

Appendix C

Complete List of Recommendations

- 1.1. Ensure the appropriate voices are in the conversation. Include decision makers and advocates for all three major populations on campus; students, faculty, and staff.
- 1.2. APSU moratorium on international travel went into effect March 9, 2020. Continue to monitor COVID-19 spread globally to make informed decisions about easing restrictions in the future.
- 1.3. Create opportunities for cross collaboration among departments/divisions.
- 1.4. Create agreed upon thresholds for key decision making early.
- 2.1. Communication from Leadership needs to be clear, timely, and concise regarding calendar and instructional changes.
- 2.2. Create comprehensive training program for faculty to pivot to remote learning.
- 2.3. Strengthen Continuity of Operations Planning (COOP) for all departments campus-wide to ensure that business as usual can occur if a physical space is compromised.
- 2.4. Create comprehensive training program for staff to work from home.
- 2.5. Ensure that all employees are technologically prepared to work from home, including upgrading equipment from desktop computers to mobile devices.
- 2.6. Continue to build relationships with external stakeholders to boost internet availability for APSU students.
- 2.7. Support Govs Give Back and other charitable foundations supporting internet accessibility and overcoming technological issues for students.
- 2.8. Support Student Health Services in transition planning from in person visits to virtual health care.
- 3.1. Continue transparent discussion and decisions around residential density and communicate decisions clearly to students living on campus.
- 3.2. Continue to discuss dining operations with contracted services to reduce costs and fulfill contract requirements.
- 3.3. As early as possible, discuss financial refunds and fees and the impacts on *both* the institution and students.
- 3.4. Support student employees and departments navigating the potential loss of workers. Build this into COOP planning for each department.
- 3.5. Formalize the Recommendations and Report-Back process with Senior Leadership.

- 4.1. Support IT in long term Continuity of Operations.
 - 4.1.1. Upgrade and support shortcomings and challenges as they arise with hardware needed, software licensing, connectivity, phones, staffing shortages, etc.
- 4.2. Consider having a MD on the Task Force and in discussions when responding to a pandemic.
- 4.3. Clearly define Task Force and Working Group accountable objectives. Consider following FEMA Incident Command Structure (ICS) operational and planning structure for any rapidly developing and expanding incident.
 - 4.3.1. Add FEMA ICS structure to all hazard planning for APSU.
 - 4.3.2. Training and support for FEMA ICS development
- 4.4. Expand support to HR for long term dynamic crises that require working from home.
- 4.5. Create open dialogue between Task Force and SLT to discuss why proposals were approved or denied. "I think the real issue is that there were never any hard and fast pivot points that were directly established that were evidence based approaches to decision-making. There were many proposals given to the SLT but almost no consideration by the SLT to explain the rationale of these decisions to the taskforce. This provided the appearance of one-way communications."
Task Force Member.
- 5.1. Build the TTX model into future decision making efforts.
- 5.2. Plan and execute frequent and consistent interaction between HR and staff in formats that are accessible to all.
- 5.3. Plan and execute frequent and consistent interaction between Provost/College Dean and students in formats that are accessible to all.
- 5.4. Pay attention to 'burn out' among decision makers in extended operational period incidents. Ending the Task Force and turning the operational duties to the Work Group protected the key decision makers from the minutiae of making the recommendations come to life.