



FLORIDA POLYTECHNIC  
UNIVERSITY

## Executive Committee Meeting

Friday, June 12, 2020  
9:00 AM – 10:00 AM

WEBEX/TELE-CONFERENCE MEETING

Dial In Number: 415-655-0001 | Access Code: 161 897 7342#

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Don Wilson, Chair  
Gary C. Wendt  
Frank Martin

Cliff Otto, Vice Chair  
Rear Admiral Philip Dur

Mark Bostick  
Dr. Earl Sasser

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|--|-----------------------------------|
| I. Call to Order   | Don Wilson, Chair                 |
| II. Roll Call  | Kristen Wharton                   |
| III. Public Comment  | Don Wilson, Chair                 |
| IV. <a href="#">Approval of April 13, 2020 Minutes</a><br>*Action Required*      | Don Wilson, Chair                 |
| V. Florida Polytechnic University Campus Re-Opening Plan<br>*Action Required*    | Dr. Terry Parker, EVP and Provost |
| A. <a href="#">Approve Florida Polytechnic University Campus Re-Opening Plan</a> |                                   |
| B. <a href="#">Approve updated Academic Calendar</a>                             |                                   |
| VI. Closing Remarks and Adjournment  | Don Wilson, Chair                 |

Florida Polytechnic University  
Board of Trustees

**Executive Committee Meeting**

**MEETING MINUTES**

**Monday, April 13, 2020**

**3:30 PM – 4:30 PM**

**TELE-CONFERENCE MEETING**

I. Call to Order

Chair Don Wilson called the Executive Committee meeting to order at 3:30 p.m.

II. Roll Call

Kris Wharton called the roll: Chair Don Wilson, Vice Chair Cliff Otto, Trustee Mark Bostick, Trustee Adrienne Perry, and Trustee Gary Wendt were present (Quorum).

Staff present: President Randy Avent, Provost Terry Parker, Mr. Mark Mroczkowski, Mr. Rick Maxey, Mrs. Kris Wharton, Ms. Gina Delulio, Dr. Tom Dvorske, and Mr. Kevin Calkins were present.

III. Public Comment

There were no requests for public comment.

IV. Review and Approval of 2020-2021 University Accountability Plan

President Randy Avent asked Provost Terry Parker to present the highlights of the 2020-2021 University Accountability Plan. Provost Parker presented key elements of the plan, two of which – academic progression rate and four-year graduation rate – may be affected by the current COVID-19 crisis, but it is too early to predict how much they will be affected. The Pell Grant recipient four-year graduation rate is predicted to be 49% compared to 38.5% the Undergraduate student body as a whole. Annual bachelor's degree awards continue to increase as well as enrollment, therefore enrollment goals were raised slightly.

Trustees had no questions, however Trustee Adrienne Perry and Trustee Mark Bostick both commented they believe the report is very clear and well-written.

**Trustee Adrienne Perry made a motion to approve the 2020-2021 University Accountability Plan. Vice Chair Cliff Otto seconded the motion; a vote was taken, and the motion passed unanimously.**

V. Food Service Refunds to Students, Use of Carryforward and Amendment to Contract

Mr. Mark Mroczkowski stated the Board of Governors requested all state universities refund the unused portions of student meal plans and housing. Vestcor has already refunded rent to students for the full month of April and the first two days of May. However, the University purchases meal plans from

Chartwells and sells them to the students, so Florida Poly is responsible for providing refunds to students for the unused portions of their meal plans. Mr. Mroczkowski provided information from an updated Chartwells contract amendment received today that is acceptable to both management and legal counsel. The agreement states Chartwells will contribute \$219,272 towards the student refunds; however, that still leaves the University short by \$187,482. The Board of Governors has approved the use of carryforward to fund student refunds until August 31, 2020; Mr. Mroczkowski requested Board approval to use carryforward funds for this purpose.

**Trustee Gary Wendt made a motion to approve dining refunds to students in the amount of \$406,784; to approve Amendment No. 3 to the Chartwells contract whereby Chartwells agrees to contribute \$219,272 towards the student refunds; and, to approve the use of carryforward to fund the remaining \$187,482 of the student meal plan refunds. Trustee Adrienne Perry seconded the motion; a vote was taken, and the motion passed unanimously.**

VI. Waiver of Student Fees

Provost Parker stated summer A and C sessions will be fully remote. He recommends waiving the transportation fee for the summer terms since students will not be present on campus, and the University will not provide transportation services. Provost Parker also proposes working with the Student Government Association to potentially waive one-third of the Activities and Service Fee for summer terms only.

Trustee Perry inquired as to what type of activities students would miss in the summer; Provost Parker responded they would miss any physical activities on the campus. Trustee Perry proposed Provost Parker request a waiver of two-thirds versus one-third due to the drastic reduction in on-campus student activities. Provost Parker stated that staff has been working to provide a virtual student union and other virtual student engagement activities.

Chair Wilson inquired if the campus will be completely shut down over the summer, and if the remaining students on campus will leave in May. Provost Parker stated there is a small group of students who have no place to go, so they will make their own rental arrangements with Coastal Ridge. There will still be staff and some faculty present on campus throughout the summer.

**Trustee Adrienne Perry made a motion to approve the waiver of the student transportation fee and one-third of student Activity and Service Fee for summer 2020 classes only. Trustee Gary Wendt seconded the motion; a vote was taken, and the motion passed unanimously.**

VII. Academic Calendar Revision

Provost Parker asked for approval for a special session D for the summer. This session was planned before COVID-19 and allows the University to have a cohort of freshmen start classes early in an online manner. The proposed session will run from June 8 – August 7, 2020 and the session will be offered again in 2021 and 2022. Vice Chair Cliff Otto asked if students would still be able to interact with their faculty. Provost Parker confirmed this and said faculty have multiple platforms on which to connect with students in a virtual environment.

**Vice Chair Cliff Otto made a motion to approve the addition of a summer “D” session to the academic calendar for current summer 2020 and summers 2021 and 2022. Trustee Adrienne Perry seconded the motion; a vote was taken, and the motion passed unanimously.**

Trustee Gary Wendt inquired if any of the summer “D” courses are new or if they have been taught over

the years; Provost Parker replied they have been taught over the years, but not remotely.

VIII. Closing Remarks and Adjournment

Vice Chair Otto inquired as to the effects COVID-19 might have on the University. Both Provost Parker and President Avent stated it is still too early to tell how the pandemic will affect enrollment and retention.

Chair Wilson requested President Avent send a summary of today's discussion to all Board trustees. Additionally, he stated his appreciation to administration, faculty, staff and students who have done so much to keep things moving forward and students on track to graduate.

With no further comments, the meeting adjourned at 4:05 p.m.



**FLORIDA POLYTECHNIC**  
UNIVERSITY

## **Florida Poly: Return to Campus**

**Terry Parker**

**June 12, 2020**

# Review: Return to Campus Blueprint Consider: Two Resolutions

- **The Board of Governors established a Framework for a Reopening Plan for the State University System**
  - Each university must respond to the “Blueprint for Reopening”
  - Each University Board of Trustees is to consider and, if appropriate, approve the Reopening Blueprint
  - Our Blueprint includes a shift in our approved calendar
- **Requested Board actions (after report):**
  - Approval of the Return to Campus Blueprint
  - Approval of the change in calendar

# Campus Priorities Define Overarching Principles for the Blueprint

- **Foundational Priorities**

- Health and welfare of campus Community;
- High-engagement academic delivery focused on the student;
- Positive and rewarding co-curricular and extra-curricular experiences;
- Flexibility.

- **Principles in the Blueprint that respond to our foundational priorities**

- Strong reliance on a culture of responsibility toward *BOTH* oneself and others
- Careful and strategic population management in our single academic building.
- Strategic balance between a vibrant campus community, development of each student as an individual and a community member, and personal student responsibility.

# Personal Responsibilities and Changes to the Campus

- **Personal Health Responsibility**
    - **Personal Behaviors**
      - *Health Monitoring, Hygiene, Self-Reporting, Self-Isolation, Six feet of separation*
    - **Assistance to Health Responsibility**
      - *Personal equipment, Face Coverings, Remote work, Accommodations*
  - **Building Management**
    - **Operational Behavior**
      - *Enhanced Cleaning, Research Laboratory Management*
    - **Changes and upgrades**
      - *Traffic flow, Indoor Airflows and improvements, Touchless entries, Temperature Monitoring stations, Partitions, Furniture configuration, New Study Space, Use of Outdoor Space*
  - **Personal Commitment and Learning**
    - *Campus Health Campaign targeting students, Training for all, Signage, COVID-19 Commitment for students, Compliance for all, Extra-curricular planning requirement*
-

# Student Experience is Strongly Influenced by Community Environment

- **Residence halls**
  - Changes in operation
    - *Student Housing agreement addendum, Covid-19 roommate agreement, Common areas modified to support physical distancing, Isolation and quarantine spaces, carefully managed student move-in*
- **Dining Services**
  - Changes in operation
    - *Increased outdoor seating, No more self serve buffet, Increased alternative food options and delivery*
- **Recreation, Activities and Athletics**
  - Changes Based on Guidance of the ACHA
    - *SDC reopen in July with new policies, Intramural sports but distanced, Fitness classes with distance (outside), Virtual Student Union*

# Testing as a “Benchmark” for Infection on a Campus

- **Medical Advisory Board for Oversight of “issues” that strongly intersect with medical practice and infection spread**
  - **“Blue Ribbon” panel with individuals from:**
    - *Local providers: Lakeland Regional Health, Advent Hospital, Baycare*
    - *Medical Schools in the SUS: University of Florida, University of South Florida, University of Central Florida, Florida International University*
  - **Screening/Testing Protocol**
    - *Developed based on existing screenings and enhanced by our Medical Advisory Board*
  - **Test Delivery**
    - *Discussions underway, two local health care providers capable of delivering onsite*

# Screening and Surveillance Inform Who to Test and Provide a Sense of campus Health

- **App-based Screening assessment**
  - **Baseline screening directs next steps, constructed as a “no record” system that informs users of their responsibilities**
  - **Used for each campus visit**
- **Temperature Monitoring**
  - **Non-contact thermal camera systems in high traffic entrances**
  - **Configured to be:**
    - *20 seconds from entrance or more*
    - *Semi-private*
- **Tracing**
  - **Local Department of Health Responsibility**



# Academic Programs

- **Three Instructional Formats**
  - **FLEX: Face to Face with full remote capacity for all materials**
  - **Lab-Based: Lecture may be remote, lab portion in person**
  - **Online Engaged: Fully online and includes synchronous engagement for students in addition to asynchronous delivery**
- **Computing**
  - **Have established a minimum recommended standard**
    - *Note Spring Difficulties with Students*
- **Class Sizes**
  - **Managed to create social distance in classrooms and the building, will require some classes to go online (we think 20% credit hours) and some to use a seat reservation system**
- **Academic Support Services**
  - **Face to Face and Virtual**
- **Scheduling and Calendar**
  - **Shift in calendar to accommodate full remote after Thanksgiving**
- **Reasonable Accommodations**
  - **Available for students and faculty**

# Calendar Change

- Proposed Calendar (in brief)**

<b>Fall 2020: First Day of Class</b>	8/20/2020
<b>Fall 2020: Breaks (no classes)</b>	09/07/2020—Labor Day 11/11/2020—Veterans Day 11/25-11/28/2020—Thanksgiving Holiday
<b>Fall 2020: Remote Instruction—Campus Open; All Courses Meet Remotely</b>	11/30-12/3/2020
<b>Fall 2020: Reading Days</b>	12/4-12/5/2020
<b>Fall 2020: Final Exams</b>	12/7-12/11/2020

- Rationale**

- Moves start date from Tue 8/25 to Th 8/20.
- All but four days of formal instruction take place prior to Thanksgiving Break.
- Post Thanksgiving Break there will be four days of remote instruction, plus 2 reading days, plus 5 days of finals, ending on Dec 11<sup>th</sup>.
- Reduces likelihoods of transmission of disease to campus during peak travel and flu season.



# Conclusion

- We have presented a Reopening Plan that is consistent with the requirements of the State University System
- Proposed Resolution:
  - *The Board of Trustees approves the reopening plan for the Fall 2020 semester that responds to the COVID-19 pandemic.*
- Proposed Resolution:
  - *The Board of Trustees approves the revised fall 2020 academic calendar beginning with first day of classes on August 20, 2020 and the last final exams on December 11, 2020.*



# Appendix 1

- **Full Calendar for Fall 2020**

<b>Date - FA 2020 - Modified</b>	<b>Days</b>	<b>Event</b>
March 23-27, 2020	M-F	Priority Registration Week for current degree-seeking students only
March 23 - August 25, 2020		Spring Registration Open
8/20/2020	R	Classes Begin
August 20-26, 2020	R-W	Drop/Add Week
August 20-26, 2020	R-W	Late Registration (\$100 fee)
August 20-26, 2020	R-W	Non-degree/Employee/Audit Registration
8/26/2020	W	Withdrawal Deadline - No Academic or Fee Liability
9/3/2020	R	Residency Reclassification Deadline
9/3/2020	R	Fee Payments Due
9/7/2020	M	Labor Day Holiday - No Classes
9/10/2020	R	Deadline to Request Reinstatement of Cancelled Courses for Nonpayment
9/10/2020	R	Fall 2020 Graduation Application Deadline
9/17/2020	R	Withdrawal, All Courses, with 25% Refund (W assigned)
10/14/2020	W	Mid-term Grades Due
November 2-6, 2020	M-F	Spring 2021 Priority Registration Week
11/11/2020	W	Veteran's Day Holiday (Observed) - No Classes
11/18/2020	W	Withdrawal Without Academic Penalty Deadline (W assigned)
November 25-27, 2020	W-F	Thanksgiving Holiday Break - No Classes
12/3/2020	R	Last Day of Classes
December 4-5, 2020	F-S	Reading Days - No Classes
December 7-11, 2020	M-F	Final Exams
12/11/2020	F	End of Semester/Diploma Date
12/15/2020	T	Final Grades Due From Faculty by 4:00 p.m.
12/16/2020	W	Final Grades Available Online
December 25-31, 2020		Winter Break - Campus Closed



FLORIDA POLYTECHNIC  
UNIVERSITY

# Blueprint for Returning to Campus

**Fall Semester 2020**

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# Statement from the President



The health and safety of our University community has always been our highest priority, but the COVID-19 pandemic has catapulted its importance to the forefront of our collective thoughts and actions. From the moment we learned about the coronavirus, Florida Polytechnic University leadership has been closely monitoring the situation and creating plans to continue providing a top-level STEM education while taking proactive measures to mitigate the spread of the virus.

As we prepare to return to campus for the fall 2020 semester, it is important to remember that mitigating the spread of the virus is a shared responsibility. While the University is taking informed, intentional actions to create a healthy environment, we will only be successful in this effort if every person on campus responsibly follows the plan detailed here and embraces future guidance as it becomes available.

This plan is the culmination of weeks of collaboration and hard work by task forces who examined University needs and best practices to develop our smartest and healthiest way forward. The plan's creation was informed by science and guided by national, state, and local health experts. With every step, we have maintained as our highest priority the safety and welfare of all campus stakeholders.

At the heart of our actions is a steadfast desire to bring our Florida Poly family back to an environment that is flexible, responsive, and prepared to work together to minimize the spread of COVID-19. Unfortunately, no steps we can take will fully protect our community from the coronavirus. No plan we can make will ensure that no one falls ill. But as our University moves forward together, we hope our actions can help minimize those risks.

The challenges posed by this pandemic are expected to linger in our nation for months to come. Our University leadership, emergency management team, COVID-19 task forces, and entire Florida Poly community are prepared to nimbly respond and adjust our plans as needs emerge and guidance from local, state, and federal health officials evolves. We must all remain flexible and ready to adapt as the health environment changes in our campus and our local community.

Although we are faced with challenges unlike any we've ever experienced, I am confident we will meet them with the spirit of resilience and determination we're known for. I look forward to seeing you back on campus.

A handwritten signature in black ink that reads "Mave". The signature is stylized and fluid, with a long horizontal flourish extending to the right.

Dr. Randy K. Avent, President

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# Executive Summary

The plan provided in this document aligns with the Board of Governors' Blueprint for Opening the State University System for fall semester 2020 and provides a framework for reopening the Florida Polytechnic University campus to students, faculty, and staff with the intent that it can be flexibly adapted to conditions as they change throughout the pandemic. Focus in this effort was on the main campus where all of our educational operations are located; details for all employees including those at our two other locations<sup>1</sup> will be released separately. This plan is based upon three overarching elements:

1. Strong reliance on a culture of responsibility toward **BOTH** oneself and others as a key method of limiting the spread of COVID-19.
2. Careful and strategic population management in our campus to help with social distancing in the academic setting.
3. Creating a strategic balance between a vibrant campus community, development of each student as an individual and a community member, and personal student responsibility.

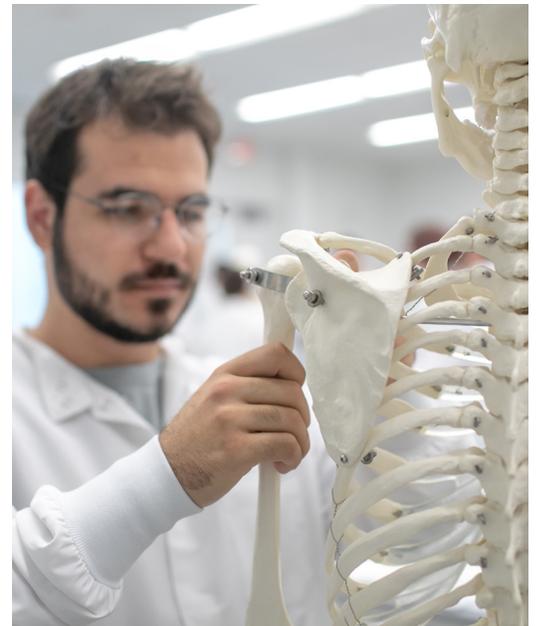
Specific actions taken are organized under the following framework:

## ■ Healthy Campus and Community Environment

This effort has identified ways to encourage healthy personal behaviors and to make strategic changes to our facilities that encourage physical distancing. Grouped into Core Personal and Community Responsibilities, key changes have been identified, including use of six-foot markers on the floors and direction markers in common areas, careful changes to building airflow management, building air measurements in strategic locations, thoughtful laboratory management, remote working when appropriate, installation of partitions where needed, touchless entries in high volume areas, and expansion of what is considered "personal" equipment.

Personal health management will include the use of face coverings, health monitoring surveys, opt-in temperature measurement stations, and a campus health campaign that encourages appropriate public health behaviors.

In addition, all campus community members will be required to participate in COVID-19 training. Accommodations for individuals in high-risk groups will be managed by Human Resources in cooperation with the managing division for employees and with the Office of Disability Services for students. Residence halls, campus dining, and recreation and athletics are following national organizational guidelines and are developing plans to be available to students this fall.



## ■ COVID-19 Virus Testing, Contact Tracing, and Surveillance

Florida Poly has created a Medical Advisory Board that includes representatives from local health care providers (Lakeland Regional Health, BayCare, and Advent Health) and experts in infectious diseases or public health from four state universities (University of Florida, University of South Florida, University of Central Florida, Florida International University). This Board will review operations with a focus on infection spread. Specific areas of focus will be personal health management, contact tracing, proactive testing protocols, and surveillance measures.

## ■ Academic Program Delivery

Academics will continue to deliver a high-quality education in a small campus setting. We are shifting our delivery models to include three modes of delivery: Flex (a face-to-face class with fully remote capacity for students), Lab-Based (labs primarily on site with lecture portions of the course delivered as Flex or Online Engaged), and Online Engaged (class held virtually, with intentional interaction opportunities).

Course sections will be offered strategically to engage students on campus while also providing students with a choice, when possible, in learning modality. A strategic shift in the calendar moves all formal, scheduled activity after Thanksgiving break to be remote and we will manage class sizes to produce social distancing in the classroom and in the building. A training program for teaching in a remote learning management has been put in place.



<sup>1</sup>Other locations are Florida Industrial and Phosphate Research Institute in Bartow and administrative support operations that are located at the Polk State College, Lakeland campus.

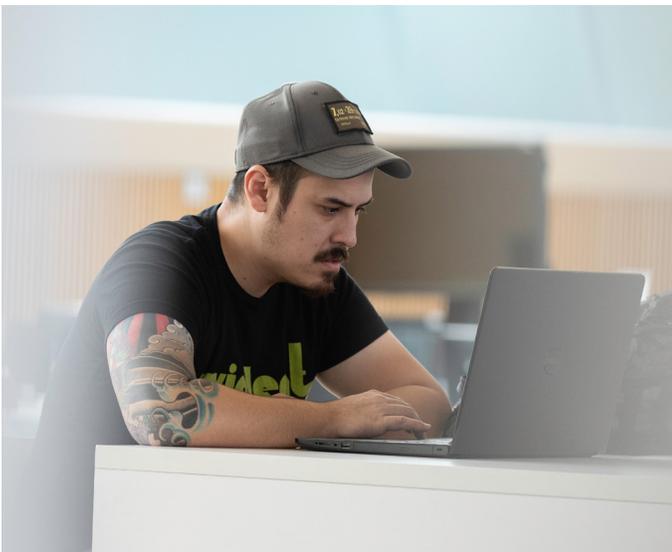
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# Foundational Principles

Florida Poly is committed to balancing operational priorities that promote the health of our campus community and the very real needs of the campus for strong interpersonal interactions within and beyond the classroom and lab. As a campus community, we live the values of collaboration and teamwork for the good of our community. In that spirit, we expect all faculty, staff, students, other working partners, and the broader Florida Poly public to exercise personal and community responsibility in demonstrating care and consideration of oneself and one another. The return to campus planning effort has been led by a “taskforce” labeled COVID-19 Campus Planning (COVID-19 CP group). This taskforce is a central planning effort that “manages” three focused efforts:

1. **Scenarios of the future:** This group considered the science and facts around the crisis and provided input on the challenges we may face as a campus.
2. **Campus environment:** This group considered what we must do as a campus, with a focus on supporting the campus environment for students and continuing with our mission of educating students.
3. **Academic environment:** This group considered how to position the campus academically for excellence in instruction and support of our students’ education.

Student feedback forums have been held nightly for multiple weeks, and open forums for faculty and staff have been hosted in the evening and during the workday. The COVID-19 CP group and supporting efforts will continue its work through the summer to adapt our plan as necessary and to provide details that are required for a smooth start to the fall semester.



Planning for Florida Poly’s fall 2020 return to campus has been guided by several foundational priorities:

- The health and welfare of all students, faculty, staff, vendors, volunteers, and visitors;
- A high-engagement academic delivery model that promotes holistic development of the “whole student” and facilitates positive academic progress;
- A high-quality learning experience where academic program delivery aims to exceed the highest standards of excellence, and is reinforced through positive and rewarding co-curricular and extra-curricular experiences;
- The need to build flexibility in the plan so the University can appropriately respond to evolving directions and guidance from federal, state, and local authorities.

Florida Poly will continue positioning its operations to promote the health of students, faculty, and staff while working to accomplish its core mission of excellence in education, discovery, and application of engineering and applied sciences.

This plan brings our campus community back to Lakeland, Florida, to continue our work of becoming a premier STEM university known for producing highly desirable graduates and new technology solutions. This plan is a true living document. As local, state and federal guidelines change, the University may need to adapt elements in this blueprint based on new conditions or emerging best practices. With the coronavirus pandemic, we are creating our road as we walk.<sup>2</sup>

<sup>2</sup>Horton, M., Bell, B., Gaventa, J., and Peters, J. M. (1990). We make the road by walking: Conversations on education and social change. Philadelphia: Temple University Press.

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# Healthy Campus and Community Environment

The Florida Poly mission is to serve students and industry through excellence in education, discovery, and application of engineering and applied sciences. As we move into our seventh year of operation, Florida Poly will meet the operational challenges of the COVID-19 pandemic by prioritizing the health and welfare of all students, faculty, staff, and visitors while carefully ensuring that we continue providing a world-class education.

**Healthy Campus:** To maintain as healthy an environment as possible and ensure a confident on-campus experience for our community, the University will implement core responsibilities that directly support a healthy campus environment.

**Core personal and community responsibilities** have been established to provide guidance on the personal and community expectations of a healthy campus.

## ■ Core Responsibility One: Personal Health Responsibility

Everyone on campus must consistently ensure they are taking steps to keep themselves and others healthy.

- **Health Monitoring:** Individuals are expected to monitor their personal health status daily and should not come to campus if experiencing COVID-19 symptoms. Temperature monitoring stations are being installed to support the campus community in understanding their personal health status. Also, the campus will have an ongoing campus health campaign to reinforce awareness of each person's personal wellness responsibility.
- **Personal Hygiene:** Hands should be washed frequently. Hand sanitizer stations are also available throughout campus. Our campus health Campus campaign will emphasize hand sanitation.
- **Self-Reporting:** All Florida Poly community members are required to report if they test positive for COVID-19 or if they are self-isolating due to suspected or known exposure to COVID-19. Reporting can be done by contacting CARE at [care@floridapoly.edu](mailto:care@floridapoly.edu) or completing the form at COVID-19 Reporting Form.
- **Self-Isolation:** Individuals are expected to self-isolate if they are in non-incident direct contact with anyone who tests positive for COVID-19. Isolation rooms have been identified in the residence halls.
- **Six-Foot Distance:** Reminders and footprints denoting six-foot distance will be positioned in shared spaces.
- **Personal Equipment:** Shared equipment will be minimized where possible, providing opportunity for people to use their own keyboard, mouse, and other devices as appropriate.
- **Face Coverings:** Health officials agree that face coverings can reduce transmission of COVID-19. The use of face coverings in all shared areas on campus is required when social distancing is not possible. A reusable cloth face covering will be provided to faculty, staff, and students along with instruction on how to wear and take care of it.

- **Remote Opportunities:** Remote working will be used where necessary and appropriate to minimize shared office spaces. Courses will be designed to accommodate students wherever they learn, and a process will be in place for faculty with serious underlying health conditions to continue to work more safely. The University will encourage use of virtual meetings instead of in-person meetings when possible and appropriate.
- **Accommodation Processes:** Human Resources and the Office of Disability Services are primary contacts for those needing reasonable accommodations for various personal situations related to COVID-19. Human Resources will provide an interactive process for employees seeking accommodations. The Office of Disability Services will provide an interactive process for students seeking accommodations..

### ■ Core Responsibility Two: Building Management

Steps are being taken with campus infrastructure and building management to ensure the physical campus supports a healthy campus environment.

- **Cleaning and Sanitation** are a highly critical part of Florida Poly's plan to return to campus. The University's regular cleaning and disinfectant schedule has been reviewed and updated to ensure all University facilities, research equipment and laboratories, and public spaces are cleaned and sanitized according to Center for Disease Control (CDC) guidelines.

Specific attention in the campus cleaning and sanitation review has focused on:

1. Minimizing exposure to potential hazards
  2. Reviewing space and cleaning needs to align with category of usage
  3. Frequency and type of cleaning performed
- **Indoor Airflow:** Indoor airflow is being reviewed by engineering faculty to ensure air change is appropriate for occupant density of classrooms, meeting rooms, and campus common rooms. This effort will rely on established ASHRAE (American Society of Heating, Refrigeration, and Air-conditioning Engineers ) guidelines and likely will produce changes in installed filters on air handlers and changes in the amount of indoor air that is recycled. An active area of consideration is to control replacement air based on CO2 levels which correlate with building occupancy loads.

In addition, the campus is examining installation of air monitoring sensors at key locations such as restrooms, laboratories, and classrooms, so that appropriate actions (e.g. increased ventilation/filtration rate) can be taken in response to varying air quality levels and types of contaminants.

- **Research Laboratories:** All laboratories and research lab functions are assigned to a laboratory manager whose role includes establishing protocols that align with University standards while regulating the following, but not limited to: 1) access to the labs, 2) occupancy, 3) access and control of expert equipment, 4) personal protection requirements, 5) incident reporting, 6) disposal and cleaning procedures.
- **Touchless Entry Alternatives:** These have been identified at entry door locations and in the cafeteria; we are evaluating installation of automated door openers for these high-traffic areas.
- **Partitions and Room Arrangement:** Partitions will be put in place for key locations where transactional interactions occur. Furniture is being rearranged to encourage appropriate distance between people. Additional dedicated study space has been identified on campus.

- **Outdoor Spaces:** These will be leveraged on campus, allowing for recreation to be spread throughout outdoor areas and not contained solely inside buildings.

### ■ Core Responsibility Three: Personal Commitment and Learning

Keeping the Florida Poly campus healthy is a commitment shared by the entire campus community. To help everyone understand their individual role in keeping the campus healthy, a campus health campaign is being developed that will include several learning opportunities.

- Summer “CARE Packages” will be mailed to students to officially kick off the campus health campaign. The CARE Packages will include information on what to expect on campus this fall, introducing campus expectations including physical distancing and use of a face covering. The CARE packages will also outline support resources available to students, including mental health counseling and information on requesting COVID-19 accommodations.
- Training is being created for students, faculty, and staff regarding expectations on campus for social distancing, use of face coverings, and how to collaboratively protect the campus community.
- Signage is being developed to help the Florida Poly community better understand COVID-19.
- A campus COVID-19 Commitment is being developed to support policies currently in place. This Commitment will function as an informative tool and as an agreement that the individual will adhere to the campus Core Responsibilities.

Failure to follow the behavioral expectations of the COVID-19 Commitment may be referred as follows:

Students: Student Affairs in accordance with the Student Code of Conduct; Employees: Referral to Human Resources; Campus Guest: Referral to Campus Police.

- Student clubs and organizations that wish to reconvene in the fall are required to develop and submit a plan that demonstrates a shared sense of ownership in maintaining a healthy campus and community.

**Community Environment:** To maintain a student-focused campus experience, residential life, dining services, and recreation/athletics are preparing for students return to campus. Each of these areas directly impacts the campus experience, and careful consideration is being given on how to balance socially-focused activities and events with the need to adhere to local, state, and federal health guidelines.

**Florida Poly Residence Halls<sup>3</sup>** will open at design capacity with enhanced cleaning protocols and appropriate training for staff. Resident assistants will be trained to help residents follow social distance guidelines and to appropriately guide students who are struggling with change.

- A Student Housing Agreement Addendum with changes in policy to accommodate the COVID-19 pandemic is being created.
- COVID-19-specific roommate agreements are required for Family Unit-Style housing situations. These agreements acknowledge that all roommates need to do their part to be healthy, honor restrictions, and follow CDC guidelines. Further, these agreements acknowledge that it is the student's choice to live in a Family Unit-style housing arrangement.
- Residence hall common areas, shared community spaces, and access to pools and fitness rooms are being modified to account for physical distancing guidelines.



- Isolation and quarantine spaces for residential students have been identified and reserved in the Residence halls. These spaces are flexible and sufficient to handle different scenarios.
- Scheduled move-in will occur over several days, with specific move-in times.

**Dining services** will handle food service based on local public health guidelines. To facilitate nimble changes in service, our dining partner has a three-tier service approach, with the tiers ranging from least to greatest distancing. In addition, mapping for seating models is being developed for our cafeteria area.

- Outdoor seating will be leveraged with limited indoor seating until public health guidelines recommend otherwise.
- Self-service access to food will transition to a focus on individual servings and service by dining staff. Additional modifications will be made for sanitation and to promote physical distancing
- Meal plans remain required for all students residing in the campus Residence halls.
- The University is also arranging alternative food service options, including food truck appearances and allowing food delivery (e.g., Door Dash, Uber Eats, etc.).

**Campus recreation, activities, and athletics** are important parts of the community experience at Florida Poly. The campus athletics programs and facilities will reopen following the guidance of the American College Health Association (ACHA).

The Florida Poly Student Development Center (SDC) is the center for campus recreation and athletics on campus. The SDC, which houses a weight floor and a lap pool, will reopen in July 2020 with new policies and guidelines for capacity and sanitation. Reduced hours and a reservation system will provide the ability to adhere to ACHA cleaning requirements.

Intramural sports will adhere to physical distancing measures and sports that are not appropriate to distancing will not be played. Competitions and events will be designed to help participants follow physical distance guidelines, but still engage in the teamwork and fun that are hallmarks of intramural athletics. Intramural sports will be chosen based upon number of players needed to compete in a game, how much physical contact may potentially occur during a game, and length of time that participants may be in contact with one another.

Group fitness classes will be held in various locations around the SDC, with an emphasis on offering classes on the soccer field and outdoors in the shaded Oak Grove. New activities will be added to group class offerings, including running groups and virtual 5Ks.

A Virtual Student Union has been created, and this virtual space organizes student activities. Key virtual experiences include Florida Poly workouts and career development workshops, which will continue to have an online presence. A formal NACE (National Association of Collegiate Esports) ESports program will also be available on campus for fall 2020.

<sup>3</sup>Residence halls are owned by Vestcor Corporation. Leasing and building maintenance are managed by Coastal Ridge Real Estate. Florida Polytechnic University Student Affairs manages residential life, including the resident assistants and programming.

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# COVID-19 Virus Testing, Contact Tracing, and Surveillance

Florida Poly has created a Medical Advisory Board that reviews and provides guidance to the University in planning for the various scenarios and decisions that COVID-19 presents to the campus community. The Medical Advisory Board has four primary functions:

1. Reviews campus opening plan as it relates to minimizing transmission on campus.
2. Reviews scenario planning on how the campus will react to COVID-19 challenges that may arise through the 2020-21 academic year.
3. Advises best practices and protocols the University should use for testing the campus community for COVID-19.
4. Assesses “case and infection rate” status regarding what levels trigger stronger campus controls to minimize transmission.
5. Meets on an emergency basis to provide advice on emerging concerns for the campus.

This Board includes representation from key local medical providers (Lakeland Regional Health, Baycare, Advent Health) and highly informed individuals from medical schools within the State University System.

## Members on the Medical Advisory Board include:

- **Michael Deichen** MD MPH, Associate Vice President Student Health Services Associate Vice President Student Health Services, Vice Chair Institutional Review Board, Professor of Family Medicine, University of Central Florida
- **Dr. Daniel Haight**, Vice President, Community Health and Medical Director, Lakeland Regional Health, Associate Professor, Dept. of Internal Medicine, USF Morsani College of Medicine
- **Dr. Hernandez-Suarez**, Vice Provost for Population Health and Well Being, Florida International University
- **Michael Lauzardo**, Deputy Director, Emerging Pathogens Institute Associate Professor, Division of Infectious Diseases and Global Medicine, University of Florida
- Waiting for reply from two individuals to represent Bay Care and Advent Hospital

The on-campus Student Health Clinic will continue serving as a first point of contact for students with health-related issues. The Student Health Clinic is operated by Lakeland Regional Health and provides students with treatment of acute illnesses, wellness, and health promotion services. The Student Health Clinic is available to students at no charge, and insurance is not required.

The health of the campus is a responsibility of each person coming to the Florida Poly campus. A three-tiered approach to keeping the campus healthy has been developed: 1) Screening 2) Testing and 3) Tracing, Surveillance, and Communication.

## ■ 1. Screening:

The campus will provide the University community with an app-based Baseline Symptom Screening Assessment for COVID-19 risk factors. The screening assessment will be developed under the direction of the Medical Advisory Board and will take users through several CDC-identified symptoms of COVID-19 combined with other issues that make a person a higher risk for COVID-19, including travel to or from identified hotspots, and personal high-risk conditions. A person's current body temperature will be a key indicator in the screening assessment.

The Baseline Symptom Screening Assessment will direct respondents on their next steps. The screening assessment does not collect personal information, and records of symptom assessments are not maintained by the University. It is strictly used to inform and help the user make decisions that will best support their individual health and the health of the campus.

Everyone should take the screening assessment prior to arriving on campus each time they visit. Students residing on campus should complete the screening assessment prior to leaving their room for the first time each day. To support the screening assessment and further support persons on campus in evaluating their own health status, Florida Poly is being outfitted with temperature kiosks at key entrances. The temperature kiosks utilize an infrared sensor and a dual lens camera, combined with an ISO14443 Type A/B, Mifare, ISO 18092 Compliant contactless reader. This technology provides every person entering the building with a real-time, personal high temperature notification. A person's temperature reading is not recorded by the University; it should be used as a key indicator in the individual's personal health responsibility. High-traffic entrances to the main academic building will have two kiosks; and significant other campus buildings will have single kiosks placed at the entrance. Kiosks will be placed in a location where a person is able to test their temperature quickly and privately. These temperature kiosks will further support people's understanding of their own personal health and help them make appropriate decisions on their next steps. Guidance on what to do if a person has a high temperature will be provided at all kiosks.

## ■ 2. Testing

We will develop, in consultation with our Medical Advisory Board, a screening and testing protocol that identifies students to be tested both as students return to campus and on an ongoing basis throughout the fall semester.



Those with temperatures greater of 100.4°F or greater and no other symptoms (cough, sore throat, shortness of breath) should not come to campus or leave their Residence hall room. They cannot return to campus until they are free of fever (of 100.4°F or greater using an oral thermometer) for at least 24 hours without the use of fever-reducing medicines.

Residential students with a temperature of 100.4°F or greater should work with Residential Life and refer to their COVID-19 roommate agreement, which will guide their previously agreed upon immediate next steps.

Members of the Florida Poly community are asked to report to Human Resources if they are an employee, or to CARES Team if they are a student, if they are self-isolating due to testing positive, or for suspected or known exposure to COVID-19. Reporting can also be done by completing and submitting the COVID-19 Reporting Form.

Those with temperatures of 100.4°F or greater or who have one or more positive responses on the Baseline Symptom Screening Assessment should contact their healthcare provider to be evaluated. Evaluation avenues include:

- Student Health Clinic
- [Lakeland Regional COVID-19 Telehealth Service](#)
- A health care provider of the person's choosing

The University will provide access to diagnostic testing for COVID-19 to all students and employees who seek the University's assistance with testing. Specific diagnostic testing and protocols that will be used by Florida Poly are being determined by the Medical Advisory Board. At this time, the University plans to recommend the use of a test that utilizes patient self-collected anterior nares swabbing for polymerase chain reaction testing for the detection of SARS-CoV-2 virus where testing is required. The University is further looking at advances in testing technologies and will make a final determination before August 1, 2020 of the initial type of test to be provided.

Florida Poly will further develop testing protocols for all foreign and domestic students traveling from identified hotspots.

### 3. Tracing, Surveillance, and Communication

Florida Poly will coordinate with the Florida Department of Health (FDOH) concerning contact tracing. The campus Emergency Management Officer is the primary contact for the FDOH. This role will work with Student Affairs and Human Resources to assist the FDOH in maintaining up-to-date faculty, staff, and student information required for contact tracing.

The campus health clinic will participate in tracing activities as determined by the FDOH.

The Medical Advisory Board will utilize CDC formulas to calculate infection thresholds and make recommendations to the University President and his Cabinet on tightening or reduction of behavioral restrictions on campus.

Florida Poly is developing a campus health campaign to help the campus community understand safe behaviors, including hand washing, use of face coverings, and staying home when sick. Information on next steps if experiencing COVID-19 symptoms, personal health assessments, temperature screening, and how to access the BayCare COVID-19 Screener are all part of the campus health campaign.



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# Academic Program Delivery

Academics are at the core of the Florida Poly experience. As a University dedicated to STEM (science, technology, engineering, and mathematics), Florida Poly prides itself on the individualization and personalization of the academic experience. Hallmarks of a Florida Poly education are small class size, face-to-face instruction, access to professors, and strong student support services. A primary goal of the **Blueprint for Returning to Campus** is to assure that Florida Poly students will continue experiencing the courses and the campus in the personalized way they are accustomed to.

These fall 2020 Academic Program Delivery solutions maximize the use of the campus for students while minimizing the possibility of a COVID-19 outbreak on campus. To support student progression and the student experience, Florida Poly will implement instructional format delivery options. Each instructional format balances a “campus-engaged learning experience” with online learning opportunities aiming to leverage the experiences and expectations of the small Florida Poly campus environment with the realities of the coronavirus pandemic.

## ■ Instructional Formats

Fall courses at Florida Poly will be offered in an on-campus environment that includes key instructional format designs, positioning the University to provide students with a personalized Florida Poly experience, while leveraging technology to ensure that the campus remains healthy and reacts to national and local health directives appropriately.

The Florida Poly Return to Campus plan intentionally does not state that we will use online education as our plan for fall 2020. We will utilize technology to support the student learning experience, but the core learning that happens at a STEM University needs to include an engaged, face-to-face experience.



Faculty support in-person engagement as the base of relationships and student development that, together, create a campus environment capable of producing highly desirable graduates and new technology solutions.

Student input also supports the importance of a campus-engaged curricular experience. Specifically, the student focus group shared: 1) courses that involve complex projects should have an on-campus component 2) courses that include a lab should have the lab considered as an on-campus offering 3) courses that require specific key Florida Poly experiences, including team-building and leadership skills, should include these lessons in a face-to-face format, and 4) courses that lead to a specialization or expertise should be offered in the format which provides the most appropriate access to the professor and campus support resources.

The input of the faculty and the students, provide the basis for three primary instructional formats that will be used for fall 2020:

- **Flex:** A combination of a face-to-face learning experience with key delivery opportunities through Canvas, the campus' learning management system (LMS). The instructor conducts live, in-person lectures or problem-solving sessions. Students attend these sessions in person or synchronously through Canvas. Classroom population is managed to make sure that social distancing guidelines are followed.
- **Lab-Based:** Applies to many C courses and courses with labs. The lecture portion of the course may be delivered through Canvas, while the lab portion is delivered in person with appropriate student populations to allow for social distancing and other protections inside the laboratories. Online accommodations would in many cases be available for those unable to attend the scheduled face-to-face labs.
- **Online Engaged:** Applies to courses where the learning outcomes support traditional online delivery, but includes a degree of synchronous live lectures or problem-solving sessions. Students engage in the course with a mix of synchronous and asynchronous activity. Campus-engaged components include select lecture and problem-solving sessions, as well as faculty office hours. Students are encouraged to participate in all parts of the course and to make sure to connect with their faculty member.

Where possible and appropriate, we will be offering both Flex sections of a course as well as Online Engaged sections so that students may choose their primary modality from the outset.

Instructional format choices will be determined by academic departments in consultation with Academic Affairs and will provide a campus-engaged learning experience, while providing as much flexibility in the delivery as possible.

All departments will implement a combination of the three identified formats, where applicable, ensuring that chosen formats cover all course levels and majors. Instructional format decisions will consider the Academic Department's review of the curriculum content, curricular and course outcomes, skills, kinds of activities required of students in the course, as well as the noted stated input from students.

Faculty training on application and best practices for the three identified formats is taking place in formal training and development sessions this summer, with ongoing support throughout the academic year. All departments are encouraged to have a continuity of education plan to ensure that the campus is prepared for various circumstances that may arise through the fall 2020 semester.

### ■ Computer Resources

As we moved to remote instruction in the spring semester, approximately 25% of the student body had varying levels of "need" for computing resources. Access to appropriate computing resources is essential as we move to delivery that must be accessed by students regardless of their access to the campus.

Florida Poly has established a minimum recommended standard for computing, and this standard is being made available so all students can appropriately plan for the fall 2020 semester. A portion of Federal CARES Act funding will be used to help students acquire the computing tools that they need to be successful at Florida Poly.

The Technology Services Help Desk lends various equipment for student usage, including laptops, webcams and hotspots. Lending expectations have been adjusted to all long-term rental for students in need.

### ■ Class Sizes and Non-Traditional Spaces

Florida Poly courses are held in the Innovation, Science, and Technology (IST) Building and every classroom is equipped to deliver all instructional modalities.



To manage the population inside the IST, the University and the academic departments are strategically evaluating student and faculty input, and other educational considerations to move a fraction of its offerings to the Online Engaged instruction format. In addition, we are working to put a system in place that limits: 1) the number of students in the classroom to provide for social distancing, and 2) limits the population in the IST so that overall building population allows students to be in the building and maintain social distance. Our intent is to do this primarily through management of section sizes and delivery, and secondarily with a reservation system that provides students with classroom seats on certain days. Department chairs and faculty will

collaborate on a guided exercise to determine which courses are delivered in which format. The University can then look at the population of each course broken across the days and times, in key courses, make strategic changes in the schedule, and reduce traffic in the IST.

The IST is also well equipped to provide frequent fresh air changes; careful consideration on how to manage air flow in the classrooms when populated is being investigated.

In the case of individual classrooms, the University is exploring options for sign-ins on a daily or weekly basis, pre-set cohorts based on student schedules, and a range of other possible means to manage daily classroom population. The University is also limiting the amount of furniture in each classroom to ensure appropriate social distancing.

### ■ Academic Support Services

Academic Support Services will be available to students both on campus and virtually.

The Academic Success Center will offer student advising and coaching appointments both face-to-face and through virtual meetings. Students will be able to schedule their meeting in the medium that is most comfortable for the student.

Tutoring services will also be available both on campus and virtually. Like the Academic Success Center, tutoring will allow students to meet with a tutor in the medium that is most comfortable for the student.

### Scheduling and Calendar

Through working group and committee efforts and public input, the University has chosen to modify its fall 2020 academic calendar, moving the start of classes from August 25 to August 20.

The modified calendar concludes required on-campus activity on November 24, leaving the remainder of instructional time and final exam periods to be delivered remotely.

Students will have the flexibility in determining how they attend courses from August 20-24, acknowledging that some students may be challenged to arrive to campus based on the new fall 2020 schedule. A summary of the fall 2020 calendar is provided in the following table:

<b>Fall 2020: First Day of Class</b>	<b>August 20, 2020</b>
<b>Fall 2020: Breaks (no classes)</b>	<b>September 7, 2020—Labor Day November 11, 2020—Veterans Day November 25-28, 2020—Thanksgiving Holiday</b>
<b>Fall 2020: Remote Instruction—Campus Open; All Courses Meet Remotely</b>	<b>November 30-December 3, 2020</b>
<b>Fall 2020: Reading Days</b>	<b>December 4-5, 2020</b>
<b>Fall 2020: Final Exams</b>	<b>December 7-11, 2020</b>

Course schedules may undergo some modification as the University completes the reassignment of instructional modalities and firms up building healthy population efforts. However, there are currently no plans to adjust the scheduled times for courses.

### Reasonable Alternatives for Faculty and Students to Participate in Available Formats

Faculty and staff who are unable to participate in an on-campus environment for a documented reason will apply for an alternative delivery through a process managed by Human Resources. Appropriate workload assignments will then be identified and defined between the employee and the University.

Teaching faculty who undergo a change of circumstances but are otherwise healthy may adjust the delivery mode of the course to accommodate the situation. Some transition may be built in with assistance from other department faculty to manage any disruption for students. Each department will be encouraged to identify backup instructors for each class in cases where a faculty member is unable to continue delivery of the course for a portion or remainder of the term.

Students who are unable to participate in a campus integrated learning experience will apply for reasonable accommodations through the Office of Disability Services.

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# Conclusion

Florida Polytechnic University is committed to providing students, faculty, and staff with a campus environment where excellence in education, discovery, and application continue to grow and prosper.

As a campus community, we live the values of collaboration and teamwork for the good of our community. In that spirit, we expect all faculty, staff, students, other working partners, and the broader Florida Poly public to exercise personal and community responsibility in demonstrating care and consideration of oneself and one another. Flexibility is a guiding principle of this plan. Flexibility is built into the instruction and the process by which the University intends to deliver and assign faculty to its courses as well as avail students of opportunities to learn and engage with the campus experience. This flexibility positions Florida Poly to appropriately react to the many uncertainties regarding the novel coronavirus.

The steps detailed in this **Blueprint for Returning to Campus** create a campus environment in which students, faculty, staff, and visitors can feel assured that their health is prioritized, and that the campus community is working together to persist and excel while managing the maturation of the COVID-19 pandemic. Further, this Blueprint guides the University in being flexible and responsive in situations where plans may need to be adjusted to adhere to evolving guidance from local, state, and federal health officials.

This Blueprint endeavors to establish the healthiest setting possible and each person at Florida Poly has a role to play in preventing the spread of COVID-19 on campus. Strong communication and education plans are in place and will regularly remind the campus community of the steps we all need to take to stay healthy.

Since we went remote on March 16, 2020, our country has undergone unprecedented social, health, and economic challenges that will continue to impact all of us well into the upcoming academic year and beyond. Our plans and our campus community will continue to pay close attention to these challenges and their impact on our community. We will keep our committees and working groups actively engaged to address needs and issues as they inevitably arise.



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# Supplemental Information

## ■ COVID-19 Campus Planning Committees

### Florida Polytechnic University Board of Trustees

- Chair Don Wilson
- Trustee Bob Stork
- Trustee Frank Martin
- Trustee Louis Saco
- Trustee Philip Dur
- Trustee Connor Coddington
- Vice Chair Cliff Otto
- Trustee Earl Sasser
- Trustee Gary Went
- Trustee Mark Bostick
- Trustee Victoria Astley

### Cabinet Members

- Randy Avent, University President
- Terry Parker, Provost
- Gina Delulio, Vice President and General Counsel
- Kathleen Bowman, Vice President of Advancement
- Mark Mroczkowski, Vice President and CFO Finance and Administration

### COVID-19 Campus Planning Committee Members

- Terry Parker, Provost and Executive Vice Provost – Lead
- Grisselle Centeno, Professor
- BenMatthew Corpus, Associate Vice Provost of Admissions and Financial Aid
- Tom Dvorske, Vice Provost of Academic Affairs
- Kathryn Miller, Vice Provost of Student Affairs
- Penelope Farley, Assistant Vice President and University Controller
- Candis Tate, Interim Chief Information Officer and Project Manager
- Mary Vollaro, Department Chair of Mechanical Engineering

### COVID-19 Campus Planning Subgroups

#### **SCENARIOS OF THE FUTURE**

- Grisselle Centeno, Professor – Lead
- David Brunell, Assistant General Counsel
- Reinaldo Sanchez-Arias, Assistant Professor
- Ajeet Kaushik, Assistant Professor
- BenMatthew Corpus, Vice Provost of Admissions and Financial Aid
- Kathryn Mizereck, Assistant Vice President for Government Relations

#### **CAMPUS REOPENING COMMITTEE**

- Randy Avent, President
- Laura Marrone, Associate Director of Procurement
- Melissa Vazquez, Director of Academic Affairs
- Lydia Guzman, Director of Communications
- Alexander Landback, Assistant General Counsel
- Kris Wharton, Director Office of the President
- Jim Mennie, Assistant Professor
- Iliana Ricelli, Associate Vice President of Human Resources
- John Trecastelli, Director of Faculties and Safety Services

**The Campus Environment**

- Kathryn Miller, Vice Provost of Student Affairs – Lead
- Richard Holland, Chief of Police
- David Calhoun, Assistant Vice President of Facilities and Safety Services
- Candis Tate, Interim Chief Information Officer and Project Manager
- Younggil Park, Associate Professor
- Joanne Skiles, Assistant Professor

**The Campus Environment Subgroups**

**PERSONAL PROTECTION PLANNING GROUP**

- Joanne Skiles, Assistant Professor—Co-Lead
- Richard Holland, Chief of Police—Co-Lead
- Danial Bartle, Fire Safety Inspector/Emergency Management
- Michelle Disson, Title IX and ADA Coordinator
- Abdelwahab Hamam, Assistant Professor
- Kelly Morgan, Coordinator, Disability Services

**STUDENT FOCUS GROUP**

- Connor Coddington, SGA President
- Samantha Ashby, SGA Vice President
- Jake Greenberg, SGA Treasurer
- Kevin Hines, Senate President
- Victoria Andrade, Student Organization Chair
- Nate Chiarenza, Campus Activities Board President
- Cedriss Saint-Louis, Senator
- Benjamin Dinal, Audit and Budget Committee Chair
- John Privitere, Safety Committee Member
- Graham Gilbert, Student
- Hailey Skoglund, Student
- Tonya Chestnut, Director of Student Development

**The Academic Environment**

- Tom Dvorske, Vice Provost of Academic Affairs – Lead
- Abigail Bowers, Assistant Professor
- Penelope Farley, Assistant Vice President and University Controller
- Dahl Grayckowski, University Registrar
- Arman Sargolzaei, Assistant Professor
- Nicole Tardiff, Director of Sponsored Programs
- Bradford Towle Jr., Assistant Professor

**The Academic Environment Subgroups**

**BUILDING POPULATION AND AIRFLOW**

- Gerardo Carbajal, Associate Professor--Lead
- Younggil Park, Associate Professor
- David Calhoun, Assistant Vice President of Facilities and Safety Services
- John White, Architect/Project Manager

**TEACHING TOOLSET**

- Doug Holton, Director of Teaching and Learning—Lead
- Abigail Bowers, Assistant Professor
- Mary Vollaro, Department Chair of Mechanical Engineering
- Bradford Towle Jr., Department Chair of Computer Science

**COMPUTING RESOURCES FOR STUDENTS**

- Candis Tate, Interim Chief Information Officer and Project Manager–Lead
- Youssif Al-Nashif, Associate Professor
- BenMatthew Corpus, Associate Vice Provost of Admissions and Financial Aid
- Jay Morton, Director of Academic Tech and Support Services
- Indira Sukhraj, Associate Director of Educational Outreach

**RESEARCH ENVIRONMENT FOR LABS**

- Edwar Romero-Ramirez, Associate Professor--Lead
- Abdelwahab Hamam, Assistant Professor
- Arman Sargolzaei, Assistant Professor
- Sesha Srinivasan, Assistant Professor
- Nicole Tardiff, Director of Sponsored Research

**ACADEMIC DELIVERY**

- Tom Dvorske, Vice Provost of Academic Affairs--Lead
- Dahl Grayckowski, University Registrar
- Nicoleta Hickman, Division Director of Science, Arts and Mathematics
- Terry Parker, Provost and Executive Vice President
- Muhammad Rashid, Department Chair of Electrical and Computer Engineering
- Shahram Taj, Department Chair of Data Science and Business Analytics
- Bradford Towle Jr., Department Chair of Computer Science
- Mary Vollaro, Department Chair of Mechanical Engineering