

A photograph of a large, orange metal truss bridge spanning a river. The bridge has the word "INDIANA" written across its side in large letters. The scene is captured during dusk or dawn, with the sky showing soft colors and the bridge's structure reflected in the water. The text "#IUSBSTRONG" is overlaid in white on the bridge.

#IUSBSTRONG

**Indiana University South Bend
Restart Report
October 2020**

Restart Steering Committee

In May 2020, Chancellor Susan Elrod charged an IU South Bend Restart Steering Committee with providing a series of recommendations in order to guide the campus in steps needed to resume university operations within the CDC, state, and IU provisions in response to the COVID-19 pandemic. The recommendations were developed by seven working groups:

1. Athletics
2. Communications
3. Employee Welfare, Health and Safety
4. Facilities
5. Housing, Dining and Parking
6. Student Welfare and Services
7. Teaching and Learning

The Restart Steering Committee, chaired by Interim Vice Chancellor for University Relations Tom Stevick and Chief of Staff Elizabeth Paice, provided guidance on the priorities of each working group to be sure issues were addressed in a timely manner. The IU South Bend Restart Steering Committee was made up of chairs from the working groups and other campus leaders, including the Student Government Association and Academic Senate.

The Restart Steering Committee launched on May 28, 2020 and met weekly through the end of July to review recommendations coming from each of the working groups, to coordinate any overlapping issues, and ensure good cross-communication amongst the groups. In August the Restart Steering Committee transitioned to bi-weekly meetings, until the start of the semester when meetings moved to monthly.

Restart Working Groups

The restart working groups reviewed and used the guidance provided in the IU Restart Committee's report, as well as any information provided by IU-wide working groups in specific areas, to draft recommendations for campus operations. Each working group met beginning June 2020 and into the fall. Each working group was led by a chair or pair of co-chairs. Membership of the IU South Bend Restart Working Groups was based on needed expertise, as well as representation by faculty, staff, and students. Governance groups were also consulted.

Recommendations developed by the working groups were submitted to the IUSB Restart Steering Committee on a weekly basis by the working group chair(s).

Each working group received an initial charge of issues to address in their recommendations. These evolved over time as IU issued guidance that addressed some of these topics and as working groups identified new issues through their discussions.

Initial Working Group Charges

Athletics

Student athlete safety and screening; conference and NAIA guidance; timing of restarting practice and competition; fan engagement; SAC operations.

Communications

Collecting questions and concerns from the campus community; audiences, mechanisms, tools, topics, and timelines for restart communications.

Employee Welfare, Health and Safety

Phases for returning to campus; procedures for keeping employees healthy and safe; managing employee needs and concerns with returning to campus; engaging employees in a virtual work environment.

Facilities

Building access and hours of operation; planning for open/shared spaces; classroom layouts; guidelines for event spaces; procedures for cleaning and disinfecting; distribution of supplies and equipment.

Housing, Dining and Parking

Resident health and safety; housing assignments and pricing; housing programs and operations; parameters for dining operations; parking passes and pricing.

Student Welfare and Services

Promoting student health, wellness and safety in new environment; proposed changes to student service operations for 2020-2021; managing student needs and concerns with returning to campus; guidelines for student groups; engaging students in a virtual environment.

Teaching and Learning

General principles and models for operating in a hybrid mode with social distancing; possible pedagogical approaches that can be applied in deploying classes for the fall; communicating to students about how classes will be taught in the fall; faculty development; student resources for success.

The Process

The Restart Steering Committee reviewed all recommendations from each working group to determine:

1. If the proposal was okay to proceed and ready to be sent to offices/units for review/implementation;
2. If the proposal required Chancellor or Cabinet review and approval before it was forwarded to that group;
3. If the proposal required other stakeholder review (e.g., Academic Senate) before it could be finalized;
4. If proposed recommendation needed more background or clarification before it could be completed or as to what approval is being sought.

All recommendations were reviewed by the Chancellor or Cabinet members to ensure cross-divisional coordination, compliance with IU policy guidance, adherence to budget parameters and constraints, and implementation of the safest possible restart for the fall 2020 semester. If the recommendation required specific Chancellor approval, it was sent to Chancellor Elrod after Cabinet discussion for final review and approval.

In many cases additional stakeholder groups were consulted throughout the process and working groups frequently consulted and coordinated with one another and various IU-wide working groups to develop their recommendations. In fact, several working group members also served on IU-wide restart groups.

Approved recommendations were shared with appropriate implementing offices, often requiring new cross-unit coordination and collaboration. The units responsible for implementation worked within their offices to put procedures into place based on the recommendations. Issues of broad interest were included in weekly COVID-19 campus communications and monthly virtual Coffee with the Chancellor events as well.



Recommendations

Nearly 100 recommendations were proposed across the seven working groups. These recommendations varied in terms of specificity, from the hours of operation for the SAC to the overarching approach for restart communications. This section captures a sampling of the recommendations originating from each of the working groups.

The **Athletics** working group recommendations largely focused on plans for safety managing student athlete practices and SAC operations. For example, who would have access to the SAC and hours of operation.



The **Communications** working group recommendations focused on identifying FAQs for the Fall 2020 IU South Bend webpage as well as methods, audiences, and messages for communications related to planning for fall 2020. Some of the results of this working group's efforts included adjusting the IUSB homepage to elevate fall restart 2020 to the top, creating a restart committee webpage and designing additional safety signage customized to IU South Bend needs. As a result of this group's guidance, Communications and Marketing also developed and executed social media campaigns:

1. **Health & Safety:** graphics and content informing and reinforcing face masks, social distancing, and other campus safety procedures reassuring stakeholders that despite pandemic, the campus community would be safe.
2. **Why IU?** Information about Fall 2020 academic calendar, course modalities, and promoting continuity and quality of instruction, reassuring students and their families that despite the pandemic, access and academic excellence wouldn't be compromised.

The campus also hosted a series of four Virtual Q&A sessions so students and their families could learn more about the above topics, ask questions and get immediate answers.

The **Employee Welfare, Health and Safety** working group created subgroups tasked with addressing personal responsibility for the “I Protect U” campaign, managing high contact situations, and creating safe work environments based on IU policy guidance. Working group recommendations ranged from developing plans for each unit that inspired the department restart planning templates to supporting a syllabus statement regarding compliance with health and safety protocols. Other recommendations from the Employee Welfare, Health and Safety working group included visuals for promoting personal responsibility around health and safety protocols, enhancing employee security practices given the reduced campus density, and ensuring processes were in place to address non-compliance with health and safety directives as well as requesting accommodations for those with risk factors. The working group also addressed issues of concern for essential employees who remained on campus and the importance of having safety measures in place for the August reopening and beyond.



The working group also identified fears, concerns, and anxieties from a range of units and offered suggestions that were addressed by other working groups to ensure we were being as responsive as possible to concerns and implementing the safest possible work environments.

Ultimately, signage was developed by IU and IUSB that included protocols for mask wearing, sanitizing work areas, traffic patterns, and departmental office hours. Enhanced security practices and information given the new campus density was communicated via The Daily Titan. Processes were put in place to address non-compliance with health and safety directives including mask wearing, mitigation testing and contact tracing, supporting Policy UA-21. Building ventilation and filter changing frequency were altered to improve interior conditions. Information about these issues was included in weekly COVID-19 campus communications.

The **Facilities** working group determined optimal access points and alternates for building entrances and exits as well as campus traffic patterns, based on IU policy guidance as well as a campus density study carried out by Academic Affairs. They also contributed to planning for open and shared spaces in order to meet social distancing requirements. The group worked on recommended locations for signage and marking chairs to further promote social distancing.

The working group was also instrumental in partnering with the Registrar’s Office on classroom capacity determinations. The group also recommended needed locations for using physical barriers that would also be aesthetically pleasing and communication language regarding HVAC systems. The working group also proposed limiting building hours in the evening and advised on event guidance parameters.

The **Housing, Dining, and Parking** working group recommendations covered both large scale and day to day operations of the three areas.

Housing recommendations included a handout on resources for students living in housing, identifying on-campus quarantine/isolation spaces, safety protocols for staff including duty rounds, mediation, and policy enforcement. The group also made recommendations on policies for social distancing and de-densifying residence halls and dining operations.

Dining recommendations included coordinating with Sodexo representatives to ensure university and Sodexo polices were aligned with IU and campus safety precautions. The group also created several contingency plans for dining options as well as recommendations for space usage of dining facilities. The group also worked with the Athletics restart group in discussing the Subshop operations.

In matters of parking, the committee made recommendations on how to distribute permits for Housing students, adjusted rates, and ticketing practices.



The **Student Welfare and Services** working group recommendations included building a website to communicate student service office operations, creating staggered staff schedules for in-person services, conducting virtual meetings and appointments when possible, and communicating with parents through emails and webinars. Other actions that resulted from this



group's work included building a space on the Fall 2020 IU South Bend page specifically designed for students, distribution mechanisms for getting masks to students, and enhancing communication around technology resources available to students.

The **Teaching and Learning** working group recommendations focused on the learning environment. The group recommended that faculty be allowed to choose the mode of delivery and length of their courses (13 vs 16 weeks), compensation for faculty participating in faculty development activities to prepare for teaching online, creating "Zoom room" spaces for students on campus, communication tips guidance for both faculty and students to succeed in online environments, encouraging less restrictive attendance policies and allowing for make-up work. Also coming out of this working group was a syllabus statement for safety practices in the classroom and encouraging alternative learning assessments.

Conclusion

The goal of this restart planning process was to develop IUSB-specific actions stemming from IU policy guidance in the context of campus-specific character and needs. The result of this process was implementation of as many of the working group recommendations as were possible to create the safest campus environment, given available resources such as staffing and funding. In some cases, recommendations were passed along to campus units to determine how they could best balance achieving the outcome of the recommendation with the feasibility of implementation. Updates on recommendation implementation were shared at Restart Steering Committee meetings.

The success that IU South Bend has had to date with its restart planning efforts would not have been possible without the dedication of the students, staff, and faculty who served on the working groups and steering committee as well as everyone across campus who played a role in implementation and following the guidance developed in this inclusive process.

IU South Bend Restart Steering Committee Members

Co-Chairs

- Elizabeth Paice | Chief of Staff, Office of the Chancellor
- Tom Stevick | Interim Vice Chancellor for University Relations

Members

- Brandon Campbell | Lieutenant, Indiana University Police Department
- Brenda Phillips | Dean, CLAS
- Carolyn A. Schult | Professor of Psychology and Director, UCET
- Deborah Schmitt | Director, Human Resources
- Hayley Froyland | Associate Professor of History, Director of General Studies, and Vice President, Academic Senate
- Kevin Griffith | Associate Vice Chancellor, Student Affairs
- Lee Kahan | Associate Professor of English and Associate Dean, CLAS
- Linda Chen | Interim Executive Vice Chancellor for Academic Affairs
- Mike Prater | Director, Facilities Management
- Monica Porter | Vice Chancellor for Student Affairs and Diversity
- Nick Ray | Chief Information Officer
- Paige Risser | Director, Communications and Marketing
- Philemon Yebey | Acting Vice Chancellor for Administration and Finance
- Rodger Pinto | President, IU South Bend Student Government Association
- Scott Strittmatter | Director, Housing and Student Life
- Sharon Jones | Associate Professor, Nursing
- Steve Bruce | Executive Director, Athletics
- Tiffany German-Hall | Environmental Health & Safety, Emergency Management & Continuity Specialist

Athletics Restart Working Group Members

Chair

- Steve Bruce | Executive Director, Athletics

Members

- Aimee Sinacola | Director, Sports Information
- Doug Buysse | Head Coach, Baseball
- Jamie Ashmore | Head Coach, Women's Volleyball
- Jeff Beyer | Mechanical Technician, Facilities Management
- Kara Werner-Sanders | Head Athletic Trainer
- Kathleen Sullivan | Program Coordinator, Professional Educational Services
- Lauren Burish | Assistant Athletic Trainer
- Rodger Pinto | Student Representative
- Tony Randles | Chair, Professional Educational Services
- Tyler Welborn | Student Representative

Communications Restart Working Group Members

Chair

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- Dorlita Blakely | Manager of Web Services, UITS
- Elizabeth Paice | Chief of Staff, Office of the Chancellor
- George Garner | Assistant Director, Civil Rights Heritage Center
- Jeremy Flanigan | Student Representative
- Jorge Muñiz | Professor of Music Composition and Theory and Chair, Music
- Josh Wells | Associate Professor, Sociology and Anthropology
- Moira A. Dyczko | Director, Alumni Relations and Campus Ceremonies
- Rick Dennie | Director, Student Support

Employee Welfare, Health and Safety Restart Working Group Members

Co-Chairs

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- Deborah Schmitt | Director, Human Resources

Members

- Brenda Buck | Custodian, Facilities Management
- James Mason | Assistant Director, Facilities Management
- Janet Kujawa | Secretary to Vice Chancellor, Student Affairs
- Joel Langston | Manager, Media Services
- Julie Feighery | Associate Librarian, IU South Bend Libraries
- Kurt Matz | Chief, Indiana University Police Department
- Kwadwo Okrah | Professor of Secondary Education and Director, Center for Global Education
- Laura Harlow | Director, Institutional Equity and Inclusive Excellence
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- Teresa Dobrzykowski | Associate Professor, Nursing
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Facilities Restart Working Group Members

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- Gabby Frodyma | Student Representative
- Jamie Ashmore | Head Coach, Women's Volleyball
- Kurt Matz | Chief, Indiana University Police Department
- Mallory Edmonson | Clinical Assistant Professor and Program Director, Dental Education
- Maureen Muldoon | Special Events Coordinator
- Mike Prater | Director, Facilities Management
- Mike Scheessele | Associate Professor, Computer and Information Sciences
- Sue Baker | Manager, UITS
- Susan Thomas | Librarian and Director of Collection Services, IU South Bend Libraries

Housing, Dining and Parking Restart Working Group Members

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- Brandon Campbell | Lieutenant, Indiana University Police Department
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- Kiara Thorp | Student Representative
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- Mike Prater | Director, Facilities Management
- Neovi Karakatsanis | Professor of Political Science and Director, Honors Program
- Phil Mikulak | Executive Director, UITS
- Rena Hamad | Student Representative
- Tiffany German-Hall | Environmental Health & Safety Specialist

Student Welfare & Services Restart Working Group Members

Co-Chairs

- Kevin Griffith | Associate Vice Chancellor, Student Affairs
- Lee Kahan | Associate Professor of English and Associate Dean, CLAS

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- Anne Drake | Director, Disability Support Services
- Araceli Lepe-Moreno | Director, Student Conduct
- Brent Newcomb | Student Representative
- Erin Brown | Assistant Director, Titan Success Center
- Jacob Zell | Residence Coordinator, Housing
- Janielle Tchakerian | Assistant Dean, Dwyer
- Jenny Deranek | Clinical Assistant Professor and Program Director, Health Sciences
- Justin Amellio | Associate Professor, Theater and Dance
- Monica Porter | Vice Chancellor for Student Affairs and Diversity
- Nicole Haas | Student Representative

Teaching and Learning Restart Working Group

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- Sharon Jones | Associate Professor, Nursing

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- Andrea Tamburro | Associate Professor, Social Work
- Ann Grens | Associate Professor, Biological Sciences and Academic Senate Teaching Committee Representative
- Beth Kern | Professor of Accounting and Associate Dean, Leighton
- Bill Feighery | Professor of Chemistry and Associate Dean, CLAS
- Catherine Behan | Student Representative
- Christian Martinez | Student Representative
- Doug McMillen | Associate Vice Chancellor, Academic Affairs
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- Keith Dawson | Registrar, Office of the Registrar
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