

Executive summary

As Florida's residential, liberal arts and sciences honors college, New College of Florida lacks a medical or public health school that can provide in-house medical advice. We benefit from our collaboration with the University of South Florida, which has welcomed us into their planning process, as well as the guidance provided by the Board of Governors.

New College aims to open campus for instruction, both face-to-face and remote, in the Fall semester. Our goal is to make working and living on campus safer than working and living in the surrounding community.

This plan articulates how we will realize this goal.

Employees will return to campus in phases while work spaces are configured to allow social distancing. We seek to have all employees who can safely do so return to campus in mid-August. In order to reduce density in work spaces, we will rotate working remotely with working on-campus.

Students will also return to campus in phases. First-year students will arrive by appointment over a three-day orientation period. Continuing students will return by appointment over the following three days. To mitigate risk, we will reduce the number of students living on campus by reducing the density of our residential halls. We aim for every student to occupy a single room, with double rooms available upon request. We will open this capacity by allowing students to live off campus, by request.

All students and employees will be tested before returning to campus. We will make arrangements individually for students who do not have access to local testing facilities where they live.. Those who test positive will quarantine at home.

We will continue to test 10% of the campus population each week, and immediately test anyone with symptoms. Contact tracing of students testing positive will be done by local county health departments in cooperation with USF student health. Contact tracing of employees will be handled by the local health department as well.

Masks and social distancing will be required in all indoor spaces (except bedrooms) with more than one individual, and in outdoor spaces where more than 10 are gathered. We will monitor the health environment of the campus with a daily self-screening tool that will allow for quick, effective response.

We will adjust the academic calendar for 14 weeks of regular classes prior to Thanksgiving. After Thanksgiving break, exams and final projects will be completed remotely.

We aim to make it possible for high-risk employees and students (or those with families at high risk) to work and learn remotely. Unless they choose otherwise (or can be reasonably expected to be immune), we expect faculty over the age of 65 to teach remotely. Asymptomatic students in quarantine with COVID will participate in class remotely.

To date, New College has been fortunate to have no confirmed COVID-19 cases in our campus community. In preparation for confirmed cases of infection, we will set aside rooms to quarantine

students who test positive. Having more than 10 COVID positive students in quarantine at the same time will trigger a thorough review of whether New College can safely continue to offer face-to-face instruction. We will consider and evaluate alternative thresholds as we monitor the health environment of the campus. Also, if Manatee or Sarasota counties become hot spots, we will evaluate a switch to operating entirely remotely or adopting protective measures, such as restricting campus to visitors and vendors.

We have organized our plan according to the SUS Blueprint. The table of contents below serves as a high-level outline of the plan.

Outline

| | |
|---|-----------|
| SUS Blueprint: A Healthy Campus Environment | 3 |
| Risk Mitigation: PPE, Cleaning/Disinfecting, Space Modification, Shared Responsibility Training | 3 |
| Returning Employees to Campus | 4 |
| Developing a Caring Campus Community & Social Norming | 4 |
| Residential Life Services: Residence Halls, Food Service, Co-curricular Activities | 5 |
| Hurricane and Emergency Preparedness | 6 |
| SUS Blueprint: A Healthy Community Environment | 7 |
| Personal Responsibility: Following SUS, Department of Health, and CDC Guidelines | 7 |
| Shared Community Responsibility | 7 |
| SUS Blueprint: COVID-19 Testing Plan | 9 |
| Testing & Screening | 9 |
| SUS Blueprint: Contact Tracing and Surveillance | 10 |
| Assist the Department of Health & Local County Health Departments | 10 |
| Isolate Infected Individuals | 11 |
| Continue the Education of Isolated Individuals | 11 |
| SUS Blueprint: Academic Program Delivery | 12 |
| Teaching & Learning | 12 |
| Educational Space | 12 |
| Academic Calendar and Class Schedules | 13 |
| Career Services | 13 |
| Library | 14 |
| Follow-up and Acknowledgements | 15 |

SUS Blueprint: A Healthy Campus Environment

- The foundational priority of each university's plan will be the health and welfare of all students, faculty, staff, vendors, volunteers, and visitors.
- Health and safety on a university campus is a shared responsibility for all involved. All students, employees, vendors, volunteers, and visitors will be subject to new policies, procedures, and oversight designed to promote a safer and healthier environment for teaching, learning, and working, including strategies to protect individuals at higher risk for developing adverse outcomes of COVID-19.
- The Centers for Disease Control and Prevention (CDC), state, and local social distancing guidelines that are in place at the time of each university's Fall opening should be implemented in all campus facilities and should include procedures for enforcement for all constituents.
- The use of face coverings and hand sanitizers should be addressed in each university plan.
- All students and employees should be educated and trained in the requirements and expectations for the new health and safety procedures and the consequences for non-compliance of these university policies.
- Each university plan should consider the campus's current and projected health environment as it plans for the gradual and measured approval of student extracurricular activities, including student organizations, clubs, intramural sports, and social gatherings.
- In light of the highly contagious nature of the COVID-19 virus, each university should have the capability to regularly clean and disinfect all university facilities, including classrooms, office spaces, housing and food service facilities, research equipment and laboratories, and public spaces.

Risk Mitigation: PPE, Cleaning/Disinfecting, Space Modification, Shared Responsibility Training

Outcome: NCF will operate as a community with shared responsibility that mitigates health risks according to DOH and CDC guidelines, including the use of face coverings and hand sanitizers, social distance compliant spaces, and increased cleaning and disinfecting of all College facilities. We will focus on the health of all community members and educate all members in this initiative through campus wide training.

Leadership: CWC Director, AVP HR, Dean of Student Affairs, Provost, Director of Facilities

To achieve this outcome, we will:

- Require all employees and students to use face masks when in the presence of others indoors and in public settings where other social distancing measures are difficult to maintain (e.g., common work spaces, meeting rooms, classrooms, etc.).
 - When an employee is alone in a room and when a student is in a residential dormitory room with their roommate, masks/face coverings are not required.
- Work to develop a sufficient inventory of PPE
 - Identify viable suppliers for bulk and individual office purchases of PPE.
 - Distribute PPE to employees. Distribute "welcome kits" to students that contain a washable cloth face covering, a disposable face mask, and hand sanitizer.
 - Monitor PPE policies in high density locations to inform enforcement challenges
- Retrofit or reconfigure spaces to accommodate and reinforce social distancing
 - Determine new capacities for classrooms, labs, studios, and group areas

- Implement new furniture layouts for learning spaces that address social distancing
- Modify cleaning and disinfecting protocols for all facilities and provide shielding at face-to-face reception areas and service counters, as needed.
 - Follow all CDC guidelines in cleaning and disinfecting spaces
 - Supplement custodial staff with commercial custodial vendors to reach necessary capacity
 - Contract with custodial vendors to provide critical emergency response to areas exposed to infected occupants
 - Evaluate and implement additional cleaning protocols as more campus space is opened and employees/students return
 - Clarify individual office cleaning procedures that encourage employees to take responsibility and participate in enhanced cleaning protocols.
- Verify all employees have been properly trained to implement this plan
- Monitor, evaluate, and adapt protocols, as necessary.

Returning Employees to Campus

Outcome: NCF will prepare for employees to return to campus with protocols in place for a healthy campus environment. Employees will return gradually, except for those with health vulnerabilities for COVID-19 infection for themselves or their families. Requests from employees to continue to work remotely will be reviewed on a case-by-case basis.

Leadership: VP for Finance & Administration, AVP for HR, Provost, Dean of Student Affairs

To achieve this outcome, we will:

- Develop, disseminate, and continuously evaluate *Return to Work Employee Guidelines*
- Return a core group of faculty and staff to campus this summer to execute this plan and advance the College's mission through ongoing research and public service. They will join essential employees, such as campus police, groundskeepers, custodians, and student affairs staff.
- Evaluate the College's financial and operational ability to continue emergency and recovery measures over an extended period of time.
- Modify vendor protocols, as needed, to align with this reopening plan.
- Monitor, evaluate, and adapt protocols, as necessary.

Developing a Caring Campus Community & Social Norming

Outcome: NCF will implement and promote a Caring Campus Community reopening plan. Discussions among community members will seek to reduce fear, increase confidence and compliance, and promote social norming of our healthy campus initiatives.

Leadership: Dean & Senior Associate Dean of Student Affairs, Director of Marketing & Communications

To achieve this outcome, we will:

- Develop the Caring Campus Community reopening plan by identifying issues that need to be resolved, modifying procedures, and developing training sessions and workshops.
- Provide remote and in-person training to Student Affairs Paraprofessional staff, Resident Assistants, Orientation Leaders, and Campus Programming staff.
- Develop orientation and educational programs based on CDC and other resources to promote safe behavior on campus, to inform students of the rationale for policy changes, and to initiate a social norming campaign to enhance compliance.
- Launch a Caring Campus Community campaign with Marketing and Communications
- Offer co-curricular and extracurricular events that focus on remote, individual, and small group outdoor activities
- Promote new policies that will stipulate that members of the campus community are to refrain from engaging in high risk activities, and follow the directives of posted safety instructions.
- Monitor, evaluate, and adapt protocols, as necessary.

Residential Life Services: Residence Halls, Food Service, Co-curricular Activities

Outcome: NCF will promote safety and responsibility within residence halls and food service.

Leadership: Dean of Student Affairs, Senior Associate Dean of Student Affairs

To achieve this outcome, we will:

- Develop housing protocols to reduce housing density, limit gathering spaces, and maintain security. In doing so, we will eliminate all triple rooms, evaluate the feasibility of mandating single bedrooms, and arrange for extra cleaning of any shared bathrooms. With these modifications, our target occupancy rate for 2020-21 is 83.5% (compared to 96.5% in 2019-20).
- Establish move-in dates for the Fall semester that will mitigate risk by staggering student arrival times over several days.
- Follow CDC guidelines when cleaning residence hall units.
- Relocate lounge space areas to allow dining tables to be spaced more broadly and add additional tables outdoors
- Implement food service protocols initiated by Metz that will include daily health screening and masks/gloves for employees. The protocols will also include installing shields for cashier stations, sanitizing utensils and stations every 30 minutes, placing floor markers and signage to indicate proper social distancing, providing hand sanitizing stations and signage at every entry point, and limiting capacity to allow for social distancing.
- Ensure all food service staff receive training on safe working habits and procedures to maximize guest safety.
- Monitor, evaluate, and adapt protocols, as necessary.

Outcome: NCF will have appropriate protocols ready to address preparation and response to all severe weather incidents in light of the COVID-19 pandemic.

Leadership: Emergency Manager, CWC Director, VP for Finance & Administration

To achieve this outcome, we will:

- Review the current NCF Emergency Management Plan in light of new COVID-19 guidelines.
- Evaluate the viability of any proposed modifications to the current sheltering plan for students and current emergency operations center.
- Determine the best alternative on-campus location for students who cannot be evacuated and staff members needed to support these students.
- Engage with state and local partners to assess the capacity to respond to the modified emergency management plan.
- Communicate the modified Emergency Management Plan to the campus community.
- Monitor, evaluate, and adapt protocols, as necessary.

SUS Blueprint: A Healthy Community Environment

- Each university plan should emphasize that the health and safety of its campus is a shared responsibility among students, employees, vendors, volunteers, visitors, and surrounding community members.
- Governmental leaders, business owners, and health care providers in the surrounding university community should accept a shared responsibility with the university to promote the health of the campus and its surrounding community. As important partners, these entities should be strongly urged to commit to adhering to and endorsing national and state guidelines and university policies that are in place to promote health and safety.
- Every individual coming on to a state university campus should be expected to accept personal responsibility for his/her actions by following all CDC recommendations and university policies. Each university should establish and publicize consequences for non-compliance of all relevant national, state, and university policies.
- Universities should support prevention and mitigation strategies developed by the Florida Department of Health for other infectious diseases that may worsen or are similar to COVID-19, such as influenza.

Personal Responsibility: Following SUS, Department of Health, and CDC Guidelines

Outcome: NCF community members will exercise personal responsibility and assist others with an accurate base of knowledge that reflects SUS, Florida Department of Health, and CDC guidelines for prevention of infectious diseases.

Leadership: CWC Director, AVP of HR, Dean of Outreach & Engagement, Director of Marketing & Comm.

To achieve this outcome, we will:

- Publicize guidelines consistent with all relevant national, state, and College policies to everyone on campus through signage, posters, webpages.
- Through the efforts of Human Resources and Student Affairs, ensure all supervisors and students/community leaders are knowledgeable about current policies and standards.
- Utilize social norming to reduce non-compliance with community standards.
- Determine and publicize consequences for non-compliance.
- Stay abreast of any outbreaks of other infectious diseases, such as influenza, that may worsen or are similar to COVID-19.
- Provide flu shot clinics in the fall to mitigate the effects of COVID-19
- Monitor, evaluate, and adapt protocols, as necessary.

Shared Community Responsibility

Outcome: NCF will engage in opportunities to support local community and regional responses to the COVID-19 challenge. In doing so, NCF will underscore the connections between regional health and campus health, helping students recognize that their scholarship as well as their actions have the potential to impact the health of the larger community.

Leadership: Director of Communication & Marketing, Dean of Outreach & Engagement

To achieve this outcome, we will:

- Actively participate in local community efforts to generate awareness, embrace safe practices, secure and distribute PPE, and support testing, contact tracing, and health data analysis efforts with a particular focus on high need, low-income, and at risk community populations.
- Articulate our commitment to follow Florida Department of Health, CDC, and SUS guidelines to mitigate risk for our College and the external community.
- When appropriate, integrate public health themes relevant to the current pandemic into curricular and co-curricular projects--for example, the epidemics and pandemics course currently being developed for Fall 2020
- When appropriate, highlight contributions by NCF community members to the pandemic response--for example, the Multicultural Health Institute's COVID-19 Strategic Intervention project, being championed by faculty members and students.
- Monitor, evaluate, and adapt protocols, as necessary.

SUS Blueprint: COVID-19 Testing Plan

- A COVID-19 testing plan is needed at every university to determine who in the campus community should be tested, when and how often they should be tested, to enable employees and students to return to campus in a controlled, phased-in approach.
- A survey or screening methodology should be incorporated to identify and prioritize individuals who warrant testing, and include reporting of travel to/from geographic areas with significant community transmission.
- The testing plan should include a regimen for individuals coming to the campus from state, national, and international geographic areas with significant community transmission.
- A university testing plan should include a process that will enable health care professionals to rapidly respond to identified “hot spots” on the campus.
- Protocols will need to be established with local hospitals and health care systems and the capacity of the local hospitals and health care systems clarified prior to reopening the campus.
- A Clinical Advisory Committee on testing and tracing established by the task force will recommend a clinical framework for repopulating a campus.
- Universities who are able to assist other institutions in the SUS with the development of a university testing plan are encouraged to do so.

Testing & Screening

Outcome: NCF will work with USF and community partners to test all employees and students prior to campus arrival, test 10% of the community weekly thereafter, and immediately isolate and test anyone with symptoms.

Leadership: CWC Director, Assistant Vice President for Human Resources, Dean of Student Affairs

To achieve this outcome, we will:

- Test all employees and students when they return to campus.
- All staff should be tested one week prior to return, and if on campus by July 1. Results will be reported to HR.
- Students will test at local facilities. We will make arrangements individually for any students who do not have access to local testing facilities.
- Randomly test 10% of the community each week during the Fall semester, with proviso that no asymptomatic individual will be tested more than twice a month.
- Isolate and test as soon as possible any individuals who report or show COVID-19 symptoms.
- Require employees and students follow CDC guidance related to travel to/from CDC designated areas.
- Ensure that the information collection and record keeping maintain privacy.
- Require symptomatic employees to remain off campus until they receive a negative COVID-19 test or have finished the CDC guidelines for self-isolation.
- With the assistance of USF, implement protocols with local hospitals to work with severe cases of COVID-19.
- Monitor, evaluate, and adapt protocols, as necessary.

SUS Blueprint: Contact Tracing and Surveillance

- Contact tracing is under the authority of the Florida Department of Health. Universities should work with the Department of Health and the local county health departments to determine if universities can assist the Department in contact tracing efforts for individuals testing positive.
- For students in on-campus housing, facilities (rooms, building sections, or temporary housing, on or off campus) must be identified that will be suitable for isolating positive virus cases until they are no longer infectious. Resources should be made available to provide care, counseling, and other services to these individuals and include the ability for quarantined students to continue their studies.
- The status of the health environment of the campus should be regularly monitored to enable campus leaders to quickly respond to significant increases in virus infections and hospitalization rates. A campus threshold that will trigger a return to tighter social distancing and behavioral restrictions should be defined in advance.

Assist the Department of Health & Local County Health Departments

Outcome: NCF will coordinate with the Florida Department of Health, local county health departments, and USF in contact tracing efforts for individuals testing positive. NCF will monitor the health environment of the campus and quickly respond to significant increases in infection rates.

Leadership: Counseling and Wellness Center Director

To achieve this outcome, we will:

- Work with USF to identify and provide information to county health departments that will be of use in tracing community members -- such information would include class and activity schedules and residence hall location.
- Along with USF, work with the Sarasota County Department of Health to provide community contact tracing. Positive COVID-19 cases will be referred by USF to the relevant County Department of Health.
- Monitor the health environment of the campus through a screening tool that will allow for quick, effective response to significant increases in infections or hospitalization rates.
- Consider checking temperatures prior to entry into dining halls and highly trafficked offices.
- Trigger a return to tighter social distancing and behavioral restrictions if we have 10+ COVID positive students in quarantine at the same time.
- Consider alternative thresholds as we monitor the health environment of the campus.
- Respond through Human Resources and/or Student Affairs to communicate trouble spots to campus and identify quarantine and response.

Isolate Infected Individuals

Outcome: NCF will isolate and make resources available to provide care, counseling and other services for infected residential students in suitable on- or off-campus housing until they are no longer infectious.

Leadership: Senior Associate Dean of Student Affairs, CWC Director

To achieve this outcome, we will:

- Identify, furnish, and reserve housing spaces required to provide isolated rooms for up to 14 residential students who test positive for COVID-19.
- Implement pre- and post-use cleaning protocols and arrange for external custodial service.
- Identify resources to provide care, counseling, and other services to isolated individuals, including food service delivery systems.
- Work with USF-SM campus to provide care for isolated students,
- Monitor, evaluate, and adapt protocols, as necessary.

Continue the Education of Isolated Individuals

Outcome: NCF students who are isolated due to infection will continue their education with minimal disruption.

Leadership: Provost, Dean of Student Affairs, ETS Director

To achieve this outcome, we will:

- Develop our capacity and provide ongoing support to allow isolated students to participate in classes remotely.
- Establish effective collaboration between Residential Life and Academic Affairs to support students in isolation
- Identify, purchase, install, and support classroom technology to support remote learning.
- Monitor, evaluate, and adapt protocols, as necessary.

SUS Blueprint: Academic Program Delivery

- Reasonable alternatives should be made available for faculty and students who are unable to participate in available class delivery formats, including individuals with serious illness, older adults, and individuals of any age with serious underlying conditions who may be at higher risk for severe illness from COVID-19.
- Class sizes and classroom densities, as well as outdoor and non-traditional spaces, should be evaluated in consideration of the current CDC, state, and local social distancing guidelines.
- Universities are encouraged to consider varied course scheduling and calendar options to accommodate alternative instructional delivery formats.
- Faculty training and professional development should continue to provide enhanced training and support for new online technologies and non-traditional modes of delivery of instruction.
- Each university plan should acknowledge that from the time of plan development to the time of the beginning of fall semester, the health environment of the local community will likely look very different. The need for flexibility should be stressed to all students, faculty, and staff as schedules and delivery modes may need to be adjusted in reaction to the evolving health conditions on each campus and in each campus community.

Teaching & Learning

Outcome: For the Fall semester, NCF will provide an engaging, effective educational experience to students via face-to-face, hybrid/blended, and distance learning.

Leadership: Provost, Academic Planning Workgroup, ETS Director

To achieve this outcome, we will:

- Design Fall classes for flexible delivery, with a mixture of remote and in-person learning. Provide faculty with resources, training, and tools to enable this flexible delivery.
 - Provide Quality Matters and basic and intermediate Canvas workshops.
 - Evaluate options to enable video conference delivery of instruction from classrooms to students participating remotely, and provide technology (Canvas add-ons, devices, internet access).
- Faculty who cannot return will teach remotely.
- Complete a substantive change application by September 1 to gain SACSCOC approval to offer fully online educational programs after the Fall semester.
- Monitor, evaluate, and adapt protocols, as necessary.

Educational Space

Outcome: NCF will provide classroom, lab, studio, and shared learning spaces that facilitate social distancing, mitigate risk, and promote student learning.

Leadership: Academic Administrative Council, Registrar, Director of Facilities

To achieve this outcome, we will:

- Determine social distancing capacity of all shared learning spaces (classrooms, labs, studios, study rooms).
- Identify options for additional learning space, including outdoor space.
- Implement guidelines for social distancing and risk mitigation in each shared learning space.
- Assign classrooms to classes based on capacity and technology needs.
- Monitor, evaluate, and adapt protocols, as necessary.

Academic Calendar and Class Schedules

Outcome: NCF will adjust Class schedules and the academic calendar for Fall 2020 to mitigate risk and promote student learning.

Leadership: Provost, Academic Administrative Council, Registrar

To achieve this outcome, we will:

- Revise the Fall course schedule to accommodate capacity limits for classrooms and labs.
- Revise the academic calendar to minimize travel during breaks that may bring COVID-19 back to campus.
 - Reduce Fall break so that instruction ends by Thanksgiving Break. Final exams and projects will be completed remotely.
- Monitor, evaluate, and adapt protocols, as necessary.

Career Services

Outcome: NCF will provide effective career preparation services remotely and in-person to help all students achieve immediate post-graduation success.

Leadership: Director of the Center for Career Engagement and Opportunity (CEO)

To achieve this outcome, we will:

- Operate remotely during summer to support current and former students with internships and career preparation, as well as employers who are recruiting NCF students.
- Transition CEO staff from remote to on-campus work during the summer.
- Develop career preparation services (orientation, courses, student/employer services) that offer options for virtual/remote engagement.
- Offer in-person student/employer service options alongside remote/virtual options during the Fall.
- Monitor, evaluate, and adapt protocols, as necessary.

Outcome: To mitigate risk when reopening for the Fall semester, the library may shift usage hours and/or spaces while continuing to meet the needs of NCF and USF-SM community members.

Leadership: Dean of the Library

To achieve this outcome, we will:

- Prepare the library for social distancing and develop protocols and cleaning/handling procedures to mitigate risk.
- Develop procedures for basic library services, such as how to return materials and interact with patrons.
- Reopen the library with appropriate usage and hours for NCF and USF-SM community members. Restrict usage by non-NCF and non-USF-SM members.
- Monitor, evaluate, and adapt protocols, as necessary.

Follow-up and Acknowledgements

The various components of this plan were developed by the six Recovery Support Function (RSF) committees listed below. Each RSF was charged with implementing and overseeing the timely restoration of essential New College services. These RSFs will continue to meet regularly to implement and evaluate this plan, making any recommendations for modification to the President's cabinet.

RSF #1: Finance, Facilities, & Infrastructure

Members: VP Finance & Administration, AVP of Finance, Director of Procurement, IT Director, AVP for Human Resources, Director of the Counseling & Wellness Center, VP of Advancement, Director of Facilities, Asst. Director of Facilities, AVP Academic Affairs, Facilities Planning Coordinator, Senior Associate Dean of Student Affairs,

RSF #2: Wellness / Test & Trace

Members: Dean of Student Affairs, Director of the Counseling & Wellness Center, Associate Director of Residential Education, Director of Student Activities and Campus Engagement, Director of the Fitness Center, General Counsel, AVP for Human Resources, IT Director, Police Chief, Associate Provost, AVP Academic Affairs, VP for Finance & Administration, Faculty member (Test & Trace: Dean SA, Director CWC, AVP HR, AVP AA, VP FA, Faculty member/epidemiologist)

RSF #3: Residential Life and Student Success

Members: Dean of Student Affairs, Senior Associate Dean of Student Affairs, Director of Student Success, Associate Provost, CWC Associate Program Director, Dean of Outreach & Engagement, Director of Facilities, CEO Director, Faculty member

RSF #4: Admissions & Marketing

Members: Director of Communication & Marketing, Provost, Dean of Student Affairs, Dean of Enrollment Management, Associate Director of Financial Aid, Chief of Staff, Faculty member

RSF #5: Academics/Academic Adaptation

Members: Provost, AVP Academic Affairs, Faculty Chair, Director of Educational Technology Services, Dean of the Library, CEO Director, Registrar, Facilities Planning Coordinator, Eight faculty Members

RSF #6: Communication (internal and external)

Members: Director of Communications & Marketing, Dean of Outreach and Engagement, VP of Advancement

In addition to the members of these RSFs, many others on campus contributed to this plan and to the care of the New College community. Our deepest gratitude to all. We are also grateful to our colleagues at USF and other SUS institutions, as well as the Board of Governors.

Elements of this plan will necessarily be modified as events unfold, and we learn more.