

MEMORANDUM

To: Edward Waters College C.O.R.E. Task Force Members

From: Dr. A. Zachary Faison, Jr., President & CEO

Date: May 16, 2020

Re: EWC C.O.R.E. Task Force Membership & Charge

EWC Campus Operations Re-Engineering Task Force (C.O.R.E. Task Force)

C.O.R.E. Task Force Chairpersons

Dr. Donna H. Oliver, Provost & Senior Vice President for Academic Affairs

Mr. Mandrake Miller, Vice President for Student Success & Engagement

Dr. DeShanna Brown, Vice President for Institutional Advancement, Development, Marketing & Communications

Mr. Randolph Mitchell, Vice President for Finance, Administration, and Business Innovation

Ms. Carla Graves, Director of Human Resources

Dr. Pamela Richardson Wilks, Chief of Staff and Assistant to the President & CEO for Strategic Initiatives

Mr. Paul Bryant, Director of Intercollegiate Athletics

Mr. Dave Ramsey, Sodexo Facilities Management

Mrs. Felecia Grover, Executive Administrative Assistant to the President & CEO/Secretary to the College/Administrator to the Board of Trustees

C.O.R.E. Task Force Charge

The task force is charged with the conceptualization, establishment, and implementation of contingency plans that will allow the College to resume on-campus operations in fall 2020 while ensuring the health and safety of the College community. The task force is further charged to monitor issues and communications from state and federal agencies to assist in creating plans. The task force will consist of several working groups focused on a plan to operationalize the resumption of comprehensive on campus operations of the College in various areas for Fall 2020.

Task Force Membership Groups:

Academic Affairs – This working group will be led by Provost Donna Oliver and include the VP for Enrollment Management, Associate Provosts, Academic Department Chairs, Academic Support

Administrators, members of the EWC faculty, and other members as assigned. Because of the scope of the charge, Academic Affairs will be broken into 3 sub-groups: Class Scheduling/Enrollment, Student Academic Support, and Faculty Support.

Class Scheduling/Enrollment: The charge to this sub-group is to:

- i. Develop alternatives that include some or all students returning to the campus for the fall 2020 semester.
- ii. Explore options for delivering instruction to all students, including labs and practicums, with consideration of various delivery models, e.g., face-to-face, hybrid, online and remote instruction.
- iii. Offer guidance for planning and organizing academic events of varying sizes.
- iv. Propose changes in the academic calendar and/or the academic schedule as might be needed.

Student Academic Support: The charge to this sub-group is to:

- i. Recommend possible strategies for providing academic support to students who are learning in the virtual space, e.g. advising online, accessibility resources, the writing center, etc.
- ii. Propose activities or actions to mitigate the financial challenges that students might face during the fall 2020 because of COVID-19.
- iii. Propose strategies for preparing students to learn effectively online and/or remotely if either of those strategies is offered as a delivery option, e.g., organizing themselves, organizing their workspace, having the right tools, etc.
- iv. Distinguish between the unique needs of full-time faculty versus part-time faculty, if any.
- v. Assess the implications of professional (students, faculty, and staff) and social travel, including students traveling home during breaks.
- vi. Highlight policies and procedures that will need to be changed or will need senior administrative or SACSCOC approval prior to implementation, e.g., delivery of hybrid instruction.

Faculty Support: The charge to this sub-group is to:

- i. Offer suggestions for the support of faculty who will need to quickly adjust to teaching outside of the face-to-face environment, e.g. training, coaches, support groups, etc.
- ii. Consider options for deploying faculty, especially those who are not ready for high quality online course delivery.
- iii. Consider options for deploying faculty, especially those who are not ready for high quality online course delivery.
- iv. Offer suggestions for the professional development of part-time faculty, who are typically hired just before the beginning of the semester—how will they be trained for any new delivery systems?

- v. Identify the types of courses that can most effectively be offered online, and the most viable options for teaching lab-based courses from a distance, including software tools and other resources.
- vi. Assess the implications of professional (students, faculty, and staff) and social travel, including students traveling home during breaks.
- vii. Offer models for quickly training large groups of faculty to teach effectively online or remotely—how will we organize to training more than 100 faculty to teach online by July 31, 2020.
- viii. Distinguish between the unique needs of full-time faculty versus part-time faculty, if any.

Budget and Finance – This working group will be led by VP Randolph Mitchell and Ms. Carla Graves and will include the AVP for Finance, Sodexo Facilities Management, the Chief of Staff and other members as assigned. The group will consider campus facilities management needs, ensuring employee workplace safety, as well as overall budget and resources needed to support reengineering plans and necessary strategic investments in preparation for Fall 2020.

The charge to this group is to:

- i. Review the options for delivering instruction in the fall 2020 and estimate the budgetary implications of the most viable options.
- ii. Determine strategies to fund critical College functions and maintain necessary College infrastructure in the face of a possible loss of operating funds.
- iii. Determine how the College will obtain the PPE and other resources needed and how to maintain a reasonable stockpile, sufficient to meet an increased need.
- iv. Ensure that appropriate systems are in place to support the health and safety of all students and employees of the College.
- v. Provide for the implementation of all social distancing requirements.

Student Success, Engagement, and Enrollment – This working group will be led by VP Mandrake Miller and include the VP for Enrolment Management, Dean of Students, Director of Residence Life & Housing, Arrow Campus Security Management, SGA President, Mr. & Miss EWC, Thompson Hospitality Management, and other members as assigned. The group will consider campus safety, residential life, new student orientation, student activities, and student housing and dining accommodations.

The charge to this group is to:

- i. Capture the scope of social distancing that will be need to accommodate students back on campus, with emphasis on housing, dining, recreation, travel, relaxation, exercise, cultural enrichment, etc.
- ii. Make recommendations on the changes needed before students return to the campus and the ongoing activities needed to maintain the health and wellbeing of the students throughout the semester.
- iii. Identify any policies that need to be updated to prepare for students returning while social distancing guidelines are still in place.

- iv. Make recommendations for delivering the campus experience to incoming freshmen while engaged in social distancing. What will be some of the major disruptions to student life activities?

Athletics – this working group will be led by AD Paul Bryant, EWC Head Athletic Coaches, EWC Director of Bands, Arrow Campus Security Management, and other members as assigned. The group will consider student-athlete and band member welfare and the ability to safely return to competition for the fall semester.

The charge to this group is to:

- i. Plan the return of the College's athletes to the campus, while the requirements of social distancing are still in place.
- ii. Present a plan for ensuring the wellbeing of student-athletes and staff for practice and competition in the event that social distancing measures are still in place for fall 2020.
- iii. Present a plan for ensuring the wellbeing of fans in the event that social distancing guidelines are in place for athletics competition in fall 2020.

Communications – This working group will be led by VP DeShanna Brown, Chief of Staff Wilks, Mr. Justin Walker, Mr. Kendrick Dunklin, Ms. Michelle Provan, SGA President, Mr. and Miss EWC, a member from the EWC faculty, and other members as assigned to consider the College's communication strategy for various constituent groups.

The charge to this group is to:

- i. Develop and implement strategies for engaging with the campus and extended communities to ensure that the College continues to meet the communication needs of students, faculty, staff, and the wider community.
- ii. Create a communication plan to keep the College's constituents continuously informed of the directives, actions, and activities as we prepare for the fall 2020.
 - a. Include strategies for protecting the College's brand as we navigate through the pandemic.
 - b. Include in the communication plan initiatives to ensure that the College continues to celebrate its accomplishments and strengthen its brand in the face of the constraints posed by the pandemic.
- iii. Propose needed changes to the College's marketing to support continued enrollment growth in as the fall 2020 recruitment season continues and the fall 2021 recruitment season begins.