Post-Pandemic Steering Committee

Introductory Meeting

Thursday, April 8, 2021

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Welcome and

Introductory Remarks

Tomás Morales
President

Overview and Structure

Shari McMahan
Provost and Vice President
for Academic Affairs

Why now?

Source: The Chronicle of Higher Education
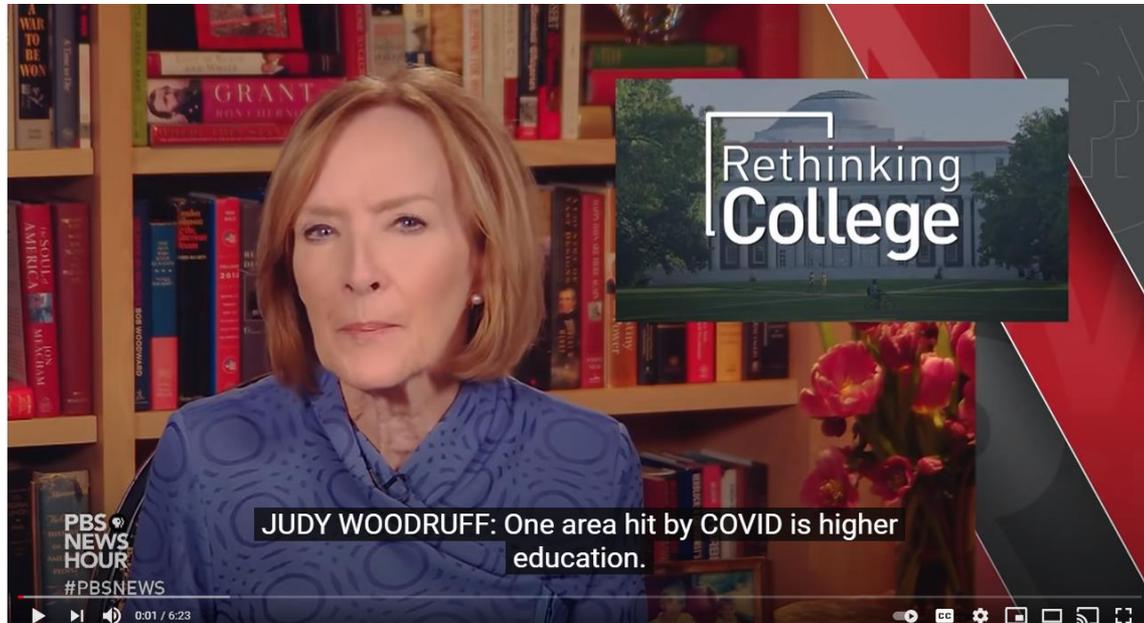
[YouTube link](#)

County risk level	New cases	Positive tests
WIDESPREAD Most schools are closed to in-person instruction, unless they meet certain conditions	**More than 10** daily new cases (per 100k)	**More than 8%** positive tests
SUBSTANTIAL Schools can reopen for in-person instruction after they have remained in the red tier for 14 days	**4 - 10** daily new cases (per 100k)	**5 - 8%** positive tests
MODERATE Schools can reopen for in-person instruction based on state and county guidance	**1 - 3.9** daily new cases (per 100k)	**2 - 4.9%** positive tests
MINIMAL Schools can reopen for in-person instruction based on state and county guidance	**Less than 1** daily new cases (per 100k)	**Less than 2%** positive tests

Source: California Department of Public Health (Covid19.CA.GOV)

# Definition

Stage 4: End of Stay-At-Home Order

Re-open highest risk workplaces with all indicators satisfied once therapeutics have been developed:
- Concerts
- Convention Centers
- Live audience sports

Source: California's Pandemic Resilience Roadmap

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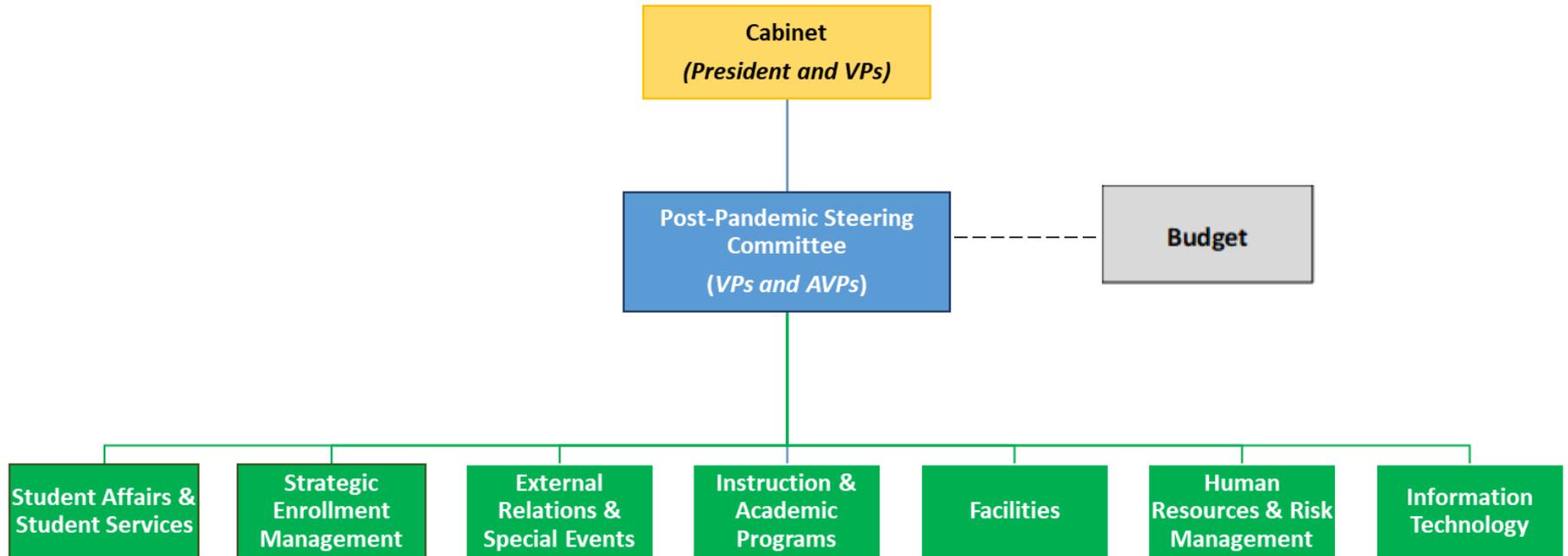
Post-Pandemic Steering Committee

Subcommittees Chairs Overall Charge

- Meet with your subcommittee over the next 10 months to prepare final recommendations for this visioning campus-wide initiative that will guide CSUSB's future

- Share your subcommittee's recommendations in written format and also present at a campus symposium

- Recommendations leading to policy change will go through regular university protocols

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Strategic Enrollment Management
Chair: Rachel Beech

Charge: CSUSB is experiencing a shift in enrollment patterns for current and prospective students. These patterns have been heightened in the campus switch to semesters and the coinciding global pandemic. The institution has relied on a scattershot approach to enrollment management, with various entities across all campus divisions holding responsibility for one or more elements of enrollment management for the campus. It is time for CSUSB to launch a Strategic Enrollment Management Collaborative with the goal of creating a unified plan for the management of students to and through the university with a lens on all student populations, including first-year, transfer, international, graduate, certificate, returning, online and transitory students.

Subcommittee Members

*Rachel Beech, Associate Vice President, Enrollment Management

Shari McMahan, Provost and Vice President, Academic Affairs

Paz Olivérez, Vice President, Student Affairs

Doug Freer, Vice President, Administration and Finance

Lesley Davidson-Boyd, Interim Associate Vice President, Undergraduate Studies

Dorota Huizinga, Associate Provost, Academic Research and Dean, Graduate Studies

Tatiana Karmanova, Associate Vice Provost and Dean, College of Extended and Global Education

Jake Zhu, Dean, Palm Desert Campus

Molly Springer, Associate Vice President, Student Equity, Student Affairs

Daria Graham, Associate Vice President and Dean of Students, Student Affairs

Muriel Lopez-Wagner, Chief Data Officer and Associate Vice President, Institutional Research and Analytics

Subcommittee Members (Cont'd)

Robert Tenczar, Associate Vice President, Strategic Communication

Grace King, Chief Administrative Systems Officer, ITS

Dena Chester, University Budget Director, University Budget Office

Larry Rose, Dean, Jack H. Brown College of Business and Public Administration

Patrick Bungard, Administrative Analyst/Specialist, Academic Scheduling

Bryan Haddock, Chair, Department of Kinesiology

Dorothy Chen, Faculty Representative, College of Natural Sciences

Eric Vogelsang, Faculty Representative, College of Social and Behavioral Sciences

Ian Banuelos, Staff Representative, Advising and Academic Services

Daisy Ramos, Student Representative

Instruction & Academic Programs
Chair: Clare Weber

Charge: The Post-Pandemic Instruction and Academic Programs Committee will submit recommendations for policies, procedures, and practices to the Post-Pandemic Steering Committee based on data-driven analysis of higher education's post-pandemic landscape.

They will make recommendations to the following questions:

1. How do you make the best use of technology to bring students and teachers together rather than distance them?

2. How do we serve students whose education and life have been disproportionately disrupted due to the pandemic?

3. How do we assess what academic programs serve students in a post-pandemic reality and what programs are not?

4. What trauma-informed pedagogies might we adopt?

5. In what ways could we use technology to create a more literate citizenry?

6. How do we mandate change practices and reward them?

7. What concepts of belonging, mattering, and validation can we incorporate into pedagogy?

8. How do we envision the assessment of teaching and learning in a post-pandemic context?

9. What courses can faculty transform to include career and life design?

10. How do students partner with faculty to collaborate on problem-solving and project-based learning?

11. How do we support and remove barriers for international students?

12. What role might CEGE play in program development?

13. What certificate programs, expanded hands-on education, internships would support career exploration and career-ready students?

14. Does course scheduling look the same post-pandemically?

Subcommittee Members

*Clare Weber, Deputy Provost and Vice Provost, Academic Programs

Jake Zhu, Dean, Palm Desert Campus

Dorota Huizinga, Associate Provost, Academic Research and Dean, Graduate Studies

Lesley Davidson-Boyd, Interim Vice President, Undergraduate Studies

Bibiana Diaz, Executive Director, Faculty Center for Excellence

Monideepa Becerra, Interim Director, Teaching Resource Center

Brad Owen, Chief Academic Technology Officer and Interim Director

Thomas Girshin, Coordinator, Writing Intensive Coordinator

Diane Podolske, Director, Community Engagement

Tatiana Karmanova, Associate Vice Provost & Dean, College of Extended and Global Education

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Subcommittee Members (cont'd)

Leatha Elsdon, Director, Facilities Planning, Design & Construction, Facilities Planning & Management

Hyunkyoung Oh, International Faculty Advisor, College of Extended and Global Education

Beth Steffel, Faculty Representative, College of Arts and Letters

Jeremy Aikin, Faculty Representative, College of Natural Sciences

John Reitzel, Faculty Representative, College of Social and Behavioral Sciences

Taewon Yang, Faculty Representative, Jack H. Brown College of Business and Public Administration

Janelle Gilbert, Faculty Representative, College of Social and Behavioral Sciences

Jaime Espinoza, Staff Representative, Veterans Success Center

Daisy Ramos, Student Representative

Budget

Facilities

Human Resources & Risk Management

Doug Freer
Vice President for Administration and
Finance and Chief Financial Officer

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Budget
Chair: Monir Ahmed

Charge: In support of our academic mission and planning for instruction, provides solutions to any significant changes in these areas and removing any barriers promptly. The budget subcommittee is responsible for broader operational scenarios to discuss budget impact and make recommendations to leadership.

Subcommittee Members

*Monir Ahmed, Associate Vice President, Finance and Administrative Services

Dena Chester, University Budget Director

Maria Badulis, University Controller

Jenna Aguirre, Director, Academic Budget and Planning

Monica Alejandre, Associate Vice President, Operations, University Advancement

Art Torres, Director, Procurement and Contracts

Grace King, Chief Administrative Systems Officer, ITS

John Griffin, Executive Director, University Enterprises Corp.

Maria Najera-Neri, Budget Analyst, Santos Manuel Student Union

Mary Robles, Senior Budget Analyst, Student Affairs

Jay Wood, Accounts Payable and Disbursements Manager

Facilities
Chair: Jennifer Sorenson

Charge: The facilities subcommittee is responsible for:

- Conducting research on post-pandemic trends and change considerations in higher education facility design. Share results with the Steering Committee.

- Reviewing plans and schedules to understand the impacts to physical space on campus. This includes evaluating changes that need to be made to physical space to provide proposed instruction modalities.

- Initiating and sharing of expertise to support planning efforts and understand space implications of planning direction, including energy use, maintenance, and disinfection impacts.

Subcommittee Members

*Jennifer Sorenson**, Associate Vice President, Facilities Planning and Management

Hector Ramirez, Director, Facilities Management

Eric Chan, Manager, Facilities Planning and Space Utilization

John Griffin Executive Director, University Enterprise Corporation

Ginny Hattar, Director, Special Events and Guest Services

Alison Wade, Associate Director, Housing Facilities

Chelsea Herman, Senior Associate Director, Athletics

Subcommittee Members (cont'd)

Jack Macfarlane, Director, Palm Desert Campus Operations

Aaron Burgess, Executive Director, SMSU

Brandon Hernandez, Director, Support Services

Thomas Sekayan, Business Operations Manager, University Enterprises Corp.

Christina Hassija, Faculty Representative, College of Social and Behavioral Sciences

Lorena Segovia, Staff Representative, College of Extended and Global Education

Adriana Acuna-Tellez, Student Representative

Jenna Aguirre, Director, Academic Budget & Planning

Human Resources & Risk Management
Co-Chairs: Jeanne Durr, Lynniece Warren, Seval Yildirim

The human resources & risk management subcommittee is responsible for:

- Reviewing and adopting appropriate strategies to ensure the University continues to recruit a diverse workforce.

- Evaluating changes in internal operations to create additional flexibility in responding to future emergency management situations, while still maintaining a high level of customer service.

- Creating and consistently updating an instructional and operational activities recovery matrix.

- Reviewing position descriptions to determine guidance around employee remote work, while fully supporting the business operations of the University.

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- Developing a screening and response strategy to prevent, detect, and slow the spread of infectious diseases during in-person operations.

- Establishing and implementing multi-modal education and communication strategies so dynamic safety information is meaningful, timely, accurate, and accessible.

- Evaluating future employee work schedules, including direction on summer operations to best meet the needs of students.

Subcommittee Members

*__Jeanne Durr__, Interim Associate Vice President, Human Resources, and Co-Chief Diversity Officer

*__Lynniece Warren__, Interim Executive Director, Risk Management

*__Seval Yildirim,__ Associate Provost, Faculty Affairs and Development

__Michael DeSalvio__, Director, Environmental Health & Safety

__Beth Jaworski__, Executive Director, Health, Counseling and Wellness

__Eric Arredondo__, Director, Academic Labor Relations

__Michael McGhee__, Director of Employee and Labor Relations

__Alisha Carnahan__, Executive Assistant to the AVP of Human Resources

__Carly Hanson__, HRIS Analyst, Administrative Computing & Business Intelligence

Subcommittee Members (cont'd)

Jack Macfarlane, Director of PDC Operations, Palm Desert Campus

Christia Williams, Manager, UEC Human Resources

Rodrigo Mercado, Student Employment Specialist, Human Resources

Daria Graham, Dean of Students

Diane Trujillo, Director, Sponsored Programs Administration, Research & Sponsored Programs

Cheryl Brandt, Faculty Representative, College of Natural Sciences

Lonelle Minesinger, Staff Representative, Information Technology Services

Mary Richarte, Student Representative

Student Affairs & Student Services

Paz Oliverez
Vice President for Student Affairs

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Student Affairs & Student Services
Chair: Daria Graham

As CSUSB prepares for a post-pandemic partial and (eventual) full return to on-campus operations, we must determine what this will mean for delivery of student services both virtually and face-to-face.

The Student Affairs & Student Services Post-Pandemic Planning Committee, will be charged with the following responsibility:

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1. Develop a multi-phased process for implementation of possible hybrid (virtual and on-campus) delivery of student services.

2. Identify the pros and cons of virtual vs. on-campus delivery of different student services and make recommendations.

3. Determine the staffing that will be needed to ensure effective and accessible delivery of student services to all students, regardless of the modality.

4. Offer recommendations for ensuring that students experience seamless access and engagement with student programs and services, regardless of the modality.

5. Identify the health and safety considerations that will need to be addressed in order to return to any form of on-campus program and service delivery.

6. Identify the facilities and maintenance considerations that will need to be addressed in order to return to any form of on-campus program and service delivery.

Subcommittee Members

*Daria Graham, Associate Vice President and Dean of Students, Student Affairs

Molly Springer, Associate Vice President, Student Equity, Student Affairs

Shawn Farrell, Director, Athletics

Beth Jaworski, Executive Director, Health, Counseling and Wellness, Student Health Center

Lesley Davidson-Boyd, Interim Associate Vice President, Undergraduate Studies

Mary Robles, Senior Budget Analyst, Student Affairs

Jesse Felix, Executive Director, Associated Student Inc. (ASI)

Aaron Burgess, Executive Director, Santos Manuel Student Union

Vilayat Del Rossi, Director, Recreation & Wellness

Jon Merchant, Interim Director, Housing & Residential Education

Subcommittee Members (cont'd)

Deanna Herndon, Director, Early Childhood Education Programs, Children's Center

Marci Daniels, Director, Services to Students with Disabilities

Agustin Ramirez, Director, Veteran's Center

Stacy Magedanz, Faculty Representative, John M. Pfau Library

Diana Quijano, Staff Representative, College of Education

Marina Stone, Student Representative

Thomas Sekayan, Business Operations Manager, University Enterprises Corp.

Claudia Enriquez, Interim Director, Student Financial Services

Rodrigo Mercado, Student Employment Specialist, Human Resources

Brian Willess, Director, Orientation and Transition Programs

Barbara Herrera, Coordinator, Student Mentoring Program

External Relations & Special Events

Robert Nava
Vice President for University Advancement and Executive Director for CSUSB Philanthropic Foundation

External Relations & Special Events
Chair: Bob Tenczar

In order to develop effective town and gown relationships, the committee on external relations & special events will make recommendations to the Post-Pandemic Steering Committee based on policies and communication strategies that will accelerate the potential for CSUSB to be the anchor institution in the Inland Empire and Coachella Valley.

The committee will review and make recommendations in response to the following questions and additional issues that will arise:

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1. How should we communicate to external organizations that the campus is open for special events and opportunities to host community gatherings?

2. How do we support and remove barriers for community members to come to campus and schedule events?

3. What will the culture of philanthropy for CSUSB look like in the post-pandemic environment?

4. How do we continue to engage donors and potential donors to support the university?

5. How do we continue to showcase the "We Define the Future" campaign?

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Subcommittee Members

*Bob Tenczar, Associate Vice President, Office of Strategic Communication

Ginny Stewart-Hattar, Director, Special Events & Guest Services

Jesse Felix, Executive Director, Associated Student Inc.

Aaron Burgess, Executive Director, Santos Manuel Student Union

Rachel Beech, Associate Vice President, Enrollment Management

Kim Shiner, Associate Vice President, Advancement, Office of Philanthropic Giving

Shawn Farrell, Director, Athletics

Pam Langford, Associate Vice President for Alumni, Government & Community Relations

Crystal Wymer-Lucero, Director, Alumni Relations

Carter Larson, Associate Director, Facilities Planning, Design and Construction

Enrique Murillo Jr., Faculty Representative, College of Education

Alfredo Barcenas, Staff Representative, Associated Students Inc.

**Jeanette Hazelwood**, Student Representative

Information Technology

Samuel Sudhakar
Vice President for Information Technology
Services and Chief Information Officer

Information Technology
Chair: Gerard Au

Information Technology Services will add the post-pandemic steering committee charge to the existing IT Governance Subcommittees as follows.

Gerard Au
ITS Representative to PPSC

| Brad Owen | Bruce Hagan | Jim O'Linger |
| ATDL | TOCS | SOP |
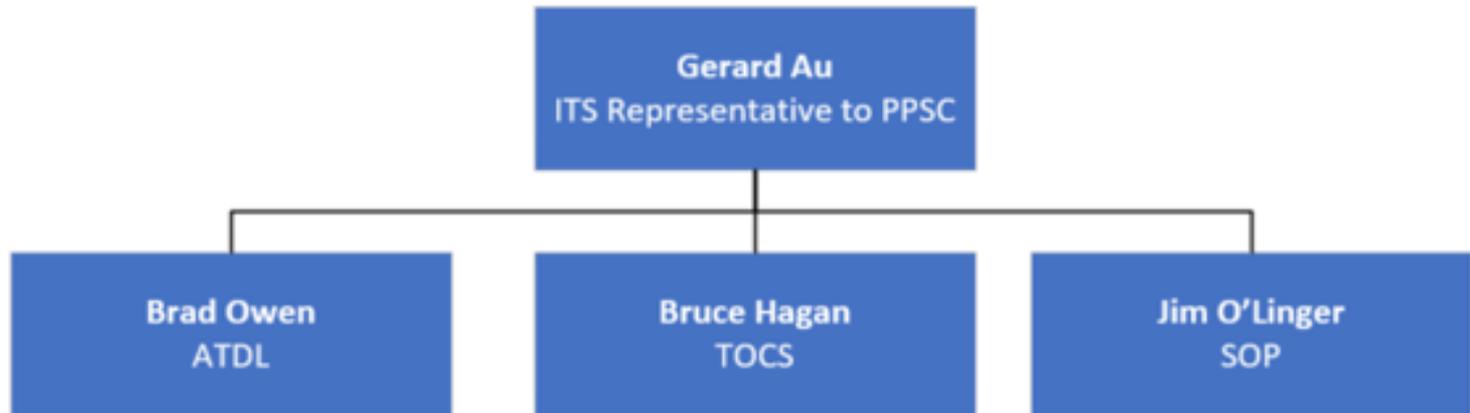
Academic Technologies and Distributed Learning

The ATDL committee will review and advise on Academic Technologies & Innovation's strategies to contribute to faculty's success through academic technology and related professional development in the post-pandemic environment.

Subcommittee Members:

Eun-Ok Baek, Professor, College of Education

Mariam Betlemidze, Assistant Professor, College of Arts and Letters

Yongseok Jang, Professor, Jack H. Brown College of Business and Public Administration

Lisa Looney, Professor, College of Social and Behavioral Sciences

Laura Woodney, Professor, College of Natural Sciences

Non-Voting Members:

Monideepa Becerra, Interim Director, Teaching Resource Center

Tatiana Karmanova, Dean, College of Extended and Global Education

Bradford Owen, Academic Technologies, and Innovation

Other Regular Attendees:

Mauricio Cadavid, Senior Instructional Designer, Academic Technologies and Innovation

Jo Anna Grant, ATI Faculty Fellow

Micah Schiessel, LMS Administrator, Academic Technologies and Innovation

Technology Operations and Customer Support

The TOCS subcommittee will be responsible for advising and providing recommendations for the technology infrastructure. This includes assessing and improving support operations processes, procedures and training, technology standards, and project planning. Efforts will be focused on enhancing the institution's goals of improving learning outcomes that increase student success in the post-pandemic environment.

Subcommittee Members

Mike Chao, Co-Chair, Department Chair and Professor for Biological Sciences, Faculty Advisor

Bruce Hagan, Co-Chair, Director of Technology Operations and Cloud Services

Daisy Ramos, ASI (Student Representative)

Dayna Brown, Confidential Aide, Division of Administration and Finance

Richard Flinchum, Program Specialist, College of Extended and Global   Education

Bill Herbert, Information Technology Consultant, JHBC College of Business and Public Administration

John Hernandez, Librarian, John M. Pfau Library

Ching-Yi Wang, Information Technology Consultant, College of Natural Sciences

Patricia Weyand, Director, Information Technology (PDC)

Jim O'Linger, Chief Technology Support Officer

David Hatch, Network Analyst, Technology Operations and Cloud Services

Gerardo Garcia-Sotelo, Operating Systems Analyst, Technology Operations and Cloud Services

Ben Derry, Operating Systems Analyst, Enterprise, and Cloud Services

Standard Operating Procedures Working Group

The Standard Operating Procedures (SOP) working group will create an academic alliance to achieve further excellence in IT at CSUSB. The alliance is tasked with identifying best practices and procedures in technical areas for ubiquitous use and elevate IT services to the Business Modularity architecture while still allowing for local area flexibility. The alignment of the SOP team's decisions should focus on supporting the campus strategic goals of Student Success, Faculty and Staff Success, and Resource Sustainability and Expansion in the post-pandemic environment.

Subcommittee Members

Jim O'Linger, Co-chair, Chief Technology Support Officer

Ching Yi Wang, Co-chair, Information Technology Consultant

Mike Fredette, Information Technology Consultant (TSC)

Ian Jacobs, Information Technology Consultant (JHBC)

Dustin Gray, Information Technology Consultant (SBS)

Ken Han, Information Technology Consultant (CAL)

Thinh Ly, Information Technology Consultant (TSC)

Patricia Weyand, Director, Information Technology (PDC)

John Harrell, Information Technology Consultant (PDC)

John Hernandez, Librarian, John M. Pfau Library

Post-Pandemic Planning Timeline

Date	Description
April 8, 2021	Introductory meeting for Steering Committee members (Steering Committee members to meet every other month)
April 2021 - March 2022	Subcommittees will be active • One to two meetings prior to the end of the academic year • Research activities – summer • Monthly meetings during fall 2021 and spring 2022
Late March 2022	Subcommittees recommendations due late March
To be determined	Subcommittees' recommendations to be presented at a campus symposium

Post-Pandemic Planning

COVID-19 / Coronavirus Information Stay Informed → Resources for Virtual Learning, Teaching, and Working → AY 20-21 Planning →

Home ▾   Steering Committee   Subcommittees ▾   Resources   Feedback

On the Creation of the Post-Pandemic Planning Committees

Dear Colleagues,

The COVID-19 pandemic has caused Cal State San Bernardino to transform in unprecedented ways. It has also provided an opportunity to reshape our university for the better in a post-pandemic environment, both academically and operatively.

In response to this opportunity, we are pleased to share with you the formation of the Post-Pandemic Planning Committees. These committees include a steering committee and eight subcommittees, each with their own roles and responsibilities. Together, a series of recommendations will be made and considered based on data-driven analysis of higher education's landscape in a post-pandemic context, meaning once all restrictions have been lifted and therapeutics are in place.

The eight subcommittees include budget, student affairs and student services, strategic enrollment management, external relations and special events, instruction and academic programs, facilities, human resources and risk management, and information technology. Committee will be active from April 2021 to March 2022, with final recommendations due to the Steering Committee at the end of March 2022. Final recommendations will be shared with the larger campus community following the review of these recommendations.

In the meantime, we invite you to peruse this dedicated website that provides detailed information on each committee's charge as well as a series of questions to be addressed. Please also note the dedicated section for feedback, which will help steer this visioning, campus-wide initiative.

We look forward to seeing the fruits of these efforts, which will inform ways to better serve our internal and external constituents.

https://www.csusb.edu/post-pandemic

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