Post-Pandemic Planning Steering Committee
Progress Update – Feb. 22, 2022
Meeting Minutes

Participants: Tomás Morales, Shari McMahan, Samuel Sudhakar, Robert Nava, Paz Olivérez, Daria Graham, Clare Weber, Lesley Boyd-Davidson (on behalf of Rachel Beech), Gerard Au, John Beckvold, Seval Yildirim, Muriel Lopez-Wagner, Jennifer Sorenson, Robert Tenczar, Barry Ryan, Sandy Bennett

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Subcommittees Progress Updates

Subcommittee chairs provided a general update. For more information, see their respective meeting minutes posted under the "Subcommittees" tab on the Post-Pandemic Planning webpage.

- **Facilities (Jennifer Sorenson)**
  - See attached PowerPoint.

- **Strategic Enrollment Management (Lesley Boyd-Davidson)**
  - The SEM committee has broken down into four subcommittees: (1) Recruitment and Student Pipeline, (2) Financial Aid and Affordability, (3) Systems, Structures and Support for Retention and (4) Transition and Enrollment Support.
  - The committees have been working with Lew Sanborne, a strategic enrollment planning consultant from Ruffalo Noel Levitz. As a part of his efforts, Lew has been working with the four subcommittees on their different visions and goals.

- **Human Resources & Risk Management (S. Yildirim)**
  - The subcommittee proposed a remote/telework policy to the Presidents' Cabinet, which is now in its pilot form and being implemented. This was our primary priority and has taken up approximately 98 percent of our efforts since the subcommittee was formed.
  - The subcommittee has also been reviewing and adopting appropriate strategies to ensure the university continues to recruit a diverse workforce. The faculty side is doing really well on this front, so Human Resources has been working hard to implement similar strategies, including the implementation of best practice trainings or workshops for search committees. This will allow the staff side to continue to grow with the same level of diversity as the faculty side.

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- Risk Management has been working on another committee charge, which is to establish and implement multi-level education and communication strategies, so dynamic safety information is meaningful, timely, accurate and accessible.
- Moving forward, we will prioritize the other four or five charges of the subcommittee.
- One likely action item is to evaluate future employee work schedules, including summer operations to best meet the needs of our students, especially given we now have students who will be on campus on Fridays. A specific question to be examined: Does it make sense for us to have four-day work week during summer?

- **External Relations & Special Events (B. Tenczar)**
    - See attached PowerPoint.

- **Instruction & Academic Programs (C. Weber)**
    - Members are using the appreciative inquiry approach and are still in the discovery mode but are engaging in an iterative process looking at first at all the national data. The subcommittee has received some really good reports, most of them are posted on the Post-Pandemic Planning website.
    - One of the things that has come up is the overall need for mental health and challenges that students are facing nationally. Local data is also showing the need for more mental health support. We are looking at developing a general education course on death and dying from a multicultural and intersectional approach.
    - In collaboration with the Faculty Senate Chair, a two-question, open-ended survey will be sent to faculty, likely today, to seek their input on strategies and approaches that have worked both in teaching and in academic programs.
    - Institutional Research will also be presenting some of the preliminary data on a number of student surveys from this semester.
    - The subcommittee has a preliminary list of recommendations and is developing outcomes and objectives (e.g., determining what we hope to achieve and then develop strategies).
    - A discussion ensued on what we have done to mitigate the impact of the pandemic academically.
        - The mental health and basic needs of students will be most important. Students are not taking 15 units right now. Summer and winter sessions will help to increase their unit load.
        - Embedded tutoring is provided for English and math.

- Supplemental instruction has grown by 35 percent.
- We also have 100 percent embedded mentoring in all first-year seminar courses.
- The university is seeing an all-time high in advising appointments.
- The financial burden has been huge for students. We've seen tremendous success with the re-enrollment campaign, so any amount of financial support is helpful to students.
- The focus should be on the whole student and flexibility.
- Numerous other efforts, ranging from Pack Enrollment and reducing DFW rates to pre-enrollment for first-time freshman, are occurring as included in Academic Affairs GI 2025 and Eliminating Equity Gaps Plan submitted in November 2021 and again in January 2022, with revisions.

- **Information Technology (G. Au)**
  - See attached PowerPoint.
  - Discussion: We are seeing a shift in student behaviors in terms of their devices. Prior to the pandemic, we had computer labs, but now every student who needs a laptop can get one through the Laptop Lending program. We have also deployed the CSUCCESS Initiative which provides iPads to all incoming freshmen and transfer students. Now that students are back, we will explore the shifts in student behavior. It is likely computer labs will be a thing of the past and we will need to create spaces where students just sit down and compute and have access to all kinds of resources.

- **Student Affairs & Student Services (D. Graham)**
  - Members are currently working on the final draft of their report. The recommendations, which can be applied across the university, include frameworks along with considerations. Metrics of success have been examined to guide various units.
  - The report also discusses the need for cultural relevance and making sure we are agile and flexible, so we meet students' needs now and after the pandemic.
  - Communication is key. Websites that have a one-stop shop will be essential for students as well as thoughtful and transparent communications.
  - Safety and security continue to be a focus of the subcommittee as well the integration of CSUSB's core values.
  - Services are also examined, not a discontinuation of services but being responsive to what is needed and being flexible and creative in the services offered.

Executive Summaries

- Subcommittee executive summaries are due by April 1, 2022.
- The main report should not exceed three pages; appendices may be included.
- Summaries should be forwarded to both Provost McMahan and Sandy Bennett.
- All executive summaries will be combined into one report.

Post-Pandemic Planning Symposium

- The celebratory program will take place on April 4. The SMSU has been reserved from 10 a.m.-2 p.m. at the SMSU South Event Center (SMSU 106A&B)
- Steering Committee members and all subcommittee members are invited.
- Each subcommittee will do a 15-minute report out, followed by a 5-minute Q&A.
- Lunch will be provided as part of the celebration.
- PowerPoint slides will be collected in advance of the symposium. They should include the questions posed and subcommittees recommendations.
- The meeting will be recorded and posted for campus constituents.

Action Items
- o Provost McMahan to reach out to the Provost at San Marcos about their Institute for Palliative Care to see about potential resources for the new death and dying course.
- o Forward any changes to your subcommittee roster to Sandy Bennett.

Post-Pandemic Steering Committee

Facilities Sub-Committee

Spring Term Update

Tuesday, February 22, 2022

Sub-committee Charge

- Conduct 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.**

Telecommuting and Physical Space

- Potential impacts of telecommuting decision on physical campus space allocation
  - Reduction in office space allocation on campus
  - Different types of available on campus spaces – e.g. offices to small group work rooms
  - Energy savings
  - Vehicle trips to campus, parking and traffic
- Creation of "Fact Sheet" for telecommuting sub-committee

Next Steps for Facilities Sub-committee

- Review of other sub-committee proposals and potential space impacts

- Review of planned instructional modalities and space implications

- Provide expertise and support for steering committee direction with respect to physical space

Post-Pandemic Committee on Community Relations & Special Events

In order to promote safe and effective Town & Gown relationships, the Committee *Post-Pandemic Committee on Community Relations & Special Events*

In order to promote safe and effective Town & Gown relationships, the Committee on Community Relations & Special Events will make recommendations to the Post-Pandemic Steering Committee based on policies and communication strategies that will help guide the safe re-entry for the public to return to campus for special events, board meetings and donor events. In addition, the committee will review opportunities to manage the visits from K-12 students, community colleagues and prospective students and their families.

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

- **What is the timeline and existing policies that need to be reviewed and edited to help facilitate campus reentry for the public?**
  - As part of the Re-Population task for Event Guidelines we developed and approved on 9/7/2021 that detail the Event COVID-Safety Requirements as well as what the event attendees are responsible for. It was also the expectation that these guidelines applied to off-campus CSUSB events as well.
  - The Event Guidelines follow the recommendations and guidance provided by the CSU Chancellor's Office, the CDC, and CDPH. Guidelines will be updated as requirement change.
- **What will the campus look like in terms of policies to repopulate the campus in the fall and 2021-22**
- **Do we continue to require masks and social distancing for in-door events and meetings?**
  - Yes, face coverings are required at campus events, meetings and academic classes regardless of vaccination status. Exceptions are permitted while eating or drinking.
  - Post-pandemic committee continues meet, monitor and make recommendations regarding face coverings.
- **How do we handle and plan for campus board meetings [foundation board, alumni board, college advisory committees etc.]?**
  - Meetings are handled on a case-by-case basis and follow the comfort level of the attendees.
  - Meetings are often held simultaneously in both in-person and online formats.

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

- **How should we communicate to external organizations that the campus is reopened with certain safety and health conditions?**
  - Campus- and Community-wide press releases kept community informed regarding the status of the campus.
  - Campus event coordinators are also responsible for communicating campus guidelines to their attendees prior to their meeting/event.
- **What forms and precautions need to be considered before events can be scheduled on campus… Covid testing & screening?**
  - Environmental Health and Safety implemented an Event Worksite Repopulation Safety Plan
  - We follow the recommendations and guidance provided by the CSU Chancellor's Office, the CDC, and CDPH regarding Mass Gatherings.
- **How do we support and remove barriers for community members to come to campus and schedule events?**
  - See Question 2 below

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Additionally, here are the questions that the sub-committee has also addressed and the progress that has been made so far:

- **How should we communicate to external organizations that the campus is open for special events and opportunities to host community gatherings?**
  - Santos Manuel Student Union, College for Global & Extended Education, and Special Events & Guest Services are collaborating on creating a centralized "reservation" landing page that will incorporate:
    - i.   Booking procedures
    - ii.   Virtual tour of commonly reserved spaces
    - iii.   Links to campus map
    - iv.   Links to COVID protocols
    - v.   Slideshow of CSUSB facilities

Additionally, here are the questions that the sub-committee has also addressed and the progress that has been made so far:

- **How do we support and remove barriers for community members to come to campus and schedule events?**
  - In collaboration with the Office of Community Engagement, we will be hosting a Community Collaboration Celebration on March 4, 2022. The program will recognize an outstanding community leader, and will conclude with a tour of the Santos Manuel Student Union, including the new reservable spaces. Attendees will also be provided with a pamphlet that provides key information on how community members can request space on campus and will direct them to the new CSUSB Space Reservation webpage.
  - We are also in the process of evaluating the space rental rates with the three booking portals, as well as with outside facilities to determine if CSUSB's rates are comparable and competitive within our community.
- **What will the culture of philanthropy for CSUSB look like in the post-pandemic environment?**
- **How do we continue to engage donors and potential donors to support the university?**
- **How do we continue to showcase the "We Define the Future" campaign?**

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Post Pandemic Steering Committee

ITS Sub-Committee Update
Feb. 22, 2022

Academic Technology/Distance Learning Sub-Group

- Support for faculty for online and hybrid courses
- Access and training to next-generation classroom
- State-of-the-art learning management system
- Development of AR/VR technology for instructions

Technology Operations Sub-Group

- Support for faculty, staff and student for anytime, anywhere access
- World-class technology support 24/7
- Off-campus access and support for IT infrastructure (phones, network, applications)
- Improvement of chatbot support

Standard Operating Procedures Sub-Group

- Consistent deployment of mobile devices and laptops
- No-touch configurations of mobile devices
- Improve self-service resources for campus community