



## MEMORANDUM

TO: Scenario Planning Task Force Chairs  
FROM: Sheryl Van Gruensven, Interim Chancellor  
Michael Alexander, Chancellor-Elect  
DATE: April 26, 2020  
RE: UW-Green Bay's Plan for the Safe Return of Students, Faculty  
and Staff to Campus: Scenario Planning Taskforce

As the University transitions from the decisions relating to the spring and summer instruction and campus events, we are now in a position to focus on the next 12 months. In addition to short-term emergency response plans, leaders must start planning for the long-term impact of the COVID-19 outbreak. We believe there are going to be important changes in how we go about educating our students, operating the university and engaging the community. We must determine the best and safest way we will bring faculty, staff and students back to campus when time and public health permits. Our goal is to create a taskforce comprised of subject matter experts in leadership roles in order to formulate an action plan.

The University's Scenario Planning Taskforce will be comprised of several new committees charged with determining what actions are needed to bring academic, research, residential programs and other events and activities back to campus in ways that are guided by the best public health practices. The plan's overriding goal is to define what a regional comprehensive university will look like in the early days of the post-pandemic world and will serve as an organizational approach to achieving our goals. The task force committees are designed to expedite decision-making, allow us to put a plan for the next 12 months in place fairly quickly, and provide the time to implement that plan in a thoughtful manner. Ultimately, the Scenario Planning Task Force seeks answers to such questions as what classes might look like if gatherings are restricted to a limited number of people and how Dining Services could operate without risk of transmitting the coronavirus.

Both Interim Provost and Vice Chancellor for Academic Affairs Kate Burns and CBO and Senior Vice Chancellor for Institutional Strategy Sheryl Van Gruensven, will lead the Task Force with five committees that represent the University's academic, student, operational and community portfolio. The committees will be led by subject matter experts, and are charged with identifying scenarios and preparing reports and recommendations specific to targeted areas, as follows:

1. Health, Safety and Risk (Christopher Paquet)—Examples include providing guidelines and policies for social distancing, testing, cleaning, masks and other personal protective equipment, hand



sanitizing stations, quarantine and isolation, and educating the university community on COVID-19 best practices for health and safety. This group will also be tasked with formulating a response plan if anyone on our campus tests positive for COVID-19. All workgroups will interface with this committee with the overarching guiding principle of student, faculty and staff safety.

2. Teaching and Learning Environment (Kate Burns)—Preparation for entering the 2020-2021 academic year with the ability to be nimble to address the many unknowns that can occur. Examples include online or hybrid delivery methods with the possibility of disruption mid-term; identification of resources and planning required for fall; alternate scheduling options.
3. Student Affairs and Residence Life (Gail Sims-Aubert)—Examples include planning for online student engagement or engagement through social distancing; planning for social distancing in residence halls and quarantine or isolation of students who test positive for COVID-19 or those students with health risks; monitoring and management of stigma, discrimination and student mental health.
4. Community Events and Programming (Union, Weidner Center, Kress Event Center and Athletics) (Matt Suwalski)—Examples include preparation for events with social distancing requirements; possibility of no events and subsequent planning for workforce and fiscal impacts to operations.
5. Finance (Sheryl Van Gruensven)—Examples include scenario planning for risks to enrollment losses and other revenue loss risks by division and campus-wide. All workgroups will interface with this committee for purposes of preparing financial scenarios and requests for resources.

Please be prepared to put forth names of faculty, staff, students or community members to serve on your respective committee to us by April 29, 2020.

As part of the University's scenario planning, we are asking you investigate many aspects of UW-Green Bay's return to campus life, while carefully stress-testing every component against public health practices, as defined by health experts that may include the Centers for Disease Control, Brown County Health Services and the State of Wisconsin Department of Health Services. Other resources should include the Badger Bounce Back Plan, the White House's Guidelines for Opening up America, OSHA and Centers for Disease Control's Guidance for Institutions of Higher Education. Encourage your committee to visualize and imagine a dramatically different future world and articulate the impact on people and the institution. This is a projection of what a possible future may look like. It should include hypothetical data, trends, and predictions around the narratives. Committee members should treat all of this information as guaranteed, and use it to generate



additional predictions/consequences based off of the scenario. They should think about how various political, social, economic, regional and behavioral patterns may look different in this future world. Committee members should use questions to brainstorm and record ideas for how to remain solvent and successful in the future world. Ideas and strategies should all be directly tied to specific scenarios and members should be encouraged to think creatively about how they might create strategy for such a dramatically different (and potentially risky) world. Encourage participants to abandon current constraints/status quo practices and brainstorm ideas or solutions. Challenge assumptions or statements that reflect the belief that the future world/institution will work similarly as the current one.

We ask that your committee develop various scenarios with responsive specific recommendations for each scenario and present your findings to Cabinet by May 31, 2020. Please plan to provide weekly written and/or verbal reports to Cabinet beginning on May 5, 2020.

Thank you for your leadership and commitment during these unprecedented and challenging times. We are confident UW-Green Bay's determination, resiliency and creativity will persevere as we move to our new landscape in higher education.