other CSU institutions

Challenges

- Training-Student Career Peer Leaders adapting to new environment.
- Technology-WEBEX and MS Teams are inadequate for virtual breakout sessions.
- Need to clearly see participants.
- Cost of AI technology.
- Likely more limited hours and availability due to impending budget limitations.

Which students

- All students

Mode of delivery

- In person and virtual

Changes to work expectations for employees

- Becoming increasingly comfortable with engaging students in an online video format.
- Adapting practices for physically "distant" support.

Proposed changes for 2021

- Increasing functionality (continuous improvement) of a variety of software.
- Virtual Fairs.

C. Student Conduct**Possibilities**

- All trainings for student conduct oversight staff will involve social distancing.
- Some of these trainings may be conducted by Microsoft Teams.

Challenges

- Disciplinary meeting notices and all meeting notices will need to be updated to ensure if a student is not feeling well or is having symptoms, the meeting would need to be rescheduled or done possibly online.
- Every formal hearing is different in terms of number of individuals (students, board members, etc.). Logistics will need to be arranged to ensure everyone is 6 feet apart at these hearings, which also may require larger meeting spaces for hearings.

Which students

- All students

Mode of delivery

- Continue to meet with students in person or online if needed

Changes to work expectations for employees

- Additional training to meet and implement all guidelines

4. Plan for Athletics

Note: Decisions on the fall athletics season will be driven by the NCAA and respective conferences

Possibilities

- More opportunity for individual and non-contact sports
- Some sports potentially moved to a different time frame.

Challenges

- Each sport is different and may have a different level of challenges that need to be met, ranging from staggered locker room use, ball rotations, check in station for temp check of all who enter facility, travel, hotel, cleaning and fans.
- Retaining Student Athletes and recruitment for next year's class.
- While the NCAA and conferences will drive decision-making, there is a need for consistency among the four campuses – if one institution's teams play – all should play.
- Increased cost due to social distancing requirements especially when traveling.
- Travel to competitions may be impeded; bus transportation may not be safe.
- Proper daily sanitation.
- Close proximity in contact sports - maintaining safe distances while practicing, and/or practicing with masks, gloves, or other protective gear, may be challenging.
- Other needs for social distancing, especially for larger teams
- Fiscal considerations
- Spectator management
- Shortened seasons
- Facility cleanliness, and equipment sanitation, especially with current staffing
- Fitness facilities should be closed to the broader university community.
- Acquisition of PPE and disinfectant products
- Pre-participation physicals
- Pre-activity screenings

Which students

- Students athletes/club/recreation/academic classes

Mode of delivery

- In person, training could be virtual/ streaming is key

Changes to work expectations for employees

- In-person unless at high risk

Proposed changes for 2021

- If pre-conditions are met, and athletics can safely resume in the fall, many athletes may be able to compete. However, detailed plans will be required that address the challenges presented by each sport, and a plan for mitigating infection risk associated with athletic areas will be needed.
- Student Health conducts majority of pre-screening and pre-participation physicals
- Determine campus responsibility for health checks. If required, cost and qualifications will need to be considered.
- Protocols around cleanliness, proximity, occupancy, traffic patterns, etc.
- Length of seasons
- Limited non-conference play
- Limit or eliminate overnight stays
- Limit size of travel squads
- Determine rules for visiting teams.
- Eliminate concessions
- Considerations for spectators

5. Plan for Study Abroad

A. Study Abroad

Possibilities

- Currently cancelled for fall. Consider re-opening for spring.

Challenges

- Determining the safety measures that will allow outgoing and incoming travel.
- Planning for disruption in the spring, with the possibility of having to send students home.
- Safe housing environments (as for all students)

Which students

- Limited numbers at each CSU campus.

6. Other

A. Housing & Residence Life

Possibilities

- Stagger move-in in the fall – residential student staff, followed by student-athletes, etc.
- Coordinate with Facilities to add more common area cleanings to their daily rotations
- Reduce occupancy to Single rooms with 2-1 student/bath ratio where possible
- Develop and institute a residence life “COVID-19 agreement” with students regarding compliance to policies and procedures for COVID social distancing in residence halls and dining spaces.
- Develop a move-in plan that limits the number of students and family members who are permitted to simultaneously move in to the residence halls (shifting move-in over several days, limiting the number of family members and friends that can accompany the student)
- Modify housing cancellation consideration to include cancellation with documentation indicating compromised immune system/risk of exposure

Challenges

- Business, as usual, may not be possible
- Student requests may exceed capacity, which would result in student issues as well as revenue loss (with consideration for equity matters such as those who pay first get housing?)
- Reduced capacity will lead to reduced revenue.
- Need dedicated space available for quarantining students. (Isolated apartments or one floor/segment of a residence hall).
- Meal service protocols to accommodate quarantining students.
- Staff training: will need to be ready for opening the buildings earlier than for first-year student move-in so that staff can acclimate and be prepared.
- Rooms will need to be kept offline for quarantine space.
- Modify meal hours/limit number of occupants.
- Students may not disclose when they are ill.
- How to safely sign in guest/guest limitations.
- Hygiene and Frequent Cleaning (may lead to increased labor cost)
- Widespread introduction of “No Touch” Systems, such as: touchless hand sanitizers, soap and paper towel dispensers and eliminating pin requirement on card access so that access is touchless.

Which students

- All Residential

Mode of delivery

- In person

Changes to work expectations for employees

- Provide staff with more gloves, masks, Lysol, etc.
- Incorporate COVID-19 safety sessions into training and in-services.
- Develop protocol for enforcement of PPE violations.
- Have specific cleaning instructions after each shift at each building and at each location within the building. For example, information desk, main office, game room.
- Increase custodial cleaning frequency

Proposed changes for 2021

- Virtual programming at the beginning of the semester (or until otherwise instructed) so students can participate from their rooms.
- Have multiple move-in and move-out times to avoid mass gatherings.
- Move to electronic documents instead of paper.
- Regularly stock hand sanitizer stations in the residence halls.
- Encourage students to have gloves and a mask.
- Have supplies available for those who cannot afford these items.

B. Campus Partners- Auxiliary Services

Possibilities

- **Shuttle**- Some campus services may be discontinued but routes to rail stations likely will continue with social distancing.
- **Bookstore**- can accommodate.

- **Food service-** Will be possible depending on number of students living on campus and employees.
- **Vending-** Will be able to accommodate.
- **Laundry-** Will be able to accommodate.

Challenges

- **Shuttle-** Keeping buses clean; safe distancing; drivers willing to work based on status of COVID-19; contractor will require financial relief.
- **Bookstore-** Keeping sales with the university and not with other, mainly Amazon. This will affect University revenue. Campus gear/pride items will see sales decline, other impulse purchases will decline. Store will need limited staff to accommodate customers who "walk-in."
- **Food service-** If required, safe distancing; scheduling dining times employees willing to return to work; possible to go orders; extending hours to accommodate; size of kitchens for social distancing; no buffet service.
- **Vending-** Keeping vending machines clean; vendor staff is not on campus every day; might need campus facilities team to help with this.
- **Laundry-** Keeping laundry machines clean; vendor staff is not on campus every day; might need campus facilities team to help with this.

Which students

- **Shuttle-** All ridership
- **Bookstore-** All student/ staff/ faculty /visitors
- **Food service-** Any students and faculty/staff in need of service/events
- **Vending-** Any students and faculty/staff wanting the service
- **Laundry-** Resident students

Mode of delivery

- **Shuttle-** Normal delivery, perhaps on an abbreviated schedule, based on passenger load and social distancing requirements.
- **Bookstore-** Shipping orders to student homes or residence hall (if student is on campus); use of website to place orders. Close shelves and have staff secure items for students and keep lines outside the store.
- **Food service-** Normal delivery; more to go; no self-service (buffet, salad, and dessert bars); use of technology to order remotely.
- **Vending-** Require vendor team to follow all requirements for safety and protection.
- **Laundry-** Require vendor team to follow all requirements for safety and protection.

Changes to work expectations for employees

- **Shuttle-** Whatever requirements are required; drivers willing to work, see challenges but unclear right now.
- **Bookstore-** Workers will still need access to the store to receive shipments, process orders, and ship out, and handle work in business.
- **Food service-** Whatever requirements are required; employees willing to work, see challenges.
- **Vending-** Require vendor team to follow all requirements for safety and protection.
- **Laundry-** Require vendor team to follow all requirements for safety and protection.

Proposed changes for 2021

- **Shuttle-** Modification to service schedule based on ridership needs
- **Bookstore-** NA

- **Food service-** Modification to service hours based on customer need
- **Vending-** none
- **Laundry-** Require vendor team to follow all requirements for safety and protection

C. Event & Conference Management

Possibilities

- Utilizing a combination of on-campus and online meetings and events.
- Many meetings and events, such as lectures and seminars, can take place virtually.
- Requires firm guidelines to execute properly.
- Creation of a transparent process to determine what is virtual and on-campus.

Challenges

- Social distancing policies, procedures and guidelines will be new to everyone.
- Inevitably lead to dissatisfaction among students.
- How is it determined who gets on-campus priority and who does not?
- How do we enforce that for events?
- How are physical attendance guidelines at events enforced?

Which students

- Residence and Commuters, policy on guests needs to be established.

Mode of delivery

- Each week there could be activities/events publicized, planned, and then only a limited number of attendees would be allowed to physically attend. If this is the model, then we would need to spend the summer putting together a policy and guidelines and offer lots of WebEx presentations. All constituents would need to submit their comprehensive list of events ahead of time and then using the new policy and guidelines, determine which events are virtual or in-person. Online participation or live streaming could be available for anyone not selected to attend in person.

Changes to work expectations for employees

- Planning would be required for all programming. It would be a very new and different model, but it could work. There would not be the possibility of last minute events in this model. Flexibility, open communication with the ability for all to work remotely and on-campus as needed. Size and number of events based on policy/guidelines.

Proposed changes for 2021

- Established an enforceable policy and guidelines need to be adopted.
- Adequate supplies of PPE gear available. Begin to develop and create dual mode programming going forward, this should become a norm, which may fill a need for a segment of the community which currently cannot or will not attend in person.
- Maintain employment opportunity, work in a safer or more controlled environment. Some event setups and attendants would be required. This will create a flexible working environment for student employees. Employed group may be smaller than usual.