



MEMORANDUM

TO: Board of Governors

FROM: Clif Smart

DATE: August 14, 2020

The university will open for the fall 2020 semester in modified form with most classes offered online or in blended format. The pandemic will require contingency plans to be implemented throughout the fall semester. These plans will impact a wide array of university operations including the way classes are delivered.

When implementing contingency plans throughout the fall, the university's goal is to not move all classes to online or remote delivery or close the entire campus. Instead, the university will temporarily suspend or modify individual courses, activities, programs, facilities, and operations as necessary.

This strategy will result in some operations being impacted while other operations continue as planned. For example, online courses will not be impacted just because their seated counterparts are temporarily suspended or converted to remote delivery.

The contingency plan analysis will also change depending on the course or operation at issue. For example, under similar circumstances, a laboratory class might continue to meet in person while a lecture-based class might temporarily move online.

To successfully navigate this strategy, the university will use the following guiding principles as a frame of reference for decision making.

1. Impact on the health and physical wellbeing of students, faculty, and staff.
2. Impact on the university's mission. Mission considerations include:
 - Academic quality and accreditation
 - Enrollment
 - Student success
 - Student experience
 - Inclusive excellence
 - Affordability
 - Public profile

3. Impact on the mental health and morale of students, faculty, and staff
4. Impact on university risk and compliance
5. Impact on the university's ability to generate revenue
6. Impact on our state, the local community, and other external stakeholders

Using the guiding principles as our framework, we will evaluate the following data and factors when determining whether and when to implement contingency plans:

- Isolation and quarantine space available for our on-campus students
- Faculty, staff, and student availability and absenteeism (including Greenwood and the Child Development Center)
- Campus case data, including but not limited to:
 - o Number and rate of change of active cases
 - o Number and rate of change of quarantine cases
 - o Number and rate of classes that have been moved to modified delivery
- Access to COVID testing and other resources such as masks, other PPE, and cleaning supplies
- Directives and guidance from health officials and federal, state, and local governments
- Information from relevant community dashboards (<https://www.springfieldmo.gov/5147/Recovery-Dashboard>), including but not limited to:
 - o Change in daily cases
 - o Hospital capability score
 - o Public health capability score
- Trends among peer institutions of higher education

There is not a particular threshold that will trigger a specific contingency plan. Rather, decisions must be based on an evaluation of each of these and other relevant factors as the situation unfolds in light of the guiding principles.

The board will be consulted before a decision is reached to suspend all or substantially all of the university's operations. University administrators will make decisions on other contingency plans and report those decisions at regularly scheduled board meetings. The particular administrators involved in the contingency plan decision-making process will depend on the level and impact of the contingency plan at issue.